MANAGER SOLUTIONS
SOLUZIONI SERVIZI CONSULENZE

La Scacchiera del Valore: Agile e Welfare Management

Dossier

«Agile e Welfare Management materiali co-progettati con aziende eccellenti»

UN'INIZIATIVA DI

fondirigenti

AGILE MANAGEMENT: GLI ASPETTI ORGANIZZATIVI

5 ottobre
17,00-19,00

Il paradigma Agile è oggi una risorsa preziosa per riorganizzare le aziende e il management in tempi di Covid.
Saranno presentate varie best practices su cui sta agendo una primaria realtà del settore, e l'esperienza di uno dei più grandi gruppi industriali del mondo, che da tempo opera per valorizzare il capitale umano.

Saluti di apertura: ***Costanza Patti****, Direttore Generale* ***Fondirigenti*** *e* ***Mario Cardoni****, Direttore Generale* ***Federmanager****.*

Marco Ceresa, AD di **Randstad Italia**;
Roberto Zecchino, Vice President Human Resources and Organization, **Bosch Italy and South Europe**.

Discussant:
Federico Sacchi, AD di **Cdi Manager**.
Michela Querci, HR Manager ECM, **Progress Rail** (Usa).

ROBERTO ZECCHINO:

VICE PRESIDENT HR EMEA

BOSCH

ROBERT BOSCH:

UN UOMO …

… E LA SUA AZIENDA

BOSCH

Bosch – Corporate presentation
Contents

Overview of the Bosch Group

- A global network
- Business sectors
- Key figures 2019
- Market and figures 2019

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Introduction

"What is Bosch?"

- Technology to enhance quality of life
- From "**T**hings" to IoT with a bold "**T**"
- The Bosch Brand

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Bosch – A global network

Bosch – Corporate presentation
A global network

398 150* Bosch associates make these solutions possible

60* countries – 440 regional subsidiaries

Four business sectors

- Mobility Solutions
- Industrial Technology
- Energy & Building Technology
- Consumer Goods

Including sales and service partners, Bosch's global manufacturing and sales network covers nearly every country in the world.

* As of 12.19

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Bosch – Corporate presentation
Four business sectors – Key figures 2019*

Bosch Group

€ 77.7 billion euros
Sales revenue

398 150
associates

Mobility Solutions

- One of the world's leading providers of mobility solutions

Industrial Technology

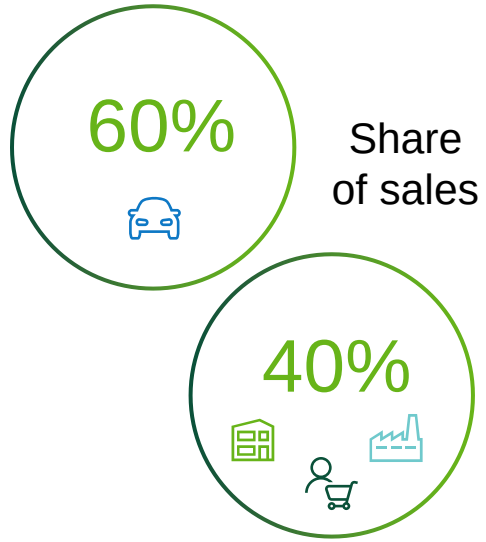
- Leading in drive and control technology, packaging, and process technology

Energy and Building Technology

- One of the leading manufacturers of security and communication technology
- Leading manufacturer of energy-efficient heating products and hot-water solutions

Consumer Goods

- Leading supplier of power tools and accessories
- Leading supplier of household appliances



Share of sales

* As of 12.19

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Bosch – Corporate presentation
Market and figures 2019*

Bosch Group

€ 77.7 billion euros
Sales revenue

398 150
associates

245
manufacturing sites

Europe

52%

242 506

138

Asia Pacific[1]

29%

111 717

72

Americas

19%

43 927

35

* As of 12.19

[1] Including other countries

Share of sales Associates Manufacturing sites

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Bosch – Technology to enhance quality of life

Bosch – Corporate presentation
Technology to enhance quality of life

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BOSCH – TECHNOLOGY TO ENHANCE QUALITY OF LIFE

MOBILITY SOLUTIONS

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Bosch – technology to enhance quality of life

Integrated system solutions

Personalized mobility

Automated mobility

Connected mobility

Powertrain systems and electrified mobility

fun and **fascinating**

safe and **comfortable**

efficient and **economical**

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Bosch – technology to enhance quality of life
Driver assistance systems as an example

Real multi-talents

Automated mobility

Bosch is developing an ever-increasing range of driver assistance systems which protect all road users.

- Bosch is constantly extending its comprehensive portfolio of safety systems for cars into other market segments such as two-wheelers, trucks and even rail vehicles and forklifts.
- Bosch also attributes a particular focus to protect pedestrians and cyclists who are at most risk in traffic.
- Thanks to the consistent technical advancement of its driver assistance systems, Bosch also creates the technical basis for automated driving in the future.
- Bosch is a one-stop supplier for all technologies for driver assistance systems, from individual components to complete systems.

more safety

for all traffic participants and vehicle classes,
in road traffic, in logistics depots and in warehouses

less stress

thanks to effective driver support in complex
and monotonous driving situations

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Bosch – technology to enhance quality of life

Automated driving as an example

Key technologies for sensors, software, artificial intelligence, powertrain, steering and braking.

- Be safer on the road: Automated vehicles never tire and can perceive critical situations much sooner and avoid them better than a human being.
- Arrive more relaxed: In automated mode, drivers can use the time gained to relax, work, communicate or be entertained.
- Drive more efficiently: Automated vehicles can cover distances in a much more coordinated manner and thus save fuel.
- Improved flow of traffic: Automated vehicles can drive close to vehicles in front, thereby optimally utilizing the capacity of busy roads.

Bosch, innovative leadership

in all key areas of automated driving

Portfolio with

Sense, think, act

covers all of the requisite technologies
in a highly-developed combination of hardware and software

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Bosch – technology to enhance quality of life

Mobility as a Service

- Bosch enables convenient, individual and sustainable mobility in urban areas.
- Connected services can turn mobility into a personalized experience for users that is precisely tailored to their personal wishes, preferences, and needs.
- Smart connectivity and user-friendly apps turn mobility into a personal all-in-one service, in which there is a perfect synergy between various modes of transportation and mobility solutions.
- Bosch makes personalized mobility possible through its own dedicated services and by developing innovative mobility platforms.

Perfectly keyless
With Perfectly Keyless, Bosch offers something that no other keyless entry system has done before, namely offering both convenience and security. The smartphone-based key can be used in cars, entire car-sharing fleets, and commercial vehicles. This enables new services, such as leaving deliveries inside a car.

SmartphoneHub
The connected biking system uses smartphones and the COBI.Bike app to turn the SmartphoneHub into a control center. Once connected to the e-bike, the driver has control over navigation, weather data, driving information, security systems, and much more.

Convenience charging
Bosch Convenience charging turns charging stops into a personalized experience. The intelligent system shows exactly what the range is, where the next charging stations is and what opportunities for shopping, leisure and activities there are nearby.

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BOSCH – TECHNOLOGY TO ENHANCE QUALITY OF LIFE

INDUSTRIAL TECHNOLOGY

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Bosch – technology to enhance quality of life
Industrial Technology as an example

The Business Sector Industrial Technology

This business sector includes the Drive and Control Technology division, which specializes in drive and control technologies for efficient, powerful, and safe movement in machines and systems. The division combines global application experience in the market segments of mobile applications, plant construction and engineering, and factory automation. The division offers its customers hydraulics, electric drives and controls, gear technology, and linear motion and assembly technology, including software and interfaces to the internet of things. Industrial Technology includes the Bosch Connected Industry business unit.

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BOSCH – TECHNOLOGY TO ENHANCE QUALITY OF LIFE

ENERGY AND BUILDING TECHNOLOGY

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Bosch – technology to enhance quality of life
Energy and Building Technology as an example

The Thermotechnology Division

The Thermotechnology Division offers solutions for air conditioning, hot water, and decentralized energy management to customers worldwide. It provides heating systems and energy management for residential buildings, water heaters, and commercial and industrial heating and air-conditioning systems. Becoming increasingly important, as is the division's business with electric heat pumps. Robert Bosch Smart Home GmbH offers web-enabled, app-controlled products for the home.

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Bosch – technology to enhance quality of life
Energy and Building Technology as an example

The Building Technologies Division

The Building Technologies Division offers solutions and customized services for building security, energy efficiency, and building automation in selected countries. Both units focus on commercial buildings and infrastructure projects. The product portfolio encompasses video-surveillance, intrusion-detection, fire-detection, and voice-alarm systems, as well as access control and professional audio and conference systems.

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BOSCH – TECHNOLOGY TO ENHANCE QUALITY OF LIFE

CONSUMER GOODS

Bosch – technology to enhance quality of life
Home appliances – **Cookit** as an example

Home appliances for everyone who wants to achieve perfect results easily.

Cookit – is the first digitally connected multifunctional kitchen machine for real cooking, with multible automatic programms and temperature precision up to 200 °C.

Connectivity for selected models: “With WLAN technology, they can be controlled conveniently using an app on mobile devices such as tablet PCs or smartphones”.

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Bosch – technology to enhance quality of life
Power tools as an example

World-first Biturbo tools

With its Biturbo tools, Bosch is taking performance to a new level: for the first time, cordless tools have outstripped corded ones.

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Bosch – technology to enhance quality of life
Power tools as an example

X-Lock - click it in – and you're good to go

The tool mount on angle grinders wasn't changed for 80 years – Bosch has revolutionized it with X-Lock, a world's first and the easiest accessory-change system for angle grinders: Position the wheel in the X-Lock mount, click it in – and you're good to go.

X-Lock makes work easier for professionals and increases their productivity. The system is one of a series of milestones Bosch has set in quick-change systems – like SDS plus and SDS max for rotary hammers.

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Bosch – technology to enhance quality of life
Power tools as an example

Slotted, cross-headed and Torx – in letters I-X-O – with a name inspired by these three screw types, the IXO set out to conquer the world more than 15 years ago. Today it is the world's most popular power tool – around 19 million units have been sold so far. The cult status is owed to its uniqueness right down to the packaging.

The **IXO** is small, light, convenient – and powerful thanks to lithium-ion battery technology.

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FROM “THINGS” TO IOT WITH A BOLD “T”

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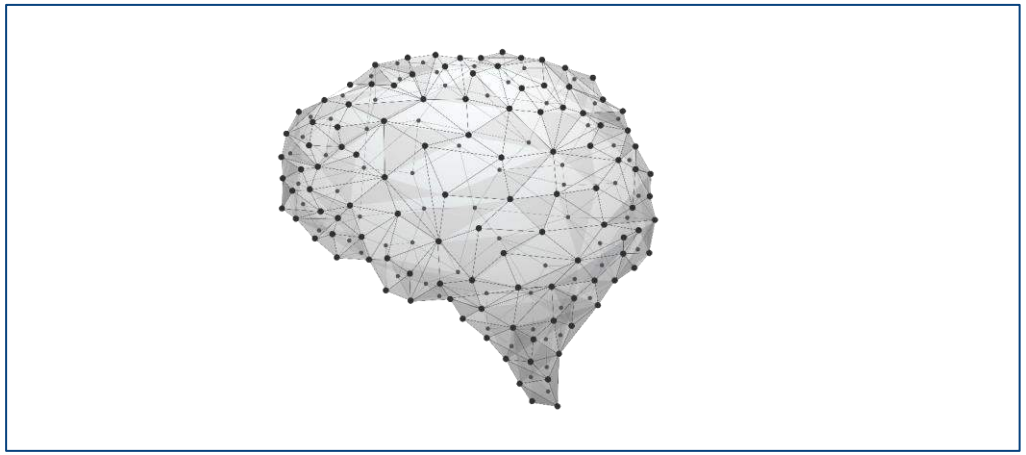
Bosch – technology to enhance quality of life

From “Things” to IoT – with a bold “T”

Bosch strives to become a world-leading IoT[2] company



2020

All electronic **products connected.**
2019: 92% of electronic product classes are connected

2025

All **products** either **possess AI**[1] or are created by **utilizing AI**[1]

[1] AI Artificial Intelligence [2] IoT Internet of Things

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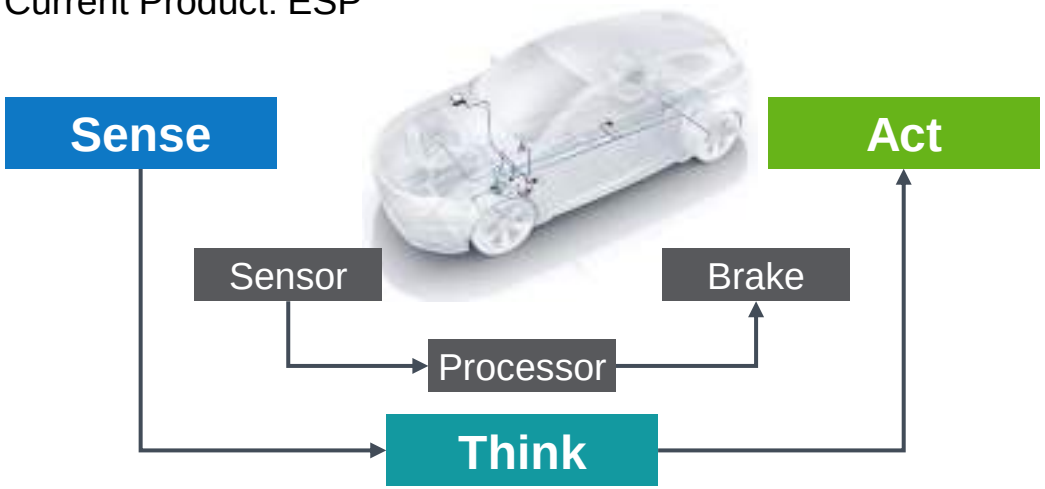
Bosch – technology to enhance quality of life
From “Things” to IoT – with a bold “T”

We **connect** our products and their production with the **Internet of Things (IoT)**[2] to collect and utilize more data

Artificial Intelligence (AI)[1] enables complex functionality based on this data

Current Product: ESP



IoT[2] and **AI**[1] enable the next level of **intelligent products and services**
They will also enhance the capabilities of current products plus increase efficiency to create them

IoT[2] **and AI**[1] **directly support our mission: Invented for life**

[1] AI Artificial Intelligence [2] IoT Internet of Things

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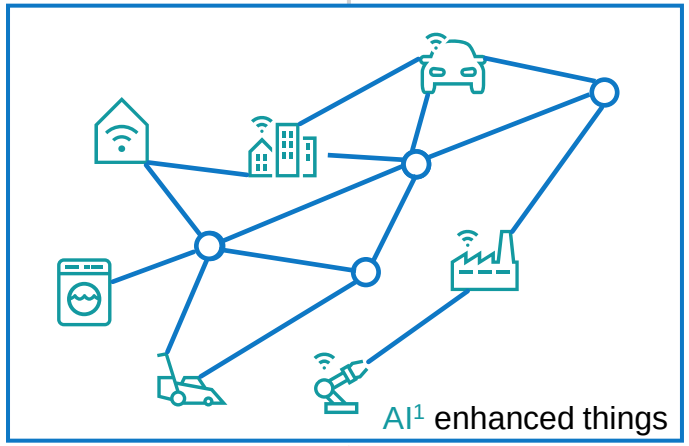
Bosch – technology to enhance quality of life
From “Things” to IoT – with a bold “T”

Target operating state: Bosch AIoT ecosystem

IoT[2]



Updates

Data

Bosch IoT Suite

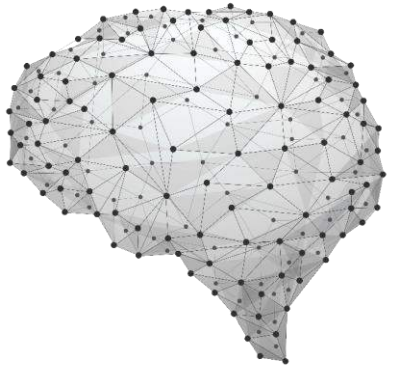
Bosch Hybrid Cloud

RED Lake

Data lake and catalogue (semantic)
from Bosch data strategy

Insights

AI[1]



Engineering

Manufacturing

Logistics

Marketing & Sales

Things & Services are accessible via **Application Programming Interface (API)**

[1] AI Artificial Intelligence [2] IoT Internet of Things

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BOSCH – TECHNOLOGY TO ENHANCE QUALITY OF LIFE

THE BOSCH BRAND

The Bosch Brand

Brand core – setting the direction for everything we do

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The Bosch Brand
Brand personality

The empowering partner who is …

Passionately committed

A partner who is genuinely interested in customers' needs, understands those needs, and enthusiastically sets about satisfying them.

Inspirational

A partner who empowers its customers by thinking ahead and forging new paths.

Engagingly capable

A partner whose comprehensive experience and expertise win over its customers.

Trustworthy

A partner who has a clear sense of values and is true to its word, even in difficult times. A partner you can depend on.

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The Bosch Brand
Our brand promises

Quality
Bosch quality stands for **convincing reliability** and **tangible excellence**. Products and services that **perfectly fulfill customer requirements**, combined with our comprehensive support, assure people that they have made the right choice when they opt for Bosch.

Responsibility
Bosch stands for **values-based, responsible business practices**. Our processes and products **conserve resources** and contribute over the long term to a **better quality of life**.

Fascinating products
Thanks to its innovative strength, Bosch sparks enthusiasm with **surprisingly simple** solutions in an **aesthetic, functional design**. We dynamically market our tangibly superior products, delighting our stakeholders.

Global partnership
Bosch's global presence means we are **close to our stakeholders** and markets worldwide. Easy access and close, uncomplicated collaboration make Bosch a **preferred partner**.

