11 BUSINESS MODELS FOR SUCCEEDING IN THE CONNECTED TWO-WHEELER MARKET
EXECUTIVE SUMMARY

MARKET
▶ The two-wheeler market keeps booming in all parts of the world within the next years and grows with a compound annual growth rate of 7.4% on a global basis.¹
▶ More than 123 million two-wheelers will be sold in 2020¹ and up to every seventh new two-wheeler will have an adequate infotainment offering for a smart phone integration solution in 2020, equaling to more than 19 million motorbikes on the roads.²
▶ Riders expect to stay connected during their ride already.²

TECHNOLOGY
▶ mySPIN 2W is the world’s first smartphone integration solution for two-wheelers and mirrors compatible iOS and Android apps to the instrumental cluster. The solution is available globally and marketed to Original Equipment Manufacturers (OEM) and other device manufacturers.
▶ mySPIN is a proven technology with a strong focus on increasing comfort and safety and has been applied successfully in the automotive industry since more than two years. Thereby, more than 40 apps are compatible with the mySPIN eco-system already. App developers can make their app mySPIN compatible with a simple SDK integration supported by Bosch SoftTec’s global App Centers. The SDK for mySPIN 2W is available on request.
▶ mySPIN is an independent software solution which is not bound to Bosch hardware.
▶ The software is a white label solution and can be customized to the specific needs of an OEM and even integrated into an existing connected services offering.

BUSINESS MODELS
▶ The paper presents eleven business models for app publishers and OEMs for creating and capturing value in the connected two-wheeler market.
▶ The 19 million connected two-wheelers in 2020 present a huge and untapped market which can in parts be easily addressed by mySPIN 2W.
▶ OEMs can increase customer satisfaction, safety and comfort with their connectivity offering and increase revenues simultaneously.
▶ Interested developers and app publishers are invited to reach out to Bosch SoftTec (developer.myspin@bosch-softtec.com). Further contact details can be found on the flipside of this report.

¹ Freedonia (2014). World Motorcycles.
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I. INTRODUCTION

Smartphones and two-wheelers (2W) are without denying gateways to individual freedom and individual mobility, which enable people to discover virtual or physical places with fun and in comfort. The digital and the motorcycle world are, however, two domains that did not mix well together – until now!

With the introduction of mySPIN for two-wheelers by Bosch (mySPIN 2W), Bosch SoftTec takes on the challenge and makes the connected two-wheeler a reality. Founded as subsidiary of Bosch Car Multimedia in 2011, the focus has always been on developing innovative infotainment and assistance solutions for connected mobility.

Most prominently, the company developed with mySPIN the world’s first smartphone integration solution that supports iOS as well as Android and introduced it together with Jaguar and Land Rover as the flagship customer in 2014. Since mySPIN is marketed as a white label product, mySPIN can be renamed and branded according to the vehicles manufacturers’ needs and requirements.

Also, mySPIN is the only solution which is available globally, including China and India. Bosch SoftTec took this proven technology from the car and introduced it at EICMA 2016 to the two-wheeler market. Thereby, Bosch SoftTec took several measures like an individual whitelisting of apps by every OEM to leave the OEM in full control. This setup as well as the technology of mySPIN 2W are so compelling that Cycleworld.com, for instance, sees good chances for mySPIN 2W to be integrated into every two-wheeler.3

Bosch SoftTec invites developers from all over the world to join mySPIN 2W and make their apps compatible with the mySPIN eco-system. After the SDK integration is completed and the app whitelisted, riders of mySPIN equipped vehicles get prompted to download the app through the mySPIN 2W launcher app.

This article aims to give a first overview about how app publishers can grow their footprint in the growing connected motorcycle space. Therefore, the paper presents briefly some key facts about the two-wheeler market, before sustainable business models for app companies and two-wheeler manufacturers are highlighted.

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3 Cycleworld.com (2016). BMW ConnectedRide and Bosch mySPIN Are The Latest In Bike-To-Phone Connectivity.

"Just as Bosch ABS modules litter the bikes in nearly every manufacturer’s lineup, so too could Bosch mySPIN."

