

AKSA Acrylic, a subsidiary of AKKÖK Group of Companies, was established in 1968. The company is currently a Global Leader in acrylic business with its customer portfolio of around 300 national and international industrial corporations in 5 continents over 50 countries.

The company started production in Yalova, in 1971 with an annual capacity of 5000 tons/year and increased the capacity to 308.000 tons/year with regular investments in the following years. This capacity brought AKSA a fair title of "World's Largest Acrylic Fiber Producer in a Single Production Site". AKSA's market share is 12 % of the global and 60% of local market in acrylic fiber production.

## Global Leader in Acrylic Production AKSA Acrylic masters operational excellence with QPR's Integrated Management Solution

### CUSTOMER CASE:



**Today all AKSA employees in all operational countries can interactively access the processes, supporting documentation and corporate performance outcomes fast and seamless over QPR portal either through their desktops or the kiosks at the production sites.**

### AKSA's on-going strive for Operational Excellence

AKSA has been certified with ISO 9001 Quality Management Certificate and Responsible Care since 1993, OEKO-TEX Standard 100 Health-Compatibility

*The Aksa Integrated Management System team (from left) Hatice Bayçora Sözer, Kadir Akbaş, Sibel Bekler, Ibrahim Demir from Ironman Consulting and Ceyda Simge Gökdoğan.*

Certificate for Textiles since 1995, ISO 14001 Environmental Management System Certificate since 1997 and TS 18001 Occupational Safety and Health Management System Certificate since 2009.

In 2006, AKSA became the first chemical producer of Turkey to sign the United Nations' Global Compact. Global Compact is a strategic policy

initiative for businesses that are committed to aligning their operations and strategies with ten universally accepted principles in the areas of human rights, labor, environment and anti-corruption.

With its commitment to operational excellence for so many years, AKSA has also received many awards for numerous achievements. Of them the last, but not the least is EFQM-National Quality Award given by Turkish Quality Association in 2008 (KALDER, <http://en.kalder.org>).

## QPR chosen as Integrated Management Platform

AKSA, which has been using Oracle ERP for Enterprise Resource Planning since the early 2000s has chosen QPR as an integrated management platform according to the results of the feasibility reviews carried out on Integrated Management System as well as process management. During the implementation, **Ironman Consulting** supported AKSA with business consultancy and QPR integrated services.

The first phase of the project, "Corporate Performance Management with Balanced Scorecard" was launched in August 2006. The second phase, "Process Management Deployment" came into stage in 2007.

AKSA Balanced Scorecard and Process Management project was sponsored by Human Resources and Management Systems Director **Sibel Bekler**. **Kadir Akbaş**, Deputy Director for Human Resources and Management Systems was the project manager and the project team was comprised of **Hatice Bayçora Sözer** and **Ceyda Simge Gökdoğan** from the same department. Furthermore, dedicated professionals, specialist engineers and field personnel from all Business Units, in addition to 73 senior executives, participated in the workshops organized in 2007 for restructuring the AKSA processes and defining improvement areas and projects.

In AKSA both the QPR Scorecard and the Process Guide are used simulta-

*"The integrated management system capabilities offered by QPR supported our journey towards excellence in quality and management. AKSA was rewarded the 2008 National Quality Award given by KALDER (Quality Association).*

*The rapid and easy implementation of QPR, improved the efficiency of our resources that were allocated for both the Process Management and Balanced Scorecard projects. "*

*Sibel Bekler  
Human Resources and  
Management Systems Director,  
AKSA*

neously and in an integrated single platform.

## Ten key and 300 sub-processes defined

The overall process model consisting of 10 key processes is subdivided into "Management", "Business" and "Support" processes. Process and strategic/corporate performance indicators were defined fewer than four perspectives of Balanced Scorecard; financial, customer, process and learning/development. In addition to, 10 key processes with 300 sub-processes are defined in process model.

For all processes, the integrated structure of QPR enables accessing the performance indicators from process charts and the process charts from the performance indicators.

## Strategy management system available to all with QPR Portal

In addition to the corporate and departmental scorecards of AKSA, the scorecards of subsidiaries namely

AKPA, AKSA Egypt and AKTOPS, are also created.

Thus, the performance of subsidiaries i.e. AKPA conducting the overseas marketing operations, AKSA Egypt performing the production operations in Egypt and AKTOPS performing the tops/staple fiber production have been totally integrated to the corporate performance of the parent company, AKSA. As a result, the performance indicators of subsidiaries which influence the overall corporate performance of AKSA are monitored with a platform where the indicators are consolidated and the management decisions are duly taken.

In the same platform, specific themes scorecards such as Six Sigma Projects, Occupational Safety and Health, Environmental Management, Self-Assessment, Intellectual Capital Model are also deployed as a part of the strategic management system.

The users can access the system over QPR portal either through their desktops or the kiosks at the production sites where they can create actions and play effective role on the decisions regarding the strategy and process management.

During the quarterly "Strategy Coordination Meetings" attended by the entire management, the realization of corporate strategies and objectives are reviewed over QPR portal. Similarly, all departments conduct monthly meetings over QPR portal to review monthly results of the company and also use Briefing Booklet feature for their reporting needs.

On the QPR Portal, the process owner can also access the necessary knowledgebase elements such as Corporate Governance Principles, procedures, reports and forms linked to the process steps so that corporate intelligence is shared throughout the stakeholders.

Budget reporting and strategic project information consolidated with QPR

In AKSA QPR also serves for budget-consolidation reporting which are created in Oracle ERP and IBM Cognos. On the other hand, strategic projects monitored in MS Project Server are also integrated to QPR Scorecard in order to see whether the strategic achievements are on the track.

The data on the Oracle ERP and IBM Cognos are imported to QPR and the relevant results are reviewed by the management team over QPR Portal; this in turn support the fast and accurate decision making process at strategic, managerial and operational level.

## **Future focus on data import automation and sharing practices with QPR Portal**

In 2009 AKSA aims at increasing the number of automatically imported indicators from Oracle ERP and utilizing QPR Process Guide features for Document Management. Moreover, processes are planned to be reviewed and updated according to the restructuring carried out on the corporate organization by early 2009. Another critical agenda will be sharing AKSA practices with local and international QPR users and take an active role to figure out possible improvement areas in QPR.

QPR has made a major contribution to business culture of AKSA by enabling process awareness, systematic supervision of process performances and adoption of a strategy oriented organization.



*In 2008 AKSA received the EFQM-National Quality Award given by Turkish Quality Association, KALDER.*

*In the picture above, AKSA's General Manager, Mr. Mustafa Yılmaz receives the reward from Mrs. Arzuhan Doğan Yalçındağ the Chairwoman of the Board of Turkish Industrialists' and Businessman's Association, and in the*

*picture below the award is received by AKSA's Human Resources and Management Systems Director, Mrs. Sibel Bekler.*