Corporate Community Management @ Bosch

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Introduction
Overview: the Bosch Group.

Bosch Group ➔ 46.1 billion euros in sales*
➔ 281,000 associates
➔ 360 subsidiary companies, represented in 150 countries

*figures from 30.04.2014
Bosch wants to achieve **added value through networking**.
Outlook: what’s in the pipeline and where do we stand?

Pioneer phase
- Independent solutions
- Limited functions
- Participatory approach

Pilot phase
- Corporate network, broad functions
- Below the radar
- Experiences first use cases

Introduction
- Company-wide launch
- Support from the executive management

Professionalization
- Optimizing the platform and usage
- Increasing strategic awareness
- Interweaving with business operations

Business integration
- Dynamic, needs-based platform
- First opening for external stakeholders

Enterprise 2.0
- Continuously improved platform
- All associates are involved
- Open for external stakeholders
- Organizational development on a new level
- “Social” is how we do business

Sources: Dachis Group, The Community Roundtable, n:Sight, Frank Schönefeld, Emanuele Quintarelli, Group7 Consulting, Lee Ackermann

2011 2014
Bosch Connect*…

As of December 2014:

> 270,000 associates are on Bosch Connect

> 20,000 Communities
   thereof: 78% open

- ... encourages dialog, collaboration, and the exchange of ideas within and across projects, organizational and national boundaries
- ... started its pilot phase in August 2012
- ... is available to all associates with access to the intranet since September 2013
- ... is available via mobile access

more than 65% active users (log-on last month)

Use of Bosch Connect
per a survey conducted in 05.2014

22% increase in access to knowledge

82% voluntarily joined communities

20% higher quality of ideas due to collaborative development

Use case example
4 weeks
6 days

Process time reduction
DS Manufacturing Coordination

up to 19% higher collaboration efficiency

16% of daily work done using Bosch Connect

* Based on IBM Connections
Milestones of Corporate Community Management.

<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>Kick off E2.0 phase 1: platform</td>
</tr>
<tr>
<td>2012</td>
<td>Start pilot phase Bosch Connect: 25 use cases</td>
</tr>
<tr>
<td>2013</td>
<td>Go live Bosch Connect with 40,000 users</td>
</tr>
<tr>
<td>2013</td>
<td>CCM* becomes official target of E2.0 project</td>
</tr>
<tr>
<td>2014</td>
<td>CCM* is official profession within Bosch</td>
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</tbody>
</table>

*CCM = Corporate Community Manager
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Community Management business case

Benefits

- Needs
- Usage
  - Time saving
  - Cost saving

Cost

- Capabilities
  - Set-up
    - Community Set-up
      - Training
  - Continuous
    - Community Mgmt. effort

Value Add

- ROT

Answering the question: what’s in for me – from a manager’s perspective!
Hypothesis and research design

1. Community usage increases with strategic and operational needs
2. Community usage increases with community needs (e.g., organizational dispersion)
3. Community management effort increases with strategic relevance
4. Set-up effort increases with strategic and operational needs
5. Share-of-daily work increases with relevance of Social Business processes
6. Community manager capability decreases Community Management effort

Research design
- 10 different community types
- 80 questions evaluating needs, capabilities and results of the community
- Self-assessment regarding time-spent in the community
- Interview period 2 month

Does Community Management benefit the company?
What are the drivers for value adding Community Management?
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Survey result: Technical Capabilities - Sum of Capabilities

Technical capabilities drive overall understanding of Social Business.

Social business capabilities
- Social principles (eg. sharing)
- Leadership (eg. support)
- Social business process
- Technical / platform

Bosch Connect Technical capabilities (in %)

Linear (Bosch Connect Technical capabilities (in %))

R² = 0.7741
Hypothesis and research design

1. Community usage increases with strategic and operational needs

2. Community usage increases with community needs (e.g., organizational dispersion)

3. Community management effort increases with strategic relevance

4. Set-up effort increases with strategic and operational needs

5. Community manager capability decreases with relevance of Social Business processes

6. Community management effort decreases with community needs and capabilities of the community

Data quality was not high enough to confirm all hypothesis!

Research design:

- 35 interview partners
- 10 different community types
- 80 questions evaluating needs and capabilities of the community
- Self-assessment regarding time-spent in the community
- Interview period 2 month
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Scenario Community ROI and Community management effort in h

Even a moderate continuous effort to manage a community pays off well.

**Assumptions**

<table>
<thead>
<tr>
<th>Parameter</th>
<th>Value*</th>
</tr>
</thead>
<tbody>
<tr>
<td>No. of Community members</td>
<td>200</td>
</tr>
<tr>
<td>Continuous effort per week parameter</td>
<td></td>
</tr>
<tr>
<td>Set-up effort</td>
<td>60 h</td>
</tr>
<tr>
<td>Time spent in the community</td>
<td>10 min per week</td>
</tr>
<tr>
<td>Efficiency gain</td>
<td>20%</td>
</tr>
</tbody>
</table>
Conclusions (1/2).

The future of collaboration is **community-based**. Bosch uses the Social Business platform Bosch Connect, internally as well as with external business partners.

Community Management has a **positive ROT** (return on invested time).

Every beneficial community is driven by a **qualified Community Manager**.
Community Management is a **role** (Junior CM), a **profession** (Senior and Chief CM), as well a **skill- and competence set**.

Professional Community Management needs **resources**. If you really want to change the way you collaborate, you need a **qualified internal associate** to make your processes and tasks fit to the mechanisms and functions of a Social Business environment.

Successful Community Management is more an **attitude** and **personal experience** than a trained expertise / trained knowledge.
Thank you for your attention!

Questions?

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