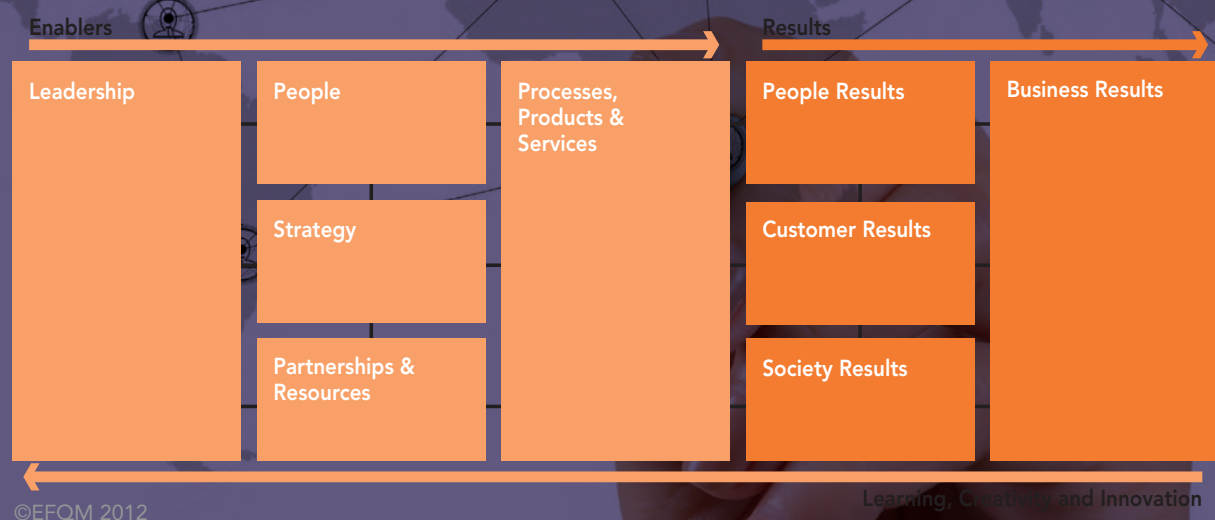


25 YEARS OF THE EFQM EXCELLENCE MODEL



AND THE EFQM PARTNERS' NETWORK.

EFQM LEADING EXCELLENCE

EFQM is a not for profit membership foundation with 25 years' experience of supporting organisations, from Europe and beyond, reach sustainable Excellence and even exceed it. With its carefully designed portfolio of services and a network strong of 30.000 organisations from all sectors, size and maturity, EFQM is recognised by institutions and acknowledged by leaders as a key partner to success.

EFQM is also the custodian of the EFQM Excellence Model, a non-prescriptive framework created by a team of experts from industry and academia that can be used to gain a holistic view of any organisation, regardless of size, sector or maturity. Since its inception, the EFQM Excellence Model has been a blueprint for EFQM members and organisations across and beyond Europe to develop a culture of excellence, drive innovation, and improve results.

FOREWORD

By Léon Tossaint

In this book we like to celebrate the 25th anniversary of our EFQM Excellence Model, a model that has reached the status of a Global Icon for Excellence.

For us now it is good to understand the history of the development of this famous EFQM Model, because this shows how advanced the original concept was: focusing on satisfying all stakeholders, linking cause and effect through enablers versus results, connecting the strategy with all aspects of the business all designed by an expert team in 1990-91. I had the opportunity at that time to be personally involved in developing this EFQM Model; it was a challenging process which makes me still passionately connected to the EFQM Model, remembering on how we had to bring in the state-of-the art knowledge on organisational development and how we could work with all the different experts of the EFQM Founding Fathers together as one team.

You will find a bit of historical reflection on that early period when EFQM was founded and the EFQM Excellence Model was born at the start of this book.

Dr. Christian Forstner, leading Business Development within our EFQM team

delivers an important contribution in this book about “the value of the EFQM Model in the future”.

Most of this book is giving space to all our partners who have been so important for the deployment of the EFQM Excellence Model, connected to their National Recognition Programmes and for our partners to share their learning about the impact the EFQM Model has on the movement for Excellence each of them has been driving within their own country.

Gianluca Mulè provides a special welcome in this book to all our partners from the extensive network for excellence he is leading within EFQM.

I hope this book will also be an inspiration for working together in the future: EFQM and our partners effectively connected, together creating this European and even global Platform for Excellence: thus this network will act in the future as the leading Competence Centre for Excellence, all under the guidance of EFQM, Leading Excellence.

Finally for all our EFQM Members: this book will show that wherever you are in the world, actively driving your business aiming for Excellence, the EFQM Model is your (holistic) business concept and EFQM together with our entire partners' network, we are your supportive Competence Centre for Excellence all around the globe.



Léon Tossaint,
EFQM CEO

“ I hope this book will also be an inspiration for working together in the future. ”



THE EFQM MODEL AFTER 25 YEARS, A GLOBAL ICON FOR EXCELLENCE

While we celebrate in this book the 25th anniversary of the EFQM Excellence Model, we also have to recognise the importance of our Partners for their role in deploying the Model in their countries, thus creating the dynamics for driving Excellence across Europe and beyond.

Back to where it all started: the 14 CEO's of leading European Organisations who took the initiative to create EFQM in 1989 had the ambition to recognise organisations with outstanding performance in Quality with the European Quality Award.



It was these EFQM Founding Fathers who have assigned a "Steering Group on Recognition" to develop a "European Quality Model" in which all the -at that time- existing knowledge about Total Quality Management would be encompassed. A group of experts was brought together, Roy Peacock (BT) was the leader of the EFQM Recognition Programme, and I had the opportunity to be the chairman of the committee to develop Criterion 1 on Leadership. I remember it was a very exciting period where experts from all the different founding Organisations worked intensively together using the existing models of Deming (Japan) and Baldrige (US) as a reference however with the intention to go beyond.

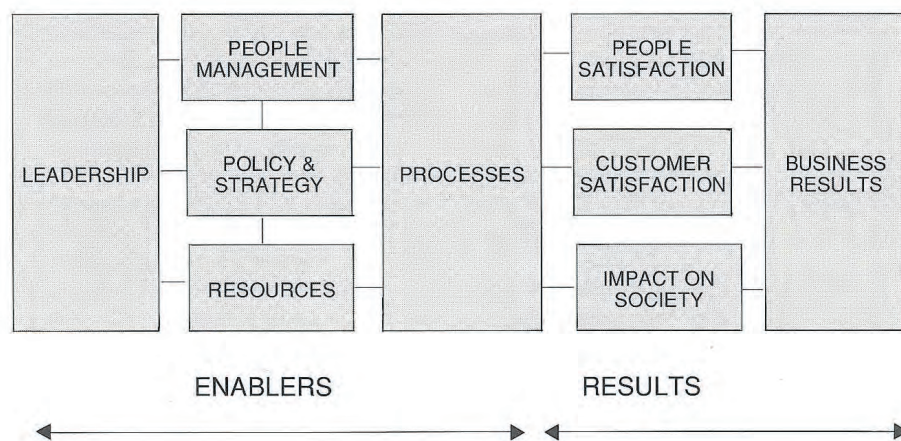
The announcement of this Model was made at the Paris Forum October 1991 and we recall the statements of the Chairman of the EFQM Founding Fathers, Cor van der Klugt (CEO of Philips) and the "Founding Secretaire General" Cees van Ham (Philips) who was in fact the first EFQM CEO.



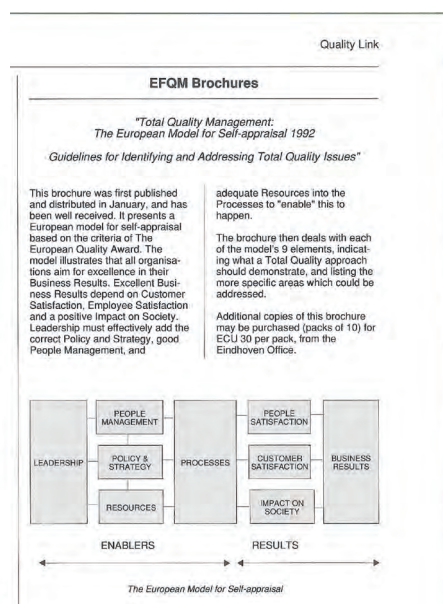
Mr. Cor van der Klugt, Chairman of the EFQM Founding Fathers: "what we hope for in the coming years, is that our combined experience will lead to the development of a European Quality Management Model, a model that will embrace all the facets of Total Quality Management."

Mr. Cees van Ham, first EFQM CEO: "...the coming years the European Quality Model will grow and mature and become the nucleus of European Quality Leadership..."

FIRST PUBLISHED VERSION OF THE EFQM EXCELLENCE MODEL (1992)



The European Model for Self-appraisal



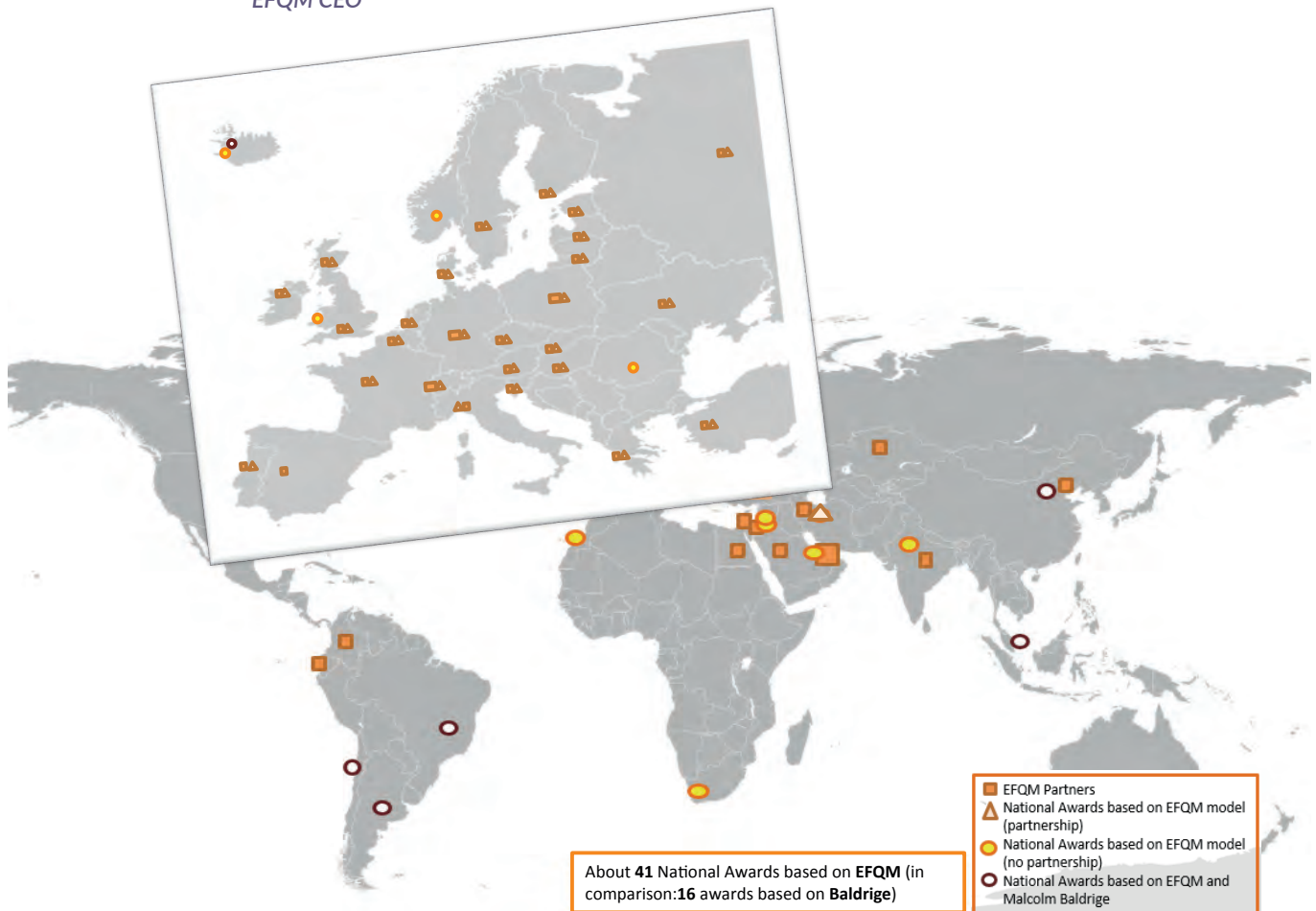


Léon Tossaint,
EFQM CEO

The impact of the EFQM Model since launched in a brochure in March 1992, was immense. It became immediately the standard Model for many of the National Quality Award schemes in European countries and within one decade it went even outside Europe, in the Middle East, in Asia, South America and South Africa. Many leading (global) organisations have adopted the EFQM Excellence Model as their business model, and in this way they have spread the Model throughout all their subsidiaries worldwide.

It is difficult to estimate how many organisational entities are (have been) using the EFQM Model to guide their "journey to Excellence", it must be globally far over 50.000 organisational entities. It is even more difficult to estimate how many people have learned about and actively used the Model for (self-) assessments or just as their business model, but this must be far over 1 million!

45 NATIONAL PARTNERS IN 35 COUNTRIES

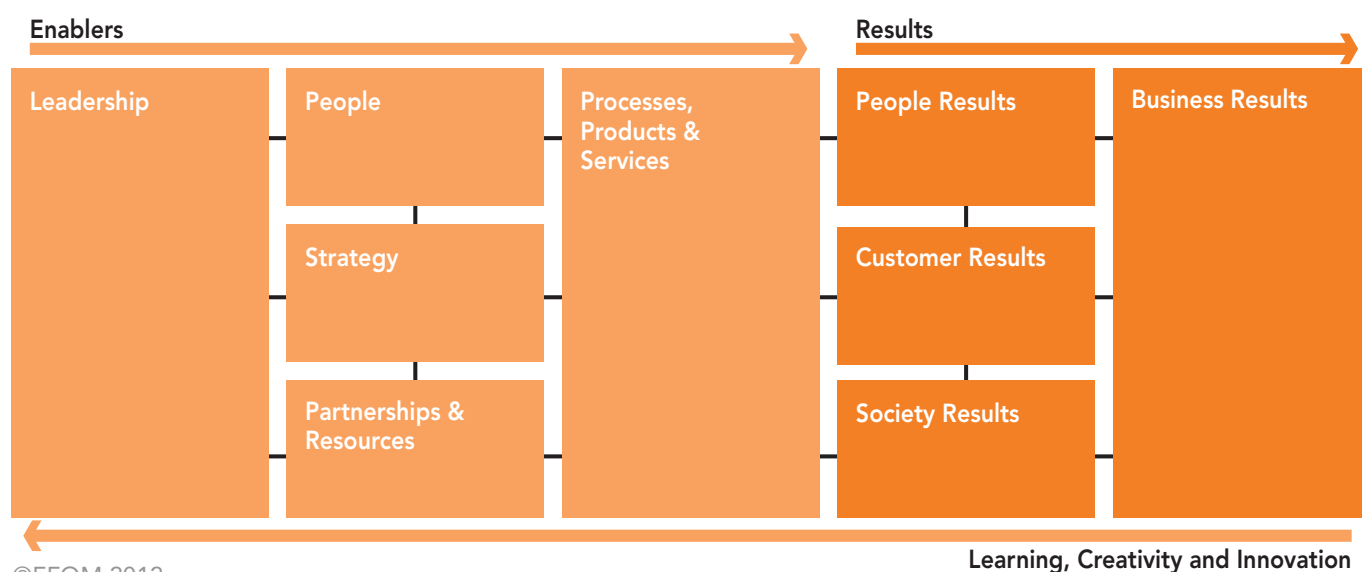


The success of the deployment of the EFQM Model has been realised by the pursuit of all our EFQM Partners, it is they who explain within this book how they have used the Model to support their recognition schemes, to support their member organisations and to spread the philosophy of Excellence embedded in the EFQM Excellence Model.



It is all the EFQM Partners together who collectively create the global “EFQM Excellence Competence network” a network that is unique in their extensive knowledge of applying Excellence in different cultures and business environments. Together, EFQM and all its Partners are the leading Competence Centre for Excellence to support our member organisations around the globe.

In the future the emphasis of using the EFQM Model will focus on improving the competitiveness of an organisation. Every organisation will be more and more challenged with the need to strengthen their competitive position. The EFQM Excellence Model will continuously be adapted to future changes. This will anticipate new organisational development concepts and the needs of all organisations using the Model which needs to be relevant to continuously improve and sustain their performances.



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THE EFQM MODEL, AFTER 25 YEARS AND FOR THE FUTURE, A GLOBAL ICON FOR EXCELLENCE.

THE VALUE OF THE EFQM MODEL IN THE FUTURE



Christian Forstner
Director, Business Development
EFQM

About 25 years ago, our EFQM Model has been developed from the perspective and in the spirit of our Founding Fathers. In their Letter of Intent signed 15 September 1988, they clearly defined the purpose of the new EFQM organisation and the EFQM Model: To improve the Competitiveness of Member organisations on an international level.

To serve this expectation, the design principles for the EFQM Model were focusing on

- Defining Excellence as a response to Stakeholder expectations
- Balancing Enabler and Result side like the two sides of the same coin
- Connecting Enablers and Results in a cause & effect relationship
- Balancing leading (performance) and lagging (benefit) Results
- Including Society and Environment as key Stakeholders
- Balancing Stakeholders on the Enabler and Result side

The whole framework was designed to be non-prescriptive, simple and well structured. These principles have distinguished the EFQM Model from any other framework from the beginning. Despite some refinements, they have been safeguarded over all those years. They make the EFQM Model unique in comparison with any other framework.

The Founding Fathers also expressed clearly the role model function and personal commitment of Leaders in applying EFQM Excellence principles in organisations.

The EFQM Model is fully aligned with the 10 Principles of the UN Global Compact. Whilst a number of these Principles are explicitly covered, others are implicit, including those relating to human rights, corruption, bribery and forced labour (as these are already a legal requirement in Europe where the EFQM organisation is based).

Since the EFQM Model has never been prescriptive, it can be applied to any organisation, profit or non-profit, regardless of sector, size, structure or maturity. This built-in agility is a key advantage for the use of the EFQM Model anywhere, but it is also an obligation for leaders: they have to use it strictly in the context of their organisation.

EFQM Assessors face the same challenge when they prepare their visit to an organisation to conduct interviews, to collect information for their feedback to top management. To support Leaders and Assessors in this task, the EFQM Model includes detailed examples of Good Practice for every single aspect (Criteria) on the Enabler and Result side. These Good Practice examples have been collected over many years in thousands of Assessments of Member organisations; they serve as a valuable Reference rather than conformity expectations that have to be fulfilled.

The actual EFQM Model version 2013 was published as the result of a diligent and extensive review & refinement of the version 2010, which was based on older versions.

Instead of providing a detailed history research, here are the major improvements before 2010:

- The 8 “Fundamental Concepts of Excellence” define the concept of Sustainable Excellence in the language of senior management.
- The RADAR concept allows to measure the level of Excellence of any organisation, for both Enablers and Results. This enables comparisons and benchmarks.
- The connection between Enablers and Results by “Learning and Innovation”.

In 2009, EFQM management decided to fundamentally review and refine the EFQM Model on the basis of feedback from all major stakeholders who use the Model: Members, Partners, Assessors, Trainers and Consultants. To define the Fundamental Concepts, latest research results and international trends were analysed. The Model version 2010 was the first one to define Excellence on the front page: “Excellent Organisations achieve and sustain superior levels of performance that meet or exceed the expectations of all their stakeholders.” This clear focus on stakeholder expectations ...

The current Model version 2013 was published after another diligent review and mainly to update the Fundamental Concepts to fully align them with current and future challenges for organisations worldwide. New critical aspects were integrated into existing Concepts:

- Agility (to balance too much structure)
- Organisational Capability (to include the Partnership aspect)
- the Talent of People
- the need to Sustain outstanding results

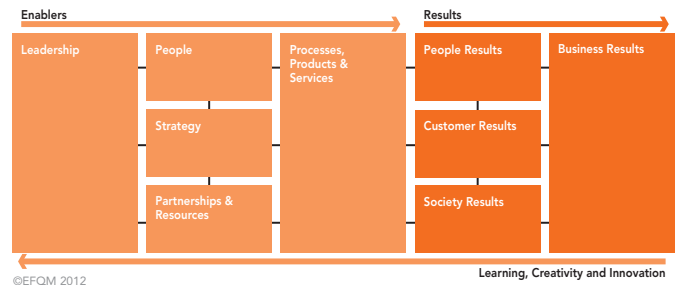
This last refinement was also used to remove lagging inconsistencies between the Fundamental Concepts, the EFQM Model and RADAR.

