

ssen

Shared Services &
Outsourcing Week



BOSCH

Bosch's HR Shared Services:

Automating for Productivity

Accelerate your journey
Consider low-code / no-code tools
Democratize automation in your team

Who is Bosch?

Bosch is one of the world's leading international providers of technology and services.

 **>90bn**
in sales

 **430,000**
associates worldwide

 **60**
countries

Four business sectors



Mobility
Solutions



Industrial
Technology



Energy & Building
Technology



Consumer
Goods

Who am I?



- **Jason Paradowski**

- Head of HR Service and Talent Acquisition for the Americas at Bosch since 2013
- “I’ve worked in Human Resources for most of my career for mid- and large-sized global companies in a variety of environments – manufacturing, engineering, research & development, corporate – and in a variety of situations – start-ups, turn-arounds, mergers, acquisitions, and divestitures.

But most relevant for today, I’ve had the opportunity to lead our Shared Services team for more than a decade and transformed our use of desktop-level automation technology.”

A little about our HR ShS team in the Americas

- ✓ **220 Employees; 12 countries and 50k employees served**
- ✓ **325,000+** requests per year
- ✓ **98%** achievement of service level standards
- ✓ **<10 seconds** to answer calls
- ✓ **Avg 4.7**, with **94%** 4 & 5 star customer satisfaction ratings;

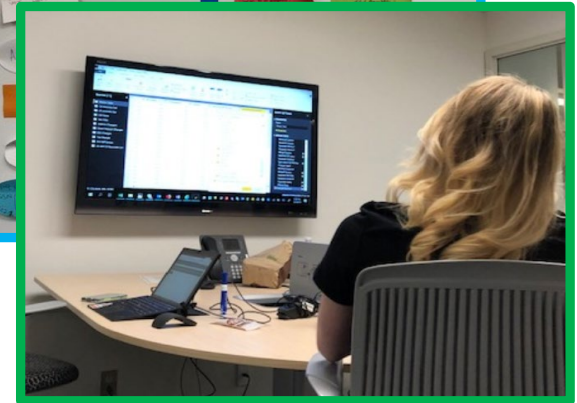
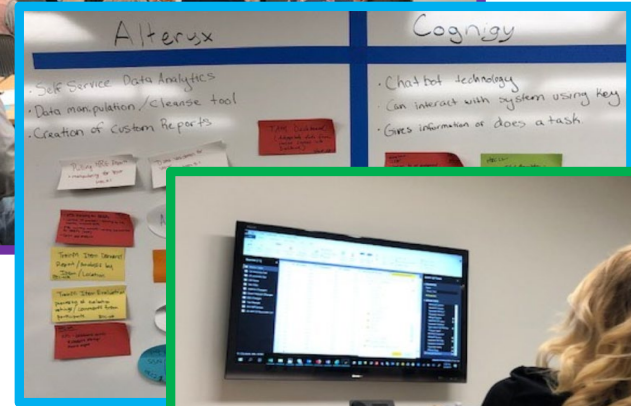
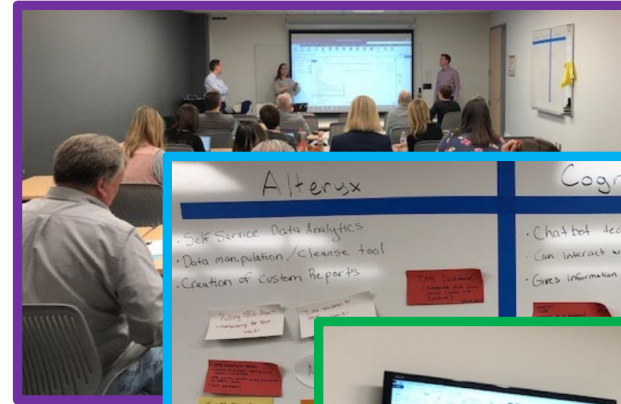




Let me tell you a story...

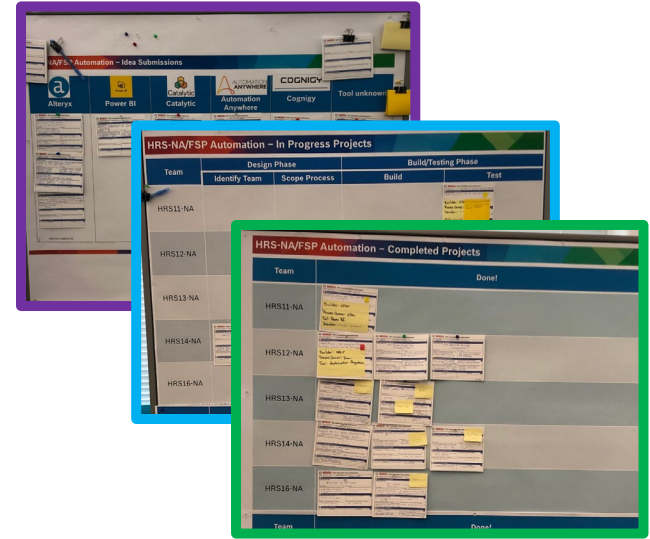
Getting Started

- ✓ Shared the possibilities
- ✓ Brainstormed potentials
- ✓ Started building with expert support



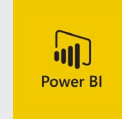
Getting Started

- ✓ Training budget of ~12k USD
- ✓ “See-one / “Do-one”
- ✓ Team Learning:
 - Power Hours
 - Bi-weekly Stand Ups
- ✓ Teams chose their own projects
- ✓ Focused on learning: NOT on ROI
- ✓ Agile techniques to stay focused



