

# EFQM Excellence Awards 2013

Discover Europe's Best Performing Organisations

## 2012 Awards Celebration Dinner







Foreword

Marc Amblard, Chief Executive Officer, EFQM

On the eve of EFQM's 25th anniversary, we celebrate the recipients of the 2013 EFQM Excellence Award and Prize winners in the prestigious Vienna "Rathaus" or city hall. At EFQM, we are also proud to recognise in this booklet a very diverse group of organisations that received EFQM Recognition in the past year. They are SMEs or large entities from pretty much all sectors, both private and public and representing 7 countries. Yet, they all have one thing in common: they are relentless in their pursuit of excellence.

78 dedicated assessors conducted thorough evaluations of the applicants, spending up to 500 hours assessing each organisation, most of which on site. We are very pleased to announce that the Jury awarded Austrian 5-star Schwarz Alpine Spa & Golf Resort this year's Excellence Award. BMW Regensburg, Glasgow Housing Association, Stavropol Agrarian University, St Mary's College, Vamed-KMB and Wakefield & District Housing all received Prizes for outstanding performance on specific Fundamental Concepts.

These excellent organisations are role models for our community. EFQM will 'Share What Works' and make sure we can all learn from them. Good practices identified by Assessors will be shared not only at the Forum but throughout the year, through Case Studies, Webinars and Good Practice Visits. Experience shows that those who want to progress learn from the best.

You will find in this book the list of 208 and 278 organisations which were awarded respectively Committed to Excellence and Recognised for Excellence during the past 12 months. We congratulate them for their efforts and the dedication of their teams. We know what it takes as EFQM was recognised at the 4 Star level this year. We hope that many of you will eventually aim for the highest recognition as proof of our commitment for Sustainable Excellence. And the Award and Prize winners will provide valuable insights to reach this goal.

This never ending assessment, recognition, sharing and learning cycle would not be possible without the dedication of our Assessors, Team Leaders, Process Support Persons, Jury Members and the people at EFQM who make it happen. Please join me in saying Thank You to all of them as they make 'Share What Works' a reality for the benefit of all.

Yours sincerely,

Marc Amblard
Chief Executive Officer

# Winners Overview

Alpenresort Schwarz

**EFQM Excellence Award and Prize Winner** Austria

BMW Regensburg Prize Winner Germany



**GHA** 

Glasgow Housing Association Prize Winner



St Mary's College

**United Kingdom** 



Prize Winner

VAMED - KMB

Prize Winner Austria



GC Europe

Finalist Belgium





Nilufer Municipality

Prize Winner Turkey



Stavropol Agrarian University

Prize Winner Russia



**WDH** 

Wakefield and District Housing Prize Winner

**United Kingdom** 



Sanitas

Finalist Spain





# THE WINNERS



# Alpenresort Schwarz

EFQM Excellence Award Winner and Prize Winner in Adding Value for Customers and Succeeding through the Talent of People

At the 5-star Schwarz alpine spa & Golf resort in Tyrol, the Pirktl family and their employees impress their guests all year round with a wide range of sport and leisure activities for all generations. These include a 27-hole golf course, a 4,000 m2 spa and the award-winning Water Worlds with 9 pools. Regional produce forms a key component of the multiple award-winning cuisine. The hosts are particularly proud of their dreamy hotel garden which has been named the most beautiful hotel garden in Austria.







As a service provider in the tourism sector and as a hotel, we work passionately year-round in fulfilling each of our guest's holiday dreams. We are happy and proud that our daily services are being honoured with this holistic European company award and are being acknowledged in comparison with international leading companies from all branches.

## How and when did you start your journey towards excellence?

About 10 years ago, we started working with our management team in line with this model. The kick-off was during our first Strategy Convention in 2003, which has been taking place annually since then.

Back then, vision, mission, values and the strategic goals for the coming years were mapped out together with approx. 15 executive managers. Since then, we have been consistently working on the realisation of this model.

## Why would you recommend using the Model to other organisations?

Excellent achievements and improvement potential can be seen using the EFQM Model and can be compared regardless of the company and its sector.



The model's criteria are holistic and can be used in equal measure for any company.

Working with this Model sustainably alters the corporate culture and its management and

culture and its management and leads to continuous improvement within the company.

# What has been the biggest benefit Alpenresort Schwarz has gained from using the model?

The greatest benefit is surely that we have continuously developed and improved our organisation and our routine management work by working in project groups.

Therefore, our traditional family business has developed into an organisation with modern structures and control systems.

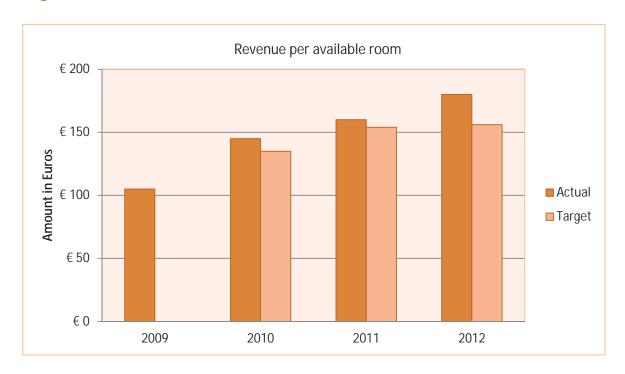
This development is reflected particularly in the positive ongoing company results and has made our organisation more flexible and efficient.

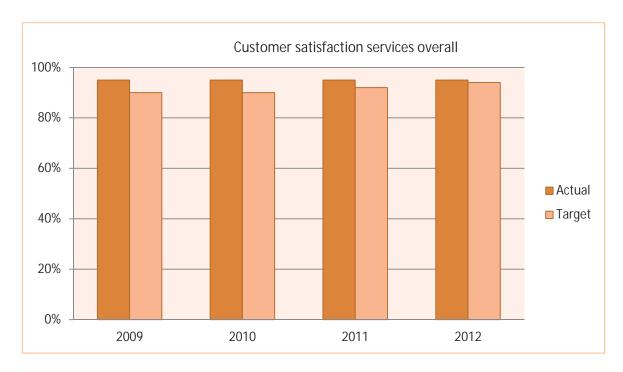
## Adding Value for Customers

The Guest is at the centre of all that Alpenresort Schwarz represents. Guest Loyalty is rewarded with annual Awards. The personal involvement of Pirktl family with the Guests shows how the importance of the Guest is perceived by the Pirktl family. The combined effort of these approaches is reflected in the consistently good Guest satisfaction results over nine years.



## Sharing numbers...





- Company name: Alpenresort Schwarz
- Address: Obermieming 141a, 6414 Mieming, Austria
- Website: www.schwarz.at; www.hotel-schwarz.com
- Contact: t.pirktl@schwarz.at



# BMW Regensburg

The BMW Regensburg plant has approximately 9,000 employees with a daily production of around 1,100 units of the BMW 1 Series, 3 Series (Sedan, Coupé, Convertible and BMW M3 variants including individual and government vehicles and four-wheel variants) as well as the BMW Z4, making it an important part of the worldwide BMW Group production network.

In 2012 a total of 300,307 cars were built. Since 1986, more than five million vehicles rolled off the assembly line.

Each individual customer's requirement is always fulfilled on time and in accordance with the highest quality standards. In addition to the high flexibility and mastery of the large offer of variants, the high efficiency of the plant becomes particularly apparent in the high level of start-up expertise.





Prize Winner in Managing with Agility and Sustaining
Outstanding Results

This is not the first time you are in the Award Assessment Process; what have you learned through this process?

Through the EFQM assessment BMW Plant Regensburg receives objective, valuable and helpful suggestions about its strengths and – even more important – its potentials. The external view through the assessors means for us a significant extension of our perspective angle. The strengths and potentials are used in the strategy and target process to decide about "doing the right things". Our management team has an important role in

process. They understand and support the path to business excellence and integrate all employees, especially through dialogue-based communication.

the implementation

## Managing with Agility

Unlike other car production facilities, the vast range of car types and permutations are constructed on one assembly line. This has been made possible by a structured and sustained approach to process management and process improvement over nine years.

There are many examples of elegant and innovative improvements, from harnessing new technology to identifying parts at product line assembly by memorable pictures rather than serial numbers. This manufacturing flexibility is understood to be at global role model level.

# What is the one thing other organisations can learn from your experience?

It does not matter where you are, it is crucial to follow the way with a goal, with а common orientation. The commitment of all managers and employees particularly important for this. The requirements main for the introduction of the EFQM Model are the conviction at the management level and the will to achieve business excellence. The path towards business excellence is based on the learning ability of an organisation, it must be determined to learn in order develop itself.

## You won 2 Prizes; what does this achievement mean to you?

The recognition for the BMW plant Regensburg delighted employees the whole and management team. It makes us very proud but the prizes are primarily an incentive consequently pursue the path towards business excellence. Ultimately, the customer decides on the success of an organisation. So for us the way towards business excellence is a permanent demand pretend for ourselves in the sense of: "We inspire customers - in series".



