



BMW Werk 6.1 Tor 2

SUCCESS STORY

AUTOMOTIVE SECTOR

BMW PLANT REGENSBURG



EFQM[®]

Leading Excellence

THE JOURNEY TOWARDS EXCELLENCE...

“ ...there is a continual improvement loop, feeding back the learning from the results achieved and using creativity and innovation to drive increased value for all the stakeholders. ”

IGNITING THE PASSION FOR SUCCESS

EFQM is a network of remarkable and like-minded organisations who share a common vision of Excellence, as a continuous Journey together.

Through each Success Booklet, EFQM brings to you inspiring stories of people and companies who have successfully deployed the Model and experienced its many benefits. Here we take a closer look at how they did it...

EFQM ENABLES YOU TO CONNECT, LEARN, ACT, ACHIEVE, SUCCEED

The EFQM Excellence Model provides organisations with a platform and common language to share their experiences and learn from others. The desire to share, learn and innovate is what drives our economies forward. A derived observation is the fact that what was considered "best practice" yesterday rapidly enters the mainstream and becomes common practice today. To stay ahead, organisations need to adapt faster than ever.

Introducing a proven practice from one sector to another is one way to achieve this...

AUTOMOTIVE SECTOR

THE STORY OF BMW PLANT REGENSBURG



PLEASE PROVIDE A BRIEF SUMMARY OF YOUR BUSINESS

The BMW Plant Regensburg has a workforce of approximately 9000 people who produce around 1400 units daily of the BMW 1 Series, 2 Series Gran Tourer, 4 Series Convertible as well as BMW M3 and M4 variants, individual and government vehicles, four-wheel drive models, the BMW X1, making the site an important part of the BMW Group. Up to now, seven model variants have been assembled on a single line. In 2017, this number is going to increase to eight - a challenge requiring maximum flexibility and great expertise.

WHEN DID YOU START USING THE MODEL?



We improve the whole system - each day step by step. Challenges and our own strengths are the input parameters in the strategy process. In 2009, the Plant Leadership Circle revised the management process in order to increase its transparency. There are some convincing factors in using EFQM:

- Consistent, continuous cyclical improvement over many years
- Integrated approach in a holistic model
- View from the outside (customers, employees, benchmark, assessors, etc.)
- Need for reflection, 360 ° feedback
- Improving operational results
- Balanced structure of enablers and results
- Endless opportunities for further development
- Sheer pleasure of improvement
- To become a learning organisation and to speed up the learning loops in a positive competitive environment



HOW DID YOU GET STARTED?

BMW Group Plant Regensburg began using the EFQM Model in 2009. The first step was for the Executive Committee to perform a self-assessment in line with EFQM rules. The Executive Committee assumed responsibility for the rollout itself, supported by an EFQM team with representatives from all technologies at the plant. The team developed standards and specifications for evaluating interactions between individual topics to promote a holistic development across the company. The DNA of the EFQM Model and its practical applications were discussed with employees and managers at plant-wide dialogue events held on site. Our first participation in the Ludwig-Erhard Award at national level and, then later, the EEA, provided independent feedback from external assessors, which was used for ongoing development on the road to excellence. The goal was not to win awards, but continuous improvement of the organisation in order to attain excellence.

HOW DID YOUR JOURNEY CONTINUE?

A key element was the alignment of the annual strategy and target process, as well as long-term plant development (business plan/target scenario), with the specifications of the EFQM Model. A holistic approach was implemented, i.e. with performance indicators for all “key figures” to systematically establish a cause-and-effect relationship using the enabler matrix.



Managers have internalised this Model and its pursuit of excellence over the years. The basic idea of EFQM became part of employees' day-to-day work. The annual assessment gave the plant an opportunity to look in the mirror, thereby leading to continuous improvements. This process culminated in winning the LEP in 2014 and the EFQM Award in 2015.

WHAT VALUE DID IMPLEMENTING THE MODEL BRING TO YOUR COMPANY?

