

# EXCELLENCE IN ACTION

## *Award Special*



## Editorial



*By Pierre Cachet, Chief Executive Officer, EFQM*

Building a sustainable high-performing organisation in today's volatile world is a challenge. However, it is not impossible... The results revealed during the EFQM Awards process in 2011, were the best results we have seen since 2006.

This quest for Business Excellence backed by a prize, started 20 years ago, showcasing role model organisations and good practices well beyond the companies applying for the Award. The success of the EFQM Excellence Award programme in achieving sustainable growth encouraged leaders to apply it in increasingly more sectors.

This year, the standard of applications we received has been the highest we have ever seen. These organisations demonstrate that even during the current challenging conditions, there are opportunities. Opportunities to grow; opportunities to develop new, innovative ways of working; opportunities to increase the value they deliver to their customers and other stakeholders.

In this edition of "Excellence in Action", we give you a taste of how today's leading organisations successfully navigate the storms of change. How they use the EFQM Excellence Model and our network to achieve operational excellence, improve financial performance, increase customer service and to win new markets.

In the coming months, there will be a number of opportunities for EFQM Members to find out more from these organisations, through Good Practice Visits, Communities of Practice and on-line.

I hope you enjoy the reading, but more importantly I hope these organisations and their success stories can inspire you to achieve more!

Yours sincerely,



Pierre Cachet,  
Chief Executive Officer, EFQM

## 2011 EFQM Excellence Award Winner

### Bilim Pharmaceuticals



Active since 1953, Bilim Pharmaceuticals is a 100% Turkish capital owned company that carries out production and marketing activities in the strategically important pharmaceutical industry. Ranked 3<sup>rd</sup> among 300 companies in the Turkish pharmaceutical industry, Bilim Pharmaceuticals continues to grow more rapidly than the wider market at all times. Bilim Pharmaceuticals contributes significantly to the Turkish economy through new products, which it has developed in **the largest R&D center of the Turkish pharmaceutical industry** which has a laboratory area of 4,500 square meters.

With its ability to compete in global markets and export to 48 countries, thanks to the quality and specifications of its products, Bilim Pharmaceuticals' primary markets are Asia, Europe, Africa, the Far East, Latin America and the Commonwealth of Independent States. In a sensitive industry that directly concerns human health, Bilim Pharmaceuticals prioritizes quality and adopts respect for future generations as a corporate value. As a pioneer with its community- and environment-friendly investments, Bilim Pharmaceuticals **broke new ground in Turkey by obtaining level A approval** from the GRI (Global Reporting Initiative) with its corporate responsibility report.

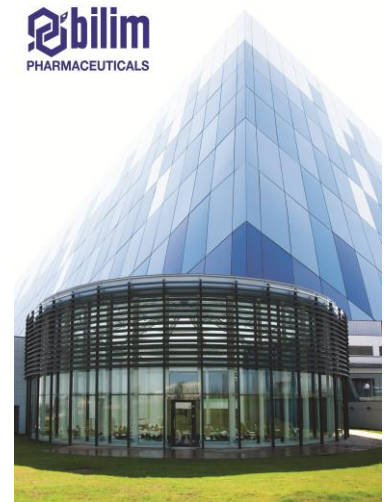
## A few words from our Winner...

*“We adopted the EFQM Excellence Model in 1998 to obtain results satisfying all our stakeholders and to act as a pioneer: becoming the first in our sector to embark on a journey to excellence. Today, the EFQM Model serving as a management approach has become an important part of our corporate culture that helps Bilim Pharmaceuticals realise its vision. As the advantages of utilising the Model are observed in the improvement of the company’s performance indicators, the level of satisfaction of all our stakeholders has improved year by year. This motivates us to maintain the direction we are progressing on.*

*By adopting the EFQM Excellence Model at Bilim Pharmaceuticals, we promised all our stakeholders that we will progress steadfastly on a never-ending path. Hence, we are aware that our responsibilities will grow with each passing day. By applying the EFQM Excellence Model, we assure continuous development and we ensure all our stakeholders by sharing our achievements. We would like to improve and expand this positive atmosphere we created internally, to ultimately act as a role model within and beyond the pharmaceutical industry. We would like to guide others to complete our mission with success.*