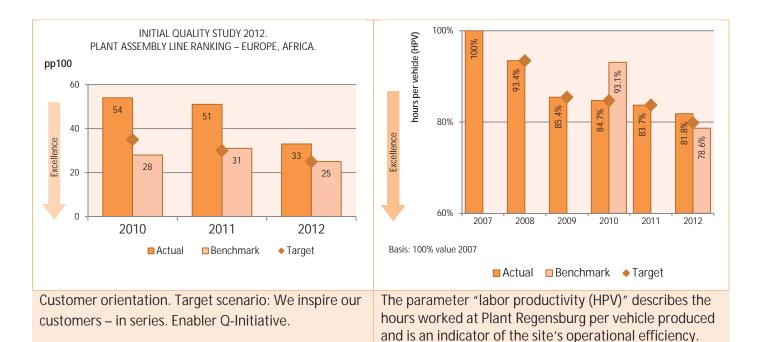
## What does the future look like for BMW?

Crucial characteristics of excellent organisations are customer orientation, ability to change and learn, as well as flexibility. The employees, managers and partners play an important role as well, because only in the mutual approach the future viability and competitiveness can be ensured.

## Sharing numbers...

## Voice of the Customer

## Voice of the Business



Company name: BMW Regensburg Plant

Address: Hebert Quandt Allee, 93055 Regensburg

Website: www.bmw-werk-regensburg.deContact: bmw-werk.regensburg@bmw.de



# **GHA**

## Glasgow Housing Association

Glasgow Housing Association is a Registered Social Landlord, a not-forprofit organisation and a registered charity. We provide services to almost 67,000 people across Glasgow, owning and managing 41,000 rented properties. We are the largest provider of social rented housing in Scotland. From September 2012, GHA has become the largest subsidiary of Wheatley Housing Group, a new organisation formed to ensure a sustainable and growing business.



Prize Winner in Leading With Vision, Inspiration & Integrity

What have been the highlights on your journey towards excellence? GHA established strong strategic partnerships with customer groups, government, business and finance, and stakeholder organisations across Scotland. We engaged with these to gain insight into the needs and preferences of all groups and used this to develop customer and stakeholder focused strategies for continuous improvement. We introduced a new vision, values and our Big 5 Aims, all focused on improving customer and stakeholder experience of our services. We deployed these with performance plans, BEST groups that capture staff insight, lean thinking, self-assessment by staff, all supported by external validation of progress. We are particularly proud to how we have developed a culture of support and trust with our people, including a new GHA Academy with success focused training; teamwork

initiatives, including customer service champions in each team; and a clear focus on a strong culture, including 'My Contribution' and 'Think Yes".

## Leading with Vision, Inspiration and Integrity

Leaders have created a culture of genuine empowerment. Of particular note are the extent to which leaders engage with stakeholders and partners, and also the extent to which they have secured the loyalty, commitment and trust of their employees.



## Why would you recommend using the Model to other organisations?

Throughout our improvement journey, we have demonstrated our belief that clarity of objectives and structures for delivery are critical to service improvement. We are clear on where we want to go and have firm strategies, policies, procedures, deployment and monitoring arrangements in place to ensure we get there. The excellence model has helped us identify priorities for improvement during our journey and its structured approach ensured that the solutions we considered appropriately analysed, prioritised and delivered when appropriate.

We would very strongly recommend the use of the excellence model to any organisation, wherever they are on their continuous improvement journey to excellence."

## What have you learned through the Award Assessment process?

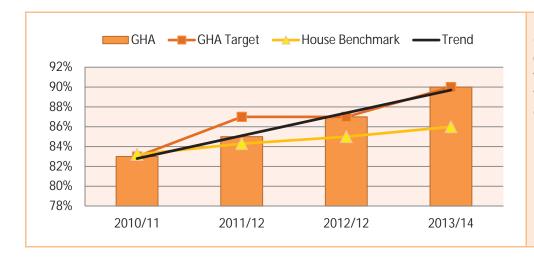
GHA started its journey towards excellence lacking self-awareness. Several difficult years left us uncertain even of our future. We used the EFQM process to prepare for assessment, embedding the continuous improvement approach. We supported all staff through self-assessment focusing on customers, ensuring we identified continuous improvement needs comprehensively.



Preparing for assessment we reflected improvements delivered customers and planned for more. We demonstrated significant improvement award to the assessment team, including that we have become a much more self-aware and confident organisation. feedback we received has been incredibly helpful though each of our external assessments has been vital in both in terms of providing us with confidence that we are on the right track and in helping to structure our approach to continuing to improve.

## Sharing numbers...

## Overall Customer Satisfaction with GHA's landlord



GHA conducts an annual customer satisfaction survey which is managed and validated by an independent organisation.

Company name: Glasgow Housing Association, The Academy

Address: 146 Ingram Street, G11DW Glasgow

Website: www. Gha.org.ukContact: talk@gha.org.uk



# Nilüfer Municipality

Nilüfer Municipality is a local government (public sector), providing services residents 339.667 (including villages) as per 2012 census. Nilüfer Municipality is one of the central districts municipalities of Bursa, the 4<sup>th</sup> biggest city of Turkey. Municipality organised as follows: a municipal council. municipal executive committee, a mayor, 5 mayors, deputy department managers and approximately 850 employees.

Nilüfer Municipality's primary management approach is defined as giving a direction to urban, institutional, social and economical development and managing the change. In this scope, some of the Nilüfer of services Municipality are Urban Planning and Expropriation Services, Public and Development Construction Services, Road Construction-Maintenance-Repair Services, etc.





Prize Winner in Adding Value for Customers

You were Award Finalist in 2012. One year after you are Prize Winner; what does this achievement mean to you?

Nilüfer Municipality, located within Bursa's boundaries has had an incredible development since 1987, multiplying its territory by 6 and expanding its demography to reach 339 000 citizens. The main management philosophy is to provide quality and leading service. NB has implemented the Excellence Model since 2003. The primary objective was for NB to move one step

further in its journey to excellence. This is how NB was involved in the EFQM Excellence Award process in 2008. The success of this year's application (Prize Winner), and that of last year with Nilüfer Municipality being Award Finalist, shows the success of the reforms.

## Adding Value for Customers

They do not only add value by understanding, and fulfilling customer needs, expectations and opportunities, but by anticipating future demands and expectations, contributing to the modern life standards enjoyed by Nilüfer citizens.

## What has been the biggest benefit Nilüfer has gained from using the Model?

The Model is a guide for us to renew ourselves constantly, managing the change and giving direction to development. Also, the EFQM Excellence Model is a practical tool for us as a tool for self-assessment, as a way to benchmark other organisations and as a structure for our organisation's management system. NB started its excellence journey in 2003 and changed for the best thanks to the Model.

## What have you learned through the Award Assessment process?

The main benefit of the Award Assessment process for us is the feedback report that gives us the main strengths and areas of improvement. The assessment process has enabled a structured review of the overall performance, achievements measuring strengths and also identifying improvement opportunities for us. It was important tools that helped us measure where we were on the path towards excellence, but also to understand the gaps, and then stimulate solutions.



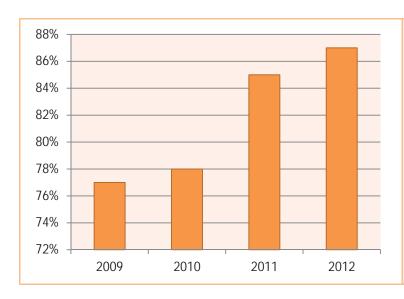
# What is the one thing other organisations can learn from your experience?

Several applications by Nilüfer Municipality are followed and carried out by several institutions on local, national and international level.

One of our best practices is our citizen's relationship management system.

## Sharing numbers...

## Overall satisfaction (Employee Satisfaction Survey)



This result is one of the key results of Nilüfer Municipality determined by the top management. It shows the average of all answers given to the questions included in Employee Satisfaction Survey. It demonstrates the overall perception of the people with respect regarding to the Nilüfer Municipality, connected with the "Human Resources" process and all performance indicators included in people results

Name: Nilufer Municipality

Address: Karaman Mah. Kültür Cad. No:2 Nilpark AVM Kat 2-3 Nilüfer/Bursa/Turkey PK: 16130

Website: www.nilufercity.eu, www.nilufer.bel.tr

Contact: nilufer@nilufer.bel.tr



# St Mary's College

St Mary's College is a Catholic all ability school which caters for 900 girls in the 11-18 age group. It has been using the EFQM Business Excellence Model since 1995 and has won numerous awards based of the Model including;

- The Northern Ireland Quality Award (on four occasions) 1998, 2001, 2006, 2012;
- The UK Quality Award 2000;
- The EFQM Excellence Award in both 2001 and 2006;
- The Ireland Excellence Award 2013

As the first public sector organisation ever to win the EFQM Excellence Award twice the school has built up a reputation for organisational excellence both nationally and internationally.





Prize Winner in Sustaining Outstanding Results

You have been using the Model for close to 20 years. How did you start your journey towards excellence?

We started our journey towards Excellence in the early nineties. After being appointed to St Mary's College in 1987 Dame Geraldine Keegan worked in industry for a year where she was introduced to Total Quality Management. She returned to the school with lots of new ideas and from 1991 we have used quality models as a means of improving our school. In the mid-nineties we introduced the EFQM Business Excellence Model and it has proved very

successful as a framework for whole school performance review and continuous improvement. The model embedded in everything we do. We use a number of other quality standards alongside the Excellence Model including Investors in People and the Inclusion Quality Mark.