To be consistent with expectations of excellent organisations, EFQM will start the next review & refinement process of the EFQM Model soon. What can be further improved, beyond updates on the basis of feedback from all stakeholders and consideration of the latest research and trends? The basic Design Principles will probably not be touched; future versions of the EFQM Model will still be Stakeholder focused and Balanced in all relevant ways.

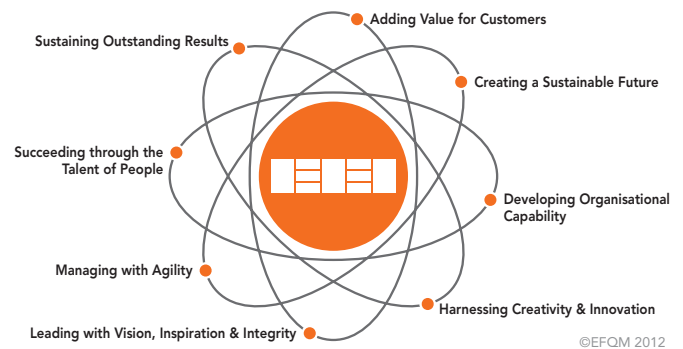
New challenges will most probably be related to the

- Global application of the EFQM Model
- Improved Usability by Leaders and Assessors
- further enhanced Versatility for extended use beyond assessments, and additional requirements for more simplicity

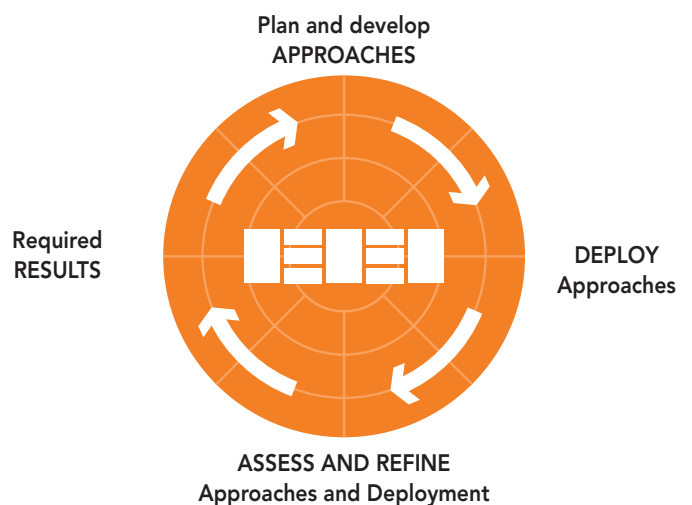
Our EFQM Founding Fathers were smart enough to define the key principles of Excellence for us. It is our responsibility to translate these Principles into the current context and beyond, to offer more value for our Members and everybody else using our unique EFQM Model.



The EFQM Model 2013



The Fundamental Concepts 2013



RADAR 2013

INTRODUCTION

By Gianluca Mulè



*Gianluca Mulè
Director,
Partners & Representative Offices EFQM*

I like to start with a big thank you to convey to all the EFQM partner organisations for their important contribution in the creation of the 25th Model Anniversary Book. From primary partners such as Club Excelencia en Gestión in Spain and British Quality Foundation in Britain, all the way through to the national partner organisations from the smallest countries in Europe and beyond, the EFQM partners have been instrumental in spreading excellence and the EFQM Excellence Model worldwide in the last 25 years.

National Excellence Awards and other relevant initiatives have been created, promoted and sustained by National Partners with the objective of increasing the competitiveness of the local organisations: the common glue for these initiatives has always been the EFQM Excellence Model. From the very first version of the Model all the way to the current 2013 review, national Partners have contributed to enrich and revise the content of the EFQM Excellence Model with their expertise. Many of EFQM partners have used the EFQM Model as their main management tool and have benefitted from its use in executing their strategy effectively. EFQM partners have chosen not only to embark on the excellence journey, but some of them have been recognised by EFQM and have achieved levels of excellence. Together with them thousands of other organisations have been recognised in all the countries by EFQM partners showing the fundamental footprint for excellence.

Thanks to National Partners, EFQM has kept and sustained a high profile and strong reputation in Europe and beyond. Thanks to National Partners, EFQM and EFQM Excellence Model have been unanimously recognised as the main driving force for Excellence. National partners have been key players in supporting EFQM and all the organisations from the network in sharing what works within the community. Partners are now ready to jump onto the new challenge: together with EFQM, they are ready to lead excellence and expand the borders of Excellence.

In turbulent times like today, where changes occur on a daily basis, we are convinced that the adoption of EFQM Excellence Model can help organisations identifying new opportunities, reduce the risks of failure and boost competitiveness beyond the limits. EFQM Excellence Model offers the structure to better address the new trends and future challenges. Together with our Partners we will help organisations from the network to succeed in all of this.

I am proud of the results we achieved so far together and I look forward to future challenges. EFQM Partners are on board. The future is in front of us and we are ready to address the future challenges to deploy Excellence 4.0. How? Together. In Europe and worldwide. With our current 40 Partners and future ones. Together we will build EFQM Partnership 5.0

Long live our EFQM Partners!

OUR PARTNERS AROUND THE GLOBE





EUROPE



EFQM's expansion in Europe started around the end of the last millennia and already many partners were Model enthusiasts. We remember for example organisations like KalDer, DQG, BQF and EEDE who were early joiners and many more followed.

Over the years, EFQM has established a strong network of Partners in 24 of 28 European States. Recently we even see that this group of organisations is wide enough to create regional hubs: German, Baltic, Nordic and French Speaking.

As we all evolve in a similar environment, we face the same challenges and need to respond by being dynamic and innovative, two attributes that the Partners' Community benefits from due to its diversity, openness and sharing mentality.



AUSTRIA

QUALITYAUSTRIA

Quality Austria stands for competence in the fields of quality, environmental and safety management. We are the leading Austrian contact for system and product certification, verification and validation as well as training and certification of persons, in terms of issues relating to integrated management systems and business excellence.

As a networking organisation, we maintain close relationships with EFQM and other international organisations and we cooperate with some 50 partner and member organisations worldwide. Thanks to regional management and exclusive partners, Quality Austria is represented onsite in Eastern, South Eastern and South Europe, Asia as well as in South and Central America.

EFQM joyfully celebrates the 25th anniversary of the EFQM Excellence Model. We are very proud to be part of this unique international network that strives to guide organisations towards improved productivity and efficiency.

EXCELLENCE IN AUSTRIA

Austria started its excellence initiative more than twenty years ago when top-managers and experts decided to establish an Austrian Excellence Award based on the EFQM Excellence Model and founded the Austrian Foundation for Quality Management (AFQM).

The objective was clear: to strengthen the national economy in the midst of emerging global competition and thereby enable a good base for a sustainable future.

We celebrated the first Excellence Award Ceremony in Austria's history in autumn of 1996. Earlier in 1996, we trained our first assessors who were later supposed to conduct the assessments for the award.

We now have a large and enthusiastic assessor community.

CHANGES AND DEVELOPMENTS

25 years is a very long period of time, in which we learned a lot and experienced some decisive developments and changes ourselves.

Almost 10 years after its foundation, in 2004, AFQM and three other organisations founded Quality Austria and it became the organisation, as we know it today. Since then, excellence has been and will be an important part in the product and service portfolio of Quality Austria.

We are proud to have successfully organised and hosted the Austrian Excellence Award together with the ministry of economics for 21 years and that we have



trained, assessed and accompanied many hundreds of successful Austrian companies during this time.

Additionally, we have offered the EFQM Levels of Excellence with Committed to Excellence (C2E) and Recognised for Excellence (R4E) for more than ten years.

Was it always easy? Honestly talking, at the beginning we did struggle with some difficulties. It was not easy to attract certain organisations and branches. But – we learned. We successfully made plenty of refinements in our award process, we learned a lot about marketing, communication and sales and we developed different approaches for the specific sectors and types of organisations.

We could increase the number of our yearly award applicants as well as the number of R4E organisations. We managed to attract SMEs for the EFQM Model and the healthcare sector is prospering, too.

FUTURE CHALLENGES AND THE EFQM EXCELLENCE MODEL

However, business environment has changed rapidly in the last 25 years, and it will change for sure considerably and even faster in the upcoming 25 years.

All organisations face bigger competition than ever before. Due to digitalisation even small enterprises compete with worldwide rivals nowadays.

Companies have to adapt to that pace of change with flexibility and agility. Organisations that master this change and self-confidently demonstrate their sustainable performance orientation will be the backbone for the future of our national economies.

Rapid shift in customer desire, life style and expectations are big challenges – both, opportunities and threats – for companies. At the same time, we are becoming aware that the war for talent is reality – not only on a local level but also increasingly on an international scale.

Plenty of scientific research has shown what we have already seen in practice for a long time: Companies that implemented business excellence are more successful than companies who don't. The Austrian study "Business Excellence Does Work" proved the effectiveness of the EFQM Excellence Model put into practice and related success is demonstrated scientifically.

We know that those organisations who work with the EFQM Excellence Model managed better to overcome the crisis of the past eight years.

Consistent pursuit of business excellence has a positive effect on an organisations long-term success. Companies who present a high level of business excellence are more efficient, have a clear competitive advantage, are more innovative and achieve better economic results. Furthermore, they are attractive employers that are able to better retain valued staff. Employees demonstrate higher motivation and therefore better performance. These enterprises have clear advantages in facing the challenges of future.

We can confidently and proudly be assured: business excellence and the EFQM Excellence Model will be all-dominant for future orientated companies, no matter what size and industry and we look forward to the next 25 years with the EFQM Excellence Model.



*Michaela Drascher
Operations Management EFQM*

*Nicole Mayer
Business Development EFQM*





CZECH REPUBLIC

Czech Society for Quality

Czech Society for Quality (CSQ) was founded in year 1990 as a non-profit organization that brings together more than 1000 individuals and organizations. The mission of CSQ is to bring new knowledge in the field of quality and management to satisfy professional needs of members, to support organizations in achieving success and form improving the quality of life of citizens. CSQ initiated the National Quality Policy adoption at the government level. CSQ operates as a national EFQM representative and as a National Quality Award expert guarantor.

This article describes the experience of the Czech Society for Quality with the application of the EFQM Excellence Model in the Czech environment and with the future prospects of use of this Model.

The Czech Society for Quality (CSQ) is a non-profit organisation that brings together individuals as well as organisations dealing with quality, quality management and related areas. CSQ was at the origin of the National Quality Award of the Czech Republic in 1994. In 1998 the criteria for this award were aligned with those of the EFQM Excellence Model. Over 160 organisations have already participated in this contest.

It must be stated that the EFQM Excellence Model has not been widely applied in the Czech Republic. Although the Excellence Model has been used for evaluation purposes in the National Quality Award for a long time, some dozens of organisations can be estimated to actively work with the Model. And we have observed that these users are mostly companies with foreign owners and public sector organisations.

What kind of obstacles and arguments do we hear from potential users of the Model? And how can we face them?

1. It is complicated! However...it depends on how you look at it

Yes, we cannot expect that readers will understand all the terminology and approaches when they read the EFQM Excellence Model for the first time. The language style of the Model is known to be very general because of its universal applicability. Reading the publication could help but specific tools are available which offer a simplified view of the Model (for example the Quick Check questionnaire).

2. Nobody in our company understands! However.... information can be obtained

Naturally, getting to know the Model requires some effort. Those interested could become familiar with the philosophy of the Model by simply reading the publication mentioned above. Likewise, it is advisable to visit licensed EFQM courses or participate in Good Practice Visits in organisations.

Another proven possibility to obtain enough information is to get involved in the activities of the Centre of Excellence. The Centre of Excellence is a national platform



(supported by the Council of Quality of the Czech Republic) which helps share experience with using the Model and applying successful management approaches. It is good to emphasise that Bosh - Jihlava plant - is an important member of the Centre.

3. Its management does not support the use of the Model! However....they mostly covet permanent success

Management support is the alpha and omega for successful application (not only) of the Model. At least one convincing supporter in the top management, knowledgeable of the Model and supporting the applicable activities, is certainly needed. Corporate Leaders often ask, quite legitimately, if the Model yields any results. This could be answered for example by a study of the University of Leicester, comparing the results of Model users against other non-users. The results of the survey confirmed the benefits of the Model even in economic terms (e.g. sales, operating profit).

4. It is up to the quality manager! However....it is not only production that should have quality management

Applying or using the Model is not a matter of one person. It is highly appropriate to perform self-assessment of all of the organisation's activities. And the identified strengths and areas for improvement to be addressed often concern agendas that the quality manager is not responsible for at all. In other words – a meaningful self-assessment and improvement must be carried out in a team.

5. We have no time for it now! However...there will never be more time

Work with the Model always requires some time from the people involved. It is definitely important to plan the self-assessment in advance to allow the involvement of all the relevant personnel. Team meetings convened at short notice do not enable the involvement of all the important persons and therefore do not bring the desired effect. It is often suitable to involve an external party in the self-assessment process to contribute with their professional and organisational advice. At any rate, work with the Model cannot be successful without participation of key staff.

6. We cannot meet all the requirements laid down in the Model! However...nobody in the world can

In practice, it is impossible to respond to all the approaches specified in the Model. The first self-assessment usually results in a low number of points. This needs to be taken as a springboard to begin a systematic improvement on the path to excellence, which increases the chances of long-term success and can be accompanied by an independent evaluation within the framework of participation in the National Quality Award or the respective degrees of EFQM evaluation.

At present we observe a slightly increasing trend in the number of users of the EFQM Excellence Model and a positive trend can be expected in the future, too. This is not just the result of activities of the Centre of Excellence and the support from the Council of Quality, but also of Ahold Czech Republic succeeding in the EEA and being a good role model for others. In addition, at this time of economic boom, companies are looking for a proven management framework to create good conditions for effective management and sustainable growth. And there is no doubt that the EFQM Excellence Model is such a framework.



Petr Koten CEO,
Czech Society for Quality



ESTONIA

ESTONIAN ASSOCIATION FOR QUALITY (EAQ)

Estonian Association for Quality (EAQ) is a membership based not-for-profit organisation, with both individual and corporate members from a wide range of sectors. EAQ was established in 1991 and is celebrating its 25th anniversary this year.

EAQ has been organising annual conferences since 1993. Being a member of international organisations and networks, like EFQM, EOQ (European Organization for Quality) and WAQ (World Alliance for Quality), we have been sharing best practices in Quality, Innovation and Business Excellence, both from Estonia and all over the world.

One of the main activities has been finding, sharing and recognising best practices, creating learning opportunities for its members. During the 25 years EAQ has played a leading role and acting as a partner in several recognition and development projects.

The Estonian Association for Quality (EAQ) celebrated its 25th anniversary in January 2016. The organisation was established half a year before the Republic of Estonia regained its independence in 1991. At the time, EAQ's mission was to assist Estonian organisations and society in their development but also during a period of transformation and changes. Indeed, raising the country's competitiveness in such a turbulent world meant going through a transition process from one society and economic order to another.

Discussions about the need for promoting of Business Excellence were initiated by EAQ already in the beginning of the nineties. National Quality & Excellence awards were seen as essential tools to raise competitiveness level of companies and country as a whole.

The first proposal to establish a National Quality Award in Estonia was made in the Estonian Quality Policy in 1996. The idea materialised finally in 2000 when the Estonian Quality Award (since 2004 called Estonian Excellence Award – Eesti Juhtimiskvaliteedi auhind) was established as a joint effort of Ministry of Economic Affairs, Estonian Export Agency (later Enterprise Estonia) and Estonian Association for Quality.

In 2001 a successful pilot project was run where no winners were announced. The first winner of Estonian Quality Award was Elcoteq Tallinn in 2002, followed by TNT Express Worldwide Eesti AS in 2003. The latter is also the only Estonian organisation so far who has gained an EFQM Excellence Award Prize (2006).

At the beginning, an adapted EFQM Excellence Model was used, taking into account the fact that the majority of Estonian companies are SMEs and not at a very high maturity level. At the same time the principles, rules and methodology of the EFQM assessment process have always been followed by the assessors and the Jury. Since 1998 there have been EFQM assessors from Estonia, whose invaluable knowledge and experience with the EFQM Excellence Model has been transferred to the national process.





Since 2005, after EAQ became a National Partner Organisation of EFQM, the Estonian Excellence Award has been strictly aligned with EFQM Recognised for Excellence (R4E) and Award processes. The Committed to Excellence (C2E) scheme was also introduced in 2006. Promotion of Business Excellence in Estonia at the beginning of the 21st century was supported by the National Management Quality (Excellence) Strategy established in 2005.

After some major changes in EFQM as well as in Estonia, the National Excellence Award process was interrupted. It is only in 2014, after rejoining the EFQM family, that EAQ started promoting the new version of EFQM Excellence Model 2013 through training courses for assessors and self-assessments, as well as developing assessment and recognition services for organisations.

One of the most valuable results of the whole movement has been the creation of an assessor pool of several hundreds of people who have had a lot of experience using the EFQM Excellence Model during more than 15 years. As a result there have been several projects spreading Excellence in different sectors, especially education (vocational, higher and secondary education and pre-school), tourism and public sector, where adaptations to sector specific needs have been made.

In a time of changes and uncertainty there is again a growing need for strong models to enhance competitiveness, sustainability and performance. The EFQM Excellence Model is one of the best available tools to achieve these goals. Although the Model has been going through some adaptations in order to remain up-to-date, it has been keeping its core principles and logic. The greatest value of using the Model is about enabling mutual (bench)learning and sharing between people, teams, organisations and countries. It can be used as a diagnostic tool inside an organisation as well as to go 'outside the box', creating a common language to learn from different industries and cultures. It is also a great means to stimulate innovation, which is becoming vital today.

Hopefully more and more people and organisations in Estonia and beyond recognise the benefits and potential of using the EFQM Excellence Model to become more sustainable and thriving in the future.



*Tiia Tamaru
Chairman of the Board,
Estonian Association for Quality*



FINLAND

Finnish Quality Association

The Finnish Quality Association was established in 1966 as an ideological non-profit-making association. We are the standard-bearer for excellence in Finland. We develop ourselves and others to reach our goal of excellence.

At the end of 2015 altogether over 500 Finnish private and public sector organisations were members of our association, with thousands of business developers and opinion leaders actively participating in the association's activities.

The Finnish Quality Association organizes annual Excellence Finland competitions and also over the last seven years the Quality Innovation of the Year competition, which has grown to become an international event.

Finnish Quality Association celebrates its 50th anniversary this year. We happily congratulate EFQM for their 25 years of excellence. We have had a long positive journey together. The EFQM Model has been one of our major tools for years as we develop ourselves, promote quality thinking and strive with our members to make their businesses successful.

In Finland, the EFQM Approach is applied in three ways. First, it is used as a frame of reference, second, as a self-assessment tool and third, as a criteria for the Finnish National Quality Awards.

25 YEARS AGO

From the start, our national objective has been successful in Finland. The base of this success is largely in nurturing a growing pool of organisations that pursue long-term development of both their management and their operations. To boost this idea, the first Finnish National Quality Award was launched in 1974. Between 1991-2000, the winners of Finnish National Quality Award have been selected on the basis of the Malcolm Baldrige criteria, and from 2001 on the basis of The EFQM Model.

We have witnessed the early Quality Award winners becoming national success stories and driving national competitiveness forwards.

In our experience the excellence of the EFQM Model is based on its usefulness as a management framework. It is not only a profound self-assessment and development tool, but it genuinely supports strategy implementation as well. It is common that in the beginning the development areas are rather operational. Once organisations get familiar with the model and go deeper, the model takes them step by step closer to strategic development areas.



LAATUKESKUS
EXCELLENCE FINLAND

“ In Finland, the EFQM Approach is applied in three ways. First, it is used as a frame of reference, second, as a self-assessment tool and third, as a criteria for the Finnish national Quality Awards. ”



PRESENT DAY

Everyone knows that things have gone relatively badly in the Finnish economy lately. In addition, our ranking in ASQ's Global State of Quality Report raises concerns. Our small country needs serious improvements to be able to succeed in international competition. Active, innovative and quality-oriented organisations are a good starting point.

Finnish Quality Association wants to show good example: we recognise the value of the EFQM Model and we use it to structure our own quality management. We believe that the shoemaker's children shouldn't go barefoot as we function as Finland's messenger in quality affairs: the EFQM approach is applied in our quality management as an integral part of all professional and management functions on all levels.

As a result we were the very first organisation in the world to receive the EFQM Committed to Excellence 2 Star recognition in 2013. Two years later, in 2015, we proudly achieved the EFQM Recognised for Excellence 4 stars recognition. It goes without saying that the model has significantly benefitted our own work and gives us strength to push our members forwards.

IN THE FUTURE

Nevertheless, the model itself needs careful review and development to stay agile. The world changes and so must the model. At the moment the Model is challenged by modern companies who operate in fast-moving, networked, digital business environments. Perhaps the solution could be different versions of the model that are targeted to companies in diverse business environments.

