

**An Organizational Study on “Bosch”**

**Submitted to  
Visvesvaraya Technological University (VTU), Bangalore, Karnataka**



In partial fulfilment for the award of the degree of  
**Masters of Business Administration (MBA)**

*Submitted by*  
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### CERTIFICATE BY THE INSTITUTION

This is to certify that **Ms. VINITHAREDDY J** bearing **USN 1CR19MBA90** is a bonafide student of Master of Business Administration of our Institution during 2019-21 batch. The organization study report on **BOSCH** is prepared by her under the guidance of **Mrs. Preksha Yadav**, Assistant Professor, in partial fulfillment of the requirements for the award of the degree of Master of Business Administration, affiliated to Visvesvaraya Technological University, Belagavi Karnataka.

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## DECLARATION

I, Ms. Vinitha Reddy. j Bearing USN 1CR19MBA90 hereby declare that the organization study conducted at Bosch. is record of independent work carried out by me under the guidance of Prof. Preksha Yadav. Faculty of M.B.A Department of CMR Institute of Technology, Bengaluru. I also declare that this report is prepared in partial fulfilment of the university Regulations for the award of degree of Master of Business Administration by Visvesvaraya Technological University, Belagavi. I have undergone an organization study for a period of four weeks. I further declare that this report is based on the original study undertaken by me and has not been submitted for the award of any degree/diploma from any other University /Institution.

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## ACKNOWLEDGEMENT

I wish to pledge and reward my deep sense of gratitude for all those who have made this Internship Report come alive.

I would like to express my heart-felt gratitude to thank **Mr. Sanjay Jain, Principal, CMR Institute of Technology**, for his valuable suggestions and moral support throughout the course of my project.

I would like to express my heart-felt gratitude to **Mr.Sandeep kumar N - HOD, Dept. of Management Studies CMR Institute of Technology** for her valuable suggestions and moral support throughout the course of my project.

I am gratefully indebted to my internal faculty **guide Prof. PREKSHA YADAV, CMR Institute of Technology**, for encouraging me and for her constant support throughout the course of the project and helping me complete it successfully.

Finally, I express my sincere thanks to my Parents, friends and all the staff of MBA department of CMRIT for their valuable suggestions in completing this Internship Report.

## Table of Contents

<b>Chapter No.</b>	<b>TOPICS</b>
<b>Chapter 1</b>	Introduction about the organization & Industry
I	Company Profile Worldwide
II	Company Profile India
<b>Chapter 2</b>	Organizational Profile
I	Company Background & Products
II	Company Nature of business
III	Mission
IV	Workflow Model
V	Organizational Structure
VI	Awards
VII	Future
<b>Chapter 3</b>	Mckensy's 7S framework and Porters five force model with special reference to organization under study
<b>Chapter 4</b>	SWOT Analysis
<b>Chapter 5</b>	Analysis of Financial Statements
<b>Chapter 6</b>	Learning Experience

## EXECUTIVE SUMMARY

This is an internship report on the Organizational Study of Bosch Energy and Building Solutions, India. It has been prepared to fulfil the requirements of MBA Degree.

This internship report stresses on the knowledge and experience I have gathered from Bosch Energy and Building Solutions. I had to enquire and discuss with different stake holders and also an analysis on the various roles and strategies of Bosch Energy and Building Solution's experience and research data.

The objectives of the study are to study & to analyse various roles and strategies of Bosch Energy and Building Solutions. This report has been prepared by collecting all the data and work carried out by me.

This report consists of six chapters. First chapter includes the introduction. Second chapter gives an overview of the company, their nature of the business and their work model. Third chapter discusses on how Bosch India implements Mckensy's 7S framework and Porters five force model in real time day to day work. Fourth Chapter gives us an opportunity to look into the organizations SWOT analysis and their strategy to overcome their weakness. Fifth Chapter looks into the financial statements of the organizational and year on year reviews. Sixth chapter presents my personal learning experience and experience gathered through this internship.

I have also included a list of their clients and Bosch Energy Products and Building Solutions they are offering. Later, I discussed about the work that I had to carried out, Analysis on the content strategy for brand awareness used by competitors via LinkedIn and suggested LinkedIn posts by analyzing the competitor's type of content strategy (customer awareness, customer acquisition, employer branding, corporate image, company strength) for driving brand awareness. Created guidelines for LinkedIn Company Page Posts as this will have the most efficient impact on customers through social media platforms like LinkedIn. Finally, discussed about the creation of social media editorial calendar [LinkedIn] and Analysis on list of targeted companies

The main findings of the study are as follows: Bosch Energy Products and Building Solutions is investing lot of time and money on the Operationalizing the Digital Marketing Strategy of Bosch Energy and Building Solutions, India.

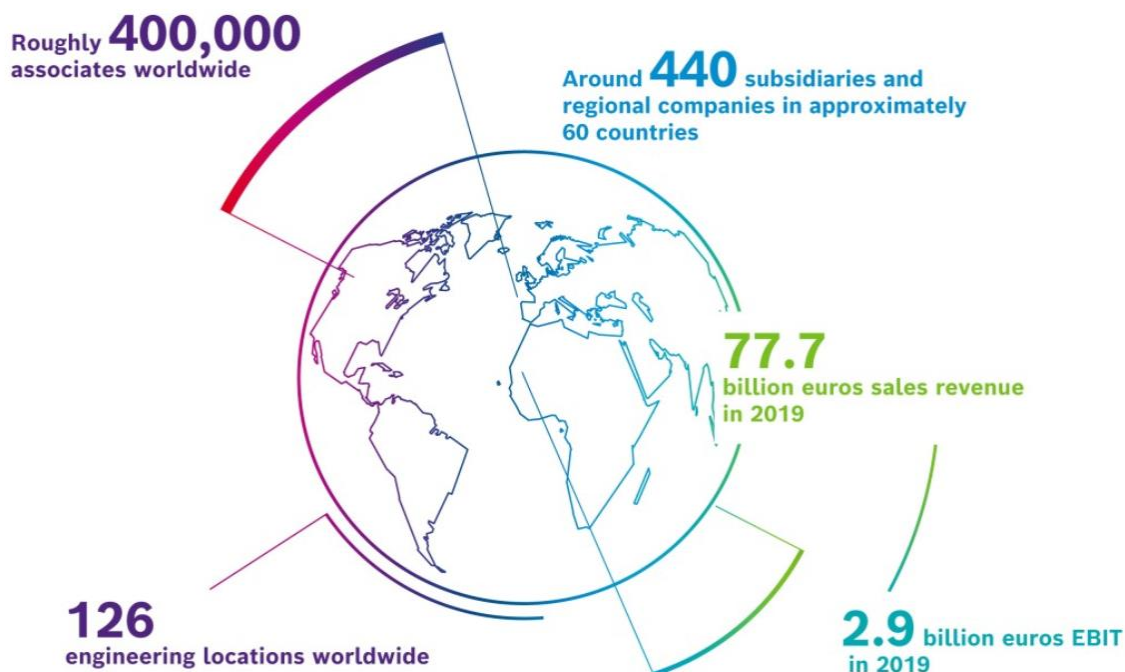
Some recommendation of the study are: More investments in digital marketing is needed which may give a better scope of automation and visibility of the brands and make the advertising and marketing atmosphere more delightful.

