

Case Study: Bosch Embracing Agility

“For **Bosch agility is crucial**, it allows us to **adjust to the increasing speed of change around us**. Agility allows us to remain in a position as an **innovation leader**.”

Volkmar Denner, CEO of Bosch, May 2017



BOSCH

1886



Mastering mass production

2018



Becoming a digital disruptor and Internet of Things leader across 390,000 employees in 60 countries

Top leadership now works in Scrum teams; leadership across the company lives agile values

- Started with top executives and the Board; the **Steering Committee is not steering anymore**, they are working
- **Agile leadership teams consist of 5-6 executives** with a **Product Owner** and an **Agile Master**
- Moved to **interactive format for Board meetings** where participants stand, use plan walls, and constantly ask what are the next steps in our journey
- Adopted **continuous planning cycles** instead of annual planning
- Started to see **common barriers across the company** with visible progress on key initiatives for all

"It's the leaders' responsibility to drive this change and it's continuous work; it's nothing you can delegate to a project or to a department - every leader has to do it."

Felix Hieronymi, VP Agile Transformation, Bosch

We LEAD Bosch

- We live by our **values**.
- We make the **purpose** of our business clear, and work **passionately** to make it a success.
- We create **autonomy**, and remove any obstacles.
- We prioritize, keep things **simple**, make decisions **quickly** and execute them **rigorously**.
- We communicate **openly, frequently** and **across all levels**.
- We achieve **excellence**.
- We spark enthusiasm for **new things** and embrace change as an **opportunity**.
- We learn from mistakes, and see them as part of our **innovation culture**.
- We collaborate **across functions**, units, and hierarchies – always focusing on **results**.
- We seek and give **feedback**, and lead with **trust, respect**, and **empathy**.

Bosch is using Agile teams to **accelerate results** far beyond software

TESLA COLLABORATION



- Collaborated to **adapt chassis and safety systems** for requirements of the desired handling
- Agile approach **cut development time in half**
- Tesla presented Bosch with its “**Excellent Development Partner Award**”

CONNECTED SENSORS DEVELOPMENT



- Used agile teams to develop **innovative agricultural sensor technology** for the Bosch Internet of Things suite
- Developed **10 new systems within just four weeks** for rapid deployment during growing season

POWER TOOLS INNOVATION



- Reorganized the full Home and Garden business unit into **ten agile teams**
- Cross-functional teams include individuals from **product management, brand management**, business development, engineering, and more
- Innovation is **faster and more efficient**, and **employee engagement has improved**