



EFQM[®]
Leading Excellence

EFQM Value Proposition
Gianluca Mulè, Roma November 30

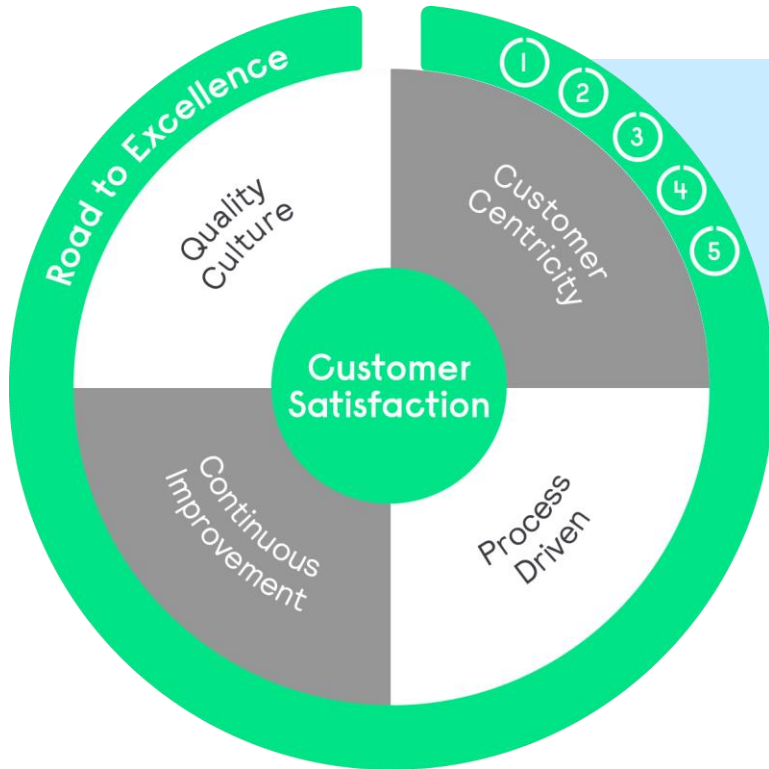
**You are a Global Corporation and
you are facing the challenge of:**



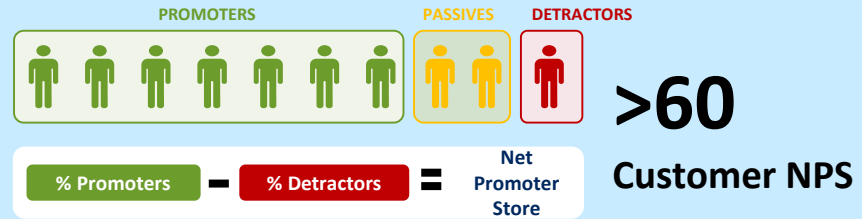
You are a Global Corporation and you are facing the challenge of

- Needing common glue/lingua franca across the different parts
- Getting an objective and outside-in performance review
- Reviewing and boosting your innovation capability
- Reviewing and boost your digital management agenda
- Implementing new approach for integrating distant capabilities and work in a new ecosystem
- Being recognised as trend-setter and thought leader

Our Road to Excellence: from good to great



Customer Satisfaction

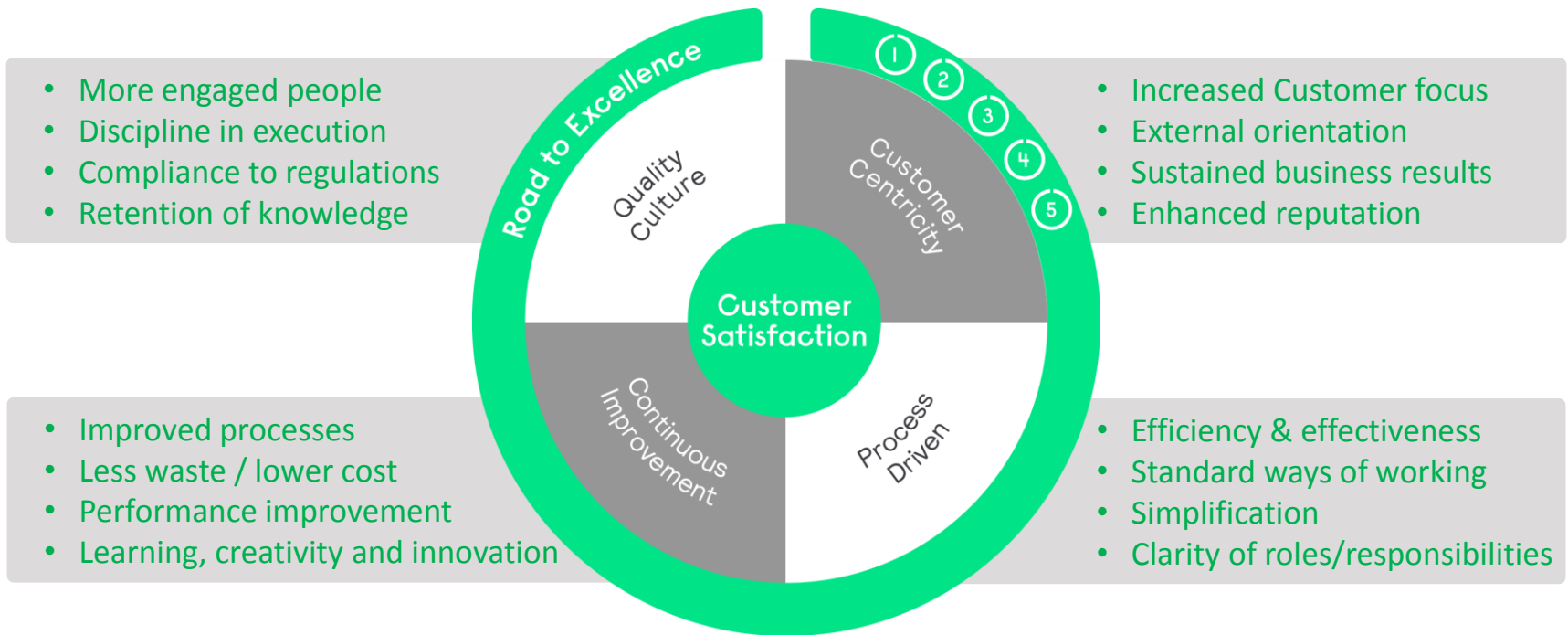


Organizational Excellence



>80%
of our entities will score
5-Stars

Towards One Great Signify



By Means of running Peer assessments across the entities and divisions

Consistency of Strategy at Operational level





Success factors in BMW Plants

● Success factors:

