



S&M QW 2003

***EFQM – EXCELLENCE
KNOWLEDGE NET
State-of-the-Art***

***Dr. Brigitte TANTAWY - MONSOU, Chair of the EFQM
Executive Committee, Brussels***

Prof. dr Vidosav MAJSTOROVIC, MEF, Belgarde



DR. BRIGITTE TANTAWY - MONSOU, VICE PRESIDENT BUSINESS EXCELLENCE & ORGANISATIONAL LEARNING, UNILEVER, NL

Dr. Tantawy Monsou moved in this new role from 2002. She is part of Unilever Corporate Human Resources. Previously and since 1998, Dr. Tantawy Monsou has been responsible for developing and implementing the HPCE Excellence programme. This programme includes Self-Assessment and External Assessment to the EFQM Model, Balanced Scorecards and Process Management. The programme has also involved Knowledge Management, Benchmarking and internal Good Practice collection and sharing. She was also in charge of the Business Group Intranet. Unilever is member of EFQM and **Dr. Tantawy Monsou is an EFQM lead assessor and Chairman of the EFQM Executive Committee.** She also chairs the Benchmarking Steering Group. **She is a lecturer at Leeds University Business School.** Before taking responsibility for the Excellence programme in Unilever, Dr. Tantawy Monsou worked in Supply Chain, Quality and Research & Development. Prior to working for Unilever she worked for Danone, the French Foods Company from 1990 to 1995 and Nabisco, the American Biscuit Company from 1983 to 1990. Whilst working in the Food industry, Dr Tantawy Monsou was Member of the French Foods Safety Committee, the Biscuit and Confectionery Association, the European Food Industry Association and was President of the International Committee of a Certification Body.

Dr. Brigitte Tantawy - Monsou, Vice President Business Excellence & Organisational Learning, UNILEVER, NL



Professor Dr. Vidosav D. MAJSTOROVIC, Mechanical Engineering
Faculty, Belgrade, Serbia

Full professor at the Chair for Production Engineering at the Mechanical Engineering Faculty of the Belgrade University, Serbia. MSci title in the field of information systems, and Ph.D. title in the field of expert system for FMS diagnosis and maintenance. Now he is professor for Quality Management and Cutting Processes and **Chief of Laboratory for Production Metrology and TQM.** Professional study visits abroad included: USA, England, Germany, France, Japan, Austria, Norway. Established cooperation with the organization and faculties in Germany, England, USA, Hungary, Austria, France, Sweden, Australia and Japan. **Published total more that 300 papers, and presented more that 150 papers at International Conferences and in International Journals and books.** Realized more than 200 projects for industry. One of the leaders of the national project for integrated management systems (ISO 9000 / 14000 / 18000). General Secretary of the National Organization for Quality. **The delegate of Yugoslavia in the EOQ Board.** Editor and chief of the National scientific-professional Journal “Total Quality Management”, as well as the **editor and chief of the International Journal “Production Engineering and Computers”.** The chairman or the member of program committees of several International Conferences. **The member of CIRP, IMEKO, IFIP, IFAC, ASQ, JUSE.** Founder and chairman of the International Working Conference “Total Quality Management – Advanced and Intelligent Approaches”. Author of ten books. Scientific-professional fields of interest include: **Intelligent Manufacturing Systems, TQM, Cutting Processes, Production Metrology and Design for Quality.**

C O N T E N T S

1. **EFQM – STATE OF THE ART**
2. **EQA – BUSINESS EXCELLENCE MODEL**
3. **BEST PRACTICE OF EUROPEAN EXCELLENCE**
4. **CONCLUSION**



Presenting EFQM

- **EFQM Explained**

- **Vision and Mission**
- **Current Members**
- **EFQM Excellence Model**
- **Winners**

- **The Benefits**

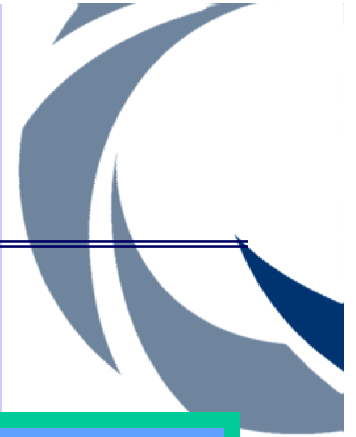
- **Implementing Organisational Excellence**

- **Activities**

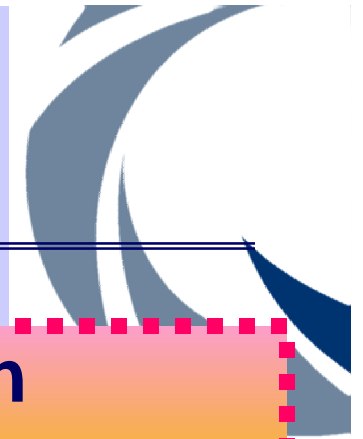
- **Management Practice Studies**
- **Model Related Recognition**
- **Networking and Member Services**



Presenting EFQM



- EFQM is a **non-for-profit** membership foundation
- EFQM **owns** the EFQM Excellence Model
- EFQM **manages** the European Quality Award
- EFQM is a resource to European organisations on Business Improvement



- **Founded** in 1989 by 14 leading European organisations
- To stimulate and, where necessary, to assist management in adopting and **applying** the principles of organisational excellence
- To improve the **competitiveness** of European Industry and to close the gap of competitiveness between Europe and US/Japan
- Supported by the European Commission in The European Quality **Promotion Policy**

EFQM The Very Beginning



- **Founded in 1989 by 14 leading European organisations :**
 - **BT plc**
 - **Robert Bosch GmbH**
 - **Bull SA**
 - **Ciba-Geigy AG**
 - **Dassault Aviation**
 - **AB Electrolux**
 - **Fiat Auto Spa**
 - **KLM Royal Dutch Airlines**
 - **Nestlé AG**
 - **Philips Electronics NV**
 - **Ing. C. Olivetti & C.S.p.A.**
 - **Renault**
 - **Gebr. Sulzer AG**
 - **Volkswagen AG**



