

## GREETINGS FROM EFQM



EFQM is proud to promote the winners and finalists of this year's European Quality Award. In a culmination of 14 years of presenting this prestigious award to European organisations, this year shows the highest performance ever in the organisations applying.

These private and public sector organisations demonstrate that an overall approach to Excellence in their business, encompassing exceptional leadership, strategy, customers, people, partnerships and processes, is the driver for success and an extraordinary challenge in this competitive and fast-moving environment in which we work.

Reaching the level of the European Quality Award is the result of long-term dedication towards Excellence and continuous improvement by these European organisations. It is a unique exercise. From the Assessors point of view, it helps you understand the links between management practices and performance. The Assessor community is very diverse; the Assessors network is a team of practitioners. Assessing an organisation truly mobilises your energy as I myself experienced this year as one of the EQA Assessors.

This year's applicants represent a unique diversity of organisations from all aspects: sector, country, and size. As always, we have seen a number of role models in the large and private institutions; starting with our Award Winner, TNT Express Information and Communication Services, as well as Prize Winners such as T-Systems Multimedia Solutions, Knorr-Bremse, Siemens Automation and Drives, and BMW – Chassis and Driveline Systems Production. The public sector is more and more present in these high-level performers. Among the Winners and Finalists this year, the healthcare sector is well represented and we count

among them a Chamber of Commerce and Industry and a local Quality organisation. The SMEs can also confirm that they play a much more competitive role relative to their size as shown with FirstPlus Financial Group. They can affect the whole value chain and contribute to the competitiveness of others.

The European Quality Award will continue to be the corner stone of the EFQM's offerings, with an expansion in the scope of its applicants regarding quantity and diversity. EFQM would like to turn it into a real European championship, leveraging the local efforts.

Please join us in congratulating all of the organisations recognised in this 2005 Recognition Book. These Winners & Finalists have embedded the principles of Business Excellence and the use of the EFQM Excellence Model into their strategic planning and business goals.

We also would like to take this opportunity to thank the Applicants, the Assessors and all the people who make this happen. We are looking forward to next year's round of the EFQM European Award.

A handwritten signature in black ink, appearing to read 'Lebeer', with a long horizontal flourish extending to the left.

**Christiaan Lebeer**  
**CEO, EFQM**

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# PART I: RECOGNISED ORGANISATIONS



- **EQA Award Winners, Prize Winners and Finalists**
- **Organisations Recognised for Excellence**
- **Organisations Committed to Excellence**
- **Welsh Quality Award**

## THE EUROPEAN QUALITY AWARD

The European Quality Award (EQA) is Europe's most prestigious award for organisational excellence and is the top level of the EFQM Levels of Excellence recognition scheme. 2005 marks the fourteenth year of the European Quality Award.

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The European Quality Award in 2005 had **FIVE CATEGORIES** for the applications:

- The **Large Organisations and Business Unit Category** is for whole companies or parts of companies run as business units who have the following characteristics: running as an independent profit centre with a full set of accounts; more than 50% of turnover external to itself and the parent company where one exists; having a broad range of support functions and policies which it has autonomy over; employing more than 250 people.
- The **Operational Unit Category** is for the units which are part of a larger organisation. They should have the following characteristics: less than 50% of turnover is external to the parent company; dependent on a parent organisation in some areas; employing more than 250 people. The unit will normally be run as a cost centre. Examples are a factory, an assembly plant, a sales and marketing organisation or a research unit.
- The **Public Sector** includes whole organisations or parts of whole organisations providing services, generally on a not-for-profit basis and funded from taxation.
- The **Independent Small and Medium sized Enterprises Category** includes organisations that have an annual turnover less than 40 million Euro, a balance sheet total less than 27 million Euro.
- The **Subsidiary Small and Medium sized Enterprises Category** includes enterprises that are part of the whole organisation with some of the following characteristics: running as an independent profit centre with a full set of accounts; external sales or services are more than 50% of total sales or service; having a broad range of organisational functions; being recognised as a separate business unit in the organisation's annual report and employing less than 250 people.

There are **THREE LEVELS OF RECOGNITION** in each category available to applicants for the European Quality Award:



**Award winners** are exceptional organisations; they are European or global role models in their approaches and the results they achieve. There can only be one Award winner in each of the five categories, and the Award is only presented if there is an outstanding organisation worthy of receiving it.

**Prize winners** categories are based on all eight of the Fundamental Concepts that underpin the EFQM Excellence Model. This will identify specific role models that could help others to learn and improve. Prize winners are also very good all-around organisations.



The Assessor teams for each of these special prize winners has identified specific role model areas which help the jury decide if they are worthy Prize winners. These good practices are shared in the EFQM good practice database, which is available to all EFQM member organisations.



**Finalists** are organisations that demonstrate a high degree of excellence in the management of quality as their fundamental process for continuous improvement. Each year, several Finalists may be declared in each category.

The jury makes this decisions based on the recommendations of the Assessor Teams, besides the scoring based on the EFQM Excellence Model (points), they also consider the role models identified during the site visit.

## THE LARGE ORGANISATIONS AND BUSINESS UNITS CATEGORY

### PRIZE WINNERS:

- ✦ BMW AG - TA-3 Chassis and Driveline Systems Production
- ✦ Knorr-Bremse Systems for Commercial Vehicles
- ✦ Knorr-Bremse Systems for Rail Vehicles

### The previous Award winners are:

1992	Rank Xerox Limited, United Kingdom
1993	Milliken European Division, Belgium
1994	Design to Distribution (D2D) Ltd, United Kingdom
1995	Texas Instruments Europe, France
1996	BRISA, Turkey
1997	SGS-THOMSON Microelectronics, Italy
1998	TNT United Kingdom Ltd, United Kingdom
1999	Yellow Pages, United Kingdom
2000	Nokia Mobile Phones, Europe and Africa, Finland
2004	Yell, United Kingdom



## BMW AG - TA-3 CHASSIS AND DRIVELINE SYSTEMS PRODUCTION



**PRIZE WINNER IN  
PEOPLE DEVELOPMENT AND  
INVOLVEMENT**

### ORGANISATION PROFILE

With its three brands BMW, MINI and Rolls-Royce, the BMW Group focuses consistently on selected premium segments of the international car markets. At the same time the global production network of the BMW Group forms the backbone for growth in all markets the world over. Close cooperation of all plants gives BMW Group production the speed and flexibility essential for securing and maintaining a decisive edge over international competition. The TA-3 Technology Division, acting as the Competence Centre for Chassis and Driveline Components, is part of this production network.

BMW's car production plants in Munich, Dingolfing, Regensburg, Leipzig, as well as Spartanburg (USA) and Rosslyn (South Africa) are among the Competence Centre's largest customers. As a Value Centre with a clear orientation towards technology, TA-3 has set itself the target to be "the most efficient and innovative system partner for the BMW Group in production of the chassis and driveline."

### MILESTONES OF THE EXCELLENCE JOURNEY

- 1992 Introduce a comprehensive system of quality management
- 1997 Begin annual EFQM self-assessment tests; begin regular survey of employee satisfaction
- 2000 Begin regular survey of customer satisfaction
- 2003 Win Bavarian Quality Award and Ludwig Erhard Award (German Quality Award)
- 2004 Add two new targets of "Innovation" and "Efficiency"

### BENEFITS REALISED

- Highly motivated and satisfied employees

## BMW AG - TA-3 CHASSIS AND DRIVELINE SYSTEMS PRODUCTION



**PRIZE WINNER IN  
PEOPLE DEVELOPMENT AND  
INVOLVEMENT**

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- Consistent assurance of TA-3 locations and operations through follow-up orders placed by customers
- Outstanding image of the Company through active cooperation with society as a whole

### REASONS FOR SUCCESS

- The management of TA-3 creates and establishes the overall conditions required for success and acts as a role model in practicing quality of management and management culture.
- The overall organisation and human resources policy of TA-3 enables associates to achieve top levels of performance and, accordingly, to contribute to the success of this Business Unit.
- TA-3 set objectives as achieving supreme flexibility, absolute reliability, innovations beneficial to the customer, sustained management lived out in practice, and profitable growth.
- Successfully meeting the complex demands of the market requires both specialisation and the efficient division of labour, on the one hand, and a holistic approach as well as interaction of individuals within networked processes, on the other. Only highly efficient and well-controlled processes are able to ensure customer satisfaction – which is precisely why these processes are planned and masterminded systematically and consistently supervised by target management.

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## KNORR-BREMSE SYSTEMS FOR COMMERCIAL VEHICLES



**PRIZE WINNER IN  
RESULT ORIENTATION**

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### ORGANISATION PROFILE

The Knorr-Bremse Group was founded 100 years ago in 1905 in Berlin. Today, Knorr-Bremse and its subsidiaries are active in more than 20 countries on five continents with 11,143 employees world-wide. The group's activities are divided into two main divisions, Knorr-Bremse Systems for Rail Vehicles and Knorr-Bremse Systems for Commercial Vehicles (KB SfN, Knorr-Bremse Systeme für Nutzfahrzeuge). Among the total sales of 2,4 billion euro of the entire Knorr-Bremse Group, 1,501 billion Euro are from KB Truck Group world-wide and 1,012 billion Euro are from KB SfN Europe.

KB SfN is part of the global commercial vehicles market sector as a specialist for air braking systems and chassis management for commercial vehicles > 6 tons. KB SfN is a full system supplier, which means that KB SfN develops and produces the complete brake system for commercial vehicles with the air supply equipment, brake control valves, both conventional and electronic, and finally the wheel brake.

The EQA application summarises the European part, with about 3,405 people at ten locations, which are the Headquarters at Munich (Germany), two Development Centers at Schwieberdingen (Germany) and Budapest (Hungary) plus seven production plants at Aldersbach, 150km East of Munich, at Berlin (Hasse & Wrede), at Arcore near Milan in Italy, at Lisieux in France in Normandy, at Bristol in South-West of England, at Hejnice near Liberec in the North of the Czech Republic and at Kecskemét, 80 km South of Budapest in Hungary.

KB Truck Group has production plants in 13 countries with 6,107 employees world-wide. Besides Europe the production plants are in Russia, in Brazil, in USA, in Mexico, in Japan, in India and China.

## KNORR-BREMSE SYSTEMS FOR COMMERCIAL VEHICLES



**PRIZE WINNER IN  
RESULT ORIENTATION**

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Every day, over one billion people put their trust in the safety of Knorr-Bremse brake systems. In more than 170 cities in 95 countries spread over five continents, products from Knorr-Bremse can be found not only in commercial vehicles, as buses, coaches, trucks and trailers, but also in rail vehicles as metros and commuter trains.

### MILESTONES OF THE EXCELLENCE JOURNEY

- 1994 Total Quality Leadership training of all employees
- 1995 First self assessment based on EFQM model
- 1996 Kaizen and 5S workshops, start of QS-9000 project
- 1997 Launch internal Excellence Award, start process orientation
- 1998 Process Integrated Quality System (PIQS), Strategic Plan
- 1999 QS-9000 certification of PIQS replaces 8 local systems
- 2000 Self assessments with EFQM model at all locations
- 2001 EQA application by KB Kecskemét "Recognised Excellence"
- 2002 Application KB SfN Europe also "Recognised for Excellence"
- 2003 Corporate Excellence project, Society Survey, "Recognised"
- 2004 Knorr-Bremse SfN Europe was recognised as Award Finalist as the first corporate group in the European vehicle industry
- 2005 EQA Prize Winner in the category "Result Orientation"

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## KNORR-BREMSE SYSTEMS FOR RAIL VEHICLES



**PRIZE WINNER IN  
RESULT ORIENTATION**

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### ORGANISATION PROFILE

Knorr-Bremse Systems for Rail Vehicles (KB Rail) is one of the two main divisions of the Knorr-Bremse Group. It is part of the global rail vehicles market sector as a specialist for brake and on-board systems. KB Rail is a full system supplier, which means that it develops and produces complete brake systems and on-board systems like doors, toilets, safety and diagnostic systems and communication technologies. With headquarters in Munich (Germany), KB Rail has a world-wide workforce of 4,925 employees scattered in Europe, America, Africa, Asia and Australia.