- Consistent, continuous cyclical improvements over many years
- Integrated approach in a holistic model
- View from the outside (customers, employees, benchmark, assessors, ...)
- Obligation for reflection, 360 ° feedback
- People, people, people & leadership, leadership, leadership
- Improving operational results
- Balanced structure of enablers and results
- Endless opportunities for further development
- Sheer improving pleasure

● → development of organization's personality

**You are a Large Organisation and
you are facing the challenge of:**



You are a Big organization and you are facing the challenge of

- Looking for an international business opportunity/partner
- Addressing a key issue in a risk-free environment
- Implementing new ways of working in the network
- Reviewing and demonstrate your responsibility for sustainability
- Performing a review of your strategy execution
- Too many initiatives and a lack of focus
- Celebrating a successful transformation
- Desiring to learn key challenges and new megatrends from others
- Offering your talents 'live case' coaching programs



EFQM
Leading Excellence



The right alignment and focus

EFQM

Excellence Model

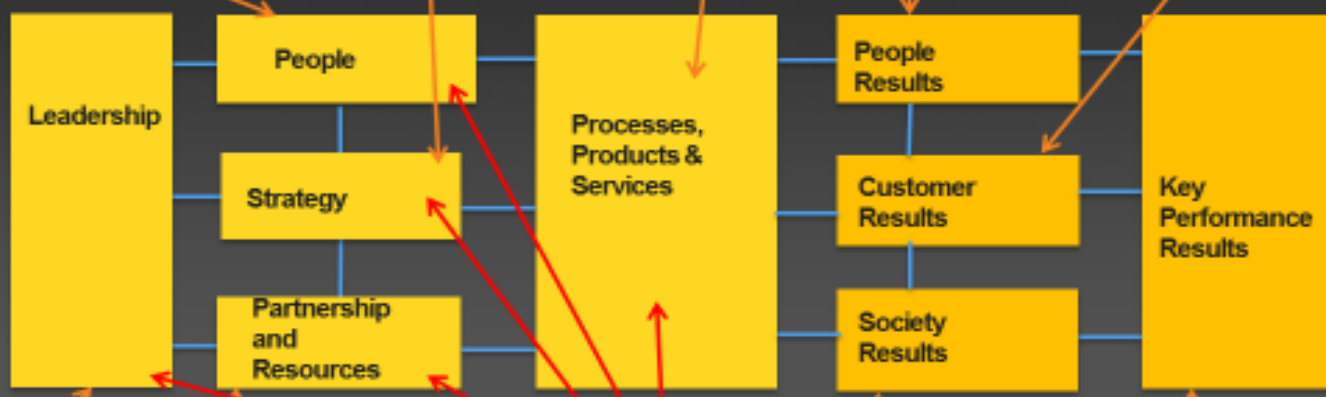
Teamwork
Capability Match
Delegation
Learning
Retention

Market focus
Planning and
Adaptation
Core competencies

ISO 9000
Process Management
Six Sigma
Knowledge Management

Employee satisfaction
Employee productivity
H&S

Customer loyalty
Customer comes first
Customer focus



Values
Leadership Styles
Coaching
360° feedback
Execution

Activity based costing
Outsourcing
Supply Chain Management

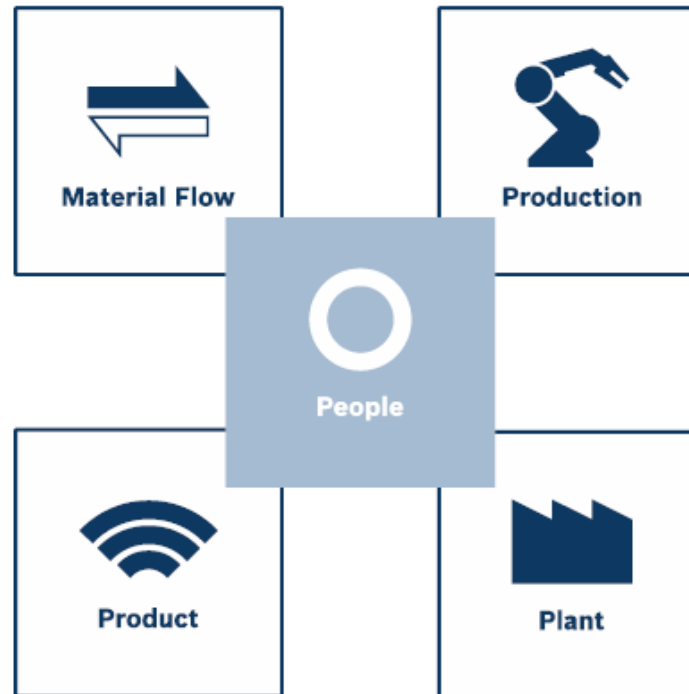
LEAN

Environment
Social Responsibility
Image

Operational effectiveness
Market shares
Profit
.....

Industry 4.0 - Learning from the network

INDUSTRIE 4.0 @BLAICHACH/IMMENSTADT



Novonordisk & its talents

The Danish Pharma organization select talents to undergo the EFQM Assessor development coaching program so as to

- Engage them with business contexts and cases they are not familiar with
- Offer them the possibilities to learn from peers coming from other countries & organisations
- Encourage them to extend and reinforce their network



**You are a SME and you are
facing the challenge of:**



SME

You are a SME and you are facing the challenge of:

- Planning to go international
- Demonstrating good use of public money
- Increasing chance of being supplier of choice
- Performing a review of your strategy execution
- Needing to establish a methodology for continuous improvement
- Desiring to learn from others on management culture

Valrhona: fine chocolate all across the world

IL NOSTRO IMPEGNO PER LA QUALITÀ

UN PERCORSO VERSO L'ECCELLENZA...