The best case scenario is that in the future, the Model fits every organisation that pursues long-term development of both their management and their operations. Such organisations are better equipped than their competitors to react to demands imposed by changes in their operating environment. Future success stories rise from among them.



Tani Järvinen
CEO



FRANCE

AFNOR Group

The international AFNOR Group is the exclusive representative of EFQM in France. Also, this company designs and deploys solutions based on voluntary standards around the world. The Group serves the general interest in its standardization activities and provides services in such competitive sectors as training, professional and technical information and intelligence, assessment and certification. AFNOR Group has the presence and all the resources to deliver support and deploy reference solutions in over 100 countries.

EFQM EXCELLENCE MODEL AND ITS DEPLOYMENT IN FRANCE

Such progress has been made since September 1988, when Jacques Delors, then president of the European Commission, met with 14 European Business Leaders (including the CEOs of four French companies: Avions Marcel Dassault-Breguet Aviation; Régie Nationale des Usines Renault; Nestlé SA and Bull SA) who recognised the need to create a dynamic collective dedicated to developing the competitiveness of the European economy.

The EFQM Excellence Model, which celebrates its 25th anniversary this year, has gradually established itself amongst all Total Quality Management philosophies and approaches as a benchmark excellence model for major economic and political players in a great number of countries. In France, the model was quickly deployed by major industrial groups and used as a benchmark for assessment for the French quality award. Various studies from this period have demonstrated the impact of deploying the excellence model on organisations' key outcomes (economics, clients, staff, etc.) This excellence model has regularly evolved to reflect new economic trends, new social issues, and the ever-increasing expectations of stakeholders, taking inspiration from the most effective (benchmark) management practices and anticipating new management styles. In 2008, AFNOR Group organised the EFQM European Forum in Paris, based on the theme, "Leaving a lasting footprint": a true profession of faith, reflection on the new social and economic issues and anticipation of 21st century business management styles. In 25 years, the Model has extended far beyond the boundaries of Europe (Asia, the Middle East, South America, etc.) alongside established excellence models such as the Malcolm Baldrige Model and the Deming Prize.





In France, as in most countries, the EFQM Excellence Model is entering a new era. The business environment is difficult and improving competitiveness is becoming more complex. The emergence of new social issues, the increasing scarcity of public funds, the preservation of natural resources, and the development of risks linked to digital technology, new technologies, globalisation, and evolutions in client and consumer behaviour all change ways of thinking, acting and forecasting, and shake up business management models. In this new context, we have observed a changing need for public and private organisations seeking agile management models capable of taking into account all the issues faced by stakeholders, allowing them to identify the need for transformation and assisting them in making the necessary changes. In France, this change is characterised by the greater interest in the EFQM Excellence Model shown by small and medium-sized enterprises, start-ups in all sectors and public organisations.

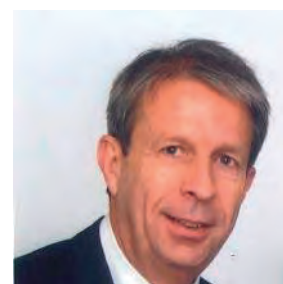
After a seven-year absence of French candidates for the EFQM Quality Award, French companies have now been featured on the winners podium (award winner, finalist) for three years.

Thanks to the support of French industrial companies that use the EFQM Model, the Senate commission for business created in 2014, responsible for informing the Senate on the situation and the development prospects and competitiveness of French companies, identified the EFQM Excellence Model as a performance lever (management quality) on its tour of French companies. On 31 March 2016, the President of the Senate, Gérard LARCHER awarded diplomas to the 17 organisations that received EFQM recognition in 2015.

In the coming years, businesses will face unexpected issues and challenges which will open up new horizons. They will have to become extremely inventive and proactive in order to envisage the markets of tomorrow and transform their business model. The major technological, economic, legal, environmental and social issues will be subject to international standardisation. This will require open and flexible management models in order to accommodate and incorporate these issues, and to allow companies to take advantage of all possible benefits. Similarly, new management styles are emerging to allow adaptation to these changes and stakeholder expectations. Research into future management styles has begun in universities and other higher education institutions. The effectiveness of this Model will be evaluated through studies.

The EFQM Excellence Model must evolve in order to take into account all of these aspects.

We must make the EFQM Excellence Model the benchmark model for the next five years.



*Patrick PARIS
AFNOR
General Manager EFQM FRANCE*



GERMANY

Deutsche Gesellschaft für Qualität (DGQ)

Deutsche Gesellschaft für Qualität e.V., DGQ, founded 1952 is a German Association with 5500 individual and 750 corporate members. DGQ addresses all aspects of quality management and quality assurance as well as related fields of management and leadership. DGQ is active in Training, research, consultancy and networking. DGQ fosters 63 regional circles and a growing number of working groups addressing current and future aspects of quality.

In the QLAB, its design thinking laboratory, DGQ addresses challenges and problems of organisations, economy and society, striving to inspire individuals, organisations, German economy and society concerning the quality of products, the quality of organisations and not the least the quality of live in Germany.

LESSONS LEARNED, ROADS TO GO

DGQ - the German Association for Quality – is the major German national quality association. Its emphasis and priority is to prepare professionals and organisations for future challenges. Thus, looking back at 25 years of EFQM and EFQM Excellence Model needs to serve a better understanding of the situation and to come to lessons learned for the future. What could we learn from EFQM and 25 years of using the EFQM Excellence Model?

We learned that there definitely is a need for a holistic understanding of how companies and organisations can survive and succeed. But there is a competition of models and philosophies of many gurus and leaders as well as the limitation of human beings in organisations to really act based on values, human-centred and sustainable. These and more fundamental concepts EFQM has identified as not just desirable but inducing the success of organisations. A committed community of EFQM affine companies and public sector organisations in Germany used the EFQM Excellence Model to improve their performance. Many success stories of small as well as large German companies were born within the 25 years, leading some of those towards the heights of the podium of the EFQM Excellence Award.

We learned there are strongly differing national approaches towards EFQM. Some countries used the EFQM Excellence Award as one further way to approach the European Union. Other countries or regions use the model and the award to get visibility as a business location or even as an independent region. But what about Germany? Yes, there is a German EFQM community as described above but Germany as a large industrial and economic player in Europe had a rather small participation in the EFQM movement and the EFQM Award. Even if we could agree that German industries, service and public sectors are rather mature, according to experience and statistics, in this large economy there are many thousands of non-mature organisations. In theory, they would be in desperate need for an excellence model, for assessments and resulting improvements. Maybe it is the overall economic position that detracted from starting a more broadly based excellence movement.

DGQ

Deutsche Gesellschaft
für Qualität

“ The EFQM community will be an important network and also a think tank to come up with explanations, visions and solutions to help to support transforming organisations in order to address future challenges. ”

We learned there is a struggle between a classical understanding and approach of quality and quality management and a holistic understanding and approach, leading even into the struggle between management and quality management, between managers and quality managers. We more than ever see all past and current quality management concepts questioned and challenged, even the current EFQM Excellence Model. The digital transformation changes business models, technologies, ways of working and our national and global societies. We live and work at the edge of, no, during the first phase of the fourth industrial revolution. We can see some patterns but we still have to develop the new economy and society.

A new degree of interconnectedness as well as growing knowledge and technical capabilities will enable us to enhance the quality of life by reducing failures and waste but also by better than ever understanding the needs of customers, consumers, citizen. Mass customisation, customer integration as well as new forms of labour will change many organisations towards agility.

To support that, we need models and concepts helping us analysing, understanding and designing our organisations. Those models need to be adaptive, inspiring and as everything else is transforming, they will have to transform themselves in order to support transformation. Much more than in current supply chains we will need to build networks of organisations. The importance of the single organisation is reduced in favour of the importance of agile, fluid networks of many entities. Future Excellence models have to address that.

The EFQM community will be an important network and also a think tank to come up with explanations, visions and solutions to help to support transforming organisations in order to address future challenges. The ambition of DGQ, the German Quality Association, is to contribute as a committed member of this community to transform quality management and the QM professions, to transform organisations and the management of organisations to improve quality of life. No more but no less.



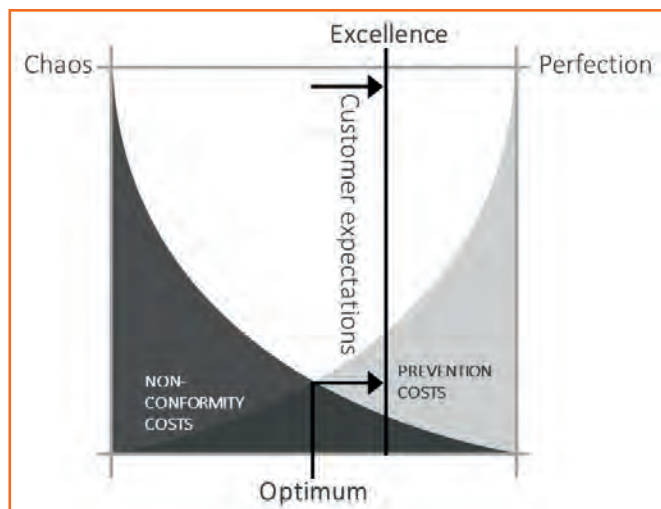
*Christoph Pienkoß
CEO and Member of the Board*



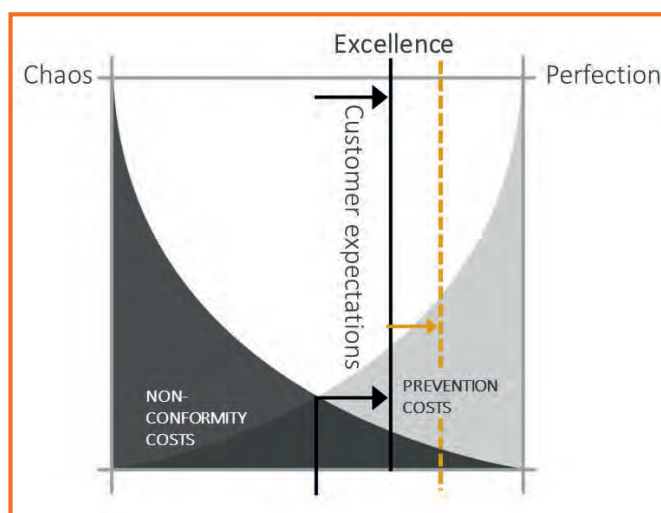
GERMANY

LUDWIG ERHARD PREIS (ILEP)

In Germany the meaning of Excellence is often misunderstood. I believe that we need a new way to explain the idea of Excellence. My way to explain excellence is to discuss some pictures:



I predict that Excellence is a state of maturity that is in between chaos and perfection. It is triggered by different stakeholder expectations and influenced by costs for errors, risks and lost business as the positive driver and effort for implementation as the negative driver. The recent state of maturity is often far away from the status of Excellence and can be estimated with the help of assessments.



I expect that an organisation can learn in two different ways: horizontal organisational learning is the way that the organisation improves existing approaches without significant growth in maturity (more of the same). E.g. a call centre has a better performance with more staff.

Assessment can help to find out to what extent the organisation has progressed to achieve the intended state of excellence.

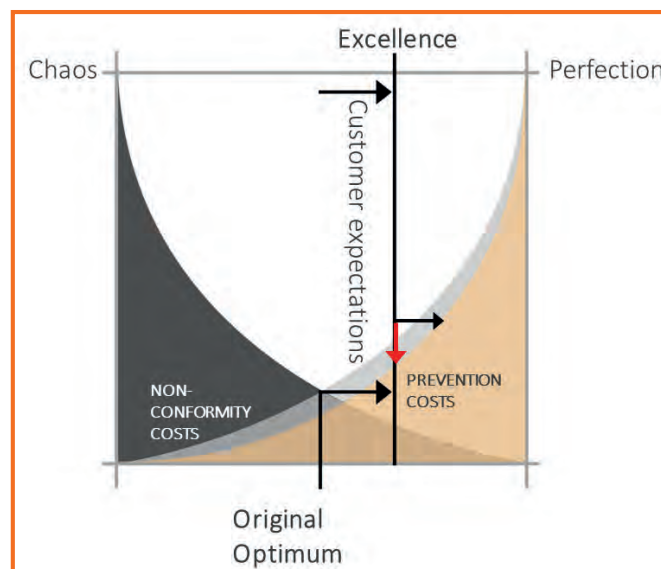
Initiative Ludwig-Erhard-Preis e.V. is a member based organisation in Germany. The mission of ILEP is to spread the Idea of Excellence. One light house activity is the National Excellence Award, giving the name to the club. Further on trainings and recognitions help German organisations to progress towards Excellence. Therefore ILEP is a partner of EFQM.



Dr. André Moll,
Executive Secretary

The other way of organisational learning is vertical learning. The main target is not to improve the service level for stakeholder groups, but to be e.g. more efficient, therefore increase the organisations maturity.

By doing that the financial optimum gets closer to the desired state of excellence. One of the main benefits of assessing an organisation is to find ways for vertical learning.



In the long run the growth in maturity leads to a status when the intended excellence performance is combined with the optimum financial outcome. The organisation is completely focused on what is its purpose and is a role model for "Business Excellence".

Though reality is far more complex than this simple picture, I have got to know that quite a lot of German users understand this way of thinking about Excellence and use this idea to explain their Excellence approach to their people and other stakeholders.





GREECE

HELLENIC MANAGEMENT ASSOCIATION (EEDE)

The Hellenic Management Association (EEDE) was established in 1962. It is a not-for-profit organisation with a mission to contribute to the promotion, dissemination and promulgation of modern management principles, methods and practices. EEDE has members, both corporate - enterprises and organisations of the private and public sector - and individuals - medium and top-level executives, entrepreneurs, professors and students.

Today EEDE rates among the five largest Management Associations worldwide in terms of Membership and Activities and its activities cover all administrative regions in Greece.

The ultimate purpose of the Hellenic Management Association is to improve the competitiveness and effectiveness of Greek enterprises, through the development of human resources.

It is with great pleasure, that we all have the opportunity to express our thoughts regarding the EFQM Excellence Model and beyond that, our thoughts about the contribution that the EFQM Model could offer in the development of sustainable Entrepreneurship in Europe.

Hellenic Management Association (EEDE), with a history of 55 years in the promotion of effective management principles, has been a member of EFQM since 1990, to support its mission to be the driving force for sustainable Excellence in Europe and to create an environment in which organisations excel.

Moreover, our first contract as one of the first National Partners of EFQM in Greece and Cyprus, signed in 1999, was based upon the concept of a win-win relationship underpinning the dissemination of the business excellence philosophy across the business community.

The implementation of the EFQM Excellence Model in the public and private entrepreneurship in Greece and Cyprus, with more than 200 recognised companies, has been a blueprint for organisations to develop a culture of excellence, to access good practices, to drive innovation and last but not least to improve their results. These organisations have become more attentive to the needs of their stakeholders. They learned how to work towards gaining more knowledge, innovating and improving their overall performance. Their leaders have increased their abilities to take informed decisions and to understand in more depth the drivers of their strategy. Many of these organisations have acted as role models for other organisations too. The crucial outcomes of the EFQM Excellence Model implementation are the significant reduction of waste, increase on economic efficiency and improvement of social relations.

Regarding the Model, those who should speak louder are the representatives of companies that have adopted the Model and applied it. We are quite certain that these companies could easily commit to increasing competitiveness, results, to safeguarding sustainability, to giving space to their colleagues, to growing further, to developing themselves as they feel more secure walking in a planned way without a lot of turbulences.

It goes without saying that the Model as it stands, fits better to larger organisations, but it can also give another perspective to smaller businesses on how the Entrepreneurs and Managers should evaluate and plan their businesses, if they want to be successful and most importantly, sustainable.



In such an unstable environment, as the European Economic environment in our days, there is no doubt, that the adoption and commitment of the Model can decrease the percentage of failure in both, small and large businesses. The Model itself is a very strong tool, if we want to make companies and economies more sustainable and if we want European businesses to lead the market in the future as well.

Furthermore, EEDE in recognition of the Marine management as one of the most valuable and healthy assets of Greek and World Economy, initiated the creation of a holistic Marine Management specialised Framework, the “EFQM Marine Framework”, based on the EFQM Model and approved by EFQM, in order to support and boost the competitiveness of the sector which is a forerunner in certifications in observing Quality, Health & Safety and Environmental management.

Apart from national networking in Greece and Cyprus, the EFQM brand has been supported and protected by EEDE’s ongoing activities, creating a stable partnership that goes beyond the limits. This partnership is based on values such as trust, integrity and loyalty between the two elite Management Associations.

Within this framework, EEDE has successfully organised numerous events where Business Excellence was the basic theme. The organisation of the EFQM Forum in Athens in 2007 is amongst these successful initiatives, which offered added value to the EFQM community.

Furthermore, EEDE organises on a yearly basis, the prestigious National Certificate Ceremony “ARISTEIA” to honour the companies from Greece and Cyprus that achieve recognition to EFQM Levels of Excellence Scheme. The Ceremony is characterised as the “Great Fest of Business Excellence”.

The Ceremony involves several happenings, speeches and exchange of best practices in Business Excellence. More than 600 delegates, CEOs, senior managers and executives from Greek, Cypriot and multinational companies, as well as Greek political leadership’s representatives, academics and students are welcomed. The Ceremony attracts extensive media/press coverage aiming at the promotion of recognised companies.



It is crystal clear, that the partnership between EFQM and EEDE has flourished during almost 25 years and conquered valuable experience so as to plan and implement actions towards a bright future that will benefit both parties and most of all the business community as a whole.

Therefore, we believe, as Hellenic Management Association being one of the oldest partners of EFQM, that all of us have to work hard to make the Government Officials in our country as well as in Brussels, not only to re-think about the usability and the benefits that the Model could bring to European Economy, but also to adopt this Model as quickly as possible, if we want first of all to safeguard the future of European Enterprises but more than that, to see the competitiveness in Europe rising again and playing the adequate role in the World Economy.

The role of EFQM for the last 25 years has been very important and we have to ensure, as Ambassadors of EFQM worldwide, that the basic principles and Fundamental Concepts of the EFQM Model, as well as the associated management practices, are spread out in the most efficient way.

It is time that Managers think positively, that it is up to them to build the future of their Enterprises and of their National Economies. The EFQM Excellence Model is a practical, dynamic and powerful management tool that needs to be established by every organisation regardless of sector, size, structure or maturity in order to be successful. More than that, the alignment with EFQM’s holistic view and methods will help them to achieve a sustainable excellence, safeguarding their way towards the next decade.



Dinis Lambrinopoulos
Chairman of the Board
Hellenic Management Association (EEDE)



"Committed to CSR
Excellence" Award

HUNGARY

The Hungarian Association for Excellence (HAE)

The Hungarian Association for Excellence (HAE) was founded by 10 organizations and two individuals in 2006. Now it has more than 90 members - companies, educational institutions as well as non-profit organizations. The Association is a National Partner Organisation (NPO) for EFQM from its foundation. The HAE's staff has worked previously at the Hungarian Quality Development Center (HQDC), which was the EFQM's NPO between 2002 and 2006, but was not a membership based organisation. The Association's first major activity was organizing the EFQM FORUM in 2006 in Budapest, in which nearly 900 guests attended. Since 1987 the IIASA-Shiba Award is presented to organisations that have achieved distinctive performance improvements through the application of TQM. This award is managed by HAE as well.

From 1996 the EFQM Excellence Model plays an important part in the national quality improvement and recognition activities. You can see below the Hungarian awards and activities which are based on EFQM Excellence Model:

AWARDS:

- Hungarian National Quality Award
- Regional Quality Awards
- Public Education Quality Award
- Higher Education Quality Award
- Excellence Award for NGOs which are working on labour market

EXCELLENCE PROGRAMMES:

- Group excellence programme for public education
- Excellence and the City Programme
- CSR Excellence Programme
- Grundfos Supplier Excellence Programme

And more and more Hungarian organization applied for EFQM "Committed to Excellence" and "Recognised for Excellence" recognition level. We are proud of high number of Hungarian organization which applied for EFQM recognition on different levels in the last 25 years. During this time more than 200 Hungarian organizations got these excellence diplomas.

In 2016 will be the 20 years anniversary of the Hungarian National Quality Award. Winning of the national quality award has launched several successful Hungarian companies in the international journey towards excellence. In the 2000s Hungarian organizations achieved outstanding success; from this European region the first Award



**Hungarian Association
for Excellence**



Award winners celebrated in the Hungarian Parliament

Winner was in SME category the Hungarian Burton-Apta Refractory Manufacturing Ltd (2000) and the first Prize Winner in large scope was the Westel Mobile Communications (2001) and the Opel Hungary (2001). In the last 10 years there were 14 successful Hungarian applicants for the EFQM Excellence Award (Finalists or Winners). One of the first Finalists was the Kossuth Lajos Secondary Grammar School in 2003.