*For this purpose, we recommend that those who have already embarked on their journey: advance full steam ahead. For those who haven’t, we urge them to employ the Excellence Model as soon as possible.”*

**Dr. Erhan Bař, General Manager, Bilim Pharmaceuticals**





## Proud of a Great Team

### An interview with Bernd Gschaider, Technical Plant Manager Diesel, Robert Bosch GmbH Bamberg Plant

For us, the EFQM-Model is the road towards sustainable, holistic success - vis-à-vis economic results, the satisfaction of customers, employees and society.

With the aid of EFQM, we have given ourselves a clear strategic direction and have involved all employees and managers, so that they all combine their efforts.

Our employee results are impressive: 94 % are proud of Bosch, 88 % know our long-term goals; and 92% feel their contributions to the achievement of the objectives of the team are obvious.

Another benefit of the EFQM Model is the orientation on explicit values and leadership principles. We instil a corporate culture of involvement, which is made possible through

training, self-audits and management dialogues. We have taken a huge step away from the strictly traditional hierarchical corporate culture towards a team-oriented culture. This helps us realise the potential of our employees and to accelerate the pace of change.

With EFQM, we were able to change the mind-set of our employees. To date, we believe and strive to continuously improve. Our employees think and act in terms of the radar logic:

- Putting completed improvements to the test (have goals been met?),
- Implementing lessons learned
- Comparing oneself with others
- Apply good practices etc.

This enabled us to improve our processes comprehensively and sustainably. This is why we received a Prize for leadership and process management.



### Major achievements:

- Speed of progress in cost cutting increased by 50%
- Increase of productivity in a mature product by 32% since 2008
- Reduction of fault-related costs CRI3: 60% since 2008
- Increase in the efficiency of the machines by 30% by 2008
- Customer satisfaction increased from 80% in 2007 to 90% in 2010



# Business Excellence is a Vital Strategy

# RICOH

- **Prize Winner in: “Adding Value for Customers”**
- Industry: Office Solutions, Production printing, IT Services and Managed Document Services
- Country: Germany
- Number of Employees: 2600
- [www.ricoh.de](http://www.ricoh.de)

*The main aim of Ricoh Deutschland’s business model is to provide our customers with a customised package of products and services, designed to optimise and streamline the entire document management, to increase productivity, reduce costs and minimise the environmental impact.*

The added value we achieve for our customers is delivered in two ways. Firstly, we determine systematically the current situation and the status quo of the customer’s document management. With this information the customers are able to optimise their processes and reduce costs. We use this information to deliver, install and maintain hardware and software solutions for our customer’s document management.



We maximise the value for our customers by carrying out the successive change and transition from an original supplier of stand-alone analogue and digital hardware to a provider of

comprehensive and fully integrated document management solutions, thus focusing all our activities more towards the needs of our customers. By maximizing the value for our customers and optimizing the efficiency within the organisation we are able to continuously improve our profit.

In our current business model we have established the essential characteristics of our business purpose, the organisational structure, the management system, the stakeholder orientation, our responsibility for the environment and our involvement in corporate social activities.



Due to intense competition, the key strategic challenge for Ricoh Deutschland GmbH is to develop the organisation faster and more effectively than its competitors. This development and the resulting need for permanent change and improvements are forced from two directions: On the one hand, there are market conditions which manifest themselves in a concrete customer requirement; on the other hand there is a

strategic business plan designed by the corporate headquarters in Japan. It is the duty of Ricoh Deutschland to harmonise these two driving forces within its own business strategy and to transform them into a sustainably successful business practice.

Business Excellence is a vital strategy for Ricoh Deutschland GmbH and this year's EFQM event proves, that Business Excellence remains at the top of the agenda of many European business leaders.



The team of Ricoh Deutschland GmbH



Mr. Jungk, CEO, Ricoh Deutschland GmbH

### **Why did you participate in the Award?**

The award process has been a unique experience for us. EFQM's efforts and feedback - as delivered by their report - will help us even further in our on-going pursuit of business excellence.