Every day, over one billion people put their trust in the safety of Knorr-Bremse brake systems. In more than 170 cities in 95 countries spread over five continents, products from Knorr-Bremse can be found not only in rail vehicles as metros, high speed trains and commuter trains, but also in commercial vehicles, as buses, coaches, trucks and trailers.

### MILESTONES OF THE EXCELLENCE JOURNEY

- 1993 ISO 9001 Certification
- 1997 Introduction of matrix organisation
- 1998 Enhancement of matrix organisation
- 1999 Strategic Planning Process, Process based management system, general revision of the company vision
- 2000 Kick-off of the worldwide integrated process management system Rail Excellence (REX)
- 2001 Self assessment according to the EFQM model in KB Rail's REX pilot locations, Customer Survey, Knorr-Bremse Production System (KPS)
- 2002 Local self assessments according to the EFQM model, 1st worldwide Employee Satisfaction Survey

## KNORR-BREMSE SYSTEMS FOR RAIL VEHICLES



**PRIZE WINNER IN  
RESULT ORIENTATION**

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- 2003 Self assessments over all European locations, Corporate Excellence project, participation of the headquarters in the Ludwig-Erhard-Preis (German National Quality Award) - “Recognised for Excellence”, ISO 14001 Certification
  - 2004 Society Survey, Participation of Knorr-Bremse Rail Europe in the EQA 2004 - “Recognised for Excellence”
  - 2005 EQA Prize Winner in the category of “Result Orientation”

### **BENEFITS REALISED**

On the journey to excellence, KB Rail established a process oriented organisation with a strong internal performance measurement system which is guided by worldwide corporate values and principles. Through the implementation of different measurement systems like Customer Dialogues or Employee Satisfaction Surveys and EFQM Self Assessments, the company was able to identify and improve its potentials. This results in a high increase in customer satisfaction, employee satisfaction and the business results.

### **REASONS FOR SUCCESS**

KB Rail's success is based on its commitment to its vision and a consistent result orientation. This is supported by a strong culture of continuous improvement and personal involvement of its leadership.

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## THE OPERATIONAL UNITS CATEGORY



### AWARD WINNER:

- ✦ TNT Express Information and Communication Services

### PRIZE WINNERS:

- ✦ TNT Express Information and Communication Services
- ✦ T-Systems Multimedia Solutions GMBH
- ✦ Siemens Automation & Drives

### The previous Award winners are:

1999	Volvo Cars Gent, Belgium
2003	Bosch Sanayi ve Ticaret AS, Turkey

## TNT EXPRESS INFORMATION AND COMMUNICATION SERVICES



**AWARD WINNER AND  
PRIZE WINNER IN  
LEADERSHIP AND  
CONSTANCY OF PURPOSE**

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### ORGANISATION PROFILE

TNT Express Information and Communication Services (Express ICS) is an operating unit of TNT Express, a division of TNT. The company's principal focus is to develop the business applications, operate and support the global IT infrastructure that supports the TNT Express international and domestic express delivery services.

Its team consists of over 490 dedicated IT professionals, spreading across three sites (two in the UK and one in The Netherlands) and organized into six departments focused on satisfying the customers' needs and expectations. The annual budget of Express ICS in 2004 was 86 million Euros.

Express ICS designs, develops and maintains a portfolio of business applications that fully support the customer's business processes, from product development through to sales, operational systems through to finance and administration.

Express ICS designs, implements and maintains the global infrastructure through its Worldwide Data Centre, which operates a 24-hour Service Centre 365 days a year.

### MILESTONES OF THE EXCELLENCE JOURNEY

The ICS quality journey towards business excellence began in 1994 with the launch of the Total Quality Initiative by TNT Express.

As part of the quality initiative, the senior management team re-aligned the organisation to be more customer-focused and service-driven embracing continuous improvement initially through the development of our ICS Quality



## TNT EXPRESS INFORMATION AND COMMUNICATION SERVICES



**AWARD WINNER AND  
PRIZE WINNER IN  
LEADERSHIP AND  
CONSTANCY OF PURPOSE**

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Principles and subsequently through Our Way of Life (OWL) role model behaviors based on the fundamental concepts of excellence in the EFQM model. Express ICS' early approach was to introduce a number of quality tools and processes to deliver "right first time" solutions. Training and developing its people to deliver quality has been emphasized throughout the journey. The company achieved liP accreditation in 1999 and re-accreditation in 2002 and 2005.

The journey took a major step forward when Express ICS adopted the EFQM Excellence Model in 2000 as a means of consolidating its quality programs. It has used the Awards processes to accelerate the rate of improvement.

- 1994 Total Quality Initiative launched; organisation re-aligned for customer focus
- 1995 Quality Principles established; Quality Objectives introduced in performance appraisals; Customer Survey introduced
- 1996 Project Management Lifecycle framework introduced; Proactive service performance monitoring tools exploited; Formalized Change and Problem Management processes implemented
- 1997 Extended Help Desk to Customer Support Centre; Revised Quality Principles
- 1998 Customer Visits Program; Customer Survey revised; Quality Action Teams established
- 1999 liP Accreditation; People Survey introduced
- 2000 EFQM Model Adopted; self-assessment undertaken; Vision, Mission and Quality Principles introduced; Extended Customer Survey
- 2001 Cross functional process management approach; Environment and Society Focus Groups

## TNT EXPRESS INFORMATION AND COMMUNICATION SERVICES



**AWARD WINNER AND  
PRIZE WINNER IN  
LEADERSHIP AND  
CONSTANCY OF PURPOSE**

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- 2002 Midlands Excellence Winner; EFQM Recognised for Excellence; Surveys extended to other stakeholders
- 2003 UK Business Excellence Award Winner; Our Way of Life behaviors fully deployed; Balanced Scorecard; Common Systems Strategy defined
- 2004 EFQM Special Prize for People Development and Involvement; Process Performance Report Card; Common Systems Program Established

### BENEFITS REALISED

Through the drive for excellence over a number of years Express ICS has:

- Aligned its Vision and Mission to clearly focus on achieving the business objectives of its principal customer and stakeholder, TNT Express.
- Streamlined the Strategic Planning process and established clear and cascaded ICS objectives driven from the TNT Express business strategy.
- Witnessed increased levels of staff involvement in improvement activities across the organisation. Enthusiastic, engaged and empowered individuals and teams making a difference.
- Embedded process management across functions resulting in significant efficiency and effectiveness savings.
- Increased levels of satisfaction from all the stakeholders evidenced by improved perception survey results.
- Achieved world-class performance levels in Service and Systems Delivery, proven by IT sector respected benchmarking.

### APPLIED MANAGEMENT TOOLS AND METHODS

- Our Way of Life Role Model Values
- Balanced Scorecard
- Process Management

## TNT EXPRESS INFORMATION AND COMMUNICATION SERVICES



**AWARD WINNER AND  
PRIZE WINNER IN  
LEADERSHIP AND  
CONSTANCY OF PURPOSE**

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- Stakeholder surveys with associated focus groups empowered to drive improvements
- Management Briefings and formalized Communications Framework
- Performance Management Process

### REASONS FOR SUCCESS

- Unwavering Management commitment to Excellence
- Clear, unambiguous Vision and Mission focused on the stakeholders needs
- The development of “Our Way of Life”, which is based on the EFQM fundamental concepts of Excellence and defines the ethos of Express ICS and supports the “One Team” approach
- Clear strategic objectives that support the Vision and Mission, that are cascaded to all staff to ensure their individual objectives support the strategic objectives and confirm their individual contribution to the success of the organisation
- A customer-orientated approach where customers’ needs and expectations are systematically incorporated into Express ICS’s cross-functional value adding processes
- Highly skilled, talented and enthusiastic people fully engaged and committed to Express ICS realizing its Vision

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## T-SYSTEMS MULTIMEDIA SOLUTIONS GMBH



**PRIZE WINNER IN  
CONTINUOUS LEARNING,  
INNOVATION AND IMPROVEMENT**

### ORGANISATION PROFILE

T-Systems Multimedia Solutions GmbH (T-Systems MMS) in Dresden is a public limited company wholly owned by T-Systems International GmbH (T-Systems). In a B2B value chain, T-Systems MMS provides individual software solutions and services to customers who use its web-based business applications and services (e.g. sales portals) to generate value in their business. The “products” are customer-specific e-business solutions (incl. content and knowledge management, e-learning, e-HR, e-recruiting, mobile business), produced by software specialists who work in project teams. Leading edge technical knowledge of the people, a close relationship with the customers and a stringent project management are T-Systems MMS’ crucial success factors. T-Systems MMS has approximately 530 employees and it reached an annual turnover of 46.3 million Euro in 2004.

### MILESTONES OF THE EXCELLENCE JOURNEY

- 1996 Certification according to ISO 9001:1994
- 1997 Start the software process quality assessment according to the self-assessment BOOTSTRAP model (ISO/IEC 15504 compliant)
- 1998 Certification of the Authorized Java Center through SUN; establish a test and integration center; start self-assessment according to EFQM Model
- 1999 Re-certification according to ISO 9001:1994
- 2000 BEST-CPI as integrated continuous Process Improvement procedures of TÜV Management Service GmbH
- 2001 Win prize in IBSA of the Exportakademie Baden Württemberg
- 2002 Develop project management through certification by the Project Management Institute
- 2003 Accreditation of the test and integration center as test lab according to DIN EN ISO/ IEC 17025; achieve first place in the New Media Service Ranking of the BVDW (Bundesverband Digitale Wirtschaft)

## T-SYSTEMS MULTIMEDIA SOLUTIONS GMBH



**PRIZE WINNER IN  
CONTINUOUS LEARNING,  
INNOVATION AND IMPROVEMENT**

2004 Achieve “finalist” in EQA

2005 Enter TOP100 of the most innovative SME companies in Germany

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### BENEFITS REALISED

Since 1997, the annual EFQM self-assessments as well as the participation in the yearly EQA process have provided T-Systems MMS with valuable input for its continuous learning and improvement process. These inputs enable the organisation to increase its productivity and turnover year by year. T-Systems MMS also achieved an enormous high level of customer satisfaction of 88.2% in 2004 and an annually high level of employee commitment.

### REASONS FOR SUCCESS

- Sustainable value management: T-Systems MMS focuses on operational excellence, total customer orientation and continuous innovation
- People business by empowered employees: T-Systems MMS empowers its people to venture into entrepreneurial roles
- Excessive learning organisation: T-Systems MMS never stops learning individually and as an organisation
- Effective leadership measured by results: T-Systems MMS requests its leaders to align our people's actions with our strategy
- De-central agile organisation aligned by strategy: T-Systems MMS matches central and local activities by its target-oriented management style

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## SIEMENS AUTOMATION AND DRIVES

# SIEMENS

**PRIZE WINNER IN  
PEOPLE DEVELOPMENT AND  
INVOLVEMENT**

### ORGANISATION PROFILE

Siemens' factory in Congleton, UK, is a leading producer of industrial power supplies for AC motors, also called drives or inverters. Its drives are used to control electric motors in systems where numerous motors run in synchronization, such as a conveyor system in an airport baggage handling system. The products are designed to improve the performance and productivity of customers' manufacturing equipment and factory automation, helping them to drive down costs.