Ormai da più di 15 anni abbiamo adottato una procedura annuale per la valutazione del nostro modello d'eccellenza, inizialmente sotto forma di autovalutazioni e, dal 2011, mediante valutazioni esterne EFQM ma anche AFAQ26000 ed ECOVADIS.

Sicurezza alimentare, salute, rispetto dell'ambiente, controllo dell'energia e della sicurezza: la nostra azienda dirige con attenzione ogni processo grazie a un sistema di gestione integrato che ci permette di seguire i progetti in modo trasversale. Ecco i nostri premi e le nostre certificazioni.



The example of Villa Massa



EFQM
Leading Excellence



Villa Massa, da Sorrento a Sydney con il limoncello di casa del 1890

Mercato dopo mercato, innovazione su innovazione, Villa Massa ha collezionato diversi riconoscimenti, italiani e internazionali, tra i quali "Imprese per Innovazione" dalla Presidenza del Consiglio dei ministri, e il "Confindustria Excellence Award" per la valorizzazione del territorio. Un riconoscimento doppio, considerato che nel settore alimentare l'innovazione di prodotto non è una cosa facile da realizzare, se non a rischio di stravolgere la materia prima. Un grande merito va alla

EFQM - EXCELLENCE AWARD

Dopo essere stato tra i finalisti nel 2005, Villa Massa riceve nel 2006 e nel 2007 l'EFQM Excellence Award, un premio transnazionale, istituito dalla European Foundation for Quality Management, che riconosce le imprese europee con "risultati eccellenti e sostenibili" secondo il modello EFQM per l'Eccellenza.

You are a Start-up and you are facing the challenge of:



You are a Start-up and you are facing the challenge of:

- Embedding fundamentals of Management and Excellence
- Creating a structure & stakeholders management approach
- Getting more visibility