Bradley Adams, Associate Editor at Cycleworld.com

Developers can join free of charge.
II. GETTING CONNECTED: TWO-WHEELER (2W) MARKET & DEVELOPMENT

The two-wheeler market has been growing substantially within the last years and is predicted to keep moving in the same direction in the next years: In 2008, there was a demand for 75 million motorcycles globally, while just five years later it were 99 million already. For 2018, analysts predict the demand to be more than 132 million worldwide. Thereby, the demand for two-wheelers will grow annually in all regions with the CAGR growth rates depicted in Figure 2-1.

<table>
<thead>
<tr>
<th>Region</th>
<th>CAGR 2013–2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Western Europe</td>
<td>8.66%</td>
</tr>
<tr>
<td>North America</td>
<td>7.17%</td>
</tr>
<tr>
<td>Eastern Europe</td>
<td>7.43%</td>
</tr>
<tr>
<td>Asia Pacific</td>
<td>5.46%</td>
</tr>
<tr>
<td>Central &amp; South America</td>
<td>7.75%</td>
</tr>
<tr>
<td>Africa &amp; Middle East</td>
<td>8.08%</td>
</tr>
</tbody>
</table>

Figure 2-1: CAGR 2013–2018 for motorcycle growth around the world

The market for connected two-wheelers will, however, even grow faster than the overall two-wheeler market since the demand for staying connected safely during the ride is present in all motorcycle segments.

RIDERS WANT TO STAY CONNECTED

In Australia, for instance, 25% of riders use cell phones while riding and in the U.S. 17% of riders report that they get constantly distracted by their smartphone while riding, according to Technavio’s Global Motorcycle Infotainment System Market study from October 2016. At the same time, driver distraction is one of the main causes for road accidents globally and statistics highlight that riders using cell phones are four times more likely to be involved in a crash. Since being not able to, for instance, using a navigation app on the smart phone is no satisfying option for riders either, it is apparent that smart phone integration solutions will play a major role in the future.

SMART PHONE INTEGRATION SOLUTIONS WILL BE WIDESPREAD IN 2020

Hence, it is also no surprise that the analysts of Technavio predict that one out of seven new motorcycles in the world will have an infotainment offering in 2020 which lays the foundation for integrating content from the smart phone to the instrumental cluster of the two-wheeler. As Figure 2-2 demonstrates, the market will grow with up to 13.9% annually.

Figure 2-2: Global motorcycle infotainment system market 2015–2020

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* Cycleworld.com (2016). BMW ConnectedRide and Bosch mySPIN Are The Latest In Bike-To-Phone Connectivity.
TREND TOWARDS LONG DISTANCE RIDES DRIVES ADOPTION

The adoption of smart phone integration solutions for two-wheelers is driven also by a further increase in touring motorcycles: Today, 47% of motorcycles in the U.S. are touring motorcycles already and the sales numbers are expected to grow for 37% within the next five years. These motorcycles are typically used for long-distance tours where rider fatigue is an issue. Therefore, advanced infotainment options will be particularly well-regarded in this segment and will be implemented in more than every fourth heavy motorcycle in North America and Europe in 2020, according to Technavio’s insights. This in turn will attract new customers to OEMs, which have not been satisfied with two-wheelers value proposition so far.

ADDITIONAL KEY MARKET DRIVERS

Last but not least, other growth factors like rising electrification of mechanical components, increasing competition among OEMs, ascending smart phone penetration and falling costs for infotainment hardware, to name just a few, will magnify the connected two-wheeler market rapidly.

As Figure 2-3 demonstrates, the global demand for motorcycle infotainment systems will be dominated by North America and Europe in 2020 – hence interestingly from two regions, were smart phone penetration is among the highest in the world.

As Technavio highlights, vehicle technology became an important criteria in the buying process, customer satisfaction and customer loyalty within the last year. Whereas only 4% have not bought a vehicle because it lacked the latest technology in 2014, it were 15% in 2015 already. Also, 56% of vehicle owners, who did not experience problems with their two-wheeler, stayed loyal to their OEM for their next purchase.

SMART PHONE INTEGRATION SOLUTIONS AS A KEY DIFFERENTIATOR

Those numbers demonstrate that it clearly pays off for OEMs to strengthen their infotainment offering with a smartphone integration solution as long as it is seen as a differentiation aspect. Thereby the development in the connected car business as well as lead users in two-wheeler market indicate already that smart phone integration solutions will be a commodity rather sooner than later.