Siemens has been at the forefront of technological change and social progress in the UK since 1843. It started manufacturing inverters at Congleton in 1992 and since then business growth has averaged 20% per annum (measured on units ordered from 93/94). Its strong and continued growth has been achieved through the development of technologically enhanced product generations with improved functionality every two to three years, while at the same time lowering manufacturing costs - essential for its survival in a highly competitive market. In excess of 98% of the products manufactured at Congleton are exported to markets outside of the UK.

### MILESTONES OF THE EXCELLENCE JOURNEY

1992	Total Quality Management introduced
1993	ISO9001: 96 accreditations received
1997	EFQM Business Model Excellence Assessment introduced
1998	'Think Customer' program introduced
1999	Employee opinion survey updated and improved
2000	ISO14001: 94 accreditations received
2001	Continuous Improvement Process introduced (CIP)
2002	ISO9001: 2000 matrix accreditation, FAST bronze award

## SIEMENS AUTOMATION AND DRIVES

# SIEMENS

**PRIZE WINNER IN  
PEOPLE DEVELOPMENT AND  
INVOLVEMENT**

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- 2003 North West Regional Excellence award, FAST silver award
- 2004 UK Business Excellence Award; UK Best Factory Awards; North West Manufacturer of the year, Commitment to Developing People and Success through Innovation awards
- 2005 'Investors in Excellence' standard achieved

### BENEFITS REALISED

The EFQM assessments have highlighted strengths and areas for improvement that have been used in the strategic planning and business goals, ensuring business growth and success. It is both our continuous productivity improvements and on-going cost reduction initiatives, driven so strongly through the use of business excellence tools that have enabled us to compete in a highly competitive market, particularly with the threat from low-cost Asian manufacturers.

### REASONS FOR SUCCESS

- People – Siemens' propensity to innovate and make improvements relies on the skills, caliber and resourcefulness of the employees, the most valuable asset
- Culture – the principles of business excellence have driven Siemens' Continuous Improvement Processes (CIP) and embedded this at the heart of its business culture
- Best practice sharing – business excellence has encouraged Siemens to both use and share best practices, and in particular to make use of the benchmarking opportunities within the Siemens world-wide organisation and to structure partnerships and supplier relationships that create and maximize value.

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## THE PUBLIC SECTOR CATEGORY

### PRIZE WINNERS:

- ✦ EUSKALIT – Basque Foundation for Quality
- ✦ NoviaSalcedo Fundación
- ✦ Hospital de Zumarraga

### FINALIST:

- ✦ Chambre de Commerce et d'Industrie – Nice Côte d'Azur (CCINCA)

### The previous Award winners are:

2000	<i>Inland Revenue, Accounts Office Cumbernauld, United Kingdom</i>
2001	<i>St Mary's College, Northern Ireland, United Kingdom</i>
2003	<i>Runshaw College, United Kingdom</i>
2004	<i>Kocaeli Chamber of Industry, Turkey</i>



## EUSKALIT – BASQUE FOUNDATION FOR QUALITY



**PRIZE WINNER IN  
LEADERSHIP AND CONSTANCY OF  
PURPOSE**

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### ORGANISATION PROFILE

Geopolitically, Spain is made up of 17 regions referred to as “Autonomous Communities”. The Basque Country, with a population of 2,100,000 and located in the North of Spain, is one of these autonomous communities. In 1992, the Basque Government commissioned leading Basque companies and organisations to set up a foundation for the promotion of a culture of Total Quality in the Basque Country. In December 1992, the Basque Country Quality Foundation, or EUSKALIT, was founded as a private entity.

EUSKALIT is governed by a Governance Board, on which 21 legal peoples (large industrial and service companies, business associations, public sector organisations, etc.) have representation. EUSKALIT is structured around the General Manager and 14 permanent staff. 425 firms and other organisations are EUSKALIT’s fee-paying partners. The offices are located in the Zamudio Technology Park. It is closed to Bilbao, the largest city in the Basque Country. The annual budget of EUSKALIT is around two million Euros.

### MILESTONES OF THE EXCELLENT JOURNEY

- 1993 Management by processes, 1st customer satisfaction survey, 100% of staff trained as EFQM Assessors
- 1995 1st self-assessment, 1st people’s satisfaction survey
- 1997 Competence Management
- 1998 Deployment of 5S throughout the premises
- 2001 Basque Government Silver Q
- 2002 Deployment of the assessment of the leadership to 100% of staff
- 2004 Basque Government Gold Q

### BENEFITS REALISED

Unlike other organisations, EUSKALIT’s recognition scheme is not supported by professional Assessors. The inspiration is the idea of information sharing which

## EUSKALIT – BASQUE FOUNDATION FOR QUALITY



**PRIZE WINNER IN  
LEADERSHIP AND CONSTANCY OF  
PURPOSE**

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could enable fellow Basque organisations to be more competitive. Assessors are trained by EUSKALIT, and the information exchanges between other assessment-team members and the organisation allow them to know different management practices that they could adapt to their own organisations. This method helps Basque organisations to get ready for the EQA. Now the Basque Country becomes a region where Excellence has gained more popularity in Europe. It is also one of the best places for investment and location of suppliers and partners.

### REASONS FOR SUCCESS

- Long term Vision: In 1993 propagation and training started and five years later the Basque Award for Management's Quality was established. In 1995 the Assessors' Club was formed with 12 members, and now more than 1,000 Assessors are members.
- Leadership and people's involvement: During 1993 to 1997, the only leader is a manager and all staff members assess his leadership. From 1998 to 2001, all staff, together with the manager becomes 100% process managers. Since 2002, all staff carries out individual leadership assessments for other staff members. Furthermore, all staff participates in Improvement Teams, Project Teams, scheme of ideas, recognition scheme, training events, interaction with stakeholders, self-assessments, etc.
- Management just by processes: The deployment of strategic was targeted at processes. Besides, from the very beginning, all methodologies and tools EUSKALIT has promoted and recommended to the customers have been deployed in-house.

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## NOVIASALCEDO FUNDACION



**PRIZE WINNER IN  
CUSTOMER FOCUS**

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### ORGANISATION PROFILE

NoviaSalcedo Foundation (NSF) has been operational since 1980. It was founded by the Catholic priest Txomin Bereciartua, who had a great degree of expertise in dealing with young people. In its current form, NSF portrays itself as a private non-profit cultural foundation with sustainability vocation aiming at helping young people through their integration into both the social and professional world. Pursuant to this, NSF spots the ultimate changes in trends that would help in creating new programs and services (Social Innovation) to add to the personal and professional development of young people, as well as towards those key entities that go alongside throughout this process (educational system, companies, public institutions) and their people (professional team and volunteers), thus adding to the successful development of the Society. NSF fosters the cooperation with individuals and corporations that may add to the success of the mission.

In spite of being a non-profit organisation, NSF's activities are strongly market and customer-oriented. The Foundation currently has six processes, among which four are with systematized products and services aimed at meeting the demands of different types of customers and markets. The other two processes are permanently focused on prospective research and detection of opportunities as well as the development of new products. These two processes have resulted in activities currently consolidated which represent quite an achievement and an important contribution by NSF to the Society.

### MILESTONES OF THE EXCELLENCE JOURNEY

- 1995 Launch European projects in collaboration with European Commission
- 1996 Implement EFQM model in the non-profit sector
- 1999 Incorporate technology and key strategic alliances
- 2000 Orientate economic autonomy and strategy towards diversification of clients and products; begin operations within the area of Innovation and Perspective; promote the concept of "Corporate Social Responsibility"

## NOVIASALCEDO FUNDACION



**PRIZE WINNER IN  
CUSTOMER FOCUS**

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- (CSR); win Silver Q of excellence by the Basque Quality Foundation
- 2003 EQA finalist
- 2004 Update NSF's focus on people and innovation

### BENEFITS REALISED

The propriety with which the pioneers of this organisation formulated the Mission, identified a certain population, detected a problem to solve and found a space in which to operate.

### REASONS FOR SUCCESS

- The long-time determined purpose of being the best
- Making appropriate strategic decisions on the product, market and customer
- Extend local activities to international scope of actions
- Develop a management system very close to the “world class” category
- Diversify market segments
- Diversify the variety of products and services
- Obtain a high rate of customer loyalty
- Continuously hold its staff as the sole asset.
- Establish an image as an entity fostering values for the benefit of the Society
- Implementation of an efficient management system based on processes
- P&E through a bottom-up dynamic which starts with the setting out of objectives, improvements, analysis of data and the process itself. Such dynamic leads to a deeper and more globalize reflection which includes all areas affecting NSF's future development

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## HOSPITAL DE ZUMARRAGA



**PRIZE WINNER IN  
MANAGEMENT BY PROCESS  
AND FACTS**

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### ORGANISATION PROFILE

Zumarraga Hospital (ZH) forms part of the Basque public health service network, providing specialised healthcare for a population of over 90,000 residents in Goierri and Urola Valleys in the Basque Country province of Gipuzkoa. All people residing in the Autonomous Community of the Basque Country have the right to public healthcare, which is provided under the principles of unity, universality, equal opportunity and solidarity.

ZH was opened in 1984 as the first regional hospital in the province. Over years, the hospital has improved its facilities in response to the change of healthcare and hotel/catering requirements. ZH possesses 453 employees and the Chief Executive (CE) takes the overall management responsibility. As a direct consequence of the ZH culture of teamwork, most daily strategic and management decisions are taken by consensus.

### MILESTONES OF THE EXCELLENCE JOURNEY

- 1992 Osakidetza Integral Quality Plan
- 1993 ZH Quality Plan; define mission; Central Quality Committee
- 1994 Customers Satisfaction survey; training in Quality Management
- 1995 First Program Contract
- 1996 Adopt EFQM Excellence Model; formulate 1997-2000 strategic plan
- 1997 Healthcare Act; first self-assessment against EFQM Excellence model; First people satisfaction survey
- 1998 Primary Healthcare satisfaction survey
- 1999 Define corporate values; develop management by processes; ISO 9000
- 2000 integrated business plan into the management by processes
- 2001 Formulate vision; win Golden Hélix Award; Baby Friendly Hospital Initiative Accolade (UNICEF)
- 2002 Develop goals and CSF; Ciudadanía Award

**HOSPITAL DE ZUMARRAGA**

**PRIZE WINNER IN  
MANAGEMENT BY PROCESS  
AND FACTS**

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- 2003 Innovation Capital Model; ISO 9000 and 14001 Certifications projects
- 2004 ISO 14001 Certification
- 2005 Adopt Innovation Model for Health Organisations

**REASONS FOR SUCCESS**

ZH chooses management by processes as a continuous improvement system. It helps people understand and appreciate what needs to be improved, increases their involvement, empowers them with the appropriate tools and decision making powers, brings about greater hospital/people synergy and globally increases the efficiency of services. This system has been further enhanced through the use of a robust system for planning and deployment, and through the development of multiple channels for gathering stakeholder information. In turn, it has enabled the hospital to harness its employees' leadership potential and fully engage their commitment and knowledge of quality management. Additionally, this system has been proved to be an excellent tool for disseminating the ZH mission, vision and stakeholder needs. Through it, the concept of quality is integrated into daily management and continuous improvement is built into the culture of the hospital.

