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**What drives us, what we have in common, what we stand for.**  
House of Orientation: vision, mission, values,  
core competencies, Bosch Business System



What does Bosch stand for? What is our common vision?  
What guides our work, and how do we deal with change?  
What are our values and core competencies?

## Foreword



Dear associates,

for the past 120 years, the Bosch Group has been successful with pioneering and beneficial innovations that have led to enormous growth. Today, the Bosch Group has a global network of customers and suppliers. Our never-ending task is to maintain and further expand this position. For this we need a common vision, yet the more international we become, the less we can assume that associates will automatically live the values and principles that have been handed down to us. Besides our commitment to other significant initiatives, it is our distinct corporate culture, based on common foundations, that is an especially important precondition for business success and our ability to continue to evolve in the international market environment.

### **The future needs a past**

Robert Bosch gave the company its name and created values that still apply today. For him success did not just mean economic growth; it also encompassed improvement in living conditions. Today we incorporate this standard in our claim "Invented for life." And the principles and guidelines formulated by Robert Bosch still apply today, just as they will in the future. The future needs a past. Our company stands for tradition and modernity, and these two pillars are the source of our strength for the course ahead. However, motivation and sharing of common goals depend on an informed workforce that is prepared to assume personal responsibility. To create a shared view of what a



strong and meaningful development of the Bosch Group means, we have prepared this brochure, "House of Orientation." That is because our common goal must be to make the most of our great performance potential across all business sectors and in every region of the world, and in this way to vigorously promote the long-term competitiveness of Bosch.

### **Understanding and living the corporate culture**

"House of Orientation" sets out how we see our future development, the principles of our approach, and the capabilities that we have and want to exploit for our continued success in the future. It also contains information on the standards and values that motivate us in our daily striving for success and improvement. "House of Orientation" will help all associates to understand and live our corporate culture – a culture that offers orientation, reinforces cohesiveness, and creates identification.

With best regards,

Franz Fehrenbach

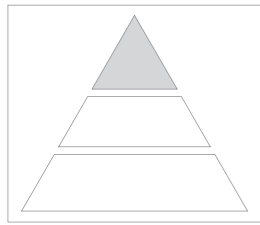


# Contents



Our House of Orientation comprises vision, mission, values, core competencies, and Bosch Business System (BBS). It guides, directs, strengthens, and motivates us. It gives us security, strength, and awareness of our capabilities, as well as tools to help us to continuously change and improve.





Vision - House of Orientation | 6

Where we want to go. What we want to be.



Our vision is our shared image of the future. It states where we want to go, and what drives our actions.



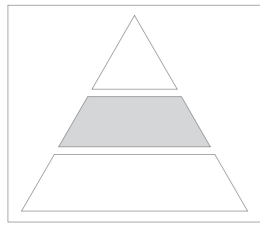
### Our Vision. Creating value – sharing values

As a leading technology and services company, we take advantage of our global opportunities worldwide for a strong and meaningful development. Our ambition is to enhance the quality of life with solutions that are both innovative and beneficial. We focus on our core competencies in automotive and industrial technologies as well as in products and services for professional and private use.

We strive for sustained economic success and a leading market position in all that we do. Entrepreneurial freedom and financial independence allow our actions to be guided by a long-term perspective. In the spirit of our founder, we particularly demonstrate social and environmental responsibility – wherever we do business.

Our customers choose us for our innovative strength and efficiency, for our reliability and quality of work. Our organizational structures, processes, and leadership tools are clear and effective, and support the requirements of our various businesses. We act according to common principles. We are strongly determined to jointly achieve the goals we agree upon.

As associates worldwide, we feel a special bond in our values that we live day by day. The diversity of our cultures is a source of additional strength. We experience our task as challenging, we are dedicated to our work, and are proud to be part of Bosch.



