



# **Roseville Plant (RseP)**

# **2024 Change Management Communications**

Joe Wuelfing, May 2024

# Benefits of Effective Internal Communications



## Employee Engagement

When associates feel equipped, they are more productive, happy and committed to the organization.



## Healthy Culture

Communications drive understanding of meaningful work, which helps nurture a healthy workplace culture.



## Message and Impact

Leadership can quickly convey important information, enabling associates to work more productively.



## Efficiency and Effectiveness

More engaged associates work harder, operate more efficiently, and reach goals on time.



## Increased Retention

Associates experience higher job satisfaction and are less likely to leave when they feel connected and valued.

# Purpose of Our Change Management Communications

- Support the integration of RseP into the Bosch Semiconductor Operations network and overall Bosch organization, while ensuring a positive, forward-focused experience for associates.

## INFORM



Create structured and consistent communications to **provide associates with timely and important information** related to the plant and company.

## ENGAGE



Deliver the right information to the right audiences at the right time, to **increase connection, collaboration, and performance** across the business.

## INSPIRE



Develop a culture of trust, transparency, and inclusion, to **create a sense of purpose, drive innovation, and motivate associates** to do their best work.

## ALIGN



Incorporate key messaging across local touchpoints, to **align Roseville associates with Bosch's overarching mission**, including our strategies and values.

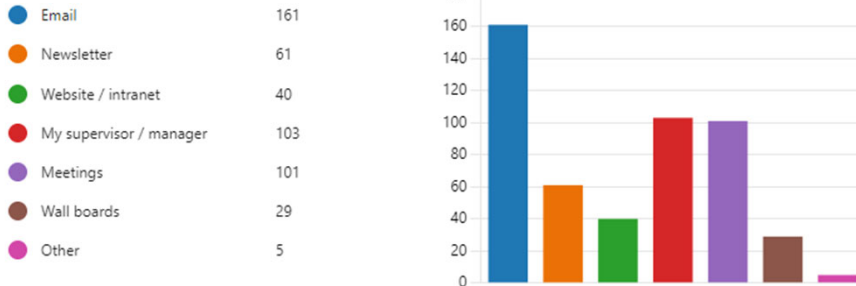
# 2024 Strategic Objectives

- Establish a **framework and strategy** for consistent, strategic communications to keep associates informed and aligned.
- Develop and utilize **multiple channels** to deliver information to target audiences.
- Focus on **leadership enablement** to effectively communicate with and support associates.
- Develop **useful, engaging content** to support communication goals.
- Implement mechanisms to foster a **culture of feedback** between associates and company.
- Celebrate **progress and accomplishments** of teams and individuals.
- Support all associates as **ambassadors** through positive sentiment and connection to Bosch.