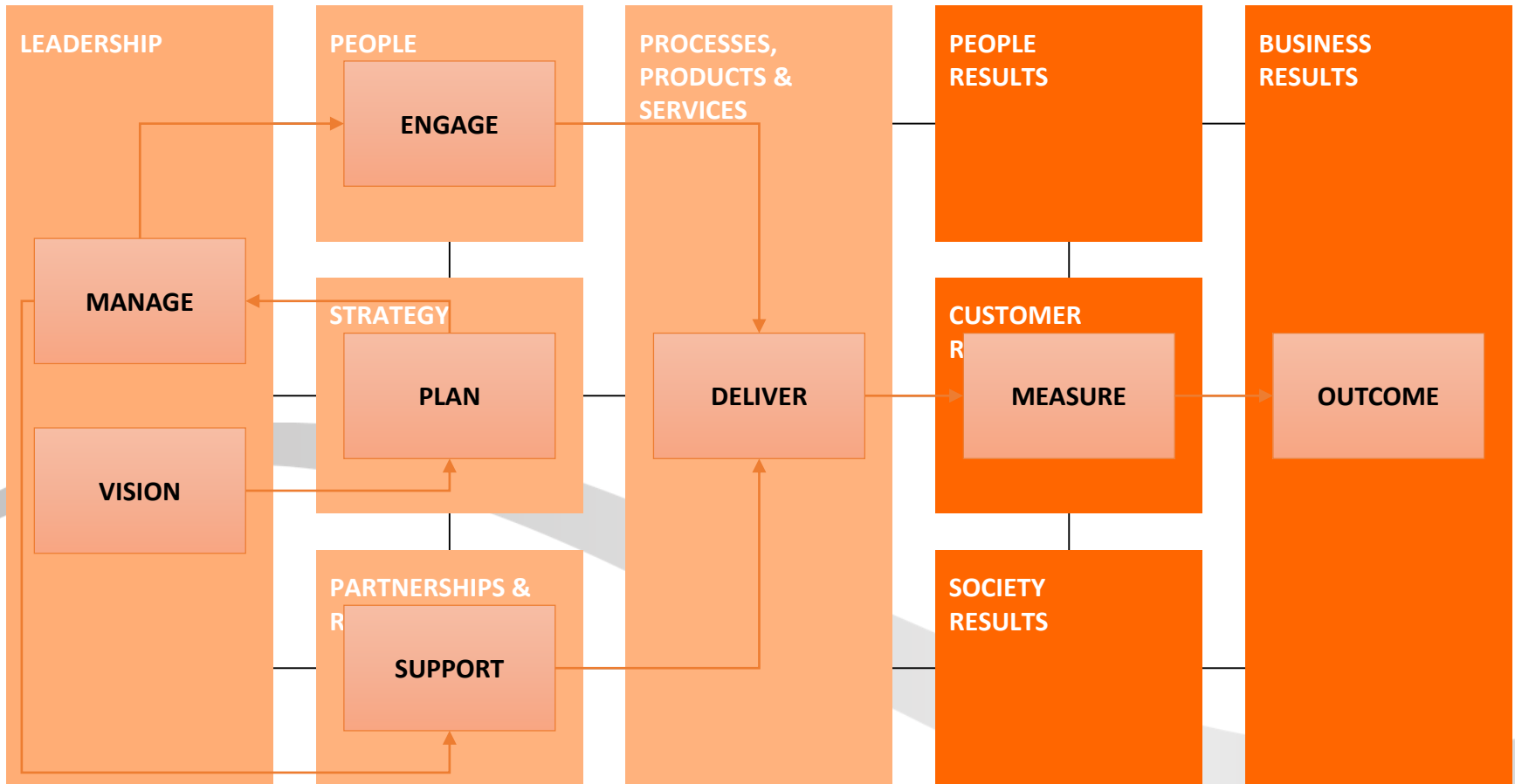
Embedding Fundamental of Excellence



EFQM
Leading Excellence

ENABLERS

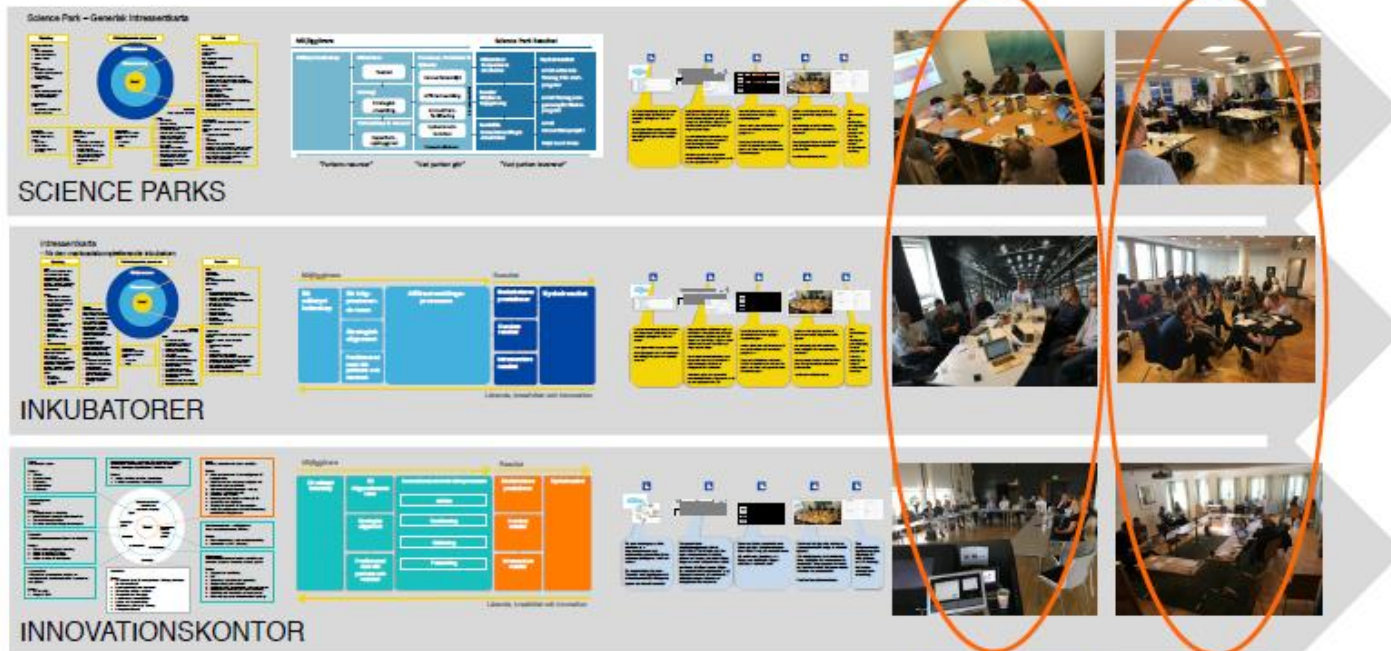
RESULTS



LEARNING, CREATIVITY AND INNOVATION

Peer review among start-ups

Peer Review som metod – EFQM som ramverk



The collage is organized into three horizontal rows, each representing a different type of organization:

- SCIENCE PARKS:** Features a circular diagram, a flowchart with three columns labeled "Tjänsteskolor", "Tjänsteskolor", and "Tjänsteskolor", and a set of four yellow sticky notes.
- INKUBATORER:** Features a circular diagram, a flowchart with two columns labeled "Inkubatorer" and "Inkubatorer", and a set of four yellow sticky notes.
- INNOVATIONSKONTOR:** Features a circular diagram, a flowchart with two columns labeled "Innovationskontor" and "Innovationskontor", and a set of four yellow sticky notes.

On the right side of the collage, there are six photographs of people in meetings. Two of these photos are circled in orange. The entire collage is set against a background of large grey arrows pointing to the right.

You are a Public Sector organization and you are facing the challenge of

- Wishing to demonstrate good use of public money and radiate transparency and trust
- Wanting to compare performances and approaches with others and learn from peers
- Desire to increase performance management approach
- Need to better define their stakeholders and how to measure their success vs. them

Municipality of Alcobendas



In an era of constant change, the Big City of Alcobendas grows according to a consolidated and sustainable model that evolves with the profound changes that take place in society worldwide. In the City of Alcobendas, we work in tune with the changing needs and opportunities, having placed as pillars of our management innovation, dialogue with citizens and active listening of their perceptions and interests, allowing us to be with them gaining more closeness, agility and efficiency.

Alcobendas neighbours have very high expectations on what they expect from their City and its Council, and we respond with high levels of self-imposed quality in everything we do.

We are number one in transparency and one of the best cities to live and work. So say the neighbours and so feel us, those who are dedicated to continue to improve our policies and municipal management strategies that focus our lines of action at the highest levels of Excellence.

Ignacio García de Vinuesa
Mayor of Alcobendas

Public Service Improvement Framework in Scotland



- <http://www.improvementservice.co.uk/documents/psif/psif-benefits-report-2012.pdf>



**You are a Fund/Grant Authority and
you are facing the challenge of:**



You are a Fund/Grant Authority and you are facing the challenge of:



- Needing to improve the maturity of funding process
- Ensuring the sustainability of the beneficiaries
- Keeping your recipients engaged and mobilized

Ministry of Transport in UK recommends bidders to demonstrate....

adherence to a continuous improvement process

- The analysis of the assessment scores for the period 2011 to 2016 shows an improvement of nearly 100 points for all sectors
- Rail industry scores demonstrate that substantial improvements have been made and the industry compares favourably with other sectors
- The gap between the highest and lowest scoring rail companies has narrowed



