

EFQM Annual Report

2010 - 2011



EFQM Shares What Works

For the past twenty years we have shared what works between our member organisations as a way to help them implement their strategies: a mission which is as important as ever.

Through our network of members, comprising private and public organisations of every size and sector, many active around the world, EFQM applies its expertise and extracts outstanding approaches by engaging with executives and front-line managers.

EFQM members share a common goal; the pursuit of excellence. The EFQM Excellence Model provides a common framework and language that facilitates the effective sharing of information between organisations; transcending sectorial, cultural and maturity barriers.

Becoming part of this network will enable you to engage with like-minded individuals, sharing experience and ideas to develop new, innovative and practical solutions to address the real challenges your organisation needs to overcome to become successful.



EFQM Offices – 5th floor, Avenue des Olympiades 2, B-1140 Brussels, Belgium

Introduction

As with many organisations, 2010 has been a year of change within EFQM as we adapt to the new economic environment. The launch of the EFQM Excellence Model 2010 has been met with a positive response from all stakeholders and re-energised the business excellence community. Within the EFQM organisation, we have taken the opportunity to begin the systematic implementation of the Excellence Model internally, starting with us gaining Committed to Excellence in December 2010. This was one of our key objectives for 2010 and is one of the foundations of our current 3 year plan. We intend to build upon this by gaining Recognised for Excellence in 2011.

To many people I speak to, this comes as a surprise. Not that we are actively using the EFQM Excellence Model internally but that, for a number of years, we were not. When I took on the role of CEO some 18 months ago, the EFQM Board of Governors made it clear that the EFQM organisation needed to re-engage a number of key stakeholders with whom, for a number of reasons, dialogue had ceased. They wanted to see a clear plan for the future, based on the needs and expectations of these stakeholders that would ensure EFQM remains the leading platform for supporting European organisations on their journey towards excellence. We outlined that plan in our last annual report and I am proud to take this opportunity to outline the progress we have made and the priorities for 2011.

The launch of the EFQM Excellence Model 2010 has been supported by a number of new products and services, both through EFQM and our network of partner organisations. The products and services have been developed to help organisations implement and embed the Fundamental Concepts of Excellence. The network of partners has been reviewed and strengthened to ensure users of the Model, both within and outside Europe, can expect the same level of support and expertise.

In 2011, we will continue to review how these products and services are distributed to make it easier for organisations who want to learn, share and engage with the community. I see increasing the use of existing and emerging technologies as key to this. We will also continue to reach beyond our existing network to establish new contacts, gain new insights, attract new organisations and contribute to the global knowledge pool.

As a non-profit foundation, our goal is to ensure we have sufficient income to enable us to continue to operate and invest in new products and services that add value to our members. In 2010, we succeeded in achieving a financial equilibrium within EFQM that gives us a platform for future growth. My goal is now to put in place the strategies, policies and processes that will enable us to secure the ongoing success of EFQM.

Kind regards,



Pierre Cachet
Chief Executive Officer, EFQM

About EFQM

EFQM is a membership organisation. Without contributions from our members, the network doesn't work. By working with our members, academics, other NGOs and our partners, we can identify good practice, emerging trends and innovative ways of working that can benefit the wider membership community. By working together, we can collate this information and understand the "bigger picture" faster; helping organisations to gain insights they would otherwise have struggled to see clearly. By working together, we can **share what works**.

EFQM's Vision, Mission and Values are reviewed every 3 years as part of the strategic planning process. In 2009, we engaged a wide range of our stakeholders in their development to ensure we focused on the issues that were important to them.

Our Vision

A world where European organisations are recognised as the benchmark for sustainable economic growth.

Our Ambition

Leading organisations join EFQM as the European platform for their journey towards Sustainable Excellence.

Our Mission

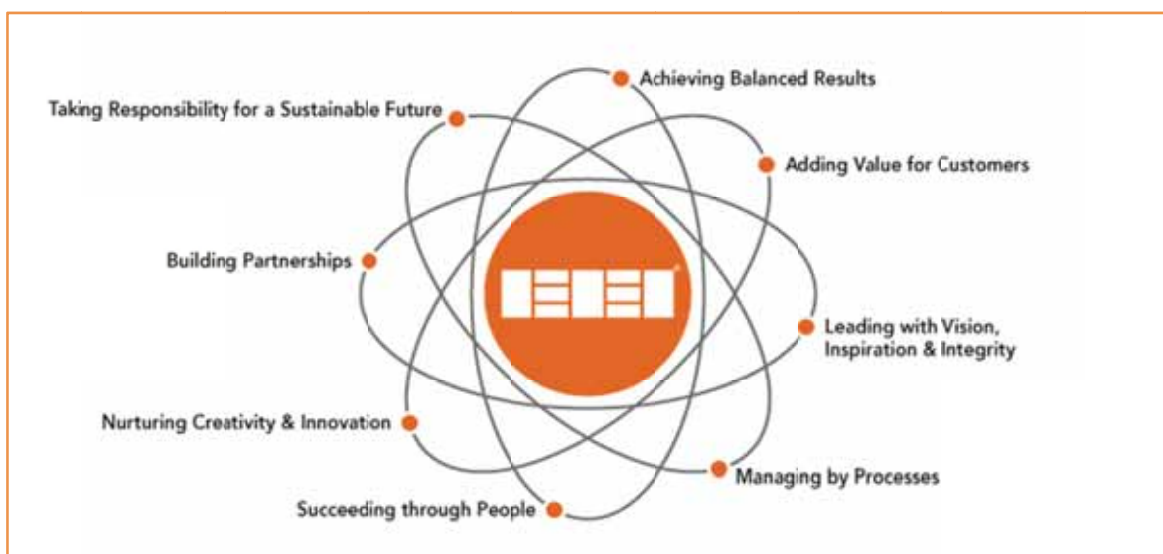
To energise leaders who want to learn, share and innovate using the EFQM Excellence Model as a common framework.

Our Promise

EFQM Shares what works.

Our Values

The EFQM Values are defined in the 8 Fundamental Concepts of Excellence:



EFQM Strategy

At the start of 2010, we communicated our strategic plan for the coming 3 years in the previous Annual Report, through a series of face to face meeting in a number of countries and at the Learning Edge event in June 2010.

The objectives outlined then remain at the focus of our efforts in 2011.