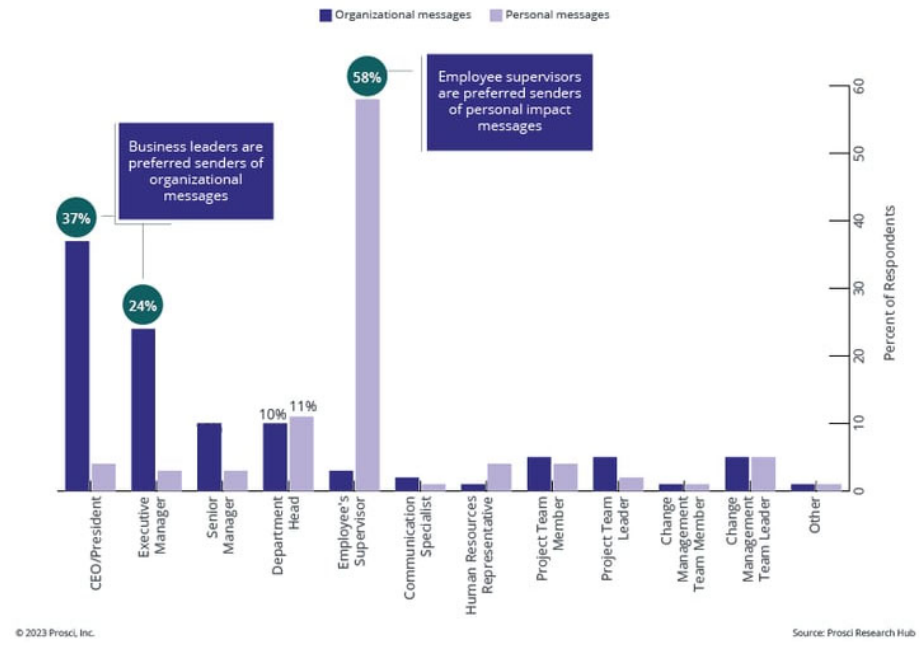


# The Data Says...

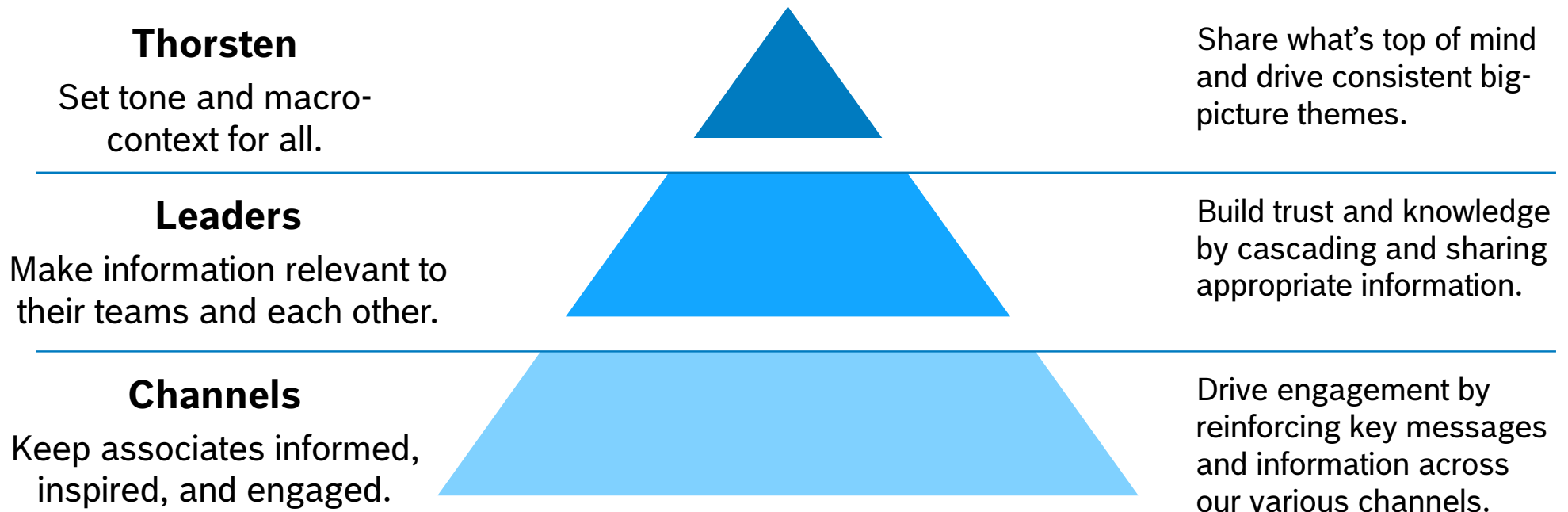
How do you prefer to receive information about the Roseville plant?