National Express Limited	Recognised for Excellence 5 star	United Kingdom	Transportation / Logistics	23-11-2018
London North Eastern Railway	Committed to Excellence 2 Star	United Kingdom	Transportation / Logistics	02-10-2017
<u>Trenitalia c2c Limited</u>	Recognised for Excellence 5 star	United Kingdom	Transportation / Logistics	30-11-2017
Arriva Rail North Limited	Recognised for Excellence 4 star	United Kingdom	Transportation / Logistics	17-11-2017
Arriva Rail London	Recognised for Excellence 5 star	United Kingdom	Transportation / Logistics	17-11-2017
TransPennine Express	Recognised for Excellence 5 star	United Kingdom	Transportation / Logistics	13-10-2017
Virgin Trains East Coast	Committed to Excellence 2 Star	United Kingdom	Transportation / Logistics	02-10-2017
Chiltern Railways	Recognised for Excellence 5 star	United Kingdom	Transportation / Logistics	22-09-2017
National Express Bus	Recognised for Excellence 5 star	United Kingdom	Transportation / Logistics	29-08-2017
ScotRail	Committed to Excellence	United Kingdom	Transportation / Logistics	25-05-2017

EFQM provide you with



World leading opportunities to:

Expand your Network and learn from it

Proven approaches to:

Enhance your Competitiveness Effectiveness

Unique platform to:

Maximize your Recognition and visibility

EFQM, a Member Based Foundation



1988



From left to right :

- Umberto Agnelli - Fiat Auto SpA
- Carlo De Benedetti - Ing. C. Olivetti & C., SpA
- Carl Horst Hahn - Volkswagen AG
- A. Scharp - AB Electrolux
- Jan F.A. de Soet - Koninklijke Luchvaart Maatschappij N.V. (KLM)
- Cornelis Johannes van der Klugt - N.V. Philips' Gloeilampenfabrieken
- Serge Dassault - Avions Marcel Dassault-Breguet Aviation
- Heini Lippuner - Ciba-Geigy AG
- Raymond H. Lévy - Régie Nationale des Usines Renault
- Francis Lorentz - Bull SA
- Konrad Eckert - Robert Bosch GmbH (attending on behalf of Marcus Bierich)
- Iain David Thomas Vallance - British Telecommunications plc
- Fritz Fahrni - Gebr. Sulzer AG
- R. Morf - Nestlé SA (attending on behalf of Helmut Oswald Maucher)

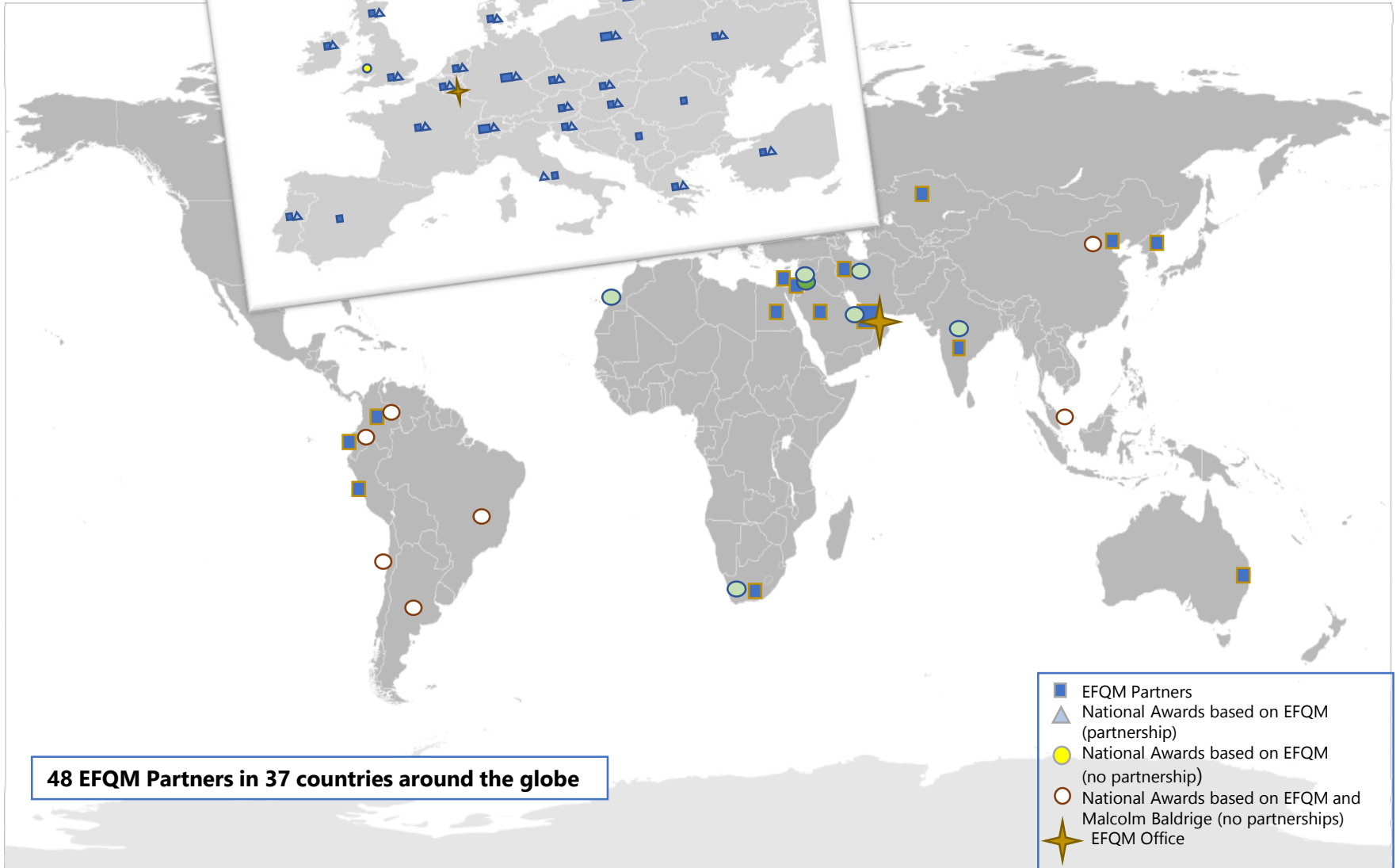
2018

Multinationals				'GC' logo"/>
Education				
Healthcare				
Services				
Government				

EFQM, over 450 Members, many leading organisations



Thousands of organisations across the global network



And access to the rest of the world through the Global Excellence Council



Learning & Sharing



Webinars



Good Practice Visits



EFQM Forum



Communities of Practice

EFQM provide you with



World leading opportunities to:

Expand your Network and learn from it

Proven approaches to:

Enhance your Competitiveness Effectiveness

Unique platform to:

Maximize your Recognition and visibility

Provides guidance through a set of three integrated model components:



Equip



8 Fundamental
-to provide guide 8



©EFQM 2012

Are you EQUIPped for 2018?

