

2 Company Profile

2.1 Robert Bosch GmbH

In 1886 Robert Bosch founded the company as the “Workshop for Precision Mechanics and Electrical Engineering” in Stuttgart, where the today’s company headquarters is still located. Since 1964 Bosch belongs to one of the biggest industrial foundations of the world. About 92% of the common capital stock of the Robert Bosch GmbH is in the ownership of the Robert Bosch Stiftung GmbH. In particular the foundation counts several areas for example hygiene, education, art, culture as well as social and natural sciences to the development zone. In view of the non-profit status, the Robert Bosch Stiftung GmbH has renounced and transferred the right to vote to the Robert Bosch Industrietreuhand KG.⁶

In the business year 2012 the Bosch-Group gained a turnover of approximately 52.3 billion Euros worldwide with its 306,200 employees, which made it to one of the most international leading technology and service enterprises.⁷ Today the group includes the Robert Bosch GmbH and its more than 350 subsidiaries and regional corporations in over 60 countries; including distributors the company is represented in 150 countries worldwide. Bosch is a very internationally straightened enterprise. 61 percent of the employees work beyond the German borders and 77 percent of the overall turnover is achieved outside of Germany.⁸ Actually the European market with a sales share of 57 percent is the most important one for the enterprise. Here occupies Bosch 195,700 employees in 171 manufacturing locations. Indeed, the Asian market gets an even greater focus of attention with a present sales share of 24 percent.⁹

The global economic crisis in 2008/ 2009 caused Bosch sales to fall by around 15 percent to approximately 38.2 billion Euros in fiscal 2009, and meant that the company recorded an operating loss for the first time since the Second World War. But in 2010, Bosch had left the crisis behind – with the highest turnover of the company’s history. The crisis did not affect the company’s long-term strategy, a strategy which is not only geared toward opening up promising areas of business, but also incorporates an understanding of corporate responsibility based on the principles of the company founder Robert Bosch.¹⁰

⁶ Intranet Robert Bosch GmbH (2013a), p. 1.

⁷ Intranet Robert Bosch GmbH (2012a), p. 13.

⁸ Intranet Robert Bosch GmbH (2012a), p. 11.

⁹ Intranet Robert Bosch GmbH (2012a), p. 14.

¹⁰ Intranet Robert Bosch GmbH (2013a), p. 8.

The Bosch-Group is actually divided into four independently operating corporate sectors: Automotive Technology, Industrial Technology, Consumer Goods and Energy and Building Technology. The coordination and consolidation occurs in the single enterprise areas.¹¹

2.2 Business Sector Automotive Aftermarket

AA is part of the Automotive Technology business sector. Furthermore this sector includes seven other divisions like Gasoline Systems, Diesel Systems, Chassis Systems Control, Electrical Drives, Starter Motors and Generators, Car Multimedia and Automotive Electronics.¹²

In figure 2 there is an overview where all these areas are located in a vehicle.

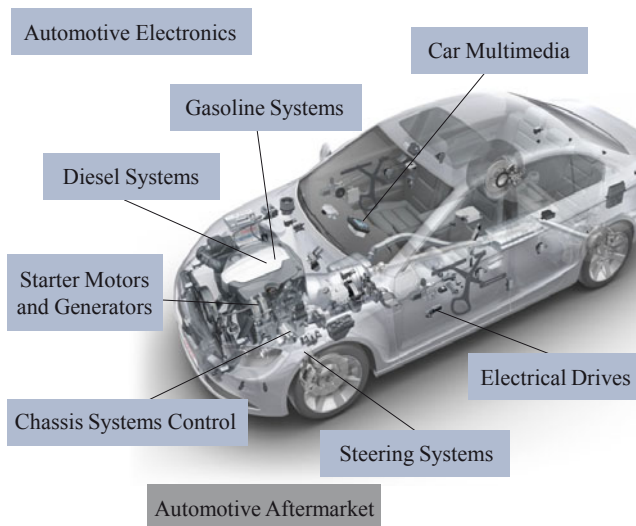


Figure 2: All divisions in the Automotive Technology Business Sector
Source: Own illustration adapted from Intranet Robert Bosch GmbH (2013c), p. 24.

The AA sector is the world's largest supplier of cutting-edge automotive technology and has 59 percent share of sales. This number clarifies the importance of this unit for the enterprise.¹³ Bosch is the world market leader in the AA field through the high quality products and com-

¹¹ Intranet Robert Bosch GmbH (2012a), p. 12.