One of the benefits of applying for the EFQM Excellence Award is the feedback we receive on our organisation. The purpose of the feedback is to give the main Strengths and Areas for Improvement - as perceived by the team of Assessors and an indication of the scoring profile given to your organisation.

## **Find out more**

You can read more about all the EFQM Excellence Award Finalists in the Recognition Book.

[Visit the website to download your free copy.](#)



## EFQM Assessor Community

The EFQM Assessors are the backbone of the EFQM Recognition processes. They are trained volunteers from member organisations. But why do they do it? What's in it for them?

Joining an EFQM Assessment Team is a unique learning experience.

- Where else do you get the opportunity to work as part of a diverse multi-national team, with a range of backgrounds and experiences on a real project?
- How else would you get the opportunity to spend time with an organisation, understanding their strategic challenges and helping them to understand what they need to do to progress their journey towards excellence?
- Where else can you practice gathering, compiling and rapidly processing information from a number of different sources, enabling you to gain insights into an organisation in days that impress their management team?



"I've been able to use the skills I've learned as an assessor to gain additional insights into our own business. This ability to understand the interdependencies between departments and taking a strategic view has been invaluable in my personal development."

**Mia Goetvinck, Director Business Excellence & CSR, Ricoh Belgium**

Over the years, we've watched many of our assessors progressing in their careers, using the skills and experience they've learned as an assessor to provide valuable insights into their own organisation. The ability to see the "big picture", to see through the complexities of the operations to understand the linkages, both inside and outside the organisation, and propose practical solutions are highly desirable skills.

"Usually, especially in larger organizations, your benchmarks are set within the company or within the industry. As an assessor though, you get the opportunity to take a look at new companies, new ways of working and good practice examples."

**Enrico Tosco, HR Manager, Telecom Italia**



### Joining the Assessor Community

We are always looking for new people, with new skills and experience, to enhance our assessor pool. We need people with practical experience from a range of backgrounds and disciplines. We need people who thrive in a team environment and want to learn, both from their peers and the organisations they assess.

If you want to join the EFQM Assessor Community, you need to complete the EFQM Assessor Training course. This will give you the basic skills you will need to assess an organisation using the EFQM Excellence Model. To refine these skills, you will need to join an EFQM Assessor Team, whether for EFQM or with one of our Partner Organisations.

For more information, please see [our website](#) for details.



# Fit of Future

The graphic features silhouettes of five people in business attire, arranged in a line from left to right. They are surrounded by large, flowing, magenta-colored abstract shapes that resemble ribbons or petals. The background is a solid orange color. Overlaid on the scene are several white coordinate axes with arrows at their ends, creating a grid-like structure. The text 'Fit of Future' is positioned at the top, with the 'o' in 'Fit' and 'o' in 'Future' being stylized as circles with arrows pointing towards each other.

**EFQM**  **Forum**  
Brussels 2012.

**Save the {future} date!**

9-10 October, 2011 | [www.efqmforum.org](http://www.efqmforum.org)

# The Finalists, Prize & Award Winners



## EFQM Excellence Award 2011 – Results



### **Bilim Pharmaceuticals - Turkey**

Bilim Pharmaceuticals is the third largest generic drug producer in Turkey centred on innovation, growth and performance. Bilim Pharmaceuticals is a pioneering enterprise building on the strengths of production and marketing operations, high quality services and creating economic value.

### **Award Winner & Prize Winner in**

- Adding Value for Customers
- Leading with Vision, Inspiration & Integrity
- Managing by Processes
- Achieving Balanced Results



### **Bosch Car Multimedia – Portugal**

Bosch Car Multimedia is a production plant of complex electronic systems: from navigation systems and high end car radios to the automotive industry, electronic controllers for heating equipment, steering angle sensors for ESP-system and controllers for household appliances.