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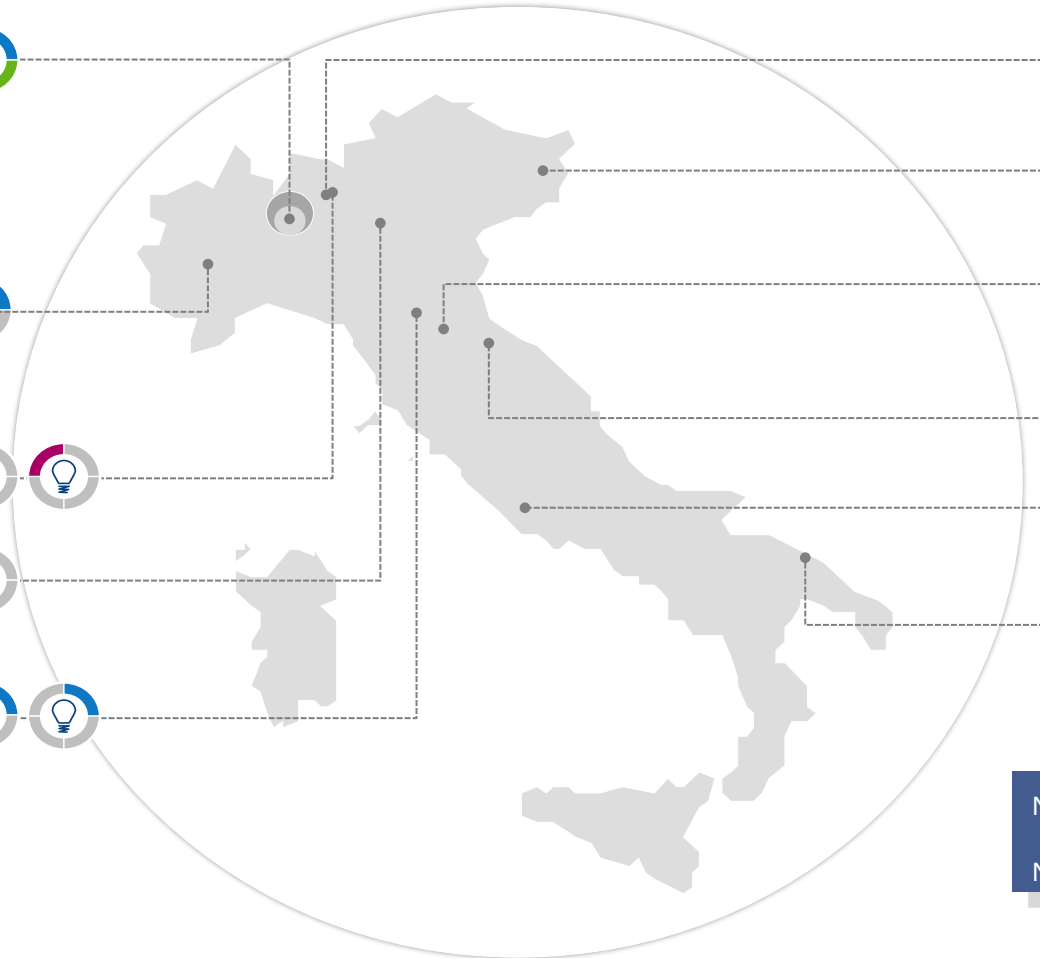
The Bosch Group
in Italy



MILANO
Robert Bosch SpA
Bosch Security Systems SpA
Bosch Rexroth SpA
Bosch Rexroth AG (Branch in Italy)
Bosch Energy and Building Solutions Italy Srl
EDiM SpA
Splitting Fares Inc
BSH Elettrodomestici SpA

TORINO
Robert Bosch GmbH (Branch in Italy)
ETAS GmbH (Branch in Italy)
Bosch Engineering GmbH (Branch in Italy)

CREMONA
VHIT SpA

PARMA
Bosch Automotive Service Solutions Srl

MODENA
Bosch Rexroth Oil Control SpA

BERGAMO
Aresi SpA

UDINE
Freud SpA

BOLOGNA
Holger Christiansen Italia Srl

RAVENNA
Deca Srl

ROMA

BARI
Centro Studi Componenti per Veicoli SpA
Tecnologie Diesel SpA

N° Collaboratori:	6.194
N° Legal Entities:	20

Headquarter
Sale
Research and Development
Manufacturing
Mobility Solutions
Energy & Building Technology
Industrial Technology
Consumer Goods

AGILE TRANSFORMATION @BOSCH

BOSCH

Agile
Scrum
project
work
get
one
development
document
code
Product
times
like
status
change
describe
deliver
release
customers
question
quick
used
things
improvements
production
everyone
people
much
quickly
always
database
meeting
continuous
well
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Team
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Agile Transformation@Bosch

Concetti e definizioni:

Agilità

«Si intende la **capacità di aziende e persone di adattarsi** costantemente a nuove si… c… **per as…**

(fonte: Wie Agilität gelingt, Katharia Maehrlein, 2020)

Agile Leadership

La leadership agile si fonda un mindset (una logica di pensiero e di azione) che **mette il mercato e il cliente al centro**…

L'obiettivo è assicurare un ambiente che **favorisca creatività e innovazione.**

(fonte: Svenja Hofert: agiler Führen, 2018)

Organizzazione agile

Le organizzazioni agili sono caratterizzate da una elevata **capacità di adattamento rapido** all'evoluzione delle condizioni di mercato.

…**ssi** e …**tenze**

…ne agile:

- alto livello di interconnessioni interne
- **organizzazione autonoma dei collaboratori**
- **diffusa e vissuta cultura della fiducia**

(fonte: HR report 2018 : Schwerpunkt agile Organisationen auf dem Prüfstand)

AGILE:

«con movimenti morbidi / di vivacità intellettuale»

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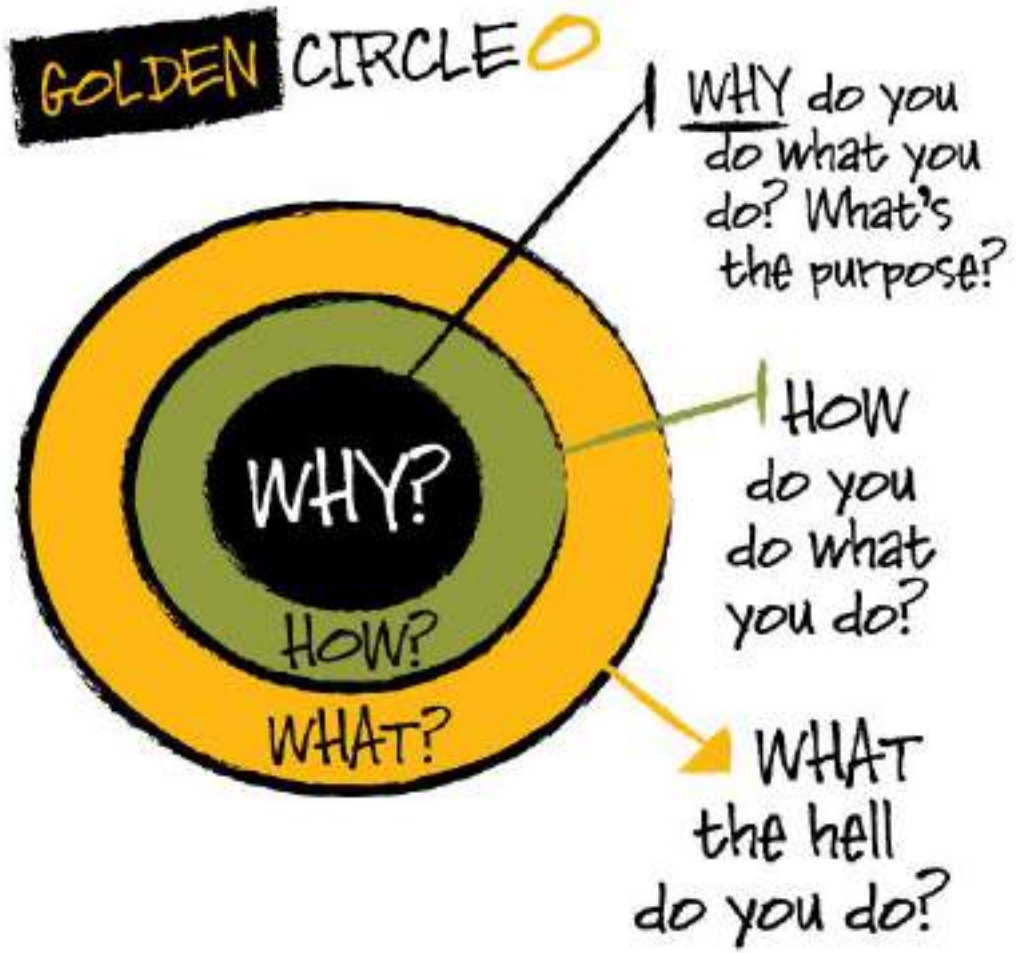

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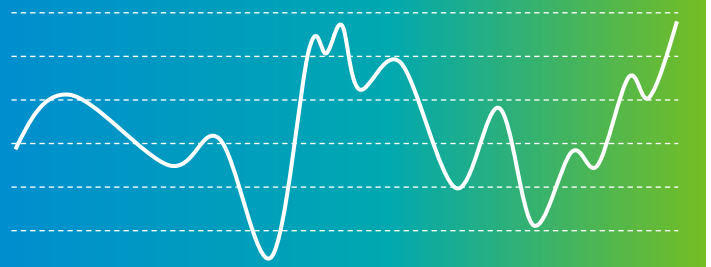
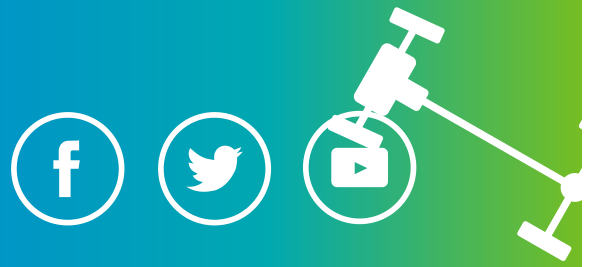
WHY ?

Increasing market volatility



Change in communication & interaction behavior



New business opportunities & players

阿里巴巴 Alibaba.com

Google

UBER

airbnb

Connectivity everywhere

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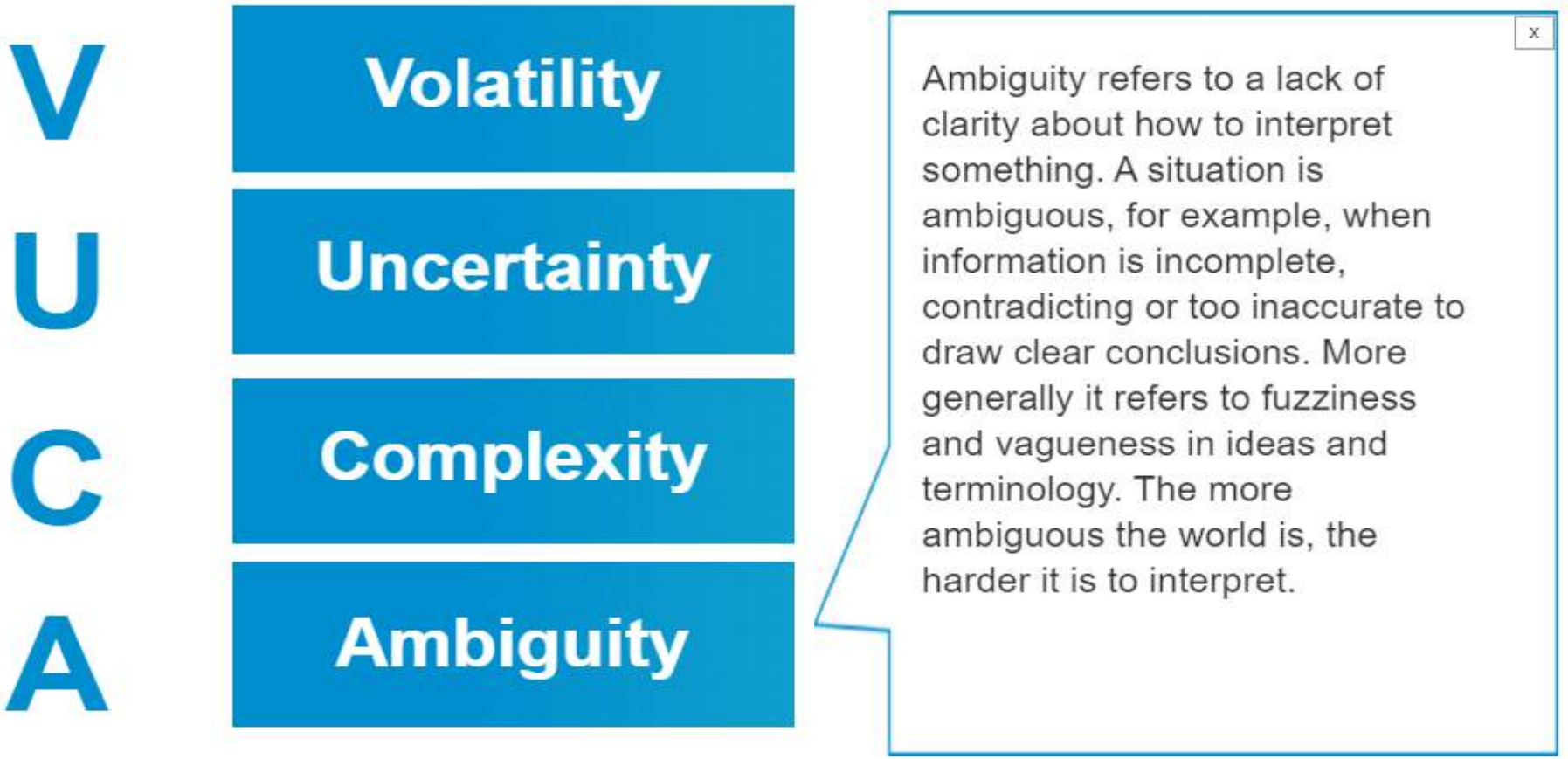
Il mondo sta cambiando …



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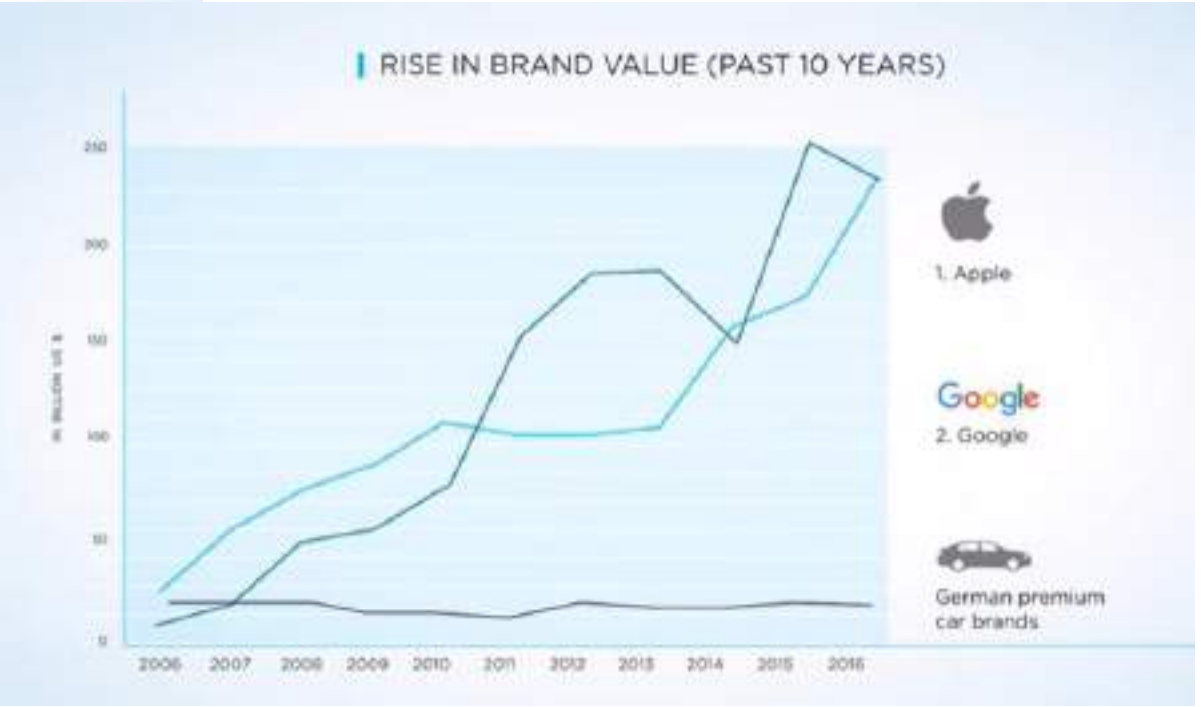
Il mondo sta cambiando …



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Il mondo sta cambiando …

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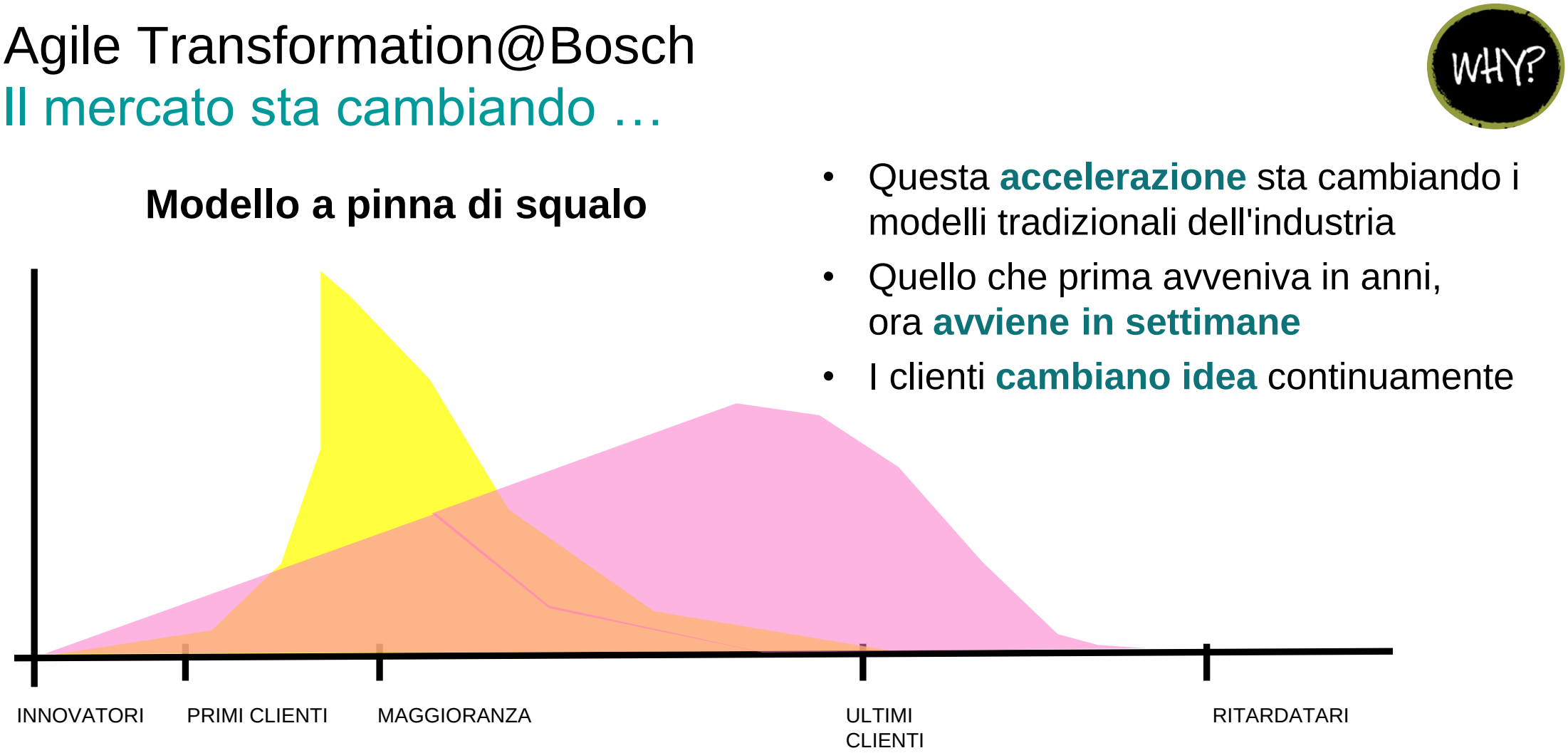
Agile Transformation@Bosch

Il mercato sta cambiando …



- Questa **accelerazione** sta cambiando i modelli tradizionali dell'industria
- Quello che prima avveniva in anni, ora **avviene in settimane**
- I clienti **cambiano idea** continuamente

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Le aziende devono cambiare!

Occore un mindset, **dinamico e capace di evolversi** sulla base di nuove informazioni o esperienze.

Le aziende tradizionali sono minacciate da «internet company » e start-up; fra le 10 aziende più importanti, 80% sono nate negli ultimi 20 anni.
Le tendenze e i bisogni mutano sempre più velocemente e chi non riesce a tenere il passo del cambiamento è destinato a sparire.