LAST BUT NOT LEAST SOME THOUGHTS FROM HUNGARIAN EXPERTS:

“The EFQM Excellence Model helped us to make our TQM system very strong and sound, involving the whole team of the company. The systematical approach, the possibility of flexible usage of the content of model criteria, tailoring it to our business, made the internal communication quite easy. Implementing the periodical self assessment – based on the Excellence Model – helped keeping and increasing our excellence level.

Endre Hercz- TQM Director, Westel Mobile Telecommunication Company, later T-Mobile (1993-2007)”

Since its 25 year-existence, the EFQM Excellence Model has been offered a great basic management framework that was possible to adapt to various business, economy & cultural environment. Despite of the enormous changes of the recent decades, the model still provides users with elementary management pillars helping to align their strategies to the actual challenges.

Dr. Andras Hary – Managing Director of APNB Research, Development and Service Ltd. (7 Award Assessments, 121 organization assessments btw. 2002 and 2016)

20 years later I am still happy to remember those successful years that I lived at the Ganz David Brown as the general manager. The results are largely due to the use of the EFQM model. Crisis management, we have built a team, rationalized business processes, resulting in improved performance of the company from year to year and won the Hungarian Quality Award and the European Quality Award competition we became finalists. I'll never forget the feeling of receipt these Awards. During the subsequent career I applied the EFQM model not only as a leader but also as an executive coach successfully.



Hungarian National Award



*Kálmán Szabó managing director,
Hungarian Association for Excellence*



St. Mary's College,
EEA Winners 2001 and 2006 /
Prizewinner 2013

IRELAND

CENTRE FOR COMPETITIVENESS

Centre for Competitiveness are a not for profit, self-financing membership organisation operating throughout Ireland. We support our members to build their Competitive Advantage through our global networks and local partners and the design and delivery of business consultancy services, projects and programmes.

The Centre maintains strong links with research bodies, top business and management schools – such as Queens University Belfast, University of Ulster, Stanford University – and renowned international academic experts, to ensure continuous testing of new methodologies.

The Centre has established International Partnerships with bodies such as EFQM, Product Development Managers Association (PDMA), Global Federation of Competitiveness Councils (GFCC), Benchmark Index, IMPr3ove and SmartGridIreland (SGI)

The history of EFQM Excellence in Ireland (North and South), as with all retrospective narrative, is punctuated with stories of success and periods of challenge.

In 1994 the Northern Ireland Quality Centre (NIQC) became the EFQM Partner for Northern Ireland and there then ensued a healthy period of activity. However, whilst there was a considerable amount of EFQM activity and a robust Awards process in place, a number of issues were raised in 2000 relating to the introduction and management of improvement initiatives.

- Little quantification of the benefits of improvement activities,
- No specific tracking of performance over time to determine the causal linkages between implementing improvement initiatives and achieving improved results
- The lack of identification of “preferred” approaches (and ultimately best practice) to managing and measuring improvement activity; and
- A tendency to concentrate on completing assessments or gaining accreditation rather than the organisational results achieved.

KEY DEVELOPMENTS

As a consequence, tiered recognition (STEPS) was introduced in 2000 to recognise organisations at differing levels of maturity.

In addition, partnership programmes evolved with key sectors:

- An E-Pathways diagnostic, based on EFQM, was developed in conjunction with the NI Industry Development body in 2004. This Business Health Check then became a precursor for entry into the Awards process.
- In the Education sector (2010) a bespoke programme was developed to align educational assessment criteria with the EFQM criteria with over 20 schools achieving recognition over a two-year period.
- The Hospitality sector has been a significant success story in Ireland with the development of an Improvement programme by the national Tourism Authority (Failte Ireland). The programme has incorporated the development of bespoke EFQM Guidelines and a Recognition scheme aligned to EFQM (Optimus).
- A Customer Service Excellence programme was developed in 2011 to enhance the ability of organisations to improve service delivery. This is now an EFQM endorsed product.

- CfoC are the strategic Partner for the Aerospace, Defence and Security consortium. The Improvement methodologies used to improve Supply Chain performance incorporate the key elements of EFQM with programme recipients then progressing to EFQM Recognised for Excellence R4E recognition
- The Investors in Innovation Programme, launched in 2015, helps organisations to identify their Innovation Roadmap and provides the tools and methods required to achieve success. This is now an EFQM endorsed product.

The levels of training and internal assessments associated with these initiatives soon translated into applicants for recognition. Indeed, the progression was such that a number of companies progressed to wider UK and European levels of recognition. Of particular note is the achievement of St. Mary's College from Londonderry who were overall EFQM Award winners in 2001 and 2006 as well as a Prizewinner in 2013.

The Crowne Plaza and the Holiday Inn Express Hotels in Northwood in Dublin, celebrated success in 2015 on being the first hotel in the Republic of Ireland to achieve the distinction of a the EFQM Excellence Model 5* star Award.

IMPACT

A key determinant of success throughout has been the focus on specific sectors by developing cluster groups of like-minded organisations (Hospitality, Education, Voluntary, Aerospace)

The key benefits identified have been

1. Driving improvement on a sectoral basis through enabling different organisations to enhance their performance (i.e. sustained Service, Quality and Delivery metrics, improved academic performance, improved ability to attract funding).
2. Developing a body of expertise through the contribution of assessors who act as "change agents" in their own organisations.

3. Continued tracking of performance over time to determine the causal link between implementing improvement initiatives and achieving improved organisational results.
4. Providing a consistency of approach by which good practice can be identified, evaluated and recognised.
5. Providing a consistency of approach by which outputs can be monitored on an objective basis.

SUMMARY

The EFQM journey in Ireland has been cyclical in nature and the basis for innovation in products and services. From 1996, the first fifteen years were primarily those of growth with success determined by;

- Developing appropriate assessment methodologies for differing sectors
- Establishing recognition levels to reflect different levels of organisational maturity
- Establishing relationships with key Industry sectors and Development bodies

There then ensued a period of economic turbulence. Whilst this posed inevitable challenges it is no coincidence that the key tenets of EFQM enabled organisations across sectors to better withstand the challenges faced. In 2016, across Ireland, we still have a healthy Awards process, persistent levels of Improvement activity and increasingly mature relationships with key sectors.

The focus will be to continue to promote and implement the EFQM Framework in a range of businesses and sectors, with a particular emphasis on improving leadership and management practices, organisational systems, processes and business performance.

The benefits of recognition are substantial as it provides an international endorsement and benchmark for organisations, regardless of sector and scale, to source international markets and business opportunities and benchmarks.



George Wilson
Senior Executive

KEY MILESTONES ON THE 'JOURNEY TO EXCELLENCE' IN IRELAND

Year	Activity
1994	<ul style="list-style-type: none"> • NI Quality Centre becomes EFQM Partner • Launch of NI Quality Award
1998	<ul style="list-style-type: none"> • Partnership with Local Development Agency to promote Business Review based on EFQM Excellence Model
2000	<ul style="list-style-type: none"> • Development of Tiered Recognition Scheme (based on EFQM)
2004	<ul style="list-style-type: none"> • NIQC was rebranded and re-launched as the Centre for Competitiveness (www.cforc.org)
2007	<ul style="list-style-type: none"> • Development of Optimus/EFQM Programme for Hospitality Sector in Republic of Ireland
2010	<ul style="list-style-type: none"> • Development of Sector Specific Initiatives (Education, Voluntary Sector, Tourism)
2013	<ul style="list-style-type: none"> • CforC becomes EFQM Partner for Ireland • Launch of Ireland Excellence Award
2014-2016	<ul style="list-style-type: none"> • Development of Sector Specific Initiative (Aerospace) • EFQM accredited initiatives in Service Excellence and Business Innovation



LATVIA

LATVIJAS KVALITĀTES BIEDRĪBA

Latvian Society for Quality (KVALB) was founded on October 2011 with the objective to develop competences in the area of quality management. KVALB takes an active part in various fields and organises events available for a wide range of societies – seminars, discussions, conferences on quality management issues, methods for effective operations, and implementation of good management principles. Another important activity of the organisation is cooperation and experience exchange events among the private and public sectors, to promote the shaping of understanding, improvement of competence, and sustainable development.

KVALB has also developed a webpage www.kvalb.lv that is used to inform the society, current and possible members about the organisations initiatives, activities and events in Latvia and foreign countries.

25 years ago the EFQM Excellence Model was new to organisations in Latvia and throughout its existence, the Model has had weak popularity. Eventually its reputation started to gain and in 1997 the Latvian Association for Quality, in cooperation with the Latvian Ministry of Economics, organised the first Latvian National Quality Award. It was supported by the government who issued special regulations supporting Latvian Quality Award based on the EFQM Excellence Model. In the beginning there were two categories, small & medium sized enterprises and large companies, and since 2005 a third category has been created for the public sector.

Unfortunately, the excellence movement significantly slowed down due to the economic crisis in the country. As a result, the Latvian Association for Quality stopped its activities and the last National Quality Award was delivered in 2008. Afterwards, there was a quiet period of time for excellence approaches in Latvia. Some organisations were continuing their journey to excellence, as others were supporting these organisations. In 2009 there were some initiatives to support excellence development in Latvia with the help of international European projects such as the Leonardo da Vinci project TI-SAETO, whose partners came from different countries, including Turkey and Germany. Latvia was represented by the company Eurofortis and as a result of the project, a few Latvian Primary and Secondary schools, as well as Gymnasiums started to use the EFQM Excellence Model principles and its 9 criteria. The first self-assessments were organised with the help of an on-line tool to make the process easier.



Over the years EU projects continued and supported more organisations making their way to excellence and quality. Different discussions, seminars and conferences were organised to raise the awareness around the concept of excellence.

In 2011 a new quality organisation was established – the Latvian Society for Quality (LSQ), and its intention was to continue the work of the Latvian Association for Quality: to show the opportunities of using the EFQM Excellence Model as a tool supporting organisations development. We started with small but important steps, with interest groups, discussions, seminars and conferences to create awareness. In 2014 the Latvian Society for Quality became an EFQM National Partner and since then, informative seminars and courses have been organised. Moreover, the current EFQM Excellence Model was translated into Latvian and is now accessible to everyone who is interested in it. The next step is to rebuild the Latvian National Excellence award to further support organisations on their journey to excellence. In the future, we aim for more organisations to adopt the excellence approach to further develop themselves and to have more organisations that are ready to apply for some of the recognition levels or even the EFQM Excellence Award.

The process of reintroducing the EFQM Excellence Model in Latvia has many challenges, awareness is very low and efforts are needed to create infrastructures. We intend to create series of articles, events, train assessors and experts who can help implement the EFQM Excellence Model within organisations. EFQM good practice visits, where people can see achievements reached using the Excellence Model, are a great way to raise awareness. Several organisations already followed the excellence journey and we will use their experience to inspire other and share their learnings. Their experiences will definitely help promote awareness and create interest from other organisations. We understand that results are coming slowly and some years will be needed to rebuild awareness and infrastructures, however we do understand that an excellence approach helps to improve organisation performances in the long term and that it will positively impact the Latvian economy, society and the country in general.



Vanda Vaščenkova

*LSQ representative for EFQM,
EFQM assessor*



THE NETHERLANDS

INSTITUUT NEDERLANDSE KWALITEIT (INK)

INK (Instituut Nederlandse Kwaliteit) was founded in 1994 with the joint support of the Dutch Ministry of Economic Affairs and several big companies as Philips and KLM. Our aim is to support the organisational development in the Dutch profit and non profit sector.

INK inspires people not to settle for mediocracy; to aim for growth in meaning and value together with their stakeholders. INK connects practioneers, scientists, consultants, assessors and students and encourages them to support each other by sharing knowledge and experience.

INK is an independent foundation, focussing on networking, research and development, training and support, assessments and recognition.



INK congratulates EFQM with the 25th anniversary of the EFQM Excellence Model! Keeping the Model and the Assessments valid and vivid over 25 years is a great achievement. Although the founding fathers aimed to launch a quality movement in Europe, they would be surprised to see how many organisations in Europe and beyond use their initial ideas on organisational development.

In the Netherlands INK and the INK consultancy partners supported hundreds of profit and non profit organisations applying the EFQM Model (in the Netherlands known as the INK-model, which is derived from the EFQM Model). Among them organisations in the following sectors: industry, financial and business services, ICT & telecom, logistics & transport, healthcare, education, local and central government, police, housing companies.

Apart from that a lot of organisations used and still use the self assessment tools INK developed. Far over hundred organisations were awarded a Recognised for Excellence recognition on a 4 and 5 star level, a limited number of outstanding organisations received the National Quality Award. This Award was an initiative of the Dutch Ministry of Economic Affairs.

The success of the Model in the Netherlands is in the opinion of INK due to the fact that it is an integrated non prescriptive framework for organisational development, delicately balancing between giving guidance and giving freedom of interpretation. It is unique in its inclusion of stakeholders of the organisation. Some typical elements of the Dutch approach are:

- The combination of the Model with a maturity model for organisational development. The content of the criteria of the model is tailored by differentiating this content for different levels of maturity, addressing the content of criteria relevant for the specific stage an organisation is in. This approach enables organisations to position their current state and defines next steps.



- The link between EFQM analysis and a proper change management approach; INK considers Learning, Creativity and Innovation as a separate 'criterion', or at least as a separate process. In the experience of INK this process often appears to be poorly managed, organisations having difficulty to think 'out of the box' designing their learning process.
- The focus on the 'human' side of organisations, adding 'Inspire-Mobilie-Value-Reflect' to the traditional Deming Cycle. No more than rephrasing the learning cycle of an organisation; balancing between ratio and 'emotion' (what is 'going the extra mile' about?).

INK believes that the EFQM Excellence Model will retain its value in the future. It may become even more valuable. For many organisations close cooperation with stakeholders is the key to success. The EFQM Excellence Model provides a relatively simple and comprehensive framework to support this cooperation. However it will be essential for future success that we:

- Resist the temptation to complicate the Model as such; its stability, robustness and relative simplicity is its power; added value is not created by increasing the level of detail.
- Dare to trust on the competence of Assessor Teams, rather than expand the system. In the Netherlands we can rely on a solid Assessor Pool, being able to provide strategic feedback.
- Realise that it will be increasingly difficult to define an organisation as an unambiguous entity, due to collaboration in multiple, constantly changing networks.
- Investigate the link between the life cycle of organisations and their need of support. The most striking example of the importance of this topic is the contribution of feedback to organisational development. Feedback is fuel for improvement in an organisation in a growing or stabilising market; focus on feedback can be killing for innovation in an organisation in decline.



*Ruud Stassen,
President of INK*



POLAND

FOUNDATION FOR THE DEVELOPMENT OF WROCLAW UNIVERSITY OF ECONOMICS

The Foundation for the Development of Wroclaw University of Economics is a non-profit organisation that was founded to support the development of the University through working closely with business, academic community and students. We promote learning and development through projects with students, by organising conferences and seminars and providing expertise needed by both small and large businesses. We aim to be a leading organisation in Poland that offers management solutions based on the EFQM Excellence Model.

We believe that there is a demand for the EFQM Excellence Model in Poland because many enterprises need a holistic approach to organisational development leading to business excellence. Polish private sector is relatively young but there are many dynamic, growing companies that have to integrate new ways of management into their routines and management systems.

The EFQM Excellence Model was introduced to Poland in 1994, 5 years after the country embarked on the road to democracy and market economy. Over the years several hundred organisations from all sectors have benefited from the application of the business excellence concepts and tools. However, the good examples provided by these organisations did not result in a widespread attractiveness of TQM in Poland, such as it was the case in Japan, US and in some European countries.

Today the EFQM Model is still little known in Poland and remains a largely untapped resource for rising the levels of effectiveness, innovation and sustainability of Polish organisations.

EFQM MODEL DEPLOYMENT; PAST AND PRESENT

The key players in the deployment of the EFQM Model in Poland include:

- Polish Quality Award
- Umbrella (a United Nations project and subsequently a consulting company)
- Foundation for the Development of Wroclaw University of Economics

The Polish Quality Award (PQA) was established in 1994 by 3 organisations – Polish Chamber of Commerce, Polish Center for Testing and Certification and ISO 9000 Club. Initially the EFQM Model had been adopted by the PQA as a framework to assess candidates for the national quality award. In the following years PQA has developed its own business excellence model and assessment process while maintaining clear linkages to the current version of the EFQM Model. In addition to the national award, 16 regional awards were established by PQA and its local partners covering all regions of Poland.

PQA has the largest outreach in promotion and deployment of TQM in the country. More than a thousand organisations from the business sector, public administration, education and health care have gone through the trainings and assessment by PQA and achieved recognition at the regional or national level. A few winners of the PQA continued their journey to excellence to become Finalists or Prize Winners of the EEA.

Foundation for the Development
of Wroclaw University of Economics

Besides organisations, the PQA also awards outstanding individuals such as leaders, academics, and quality managers. In recent years the number of applicants for the award has been declining.

Umbrella has been the main provider of training and consulting services on the EFQM Model in Poland since 1999. In 2003 Umbrella became the EFQM Partner (for a few years jointly with PQA). Umbrella published the EFQM Excellence Model in Polish and organised 9 international conferences promoting the Model in the business sector and public administration. Umbrella has trained over 800 managers in EFQM licensed European Assessor and/or Leaders for Excellence trainings and assisted around 30 organisations in the implementation of the EFQM Model. Among these organisations have been large international corporations (e.g. Citibank, EdF, Fiat, Philips, Schenker, Volkswagen) large and medium business enterprises, central and local governments, police units, etc., Umbrella has facilitated good practice sharing of these organisations through conferences, seminars and benchmarking visits.

Three organisations from Poland have been recognised by EFQM at the level of the EFQM Excellence Award: Volkswagen Motor Poland (Prize Winner), FIAT Auto Poland (Finalist) and Dzierżoniów Municipal Office (Finalist). More than 20 organisations have been recognised at the R4E and C2E levels. While all these organisations have claimed benefits of using the EFQM Model such as strengthening of the organisational culture and management system, increased people engagement and customer focus, improved visibility on the European market, etc., not many other organisations follow them on the path to business excellence.

The Foundation for the Development of Wrocław University of Economics (Foundation) has been an EFQM Partner since 1st January 2016. As a non for profit organisation the Foundation acts as an EFQM Representative in Poland licensed to deliver EFQM trainings (L4E and New EAT) and run R4E and C2E recognition scheme.

FUTURE CHALLENGES

To cope with the challenges ahead, Polish organisations have to improve their effectiveness and efficiency, be more innovative, agile, and able to attract and retain talented people. Many organisations are striving to build more effective management systems combining strategic and operational management tools. Benchmarking and sharing of good practices are increasingly used as fast and effective development tools.

The EFQM Excellence Model could help many Polish organisations on their development path if the awareness of its existence and benefits of its deployment is raised among top management. A major challenge is to convince the top management that deployment of the EFQM Excellence Model will bring the real business value to companies and institutions managed by them.



*Arkadiusz Wierzbic
President of the Foundation for
the Development of Wrocław
University of Economics*



*Tadeusz Buchacz
EFQM Expert of the Foundation
for the Development of Wrocław
University of Economics
PQA Committee Member
Former Umbrella Director (1994-2015)*



PORTUGAL

PORTUGUESE ASSOCIATION OF QUALITY (APQ)

Portuguese Association for Quality (APQ), founded in 1969, is a member based not for profit organisation, recognised as a Public Utility Institution in 1984.

APQ's mission is to add value to its members and to contribute to a sustained development of Portuguese society through the creation and spreading of knowledge and promotion of innovative practices in the field of Quality and Business Excellence.

APQ headquarters is located in Lisbon and has four regional offices across the country: Oporto in the North, Faro in the South, Azores and Madeira Islands. With about 1500 members, organisations and individuals, APQ is widely recognised by its activities, both nationally and internationally.



The EFQM Excellence Model has been the basis for the evaluation of candidate companies for the European and Portuguese Awards of Excellence, which has evolved over its 25 years of existence, and being very early on universal model of reference.

From their merits, we emphasise:

- the Criteria constitute structural elements of management systems;
- the Model allows companies a self-assessment exercise;
- it provides the company with an absolute benchmarking tool.

The latter aspect is especially relevant because companies do not easily access data allowing comparison with the best ones. The score ranges obtained by finalists, those awarded and winners are known, so the comparison is globally easier.

The EFQM Excellence Model is an unique example of an approach, translating theories into useful mental maps for managers, allowing a global framework for applying in an integrated way a wide range of techniques and methods.

To create a culture of excellence, known to be the critical factor for the management of quality and competitiveness, implies abandoning some rhetoric which is generally accepted, and which implies replying to the question of what is the role of management in a new order of things.

The EFQM Excellence Model has scope for a large number of academic researches, proving the interest for the Model itself and the awarded organisations as examples of good practices. Besides a better understanding and dissemination, some of these results can contribute to the development of the Model.

