



Electrolux

SUCCESS STORY FROM MANUFACTURING SECTOR

ELECTROLUX



EFQM[®]
Leading Excellence

 **Electrolux**

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...

MANUFACTURING SECTOR

THE STORY OF ELECTROLUX



PLEASE PROVIDE A BRIEF SUMMARY OF YOUR BUSINESS

Electrolux is a leading global appliance company, the only appliance manufacturer in the world to offer complete solutions for both consumers and professionals. Electrolux products include refrigerators, dishwashers, washing machines, cookers, vacuum cleaners, air conditioners and small domestic appliances. Through its brands, including Electrolux, AEG, Anova, Frigidaire, Westinghouse and Zanussi; Electrolux sells more than 60 million household and professional products in more than 150 markets every year.

In 2016, Electrolux had sales of SEK 121 billion and employed 55,000 people around the world. Forli factory is part of EMEA Sector (Europe, Middle East and Africa); we develop, manufacture and deliver about 1.5 millions of built-in cooking appliances like Hobs and Ovens.

The factory, based in the city of Forli in the Emilia Romagna region of mid-east Italy has about 730 employees.

WHEN DID YOU START USING THE MODEL?

Electrolux has been a founding member of EFQM since 1988.

At a European level, Electrolux, through the Central Quality function, maintained contact with EFQM without adopting the model explicitly. However, several similarities are present in particular within the approach to

Lean Manufacturing (EMS) implemented in the last decade in all production sites.

In 2014, with the sponsorship of the European Quality Manager, it was decided to launch a pilot project on one of the European plants in order to evaluate the benefits of the EFQM model in our reality. The identified site, which readily accepted the challenge, was the Forli plant.

The timeline of the Milestones was as follows:

- In 2014: we organised a "Leader for Excellence" workshop, we identified 4 mid-term strategic targets and we created the stakeholder map for the factory
- In 2015: we organised some assessor-training, we developed the strategy roadmap and we deployed action plans
- In 2016: we edited and submitted the submission document, we have one team member attending and passing the EFQM Assessor training; we hosted a "Good Practice Workshop" organised by EFQM and we received the "Recognised for Excellence 3 Star" award as the outcome of the official EFQM assessment
- In 2017: a second team member has become EFQM Assessor.





The convincing factor in choosing EFQM was the opportunity to broaden our view mainly regarding all potential stakeholders while following the strategy and delivering the results.

In addition, we felt challenged by the EFQM principle of "making excellence as standard".

HOW DID YOU GET STARTED?

After the explanation of the EFQM principles to the Management Team (Leader 4 Excellence training), the main task was to "start thinking" according to the EFQM approach, identifying all the possible stakeholders and the definition of strategic target both in line with the factory mission and proactive in term of process excellence.

The action plans were defined, developed and discussed for about one year during periodical meetings (monthly at the beginning, then quarterly) attended by the local Management Team and a Central Quality component.

The Submission Document was carried out by four persons in the Management Team with the support of the Central Quality; the team also attended the internal assessor training. The whole process took about one year, and was completed at the end of 2016 with the R4E assessment.

HOW DID YOUR JOURNEY CONTINUE?

We have only just started, nevertheless, the

EFQM approach has been used for a wider analysis of projects both in the design phase and in the implementation phase. Samples are to be found in recent key process investments (e.g.: automation in assembly lines, not-standing work stations, etc.). A more structured network with external stakeholders has been established in order to achieve a balanced stakeholder satisfaction (associates and not).

WHAT VALUE DID IMPLEMENTING THE MODEL BRING TO YOUR COMPANY?