Key Milestones

- EFQM Excellence Model **launched** in 1991
- **First** European Quality Award in 1992 in Madrid in the presence of King of Spain
- **Creation of Benchmarking** Services in 1995
- **Creation of a Public Sector Award** in 1996 with EC support & **Creation of SME Awards** in 1997 in co-operation with national organisations of EOQ and EC support
- **Fundamental revision** of the EFQM Excellence Model in 1999
- **Creation of a Network of 19** National Partner Organisations in 1999
- **Launch of Excellence One and Levels of Excellence** in 2001



Vision and Mission

Vision:

A world in which organisations in Europe excellence

Mission:

To be the driving force for sustainable excellence in organisations in Europe

Objective:

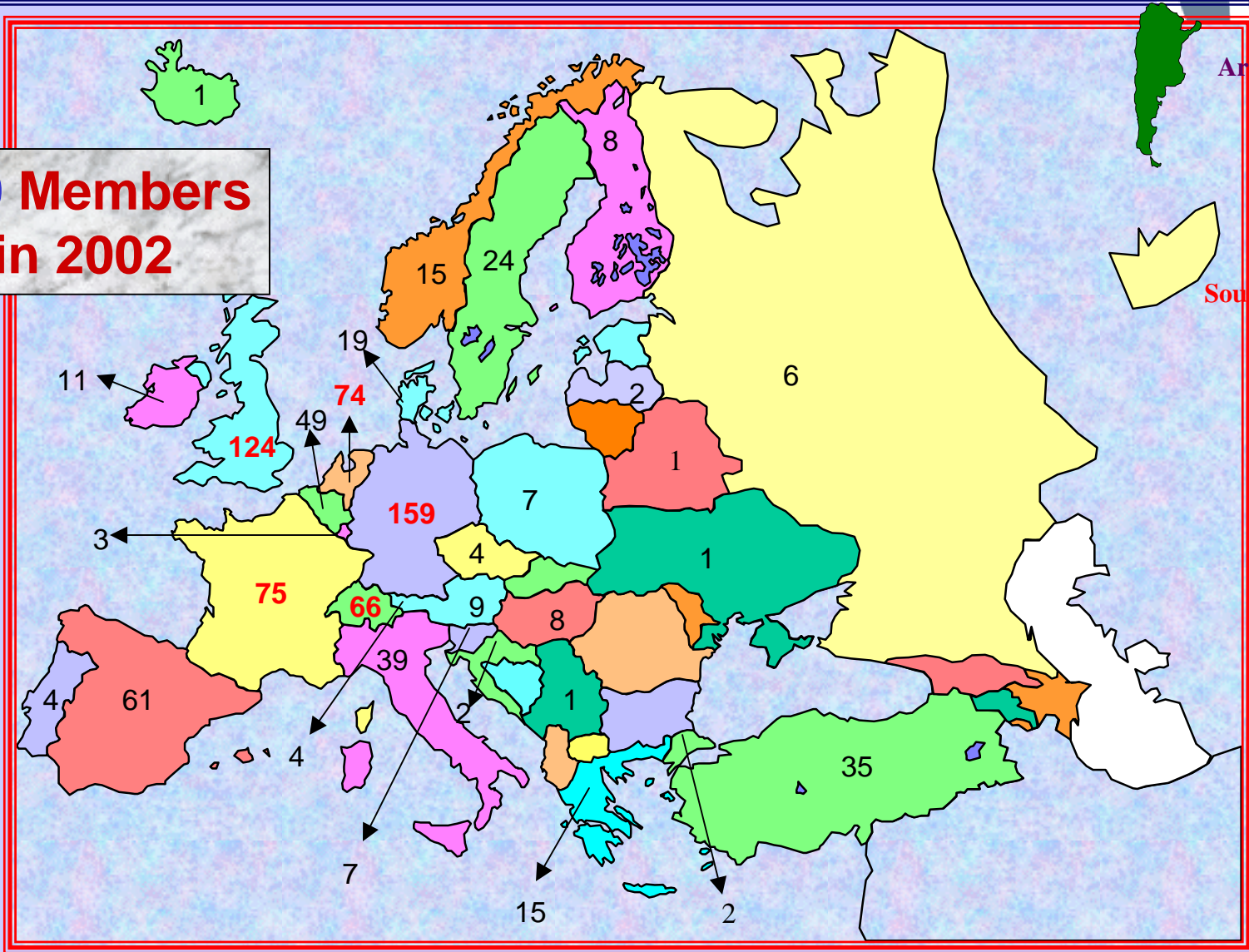
- A place to share, investigate and validate management practices that make a difference
- A variety of routes to business improvement and development
- Recognition of progress in organisational excellence through the EFQM Levels of Excellence



EFQM Members by Country



**770 Members
in 2002**



Argentina: 1

South Africa: 1

- **General Members**
 - **A - B - C**, depending on
 - turnover (business operations)
 - budget (public sector/governmental)
 - assets (banks & financial institutions)
 - Additional Representative
 - subsidiaries
 - **Associate** Members
 - educational institutions, employer associations, regional quality organisations



Members of the Committee

- Arcelor, France
- BancoBilbaoVizcayaArgentaria, Spain
- Beko Elektronik, Turkey
- Bosch-Siemens-Hausgerate, Germany
- Daimler Chrysler, Germany
- Department for Work and Pensions, UK
- Electricité de France,
- Gan, France
- Hilti, Liechtenstein
- Lloyd's TSB, UK