(fonte : *Das agile Mindset : Mitarbeiter entwickeln, Zukunft der Arbeit gestalten, Svenja Hofert, 2018)*

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Noi stiamo cambiando …

Mindset : Logica di pensiero e di azione

Cultura : comportamenti osservabili nell'organizzazione

La cultura può cambiare solo se cambia il mindset;
non ci sono mindset giusti o sbagliati, solo più o meno adatti ai contesti da affrontare

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La nostra rotta

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HOW ? Le nostre modalità di applicazione e sviluppo

- Agile **non** è una **panacea**
- Nel breve periodo **non tutta Bosch** si trasformerà completamente in Agile
- Il **passaggio** e il posizionamento dei progetti, verrà fatto **in base alle strategie** aziendali
- Col tempo il numero e la frequenza delle attività e dei **progetti agili cresceranno**

si passerà solo progressivamente
dal modello WATERFALL (sequenziale, «a cascata»),
al modello **AGILE** (per reiterazioni successive e avanzamenti a pacchetti)

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L’organizzazione agile: Dual Organization

Bassa complessità

Complessità elevata

Mangement

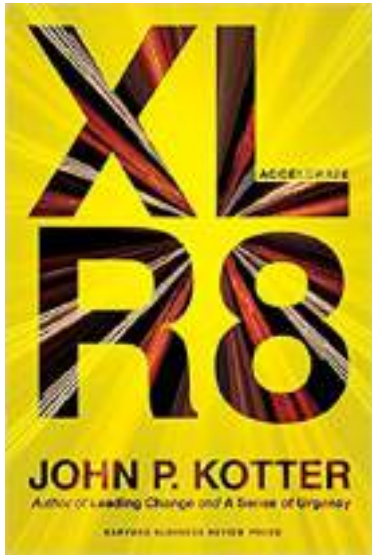
Pianifica
Organizza
Controlla

Gestione del **core business**
Garantisce **stabilità**
E’ affidabile ed **efficiente**

Leadership

Dà una visione / scopo
Guida
Ispira

Crea **nuovi business**
Stimola e promuove **l’innovazione**
E’ veloce e **adattativo**



Construire un modello agile funzionale per un mondo in continua evoluzione

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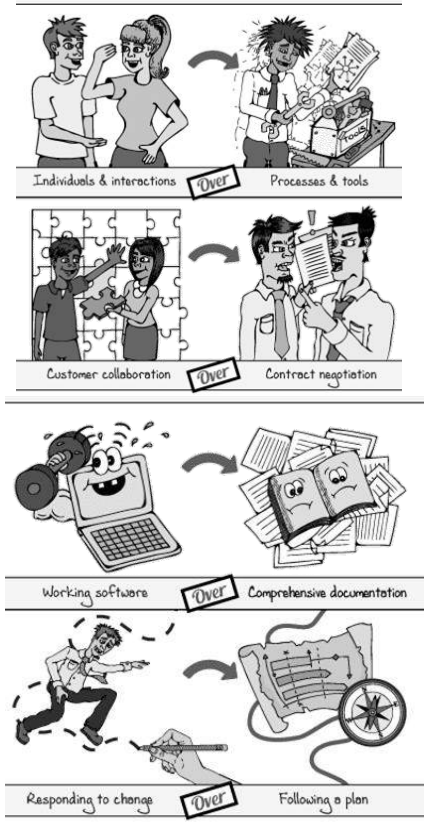
AGILE È UNA **MENTALITA'**

DESCRITTA CON **4 PRIORITA'**



DEFINITA DA **12 PRINCIPI**

SINTETIZZATA IN **8 VALORI**

Focus

Apertura

Coraggio

Impegno

Rispetto

Comunicazione

Feedback

Semplicità

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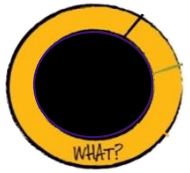
Mindset agile (= adattativo): per garantire performance



Secondo la SCRUM League (studio 2019), il 95% delle aziende sognano l'agilità e questo sogno non si realizza a volta per mancanza di agile master (a supporto dei team nell'applicazione di tool di agilità), ma soprattutto per la difficoltà di coniugare la capacità di **LAVORARE Agile** con l' **ESSERE Agile :**

Lavorare Agile

(utilizzo per es. tecniche Scrum, Kanban)

Incremento efficacia +20% con

- Miglioramento di visibilità e comunicazione
- Incremento della produttività
- Incremento capacità adattativa ai cambi di priorità

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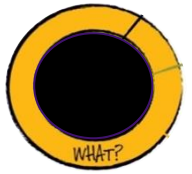
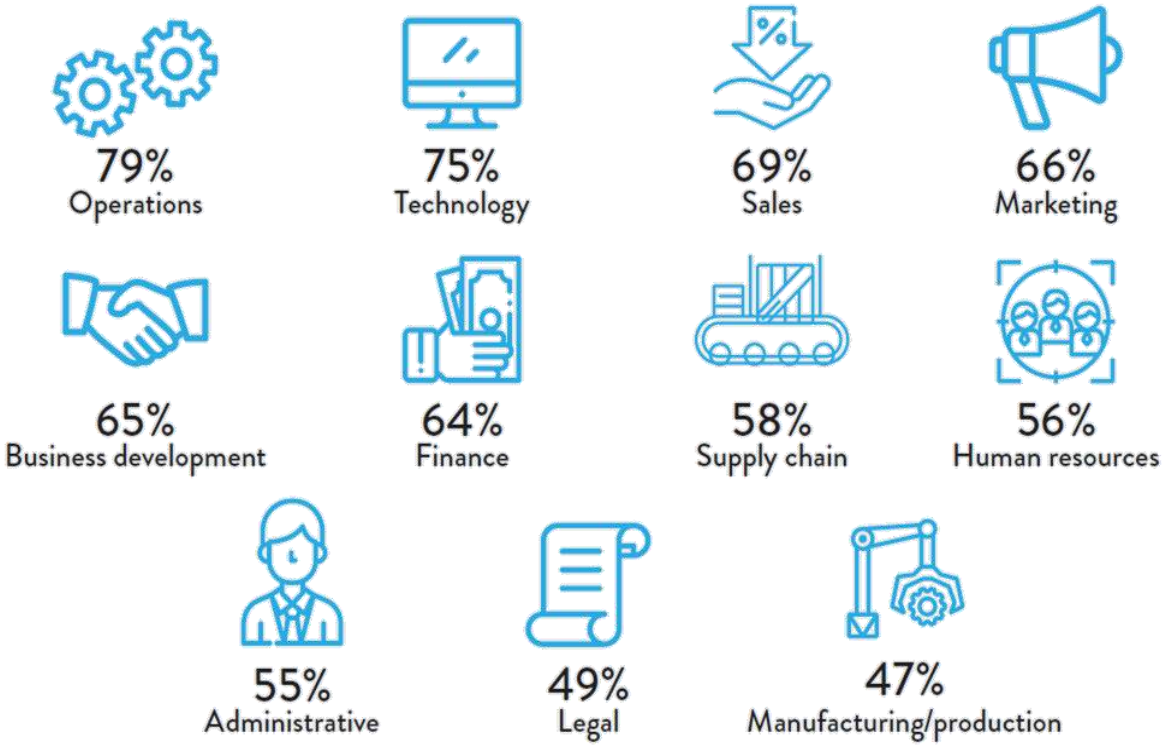
Vale certo la pena di «lavorare agile» …



i BENEFICI dell'AGILE nelle organizzazioni

FUNZIONI nelle quali l' AGILE è più diffuso



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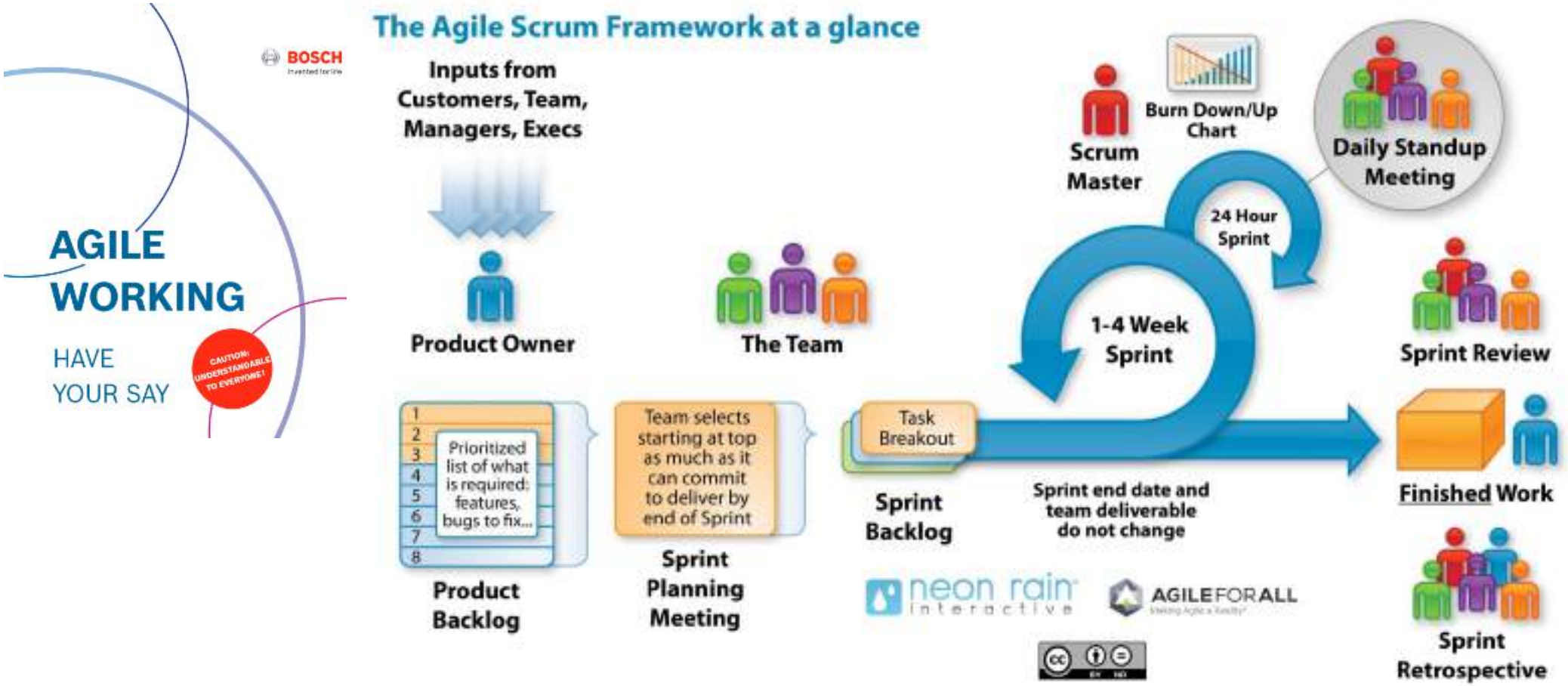
… per esempio in SCRUM – il metodo più diffuso



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SCRUM: il metodo per lavorare agile più **valoriale!**

I principi di una
collaborazione efficace –
e di
un'organizzazione performante

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… ma …

Essere Agile

(applicazione mindset adattativo, leadership partecipativa)

Incremento efficacia +200% con

- Engagement e responsabilizzazione dei collaboratori
- Leadership diffusa attraverso le gerarchie
- Incremento customer satisfaction
- Apprendimento continuo

Lavorare Agile

(utilizzo per es. tecniche Scrum, Kanban)

Incremento efficacia +20% con

- Miglioramento di visibilità e comunicazione
- Incremento della produttività
- Incremento capacità adattativa ai cambi di priorità

... amplifica quali- e quantitativamente i benefici.

L'incapacità di adottare e vivere un **mindset adattativo**, riduce sensibilmente l'efficacia dei metodi di Lavoro Agile, anche se perfettamente applicati.

(fonte: institut de Neurocognitivisme)

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Il Leadership Journey verso il nuovo mindset :

From

- high-distance managers
- command & control
- process & administration
- hierarchical and top-down
- manager as only decision maker
- administering competencies
- risk avoidance
- quest for stability

Towards

- low-distance **leaders**
- openess & **trust**
- product & **communication**
- servant leadership and **facilitation**
- **empowered** and responsible **team**
- **coaching** and personal growth
- **entrepreneurs**
- **change agents**

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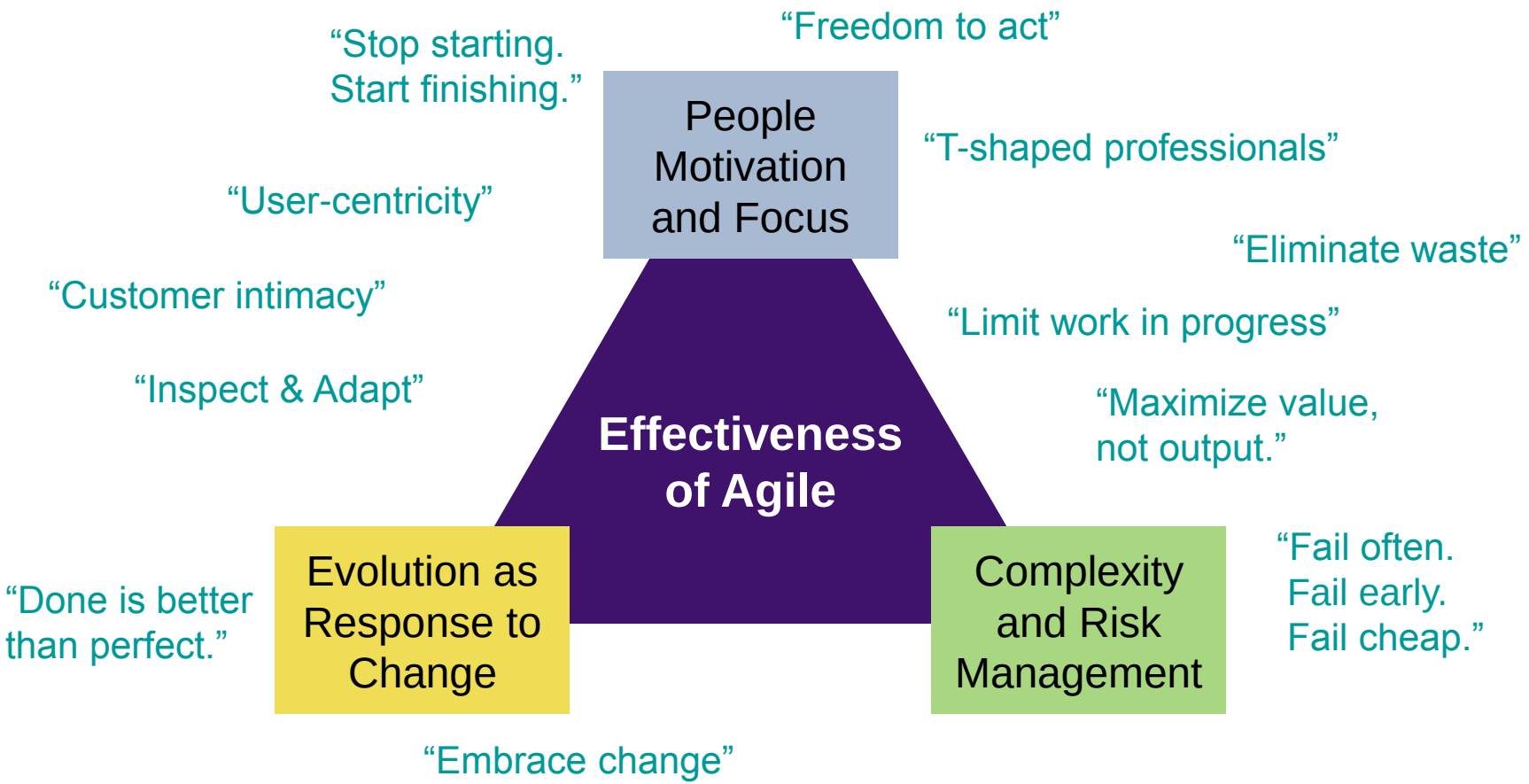
… e la sua traduzione in comportamenti concreti:



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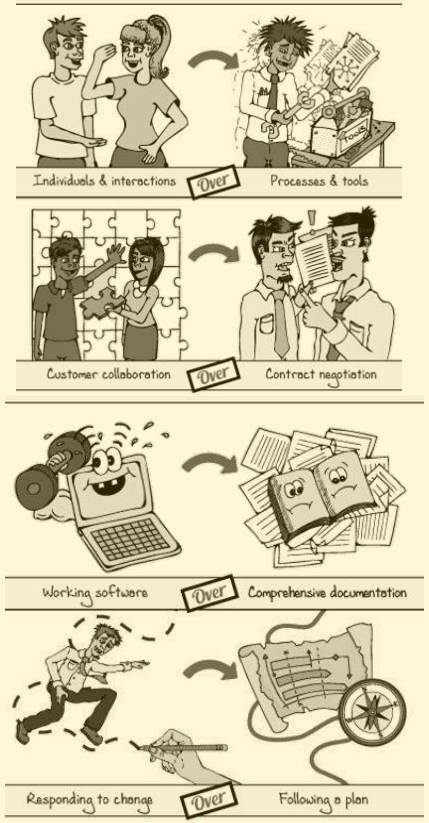

DEFINITA DA **12 PRINCIPI**

SINTETIZZATA IN **8 VALORI**

Focus

Apertura

Coraggio

Impegno

Rispetto

Comunicazione

Feedback

Semplicità

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Le Priorità dell'Agilità:

11 Febbraio 2001

Innanzitutto focus su

- **individui e le interazioni,** poi anche su processi e strumenti
- **prodotto eccellente,** poi anche su adeguata documentazione
- **collaborazione col cliente,** poi anche su negoziazione dei contratti
- **risposta al cambiamento,** poi anche rispetto della pianificazione.

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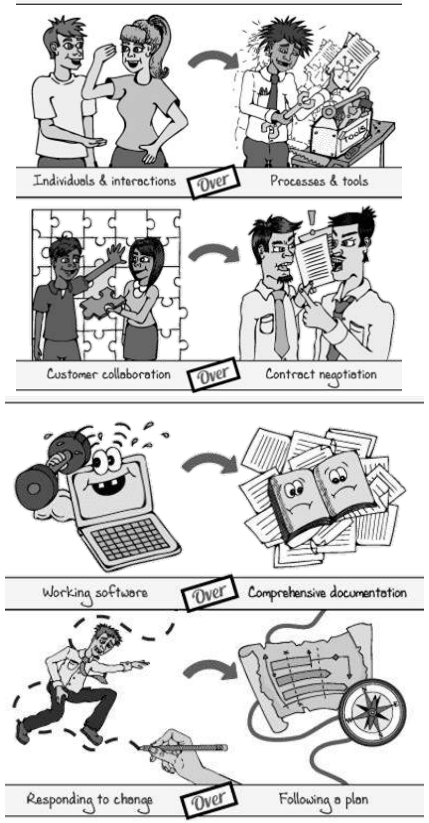

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I Principi dell'Agilità:

We LEAD Bosch

I progetti sono portati avanti da **persone motivate**, cui abbiamo fornito le risorse e l'ambiente necessari per lavorare.

Siamo guidati dai nostri **valori.**

Abbiamo chiari i nostri **obiettivi** di business e lavoriamo con **passione** per raggiungerli con successo.

Le migliori architetture, requisiti e progetti sono realizzate **da team che si organizzano da soli.**

Promuoviamo **l'autonomia,** superando ogni ostacolo.

La **semplicità**, ovvero l'arte di massimizzare il lavoro che non viene fatto, è essenziale.

Lavoriamo per priorità, **semplificando,** prendendo decisioni **rapide** e attuandole con **precisione.**

I processi Agile promuovono lo **sviluppo sostenibile**. Sponsor, sviluppatori e utenti devono mantenere un ritmo di lavoro costante.

Comunichiamo **apertamente, frequentemente** e **a tutti i livelli.**

Il modo più efficace ed efficiente di trasmettere le informazioni in un team di sviluppo è la **comunicazione faccia a faccia**.

L'attenzione costante alla buona progettazione e **all'eccellenza** tecnica aumenta l'agilità.

Puntiamo all'**eccellenza.**

La nostra **priorità è soddisfare il cliente** rilasciando continuamente e il prima possibile prodotti software che generino valore.

Siamo entusiasti delle **novità** e vediamo il cambiamento come un' **opportunità.**

Le **modifiche ai requisiti sono benvenute**. I processi Agile sfruttano i cambiamenti per garantire al cliente un vantaggio competitivo.

Impariamo dagli errori e li consideriamo parte integrante della **cultura di innovazione.**

A intervalli regolari il team deve riflettere su **come diventare più efficace** e modificare di conseguenza il proprio modo di agire.

Collaboriamo **tra funzioni diverse,** indipendentemente dalle gerarchie, dando priorità al **risultato.**

Le persone del *business* e gli sviluppatori devono **lavorare insieme** ogni giorno per tutta la durata del progetto.