## Sustaining Outstanding Results

St Mary's College - coming a longer way with its pupils, and adding more value to them, and therefore to society, than equally performing schools - demonstrates strong focus on learners' outcomes demonstrated with outstanding examination performance. This is also reflected in outstanding Customer perception results.

# What has been the biggest benefit St Mary's College has gained from using the Model?

The biggest benefit has been our improved performance in key including results examination performance over a 15 year period. The Model requires that we involve everyone in self-evaluation to bring about improvement as part of our daily routine. The Model has helped develop leadership at every level, talent nurturing that would otherwise have been hidden.

We have more clarity and unity of purpose with our Mission and Vision clearly linked to our School Development and Departmental plans. As a result we see higher levels of staff motivation and morale. We see more parental and community involvement leading to higher levels of pupil and parent satisfaction and the school enjoys an enhanced reputation locally and internationally.

# What is the one thing other organisations can learn from your experience?

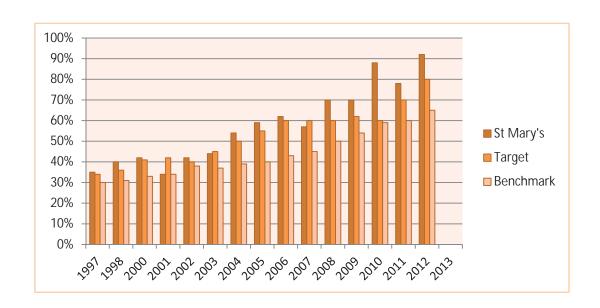
Continuous improvement is too important to be left to a few 'experts' in your organisation, it is for everyone and the Model is the framework that will help you capture all the expertise and talent.



to enable you to further develop what is going well and improve where necessary by finding new and exciting ways of doing things The EFQM Business Excellence Model is not another expensive and gimmicky fad. It is not another layer of work and bureaucracy carried out by a few experts in your organisation. When used properly the Model will become embedded in everything you do and will neither be a drain on time or resources.

## Sharing numbers...

## Percentage of Pupils gaining 5+ GCSES at A-C



Company name: St Mary's College

Address: 35 Northland Rd., Derry BT48 0AN

Website: www.stmarysderry.comContact: office@stmarysderry.com



# Stavropol

## State Agrarian University (SSAU)

The Stavropol State Agrarian University is the leading Russian center of education, science and culture, providing training, scientific-research and consulting-methodological activity. It was founded in 1930.

The University consists of 8 faculties from which 18, 500 students get their training. The personnel include 1,405 people with an average age of 39 years. 92.1 % of the teaching staff has academic degrees and tittles.

The University benefits from a large network of 66 countries-partners, 136 strategic partners, 51 branch departments on the base of employers. The graduates' employment rate is 95. 3%.



Prize Winner in Harnessing Creativity & Innovation

## How did you start your journey towards Excellence?

In 1999, we started using the EFQM Excellence Model. The experience of our University shows that today information constantly changes and quickly becomes outdated, thus, it is important to keep up with the new demands in business, education, science and industry. This can be achieved not only through a constant perception of new information, or the ability to use existing knowledge, but also by generating new willingness to permanently change and develop. The EFQM Excellence Model is a practical tool used by SSAU for different purposes: to find new market segments, identify and implement the necessary changes to reduce costs, which is especially important in today's market. The University gets a comprehensive picture of

its activities; assesses and monitors the satisfaction of its consumers, staff, suppliers, society, and on this basis can determine priority areas for improvement.

## Harnessing Creativity & Innovation

There are many examples of a culture open to new ideas, not only in the area of the education and scientific work but also in supporting functions. These include new and improved working conditions, new buildings and facilities, including the department of hospitality hotel and conference centre simulations.



It is not the first time you participate the Award to Assessment Process. What have you learned through this process? Excellence is a constant movement forward. **Awareness** of the importance of our on-going changes across the board comes through understanding the EFQM Model.

The way forward is never easy, especially when you need to be at the forefront and to take on new challenges. The further we move forward along the path towards Excellence, the less pre-made solutions exist.

Focusing on the EFQM Model, we are creating new effective mechanisms to overcome new challenges. Timely introducing new ways of working with the stakeholders on the basis of the ninth Model criteria, we were able to comprehensively influence key processes and outcomes.

The use of Fundamental concepts as development vectors allow us to fully and organically look at the processes of value creation for stakeholders.

By participating in the «Excellence Award» contest, we have formed a culture of "the thirst for knowledge", through which we have learned to see opportunities rather than obstacles when determining the critical points of the required improvements, to set ambitious goals and achieve them.

## What does the future look like for SSAU?

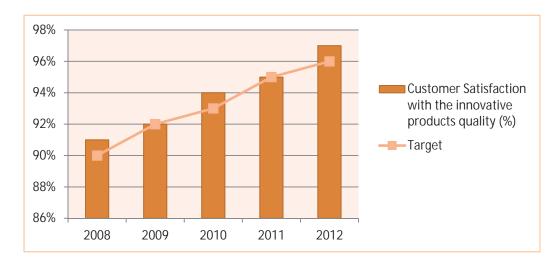
The University is fully aware of its social responsibility towards the society and the younger generation. Therefore, our Mission is not only to train professionals, but also to contribute to the preservation and enhancement of moral, social and cultural values of the society.



Today this is a priority for the University and of vital importance to everybody who lives next to us - in the city, in the region, in the Russian Federation, in the world as a whole. We also connect our future to the furtherance of quality at the regional, national and global level in order to work on the implementation of the philosophy and tools of quality, in various organisations for the prosperity of the Russian society. We, of course, in turn, want to contribute to the development of the EFQM Excellence Model, because it will lead to the promotion of the SSAU brand and associating it with sustainable growth, environmental friendliness, quality human relationships by putting as a priority the quality of education.

## Sharing Numbers ...

Customer satisfaction with the innovative products quality



Company name: Stavropol State Agrarian University

Address: Zootekhnicheskiy pereulok, 12, Stavropol 355017

Website: www.stgau.ruContact: kach@stgau.ru



# VAMED-KMB

VAMED-KMB is a subsidiary of VAMED, the leading international provider of a full line of services for hospitals and other health care facilities.

With its highly qualified (about staff 1,000 employees) and an annual turnover of 135 million in 2012, VAMED-KMB is a competent partner Vienna's healthcare system. It provides valuable and operations sustainable services management on building focusing services, structural engineering and medical technology, informationcommunication and technology as well as infrastructural and commercial services. addition, the company realizes projects during ongoing hospital operation.

Since its construction the company has maintained the Vienna General Hospital – Medical University Campus for the Vienna Hospital Association.





Prize Winner in Succeeding through the Talent of People

## Why did you choose to use the EFQM Excellence Model?

VAMED-KMB is a highly integrated partner for its customers in the Vienna healthcare system. The company's goal is to be one of the best service companies in Europe and to offer the highest quality for its customers to support their target of securing people's healthcare in spite of limited resources.

The EFQM model provides the basis for our lived excellence ambitions which are also expressed in our value principle: "from people excellence for people".

The EFQM model was chosen as a management model because it appealed to us for two reasons:

- it considers the balance between all stakeholders
- and because of the Radar logic which had already been part of our contracts in 1991. The Radar-logic is necessary for the sustainability of our services.

The consistent use of this excellence model demonstrates that the company is not reacting, but acting, so that our customers have a partner for excellent long-term cooperation.

## Succeeding through the talent of people

VAMED-KMB people dedicate their individual contributions, based on educational skills, knowledge, experience, talent and problem solving capability, as well as showing passion to allow Vienna General Hospital to operate and function in its daily business without interruptions and malfunctions.

## What have been the highlights on your journey towards excellence?

We started the path towards excellence in 2003 and have conducted annual self-assessments since then. EFQM has been contractually anchored in the agreements with our customer as a quarantee for quality thinking. A Platform Technology for People was founded in 2006 to provide a board to underscore the joint strategic objectives. This opened up a new horizon in partnership with the customer. In 2008, VAMED-KMB applied for the Austrian Quality Award for the first time with the objective of belonging to the best companies. The Finalist's Award, a Jury Award, and the EFQM 5-star R4E recognition were evidence for the success of our path to excellence, a path which we have been following together with our customer since 2007.

In 2009, VAMED-KMB was the Award winner of the Austrian Quality Award. **VAMED-KMB** applied for the international EFQM Excellence Award for the first time in 2010 and we were awarded as Prize winner in the category "Succeeding through People". Moreover, the company was again awarded as a Prize winner - in the category "Nurturing Creativity & Innovation" - in course of the second international application in 2012.

# How has using the Model impacted your bottom line results?

Since the start of our excellence journey we generally have achieved sustainable and balanced results in all result criteria (results regarding all stakeholders: customer, people, society, owner,

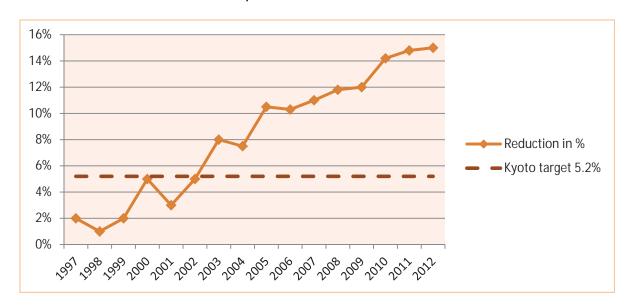


partners) with positive trends since 2004. This is the basis for the steadily growing Excellence-level that we have reached in the last years in our annual self-assessments but also in the assessments by our customer as well as in external assessments by means of participation in the EFQM Excellence-and the Austrian Quality Award procedures.