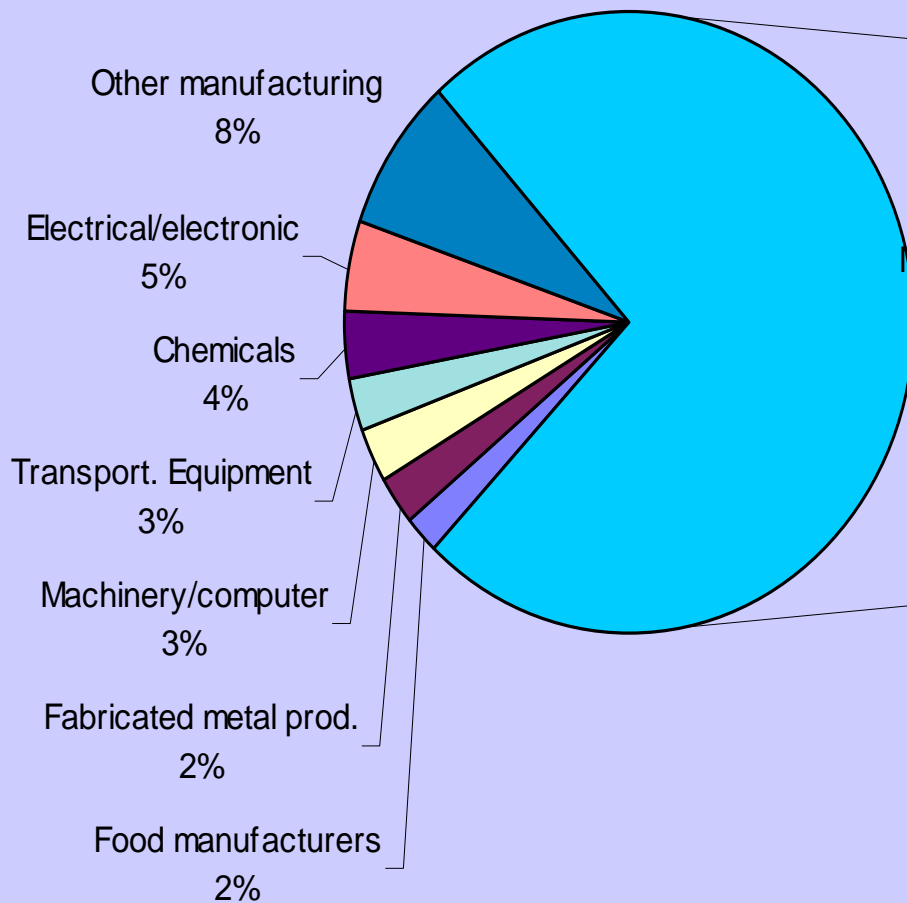


Members of the Committee

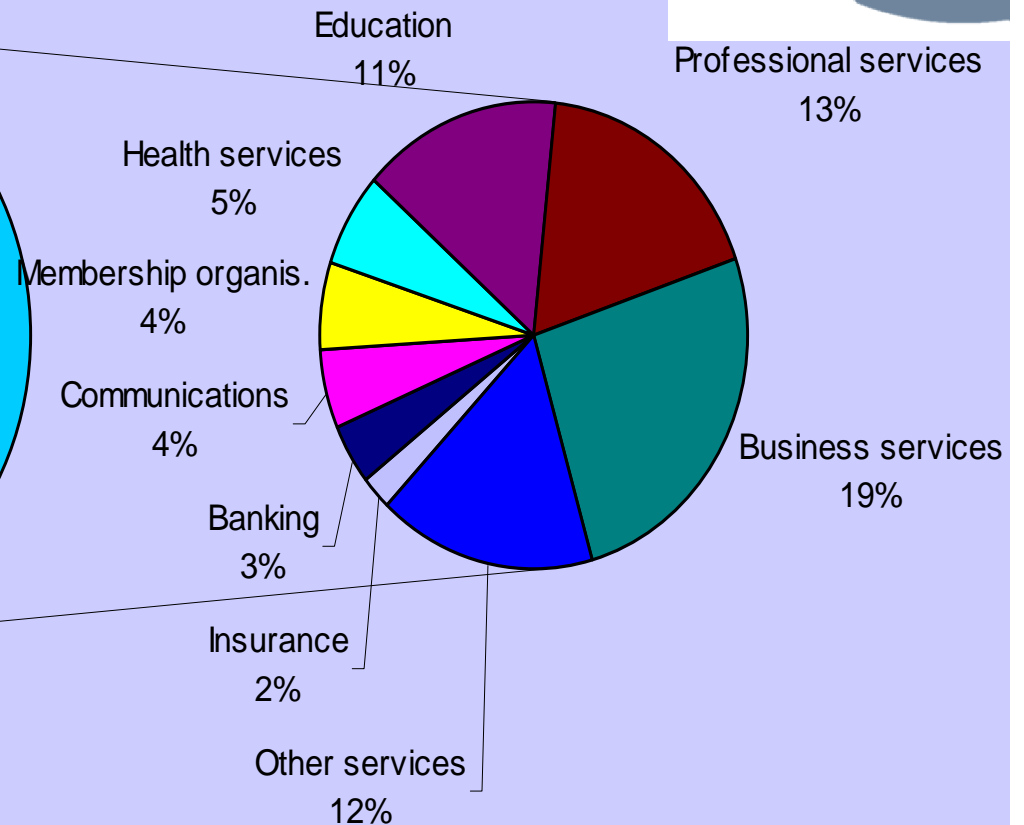
- Medical Faculty - Heidelberg, Germany
- Nokia Mobile Phones, Finland
- Poste Italiane, Italy
- Repsol YPF, Spain,
- Royal Philips Electronics, NL
- TPG - TNT, UK
- Unaxis, Switzerland
- Unilever, NL
- Vaillant, Germany
- Xerox Europe, UK

EFQM Membership by sector

Manufacturing and Products (26%)



Services (74%)