## Preferred Senders of Messages (Prosci)



# Guiding Principles & Information Flow



# Audiences

	Sentiment	Interests	Frequency / Purpose	Primary Channels
Associates (Indirect and Direct)	<ul style="list-style-type: none"> <li>Excited</li> <li>Relieved</li> <li>Motivated</li> <li>Uncertain</li> <li>Uninformed</li> </ul>	<ul style="list-style-type: none"> <li>Site Transformation</li> <li>Bosch Integration</li> <li>Culture &amp; Collaboration</li> <li>Growth Opportunities</li> <li>Recognition &amp; Rewards</li> </ul>	<p>Often</p> <p><i>Inform, Align, Guide</i></p>	<ul style="list-style-type: none"> <li>Manager (Team/1:1)</li> <li>Email</li> <li>Newsletter</li> <li>Signage (Print/Digital)</li> <li>Plant Meetings</li> </ul>
Leadership (Supervisors and Above)	<ul style="list-style-type: none"> <li>Proud</li> <li>Empowered</li> <li>Committed</li> <li>Responsible</li> <li>Stressed</li> </ul>	<ul style="list-style-type: none"> <li>Site Transformation</li> <li>Results (Team/Site)</li> <li>Growth Opportunities</li> <li>Culture &amp; Collaboration</li> <li>Stability</li> </ul>	<p>Ongoing</p> <p><i>Inform, Enable, Develop</i></p>	<ul style="list-style-type: none"> <li>Plant Manager</li> <li>Email (Cascade)</li> <li>Meetings (Team/1:1)</li> <li>Training</li> </ul>
Bosch Stakeholders (BBM, ME, SO)	<ul style="list-style-type: none"> <li>Vested</li> <li>Interested</li> <li>Accountable</li> </ul>	<ul style="list-style-type: none"> <li>Site Transformation</li> <li>Progress/Goals</li> <li>Culture &amp; Collaboration</li> </ul>	<p>Occasional / As Needed</p> <p><i>Inform, Update, Consult</i></p>	<ul style="list-style-type: none"> <li>RseP Leadership</li> <li>Meetings (Reports)</li> </ul>

# Focus Areas – What Associates Want



## Site Transformation

More consistent and transparent information on RseP and Bosch



## Integration with Bosch

Seamless access to Bosch systems, programs, and information.



## Culture & Collaboration

Engaging workplace with strong leaders and dedicated colleagues.



## Growth Opportunities

Learning and development through training and other programs.



