



BECOME PART OF A GLOBAL NETWORK



EFQM[®]
Leading Excellence

YOUR JOURNEY TOWARDS EXCELLENCE STARTS HERE...

“ 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.

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WELCOME TO EFQM MEMBERSHIP

The economy is becoming ever more connected. Global communication grids have changed our way of working and are accelerating our pace of innovation. Competition is increasing and sometimes emerging from unexpected corners. The power of isolated efforts is not effective anymore given the interdependence of our world. Strengthening business relationships and pursuing collaboration are now the norm.

That is where EFQM plays a key role. We nurture a network for innovative organisations and business leaders to share knowledge, experiences and good practice. We believe in a world where organisations work together and are recognised as the benchmark for sustainable economic growth. We are pleased that you share this belief with us and that you will follow, together with another 30,000 organisations, the principles of the EFQM Excellence Model. As Chief Executive Officer of EFQM, I am delighted to welcome you here today and to personally wish you all the best on your journey! We are confident that you will succeed. We are looking forward to supporting you and to sharing your experiences with our Community.



Léon Tossaint
CEO, EFQM

WHO ARE WE?

Get to know EFQM

EFQM is a not for profit membership foundation with 25 years' experience of supporting organisations, from Europe and beyond, reach sustainable Excellence and maintain it. EFQM is also the custodian of the EFQM Excellence Model.

50,000 MODEL USERS

The EFQM Excellence Model has been a blueprint for EFQM members and organisations across and beyond Europe

The EFQM Excellence Model is the most widely adopted framework for Excellence in the world, with over 450 EFQM Members and thousands of organisations relying daily on the Model to conduct their projects and monitor performance.

REPRESENTATIVE OFFICES

Because of the Model is so widely used, and to bring support directly to our Members, EFQM has opened several representative offices around the globe. Furthermore, we recently launched a network of European Ambassadors made of experts selected with care.

450 MEMBERS

The EFQM Member base represents hundreds of truly remarkable organisations, from any size, sector and maturity, thriving for excellence. They include organisations such as BMW, Robert Bosch, ABB, Siemens and Philips but not only. Among our member base you can also find municipalities, hospitals, orthodontics cabinet, banks and any organisation that has the ambition to improve and become more competitive.

45 PARTNERS

EFQM has developed a global network of 45 partners representing over 35 countries. It is with their help and support that EFQM is able to expand its activities and spread the excellence drive globally.

Through our partners network, hundreds of organisations receive EFQM Training, assessment and recognitions

Join hundreds of leading companies who have become members of EFQM.

MEMBER BENEFITS

When joining EFQM members can enjoy a large amount of general benefits ranging from member discounts on training, recognition and other products, full access to our events and more. On top of the general offer and based on your membership category you will be entitled to additional benefits which will provide you with extra training options. Have a look at how we can support your journey to continuous improvement and to get in touch with your peers.

GENERAL BENEFITS

EXPERT ADVICE & SUPPORT

Each Member organisation has an assigned Account Manager to help them stay informed about any new and existing trainings, events, publications, etc.

Your Account Manager is responsible for providing your organisation with the support you need on your journey to Excellence, this includes:

- Advice and support for the development of your organisation's journey
- Development and follow-up of your Engagement Plans
- Processing your queries and requests (including benchmarking)
- Connecting you directly with other EFQM Members or with solutions you seek

83%

of our Members are happy with approachability & friendliness of our team

Our Members have the right to use our logo to advertise the importance their of Excellence drive within their organisation.

MEMBERSHIP DISCOUNT

As a Member, you can enjoy lower prices for all our products and services:

- Recognition – 30% discount: self-assessment and external assessments are crucial for the development of your organisation. To encourage our members to conduct this “health-check” systematically, we offer our members fees which make it easier to keep up the regular pace of assessments.
- Training – 20% discount: every Member at one point or another on their journey will need to train people internally. Therefore, we offer our training portfolio at the discounted rate to all our Members.
- Publications – 20% discount: our publications are a source of useful knowledge and information. Being a Member allows you to purchase them at a lower price.
- EFQM Forum – 20% discount: our event of the year where we celebrate the success of Applicants in the Global EFQM Excellence Award.