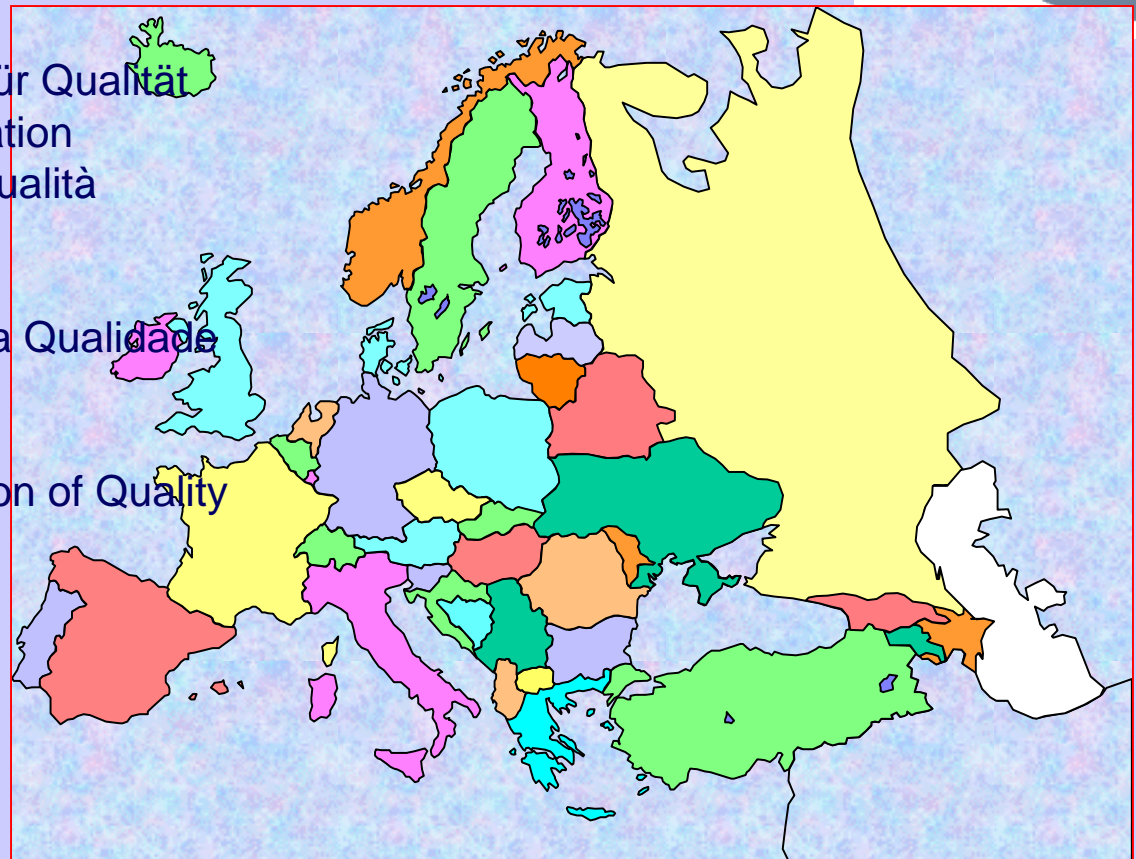
EFQM Strategy

- Extend reach of EFQM and its partners in Europe as **preferred supplier** in supporting organisations for Excellence
- Extend **range of and access to** approaches to Excellence for European Organisations
- Extend **networking and learning** opportunities for European organisations
- Extend **internal** capabilities, effectiveness and attractiveness



National Partner Organisations

- Austrian Association for Quality
- Belgian Association for Total Quality Management
- Center for Ledelse
- Center for Excellence Finland
- DGQ Deutsche Gesellschaft für Qualität
- Hellenic Management Association
- Associazione Italiana per la Qualità
- Excellence Ireland
- Excellence Norway
- Associação Portuguesa para a Qualidade
- Club Gestión de Calidad
- Swedish Institute for Quality
- Swiss Association for promotion of Quality
- Turkish Society for Quality
- British Quality Foundation
- Centre for Competitiveness
- Quality Scotland Foundation
- Wales Quality Centre
- Slovenian Quality Association
- Ukrainian Quality Association
- Hungarian Quality Development Centre
- Czech Society for Quality



•FQCE (2003)



Importance of Excellence

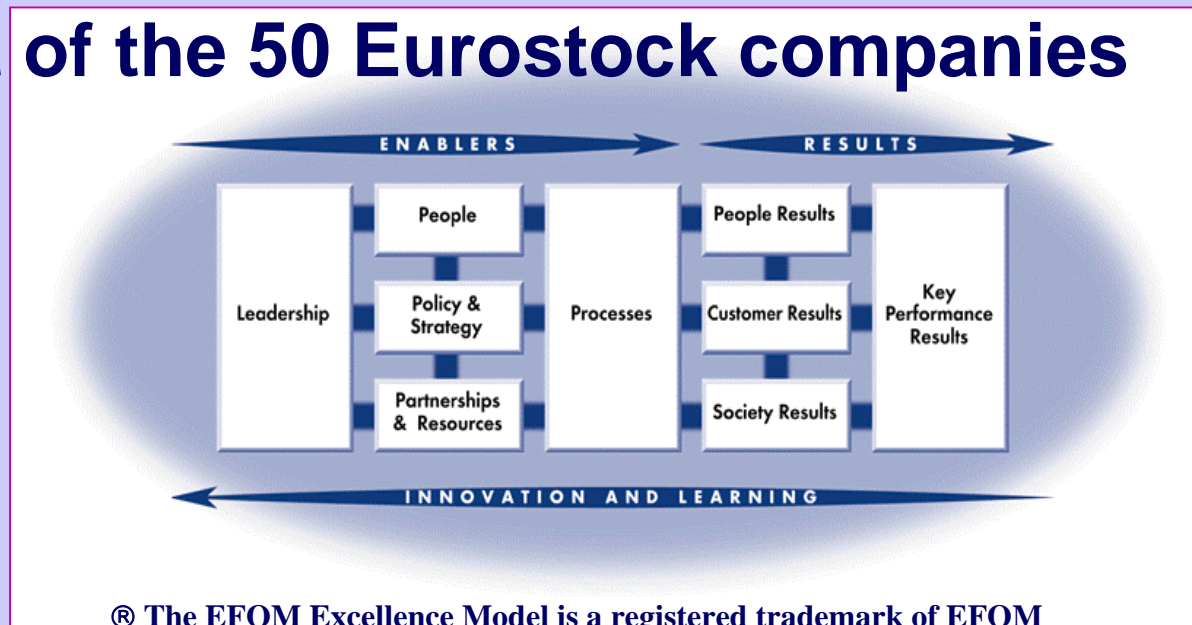
Fundamental Concepts of Excellence





Who is using the Model?