In Portugal, the EFQM Excellence Model applications follow a pattern of a few awards per year (66 organisations - 26 private and 40 public - between 2004 and 2015. With special note to the RAM (Autonomous Region of Madeira) with 7 awarded organisations in the same period, which is a remarkable achievement at national and International level.

However, perspectives are increasing either because the economy is recovering, or because public funds are becoming available. APQ is taking profit in this situation, designing and implementing collective actions to implement the EFQM Excellence Model to groups of companies over the next 3 years and more than 50 awards are expected.

In a development perspective, the EFQM Excellence Model has a wide field of vectors and directions, which will go particularly through integrating concepts and solutions and aiming to respond to:

- Globalisation (e.g. paradoxes, opposite tensions, dichotomies, different responses, and moving dynamics);
- Activities of synthesis (which importance is growing as a complement, or even opposition to analysis);
- Culture and Politics (e.g. search diversity but building a shared vision; encourage creativity but be consistent in everything; focusing us on continuous development processes but do performance and discovery an important part of the work - focus versus innovation).

With regard to quality, innovation, and performance professionals they have to: increase knowledge in specific techniques but establish more links with other policy areas (Integration); ensure technical expert status but increasing the ability to influence the institutional relations; optimise resources, promoting innovation and development of new products and processes; implementing systems (e.g. Quality, Environment, SOH, CSR) but contribute to innovation and development of new organisational formats (managing change).

In terms of theoretical framework, some of the development areas include: organisational excellence very focused on performance; theory of stakeholders; social costs associated with business practices of relocation and globalisation; ethics management and social responsibility.

On the other hand, new and emerging organisational realities are other areas to consider for developing the Model (e.g. alliances, partnerships, virtual organisations, networks, communities of practice, supported solutions on the internet), which are accelerating the transition from TQM for TQL (Total Quality Learning). These issues entail emphasising customer satisfaction and continuous improvement supported in orientation for learning, as opposed to traditional control. Uncertainty reduction imply to get higher levels of knowledge (much of owner and differentiating knowledge comes from experience and experience of organisations).

In terms of conclusion, excellent organisations have to overcome their performance levels, understanding the trends of the near future:

- Quality tend to be lateral and crossing but structuring;
- Professionals should systematise but also influence and integrate;
- Organisations must learn and unlearn;
- Competitiveness off up quickly towards the upstream activities of production / service delivery (Innovation Management);
- Quality means the satisfaction of most stakeholders (consensus building);
- Readiness to oscillate between routine situations and instability or even emergency.



*António Ramos Pires
(Chairman of the Board)*



RUSSIA

Russian Organization for Quality (ROQ)

Russian Organization for Quality (ROQ) was established in 2001. The main aim of ROQ is to unite efforts of individuals and nongovernment organisations, businessmen and industries, government organisations and science and technology activists striving for improvement of living standards in Russia and forming a national quality movement. With help of its 93 regional branches in different regions of Russia ROQ is developing Russian quality movement. ROQ has 6 specialised centres such as Centre of Business Excellence, Centre of Expert Programs, Centre for Training and Consulting, Public House and other. ROQ supports partnership with ANQ, EFQM, EOQ and other international organisations.

This year, we are celebrating the 12th anniversary of the partnership between EFQM and ROQ on activities related to the Excellence Model in Russia. This period saw the Russian economy developing itself relatively fast and as such, there was a visible need for new tools of modern management and its deployment in industries.

There is no doubt that the EFQM Excellence Model was of great interest because it brought a new methodology of factory diagnostics. It was very different in comparison with existing traditional approaches to quality management. As a result, the EFQM Excellence Model became more and more known and popular.

The very first EFQM assessments in Russia were held between 2005 and 2007 and at the same time we created the Russian pool of assessors. Pioneers of the Excellence Model in Russia include famous companies like Lukoil-Permnefteorgsintez (oil processing), Tagmet (steel production), October (radio manufacturing), clinic "Medicine", Agro University (SSAU) and some other universities, clinics and designing companies. Looking at the wide range of Model users we can easily conclude that EFQM Excellence Model is universal and can be applied to any sector. Over time, Russian Organisation for Quality (ROQ) gained a lot of experience in both assessment and model deployment in industries.

In the beginning, ROQ primarily used direct marketing and active participation in conferences and presentations in different regions of Russia. We also wrote quite a number of publications in ROQ quality oriented magazines such as "Business Excellence", "Standard and Quality" and others.

In the marketing program of 2015, ROQ shifted to open webinars in order to raise the general awareness about the EFQM portfolio, including the Levels of Excellence, the EFQM Excellence Award, new methods and recommendations for assessors and managers. Bearing in mind the geographic specificities of Russia, open webinars have





proved to be quick, useful and effective to market the Model, also because it provides feedback and permanent connections with assessors, applicants and business community in general.

ROQ started analysing the results of the EFQM Excellence Model deployment in 2005 in Russia where more than 130 assessments (C2E – 45, R4E – 82, EEA -9) were conducted. At the time Russian organisations deployed the Model more widely and educational organisations were the most active among of them. Before the economic crises started, ROQ reached an average 12 to 15 assessments per year.

We also formed an elite pool of Model users in Russia focused on their participation in the EFQM Excellence Award (EEA). This elite includes Stavropol Agro University (SSAU), Medical Clinic “Medicina”, “Vodokanal of St. Petersburg” and Lukoil-Permnefteorgsintez. The first success in the EEA was achieved in 2008 by SSAU as Finalist, and which was recognised in 2010 and 2013 as Prize Winner. Other achievements realised were clinic “Medicina” as Prize Winner in 2012 and “Vodokanal of St. Petersburg” and Lukoil-Permnefteorgsintez who were Finalists in 2011.

SSAU adopted an integrated business model with a clear rationale, a strong focus on stakeholder needs, and refinements being embedded over time. By participating in the «Excellence Award», the university has formed a culture of “the thirst for knowledge”, through which they have learned to see opportunities rather than obstacles when determining the critical points of the required improvements, to set ambitious goals and achieve them.

The Russian Prize Winner of 2012, “Medicina”, has identified two major achievements using the EFQM Excellence Model. First of all, the Model has proved itself to be a very good tool allowing them to conduct benchmarking at a higher level, showing excellent organisations and practices. Secondly, the use of the Model as a management tool has made it possible to achieve optimisation of their internal production processes. Successful examples of our leading organisations have greatly contributed to the implementation of Model by other organisations especially from the education and health care sectors.

ROQ has obtained 5 training licenses which enable us to support three EFQM courses and to train more than 250 specialists (including about 100 assessors). They work in 80 regions in Russia and provide ROQ with well-developed infrastructure of the Model marketing and deployment.



*Yury Gusakov
Senior Vice President*



*Anatoly Safonov
Head Model Department*



SCOTLAND

Quality Scotland

Quality Scotland, National Partner of EFQM and the official home of the EFQM Excellence Model in Scotland, is dedicated to helping all organisations, whether in the private, public or third sectors to improve business performance, deliver quality and achieve sustainable business excellence.

We offer a range of performance improvement tools, recognition schemes and accredited training and development programmes as well as other online resources, all supported by dedicated Account Management.

We work with organisations to achieve, recognise and sustain business excellence.

www.qualityscotland.co.uk

At Quality Scotland we are very proud to have just entered our 25th Anniversary year. As with all milestones it gives us time to reflect on our history but also push ahead with our vision for the future for both our organisation and organisations across Scotland and truly strive to “Make Excellence a National Characteristic of Scotland.”

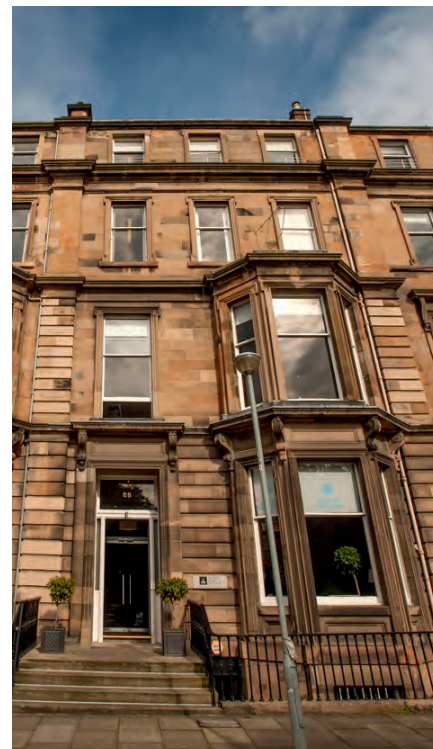
Over the last 25 years we have trained over 12,000 people across Scotland, supported over 5,000 organisations and accredited 500 organisations at a European level. As a small, independent organisation with less than 20 staff I feel proud, to evidence the impact that we have had upon our member organisations across Scotland.

As always, leaders are key to driving forward organisational improvement. Leaders need to drive the improvement programme within their organisation and truly lead by example in their behaviour. Being in my post as CEO for just over a year I fully appreciate that the pace of change in 2016 is incredibly quick. We all feel pressured as leaders to make an immediate impact on our organisations but how often do we do this with all the right tools and information to hand? The EFQM Excellence Model is the perfect tool for new and experienced leaders alike. Using the Model as your business tool to give you the information and holistic view that you need to shape the future direction of your organisation, ensuring that you aren't just making short-term changes but are truly building a strategy that focuses on your organisation's long term sustainability.

For me a major achievement will be when we don't consistently hear of new improvement frameworks being developed with all the time, resource and energy that it takes. There's no need to reinvent the wheel – we have a tried and tested framework which works and is applicable to all. Organisations in Scotland benefit from our knowledge and the flexibility of our approach to support organisational challenges. The true impact isn't in developing new frameworks but in implementing and embedding key fundamental principles of excellence within your organisation regardless of sector or size.



QUALITY SCOTLAND



We have adapted a lot over the last 25 years, and will continue to adapt to meet the ever changing needs of our members; building relationships to gain a true understanding of challenges faced and delivering a wide range of support in a very cost-effective way. This includes one to one support, as well as many networking, mentoring, training and European recognition opportunities.

To celebrate our 25th Anniversary in 2016, we have held a series of events for members and non-members to share what works and understand how the EFQM Excellence Model can help any organisation. Our first event on 26th January saw a wide range of leaders from across Scotland join us for our Parliamentary Reception where Deputy First Minister, John Swinney MSP spoke about business excellence not as a destination but as a journey, advocating “perpetual innovation” as the key driver to prosperity and economic improvement.

Our events this year have included workshops, Learning Journeys, webinars and a European Conference, all highlighting specific elements of the EFQM Excellence Model. Our 25th Awards Ceremony was our biggest yet and we look forward to our upcoming events to celebrate our Recognised for Excellence award winners and then a series of events in November to celebrate World Quality Week with our partners.



Claire Ford
Chief Executive Officer



SLOVAKIA

SLOVAK SOCIETY FOR QUALITY (SSK)

Slovak Society for Quality is a voluntary, non-profit, professional association of civil and legal entities operating in the territory of Slovakia. Our mission is network association members and to raise awareness and the level of quality in business and personal lives. Established in 1993 Slovak Society for Quality is a recognized professional association and a main partner on the road to excellence in Slovak Republic.

EFQM IN SLOVAKIA - HISTORY AND EXPERIENCES

After the split of former Czechoslovakia, local quality experts headed up into independent ways to promote quality. In 1992 the independence of the Slovak republic was proclaimed and at the same time, the Slovak Society for Quality (SSQ) was established. Only a year later it formed a community of quality professionals. Around the same period, the state quality authority (Standards, Norms and Testing Office) was also created and in cooperation with SSK prepared a national Quality Award based on the Malcolm Baldrige award scheme, yet adapting it to local specifics.

It is only in 2000 that the National Quality Award was updated to be based on the EFQM award scheme. From that point onward, we kept track of the Slovak National Quality Award that was organised by the Standards, Norms and Testing Office and that was provided according to the EFQM Excellence model. SSQ can proudly state that the methodology and its implementation used in the Award process has been provided and supervised by its experts.

Indeed, Assessors were trained in 2003 by EFQM and they took part in the European Quality Award of 2003. Then in 2009 SSK continued supporting the Slovak National Quality Award by providing training courses and workshops focused on the active use of the EFQM Excellence Model.

In the meantime, more than 50 organisations were actively implementing the EFQM Model and most of these became later award candidates. On site workshops and trainings have been provided by award assessors representing Slovak Society for Quality.

We have observed that the implementation of excellence models in Slovakia has not been easy and it is even more difficult to keep general awareness at a satisfactory level. Getting political support from government representatives and handling the promotion to organisations of the benefits of using excellence models were difficult to manage. An important factor in the EFQM Excellence Model deployment is, on one hand, the involvement and ability to persuade business leaders, mainly in the enterprises belonging to international corporations that perceived Slovak branches as subsidiaries only. On



**SLOVENSKÁ
SPOLOČNOSŤ
PRE KVALITU**
Slovak Society for Quality



the other hand, resistance from people during the implementation phase of the EFQM Excellence model comes mainly from the poor promotion and involvement of middle management in decision making.

Symptoms faced during the implementation of models (in general) could be summarised into the following main areas:

- Link between strategy, goals and results missing;
- Approaches applied by organisations not transparent and clear from a rationale point of view;
- Partnership with all stakeholders difficult to present;
- In case of public service, difficult definition of customer and public environment;
- Support processes understanding missing;
- Top management highlighted, missing middle management involvement;
- Missing trends, targets, links of predictive and output results;
- Strong ISO focus in some cases, process approach not transparent;
- Approaches not linked together;
- Deployment occasional;
- Measuring and learning evidence not available;

The future of models deployment and their use in Slovakia, like the EFQM Excellence Model, is well settled now. It gets support from the State Quality Authority as well as from the quality experts' community. In the past various support activities have been developed to ensure a wide promotion and the raise of public awareness. Some of them are

still in place like the prize for the best newspaper and magazine quality related article or various Student awards.

In 2014, the Slovak Society for Quality became the national representative of EFQM in Slovakia. SSQ, as EFQM Representative, shares the value of EFQM, promotes the EFQM Excellence Model and delivers EFQM training courses in Slovak Republic:

- 1 EFQM model - information seminar
- 2 EFQM model leaders training
- 3 EFQM staff training
- 4 In-house training
- 5 Workshops

Some success stories include:

- U.S. Steel Košice participated in the 2011 in EFQM Excellence Award as one of the first metallurgical enterprises in Europe. Under SSQ guidance U.S. Steel Košice reserved in the first EFQM assessment, the status of "Recognized for Excellence".
- After successful participation in 2003, when Nemak Slovakia gained "Performance Improvement Award", they decided to re-examine company continuous improvements and compare with "the best" after 11 years. Nemak Slovakia has become "Awarded finalist" according to the EFQM Excellence Model in category A1.

SSQ organisations to implement the EFQM Excellence Model, provides guidance and consultancy services to support its member and partner organisations towards excellence. To the next 25 years!



*Milan Šestak
President of Slovak Society for Quality*

SLOVENIA

The Metrology Institute of the Republic of Slovenia

The Metrology Institute of the Republic of Slovenia (hereinafter referred to as "MIRS") , acts under the Ministry of Economic Development and Technology. It was established in June 1991, when the independence of the Republic of Slovenia was declared, as the Standards and Metrology Institute of the Republic of Slovenia.

MIRS as a national institution establishes and leads the national metrology system of the Republic of Slovenia, including the field of precious metal articles, and procedures within the scope of the Slovenian Business Excellence Prize. MIRS represents these systems in the corresponding international organisations, and develops them in an internationally comparable and recognisable way.

INTRODUCTORY ADDRESS FROM THE PRESIDENT OF THE JURORS' GROUP OF THE REPUBLIC OF SLOVENIA'S BUSINESS EXCELLENCE PRIZE (PRSPO), VOJKO KRIŽMAN.

The Republic of Slovenia's Business Excellence Prize (PRSPO) is the highest recognition given by the Republic of Slovenia within the national quality programme. This prize is awarded for the achievements in the field of quality of products and services, as well as the quality of business excellence as a result of the development of knowledge and innovation. The Republic of Slovenia realises the importance of business excellence in all areas, including the private sector, healthcare, education, tourism, and public and state administration. In Slovenia, procedure for assessing organisations is regulated by law and thus also supported by the government.

As an assessor and lead assessor since 1998 and then juror and president of the PRSPO jurors' group for the last ten years, I believe that since the beginning of its application in Slovenia in 1998 the EFQM excellence model has been recognised by many organisations which use it to improve their business operation. It helped some organisations overcome the harsh times of the economic crisis and facilitated the business and growth of other organisations. In the public sector it represents a motivation, with the same role as the market has for the private sector.

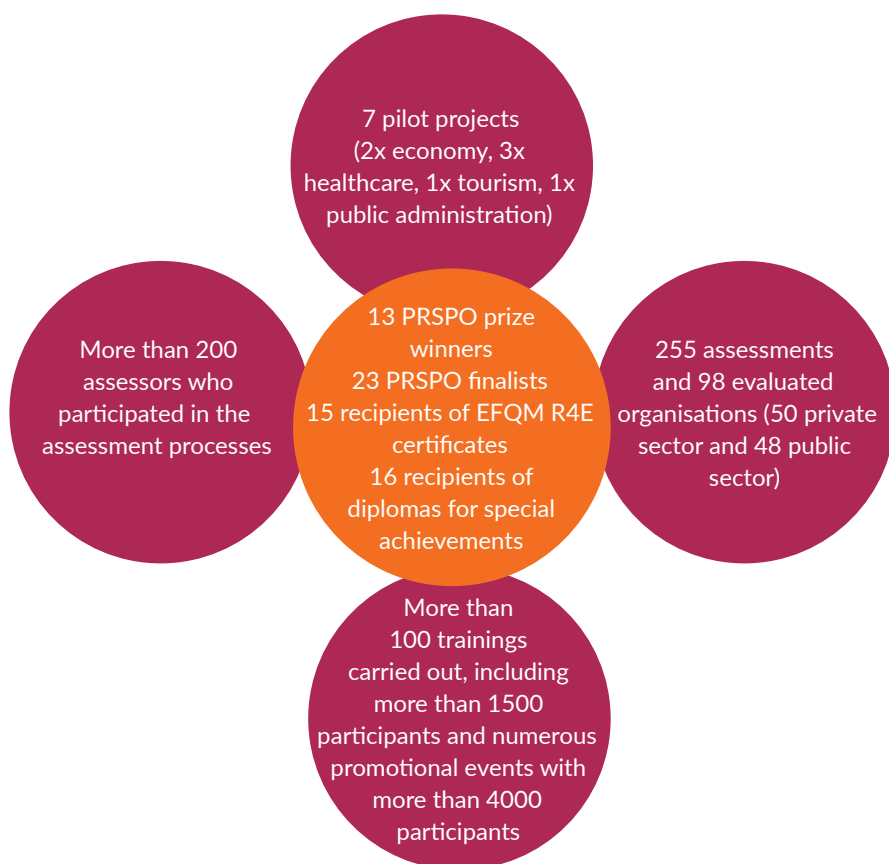
I would be very pleased if business excellence were to become the predominant component of the organisational culture in my country, since this is the basic requirement for the excellence of results. The country will be successful if it provides its citizens a high quality of life and opportunities for young people to find their future at home. According to competitive rankings compiled by the Swiss IMD, Slovenia progressed by 6 places in the last year. We are pleased by this result, which inspires us with optimism and gives us new energy, which we really need to establish a competitive business environment, supported by business excellence.

THE REPUBLIC OF SLOVENIA'S BUSINESS EXCELLENCE PRIZE (PRSPO)

In the first years after Slovenia's independence the PRSPO Prize was formed within the national quality programme following the example of other European awards to provide support to the economy's revival and increase its competitiveness. Through its cooperation with the EFQM, the Metrology Institute of the Republic of Slovenia (Institute) adopted the EFQM methodology and EFQM Excellence criteria and



REPUBLIC OF SLOVENIA
MINISTRY OF ECONOMIC DEVELOPMENT
AND TECHNOLOGY



incorporated them in the PRSPO system. In 1996, the first pilot project was carried out, attracting great interest in all spheres of state operation.

In 1997, the results and a great desire to build a state based on a successful economy led Slovenia to adopt a decision, while taking into account the size of our enterprises, to assume the EFQM Excellence Model for small and medium-sized enterprises as a single model. In 1998, Slovenia continued its story by adopting the Republic of Slovenia Business Excellence Prize Act and carried out the first public invitation to apply, then assessed the applicants and concluded this by awarding the first Business Excellence Prizes in 1998.

With the support of the government and successful companies that were aware of the importance of the business excellence, Slovenia built foundations, and together with trained PRSPO assessors laid the foundations of excellence to create as high a pedestal as possible to place upon it our sculpture of PRSPO business excellence. This sculpture will be recognised and visible in all directions and spheres of public and private sectors.

