

Outside view



Abhoy K. Ojha
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Photo: IIMB

The West needs a new approach

In Asia, a **different kind of innovation** is needed.

Up to this point, multinational companies have primarily reacted to changes within their own traditional markets – generally speaking, the high-wage economies of the Western world. However, they now also need to focus their attention on developments that are taking place elsewhere. Low-wage countries such as China and India are more than just good locations for manufacturing products more cheaply. They also offer a workforce of highly qualified people, which makes them economically interesting. And, most importantly, they are markets that offer tremendous potential.

Companies need to recognize three things. First, in low-wage countries, there is very little demand for the products that Western companies produce for their home markets. People in these countries generally purchase simpler products that meet the needs of many people. Second, companies need take an entirely different approach to designing innovative products for these markets than they would in the West. Third, the manufacturing processes required for these simpler products may not be compatible with the companies' existing processes.

In short, managers at many multinational companies need to completely reassess how they view the world. It's a relatively simple thing to do. However, management also needs to bring the rest of the organization on board. This then makes it possible to adapt its business culture so that it's compatible with this new way of thinking. And that is a real challenge.

Bosch is leading the way

Bosch has already done a great deal to reshape its company culture. I was part of the Innovations Beyond Borders initiative, where Bosch managers from Germany, China, and India came together for workshops in each of these countries.

Naturally, the Germans were most familiar with how to design innovative high-end products. The Chinese and Indians, on the other hand, had a strong understanding of the challenges presented by the task of designing simple yet innovative products. The workshops helped each group to better understand the differences, but also to recognize the opportunities that they offer. The participants gained a deeper understanding of the fact that change is a necessary part of their daily work.

I am convinced that other multinational companies, particularly in Europe, could also benefit greatly from the lessons that Bosch has already learned.

Professor Abhoy K. Ojha is an international management expert. One current focus of his work is **the issue of how organizations can maximize their performance**. Ojha stresses the need for constant change within companies.

What are your thoughts about our theme issue on purity?

Write to us, send us an e-mail, or post a comment in the Bosch-Zünder Forum.

Addresses can be found in the **contact details on page 2**



Always on the cutting edge

"Do you use a smartphone as part of your job?" We asked you this question in a survey conducted on Bosch-Zünder online. Forty-two percent of you answered "yes" (see page 4). And many of the 2,400 associates who took part in the survey also left comments. You can read a few of those comments here.

Accessing your calendar on the go

Having access to the Bosch network on my smartphone makes it easier to check and update my calendar whenever I'm out of the office or on the go. Smartphones offer a wide range of advantages. However, these can quickly turn into disadvantages if your data isn't secure. If the smartphone you use for work doesn't meet Bosch's security requirements, data confidentiality can become a very serious issue.

Praveen M, Coimbatore, India

Sometimes it's hard to concentrate on what's important

My smartphone makes sure that I'm always up to date and on top of things. This is something that is extremely helpful when I need to make decisions. On the flipside, though, the smartphone provides me with so much information that it's sometimes very difficult to concentrate on what's truly important.

Benjamin Pereira, Singapore

The flexibility to respond when issues arise

The advantage of using a smartphone for work purposes is that you have the flexibility to respond whenever issues or problems suddenly arise, even if this happens outside of normal business hours. However, there is also a downside in that it is no longer possible to establish any clear boundaries between your professional life and your life outside of work. For all practical purposes, you can be reached at any time, twenty-four hours a day, seven days a week. In addition, you also run the risk of reducing your overall productivity if you

use the smartphone both as a business tool and for personal purposes.

Jonathan Temple, Charleston, South Carolina

It becomes more difficult to completely switch out of work mode

With my smartphone, I have access to my calendar whenever I need it, and it's always up to date. I can also get a quick overview of my new e-mails, even if I don't have my laptop with me. However, the fact that I'm always online means that I'm also constantly checking my e-mail inbox. It's becoming increasingly difficult for me to completely switch out of work mode, particularly on the weekend.

Werner Müller, Abstatt, Germany

Managing your time more independently

With my smartphone, I can check my e-mail whenever I want. Because of this, I now have greater freedom and flexibility to manage my time as I see fit. Plus, I never miss a single meeting, because my phone always reminds me ahead of time. At the end of the day, I'm more flexible and, as a result, much more motivated. However, one thing you cannot let happen is for this to begin to affect your private life. Being available all the time does have its disadvantages. That's why I turn off the e-mail alert function when I don't want to be bothered.