Key Objectives

- Increase member engagement
- Expand member network
- Strengthen our relationship with Partners
- Work closely with influencers (e.g. European Commission, international bodies)
- Enhance our brand

EFQM Strategy Map (2010 to 2012)



Building the Membership Network

The type of organisations EFQM will focus on recruiting and retaining as members are:

- Large private companies with international focus
- International public sector and not for profit organisations
- Other organisations with an international reach and aspirations

Key Results 2010

We have a number of performance indicators and surveys we use to track the level of engagement of our Members. As with any organisation, we need to ensure we balance the budget. As a not for profit foundation, additional income is invested into developing our portfolio of products and services. Below is a summary of our performance during 2010:

EFQM Members	
Total EFQM Members	488
Total New Members	84
Total EFQM 2010 Assessors	660
Total People attending EFQM Events	721
EFQM Member Satisfaction	63%
EFQM Portfolio	
Total People Trained by EFQM	545
Copies of EFQM Excellence Model 2010 sold (all languages)	22,000
New Training Products Launched	4
EFQM Partners	
Total Organisations Receiving EFQM Recognition	463
EFQM Licenced Trainers	145
Total People attending EFQM Licenced Training	804
Achieving Financial Equilibrium	
Total Income (000s)	€3,963
Net Income (000s)	€77

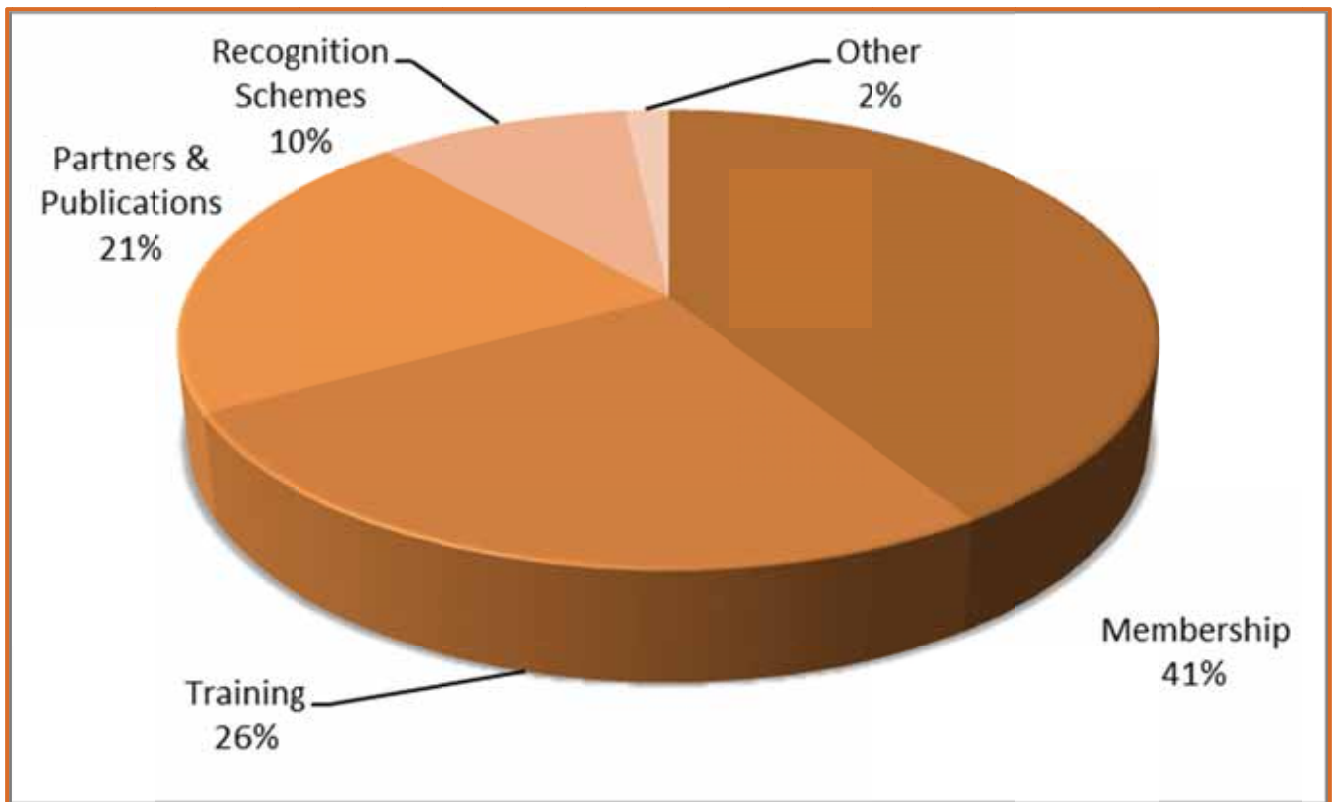
Key Achievements in 2010

We have achieved the following in terms of progressing against the key objectives we set out at the start of 2010:

- Launch of revised product portfolio, supporting the launch of the EFQM Excellence Model 2010.
- Launch of Licenced Trainer Scheme to improve the consistency of training delivery throughout the network, whether delivered in English or local language.
- Development of coordinated communications plan, incorporating social media, our website, events, webinars and member meetings.
- Achieved “Committed to Excellence”, following an independent validation by Bbest in December 2010.