In 2012, the Institute and the EFQM signed a distribution agreement, which kindled an additional flame entitled "Recognised for Excellence" (R4E) and motivated the organisations – while complying with the EFQM criteria – to obtain the R4E certificates and enter the list of the assessed organisations kept by EFQM in Brussels.

Following the 20 years of the EFQM Excellence Model's presence in Slovenia, we are proud of the results and the activities presented in the graph below.

On the basis of the assessment procedure following the EFQM Excellence Model, Slovenia recognised business excellence to the following recipients of the highest Slovenia's business excellence prize PRSPO over the period of 1998-2015:



*Mateja Valenci,
Head of Section, Metrology and
Business Excellence Division*



*Dominika Rozoničnik, Metrology
and Business Excellence Division*



*Vojko Križman
President of the PRSPO jurors' group*



SPAIN

CLUB EXCELENCIA EN GESTIÓN

Club Excelencia en Gestión is a non-profit private organisation established in 1991 by twenty-one top executives from Spain's most important organisations to promote the Spanish organisations' competitiveness and efficiency. From its foundation, the Club adopted the EFQM Excellence Model as its reference and banner, becoming Spain's single and official representative of the EFQM in 1994. The Club currently has 220 members from all key sectors of the Spanish economy.

One of our most important activities is to recognise the organisations which are working to improve their management system and with that in mind, in the late 90s, we began our EFQM Recognition for Excellence system. A recognition given to a way of working very well, a work culture based on the EFQM Excellence Model. This recognition is the badge that acknowledges the organisations' excellent management systems, methods and results.

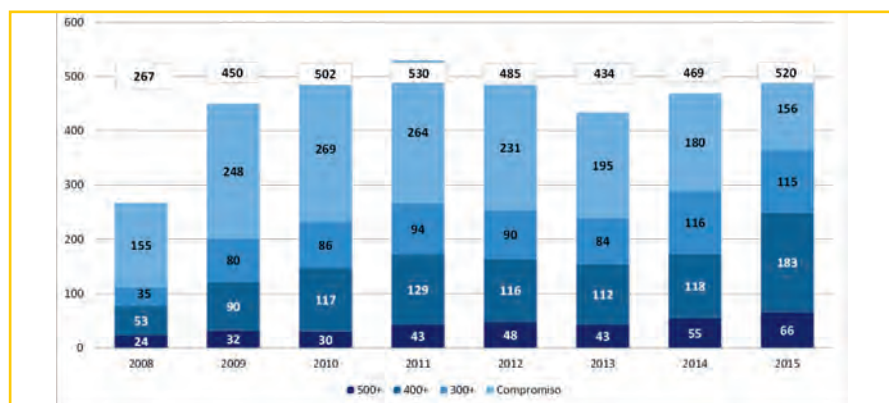
CEG's Recognition for Excellence system is homologated with EFQM's own system. This means that when an organisation receives the Recognition for Excellence from CEG, it automatically gets the equivalent recognition from the EFQM, thus getting both national and international scope and recognition.

Currently, there are over 500 organisations in Spain recognised for their excellent management, at any of its levels.

In short, there are increasingly more organisations with a European Recognition for Excellence, which they display as a certification of their good reputation and prestige. This is an evidence of our consolidated and excellent leadership with a Spanish touch.



RECOGNITION FOR EXCELLENCE GRAPH



A few examples of organisations leading in Excellence.

This situation, which evolved in Spain throughout the past 15 years, to a large extent is owed to the solid partnership relation developed by the Club and the main Certification Bodies in Spain. We will continue to work closely with them and with other new bodies which are eager to participate in the recognition model's success.

A NEW CHALLENGE, THE AMBASSADORS OF EUROPEAN EXCELLENCE PROGRAM

This is how, in 2015, we get to work on a new challenge, with Marca España, via the Ambassadors of European Excellence programme, with the goal of highlighting excellence in the Spanish organisations and thus support Spain's image and internationalisation. The programme seeks to value, recognise and motivate all Spanish organisations with an EFQM 500+ EFQM Recognition for Excellence, currently in force, and who are trying to expand their internationalisation. These candidate organisations have worked to make Spain the country with the highest number of organisations recognised for their excellence.

In this first year, we pulled together to improve Spain's image in terms of management excellence and to make sure that the Spanish organisations' excellence is visible at an international level, associating the values of European Excellence with the values of Marca España, accomplishing this goal with support from our international partners.

In the programme's first edition we have several organisations as Ambassadors of European Excellence 2015, all of them models of excellence and examples of the future in Spain: Ayuntamiento de Alcobendas, Grupo CLH, Gerencia Integrada de Soria and Hospital Universitario Moncloa.

Enagás, Hospital San Rafael, the Agency for tax collection and management of the council of Salamanca (REGTSA) and Colegio San Cernin were the organisations selected to associate their image, which are aligned with

the values of European excellence and with Marca España, both nationally and internationally, via the Ambassadors of European Excellence 2016 program.

... 25 YEARS COMMITTED TO EXCELLENCE

Club Excelencia en Gestión, whose mission has not changed and continues to be making a contribution to the improvement of competitiveness and change management in the Spanish organisations, has however been adapting his way of accomplishing the founding mission throughout time.

Twenty-five years ago the Club's intention was predominantly that of consolidating a position of leadership in the promotion of quality applied to management, following the rules of the EFQM Excellence Model. This was undoubtedly a very significant challenge since almost everything was yet to be done in this matter. However, through the years, our members, and society in general, evolved considerably in this regard and now their needs are far more extensive. The Club, however, continues to be a platform to share experiences on management, innovation, learning, results, sustainability,...and all of the other excellence values.

We keep adding value to our members with several events and activities where they can improve their competitiveness by sharing knowledge, networking, leveraging their diversity, acknowledging the best in each value of excellence and offering visibility to those among them who most drive excellence in society.

For all these reasons, we are committed to continue supporting our associates in their path towards excellence, with our partner, EFQM, promoting its Excellence Model, for the next 25 years, at least.



Ignacio Babé, Secretary-General of the Club Excelencia en Gestión



SWITZERLAND

ESPRIX EXCELLENCE SUISSE

The Foundation ESPRIX Excellence Suisse, a not-for-profit organisation, is a national partner of the EFQM in Switzerland and Liechtenstein and was founded in order to "promote the competitiveness of businesses and organisations in Switzerland and Liechtenstein". Since 1998 ESPRIX has run the annual contest "ESPRIX Swiss Award for Excellence" and has supported businesses and organisations on their way to Excellence through sharing, training, assessment and recognition.

The entire ESPRIX Team consists of 150 personalities, all of whom engage themselves with great commitment for the shared ESPRIX Vision.

Once upon a time there was no Excellence Model, at least not in Europe. Can you imagine? Hard to believe that we then focussed on isolated approaches and techniques, some advanced organisations dealt with TQM while others were still struggling to meet the requirements of the ISO 9000 series of standards.

Then a couple of brave European industry leaders came together, founded the EFQM and soon after the EFQM Excellence Model was born. This was a giant step forward towards a holistic management approach.

The path to successfully deploying the Excellence Model in Switzerland was characterised by many development steps. At the beginning, leaders soon realised that the model was about business and not about meeting the requirements of a standard and that it did not only look at the quality of products and services but also at the quality of the organisation as a whole – a completely new game. So the model "took off" in a pleasant way, organisations of all sectors applied for the Award and, with the periodic improvements and adaptations to new challenges, the model maintained its attractiveness.

However, after a while it was realized that for many organisations, in particular SME's, an application for an Award was too high an entry barrier, apart from the fact that the term Excellence was often perceived as a goal far out of reach. So the EFQM together with their national partners created the Levels of Excellence. Nevertheless, while the number of C2E and R4E applications in Switzerland increased in an encouraging manner, the number of applicants for the Swiss Excellence Award continued to drop, up to a point in 2012 when there were no applicants at all. During this period the Foundation ESPRIX was financed only by donations from sponsors and the income generated by the ESPRIX Forum for Excellence, so this decline meant a real threat to the organisation.





This led to considerable learnings: First, that the pipeline to the Award is to be filled from the bottom, second, that organisations need to be encouraged, supported and accompanied much more on their way up and third, that the earning side of the foundation needed more attention in order to finance further development.

From 1998 to 2011 the activities of the Foundation ESPRIX were limited to the annual performance of the ESPRIX Swiss Award for Excellence process with the subsequent prize ceremony at the ESPRIX Forum for Excellence held at the Lucerne Culture and Conference Centre. This had to change. A new business model was urgently called for. In response to these challenges the purpose of the organisation, its vision, values and principles were systematically questioned, re-determined and realised and also the product and service portfolio was brought to a new level now covering all four quadrants of the EFQM product and services portfolio. Marketing for applicants was intensified, using Social Media and Best Practice events in order to gain organisations for the Levels of Excellence and so to enthuse more potential candidates for the ESPRIX Swiss Award for Excellence.



While all this and more happened, the Excellence Model made a big step forward. In the early years, the model was applied somewhat „mechanically“. Thinking in terms of key information, strategic challenges, business models and the like – seeing the big picture – were not yet established common practice. This means that we today put much more emphasis on what an applicant does in terms of sound contextual strategic planning and deploying the strategies chosen – in other words: context and relevance now occupied the place they merited.

And now, after 25 years, the EFQM Model is still going strong. We all have seen many management buzzwords, concepts and the like disappear after a while. But what does the future hold for the EFQM Excellence Model?

At present, we see a lot of drastic changes in the way business is done. It becomes more and more obvious in view of Industry 4.0, Generation Y and Z and all the opportunities digitalization offers to create new value for customers and to do that at a previously unknown speed, that this will have an effect on the EFQM Model and how we apply it. This often disruptive development will question our understanding of hierarchy and leadership, our ability to overcome immunity to change. It has the potential to turn our long-term strategic planning into a reading-tea-leaves exercise. It will redefine the way we treat employees and how we truly empower them. In short, it will redefine Excellence, how we interpret the EFQM Model, what we consider excellent in order to make success sustainable.

We from the Foundation ESPRIX Excellence Suisse, have excellent experts who understand the challenges of the future business models. Together with our experienced colleagues in the EFQM community, we will be able to respond to the challenge we are facing: Defining Excellence 4.0.



*Priska Wyser
General Manager
ESPRIX Excellence Suisse, Switzerland*



SWITZERLAND

SAQ SWISS ASSOCIATION FOR QUALITY

The SAQ Swiss Association for Quality, founded 50 years ago, represents approximately 11,000 customer relationships in quality management, business excellence and personal certification. It constitutes the largest and most influential Swiss association in terms of quality management and has recognised more than 300 organisations for sustainable excellence. SwissBEx, the center of competence for the EFQM portfolio, part of SAQ, represents a team of professional EFQM trainers and assessors with long term national and international experience. They provide advanced knowledge and support the spirit of the model, not only in the SAQ network of more than 1,700 members. SAQ shares the Excellence approach all over the country to motivate organisations to participate in the EFQM recognition scheme and to develop their organisation on the basis of the model

SHARING WHAT WORKS – THE KEY TO SUCCESS FOR THE DEVELOPMENT OF THE EXCELLENCE APPROACH IN SWITZERLAND

In the early 90s important “players” in the Swiss economy, both in industrial and public products and services, identified the EFQM Excellence Model as a useful tool to assure the way of continuous improvement. However, they could not spread the message successfully. In the mid-90s the SAQ started to build up networks, first to share the Excellence approach in general among the assessors and then in the health care sector, the tourism industry and early this year in the sector of public service and non-profit organisations. This leads to benchmark possibilities, new best practices and a regular exchange within and between the different business sectors. This shows also regularly that the model not only helps to learn from each other but also to support the company development leading to business excellence. Today more and more SMEs, the major part of the Swiss economy, identify the benefits of using the model. The sharing approach is also in line with the SAQ strategy, being active not only in the key business sectors, but also deploying Excellence in all parts of Switzerland. We are proud of having today a best practice exchange between Zurich and Geneva, Ticino and Romandie and so on.





THE SAQ CUSTOMER'S VOICE – TESTIMONIALS – OUR PASSION FOR THE MODEL

“The EFQM Excellence Model provides optimal support, repeatedly obliging us to look at the essential elements of corporate governance on a daily basis.”

“A common language and simple guidance are extremely important for the company's development. The EFQM Excellence Model provides valuable support for this.”

“The EFQM Excellence Model provides tools to systematically manage the organisation, together with the employees, thus boosting success and development.”

THE EFQM EXCELLENCE MODEL - 25 YEARS AND BEYOND

Shifting from a management model to the essential learning and training tool for a successful organisation

People, processes and results are and will always be the central elements when a company chooses the path of Business Excellence using the EFQM Excellence Model. A company that considers itself “excellent” today, typically does so on the basis of indicators. This reveals their level of economic maturity, meaning that evaluation criteria and results orientation are at the forefront. Here, however, one fails to look to the future. People are still those who are responsible for the results. Processes can be automated using software, people can not. This is where the Excellence approach to the future comes in. How do we define, achieve and judge excellent corporate culture? In addition to the strategic relevance of indicators, corporate culture and skills development will play an increasingly important role in the enabler criteria of the EFQM Excellence Model. Digitalisation and collaborations create new working-time models. Today we have teams in different locations working to achieve a common goal. Everyone needs to speak the same language. The EFQM Excellence Model has already created ideal conditions to systematically achieve the objectives while taking into consideration all internal and external stakeholders. Furthermore, the model continues to evolve. My hope is that the EFQM with its future-oriented outlook will continue to grow jointly with an ever-expanding network of successful users of the Excellence Model, thus continuing to make a contribution to companies' performance and strengthening our economy. Are you ready for the next 25 years of the EFQM Excellence Model?



*Siegfried Schmidt, Head of Business
Excellence and EFQM Excellence Assessor*



TURKEY

Turkish Society for Quality (KalDer)

Founded in 1990 in İstanbul by representatives of prominent Turkish Industrialists' Groups, KalDer is an independent, non-profit organisation, aiming to enhance the awareness of management quality in industry, public sector and non-governmental organisations... briefly in every aspect of life. Due to the increasing demand, KalDer has 4 branch offices in Ankara, Bursa, Eskişehir, İzmir and 3 representative offices in İzmit, Çerkezköy and Kayseri.

Since 1993, KalDer has been managing the "Turkish Excellence Award" process based on the EFQM Excellence Model for the all sector. KalDer is National Partner Organisation of EFQM, "World Partner" of ASQ (American Society for Quality) and the founding member of MEQA (Middle East Quality Association).

When we commenced our operations in 1990 as the Turkish Society for Quality (KalDer), our aim was to ensure the adoption of the "quality awareness" in our country and bring our organisations to a competitive level in the global market and thus, contribute to the life quality and wealth level of our country. For this purpose, we aimed at benefiting from the "Total Quality" philosophy and approaches that emerged in Japan in the 1950s that were later on extended to the whole world. Our first operations started as a non-governmental entity under the leadership of organisations that achieved an advanced application level in this respect in our country and transformed the "quality" term to business and life style by achieving real competitiveness.

In these years, the Total Quality Concept was brought into the business world by Deming and soon became a working or production philosophy led by industrial organisations. KalDer was attempting to spread the total quality philosophy and raise awareness through various tools formed within the framework of this approach. During the first years, our most significant need was a Model. We were in need of a reference that would help the determination of the results levels obtained in the organisations and the extent of success achieved, as well as planning the development. We were dealing with the business results, quality costs, the extent of customer satisfaction, customer loyalty and of course, the attempts of an organisation to optimise these criteria.

In the same years, Europe experienced many changes and the organisation today known as EFQM was established during this transformation period with the same targets than us, attempting to create a model. When the Excellence Model was launched by EFQM in 1992, we understood that this model would be the single business excellence reference we needed. Through the cooperation and negotiations, we initiated at this time, we became one of the three most important business partners of EFQM today.





Afterwards, as KalDer, our reason to be was to “transform the excellence culture into a life style” beyond close monitoring and use of the Model. We were planning to implement this in all profit, non-profit private or public organisations in all industries as well as the industrial organisations. When we look at the level we reached as an association, 91 organisations hold the Turkish Excellence Awards that we started granting in 1993 in our country under the EFQM Excellence Model criteria. Moreover, the 23 organisations that got the EFQM Excellence Award or Prize are indicators of the value created by the Model.

Today, we know that the EFQM Excellence Model is not only a great model to achieve quality in production and service, but it is also a wonderful model ensuring the competitiveness of organisations, which succeeded in creating a sustainable future by having a significant reputation in the eyes of the community in social and ethics aspects.

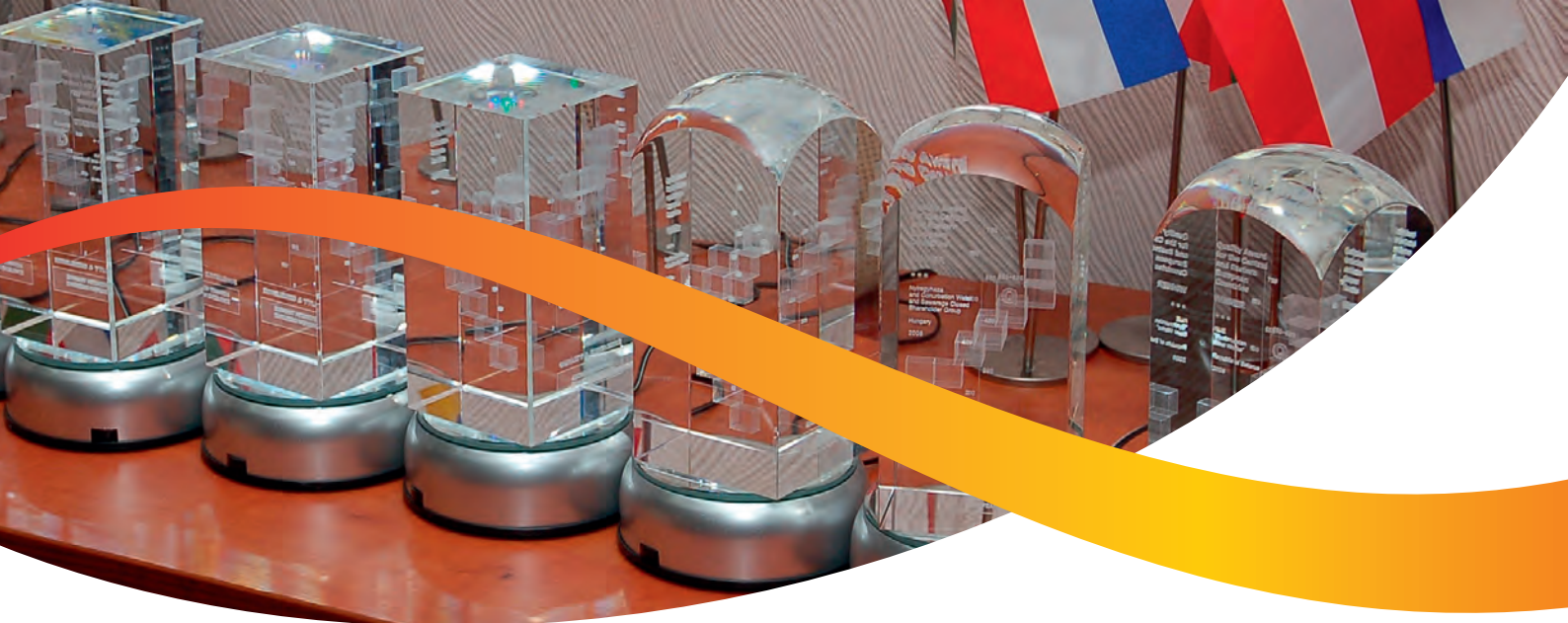
The Model is reviewed on a regular basis in order to be adapted to the quick transformation caused by innovations, new life style and business habits. This is necessary as the Model must remain up-to-date and a significant reference in the formation of the future of an organisation.

One of the success stories we achieved through the Model indicates clearly the significance and necessity of the EFQM Excellence Model. Although many organisations from the industry sector have been privatised recently, there are public capitalised organisations operating in more than twenty lines of business today. Two years ago, a change process was initiated among these organisations through the affiliated ministries; primarily to ensure that both productivity and competitiveness are in line with the private sector. Beyond some organisational changes, the transformation in the managerial approaches was important. At this point, the adoption of the EFQM Excellence Model as a reference is an important issue. Another success story is related with the Administrative Organization of the Grand National Assembly of Turkey. Thanks to the mechanisms introduced 2 years ago, the EFQM Excellence Model was adopted in the whole organisation through the management model and last year, the first registration of this change was experienced with the Committed to Excellence 2 star.

Today and in the future, we will continue to build success stories with the EFQM Excellence Model and spread the excellence culture in our country. For the moment, we do not think there is an alternative to achieve our target.