Finalist



### **Bosch Chassis Systems – Germany**

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

### **Prize Winner in**

- Leading with Vision, Inspiration & Integrity



### **Club Excelencia en Gestion via Innovacion – Spain**

Club Excelencia en Gestion, is a private, not-for-profit organisation providing services for its members. CEG has almost 300 member organisations on a national scale, delivers Excellence and Innovation-related Trainings, Recognition Scheme and Publications.

Finalist



### **Coplaning – Luxembourg**

Coplaning is active in craft and trade business industry, more specific in the field of house sealing products/services.

### **Prize Winner in**

- Adding Value for Customers



### **Grundfos Pumpenfabrik GmbH – Germany**

Grundfos Pumpenfabrik GmbH belongs to the market of pumps and pump systems manufacturers. This is a production and logistic plant, which serves its customers, the Grundfos Sales, with pumps, pumps systems and logistic services.

### **Prize Winner in**

- Achieving Balanced Results



**Limited Liability Company Lukoil – Russia**

Finalist

Limited Liability Company LUKOIL-Permnefteorgsintez is the second largest oil refinery of LUKOIL Group. They produce motor gasoline, diesel fuel, jet fuel, gas oil (export), Fuel oil, Bitumen, Lube oils, Coke.



**Liverpool John Moores University – United Kingdom**

Prize Winner in

- Building Partnerships

Since becoming a university in 1992, LJMU has grown substantially, in line with the policy of successive governments, to extend the scope and accessibility of higher education in the UK. LJMU now has 24,442 students studying across its 6 faculties.



**Osakidetza Comarca Bilbao - Spain**

Finalist

Comarca Bilbao Primary Healthcare District is one of 7 Primary Healthcare Districts under the direct governance of Osakidetza in the Basque region. Osakidetza is the operational arm of the Department of Health of the Regional Basque Government.



**Psychiatric Unit of the Kirchberg Hospital – Luxembourg**

Prize Winner in

- Leading with Vision, Inspiration & Integrity

Psychiatric ward of the Centre Hospitalier du Kirchberg is one of the major general hospitals in Luxembourg. It is a foundation which unites three regional hospitals, a non-profit organisation owned by the order of the sisters of the “Saintes Franciscaines” and “Sainte Elisabeth”.



**Red Electrica España – Spain**

Prize Winner in

- Taking Responsibility for a Sustainable Future

Red Electrica is part of the electricity sector. They provide high voltage electric power transmission from generation plants to distribution substations and operation of the national power system.



**REGTSA - Spain**

Finalist

REGTSA is an Independent Body reporting to the Salamanca Provincial Council. Their main areas of activities are Tax Management, Tax Collection, and Information Management.

# RICOH

## Ricoh Deutschland GmbH - Germany

Ricoh Deutschland GmbH is a sales and Service Company and a subsidiary of the Japanese Ricoh Company Ltd. As a provider of digital office communications, production and corporate printing and managed document services, they are acting exclusively in the Business-to-Business market.

### Prize Winner in

- Adding Value for Customers



# BOSCH

## Robert Bosch GmbH Bamberg Plant – Germany

The Bamberg plant operates for both the Gasoline Systems and Diesel Systems divisions, with organisational allocation to the GS division, providing state-of-the-art energy-saving and emission reducing gasoline and diesel components.

### Prize Winner in

- Leading with Vision, Inspiration & Integrity
- Managing by Processes

# SIEMENS

## Siemens Healthcare – United Kingdom

Siemens Healthcare is part of the UK based operations of Siemens AG. Healthcare Sector is responsible for all AG's healthcare interests, conducting its business through country based sales and service organisations, such as Healthcare in the UK.

### Prize Winner in

- Adding Value for Customers

## State Unitary Enterprise "Vodokanal of St. Petersburg." – Russia

The State Unitary Enterprise "Vodokanal of St. Petersburg" provides water and wastewater services to the city of St. Petersburg.

Finalist



## Umicore Precious Metals Refining – Belgium

Umicore recycles complex precious metal bearing materials. They sell recycling and refining services to industrial customers worldwide in a sustainable way by applying world class environmental standards.