EFQM Sources of Income

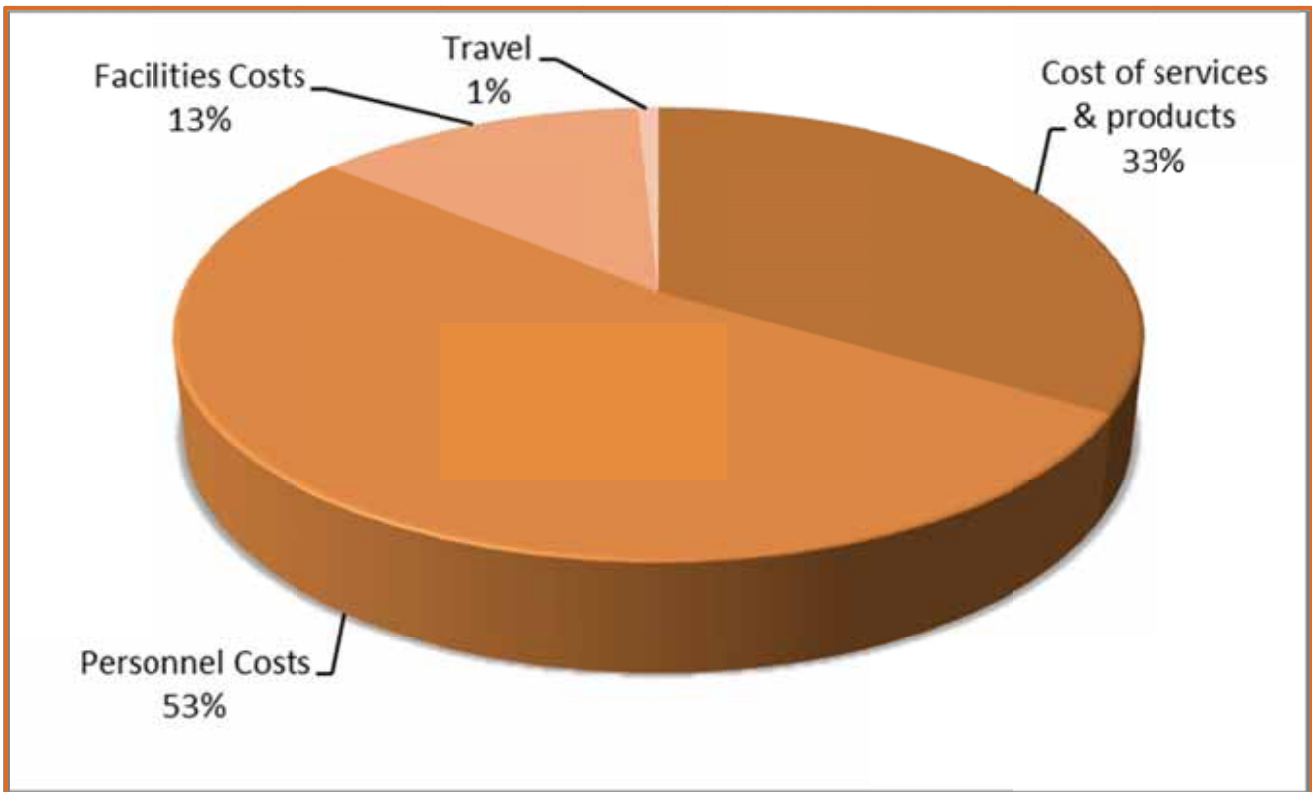
The graph below summarises the total income (turnover) of EFQM during 2010, based on the source.



N.B. As a non-governmental organisation EFQM does not receive subsidies from the European Commission or other governmental bodies.

EFQM Expenses

The graph below summarises the expenses at EFQM during 2010:



Focus Areas for 2011

Following a review of the achievements against the action plan in 2010 and the objectives set in the 3 year plan, we will be focusing on achieving the following in 2011:

- Effective sharing of Good Practice identified through the EFQM Levels of Excellence and other member experiences through multiple channels.
- Ensuring we deliver clear, tangible benefits to our members by helping them move their organisations forward.
- Attracting new organisations to join the network.
- Achieving “Recognised for Excellence” by the end of the year.

EFQM Portfolio

The EFQM Portfolio is designed to help organisations at every step of their journey. Our products and services have been tailored to support the systematic implementation of the EFQM Excellence Model in any organisation, regardless of size, sector or maturity.



During 2010, we have been implementing our revised portfolio, aligned to the EFQM Excellence Model 2010. The Model Brochure is now available in 14 different languages and a number of EFQM Training Courses are available in local language through our partner organisations.

A number of the products and services in our portfolio have been developed either by or in partnership with our members. These are practical tools, techniques or trainings that have been proven to deliver results.

Aligning the Portfolio to Support your Journey

Following the analysis of feedback from the Member Survey we ran in 2010, plus numerous conversations with various members, we identified the need to clarify how the different products and services in the EFQM Portfolio could be used in a practical way to support an organisation's journey to excellence.

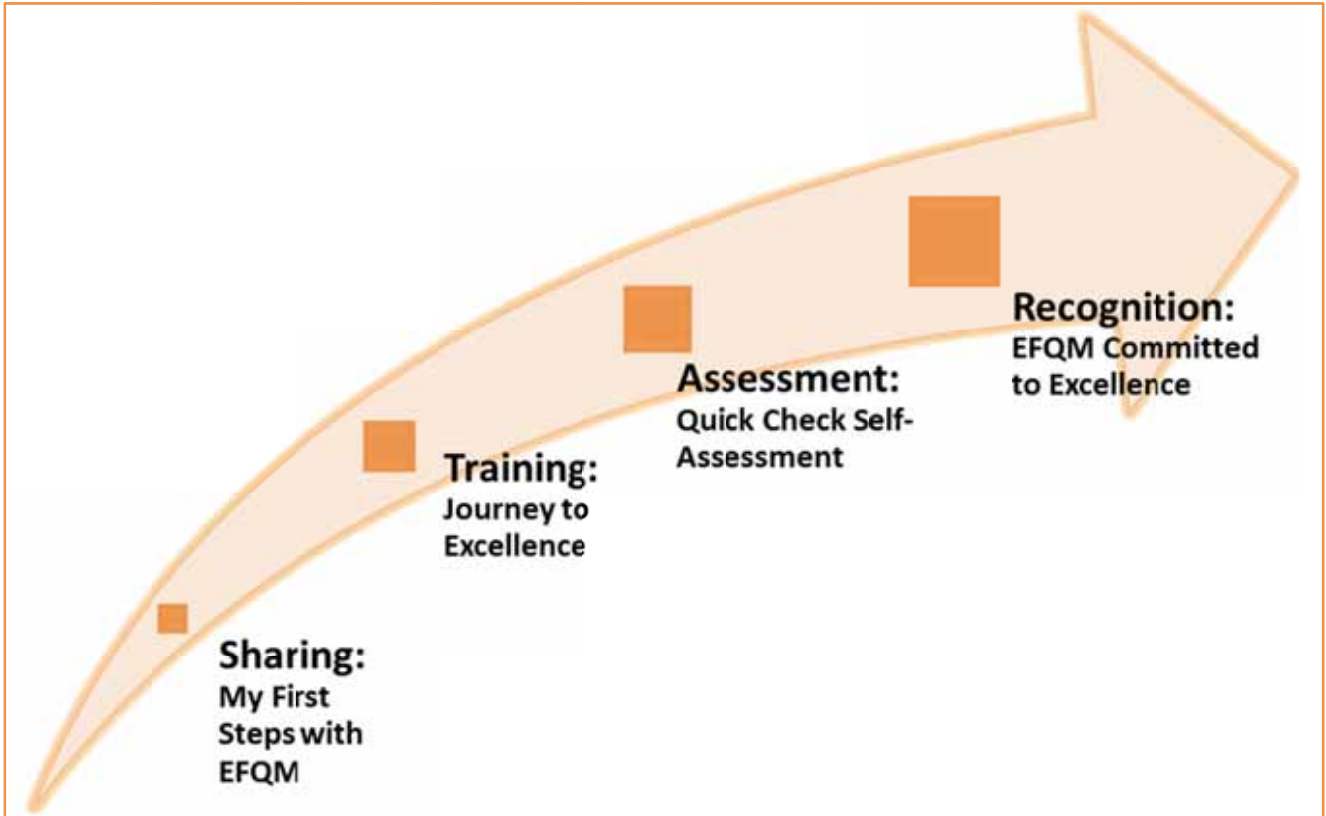
People can attend our Training Courses here at Brussels or we can arrange in-house training courses at your premises. With in-house courses, we can focus on taking your organisation to the next step on your journey.