# **CHAPTER 1**

## **Introduction about the organization & Industry**

## The Bosch Group Worldwide.

The Bosch Group is a leading global supplier of technology and services. It employs roughly 400,000 associates worldwide (as of December 31, 2019). The company generated sales of 77.7 billion euros in 2019. Its operations are divided into four business sectors: Mobility Solutions, Industrial Technology, Consumer Goods, and Energy and Building Technology. As a leading IoT provider, Bosch offers innovative solutions for smart homes, Industry 4.0, and connected mobility. Bosch pursuing a vision of mobility that is sustainable, safe, and exciting. It uses its expertise in sensor technology, software, and services, as well as its own IoT cloud, to offer its customers connected, cross-domain solutions from a single source. The Bosch Group's strategic objective is to facilitate connected living with products and solutions that either contain artificial intelligence (AI) or have been developed or manufactured with its help. Bosch improves quality of life worldwide with products and services that are innovative and spark enthusiasm. In short, Bosch creates technology that is "Invented for life."



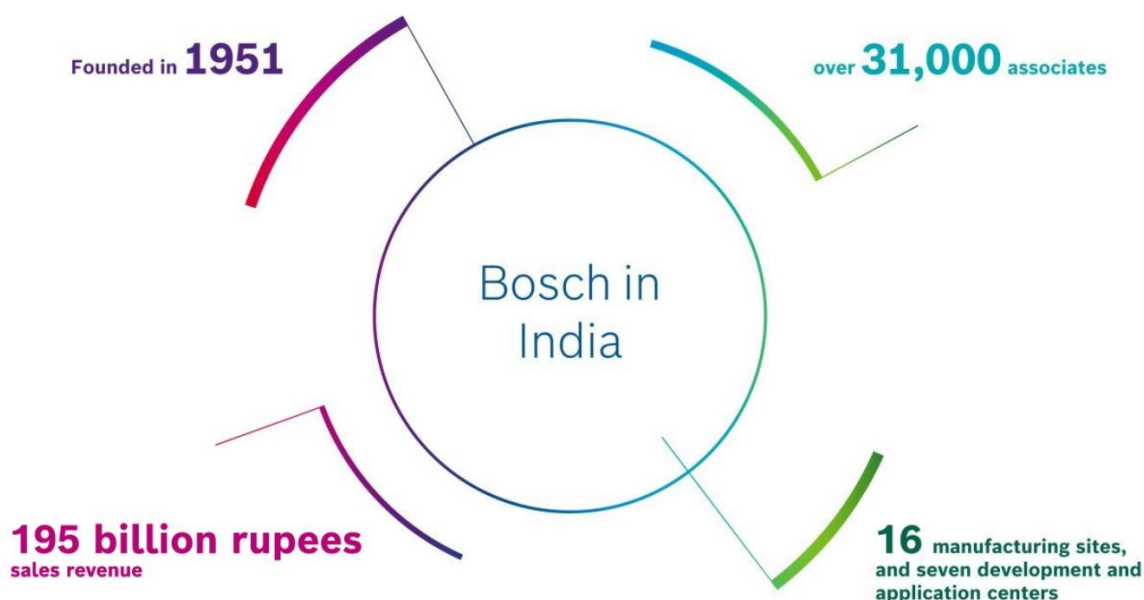


## About Bosch India

In India, Bosch is a leading supplier of technology and services in the areas of Mobility Solutions, Industrial Technology, Consumer Goods, and Energy and Building Technology. Additionally, Bosch has, in India, the largest development center outside Germany, for end to end engineering and technology solutions.

The Bosch Group operates in India through thirteen companies, viz, Bosch Limited, Bosch Chassis Systems India Private Limited, Bosch Rexroth (India) Private Limited, Robert Bosch Engineering and Business Solutions Private Limited, Bosch Automotive Electronics India Private Limited, Bosch Electrical Drives India Private Limited, BSH Home Appliances Private Limited, ETAS Automotive India Private Limited, Robert Bosch Automotive Steering Private Limited, Automobility Services and Solutions Private Limited, Newtech Filter India Private Limited and Miviv Engg. Technologies Private Limited and Precision Seals Manufacturing Limited. In India, Bosch set-up its manufacturing operation in 1951, which has grown over the years to include 18 manufacturing sites, and seven development and application centres.

Bosch Group in India employs over 31,500 associates and generated consolidated sales of about Rs.19,996 crores\* (2.54 billion euros) in fiscal year 2020 of which Rs. 14,011 crores\*(1.78 billion euros) are from consolidated sales to third parties. The Bosch Group in India has close to 15,650 research and development associates. In India, Bosch Limited is the flagship company of the Bosch Group. It earned revenue of over Rs. 19,996 crores\* (2.54 billion euros) in 2020.



Facts and figures about Bosch in India 2020

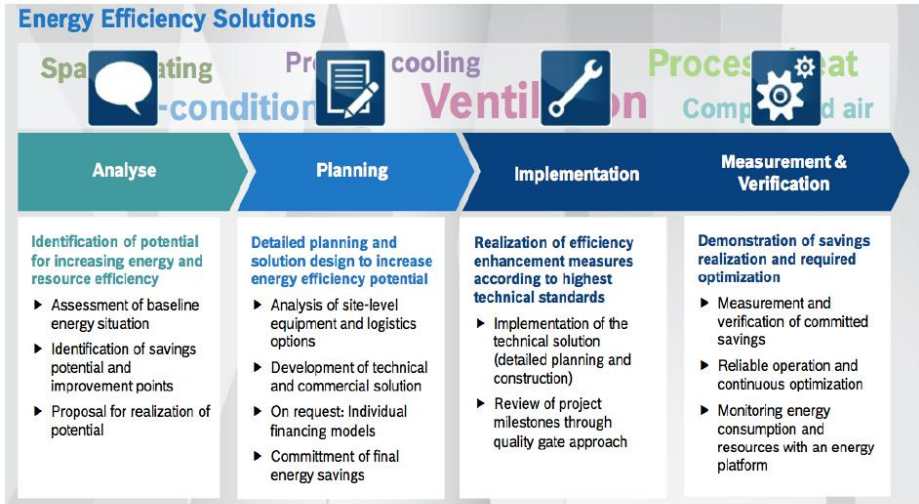
## **Chapter 2**

# **Organizational Profile**

## Background & Business Nature

### A Leading Global Supplier of Technology and Solutions

Bosch provides a comprehensive range of products and industrial, energy, and building solutions for commercial buildings across the world. Bosch has a choice of products that are commonplace across commercial-building projects, whether the project requires energy-efficient heating and hot-water systems, innovative and intuitive video-surveillance systems, or the hardwearing power tools needed for professional installation work.