- More than **20,000** organisations across Europe
- 60% of Europe's **largest** 25 companies
- 9 of the 13 European companies in the **FT's 50** World's Most Respected Companies in 2001
- More than 10,000 SMEs
- 20 out of the 50 Eurostock companies



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The Benefits



EFQM Excellence Model

- **The Model is flexible and can be applied in practice to all organisations irrespective of:**
 - **Country,**
 - **Size,**
 - **Sector,**
 - **Stage on the journey to excellence.**



EFQM Excellence Model

- **The EFQM Excellence Model, a non-prescriptive framework based on nine criteria, can be used to assess an organisation's progress towards excellence.**
- **Excellence is defined as outstanding practice in managing the organisation and achieving results, all based on a set of 8 fundamental concepts.**



EFQM Excellence Model

- **The arrows emphasise the dynamic nature of the model.**
- **They show innovation and learning help to improve enablers which in turn lead to improved results.**



EQA Winners

- **1992:** Rank Xerox (A), BOC, Ubisa, Miilliken,
- **1993:** Miilliken (A), ICL,
- **1994:** D2D (A), Ericsson, IBM, SEMEA,
- **1995:** TI (A), TNT,
- **1996:** Brisa (A), BT, Netas, TNT,
- **1997:**
 - **“Large Businesses”:** SGS-Thomson (A), BT, Netas, TNT,
 - **“SMEs”:** BEKSA (A), Gasnalsa

- **1998:**
 - **“Large Businesses”:** TNT(UK); BT Northern Ireland; NETAS; Sollac; Yellow Pages;
 - **“Public Sector”:** AVE (RENFE),
 - **“SMEs”:** Landhotel Schindlerhof; DiEU,
- **1999:**
 - **“Large Businesses”:** Yellow Pages; Elais (Unilever); Sollac; BT Northern Ireland; Volvo cars Gent
 - **“SMEs”:** DiEU, Banc d’Andorra, Burton-Apta

- **2000:**

- **“Large Businesses”**: Nokia Europe and Africa; Arçelik; Eczacibasi Vitra; Irizar
- **“Public Sector”**: Inland Revenue Cumbernauld; Foxdenton School; Arbejdsformidlingen
- **“SMEs”**: Burton-Apta; Avaya Ireland; Water Team; Zahnarztpraxis

- **2001:**

- **“Large Businesses”**: DHL Portugal, Westel Hungary, Infineon, Opel Hungary, ORACLE EMEA
- **“Operational units”**: Grundfos, Siemens
- **“Public Sector”**: St Mary’s College Northern Ireland, City Technology College
- **“SMEs”**: Siemens Greece, Columbian Tiszai Carbon Hungary, Dexia-Sofaxis France, Edinburgh International Conference Centre



EQA Winners

- **2002:**

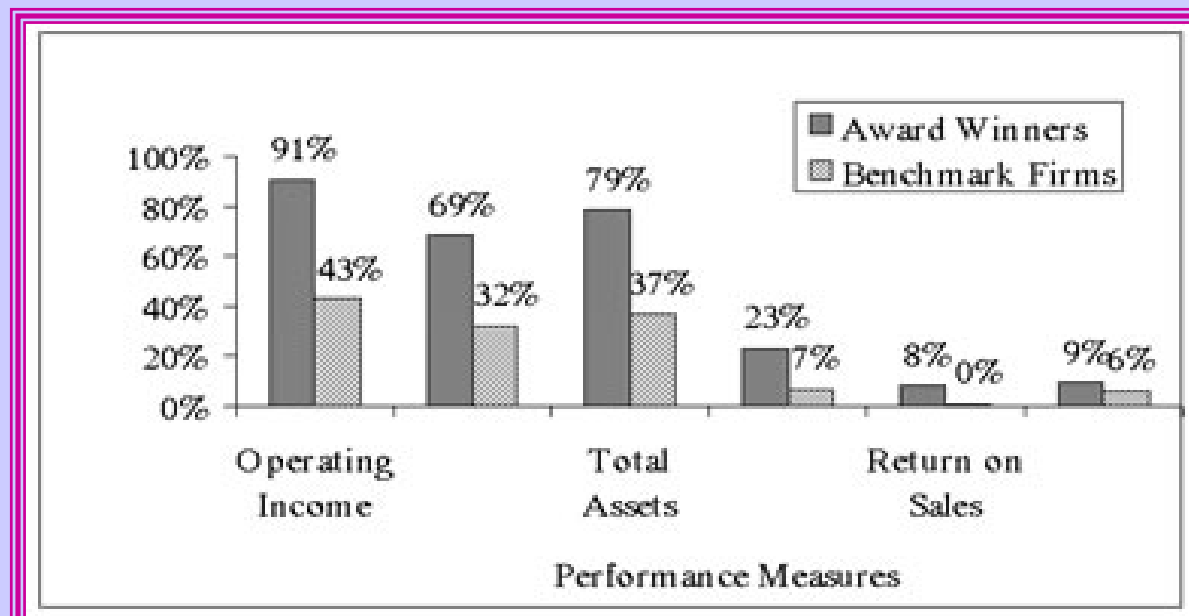
- **“Large Businesses”**: Dexia-Sofaxis France, Opel Hungary, Schindler Spain, Siemens NL, Siemens PDT
- **“Operational units”**: Bosch Sanayi Turkey, Renault Engine Spain
- **“Public Sector”**: Custom & Tax Aarhus
- **“SMEs”**: Banc International d ‘Andorra, EMAR Turkey, Norbolsa Spain
- **Independent SMEs**: SAM, ALSE, Maxi Coco Mat, Delifruits, MGD



The Impact of Excellence

• Does Quality impact the Bottom-Line?