There are, of course, many ways that EFQM can support you but we've put together 3 examples to show how this can work for you.

Creating the Platform

Even the longest journey starts with a single step. We often talk about the “journey towards excellence” but how can you make sure your first step is in the right direction?

EFQM has a number of products and services that make taking that first step simple and help to ensure you set off in the right direction.



Sharing: My First Steps with EFQM

This is a wiki-based website that contains a wealth of information, invaluable when you're starting on your journey. As well as providing a simple explanation of the EFQM Excellence Model, it contains a number of useful tools that you can download. As it's a Wiki, you can also share your experience, and the tools that work for you, with people in other organisations.

Training: Journey to Excellence

This training course has been specifically designed to give people the skills, knowledge and confidence to lead the implementation of a business excellence programme in their organisation. During the course, you'll learn about the EFQM Excellence Model, different self-assessment tools and tools to help implement improvement actions. You'll leave with a clear action plan on how to get things moving when you get back.

Assessment: Quick Check

The "Quick Check" is designed as a simple tool for your first self-assessment. As the name implies, it can be completed relatively quickly (usually between 1 and 2 hours) and focuses on the key "building blocks" an organisation needs to have in place. You end up with list of improvement areas, prioritised against your strategic objectives. It's available as a free download for members.

Recognition: Committed to Excellence

EFQM Committed to Excellence is designed as the first milestone in the journey towards excellence. An organisation needs to identify 3 priority improvement initiatives from a self-assessment and, over the next 9 months, implement these projects. It helps to involve a significant number of people in your organisation and is a great learning experience.

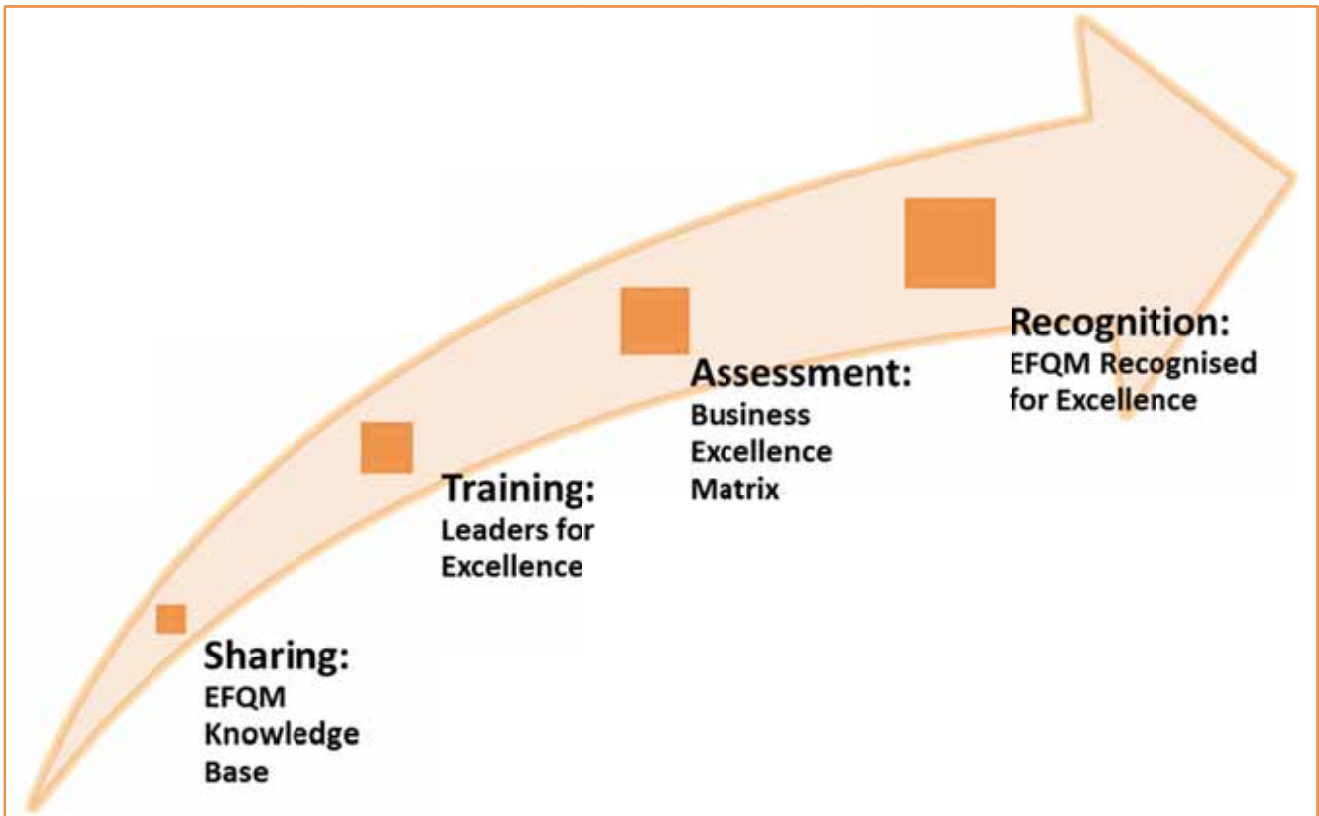
"Our journey for excellence was really confirmed to our customers, suppliers and employees after our decision to go for EFQM. The EFQM Excellence Model is unique for its clarity and integration. After achieving the C2E level the confidence of successful implementation of TQM increased dramatically within our organisation. We really demonstrated our motto (Manufacturing of Trust) to all our stakeholders."