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## Bosch Energy Products and Building Solutions

The Bosch Energy and Building Solutions division is driving transformation in the realm of energy efficiency at manufacturing facilities around the country. This is achieved by designing innovative in-house solutions that are first tested at Bosch facilities and then augmented with digital analytics tools that transmit real-time data to make industrial facilities energy efficient.

### 1. Building Security

We support you in your diverse projects as an integrator, service provider and consultant of networked and intelligent system solutions for safety and security from a single source. Our experts have specific industry know-how and use innovative products and services to create customized solutions where your needs and requirements are in the center of our attention.



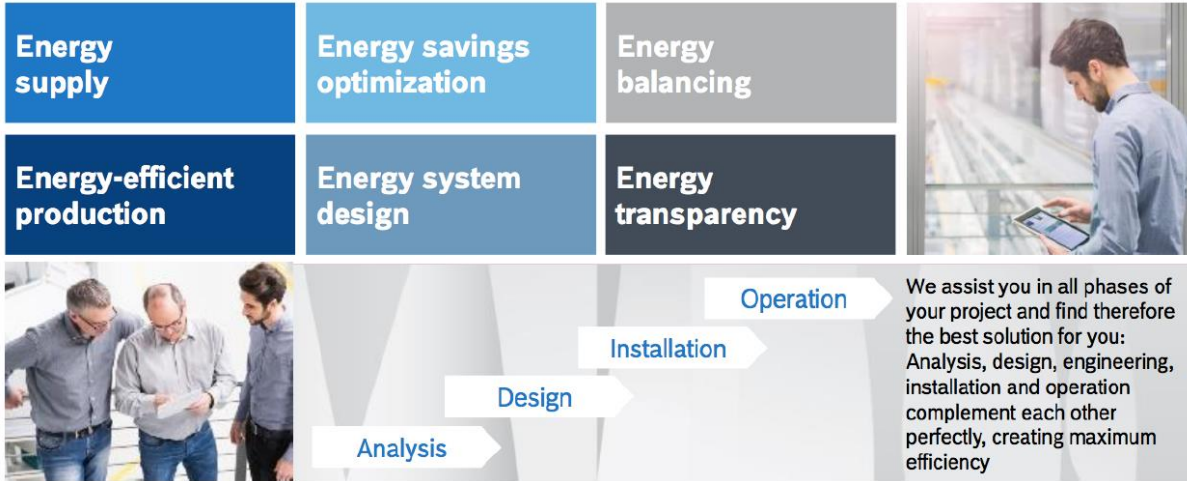
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## 2. Energy Services

With our combination of customized system solutions, services and modern technology, we provide a comprehensive portfolio that helps you to increase your buildings' long-term energy reliability and efficiency and reduce its carbon footprints.

All measures are always perfectly matched in order to save energy and operating costs. Our range of services comprise energy analysis, planning and implementation of supply solutions and efficient long-term operation of energy systems.



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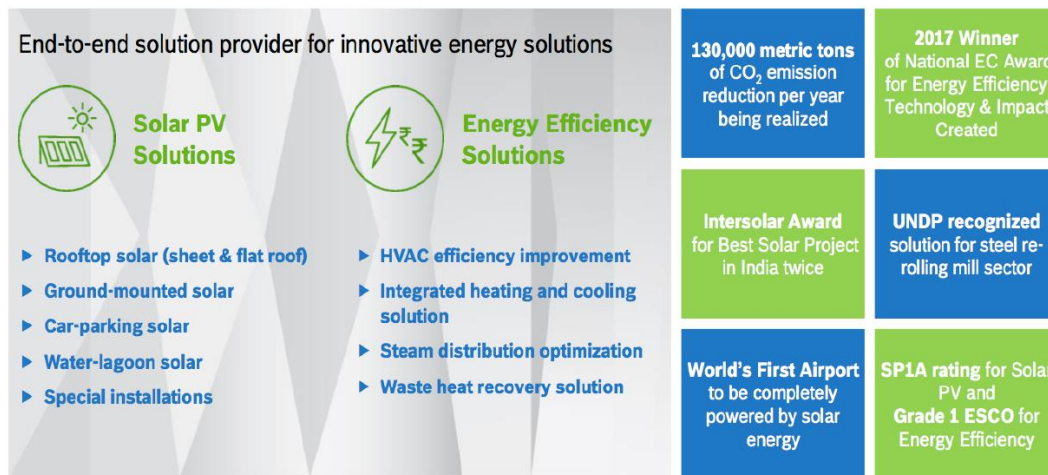
## 3. Building Automation

As an independent service provider for advanced building technologies, we deliver workplace comfort and energy efficiency. Our solutions include lighting, central plant, heating, ventilation, air conditioning and critical building environments – all responsive to the unique needs of our customers.

We are a leading systems integrator, capturing the value of legacy systems and bridging them with state-of-the-art building automation and enterprise energy management.

## 4. Energy Solutions for the Modern Business

As an independent service provider for Energy Solutions for the modern business Solar PV solutions, we deliver workplace comfort and energy efficiency.



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## **Business Goals**

- Establish BEBS as the first recall as a complete energy partner for industrial and commercial clients in the Indian market
- Strengthen business position with sustained and profitable growth – Enhance market share in existing customer sectors and penetrate target sectors with clear differentiation
- Leverage brand presence and customer base to expand solution portfolio for BEBS business

## **Finally Why Bosch!**

- End-to-end support from design concept to commissioning till maintenance
- Leveraging in-house design and engineering expertise and project management experience to deliver efficient products and solutions
- Trusted and Reliable partner since 130 years

## NATURE OF BUSINESS

### Mobility Solutions

The Mobility Solutions business sector pursues a vision of mobility that is safe, sustainable, and exciting, and combines the group's expertise in the domains of personalization, automation, electrification, and



connectivity. In strategic terms, the business sector is focusing on its role as a supplier of automotive components and subsystems as well as on the mobility lifecycle business involving operators of vehicle fleets and mobility platforms.