Mission – House of Orientation | 8



## Our mission

### BeQIK

Quality is our most valued asset  
 Innovation today ensures business tomorrow  
 Customer orientation inspires customers and associates

### BeBetter

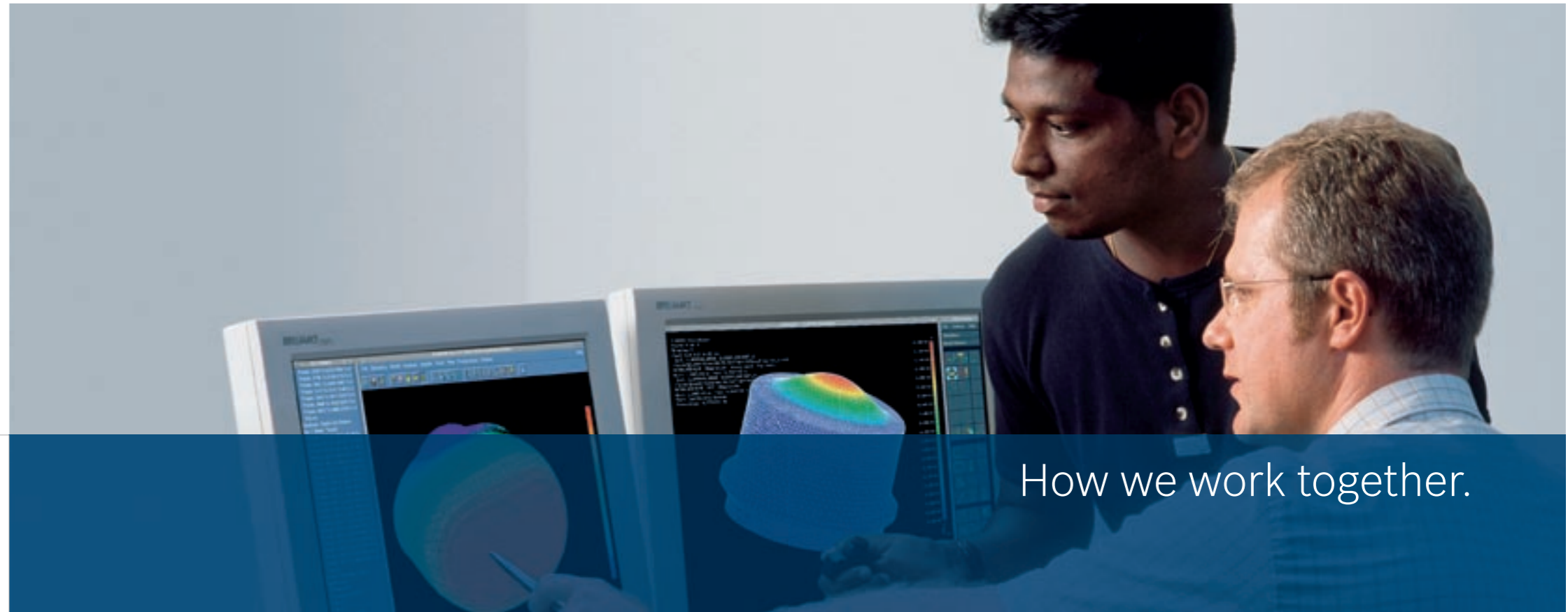
We want continuous improvement  
 We want to be better than our competitors

### BeBosch

We offer outstanding products and services worldwide  
 We keep our promises

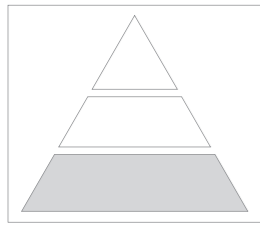
Profit secures our growth

**BeQIK**  
 – Qualität  
 – Innovation  
 – Kundenorientierung  
**Be Better Be Bosch**



How we work together.

