



Mando



SUCCESS STORY FROM AUTOMOTIVE SECTOR

MANDO CORPORATION POLAND



EFQM[®]
Leading Excellence



Mando

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 MANDO

CORPORATION POLAND



PLEASE PROVIDE A BRIEF SUMMARY OF YOUR BUSINESS

Mando Corporation Poland Sp. z o.o. (MCP) is located in the Wałbrzych Special Economic Zone and it was established in May 2011. Offices and production facilities are located on a plot of land of 13ha.

As of 1st August 2017, MCP employed 517 persons and the turnover for 2016 was on the level of 1% for both shop floor workers and office employees.

Mando Poland operates in the automotive industry, producing complex systems which provide comfort and safety for vehicle use. The products include brake calipers, suspensions and steering gears.

WHEN DID YOU START USING THE MODEL?

The initiative to implement the EFQM Excellence Model in 2013, came from the previous company President Mr. Chee Won Khang, who has been managing MCP's "start-up" process for more than five years. He saw, in the EFQM Excellence Model, the possibility to better manage and operate the company through a more holistic point of view of the Company while still paying attention to every element of its business.

Thank to this one of a kind view, it is possible to develop and improve MCP more rapidly by identifying areas with potential for development and improvement, as well as the possibility for better engagement and involvement of MCP Employees in the development of the company,

together with their empowerment. Despite numerous other methodologies and models for company development, MCP decided to choose the EFQM Excellence Model and followed its philosophy.

HOW DID YOU GET STARTED?

Once MCP decided to choose the EFQM Excellence Model and its methodology, Mando Poland's Leaders took part in an external certified training course regarding management in accordance with the EFQM Excellence Model. After the training, they found that the key to effectively implement the EFQM approach in the company is having specially training and qualified staff in terms of knowledge regarding the EFQM methodology. For this purpose, MCP worked with an EFQM Partner in Poland, which resulted in having 22 internal EFQM auditors, whose work was managed by an MCP EFQM coordinator.

The implementation period of the EFQM approach in the company is estimated to be around one year – it is the estimated time needed for one full self-assessment cycle, from its beginning to the implementation of the first improvement projects resulting from the carried out self-assessment. Throughout this period MCP was supported by their EFQM Partner in Poland.



HOW DID YOUR JOURNEY CONTINUE?

Since the implementation and usage of the EFQM Management Model, MCP has been very successful with the implementation of the EFQM methodology, their first improvement project was successfully implemented.

Undeniably, the greatest success for the company, since the inception of the EFQM philosophy, has been the recognition of Mando Corporation Poland Sp. z o.o. as a valuable and trustworthy company by receiving the "Polish Quality Award" in 2015 (equivalent to the European Quality Award in Poland). This award as well as other future successes within MCP, as for example, receiving just a year later, the "Recognised For Excellence Five Star Award" from EFQM, were undoubtedly achieved by Mando Poland, thanks to MCP's Leaders proper management policy, as well as the defined Mission, Vision, Strategy, excellent communication within the company,; and the identification of every Mando Poland Employee with its core values – integrity, frontier, work together and through, above average employee engagement at all levels of the Organisation.

WHAT VALUE DID IMPLEMENTING THE MODEL BRING TO YOUR COMPANY?

The biggest change since the implementation of the EFQM Excellence Model was acquiring a tool capable of covering the entire spectrum of the Organisation, as well as simultaneously targeting the individual approach to each and every area. Over the years, a number of new tools has been

introduced and developed in order to improve the company, for example: the implementation of GERP/PLM/WMS systems, benchmarking policies, MCP Global Project Management, Intranet, KPI matrix, BSC, Management Model, Permanent Internal Coach for growing of Leadership skills, Interested Parties Map and MCP Academy. As well as, Mando Poland's improved partnership relation management, process management (from department to matrix management), Six-sigma projects management, CSR policy, employee internal communication.

The results of those changes can be seen by increased and maintained high level results of Employee, Clients and Partnership satisfaction, and simultaneously introducing a diversified portfolio of products, but also by obtaining the first stable profits after such a short period of time.

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

The greatest internal success for MCP, since implementing the EFQM Excellence Model, was a significant jump in employee satisfaction index resulting from a regular survey. A number of implemented changes and tools, openness to suggestions, individual approaches to each employee and leadership skills development are just some of the factors that resulted in such an outstanding result.

The development, formalisation and implementation of a very active Social Responsibility Policy is definitely one of the biggest successes. By refining the map of stakeholders, MCP can now identify and define its partners, which allows it to create and manage a proper, stakeholders driven policy. Thanks to the empowerment of employees to contact interested parties, not only did the satisfaction with MCP cooperation increase, but also the scope of employee skills increased.

The most demanding challenge for MCP, which was also very satisfying after its implementation, was changing company's management. In 2013, MCP's process management was based on department management, but with the implemented changes, training and empowerment of employees, MCP operates based on matrix process management.

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

Here are a few results:

- Satisfaction of work shop employee in 2013 was on a level of 70%, while in 2016 it climbed to 90%
- Similar situation with office employees: 75% in 2013 and 88% in 2016. Thus over a 3 year period, overall employee satisfaction increased from 72% to 89% and exceeded the strategic staff goal satisfaction on a level of 87% in 2020. Achieving such high level of employee satisfaction directly corresponds with Absence index (2% in 2016), Employee Rotation index (1% in 2016) and Recommending MCP as an employer index (91% in 2016).
- At the turn of 2013 – 2016, MCP observed a significant increase in the satisfaction of interested parties; satisfaction with cooperation went from 82% in 2013 to 100% in 2016, Engagement in the life of the Local Society – 78% in 2013 to 97% in 2016. Similar results can be observed for indexes building positive relationships 82 % in 2013, 97% in 2016 and for index solving problems of local community 84% in 2013 and 98% 2016.

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

We have been able to identify improvements in the following areas:

- Employee satisfaction
- Customer satisfaction
- Society results
- Revenue

- Productivity

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

Mando Corporation Poland Sp. z o.o. being a company that produces complex systems that ensures motor vehicle users' safety, already in the presuppositions of its business, strives for excellence and perfection; only this way will it be able to fulfill its purpose and assumption, which is primarily and most important: "the safety of road users". Thanks to this methodology and well thought-out design of the EFQM Excellence Model - focused on striving towards perfection and self-improvement, Mando Corporation Poland fully identifies itself with EFQM's philosophy.

The key benefits of implementing the EFQM philosophy is continuous improvement of the company's management. With such a philosophy, it is easy to see connections between processes or department and how they work together to solve problems that arise or implement improvements to existing processes and services in order to achieve higher business result.

WANT TO KNOW MORE ABOUT MANDO CORPORATION POLAND?

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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Hee Man Shin,
President

Mando Corporation Poland



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 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.

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 THE RIGHT TOOLS AND NETWORK FOR YOU...

EFQM

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