



BOSCH

How BOSCH Power Tools Blue Emerging leverages OKRs on their way to becoming a High-Performing Organization



WORKPATH

Executive summary

Bosch Power Tools Emerging Markets, a business unit of Bosch PT, the world leader in power tools, recognized that to become a High-Performing Organization, they had to become more resilient and adaptive to market changes.

To create the best value for customers and be able to seize opportunities in every market they decided to implement OKRs. This helped them focus on outcomes, take an iterative approach to improving business operations, and create value for their customers.

The Workpath Outcome Management platform supports Bosch Power Tools Emerging Markets in this journey, allowing them to:

- Improve transparency and alignment across the organization;
- Deploy their strategy even faster;
- And increase organizational health through transparency, strategic focus, measuring important metrics, and creating value.



Workpath is not only a tool to facilitate the OKR process, but also an expert in the field. They provide a wealth of content and support on where to start, what to focus on at each stage of the OKR process and what factors are important. This makes them a very valuable partner.

Vivian Yu
Program Lead
Bosch Power Tools Emerging Markets



About Bosch PT-BE: “Becoming a High-Performing Organization”

Bosch Power Tools Emerging Markets (PT-BE) is part of the Power Tools division of the Bosch Group, a world leader in power tools and accessories. With a commitment to innovation, Bosch PT launches more than 100 new power tools each year.

The business unit BE has always been a great example within Bosch, with strong teams and leadership, as well as a clear strategy for creating customer value. Their goal is to become a High-Performing Organization - exceeding customer value expectations.

As part of this goal, Bosch Emerging Markets has partnered with Workpath to implement OKR practices and drive a performance-based mindset throughout the company.

Companies that use Workpath usually* achieve:

- **35% less risk in achieving targets** within the first 6 months
- **15% cost savings** due to less waste of financial resources
- **23% higher speed in achieving goals**

*Data from the Workpath study
"Quantitative Evidence on the Behaviors of High-Performing OKR Teams", 2023



The challenge

Bosch Power Tools Emerging Markets has set its sights on becoming a High-Performing Organization. This means creating a resilient organization that can tackle challenges, identify opportunities, and create value for customers.

Yet, the journey towards this goal has not been without its challenges. Bosch Power Tools Emerging Markets has had to grapple with:

- Changing and volatile market conditions, making it difficult to respond effectively;
- Adapting to new agile transformation measures, concepts, and terminology;
- Making the organizational strategy transparent for everyone due.

To overcome these obstacles and achieve its goals, Bosch Power Tools Emerging Markets looked for a new strategic approach and finally settled on the OKR Framework.



Workpaths makes it very easy to connect and access the different OKRs of an organization. Everything is just a click away. This kind of convenience to create transparency convinced us to go with the platform.

Ying Deng
Agile Coach,
Bosch Power Tools Emerging Markets



The solution

In 2021, following a successful OKR pilot, Bosch Power Tools Emerging Markets decided to put in place the framework on a larger scale. Their implementation strategy had two pillars:



1. Internal step-by-step implementation:

Bosch Power Tools Emerging Markets had a step-by-step OKR implementation strategy that took around 5 months to complete.

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| 1.) They gained buy-in from top management; | 3.) They built the OKR process infrastructure; |
| 2.) Then involved the leadership in adapting the framework to their business needs; | 4.) Finally, they promoted OKRs within the entire organization. |

A dedicated team enabled all the business units by providing detailed information about OKRs and how to use the Workpath Platform.



2. Implementation of Workpath:

One of the conclusions of the pilot was that they needed a specialized tool to manage OKRs. Before, they tried relying on spreadsheets. But spreadsheets are just not suited to create transparency and alignment among teams.

Thus, Bosch PT engaged Workpath in parallel with the implementation of OKRs. As an Enterprise Outcome Management platform, Workpath supports Bosch PT in many ways:

- **Education and Support:** Workpath's OKR experts provide tailored trainings for every part of the OKR implementation journey. Their dedicated Customer Success Manager ensures that the implementation of the framework is a success.
- **Transparency and alignment:** Workpath provides management-level OKR drafting, cascading these goals down to all levels, and constant transparency and alignment around strategy. As a result, every employee understands their contribution to top-level goals and the resulting impact on the business.
- **Adoption:** Rolling out Workpath has been essential to help employees adopt the outcome management mindset and the OKR process. Thus, employees had a tangible process to follow and engage with.



The magic is in the combination of the two: platform and process

Workpath helps associates practice OKRs, making the concept more tangible and easier to adopt. This, in turn, motivates people to use Workpath to take part in the OKR process, creating a self-reinforcing cycle where knowing the tool helps to understand the framework and vice versa.

This has helped Bosch Power Tools Emerging Markets to embed a performance mindset, focussing on results. It has as well, encouraged the company to take an iterative approach to improving business operations, and create value for customers in dynamic markets.

The results

The implementation of the OKR framework together with the use of the Workpath tool led to significant improvements for Bosch Power Tools Emerging Markets. It enabled the organization to improve strategy transparency and alignment, from top to bottom.

Improved vertical alignment

Implementing the OKR framework on the Workpath platform improved vertical alignment. It enabled the company to cascade strategy from top management to different levels, improving transparency and alignment throughout the organization.

Optimized strategy execution

OKRs have helped Bosch Power Tools Emerging Markets identify and agree on focus areas for the next quarter, resulting in faster execution of defined strategies. The framework proved to be an effective tool for defining, tracking and measuring progress against objectives.

Improved organizational health

Internal surveys show significant improvements in transparency, strategic focus, measurement of key metrics and customer value creation. The success of the OKRs is also reflected in the business KPIs and there is general buy-in for the framework. These positive results validate the OKR process with Workpath and provide proof of concept, encouraging further investment and improvement in these areas.

WORKPATH

workpath.com

Workpath is the enterprise outcome management platform that helps organizations define and achieve their most important goals, especially in tough economic times when resources are scarce. We enable them to reliably meet efficiency and savings targets, identify invisible waste, quickly correct course and focus resources where they matter most. This enables them to get back on track for growth.

Customers using Workpath include Metro, DB Schenker, E.ON, Bosch and some of the top three brands in automotive, ERP and furniture retail.

Workpath is a winner of the Deloitte Technology Fast 50, 2022.