It was the opportunity for us to create something new and improve others, for example:

- Looking for traced and standardised feedbacks from visitors, either customers or other types: to support continuous improvement
- Joint participation together with R&D in meetings with other companies, even from other sectors, to share best practices: to support continuous improvement and innovation
- Bring all the team of the factory together drafting a mid-term strategic plan, thinking of the factory like a part of a big Group but also as an entity capable to give their own suggestions and proposals: to support the sense of belonging
- Bearing in mind the idea of "stakeholders", trying to think about all the consequences of an action and trying to figure out the real benefit of each action: to support better cooperation

- Development of communication tools in order to improve the availability of key information for 100% of employees: to support better deployment of the company strategy.

(Employee satisfaction; Customer satisfaction; Society results; Expenditure; Revenue; Productivity) will more than likely be positively affected.

WHICH ASPECTS OF THE MODEL IMPLEMENTATION ARE YOU PARTICULARLY PROUD OF? WHAT ASPECTS OF THE IMPLEMENTATION WERE CHALLENGING?

- It was a challenge for the team to be a pilot for the Group in terms of EFQM implementation and to reach a positive result from the assessment at the first attempt
- During EFQM's assessment, we realised that we were successful in effectively describing our processes in the submission document
- We have been pleased to see that Electrolux's leadership model was considered one of our strongest points
- The model has been cascaded down in a smooth way, alternating phases of training and phases of brainstorming and application, in a way that was well perceived
- The model has several points of similarity with the internal lean-manufacturing system but also with new ISO9001 standard and is a useful tool to go beyond the system certification and to implement the continuous improvement required by our standards
- The broadened approach towards stakeholders and the "habit" to see every action and every activity in respect to its own correlation with the overall strategy support the team to develop the next level of mid-term strategic plan for the site

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

- To create an organic network between the different criteria thanks to a holistic approach
- To consider leadership as a prerequisite of excellence
- To consider sustainability of all processes the base of all our improvements/actions



Duccio Bastiannini,
Global Fabric and Dish Care
New Product Introduction
Quality Manager



Cesare Scaioli,
Electrolux Forli Plant Manager

Can you provide some results or tangible evidences of this value/change after a few years?

The new holistic approach to the plant strategy is the most important and visible change: the impact of our actions for internal and external stakeholders such as society, employees, suppliers, customers are a priority. This new mindset allowed us to create new opportunities and synergies, and to better analyse the link between proposed activities and achieved results.

AS A RESULT OF IMPLEMENTING THE MODEL, HAVE YOU BEEN ABLE TO IDENTIFY IMPROVEMENTS

As the EFQM Model implementation has only just started, we cannot effectively link its implementation to our results yet; nevertheless clues are definitely there, that all of the factors

WANT TO KNOW MORE ABOUT ELECTROLUX?

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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About EFQM

EFQM is a not for profit membership foundation with 25 years' experience of supporting organisations, from Europe and beyond, reach sustainable Excellence and even exceed it. With its carefully designed portfolio of services and a network strong of 30.000 organisations from all sectors, size and maturity, EFQM is recognised by institutions and acknowledged by leaders as a partner to success/as a key partner to success.

EFQM is also the custodian of the EFQM Excellence Model, a non-prescriptive framework created by a team of experts from industry and academia that can be used to gain a holistic view of any organisation, regardless of size, sector or maturity. Since its inception, the EFQM Excellence Model has been a blueprint for EFQM members and organisations across and beyond Europe to develop a culture of excellence, drive innovation, and improve results.

Join the Excellence movement, the first Global Business Excellence Community...

Do you have the Excellence drive?

After 25 years of working with organisations of different sizes, sectors or maturity, using various approaches to improve their performance, it seems clear that key elements need to be managed for an organisation to excel. We call these elements "The Fundamental Concepts of Excellence".

Used as a strategic evaluation tool, the EFQM Excellence Model offers a holistic view of the organisation, highlighting its strengths and opportunities to improve. Used as a benchmarking tool, the Model will show how an organisation compares to its competitors and other leading organisations. Used as a management tool, it will help set the performance and competency objectives of the organisation...

IF YOU HAVE THE AMBITION, WE HAVE RIGHT TOOLS AND NETWORK FOR YOU...

EFQM

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