The BeQIK mission gives us bearings as we move toward our future goal. It reveals the focal points of our actions. Our objective is to continuously improve our internal processes, and CIP (Continuous Improvement Process) remains the benchmark for change at Bosch. BeQIK stands for greater speed in everything that we do, and it stands for Quality (Q), Innovation (I) and Customer Orientation (K). This principle will ensure the ability to generate the profits needed to secure our growth and economic success, which themselves are the guarantee of the company's long-term survival.



Values – House of Orientation | 10

The Bosch values are the foundation upon which the successes of the past were built, and upon which we will build our future. They guide our actions and tell us what is important to us and what we are committed to.



What we build on. What motivates us.

## Our values

### ■ Future and result focus

In order to ensure dynamic development of our company and to guarantee long-term corporate success, we participate in shaping the changes in market and technologies. By doing so, we provide our customers with innovative solutions and our associates with attractive jobs. We act result focused in order to secure growth and financial independence. With the dividends generated, the Robert Bosch Foundation supports charitable activities.

### ■ Responsibility

We accept that our actions must accord with the interests of society. Above all else, we place our products and services in the interests of the safety of people, the economic use of resources, and environmental sustainability.

### ■ Initiative and determination

We act on our own initiative, with an entrepreneurial but accountable spirit, and demonstrate determination in pursuing our goals.

### ■ Openness and trust

We inform our associates, business partners, and investors in a timely and open fashion of important developments within our company. This is the best basis for a trustful relationship.

### ■ Fairness

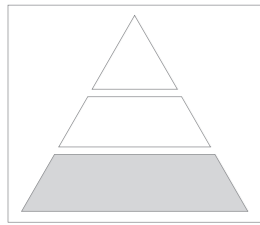
We view mutual fairness as a condition of our corporate success when dealing with one another and with our business partners.

### ■ Reliability, credibility, and legality

We promise only what we can deliver, accept agreements as binding, and respect and observe the law in all our business transactions.

### ■ Cultural diversity

We are aware of our company's regional and cultural origins and at the same time regard diversity as an asset, as well as a precondition of our global success.



Core competencies – House of Orientation | 12

For well over a century our company has built upon a unique mix of interrelated core competencies – a mix from which we derive our competitive advantage, and which also forms the basis for the future development of our company.

What we are good at.



## Our core competencies

- **Strategic far-sightedness**  
Our many years of experience allow us to recognize technical and business trends in a timely way, to set clear and compelling objectives, and to ensure that they are attained systematically. Our objectives and actions always follow a clear long-term strategy, both for our business field portfolio and for the global distribution of our business activities. This rigorous pursuit of long-term objectives is based on a systematic business policy intended to preserve our entrepreneurial freedom and financial independence at all times.
- **Innovative strength**  
The germ cell of our company and driving force behind our development is our determination to use our own creative ideas to generate new technological solutions that deliver a high level of customer utility. The ability to do this stems from the high qualifications and motivation of our associates and our close cooperation with customers who are at the cutting edge of technology. This includes the readiness to invest significant resources in our own basic research, as well as in projects whose market success will only be attained in the long term.
- **Efficient processes**  
As a mature industrial company, we have extensive experience of processes on all levels of value creation, from development and production to sales. Our strengths also include our deep-rooted drive and capacity for continuous improvement (CIP), which we use to continuously increase our efficiency in achieving the best return on investment. In global competition, this allows us to perform a balancing act between functional differentiation of our products on the one hand and cost leadership in commodity products on the other.



