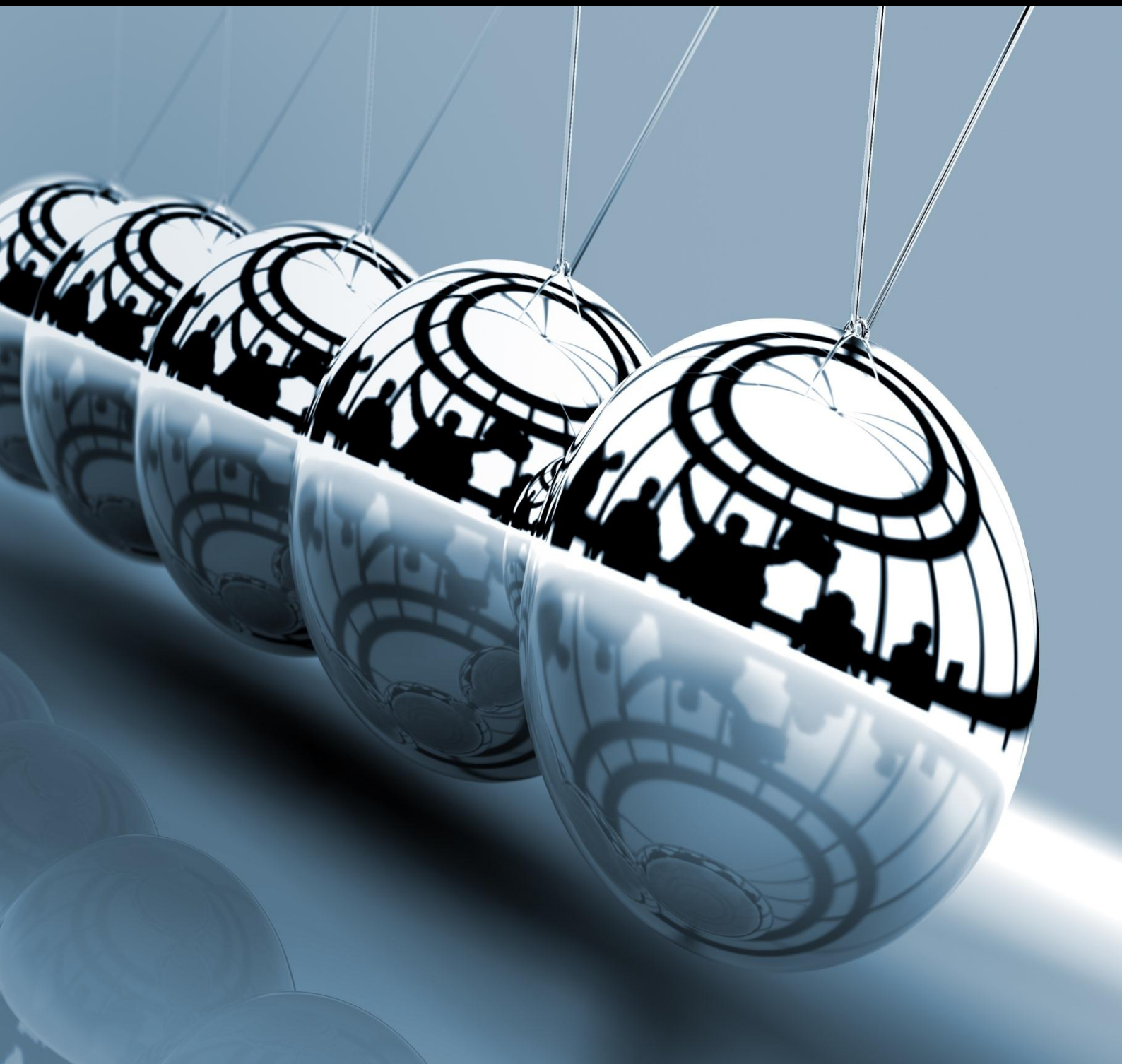


EFQM Case Studies

Benefits of Implementing the Model

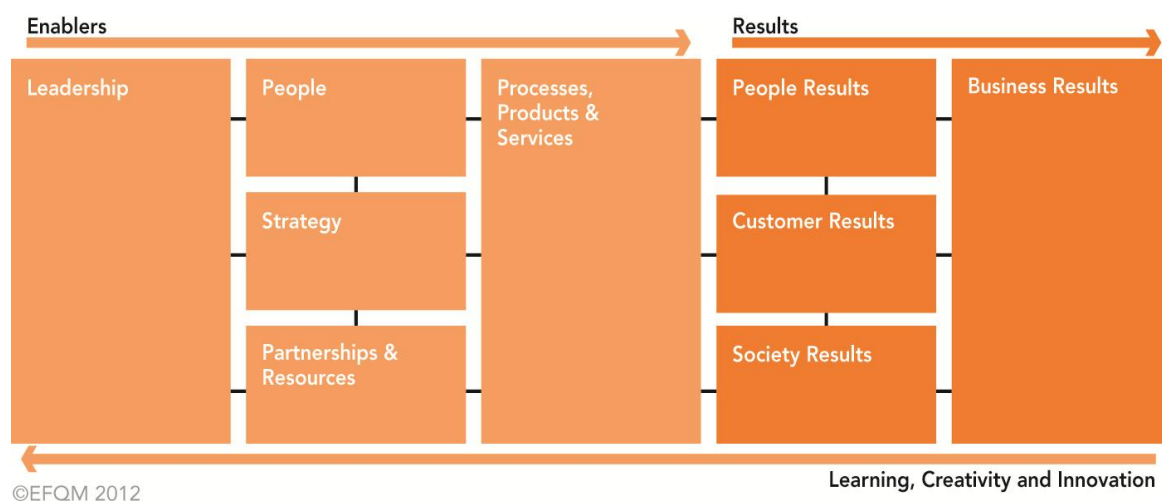


EFQM Shares what works

EFQM is committed to help organisations drive improvement through the use of the EFQM Excellence Model, a comprehensive management framework used by over 30 000 organisations in Europe. For the last 20 years, we have managed the development of this Model, incorporating the experiences and learning from these organisations to ensure it reflects reality.

To help you implement our Model, we provide training, assessment tools and recognition. But our real talent comes from gathering good practices and integrating those within our portfolio. EFQM, a not-for-profit membership Foundation, aims to **share what works**, through case studies, online seminars, working groups, conferences and thematic events. We nurture a network of world-class organisations and their leaders who share our passion for business excellence.

We believe that the EFQM Model is a common framework that helps us all to improve our businesses. Sharing our member's enthusiasm, their motivation and the results they achieve; that is what we work for at EFQM.



Moving Ideas Forward

Bosch Chassis Systems Control



BOSCH
Invented for life

“We've been using the EFQM model now for over 5 years. It is clearly a mighty tool which assists us in leading our global company. The model nowadays is indispensable for us.”
Dr. Werner Struth, President Chassis Systems Control



Background

Bosch Chassis Systems Control (Bosch CC) division develops innovative components, systems, and functions in the field of vehicle safety, vehicle dynamics, and driver assistance.

Their 7400 dedicated employees are located around the globe in Germany, France, Japan, China, India, USA, Australia and Brazil.

Bosch is well known for their social responsibility initiatives thanks to the people who work for them. Bosch associates live for the values and act accordingly to them, becoming ambassadors for the company who engage in social entrepreneurship at local levels.

Benefits of implementing the EFQM Excellence Model

- The Model helps Bosch CC to focus management attention for running change and improvement activities and to learn if they are continuously improving their business.
- External assessments at global and local levels provide feedback and external, objective perspective for future change of Bosch.
- Bosch CC uses the Model as a tool to lead their global organisation and frame their strategies. This helps to set and follow common targets and sustain corporate culture in all locations worldwide.
- Participation to EFQM Excellence Awards brings external recognition – Bosch CC is the first company which submitted as a global business for the EFQM Awards.
- The Model plays also a vital role in increasing motivation of the associates.