The ZH management culture, the intensive use of innovation and benchmarking, and the involvement of healthcare professionals are all factors contributing to the hospital's prominent position in terms of results. These factors have also enabled the hospital to pioneer the use and development of various management tools, and to be seen as a reference in the field of quality management. The tools include balanced scorecard, 5S methodology, ISO certification and a wide range of satisfaction surveys.

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## CHAMBRE DE COMMERCE ET D'INDUSTRIE – NICE CÔTE D'AZUR (CCINCA)



**FINALIST**

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### ORGANISATION PROFILE

French Riviera Chamber of Commerce and Industry was set up by Napoleon in 1803 and is a member of the national network of 179 CCIs. Now, it is one of the major contributors to the local economic development. Furthermore, its annual turnover is the best second after Paris in all the CCIs in France.

CCINCA has three statuses as:

1. A state-owned establishment under the supervision of several Ministries
2. A democratic institution governed by 58 voluntary members elected by the companies registered in the Alpes-Maritimes
3. A service company providing regular services in the fields of companies and territory development, higher education, vocational training and apprenticeship, Riviera Airports, and the ports of Nice, Cannes, Golfe Juan and Villefranche

### REASONS FOR SUCCESS

- Commitment of EFQM management approach throughout the whole organisation and a common leadership philosophy whatever the activities
- Close to the customers with a customer-oriented approach to ensure that the services are in line with customer requirements
- A comprehensive analysis of the Feedback Report of Recognised for Excellence in 2003. It enables CCINCA to review its continuous improvement plan towards excellence

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## THE INDEPENDENT SMALL AND MEDIUM SIZED ENTERPRISES CATEGORY

### PRIZE WINNERS:

- ✦ Fonderie del Montello S.P.A

### FINALISTS:

- ✦ Clinica Tambre
- ✦ VILLA MASSA S.r.l.

### The previous Award winners are:

1997	Beksa, Turkey
1998	Landhotel Schindlerhof, Germany
1999	DiEU, Denmark
2002	Springfarm Architectural Mouldings Ltd., United Kingdom
2003	Maxi Co-co Mat SA, Greece



## FONDERIE DEL MONTELLO S.P.A.



**PRIZE WINNER IN  
LEADERSHIP AND CONSTANCY  
OF PURPOSE**

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### ORGANISATION PROFILE

Fonderie del Montello Spa (FM), in Montebelluna (TV) of Italy, was founded in 1968 following the current Chairman, Mr. Mario Carraro's willingness. It specializes in producing castings in nodular cast iron (80%) and grey iron (20%).

Since 1990's, the necessity to guarantee high quality products for the important international customers, who operate in different sectors such as earth-moving machines, tractors, industrial and railway vehicles, linked with the maximum respect of environment, has pushed FM to renew all the facilities. With the introduction of the robotize technology, which is the best in the market available to assure quality, competitiveness, reliability and the respect of environment, FM achieved a high productivity in the forefront of European level.

Some key figures are:

- Full production capacity: 50,000 tons, total production in 2004: 42,000 tons, production forecast for 2005: 46,000 tons
- Employees: 200
- Turnover of 2004: 45,9 million Euro
- Export in 2004: 14%

### MILESTONES OF THE EXCELLENCE JOURNEY

- |      |   |
|------|---|
| 1986 | Introduction of CWQC (Company Wide Quality Control)   |
| 1990 | QI Award FORD Nomination  |
| 1992 | PDCA, 7 Tools, SPC, FMEA deployment   |
| 1995 | Certification Quality System ISO 9002-1994  |
| 1997 | Launch of the Knowledge Management Project  |
| 1998 | Q101 FORD homologation - Quality System Ford Motor Company  |
| 2000 | Certification Environment System ISO 14001-1999 (1 <sup>st</sup> Italian Foundry); introduction of TQM and EFQM model |

## FONDERIE DEL MONTELLO S.P.A.



**PRIZE WINNER IN  
LEADERSHIP AND CONSTANCY  
OF PURPOSE**

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- 2001 Win the 1<sup>st</sup> Italian Regional Quality Award (Veneto region); Italian Quality Award Finalist; Certification Quality System in ISO 9001-2000
- 2002 Certification Occupational Health and Safety System OHSAS 18001
- 2003 Win Italian Quality Award (IQA)
- 2004 Certification Integrated Management System
- 2004 Prize Winner of EQA 2004 in “Leadership and Constancy of Purpose”

### **BENEFITS REALIZED**

- Increased productivity, production and turnover
- Reduction of production costs and increase of quality
- Introduction of new world leading customers
- High level of internal cooperation and motivation
- High level of flexibility

### **REASONS FOR SUCCESS**

- An enviable governance team
- An internal intranet system that shares all the information with everyone in real time
- A high level of motivation and involving more people in making decisions
- Working with the maximum respect of the environment and safety

### **APPLIED MANAGEMENT TOOLS AND METHODS**

- Strong personal commitment of the general manager and the managers
- Annual self evaluation (EFQM model) and TQM application
- Team work and continuous improvement
- Investment in Human Resources involvement and training

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**CLÍNICA TAMBRE****FINALIST****31****ORGANISATION PROFILE**

Clínica Tambre is a gynecological clinic focused on the infertility treatment through Human Assisted Reproduction (HAR). Its center, in Madrid, is at the forefront of reproductive sciences in Spain and is proud of its success in high pregnancy rates, its medical techniques advance, and its multidisciplinary team to cover the needs of our patients seeking fertility treatment. Started as a gynecological consultation medical center, now, the company has been working for 36 years and has 42 people working for it.

**BENEFITS REALISED**

Enhanced change from a family company to a more complex management, as well as from a medical centre to a more complex business company. Due to the drive for excellence since 2003, the company has been restructured and new intermediate level of management has been created to assume more responsibility. It has changed significantly to adapt to all stakeholders' necessities and to develop and implement the continuous system of improvement.

**REASONS FOR SUCCESS**

As an ethic, independent and innovative healthcare company, Clinica Tambre is trying to reach more and more quality in assistance technology and personal (human) attention. Its success is based on the following values: Innovation an continuous improvement; responsibility; experience; specialization; scientific and technical accuracy; excellence in attention and service; and social and environmental commitment.

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## VILLA MASSA S.r.l.



**FINALIST**

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### ORGANISATION PROFILE

Villa Massa, established in 1991, is the first company in the world to launch the famous Limoncello, a Sorrentine traditional liquor obtained from an old family recipe. Additionally, Villa Massa produces orange, mandarin, citrus fruit and walnut liqueurs, cream liqueurs made by the addition of a delicate milky cream, citrus fruit ice cream, and DSTILL, the unique lemon peel distillate made from a double boiler distillation of lemon peels.

With a vision of “world wide promoting of the typical fruits of the Sorrentine Peninsula and its enogastronomic and excellence culture”, Villa Massa positions its products in the premium segment of the Italian and foreign markets. It has a technologically advanced plant in Piano di Sorrento, 40 Km from Naples, at the heart of the Sorrentine Peninsula. The 2005 turnover is expected to exceed four million Euro.

### REASONS FOR SUCCESS

The company develops its activities by strict collaboration with all stakeholders and finalizing all objectives on customer satisfaction. With scrupulous care to raw materials, as well as the packaging and customer service, Villa Massa has become the foremost company among producers of “Limoncello”. The continuous improvement in activity performance is based on intense knowledge of customer satisfaction, conforming to the implicit and explicit product requirements, competence of the People, supplier performance, process trends and evaluation of all indicators, self assessment, benchmarking and brand awareness.

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## THE SUBSIDIARY SMALL AND MEDIUM SIZED ENTERPRISES CATEGORY

### AWARD WINNER:

- ✦ Firstplus Financial Group PLC

### PRIZE WINNER:

- ✦ Firstplus Financial Group PLC

### FINALISTS:

- ✦ NRG Direct Ltd
- ✦ TNT Estonia

### The previous Award winners are:

1998	Beko Ticaret, Turkey
1999	Servitique Network Services, France
2000	Burton-Apta Refractory Manufacturing Ltd. Hungary
2001	Zahnarztpraxis, Switzerland
2003	Edinburgh International Conference Centre (EICC), United Kingdom

## FIRSTPLUS FINANCIAL GROUP PLC



**AWARD WINNER AND  
PRIZE WINNER IN  
RESULT ORIENTATION**

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### ORGANISATION PROFILE

Firstplus was set up in Cardiff in April 1997 to offer a new kind of secured second charge loan that enables people to replace expensive credit with a lower interest rate loan with a single affordable monthly repayment.

Firstplus was originally set up as the British subsidiary of the American Firstplus Inc., to introduce high loan to value lending to the UK. In 1998, the company was acquired by Woolwich Plc, which was in turn acquired by Barclays in 2000. Today, Firstplus is an operationally independent, nationally-recognised brand that is backed by the weight of a major, international financial institution.

Firstplus has named its loan “LTV 125” because it offers the public loans of up to 125% of the value of a customer’s home, less their mortgage balance. It has helped customers to achieve a well managed financial position, and has provided new offering for loan brokers who had previously only been able to offer up to approximately 95% LTV. Through the television advertising featuring Carol Vorderman, its brand spokesperson since 1998, Firstplus quickly became a household name. To date it has helped over 150,000 customers to get their finances under control.

Firstplus can offer high loan to value loans because only target prime customers are targeted and careful screening is used to understand their financial position and ensure they can meet their commitments. The Company aim always to be responsible, fair and transparent and tailor each loan to suit the individual’s needs and capacity to repay.

Firstplus is delighted to reach the Finalist stage of the European Quality Awards. It reinforces the Company’s position as a leading Welsh company that is actively

## FIRSTPLUS FINANCIAL GROUP PLC



**AWARD WINNER AND  
PRIZE WINNER IN  
RESULT ORIENTATION**

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involved in the local community, and gives Firstplus the opportunity to leverage its brand and increase its profile both locally and nationally.

### ANNUAL TURNOVER

Firstplus lends over £100m a month, has over 77,000 customers, and achieved £92m in pre-tax profits in 2004 with a 35% year on year growth. The company currently employs around 250 staff at its Cardiff offices and is actively recruiting a further 50.

### CORE PRODUCTS

Firstplus offers second charge secured loans and associated payment protection insurance to credit-worthy credit users.

Firstplus' aim is to improve people's lives by helping them to get their finances under control. It does not offer bridging loans or short term solutions but offer individually tailored loans to suit each client's needs and capacity to repay.

Firstplus' aims always to be responsible, fair and transparent; to ensure that it understands the client's entire financial position through rigorous credit risk assessments and observe strict debt to income limits. Lengthy, recorded calls are conducted with all applicants before approving loans to ensure they fully understand their commitments and always speak to both parties in joint applications.

Customer Satisfaction results play a testimony to these principles:

- 97% of customers said Firstplus is a company they feel they can trust

## FIRSTPLUS FINANCIAL GROUP PLC



**AWARD WINNER AND  
PRIZE WINNER IN  
RESULT ORIENTATION**

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- 97% said Firstplus offered the loan most suitable to their needs
- 98% were satisfied with the speed of service
- 98% said they would recommend Firstplus to a friend
- 97% overall customer satisfaction

### MILESTONES OF THE EXCELLENCE JOURNEY

- 1997 Company registered
- 2000 Investors in People Accreditation; ISO14001 (Environmental) Accreditation; win Wales Quality Centre Leadership Award
- 2001 CBI Benchmarking: World Class status; Wales Quality Award SME Award and Overall Winner
- 2002 Wales Quality Award People Development Award and Overall Winner; CBI Benchmarking: World Class status for second year running (assessed by staff)
- 2003 CBI Benchmarking: World Class status for third year running (assessed by staff); OHSAS18001 (Health and Safety) Accreditation; winner of the Banking and Finance category of Computer Weekly's "Best Places to Work in IT" Awards in 2003; Finalist in The Leading Wales Awards
- 2004 First company in Wales to achieve Investors in Excellence status; ranked 22 in Sunday Times Best Companies to Work For survey; shortlisted as a finalist for a European Quality Award demonstrating excellence within the SME category

### BENEFITS REALISED

Firstplus has a core management philosophy of Managing for Value. This is a decision-making framework encompassing a set of management principles, a guide for management processes and a set of tools for maximizing the value of an



## FIRSTPLUS FINANCIAL GROUP PLC



**AWARD WINNER AND  
PRIZE WINNER IN  
RESULT ORIENTATION**

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organisation. These beliefs, principles and processes form the basis of a systematic governing objective.