Diamo e chiediamo **feedback;** fondiamo la nostra leadership su **fiducia, rispetto** ed **empatia.**

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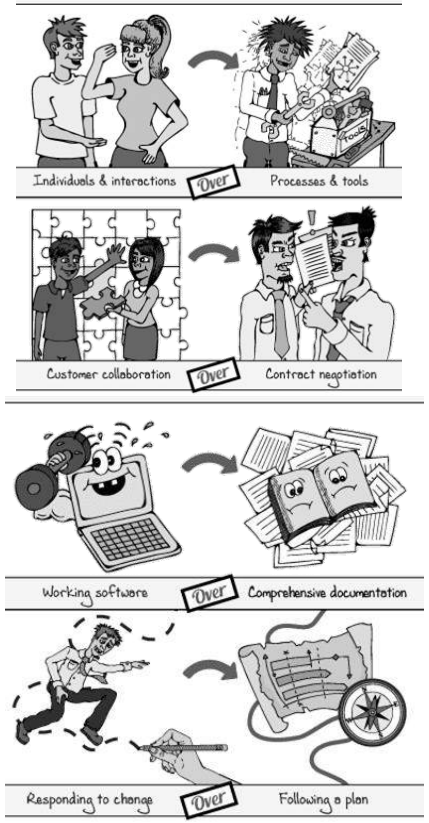

DEFINITA DA **12 PRINCIPI**

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Focus
Apertura
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Rispetto

Comunicazione
Feedback
Semplicità

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Mindset agile (= adattativo): per vivere la trasformazione

5 direttrici comportamentali:

1. Meno attenzione alla profittabilità e più **attenzione al senso** del business
2. Meno gerarchia e più **lavoro di team**
3. Meno controllo e più **responsabilità individuali**
4. Meno pianificazione a lungo termine e più **iterazioni progressive**
5. Meno «segreti » e più **trasparenza**

(fonte : Nowotny 2016
Agile Unternehmen : nur was sich bewegt, kann sich verändern)

5 competenze di leadership (diffusa) :

1. Disponibilità all'introspezione e **fiducia** autentica nella possibilità evolutive della natura umana
2. Buona **«sensibilità »** ovvero saper registrare anche segnali deboli
3. Disponibilità al **cambiamento**, a spingersi in nuove esperienze, a scoprire nuove vie e soluzioni alternative
4. **Coraggio** di portare avanti le proprie idee e capacità di ispirare gli altri all'emulazione
5. Disponibilità a rivedere le proprie convinzioni e a **imparare** dalle proprie esperienze

(fonte : Das agile Mindset : Mitarbeiter entwickeln,
Zukunft der Arbeit gestalten, Svenja Hofert, 2018)

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Mindset agile (= adattativo): per vivere la trasformazione

What are the most important competencies Bosch associates should possess in order to overcome future challenges?

It's less about certain competencies, and more about the right mindset: the willingness to assume responsibility for personal development, and to learn continuously to improve knowledge and skills. With this willingness and flexibility, associates can develop personally and contribute to the company's success.

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I «numeri» dell'Agilità:

4 priorità:

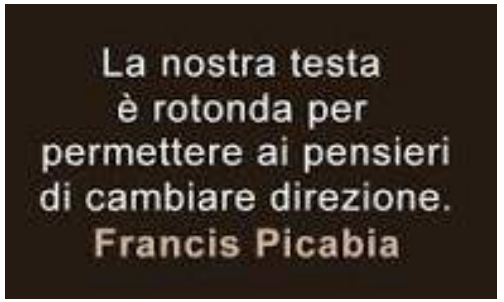
1. Persone e interazioni
2. Eccellenza
3. Collaborazione col cliente
4. Disponibilità al cambiamento

12 regole, 8 valori:

1. Apertura
2. Impegno
3. Focus
4. Coraggio
5. Rispetto
6. Comunicazione
7. Feedback
8. Semplicità

5 competenze:

1. Introspezione e fiducia
2. Elevata «sensibilità » percettiva
3. Disponibilità al cambiamento
4. Coraggio e capacità di ispirare
5. Disponibilità a imparare dalle esperienze



5 comportamenti:

1. più attenzione al senso del business
2. più lavoro di team
3. più responsabilità individuali
4. più iterazioni progressive
5. più trasparenza

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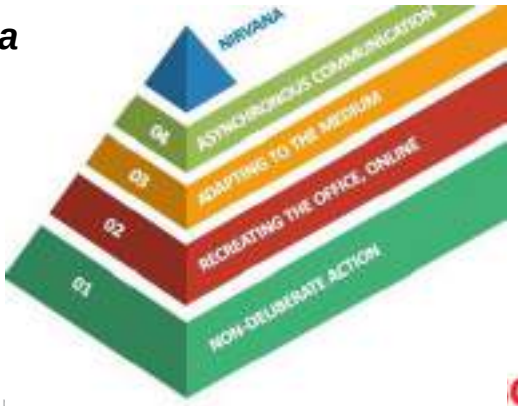
Agilità: prerequisito di Lavoro Agile - alla sua massima espressione …

"Il lavoro viene valutato sugli output, indipendentemente da come o quando vengono prodotti.
La fidelizzazione dei dipendenti aumenta, anche grazie a più consistenti investimenti in ***formazione e coaching.***
*Team distribuiti a livello globale, che lavorano in modo asincrono e padroneggiano l'**arte** del "passaggio di testimone", possono triplicare la propria performance rispetto a un team locale con obbligo di presenza totale in ufficio tra le 9 e le 18.*
Il lavoro viene svolto, secondo le esigenze del collaboratore 24 ore su 24, 7 giorni su 7.
Nel rispetto di cicli, fasi e ritmi più funzionali dei collaboratori stessi."

Livello 4: Comunicazione asincrona



Matt Mullenweg, fodatore di Automattic (web company Wordpress), 1.170 dipendenti, sparsi in più di 75 paesi, 93 lingue, nessun ufficio, collaboratori quasi esclusivamente online.

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Continuous Learning is the key …

(fonte: G42 Bosch)

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«Non perdo mai.
A volte vinco, a volte imparo.»

GRAZIE per l’attenzione!

BOSCH – CORPORATE PRESENTATION

BOSCH

Bosch – Corporate presentation
Contents

Overview of the Bosch Group

- A global network
- Business sectors
- Key figures 2019
- Market and figures 2019

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Introduction

"What is Bosch?"

- Technology to enhance quality of life
- From "**T**hings" to IoT with a bold "**T**"
- The Bosch Brand

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Bosch – A global network

Bosch – Corporate presentation
A global network

398 150* Bosch associates make these solutions possible

60* countries – 440 regional subsidiaries

Four business sectors

- Mobility Solutions
- Industrial Technology
- Energy & Building Technology
- Consumer Goods

Including sales and service partners, Bosch's global manufacturing and sales network covers nearly every country in the world.

* As of 12.19

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Bosch – Corporate presentation
Four business sectors – Key figures 2019*

Bosch Group

€ 77.7 billion euros
Sales revenue

398 150
associates

Mobility Solutions

- One of the world's leading providers of mobility solutions

Industrial Technology

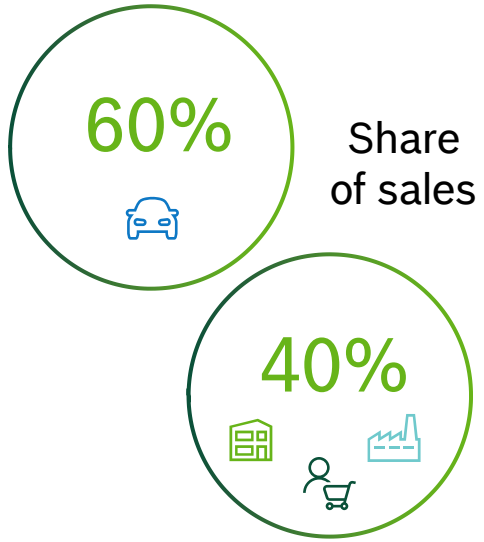
- Leading in drive and control technology, packaging, and process technology

Energy and Building Technology

- One of the leading manufacturers of security and communication technology
- Leading manufacturer of energy-efficient heating products and hot-water solutions

Consumer Goods

- Leading supplier of power tools and accessories
- Leading supplier of household appliances



Share of sales

* As of 12.19

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Bosch – Corporate presentation
Market and figures 2019*

Bosch Group

€ 77.7 billion euros
Sales revenue

398 150
associates

245
manufacturing sites

Europe

Share of sales	52%
Associates	242 506
Manufacturing sites	138

Asia Pacific[1]

Share of sales	29%
Associates	111 717
Manufacturing sites	72

Americas

Share of sales	19%
Associates	43 927
Manufacturing sites	35

* As of 12.19
[1] Including other countries

Share of sales · Associates · Manufacturing sites

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Bosch – Technology to enhance quality of life

Bosch – Corporate presentation
Technology to enhance quality of life

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BOSCH – TECHNOLOGY TO ENHANCE QUALITY OF LIFE

MOBILITY SOLUTIONS

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Bosch – technology to enhance quality of life

Integrated system solutions

Personalized mobility

Automated mobility

Connected mobility

Powertrain systems and electrified mobility

fun and **fascinating**

safe and **comfortable**

efficient and **economical**

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Bosch – technology to enhance quality of life
Driver assistance systems as an example

Real multi-talents

Automated mobility

Bosch is developing an ever-increasing range of driver assistance systems which protect all road users.

- Bosch is constantly extending its comprehensive portfolio of safety systems for cars into other market segments such as two-wheelers, trucks and even rail vehicles and forklifts.
- Bosch also attributes a particular focus to protect pedestrians and cyclists who are at most risk in traffic.
- Thanks to the consistent technical advancement of its driver assistance systems, Bosch also creates the technical basis for automated driving in the future.
- Bosch is a one-stop supplier for all technologies for driver assistance systems, from individual components to complete systems.

more safety

for all traffic participants and vehicle classes,
in road traffic, in logistics depots and in warehouses

less stress

thanks to effective driver support in complex
and monotonous driving situations

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Bosch – technology to enhance quality of life

Automated driving as an example

Key technologies for sensors, software, artificial intelligence, powertrain, steering and braking.

- Be safer on the road: Automated vehicles never tire and can perceive critical situations much sooner and avoid them better than a human being.
- Arrive more relaxed: In automated mode, drivers can use the time gained to relax, work, communicate or be entertained.
- Drive more efficiently: Automated vehicles can cover distances in a much more coordinated manner and thus save fuel.
- Improved flow of traffic: Automated vehicles can drive close to vehicles in front, thereby optimally utilizing the capacity of busy roads.

Bosch, innovative leadership

in all key areas of automated driving

Portfolio with

Sense, think, act

covers all of the requisite technologies
in a highly-developed combination of hardware and software

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Bosch – technology to enhance quality of life

Mobility as a Service

- Bosch enables convenient, individual and sustainable mobility in urban areas.
- Connected services can turn mobility into a personalized experience for users that is precisely tailored to their personal wishes, preferences, and needs.
- Smart connectivity and user-friendly apps turn mobility into a personal all-in-one service, in which there is a perfect synergy between various modes of transportation and mobility solutions.
- Bosch makes personalized mobility possible through its own dedicated services and by developing innovative mobility platforms.

Perfectly keyless
With Perfectly Keyless, Bosch offers something that no other keyless entry system has done before, namely offering both convenience and security. The smartphone-based key can be used in cars, entire car-sharing fleets, and commercial vehicles. This enables new services, such as leaving deliveries inside a car.

SmartphoneHub
The connected biking system uses smartphones and the COBI.Bike app to turn the SmartphoneHub into a control center. Once connected to the e-bike, the driver has control over navigation, weather data, driving information, security systems, and much more.

Convenience charging
Bosch Convenience charging turns charging stops into a personalized experience. The intelligent system shows exactly what the range is, where the next charging stations is and what opportunities for shopping, leisure and activities there are nearby.

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BOSCH – TECHNOLOGY TO ENHANCE QUALITY OF LIFE

INDUSTRIAL TECHNOLOGY

BOSCH

Bosch – technology to enhance quality of life
Industrial Technology as an example

The Business Sector Industrial Technology

This business sector includes the Drive and Control Technology division, which specializes in drive and control technologies for efficient, powerful, and safe movement in machines and systems. The division combines global application experience in the market segments of mobile applications, plant construction and engineering, and factory automation. The division offers its customers hydraulics, electric drives and controls, gear technology, and linear motion and assembly technology, including software and interfaces to the internet of things. Industrial Technology includes the Bosch Connected Industry business unit.

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BOSCH – TECHNOLOGY TO ENHANCE QUALITY OF LIFE

ENERGY AND BUILDING TECHNOLOGY

Bosch – technology to enhance quality of life
Energy and Building Technology as an example

The Thermotechnology Division

The Thermotechnology Division offers solutions for air conditioning, hot water, and decentralized energy management to customers worldwide. It provides heating systems and energy management for residential buildings, water heaters, and commercial and industrial heating and air-conditioning systems. Becoming increasingly important, as is the division's business with electric heat pumps. Robert Bosch Smart Home GmbH offers web-enabled, app-controlled products for the home.

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Bosch – technology to enhance quality of life
Energy and Building Technology as an example

The Building Technologies Division

The Building Technologies Division offers solutions and customized services for building security, energy efficiency, and building automation in selected countries. Both units focus on commercial buildings and infrastructure projects. The product portfolio encompasses video-surveillance, intrusion-detection, fire-detection, and voice-alarm systems, as well as access control and professional audio and conference systems.

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BOSCH – TECHNOLOGY TO ENHANCE QUALITY OF LIFE

CONSUMER GOODS

Bosch – technology to enhance quality of life
Home appliances – **Cookit** as an example

Home appliances for everyone who wants to achieve perfect results easily.

Cookit – is the first digitally connected multifunctional kitchen machine for real cooking, with multible automatic programms and temperature precision up to 200 °C.

Connectivity for selected models: “With WLAN technology, they can be controlled conveniently using an app on mobile devices such as tablet PCs or smartphones”.

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Bosch – technology to enhance quality of life
Power tools as an example

World-first Biturbo tools

With its Biturbo tools, Bosch is taking performance to a new level: for the first time, cordless tools have outstripped corded ones.

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Bosch – technology to enhance quality of life
Power tools as an example

X-Lock - click it in – and you're good to go

The tool mount on angle grinders wasn't changed for 80 years – Bosch has revolutionized it with X-Lock, a world's first and the easiest accessory-change system for angle grinders: Position the wheel in the X-Lock mount, click it in – and you're good to go.

X-Lock makes work easier for professionals and increases their productivity. The system is one of a series of milestones Bosch has set in quick-change systems – like SDS plus and SDS max for rotary hammers.

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Bosch – technology to enhance quality of life
Power tools as an example

Slotted, cross-headed and Torx – in letters I-X-O – with a name inspired by these three screw types, the IXO set out to conquer the world more than 15 years ago. Today it is the world's most popular power tool – around 19 million units have been sold so far. The cult status is owed to its uniqueness right down to the packaging.

The **IXO** is small, light, convenient – and powerful thanks to lithium-ion battery technology.

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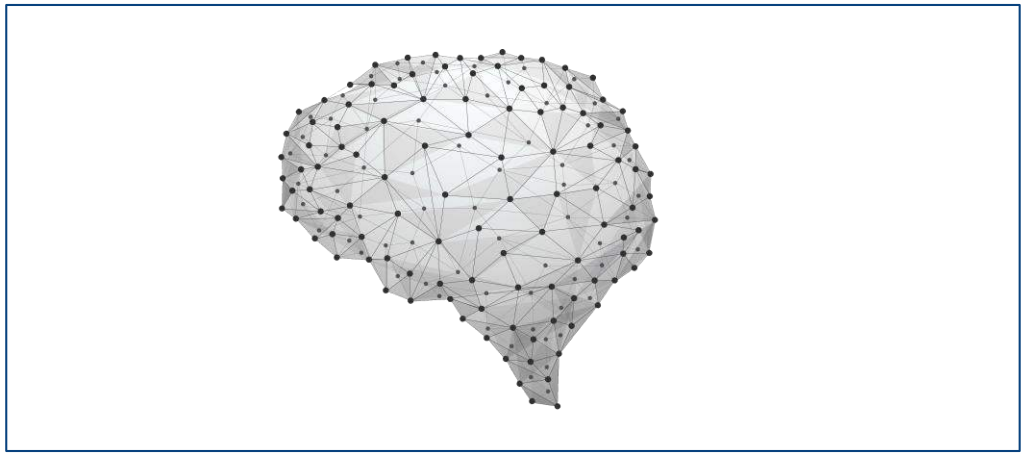
BOSCH – TECHNOLOGY TO ENHANCE QUALITY OF LIFE

FROM "**T**HINGS" TO IO**T** WITH A BOLD "**T**"

BOSCH

Bosch – technology to enhance quality of life
From “**T**hings” to IoT – with a bold “**T**”

Bosch strives to become a world-leading IoT[2] company



2020

All electronic **products connected.**
2019: 92% of electronic product classes are connected

2025

All **products** either **possess AI**[1] or are created by **utilizing AI**[1]

[1] AI Artificial Intelligence [2] IoT Internet of Things

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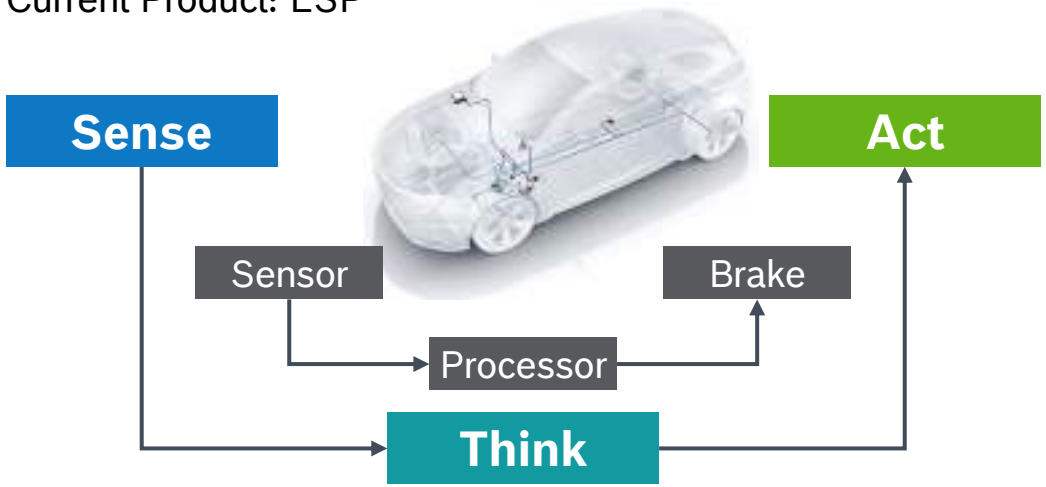
Bosch – technology to enhance quality of life
From “**T**hings” to Io**T** – with a bold “**T**”

We **connect** our products and their production with the **Internet of Things (IoT)**[2] to collect and utilize more data

Artificial Intelligence (AI)[1] enables complex functionality based on this data

Current Product: ESP



IoT[2] and **AI**[1] enable the next level of **intelligent products and services**
They will also enhance the capabilities of current products plus increase efficiency to create them

IoT[2] **and AI**[1] **directly support our mission: Invented for life**

[1] AI Artificial Intelligence [2] IoT Internet of Things

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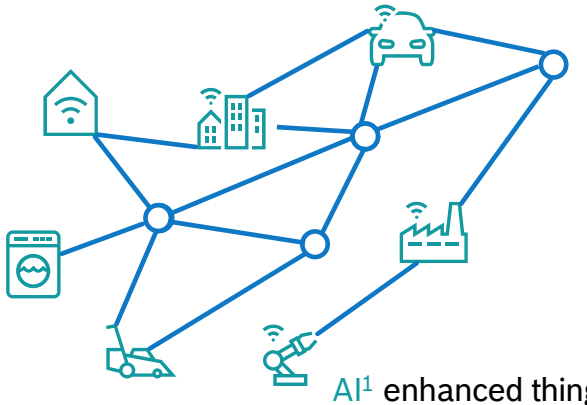
Bosch – technology to enhance quality of life
From “Things” to IoT – with a bold “T”

Target operating state: Bosch AIoT ecosystem

IoT[2]



AI[1] enhanced things

Updates

Data

Bosch IoT Suite

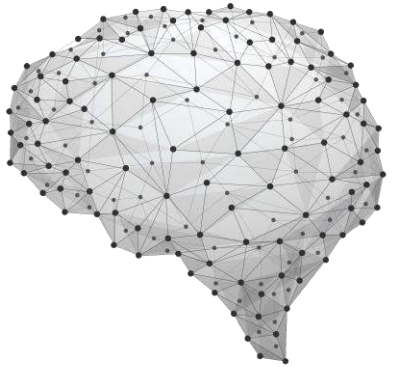
Bosch Hybrid Cloud

RED Lake

Data lake and catalogue (semantic) from Bosch data strategy

Insights

AI[1]



Engineering

Manufacturing

Logistics

Marketing & Sales

Things & Services are accessible via **Application Programming Interface (API)**

[1] AI Artificial Intelligence [2] IoT Internet of Things

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BOSCH

BOSCH – TECHNOLOGY TO ENHANCE QUALITY OF LIFE

THE BOSCH BRAND

The Bosch Brand

Brand core – setting the direction for everything we do

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The Bosch Brand
Brand personality

The empowering partner who is …

Passionately committed

A partner who is genuinely interested in customers' needs, understands those needs, and enthusiastically sets about satisfying them.