As a supplier of automotive technology, the business sector offers its customers integrated mobility solutions in the following main areas of business: injection technology and powertrain peripherals for internal-combustion engines, diverse solutions for powertrain electrification, vehicle safety systems, driver-assistance and automated functions, technology for user-friendly infotainment as well as vehicle-to-vehicle and vehicle-to-infrastructure communication, repair-shop concepts, and technology and services for the automotive aftermarket. The mobility lifecycle business involves additional products and services for fleet operators, such as regular data acquisition, over-the-air software updates, and smart battery-charging systems.

Effective January 1, 2020, the former business unit Bosch eBike Systems was set up as a division in its own right within the Mobility Solutions business sector. The business sector also includes activities involving two-wheelers, commercial and off-highway vehicles, and engineering services.

## 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 of any type and size. The division combines global application experience in the market segments of mobile applications, plant construction and engineering, and factory automation. With intelligent components, customized system solutions, and services, Drive and Control Technology creates the necessary environment for fully



connected applications. 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.

Bosch's in-house provider of assembly systems, Robert Bosch Manufacturing Solutions GmbH, develops flexible, scalable plans for assembly systems, customized solutions in the field of testing and process technology, and related services. Industrial Technology also includes the Bosch Connected Industry business unit. With a focus on Industry 4.0, it develops software solutions and carries out projects for internal and external customers.

## Consumer Goods

Its Power Tools division is a supplier of power tools, power-tool accessories, and measuring technology. The division has an extensive product range aimed at professional users in trade and industry, the DIY



market, and amateur crafters. The range includes power tools and garden tools. One of the division's focal points is convenient, high-performance cordless tools, and increasingly also web-enabled tools and services. The key pillars

of the Power Tools strategy are innovativeness, continuing digitalization, strong brands, and expansion of business in emerging markets.

User-centered innovations are playing a major role in this. The Consumer Goods business sector also includes BSH Hausgeräte GmbH, which offers a broad range of modern, energy-efficient, and increasingly connected household appliances. Its product portfolio that ranges from washing machines and tumble dryers through refrigerators and freezers, stoves, ovens, extractor hoods, and dishwashers, to small appliances such as vacuum cleaners, coffee makers, and food processors. BSH is actively shaping the paradigm shift from the analog to the connected world. In this, the subsidiary is opting for a customer-focused “Hardware+” strategy. Here, it is also increasingly offering digital and personalized services in addition to innovative household appliances. Its SystemMaster is a digital control unit that enables connectivity for all household appliances.



## Energy and Building Technology

Its Building Technologies division has two areas of business: the global product business for security and communications solutions, and the regional system integration business. The latter offers solutions and customized services for building security, energy efficiency, and building automation in selected countries.



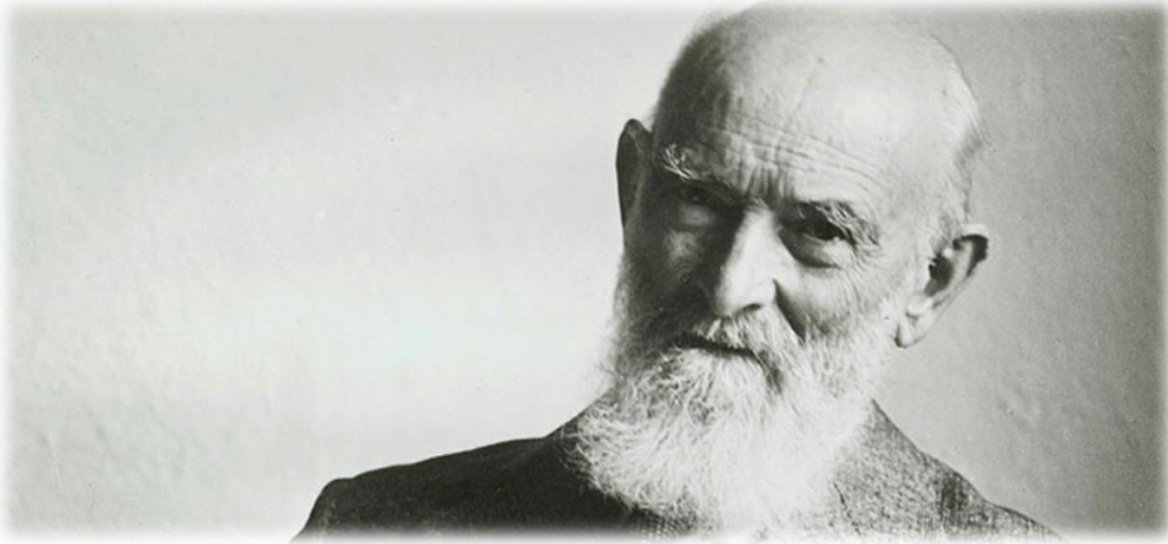
Both units focus on commercial buildings and infrastructure projects. The product portfolio encompasses video-surveillance, intrusion-detection, fire-detection, and voice-alarm systems, as well as access control and professional audio and conference systems.

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. With a view to functions such as remote diagnosis, web-enabled devices are becoming increasingly important, as is the division's business with electric heat pumps. The Bosch Global Service Solutions division provides business processes and services, primarily for customers in the automotive, travel, and logistics industries and in information and communications technology. Robert Bosch Smart Home GmbH offers web-enabled, app-controlled products for the home.

**Mission:**

Bosch caters to the areas of consumer goods and building technology with its power tool, thermotechnology, and security systems, as well as with its household appliances business within the BSH Bosch and Siemens Hausgeräte GmbH joint venture.

As our “We are Bosch” mission statement says, “We promise only what we can deliver, accept agreements as binding, and respect and observe the law in all our business transactions.”



## Work Model



- **Make your mark**

Give your job a meaning. With solutions “Invented for life.”

- **Walk the talk**

Wherever you are — our team spirit is with you.

- **Discover new directions**

Your way might change — we will stay by your side.

- **Balance your life**

Make your job match your lifestyle. We provide you with individual support.

- **Shape tomorrow’s world**

The future offers many opportunities. Be among the first to take advantage of them.

- **Find your place**

You know how you can work best. We offer you the conditions needed.

- **Be yourself**

Your diversity makes us special. Enrich us with your own unique personality.

- **Pay it forward**

We love our business and our environment. Let's save them both for future generations.

## Ownership structure and organization

Since 1964, Bosch's majority shareholder has been Robert Bosch Stiftung GmbH, a charitable foundation. The Stiftung carries on the charitable and social endeavors of the company founder in contemporary form. It sees itself as a foundation that pursues its objectives both with programs and institutions of its own, and by supporting suitable projects and initiatives proposed by others for tackling the tasks faced by society.