On the basis of lived excellence and our innovative approaches, ensuring sustainable success, we are well on track to shape the future of Vienna's healthcare system as a reliable partner.

## Sharing numbers...

## Reduction CO<sub>2</sub> Emissions Vienna General Hospital



- Company name: VAMED-KMB Krankenhausmanagement und Betriebsführungsges.m.b.H.
- Address: Spitalgasse 23, 1090 Vienna
- Website: www.vamed.com
- Contact: vkmb@vamed.com



## **WDH**

## Wakefield and District Housing

WDH is one of the UK's largest housing associations, being responsible for 31,000 properties. Its Vision is to 'create confident communities', having a positive impact on the physical. social economic landscape of the Wakefield district. WDH was named 'Landlord of the Year' at the UK Housing Awards 2013 and has achieved Customer Service **Excellence with Compliance** Plus.



Prize Winner in Adding Value for Customers

## How did you start your journey towards excellence?

We started using and applying the EFQM business excellence model over ten years ago as a means of self-assessment to understand what excellence meant to us, our services, employees and to our customers. This was with a view to achieving excellence in all that we do, continually improve and to benchmark

against others. Since then we have achieved significant success in the awards process including winning Regional Business of the Year 2008, UK Award Winner 2010 and becoming a European finalist in 2012 (the only UK entrant and the first Housing Association to reach this level). We continue to strive for excellence and have entered the 2013 EFOM Excellence Award.

## Adding Value for Customers

The needs of customers (or tenants, or residents) are clearly understood: captured by research; by survey; by meetings with their representatives; by the feedback from the people of WDH who work in the community, and by truly integrating the customer in everyday activity.



# What has been the biggest benefit WDH has gained from using the Model?

Using the model has helped us to engage with our employees in a comprehensive more and structured way and to help become more "self-aware" about what we do and why we do it, how well we do it and where we need to improve. This has given us the basis on which to work from in terms of being honest and realistic about how we see ourselves. Having that level of honesty has gained employees' trust and buy-in, and has focused our future strategies.

## What have you learned through the Award Assessment process?

After our own internal assessment, it's refreshing to see how an alternative, independent view compares from people who may not be familiar with our industry. The assessors gave a fair view of us which confirmed many of our own assumptions and gave us new perspectives.

The assessment process has certainly confirmed the importance of displaying our capabilities through our greatest asset – our people.



## How has using the Model impacted your bottom line results?

It has helped us to establish the real drivers of our business and taught us not to be afraid to change them as our operating conditions change. The need to benchmark against others to get a true feel of where we are on the road to excellence has helped us to improve our results and sustain them.

## Sharing numbers...

## **Customer Satisfaction Survey**



Our customers are at the heart of everything we do and we ask them their views, so that we can act on what they say.

As part of our annual tenant satisfaction survey, we ask tenants how satisfied they are with WDH services and we use this to assess how well we are improving our customer service. We have seen sustained improvement in satisfaction since 2004. This is one of our top level business results displaying our commitment to our customers and aligns our performance against one of our Strategic Objectives – 'To be a landlord of choice by putting the customer first.'

Company name: Wakefield and District Housing

Address: Merefield House - Whistler Drive, Castleford WF10 5HX

Website: www.wdh.co.ukContact: onecall@wdh.co.uk



# THE FINALISTS

GC Europe N.V. is the subsidiary of the Japanese GC Corporation which is one of the leading providers of dental care products in the world". GC has been known for more than 25 years among dentists and dental technicians for its consistently high product quality, ease of handling and the highest standard of customer service. As an innovative company with tradition and experience, GC wants to set milestones in dentistry. In doing this, the primary concern is not merely technical product safety but people's safety and oral health in particular - always combined with the latest scientific knowledge.



# GC Europe

What is the one thing other organisations can learn from your experience? GC Europe has managed to create a culture of excellence within GC Europe,

merging both Japanese and European cultural strengths. Our corporate philosophies of Semui (the eyes of the customer) and Nakama (balance and harmony) are a strong uniting driver towards Excellence. Together with the GC Europe's Mission, Vision and Values, the result includes: a culture of customer focus, expected high standards of ethical behaviour and values, people relationships with each other and feeling free to improve and

be open to ideas. associates feel genuinely empowered and have the freedom to improve both within the system framework and feel free also to recommend system improvements.

We consistently focus on customer results in order to adjust our approaches which are very flexible in order to answer the expectations and needs of our customers continuously.



GCE has been able to increase or sustain good performance in dealer satisfaction since 2005, and since 2009 GCE is the benchmark compared with competition in 4 of 7 categories. These excellent achievements are mainly the result of process improvement in production and logistics, together with smart approach to sales which is evident in the markets where GC Europe operates.



## Why did you choose to use the EFQM Excellence Model?

From the outset, our mother company, GC Corporation has made quality management a priority in all aspects of its business activities. This commitment to excellence has also become the hallmark of GC Europe operations.

Inspired by GC Corporation which was awarded with the Deming Prize and the Japan Quality Medal prestigious (worldwide most recognition for quality management in organizations), the European operation, GC Europe follows the EFQM Excellence model. GC Europe has selected to use **EFQM** Excellence model since represents European

TQM approach which is one of the most comprehensive management system, a holistic approach and easy to understand model. EFQM Excellence model combines Deming Balanced Cycle, Results Stakeholders approaches and also learning& innovation which are fundamental elements of success for an organization. Proper use of model guarantees balanced and sustainable results. The model is highly flexible and not bureaucratic therefore it can be perfectly adapted to any organization.

In order to achieve our vision "To be Europe's benchmark dental company", we believe that EFQM Excellence Model helps us to achieve Business



Excellence meaning to become a superior company, excellent in all aspect of our business and role model for other organizations.

# How has using the Model impacted your bottom line results? Can you give us an example?

Through the drive for excellence over a number of years, GC Europe has doubled its sales turnover and increased levels of satisfaction from all the stakeholders; this can be seen in perception survey results. Continuous improvement activities on operational and business processes have reduced any type of non-value added work.



- Company name: GC Europe N.V.
- Address: Head Office Researchpark Haasrode-Leuven 1240, Interleuvenlaan 33, 3001 Leuven
- Website: www.gceurope.com
- Contact: info@gceurope.com



# Sanitas Hospitales

Sanitas Group is specialised in healthcare and social healthcare services. The group is made of the following organisations: Sanitas Insurance, Sanitas Hospitals, Sanitas Residential and Sanitas Healthcare Services.

Sanitas Hospitales (SH) is responsible of for managing the hospitals infrastructure within the Group. SH own network is composed by 2 hospitals, 19 multi-speciality centers and Sanitas Acude (emergency care at home).



## Why did you choose to use the EFQM Excellence Model?

The application of the concepts of excellence and the EFQM Model as a tool for thinking of self-assessment is helping us at all levels, from management to professionals, to improve areas of the service such as waiting times, strategic management, process management, communication, etc., in order to achieve service excellence as well as effectiveness.

The great advantage of working with this tool is that it allows us to have a diagnosis that includes a balanced view of the various key aspects of the

company, from leadership to results.

Internal and external assessments have given us a set of strengths (in terms of strategies, policies, processes, activities and the consequent results), and also, a set of possible improvement areas on which we worked.

## Award Finalist

The management-team and the employees of Sanitas Hospitales (SH) have succeeded in creating an organization where everyone is dedicated to the Mission "of taking care of the client" to ensure their well-being while also keeping in mind the Vision of "Profitable Growth".



## Why would you recommend using the Model to other organisations?

It has encouraged the promotion of a culture of excellence among our staff through active participation in self-assessment.

It has helped us understand our level of excellence in a number of key aspects and to systematise a methodology for continuous improvement.

It has expanded the participation of the staff in multifunctional teams to develop and implement improvement actions aimed at customers, other stakeholders, and the efficiency of the company itself.

# How has using the Model impacted your bottom line results?

EFQM Model has been used by Sanitas Hospitales since 2009. At the moment, the impact is tangible especially in enablers and in some specific results related to improvement projects associated with them. For example, we have improved



leadership, risk management, strategic management, internal communications, service standards, knowledge management, etc.

On the other hand, evaluations have confirmed that the focus of our sustainability and growth strategies are correct. We are confident that we will see the impact on bottom line results in the coming year.

## Sharing Numbers...

## Operating Expenses vs. Revenue (%)

HLZ:Hospital Sanitas La Zarzuela HLM: Hospital SanitasLa Moraleja C MIllenium: Centro Medico MIllemiun - Sanitas



Company name: Sanitas Hospitales

Address: c/ Ribera del Loira 52, 28042 Madrid

Website: www.sanitas.es

Contact: dir.comunicacion@sanitas.es



## **Jury Members**

The Jury members are responsible for selecting the Finalists, Prize and Award Winners. The Jury is independent from EFQM, selected based on their knowledge, experience, and insights into what makes an organisation "excellent". Furthermore, they check that the assessment process is consistent for all applicants, ensuring the outcome is fair and unbiased. Their role is crucial and demanding.

