

CUSTOMER CASE:



Türkiye'nin İklimlendirme Merkezi

The "Process Management" and "Balanced Scorecard Project" of Teknosa is selected as the best practice project by Sabancı Holding Business Excellence Committee (SABE) and got the highest points among 56 projects in 14 companies.

Teknosa, established within the corporate body of Sabancı Holding in Turkey, has two business units, Teknosa and İklimsa.

Teknosa is a pioneer in retail chain of technology in Turkey and provides service at more than 225 stores in 58 cities. The retail is serving more than 5 million technology addicts every month in a total of 86,000 square meters area with the help of 3,000 expert personnel.

İklimsa operates in the channel sales of air conditioning units and gas boilers. İklimsa offers the most acceptable products in more than 200 "Acclimatization Centers" and provides every kind of technical assistance with nearly 500 service network.

Using QPR Integrated Management System for Securing Performance and Quality



"QPR is in Turkish, user friendly and has a strong conceptual background. On top of that, QPR presents Corporate Performance Management and Process Management systems on a single platform."

*Dr. Ümit Özen,
Head of Quality Development
TEKNOSA*

With the aim of building an ISO 9001 quality management system, there was a need of establishing a process management system within Teknosa. Another need was to monitor strategic business results and take immediate action for low performance.

Standardize Processes and Monitor Strategic Performance Results

Company level strategic targets were aligned and communicated to departments and stores with the effective use of QPR ProcessGuide and QPR ScoreCard. QPR's integrated management system enabled to monitor

critical performance indicators effectively. Standardization of processes became possible in Teknosa, which operates in a wide geographical area.

Teknosa had ISO 9001:2000 Quality Management System Certificate for both Teknosa and İklimsa from British Standard Organization (BSI) in 2007. QPR Process Guide was integrated to E-isoft Quality Documentation software in order to facilitate users to reach the quality documentation such as procedures, forms etc. over process charts.

Top Management Strongly Involved in the Project

In order to define the processes, a

project, My Way, was initiated by Quality Development Manager in May 2006. Top management defined the core process tree in a two-day workshop session. As a result 6 main and 7 support processes were formed. Workshops with the participation of process owners from each department were conducted.

Visual / hierarchical modeling layer of QPR ProcessGuide helped a lot to communicate with the participants for analyzing their business processes. As a result, 115 workshops realized, 130 employees attended and 140 sub processes were defined in four months.

After the process modeling had been completed, with the moderation of QPR's Turkish partner, The Ironman Consulting, another workshop with the top management was organized and the Strategy Map of Teknosa has been formulated on QPR ScoreCard. Critical performance indicators were determined under each strategy.

As a result, scorecards were formed such as Corporate Scorecard of Teknosa, Teknosa Scorecard for retail business and İklimsa Scorecard for channel business respectively.

Currently, business results are monitored and analyzed by top management and line managers after the month-end closing over QPR Portal. Low performance indicators are reported to top management and actions to correct the results are initiated and monitored over QPR portal.

Wide Use of QPR in All Levels

Today, 232 stores and nearly 150 personnel in the headquarters can access QPR Portal.

Any change in a process is immediately informed to Quality Development team by the department manager or the responsible team member in the department. The processes are re-



vised, and thus are always kept up-to-date. The processes are also reviewed in the internal audits twice a year. As of today, every process is updated at least once and a total of nearly 500 revisions in processes are made.

Better Understanding of Processes and Business Results

Wide use of QPR enables the organization to be more transparent, and to understand the role of other departments in a specific process

"Process maps and the scorecards have a lot of benefits to Teknosa", evaluates Dr. Ümit Özen.

Before the implementation of the project, departments only had an understanding of the processes from their departments' perspectives. After the implementation of the project, it is clear for all departments that a process is composed of interrelated activities, some of them which may be run by another department.

Another outcome of the project is standardization. With the use of QPR ProcessGuide, process owners have got opportunity to see the lack of standardization for their processes. After the project, standardization is guaranteed with internal audits where the actual process is reviewed against the defined / agreed process.

Process maps also facilitate organizational learning. New employees view the process maps to learn their roles and responsibilities very quickly.

Teknosa top management not just defined the core process tree in a two-day workshop session, but is also strongly committed to maintain a customer orientated and participative quality management system.

With Balanced Scorecard it is possible for Teknosa to monitor the performance of the Key Performance Indicators (or KPIs) and processes if they perform well or not.

"If the performance of the KPI is "red", a corrective action is created on QPR Portal by the KPI owner. If the KPI performs "red" continuously, a 6 sigma project is initiated. This helps us to excel in our processes", explains Dr. Ümit Özen.

Both the process maps and scorecards became important pillars for Teknosa to get the ISO 9001 certification for all of its stores, and the headquarters for both Teknosa and İklimsa.

Experience and Expertise Made the Difference

QPR is a dynamic program in which every management expectation can be linked and can be used as a nucleus for all management applications.

The consulting firm selection was very important for the success of the project. Ironman Consulting is selected because of their expertise and work discipline which fits to Teknosa working culture.

"The experience of Ironman Consulting in process management and balanced scorecard implementations are very valuable", continues Dr. Ümit Özen.

The Future: Deep into Processes and Scorecards

Teknosa Top management team aims at maintaining the quality management system which is formed with customer

“Processes are interlinked, and QPR provides us to move them from one process to the other very easily. Also the processes can be linked to the performance indicators in the QPR ScoreCard”

*Dr. Ümit Özen,
Head of Quality Development,
TEKNOSA*

oriented and participative approach:

Processes: Review processes for increasing the customer experience through simplification and making operational improvements with lean principles.

Scorecards: Company and brand level scorecards are prepared. Next target is to prepare the scorecards in the functional level.



Teknosa Planet: “The Best Store of the Week” Retail Week Magazine June '08