Does the EFQM Excellence Model work?

Marc Amblard, EFQM
23rd September 2013
What is EFQM?

Non-profit foundation formed in **1989**

**450** Members from **50** sectors in **60** countries

**30,000** organisations in Europe are using the EFQM Excellence Model

More than **4,500** networking contacts

Excellence Model in **20** languages

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EFQM Members Include:

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Who do you work for?

- Brand reputation
- Ethical behaviour
- Transparent communication

- Opportunities to develop & grow
- Work / life balance
- Pride in Organisation

- Value-adding products & services
- Excellent service

- Return on investment
- Optimise profitability
- Sustainable financial growth

Leaders who inspire trust
- Clearly defined long-term strategy
- Robust internal processes
- The right Partners & Suppliers
Accelerating Development
How does it work…?
The burning question... 

Does it really work...?
Success Stories
La Poste – Mail Division

Benefits of using the EFQM Excellence Model

- Efficiently help adapt to a continuous drop in mail volume
- EFQM-based internal assessment software developed and fully integrated in strategic planning process.
- 70% of 41 regional depts received an EFQM recognition, 85% of 950 local offices did an internal assessment
- Customer satisfaction Index increased from 55 in 2009 to 61 in 2012
- Quality of postal delivery increased from 83% in 2010 to 88% in 2012.

Pierre Agullo,
Director - Quality and Innovation

“...”

EFQM Recognised for Excellence 2011
Benefits of using the EFQM Excellence Model

- Financial surplus for 3 consecutive years, exceeding forecast budget
- LJMU graduates get better jobs. Average salary 6% than the UK average in 2010
- Program recognised by UK Government as best practice in ensuring future employability
- +50% in number of students applying at LJMU since 2002

Paul Evans,
Strategy Management Director

“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.”

EFQM Prize Winner 2011
Bosch Chassis Systems

Benefits of using the EFQM Excellence Model

- Model helps focus management on running change and improvement activities
- External assessments at global and local levels provide feedback and objective perspective for change
- Model used to lead global organisation and frame strategies
- Model helps set and follow common targets and sustain corporate culture in all locations worldwide.
- Model also plays vital role in increasing motivation of associates.

Dr. Werner Struth,
President 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.”
- EFQM Prize Winner 2011
Not convinced…?
A long time ago...

...in a galaxy far, far away...
Global financial crisis begins in 2008
Background...

- Contracted Customers
  - Downward trend since around ‘01; accelerated sharply in ‘09

- Core Products
  - Had not been reviewed or updated since 2003

- People
  - De-motivated due to lack of clear direction, poor results and no clear plan for the future...
Key Results

Customers with Contract

Net Income

Turnover

Cash Reserves

View from the Board: 6 to 12 months to turn things around!
The Road to Recovery…
EFQM Assessment (2009)

The Strategic Plan

Customer Feedback

People Engagement
EFQM Committed to Excellence

Complete Self-Assessment

Implement 3 improvement projects

External Validation Visit (1 day)

6 to 12 months
End of 2010...

- Increase Marketing Activities
- Introduce New Services
- Systematic Improvement Cycles
- Business Process Model
- Account Management Model
- Employee Development Plan
- Revised Portfolio
- Balanced Scorecard Reporting
- Organisation Restructure
- 3 Year Strategic Plan
- Customer Survey
- People Survey
Key Results

Customers with Contract

2009  2010  2011  2012

Turnover

2009  2010  2011  2012

Net Income

2009  2010  2011  2012

Cash Reserves

2009  2010  2011  2012
… and 3 months ago

Recognised for excellence
4 star - 2013
... so... does the Model work?
Thank you!

More information:
www.efqm.org