





# **Myths of successful restructuring communications: busted**

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The biggest transformation  
of all times?

From internal combustion engines to  
alternative powertrains





# 10:3:1

Effects on employment (diesel – gasoline – e-axle)



## **The case**

Personnel adjustment measures  
at the heart of Bosch

## **The challenge**

Events here are closely observed and have  
guiding character – risk for loss of reputation is  
especially high

## **The communicative task**

Create understanding and acceptance among the  
associates; mitigate risks of losing reputation

**We took a different approach  
to communication –  
based on transparency and dialog**



## Phasing of communication

Awareness

Announcement

Continue the dialog

# Successful restructuring communications

## Phase I: awareness



Tu, 15.10.2019



Transformation in automotive industry

Manufacturers and suppliers face major challenges

Views: 5,600  
Engagements: 63



Personally inform leadership team

Participants: 60

Th, 17.10.2019



Economic slowdown in India

Flexible production capacity utilization in India due to decline in demand

Views: 4,600  
Engagements: 33



# Successful restructuring communications

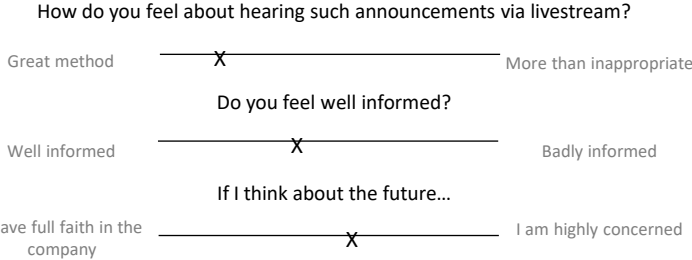
## Phase II: announcement

### Announcement

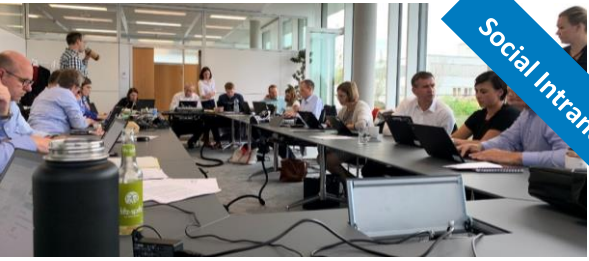
Mo, 21.10.2019



Livestream „Economic situation and impact on Feuerbach and Schwieberdingen“



### Announcement



### Q&A Session

Views: 37,900  
Questions: 190

Thank you for this livestream!

Thanks for the great preparation of the questions!

Many thanks to the team for the transparency and openness!

I read your blog with great interest!

# Successful restructuring communications

## Phase II: announcement

### Announcement

Mo, 21.10.2019



Difficult times for PS  
Talks in relation to personnel adjustments in Feuerbach and Schwieberdingen

Views: 32,700  
Engagements: 211



Board blog post  
„Tough times at PS“

Views: 2,200  
Engagements: 57



Video and highlights of the livestream

Views: 10,000  
Engagements: 28

# Successful restructuring communications

## Phase III: Continue the dialog

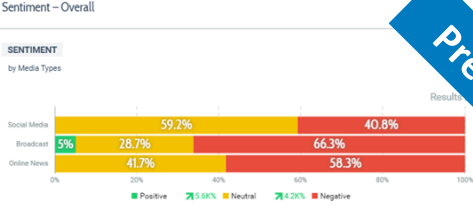


Tu, 22.10.2019



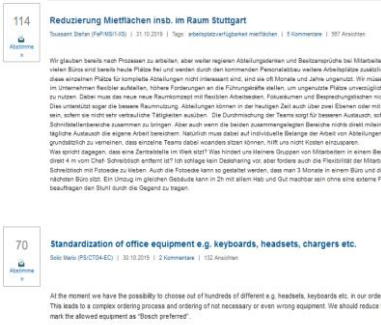
**Event**

Special workers meetings



Media coverage on national, regional, and business media

Th, 24.10.2019



**Social Intranet**

Ideation blog „Ideas for Improvement“

Views: 20,000  
Ideas: 50  
Engagements: 2,300

# Successful restructuring communications

## Phase III: Continue the dialog



Fr, 25.10.2019

Article



Strong demand  
Bosch 48-volt batteries are conquering the market – the business unit is growing

Views: 6,400  
Engagements: 343

We, 30.10.2019

TV



Views: 770,000



Article

Upheaval in the automotive industry  
Gackstatter: We have to face reality

Views: 62,800  
Engagements: 350



## Essentials for successful restructuring communications

1. Manage C-level expectations
2. Show backbone – you are the expert
3. Build a network you can rely on
4. Be involved early on as an integral part of the team and meet regularly
5. Know the stakeholders and their relations so you can manage them
6. Phasing is key: match project flow with your stakeholders' needs
7. Don't stick to the project, organize communication according your narrative
8. Focus on leaders first
9. Commit C-level to spend extra time
10. Be brave, don't be afraid to fail

# Successful restructuring communications

Let's connect



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