### Shareholders

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Robert Bosch GmbH

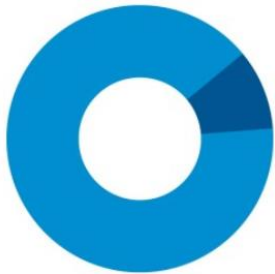
1%

Bosch family

7%

Robert Bosch Stiftung GmbH

92%



### Voting rights

---

Bosch family

7%

Robert Bosch Industrietreuhand KG

93%

2020 awards

# Bosch Virtual Visor

By Bosch



### Best of Innovation

Vehicle Intelligence & Transportation

### Honoree

In-Vehicle Entertainment & Safety

The Bosch Virtual Visor replaces the traditional vehicle sun visor with a transparent liquid crystal display. Utilizing a monitoring camera, the Virtual Visor intelligently blocks only the portion of the visor where the sun would be striking the driver's eyes while leaving the rest of the visor transparent. This leads to drastically improved visibility through the visor and at the same time automates the adjustments to the visor, leaving the driver to focus on the road ahead of them. The Virtual Visor blocks the sun, not your view!

CES 2020 INNOVATION AWARD PRODUCT

# Bosch SensorBox

By Robert Bosch GmbH



### Honoree

Vehicle Intelligence & Transportation

**FLYING HIGH with Bosch SensorBox**  
Bosch SensorBox is a sensor system that determines motion and positioning parameters of an aerial vehicle. Starting from 2023, the first autonomous air taxis will take off in major cities. For those electrically powered air taxis, Bosch is developing a universal inertial measurement unit (IMU) with modern sensor technology. These sensors make flights particularly safe and comfortable. Automotive sensors deliver highly reliability at low cost.

## **The Factory of the Future: Bosch is turning vision into reality**

From theory to practice: at Hannover Messe 2019, Bosch is showcasing the connected factory live and up close. Autonomous transport systems deliver components to digital work stations, while robotics systems support workers. Software applications analyze and visualize data in the background. Artificial intelligence makes quality inspections ever more precise, while 5G enables communication in near real time.

Industry 4.0 is an integral part of Bosch's corporate strategy. The company is a pioneer that is setting the pace for connected manufacturing and logistics. At Hannover Messe, Bosch is presenting product innovations, introducing research and development projects, and showcasing what the factory of the future will look like. At a booth measuring some 1,300 square meters, the company is exhibiting the factory of tomorrow, today. A large stage at the center of the booth displays no mere reproduction of the factory – this model is live and interactive. Through a combination of real exhibits and futuristic animations, the company illustrates how Industry 4.0 makes the work in manufacturing and logistics easier, more efficient, and more flexible.

### **Wireless power and communication**

In the factory of the future, the only fixed elements are the floor, the walls, and the roof – everything else is movable and flexible. LED lighting on the smart floor indicates where autonomous transport systems

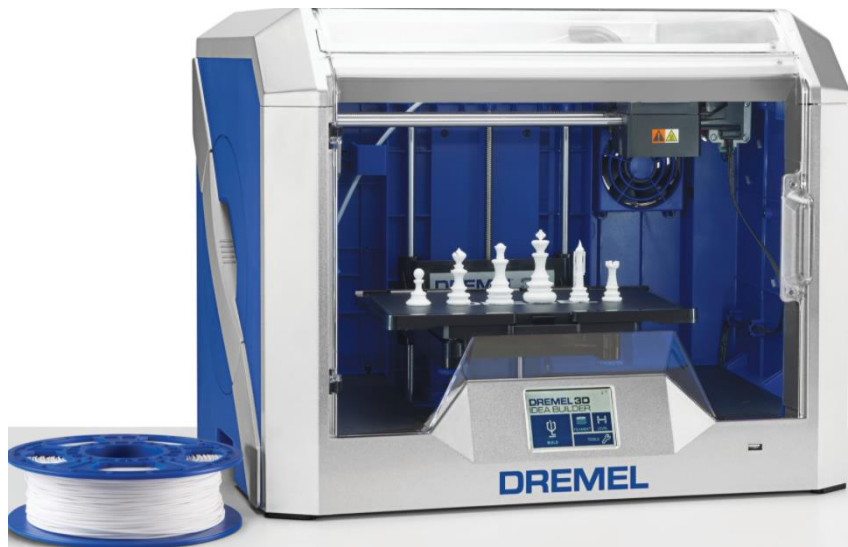


will be needed next and how they get there. The necessary power comes directly and wirelessly from the factory floor. Communication among the sensors, systems, and machinery is wireless as well. Here Bosch employs the new 5G mobile communications standard, which at more than ten gigabits per second is ten times faster than the top speed currently available. 5G also significantly increases the real-time capability and the reliability with which data can be sent and received. At Hannover Messe, the company is highlighting the standard's advantages using Bosch Rexroth's new autonomous transport system as an example: thanks

to 5G, the ActiveShuttle maintains a constant and highly reliable connection with the local manufacturing network. The result is security – both in planning and in ongoing operations.

### 3D printing for industrial applications

The manufacturing scenario starts with a BigRep PRO, the first 3D printer of its kind to be equipped with automation solutions from Bosch Rexroth and connected via 5G. Bosch Rexroth and BigRep, one of the



leading suppliers of large-format 3D printers, are working on establishing 3D printing as industrial production technology. Automated additive manufacturing not only makes it possible to produce prototypes and models quickly and efficiently, it also makes the technology fit for serial manufacturing. According to estimates, the market for additive manufacturing could be worth some 20 billion euros.

At Hannover Messe, the BigRep printer is additionally equipped with IoT solutions from Bosch Rexroth and

Bosch Connected Industry. IoT devices, software and intelligent sensors monitor all machine conditions and help to optimize product quality. This data also increases the quality of the printed components. The software is able to detect wear and errors before they lead to machine downtime, thus enhancing the printer's availability.

### ActiveShuttle sets intralogistics in motion

Intralogistics is becoming increasingly important. After all, what use is highly automated manufacturing if



the materials don't arrive at the production line on time and in the right quantities? Autonomous transport systems make intralogistics flexible and transparent. Bosch Rexroth's new ActiveShuttle moves loads weighing up to 260 kg quickly and safely through the production facility. An integrated hub platform helps in the fully automated loading and unloading of dollies equipped with small load carriers (SLC). This means ActiveShuttle can facilitate many kinds of transport concepts, ranging from cyclical deliveries to consumption-based material supply. Even when people are present and other transport vehicles are in play, the vehicle merges effortlessly into the intralogistics environment: dynamic map updates mean that ActiveShuttle has no difficulty handling changes in its driving area.