Firstplus believes in adding value to everything it does. Indeed, Firstplus' vision is "to improve people's lives by helping them to keep their finances under control". To be value-based, responsible, fair and transparent – a pleasure to do business with.

### REASONS FOR SUCCESS

Firstplus believes its success is a direct result of commitment to the Company Vision and Values, from the strength of its leadership, from the drive and ambition of its people, and its commitment to managing for value.

The Company Values are based on the following:

- Company – a relentless passion for value creation
- Customer – finding the right solution for the right customer in the right way
- Colleagues – treating each other as individuals, not numbers
- Community – making a difference

All staff is committed to these values and adopts them in their daily roles.

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**NRG Direct Ltd****FINALIST****38****ORGANISATION PROFILE**

NRG Direct Ltd (NRGD) was established in 1990 as the logistics arm of the Gestetner Group. Now, it has become a provider of a comprehensive range of value added services to its customers and a leading player in the Ricoh – Lanier - NRG Group “Supply Chain Management” project. NRGD is responsible for the forecasting, sourcing, shipping, storage and delivery of products on behalf of the NRG Group sales companies within Europe the Middle East and South Africa.

Ricoh (Japan) sells its products under its own brand name and through a number of other brands including Lanier and the three brands of the NRG Group: ‘Nashuatec’, ‘Rex-Rotary’ and ‘Gestetner’. NRGD is a wholly owned subsidiary of Ricoh Company Limited.

**BENEFITS REALISED**

- A strong commitment to excellence from all staff
- Improved employee satisfaction levels with below average absenteeism and staff turn over figures
- Improved customer satisfaction levels and high level of partners’ co-operation
- Improved key performance results
- A clearer view of the responsibilities towards society

**REASONS FOR SUCCESS**

A strong leadership culture that has created a policy and strategy which is clearly communicated and implemented by skilled and dedicated staff.

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**TNT Express Worldwide Eesti AS****FINALIST****39****ORGANISATION PROFILE**

TNT Estonia belongs to the Eastern Europe region under the International Business Unit (IBU) of TNT Express. As one of TNT's divisions, TNT Express focuses on the business customers who are operating in the international and domestic express market. It delivers documents, parcels and freight consignments through own network, as well as offers special services for consignments that are bigger, need quicker delivery or special handling conditions.

TNT Estonia was established in September 1994, with the head office in Tallinn. In other bigger cities the company operates through agents. It has achieved consistent revenue growth and in 2004 the turnover was 7.9 million Euros. In July 2005, TNT Estonia employed 56 people.

**BENEFITS REALISED**

- High level of people motivation and engagement
- Effective customer focus from all the employees
- Strong culture of continuous improvement

**REASONS FOR SUCCESS**

- Empowerment of people and high autonomy to take decisions and actions
- Leaders are clearly oriented to customer service and support initiatives based on people empowerment
- Clear commitment to the process of continuous improvement
- Culture of excellence is reinforced throughout the organisation
- Team spirit – cross functional development groups

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## LEVELS OF EXCELLENCE

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**RECOGNISED FOR EXCELLENCE** is designed for mature, well-performing organisations, or organisational units. It is based on the full Model, including all 32 criterion-parts and RADAR. Applicants benefit from using a structured approach to identifying strengths and areas for improvement.

The process starts with producing a submission document in a predetermined format. This is assessed by trained EFQM Assessors and followed by a site visit. A feedback report is produced and applicants scoring above 400 points are recognised.

**COMMITTED TO EXCELLENCE** is designed for organisations, or organisational units, at the beginning of their journey to excellence. The emphasis is on helping organisations understand their current level of performance and to establish improvement priorities. It follows a two-stage process:

**Stage 1** – applicants undertake a Self-Assessment at the 9 criteria level of the EFQM Excellence Model. The applicant uses the output from the assessment to identify improvement projects, then resources and start them up.

**Stage 2** – requires the applicant to demonstrate that these improvement projects have been implemented, monitored and have impacted the overall performance.

Success is determined by a 1-day visit from a trained validator analysing the deployment of the improvement actions against a number of criteria based on RADAR.



*Full details for both levels can be found on EFQM's web site: <http://www.efqm.org>*

## RECOGNISED FOR EXCELLENCE

Between August 2004 and August 2005, these organisations have achieved Recognised for Excellence.

### Amcor White Cap Polska sp. z o.o.

Based in Niepolomice, Amcor White Cap Polska, are leaders in closure production, renown for their Twist-Off® and Press-On Twist-Off® metal caps and their "Total System Approach". In recent months the company has successfully started to produce high quality plastic closures, branded under the name Plasti-Twist®. The production site covers the total demand within the European Amcor White Cap Organisation.

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### Anttila Oy

Anttila is one of the biggest non-food retailers in Finland and a part of the leading trading company, Kesko. Anttila operates with four retail concepts: 26 Anttila department stores, seven Kodin Ykkönen -home style stores, Anttila Mail Order and NetAnttila on-line store. The strongest product areas are fashion clothing and shoes, music, movies, home electronics and home goods including interior decoration.

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### Axalto SP SA

Axalto SP SA is located in Barcelona in Spain with industrial activity of manufacturing banking cards with magstripe, chip and personalisation of Cards. Axalto's main objective is based on responsibility and commitment with the customers and continuously improving their products and service. During the last years Axalto's factory has been searching the way to stablish a focus that provides a clear and concrete advance towards the Excellence and it has achieved various certifications and Awards for it.

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### Bank Handlowy w Warszawie SA, Corporate and Investment Bank

Corporate and Investment Bank is an integral part of the Bank Handlowy w Warszawie SA. It is one of the leading financial institutions in Poland offering a wide range of corporate and investment products and services under the Citibank Handlowy brand. The bank has modern distribution channels, a network of more than 50 outlets as well as highly professional and experienced staff. Its offer includes innovative products based on the world class technology.

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### Bank of Cyprus Group - Direct Banking

Founded in 1899, the Bank of Cyprus Group is the leading Cypriot banking and financial services group. In addition to its core business of retail and commercial banking, the Bank of Cyprus Group's activities include finance, factoring, investment banking, brokerage, fund management, custody, life and general insurance.

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### Bilim Pharmaceutical

Bilim Pharmaceutical, which began its operations in 1953 under the name of Bilim Laboratory, manufactures and markets prescription medicines in the pharmaceutical industry. With around 700 medical sales staff and a total production capacity of 160 million boxes per year, this organisation is one of the leading pharmaceutical companies in Turkey. According to the IMS Turkey Reports in the first six months of 2005, Bilim Pharmaceutical ranks as the 4th in box sales and 5th in YTL sales in Turkey.

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### Bizkaia Regional Government's Treasury and Finance Department

The Bizkaia Regional Government in the Autonomous Community of the Basque Country administers the territory of Bizkaia province (one of three territories). Its Treasury and Finance Department collects and processes taxes for the territory, since it has considerable regulatory power concerning tax matters (1,160,000 inhabitants). The Department has 1,031 public employees, and consists of a central office in Bilbao and a further 8 branch offices dispersed around the region.

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### Brother Industries (UK) Ltd

Brother Industries (UK) Ltd is a subsidiary of Brother Industries Ltd (Japan), one of the world's leading manufacturers of electronic business machines. Based in Ruabon, North Wales, BIUK employ some 160 staff in order to supply manufacturing and environmental solutions to its European customer base. The company manufactures business machines (Fax's, MFC's, and Typewriters) and consumables. Since 2003 the company has pioneered the remanufacturing of consumables for the Brother group throughout Europe.

Contact person: Carl Bruce, [carl\\_bruce@biuk.co.uk](mailto:carl_bruce@biuk.co.uk), tel: +44 1978 813451; Shepley Street, Audenshaw, Manchester, M34 5JD, UK

### CEU Kolding

CEU Kolding has 150 years' experience in vocational training. Every year the school offers a wide range of training programs and special courses (standard and customized). The school has about 28,000 square meters under roof and almost 300 employees cooperate each day to create a modern and innovative environment for learning for about 1700 daily students. Every year more than 9.000 students attend the school part or full time.

Contact person: Birger Hørning, [bh@ceukolding.dk](mailto:bh@ceukolding.dk), tel: +45 7932 0100; Skovvangen 28, Kolding, Denmark

### Closed Joint-Stock Company Scientific Industrial Centre Transmash

Transmash is a Ukrainian company producing and repairing the wheel sets and other spare parts for the railway locomotives and freight cars. It also designs and products the electronic devices for the railway industry. Since its creation in 1998, Transmash chooses quality system as strategic driver and considers quality as a basic need for true operational excellence. It has been a member of the Ukrainian Association for Quality since 2003. In 2004, it won the prize in the Ukrainian National Quality Competition.

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### Club Excelencia en Gestion

CEG is EFQM Spanish National Partner Organisation. It is established in April 1991. With a mission to contribute to increase the Spanish organisation's competitiveness, promoting management systems based in the EFQM Excellence Model and encouraging benchmarking activities among members, CEG has counts with 279 members, representing both, private and public organisations.

Contact person: Ruiz Ignacio, iruiz@clubexcelencia.org, tel: +34 91 3836 218; Avda. de Burgos, 19, Madrid, Spain

### Colegio Nuestra Senora de las Maravillas

Ntra. Sra. de las Maravillas College was founded in 1892 by The Brother of Christian Schools – La Salle. It is a private educational centre, formed by an educational community which has as its global aim a shared responsibility to constantly evaluate attitudes and educational practices, and to be aware of change, in order to update objectives, programmes and methods. The school's mission is to provide a sound Christian education for its pupils and continuous training for teachers, with special emphasis in encouraging ethical values and vigorous academic work and standards.

Contact person: Teodomiro Rodríguez, director.maravillas@infonegocio.com, tel: +34 91 7823 500; Guadalquivir 9, Madrid, Spain

### Dragados Offshore, S.A.

Dragados Offshore is the company within Dragados Industrial (DINSA) group. DINSA is within ACS Industrial Services and its parent Company is ACS. Dragados Offshore is specialised on the design, construction, installation, repairing, assembly, start-up and maintenance of large and technically complex oil structures like jackets, platforms, modules of offshore and for general industries, modular industry plants, metallic structures, general steel works, machinery, industrial equipments, general industrial structural prefabrication, lifting manoeuvres, sea-fastening and sea transport.

Contact person: Jesús Giraldo Ceballos, jgi-dossa-cadiz@dragados-industrial.com, tel: +34 956 470 700 / 703; P.O. Box 2616, Bajo de la Cabezuela, s/n, 11510 Puerto Real, Cádiz. Spain

### Dunaújváros Megyei Jogú Város Polgármesteri Hivatala (Municipality of Dunaújváros Mayor's Office)

Municipality of Dunaújváros Mayor's Office works in Dunaújváros in Fejér County of Hungary. It has 220 employees. The Assembly of Dunaújváros wishes to ensure the increasing sense of satisfaction of not only its citizens but also of the inhabitants of the villages. Municipality of Dunaújváros started to build the quality system in 1996. The new ISO 9001:2000 system has been applied since 2000. The most important target of the quality management system is the continuous improvement of the activities. In 2003 the organisation won the Regional Quality Award of Fejér County.