EQUIP Preview is a quick glimpse into how your organisation is performing against the Excellence Model

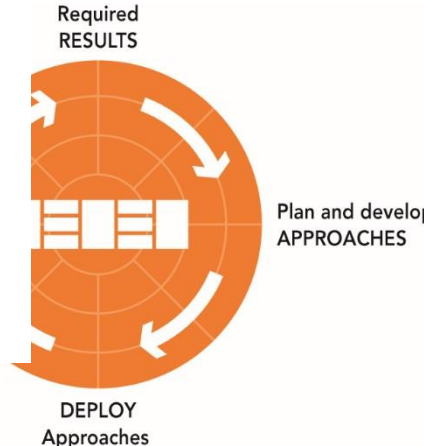
EQUIP Preview will:

- ✓ Introduce you to the EFQM Excellence Model.
- ✓ Give you a 'Preview' into how your organisation is doing against the EFQM Framework.
- ✓ Highlight areas of strength and areas for improvement in your business.
- ✓ Provide information on next steps to making your organisation an 'Excellent Organisation'.

-to provide feec



Criteria
de & feedback at
onal level



©EFQM 2012

Access to real case action learning & organizational development



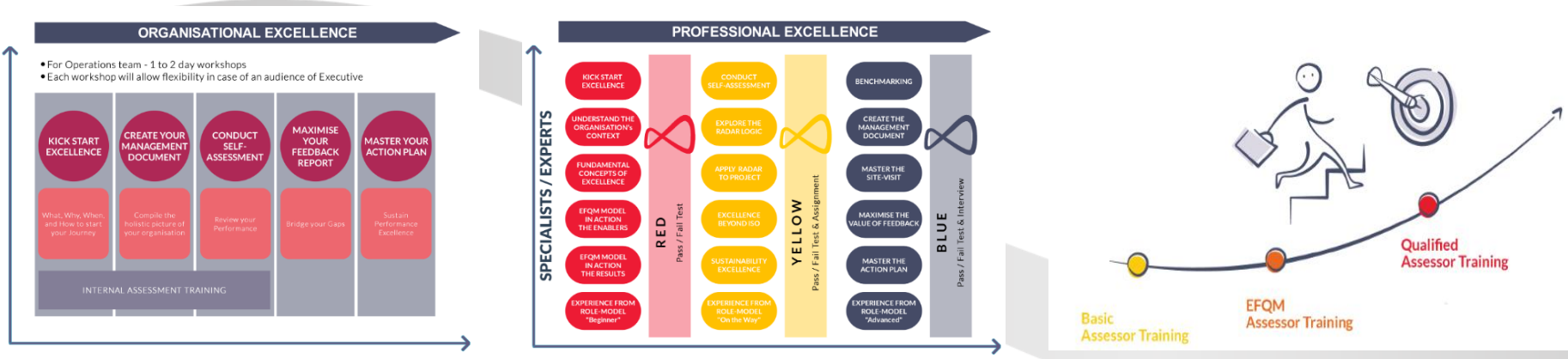
EFQM Organisational Excellence Workshop



EFQM Performance Excellence Officer



EFQM Assessor Development Path



Excellence Builders



Digital Excellence

We are partnering with IBM to offer cutting edge methodologies to address new trends and master new digital opportunities



Innovation Excellence

We are partnering with the Centre for Competitiveness and its innovation network to address new trends and master opportunities for innovation



Business Ecosystem Excellence

We are partnering with the EIPM to offer cutting edge methodologies to address new trends and master opportunities to work and deliver as a network



Sustainability Excellence

We are partnering with STREAM to offer cutting edge methodologies to address new trends and master sustainability opportunities



Human Capital Excellence

We are partnering with Great Place to Work and we will be working on creating cutting edge methodologies to address new trends and master new human capital opportunities

EFQM EXCELLENCE BUILDERS

A set of new initiatives to address your needs in overcoming current and future challenges.



DIGITAL
EXCELLENCE BUILDER
In partnership with IBM



INNOVATION
EXCELLENCE BUILDER
In partnership with
Centre for Competitiveness
and its innovation network



SUSTAINABILITY
EXCELLENCE BUILDER
In partnership with STREAM



BUSINESS ECOSYSTEM
EXCELLENCE BUILDER
In partnership with EIPM



COMING SOON
HUMAN CAPITAL
EXCELLENCE BUILDER
In partnership with
Great Place to Work



A review combined with Digital Reinvention Framework™ by IBM

ESTABLISH NEW WAYS OF WORKING



PURSUE A NEW FOCUS



BUILD NEW EXPERTISE



How to boost, embed and maximise Innovation



Innovation Direction

is the innovation strategy aligned to an overall business strategy; and how responsive is it to emerging opportunities to innovate and create new products and services?



Innovate Delivery

do employees understand what is expected of them; and do they have the skills and support necessary to fulfil these expectations?



