

List of Contents

List of Figures.....	XV
List of Abbreviations.....	XVII
1 Introduction.....	1
1.1 Problem.....	1
1.2 Goals and Limitations.....	2
1.3 Structure and Contents.....	3
2 Company Profile	6
2.1 Robert Bosch GmbH	6
2.2 Business Sector Automotive Aftermarket	7
2.3 Organization Structure of AA/PU	8
3 Theoretical Backgrounds	10
3.1 Business Process Management	10
3.1.1 Definition	10
3.1.2 Importance and Duties of Business Process Management.....	13
3.1.3 Business Process Management Loop	14
3.1.4 Different Approaches in Practice	16
3.2 Business Modeling	17
4 Approach of the survey and modeling of processes	19
4.1 Preparation for the Process Analysis	19
4.1.1 Principles according Modeling Rules	19
4.1.1.1 Intention of the principles.....	19
4.1.1.2 Description of the single principles	20
4.1.2 Definition of general conditions.....	21
4.1.2.1 Setting of a Framework	21
4.1.2.2 Description and Selection of Survey Methods	22
4.1.3 Procedure for the Process Modeling	24
4.1.3.1 Definition of the Modeling Purpose	24

4.1.3.2	Determination of Rules for the Modeling Purpose.....	25
4.1.3.3	Definition of Modeling Language and Modeling Tool	26
4.2	Analysis of the initial situation.....	28
4.3	Approach with the creation of the new processes	29
4.4	Implementation of the new processes.....	32
5	Process Modeling with BPMN	35
5.1	The BPMN Language.....	35
5.2	Important Elements of the BPMN Language	36
5.2.1	Swimlanes	36
5.2.2	Flow Objects	37
5.2.2.1	Start and End Event	37
5.2.2.2	Activity	37
5.2.2.3	Gateways	38
5.2.3	Connectors.....	40
5.2.3.1	Sequence Flow.....	40
5.2.3.2	Association	40
5.2.4	Artifacts	41
5.2.4.1	Data Object.....	41
5.2.4.2	Data Store	41
5.3	Modeling with inubit Suite.....	42
6	The Project “BPM@AA”	44
6.1	Project Description	44
6.2	Overview of the PU-Reference Model	45
6.3	Optimized and Developed Processes.....	47
6.3.1	Define and agree on RPP projects.....	47
6.3.2	Define purchasing targets.....	49
6.3.3	Evaluate existing parts to identify potential.....	51
6.3.4	Conduct contracting	52
6.3.5	Supplier enabling projects with suppliers	53
6.3.6	Release series production	54

6.3.7	Maintain supplier master data	55
6.3.8	Negotiate and provide contract	56
6.3.9	Define and conduct incoming inspection process	57
6.3.10	Monitor achievement of purchasing targets	59
6.3.11	Monitor supplier performance via cockpit chart	60
6.3.12	Manage complaints with suppliers	61
6.3.13	Reimbursement of non-conformity costs	63
6.3.14	Supplier development quality	64
6.3.15	Perform supplier audit	66
6.3.16	Supplier development project with suppliers	68
7	Conclusion and Future Prospects	71
	Index to Appendixes	75
	References	95

Global Purchasing Processes in the Business Sector

Automotive Aftermarket

Development of a Reference Model

Jäger, A.-L.

2014, XVIII, 97 p. 22 illus., Softcover

ISBN: 978-3-658-04647-7