



SUCCESS STORY FROM THE MANUFACTURING SECTOR

**BOSCH BLAICHACH / IMMENSTADT
PLANT**



EFQM[®]
Leading Excellence

THE JOURNEY TOWARDS EXCELLENCE...

“ ...there is a continual improvement loop, feeding back the learning from the results achieved and using creativity and innovation to drive increased value for all the stakeholders. ”

IGNITING THE PASSION FOR SUCCESS

EFQM is a network of remarkable and like-minded organisations who share a common vision of Excellence, as a continuous Journey together.

Through each Success Booklet, EFQM brings to you inspiring stories of people and companies who have successfully deployed the Model and experienced its many benefits. Here we take a closer look at how they did it ...

EFQM ENABLES YOU TO CONNECT, LEARN, ACT, ACHIEVE, SUCCEED

The EFQM Excellence Model provides organisations with a platform and common language to share their experiences and learn from others. The desire to share, learn and innovate is what drives our economies forward. A derived observation is the fact that what was considered "best practice" yesterday rapidly enters the mainstream and becomes common practice today. To stay ahead, organisations need to adapt faster than ever.

Introducing a proven practice from one sector to another is one way to achieve this...

THE STORY OF ROBERT BOSCH BLAICHACH / IMMENSTADT PLANT



PLEASE PROVIDE A BRIEF SUMMARY OF YOUR BUSINESS

Bosch Blaichach/Immenstadt Plant (BhP) is a manufacturing plant with a wide automotive product portfolio. As a lead plant within the international production network of the Chassis Systems Control Division, BhP coordinates 11 plants worldwide. With development departments on-site, BhP offers international engineering services and close to production development services with the ISEC (International Simultaneous Engineering Centre). Within the ISEC, BhP coordinates international and cross functional teams during the development phase of new products.

BhP manufactures electronic brake control systems (ABS and ESP®) and braking systems for electric and hybrid vehicles; powertrain components such as injection technology; engine management sensors and video sensors as well as production lines for the international production network.

Mid 2017, BhP had roughly 3.500 employees, 25% of them are female which is double the actual average of our industry. The average age of our employees is 42 years (43 in 2015). BhP is taking care of the demographic change with various activities linked to our strategy, targeting to be a pioneer for flexible, demographical oriented working models.

WHEN DID YOU START USING THE MODEL?

In 2006, BhP started to use the EFQM Excellence approach as part of the Chassis System Control division and was recognised as an EFQM Prize Winner in 2011 for leading with vision, inspiration & integrity. In 2012, BhP announced that the EFQM model is THE management guideline for the conversion of our plant.

HOW DID YOU GET STARTED?

In 2012, the plant faced an increasingly volatile market environment and organisational changes at the Chassis Systems Control division (implementation of business unit organisation), leading to the decision of the plant management team to rethink the strategy.

Taking into account the 2012 R4E Assessment feedback report, the need for change became even more obvious.

The EFQM model has been chosen as the framework for our strategy development process and as a first important milestone, a strategy core team was created, with responsibility for the preparation of processes, methods and the respective content.

An important factor for our successful change process was the timely involvement and participation of the relevant leadership levels.



HOW DID YOUR JOURNEY CONTINUE?

The early involvement of internal and external communication specialists for the development of a smart and catchy communication design was the main enabler to take all our employees with us on our continuous journey to excellence. To ensure successful improvement, we clearly separated responsibilities for strategy development from operative deployment and provided continuous process support and coaching from experts with deep EFQM model knowledge.

We explicitly put focus on our strategy and our future not in theoretical knowledge of the EFQM model.

Consequently, we received a very good rating from our employees in a strategy survey which we performed after the roll-out of our new strategy at the end of 2013.

This good result was confirmed in our associate survey in 2015.

WHAT VALUE DID IMPLEMENTING THE MODEL BRING TO YOUR COMPANY?

The application of the EFQM model in our plant rose the awareness about the importance of systematically considering market and stakeholder needs.

Combined with the consequent use of the RADAR methodology, this resulted in a better understanding of cause and effect relationships concerning our stakeholder approaches (mainly our customers) and led to improvement, such as better understanding of our customers and a better customer feedback.

WHICH ASPECTS OF THE MODEL IMPLEMENTATION ARE YOU PARTICULARLY PROUD OF?

Guided by the EFQM framework, we first aligned the plant management team and then all hierarchy levels on common challenges, a common strategy and common targets.

