



INDIA

Enhancing digital fluency, the Bosch way!



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Digital disruption has radically changed the landscape of every business sector, with established companies looking for ways to transform themselves into digital enterprises. The journey toward “being digital” for established enterprises is not the same as that of digital natives.

Bosch in India has a very rich 100-year presence in the region. Driven by its values and employee centricity, Bosch India primarily focuses on reinventing itself to unleash the potential of its existing associates through upskilling. Through this article, we share our experiences on building digital fluency within the organization supplemented by our appreciation and application of digital.

The fluency journey

We build digital fluency in everything we do. For an established organization having journeyed three to five years into the digital realm, the first year will always be spent on designing the overall end-to-end program in order to accelerate the transformation. The significant factors that contributed to the success of this journey are involvement and commitment of the business leaders, program design, meticulous planning, and excellence in execution.

Bosch India’s digital fluency journey is designed and executed as an inclusive program aimed at developing knowledge of digital relating to their respective function for all its 4,000+ associates, covering the entire pyramid of the organization structure. We have built advanced-level competencies within select 130+ digital pioneers (20 of which are Finance-related) focused on the application of digital in their own functional area.

The learning modules are customized based on the future need of respective functions and with the learnability of all associates in mind. With bite-sized videos for training and access on personal devices, enabling deep dive conversations with digital experts from their respective function, digital learning is made enjoyable for all. This induces high levels of engagement toward learn-

ing and periodic assessment with over **95% of staff having participated** in this role of change management and communication with all the stakeholders can’t be undermined in this entire journey. There is no digital transformation without the transformation of the organizational culture and mindset.

Talent over technology

The learning: Pre-assessment of skills to develop and baselining the entire organization was essential to identifying the starting point and defining the learning path. Intermediate maturity assessments helped in calibrating the journey. More than 80,000 hours of direct learning as part of the program, sparking continuous learning for many, has led toward **the digital skill quotient** changing from **beginner level** to **intermediate/advance level** toward the end of the program.

The Finance associates invested about 12 hours each in customized online courses on the basics of digitalization, six hours for their function-specific online modules, and an additional six hours of interactive sessions with subject matter experts (SMEs) from the industry. A sample learning path can be found in Figure 1.

Earn while you learn!

Twenty digital pioneers undertook further rigorous training focused on automation, analytics, and agile project management to prepare themselves for the application of their learning toward digital transformation. These pioneers, in small cohorts, explored various possibilities of digitalization in finance and identified five real-life action learning projects. The company witnessed an **overall benefit of 2x savings compared to the investment** in its learning journey through the successful execution of these action learning projects. In short, the results will be seen when the purpose and commitment are clearly defined. Here is the overall impact of the program.

Sustenance model:

“Learning is perishable unless it’s put to use in a sustainable manner.” It is important to have the sustenance model in place to maintain the momentum and achieve the final objective of being a digital enterprise. Our sustenance approach is based on 3 major elements.

Continuous learning: The trained digital pioneers who completed their action learning projects, which were the pilot in Finance, are now being involved in pilots beyond Finance to use advanced level analytics and enhance data-driven decisions.

Leadership engagement: Bosch has a strong organizational structure in the region with business divisions/business units with centralized global services like accounting, purchasing, and payroll supplemented by governance functions like taxation, insurance, and treasury. A good collaboration across leadership is the foundation for enabling a digital transformation culture. The commercial leadership team was formed to unite various organizations under one umbrella and holistically drive digitalization with the involvement of all commercial leaders.

Digital pioneers: The seed was laid via the learning program with the growth of skills stemming from the learning projects. We actively cultivate the knowledge of the digital pioneers through regular weekly cohorts and implementing and enhancing the tools. Since data-enabled processes do not have functional/organizational boundaries, their active engagement will be the key to measuring digital transformation success. We aim to build a community of practices of different functions and create a collaborative ecosystem with digital as the foundation.

FIGURE 1 | LEARNING PATH – EXAMPLE: FINANCE FUNCTION

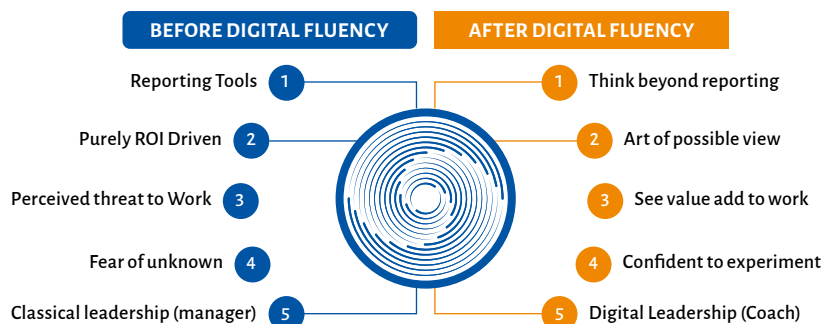
<p>Digital Fundamentals</p> <ul style="list-style-type: none"> Digital disruption Data & Analysis Robotic Process Automation Artificial intelligence Internet of Things Blockchain AR/VR Technology Enablers Process Enablers 	<p>Digital Finance – Online Courses</p> <ul style="list-style-type: none"> ▶ Leveraging Technology to Enhance Forecasting Processes ▶ The Digital Revolution in Accounting ▶ Digital Technologies and Big Data in Planning, Budgeting, Forecasting (PB&F) ▶ Impact of Artificial Intelligence on Finance <p>Digital Finance – Deep Dive with Subject Matter Expert’s</p> <ul style="list-style-type: none"> ▶ Digital implications in FP&A – Deep dive into various use cases ▶ Process Automation using RPA and deep dive into technology enablers ▶ Visualization and the Art of Insight Generation ▶ Role of AI and Analytics in F&A
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Summary and key takeaways

Focusing on talent over technology always pays off. Throughout our journey, we were able to realize the ability of functional/domain knowledge complemented by digital to bring about a favorable return on investment. In addition to the financial payback, Bosch India has immensely benefited from the change in culture and way of doing business. We are expecting to see more results originating from this approach, especially in the Finance and Controlling domain.

- ▶ Digital works best when human and technology work together at optimum. Digitalization is ultimately meant to simplify human tasks, and this understanding enables adaptability and acceptability.

- ▶ Leaders move from ROI barrier to a use-case-based “art of possible” view to multiply the benefits. In many cases, there is not sufficient payback when an organization views benefits from an effort reduction point of view only. It is important to see what new potential or opportunities the data can create.
- ▶ Digital fluency brought confidence to associates and encourages them to experiment instead of fearing the unknown.
- ▶ The most important achievement was the leadership mindset change. Finance leaders often would like to know and understand every detail. It made them move from “Got to know everything of subordinates” to empowering them with autonomy by being a “functional coach”. ■



About Bosch in India: Bosch is a leading supplier of technology and services in the areas of Mobility Solutions, Industrial Technology, Consumer Goods, and Energy and Building Technology. Additionally, Bosch has, in India, the largest development center outside Germany, for end-to-end engineering and technology solutions. The Bosch Group operates in India through thirteen companies. In India, Bosch set up its manufacturing operation in 1951, which has grown over the years to include 18 manufacturing sites and seven development and application centers. The Bosch Group in India employs over 31,500 associates and generated consolidated sales of about 2.5 billion euros in fiscal year 2020. The Bosch Group in India has close to 15,650 research and development associates.