The rising connected two-wheeler market represents also an unparalleled opportunity for app developers to make the most out of their first mover advantage. The earlier they invest, the more revenues can they generate, while earning even further strategic benefits on top of that.

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9 Cycleworld.com (2016). BMW ConnectedRide and Bosch mySPIN Are The Latest In Bike-To-Phone Connectivity.
III. MYSPIN 2W TECHNOLOGY

mySPIN 2W allows riders quick, convenient and secure use of iOS and Android smart phone apps while riding two-wheelers. It is based on the proven mySPIN technology and enriched by Focus Control, which makes apps controllable through a controller on the handlebar and via voice control. From a business perspective, mySPIN follows an eco-system approach and links app companies, OEMs and riders to the benefit of all involved parties.

The end user does experience mySPIN 2W in two different modes, either the connected or non-connected mode, depending on if the smartphone is connected to the two-wheeler. In the non-connected mode, users can, for instance, manage (download and sort) mySPIN compatible apps, define their preferred navigation app or get in contact with their OEM.

Thereby, the launcher app can be branded and customized according to the OEM’s needs, for instance, in regard of OEM specific HMI design and launcher features like an OEM specific news channel. Moreover, the user experience can be further fine-tuned by the OEM since he can, for example, whitelist apps out of the mySPIN 2W app portfolio, which ensures that the offered apps align with the strategy of the OEM. Last but not least, it is also possible for OEMs to develop apps which will work on their two-wheeler only to further strengthen the customer relationship.

The launch of the connected mode is customizable by the OEM. The smart phone screen gets then blocked with a default screen and the mySPIN 2W home screen appears on the Instrumental Cluster. Just as it is the case for the launcher app, also the home screen can be tailored to the needs of the OEM.

In the connected mode, the installed mySPIN 2W compatible apps on the smartphone can be controlled via voice control and the controller on the handlebar. Therefore, mySPIN 2W supports a variety of controller options as depicted in Figure 3-2.

In regard of hardware it is also worth to mention that mySPIN 2W is an independent software product. Hence, it is not bound to Bosch hardware, but runs identically on hardware from other suppliers as well.
Bosch SoftTec designed the integration process for app companies straightforward as well. In the App Developer Portal, developers get free access to the mySPIN SDK and comprehensive developer resources like instructions to facilitate the integration.

The SDK is – with just a few megabytes in size – very light weighted and simple to integrate. It enables communication between the Instrumental Cluster and apps. It has been developed especially to make regular smartphone apps operational for the mySPIN eco-system. You are welcome to have a look on the SDK, which you can request at our developer support team.

In general, app publishers are requested to create a simplified UI version of their app for vehicle use to reduce driver distraction to a minimum, which is obviously particularly important for two-wheeler riders. Therefore, UI HMI guidelines are provided in the SDK pack, which also highlight how app companies can carry over the specific look and feel of their apps to two-wheelers.

In connected mode, the SDK takes care that the app is presented on the Instrumental Cluster and that voice commands and input via the controller on the handlebar are received by the app. At that, all images are generated directly on the smart phone and transferred to the Instrumental Cluster. Due to this technological approach, mySPIN 2W can take advantage of faster smartphone generations in the future and further improve the connected experience during the motorbikes life span.

Last but not least, Bosch SoftTec has various hardware set-ups for every stage in the development process which can be provided to app developers upon request. Please feel free to reach out to developer.myspin@bosch-softtec.com to learn more about our testing equipment.

“In our view, mySPIN represents a major step forward in the connected riding experience. Adding Rever into this platform makes that connection even deeper by providing discovery, social and navigation elements that are built specifically for riders. We are extremely committed to improving the riding experience through technology and after working with the Bosh team and the mySPIN SDK, it’s clear to us that Bosch SofTec shares that vision. It’s a perfect match.”

Justin Bradshaw, co-founder of Rever
IV. REVENUE POTENTIAL FOR APP DEVELOPERS AND OEMS

The connected two-wheeler unlocks unparalleled business opportunities for app developers and OEMs, which can be tapped by a variety of business models. Thereby, Bosch SoftTec leaves it up to their app and two-wheeler partners if and how they want to monetize their offering.