Bosch Chassis Systems Control is the 2011 EFQM Awards Prize Winner in “Leading with Vision, Inspiration and Integrity”.

“Bosch CC have become the first company to participate in an Awards assessment as a truly global organisation. They have a highly systematic method to develop and deploy their CC strategy to all their businesses around the world, and have developed a pragmatic approach to Global versus Local strategy implementation.” Ian May, Assessment Team Leader



Driving progressive improvement with all stakeholders

La Poste – Courier division



“A key strength of the EFQM Model is its ability to drive progressive and continuous improvement from the initial assessment on. When the top management saw the first achievement, they decided the full deployment of the Model.”



Pierre Agullo, Director - Quality and Innovation – La Poste / Courier Division

Background

La Poste is the French postal services. Its Courier division, responsible for the mail business, had 2011 sales of 11, 5 b€. 160 000 employees located in 950 offices handle 80 million parcels per year, servicing 65 million customers (including 3 million companies) via 200 000 pick-up points and 34 million mail boxes. This market was fully open to competition in 2011.

Benefits of implementing the EFQM Excellence Model

- Starting in 2007, the implementation of the EFQM enabled La Poste Courier to efficiently prepare for the opening of its market to competition and adapt to a continuous drop in mail volume as well as develop new strategic activities, in the field of media for example
- The Model was fully deployed in 2009; an EFQM-based internal assessment software was developed then and fully integrated in the strategic planning process
- 28 of the 41 regional departments have received an EFQM recognition and 791 of the 950 local offices have performed an internal assessment against the EFQM Model and obtained an internal recognition
- The Customer satisfaction Index increased from 55 in 2009 to 61 today (100 point basis)
- The quality of the postal delivery increased from 83% in 2010 to 88% today
- Despite the current economic climate, the employee satisfaction increased from 63% in 2009 to 64% today.

La Poste – Courier Division received 5 Star Recognised for Excellence in 2011.

“An exemplary and innovative EFQM approach steered by the high level management of La POSTE COURRIER to manage the implementation of the strategy and allow all the collaborators and managers to understand the strategic objectives and contribute to developing value for customers and stakeholders.”

EFQM Assessment Team



LJMU Graduates Get Better Jobs

Liverpool John Moores University, UK



“Subjecting your organisation to a full EFQM Award Assessment is a really rewarding challenge, and whilst recognition for what you are achieving is nice, the most valuable part of the process is having a team of internationally respected Assessors give you a comprehensive feedback report on which you can base your improvement programme.”

Paul Evans, Strategy Management Director



Background

Since becoming a university in 1992, the Liverpool John Moores University (LJMU) has grown substantially, in line with the policy of successive governments, to extend the scope and accessibility of higher education in the UK. They currently have 2,590 employees.

LJMU recognises that to maintain this growth, they must forge strong partnerships, both within the UK and overseas.

Benefits of implementing the EFQM Excellence Model

- LJMU achieved a financial surplus for 3 consecutive years, exceeding their forecast budget.
- LJMU graduates get better jobs. The average salary in 2010 for LJMU graduates was £21,800; £1,300 higher than the UK average (Higher Education Statistics Agency 2010).
- The World of Work Program is recognised by the UK Government as best practice in ensuring future student employability.
- The number of students applying for courses at LJMU has increased by 50% since 2002.

Liverpool John Moores University received a Prize for “Building Partnerships” in the EFQM Excellence Awards 2011.



Moving Ideas Forward

Ricoh Belgium

RICOH

"The Benelux Excellence Award recognises the expertise and dedication of everyone at Ricoh Belgium. We have grown the business through the crisis, but we have the desire to do even better. I am convinced the best is yet to come."
Eric Gryson, CEO, Ricoh Belgium



Background

A subsidiary of Ricoh Europe, Ricoh Belgium is responsible for the marketing, sales and servicing of Ricoh products in Belgium and Luxembourg. Ricoh Belgium has a total of 715 employees and generated over €170 million in annual net sales in FY2010. They have a market share of 35% in their core market.