Dr. Lotfy Lewiz Suffin, ELTA

Refining the Platform

With over 20 years of experience of working with our members, we know how difficult it can be to create a culture of excellence within and throughout an organisation.

The “Leaders for Excellence” course was developed in partnership with Ricoh to engage management of all levels in implementing the EFQM Excellence Model.



Sharing: Knowledge Base

In January 2011, we relaunched the EFQM Knowledge Base for our members. The Knowledge Base contains a number of self-assessment and other management tools, aligned to the EFQM Excellence Model 2010. It also contains examples of good practice identified through the EFQM Excellence Award process. This gives practical examples of approaches adopted by leading organisations, how they were developed and implemented and the benefits realised.

Training: Leaders for Excellence

The Leaders for Excellence program was developed in cooperation with Ricoh and shares the approach they used for engaging line managers in actively implementing the EFQM Excellence Model within their operations. The focus of the course is on giving you the knowledge, skills and tools you need to effectively drive excellence in your organisation. There are 2 levels of certification; the first for successfully completing the course, the second for successfully demonstrating that you have been able to apply the skills you've learned.

Assessment: Business Excellence Matrix

The Business Excellence Matrix has been designed as a simple assessment tool that enables you to capture the information required to complete either a self-assessment or produce a submission document for external recognition. Again, it's available as a free download for EFQM members.

Recognition: Recognised for Excellence

EFQM Recognised for Excellence supports your journey towards excellence by providing a series of milestones; 3 star, 4 star and 5 star recognition. The assessment is completed by an independent team of EFQM Assessors. A 5 star organisation is able to demonstrate that they have mature approaches in place, aligned and refined in line with the needs and expectations of their stakeholders, that are delivering results in line with their strategic goals.

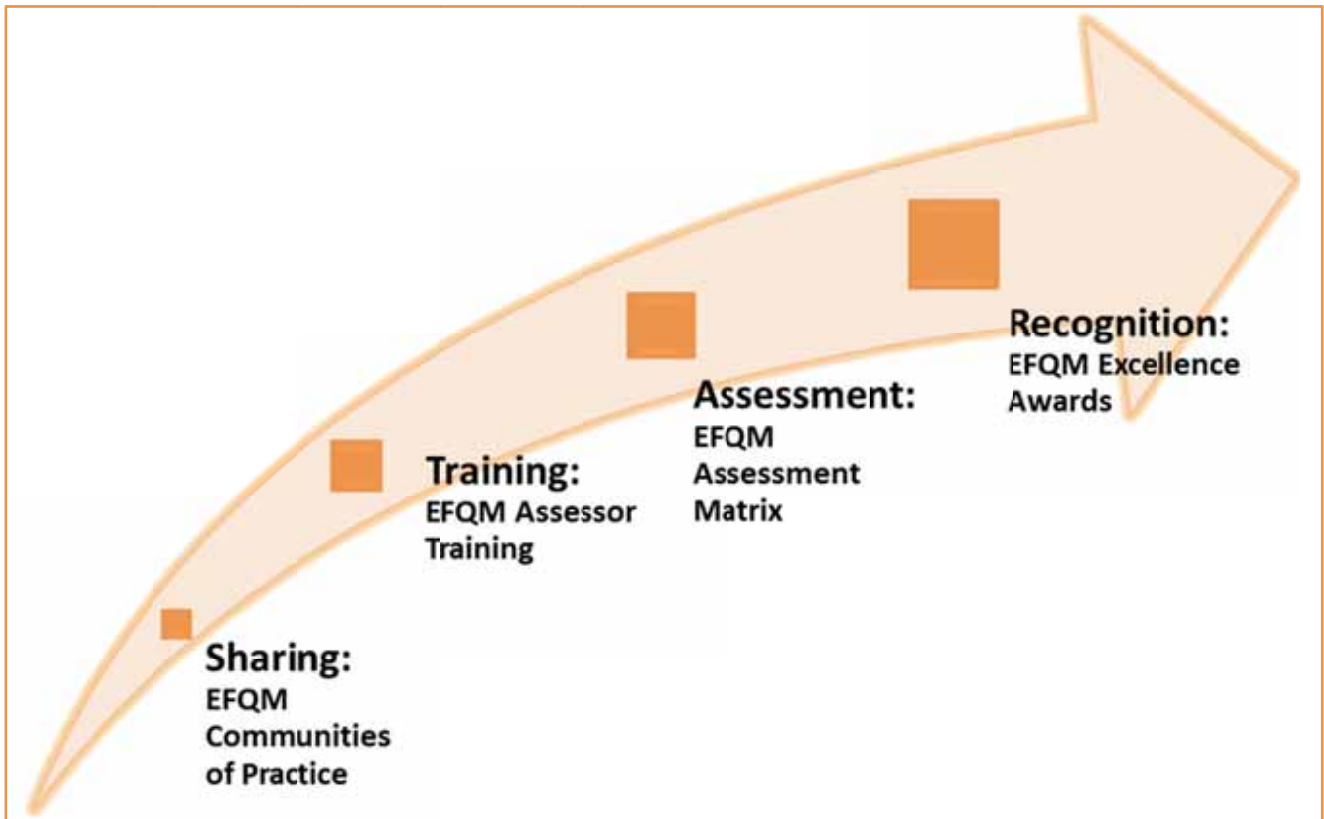
"During the assessment process the assessors spent around 200 hours assessing the evidence available and interviewing nearly 100 employees from departments across the organisation. It is unique for such recognition to be awarded at this scale and demonstrates the consistent level of excellence that Ricoh has been able to achieve across the entire company."

Mr. Simon Sasaki, Chairman, Ricoh Europe plc

Sustaining Excellence

It's one thing to achieve a certain level of excellence; it's another to be able to sustain and further improve. After all, what is excellent today is considered average tomorrow.

EFQM's Portfolio can help give your people the skills, insights and abilities to help take your organisation to the next level; meeting the challenges of today and tomorrow.



Sharing: Communities of Practice

Communities of Practice are collaborative groups, led by member organisations, who share experience, learning and ideas to develop new, innovative approaches. They are aimed for mature organisations who have established approaches but have identified the need to “do something different” in order to reach a higher level of performance.

Training: EFQM Assessor Training

The EFQM Assessor Training is designed to give you a thorough understanding of how to assess an organisation using the EFQM Excellence Model. Successfully completing the course will enable you to participate in an EFQM Assessment Team, further developing your skills and knowledge through practical experience. Assessing an organisation also gives you insights into how the EFQM Excellence Model is being used to drive improvement.