Innovate Climate

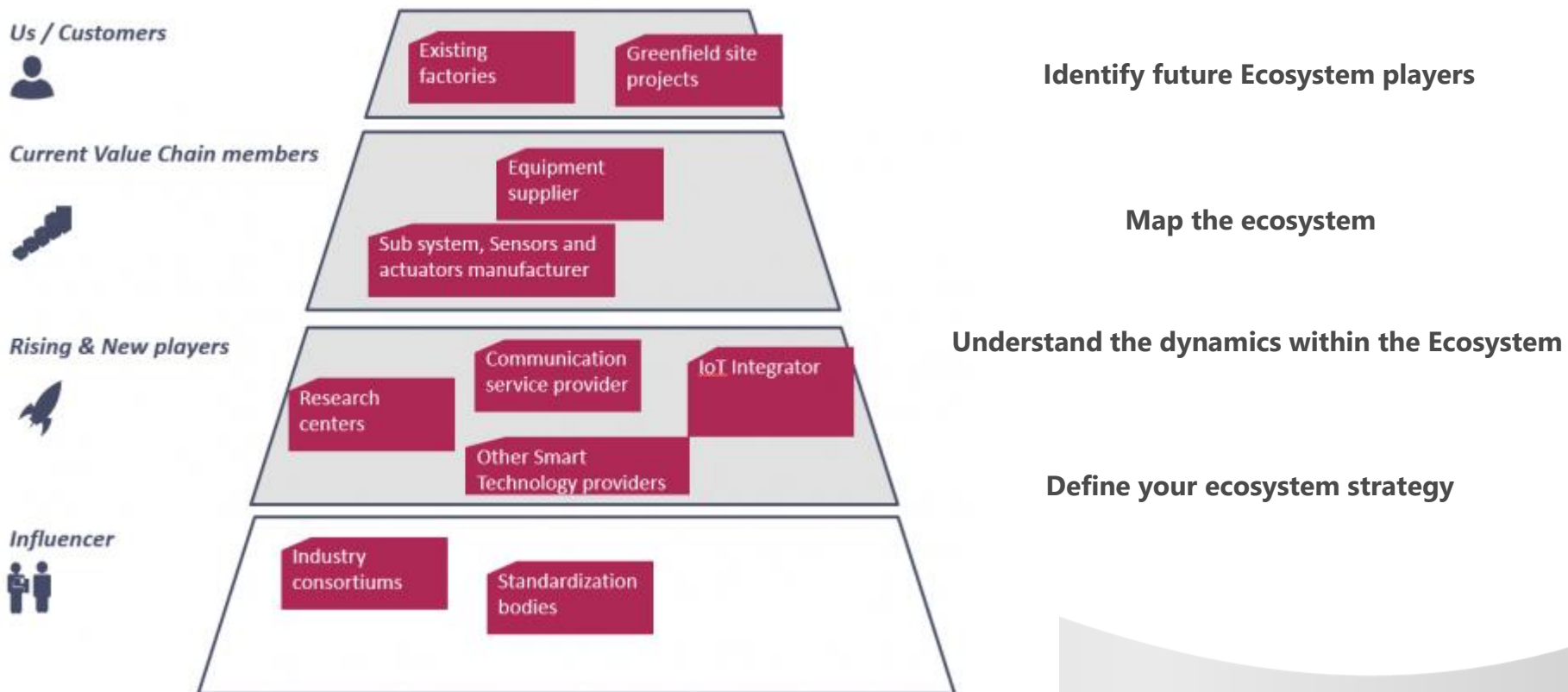
how collaborative is the organisation; and does it tap into the innovative ideas generated by employees, clients and the marketplace?



Innovation Business Impact and results

what are the processes for measuring innovation in terms of both Return On Investment (ROI) and employee engagement?

Learning to work in Business Ecosystem



EFQM provide you with



World leading opportunities to:

Expand your Network and learn from it

Proven approaches to:

Enhance your Competitiveness Effectiveness

Unique platform to:

Maximize your Recognition and visibility

EFQM Global Excellence Award



EFQM Excellence Award Winners 2017

EFQM
Leading Excellence

EFQM Global Excellence Award (EGEA)

EFQM
Leading Excellence

EFQM Recognised for Excellence (R4E)

EFQM
Leading Excellence

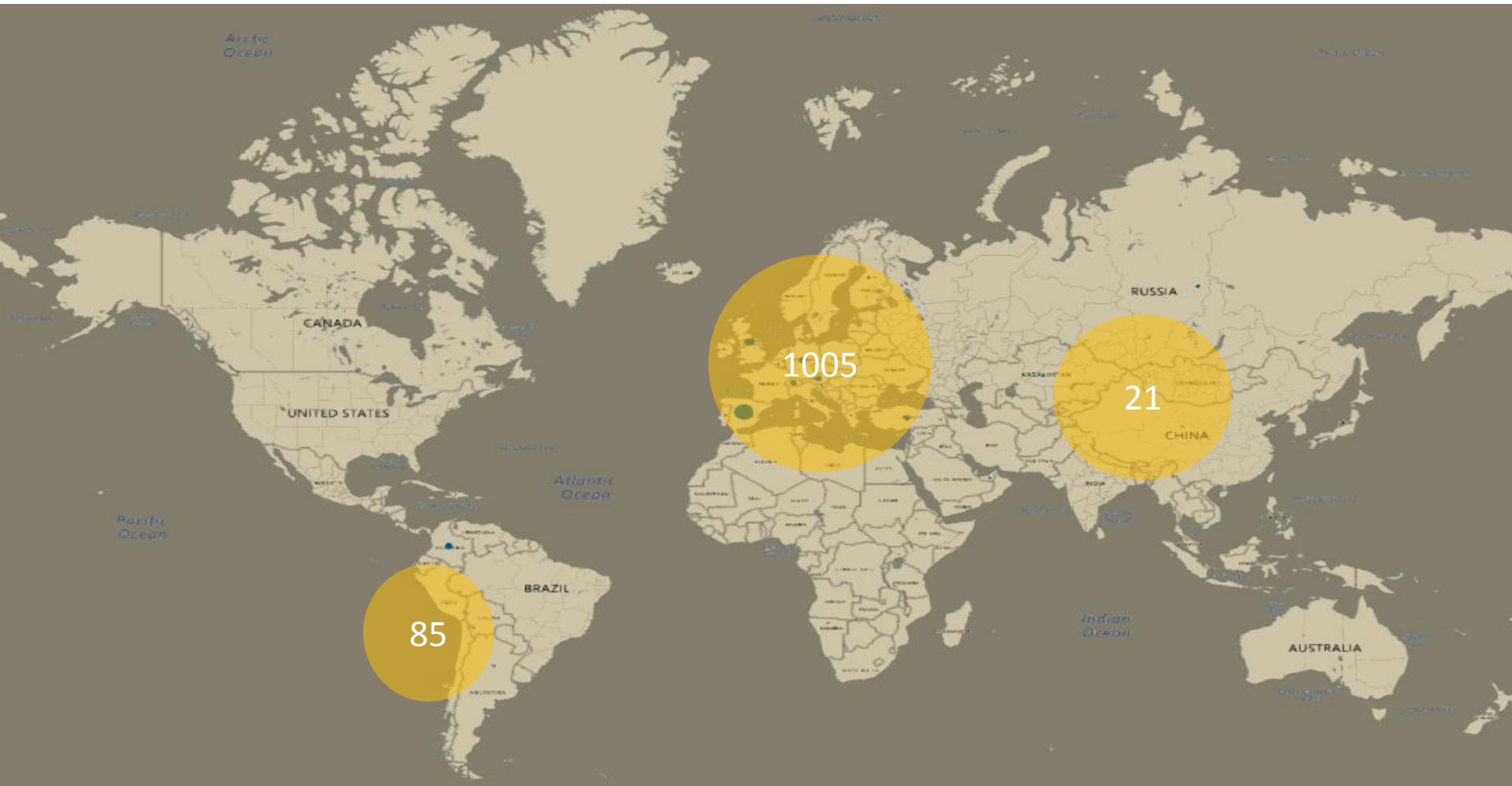
EFQM Committed to Excellence (C2E)