Inspirational

A partner who empowers its customers by thinking ahead and forging new paths.

Engagingly capable

A partner whose comprehensive experience and expertise win over its customers.

Trustworthy

A partner who has a clear sense of values and is true to its word, even in difficult times. A partner you can depend on.

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The Bosch Brand
Our brand promises

Quality
Bosch quality stands for **convincing reliability** and **tangible excellence**. Products and services that **perfectly fulfill customer requirements**, combined with our comprehensive support, assure people that they have made the right choice when they opt for Bosch.

Responsibility
Bosch stands for **values-based, responsible business practices**. Our processes and products **conserve resources** and contribute over the long term to a **better quality of life**.

Fascinating products
Thanks to its innovative strength, Bosch sparks enthusiasm with **surprisingly simple** solutions in an **aesthetic, functional design**. We dynamically market our tangibly superior products, delighting our stakeholders.

Global partnership
Bosch's global presence means we are **close to our stakeholders** and markets worldwide. Easy access and close, uncomplicated collaboration make Bosch a **preferred partner**.

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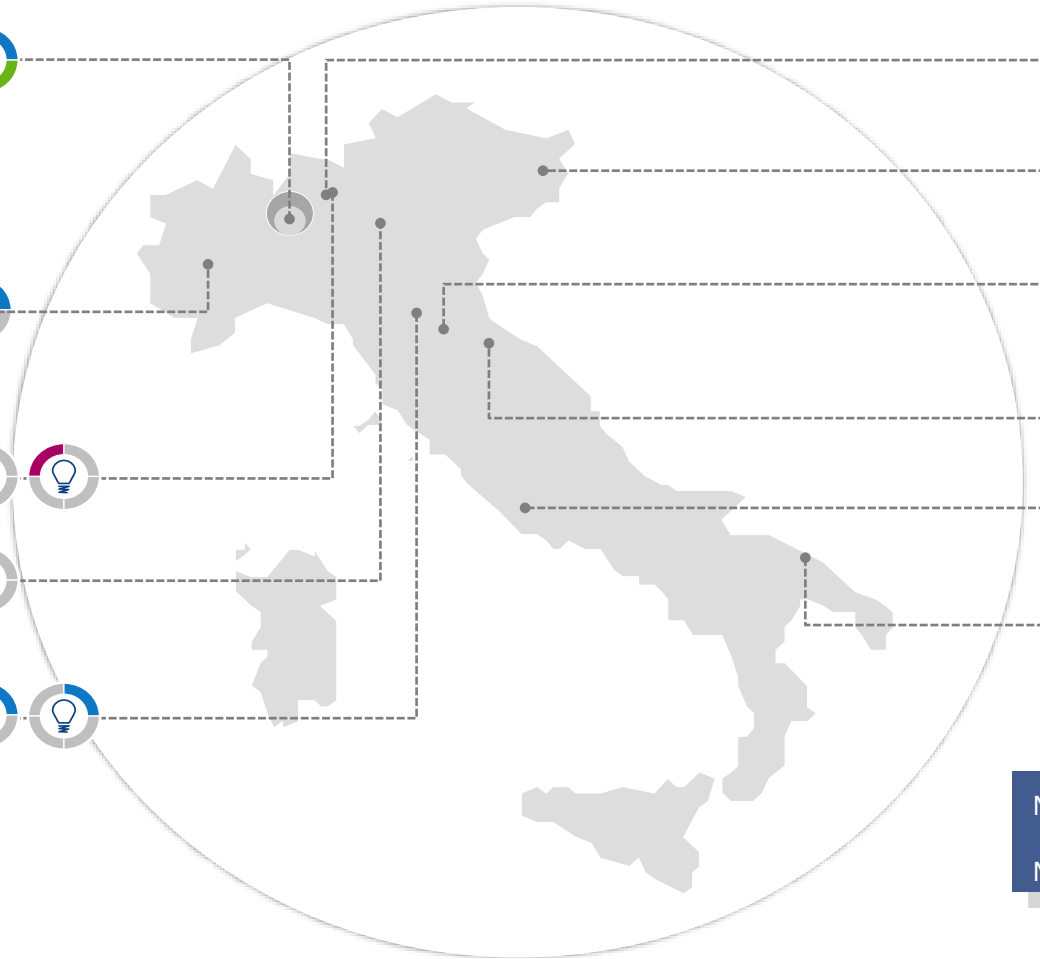
The Bosch Group
in Italy



MILANO
Robert Bosch SpA
Bosch Security Systems SpA
Bosch Rexroth SpA
Bosch Rexroth AG (Branch in Italy)
Bosch Energy and Building Solutions Italy Srl
EDiM SpA
Splitting Fares Inc
BSH Elettrodomestici SpA

TORINO
Robert Bosch GmbH (Branch in Italy)
ETAS GmbH (Branch in Italy)
Bosch Engineering GmbH (Branch in Italy)

CREMONA
VHIT SpA

PARMA
Bosch Automotive Service Solutions Srl

MODENA
Bosch Rexroth Oil Control SpA

BERGAMO
Aresi SpA

UDINE
Freud SpA

BOLOGNA
Holger Christiansen Italia Srl

RAVENNA
Deca Srl

ROMA

BARI
Centro Studi Componenti per Veicoli SpA
Tecnologie Diesel SpA

N° Collaboratori:	6.194
N° Legal Entities:	20

Headquarter
Sale
Research and Development
Manufacturing
Mobility Solutions
Energy & Building Technology
Industrial Technology
Consumer Goods

BOSCH

THANK YOU

AGILE MANAGEMENT: ASPETTI MOTIVAZIONALI E DI CULTURA D'IMPRESA

13 ottobre
17,00-19,00

Costruire una realtà Agile comporta non solo le soluzioni organizzative, ma un terreno che va preparato a livello motivazionale e di chiari valori di condivisione e sostegno fra manager e collaboratori. Grazie a un docente di grande esperienza nelle multinazionali, e a una manager in prima linea in una multinazionale tascabile, si avrà un quadro della cultura da implementare nelle aziende per guidare le persone verso un'idea più flessibile ma esigente di lavoro in impresa.

Alvaro Busetti, già **IT manager** in multinazionali, e docente presso Federmanager Academy e le Corporate University di ENI, Mercedes, Renault;
Lorenza Carretti, Quality Manager presso la multinazionale **Bucher Hydraulics.**

Discussant:
Stefania Santucci, Bus. Dev. Manager **Cybertech**.
Lorena Ignazzi, Agile Marketing Certified Professional in aziende **multinazionali B2B e B2C**.

DAL COMANDO & CONTROLLO ALL'AGILE MANAGEMENT

Sopravvivere in un contesto dinamico dominato dalla tecnologia

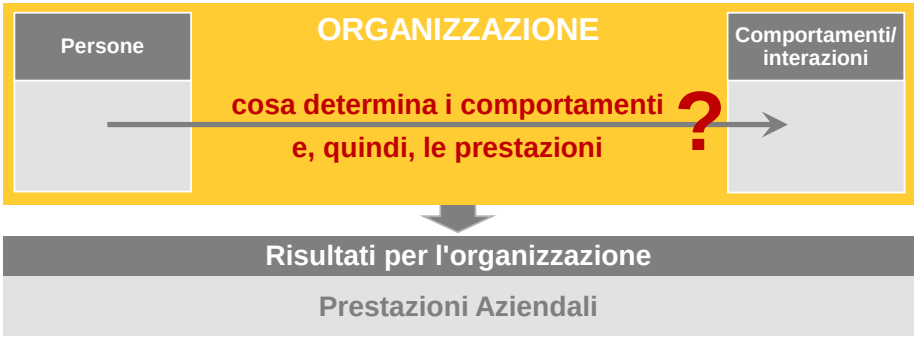
Alvaro Busetti

FEDERMANAGER ACADEMY

1

2

Le **prestazioni aziendali** sono il risultato dei comportamenti delle persone: di cosa fanno, di come interagiscono, delle decisioni che prendono.



fonte: Yves Morieux, Peter Tollman, 'Six Simple Rules: How to Manage Complexity Without Getting Complicated', Harvard Business Review Press, 2014

3

fonte: Yves Morieux, Peter Tollman, 'Six Simple Rules: How to Manage Complexity Without Getting Complicated', Harvard Business Review Press, 2014

4

5

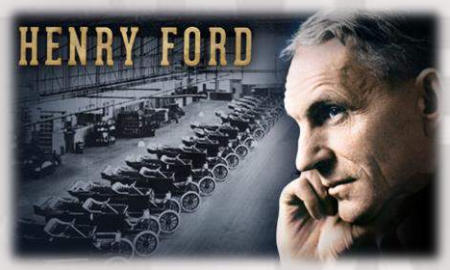
Chi è ai comandi ?

TIMES ARE CHANGING

6

Chi è ai comandi ?

...ai bei vecchi tempi...



"Se avessi chiesto alla gente cosa volevano, avrebbero detto "cavalli più veloci". "

...oggi (e in futuro)...

7

Chi è ai comandi ?

...ai bei vecchi tempi...

- Mercati isolati
- Numero limitato di vincoli
- Forza lavoro con pochi skill (i.e. rimpiazzabile)
- Pochi cambiamenti nel lungo periodo

Organizzazione centralizzata (silos)

Modello di management: Comando & Controllo

Il contesto è definito dall'Azienda…

L'Azienda — Il Mercato

Assunzioni del modello Comando & Controllo:

- C'è un responsabile
- La catena di commando è unica
- La struttura e i flussi inofrmativi sono gerarchici

8

Chi è ai comandi ?

Definisce la visione e la strategia

Formula risposte piani / tattiche

Governa la forza lavoro

Esegue le direttive

Assunzioni del modello Comando & Controllo:

- C'è un responsabile
- La catena di comando è unica
- La struttura e i flussi informativi sono gerarchici

9

Chi è ai comandi ?

...oggi (e in futuro)...

Assunzioni del modello Comando & Controllo:

- C'è un responsabile
- La catena di comando è unica
- La struttura e i flussi informativi sono gerarchici

10

Chi è ai comandi ?

...oggi (e in futuro)...

- Mercati globali
- Molteplicità di vincoli
- Forza lavoro specializzata (talenti) (i.e. difficile da sostituire)
- Cambiamenti frequenti e significativi

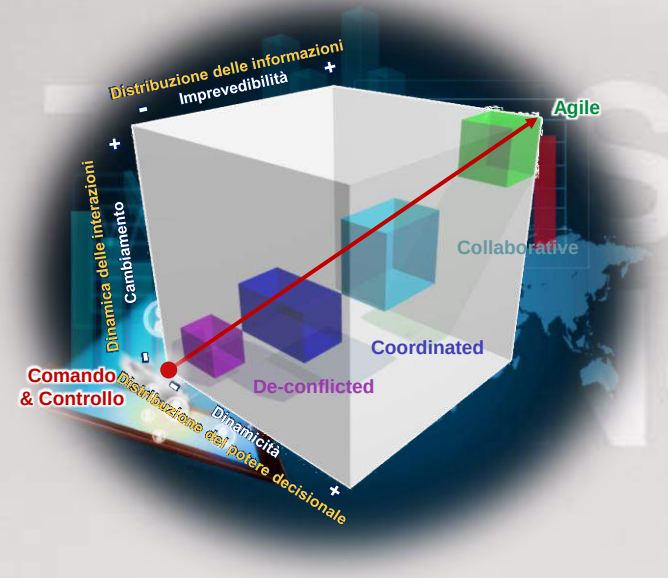
- Organizzazione agile; in grado di far fronte e/o sfruttare rapidamente e con successo i cambiamenti nel contesto

Il contesto è definito dal mercato…

L'Azienda — Il Mercato

11

Chi è ai comandi ?



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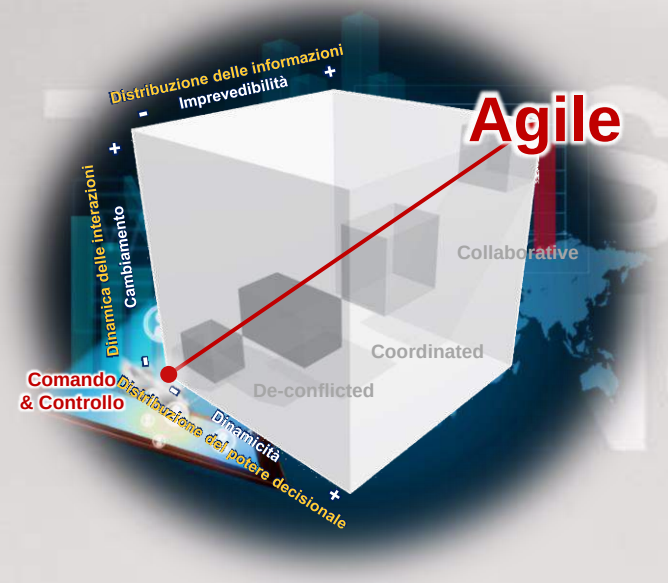
Il contesto è definito dal mercato…

L'Azienda — Il Mercato

Adattato da: David S. Alberts "The Agility Advantage", DoD's Command and Control Research Program

12

Chi è ai comandi ?



Agile Manifesto – 4 valori:

1. Individuals and Interactions Over Processes and Tools.
2. Working Product/Service Over Comprehensive Documentation.
3. Customer Collaboration Over Contract Negotiation.
4. Responding to Change Over Following a Plan.

Fonte: Agile Alliance https://www.agilealliance.org/agile101/the-agile-manifesto/

Il contesto è definito dal mercato…

L'Azienda — Il Mercato

Adattato da: David S. Alberts "The Agility Advantage", DoD's Command and Control Research Program

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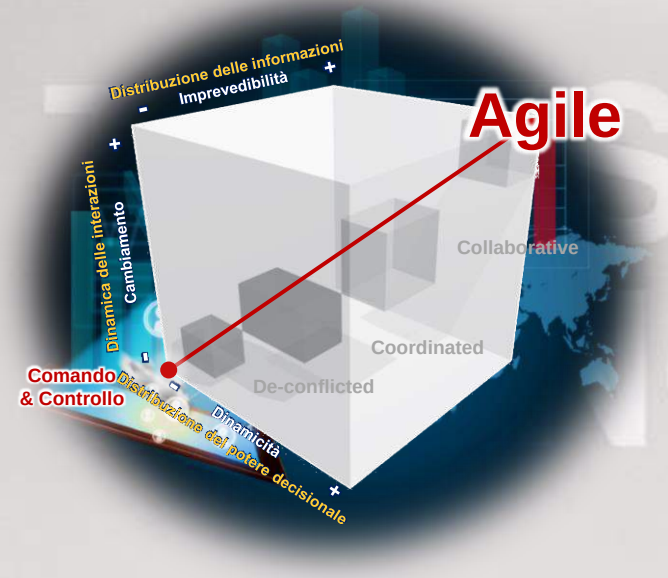
Chi è ai comandi ?



Agile Manifesto – 12 principi:

1. Customer satisfaction through early and continuous Product/Service delivery.
2. Accommodate changing requirements throughout the development process.
3. Frequent delivery of working Product/Service.
4. Collaboration between the business stakeholders and developers throughout the project.
5. Support, trust, and motivate the people involved.
6. Enable face-to-face interactions.

Fonte: Agile Alliance https://www.agilealliance.org/agile101/12-principles-behind-the-agile-manifesto/

Il contesto è definito dal mercato…

L'Azienda — Il Mercato

Adattato da: David S. Alberts "The Agility Advantage", DoD's Command and Control Research Program

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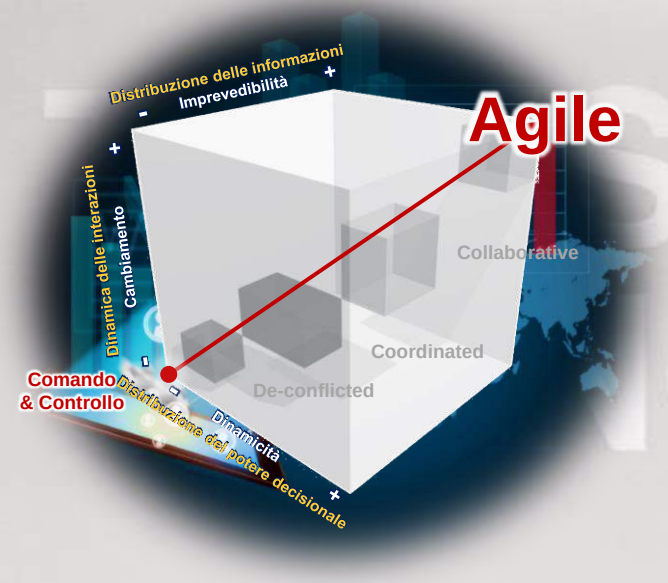
Chi è ai comandi ?



Agile Manifesto – 12 principi:

7. Working ~~software~~ Product/Service is the primary measure of progress.
8. Agile processes to support a consistent development pace.
9. Attention to technical detail and design enhances agility.
10. Simplicity.
11. Self-organizing teams encourage great architectures, requirements, and designs.
12. Regular reflections on how to become more effective

Fonte: Agile Alliance https://www.agilealliance.org/agile101/12-principles-behind-the-agile-manifesto/

Il contesto è definito dal mercato…

L'Azienda **Il Mercato**

Adattato da: David S. Alberts "The Agility Advantage", DoD's Command and Control Research Program

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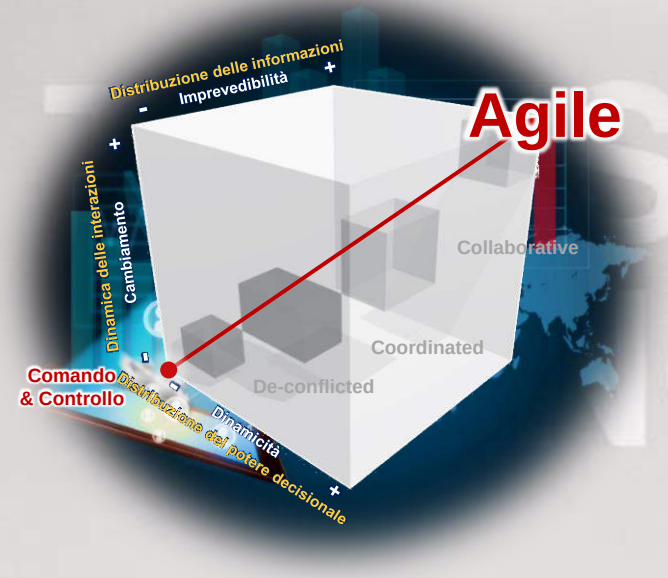
Chi è ai comandi ?



...oggi (e in futuro)...

