

# 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*

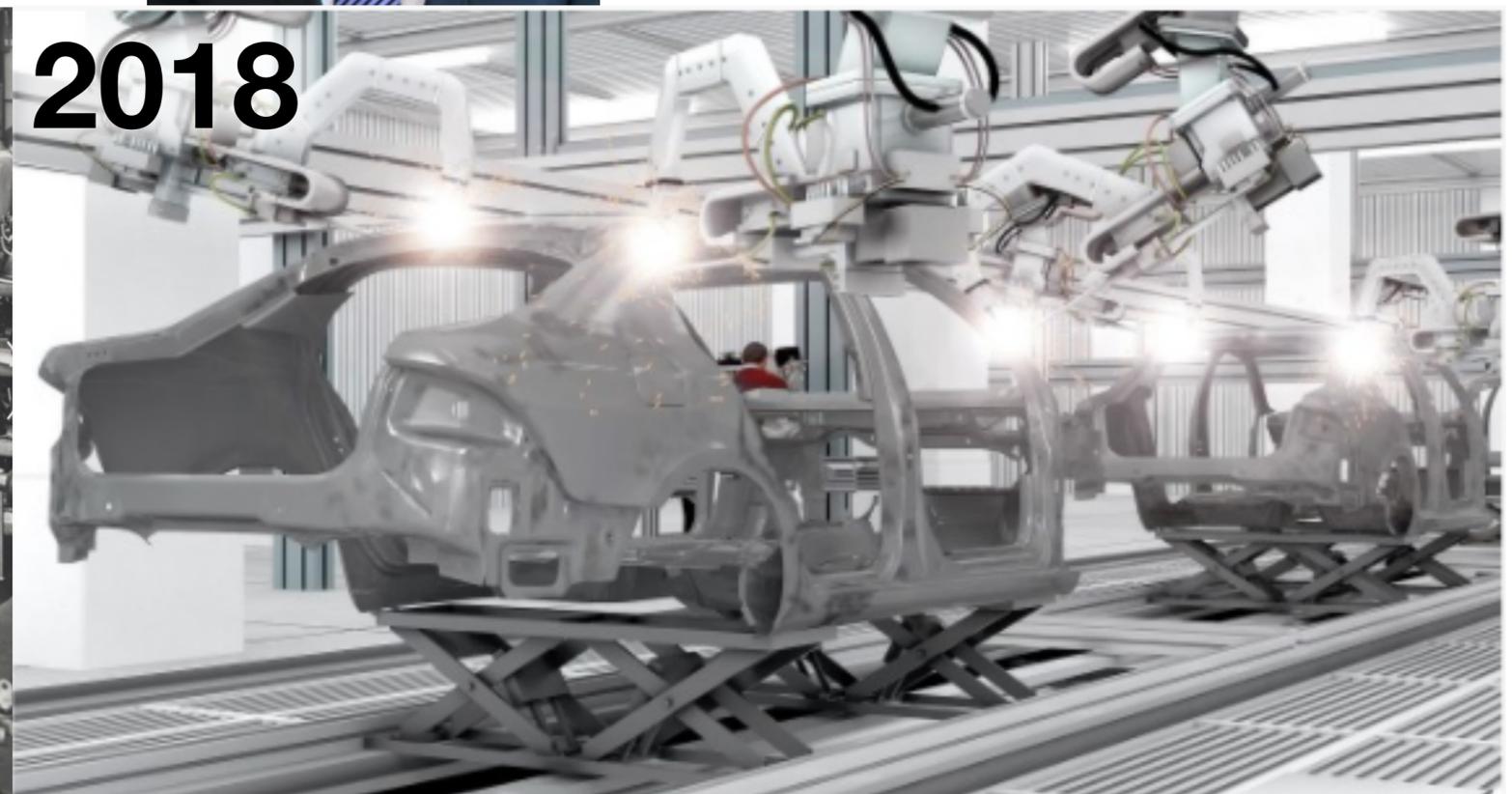


**BOSCH**



**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*



The graphic features the text 'We LEAD Bosch' at the top right, with 'LEAD' in large, colorful letters. Below it, a list of values is presented in a grid-like fashion, each starting with 'We' and followed by a specific value or action. The values are: '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**