



**Dr. Rolf Bulander**

Member of the Board  
of Management  
Robert Bosch



**Make it desirable not mandatory**

Leading with vision, inspiration and integrity has played a major role at Bosch ever since its beginning. "I would rather lose money than trust" is one of the best known quotations from the founder Robert Bosch. Today this principle still remains valid. Even the smallest units of the international company are led with an entrepreneurial mindset. Associates are inspired to deliver superior results while adhering to high standards of legality and social responsibility as well as staying aligned with the next higher level of organisation. In the areas of automotive and industrial technology, consumer goods and building technology, sales of EUR 46.1 billion were generated in the fiscal year 2013.

As one of the founding members of EFQM, Bosch has also successfully applied the EFQM Model since 1989. Thanks to its unique universality, the company has adopted this method from plant to divisional level. Since then, a number of key performance indicators in business performance have improved – which is attested to by a considerable collection of awards. Nevertheless, there is still a lot of potential left for Bosch. Regardless, the management does not push when implementing

new methods. "We favour a pull, which builds on intrinsic motivation to realise the advantages of this Model. We want to make EFQM desirable, not mandatory", says Dr. Rolf Bulander, member of the board of management at Bosch and responsible for quality.

Leaders play an indispensable role in this strategy. Without their determination and enthusiasm, the pursuit of excellence would not be possible. Bosch's leaders inspire, motivate and enable their associates to take on business opportunities and to be part of decision making. For this reason, the company fosters a culture in which responsibility is given to associates at all levels. Again this reflects the values of Robert Bosch, who said: "Where many people come together, cooperation is a must and each individual depends on the other".

Looking back to Robert Bosch, the company has put its vision and values down in a document accessible to every associate. This "House of Orientation" conveys security, strength, and awareness in the company's capabilities. It states where Bosch as a company wants to go and what drives the "Boschler" as an individual associate. Bosch values represent guiding principles which apply over national borders and regional cultures. Above all stands the strategic imperative "Invented for Life": The Bosch



group, as a leading global supplier of technology and services, wants to create products that fascinate and improve quality of life.

These values are already incorporated into the recruitment and training processes – which means that each of the 281,000 associates worldwide is already familiar with them right from the start. Bosch fosters an information, communication, and feedback culture throughout the whole organisation in order to strengthen identification with the company and to provide the required information to everyone. Processes are derived from the integrated divisional plans and then deployed throughout the organisation. This ensures the alignment of personal and organisational goals.

From a global perspective, the markets are becoming increasingly complex, dynamic, and volatile. In addition to long term predictions, every strategic plan must take into account disruptive events. The speed of change is increasing and this makes continuous adaptation

necessary. Of course, this does not mean that successful principles should be fully replaced by new ones. Rather, Bosch needs to follow a dual track which combines efficient line organization with agile forms of collaboration. One outcome of this change is the new social business platform “Bosch Connect”, which was launched in 2013 and meanwhile connects more than 220,000 of our associates worldwide.

Especially in a rapidly evolving world, building an excellent organisation is a continuous process. The commitment to constant improvement dates again back to Robert Bosch: “We should all strive to improve on the status quo: none of us should ever be satisfied with what we have achieved, but should also endeavour to get better.” Through the last 25 years, EFQM has accompanied Bosch on its way to an excellent organisation and it will do so in the future.

## About the Bosch Group

The Bosch Group is a leading global supplier of technology and services. In 2013, its roughly 281,000 associates generated sales of 46.1 billion euros.

Its operations are divided into four business sectors: Automotive Technology, Industrial Technology, Consumer Goods, and Energy and Building Technology.

The company was set up in Stuttgart in 1886 by Robert Bosch (1861-1942) as “Workshop for Precision Mechanics and Electrical Engineering.”

The Bosch Group’s products and services are designed to fascinate, and to improve the quality of life by providing solutions which are both innovative and beneficial.

In this way, the company offers technology worldwide that is “Invented for life.”

**LEADING WITH VISION, INSPIRATION AND INTEGRITY**