Finalist

## Worthington Cylinders – Austria

Worthington Cylinders is part of the Worthington Industries Inc. It produces different types of seamless steel cylinders for high-pressure gases, liquefied gases as well as acetylene.

Finalist

# EFQM Excellence Awards 2012

The objective of the EFQM Excellence Award is to recognise Europe's best performing organisations, whether private, public or non-profit. It recognises industry leaders with an indisputable track record of success in turning strategy into action and continuously improving their organisation's performance.

The Awards are supported by one of the most rigorous assessment processes of its kind. Our teams of independent assessors, peers from our other member organisations, spend an average of 500 hours assessing each application. The combination of this documentary review and onsite interviews results in a comprehensive feedback report, giving you a unique insight into your organisation.

## Are you ready for the Champion's League?

Applications are now open for the EFQM Excellence Award 2012. Your initial application needs to be submitted to EFQM by **30<sup>th</sup> November 2012**.

For more information or to download the application form, [please visit our website](#).

## 5 Reasons to enter the EFQM Awards

### ■ Find out how good you are

By entering in the EFQM Excellence Award, your organisation is measured against Europe's most widely used management framework: the EFQM Excellence Model.

### ■ Discover your potential

A team of independent assessors will provide you receive with a comprehensive feedback report on your strengths and areas for improvements.

### ■ Motivate your team

The thrill of success can inspire even greater success, motivating and energizing your employees at all levels in a positive and constructive atmosphere.

### ■ Announce your success

Your award is presented at a prestigious annual ceremony, during the EFQM Forum. Your efforts

are exposed across the breadth of an entire continent, and in a wide variety of marketplaces.

### ■ Celebrate with your peers

Being a part of the European Excellence Award gives you the opportunity to gather with other leaders and achievers from different fields and sectors. Together you can network, discuss and share new ideas, and most importantly celebrate another's.

### ■ Let your reputation flourish

By entering in the EFQM Excellence Award, you are showcasing your greatest achievements, thus building and reinforcing a good opinion of you and your work within the wider communications community.

## Don't take our word for it...

*"We have been using the EFQM Model now for over 5 years. It is clearly a mighty tool which assists us in leading our global company. From the annual assessments we win an objective view of the organisation. This helps us to set the right priorities for our business and facilitates our improvement activities because we know they are the right ones. The leadership of our 14 locations, due to its proven success, is dedicated to the EFQM Model. The Model nowadays is indispensable for us."*

**Werner Struth, President Chassis Systems Control, Robert Bosch GmbH**

*"Subjecting your organisation to a full EFQM Award Assessment is 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—that's what makes an EFQM Excellence Award such good value for money."*

**Paul Evans, Director of Business Excellence, Liverpool John Moores University**

*"In its different phases, the EFQM Excellence Award process has had the internal effect of making the whole company more dynamic, cohesive and focused on a shared achievement at a very high level. It has been an honour for us as well as an admirable exercise to view the excellent performance of the assessment team in terms of their implication, rigour and professional attitude. The final outcome has been one of the utmost admiration, trust and respect on the part of Red Eléctrica".*

**Angel Javier Ibisate de Dios, Corporate Responsibility and Quality Manager Red Eléctrica de España**

*As the advantages of utilising the Model are observed in the improvement of the company's performance indicators; at Bilim Pharmaceuticals, the level of satisfaction of all our stakeholders has improved year by year. This motivates us to maintain the direction we are progressing on. We recommend that those who have embarked on this journey advance full steam ahead. For those who haven't, we urge them to employ the Excellence Model as soon as possible."*

**Erhan Baş, General Manager, Bilim Pharmaceuticals**

*Siemens Healthcare has received great value over many years through assessing its operation using the EFQM Excellence Model and acting upon the improvement opportunities this has highlighted. We believe the EFQM Excellence Award process provides the ultimate test of an organisation's performance against the model's exacting framework."*

**Gunter Dombrowe, Healthcare Sector Managing Director**

## Given the current crises in the Eurozone, did EFQM fail?



*Looking back on 20 years of the EFQM Excellence Model, how has EFQM progressed towards the original vision of increasing the competitiveness of Europe? That was the question put to Matt Fisher, EFQM's COO.*

20 years ago, the EFQM Excellence Model and the Award were launched into a turbulent economic climate. The vision for the Foundation was to create a Model that helped to increase the competitiveness of European organisations. 20 years later, not much has changed. The vision remains the same and, once again, we find ourselves in turbulent economic times.