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### E.ON Tiszántúli Áramszolgáltató Részvénytársaság

Contact person: Mrs. Lászlóné Harmati, laszlon.harmati@eon-hungaria.hu, tel: +36 52 511 100; Kossuth u. 41, Debrecen, Hungary



**Eaton Truck Components Sp.z o.o.**

It is a 600-employee manufacturing organisational unit of Eaton Corporation located in Tczew, 35km South of Gdansk, Poland. The plant operates in commercial vehicles sector and manufactures transmissions for medium duty trucks, contract components (gears, shafts, synchronizers) and aftermarket spare parts kits. The plant delivers its products to leading truck manufacturers in Europe, to countries like France, UK, Austria, Italy, Belgium and Spain, and to other regions like SE Asia, North America and South America.

Contact person: Pawel Drozdziel, paweldrozdziel@eaton.com, tel: +48 58 5329 164; ul. 30 Stycznia 55, 83-110 Tczew, Poland

**Enterprises Shipping and Trading S.A**

Established in 1973, it manages a fleet of ocean-going reefer, bulk and container vessels for world-wide transportation, serving international trade in a big range of perishable products and general cargo. It is also a tanker management company focusing solely on modern double hull tonnage, servicing the needs of oil major and trader clients through the formation of long-term relationships both on the spot or the time-charter markets.

Contact person: John Fissas, ism@ensh.com, tel: +30 210 8910 143; 11 Poseidonos Avenue, 167 77 Elliniko, Athens, Greece

**Escuela Universitaria de Arquitectura Tecnica-Universidad de Sevilla**

Seville University is a 'Public Law' institution, endowed with legal capacity, which carries out its functions, in accordance with the current legislation, autonomously, and to which corresponds the responsibility of providing, as a public service, higher education, through study, teaching and research. It is an institution which serves society and is inspired by the constitutional principals of equality, liberty, justice and pluralism.

Contact person: Antonio Ramírez de Arellano, arellano@us.es, tel: +34 95 4556 642; Avda. Reina Mercedes, s/n, Sevilla, Spain

**Eurest, spol. s r.o.**

Eurest is a subsidiary of Compass Group - world's largest foodservices and vending organisation. In the Czech Republic Eurest was established in 1990 and has become the leading company in providing food and related services. It serves around 250,000 customers every day in more than 300 sites. In 2004 Eurest was included into Czech 100 most admired companies and was ranked No. 1 Hospitality. It is also a holder of Full ISO certification 9001:2000 and National Certificate for quality.

Contact person: Martin Coufal, martin.coufal@eurest.cz, tel: +420 220 302 310; U Pergamenky 12, Prague 7, Czech Republic

**Eurotel Praha, spol. s r.o.**

Eurotel Praha, spol. s r. o., with more than 4.6 million registered customers at the end of March 2005, is the largest provider of wireless voice and data services in the Czech Republic. The mobile telephone networks of Eurotel 900/1800 MHz and 450 MHz cover territory lived in by 99 percent of the population of the CR, i.e. more than 10 million people. Eurotel holds a UMTS license for the operation of 3rd generation mobile services.

Contact person: David Vandrovec, david\_vandrovec@eurotel.cz, tel: +420 267 012 374; Vyskocilova 1442/1b, Prague 4, Czech Republic



### Fejér Megyei Rendőr-főkapitányság (Central Police Station of Fejér County)

The Central Police Station of Fejér County functions as a public armed authority, performing missions of crime preventing and pursuing, public administration and security. The organisation counts a total number of 1,154 people. The organisation built up in 2000/2001 a Quality Management System as a method of Structure Development, in base of the standard MSZ EN ISO 9001:2000. The development of the Quality Management System is aimed to improve the public order and safety and to provide life and value security for the citizens and to improve the quality of police services in middle term.

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### Fiat Auto Poland Co. Inc. Tychy Plant

The Tychy Plant produces cars of A+ segment; presently it produces models of Seicento and Panda. It possesses Welding Shop, Painting Shop and Assembly where approx. 300 thousands of cars are produced yearly. 80% of products are exported to nearly 50 world's markets. The plant is situated in the South of Poland, approx. 80 km away from Cracow and it is the biggest automotive plant in Poland.

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### Fortek Oy

Fortek is a leading European maintenance service contractor in the forest products industry. Fortek Oy represents operations in Finland and Fortek AB represents operations in Sweden. Fortek provides full service contracts to industries such as pulp mills, paper mills, chemical plants and sawmills. The company generates over 90 million euro per year and currently employs approximately 1,000 people.

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### Freudenthaler Entsorgung Und Recycling GMBH & CO KG

Freudenthaler is a family-owned waste disposal and treatment company for hazardous and non-hazardous waste with about 48 employees. The company is situated in the west of Austria and was founded in 1973. Now Freudenthaler has developed into the biggest dangerous waste treatment concern in Western Austria and Tyrol's largest recycling plant for sortable industrial and building site waste.

Contact person: Mag. Andrea Kuenz, andrea.kuenz@freudenthaler.at, tel: +43 5238 53045; Schießstand 8, 6401 Inzing, Austria

### Hödlmayr Hungária Logistics Kft.

Hödlmayr Hungária Logistics Ltd. is a vehicle logistic company (as part of the international Hödlmayr Group) dealing with brand-new vehicle transportation as well as value added services relating to this special field of logistics. It was establishment about one and half decades ago. In 2004, the company transported more than 140,000 units with more than 100 car-carrier trucks and has had a market share of 40% in Hungary. Last year, Hödlmayr won Hungarian National Quality Award.

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### Italgas Piu' S.p.A.

Italgas Piu' S.p.A. is a society of the Group ENI, and it's one of the most meaningful realities in the Italian Panorama. Since November 1st 2001, Italgas Piu' trades methane gas and post-sale products. This organisation operates with 1,140 employees located in many national sites.

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### Kansaneläkelaitos

KELA, the Social Insurance Institution of Finland, provides basic security for all people resident in Finland or covered by the Finnish social security legislation. KELA operates under the supervision of Parliament. Founded on 16 December 1937, KELA was at first exclusively a pension provider. Since then, its operations have been expanded, diversified and modernized. Especially during the 1980s and 90s, KELA was entrusted with many new program responsibilities so that its services now reach the whole Finnish population.

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### Kautex Textron GmbH & CoKG, Plant Wissen

As system leader and developer, Kautex Textron, a subsidiary of the US American Textron Group, supports its customers in the automotive and packaging industries with around 5,700 employees in 37 locations worldwide. Due in part to exceptional management in 2004, Kautex Textron achieved revenues of 1.3 Billion Euro. At its facility, Plant Wissen mainly manufactures blow-moulded plastic components for fuel systems as well as further products for both automobile and non automobile customers. The main customers are DC, GM and AUDI.

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### Kespro Oy

Kesko is the leading provider of services in the Finnish trading sector and is also expanding its operations in the Nordic countries, the Baltic countries and Russia. Its business divisions include: Kesko Food: groceries trade, Rautakesko: building and interior decoration supplies trade, Kesko Agro: agricultural and machinery trade, Keswell: home and specialty goods trade, Kaukomarkkinat: international technical trade, branded products trade, VV-Auto: car and spare parts trade.

Contact person: Ulla Eronen, [ulla.eronen@kesko.fi](mailto:ulla.eronen@kesko.fi), tel: +358 10 5324 129; Sähkötie 1, 01510 Vantaa, Finland

### K-Supermarket Länsitori

K-supermarket Länsitori is a food store close to Tampere, Finland. K-supermarket chain is part of Kesko trading company. Retailer Simo Lignell is the owner of the company since 1982. There are about 60 employees in Länsitori. The cornerstones of its operations are customers satisfaction, economical results, well-being of our employees and quality in everything we do. Environmental responsibility is an important value in our operations.

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### LLC Lukoil-Permnefteorgsyntez

LLC LUKOIL-Permnefteorgsyntez is one of the biggest Russian refineries. It was commissioned in October, 1958. In 1991 the Perm refinery became a part of Oil Company LUKOIL. LUKOIL-Permnefteorgsyntez processes 12 million tons/year of crude at a conversion of 90%. Over 40% of the refinery products are shipped for export. The products are manufactured under control of the Quality Management System certified by BVQI in accordance with ISO 9001:2000 requirements. Since 2002, the refinery has been carrying out the internal assessment of its activity according to the criteria of the European Quality Award.

Contact person: Vasily Shteba, vshteba@npz.perm.lukoil.com, Promyshlennaja str. 84, Perm, Russia

### London East Connexions Partnership

Connexions is a comprehensive advisory service for young people aged 13–19, and with disabilities and learning difficulties up to 25. It offers guidance, help and support on educational choices, careers and the full range of personal issues. LECP is the organisation that operates the Connexions service in the east London region. It works within a wide-ranging partnership of organisations that provide advisory and supportive services to young people.

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### Lufthansa Cargo AG

Lufthansa Cargo AG became an autonomous company within the Lufthansa Group on 30 November 1994, reflecting the growing importance of airfreight as a business area in its own right. With a transport volume of more than 1.75 million tones of freight and mail, 7.96 billion revenue tonne-kilometres and revenues of around 2.5 billion in 2004, Lufthansa Cargo ranks among the world's biggest cargo carriers.

Contact person: Maren Gatzemeier, maren.gatzemeier@dlh.de, tel: +49 69 696 93391; Airport Frankfurt, Frankfurt, Germany

### Luka Koper d.d., Port and Logistic System

LK is a public Ltd company and the only cargo port in republic of Slovenia. The Koper cargo port was established in 1957 as a result of the needs of the Slovene economy. Its vision is to become a leading port and logistic system for central European countries. The different terminals provide services, from basic port services to various supplementary services as well as commercial, financial and logistic support to the customers.

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### Maanmittauslaitos

The National Land Survey of Finland (NLS) has a highly skilled staff of 1,815 in 35 localities throughout Finland. The NLS works in District Survey Offices, national production and service units and in the Central Administration. It is a recognized expert on maps and cadastral matters. It produces cadastral, topographic and environmental data and services for individual citizens, industry and society at large. The NLS comes under the administrative sector of the Ministry of Agriculture and Forestry.

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## Magyar Telekom

Magyar Telekom (formerly Matáv) is the principal provider of telecom services in Hungary. It provides a broad range of services including telephony, data transmission, value-added services, and through its subsidiaries is Hungary's largest mobile carrier and internet service provider. It is also the majority owner of MakTel, the sole fixed line and leading mobile operator in Macedonia, and of Telekom Montenegro, Montenegro's largest telecom operator.

Contact person: Viktor dr. Kovács, kovacs.viktor@telekom.hu, tel: +36 14 587 450; Krisztina Krt. 55, Budapest, Hungary

## Mancomunidad de la Comarca de Pamplona

The Community of the Pamplona Administrative Region is a local entity which comprises 50 municipalities, among which the largest is Pamplona. As it includes in its mission, the raison d'être of this organisation consists of administering local public services which the town halls have decided to jointly provide.