- Mercati globali
- Molteplicità di vincoli
- Forza la[illegible]enti) (i.e. d[illegible]
- Ca[illegible]vi

LE ORGANIZZAZIONI AGILI SONO GUIDATE DALLE OPPORTUNITÀ E DAI FEEDBACK

- Organizzazione agile, in grado di far fronte e/o sfruttare rapidamente e con successo i cambiamenti nel contesto

Il contesto è definito dal mercato…

L'Azienda **Il Mercato**

Adattato da: David S. Alberts "The Agility Advantage", DoD's Command and Control Research Program

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DAL COMANDO & CONTROLLO ALL'AGILE MANAGEMENT

17

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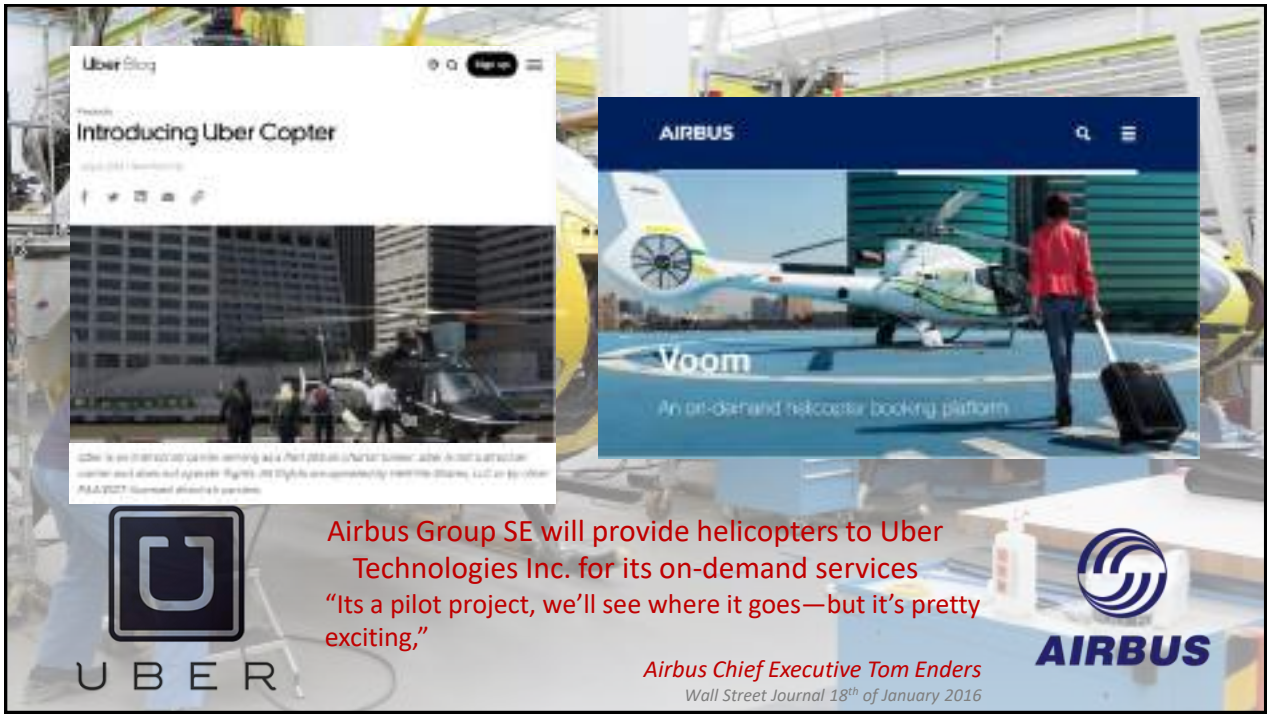
DAL COMANDO & CONTROLLO ALL'AGILE MANAGEMENT



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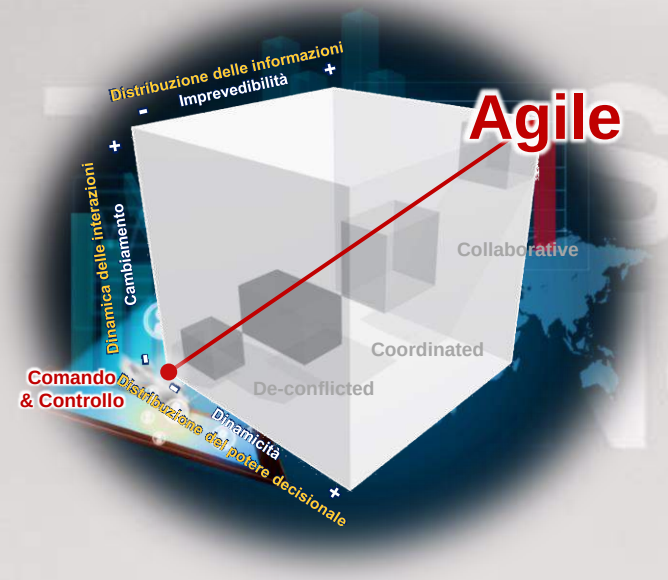
Chi è ai comandi ?



...oggi (e in futuro)...

- **Mercati globali**
- **Molteplicità di vincoli**
- **Forza la[illegible]enti) (i.e. d[illegible]**
- **Ca[illegible]vi**

LE ORGANIZZAZIONI AGILI SONO GUIDATE DALLE OPPORTUNITÀ E DAI FEEDBACK

- **Organizzazione agile, in grado di far fronte e/o sfruttare rapidamente e con successo i cambiamenti nel contesto**

Il contesto è definito dal mercato…

L'Azienda **Il Mercato**

Adattato da: David S. Alberts "The Agility Advantage", DoD's Command and Control Research Program

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FEDERMANAGER ACADEMY

Chi è ai comandi ?

...oggi (e in futuro)...

- Mercati globali
- Molteplicità di vincoli
- Forza lav… …lenti) (i.e. d…
- Ca… …vi

LE ORGANIZZAZIONI AGILI SONO GUIDATE DALLE OPPORTUNITÀ E DAI FEEDBACK

- Organizzazione agile, in grado di far fronte e/o sfruttare rapidamente e con successo i cambiamenti nel contesto

Il contesto è definito dal mercato…

L'Azienda — Il Mercato

21

Chi è ai comandi ?

KEEP CALM AND GO TO GEMBA

22

...alla ricerca di opportunità
e feedbacks
MOBILE
SOCIAL
MEDIA
INTERNET
DELLE COSE
INFORMAZIONI
+
RELAZIONI
INDUSTRY 4.0
INDUSTRIAL
INTERNET
BIG DATA
KEEP
CALM
AND
GO TO
GEMBA

23

...alla ricerca di opportunità
e feedbacks
Execs
Management
INFORMAZIONI
+
Masses
RELAZIONI
CATENA DEL VALORE
FORNITORI
CLIENTI
KEEP
CALM
AND
GO TO
GEMBA

24

...alla ricerca di opportunità
e feedbacks
Execs
Management
Masses
CATENA DEL VALORE
FORNITORI
CLIENTI
KEEP
CALM
AND
GO TO
GEMBA

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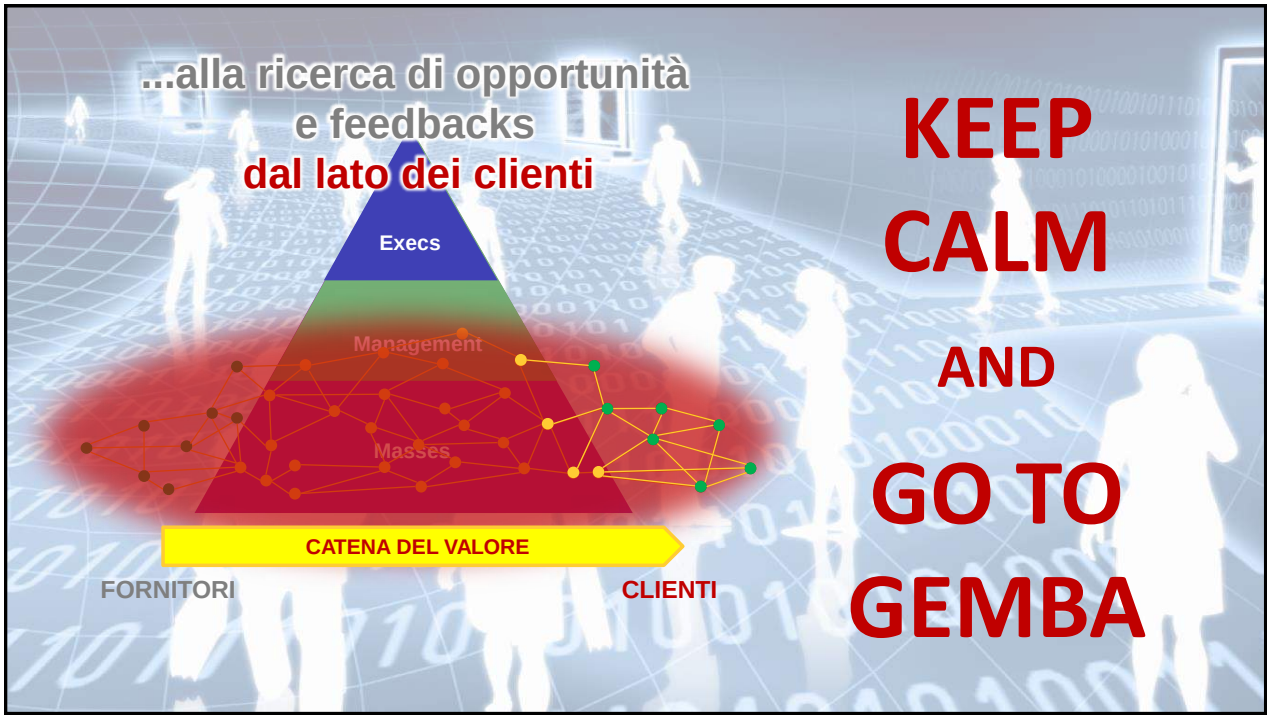
...alla ricerca di opportunità
e feedbacks
dal lato dei clienti
Execs
Management
Masses
CATENA DEL VALORE
FORNITORI
CLIENTI
KEEP
CALM
AND
GO TO
GEMBA

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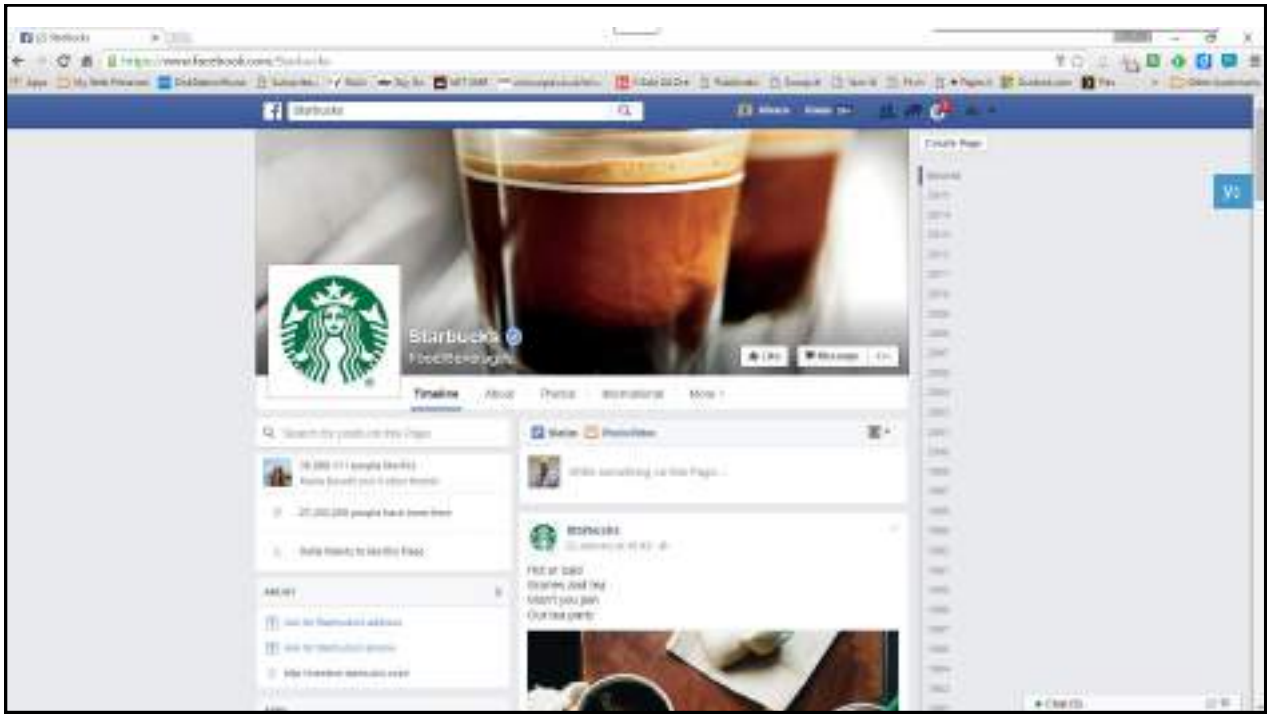
DAL COMANDO & CONTROLLO ALL'AGILE MANAGEMENT



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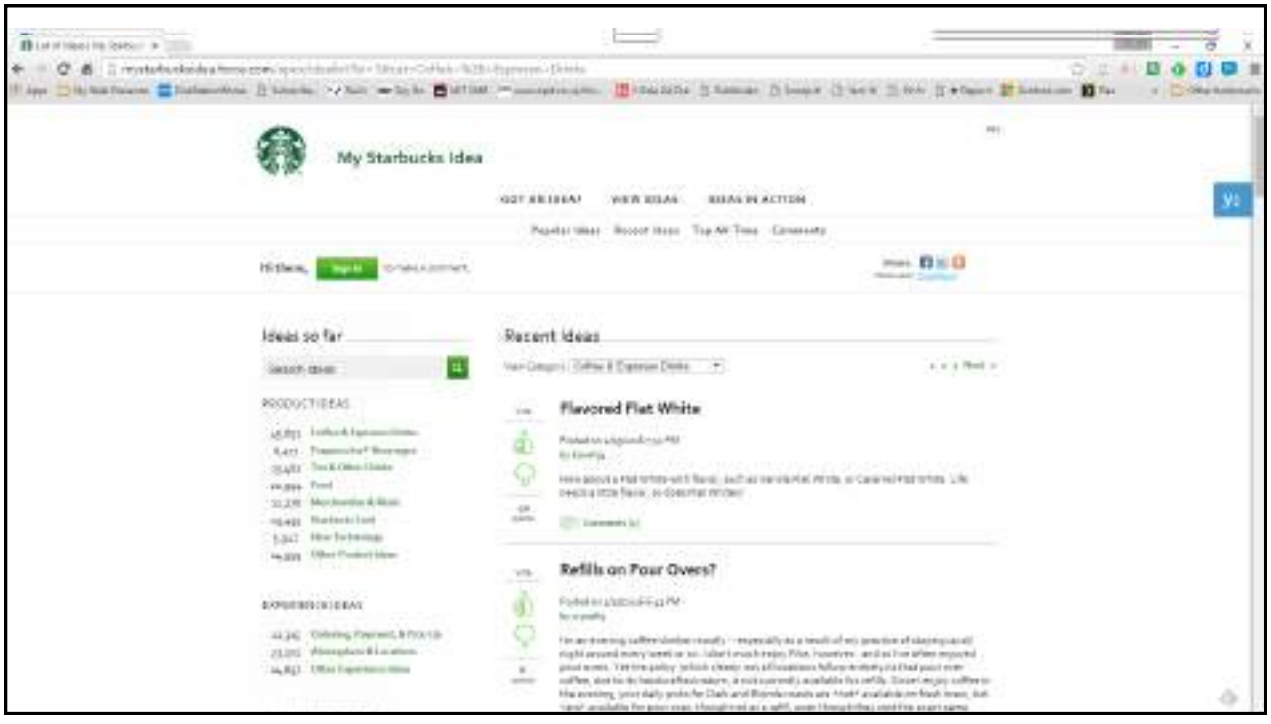

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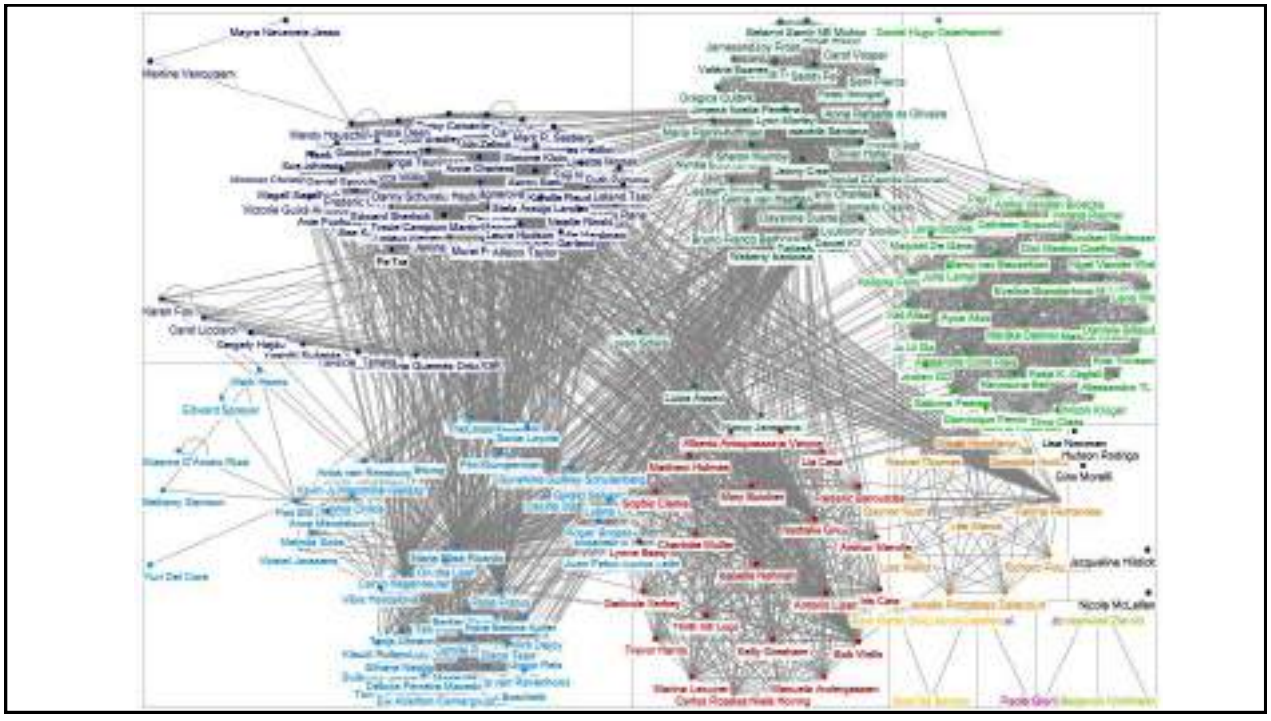
DAL COMANDO & CONTROLLO ALL'AGILE MANAGEMENT



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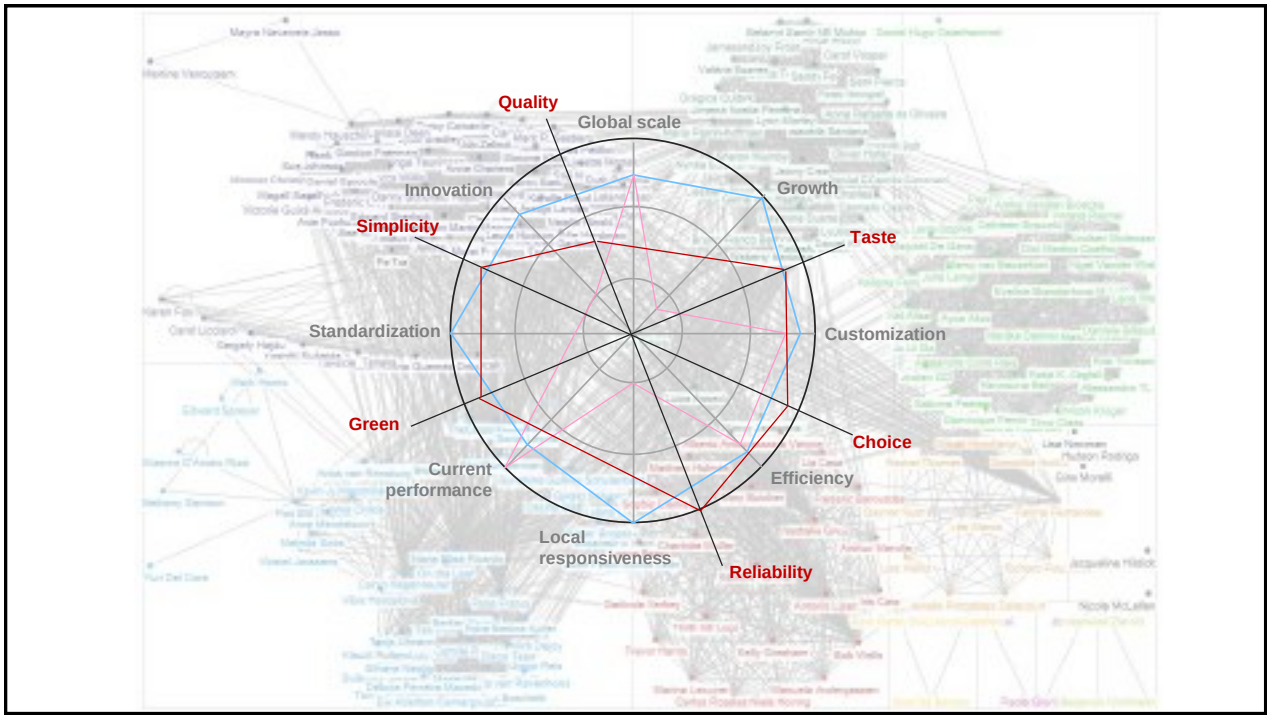