IV.I. Business Models for App Developers

The following five business models build upon the success stories of business models which are already deployed by Bosch SoftTec’s existing app partners in mySPIN for cars. Of course, Bosch SoftTec’s App Centers in China, India, Germany and the U.S. can consult app companies also when it comes to picking the right business model in their specific case.

IV.I.I. One-time Revenue Streams for App Developers

1. ADD-ON

The two-wheeler mode of an app could be sold as an add-on for an existing app or service. Thereby two general modes can be differentiated:

1. In-app purchases: The two-wheeler mode and other extensions can be added to an app by the user via in-app-purchases.
2. Premium version: The user needs to download the premium version of an app in order to be able to use the connected mode.

Both variants can be combined with a freemium model also, hence that some features are offered to the user free of charge, an upgrade extends the functionalities of an app.
2. CROWD FUNDING

Riding motorcycles is a truly emotional feeling for many riders and millions are organized in motor clubs to share their passions with likeminded people. App developers can take advantage of this global community and integrate this community in the app development process. This is, of course, also a valid option when it comes to financing the app development activities via crowd funding.

IV.I.II. Recurring Revenue Streams for App Developers

3. SUBSCRIPTION

A subscription based business model can be advantageous for app users and app developers simultaneously: For users, because it reduces upfront investments and hence lowers potential entry barriers, and for app developers, because constant cash flows can finance ongoing expenses. Furthermore, Apple’s commission for apps with a subscription based business models halves after 12 months.

Also, it can be beneficial for app developers to offer users incentives to pay for a subscription in advance, so that app developers can use these prepayments to generate additional capital earnings or finance growth activates before expenditures for the service occur.

4. TAILOR-MADE ADVERTISEMENT

The more a user uses an app, the more can app developers learn about their customers’ preferences. These insights can then be used to further improve an app, strengthen the customer relationship and tailor advertisement offerings. All these aspects are getting even more interesting when users can be reached in various situations in their daily life to further enrich the database.

Also, two-wheeler enthusiasts are a valuable source to get direct feedback through the app and the smartphone integration, since users can be typically reached in an environment without time-pressure. This data and customer insights can leveraged to additionally improve the customer experience. Last but not least, also direct, tailor-made advertisement is a great revenue stream for app developers and value-add for the riders.
5. RAZOR AND BLADE
An app, which unfolds its full potential with a physical item, can be the starting point for a new customer relationship.

Tile, the company which sells small Bluetooth equipped key fobs that can be tracked via an app, transferred this business model to the connected car space very prominently: Whereas the app is free of charge for the user, the Bluetooth key fobs are subject to a charge and have to be renewed in certain intervals. Obviously, this business model generates recurring revenue streams for the company. Tile is part of the mySPIN eco-system since 2016.

IV.II. Business Models for OEMs
Increasing customer satisfaction is clearly the primary goal of a smartphone integration, however, it is also a way to generate additional revenues for OEMs. Thereby, the monetization potential from a two-wheeler does not need to end with the sale of the vehicle, but can be extended throughout the entire lifespan of the motorbike and adds additional value for the driver.

IV.II.I. One-time Revenue Streams for OEMs

6. ADD-ON
Obviously, the smartphone integration can be sold as an optional equipment to customers. At that the software can be still implemented into every vehicle right from the beginning and activated either at a very late stage in the production process or even by the rider itself if he wants to add the feature at a later point of time. Also it is possible that some features are available for free, while other features require the purchase of an add-on.

Thereby, the late decoupling point ensures high efficiency in the entire supply chain and leaves potential for profitable aftersales business at the same time.

7. APP REVENUES
OEM can also develop own two-wheeler specific apps and distribute them through app stores.

With this strategy, OEM can realize margins that are typically well beyond the ones from the hardware business. See business models for app developers section for more details.

8. PAY WHAT YOU WANT
Marginal costs for smartphone integration solutions can be close to zero, for instance, if the license is sourced on a flat rate basis. Therefore, the conditions are perfect to let end customers decide, how much they want to pay for the smartphone integration of their vehicle.

Due to this customer centric pricing mechanism, customer satisfaction and revenues do typically rise while marketing awareness is created for free. Interestingly enough, companies in a number of industries experimented with this business model successfully and observed that the pricing scheme is rarely exploited.
9. STANDARD FEATURE
Building on the low marginal costs as well as the fact that infotainment offerings are key differentiators in the two-wheeler market already, making the smartphone integration available as a free standard feature could be interesting for an OEM, too.