## Nexeed software for transparent value streams

In the background, the Nexeed software harmonizes, analyzes, and visualizes huge volumes of data. It is an example of how the Bosch Connected Industry operating unit, set up in 2018, is further expanding the

company's expertise in Industry 4.0 software. The demand is there: internal Bosch projects indicate that by using Nexeed, it is possible to increase productivity at individual locations by up to 25 percent while reducing stock levels by up to 30 percent. Nexeed also makes plants more flexible: manufacturers can retool machines faster and gear them up for customized production – all the way down to batch sizes of one. Nexeed also facilitates higher transparency in the intralogistics material flow and in international supply chains.

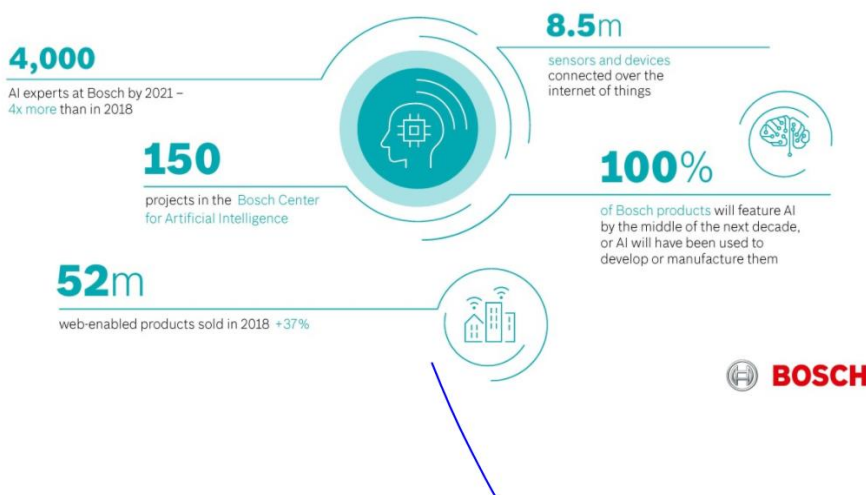


## Visual inspection with artificial intelligence

Artificial intelligence offers enormous potential for improving quality and productivity in manufacturing. At Hannover Messe, Bosch is offering insights derived from its own research project, ViPAS. This visual

BOSCH GROUP

Artificial intelligence (AI): core area of expertise for Bosch



inspection unit can inspect all sorts of components, ranging from screws and pumps to common-rail injectors – or any part its integrated robot can pick up and hold in front of its camera in the lighting dome. After comparing the images with the stored information, it classifies the parts as either OK or NOK (defective). Deep learning lets the system train itself using sample images, so ViPAS can be deployed for various visual inspection duties.

**Connected hydraulics from**



## Bosch Rexroth

Hydraulics are used to generate high forces, achieve high efficiencies, ensure safety and reliability and guarantee uniform performance over a long period of time. This also applies to industrial production. Bosch



Rexroth uses the CytroBox to show how hydraulic components can be connected and integrated into the factory of the future. The sensors in the hydraulic power unit provide information on the current filter, oil or drive status. A dashboard shows maintenance staff everything they need to know about the CytroBox – from component and operating status to upcoming maintenance work and predictive maintenance analyses. Combined with a significant noise reduction to 75 dB(A), the CytroBox makes working more pleasant.

**Chapter 3**  
**Mckensy's 7S framework**  
**and**  
**Porters five force model**

**Mckensy’s 7S framework and Porters five force model with special reference to organization under study**



Hard Elements	Soft Elements
Strategy	Shared Values
Structure	Skills
Systems	Style
	Staff

**Strategy:** this is the organization's plan for building and maintaining a competitive advantage over its competitors.

What is our strategy?

How do we intend to achieve our objectives?

How do we deal with competitive pressure?

How are changes in customer demands dealt with?

How is strategy adjusted for environmental issues?

**Structure:** this how your company is organized (that is, how departments and teams are structured, including who reports to whom).

How is the company/team divided?

What is the hierarchy?

How do the various departments coordinate activities?

How do the team members organize and align themselves?

Is decision making and controlling centralized or decentralized? Is this as it should be, given what we're doing?

Where are the lines of communication? Explicit and implicit?

**Systems:** the daily activities and procedures that staff use to get the job done.

What are the main systems that run the organization? Consider financial and HR systems as well as communications and document storage.

Where are the controls and how are they monitored and evaluated?

What internal rules and processes does the team use to keep on track?

**Shared values:** these are the core values of the organization, as shown in its corporate culture and general work ethic. They were called "superordinate goals" when the model was first developed.

What are the core values?

What is the corporate/team culture?

How strong are the values?

What are the fundamental values that the company/team was built on?

**Style:** the style of leadership adopted.

How participative is the management/leadership style?

How effective is that leadership?

Do employees/team members tend to be competitive or cooperative?

Are there real teams functioning within the organization or are they just nominal groups?

**Staff:** the employees and their general capabilities.

What positions or specializations are represented within the team?

What positions need to be filled?

Are there gaps in required competencies?

**Skills:** the actual skills and competencies of the organization's employees.

What are the strongest skills represented within the company/team?

Are there any skills gaps?

What is the company/team known for doing well?

Do the current employees/team members have the ability to do the job?

How are skills monitored and assessed?

## **Porters Five Forces Model**

## Porters Five Forces Model with reference to Bosch

### PORTER'S FIVE FORCES MODEL

FORCES DRIVING INDUSTRY COMPETITION



Porter's Five Forces Analysis can tell you about the profitability of a given section of the market, and the balance of power that can be found within. To do so, all we need to consider are the following 5 factors (referred to here as forces):

#### **Threat of New Entrants**

The economies of scale is fairly difficult to achieve in the industry in which Bosch operates. This makes it easier for those producing large capacities to have a cost advantage. It also makes production costlier for new entrants. This makes the threats of new entrants a weaker force.

The product differentiation is strong within the industry, where firms in the industry sell differentiated products rather a standardised product. Customers also look for differentiated products. There is a strong emphasis on advertising and customer services as well. All of these factors make the threat of new entrants a weak force within this industry.

The capital requirements within the industry are high, therefore, making it difficult for new entrants to set up businesses as high expenditures need to be incurred. Capital expenditure is also high because of high Research and Development costs. All of these factors make the threat of new entrants a weaker force within this industry.

The access to distribution networks is easy for new entrants, which can easily set up their distribution channels and come into the business. With only a few retail outlets selling the product type, it is easy for any new entrant to get its product on the shelves. All of these factors make the threat of new entrants a strong force within this industry.