Someone in the US asked a question on one of the LinkedIn groups which I think is very relevant. The question was "*Given the current crisis in the Eurozone, does this mean EFQM has failed?*"

My answer is yes, and no. The examples provided by the Finalists in this year's EFQM Excellence Awards, again prove that the Model does work. These organisations can clearly demonstrate that they are out-performing their peers in many areas. They have a competitive edge and have been able to identify and exploit the opportunities the current economic environment presents.

However, looking at the wider economy and our vision, I think our American friend has a valid point. We have to take a look at what the Foundation has, and has not achieved, in the last 20 years.

And I think that if there has been a failing, it's been in our ability to engage more organisations in using the Model; in communicating the benefits of using a holistic assessment tool to drive improvement, innovation, increase competitiveness and achieve sustainable growth.

Today, around 30,000 organisations across Europe are using the EFQM Excellence Model; supported

by us and our network of partner organisations. That might seem to be a big number but it only represents a fraction of the organisations within Europe.

To turn our vision into reality, and to help organisations beyond Europe, we need to reach and actively engage more organisations. EFQM is too well kept a secret. Within the "EFQM Community", people are passionate about the Model. The problem is we don't have the critical mass needed to make a significant impact. We need to communicate the benefits of using a holistic assessment tool to a wider audience.

To make our message credible though, we need real examples; role models that other organisations can look to for inspiration. That's why we are proud to recognize this year's EFQM Excellence Award Finalists.

The assessment process is one of the most rigorous anywhere in the world. A team of independent assessors; managers & experts from our members, spend an average of 500 hours reviewing each applicant. That's how we can be sure these really are today's leading organisations.

In the coming months we'll be working with them to share their experience and examples as widely as possible; not just within our current community but to a wider audience.

For EFQM to remain successful for another 20 years, we need to communicate beyond the bubble.



## EFQM for long-term profit



*What does a sustainable future mean? Why do companies use the EFQM Model? And how is it used? We asked Dr. Wendt, General Director at the BMW Regensburg Plant.*

I'm convinced that anyone who has internalized EFQM is taking responsibility for a sustainable future. The EFQM philosophy is not limited to financial issues alone. It covers all facets of business activity—both the enablers as well as the results.

Those who invest in the enablers long term will see the results “fall into their lap like ripe fruit.” This is my firm conviction. In contrast, companies that concentrate only on results and think and act short term, are indeed in a crisis. Because enablers cannot develop over night. At BMW Group Production we have been working hard on the full range of enablers for years. Therefore, it is no coincidence that our current ability to perform is unrivalled in our corporate history. Because we are a company focusing on the long term, we don't get side-tracked by trying to achieve short-term profits. We want to be successful over the long term. This requires outstanding results in the following areas:

### **First: Quality and Customer Satisfaction.**

It's always the customers who decide whether a company is successful in the market. They assess the quality of the products and services. They decide whether they are willing to spend money on them or not. Our customers' purchase decisions are being influenced more and more strongly by personal, emotional impressions and by loyalty. That's why we don't just want to satisfy our customers; we want to delight them –

because delighted customers are the best ambassadors. They infect the people around them with their enthusiasm when they talk about their experiences. They advertise for us.

### **Second: Employee Satisfaction.**

As products and processes become increasingly similar, people make all the difference. This rule has been integrated in our basic principles. To us, excellence means giving our staff the opportunity to fully utilize their personal potential. Since many years, the BMW Group is an attractive employer and one of the world's most popular companies. Our regular employee surveys confirm that people love working for us. They're proud of their company and its products.