This business model becomes even more interesting if the OEM plans to sell own apps at any time in the future since the target group will be the larger the earlier the OEM starts with the market introduction of his smartphone integration platform.

Also it should be considered that mySPIN 2W is the enabler for future connected services like predictive maintenance, over the air updates and vehicle-to-vehicle communication if the hardware supports those features. All those services promise either cost savings or additional value creation for OEMs and therefore, it is reasonable to implement a smartphone integration solution into two-wheelers as early as possible.

IV.II.II. Recurring Revenue Streams for OEMs

10. SUBSCRIPTION
The smartphone integration solution can be either offered as a separate subscription service or used to strengthen an existing subscription model for digital services of an OEM. Obviously the biggest advantage of such a business model are the constant cash flows, which are generated throughout the lifecycle of the vehicle, and the various touch points it enables with the customer.

To lower the entry barriers for customers, various aspects of freemium business models can also be combined with the subscription model. For instance, riders could get a free trial period to experience the advantages of the service after they bought the vehicle. Alternatively, a handful of apps with limited functionalities could be available without the subscription while all features are useable only if a valid subscription plan exists. Thereby, successful subscription-based business models from music streaming services and various car manufacturers can serve as an inspiration for two-wheeler OEMs when they design their business model.

11. HIDDEN REVENUE
Depending on the installed and with mySPIN connected sensors as well as users’ permission, smartphone integration solutions are a gateway to get access to vehicle, environment and driver data. These data can be combined and used, for instance, to support the sale of additional services or run tailored advertisement campaigns via the mySPIN 2W launcher app.

Also it is possible to leverage anonymized data to gain insights in real-life product use which effectively can reduce R&D spendings. Simultaneously, predictive maintenance practices can be applied to the data and reduce inventory as well as recall costs while increasing customer satisfaction due to lower down-time simultaneously. Of course, OEMs can back at that also on Bosch’s powerful IoT cloud and other cloud offerings, if requested.
V. STRATEGIC BENEFITS FOR APP DEVELOPERS AND OEMS

The following section will focus on some of the positive strategic side effects which a smartphone integration involves for app developers and OEMs.

CO-MARKETING OPPORTUNITIES
Since the connected two-wheeler market is just about to open up, the interest of the public in creatively adjusted smartphone apps and innovative use cases for OEMs is extremely high, which can be capitalized in smart marketing campaigns.

For instance, when Tile announced its integration into mySPIN for one of Bosch SoftTec’s automotive partners, it was featured over 450,000 times in various prestigious media channels globally and made it even on the landing page of TechCrunch. This demonstrates that Bosch and Bosch SoftTec can help app companies and OEMs to get media exposure for their innovativeness.

Furthermore, app companies have been placed prominently at vehicle launches of OEMs and at other special events with high media coverage in the past. Also, mySPIN has been and will be showcased by Bosch at leading exhibitions all around the world. In the past years, for instance, mySPIN was exhibited at every International Motor Show in Frankfurt, Germany and at every Consumer Electronics Show (CES) in Las Vegas.

Also for two-wheelers specifically, Bosch SoftTec did showcase mySPIN 2W at Milan Motorcycle Show (EICMA) in 2016 to the public for the first time. Moreover, additional features for mySPIN 2W as well as partnerships with well-known app partners will be announced in waves to various events in 2017, which will create further marketing exposure.

CUSTOMER LOYALTY
An integration of the mySPIN SDK into an app is a solid investment into customer loyalty: With several hundreds of million two-wheeler riders all around the world, chances are that every app company has a fair amount of users which are motorcyclists already. If their favorite apps are not compatible with their motorcycles’ smartphone integration solution, they have a good reason to look for alternative offerings which are compatible with mySPIN already.

The same argument applies to OEMs as well since riders want to stay connected during their rides and increasingly opt for two-wheelers with advanced infotainment functions. Therefore, OEMs should steer this market trend with an early integration of mySPIN 2W to stay in full control of this development and reap first mover advantages.

USER GROWTH
In Apple’s App Store and Google’s Play Store are more than two million apps available. This overwhelming offering makes it hard to stick out for app companies.