- Ana Maria Rodríguez de Viguri,
   Aliad Conocimiento y Servicio S.L
- Allan Ahrensberg, Ahrensberg Excellence
- Vittorio Cesarotti, Universita' di Studi di Roma "Tor Vergata"
- Mia Goetvinck, Ricoh Belgium

## **Process Support Person**

The role of the Process Support Person or PSP is to coach the Assessment Team Leaders during the entire Award Process. They help to ensure consistency, within and across teams.

Their role is very much appreciated by the Team Leaders as well as by us. Therefore, we would like to thank our 2012 Process Support Persons for their contribution

- Chris Hakes, Leadership Agenda Ltd.
- Geoff Carter, PACE Performance Ltd.
- ⇒ Laurie Bradley, TQMI Ltd.
- Mark Webster, Mark Webster Consulting Ltd.
- Joe Schneider, QMS

## **EFQM Award Assessors 2013**

EFQM would like to acknowledge and thank the following EFQM Excellence Award Assessors and their organisations for their work and contribution in assessing the Award candidates for 2013. The Award process would not work without their commitment and professionalism; they are amongst the best and most experienced Assessors in Europe

The names highlighted represent the Assessment Team Leaders.

Name	Last Name	Organisation
Azat	Abdrakhmanov	Kazakh Organization for Quality and Innovation Management
Elmar	Aschauer	Infineon Technologies Austria AG
Dogan	Atik	TEI (Tusas Engine Inc.)
Valdas	Ausiejus	Swedbank, AB
Ehrtfried	Baeumel	Robert Bosch GmbH Bamberg Plant
Birgit	Behrens – Otto	BO consult
Detlev	Bohle	Conceptual Quality
Norbert	Bonta	TC&T Consult and Training GmbH
Vladimir	Braun	Czech Society for Quality



John	Bugeja	Rolls-Royce Motor Cars Limited
Matthew	Byrom	Siemens Industry Automation &
		Drive Technologies
Jose-Antonio	Calvo Maguregi	Acorde Consulting
Georgios	Christodoulou	Cyprus Telecommunications (CYTA)
Paul	Evans	Liverpool John Moores University
David	Fisher	Equity Housing Group Ltd.
Christian	Forstner	CFyouradvantage
Sophie	Francon	Valrhona
Thomas	Fritsch	Robert Bosch GmbH, Chassis Systems Control
Alistair	Gammie	Siemens Healthcare Diagnostics
Diego	Garcia Garcia	Computer Sciences Corporation
Marc	Gernaey	Waterwegen & Zeekanaal NV
Fabio	Giuliani	Tecnologie Diesel e Sistemi Frenanti S.p.A.
Wolfgang	Gliebe	msi – Management Systems International AG
Thomas	Gramstrup	Promentek ApS
Stefan	Hagmann	qplusresources
Andre	Haynes	Andre Haynes
Felix Johann	Horner	Suva
Justas	Jasaitis	Swedbank
Patrick	Jezequel	ERDF (EDF distribution system operator)
Susanne	Kaldschmidt	Sustainable Excellence Team
Hakan	Kilitçioğlu	MEQA Middle East Quality Ass. / ARGE
Riëtta	Klijn	Help 2 Improve
Serhan	Kurt	Bosch Ticaret ve San. A.Ş
Dominic	Lang	Robert Bosch GmbH, Bamberg Plant
Michaela	Lawton-Wallace	Siemens I DT MC MF-CON
Armin	Leinen	COPLANING
Gerhard	Leu	Gerhard Leu AG
Lene	Lindholm	GRUNDFOS Holding A/S
Janni	Løber Zesach	GRUNDFOS Holding A/S
Matthias	Lohse	T-Systems Multimedia Solutions GmbH
Walter	Ludwig	Excellence Coaching
John	Macdonald	TNT Express
Patrick	Manns	Robert BOSCH France S.A.S.
Ergi	Martin	Bosch San. Tic. AS. – RBTR/MFN
lan	May	Siemens UK



Gordon	McCallum	Quality Scotland
Paddy	McLaughlin	Glasgow Housing Association
Mattias	Mellberg	SJ AB
Kasper	Mühlbach	Evaluesense ApS
Alexandra	Nae	Robert Bosch (France) SAS
Bibiana	Navarro Arqued	Aliad Conocimiento y Servicio, S.L.
Maria Jesus	Novo	Fundación Novia Salcedo
Tulin	Ograk	TEI-Tusas Engine Ind. Inc.
José	Oliveira	Bosch Car Multimedia Portugal
Frank	Paris	DOQS
Vianney	Paschek	Ricoh Deutschland GmbH
Nadia	Peiffer-Puh	SDEA
Bruno	Peloso	Sanden Manufacturing Europe
Nicholas	Reynolds	Siemens – Rail Systems
Adriano	Ruchini	EUCHAM
Laura	Salasco	Synergy Performance Middle East FZ-LLC
Kristina	Schiffer	Clariant Produkte (Deutschland) GmbH
Jördis	Schmidt	CPC Unternehmensmanagement AG
Frank	Schönefeld	T-Systems Multimedia Solutions GmbH
Celal	Seckin	Seckin Consulting and Training Co. Ltd.
Sergey	Shostak	Russian Maritime Register of Shipping
Uwe	Steinkötter	Robert Bosch GmbH
Audur	Sveinsdottir	Rio Tinto Alcan in Iceland Ltd.
Nadja	Tessmer	Robert Bosch GmbH / Gasoline Systems - CIP
Enrico	Tosco	Telecom Italia Information Technology
Gerd	Uckermann	Infineon Technologies Austria AG
Andre	van der Geest	PostNL
Marcel	Van der Zon	Huntsman Holland BV – Polyurethanes
Jacqueline	van Rijswijk	Improve4all
Karin	Walter	Karin Walter Consult
George	Wilson	Centre for Competitiveness
Oliver	Wolf	Carl Zeiss SMT GmbH
Ernesto	Zannelli	GlaxoSmithKline – Pack Artwork Share Service



## August 2012 - July 2013

## Recognised for Excellence 5 Stars

### Austria

- Infineon Technologies Austria AG
- Österreichische Wertpapierdaten Service GmbH

#### Relarus

 Byelorussian Steel Works - Management Company of "Byelorussian Metallurgical Company" holding

#### France

AFNOR Compétences

#### Finland

- Metsä Fibre Oy
- Tekes the Finnish Funding Agency for Technology and Innovation.

## Germany

- AWO Schleswig-Holstein gGmbH Unternehmensbereich Pflege, Zentrale Steuerung und Organisation
- Robert Bosch GmbH Chassis Systems Control
- Robert Bosch Chassis Systems Control, Blaichach, CC-BhP
- Robert Bosch GmbH, Werk Feuerbach
- Schindlerhof Klaus Kobjoll GmbH
- Sanden International (Europe) Ltd
- The Mandala Hotel

#### Greece

BSH Ikiakes Syskeves A.B.E.

### Hungary

Grundfos Magyarország Gyártó Kft

## Republic of Ireland

- Galway Bay Hotel
- KARI

## Italy

- Alpha Beta Piccadilly
- AZB Società Cooperativa
- GlaxoSmithKline Unipersonale S.p.A Verona Regional Service Centre – PASS
- Haus der Familie

### Portugal

Refrige – Sociedade Industrial de Refrigerantes, S.A.

## Russia

- Betard Ltd
- Fiberglass Pipe Plant
- Institute Yakutniproalmaz ALROSA Co Ltd
- Regional Emergency Medical Centre
- Saturn- Gas Turbines
- Ural Federal University

## Slovak Republic

Ministry of Finance of Slovak Republic

#### Slovenia

- Hidria AET D.O.O.
- LOTRIČ Meroslovje d.o.o.

#### Spain

- Abertis Telecom
- Administrador de Infraestructuras Ferroviarias
- Amadip-Esment
- Banc De Sang I Teixits
- Colegio Bas
- Colegio Ramón Y Cajal
- Colegio Virgen De Mirasierra
- Corporación Alimentaria Peñasanta
- Enagás
- Grupo Banco Sabadell
- Grupo CLH
- Hospital Universitario De Getafe
- H.U. Fundación Jiménez Díaz
- Institut Català D'avaluacions Mèdiques I Sanitàries (Icams)
- Linea Madrid. Dirección General De Calidad Y Atención Al Ciudadano Del Ayuntamiento De Madrid
- Mercasturias, S.A.
- Sanitas Hospitales
- Servicio Provincial De Gestión Y Recaudación Tributaria De La Diputación Provincial De Jaén
- Universidad De Granada. Biblioteca
- Universitat Jaume I

- Bouygues Energies & Services
- Bryson Charitable Group
- Chiltern Rail Company
- Devon & Cornwall Probation
- Dualway Group
- East Midlands Trains
- First Capital Connect
- Humberside Probation
- JPCS
- Kuehne & Nagel Brinklow- Waitrose
- Leicester & Rutland Probation
- London Midland
- LOROL
- North Ayrshire Council- Housing Services
- Northern Rail
- Schlumberger CPCB
- Siemens Energy Power Transmission
- South West Trains
- South Yorkshire Probation
- Southern Railway
- Trent & Dove Housing
- University of Winchester
- Virgin Trains



## Recognised for Excellence 4 Stars

## Belgium

EFQM

#### Denmark

UNOPS

#### Finland

- Coxa Oy Hospital for Joint
- Helsinki City Social Services, Uusix-workshops
- LähiTapiola Kiinteistövarainhoito Oy (former name Kiinteistö-Tapiola)

### Germany

- ABB Stotz-Kontakt/Striebel & John Vertriebsgesellschaft mbH
- cmxKonzepte GmbH & Co. KG
- G. Fleischhauer Ingenieur-Büro Bremen GmbH
- KH Automation Projects GmbH
- LWL-Klinik Paderborn
- L'Orange GmbHOBI Markt Erlangen Ost
- MDK Berlin-Brandenburg e.V.
- OBI Markt Schwabach
- OBI Markt Erlangen Ost
- OBI Markt Schwarzenbruck
- OBI Markt Forchheim
- OBI Markt Pegnitz
- OBI Markt Weißenburg
- OBI Markt Neustadt a. d. Aisch
- OBI Baumarkt Franken GmbH & Co.KG
- OVALO GmbH
- Roche Pharma AG businessoperations
- Taberna Hospitalis GmbH & Co. KG
- VHS Reckenberg-Ems | FARE gGmbH

#### Greece

Doukas School S.A

## Hungary

- Délzalai Víz- és Csatornamű Zrt.
- Győr-Moson-Sopron Megyei Kereskedelmi és Iparkamara
- Schiedel Kéménygyár Kft.