Arsevi Kozanli, Bursa, Turkey

An important tool for increasing efficiency

The ability to access your e-mail outside of the office is an important tool for increasing efficiency. And I'm not just talking about exchanging or sharing information. The ability to send and receive photos is very useful as well. It makes communication clearer and, as a result, more efficient. As long as you use your smartphone wisely and sensibly, its benefits in business terms greatly outweigh its costs.

Carl Taylor-Hall, Worcester, U.K.

Snapshot



Shahnawaz Ahmad works for Bosch in Worcester. This is why the quality engineer immediately noticed a Bosch ad above a household goods store in Jaipur while he was traveling around India. And although the

sign below the ad actually reads "Sony Enterprises," it does not, in fact, refer to the electronics company. Sony (or Soni) is an Indian girl's name, and the shop is named after a woman called Soni.

Active and involved, fit and creative

With the German Senior Citizens Awards, the foundation honors **ideas by seniors** and **ideas for seniors**

They may be getting on in years, but they're healthy and adventurous. In countries such as Germany, senior citizens are playing an active role in shaping community life. They are mentors, bloggers, aid workers, social workers, and rent-a-grannies. There are no limits to their ideas. What's more, according to a recent survey of German seniors by the Allensbach Institute, senior citizens feel much younger than they actually are.

Role models for a new generation of senior citizens

On average, people of 60 or 75 feel 8 years younger than they are, while those over 75 feel as much as 10 years younger.

By living an active "retirement," older people are making an important contribution to creating a functioning community. The Robert Bosch Stiftung wants to ensure that the initiatives serve as role models for an entire generation. For this reason, it is honoring the best ideas by seniors and for seniors with the German Senior Citizens Awards. "Sometimes, the ideas that win the award are small and simple, but they are also truly exceptional and help our society to progress," said Kristina Schröder, Federal Minister for Family Affairs and patron of the German Senior



Modern sports help seniors stay mobile well into old age.
Photo: Fee Roth



The current award winners won over the jury with their exemplary projects: **Wolfgang Hasselkus from the City of Rödentel (left) and Peter Hartmann from JUSTAment (right) with honorary award-winner and former health minister Ursula Lehr.** Photo: Manuel Frauendorf

A place near and dear to the heart

An interview with **Manuel Neuer** about his dedication to youth programs

Manuel Neuer was born in Gelsenkirchen. As a child, he joined the Bambini-Kicker – the youth soccer program run by local team FC Schalke 04. From there, he went on to become goalkeeper of the German national team. Through his Manuel Neuer Kids Foundation, he now supports civic education programs for young people in his former team's stadium. Neuer has been Bayern Munich goalkeeper since 2011.

Mr. Neuer, in cooperation with the Robert Bosch Stiftung, you are supporting Schalke Open For Classes, a program that provides civic education for young people at the stadium owned by venerable Schalke 04. Is this a good place for kids to learn?

Stadiums are a reflection of society. Every other weekend, thousands of people come together to support their team. People from all levels of society come to the games, and for 90 minutes, it doesn't matter where they work or where they're from. Their love of the team unites them. Additionally, on the field, the players demonstrate tolerance, fair play, and team spirit. I think it's great that Schalke Open For Classes picks up on these values and actively communicates them in an environment where young people already have such positive associations. We all know that learning is easiest when you're motivated – and where could kids'

motivation be stronger than in a place that's near and dear to their hearts?

What do you like about the Schalke Open For Classes concept?

Schalke Open for Classes takes an extremely intelligent approach to teaching. As a team, Schalke 04 gives young people in the region something to identify with. This project simply uses young people's enthusiasm for soccer to get them interested in issues relevant to politics and society. These kids have experienced problems such as violence and racism first hand, and unfortunately, these issues are also present at stadiums. But why not address the problems there, too, instead of just pointing fingers? Most importantly, these young people have positive experiences with solidarity and support during this program. And support is something we need in society – not just in goal. I'm personally motivated to make things happen in this area.

Clear signal: Manuel Neuer also gives guidance to young people when he's on the football field.

Studying at the stadium

Twelve German soccer stadiums offer educational programs for young people in the same vein as Schalke Open For Classes. These programs are a new way to help kids who love soccer to get interested in civic issues, too. Lernort Stadion (i.e. the stadium as a place of learning) is one of the Robert Bosch Stiftung's many programs that focus on civic education. If you want to learn more about other projects, **take a look at our new magazine!** You can download it by scanning the QR code below.