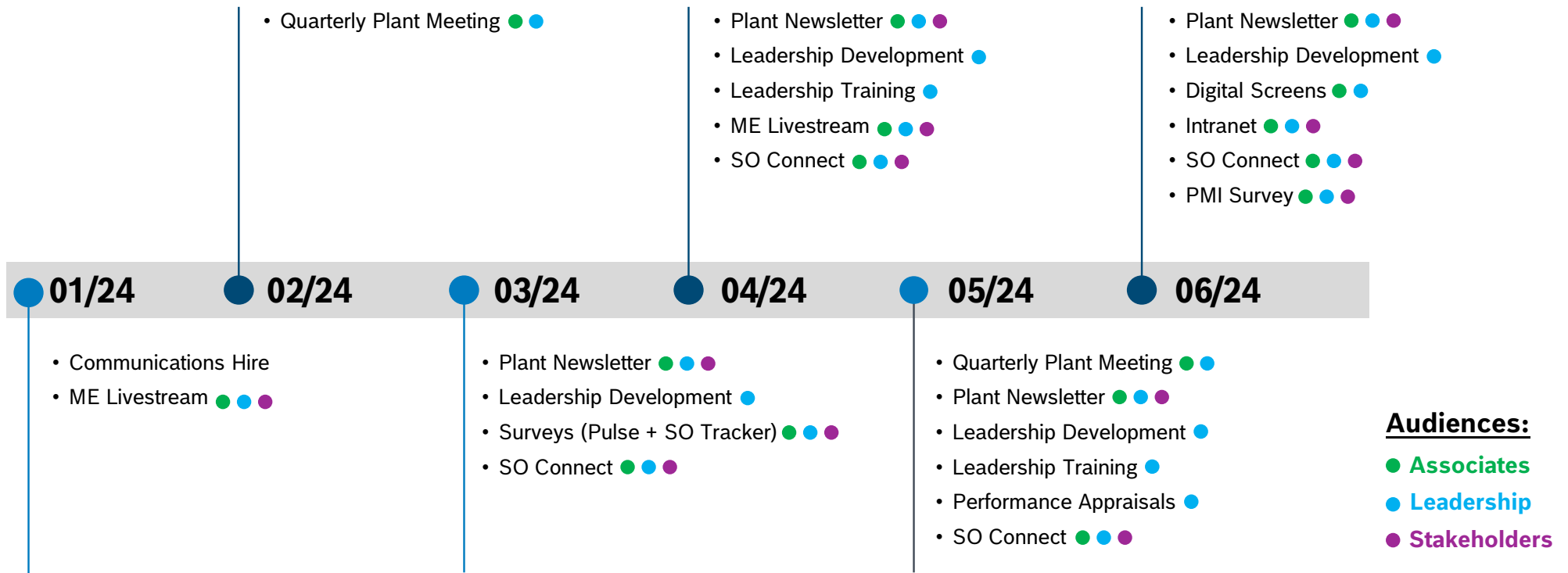
## Recognition & Rewards

Competitive pay and benefits, along with celebration of success.

