

# Establishing Excellence in Europe

Brussels, 15 September 1988



## About EFQM

We are committed to help organisations drive improvement through the EFQM Excellence Model, a comprehensive management framework used by over 30 000 organisations in Europe. To help you implement our Model, we provide training and assessment tools as well as recognition for high performing organisations. But our real talent comes from gathering good practices and integrating those within our portfolio. We at EFQM, a not-for-profit membership Foundation, aim to share what works, through case studies, online seminars, working groups, conferences and thematic events. Sharing our member's enthusiasm, their motivation and the results they achieve; that is what we work for.

### Our Members include:

Multinationals					
Education					
Manufacturing					
Health Care					
Services					
Government					



## Establishing Excellence in Europe

On 15th September 1988, 14 European Business Leaders met with Jacques Delors and signed a “Letter of Intent” to form a European Foundation dedicated to increasing the competitiveness of European businesses. The European Foundation for Quality Management, EFQM, was founded in October 1989 when the Presidents of 67 European companies subscribed to our Policy Document and declared their commitment to achieving EFQM mission and vision.

The Foundation set up a team of experts, from industry and academia, to develop the EFQM Excellence Model, a holistic framework that can be applied to any organisation, regardless of size or sector. This was first used to support the assessment of organisations in the European Quality Award in 1992.

Over the last 25 years, we have seen many changes. The Model has adapted and evolved over time to reflect changes in the global market place. Hundreds of organisations, from both the public and private sector, have participated in the EFQM Excellence Awards, including Robert Bosch, BMW, VW, Xerox, Ricoh, Grundfos, Philips and EDF.

One thing that has not changed is our mission: to increase the competitiveness of European organisations and support the sustainable development of the European economies. We remain an independent, not-for-profit foundation; committed to supporting our Members in their journey towards excellence. While we focus on Europe, we have a global reach.

We’ve produced this document to celebrate the 25<sup>th</sup> anniversary of the signing of the original “Letter of Intent”; an opportunity to reflect on what we’ve achieved already and where we now need to focus to sustain this success into the future.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'M. Amblard', written in a cursive style.

Marc Amblard,  
Chief Executive Officer, EFQM

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**LETTER OF INTENT**

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to  
establish the  
European Foundation for  
Quality Management  
(E.F.Q.M.)

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Brussels, Val Duchesse  
September 15, 1988

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European industry is confronted with many challenges in a global business environment where customers' expectations, with regard to the quality and price of products and services, are growing rapidly and international competition is intensifying.

There is a clear evidence that these challenges can be met and overcome through the development and implementation of comprehensive quality strategies, which cover the whole industrial and educational system and will become embedded in Europe's industrial culture and values. These strategies create quality advantages in the market by providing value for the customer.

At the same time significant cost advantages can be achieved through business process improvement and the elimination of waste.

Quality strategies are characterised by:

- Excellence of all managerial, operational and administrative processes;
- A culture of continuous improvement in all aspects of the business;
- An understanding that quality improvement results in cost advantages and better profit potential;
- The creation of more intensive relationships with customers and suppliers;
- Involvement of all personnel;
- Market-oriented organisational practices.

Development and implementation of comprehensive quality management strategies, imply processes of fundamental changes in corporate culture and organisational behaviour and therefore can only be achieved through active and visible leadership provided by top-management.

Top-management in European industry recognises the essential role it has to play and wishes further to develop its understanding and managerial capabilities.

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Isolated efforts are unlikely to be sufficiently effective, given the interdependencies within the business community. Therefore the presidents of:

Robert Bosch GmbH  
British Telecommunications plc  
Bull SA  
Ciba-Geigy AG  
Avions Marcel Dassault-Breguet Aviation  
AB Electrolux  
Fiat Auto SpA  
Koninklijke Luchtvaart Maatschappij N.V.  
Nestlé SA  
Ing. C. Olivetti & C., SpA  
N.V. Philips' Gloeilampenfabrieken  
Régie Nationale des Usines Renault  
Gebr. Sulzer AG  
Volkswagen AG

wish to create conditions to enhance the position of European industry in the world market, by strengthening the role of management in quality strategies.

For this purpose they are establishing the:

### **European Foundation for Quality Management**

The foundation will develop specific awareness, management education and motivational activities in close co-operation with other European organisations and relevant institutions of the European Economic Community.

The foundation will recognise achievements in quality management by establishing a European quality award. It will generate publicity to promote its objectives.

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Membership of the Foundation will be open to companies rooted in Western Europe with explicit top-management commitment to the aims of the Foundation. Membership is also open, under the same conditions of commitment, to supporting organisations and higher institutes of learning.

The Foundation will be financed by its members.

The Foundation will be tax-exempt, non-profit entity operating under public statutes and by-laws.

The Foundation will be governed by a governing committee, initially composed of the Presidents of the founding industries. An Executive Committee initially comprising committed delegates of the Presidents of the founding companies, will guide the programme of activities.

