

## Robert Bosch (France) S.A.S – Rodez plant



PRIZE WINNER IN CONTINUOUS LEARNING, INNOVATION & IMPROVEMENT

### ORGANISATION PROFILE

- Country: France
- Number of employees: 2000
- Turnover: 260 000 000 Euro
- Sector: Automotive supplier – Fabricated metal products
- Track record in Awards:
  - Recognised for Excellence 2007 +500 points

### APPLICANT OVERVIEW



Robert Bosch (France) S.A.S. (RBFR), a subsidiary of the Bosch Group, mainly markets and manufactures automotive components. Since July 1st 2008, the Bosch Group has consolidated all of its automotive activities in France within this subsidiary. It currently employs around 6,000 staff, 2,000 of which are

based on the RzP site. Manufacturing is made up of four production centres, each of which has its own workshops and management team. They are managed in profit centres, and are responsible for the ordering process. They produce Injection pumps, Injection nozzles, Glow plugs and Common Rail injectors. Products are exported all over the world and target two types of markets:

- 93% of the turnover (20.5 million parts) is sold to the Group's Original Equipment Manufacturer (OEM),
- 7% of the turnover (8 million parts) supplies the aftermarket through Automotive Aftermarket (AA).

## **ROLE MODEL AREAS**

### **Role Model Area – Continuous learning, innovation and improvement**

#### **Approach**

The applicant has implemented a comprehensive management system – so called “Bosch Production System (BPS)” – with a huge set of toolboxes like, CIP



(Continuous Improvement Process), cockpits-charts, Ishikawa, six sigma, 5S, IT-systems and databases and so on to continuously improving the product quality and process performance.

The best practice approach is to combine (a) the methodologies of learning, innovation and improvement with (b) the people working in the business processes and (c) with adequate technologies and instruments.

#### **Deployment**

BPS is deployed throughout the whole company, for all products and processes; from the top management to shop floor level. All leaders and almost all employees are trained in a specific internal BPS training centre.

BPS is for the applicant not just a methodology but rather a part of its culture. Not only the manufacturing processes but also BPS is a kind of core competence of the applicant. It was really a pleasure to participate in a CIP group session with six employees and to see how they solved a technical problem within only one hour.

## Assessment and Review

Indicators and cockpits-charts for measuring the effectiveness and efficient are in place; partnership contracts with universities and 3rd parties are implemented to learn from each other. Knowledge is also shared with Group partners. Many examples are given how the applicant is improving its approach (e.g. a STeP-up program has started for the shopfloor team-leaders to facilitate teams as moderators).



## Impact on performance

- Reducing failure rate (less than 5 parts per million)
- Increasing productivity
- Increasing quality and customer satisfaction
- Lead plant for some technologies and products

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