# Channels

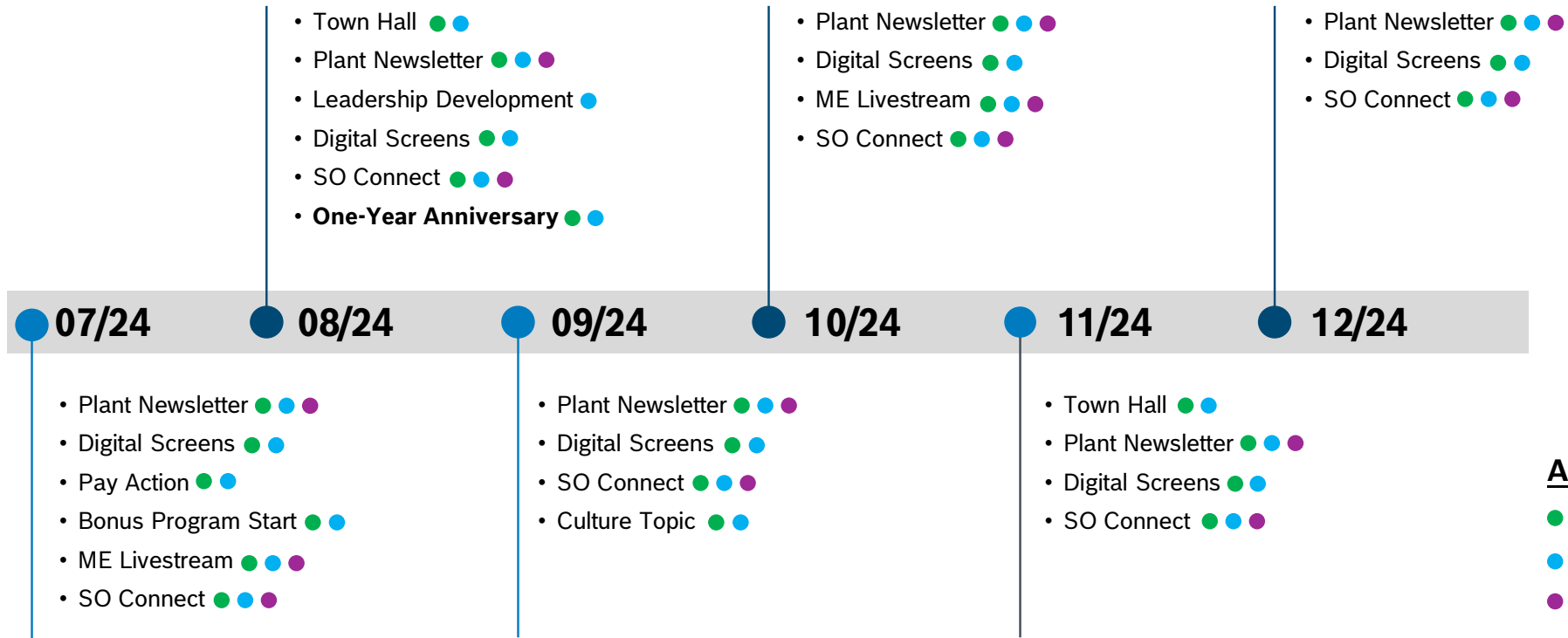
Channel	Purpose	Possible Use Cases	Frequency
<b>In-Person Communication</b>	<ul style="list-style-type: none"> <li>One-to-one discussions and feedback</li> </ul>	<ul style="list-style-type: none"> <li>Brainstorming</li> <li>Performance dialog</li> </ul>	Daily / Weekly
<b>MS Teams</b>	<ul style="list-style-type: none"> <li>Quick messages and replies</li> <li>Quick and informal conversations</li> </ul>	<ul style="list-style-type: none"> <li>Updates and follow-up</li> <li>Timely news and requests</li> </ul>	Daily
<b>Email</b>	<ul style="list-style-type: none"> <li>Primary form of communication for important information or updates</li> <li>One-to-one or one-to-many communications</li> </ul>	<ul style="list-style-type: none"> <li>Company-wide updates and news</li> <li>Policy and procedure changes</li> </ul>	Weekly
<b>Team / Project Meetings</b>	<ul style="list-style-type: none"> <li>Regular status updates, information sharing, and collaboration (can be hybrid)</li> <li>Team building</li> </ul>	<ul style="list-style-type: none"> <li>Status review and updates</li> <li>Problem solving</li> </ul>	Weekly
<b>Digital Screens / Lock Screens</b>	<ul style="list-style-type: none"> <li>Share important and relevant information across the site</li> <li>Reinforcement of Bosch strategy, vision, and culture</li> <li>Important announcements for associates with limited access</li> </ul>	<ul style="list-style-type: none"> <li>Updates</li> <li>Reminders</li> </ul>	Bi-Weekly
<b>Newsletters</b>	<ul style="list-style-type: none"> <li>Regular round-up of relevant, but less timely, information, updates, and stories</li> <li>Keep associates connected to the business and each other</li> </ul>	<ul style="list-style-type: none"> <li>Site/project updates</li> <li>Associate highlights</li> </ul>	Monthly
<b>BBM/ME/SO Communications</b>	<ul style="list-style-type: none"> <li>Direct communications (newsletters, livestreams, email) from Bosch business groups and partners</li> <li>Keep RseP associates connected to broader Bosch business and colleagues</li> </ul>	<ul style="list-style-type: none"> <li>Business, department, and function updates</li> <li>Message reinforcement</li> </ul>	Monthly
<b>Intranet</b>	<ul style="list-style-type: none"> <li>Central hub for site-related information, updates, and resources</li> <li>Accessible to all of Bosch</li> </ul>	<ul style="list-style-type: none"> <li>Resources and documents</li> <li>Updates and news</li> </ul>	Monthly
<b>Plant Meetings</b>	<ul style="list-style-type: none"> <li>In-person gathering of all associations for sharing company and site information and updates</li> <li>Address associate interests, concerns, and questions</li> </ul>	<ul style="list-style-type: none"> <li>Business/site updates</li> <li>Questions and answers</li> </ul>	Quarterly
<b>Signage</b>	<ul style="list-style-type: none"> <li>Promote and reinforce brand and culture (strategy, vision, values)</li> <li>Provide important messages, instructions, and information</li> </ul>	<ul style="list-style-type: none"> <li>Reminders</li> <li>Policies and procedures</li> </ul>	As Needed
<b>Other Events</b>	<ul style="list-style-type: none"> <li>Topic-specific information sessions, informal sessions (e.g., "lunch and learn, coffee talks), training sessions</li> </ul>	<ul style="list-style-type: none"> <li>Benefits updates</li> <li>Team building</li> </ul>	As Needed

# Bringing It Together – 2024 Timeline



**Audiences:**  
● Associates  
● Leadership  
● Stakeholders

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## Next Steps

- **Establish “Communications Council”** to drive prioritization and development of key messaging, channels, and initiatives.
- **Activate digital monitors** in key common areas to share current information and updates (including fab reconstruction photos)
- **Update the RseP intranet pages** ([internal](#) and [external](#)) to reflect our presence and transformation as part of Bosch.
- **Deploy Bosch-branded office signage** to reinforce vision, strategy, goals, and culture, while upleveling the facility.
- **Develop leadership newsletter** to support managers/supervisors in guiding their teams, while growing their own leadership skills.