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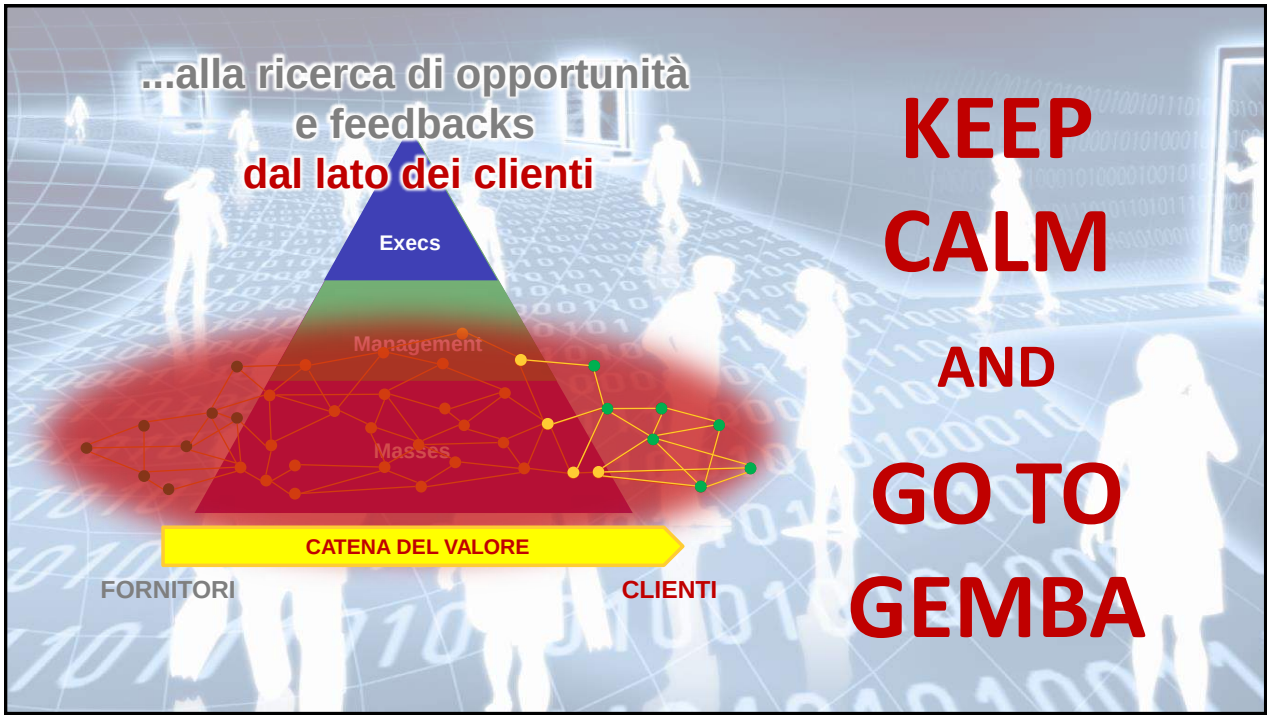
FEDERMANAGER ACADEMY

MANAGING UNFORESEEN SITUATIONS:
How Oreo won the Marketing Super Bowl with a timely blackout Ad on Twitter
YOU CAN STILL DUNK IN THE DARK
OREO

31


...alla ricerca di opportunità
e feedbacks
dal lato dei clienti
Execs
Management
Masses
CATENA DEL VALORE
FORNITORI
CLIENTI
KEEP
CALM
AND
GO TO
GEMBA

32

...alla ricerca di opportunità
e feedbacks
dal lato dei fornitori
Execs
Management
Masses
CATENA DEL VALORE
FORNITORI
CLIENTI
KEEP
CALM
AND
GO TO
GEMBA

33

A digital supply chain enables the integration of supply chain tasks and collaboration across functions and partners.
Strong digital collaboration within its supply chain enables Zara to deliver new apparel to stores in 14 days compared to nine months for other industry players.
ZARA
RioTinto
In a year of deploying upstream sourcing solutions across 700 users in 49 locations, Rio Tinto has run 4,900 sourcing projects resulting in $475 million in savings. The company also uses an internal social networking platform...

34

CLIENTI AND FORNITORI NETWORKING AND COLLABORATION

Machine tools manufacturers (Germany 2013)

35

...alla ricerca di opportunità e feedbacks dal lato dei fornitori

CATENA DEL VALORE

FORNITORI

CLIENTI

KEEP CALM AND GO TO GEMBA

36

37

Smart Working: che cos'è…

Lo Smart Working è un nuovo approccio globale al modo di lavorare, basato sui seguenti principi:

- La flessibilità nell'uso delle risorse è la norma e non l'eccezione;
- Le attività si svolgono nei posti e nei tempi più convenienti al loro svolgimento;
- Tutti possono fruire del lavoro flessibile senza nessuna distinzione di persona o ruolo;
- Le persone possono decidere dove e quando lavorare ma nel rispetto delle esigenze aziendali;
- Gli spazi sono assegnati alle attività e non alle persone, senza nessuna considerazione di ruolo e/o anzianità;
- C'è un utilizzo avanzato delle tecnologie di comunicazione a supporto di quanto sopra..
- I criteri di valutazione delle performance sono centrati sui risultati e non sulla presenza;

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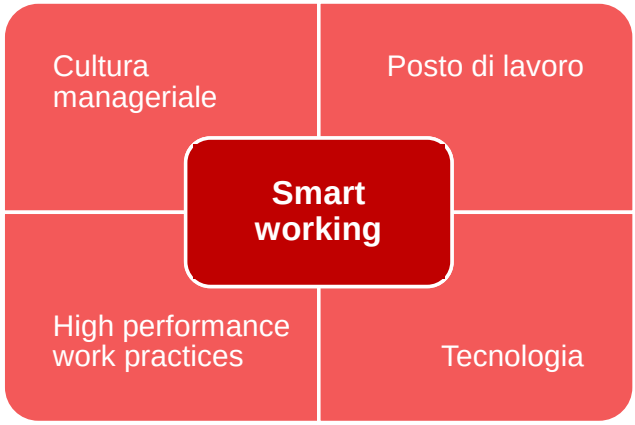
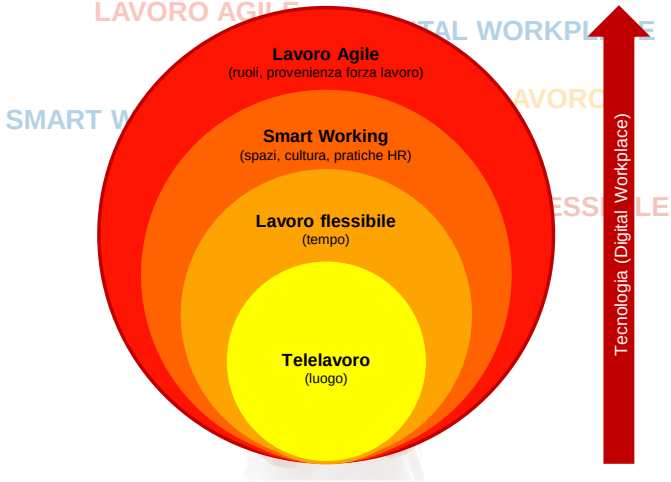
Un modello di smart working



"Smart working - How smart is UK PLC? " - Chartered Institute of Personnel and Development (CIPD)

39

40



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Smart Working vs. Agile Working

Smart Working is defined as 'an approach to organising work that aims to drive greater efficiency and effectiveness in achieving job outcomes through a combination of flexibility, autonomy and collaboration, in parallel with optimising tools and working environments for employees'. It is characterized by:

- a high degree of autonomy and a philosophy of empowerment
- concepts of virtuality in teams or work groups
- outcome-based indicators of achievement
- flexible work location and hours
- flexible physical work environment conditions that support collaboration
- high-trust working relationship

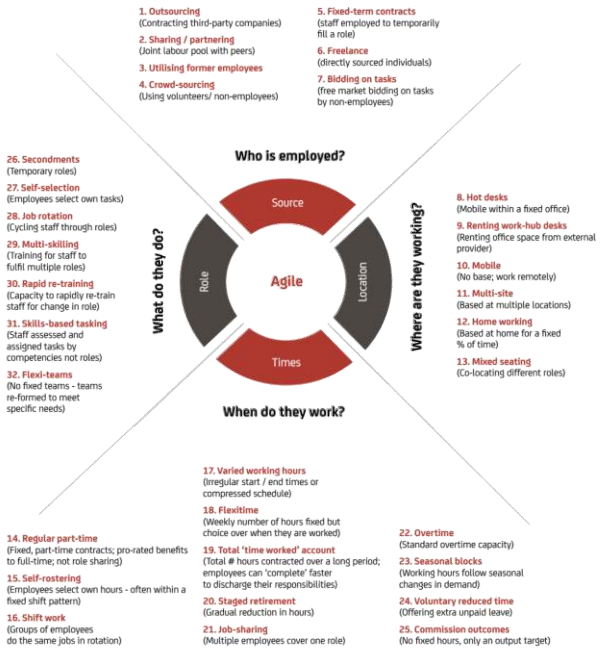
Agile Working is defined as "allowing an organization to establish an optimal workforce to support an organization's objectives. We define agile working practices along four dimensions:

- Time: when do people work? (for example, part-time, shifts, staged retirement).
- Location: where do people work? (for example, homeworking, across multiple sites).
- Role: what do people do? (for example, multi-skilling, secondments, job rotation).
- Source: who is employed? (for example, permanent employees, crowdsourcing, outsourcing).

?

Fonte: CIPD "HR: Getting smart about agile working"

42


1. Outsourcing
(Contracting third-party companies)
2. Sharing / partnering
(Joint labour pool with peers)
3. Utilising former employees
4. Crowd-sourcing
(Using volunteers/ non-employees)
5. Fixed-term contracts
(staff employed to temporarily fill a role)
6. Freelance
(directly sourced individuals)
7. Bidding on tasks
(free market bidding on tasks by non-employees)
Who is employed?
26. Secondments
(Temporary roles)
27. Self-selection
(Employees select own tasks)
28. Job rotation
(Cycling staff through roles)
29. Multi-skilling
(Training for staff to fulfil multiple roles)
30. Rapid re-training
(Capacity to rapidly re-train staff for change in role)
31. Skills-based tasking
(Staff assessed and assigned tasks by competencies not roles)
32. Flexi-teams
(No fixed teams - teams re-formed to meet specific needs)
Source
What do they do?
Role
Agile
Location
Where are they working?
8. Hot desks
(Mobile within a fixed office)
9. Renting work-hub desks
(Renting office space from external provider)
10. Mobile
(No base; work remotely)
11. Multi-site
(Based at multiple locations)
12. Home working
(Based at home for a fixed % of time)
13. Mixed seating
(Co-locating different roles)
Times
When do they work?
17. Varied working hours
(Irregular start / end times or compressed schedule)
18. Flexitime
(Weekly number of hours fixed but choice over when they are worked)
19. Total 'time worked' account
(Total # hours contracted over a long period; employees can 'complete' faster to discharge their responsibilities)
20. Staged retirement
(Gradual reduction in hours)
21. Job-sharing
(Multiple employees cover one role)
14. Regular part-time
(Fixed, part-time contracts; pro-rated benefits to full-time; not role sharing)
15. Self-rostering
(Employees select own hours - often within a fixed shift pattern)
16. Shift work
(Groups of employees do the same jobs in rotation)
22. Overtime
(Standard overtime capacity)
23. Seasonal blocks
(Working hours follow seasonal changes in demand)
24. Voluntary reduced time
(Offering extra unpaid leave)
25. Commission outcomes
(No fixed hours, only an output target)

43

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44

Chiunque può avere una buona idea…

"How can I anchor my bookmarks in my hymnbook ?" (1974)

Arthur Fry, researcher

?

"Why not ship all-you-can-eat overnight ?"(2004)

Charlie Ward, sw engineer

"Can I have playback-only stereo player, to listen to operas during my frequent trans-Pacific plane trips?" (1978)

Masaru Ibuka, Company co-founder

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Chiunque può avere una buona idea…

COME POSSIAMO OFFRIRE UN'OPPORTUNITA' ALLE IDEE?

Post-it™ Notes

amazon.com Prime

WALKMAN

"How can I anchor my bookmarks in my hymnbook ?" (1974)

Arthur Fry, researcher

"Why not ship all-you-can-eat overnight ?"(2004)

Charlie Ward, sw engineer

"Can I have playback-only stereo player, to listen to operas during my frequent trans-Pacific plane trips?" (1978)

Masaru Ibuka, Company co-founder

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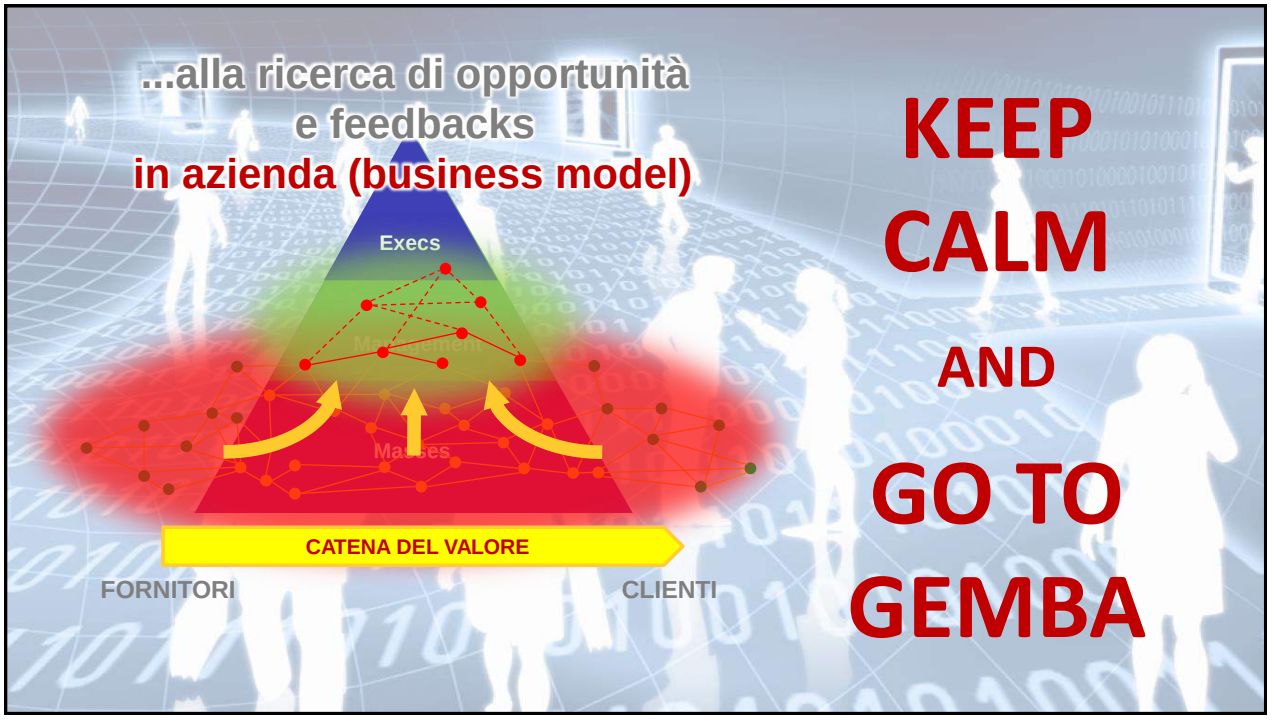
...alla ricerca di opportunità
e feedbacks
in azienda (operazioni)
Execs
Management
Masses
Agile / Smart Working
CATENA DEL VALORE
FORNITORI
CLIENTI
KEEP
CALM
AND
GO TO
GEMBA

47


...alla ricerca di opportunità
e feedbacks
in azienda (business model)
Execs
Management
Masses
CATENA DEL VALORE
FORNITORI
CLIENTI
KEEP
CALM
AND
GO TO
GEMBA

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DIGITAL TRANSFORMATION

- **Una visione non un piano**

"Digital transformation is in full swing at Mercedes-Benz. We are transitioning from car manufacturer to networked mobility provider"

Dr Dieter Zetsche, chairman of the board of Daimler AG and head of Mercedes-Benz Cars at Frankfurt Motor Show 2015

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DIGITAL TRANSFORMATION

- **Una visione non un piano**
- **Servizi/Prodotti digitali(zzati)**

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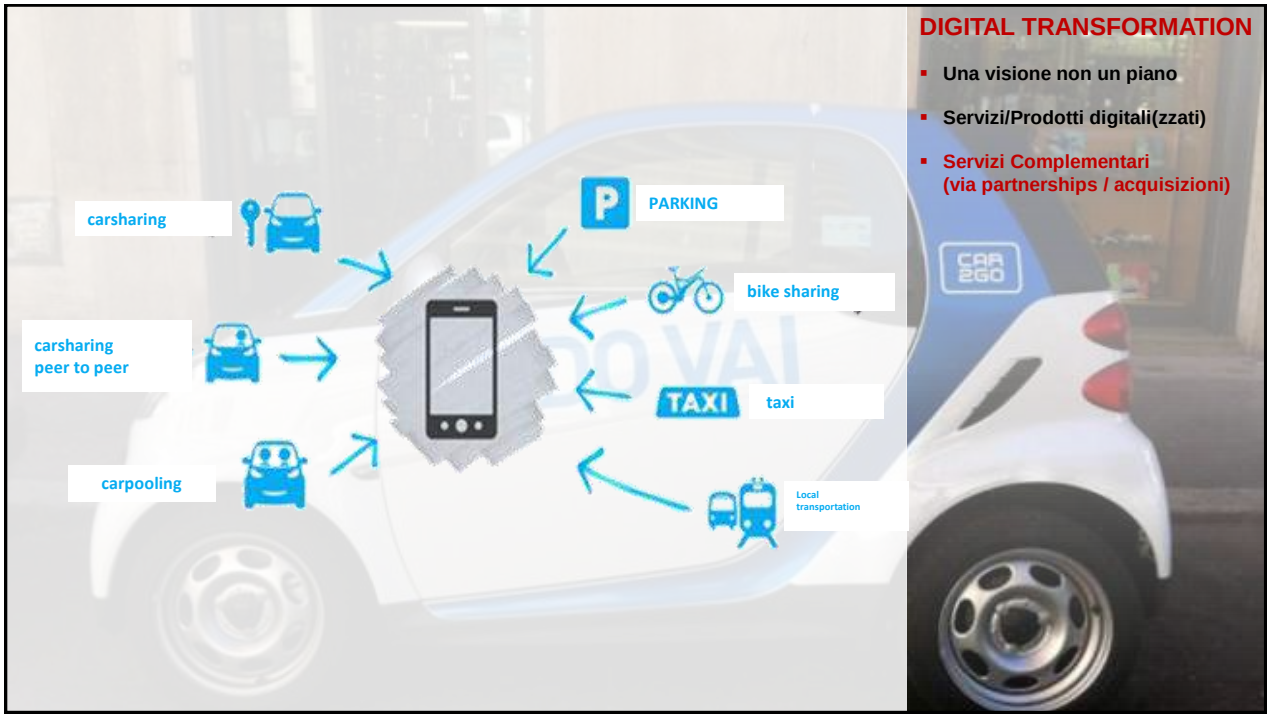
DAL COMANDO & CONTROLLO ALL'AGILE MANAGEMENT