The Head Office of Ricoh Belgium is located in Vilvoorde, with satellites at Temse and Nivelles in Belgium and Bertrange in Luxembourg. During the last 4 years there have been a number of acquisitions and integrations as Ricoh seeks to build their global brand and capabilities.

Benefits of implementing the EFQM Excellence Model

- Ricoh Belgium is consistently amongst the top performing sales companies in Ricoh Europe.
- Ricoh Belgium has sustained their financial performance, both in terms of turnover and profit, throughout the financial crisis by competing on service, rather than price. Compared to 2009, turnover increased by 11% and profit by 25% in 2010.
- The stated customer intention to repurchase has increased from 65% in 2008 to 75% in 2011. This has secured their position as market leader.
- Ricoh Belgium has successfully grown through mergers and acquisitions, achieving an exemplary integration of the people, with the management team generating a "one family" atmosphere.

Ricoh Belgium received 5 Star Recognised for Excellence and the Benelux Excellence Award in November 2011.

"Ricoh Belgium is agile and responsive. By providing the customer with a different experience; an integrated suite of products and services that meet business needs, they have increased customer loyalty, despite the crisis." Alexis Willems, Assessment Team Leader



Permanent Operational Improvement



B. Braun Avitum Hungary Zrt.

“We recommend this Model as it allows for a permanent operational improvement and prepares any organisation to ensure sustainability in the long run.”
Peter Horn, General Manager



Background

Since its foundation in 1839, B. Braun has grown into one of the leading healthcare enterprises in the world employing 44,000 people in five continents. With its 650 employees and more than 20 years of history, B. Braun Avitum Hungary Zrt. provides dialysis treatments for renal patients in 18 dialysis centers. Using the most modern medical equipment and quality standards, the company provides life-sustaining care for more than 40% of the Hungarian kidney patients performing close to 500,000 high quality treatments a year.

Benefits of implementing the EFQM Excellence Model

- Patient satisfaction has increased from 91% in 2007 to 97% in 2011.
- Applying the Model has helped identify and spread good practice, consciously and systematically.
- B. Braun has achieved a strict cost control and awareness about how material consumption can be reduced to an optimum level. This allows the company, in the current market environment, to realise their basic philosophy: “professionally possible and economically affordable”.

B. Braun Avitum Hungary Zrt. was a Finalist in the EFQM's 2012 Excellence Awards

“In most of the cases patients are considered part of the “family” and they are not just getting high quality nephrology treatment but they enjoy the care of the members of the Centre.”

Georgios Christodoulou, EFQM Assessment Team Leader



Managing by Processes

BMW Plant Regensburg



“The EFQM assessments offer objective, valuable and helpful suggestions regarding strengths and potentials. The external perspective of the assessors clearly expands our viewpoint”
Andreas Wendt, Plant Director



Background

The BMW Regensburg plant has approximately 9,000 employees with a daily production of around 1,100 units of the BMW 1 Series, 3 Series (Sedan, Coupé, Convertible and BMW M3 variants including individual and government vehicles and four-wheel variants) as well as the BMW Z4, making it an important part of the worldwide BMW Group production network. In 2011 a total of 259,974 cars were built. Each individual customer's requirement is always fulfilled on time and in accordance with the highest quality standards. In addition to the high flexibility and mastery of the large offer of variants, the high efficiency of the plant becomes particularly apparent in the high level of start-up expertise.

Benefits of implementing the EFQM Excellence Model

- Despite the economic crisis, BMW Plant Regensburg improved the overall satisfaction of the employees in 2012. This was achieved through dialogue based communication, a clear sense of purpose and the involvement of all parties.
- The EFQM Model has helped BMW Regensburg plant to achieve a competitive advantage regarding their flexible production process, helping to ensure they meet the expectations of their customers.
- Improvements in the processes and productivity has reduced the average production time per vehicle by over 16% from 2007 to 2011.
- The use of the EFQM Model supports BMW Regensburg plant in achieving their goals through the closed-loop process as defined by the PDCA cycles. These include the results in terms of quality, customer satisfaction and productivity. Productivity shows positive trends since 2007.

