



SUCCESS STORY FROM TECHNOLOGY SECTOR

 Objectivity



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...

TECHNOLOGY SECTOR

THE STORY OF OBJECTIVITY



PLEASE PROVIDE A BRIEF SUMMARY OF YOUR BUSINESS

Objectivity is a value-driven organisation that supports its clients in digital transformation.

Historically, we have been focused on clients in the UK private sector, however, since 1991 we have evolved into a company with nearly 600 people cooperating with companies from a wide array of sectors: e.g. financial, pharmaceutical, engineering, transportation and retail. Originally based in the UK, now we also have a dedicated development centre in Wrocław, Poland, where our teams of experts support our clients in solving their problems creatively. Sometimes it means developing a software, other times it means running an innovation or user-experience workshop, but there is always one goal to our activities: to help our clients find the best solution possible.

WHEN DID YOU START USING THE MODEL?

In our offices, we strongly promote the idea of knowledge sharing. If one of our employees finds a new and better way to do something and keeps it to themselves, it would drive us pretty crazy! Luckily, we don't have that problem; good news tends to travel fast. But we thought: "What would it be like if we could share with everyone?" And when we say "everyone", we are not just talking about colleagues and friends; we wanted to know if we could share with competitors, clients, other industries and organisations. We wanted to know if we could be inspired by the

best practices from everywhere, to continuously improve and expand our processes and our network. That is why in 2015 we sought out EFQM. We wanted to be part of this not-for-profit organisation, with 30,000 member companies like Bosch and BMW, where we could learn from the experience of others and also pass on a little of our own know-how.

HOW DID YOU GET STARTED?

Originally, we have been focused on clients in the UK private sector. Production, sales and service was done in the UK. Then we moved our production to Poland to take advantage of higher availability of very skilled IT engineers and lower labour costs. Our growth started just before the recession in 2008 but after a brief setback, we continued to expand. Over the past years, we have consistently seen revenue growth. In 2015, we realised that our management approach fitted the EFQM Excellence Model and we applied for the EFQM assessment. Now we can be a perfect example that our way to excellence proved to be compatible with the EFQM Excellence Model.



HOW DID YOUR JOURNEY CONTINUE?

The journey for Objectivity means that we are tapping into the future. As EFQM says, the economy is becoming ever more connected; and we share their vision of a world in which European organisations work together. In 2015, EFQM honoured us with the "Recognised for Excellence 5 star", and thereby, we joined the ranks of brands known around the world that promote the idea of sharing their know-how.

Whenever someone sits at a desk and has a flash of inspiration about how things can be done better – whether it is one of our employees or in our competitor's office on the other side of the continent – we want to hear about it. And now, as part of EFQM, we are going to hear about it. We successfully implement changes and good practices and thus create the future.

We believe in a Win-Win approach to our work. We value partnerships, with our people, with our suppliers and with our clients. Our work with clients is especially about culture compatibility.

WHAT VALUE DID IMPLEMENTING THE MODEL BRING TO YOUR COMPANY?

Our operations are guided by four key values: People, Integrity, Excellence and Agility. These are not just words. This is what we do, they are part of our DNA and they are guiding our actions on every front. We believe that by conducting business within our ethical framework of Win-Win and in accordance with

our values, excellent financial results will follow naturally. We have many years of experience to support that view.

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

We're a company based on values. Values are the basis of all activities, and the "People" aspect is the most important of them. We think about the people every time we want to implement a new idea – no matter if we think about the project development or a company life.

We are proud that we take care of our employees and try to bring more than a little happiness and fulfilment to their work at Objectivity.

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

The root concept behind our management approach is that of creating a long term, flourishing relationship and engagement with clients. Our highly experienced and motivated staff create dedicated teams, able to provide value in a variety of ways. Results of their work are immediately and transparently communicated to our clients, with our extended layer of governance covering the whole enterprise.

We reinvest the majority of our income into further expansion in all dimensions: in the knowledge of our staff, in their numbers and in their capabilities. We're proud that that approach made us both the employer of choice and the supplier of choice.

The tangible result is the exponential growth of 40% of revenue per annum over the last three years. In the long term, our revenue has grown by an order of magnitude over the last decade.

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

Of course, the long-term aim of a business is to deliver what the shareholders want. In our case, that is growth of capital value and the delivery of modest dividends. The shareholders and the management team are unified in the belief that the best way to achieve that is through our values and ethical framework.

Our measurements allow us to gauge what we have from the perspective of our customers, our people, our finances and the society in which we play our part.

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

Our management strategy, which is consistent with the EFQM philosophy, has taught us that life is not a zero-sum game. We have learnt that the mixture of culture, the way we approach and work with clients and how we treat employees as partners, helps to achieve better results in a better way. We vocalise this assertive mind-set as our over-arching philosophy of Win-Win. It has become a part of our company's DNA. It is visible at every level of our operations.

Our aim is to establish long-term relationships based on trust to become the supplier of choice. Our business model means we have no intellectual property rights to the products we create, but what we provide to our clients is more than teams. It is the passion and experience of our people – and we only hire those with experience and expertise. To achieve our Win-Win objective, we have to make sure they are the best of the best. It makes our HR and the unique approach it takes, one of our greatest assets. We do not believe it's possible to become the supplier of choice without becoming the employer of choice first. While our Win-Win philosophy serves us as a moral and ethical guidance, it's reinforced with four company values. If it's the DNA, then our values – People, Excellence,

Integrity and Agility – create the backbone of our strategy, our operations and, for that matter, our daily reality.



Artus Gajos,
Quality Expert
Objectivity

WANT TO KNOW MORE ABOUT OBJECTIVITY?

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 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...

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

A few numbers about Membership

Likelihood to renew Membership since 2012

from 2012 to 2016 in %



In 2016, more than 90% of EFQM Members were certain to renew their membership.

EFQM has managed to retain over the years its members by providing them with the products and services they need.

Every year, EFQM surveys its members and the Excellence Community to always remain relevant and provide the best services possible.

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