Berçin Gün
Turkish Excellence Award Secretary



UKRAINE

UKRAINIAN ASSOCIATION FOR QUALITY (UAQ)

IMPROVEMENT BASED ON THE EFQM EXCELLENCE MODEL: FROM INDIVIDUAL COMPANIES TO MASS MOVEMENT

UAQ is a non-governmental professional organization in the field of quality and business excellence. UAQ is the EFQM National Representative, the basic organization of International Guild of Quality Professionals and the Club of Quality Leaders of the Central and Eastern European countries. The main objective of UAQ is to promote companies in improvement of business excellence and competitiveness at domestic and foreign markets. The UAQ's policy is realized through its professional centres (training, consulting, certification, recognition of excellence, etc.) that are authorized by key European and international organizations.

20 years ago

We got acquainted with the EFQM Excellence Model in 1995. At the time, UAQ had been asked by EFQM and EOQ to propose companies that could apply for the European Quality Award in the category "Small and Medium Enterprises". UAQ determined the best Ukrainian enterprises, which have been proposed as EFQM Award applicants, and UAQ's specialists have been invited to attend the EFQM Assessor Training in Brussels. As a result, the Ukrainian National Quality Award was established. It was the beginning of active promotion of the EFQM Model within the practice of Ukrainian enterprises.

The origin of "ascension"

The first significant success came in 1999. For the first time in the CIS, a Ukrainian company "Brovary Road Building Department - 50" (DSU-50) received the prestigious status of Finalist in EFQM Excellence Award. In 2001 another Ukrainian company "Sandora" was also recognised as Finalist in European Quality Award.

It is clear that achievements of Ukrainian companies at European level gave an impulse for a wider use of the EFQM Model in Ukraine. As such, the promotion of the EFQM Excellence Model outside Ukraine became more intensive with time. Furthermore, all processes of improvement were integrated into the framework of a specific project called "Business Marathon - Ascension Toward European Excellence", which includes the Ukrainian National Quality Award (for over 20 years) and the CEEC Quality Tournament (for over 10 years). Based on a 1000-point scale and taking into account the EFQM levels of excellence, the "Stairs of Excellence" was established in 2006 (Fig. 1). It provides a better visual understanding of objectives, processes and improvement results.

In 1998 the best Ukrainian companies - winners of the National Quality Award - joined hands and created the Club of Quality Leaders. In 2007 the Club of the CEEC Quality Leaders was established by companies who won the CEEC Quality Tournament. These Clubs have become the driving force for spreading the EFQM Excellence Model and the best business practices in Ukraine.



In this regard leaders of the Russian Organisation for Quality (ROQ), that was established in 2001, visited UAQ to study our experience. Ukrainian specialists, such as Taras Kalyta, were also invited to share their expertise with CEE countries (Belarus, Georgia, Kazakhstan, Russia, Lithuania, etc.). As a result, some Russian companies consulted with Ukrainian experts during the preparation of the submission material for the EFQM Award.

They subsequently became finalists and winners of the EFQM Excellence Award (Stavropol State Agrarian University, JSC "Medicina", State Unitary Enterprise "Vodokanal of St. Petersburg" and LLC "LUKOIL-Permnefteorgsintez").

The promotion of the EFQM Model as a tool that helps companies to comply with the UN Global Compact principles with regard to social responsibility was launched by UAQ in 2006. Over time the understanding that the Concepts of Excellence, which are the basis of the EFQM Model, were nothing else than the criteria of business culture of organisations in developed Europe gained strength. At the same time the EFQM Model made it possible to instill this culture in companies of the CIS, particularly in Ukraine, in order to reduce the gap between the level of their business culture and the business culture of leading European companies.

At the end of 2014, the President of the European Council Mr. Herman Van Rompuy presented awards to leaders of companies – winners of the 10th anniversary International Tournament. He said that these companies were a role model in the CEE region.

Over time, more and more people understand the importance of improving oneself and enterprises. Furthermore, they now see how and why a country can benefit from a movement for excellence developed on the base of EFQM Excellence Model.

Outlook - a mass movement for excellence

A new task facing the UAQ is to do its best to develop a mass national movement

for quality and business excellence in Ukraine based on EFQM Excellence Model between 2016 and 2020. We have developed and worked hard on making the implemented of the formula "The perfect company, the comfortable situation in the state" more active. But we have also been in contact with the government to establish mechanisms for motivation and favorable conditions to further develop the movement for excellence.

UAQ constantly promotes the EFQM Excellence Model at conferences and quality events. The International Project "Constellation of Quality" is among such events.

Special emphasis is given to the involvement of youth in the movement for excellence. For this purpose, the International Competition on management for youth has been held for three years now.

In conclusion I would like to thank the EFQM leaders and managers for creating and promoting a wonderful tool for organisations' improvement, which helps them to approach the business culture of advanced European companies, as well as for the assistance and support to UAQ's efforts.

The World of Quality

The world comprises many worlds;
There are the worlds of friends and foes,
A world of evil next to good...
But life is complicated too.

There exists one splendid World,
Creative work is highly valued,
Cause it's for soul and not for praise,
The Masters of Quality create.

And they have just the only aim,
Explicit, simple and so plain,
To bring the Quality in life...
We are who build that splendid world,
Where all of us live...

And only we can bring the change
In the future world where all of us are.



Petro Kalyta
President of UAQ



UNITED KINGDOM

BRITISH QUALITY FOUNDATION (BQF)

IN THE BEGINNING

The British Quality Foundation (BQF) is the premier membership organisation representing excellence and performance improvement in the UK.

We are independent and not-for-profit, and have an extensive track record of helping organisations learn from best practice, improve their performance and achieve sustainable excellence.

We specialise in the use of business improvement approaches and tools such as the EFQM Excellence Model and Lean Six Sigma. And as EFQM's primary partner in the UK, we are the official assessor training provider in England and Wales able to offer the full range of EFQM products and services.

By the early 1980s, governments and leaders of industry in the West had become concerned about the poor level of industrial productivity and the lack of competitiveness in business. Following the successful introduction of a national quality award (the Malcolm Baldrige Award) in the USA, and the European Quality Award, it was felt that UK industry would benefit from a similar initiative – recognising and promoting good practice in British business.

With government and industry backing, the UK Quality Award (now the UK Excellence Award) was established in 1994. The Award is promoted and managed by a new, independent, not-for-profit body known now as BQF (The British Quality Foundation).

In addition to managing this new quality award, BQF also began to offer broader support to organisations, regardless of size and sector. These organisations wanted to use the Business Excellence Model. By creating networking groups to encourage debate and knowledge sharing, BQF started a programme of best practice conferences and seminars. People have always been eager to find out what others are doing and how they could take good practice back to their own organisation.

THE EARLY YEARS

BQF became firmly established as a driver of the UK Excellence movement and HRH The Princess Royal became the BQF Patron, regularly attending the annual awards event and supporting the promotion of excellence in the UK as a means to improve sustainability.

Working as a partner with the EFQM, BQF also supported ongoing EFQM Excellence Model and RADAR development with delegates from BQF member organisations regularly being seconded to work at EFQM headquarters in Brussels.





Throughout this time, the UK Excellence Awards continued to attract attention from a whole range of organisations, private and public, large and small. Being an award assessor has also been popular with many seeing this as a personal development opportunity; some assessors have returned year on year (a couple have now done 21 years!) and developed support networks and a vast community. There is a real buzz each year at the assessor briefing culminating at the annual Awards dinner, a real gala event.

Many of the UK Excellence Award Winners have gone on to be successful in Europe at the EFQM Excellence Awards.

In 2005 BQF adopted the EFQM Levels of Excellence programme which allowed organisations to benefit from external assessment. Assessors provided feedback to support them on their excellence journeys as well as recognition for the efforts already made. Hundreds of organisations have been on this journey and supported through this route.

OUR SUSTAINABLE FUTURE.

Since the beginning, the needs of our members and clients have changed and in order to remain current and relevant today, in 2015, under the dynamic leadership of Russell Longmuir we embarked on our very own excellence journey. We want to strengthen our relationships with our members and have ambitious plans to provide even better services and value to them. We are developing new products and resources, and continue to share, celebrate and promote business excellence across the UK.

We've developed a more accessible, modern and interactive website that appeals to all visitors. We have updated our identity to better reflect how our members see us - a 'revolution not evolution' approach. We also moved to new premises in the heart of the City of London.

So far this year we have had two Olympian keynote speakers, have revamped our workshops, introduced breakfast and evening receptions and still have lots of exciting new things to come. Our UK Excellence Awards Dinner continues to be an exciting and glitzy night and plans for our event this year are well underway.

Here is to the next 25 years!



*Diane Dibley
Director of Services*



THE WORLD

The expansion of EFQM to the rest of the world came naturally, following the spread across Europe and Middle East. The first noticeable partnership was sealed with the Confederation of Indian Industry and is still alive today.

The spread continued to Latin American through connections EFQM had in Spain, it soon reached Ecuador and Colombia where many schools applied for an EFQM Level of Recognition. Then Kazakhstan joined as official Partner.

Today, EFQM has the ambition to go global. In 2016, two major partnership agreements were signed with the Chinese Association for Quality (CAQ) and the Iranian Excellence Association (IEA) to support local members and any organisation with the ambition to be a global leader.

EFQM has a long history in the Middle East which started in 2008 when the Egyptian Union for Excellence became the first EFQM Partner in



the region. It was soon followed by the signature of the first partnership agreement with Sheikh Khalifa Excellence Award (SKEA) and the set-up of the EFQM Distribution Centre in the region, allowing for the printing of material in Arabic.

At first, the EFQM expansion in the region was limited to Dubai and Abu Dhabi but in time, it spread to neighbouring countries like Jordan and Qatar. Early on, everyone was quite enthusiastic to use the EFQM Excellence Model and to be part of the EFQM. An important milestone was the first local Award based on the Model by SKEA.

More recently, EFQM is proud to have opened in November 2015 a Representative Office in Dubai to support its local Partners and Members drive Excellence. For this purpose, a special agreement was signed in March 2016 during the Dubai International Government Achievement Exhibition, with Dubai Government Excellence Program.



CHINA

China Association for Quality (CAQ)

China Association for Quality (CAQ) was incorporated on August 31, 1979. CAQ is a national and non-profit organisation.

Over 37 years, CAQ has worked effectively in promoting such as TQM and Performance Excellence Model, training, researching, publishing and international communication.

CAQ has over 2000 members including Baosteel, Haier, Lenovo and FAW. Under CAQ's initiative, quality associations are established in different sectors and industries around China, forming a national quality association system.

To facilitate cooperation in quality research and promotion, CAQ establishes close relationship with famous international quality organisations, such as EFQM, EOQ, ASQ and JUSE.

EFQM AND CAQ, DRIVING EXCELLENCE BEYOND THE LIMITS TOGETHER

BEFORE 2016

EFQM and China Association for Quality (CAQ) are member-based and value-oriented organisations. CAQ, as the only national-wide quality organisations in China, established the China Quality Award CQA in 2001 in response to the Product Quality Law of the People's Republic of China, with the approval and support of the government. Inspired by the EFQM and Baldrige Models and learning from both, CAQ initially introduced a Performance Excellence Model to Chinese organisations. Criteria for Performance Excellence, the basis for CQA and a national standard for enterprise management in China, were released in 2008. There are 9 basic concepts of the Criteria, namely Leadership with Foresight and Sagacity Strategic Orientation, Customer-Driven, Social Responsibility, Workforce Focus, Win-Win Cooperation, Process Focus and Results Focus, Learning, Improvement and Innovation, System Management, which have much in commons with the EFQM Excellence Model concepts. The Excellence Model has helped thousands of Chinese organisations to improve and realise continuous development. Applying the Excellence Model drives members of CAQ to improve quality, productivity and overall performance, and therefore enhance their competitiveness.

Over the past 15 years, the Excellence Model has covered 30 provinces and cities with 55 general industries in China. Statistics of CQA winners show that the average annual growth rate of the main business revenue has reached 26.57%, the average comprehensive energy consumption for 10,000 Yuan output value has decreased by 32.34%, the overall labor productivity has grown to 130% on average, The average annual growth rate of the total profit has reached 23.07%.



中国质量协会
CHINA ASSOCIATION
FOR QUALITY

贺 信

欧洲质量管理基金会（EFQM）：

值此 EFQM 成立 25 周年之际，我代表中国质量协会（CAQ）向你们致以诚挚的祝贺！EFQM 为欧洲地区乃至世界的质量发展进步做出了杰出贡献，我们对此高度赞赏！

EFQM 与中国质量协会具有相同的价值观，都致力于为会员组织提供价值，努力推动地区和全球质量事业发展、不断追求卓越。我们希望，EFQM 与中国质量协会一道，共创美好未来。

祝愿 EFQM 不断创造新的辉煌！

中国质量协会会长



2016 年 9 月 5 日

Congratulatory Letter

EFQM:

On the exciting moment of the 25 anniversary of EFQM, I express sincere congratulations to EFQM on behalf of China Association for Quality (CAQ)! We highly appreciate that EFQM has made great contributions to European or even global quality development!

EFQM and CAQ, as two leading quality organizations rooted in exactly same values, are both committed to generate more values for memberships, strive to promote regional and global quality development and quest for excellence. We hope that EFQM and CAQ can create a better tomorrow hand in hand.

We warmly wish EFQM every shining step in future!

President of CAQ



5th Sep. 2016

2016 AND THE FUTURE

CAQ believes that Shared Membership with EFQM will benefit members in many aspects. Shared members will get more international exposure and get linked with the world. Knowledge and Good Practice sharing will help organisations to learn both in theory and practice. Benchmarking between members in various industries offer openness and international outlook.

EFQM and CAQ will promote Excellence together. As the only national quality organisation in China, CAQ has the responsibility to introduce and promote advanced management ideas and methods that benefit local organisations. As the world famous quality management model, EFQM came from top-class organisations and it drives them to improve and challenge themselves. The EFQM Excellence Model will help Chinese organisations to achieve sustainable results and drive performance to excellence.

The cooperation between EFQM and CAQ is meaningful in value-creation and we believe this cooperation will help organisations enhance their competitiveness and upgrade industries and therefore, make contribution to the global economy.



全国质量奖
CHINA QUALITY AWARD

COLOMBIA

FUNDACION COLOMBIA EXCELENTE

Fundación Colombia Excelente is a not-for-profit organisation, established eight years ago to harness the EFQM Excellence Model and to pursue the following goals:

- To enhance excellence and innovation in public and private institutions and improve their stakeholders' benefits.
- To improve human talent in organisations and society to obtain personal and social objectives.
- To provide certification and recognition services using the EFQM Excellence Model.
- To offer training programmes in areas such as:
 - Organisational Development. (DO)
 - The planning of change and transformation.
 - The assessment of organisations and continuous improvement.
 - Strategic planning.
 - Management by processes and indicators.
 - Balanced score card.
 - Other quality tools and techniques.
- To build a network of organisations in search of excellence that benefit mutually from their experience, best practice, knowledge, research and overall management improvement, facing the global exchange of ideas, products, services and practice.

Having experimented with the EFQM Excellence Model during these years, it is appropriate to say that introducing this excellence management framework in Colombia became a strategic decision since it improved both the management system and the results of businesses that adopted this effective system of handling their administrations.

Having said that, the contribution of the EFQM in Colombia also shows positive effects in the following indicators:

SOME QUALITY INDICATORS

- Fundación Colombia Excelente, with the introduction of EFQM, broke the monopoly of quality assurance in industry and other sectors of the economy. Today, the EFQM Excellence Model is another option to achieve excellence and improve results.
- The study and practice of the 8 Fundamental Concepts has changed the management approach of many industry and education leaders. These concepts clarify to them how to handle strategy. The Model and Radar are in charge of tactics and operational levels counting them as part of the same whole management practice.
- The cause and effect practice is now well taken into account when analysing business results.
- Self-assessment and continuous improvement have become a common practice and are beginning to create a culture of continuous improvement, highlighting better results.
- The sustainability concept and practice is already part of management concerns in economic, social and profit aspects.
- It is a well known and accepted fact that human talent is the most important variable to succeed in business. Competent and motivated people will work more effectively and efficiently within processes in order to get better results.
- Using the EFQM Excellence Model in schools around the country has introduced strategic planning; management reporting, measurement and assessment of GI's perception; management by processes and value chain; and last but not least sustainability policies. All these concepts and practice never before present in education in Colombia. As a consequence of these practices the schools have now better management and academic results.
- EFQM promotes the exchange of good practice through benchmarking, for the schools in Recognised for Excellence R4E level, it is extremely important to create this exercise as a habit.





- Internal assessment and self-assessment are now a dynamic and cherished practice in national and international firms in Colombia

SOME PERFORMANCE INDICATORS

Excellence over these years in Colombia also means:

- 457 schools have implemented the Model during this period, 79% private and 21% public institutions.

The following chart shows the certified schools by EFQM Level of Recognition.



By the year 2015, 6 schools attained the R4E Level four star and 21 were in process of doing so. In this year, 80 schools were in R4E three star: 28 were in process and 52 were certified.

The majority went through Committed to Excellence C2E +100 and remained in this level showing that the Journey to Excellence is a very demanding task.

The schools recognised at R4E three and four star have demonstrated positive trends in their results at the official test.

Until 2015, 860 self-assessments have been performed and 3.240 improvements teams were organised and trained. More than 20.000 teachers and school administrator have taken part in the knowledge and deployment of the EFQM Excellence Model.

The Colombian government designed a benchmark called "Índice Sintético de la Calidad Educativa" ISCE to measure results in the school system. This benchmark is made concrete in a table running from a score of 1 (the lowest) to a score of 10 (the highest), 95 % of the EFQM schools have obtained a score higher than 7, and the average score in the country is 5.5 points.

A CLOSING REMARK.

EFQM has evolved as a driver to shape and structure better organisations that always thrive for high quality levels and create a culture of continuous improvement rising productivity in countries and societies.

The EFQM Excellence Model is seen and widely accepted in Colombia as an effective management tool and as a philosophy that promotes excellence in all aspects of those organisations aspiring for better results to fulfill the needs and expectations of clients, partners, people, shareholders and society as a whole.

Bogotá, 13th July, 2016



*Gonzalo Arboleda Palacio. Ph.D
President Fundación
Colombia Excelente.*



ECUADOR

CODEFE

CODEFE is the Ecuadorian Foundation for Excellence Development, a growing network of companies from several strategic sectors, schools, universities and public institutions striving for excellence. CODEFE is EFQM partner in Ecuador that offers training, assessments, EFQM recognition, conferences and good practice visits. CODEFE accompanies Ecuadorian institutions in their path towards excellence, and is committed to assist them in achieving continuous improvement through the use of the EFQM Excellence Model and other complementary management tools.

In June 2013, CODEFE became the official EFQM partner in Ecuador. By becoming a national partner, schools, public institutions and companies would have access to more effective and continuous support on their journey toward sustainable excellence. Since its beginning, CODEFE promoted the principles of excellence in Ecuador, facilitating certified trainings for over 250 participants and assessments for over 100 institutions in 2 years and it promoted good practice sharing within the education and software industries, which wasn't available before.

AFTER 8 YEARS OF THE FIRST USE OF EFQM IN ECUADOR.

A group of Ecuadorian businessmen and educators decided to work toward the establishment of an EFQM partner in Ecuador, in order to provide Ecuadorian organisations with an approach that has proven to be successful in over 40 countries around the world to drive continuous improvement and the resulting increase of organizational performance.



The Minister of Education with the EFQM recognised schools rectors

CODEFE 



The National Executive Director of Evaluation (INEVAL) give a training in the CODEFE forum

In 2010 the first presentations took place in various sponsoring schools, the association of private schools and various associations. The events gathered leaders of opinion in education and managers from different industries. These events increased during the following years, where EFQM assessors from Europe and Ecuador were invited to speak in management and educational events where people were eager to know more about excellence. In 2013 the association of software companies signed an agreement to assess, train and recognize 12 software companies, this activity was partially financed by the ministry of industry and promoted nationally.

Additionally the Minister of Human Resources and later Minister of Education after reviewing various quality management models and tools adopted the EFQM model for the Ministry and later on for 20 public schools as a pilot, additionally all the National Institute for Evaluation management team got trained as EFQM assessors and trainers. This increased the exposure of the Model within the educational community.

The President of the Republic of Ecuador got informed about EFQM, and considered it as a key tool for improving the public administration performance. The EFQM experts worked hard on aligning the service proposal to institutions' needs, they worked close to clients to understand their needs and design proper solutions to solve them. Special importance was given to benchmark, since comparative information wasn't easily available. CODEFE positioned itself a manager's partner, advisor and guide through the journey of excellence of the institution.

With various trainings and events done and well received, a new training and caching program has been put in place in 2016 to train managers with no-business background who have interest in insuring sustainable performance for their organizations.

With many leaders of opinion adapt, CODEFE was able to stand in the market as the leading partner for institutional improvement especially for educational institutions.