BMW Regensburg is EFQM's 2012 Awards Prize Winner in
 “Managing by Processes”

“We can see that enthusiastic and strong role model leadership on all levels is the driving force in achieving high added value for its customers by taking leverage from continuous improvement initiatives”

Hakan Kilitçioğlu, EFQM Assessment Team Leader



Managing by Processes

Bosch Technologie Diesel e Sistemi Frenanti S.p.A.



BOSCH

Invented for life

“The EFQM Model is a source of inspiration. We made the first step on this road in 2004. Any regrets? No, certainly not.”
Jens Last, Commercial Plant Manager



Background

The Bosch Group is a leading international technology and service enterprise. More than 300,000 associates generated a turnover of €51.5 billion in the fiscal year 2011 through automotive and industrial technology, as well as consumer goods and building technology. With 2,000 employees, Bosch Technologie Diesel e Sistemi Frenanti S.p.A. (Bosch Bari) is the largest automotive supplier production facility in southern Italy, mainly producing high pressure pumps for diesel engines.

Benefits of implementing the EFQM Excellence Model

- With the implementation of the Bosch Production System the company refined and quickly improved standardized and efficient processes thus having reached "Best in Class" status.
- Following their strategy, Bosch Bari is to improve customer satisfaction by producing the highest quality, with shortest delivery times, and at the lowest costs. The Customer Satisfaction Index has shown positive trends since 2006.
- Increasing the satisfaction and motivation of all associates through standardized and transparent processes and high associate involvement in the continuous improvement process is another goal achieved through the EFQM Excellence Model.
- Since implementing the EFQM Model in 2004, Bosch Bari has shown remarkable improvements in key results, including quality, delivery, and cost.

Bosch Technologie Diesel e Sistemi Frenanti S.p.A. is EFQM's 2012 Awards Prize Winner in "Managing by Processes"

“There is clear evidence that the already highly effective and efficient process management system is being further developed to achieve even higher levels of performance”

Tadeusz Buchacz, EFQM Assessment Team Leader



Taking Responsibility for a Sustainable Future

Coca-Cola İçecek, Ankara Plant



“Ensuring the safety and quality of our products is our fundamental responsibility and directly linked to our business success. We chose the EFQM Model when we noticed the similarities it had with our management approach.”

Şahin Keykan, Plant Manager



Background

Coca-Cola İçecek (CCI), a publicly traded company on the Istanbul Stock Exchange, is the 6th largest bottler in the Coca-Cola System in terms of sales volume. CCI's core business is to produce, sell and distribute sparkling and still beverages of The Coca-Cola Company. CCI has 22 plants, employs more than 9,000 people and has operations in Turkey, Pakistan, Central Asia and Middle East.

Being one of the 8 plants of CCI in Turkey, Ankara Plant has been established in 1973 as the first large scale production facility in Turkey. This plant operates within the framework of CCI vision and strategic management and highlights the fundamental values of the company such as passion, accountability, integrity and teamwork.

Benefits of implementing the EFQM Excellence Model

- The Model helped Coca-Cola İçecek in going beyond product quality and cost by focusing on the expectations of all stakeholders and systematically benchmarking and improving their processes.
- This has led to improved results, establishing Coca-Cola İçecek's leading position as a bottling plant, with high productivity and efficiency numbers, as well as a top product quality.
- In line with the "responsible world citizen policy", water usage ratio of Coca-Cola İçecek's has been the best in the Coca-Cola group since 2008.

Coca-Cola İçecek is EFQM's 2012 Awards Prize Winner in "Taking Responsibility for a Sustainable Future".

“I would like to highlight the long-standing commitment of Ankara Plant leaders and people to continuous improvement and to quality management and excellence.”