CAN YOU PROVIDE SOME RESULTS OR TANGIBLE EVIDENCES OF THIS VALUE/ CHANGE AFTER A FEW YEARS?

A common understanding of our strategy and our targets led to balanced results in all aspects of the EFQM model: innovation, productivity and cost performance, employee satisfaction, customer results and societal perceptions, to mention a few.

Our efforts resulted in a growing business and increasing number of employees in our plant and improvements in the entire international production network, for which BHP is responsible as a lead plant.

BhP has received the following awards over the years:

- 2017: EFQM Award Winner
- 2017: Great Place to Work prize winner at national, regional and local level
- 2017: BPS Award (Bosch Production System) for the best value stream
- 2016: EFQM Prizewinner for "Sustaining Outstanding Results" & "Creating a Sustainable Future"
- 2015: EFQM Prizewinner for "Managing with Agility"
- 2012-2016: 7 awards from our customers & 16 external awards (Industrie 4.0, lean production, innovation, energy management, diversity, social engagement and others)

AS A RESULT OF IMPLEMENTING THE MODEL, HAVE YOU BEEN ABLE TO IDENTIFY IMPROVEMENTS

1. Employee satisfaction

Common work on leadership culture across all hierarchy levels.

Significant improvement in our bi-annual associate survey, leading the benchmark in internal and external comparisons.

2. Customer satisfaction

Positive customer feedback.

3. Society results

Positive reputation in society.

4. Cost performance

Our plant is competitive in a global market environment.

5. Revenue

Our product pipeline is full and our product portfolio covers the entire product life cycle.

The plant is growing in terms of plant output and number of employees.

6. Productivity

Outstanding productivity.



7. Attractivity for visitors (role model)

Remarkable number of "good practice visitors".

WHAT DO YOU THINK ARE THE KEY BENEFITS OF IMPLEMENTING THE EFQM PHILOSOPHY?

By using the EFQM model as the guideline for our improvement activities, we aim to spread a culture of excellence throughout our organisation. The Assessment Process is vital for us because we receive valuable feedback from competent external experts, enabling us to compete with the best in Europe, strengthening our position towards our stakeholders.

As important as the improvement potentials taken from the feedback report is the fact that our strengths and achievements become more visible to ourselves and to our stakeholders.



Thomas-Joachim Fritsch

Director Continuous Improvement Process
Robert Bosch Blaichach / Immenstadt Plant



Michael Juhas,

Coordinator Business Excellence
Robert Bosch Blaichach / Immenstadt Plant

WANT TO KNOW MORE ABOUT BOSCH BLAICHACH/IMMENSTADT PLANT (BhP) ?

Send your questions and enquiries to EFQM and we will make sure to get an answer for you. You can contact us at:

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About EFQM

EFQM is a not for profit membership foundation with 25 years' experience of supporting organisations, from Europe and beyond, reach sustainable Excellence and even exceed it. With its carefully designed portfolio of services and a strong network of 30.000 organisations from all sectors, size and maturity, EFQM is recognised by institutions and acknowledged by leaders as a key partner to success.

EFQM is also the custodian of the EFQM Excellence Model, a non-prescriptive framework created by a team of experts from industry and academia that can be used to gain a holistic view of any organisation, regardless of size, sector or maturity. Since its inception, the EFQM Excellence Model has been a blueprint for EFQM members and organisations across and beyond Europe to develop a culture of excellence, drive innovation, and improve results.

Do you have the Excellence drive?

After 25 years of working with organisations of different sizes, sectors or maturity, using various approaches to improve their performance, it seems clear that key elements need to be managed for an organisation to excel. We call these elements "The Fundamental Concepts of Excellence".

Used as a strategic evaluation tool, the EFQM Excellence Model offers a holistic view of the organisation, highlighting its strengths and opportunities to improve. Used as a benchmarking tool, the Model will show how an organisation compares to its competitors and other leading organisations. Used as a management tool, it will help set the performance and competency objectives of the organisation...

IF YOU HAVE THE AMBITION, WE HAVE THE RIGHT TOOLS AND NETWORK FOR YOU...

Join the Excellence movement, the first Global Business Excellence Community...

A few numbers about EFQM Membership

Likelihood to renew Membership since 2012
from 2012 to 2016 in %



In 2016, more than 90% of EFQM Members were certain to renew their membership.

EFQM has managed to retain over the years its members by providing them with the products and services they need.

Every year, EFQM surveys its members and the Excellence Community to always remain relevant and provide the best services possible.

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