*Ursula El Hage,
Vice President of CODEFE
& EFQM Licensed Trainer.*



IRAN

Iranian Excellence Association

The Iranian Excellence Association was established upon Iranian companies' request to have access to an unbiased reference for assessment and recognition of the best in class companies that sustain commitment to excellence among Iranian companies. The association is comprised of a group of legal and natural persons. A group of about 50 companies coming from 15 headquarters represent Iranian companies of different sectors within the association as the legal founding persons. Joint with the legal persons, a carefully selected group of prominent natural persons represent the community of Iranian experts and scholars.

Systematic approach to management in Iran dates back to thousands of years ago. One of the most prominent evidence of this statement is Cyrus the Great's government in 559–530 BC, Achaemenid Empire of Iran, where his government had many management elements. To name some, all of his government's human resource had job descriptions and would receive salaries based upon a systematic wage approach. Mission minutes, document orders, inventory receipts, storage confirmations, payment orders, and so on were used and the financial and commodity flows of the empire were under a three level inspection system. Over the years under huge political, economic, and sociological changes in Iran, the insights on managerial concepts and practices has had several ups and downs and during the centuries waned significantly. However, in the current era we are witnessing new inclination to systematic approach to management and organisational excellence in Iran simultaneously with the formation of organisation of management and planning of Iran in 1950's. From that time on the efforts and emphasis on the quality and productivity along with traditional production and service elements have been growing while being affected by a variety of political and sociological events.

Governmental and private institutes in Iran have always been interested in learning from certified models to make sure they are on the right track toward their goals. Meanwhile, EFQM has always received attention from Iranian companies since its establishment and many Iranian researchers have conducted research comparing the EFQM Model with other international organisational excellence models and the effect they had on some Iranian organisations' business performance. Before 2010, some of Iranian companies have sporadically benefited from some EFQM services such as training courses and assessments from which they have seen the impact the EFQM model could have on their efforts toward business excellence.

Like in any other country, Iranian companies possess their own business characteristics that can act as obstacles or facilitators in the adoption the EFQM Model. One of the main challenges in the organisational excellence journey is that still a large proportion of Iran's economy is affected and run directly and indirectly by governmental entities. Such public administration of the economy, not only has diminished the competitiveness of these entities but has also created a volatile managerial body for Iranian companies that deters their managers from long term investments for improvement or otherwise





the culturalization that require long term planning will remain unattended after a while.

Last but not least, the lack of intellectual capital rules in Iran along with the inefficient and incomplete use of managerial models including the EFQM Model, has created a dodging environment for introducing managerial models in Iran whereas such practices are considered as fads by many of Iranian companies.

On the other hand, there is a prolific number of improvement opportunities to facilitate the adoption of the EFQM model in Iran, such as: the shifting of attention from oil dependent economy to knowledge-based economy or the private sector growth in the near future that puts more emphasis on the necessity of adopting a systematic approach to organisational excellence based on EFQM. For instance, the private sector in Iran, especially on ICT and electronic trade, has had lately a prominent growth that will positively affect the other sectors in near future. Furthermore, the recent positive trend of international relationships in different sectors, will further encourage Iranian companies to adopt the EFQM Model in order to become competitive at International levels.

This growing interest for a certified business excellence model, encouraged Iranian companies to request one of the most globally known group of

organisational development service providers in Iran, to form a community to:

- Ensure the world class EFQM Excellence Model and its services are available to them;
- Help them with the implementation and adoption of EFQM model in Iranian companies.

Following this initiative, the Iranian Excellence Association, a non-profit and non-commercial institute, was formed to gather Iranian companies and make the authentic value adding services of EFQM available locally to help Iranian organisations of all sectors to have a sustainable journey toward excellence.

To recapitulate, Iranians welcome systematic managerial approaches in all of their efforts. Along with an abundant number of challenges, there exists prolific potential opportunities regarding the adoption of the EFQM Model in Iran. With its unique features, especially synchronizing all of the organisational elements and accompanying the companies throughout their business excellence journey, it ensures the applicability and conformity with the status quo of managerial researches. EFQM was recognised as the best model to bring about a positive growing effect on Iranian organisations to catch up with the organisations from all over the world that have already adopted EFQM.



*Prof. Saeed Sohrabpour
President of IAE*

JORDAN

KING ABDULLAH II CENTER FOR EXCELLENCE (KACE)

King Abdullah II Center for Excellence (KACE) was founded in January 2006 according to Bylaw Number (6) of the Year 2006 as the national reference for quality and excellence among public, private, business associations, and non-governmental institutions. His Royal Highness Prince Feisal Bin Al-Hussein is the Chairman of the Board of Trustees, under which the Center is managed and supervised. The Center aims at promoting the culture of excellence through raising the awareness about concepts of distinguished performance, innovation and quality in line with international excellence models. It provides guidance, reference and standards to measure the performance of organisations in the aforementioned sectors, promoting positive competition among them, and measuring the progress and development in the performance of public sector entities based on the Award criteria.

KACE is currently managing eight awards including: King Abdullah II Award for Excellence in Government Performance and Transparency (KAAGPT), The Distinguished Government Employee Award, Excellence in Public Service Award (EPSA), Innovation in Public Sector Award (IPSA), King Abdullah II Award for Excellence for Private Sector (KAAPS), Jordanian Exporter Award (JEA), Environmental Sustainability Award (ESA), King Abdullah II Award for Excellence for Business Associations and Not-for-Profit Organizations Sector (KAABAS).

Since its establishment, KACE started its relationship with EFQM. It first received the "Committed to Excellence" Recognition in 2007, and then became an authorised representative for the EFQM in Jordan in 2013, thus delivering the EFQM training courses to the Jordanian market. KACE Awards criteria are based on the EFQM Model 2013, however KAAGPT started partially using the EFQM Model in 2002 until 2014 when the Model was fully implemented, KAAPS has implemented EFQM Model since 2006. The KAABAS started fully using the EFQM Model since 2014 whereas EPSA and ESA are partially using the Model. In addition, all of these awards are using the RADAR methodology as an assessment tool.

THE IMPACT OF IMPLEMENTING THE EXCELLENCE MODEL IN JORDAN

KACE has conducted a study to measure the impact of Excellence Awards on the participating institutions (Public and Private Sector), its customers in particular, and the community in general. The results showed that participation in the award has a good impact on improving the quality of service and increased satisfaction by service recipients; it increases transparency and equality in dealing with service recipients in government institutions. In addition, winning institutions and private companies achieved an improvement in performance ranging between 20% - 30% compared to the performance level prior to participation. On the other hand, participation in the award opens broad horizons to empower and further motivate the staff of the participating organisations, as it supports the ability of the private institutions and companies alike to maintain an acceptable level of staff and reduce the dropout of competent employees.



مركز الملك عبد الله الثاني للتميز

King Abdullah II Center for Excellence



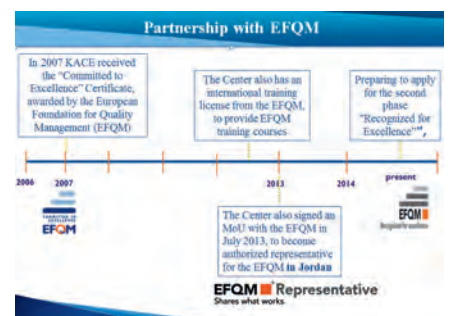
The results also showed that participation in the award is a great incentive for the organisations to develop and improve performance, and promote a culture of excellence. In addition, participation and winning the award reduce and rationalize the expenses of government institutions/ministries. On a different note, participation in the award promotes competition among the various institutions and their staff to win the award and it promotes advanced management concepts, which include emphasis on results, transparency, equality, justice, performance and quality control, and improving the quality of service and even employees and service recipients' satisfaction. The award motivates the application of best management practices related to human resources, quality, information technology, and strategic planning.

Furthermore, results show that 75% of service recipients who were asked about the improvements shown in the performance of the government institution/ministry after their participation in the Award have noticed a significant improvement in the performance of the relevant ministry/institution, especially in the "Staff skill, ability, and knowledge of the technical work required. Moreover, 86% of service recipients who expressed satisfaction with the infrastructure of the participating institutions/ministries.

It is notable that the level of satisfaction with the performance of the winning government institutions/ministries was slightly higher than satisfaction with the performance of government institutions/ministries that did not win the Award. In addition, the improvement in the services provided among the entities that actually won the award was higher than the rate of improvement in the entities that did not win the award.

CONCLUSION

KAAGPT was established to improve the performance of the ministries and public institutions in serving the Jordanian community and investors by increasing the awareness of distinguished performance concepts, quality and transparency and highlighting the exceptional efforts of the public sector institutions. Many challenges were encountered in implementing new systems and tools, but with commitment and gradual involvement of people, the EFQM Excellence Model and RADAR Logic became the basis for organisations' daily work and activities where the concepts and the logic are embedded in the systems and procedures. The award has created a healthy environment and a balanced relationship between the government administration, service recipients, and other stakeholders in the community at large. This conclusion applies also to the private sector companies. The award helped to increase competitiveness and future improvement of performance, and creating a climate that lays emphasis on excellence, performance quality, and social responsibility of the private sector companies. As a result, 81% of the ministries and government institutions demonstrated an excellent or good outcome as a result of participating in the award thus improving the quality of provided services, increasing the satisfaction level of service recipients and increasing transparency and equality in dealing with service recipients in government institutions. In addition, the rate of improvement in the services provided by the ministries and government institutions that actually won the award was higher than the rate of improvement in the services provided by private companies that actually won the award.



King Abdullah II Center for Excellence
Team



KAZAKHSTAN

Kazakh Organization for Quality and Innovation Management (KOQIM)

KOQIM was established in 2002 as an organisation which promotes quality ideas across Central Asia and provides its support in developing quality system management, environmental management, information security, food safety, energy management and other management systems of ISO. In 2007 KOQIM has become an EFQM National partner, and ever since, it is the only organisation in Kazakhstan providing training courses and independent external assessments in accordance with the EFQM Excellence Model. In recent years KOQIM has strengthen its cooperation with EFQM, and continues to support the implementation of the Model in many local organisations.

Today, we live in an era of business improvement and innovation, where only strong and ambitious ideas are accepted. In this modern world it is crucial to implement progressive business approaches, concepts, and leadership ideas in order to survive and excel in today's tough competitive environment. Therefore, many national and international companies and organisations are continuously working on improving their business performances through implementing various tools and methodologies.

The EFQM Excellence Model is one of those tools which can help any organisation to identify its strength and areas for improvement, and thus provide opportunity for improvement of business performances. As it is already known, the EFQM Excellence Model is the most popular and well-known Model which describes the modern world perception of excellent organisation and gives a possibility of comparing other organisations with the same ideal.

The primary goal of modern economic policies in any country is to ensure the increase of their companies' competitiveness, and the expansion of their leading' products and services in national as well as international markets. This means that in order to increase any company's competitiveness the company needs to improve its business performances and/or provide services as well. The proposed interdependence between a company's competitiveness and quality of its business performances and/or provided services shows that the implementation (deployment) of EFQM Excellence Model can play a significant role in modern business.

Today, the EFQM Excellence Model is becoming more and more attractive for the companies located outside of European borders. As time goes on, the number of companies which implement the EFQM Excellence Model as their core business tool is growing. Every year, in Kazakhstan, many companies start their journey with the EFQM Model and share their experience with peers. Today local companies in Kazakhstan have already understood the benefits of implementing the Model, and



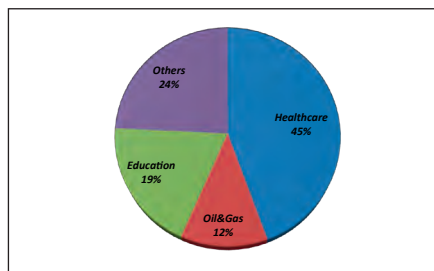


Figure 1. EFQM Excellence Model percentage ratio implemented in different sectors of Kazakhstan

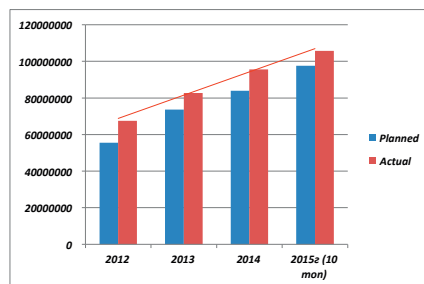


Figure 3. Increase in Income of the Educational organisation JSC "Astana Medical University" (thousands tenge)

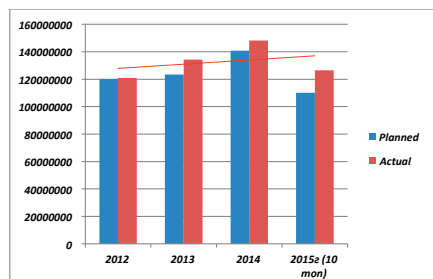


Figure 2. Increase in Income of the Gas supplying company JSC "KazTransGas Aimak" (thousands tenge)

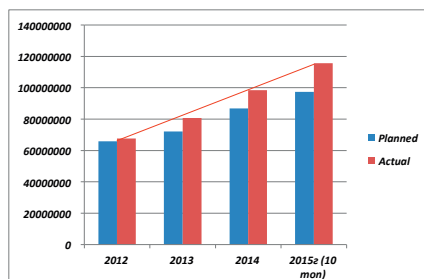


Figure 4. Increase in Income of the Medical organisation JSC "National Scientific Research Medical Centre" (thousands tenge)

know how it can change their businesses for the best, especially in recent years, since Kazakhstan became a member of the World Trade Organization (WTO). Access to the global market opens a wide range of opportunities but, at the same time, requires Kazakhstan's companies to comply with high standard requirements, and to deal with a tough competitive environment. This means that, in order to cooperate and compete with organisations from different countries, our local companies' products and services need to comply with all essential international quality standards. As a result, our companies have to learn from leading European organisations and their best practices, experiences and ideas, including their experience of implementing the EFQM Excellence Model.

In these days the Kazakh government is paying close attention to the competitiveness of the products and services provided by local companies and providing all available resources in order to support their businesses. National and private Kazakh companies are receiving subsidies and additional financial supports to implement the best possible business models, concepts, and other quality related practices, whereas among them, role of EFQM Excellence Model is highlighted as one of the priorities.

Although the number of Kazakh companies which have already implemented the EFQM Excellence Model is not considerably big, its influence on the improvement of our national quality system is profound. It is clear that companies which have successfully implemented the EFQM Excellence Model became more efficient in providing their products and services. They recognised that today many customers prefer to rely on those companies, which constantly improve their management system, quality of products and services, and make gratuitous contribution to the wider society.

To be more specific, the EFQM Excellence Model is currently successfully operating within different national organisations from sectors such as oil & gas industry, education, science and health care. The Model allowed to efficiently use the potential capabilities of every company and enhanced their ability to achieve outstanding results. On top of using the Model, Kazakhstan also has its own National Quality Award contest called "Altyn Sapa" which is based on the Fundamental Concepts of the EFQM Excellence Model. This shows Kazakhstan's view and strategy regarding national quality and its commitment to the EFQM Excellence Model.

Considering all above mentioned facts, KOQIM recognises the value of the EFQM Excellence Model and uses all available resources for broadening its implementation within Kazakhstan as well as in the Central Asia region.



Professor Azat Abdrakhmanov
President of KOQIM



UNITED ARAB EMIRATES

DUBAI GOVERNMENT EXCELLENCE PROGRAM

Dubai Government Excellence Program (DGE) is a pioneer programme established in 1997 by His Highness Sheikh Mohamed Bin Rashid Al Maktoum UAE Vice President, Prime Minister, Ruler of Dubai to act as a tool for developing and improving the government sector in Dubai by implementing concepts of Total Quality Management.

Vision: To attain world-class levels of excellence in the performance of Dubai Government Authorities, Agencies and Departments.

Mission: To promote, assess & reward excellence in the performance of Dubai Government Authorities, Agencies and Departments

From 2004 till 2016 the DGE Model for institutional excellence was built around the EFQM Excellence Model with an extra emphasis on innovation and transparency. In addition to localising the excellence model to address the special nature of government performance, DGE has also added several sub criteria under the known 9 criteria model to address vital issues like smart transformation, happiness, governance, environmental management, and occupational health & safety management. The institutional performance excellence is assessed using RADAR Logic (Results, Approach, Deployment, Assessment and Refinement). In addition to that, DGE has other criteria for assessing and rewarding distinguished projects, initiatives and employees. Also, there is another set of criteria for the Customer Happiness, Employee Happiness & Mystery shoppers Surveys.

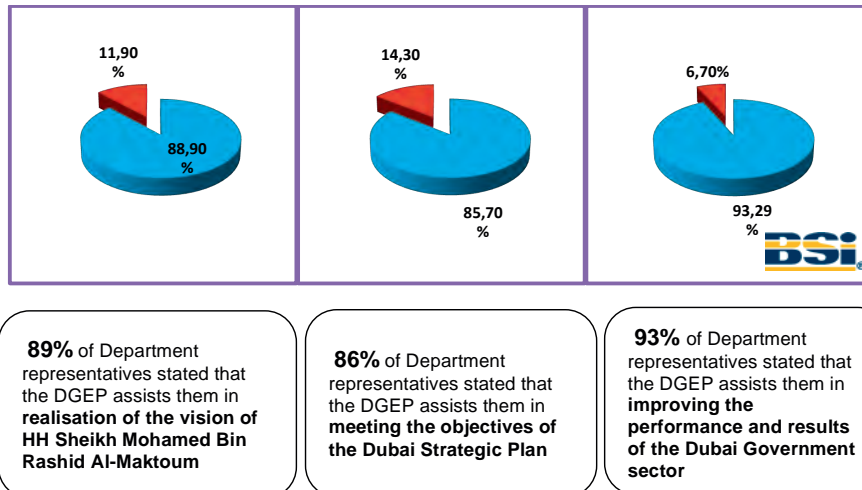
In April 2016, His Highness Sheikh Mohamed Bin Rashid Al Maktoum mandated DGE to implement the 4th Generation of Excellence Model which is an Emirate advanced Model for Excellence that gives extra focus on core business of the government entities, innovation, shaping future and governance.





*Dr Ahmad Abdullah Al Nuseirat
General Coordinator of the program
at the Executive Council
Dubai Government Excellence Program
(DGEF)*

Figure 1: BSI Impact study



The programme enhances the applicability of its models and systems through comprehensive knowledge sharing activities such as regular formal awareness & training workshops and best practices forum, knowledge seminars organised for all government employees.

DGEF IMPACT ANALYSES

The outcomes of the transformation achieved by DGEF can be described in two levels:

On Dubai Government level, figure 1 shows the outcomes of an independent study conducted by the British Standards Institute (BSI 2008) which assessed the impact of DGEF on Dubai Government.

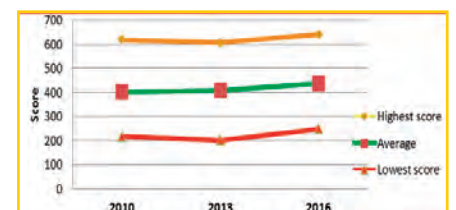
BSI also reported that “As a result of our research and analysis, BSI’s view of the DGEF is that it is the main contributor to the culture of quality and excellence that exists throughout the Government of Dubai. As another proof of its impact DGEF won the United Public Service Award UNPSA twice in 2007 and 2010 in “Improving public service category”

Figure 2 shows the rate of growth achieved in the main category “distinguished government entity” which is based on the EFQM Excellence Model.

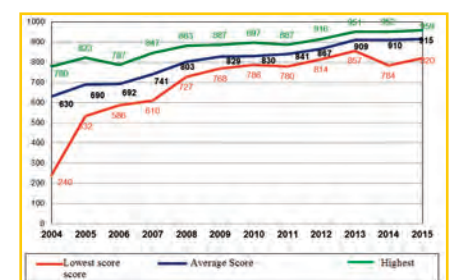
On the Public services users’ level, figure 3 shows the trend of Dubai government Customer Happiness index (1000 points) which is consolidated from results of Customer Happiness survey, mystery shopper survey, and opinion polls (where applicable) that are conducted by DGEF.

Figure 4 also shows the trend of Dubai government Employee Happiness index (%) which is consolidated from results of Employee online Happiness survey that are conducted by DGEF

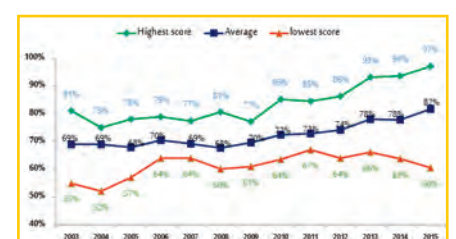
Figure 2: Rate of Growth in Scores



*Figure 3: Dubai Government
Customer Happiness Index*



*Figure 4: Dubai Government
Employee Happiness Index*



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