Rafael Abajo, EFQM Assessment Team Leader



Satisfying the Needs of Citizens

Municipality of Dzierzoniow



“The EFQM Excellence Model is the perfect tool to sustain management based on process integration and improvements. Our goal is to develop approaches which ensure sustainable development of Dzierzoniow and satisfaction of all stakeholders.”

Marek Piorun, Town Mayor



Background

Dzierzoniow is a town with a total area of 20 square kilometres and a population of 34,000 located in the southwest of Poland in the Dolnoslaskie Voivodship. Municipality of Dzierzoniow shapes the town development and performs a function of a local public administration. The primary reason for the Municipality's existence is to satisfy the needs of the citizens of Dzierzoniow through the implementation of the Strategy of Local Sustainable Development.

Benefits of implementing the EFQM Excellence Model

- Municipality of Dzierzoniow achieved a financial surplus for 5 consecutive years.
- A stunning 95% of the Municipality's customers are satisfied with the service they receive which is above benchmark levels for similar towns in Poland.
- The number of complaints submitted to the Mayor has been halved since 2003 as a result of improvements made to the effectiveness of the organisation.
- Thanks to professionally prepared applications the Municipality, received over €2 million of external funds to invest in improving the standard of living of citizens.
- Positive trends in employee satisfaction help to improve employee efficiency and their ownership of the business. 271 people participated in 60 improvement teams in 2010.
- Since 2008 the Municipality has been among the leading communes in a prestigious ranking published by the major economic daily in Poland 'Rzeczpospolita'.

Municipality of Dzierzoniow was a Finalist in the EFQM's 2012 Excellence Awards

“Municipality of Dzierzoniow has a strong commitment to improvement and the assessment team feel sure that they will achieve many successes in the years to come and become an exemplar of public administration across Europe.”

Paul Evans, Assessor Team Leader



Adding Value for Customers

Hospital Galdakao-Usansolo Ospitalea (Osakidetza)



“There’s a huge difference between a hospital managed with the EFQM Model and a hospital that isn’t. The Model involves a thorough analysis of your organisation, including aspects that other management systems would probably overlook.”

Santiago Rabanal, Chief Executive Officer



Background

The Hospital Galdakao-Usansolo (HGU), from Osakidetza, is a Health Services organisation that provides health care coverage to a population of around 300,000 inhabitants in the Interior Region of Bizkaia. An average of 3,000 people per day visit to the hospital to receive specialised care. In the HGU "We work to improve the health of our population" (Mission), and support all our work in the values of Innovation, Professionalism, Teamwork, Proximity and Commitment.

Benefits of implementing the EFQM Excellence Model

- In the current economic climate, using the EFQM Model enables Hospital Galdakao-Usandolo to successfully address the crisis regarding the results of the company.
- One of their targets is to adjust expenditure to the income level, with a maximum deviation of +/- 1%. Targets have been met every year since 2006. Even in 2010 they were under the budget provided by the Department of Health. This is due to the level of efficiency the hospital has reached.
- The number of active improvement teams has risen from 14 in 2006 to 124 in 2011. Last year, around 25% of all HGU people (a total of around 1,600, counting both permanent and temporary staff) took part in one or more of these teams.
- Patient satisfaction stands at close to 100%. These results are directly attributable to the hospital’s customer focus.

Hospital Galdakao-Usandolo Ospitalea (Osakidetza) was a Finalist in the EFQM’s 2012 Excellence Awards

“Driving Excellence with a specific focus on innovation is the most important part of the culture of the organisation.”

Karin Walter, EFQM Assessment Team Leader



On the Right Path

Robert Bosch GmbH, Bamberg Plant



BOSCH
Invented for life

“The EFQM Excellence Model made us reconsider our leadership behaviour, our relationship to our people, customers, suppliers and all other partners relevant to us. Now we got reassurance that we are on the right path to Business Excellence.”

