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Bursagaz is the 2008 EFQM Award winning natural gas distribution company located in Bursa, Turkey operating in a regulated market and providing secure, continuous natural gas supply for more than 830.000 customers. Bursagaz encourages energy efficiency in the multiutility market and is the publisher of the first Turkish energy market GRI A+ Sustainability report. Investing in its people, Bursagaz is ranked within the 50 Best Employers in Europe and was awarded as the Best Employer in Turkey in 2014. Working with a high range of technology transferred from its German shareholder EWE, Bursagaz develops its technology based processes for excellent operations creating high mutual value for all stakeholders.

Change is a common dynamic for Bursagaz's management style, from strategic planning processes to assessment of the approaches. The EFQM Model is the core approach deployed in every process in Bursagaz to create and share a more sustainable future. Bursagaz has 6 top themes where it defines change: Financial Success, Sustainable Service Quality, Technological Improvement, Operational Excellence, Social Sensitivity and Investment in People. All these themes are the outcome of our strategic input. Bursagaz operates in

a very regulated but also changing market. When performing an external analysis, it is important to assess future competitors, so this is how a company could easily adopt to change. Market enlargement, potential customers and competitors, market price, monetary policies and resources all define the company's future. The inclusion of all these dynamics into the scenarios show how flexible a company is and create initiatives for each new situation : This is "The Future Management "we drive in Bursagaz.

Strategies and the business plan are strongly linked to outcomes of the business model starting by the evaluation of the company's vision, mission, ethics, values and principles. The contribution and feedback of the stakeholders in the formation of the strategies are important to Bursagaz, as it is a private company supplying a public commodity : Natural Gas. External, internal environment and stakeholders' expectation analysis are part of the " Company Check-Up " every year. This company assessment provides a deeper look on every approach and expectation in and around the company which are the basis for short-term, mid-term and long-term strategies and business initiatives.



Innovation and technology are like best friends running in the company. Recognising corporate capabilities and drilling them into departmental and individual capabilities are key factors for managing the future plans. These capabilities are used as inputs in Project Management. Bursagaz structures more than 10 projects every year, so Bursagaz workers can be involved in different projects shaping the future of the company. While these corporate projects make a difference with their innovative perspective they also contribute to the economic performance of the country, social employment and safety, as well as to the reduction of environmental impacts. In this sense, many innovations which have been accomplished are widely based on stakeholders' management approaches stated as key element in the EFQM Excellence Model. While systems and models enable the availability of structured infrastructure and integration of customer information, and facilitate the management of stakeholders, it also allows to implement societal

security by securing the environmental diversity, people management, economic contributions, social engagement which are all parts of an entire vision for the future.

Managing with agility is looking out for the future and future resources by planning today. Companies on paths to excellence always need to seek more sustainable strategies to refresh their existence.

About Bursagaz

Bursagaz was privatised in 2004 as Bursagaz Bursa Şehirçi Doğalgaz Dağıtım Ticaret ve Taahhüt AŞ under the project of privatisation of the natural gas distribution companies. It was offered natural gas distribution service within the urban area of the Bursa Metropolitan Municipality as the license area.

Bursagaz carries out the operations of manufacturing and commissioning of the distribution lines, operating the main inlet and local pressure reducing stations, managing the subscription and contract processes, providing gas supply and more in the districts of Nilufer, Osmangazi, Kestel, Yıldırım, Mudanya and Gursu within the boundaries of Bursa urban area.

With an annual 2.4 billion m³ gas volume that provides natural gas distribution service for 818.522 customers and 700.201 gas users today, Bursagaz continues their operations through a 5.156 km grid as committed to supply continuous and safe natural gas to their customers.