### India

Bosch Chassis Systems India Ltd., Chakan

## Italy

- Bildungshaus Kloster Neustift
- Bildungshaus Schloss Goldrain
- Centro Servizi A. Galvan
- KVW Bildungsreferat
- Lichtenburg Nals
- Regione CAMPANIA Assessorato all'Agricoltura A.G.C. 11 -Settore S.I.R.C.A.
- SBB Weiterbildungsgenossenschaft
- Volkshochschule URANIA Meran Verband der Volkshochschulen Sudtirols
- Verband der Volkshochschulen Sudtirols

## Portugal

ANA – Aeroportos de Portugal, S.A.

## Russia

- JSC "TransContainer"
- Yaroslavl State University

### Slovenia

- Elektro Gorenjska D.D., KRAN
- Mariborski Vodovod, Javno Podjetje, d.d.,
- Upravna Enota Ljutomer

### Spain

- Agencia De Calidad Sanitaria De Andalucíafundación Pública Andaluza
- APROSUB Asociación en favor de las personas con discapacidad intelectual de Córdoba
- Asociación Amica
- Autoridad Portuaria De Ferrol-San Cibrao
- Autoridad Portuaria de La Bahía de Cádiz
- Bebidas Gaseosas del Noroeste, S.A. (BEGANO)
  - Biblioteca Dulce Chacón Universidad Europea De Madrid

- Colegio Auseva Maristas Oviedo
- Colegio Casvi-Boadilla (Casvi-Boadilla S.A.)
- Colegio Dulce Nombre De Jesús Oviedo
- Colegio La Anunciata León
- Colegio Mater Salvatoris
- Colegio Nuestra Señora del Recuerdo Madrid
- Colegio Sagrados Corazones Miranda de Ebro
- Colegio Salesiano San Juan Bosco Arévalo Ávila
- Colegio San José Villafranca De Los Barros
- Colegio Santa María Del Naranco
- Complejo Asistencial Universitario De León, dirección Enfermería
- Consorci Del Transport Sanitàri Regió Girona, S.A.
- Cursos Intensivos Mir Asturias, S.L.
- Grupo Isastur
- Grupo Lacera
- Grupo Ombuds (Ombuds Seguridad S.A. / Ombuds Servicios, S.L.)
- Grupo Hospiten
- Grupo Sorolla
- Instalaciones Inabensa, S.A.
- Instituto de Educación Secundaria Nº 1
- International Research & Development Bureau Madrid
- Mina Pública D'Aigües De Terrassa, S.A.
- OLICRIS, S.L. (Clínica Rodríguez-Recio)
- Orden Hospitalaria De San Juan De Díos Hospital San Juan De Díos De León
- Orden Hospitalaria De San Juan De Dios -Centro San Juan De Dios de Ciempozuelos
- Orden Hospitalaria De San Juan De Dios Hospital Sant Joan de Déu De Palma
- Servicio Central de Idiomas Universidad De Salamanca
- Servicio de Actividades Deportivas de La Universidad de Sevilla (SADUS)
- Sociedad Cooperativa Madrileña Teide-Hease
- Thyssenkrupp Norte, S.A.
- Universidad Europea de Madrid
- Universidad Politécnica De Madrid Servicio de Formación Continua - Vicerrectorado de Estructura Organizativa Y Calidad
- Vasbe, S.L.

## Switzerland

- Klinik Barmelweid
- Hochschule Luzern Lucerne University of Applied Sciences and and Arts
- Spital Thurgau AG
- Swissôtel Management Llc. with the regional offices in Asia, China, Western Europe/USA, Turkey and Eastern Europe
- Zürcher Höhenkliniken Wald und Davos

- Arriva Trains Wales
- Carillion Enterprise
- Clackmannanshire Council
- DB Regio Tyne & Wear Metro
- Dorset Probation
- Dualway Group
- East Coast Mainline
- House of Commons
- London ProbationMilliken Industrials Ltd: Milliken European Airbag Products
- Northern Ireland Tourist Board
- Phenix Futures
- Siemens Rail Systems
- Staffordshire & West Midlands Probation
- Translink
- Warwickshire Probation



## Recognised for Excellence 3 Stars

#### Austria

- Radiologie Kapfenberg Institut f
  ür Radiologische Spezialdiagnostik
- Volkshochschule Götzis
- Wiener Krankenanstaltenverbund

#### Colombia

- Andino Bilingüe School
- Colegio Alfonso Jaramillo
- Colegio Biffi
- Colegio Biffi La Salle
- Colegio Bilingüe Divino Niño
- Colegio Campestre Mayor De Iglaterra
- Colegio Carmén Teresiano Cúcuta
- Colegio De Formación Integral Mundo Nuevo
- Colegio De La Presentación Fátima
- Colegio De La Presentación Girardot
- Colegio De La Presentación Luna Park
- Colegio De La Presentación Sans Facon
- Colegio De La Presentación Tunja
- Colegio De Las R.R. Esclavas Del Sagrado Corazón De Jesús
- Colegio Filipense Nuestra Señora De La Esperanza
- Colegio Giovanni Antonio Farina
- Colegio La Salle De Bello
- Colegio La Salle De Envigado
- Colegio La Salle De Montería
- Colegio La Salle De Pereira
- Colegio Lorenzo De Alcantuz
- Colegio Mayor Nuestra Señora
- Colegio Provinma
- Colegio San Angelo
- Colegio San Jose De La Salle
- Colegio San Mateo Apostol
- Colegio San Tarsicio
- Colegio Seminario Menor De Nuestra Señora Del Rosario
- Colegio Trinidad Del Monte
- Fundación Gimnasio Pereira
- Gimnasio San Angelo
- Gimnasio Santa María Del Alcázar
- Instituto La Salle
- Instituto San Carlos La Salle
- Liceo Arquidiocesano De Nuestra Señora
- Liceo Boston
- Liceo Cervantes Norte

### Finland

- City of Helsinki, the Occupational Health Centre
- Helsingin Energia, Customer Service Unit
- The Helsinki Housing Procuction Department (ATT)

### Germany

- AEQUANET Ärzte Qualitätsnetz Mittelhessen
- All Service Sicherheitsdienste GmbH
- Carriere&More private Akademie Region Stuttgart GmbH
- DGB-Bildungswerk NRW e.V.
- Haus Ohrbeck
- Ihr königlicher Campingpark Sanssouci zu Potsdam/Berlin
- Mediathek ein Lernunternehmen der Roche Pharma AG
- OBI Markt Nürnberg Regensburger Straße
- OBI Markt Nürnberg Nordostbahnhof
- OBI Markt Nürnberg Leyh
- OBI Markt Fürth
- OBI Markt Erlangen

- OBI Markt Ansbach
- OBI Markt Höchstadt a. d. Aisch
- OBI Markt Feuchtwangen
- RWE Technology GmbH
- Volkshochschule Esslingen am Neckar

## Italy

- Kardinal Nicolaus Cusanus Akademie
- Provincia Autonoma di Bolzano Ripartizione 22
- Telecom Italia HRO

#### lordan

Arabtech Jardaneh

## Portugal

Direção Regional do Comércio, Indústria e Energia (RAM)

## Slovenia

- Upravna Enota Ljubljana
- PRIMAT tovarna kovinske opreme d. d., MARIBOR
- Univerzitetni Klinični Center Ljubljana

#### Spain

- Adis Meridianos
- Alonso Star, S.L. Técnico Profesional Cosmos Centro de Estudios Star Word - Técnico Profesional Cosmos -Formación Virgen De La Luz - Formación Santa Beatriz De Silva - Formación Santa Beatriz De Silva
- Área De Relaciones Institucionales Universidad De Sevilla
- Asociación Protectora De Personas Con Discapacidad Intelectual de Las Palmas - Aprosu
- Cia. Asturiana de Bebidas Gaseosas, S.A. Asturbega
- Cooperativa Farmacéutica Asturiana (Cofas)
- Colegio La Milagrosa
- Colegio Virgen Mediadora Gijón
- Diputació De Tarragona
- Fundación Metal Asturias Principado De Asturias
- Grupo Gesor, S.L.
- Hospital Universitario Fundación Alcorcón Madrid
- Masercisa
- Organismo Autónomo De Recaudación Y Gestión Tributaria De Badajoz (Oar)
- Parc D'atraccions Del Tibidabo
- União Meridianos