### **Third: Social Acceptance.**

As a company, we are part of society, where ever we are. Our products are desired by people, who are also part of society. We believe that sustainability—in all its facets—will play an increasingly large role. That's why we assume responsibility—environmentally, economically and socially. It's in line with our interests and conviction. To us, excellence means not only meeting minimum legal requirements, but actually exceeding them significantly. The BMW Group is already the world's most sustainable car company. The Dow Jones Sustainability Index has voted us the world's leading company in our

sector for the 7<sup>th</sup> year in a row. No manufacturer makes more thrifty use of its resources. We will maintain this course, with our products and their production.

Excellent organisations are not interested in the satisfaction of their stakeholders alone. They also want to know how they achieve this satisfaction. This is difficult enough when times are good. And it is all the more difficult in times of mounting competition, short innovation cycles and fundamental changes to the economic environment.

We at BMW Group Production thus link the results side to the enabler side. We're convinced that those who agree on binding targets with the enablers can react to changing conditions earlier than others. It makes the organization more flexible and robust.

But, the farther left an enabler is located in the EFQM Model, the more difficult it becomes to develop it.

- Processes can be implemented fairly easily.
- It takes longer to establish robust partnerships—at least one to two years.
- It takes at least two or three years to provide people with the qualifications necessary for the technology of the future.
- Experience shows that realigning and implementing a policy and strategy takes four to six years.
- But what is more difficult than anything else is to effect change in leadership. More than five years should be set aside for this.

BMW Group Production has been working strictly in line with EFQM since the middle of the 90s. We always had a very strong orientation towards results. However, current results only show what's in your rear-view mirror. They prove whether we did the right thing in the past. But we want to look forward! We want to know what we could do today to ensure that we achieve excellent results tomorrow as well. The EFQM

Model is a valuable checklist for us in this context. We check our actions for completeness and make sure that nothing is left up to chance. I personally believe that it's a matter of professionalism.

I have long become a convinced EFQM follower. And EFQM has become the force driving the lasting success of BMW Group Production and also for the production site I am responsible for – BMW Plant Regensburg.

Therefore also the BMW Plant Regensburg consequently applies the EFQM philosophy and its elements. After a self-assessment in 2009 our production site went through an EFQM assessment this year that showed us our fields of success, such as the preposition to combine our core areas flexibility, cost efficiency and launch expertise due to a very flexible and effective production system, good leadership and motivated and strongly dedicated managers and employees.

The assessment also clearly addressed our areas for improvement, which we will consequently address in the future. Our plant is steadily improving in the fields of value oriented production systems and shop floor improvement processes, in leadership issues as well as in customer and stakeholder topics. We are now working on aligning our core processes and enabler topics to key results to even better explain the end-to-end processes of our factory to all our employees.

I am firmly convinced that the EFQM Model will help us in further developing the BMW Plant Regensburg to become an excellent, sustainable organisation within the next few years.



## Want to learn more...?

### Join a Good Practice Visit



We invite EFQM members to learn from Finalists and other leading organisations. **Sign up now!**

For more information or registration please contact [info@efqm.org](mailto:info@efqm.org)

#### Upcoming events:

- Bilim Pharmaceuticals (Turkey) - 6 December 2011
- Coplaning (Luxembourg) - 7 December 2011
- Osakidetza & Sanitas (Spain) – 25 January 2012
- REGTSA (Spain) – 21 February 2012
- Robert Bosch Bamberg (Germany) – date to be decided
- Bosch car Multimedia (Portugal) – date to be decided

### Join a Community of Practice



We invite EFQM members to join a thematic working group, share experience and learn from peers. **Sign up now!**

For more information or registration please contact [info@efqm.org](mailto:info@efqm.org)

#### Upcoming topics:

- Integrated strategic management systems
- Corporate academies
- Collaborative knowledge management
- Process ownership
- Quality systems and tools



## **EFQM**

Avenue des Olympiades 2

5<sup>th</sup> Floor

B-1140 Brussels – Belgium

Tel : +32 2 775 3511

Fax : +32 2 775 3535

Email : [info@efqm.org](mailto:info@efqm.org)

<http://www.efqm.org>

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