EFQM Global Excellence Index

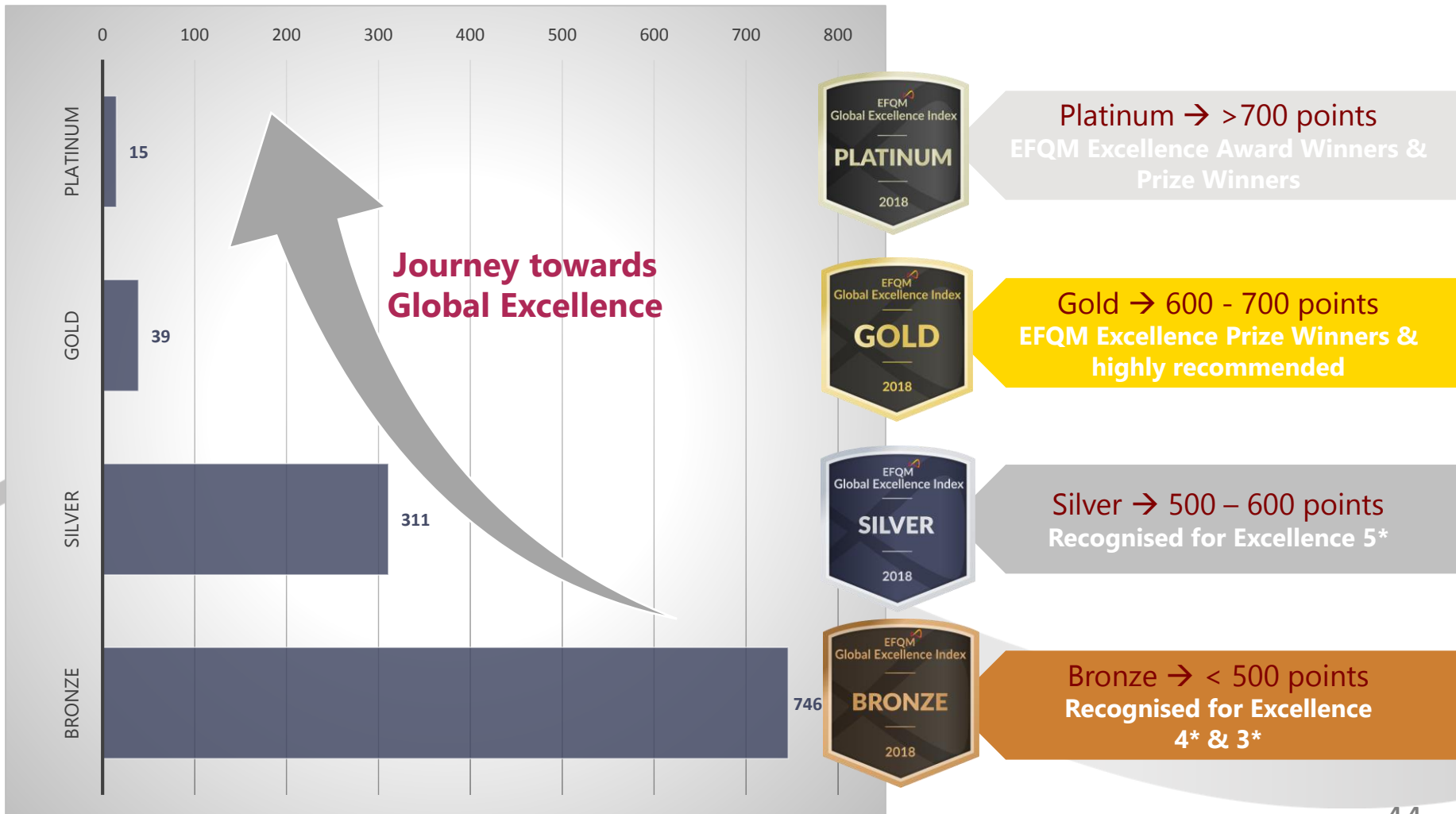


Over 1100 organisations in the EFQM Index
Recognitions 2015-2018 (EGEA & R4E)



EFQM Global Excellence Index

Platinum, Gold, Silver, Bronze Recognition by Sector





EFQM[®]
Leading Excellence

Grazie

