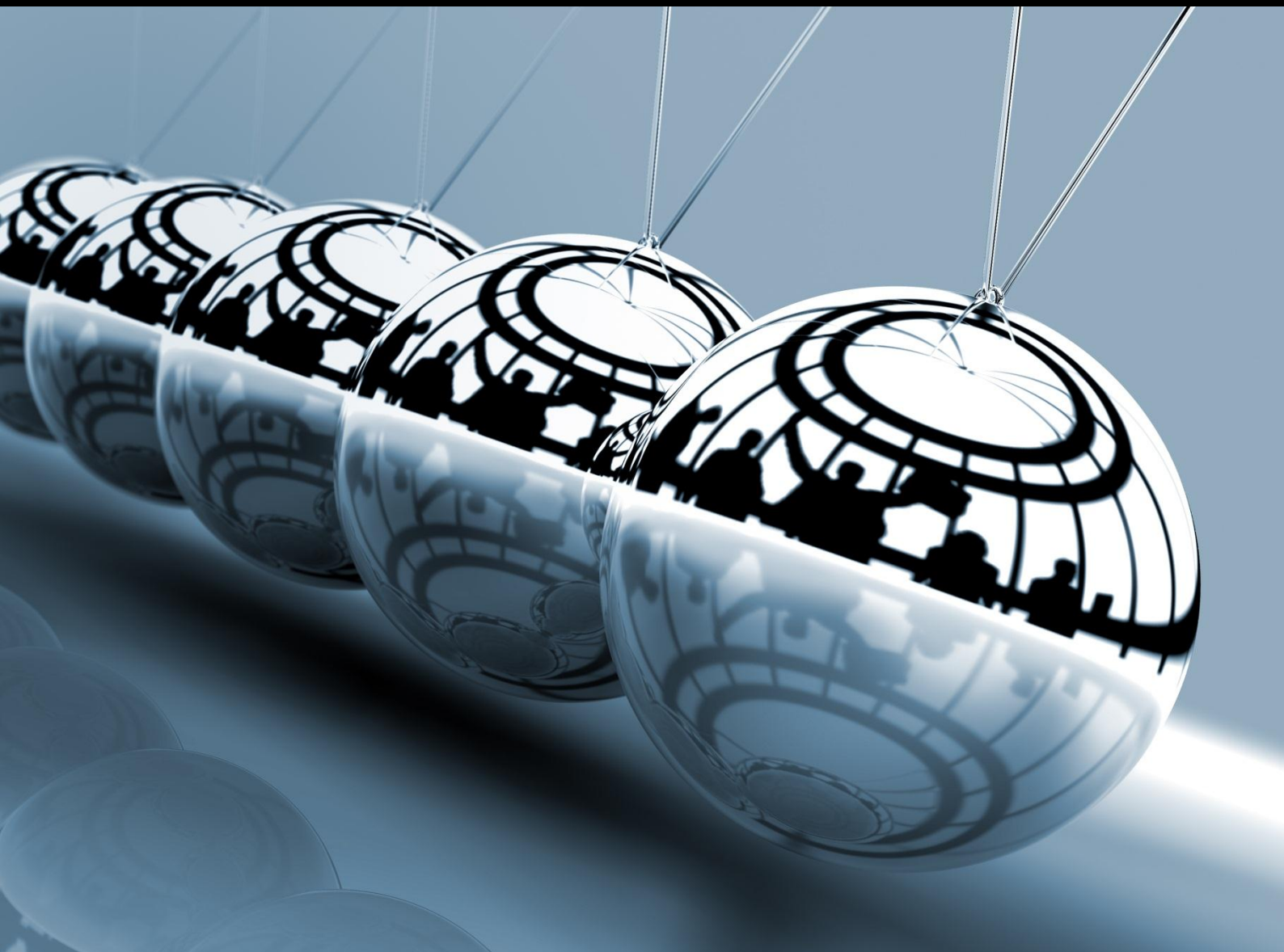


EFQM Case Studies

Benefits of Implementing the Model



EFQM Shares what works

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

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

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

Moving Ideas Forward

Bosch Chassis Systems Control



"We've been using the EFQM model now for over 5 years. It is clearly a mighty tool which assists us in leading our global company. The model nowadays is indispensable for us."

Dr. Werner Struth, President Chassis Systems Control



Background

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

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

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

Benefits of implementing the EFQM Excellence Model

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

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

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



Moving Ideas Forward

Ricoh Belgium

RICOH

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



Background

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

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

Benefits of implementing the EFQM Excellence Model

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

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

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



Taking Responsibility for a Sustainable Future

Coca-Cola İçecek, Ankara Plant



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



Background

Coca-Cola İçecek (CCI), a publicly traded company on the Istanbul Stock Exchange, is the 6th largest bottler in the Coca-Cola System in terms of sales volume. CCI's core business is to produce, sell and distribute sparkling and still beverages of The Coca-Cola Company. CCI has 20 plants, employs more than 9,000 people and has operations in Turkey, Pakistan, Central Asia and Middle East.

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

Benefits of implementing the EFQM Excellence Model

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

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

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

Rafael Abajo, EFQM Assessment Team Leader



LJMU Graduates Get Better Jobs

Liverpool John Moores University, UK



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



Background

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

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

Benefits of implementing the EFQM Excellence Model

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

Liverpool John Moores University is EFQM's 2011 Awards Prize Winner in Building Partnership



Satisfying the Needs of Citizens

Municipality of Dzierzoniow (MoD)



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

Marek Piorun, Town Mayor



Background

Dzierzoniow is a town with a total area of 20 square kilometres and a population of 34,000 located in the southwest of Poland in the Dolnoslaskie Voivodship.

Municipality of Dzierzoniow shapes the town development and performs a function of a local public administration. The primary reason for MoD's existence is to satisfy the needs of the citizens of Dzierzoniow through the implementation of the Strategy of Local Sustainable Development.

Benefits of implementing the EFQM Excellence Model

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

Municipality of Dzierzoniow is nominated for the EFQM's 2012 Excellence Awards

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

Paul Evans, Assessor Team Leader





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