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Robert Bosch GmbH

British  
Telecommunications plc

*M. Bierich*

*Iain Vallance*

(M. Bierich)

(I.D.T. Vallance)

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Bull SA

Ciba-Geigy AG

*F. Lorentz*

*H. Lippuner*

(F. Lorentz)

(H. Lippuner)

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Avions Marcel  
Dassault-Breguet Aviation



(Serge Dassault)

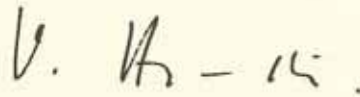
AB Electrolux



(A. Scharp)

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Fiat Auto SpA



(U. Agnelli)

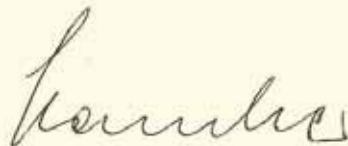
Koninklijke Luchtvaart  
Maatschappij N.V.



(J.F.A. de Soet)

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Nestlé SA



(H. Maucher)

Ing. C. Olivetti & C., SpA



(C. De Benedetti)

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N.V. Philips' Gloeilampenfabrieken

Régie Nationale des  
Usines Renault



(C.J. van der Klugt)



(Raymond H. Lévy)

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Gebr. Sulzer AG

Volkswagen AG



(F. Fahrni)



(Carl H. Hahn)

Brussels, September 15, 1988

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*From left to right :*

- Umberto Agnelli - Fiat Auto SpA
  - Carlo De Benedetti - Ing. C. Ollivetti & C., SpA
  - Carl Horst Hahn - Volkswagen AG
  - A. Scharp - AB Electrolux
  - Jan F.A. de Soet - Koninklijke Luchvaart Maatschappij N.V. (KLM)
  - Cornelis Johannes van der Klugt - N.V. Philips' Gloeilampenfabrieken
  - Serge Dassault - Avions Marcel Dassault-Breguet Aviation
  - Heini Lippuner - Ciba-Geigy AG
  - Raymond H. Lévy - Régie Nationale des Usines Renault
  - Francis Lorentz - Bull SA
  - Konrad Eckert - Robert Bosch GmbH (attending on behalf of Marcus Bierich)
  - Iain David Thomas Vallance - British Telecommunications plc
  - Fritz Fahrni - Gebr. Sulzer AG
  - R. Morf - Nestlé SA (attending on behalf of Helmut Oswald Maucher)
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Robert Bosch GmbH - Konrad Eckert



British Telecommunications plc  
Iain David Thomas Vallance



Bull SA - Francis Lorentz



Ciba-Geigy AG - Heini Lippuner



Avions Marcel Dassault-Breguet Aviations  
Serge Dassault



AB Electrolux - A. Scharp



Fiat Auto SpA - Umberto Agnelli



Koninklijke Luchtvaart Maatschappij N.V. (KLM)  
Jan F.A. de Soet



Nestlé SA - R. Morf



Ing. C. Olivetti & C., SpA  
Carlo De Benedetti



N.V. Philips' Gloeilampenfabrieken  
Cornelis J. van der Klugt



Régie Nationale des Usines Renault  
Raymond H. Lévy

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Gebr. Sulzer AG - Fritz Fahrni



Volkswagen AG - Carl H. Hahn



*From left to right:*  
Jacques Delors, President of the  
European Commission (1985-1995)  
Cornelis van der Klugt - Philips  
Umberto Agnelli - Fiat



## EFQM Board of Directors (2013)



Andreas Wendt  
General Director BMW  
Plant Regensburg  
**BMW**  
Chairman of EFQM



Hans de Jong  
CEO, Electronics Benelux  
**Philips**



David Mills  
Chief Operating Officer  
**Ricoh Europe**



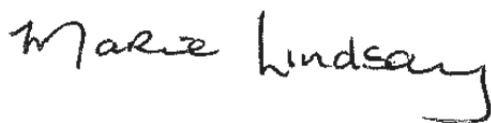
Robert Leloup  
Senior Executive VP  
**EDF**



Lars Aagaard  
Group Executive VP  
**Grundfos**



Christoph Kübel  
Member of the Board of  
Management,  
**Robert Bosch**



Marie Lindsay  
Principal  
**St. Mary's College**



## Herman van Rompuy, President of the European Council

"All European organisations, both in the public and private sectors, are facing new challenges. The increasing pressure to compete on a global stage with limited resources means we all have to work together to secure our future prosperity, and that of generations to come. The EFQM Excellence Model provides a framework that encourages the cooperation, collaboration and innovation that we will need to ensure this goal is achieved."



## What We Do

EFQM offers a wide range of products and services to support both *individual and organisational* development.

### Sharing

Becoming a member of EFQM gives you access to thousands of professionals around the globe. As well as our Knowledge Base, we also organise webinars, site visits to leading organisations and other events to enable the sharing of ideas and experience throughout the network.



### Training

EFQM Training courses help organisations achieve excellence. We have a range of courses to train people on how to start their journey, how to assess using the Model and how to develop a culture of excellence within their organisation.



### Assessment

EFQM has a range of assessment tools that help you understand your current position and what you need to do to get to where you want to be. Many of these are available to our Members for free. Members also have the opportunity to assess and learn from other organisations, as part of multi-national Assessor Teams.



### Recognition

Each year, hundreds of organisations receive recognition through the EFQM Levels of Excellence. EFQM Recognition helps you measure your progress, celebrate your successes and motivate your people. You will also benefit from a detailed feedback report, giving you valuable insights into your organisations strengths and opportunities to further improve.





**EFQM**

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