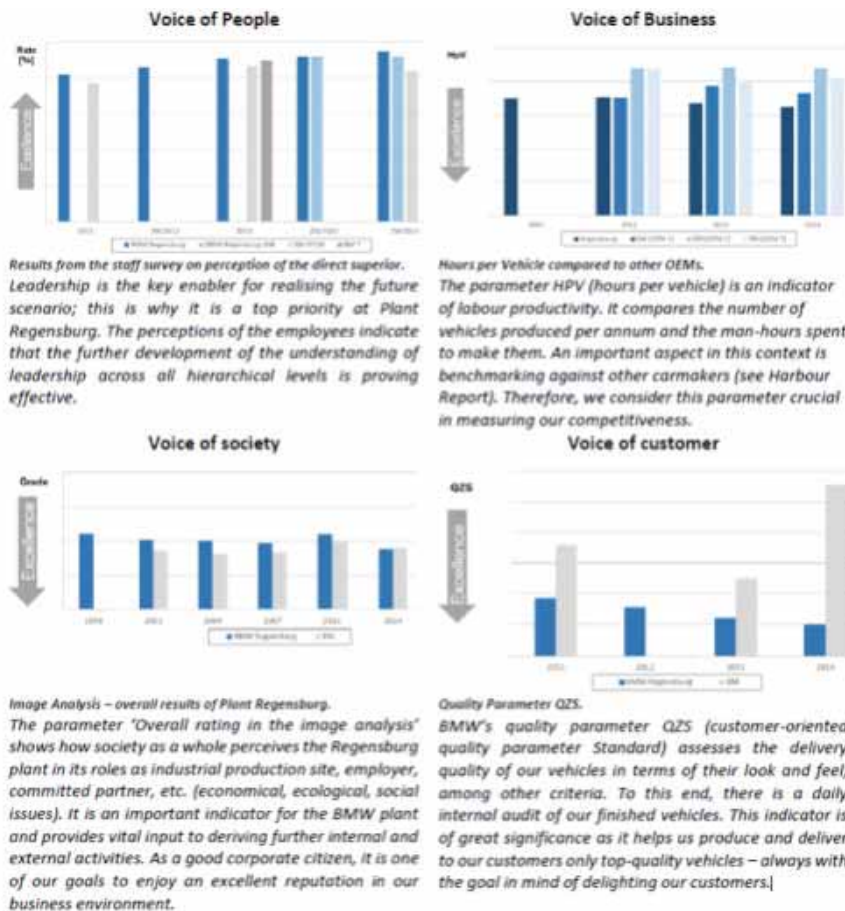
For the BMW Group and the Regensburg plant, economic success and value-oriented, sustainable and responsible interaction with employees, partner companies, the society and customers are inextricably intertwined. We do not see any contradiction in these different aspects; on the contrary, together they establish the basis for our success. The EFQM Model combines these aspects as well, making it a good guideline for our activities as an organisation. The EFQM assessment provides BMW Group Plant Regensburg with objective, valuable and helpful suggestions regarding strengths and potentials. The assessors' external view is a significant addition to the previously considered evaluation perspectives. The strengths and potentials are applied in the strategy and target process, always according to the credo of "doing the right things and doing things right."

WHICH ASPECTS OF THE MODEL IMPLEMENTATION ARE YOU PARTICULARLY PROUD OF?

BMW Group Plant Regensburg is especially proud of implementing all facets of the EFQM Model. It is important for us to view the EFQM Model as a holistic approach. The challenge was to implement this as a single production location within a global company. The cooperation between shop-floor management and strategic management – asking the critical questions "Are we doing things right today?" and "Are we doing the right things for tomorrow?" – were decisive. By overcoming this challenge, the plant and its management were able to transform themselves from a company driven by outside factors to a self-driven company with sovereignty over all main aspects of a leading company.

CAN YOU PROVIDE SOME RESULTS OR TANGIBLE EVIDENCE OF THIS VALUE/CHANGE AFTER A FEW YEARS?

Here you can see our KPI development over several years after we started using the EFQM Model:



WHAT DO YOU THINK ARE THE KEY BENEFITS OF IMPLEMENTING THE EFQM PHILOSOPHY?

The distinction of being an EFQM award-winner is proof of the fact that the BMW Plant Regensburg has taken the right course, has been consistent in pursuing it and has now achieved an important milestone in the journey towards excellence.

WANT TO KNOW MORE ABOUT BMW REGENSBURG?

Send your questions and enquiries to EFQM and we will make sure to get an answer for you. You can contact us at:

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