Hans Hoffmann, Commercial Plant Manager



Background

The Robert Bosch Group is a leading international technology and service enterprise, active in the fields of automotive technology, energy and building technology, industrial technology, and consumer goods. According to preliminary figures, more than 306,000 associates generated sales of 52.3 billion euros in 2012. With about 7,300 employees Bosch Bamberg Plant manufactures components for gasoline or diesel injection systems, sensors and spark plugs in the field of automotive technology. As a lead plant it contributes its high technological competence to the international production network, leading 20 locations in 11 countries worldwide.

Benefits of implementing the EFQM Excellence Model

- The Bamberg Plant achieved in 2011 an internal cost reduction of 22% compared to 2005, although external costs (wages, material, energy) increased by over 20% in the same period. This improvement contributed to the overall profitability of Bosch.
- The cost reduction was achieved while maintaining jobs, despite the global economic crisis and at the same time increasing customer satisfaction.
- The Model helped Bosch Bamberg to develop a well reflected and balanced strategy and to implement it through a consistent policy deployment process, aligning all processes, activities and targets with the strategy.

Robert Bosch GmbH Bamberg Plant is EFQM's 2012 Excellence Award Winner and Prize Winner in Leading with Vision, Inspiration & Succeeding through People

“Leaders commitment is evident everywhere, from the active use of the EFQM Excellence Model to the attention given to the smallest performance indicators”

Dr. Ian J May, EFQM Assessment Team Leader



Succeeding through People

Wakefield and District Housing



“When used in conjunction with our strategic planning, EFQM helps us to ask the fundamental questions of why we do things, how we do things and what can we do better.”

Kevin Dodd, Chief Executive



Background

Wakefield and District Housing (WDH) manages 31,000 properties occupied by 60,000 tenants and employs over 1,400 people, making it one of the largest employers in Wakefield. WDH is committed to making tenants lives better and strives to create confident communities. It became the first housing organisation in the north of England to achieve the top rating of three stars from the Audit Commission in October 2007.

Benefits of implementing the EFQM Excellence Model

- WDH has used the EFQM Model for over 10 years. During this time, tenant satisfaction has increased year on year, from 76% in 2004 to 90% in 2012.
- The EFQM Model has encouraged “excellence” discussions at all levels of the organisation, engaging them and getting people to think about what it means to them.
- The EFQM Assessors feedback report has helped WDH sharpen their thinking and identify the key areas where they need to concentrate, to help meet the economic and social challenges they and their customers face, whilst maintaining excellence at all levels.

Wakefield and District Housing was a Finalist in the EFQM’s 2012 Excellence Awards

“There is a strong base for the organisation to go forward and in particular a very loyal, committed and motivated workforce, a very strong local “brand”, clear long term Vision and supportive leadership.”

Norman Hughes, EFQM Assessment Team Leader



Getting involved

EFQM is a membership organisation. We rely on input, ideas and suggestions from you to create a vibrant community. If you have any ideas, questions or suggestions, please don't hesitate to contact us via e-mail (info@efqm.org) or via telephone (+32 2 775 35 11).

- Join the [EFQM Network for Sustainable Excellence](#) on LinkedIn
- Follow [@EFQM](#) on Twitter
- Find the [EFQM page](#) on Facebook
- View [EFQM videos](#) on YouTube
- Meet the [EFQM Team](#) on EFQM website

Becoming a member

Organisations can join the EFQM member community and enjoy some exclusive benefits such as access to free assessment and improvement tools, participation to events, themed webinars and good practice visits. To learn more about our member community, feel free to contact us or to join one of the free introduction meetings at our offices in Brussels.

As a member of EFQM, you will enjoy the following exclusive benefits:

- Expert advice and support for your organisation's journey towards excellence.
- Access to the EFQM Knowledge Base is a database containing a number of free to download assessment, management and improvement tools; as well as Good Practices identified from the last 3 years of the EFQM Excellence Awards.
- Members receive a discount of 20% on EFQM Products & Services, including Training, Publications and Recognition.
- There are themed events and webinars throughout the year, with Good Practices and new tools being shared and explained by EFQM and member organisations.

Multinationals					
Education					
Manufacturing					
Health Care					
Services					
Government					



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