

CONTROLLING MIT EINHÖRNERN -

Herausforderungen für das Controlling von Start-Ups in
Großunternehmen

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Controlling Insights Steyr
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A Bosch Company

AGENDA

- Overview Grow
- Challenges for Controllers
- Controlling with unicorns



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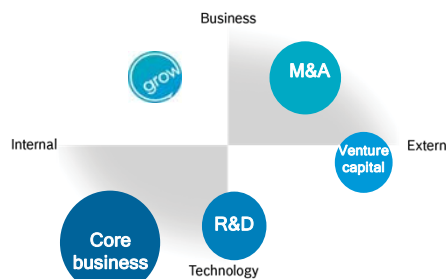
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Overview Grow



FACTS

- 2012 New Business Teams in Brazil and China
- 2013 Foundation in Germany, USA and India
- 2014 Foundation Ceres and Fuji (Japan)
- 90 employees in Start-Up Teams in Ludwigsburg, Waiblingen and Kempten
- 200 Bosch employees are using the grow Co-Working Space in Ludwigsburg, incl. 9 innovation teams from Bosch
- 6 innovation hubs worldwide from 2020 onwards



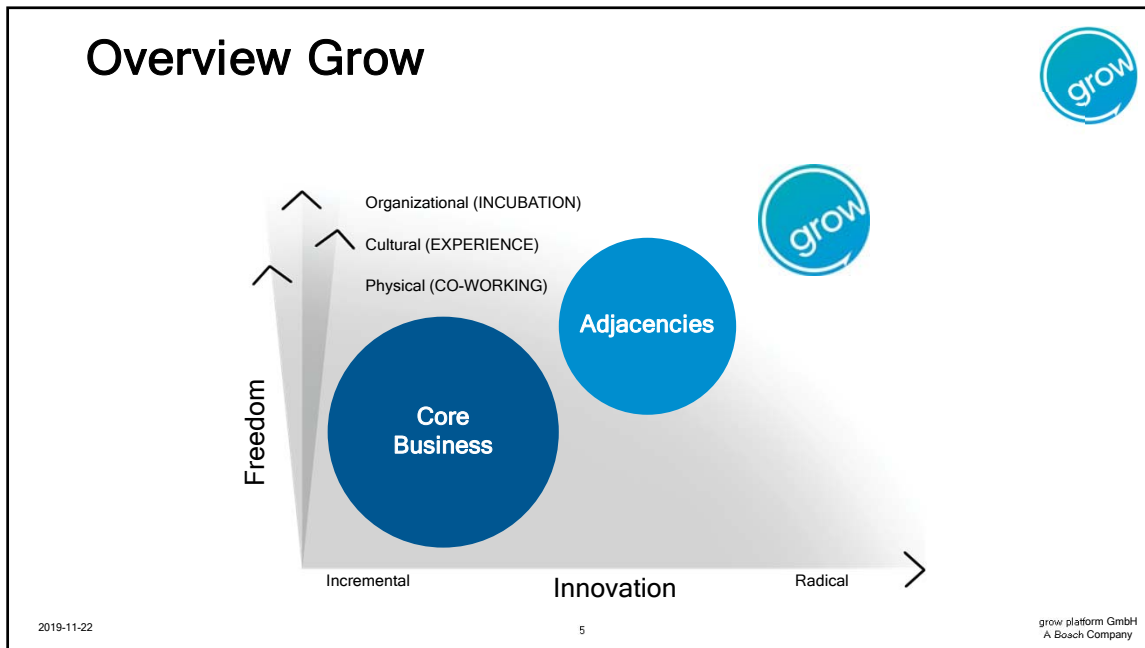
FREEDOM FOR RADICAL INNOVATIONS

- EXPERIENCE
Learn, share & inspire
- INCUBATION
Foundation and leading of innovative teams
- CO-WORKING
Infrastructure and Services

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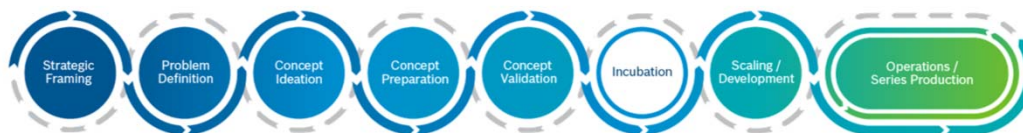


Overview Grow Bosch Innovation Framework (BIF)



Allocate large part of budget to strongest projects in incubation and scaling

- Hubs and locations to receive fixed budget allocated to 'pipeline filling'
- Budgets for Incubation allocated dynamically (quarterly assessment and allocation)



