



Ten years of second careers after retirement: **Bosch Management Support offers 26,000 years of experience** Senior experts on assignments for Bosch Worldwide

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- ▶ Bosch places great value on the decades of expertise that retired associates have acquired
- ▶ Experts assigned to some 580 projects in 2008, amounting to 20,000 consultant days
- ▶ Retired associates can provide quick support for difficult issues
- ▶ Increased internationalisation for future priority

Bosch Management Support GmbH, which was founded in 1999 to offer the consulting services of retired Bosch associates for projects of limited duration, can now look back on a successful first decade.

The company, which initially counted 30 former Bosch associates, now has 880 senior experts around the world. Last year, retirees between 60 and 75 years of age were assigned to 580 projects and worked more than 20,000 consultant days. Half of their assignments were in countries outside Germany. BMS sales for 2008 amounted to just under 13 million euros.

The idea is as simple as it is self-evident: senior experts are needed in situations where quick, but highly professional support is required. This can be the case, for instance, when a new assembly line is being set up at an international subsidiary, when a division's accounting system is reorganized, or for quality assurance at a manufacturing site.

While these former Bosch associates held a range of positions from shift supervisor to manager, they all have several things in common: they approach their task with enthusiasm and professionalism, and they are part of a strong network. Moreover, their specialist knowledge, management experience, and detailed understanding of the company and its culture enable them to take on their advisory role without hesitation.

Indeed, their expertise makes lengthy introductions to the company superfluous.

26,000 years of know-how are invaluable

Bosch departments particularly appreciate the competencies of their former colleagues. Each of them has 30 to 40 years of experience at Bosch. In total, this means that BMS consultants have over 26,000 years of experience.

Bosch benefits from maintaining in-house core competencies and experience, and the knowledge and experience of senior experts continues to be valued after retirement. Moreover, the cost of BMS services is lower than the fees paid for external consultants, and BMS experts have an additional source of income. Their coveted services are available only to Bosch operating units worldwide.

As a result, in addition to the benefit of their expert knowledge, BMS consultants can solve temporary capacity bottlenecks, often by providing their younger colleagues on-site support. This enables cross-generational knowledge sharing, and allows former and current Bosch associates to learn from one another.

While young managers can help their older colleagues with, for instance, questions related to newly available software, seasoned BMS consultants can draw on years of experience to provide tips on leadership, motivation, and specialist subjects. In their daily cooperation with Bosch associates, senior experts can thus build internal bridges.

BMS first came into being largely as a result of Tilman Todenhöfer, who served as deputy chairman of the board of management of the Bosch Group when Hermann Scholl was chairman. "Quite simply, we did not want to lose an associate's cumulative Bosch experience, which in some cases amounted to as much as 40 years. We wanted to keep their specialist knowledge, as well as their detailed understanding of our company's structures and culture, for as long as possible," says Todenhöfer.

In addition to its headquarters in Leonberg (Germany), BMS now also has branch offices in Lohr am Main (Germany), Denham (U.K.), and Broadview (U.S.). And there are plans to expand the company's international presence in countries such as India, Japan, and Brazil.

The BMS operation was introduced into the UK by Klaus Oswald, the former HR director in the UK. In its first year, it commissioned around 200 days of work from ex-Bosch employees at an invoice value of £130,000.

“The rising number and wide scope of assignments are evidence of the acceptance and growing success of this idea throughout the business”, said Klaus Oswald, who is now in charge of the UK BMS programme.

Winner of UK CBI Human Capital Awards

In 2008, the BMS scheme won the innovation category in the UK CBI Human Capital Awards. The judges declared it “a genuinely innovative solution to the very real issue of an ageing population”.

Former Managing Director of Robert Bosch Ltd, UK Robert Meier, who received the award for Bosch, said: “Our company’s success depends on our ability to recruit and retain the best talent. That is why it is so important that we are able to continue to draw upon the wealth of knowledge held by some of our past associates through this program.

“Each year we invest 8 percent of our £36 billion in global sales in order to ensure that we remain at the forefront of innovation in the consumer and industrial-technology markets. It is our goal to bring this sense of inventiveness and innovation to our internal business processes and systems. Our slogan, ‘Invented for Life’, refers not only to our products but also to the value and investment that we make in our human resource.”

Bosch has been vocal about its concerns of a skill shortage in engineering both in the UK and abroad. BMS is one of several ways that the company is trying to retain the required skills to run its business as well as encouraging new blood into the engineering industry.

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The Bosch Group is a leading global supplier of technology and services. In the areas of automotive and industrial technology, consumer goods, and building technology, some 280,000 associates generated sales of 45.1 billion euros in fiscal 2008. The Bosch Group comprises Robert Bosch GmbH and its more than 300 subsidiaries and regional companies in over 60 countries. If its sales and service partners are included, then Bosch is represented in roughly 150 countries. This worldwide development, manufacturing,

and sales network is the foundation for further growth. Each year, Bosch spends more than 3.5 billion euros, or eight percent of its sales revenue, for research and development, and applies for over 3,000 patents worldwide. With all its products and services, Bosch enhances the quality of life by providing solutions which are both innovative and beneficial.

The company was set up in Stuttgart in 1886 by Robert Bosch (1861-1942) as “Workshop for Precision Mechanics and Electrical Engineering.” The special ownership structure of Robert Bosch GmbH guarantees the entrepreneurial freedom of the Bosch Group, making it possible for the company to plan over the long term and to undertake significant up-front investments in the safeguarding of its future. Ninety-two percent of the share capital of Robert Bosch GmbH is held by Robert Bosch Stiftung GmbH, a charitable foundation. The majority of voting rights are held by Robert Bosch Industrietreuhand KG, an industrial trust. The entrepreneurial ownership functions are carried out by the trust. The remaining shares are held by the Bosch family and by Robert Bosch GmbH.

Additional information can be accessed at www.bosch.com.