Assessment: EFQM Assessment Matrix

The EFQM Assessment Matrix is designed as the “next step” from the Business Excellence Matrix. As a self-assessment tool, it will give you a more thorough assessment. It will also produce a full Enabler Map style submission document.

Recognition: EFQM Excellence Award

Described by previous applicants as “like playing in the Champions League”. The EFQM Excellence Award is supported by one of the most rigorous assessment processes. The team spend an average of 500 hours on each applicant reviewing documents and interviewing the relevant people to provide valuable insights into your organisation.

“The EFQM Excellence Award process is essential to our continued journey towards excellence. The outputs we received from the 2010 process were of the highest quality and deeply incisive. We have taken those outputs and plugged them straight into our continuous improvement programme. In addition the calibre of individuals involved in the assessment was outstanding, a stellar cast of Europe's finest practitioners of excellence. In summary, for us the process was an outstanding experience.”

Finbarr Dowling, Managing Director, Siemens Congleton

EFQM Leadership Development

For the last 20 years, EFQM has been committed to shaping business leaders to create a world in which European organisations are recognised as the benchmark for sustainable economic growth. We believe in the strength of practice based learning, rather than teaching leadership skills, tips and tricks in a class room setting. Our Pegasus Programme was developed in cooperation with Solvay’s Corporate University and provides a unique opportunity to improve core leadership skills through peer assessments. It offers emerging business leaders the opportunity to learn and apply new skills in a real organisation. Through this exercise, delegates practice the skills associated with quickly understanding a new professional context, formulating priorities, and more effectively interacting with senior management.

The Pegasus Programme

Each programme is based around a real business issue from a host company. The host will provide background information for analysis, plus make available the relevant managers and people to enable the participants to fully understand the problem they are facing. In return, they are seeking suggestions from the delegates, based on their collective experience and insights, on how to progress.

The participants come from a range of different companies, sectors and countries. Part of the experience is learning how to work effectively together as a team to complete the task at hand.

EFQM guides participants through the 7 day program, spread over 2 sessions during a period of 4–6 weeks. In the first session of 3 days in Brussels, participants are coached on techniques of strategic analysis and assessments, using materials and information from the host company. The second, 4 day assignment takes place on the host’s premises. Interviews are conducted with relevant people, conclusions and recommendations built and, finally, a change workshop run with senior managers from the host.



In the last 4 years, the programme has been run in 13 different organisations, including Solvay, Volvo Cars, Schenker, Lloyds Banking Group, T-Systems Multi-Media Solutions, Grundfos, Robert Bosch, Siemens Congleton and KPN.

“Excellent and innovative program bringing inputs from Best in Class companies that will help to support our road to Excellence. Special mention to the win-win situation installed in this program with Peer Assist session bringing value for the host.”

Olivier Campy, Vice President, Sanden Manufacturing Europe

EFQM Excellence Awards 2010

- The EFQM Excellence Awards are designed to recognise leading organisations, whether private, public or non-profit, from Europe and beyond.
- They are supported by one of the most rigorous assessment processes, with the assessor teams spending around 500 hours on each application.
- The feedback from the assessor teams is then considered by an independent jury, which agrees what level of recognition to give each applicant.
- To win the EFQM Excellence Award, an applicant must be able to demonstrate that their performance not only exceeds that of their peers, but they will be able to maintain this advantage into the future.

The EFQM Excellence Awards 2010 (EEA 2010) were presented at the EFQM Forum in Bilbao. While all applicants for the awards are organisations of high calibre, only a small group are awarded a Finalist distinction.

The jury considered that 13 organisations, from six different countries, had demonstrated they were of sufficient calibre to achieve this distinction in 2010. These organisations cover both Public & Private Sectors, and ranged in size from 30 people to 2,500 people.

From these 13 finalists, the Jury identified 5 organisations who could demonstrate sustainable excellence in one or more of the Fundamental Concepts of Excellence. The 5 organisations were recognised as worthy Prize Winners.

All 13 Finalists are listed below:

Alpenresort Schwarz (Switzerland)

The Schwarz Spa Resort is a private family business, an Alpine Resort located in the Tyrolean Mountains.

Bradstow School (UK) – Prize Winner 2010

Bradstow School is a residential special school in the United Kingdom for children with autistic disorders and learning disabilities. They are a Prize Winner in Leading with Vision, Inspiration & Integrity and a Prize Winner in Succeeding through People.



Domino-World (Germany)

Domino-World is a charitable society, with the full name of “Domino e.v. Gesundheits- und soziale Dienste”, providing geriatric caring services.

Dr. Germain Becker & Associés (Luxembourg)

Dr. Germain Becker & Associés is a private dental medical practice specialised in orthodontics for adults and children.

Eskisehir Maternity and Child Illness Hospital (Turkey) – Prize Winner 2010

Eskisehir Maternity's Mission is to treat mother and child illnesses, to guide society in this field and as a result to help the growth of healthy generations in Turkey. They are a Prize Winner in Leading with Vision, Inspiration and Integrity.



Liverpool John Moores University (UK)

From around 8,000 students in 1988, LJMU now has 24,442 students studying across its 6 faculties.

Olabide Ikastola (Spain) – Prize Winner 2010

Olabide Ikastola Sociedad Cooperativa, is a Basque school run as a family cooperative. It is a not-for-profit private school, part-funded (grant-aided) by the Basque Government. They are a Prize Winner in Adding Value for Customers and a Prize Winner in Succeeding through People.



Osakidetza - Comarca Gipuzkoa Ekialde (Spain)

Comarca operates within the health sector, forming part of the autonomous public health network of the Basque Country and of the Spanish state.

Robert Bosch Fahrzeugelektrik Eisenach (Germany)

Robert Bosch Fahrzeugelektrik Eisenach GmbH produces sensors and different components for injection and safety systems as well as for engine management and transmission control in the plant.

Siemens Congleton (UK)

Siemens Congleton, based in Cheshire, UK, is an operational manufacturing unit within the global Siemens Industry sector Drive Technologies Division.

Stavropol State Agrarian University (Russia) – Prize Winner 2010



Stavropol State Agrarian University (SSAU) is a federal state educational institution of higher professional education situated in the town of Stavropol. They are a Prize Winner in Nurturing Creativity & Innovation and a Prize Winner in Leading with Vision, Inspiration & Integrity.