Define and Prioritize Search Fields

Explore Search Field and Synthesize Opportunity Areas

Co-Create and Crowd Ideation

Prioritize Business Models

Test Problem-Market Fit

Test Problem-Solution Fit

Develop solution

Commercialization

Transfer to GB or Build New company

Overview Grow

Current teams



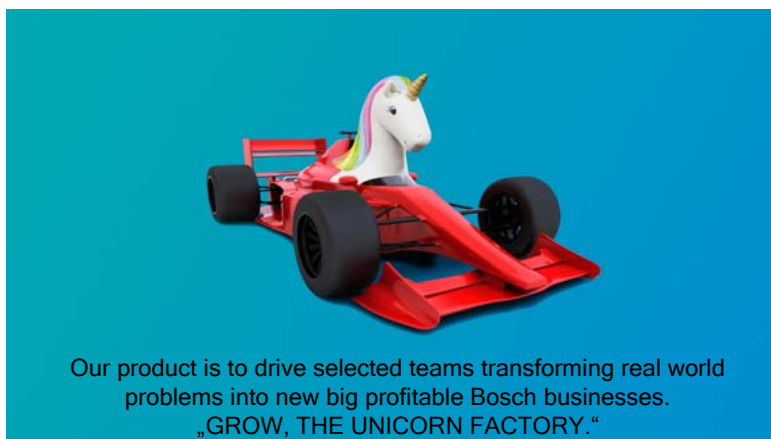
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Overview Grow

Grow global



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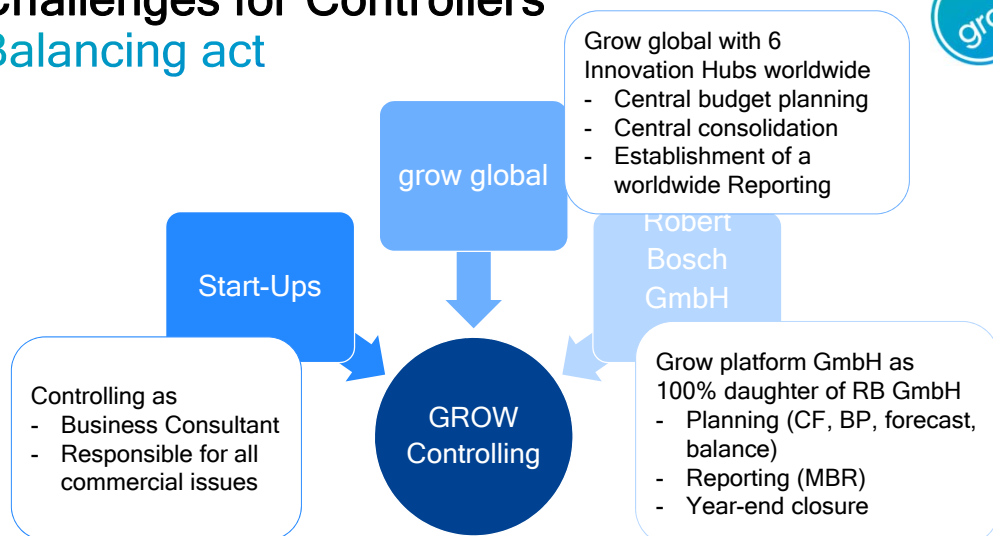
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Challenges for Controllers

Balancing act



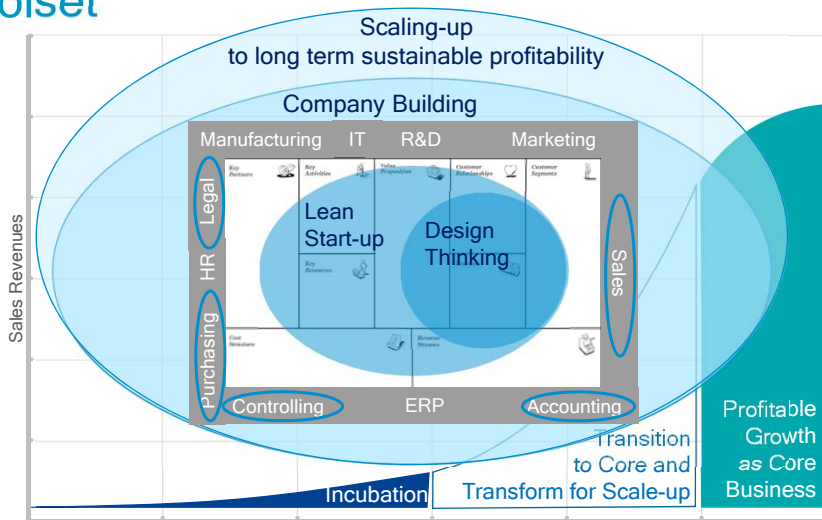
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Challenges for Controllers

Toolset



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Source: Osterwalder, Pigneur: 2010: Business Model Generation Time

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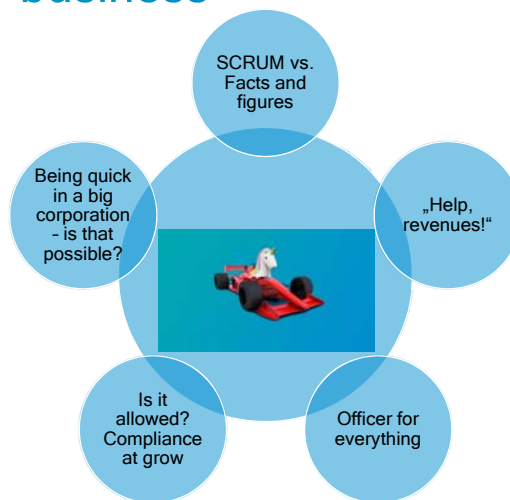
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Controlling with unicorns

Some daily business



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Thank you!

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