Tapping into the emerging connected two-wheeler market is therefore a very attractive option to differentiate your app from the dozens of other apps. Since motorcycles are also often ridden for recreational use in an environment without time-pressure, users can be reached in a positive mood in which they are more openly to try out new apps. Furthermore, potential access to vehicle data enable innovative use cases which have not been possible until now.

For OEMs in addition, safety is becoming an increasingly more important buying criteria. Hence smartphone based connected driver assistance services provide one additional unique selling point to differentiate from competitors.
SOME STATEMENTS FROM THE PRESS

“mySPIN 2W is the ideal solution for sharing information with other motorcyclists.” (Panorama-Auto.it) [http://www.panorama-auto.it/moto/accessori-abbigliamento/bosch-myspin-moto-connessa-smartphone-eicma-2016]

“It is now possible to provide a perfect solution for you” [http://www.jiji.com/jc/article?k=000000204.000005028&g=prt]

“This partnership with Bosch represents a milestone in advancing the connected experience for motorcyclists.” Mark Roebke, CEO of Rever [https://rever.co/2016/11/08/bosch-rever-partner-future-connected-motorcycles/]

“mySPIN provides a way to share information such as traffic conditions and route preferences with other bikers.” [http://www.inmoto.it/news/news/2016/11/28-603808/bosch_moto_connesse_e_sicure/?cookieAccept]

“An urban transport medium par excellence, the two-wheeled vehicle remains the poor relation of embedded connectivity. Fortunately, OEMs like Bosch are beginning to take an interest in the problem.” [http://www.frandroid.com/produits-android/automobile/391317_bosch-deporte-lecran-des-smartphones-sur-les-motos-et-scooters-notamment-chez-bmw]

“The modular approach allows adaptation to each OEM’s specification.” [http://www.hanser-automotive.de/aktuelle-applikationen/article/bosch-vernetzt-motorraeder.html]

“Maybe it’s like every other technology, and we’ll just take a little time to warm up to it. Then nev-er know how we survived without it.” [http://www.cycleworld.com/bosch-bmw-rever-announce-new-bluetooth-smartphone-technology-eicma#page-2]

“Bosch integrates the smart phone into two-wheelers.” (Automobilwoche) [www.automobilwoche.de/article/20161110/NACHRICHTEN/161119998/vernetzung-bosch-integriert-das-smartphone-ins-motorrad]

VI. OUTLOOK

The integration of smartphones into two-wheeler marks the beginning of an exciting journey. mySPIN 2W gives app partners and OEMs access to a huge and growing market today which can be captured with a variety of business models. In the future, however, **even more use cases will be possible**.

For app partners and OEMs alike, mySPIN 2W is the foundation to **elevate customer relationships to the next level**. Increased customer loyalty, lower downtime for drivers and more constant cash flows will be possible due to even more sensors and advanced big data analytics in the future. Also, bike-to-bike, bike-to-infrastructure and bike-to-everything communication are on the horizon and the connectivity of two-wheelers with the user’s smartphone is clearly the key for these innovations as well.

This means for app partners and OEMs that even more people will use two-wheelers in combination with their smartphone as the gateway to personal mobility and individual freedom. This in turn will **additionally increase revenues for app partners and OEMs** with the highlighted business models.

Consequently, it makes sense for app developers and OEMs to be present in the growing connected two-wheeler market right from the beginning, since the strategic investment allows both types of companies to generate additional revenues, positions their brand as innovation leaders and lays the foundation for the future’s revenue streams.

Last but not least, it is well known that Bosch’s mission has always been to develop solutions which are “Invented for life”. In line with that, **mySPIN 2W is just the first step!**

We kindly invite you to be part of this journey and learn more about Bosch SoftTec in person. For that, please do not hesitate to reach out to developer.myspin@bosch-softtec.com.

**We are looking forward to connect!**
Bosch SoftTec GmbH
Phoenixstraße 3, 31137 Hildesheim, Germany
www.bosch-softtec.com     developer.myspin.com

Developer contact
Mr. Ingo Dellwig
+49(5121)9137-248
developer.myspin@bosch-softtec.com

OEM contact
Mr. Claus Ritzloff
+49(5121)9137-313
sales@bosch-softtec.com

Press contact
Ms. Julia Hoffmann
+49(5121)9137-256
info@bosch-softtec.com