- Study shows that stock prices of award winners increased by an average of 114% over a five-year period (80% for the S&P500)
- Winners improved sales by 69%, total assets by 79%
- Award winners outperformed their benchmarks on operating income by 56%



Source: Vinod Singhal, "TQM Boosts the bottom line", April 2002

The Benefits

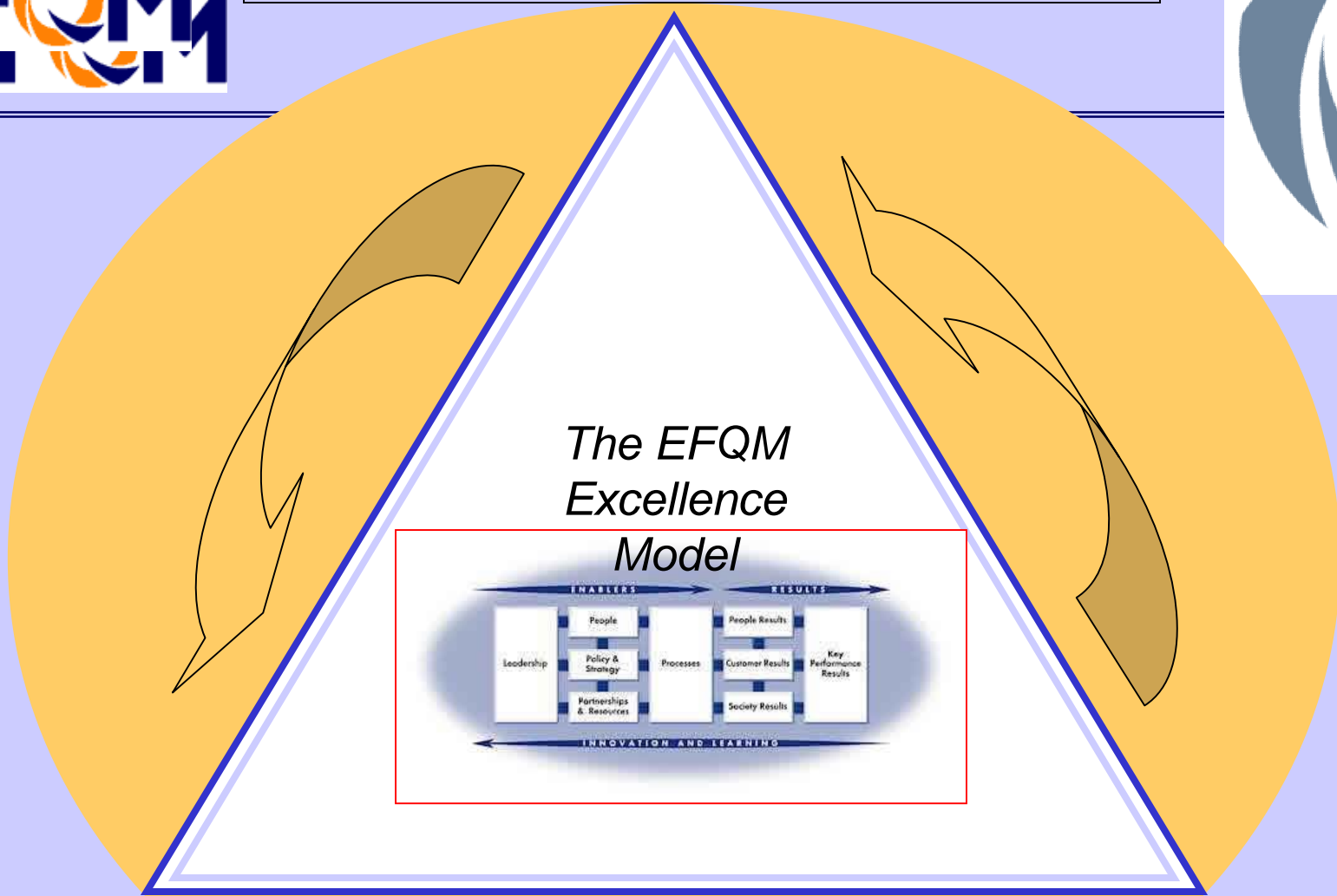


Triangle of Activities

- **Three interrelated activities shaping an integrated, organisational framework underpinned by the EFQM Excellence Model**
 - **Management Practice Studies**
 - **Model-related Recognition Activities**
 - **Networking opportunities**



Model Related Recognition



Management Practice Studies

Networking & Member Services

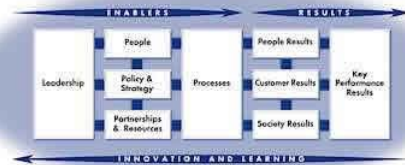
Our Activities



Management Practice Studies

Access to a live repository of Management Practices gathered through Benchmarking and Networking

The EFQM Excellence Model



- **Management Practices**
- **Excellence One**
- **Good Practices and Benchmarking**

- **Electronic Good Practice Studies provide:**
 - **A comprehensive, interactive, online learning platform for Performance Excellence**
 - Cutting-Edge Quality Management News on the latest ideas and validated practices
 - Insights from the best organisations
 - Over 600 pages on key management practices
 - Discussion Forums and Virtual Communities of Practice to connect peers and specialists
 - **Benchmarking Good Practice Database**
 - **On-line assessment of Management Practice**

- **Physical Good Practice Studies provide:**

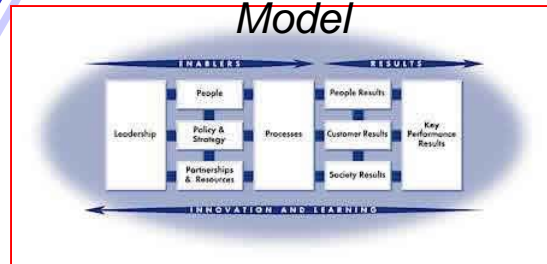
- **An independent provider of Benchmarking Services at a Pan-European level**

- **Ability to help others with the transfer and adoption of Management Practices:**
Critical Skills for Management Practice Transfer

- **Common Interest Days**
- **Benchmarking Groups**
- **Benchmarking Study Projects**
- **How-to Workshops**
- **Fast Track Benchmarking**
- **Research Consortia**

Promoting European-wide learning about the value of Organisational Excellence

*The EFQM
Excellence
Model*



- **Levels of Excellence**
- **Assessor Training Courses**
- **Refreshing the Model**
- **Self-Assessment Training**