■ **Quality and reliability**

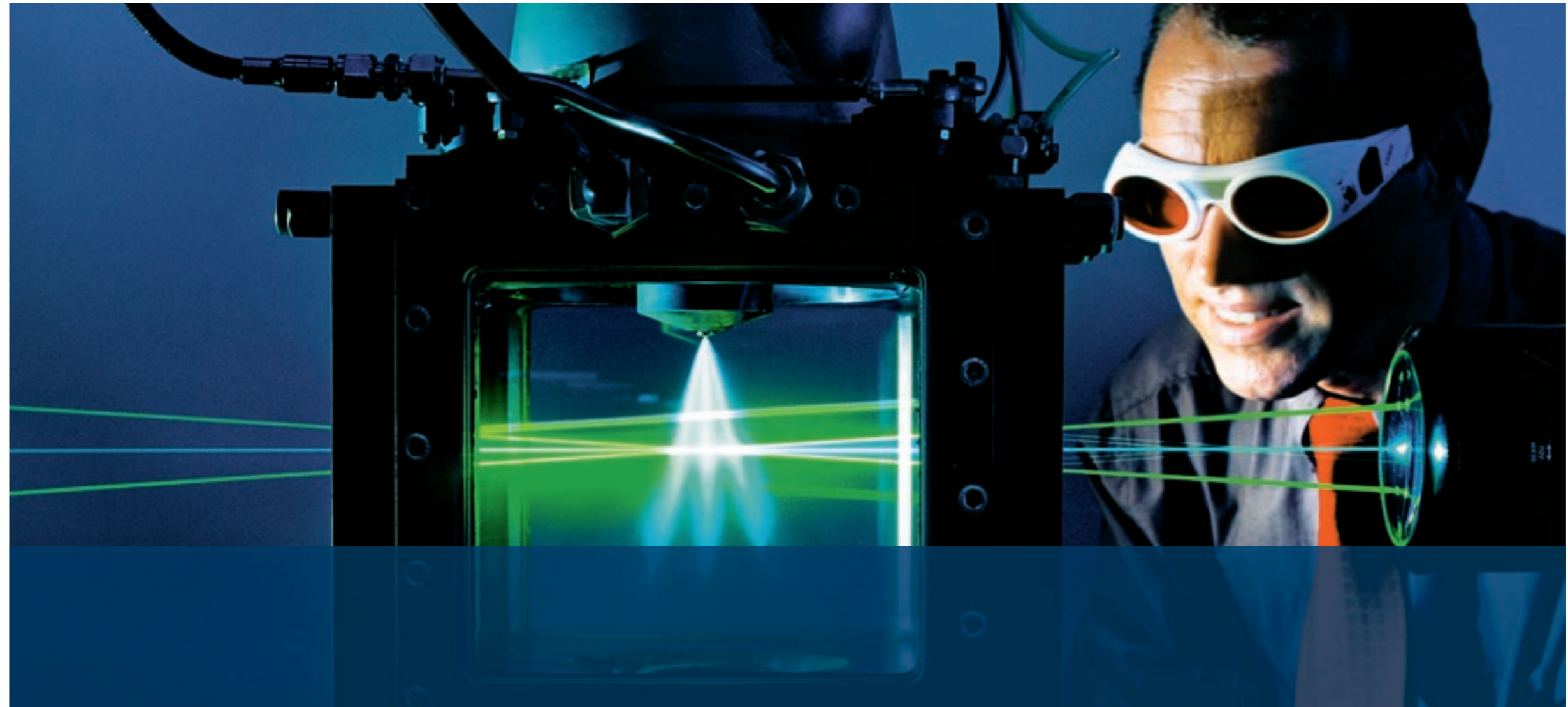
Since its inception, our company has earned a reputation for providing products and services of the highest quality and reliability. Robert Bosch's statement that "quality is our most valued asset" has remained an unwavering guideline for our business policies. Its successful implementation is the reason for the excellent image of the Bosch brand. Our customers put their trust in our ability to deliver high quality, even as products and systems become more complex. This trust is based on our strength in implementing necessary improvements in a fundamental and lasting way.

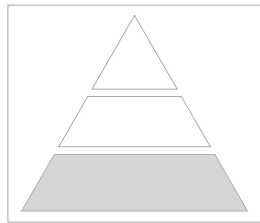
■ **Global presence**

The company has its roots in Germany, but has also always had a strong international orientation. In the areas in which we do business, hardly any other companies have such a broad global presence. Our global production and development sites work together as a very closely-knit network. This network and our global experience put us in an excellent position to exploit opportunities in current and future growth regions of the world.