### Switzerland

- AndreasKlinik Cham Zug
- Clienia Schlössli AG Privatklinik für Psychiatrie und Psychotherapie
- Forel Klinik
- Klinik St. Anna
- Privatklinik Linde AG
- Rheinburg-Klinik AG
- RUCH AG

- Alzheimer Scotland
- Greater Manchester Fire & Rescue
- Siemens Protection Devices
- SAMH
- Turning Point Scotland
- West Lothian College



## Committed to Excellence

#### Austria

- a-plus Arbeitsprojektentwicklung
- Katholische Sozialakademie Österreichs
- Kunstuniversität Graz Dienstleistungseinrichtungen
- Landesklinikum Gmünd
- Pilotstudiengänge der FH JOANNEUM

#### **Belgium**

- Apopo
- Business and Society
- CNCD 11.11.11
- Croix Rouge de Belgique Communauté Francophone -Activités Internationales
- NGO Federatie
- Plan Belgique
- Quinoa
- Rode Kruis
- Solidarité Socialiste
- SOS Faim
- STICS
- Tearfund
- Vredeseilanden
- Zone de Police Bruxelles-Nord

### Colombia

- Academia Militar General José Antonio Anzoategui
- Academia Militar Mariscal Sucre
- Casa Distrital La Salle
- Centro Educativo Nuestra Señora De La Paz
- Colegio Coomeva
- Colegio Cristiano El Shaddai
- Colegio Diocesano San José
- Colegio Guipas Y Chavos
- Colegio La Anunciación
- Colegio Mixto De Integración Moderna
- Colegio Nuevo Reino De Granada
- Colegio Rochester
- Colegio Santa Francisca Romana
- Colegio Santo Domingo
- Colegio Santo Tomás De Chía
- Colegio Sara De Luque
- Gimnasio Domingo SavioGimnasio Los Robles
- Instituto Musical Diego Echavarría
- Nuevo Reino de Granada

### Germany

- ALB FILS KLINIKEN GmbH Institut für Laboratoriumsmedizin MVZ ALB FILS KLINIKEN
- Institut für Laboratoriums-, Transfusionsmedizin und Mikrobiologie, Fachabteilung für Hygiene und Infektionsprävention Klinikverbund Südwest
- Fisch Anton GmbH
- Friedrich-Ebert-Striftung e.V.
- Katholische Hochschule Freiburg
- Kinder- und Jugendhilfezentrum Groß Börnecke GmbH
- Kneipp-Bildungswerk für Gesundheit NRW e.V.
- Landschaftsverband Westfalen-Lippe LWL-
  - Koordinationsstelle Sucht
- Landesarbeitsgemeinschaft DRK-Familienbildung NRW
- Lodewick GmbH
- Nells Park Hotel Trier
- Robert Bosch GmbH Corporate Sector Purchasing and Logistics Automotive Business Subassemblies and Materials (CP/AB5)
- Schleich & Haberal Firmengruppe
- SIS Swiss International School gemeinnützige GmbH
- Universitätsmedizin Greifswald
- VHS Herrenberg

- Volkshochschule Fürth gGmbH
- Volkshochschulverband Baden-Württemberg

#### Greece

- Athens Traders Association
- Athens University of Economics and Business
- EDENRED
- Hellenic Management Association
- KORRES S.A. NATURAL PRODUCTS
- MORNOS S.A.
- Manpower Employment Organization
- V. KAFKAS S.A.

## Hungary

- CNC Rapid Kft.
- Dunapack Kft.
- Grundfos Magyarország Gyártó Kft.
- Innogrant Consulting Kft.
- INNOSKART Vállalkozásfejlesztési Közhasznú Nonprofit Kft.
- Kienle + Spiess Hungary Kft.
- Kovács Kft.
- Laser Consult Kft.
- Royalpack Csomagoló Kft.

#### Italy

- Centro Residenziale di Cura Media Pusteria Brunico-Valdaora
- Fondazione "Gustav Mahler"
- Katholisches Bildunwerk
- Liceo Scientifico Statale "A. VALLISNERI" Lucca

## Portugal

- Iberogestão Gestão Integrada e Tecnológica, Lda.
- Monstros e Companhia Soluções de Comunicação, Lda

### Russia

- Balakovo Mineral Fertilizers
- Ural Federal University International Office
- Komi Republican Academy of State Service and Administration
- Moscow State University of Printing Art
- Moscow Technological Institute WTU

## Spain

- Academia Lugonés, S.L.
- Adace Clm Asociación De Daño Cerebral Sobrevenido De Castilla La Mancha
- Adra, Agencia Adventista Para El Desarrollo Y Recursos Asistenciales Madrid
- Aldeas Infantiles Sos De Galicia
- Asociación AMAT
- Asociación Arrabal-Aid
- Asociación Cultural La Kalle
- Asociación Hogar 20granada
- Asociación de Educadores Las Alamedillas Madrid
   Asociación de Encuentro Y Acogida Al Toxicómano ADEAT
- Asociación Edad Dorada Mensajeros De La Paz Región De
- Asociación Extremeña De Familiares De Personas Con Alzheimer Y Otras Enfermedades Afines Afaex "Nuestra Señora De Guadalupe"
- Asociación Noesso (No Estás Solo)
- Asociación Nuevo Horizonte
- Asociación para El Fomento Del Aprendizaje A Lo Largo De La Vida (Afalvi) Burgos
- Asociación Pro-Disminuidos Psíquicos De Estepona Aprona Estepona - Málaga



- Asociación Provincial De Familiares De Personas Con Transtorno Del Espectro Autista De Cádiz (Autismo Cádiz)
- Asociación Sindrome De Down De Sevilla Y Provincia ASEDOWN
- ASPACE Huesca
- Ayuntamiento de Avilés
- Ayuntamiento de Boadilla Del Monte
- Ayuntamiento de Leganés (Área De Formación Y Empleo)
- Centro Juvenil Sta. Mª Micaela Rr. Adoratrices Sevilla
- CEO Consultoría Y Formación
- Colegio Obispo Perelló Madrid
- Colegio Oficial De Diplomados En Trabajo Social Y Asistentes Sociales De Madrid
- Confederación Española De Personas Con Discapacidad Física Y Orgánica
- Cooperativas Agro-Alimentarias Del Principado De Asturias
- Coordinadora para El Desarrollo Integral Del Nordeste De Segovia - Codinse-
- Federación Española De Fibrosis Quística Valencia
- Federación Provincial De Asociaciones De Personas Con Discapacidad Física Y Orgánica De Jaén (Fejidif)
- Fundación Balia Por La Infancia Madrid
- Fundación Edes Para La Educación Especial
- Fundación Formación y Empleo Asturias Gijón
- Fundación Gizakia Bilbao
- Gestión Y Custodia De Información De Canarias, S.A. (Grupo Valora)
- Grupo Asproseat
- Grupo Exter, S.A.
- Grupo Sinergia
- Iberdrola: Idb Distribución Navarra
- Ikasi, Centro De Formación, C.B.Bergara Guipúzcoa
- Instituto de Formación Y Empleos Sociales (Ifes)
- Instituto Madrileño De Formación Madrid
- Instituto Municipal De Empleo Y Promoción Económica De Alcorcón- Imepe -
- La Mirada Digital, S.L.
- Logistica Integrada Zona Sur, S.A.U. (Grupo Valora)
- Opción 3, Sociedad Cooperativa
- Sergesa Formación, S.L.Boadilla Del Monte Madrid
- Sunion Educación Integral S.A. Madrid
- Transalinetas Logistic S.L. (Grupo Valora)
- Urolalde, S.L.Azpeitia Guipúzcoa
- Universidad Popular Para La Educación Y Cultura De Burgos (Unipec Burgos)

## Switzerland

- AKAD Business AG
- AKAD Höhere Fachschule Banking und Finance AG
- Didacware AG Edubook AG
- Edubook AG
- Fachhochschule Nordwestschweiz FHNW
- Gemeindeverband Pflege und Betreuung Schwarzenburgerland
- Gemeindeverband Weissenau Unterseen
- Hirslanden Klinik Belair
- HWZ Hochschule für Wirtschaft Zürich
- Institut Minerva AG
- Kanton Luzern Dienststelle Berufs- und Weiterbildung (Abteilungen und Schulen)
- Klinik für Schlafmedizin AG
- KS Kaderschulen

- Luzerner Kantonsspital Departement Pflege und Soziales
- Overall
- REHAB Basel Zentrum f
   ür Querschnittsgel
   ähmte und Hirnverletzte
- Stiftung Rotonda
- SBB AG Centre Loewenberg Murten
- ZHAW Departement Angewandte Psychologie
- Zürcher Hochschule für Angewandte Wissenschaften Departement Architektur, Gestaltung Bauingenieurwesen