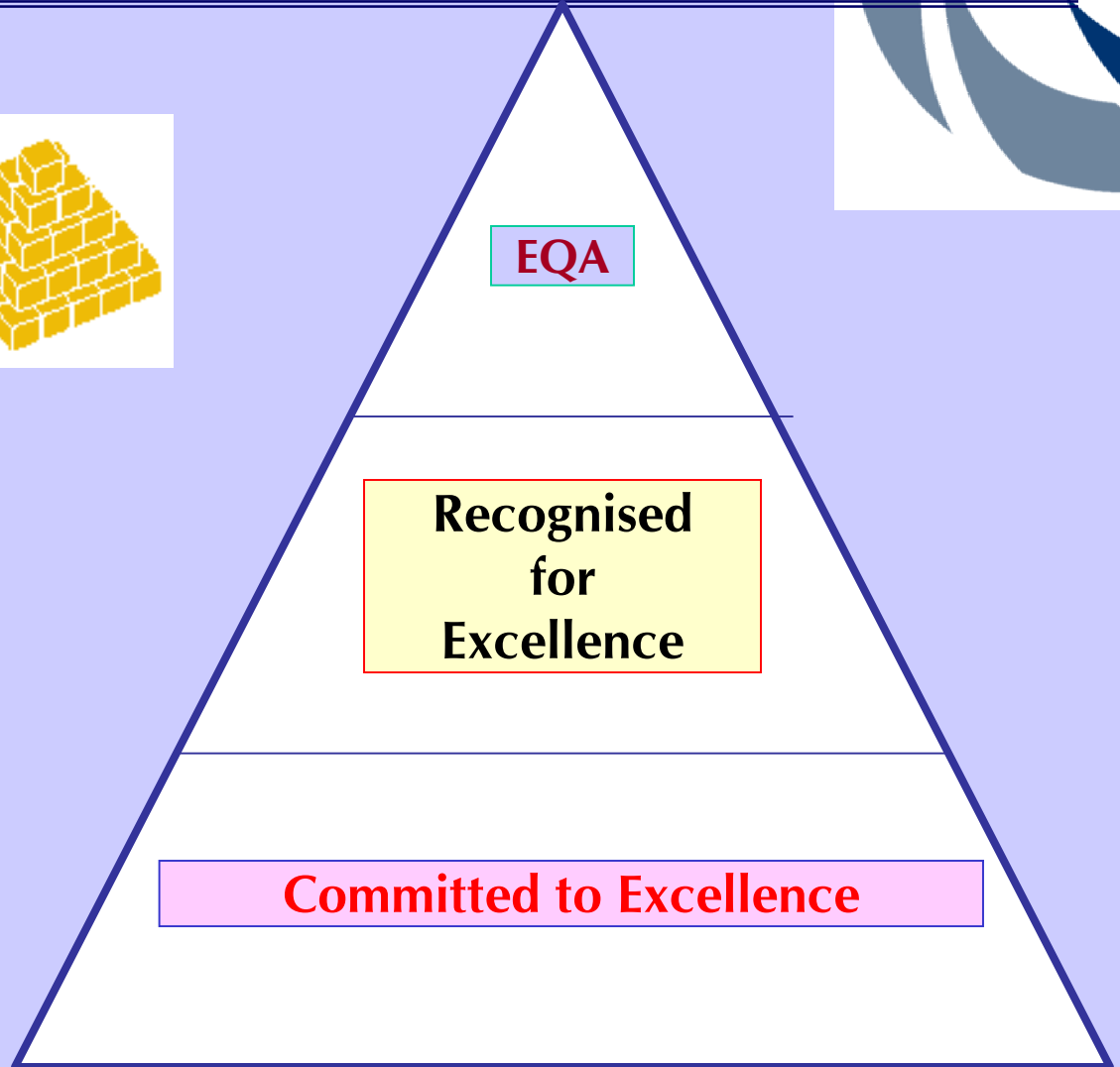


Deploying the Model

- EFQM multi-level recognition programme featuring the European Quality Award as the pinnacle
- Harmonisation of national and regional awards
- Sector-specific guidelines and Awards
- Model-related training programmes
- Research on the concept of Organisational Excellence
- Model-related materials including licensed training materials
 - **Printed Publications in major European Languages**
 - **Electronic - Intellectual Property Agreement for Intranet use for our member organisation deployment**



EFQM Levels of Excellence





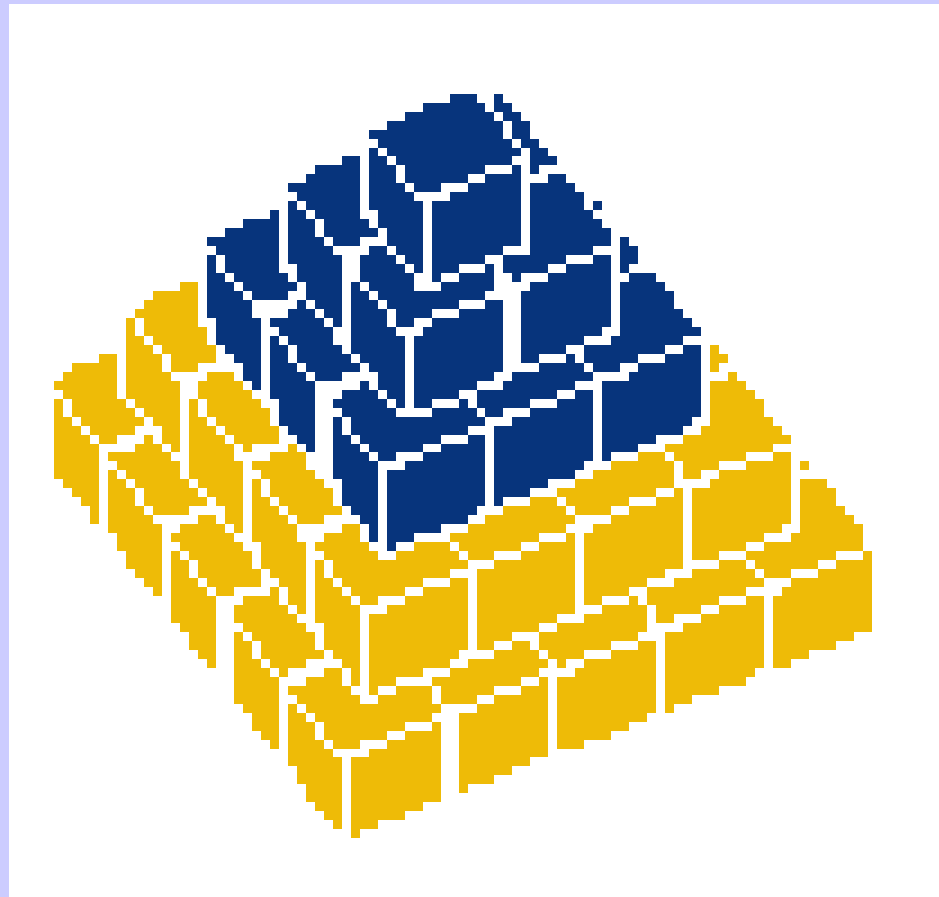
- Based on the full EFQM model
- 35 - 75 page submission in English
- Team of 4 - 8 International Assessors
- Consensus and Site Visit
- Enhanced Feedback
- Recognition at around 550+ points