The government policies within the industry require strict licensing and legal requirements to be fulfilled before a company can start selling. This makes it difficult for new entrants to join the industry, therefore, making the threat of new entrants a weak force.

### **How Bosch can tackle the Threat of New Entrants?**

Bosch can take advantage of the economies of scale it has within the industry, fighting off new entrants through its cost advantage.

Bosch can focus on innovation to differentiate its products from that of new entrants. It can spend on marketing to build strong brand identification. This will help it retain its customers rather than losing them to new entrants.

### **Bargaining Power of Suppliers**

The number of suppliers in the industry in which Bosch operates is a lot compared to the buyers. This means that the suppliers have less control over prices and this makes the bargaining power of suppliers a weak force.

The product that these suppliers provide are fairly standardised, less differentiated and have low switching costs. This makes it easier for buyers like Bosch to switch suppliers. This makes the bargaining power of suppliers a weaker force.

The suppliers do not contend with other products within this industry. This means that there are no other substitutes for the product other than the ones that the suppliers provide. This makes the bargaining power of suppliers a stronger force within the industry.

The suppliers do not provide a credible threat for forward integration into the industry in which Bosch operates. This makes the bargaining power of suppliers a weaker force within the industry.

The industry in which Bosch operates is an important customer for its suppliers. This means that the industry's profits are closely tied to that of the suppliers. These suppliers, therefore, have to provide reasonable pricing. This makes the bargaining power of suppliers a weaker force within the industry.



### **How Bosch can tackle the Bargaining Power of Suppliers?**

Bosch can purchase raw materials from its suppliers at a low cost. If the costs or products are not suitable for Bosch, it can then switch its suppliers because switching costs are low.

It can have multiple suppliers within its supply chain. For example, Bosch can have different suppliers for its different geographic locations. This way it can ensure efficiency within its supply chain.

As the industry is an important customer for its suppliers, Bosch can benefit from developing close relationships with its suppliers where both of them benefit.

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### **Bargaining Power of Buyers**

The number of suppliers in the industry in which Bosch operates is a lot more than the number of firms producing the products. This means that the buyers have a few firms to choose from, and therefore, do not have much control over prices. This makes the bargaining power of buyers a weaker force within the industry.

The product differentiation within the industry is high, which means that the buyers are not able to find alternative firms producing a particular product. This difficulty in switching makes the bargaining power of buyers a weaker force within the industry.

The income of the buyers within the industry is low. This means that there is pressure to purchase at low prices, making the buyers more price sensitive. This makes the buying power of buyers a weaker force within the industry.

The quality of the products is important to the buyers, and these buyers make frequent purchases. This means that the buyers in the industry are less price sensitive. This makes the bargaining power of buyers a weaker force within the industry.

There is no significant threat to the buyers to integrate backwards. This makes the bargaining threat of buyers a weaker force within the industry.

### **How Bosch can tackle the Bargaining Power of Buyers?**

Bosch can focus on innovation and differentiation to attract more buyers. Product differentiation and quality of products are important to buyers within the industry, and Bosch can attract a large number of customers by focusing on these.

Bosch needs to build a large customer base, as the bargaining power of buyers is weak. It can do this through marketing efforts aimed at building brand loyalty.

Bosch can take advantage of its economies of scale to develop a cost advantage and sell at low prices to the low-income buyers of the industry. This way it will be able to attract a large number of buyers.

## **Threat of Substitute Products or Services**

There are very few substitutes available for the products that are produced in the industry in which Bosch operates. The very few substitutes that are available are also produced by low profit earning industries. This means that there is no ceiling on the maximum profit that firms can earn in the industry in which Bosch operates. All of these factors make the threat of substitute products a weaker force within the industry.

The very few substitutes available are of high quality but are way more expensive. Comparatively, firms producing within the industry in which Bosch operates sell at a lower price than substitutes, with adequate quality. This means that buyers are less likely to switch to substitute products. This means that the threat of substitute products is weak within the industry.

## **How Bosch can tackle the Threat of Substitute Products?**

Bosch can focus on providing greater quality in its products. As a result, buyers would choose its products, which provide greater quality at a lower price as compared to substitute products that provide greater quality but at a higher price.

Bosch can focus on differentiating its products. This will ensure that buyers see its products as unique and do not shift easily to substitute products that do not provide these unique benefits. It can provide such unique benefits to its customers by better understanding their needs through market research, and providing what the customer wants.

## **Rivalry Among Existing Firms**

The number of competitors in the industry in which Bosch operates are very few. Most of these are also large in size. This means that firms in the industry will not make moves without being unnoticed. This makes the rivalry among existing firms a weaker force within the industry.

The very few competitors have a large market share. This means that these will engage in competitive actions to gain position and become market leaders. This makes the rivalry among existing firms a stronger force within the industry.

The industry in which Bosch is growing every year and is expected to continue to do this for a few years ahead. A positive Industry growth means that competitors are less likely to engage in competitive actions because they do not need to capture market share from each other. This makes the rivalry among existing firms a weaker force within the industry.

The fixed costs are high within the industry in which Bosch operates. This makes the companies within the industry to push to full capacity. This also means these companies to reduce their prices when demand slackens. This makes the rivalry among existing firms a stronger force within the industry.

The products produced within the industry in which Bosch operates are highly differentiated. As a result, it is difficult for competing firms to win the customers of each other because of each of their products in unique. This makes the rivalry among existing firms a weaker force within the industry.

The production of products within the industry requires an increase in capacity by large increments. This makes the industry prone to disruptions in the supply-demand balance, often leading to overproduction. Overproduction means that companies have to cut down prices to ensure that its products sell. This makes the rivalry among existing firms a stronger force within the industry.

The exit barriers within the industry are particularly high due to high investment required in capital and assets to operate. The exit barriers are also high due to government regulations and restrictions. This makes firms within the industry reluctant to leave the business, and these continue to produce even at low profits. This makes the rivalry among existing firms a stronger force within the industry.

The strategies of the firms within the industry are diverse, which means they are unique to each other in terms of strategy. This results in them running head-on into each other regarding strategy. This makes the rivalry among existing firms a strong force within the industry.

### **How Bosch can tackle the Rivalry Among Existing Firms?**

Bosch needs to focus on differentiating its products so that the actions of competitors will have less effect on its customers that seek its unique products.

As the industry is growing, Bosch can focus on new customers rather than winning the ones from existing companies.

Bosch can conduct market research to understand the supply-demand situation within the industry and prevent overproduction.