"Usually, especially in larger organisations, your benchmarks are set within the company or within the industry. As an assessor though, you get the opportunity to take a look at new companies, new ways of working and good practice examples."

Enrico Tosco – HR & Organisational Development, Telecom Italia

PRIORITY TO ACT AS AN EFQM ASSESSOR

EFQM Recognition provides opportunities for our Assessors to join one of the Assessment Teams for:

- Committed to Excellence Assessment
- Recognised for Excellence Assessment
- EFQM Award Assessment.

JOIN A UNIQUE LEARNING EXPERIENCE

Have you ever wondered how some people can rapidly process seemingly disconnected pieces of information to gain clear insights into complex organisational issues? How some people are better at "joining the dots" than others? How some people can see beyond the detail and understand the "big picture"? This ability is one of the factors that differentiates "leaders" from "managers".

The EFQM Excellence Model provides a framework for analysing organisational performance and understanding the connections between what they do and the results they achieve. By working as a team, our Assessors are able to quickly determine what is key to success and the potential barriers that need to be addressed.

WHO CAN BE AN EFQM ASSESSOR?

The Model assesses all areas of an organisation; leadership, strategy, people management and development, product development and delivery, customer management and resource management. To complete the assessment effectively, the assessor team needs to have a range of people with different backgrounds and experience. Our Assessors come from our Members. They come from different disciplines, including HR, General Management, Finance, Quality Management, CSR and Operations. They all bring their own, real-life experience with them into the assessment.

DEVELOPING YOUR POTENTIAL

Being part of an EFQM Assessment is a unique learning experience. Where else would you get the opportunity to work as part of an international team, understanding what makes a leading organisation tick? You make connections within the team, helping build your personal network. You will also develop your ability to read an organisation, understand complex business issues and propose pragmatic and practical solutions.

KNOWLEDGE BASE

The Knowledge Base contains a wide range of content items available to every employee within your organisation to help you in your quest for Excellence.

GOOD PRACTICES

EFQM Knowledge Base contains a wide range of Good Practices from the EFQM Excellence Award Winners, Prize Winners and Highly Commended. Most of these good practices have been identified and validated by the EFQM Award Assessors during the Award cycle.

Categorised by the Fundamental Concept of Excellence and industry sector, these are easy to surf through and find the example you are looking for.

We have also included here the Good Practices from the Winners of the Good Practice Competitions. These case studies provide great examples on the New Ways of Working, Creative Use of Social Media, and Taking Responsibility for a Sustainable Future.

EFQM USER GUIDES & REPORTS

Designed to help organisations by giving examples of common approaches, techniques and methods which support the practical deployment of the EFQM Excellence Model.

These include guides on Lean & Six Sigma, DMAIC improvement methodology, understanding an organisation's stakeholder, perception surveys, net promoter score, Enterprise 2.0, the EFQM Management Document, and a Benchmark Scoring Report based on the scores of the EFQM Excellence Award.

ASSESSMENT TOOLS

Set of ready-to-use tools to do an assessment within your organisation, from a beginner to a more mature status. There are many more tools available in the Knowledge Base to fit your specific requirements. Below we include short description of two tools:

EFQM Quick Check

The Quick Check is a simple self-assessment tool derived from the 2013 EFQM Excellence Model. It has been designed to give a quick overview of your organisation's current capabilities against the EFQM Fundamental Concepts of Excellence.

It assesses the approaches you have in place and determines where the key opportunities for improvement are, based on the maturity of these approaches and their impact on your ability to deliver your strategy.

It is designed as a "first step" on your journey to excellence and the assessment can be completed, with an agreed action plan aligned to your strategy, in about 2 hours.