Getting Started

- ✓ 4 months
- ✓ 5 tools deployed
- ✓ 19 projects COMPLETE
- ✓ 10% capacity reduced

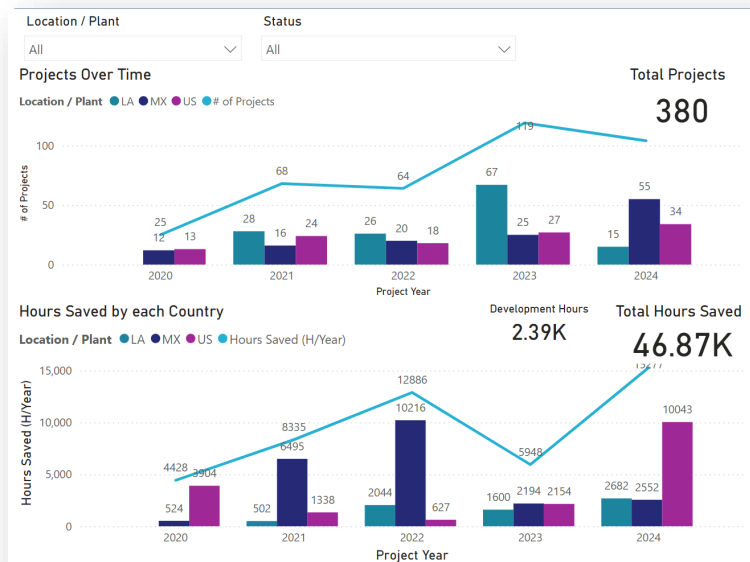


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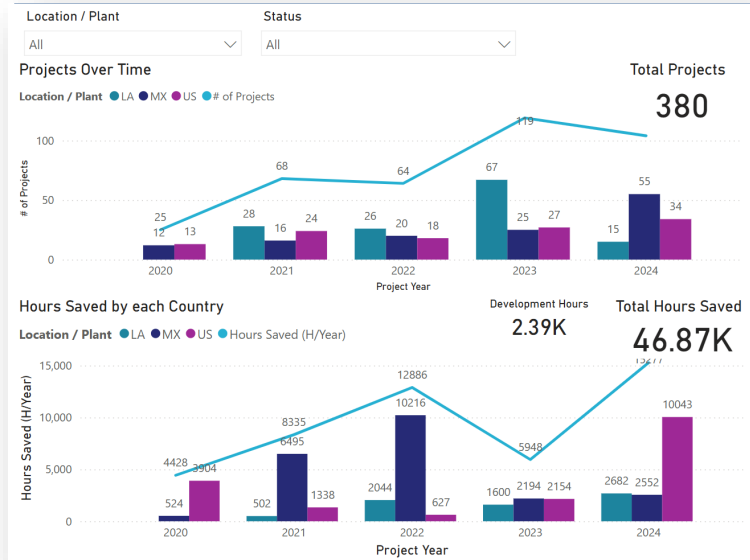
So, where are we now?

5 Years Later...



- ✓ Redeployed **5 citizen-developers** to focus solely on automation
- ✓ **380 projects** in use with 20x ROI
- ✓ **98 additional projects** already **obsoleted**
- ✓ **>8% annual growth** in services
- ✓ **~10% capacity** reduced

Types of use cases...



- ✓ Analytics and quality audits
- ✓ Customer experience & self-services including chatbots
- ✓ Reduced manual efforts and reporting
- ✓ Enabled entirely new services

And I'm not alone...



- ✓ **Dedicated citizen developer teams** around the world
- ✓ **6,150 projects** across all E2E areas
- ✓ **310,000 hours** of automation run-time in 2024



Lessons Learned

Lessons Learned

- ✓ **Don't go it alone:** find a partner – whether internal or external – to teach you

Lessons Learned

- ✓ **Make it accessible** – put the tools in the hands of the people doing the work

Lessons Learned

- ✓ **Don't worry about ROI** - just get started and let your organization learn

Lessons Learned

- ✓ Be prepared for the **excitement to wane** – you have to maintain what you've built

And know that you've got to keep learning...



Intelligent Automation

Combining RPA with AI to process unstructured data.



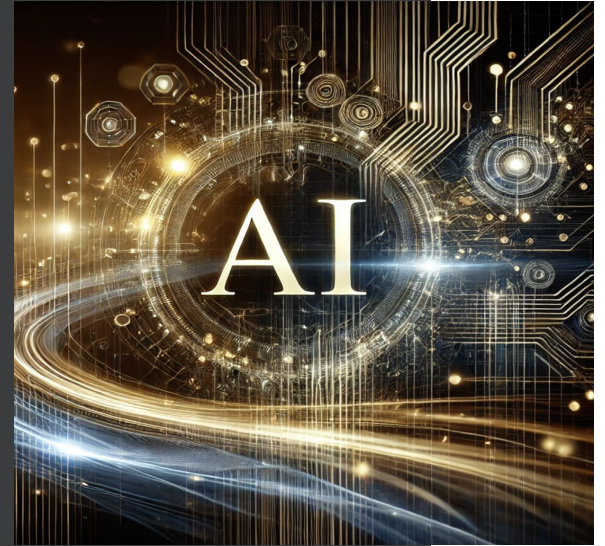
Hyperautomation

Automate E2E processes by combining multiple AI & non-AI driven automation technologies



Gen-AI led hyper-automation

Enhance adaptability & boost customer satisfaction



Lessons Learned



- ✓ Don't go it alone
- ✓ Make it accessible
- ✓ Don't worry about ROI
- ✓ Maintenance matters
- ✓ and, Keep Learning!



Thank you!