Vamed-KMB (Austria) – Prize Winner 2010

VAMED-KMB is one of Europe's biggest facility management companies providing technical, administrative, and infrastructural services. They are a Prize Winner in Succeeding through People.



Worthington Cylinders (Germany)

Worthington Cylinders produces steel cylinders for a variety of high pressure gas packaging applications.



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

"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



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.

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.

Taking Responsibility for a Sustainable Future

Excellent organisations embed within their culture an ethical mindset, clear values and the highest standards for organisational behaviour, all of which enable them to strive for economic, social and ecological sustainability.

This year's Forum & Learning Edge events will focus on sustainability.

EFQM Forum 2011

The EFQM Forum 2011 will be held at BMW Welt, Munich on 25th & 26th October. The key note speakers include Georg Kell from the UN Global Compact and Bertrand Piccard from Solar Impulse.

There are 3 themes which we will be focusing on, identified as the priority emerging trends by the attendees at the 2010 Executive Roundtable event. These are:

- Corporate Governance and the changing role of regulators.
- The War for Talent.
- Securing raw materials and natural resources.

The programme will also include opportunities to learn more about Good Practice from leading organisations, including the EFQM Excellence Award 2011 finalists.

The results of the EFQM Excellence Award 2011 will be announced at the Celebration Dinner on the evening of the 25th.

For more information, please visit www.efqmforum.org.



EFQM Learning Edge 2011

The Learning Edge provides a platform for EFQM members to share and exchange their knowledge, experience and ideas. The atmosphere is less formal than the Forum, one of collaboration and discussion to enable effective networking and exchange. A number of the sessions are set up specifically to enable interaction, using roundtable discussions to promote exchanges.

This year's event will be hosted by Solvay in Brussels on 23rd & 24th June.



Sustainability Good Practice Competition

- In March 2011, we launched the Sustainability Good Practice Competition.
- The competition is open to both EFQM members and non-members, to submit short videos to support their applications.
- We are seeking innovative and inspiring examples that demonstrate how the organisation has developed an approach to sustainability that supports their overall strategy and makes a demonstrable contribution to the wider community.
- A short list of 6 to 8 applications will be agreed and these will present their good practices in more detail at the EFQM Learning Edge in June.
- A combination of a public vote and a jury will decide on the winners during the Learning Edge.
- The winning applicants will share their practice at the EFQM Forum 2011.

Getting Involved

EFQM is a membership organisation. We rely on input, ideas and suggestions from you to create a vibrant community.

Join us on LinkedIn



On the 1st of September 2010, we created **The EFQM Network for Sustainable Excellence** to facilitate a dialogue between our peers and the wider community. The group is open to anyone with an interest in this area. Over **1300** individuals have already joined our group and shared their experiences. If you've got a question, it's a great place to start.

Becoming a member

Organisations can join the **EFQM member community** and enjoy some exclusive benefits such as access to free assessment and improvement tools, participation to events, themed webinars and good practice visits. To learn more about our member community, feel free to contact us or to join one of the free introduction meetings at our offices in Brussels. We have planned 2 introductory sessions scheduled in 2011:

- 13 September 2011
- 13 December 2011

For more information, please e-mail info@efqm.org

Our Members include:



EFQM Partners

During 2010, we implemented a new framework that would help ensure the consistent delivery of EFQM products and services through this network.

The current list of our partners and distributors can be found on our website, www.efqm.org.

Partner Organisations

Our partner organisations have the structure, resources and capabilities to deliver the full portfolio of EFQM products and services. EFQM Training can be delivered in local languages. They have a pool of trained Assessors, enabling them to offer organisations assessment against the EFQM Model and recognition through National Awards and the EFQM Levels of Excellence.

Our partners are (in alphabetical order):

- Austria : Quality Austria (QA)
- Belgium : Bbest
- Columbia : Fundación Colombia Excelente
- Columbia : Santillana Foundation
- Czech Republic: Czech Society for Quality (CSQ)
- Denmark : Danish Centre for Leadership (CfL)
- Egypt : Egyptian Union for Excellence (EUE)
- Finland : Excellence Finland (CEF)
- France: Groupe AFNOR (AFNOR)
- Germany : DGQ e.V.
- Germany : Initiative Ludwig Erhard Prize (ILEP)
- Greece : Hellenic Management Association (HMA)
- Hungary : Hungarian Association for Excellence (HAE)
- Ireland (Eire & NI): Centre for Competitiveness (CfC)
- Italy : Associazione Italiana per la Qualità (AICQ)
- Kazakhstan : International Association of Quality Managers and Auditors (IAQMA)
- Poland : Umbrella Consulting
- Portugal : Associação Portuguesa para a Qualidade (APQ)
- Russia : Russian Organization for Quality (ROQ)
- Slovenia: Ministry for Higher Education, Science and Technology Metrology Institute (MIRS)
- Spain : Club Excelencia en Gestión via Innovación (CEG)
- Sweden : Swedish Institute for Quality (SIQ)
- Switzerland : Swiss Association for Quality (SAQ)
- Turkey : Turkish Society for Quality (KALDER)
- Scotland (UK): Quality Scotland (QS)
- United Arab Emirates (Abu Dhabi): SKEA
- United Kingdom: British Quality Foundation (BQF)

EFQM Licenced Advisors & Trainers

There are a number of independent Licenced Advisors & Trainers who can provide support and training to organisations on their journey to excellence. This can range from advice on how to begin your journey to excellence to management support in preparing an application for the EFQM Excellence Award and anything in between.

EFQM Licenced Trainers can deliver the “Journey to Excellence” and “Leaders for Excellence” training courses. EFQM will produce the relevant certificates for successful candidates and, if they wish, they will be added to EFQM’s database.

For a full list of EFQM Licenced Advisors & Trainers, please visit www.efqm.org.

EFQM Licenced Training Courses

These EFQM Training Courses are available directly from EFQM, our Partners or through Licenced Trainers. They can be run as “public courses” or as an “in house” training course.

Leaders for Excellence

Learn how to implement the Enabler Map as a management system in your organisation.

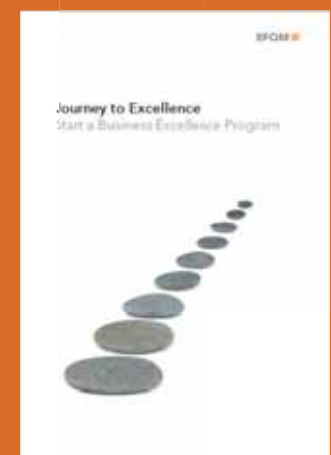
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Journey to Excellence

Learn how to establish a business excellence program in your organisation.