- 2Reuse Project
- Aberdeen Forward (Creative Waste Exchange)
- Amina
- Aquila Way
- Ark Housing Association Ltd
- Blythswood Care
- Cairn Housing Association
- CEARTAS Advocacy
- Clackmannanshire Third Sector Inteface
- Community Resources Network Scotland (CRNS)
- East Dunbartonshire Voluntary Action
- Edinburgh & Lothians Regional Equality Council
- Edinburgh Furniture Initiative
- ELCAP
- Enable Scotland
- Engage Renfrewshire
- Fallin Community Enterprises (Recyke-A-Bike)
- Fife Community Interpreting Services
- Fife Voluntary Action
- First ScotRail Ltd
- Forth Sector Development
- Furniture Plus
- Glenrothes "Y
- Greatway Foundation
- Harris Voluntary Service
- Homeaid Caithness and Sutherland
- Homeaid West Lothian
- Home from Home (Scotland) Ltd
- Inspire
- LAMH Recycle
- Midlothian Advice & Resource Centre (MARC)
- Muslim Council for Scotland
- New Start Highland
- Next Step Initiative
- Quarriers
- Scottish Autism
- Second Opportunities
- SEMPERscotland
- Social Enterprise Academy
- Somerset Rural Youth ProjectSpruce Carpets
- Spruce Carpets
- St Patrick's Furniture Project
- Tayside Recyclers
- The Edinburgh Bike Station
- Univesities Superannuation SchemeVisitScotland
- VisitScotland
- Voluntary Action Angus
- Voluntary Action Barra and Vatersay
- Volunteer Centre Borders
- Volunteer Centre East Ayrshire
- Xcite (West Lothian Leisure)
- Yusuf Youth Initiative



# Past Winners

2012		
Robert Bosch GmbH Bamberg Plant	Germany	Award & Prize Winner
Coca Cola İçecek AŞ Ankara Plant	Turkey	Prize Winner
VAMED-KMB	Austria	Prize Winner
JSC "Medicina"	Russia	Prize Winner
pom+Consulting AG	Switzerland	Prize Winner
Bosch Tecnologie Diesel e Sistemi Frenanti S.p.A.	Italy	Prize Winner
BMW Plant Regensburg	Germany	Prize Winner
B. Braun Avitum Hungary	Hungary	Finalist
Nilufer Municipality	Turkey	Finalist
Hospital Galdakao-Usansolo Ospitalea (Osakidetza)	Spain	Finalist
Wakefield and District Housing's (WDH)	United Kingdom	Finalist
Mutualia	Spain	Finalist
Town Hall Dzierżoniów	Poland	Finalist
2011 Bilim Pharmaceuticals	Turkey	Award & Prize Winner
Bosch Chassis Systems Control	Global	Prize Winner
Coplaning S.à.r.l.	Luxembourg	Prize Winner
	Luxembourg Germany	Prize Winner Prize Winner
Coplaning S.à.r.l.		
Coplaning S.à.r.l.  Grundfos Pumpenfabrik GmbH	Germany	Prize Winner
Coplaning S.à.r.l.  Grundfos Pumpenfabrik GmbH  Hopital Kirchberg - Psychatric Department	Germany Luxemburg	Prize Winner Prize Winner
Coplaning S.à.r.I.  Grundfos Pumpenfabrik GmbH  Hopital Kirchberg - Psychatric Department  Liverpool John Moores University	Germany Luxemburg United Kingdom	Prize Winner Prize Winner Prize Winner
Coplaning S.à.r.l.  Grundfos Pumpenfabrik GmbH  Hopital Kirchberg - Psychatric Department  Liverpool John Moores University  RED Eléctrica de España	Germany Luxemburg United Kingdom Spain	Prize Winner Prize Winner Prize Winner Prize Winner
Coplaning S.à.r.I.  Grundfos Pumpenfabrik GmbH  Hopital Kirchberg - Psychatric Department  Liverpool John Moores University  RED Eléctrica de España  Ricoh Deutschland	Germany  Luxemburg  United Kingdom  Spain  Germany	Prize Winner Prize Winner Prize Winner Prize Winner Prize Winner
Coplaning S.à.r.I.  Grundfos Pumpenfabrik GmbH  Hopital Kirchberg - Psychatric Department  Liverpool John Moores University  RED Eléctrica de España  Ricoh Deutschland  Robert Bosch GmbH Bamberg Plant	Germany Luxemburg United Kingdom Spain Germany Germany	Prize Winner Prize Winner Prize Winner Prize Winner Prize Winner Prize Winner
Coplaning S.à.r.I.  Grundfos Pumpenfabrik GmbH  Hopital Kirchberg - Psychatric Department  Liverpool John Moores University  RED Eléctrica de España  Ricoh Deutschland  Robert Bosch GmbH Bamberg Plant  Siemens Healthcare UK	Germany Luxemburg United Kingdom Spain Germany Germany United Kingdom	Prize Winner
Coplaning S.à.r.I.  Grundfos Pumpenfabrik GmbH  Hopital Kirchberg - Psychatric Department  Liverpool John Moores University  RED Eléctrica de España  Ricoh Deutschland  Robert Bosch GmbH Bamberg Plant  Siemens Healthcare UK  Bosch Car Mutlimedia Portugal	Germany Luxemburg United Kingdom Spain Germany Germany United Kingdom Spain	Prize Winner Frize Winner Finalist
Coplaning S.à.r.I.  Grundfos Pumpenfabrik GmbH  Hopital Kirchberg - Psychatric Department  Liverpool John Moores University  RED Eléctrica de España  Ricoh Deutschland  Robert Bosch GmbH Bamberg Plant  Siemens Healthcare UK  Bosch Car Mutlimedia Portugal  Club Excelencia en Gestión vía Innovación	Germany Luxemburg United Kingdom Spain Germany Germany United Kingdom Spain Russia	Prize Winner Finalist Finalist
Coplaning S.à.r.I.  Grundfos Pumpenfabrik GmbH  Hopital Kirchberg - Psychatric Department  Liverpool John Moores University  RED Eléctrica de España  Ricoh Deutschland  Robert Bosch GmbH Bamberg Plant  Siemens Healthcare UK  Bosch Car Mutlimedia Portugal  Club Excelencia en Gestión vía Innovación  Comarca Bilbao de Osakidetza	Germany Luxemburg United Kingdom Spain Germany Germany United Kingdom Spain Russia Spain	Prize Winner Finalist Finalist Finalist
Coplaning S.à.r.I.  Grundfos Pumpenfabrik GmbH  Hopital Kirchberg - Psychatric Department  Liverpool John Moores University  RED Eléctrica de España  Ricoh Deutschland  Robert Bosch GmbH Bamberg Plant  Siemens Healthcare UK  Bosch Car Mutlimedia Portugal  Club Excelencia en Gestión vía Innovación  Comarca Bilbao de Osakidetza  Limited Liability Company LUKOIS - Permnefteorgsintez  REGTSA - Recaudación y Gestión Tributaria de	Germany Luxemburg United Kingdom Spain Germany Germany United Kingdom Spain Russia Spain Russia	Prize Winner Finalist Finalist Finalist Finalist
Coplaning S.à.r.I. Grundfos Pumpenfabrik GmbH Hopital Kirchberg - Psychatric Department Liverpool John Moores University RED Eléctrica de España Ricoh Deutschland Robert Bosch GmbH Bamberg Plant Siemens Healthcare UK Bosch Car Mutlimedia Portugal Club Excelencia en Gestión vía Innovación Comarca Bilbao de Osakidetza Limited Liability Company LUKOIS - Permnefteorgsintez REGTSA - Recaudación y Gestión Tributaria de Salamanca	Germany Luxemburg United Kingdom Spain Germany Germany United Kingdom Spain Russia Spain Russia Spain Russia	Prize Winner Finalist Finalist Finalist Finalist Finalist Finalist



2010		
VAMED-KMB	Austria	Prize Winner
Bradstow School	United Kingdom	Prize Winner
Olabide Ikastola	Spain	Prize Winner
Eskişehir Maternity and Child	Turkey	Prize Winner
Illnesses Hospital		
Stavropol State Agrarian University	Russia	Prize Winner
Alpenresort Schwarz	Austria	Finalist
Dr. Germain Becker & Associés	Luxembourg	Finalist
Siemens Congleton	United Kingdom	Finalist
Worthington Cylinders	Austria	Finalist
Robert Bosch Fahrzeugelektrik	Germany	Finalist
Bosch Eisenach GmbH	Germany	Finalist
Domino-World	United Kingdom	Finalist
Osakidetza - Comarca Gipuzkoa	Spain	Finalist
Ekialde		
Liverpool John Moores University	United Kingdom	Finalist

## How they feel about it ...

"We are overwhelmed with joy and gratification. Winning the EFQM Award makes us really proud. It gives us the recognition for all the efforts and the consistent work on our areas for improvement over the last years, and for the achievements we have reached by that. Now we got more certainty that we are on the right path to Business Excellence, but through the assessors feedback we also see that there is still room for improvement and the journey will go on."

## Hans Hoffman, Commercial Plant Manager at Robert Bosch GmbH, Bamberg Plant

"Subjecting your organisation to a full EFQM Award Assessment is really rewarding challenge, and whilst recognition for what you are achieving is nice, the most valuable part of the process is having a team of internationally respected assessors give you a comprehensive feedback report on which you can base your improvement programme—that's what makes an EFQM Excellence Award such good value for money."

Paul Evans, Director of Business Excellence, Liverpool John Moores University



## **EFQM**

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