



CUSTOMER CASE:



Founded in 1886 Bosch Group is today an international leading technology and service company with more than 300 subsidiaries in over 150 countries and its headquarters in Stuttgart, Germany. With 282,000 employees worldwide and a turnover of 45 billion Euro in 2008 it is one of the world's most successful manufacturers of automotive, industrial, consumer goods and building technology. The biggest business sector with 59% of total sales in 2008 is Bosch's Automotive Technology.

In Turkey the Bosch Group is one of the biggest multinational industrial employers with a total work force of more than 8,000 associates. Bosch Sanayi ve Ticaret A.S. (RBTR) was the first of today seven companies of Robert Bosch GmbH in Turkey. Today one third of all passenger cars running on Diesel Systems are using Common Rail Injectors produced in Bursa.

Winner of the EFQM Excellence Award, Bosch Sanayi ve Ticaret A.S. receives "Management by Processes and Facts" special prize with QPR



The EFQM Excellence Award

The EFQM Excellence Award is Europe's most prestigious award for organizations: the highest form of recognition an organization could receive, discerned from among its own peers (www.efqm.com)

The Award recognizes industry leaders with an indisputable track record of success in turning strategy into action and continuously improving their organization's performance.

The Bosch Bursa Plant has received the EFQM Excellence Award twice, in 2003 and 2008.

QPR software used:

- QPR ScoreCard
- QPR Portal

For more than a century the brand "Bosch" has been associated with advanced technology and trailblazing inventions. Since its foundation, Bosch has aimed to „sell the best of the best". With the commitment of all associates in the Bosch Bursa Plant, and on all levels, the Company applies this philosophy throughout the entire plant and to all fields of operation.

Based on this philosophy Bosch Bursa recognized the opportunities of an interactive Quality Management System. In search for a tool enabling this, Bosch Bursa started their work with the Integrated Management System software from QPR. While follow-

Project 259 Team Members: Çağlar Yaman, Mehlika Saraç, Nagihan Kutlu, Ersin Öztürk (Customer Order Planning Manager), Zafer Kara (Manufacturing Department Manager), Hakan Karabulut (left to right), absent: Barış Dönmez, Doğan Vardar and Neşem Önçağ.

ing their overall quality targets in QPR, Bosch Bursa now drives its Quality Management with a dynamic Performance Measurement System.

Supported by QPR, Bosch Bursa's EFQM framework today combines Business Excellence and Continuous Improvement Initiatives. The Plant received an EFQM Excellence Award for the second time in 2008, and was

also awarded with the "Management by process and facts" special prize.

The basic idea of the European Foundation for Quality Management (EFQM) Model is to provide transparency not only for the Management, but for every hierarchical level. Thereby Bosch Bursa gains broad commitment of its workforce to corporate goals.

Strategic plans are realized by defined processes and measured not only via economic targets, but also via effects on society as well as employee and customer satisfaction. In setting strategic planning and target deployment in the EFQM framework, Bosch Bursa Diesel Plant has implemented a comprehensive Quality Management System that was rewarded with the EFQM Excellence Award in 2003.

Linking strategies with processes has come true

Along with the implementation of QPR ScoreCard in 2008 Bosch Bursa succeeded to further improve an already award-winning system.

The idea behind EFQM – to define quality criteria and measure fulfillment in regular assessments – now is expanded to Continuous Measurement and Improvement. The vision of linking strategies with processes has come true by implementing QPR in Bosch Bursa. QPR communicates this in a simple and visual way.

Fast and easy access and a holistic overview on company-wide performance set the stage for monthly assessments and permanent controlling. The web-based QPR Portal is designed to provide information on demand. Customized Cockpit Charts display corporate, process and functional targets. KPIs are managed and aggregated according to individual user demands and provide transparency on target-fulfillment for every corporate unit and every level of hierarchy. Today QPR is Bosch's Cockpit on every desktop.

Proactive management of all functions

Bosch Bursa has implemented the EFQM Model in accordance with the Company Vision. Strategic decisions as well as planned and actual results are being controlled based on predefined EFQM criteria. For each criteria parameters covering hard and soft factors have been established. QPR enables Bosch Bursa to proactively manage the parameters of Production, Maintenance, Logistics, R&D, HR as well as Health Safety and Environmental Management. Furthermore it ensures maturity measurement and Six Sigma assessment. Visualized and managed via these parameters, the company strategy is the first dimension drawn within QPR.

Process enables realization of strategic decisions

Also defined in QPR, the processes, as second - quality and organizational - dimension within QPR, ensure the realization of strategic decisions.

The implementation of the Bosch Bursa processes in QPR sets the frame for the management and measurement of parameters. This process structure allows to easily navigating within the performance measurement system.

QPR enables faster corrective actions

The promise to stay "cost competitive in our markets and continue to remain attractive with innovative products and services" is supported in QPR by an automatic reporting system with alerts and Plan-Do-Check-Act (PDCA) functionality. Visualizing the current performance status with traffic lights, it allows to easily identifying weaknesses and improvement areas on every organizational and process level.

The comment functionality given for every parameter enables the responsible user to give content-based feedback and attach background informa-

tion. Permanent analyses in QPR immediately show the success of the respective improvement activity in the third dimension. Compared to the former communication lines at Bosch Bursa, the reduction of time and workload enables faster corrective actions and a permanent adjustment on the way to Business Excellence.

Efforts for data collection, presentation, formatting and distribution reduced by 60%

Bosch Bursa stands for effective processes and an efficient organization to produce "diesel and gasoline products in the best quality for the world market", as stated in the company mission. Prior to the introduction of QPR, managing a controlling system that combines process and functional perspective meant an immense duplicate workload for entering the data.

With the implementation of QPR ScoreCard at the beginning of 2008, an integrated system was created to monitor and control performance at once by linking parameters from process to functional controlling. It hereby replaced the previously used environment of non-linked parameters which was based on Microsoft PowerPoint and Excel. Hence, efforts for data collection, presentation, formatting and distribution were reduced by 60%

In addition QPR helped to increase the efficiency of the company wide management of parameters by making a large number of different documents obsolete. At the same time various isolated parameter tracking environments running parallel in the company were integrated.

With the introduction of QPR, Bosch Bursa has linked its strategies, processes and results to achieve the highest standards of production. Nevertheless Bosch Bursa seeks to exploit more benefits. As a further step, the application of QPR is expanded by integrating review media parameters and ISE (Individual Success Evaluation) parameters to the system.