Simple Questionnaire

The Simple Questionnaire is another self-assessment tool, derived from the EFQM Excellence Model 2013. It has been designed to give a quick overview of your organisation's current capabilities against the 9 criteria of the EFQM Excellence Model.

This tool is also created for organisations starting to implement the Model. However, note that this assessment exercise includes 90 questions and thus, it is more comprehensive than the Quick Check.

78%

of our Members believe we are effective at sharing good practice

"EFQM is the place where we can think about the future. After all, Excellence is dynamic concept, we all have to learn. EFQM is a place for learning."

Vittorio Cesarotti – Professor, University of Rome

75%

of our Members
joined to learn
from others

SHARING EVENTS

Our members have an opportunity to participate free of charge in our sharing events.

GOOD PRACTICE VISITS

A unique opportunity to see the Model work in a real-life example

Good Practice Visits, one-day events at an EFQM Member premises. An interactive way to learn from real-life good practice examples. These Good Practice Visits are usually hosted by the EFQM Excellence Award nominees, this is their opportunity to share what works for them within the EFQM Community.

Good Practice Visits are an opportunity to get to know EFQM better and see how the EFQM Model works in practice. You will have the opportunity to visit leading organisations and get ideas from real-life examples, and observe good practices that may help you progress further. Furthermore, you will increase your professional network, and make useful connections within the EFQM Community.

COMMUNITIES OF PRACTICE

Harnessing new ideas and activating knowledge

A Community of Practice is a group of EFQM Members who share their experience with others and use this learning to generate new, innovative approaches that may be of benefit to the wider community.

EFQM WEBINARS

A quick and user-friendly way to learn

EFQM proposes a series of free thematic or sector specific webinars. These web-based seminars are your quick and user-friendly way to learn and share experiences. These web-based seminars allow you to attend without having to leave your desk and are nearly as effective as on-site presentations without the travel expense. A key feature of a Webinar is its interactive elements - the ability to give, receive and discuss information.



ADDITIONAL BENEFITS

A & B MEMBERS

FREE MEMBER WORKSHOP*

These benefits will give you additional training options during your membership year. If you fall into 'A or B category', then you are one of our biggest members. Therefore, it is important for us to provide you with benefits which stand out from our generic offer. During your membership year, you will have an option to choose between free Member Workshop for up to 15 people*. This offer is based on the One Day Workshop, however it can be tailored to your specific needs, current priorities and maturity level.

The workshop works best when the right people are involved. If you just joined EFQM, it is probably best that your Management Team is present. It will give your organisation the right start with the support of your Leadership, which is a crucial success factor for the overall EFQM initiative in your organisation. One of the outcomes of the typical workshop is a clear baseline position and action plan (or Engagement Plan), which will allow you to agree on the milestones and draw a possible path for your organisation to follow on the scale of next 3 to 5 years.

*If instead of the workshop you have the need to train your people, no problem! In this case, instead of the workshop we can offer you additional 20% discount** on the in-company training for a group of minimum 6 participants.*

Additional benefits depend on the membership category of your organisation.

ADDITIONAL 20% DISCOUNT ON IN-COMPANY TRAINING

This offer includes all the classroom trainings in our portfolio:

- EFQM Assessor Training
- Journey to Excellence
- Leaders for Excellence
- Internal Assessor Training.

These courses are designed to give you the practical knowledge and tools you need to get the most from applying the EFQM Excellence Model.

In case you can't make use of these benefits, please contact your Account Manager to investigate possible solutions.

C & X MEMBERS

If you are either 'C category' member or you are one of our Additional Members ('X category'), once in your membership year you can take advantage of additional 20% discount** on in-company training for all the classroom trainings in our portfolio.

D MEMBERS

As a 'D category' member you belong to our SME community and you are entitled to 3 free seats to on-line trainings. There include: Basic Assessor Training, Online Assessment Training or any of the EFQM Knowledge Modules.