This training course has been specifically designed to give people the skills, knowledge and confidence to lead the implementation of a business excellence program in their organisation. During the course, you’ll learn about the EFQM Excellence Model, different self-assessment tools and tools to help implement improvement actions. You’ll leave with a clear action plan on how to get things moving when you get back.



EFQM Governance

EFQM is a not for profit Membership foundation. It is run by the members, for the members. In addition to the EFQM Operational Management Team, there are 2 bodies who oversee EFQM's operations and ensure it maximises the added-value for its members.

Board of Directors

The EFQM Board of Directors meets twice a year and provides the overall strategic direction for EFQM to achieve its mission.

The Board consists of the CEOs or most senior executives of several EFQM member organisations. Some are from our founding members, others from organisations who have proven their ongoing commitment through contributions and recognition through the Levels of Excellence. Each Board Member is elected for a two year period. The Board elects from among its Members the EFQM Chairman.

The Board of Directors are:

- Marc Duhem, Solvay (EFQM Chairman)
- Rudy Provoost, Royal Philips Electronics
- Marianne Laigneau, EDF
- Wolfgang Malchow, Robert Bosch GmbH
- Lars Aagaard Nielsen, Grundfos Management
- Shuzo Saito, Ricoh Europe
- Andreas Wendt, BMW
- Marie Lindsay, St Mary's College
- José Wert, BBVA

Strategy Committee

The Board of Directors is supported by the Strategy Committee, which meets quarterly. It reviews proposals for new initiatives, products and services and advise the Board of Directors.

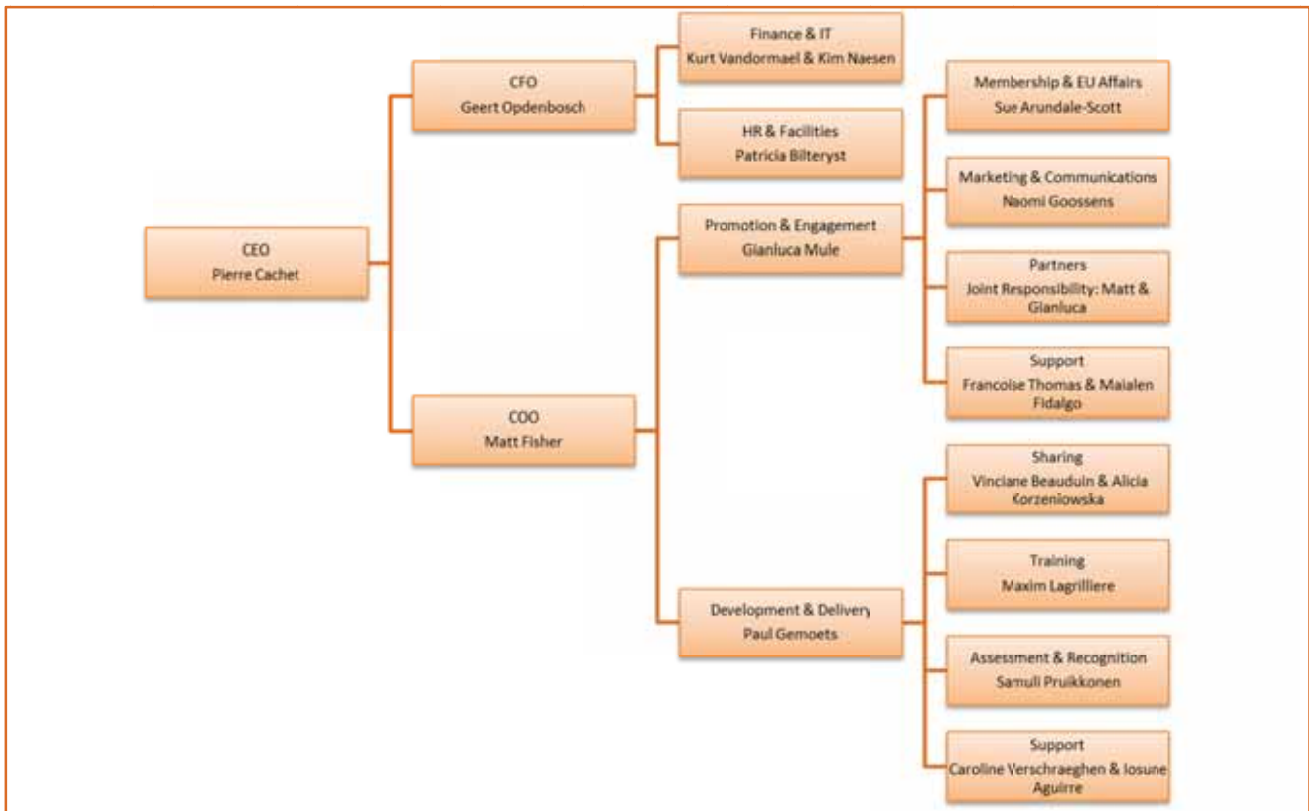
The Strategy Committee Members are:

- Andreas Wendt, BMW (Chair, Strategy Committee)
- Aad Streng, Royal Philips Electronics
- Rainer Kutz, Robert Bosch GmbH
- Mia Goetvinck, Ricoh Europe
- Marcelino Cervignon, BBVA
- Robert Leloup, EDF
- Lene Lindholm, Grundfos
- Guy Peeters, Solvay
- Johann Simmel, BMW

EFQM's finances and accounts are audited annually by KPMG before being approved by the Board of Directors. The key financial results, in addition to other key non-financial performance results, are publically presented in this report.

EFQM Key Contacts

We currently have a permanent staff of 18 people under the leadership of our CEO, Pierre Cachet.



Our key contacts to help you further with your Journey to Excellence are:

SUBJECT	CONTACT PERSON	EMAIL
■ Member Relations	Sue Arundale-Scott	info@efqm.org
■ Partners	Gianluca Mule	partnerships@efqm.org
■ Training	Paul Gemoets	training@efqm.org
■ EFQM Excellence Award and Recognition Levels	Samuli Pruikkonen	levels@efqm.org
■ Publications	Alicia Korzeniowska	orders@efqm.org
■ Marketing & Communications	Naomi Goossens	info@efqm.org
■ Events & Website	Vinciane Beauduin	webmaster@efqm.org

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