Contact person: Iribarren Manuel, miribarren@mcp.es, tel: +34 94 8423 298; C/General Chinchilla, Pamplona (Navarra), Spain

## Nyíregyházi Távhőszolgáltató Kft. (Nyíregyháza District Heating Ltd.)

The central heating system was started in Nyíregyháza in 1966. Today the organisation ensures the heating and hot water supply of nearly 16,000 flats and 950 public institutions. Its task is to transport and distribute the hot water heat bought from the Power Plant of Nyíregyháza Ltd., furthermore to operate the natural gas heating equipment of 90 institutions owned by the local authority. With a goal to satisfy customers and by the means of creating an eminence culture, this organisation has achieved continuous improvement for its quality work. It won "appreciation for Eminency" in the year 2004.

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## Open Joint Stock Company Zhytomyr Butter Plant

Contact person: Rud' Petro, lzhigadlo@milk-rud.com, tel: +38 041 241 8869; Zhytomyr-10002, Ivan Honta str., 4, Ukraine

## Open Joint-Stock Company Chaplynka Butter and Cheese Factory

Contact person: Basmanov Serhiy, chmsz@chap.hs.ukrtel.net, tel: +38 055 382 1781; Kherson region, Chaplynka-75200, Belinsky str.2, Ukraine

## Open Joint-Stock Company Kherson Machine-Building Plant Electromash

Kherson Machine-Building Plant "Electromash" was established in 1930. Since 1994 it becomes Open Joint Stock Company "Electromash". The company mainly manufactures automotive components including magnetos, thermostats, universal joints, filters for oil, air and fuel, as well as starter-motors and alternators for cars, tractor and motorcycle engines. It has achieved the certification of DIN EN ISO 9001:2000 (Germanischer Lloyd Certification GmbH) for its quality management system.

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## Open Joint-Stock Company Vovchansk Aggregate Plant

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**Patria Vehicles Oy**

Patria is a Finnish Aerospace and Defense Group actively participating in the development of new technologies. Being part of its Land Systems Business Area, Patria Vehicles Oy focuses on the marketing, product development, manufacture and integration of armored wheeled vehicle and heavy weaponry systems as well as their life cycle services. The Business Area's customers include defense forces both in Finland and abroad.

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**Pécsi Vízmű Rt.**

Pécs Waterworks plc. operates in the public service sector in Hungary as a “two-product” company: drinking water supply and waste water treatment. There are four pillars in its strategy: high quality product, high quality service, high quality working conditions and cost-efficiency. Due to the high quality of its services, the company has been able to take up a very prestigious position among the Hungarian public service providers of the water sector in the past years. The organisation won the Hungarian IIASA-Shiba Prize in 2001 and the Hungarian National Quality Award in 2002.

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**Philips Consumer Electronics Industries Poland Ltd. (PCEIP)**

PCEIP was established in 1995 as a joint venture by Philips. In 2002 it was sold to Jabil Circuit together with Philips' worldwide TV Chassis manufacturing. From the moment that Philips took ownership in 1995 PCEIP has rapidly increased its volume to a level of some three million TV sets per year, supplying the mainstream TV segment to the European market. After the 2002 transfer, PCEIP continued its activity as a separate entity and developed itself into a world class operation.

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**Philips Kft. Monitoripar Magyarország**

Contact person: Csaba Máthé, csaba.mathe@philips.com, tel: +36 94 515 236; Puskás T. u. 10, Szombathely, Hungary

**Police Department of Heusden-Zolder**

The local police Force Heusden-Zolder begins from January 1st, 2002 in a mixed police zone. The local police are responsible for community policing within the commune Heusden-Zolder. The federal police serve specialty police tasks and if required, can support the local police force. Its mission is to support a harmonious live by delivering quality basic police services, by executing public security management, court (justice) support and some federal police tasks.

Contact person: Willy Smets, w.smets@surftips.com, tel: +32 11 45 0111; Rectorstraat 2, 3550 Heusden-Zolder, Belgium

### PosAm spol. s r.o.

PosAm, spol. s r. o., delivers advanced software solutions and cost-effective infrastructure for information systems. Its solutions portfolio consists of software modules that support business in the process of organisation management, mobile sales, document management, corporate education and knowledge sharing. Implementation of these modules help companies make business processes, both main and supporting, more efficient.

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### Ricoh Belgium - Branch of Ricoh Europe

The Belgian Branch of Ricoh Europe B.V., began operating in 1985, covering Belgium and Luxembourg. Located in Zaventem, the company markets RICOH copiers, facsimiles, multifunctional products, wide copiers, digital duplicators and digital printers. All these powerful products are distributed through a widespread dealer network as well as through a "Major Account" sales team specialized in large account business.

Contact person: Karina Lauwers, k.lauwers@ricoh.be, tel: +32 2 712 1302; leuvensesteenweg 510 Building 7 B 46, Zaventem, Belgium

### Ricoh Industrie

Ricoh Industrie France is the French production site of the RICOH Group. It manufactures and sells thermal media. It also manufactures office products for the RICOH group, mainly for the European market: digital copiers, components, consumables (cartridges and toner). Moreover, in line with the undertakings of the group, Ricoh Industrie France recycles printed circuits and toner cartridges.

Contact person: Jean Marc Foure, jfoure@ricoh.fr, tel: +33 1 4094 3937; 383 Av. du Général De Gaulle, BP 307, Clamart, France

### SELEX Sistemi Integrati S.p.A.

SELEX was created in May 2005 and is 100% controlled by Finmeccanica. It operates within the domains of integrated air defense systems, naval mission systems, battlespace C4I, air traffic management and airport systems (ATMAS), simulation & synthetic environments, systems integration, training solutions and manufacturing. All of them are backed by comprehensive customer support facilities. In the Fusaro plant, operations are responsible to industrialize, realize, integrate and test parts, unit and Radar Systems since the prototype phase.

Contact person: Giuseppe Punzo, apuglia@selex-si.com, tel: +39 081 527 2510; Via Tiburtina, 1231, Roma, Italy

### State enterprise "Distillery of Borshchiv "

Contact person: Gumenyuk Mykola, borsp@bor.tr.ukrtel.net, tel: +38 035 412 1292; Ternopil region, Borshchiv town, Sichovyh striltsiv lane, Ukraine

### Stora Enso Publication Paper - Varkaus Mill

Publication Paper Mill in Varkaus is a one of business units of global Stora Enso group producing special papers for newspapers, directories and timetables. Varkaus Mill has long traditions in making light-weight and colored paper. Maintaining continuous development is characteristic to Varkaus Mill and the personnel is committed to develop its business towards ecological, social and economical sustainability.

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### Suomen Ilmavoimat

The Finnish Air Force, founded on 6 March 1918, is among the oldest air forces in the world. Today, it is a modern and dynamic service that relies on the latest technology. Its main peacetime mission consists of round-the-clock surveillance of the airspace and prevention of airspace violations, conduct of identification flights, maintenance of defensive counter-air fighter operations capability, and continuous training of all personnel groups. The Finnish Air Force has become increasingly involved in international cooperation. It arranges common exercises with other top performance air forces.

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### Suomen Posti Oyj, tuotantopalvelut, verkostonhallinta

Finland Post is the leading provider of delivery and logistics services in Finland and selected markets in northern Europe. The Group is seeking growth, particularly in information logistics, comprehensive logistics solutions and international business. With a staff of more than 23,000 and a net turnover of EUR 1,238 million in 2004, Finland Post Group delivers around 10 million items on a daily basis.

Contact person: Jouni Simonen, [jouni.simonen@posti.fi](mailto:jouni.simonen@posti.fi), tel: +358 20 4517 092; Postintaival 7 a, 00230 Helsinki, Finland

### Supplying Automotive Parts Co. (SAPCO)

Established in 1993, its mission was the localisation of automotive parts and development of IRANKHODRO (IKCO) parts supply chain. SAPCO works with hundreds of local Auto-Part manufactures and local and international supply vendors. Sales in 2004 topped 3 Billion Dollars.

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### Telvent Energia y Medio Ambiente, S.A.

Telvent "Energy and Environment" is the company of Telvent (Information Technologies Business Group of Abengoa), that is specialized in control systems for advanced applications and real time computing, mainly focused on sectors such as Energy, Telecommunications and Environment.

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### The National Learning Network

National Learning Network is Ireland's largest non-Government training organisation with 50 training and employment units nationwide catering for over 4,500 students each year. Its objective is to assist people at a disadvantage in the labour market to learn the skills they need to build lasting careers in jobs that reflect their interests and abilities. This is achieved through a brand of training, education, employment access and enterprise development that is respected and often replicated across Europe.

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### Tiehallinto

Finish road administration, Finnra, is responsible for Finland's public road network. It is a governmental agency operating under the jurisdiction of the Ministry of Transport and Communications. With a mission to provide smooth, safe and environmentally friendly road connections, Finnra participates actively in international cooperation to achieve its international goals and promote the export of national road management expertise.

Contact person: Tapani Määttä, [tapani.maatta@tiehallinto.fi](mailto:tapani.maatta@tiehallinto.fi), tel: +358 20 4222 086; Opastinsilta 12 A, 00520 Helsinki, Finland

### T-Mobile Czech Republic

T-Mobile Czech Republic is a member of the global telecommunications group T-Mobile International. T-Mobile CZ was established in 1996 and operates a public mobile communications network on the GSM standard in the 900 and 1800 MHz bands and is a holder of a licence to operate a third-generation network, UMTS. T-Mobile provides its services to individuals and corporations, as well as public authorities. In May 2005, almost 4.4 million customers were using its services.

Contact person: František Havel, [frantisek.havel@t-mobile.cz](mailto:frantisek.havel@t-mobile.cz), tel: +420 603 320 170; Tomickova 2144, Prague 4, Czech Republic

### TNT Express Worldwide Networks

TNT Express Worldwide Networks is one of the nine business units of TNT Express, which is part of TNT N.V. group that consists of Royal TPG Mail, TNT Logistics and TNT Express. TNT Express Worldwide Networks serves the TNT Express Division connecting its geographically distributed countries of operations via air and road networks within Europe and the rest of the world through commercial carriers. TNT Express Worldwide Networks is also responsible for the freight sortation in two major international hubs in Liège (Belgium) and Arnhem (The Netherlands).

Contact person: Marja Kuusisto, [marja.kuusisto@tnt.com](mailto:marja.kuusisto@tnt.com), tel: +32 4 239 3986; Rue de l'Aéroport 58, 4460 Grace-Hollogne, Belgium

### ToldSkat Fyn

ToldSkat Fyn is one of the regional Customs and Tax areas in Denmark and collects taxes and VAT from 470,000 inhabitants and 43,000 enterprises. ToldSkat Fyn supplements Excellence by Investor in People and Intellectual Capital Account. Since 2001 ToldSkat Fyn has been certified as an Investor in People organisation, and in 2002 ToldSkat Fyn received a national diploma for best Intellectual Capital Account.

Contact person: Pia Arildsen, [Pia.Arildsen@ToldSkat.dk](mailto:Pia.Arildsen@ToldSkat.dk), tel: +45 23 590; Lerchesgade 35, 5100 Odense C, Denmark

### Trimo d.d.

Established in 1961, Trimo is now recognised as one of the leading companies manufacturing and supplying fire proof panels and operates in the engineering, production and assembly of steel pre-fabricated buildings. Trimo's mission is the assurance of original and complete solutions in the area of steel buildings. The company generates annually revenues of about 95 million euro, Export revenues are generated from over 45 countries with the largest share from Europe.