EDUCATION

If you belong to 'Y category' you are one of our educational institutions. As such all your employees and students can register for free of charge online Basic Assessor Training. The only restriction is that the registration must come from an official email address of your school or university.

*The standard price for the One Day Workshop is €2.500, excluding travel & accommodation for the Trainer. There is no fee for the free Member Workshop but travel & accommodation costs for the trainer must be covered.

**On top of the usual 20%-member discount.

HOW TO ENSURE THE SUCCESS OF THE EFQM INITIATIVE IN YOUR ORGANISATION?

ENGAGE YOUR MANAGEMENT TEAM

The most crucial step to the success of your EFQM initiative in your organisation is engaging your Management Team. Your management should know and understand the principles of the EFQM Excellence Model and needs to consider them relevant for your organisation. Otherwise, it will be difficult to make the necessary resources available in terms of time, people and financial support.

This can be achieved through the One Day Workshop, a one day event at the premises of your organisation. The One Day Workshop combines elements of training with a simple self-assessment. At the end of the day, they will not only know more about the Model but also understand where your organisation is now and what initiatives you could focus on next.

to go for one or more people. The trick is to make sure that this team is not the only one living the EFQM values and all the people in the organisations are also involved and engaged. Once you decide which approach is best for your organisation, you can pick the number of people who should follow further training on the EFQM Model. This will allow you to create team of internal experts, who can support the EFQM representative in guiding the organisation through the Model implementation. It will also come handy when planning and carrying out the self-assessments. There are many trainings we can offer you to provide your people with the necessary skills and competencies.

To figure out which training is best for your needs, please feel free to contact your Account Manager at EFQM or our Member Relations department. All information regarding EFQM trainings offered can be found on our website.

DEVELOP A CULTURE OF CONTINUOUS IMPROVEMENT

DISSIMINATE EFQM THROUGHOUT YOUR ORGANISATION

It is also important to make sure that EFQM information, knowledge and initiatives are not restricted to one person or one team in the organisation. There are many ways to ensure the dissemination of the initiative within the organisations depending on their size and structure.

Larger organisations usually choose for one team to be responsible for running the EFQM implementation, smaller organisations tend

87%

of our Members believe that the EFQM Model supports the development of Business Excellence

CONDUCT REGULAR SELF-ASSESSMENTS

Establishing regular self-assessment sessions will help to develop and nurture the culture of continuous improvement and track the progress your organisation is making on the journey to excellence. It will also increase your people's knowledge of your organisation.

EFQM provides wide range of self-assessment tools, which vary based on opinion or evidence and process rigour. EFQM Assessment Tools user guide is available on our Knowledge Base; it will help you determine which tool is best for your organisation now.

Another useful tool to consider when building internal EFQM platform is the EFQM Management Document. It will compile the information from all the areas of your organisation and improve internal communication.

TAKE ADVANTAGE OF YOUR MEMBER BENEFITS

ENGAGE WITH THE EXCELLENCE COMMUNITY

EFQM is a unique network of high performing organisations working actively together to continuously improve their capabilities in identifying, understanding and implementing strategies which deliver high performance in a sustainable way. It is a network of member organisations who have strong belief and confidence in the power of learning and improving through exchange.

DETERMINE THE MILESTONES OF YOUR EXCELLENCE JOURNEY

Our recognition schemes are a great way to motivate, celebrate and encourage continuous improvement. They provide short and midterm milestones during a long term programme of improvement and demonstrate achievement to your people, suppliers and customers.

The most crucial step to the success of EFQM initiative in your organisation is engaging your Management Team.

Your management should know and understand the principles of the EFQM Excellence Model and needs to consider them relevant for your organisation.

Our Membership results

EFQM supports the development of Business Excellence

2012-2016 data in %



> Every year, EFQM surveys its Members to always remain relevant and provide best services possible.

> In February 2017 we achieved 96% retention rate.

EFQM

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