### **Implications of Porter Five Forces on Bosch**

By using the information in Bosch five forces analysis, strategic planners will be able to understand how different factors under each of the five forces affect the profitability of the industry. A stronger force means lower profitability, and a weaker force means greater profitability. Based on this a judgement of the industry's profitability can be made and used in strategic planning.

**CHAPTER 4**  
**SWOT Analysis**



### **STRENGTHS :**

Rising Net Cash Flow and Cash from Operating activity

MACD Crossover Above Signal Line

Company with No Debt

Company with Zero Promoter Pledge

Strong Momentum: Price above short, medium and long term moving averages

### **WEAKNESSES :**

Negative Breakdown First Support ( $LTP < S1$ )

Degrowth in Revenue and Profit Decline in Net Profit (QoQ)

Decline in Quarterly Net Profit (YoY)

Decline in Net Profit with falling Profit Margin (QoQ)

Decline in Quarterly Net Profit with falling Profit Margin (YoY)

Degrowth in Quarterly Revenue and Profit in Recent Results

Declining Revenue every quarter for the past 2 quarters

Declining profits every quarter for the past 2 quarters

Major fall in TTM Net Profit

Recent Results : Fall in Quarterly Revenue and Net Profit (YoY)

Recent Results: Declining Operating Profit Margin and Net Profits (YoY)

## **OPPORTUNITIES**

Brokers upgraded recommendation or target price in the past three months

RSI indicating price strength

## **THREATS**

Profit to Loss Companies

Degrowth in Revenue, Profits and Operating Profit Margin in recent results (QoQ)

Increasing Trend in Non-Core Income

Stocks with high PE (PE > 40)

**Chapter 5**  
**Financial Statements 2019 - 2020**

BALANCE SHEET OF BOSCH (in Rs. Cr.)	 MAR 20
	12 mths
<b>EQUITIES AND LIABILITIES</b>	
<b>SHAREHOLDER'S FUNDS</b>	
Equity Share Capital	29.50
<b>TOTAL SHARE CAPITAL</b>	<b>29.50</b>
Reserves and Surplus	9,239.90
<b>TOTAL RESERVES AND SURPLUS</b>	<b>9,239.90</b>
<b>TOTAL SHAREHOLDERS FUNDS</b>	<b>9,269.40</b>
<b>NON-CURRENT LIABILITIES</b>	
Long Term Borrowings	0.00
Deferred Tax Liabilities [Net]	0.00
Other Long Term Liabilities	54.80
Long Term Provisions	326.80
<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>381.60</b>



<b>CURRENT LIABILITIES</b>	
Short Term Borrowings	0.00
Trade Payables	1,605.00
Other Current Liabilities	772.90
Short Term Provisions	1,291.10
<b>TOTAL CURRENT LIABILITIES</b>	<b>3,669.00</b>
<b>TOTAL CAPITAL AND LIABILITIES</b>	<b>13,320.00</b>
<b>ASSETS</b>	
<b>NON-CURRENT ASSETS</b>	
Tangible Assets	1,195.40
Intangible Assets	0.00
Capital Work-In-Progress	487.00
Other Assets	146.60

<b>FIXED ASSETS</b>	<b>1,829.00</b>
Non-Current Investments	3,744.70
Deferred Tax Assets [Net]	456.60
Long Term Loans And Advances	109.60
Other Non-Current Assets	160.90
<b>TOTAL NON-CURRENT ASSETS</b>	<b>6,300.80</b>
<b>CURRENT ASSETS</b>	
Current Investments	296.80
Inventories	1,115.90
Trade Receivables	1,413.00
Cash And Cash Equivalents	2,256.00
Short Term Loans And Advances	609.20
Other Current Assets	1,328.30
<b>TOTAL CURRENT ASSETS</b>	<b>7,019.20</b>
<b>TOTAL ASSETS</b>	<b>13,320.00</b>

<b>OTHER ADDITIONAL INFORMATION</b>	
<b>CONTINGENT LIABILITIES, COMMITMENTS</b>	
Contingent Liabilities	378.40
<b>CIF VALUE OF IMPORTS</b>	
Raw Materials	0.00
Stores, Spares And Loose Tools	0.00
Trade/Other Goods	0.00
Capital Goods	0.00
<b>EXPENDITURE IN FOREIGN EXCHANGE</b>	
Expenditure In Foreign Currency	2,214.80
<b>REMITTANCES IN FOREIGN CURRENCIES FOR DIVIDENDS</b>	
Dividend Remittance In Foreign Currency	--
<b>EARNINGS IN FOREIGN EXCHANGE</b>	
FOB Value Of Goods	786.90
Other Earnings	486.00

<b>BONUS DETAILS</b>	
Bonus Equity Share Capital	27.33
<b>NON-CURRENT INVESTMENTS</b>	
Non-Current Investments Quoted Market Value	3,762.10
Non-Current Investments Unquoted Book Value	--
<b>CURRENT INVESTMENTS</b>	
Current Investments Quoted Market Value	296.80
Current Investments Unquoted Book Value	--

# **Chapter 6**

## **Learning Experience**

## **Learnings during the project.**

- ❖ Knowledge of Industry.
- ❖ Knowledge about Organization.
- ❖ Understanding organizational structure and its importance.
- ❖ Working culture of an organization
- ❖ How an organization improvises on its weakness and opportunities.
- ❖ How an organization implements its framework and work model effectively.
- ❖ Understanding financial statements of an organization.
- ❖ Information gathering, coordinating and processing data.
- ❖ Time management in delivering the project.

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## WEEKLY PROGRESS REPORT

Student Name	Vinitha Reddy J
USN	1CR19MBA90
Title of the Study	<b>An Organizational Study on “Bosch”</b>
Organization	BOSCH
<b>WEEK-1</b>	
Duration (start date - End date)	<b>6.8.2020 - 12.8.2020</b>
Chapter’s covered	Chapter 1 and Chapter 2
Descriptions of activities performed during the week	Introduction to organization, Industry profile and company profile
<b>WEEK-2</b>	
Duration (start date - End date)	<b>13.8.2020 - 18.8.2020</b>
Chapter’s covered	Chapter 3
Descriptions of activities performed during the week	McKensy's 7S framework, Porter's Five Force Model.
<b>WEEK-3</b>	
Duration (start date - End date)	<b>19.8.2020 - 26.8.2020</b>
Chapter’s covered	Chapter 4 and Chapter 5
Descriptions of activities performed during the week	SWOT Analysis and analysis of financial statements
<b>WEEK-4</b>	
Duration (start date - End date)	<b>27.8.2020 - 30.8.2020</b>
Chapter’s covered	Chapter 6
Descriptions of activities performed during the week	Learning experience and Bibliography



**Signature of the Student**

**Signature of the Guide**