- Based on the full EFQM Model
- 51 page structured submission in the local language
- 3 - 5 Assessors
- Consensus and Site Visit
- Feedback Report at criteria level
- Recognition at 400+ points

- Based on the 9 criteria of the Model
- 12 page Action Plan in the local language
- Two stage process, assessment and site visit
- Supported by one Validator
- Recognition based on implementation of an Action Plan



Recognised for Excellence



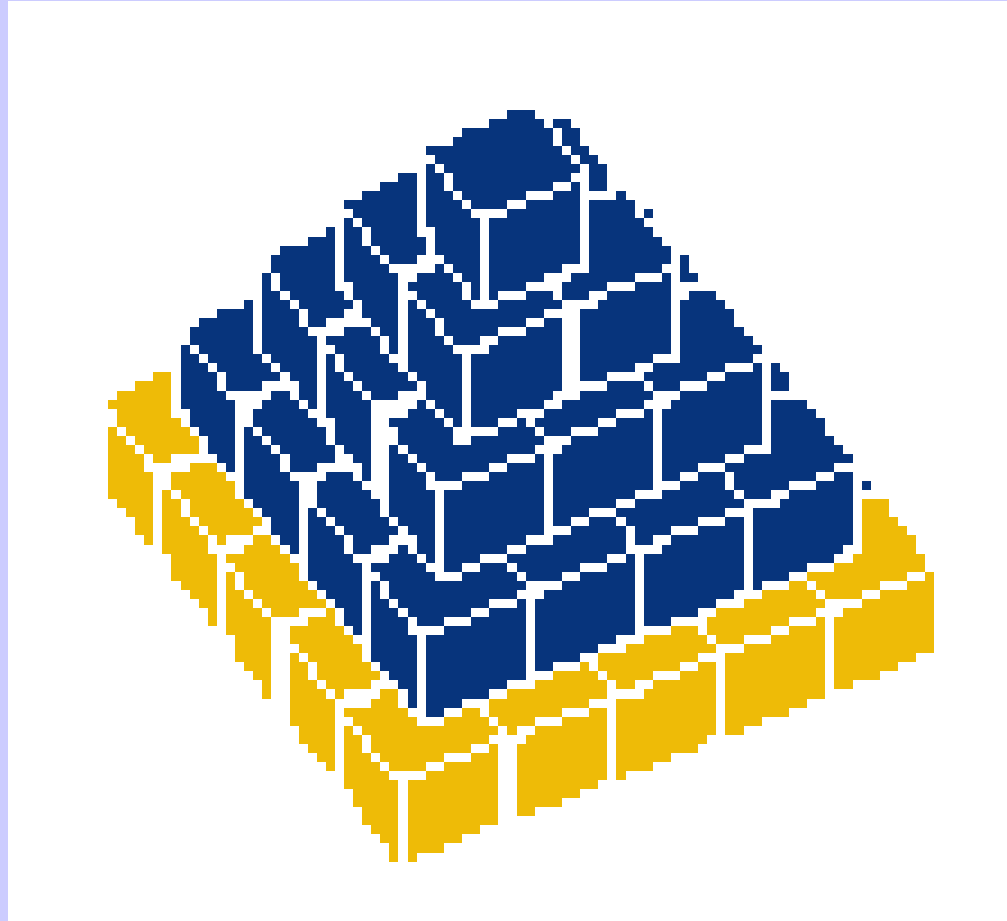


Recognised for Excellence

- **Applications are based on the EFQM model and a structured submission document**
- **Applicants whose score is confirmed at 400+ points after site visit will be recognised and can be considered well-managed organisations**
- **Successful applicants can use the recognition for promotional and marketing purposes**



Committed to Excellence





Committed to Excellence

Why Committed to Excellence?

- Aimed at organisations beginning their journey towards excellence
- Provides a practical and simple approach on which to build their knowledge and experience of the EFQM Excellence Model and RADAR logic



Networking & Member Services

Enhancing networking and sharing opportunities on route to business improvement and development

*The EFQM
Excellence
Model*



- **Communities of Practice**
- **Publications**



Member Services

- **Free individual access to Excellence One**
 - 10 subscriptions for A Member
 - 5 subscriptions for B Member
 - 2 subscriptions for C Member
 - 1 subscription for D & Associate Member
- **Use and disseminate freely the EFQM Excellence Model inside your organisation**
- **Free access to the EFQM Benchmarking Good Practice Database**
- **Validated Self-Assessment Methods**
- **EQA Assessor (personal development)**



Member Services

- CEO Round Tables
- EFQM Forum
- Learning Edge Conference
- Training Licences
- Model-related educational programmes
- National Member Groups
- Targeted Newsletters
- Member-driven EFQM magazine
- Preferential rates for publications, training courses

- **Communities of Practice**

- Drive Communities of Practice to monitor and develop good practices on a topic, in a sector, or for a function

- **Virtual Communities of Practice**

- Join our VCoPs which enable you to discuss with your peers and collaborate on documents together on-line

- **EFQM Events**

- All EFQM Events, such as the Forum, Learning Edge, Benchmarking activities, and Training, provide opportunities to meet peers & experts

CONCLUSION

- **Our country – fqce**
- **Society scientists and experts
for quality**

A pink rectangular box with a green border, containing the text 'THANK YOU VERY MUCH FOR YOUR KIND ATTENTION' in black, bold, uppercase letters.

THANK YOU VERY
MUCH FOR YOUR KIND
ATTENTION

YOURS

BRIGITTE and VIDOSAV

Questions!