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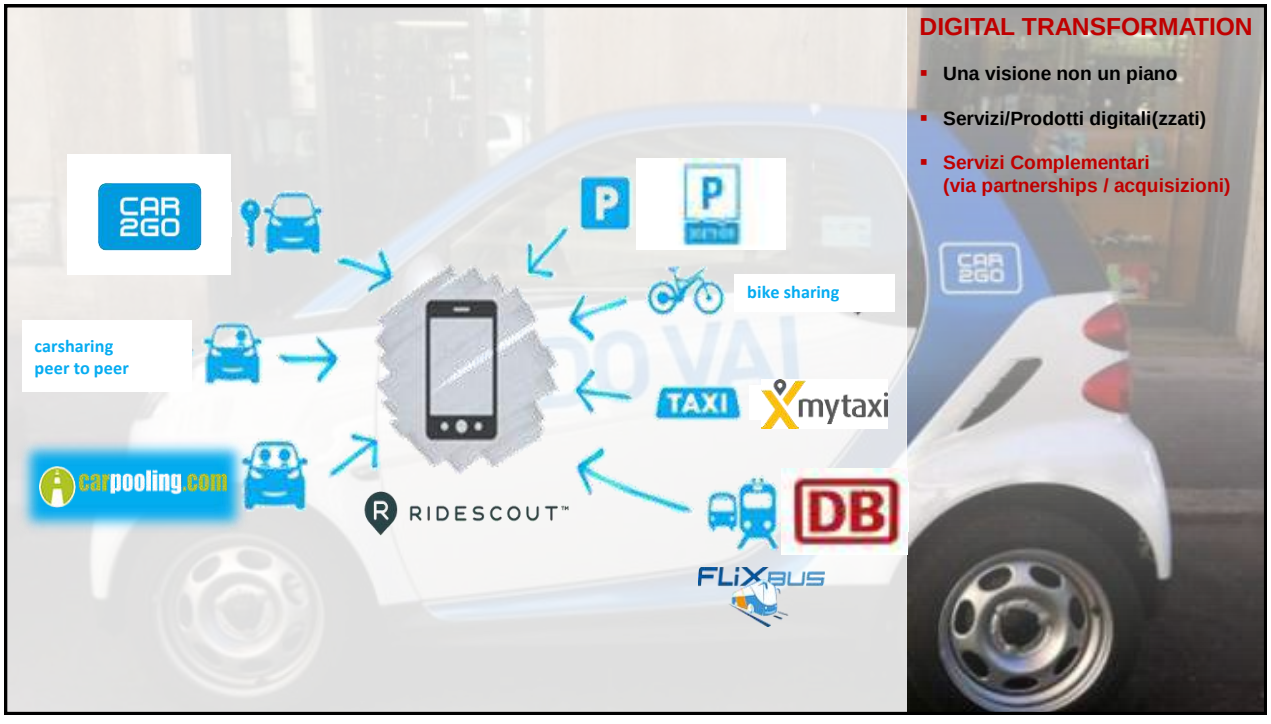

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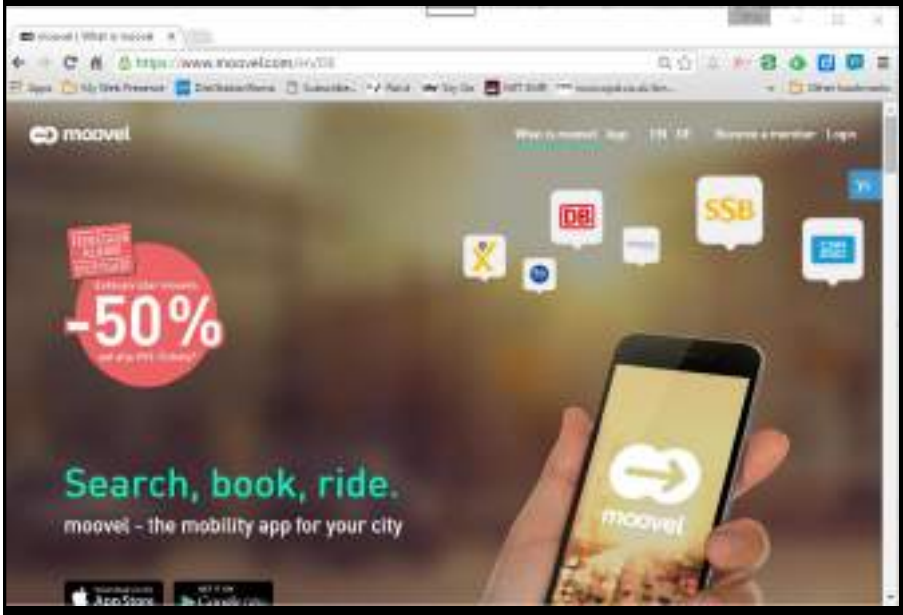
FEDERMANAGER ACADEMY

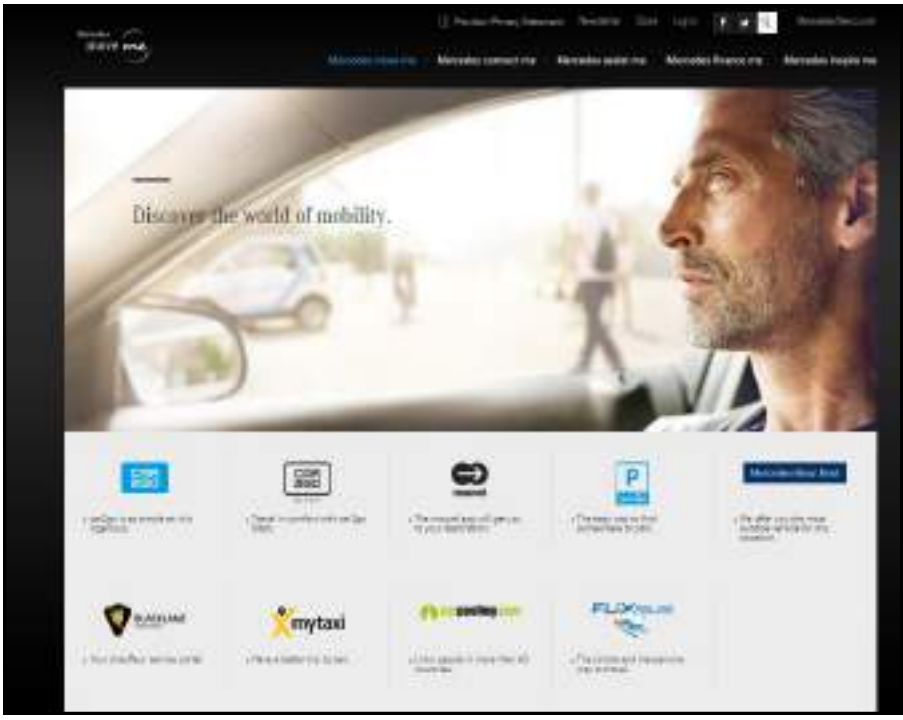
DAL COMANDO & CONTROLLO ALL'AGILE MANAGEMENT



DIGITAL TRANSFORMATION

- Una visione non un piano
- Servizi/Prodotti digitali(zzati)
- Servizi Complementari (via partnerships / acquisizioni)
- L'app è il prodotto

53



DIGITAL TRANSFORMATION

- Una visione non un piano
- Servizi/Prodotti digitali(zzati)
- Servizi Complementari (via partnerships / acquisizioni)
- L'app è il prodotto
- Nuovi servizi digitali "embedded" in prodotti esistenti

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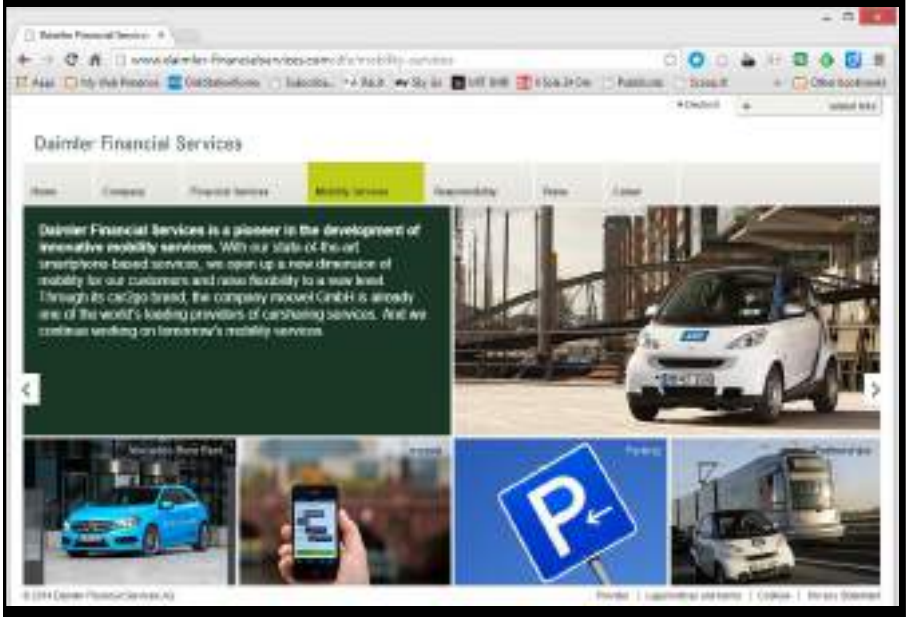
DAL COMANDO & CONTROLLO ALL'AGILE MANAGEMENT



DIGITAL TRANSFORMATION

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- L'app è il prodotto
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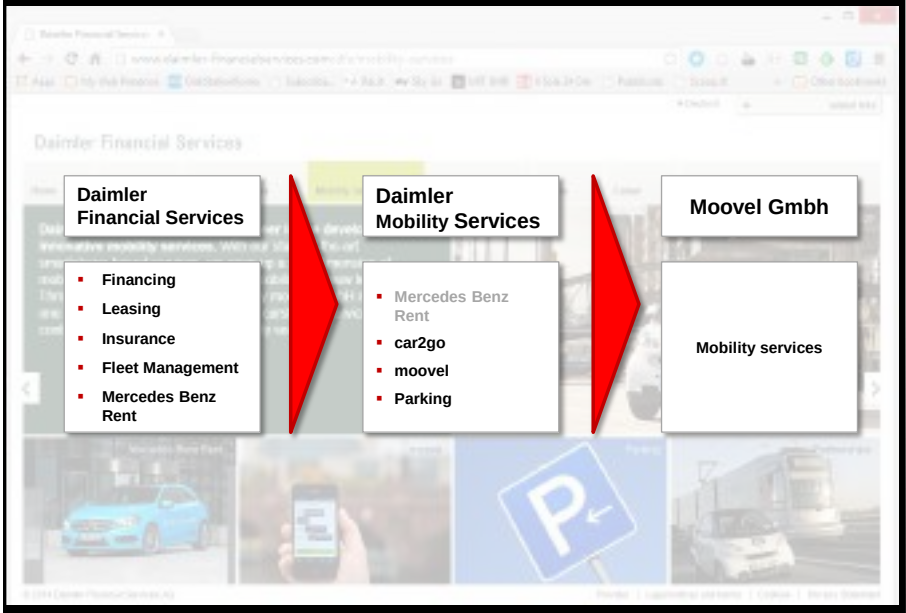
- Una nuova struttura aziendale attorno alla nuova idea di prodotto

55



DIGITAL TRANSFORMATION

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FEDERMANAGER ACADEMY

Cinque società, un miliardo di euro
La società specializzata in car sharing è solo uno dei verticali nati dall'accordo tra Bmw e Daimler. L'intesa, firmata il 22 febbraio 2019, mette insieme 14 marchi, 60 milioni di clienti e promette un investimento da un miliardo di euro.

DIGITAL TRANSFORMATION

- **Una visione non un piano**
- **Servizi/Prodotti digitali(zzati)**
- **Servizi Complementari (via partnerships / acquisizioni)**
- **L'app è il prodotto**
- **Nuovi servizi digitali "embedded" in prodotti esistenti**
- **Una nuova struttura aziendale attorno alla nuova idea di prodotto**

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FEDERMANAGER ACADEMY

GRAZIE
Alvaro.Busetti@gmail.com

BUCHER
hydraulics

Bucher Hydraulics
a division of Bucher Industries

…the Technology Group today

Kuhn Group
Agricultural machinery

- Tillage
- Seeding
- Fertilisation
- Spraying
- Landscape maintenance
- Hay and forage harvesting

Sales: EUR 1058 million
Employees: 5200

Bucher Municipal
Municipal vehicles

- Compact and truck-mounted sweepers
- Refuse collection vehicles
- Salt spreaders
- Snow plough

Sales: EUR 486 million
Employees: 2380

Bucher Hydraulics
Hydraulic systems

- Mobile and industrial hydraulics
- Pumps
- Motors
- Valves
- Cylinders
- Elevator drives

Sales: EUR 584 million
Employees: 2780

Bucher Emhart Glass
Glass container industry

- Glass-forming machinery
- Inspection machinery
- Transport and handling systems
- Integrated systems

Sales: EUR 438 million
Employees: 1780

Bucher Specials
Individual businesses

- Equipment for processing wine, fruit juice, and for dewatering sewage sludge
- Swiss distributorship for agricultural machinery
- Control and auto-mation technology

Sales: EUR 284 million
Employees: 960

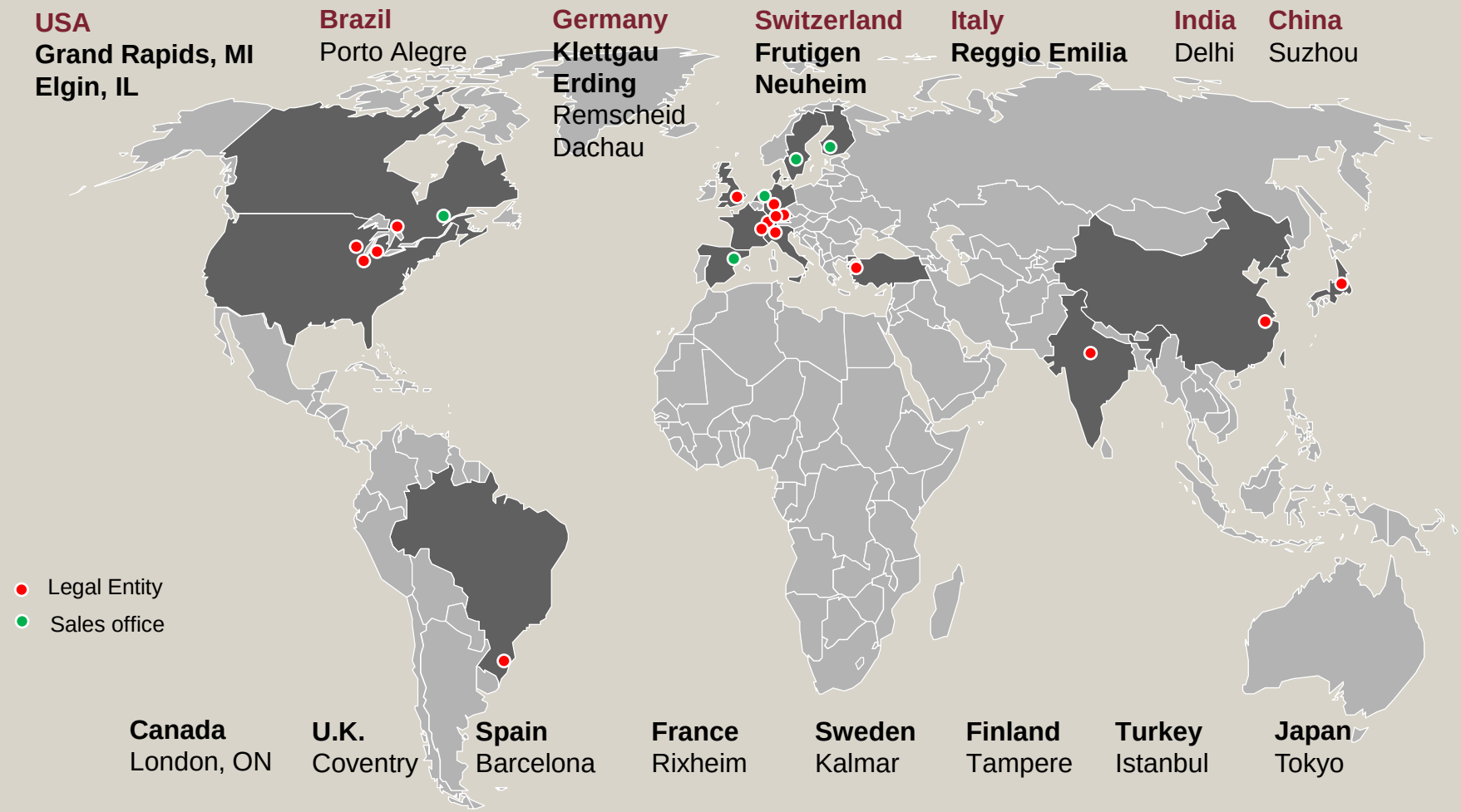
Bucher Industries (EUR)

Figures (net sales)		2019	2018
Bucher Industries	**Mio. EUR**	**2850**	**2707**
- Kuhn Group	Mio. EUR	1058	1042
- Bucher Municipal	Mio. EUR	486	467
- Bucher Emhart Glass	Mio. EUR	438	387
- Bucher Specials	Mio. EUR	284	268
- Bucher Hydraulics	Mio. EUR	584	543
Number of employees (end of year)		**13 100**	**13 000**

BUCHER
hydraulics

Bucher Hydraulics

Bucher Hydraulics worldwide



Bucher Hydraulics Factories

Competence Centers
provide
R&D know-how and
production capacity

Founded 1923
Klettgau, Germany

Frutigen
Switzerland

Erding
Germany

Grand Rapids, MI
USA

Reggio Emilia
Italy

Neuheim
Switzerland

Elgin, IL
USA

Bucher Hydraulics Factories

Further Production Facilities

Remscheid
Germany

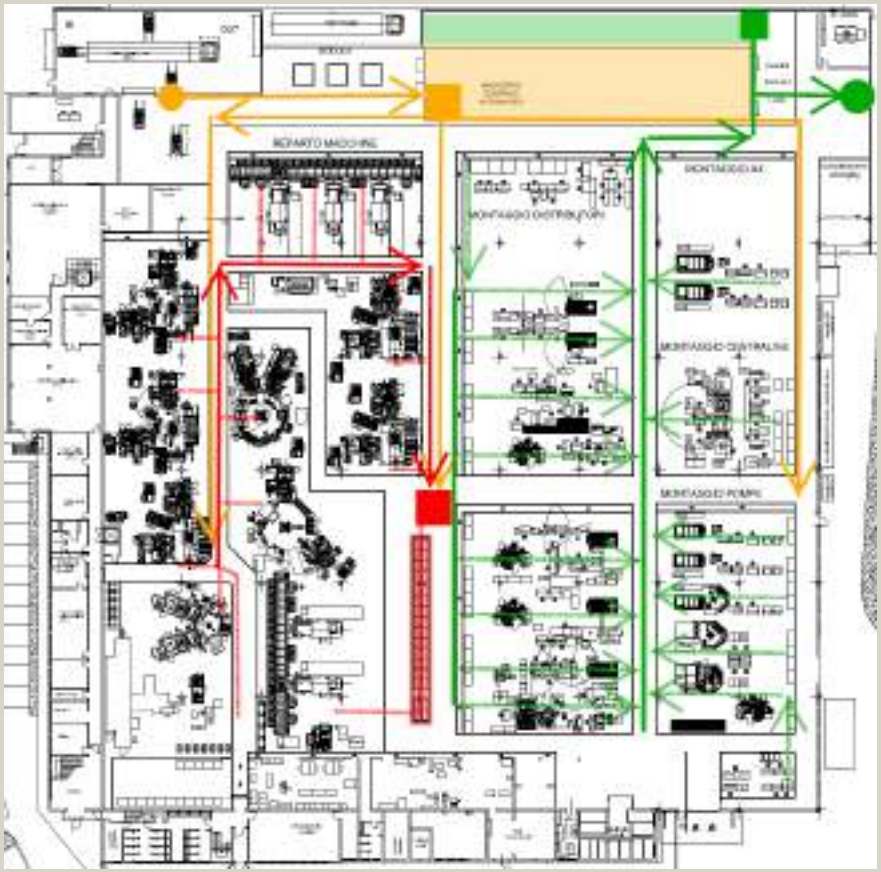
Suzhou
China

New Delhi
India

Porto Alegre
Brasilien

Dachau
Deutschland

Wuxi
China

Bucher Hydraulics Reggio Emilia (BHRE)

Figures	2019	2018
Total net sales (Mio. Euro)	67,3	65,4
Number of employees F.T.E (average of the year)	257	241