¹² Intranet Robert Bosch GmbH (2013b).

¹³ Intranet Robert Bosch GmbH (2013c), p. 7.

plete range of services.¹⁴ For that reason car manufacturer like Audi, Volkswagen or BMW trust in the products of Bosch.¹⁵

2.3 Organization Structure of AA/PU

Purchasing is part of the “Centers of Competencies”¹⁶ and operates within AA as an interface to external suppliers. The major scope of duties is the purchase of Trade Goods¹⁷ as well as some Raw Materials for Fabrication¹⁸. Additionally AA/PU contributes to the overall AA business strategy and targets by working on direct and indirect material as well as services providers for the suppliers and all business units like Power Train (PA), Filter (FI), Braking Components (BC), Diagnostics (DG), Rotation Machines (RM) and Spark Plugs (SP). In figure 3 there is shown an overview of the organization structure and the different separate departments within purchasing.

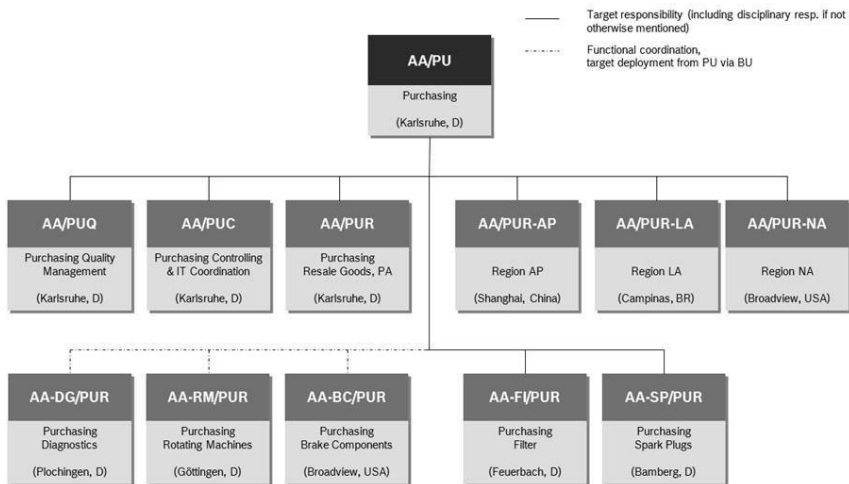


Figure 3: Organization Structure of the Purchasing Department
Source: Own illustration adapted from Intranet Robert Bosch (2012b), p.1.

The AA Purchasing of Trade Goods (AA/PUR) supports the Product Marketing of each business unit with the enlargement of the product assortment by additional purchase of products

¹⁴ Intranet Robert Bosch GmbH (2013c), p. 25.

¹⁵ Intranet Robert Bosch GmbH (2012a), p. 17.

¹⁶ The “Centers of Competencies” support the different business sectors by the supply of necessary services and consultations.

¹⁷ Trade Goods are bought-in products (item and packaging) intended for resale as independent products as part of or supplementary to the in-house product range.

¹⁸ Raw Materials for Fabrication are parts and materials which go into the finished product.

with external goods suppliers. Purchasing activities in Asia Pacific are coordinated via AA/PUR-AP, located in Shanghai. AA/PUR-US in Chicago (USA) coordinates North America purchasing activities; Latin America is coordinated by AA/PUR-LA in Campinas (Brazil). The departments AA-DG/PUR, AA-RM/PUR, AA-BC/PUR, AA-FI/PUR and AA-SP/PUR are responsible for the worldwide purchase of Raw Materials for Fabrication as well as specific Trade Goods. The worldwide purchasing controlling and the coordination of different information technology projects is part of the scope of duties of the AA Purchasing Controlling (AA/PUC).¹⁹

The present master thesis is written in AA Purchasing Quality Management (AA/PUQ). The Purchasing Quality Management Department (PUQ Function) is responsible for all business units and locations worldwide in the AA sector. The current main efforts are the realization of the worldwide quality management due to purchasing aspects as well as the definition and implementation of standardized processes. Additionally the department is fully accountable for supplier audits, supplier evaluations, supplier development projects and trainings for suppliers and AA employees.²⁰

¹⁹ Intranet Robert Bosch GmbH (2013d).

²⁰ Intranet Robert Bosch GmbH (2013d).

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Automotive Aftermarket

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