■ **Human resources development**

The progress of our company is supported by systematic and consistent human resources work. This work ensures that our associates receive the best possible preparation for future requirements. Our internal associate training system makes a great contribution here. To help to bring this knowledge to fruition we also rely on an intact corporate culture. Such a culture helps in a special way to promote commitment to attaining crucial corporate objectives, and to integrate the various global cultures to form a unified Bosch identity.





Bosch Business System – House of Orientation | 16

Vision, mission, values, and core competencies. These are things which lead us, direct us, guide us, and strengthen us. They build the foundation for the enduring positive growth of our company. To be able to implement our Bosch Vision, we need to continuously develop and to manage change. This requires a systematic methodology that shows us in concrete terms where we need to re-invent ourselves, and how well we are mastering these shifts and structural changes in practice.

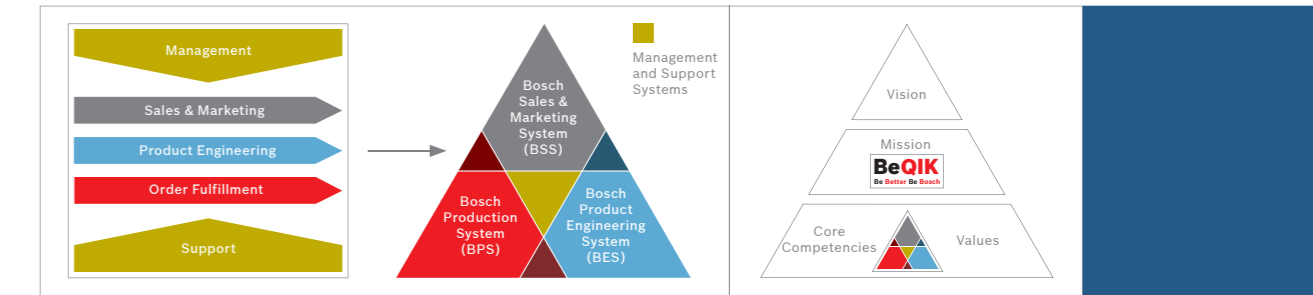


Fig. 1 From core processes to the Bosch Business System

Fig. 2 The Bosch Business System in the overall context of the House of Orientation



How we learn. How we stay out in front.

### The Bosch Business System (BBS)

BBS is our response to the need for a systematic methodology for our company. It is built upon a uniform, clear, and simple structure that is oriented toward the core and support processes of our company. We understand core processes to be the three value-creating processes from the market to the customer. BBS contains specific subsystems (Fig. 1) for each of these core processes and for management and support processes. This system takes into account the special qualities of the processes and the different requirements resulting from them for management and the workforce.

Using BBS, our vision, and the business objectives derived from it, are adjusted, fine-tuned, and implemented across operating units and functions. In this way, the Bosch Business System helps fulfill our BeQIK mission's exhortation to "BeBetter," and is thus an important element of the House of Orientation.

#### Why do we need a system for change?

If we want to manage change successfully at Bosch, then we always need to view this change in its overall context. BBS and the subsystems it contains satisfy this need for an integrated approach, since they consider the complex contexts and interplay of change activities, focusing in particular on the requirements of, and the impact on, management and associates.

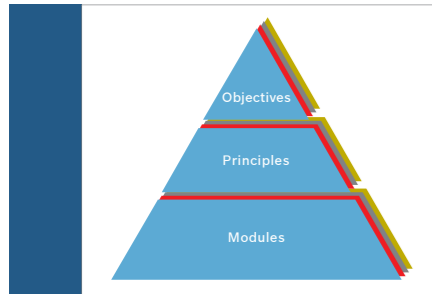


Fig. 3 Structure of the BBS

#### How do we accomplish this?

To accomplish the task of controlling change activities at Bosch and harmonizing them with each other, BBS and its subsystems have been set up according to a uniform structure (Fig. 3):

On the uppermost level, we find the **objectives** that we wish to pursue with the change. They are derived from the Vision and support the strategic alignment of the operating units.

The next level contains the **principles**. They provide orientation and guidance for our actions. They delineate the limits to our actions, while at the same time providing the necessary freedom to implement change. In the BBS subsystems, most of the principles are formulated in an identical or similar way.

The **modules** incorporate proven methods and procedures for improving and further developing processes. The requirements set out for management and associates are described in a way that allows the greatest possible effect on results to be achieved when the modules are applied.

#### What are the concrete advantages of applying the Bosch Business System?

The uniform concepts and structures of BBS and its subsystems, coherent objectives, actions formulated according to common principles, and the uniform description of the modules they contain all lead to the clarity in all the improvement and change activities that we need to preserve or enhance our competitiveness.

BBS puts us in a position in which we can share our experience with one another better and learn from one another more easily. As a result, any advances that are made within our business sectors and divisions can be exploited more efficiently. It will become easier to leverage the potential inherent in a company of our size and cultural diversity.

By applying the Bosch Business System, therefore, we can drive the further development of our company.

Currently the following BBS subsystems are either in development or have already been implemented at Bosch:

- **The Bosch Product Engineering System (BES)** focuses on product creation and related activities. Best-practice processes and qualified associates allow us to attain excellence in product creation and best-in-class products.
- **The Bosch Production System (BPS)** is a systematic approach to adjusting and restructuring value creating processes up to delivery to our customers. The focus of BPS is on the avoidance of waste in production and its contributory business processes.
- **The Bosch Sales and Marketing System (BSS)** starts from the requirements made of Sales and Marketing by the market. The defined goal of BSS is to achieve “sales excellence.”

As a **management and support system** the **Bosch Human Resources System (BHS)** is the global change initiative in Human Resources. It provides both a framework and direction for strategic and operational HR work. Its goal is to achieve systematic control and optimization of HR processes and organization worldwide.



Taken together, vision, mission, values, core competencies, and Bosch Business System describe where Bosch wants to go, and what it wants to be. They form the foundations on which future developments can build.



### “House of Orientation” – Its modules at a glance

- The **vision** is the overriding ideal for the company’s future. It points the way forward for a strong and meaningful development of the Bosch Group.
- As a guideline for everyday action, the **mission** gives concrete guidance on how to secure long-term profit and growth.
- Our **values** create a common basis for successful global cooperation. This vital Bosch culture enables the company to continue to evolve in an international market environment.
- The Bosch Group has clear **core competencies** that cross departmental boundaries. Utilizing this potential systematically across all business sectors and regions of the world will allow Bosch to enhance its competitiveness.
- The **Bosch Business System** promotes the continuous improvement of all company-internal processes and their practical implementation.

This guide has been written to help all associates of the Bosch Group to better understand the changes in the company, to play their part in shaping those changes, and in this way to ensure our long-term competitiveness.



**BOSCH**

Invented for life

The five red letters and the armature – for decades, they have given the outward appearance of Bosch its distinctive flair. A further pillar of our brand appearance is the claim “Invented for life.” It transports the core competence and customer benefit of the Bosch brand. The claim is translated into the languages of different countries, and stands for technological leadership (innovative strength), the quality of our work, and the benefit of our products. Its double meaning was intentional. Besides conveying the ideas of durability and reliability, it also conveys a sense of technology in the service of life. The claim is therefore also the expression of our special responsibility.

Des technologies pour la vie.  
Innovación para tu vida.  
Tecnologia para a vida.  
Technik fürs Leben.

博世 科技成就生活之美

Yaşam için teknoloji

Stvořeno pro život

Invented for life.