Contact person: Martin Hočevár, [martin.hocevar@trimo.si](mailto:martin.hocevar@trimo.si), tel: +386 734 60 365; Prijateljeva 12, Trebnje, Slovenia

### Uluslararası Nakliyeciler Derneği

UND is a member based, non-governmental organisation, which represents the Turkish international road transport operators as a national association. Its main objectives include to increase competitive strength of the Turkish hauliers by informing them about all subjects of their concern, as well as encouraging them for partnerships and strategic alliances on national and international levels, and to ensure that the industry is efficiently managed, respectful towards the society and the environment and equipped with modern facilities.

Contact person: Haydar Ozkan, [haydar.ozkan@und.org.tr](mailto:haydar.ozkan@und.org.tr), tel: +90 212 359 2600 ext.102; Nispetiye Caddesi Seher Yildizi Sokak No: 10 Etiler, 34337/Istanbul, Turkey



### Universidad Miguel Hernandez de Elche

The Miguel Hernández University was established in 1997 in Elche (Alicante, Spain). We define our mission as: "Serving society by offering quality teaching, research and services, which may fully satisfy their expectations, at the same time as allowing the members of the university community to develop professionally in order to achieve integral training for students and to facilitate their entry into the working world". More than 850 teachers and 330 experts work in the classrooms and laboratories of the university in order to teach more than 10.000 students who pursue undergraduate and postgraduate degrees in any of the 33 areas of study.

Contact person: José María Gómez, gras@umh.es, tel: +34 96 6658 781; Avda. de la Estación, s/n. Edificio Torrevallo, Elche (Alicante), Spain

### Universitat Oberta de Catalunya

The Universitat Oberta de Catalunya (Open University of Catalonia) is an institution which has emerged from the knowledge society. Its mission is to provide people with training throughout their lives. The university's principal aim is to ensure that each student satisfies his/her learning needs, gaining the maximum benefit from their own efforts.

Contact person: Marc Ribó, mribop@uoc.edu, tel: +34 93 2532 326; Av. Tibidabo, 39-43, Barcelona, Spain

### Welsh Health Supplies Contracting

WHS Contracting is part of the National Health Service within Wales (UK) and is a public sector not for profit making procurement organisation. WHS Contracting has a wealth of procurement expertise and specialist knowledge which is used to provide an exceptional contracting and specialist procurement service to the NHS in Wales. Main commodity and market areas include; pharmaceutical products, energy contracts, medical and surgical products, facilities and the provision of specialist procurement services and support.

Contact person: Mr Mark Roscrow, mark.roscrow@whs.wales.nhs.uk, tel: +44 29 2031 5490; P.O Box 183, Bevan House, 25-30 Lambourne Crescent, Llanishen, Cardiff, CF14 5GT, UK

### ZF Padova SpA

ZF Padova S.p.A., Italy, with approx. 420 employees, is ZF Marine's global headquarters, and produces transmissions in the medium range. Most of its models are designed for installation in pleasure craft, however there are also many heavy duty models for commercial application, typically fishing boats, tugs, river craft etc. ZF Padova also designs and manufactures loose gears for large marine engine and rail transmission manufacturers. Complete, high-tech transmissions are also produced for industrial and marine gas turbine application as well as some transmissions for off-road vehicle application.

Contact person: Giacomo Bonato, info.pleasurecraft@zf.com, tel: +39 049 8299 311; Via Penghe 48, ITA 35030 Caselle di Selvazzano (PD), Italy

### ZS Brno

The Železniční stavitelství plant specialises in the railway structures market segment. The basic Plant activity consists in complex constructions and reconstructions of railway surfaces and sub-surfaces, constructions of tram lines and railway branch lines, engineering for railway constructions, introduction of modern and progressive technologies for the railway surfaces and sub-surfaces. The ŽS Plant has 603 employees.

Contact person: Lenka Dufkova, ldufkova@zsbrno.cz, tel: +420 541 572 106; Buresova 17, Brno, Czech Republic

## COMMITTED TO EXCELLENCE

Between August 2004 and August 2005, these organisations have achieved Committed to Excellence.

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Organisation	Country	Sector
2o2o Liverpool Limited	UK	Services
Abteilung Qualitätsmanagement & Sozialmedizin, Universitätsklinikum Freiburg	Germany	Services
AENA. Plan Barajas	Spain	Public
AMIAT S.p.A. Torino	Italy	Services
AOK-Klinik Schloßberg, Fachklinik für Rehabilitation, Klinik für Anschlussrehabilitation	Germany	Services
AOK-Klinik Stockenhöfe, Fachklinik für Internistische und Orthopädische Rehabilitation	Germany	Services
Arbeitsgemeinschaft der Volkshochschulen im Landkreis Hof, Hof	Germany	Services
Associazione Mosaico - Firenze	Italy	Public
Athena S.A.S	Italy	Public
Athens International Airport/ Corporate Services Division	Greece	Services
Authentic Carpets "AION I 922" Isthmos S.A.	Greece	Manufacturing and Products
Azienda Energia E Servizi Torino S.p.A.	Italy	Services
Azienda Provinciale Per I Servizi Sanitari	Italy	Services
BAFU GmbH, Berlin	Germany	Services
Berufsförderungswerk Schöenberg gGmbH	Germany	Public
Børnehaven Kernehuset	Denmark	Public
Bornholms ErhvervsCenter	Denmark	Public
C.T.P. Distrette 33 – Guardi	Italy	Public
Caritas-Krankenhaus St. Josef	Germany	Services
CCS Clinic Catering Service OHG im Altenzentrum Klarastift gGmbH	Germany	Services
Centro Territoriale Permanente E Scuola Media Statale "C.Del Prete"-De Nobili-Mutigliano - Lucca	Italy	Public
City of Oudenaerde	Belgium	Public
Clinic Catering Service OHG, c/o Hochwald-Kliniken, Weiskirchen	Germany	Services
Commune of Brecht	Belgium	Public
Complejo Hospitalario Universitario De Santiago De Compostela-Programa Formacion Especializada	Spain	Services
Dental excellence partner Dr. Petschelt Lauf	Germany	Services

Organisation	Country	Sector
Department of Research, Innovation and Business Excellence, Rehab Group	Ireland	Public
Direcção Regional do Comércio Indústria e Energia da Região Autónoma da Madeira	Portugal	Public
Direzione Didattica Statale I° Circolo Carrara	Italy	Public
DWP: Independent Case Examiner's Office	UK	Public
DWP: Jobcentre Plus, Finance	UK	Public
DWP: Jobcentre Plus, Information Systems	UK	Public
DWP: Jobcentre Plus, Jobcentre Plus Direct	UK	Public
DWP: Jobcentre Plus, Product & Business Design	UK	Public
DWP: Jobcentre Plus, Programme Protection Division	UK	Public
DWP: Jobcentre Plus, South East Region	UK	Public
DWP: Law and Special Policy Group	UK	Public
EIQA	Ireland	Foundation
Elcoteq Elektronik GmbH, NPI-Plant	Germany	Manufacturing and Products
Eurocontrol, DGS Department	Belgium	Services
First Great Western Engineering	UK	Services
First South Yorkshire Limited	UK	Public
Friedrich-Ebert-Stiftung, Dialog Ostdeutschland, Berlin	Germany	Services
Friedrich-Ebert-Stiftung, Politische Akademie, Bonn	Germany	Services
Gaea Products S.A	Greece	Manufacturing and Products
Gafög GmbH	Germany	Services
Gemeinnützige Krankenhausgesellschaft des Landkreises Bamberg, Steigerwaldklinik Burgebrach, Juraklinik Scheßlitz	Germany	Services
GfB - Gemeinnützige Ges. f. Beschäftigungsförderung mbH	Germany	Services
GoDentis Partner Zentrum Für sanfte Zahneilkunde Lindau	Germany	Services
GoDentis practice Cologne	Germany	Services
GoDentis practice Stuttgart	Germany	Services
H. Brühne Baustoff- und Transport GmbH & Co. KG	Germany	Manufacturing and Products
Hellenic Bank Public Company Ltd Card Services	Cyprus	Services
Hellenic Bank Public Company Ltd- Organisation & Methods Dpt	Cyprus	Services
Helvetia Versicherungen, Frankfurt/Main	Germany	Services
I.P.S.S.C.T.S.P. "F. Datini" - Prato Firenze	Italy	Public

Organisation	Country	Sector
I.S.I. BARGA - LUCCA	Italy	Public
ICTS Hellas S.A	Greece	Services
IMSM Limited	UK	Services
Info-Quest S.A.	Greece	Manufacturing and Products
Ingeniørhøjskolen Århus	Denmark	Public
Irre Toscana – Firenze	Italy	Public
Istituto Comprensivo "John Lennon"	Italy	Public
Istituto Comprensivo Di Scuola Materna-Elementare e Media – C.T.P. Di Castelnuovo Garfagnana Lucca	Italy	Public
Istituto Comprensivo Micali – Livorno	Italy	Public
Istituto Prof. Le Di Stato Per I Servizi Comm.Li, Turistici, Grafici, Alberghieri E Sociali "Luigi Einaudi" Di Grosseto, Sede Operativa Di Agenzia Formativa	Italy	Public
Istituto Professionale Di Stato "L. Orlando"	Italy	Public
Istituto Professionale Di Stato Per I Servizi Turistici, Commerciali E Della Pubblicità "Sandro Pertini"	Italy	Public
Istituto Statale Di Istruzione Secondaria "Marco Polo"	Italy	Public
Istituto Tecnico Commerciale "A. Volta"	Italy	Public
Istituto Tecnico Commerciale Statale "Aldo Capitini"	Italy	Public
Istituto Tecnico Commerciale Statale "E. Fermi"	Italy	Public
Istituto Tecnico Commerciale Statale "Giuseppe Peano"	Italy	Public
Istituto Tecnico Industriale-Liceo Scientifico-Tecnologico "G.Galilei"	Italy	Public
Jobcentre Plus Direct	UK	Public
Jobcentre Plus Programme Protection Division	UK	Public
Kantonale Psychiatrische Dienste - Sektor Nord KPD-SN Will	Switzerland	Services
Kantonsspital Münsterlingen	Switzerland	Services
KBR Production Services	UK	Services
KEPHA - Centro Internazionale Di Formazione	Italy	Public
KEPHA - Fondazione onlus	Italy	Public
Klinik und Poliklinik für Hautkrankheiten, Universitätsklinikum Münster	Germany	Services
Kurklinik Eden AG	Switzerland	Services
La Poste / Courier International	France	Public
La Poste / DQSG	France	Public

Organisation	Country	Sector
Liceo Scientifico Statale "A.VALLISNERI"	Italy	Public
Liceo Statale "E.Fermi" Cecina - LI	Italy	Public
London Action Trust	UK	Foundation
Max Grundig Klinik, Bühl/Baden	Germany	Services
Municipal Organisation for Social Intervention & Health (DOKPY)	Greece	Public
Nordvestjysk Uddannelsescenter	Denmark	Public
Olympia Electronics S.A	Greece	Services
Piraeus Bank S.A. Information Technology & Business Org. Div.	Greece	Services
Piraeus Bank S.A. Int'nal Payments & Central Operations Div.	Greece	Services
Piraeus Bank SA/ Internal Audit Division	Greece	Services
Politecnico Della Cultura, Delle Arti e Delle Lingue - Fondazione Scuole Civiche Di Milano	Italy	Public
Polizeidirektion Offenburg	Germany	Public
Polizeipräsidium Münster	Germany	Public
Provincia Autonomia Di Bolzano: Formazione Professionale Agricola, Forestale e Di Economia Domestica	Italy	Public
Rehab Foundation	Ireland	Public
Reha-Pflegeklinik Eden AG	Switzerland	Services
Ripartizione 22 Scuola Professionale Kortsch-Bolzano	Italy	Services
Rørmosegård	Denmark	Services
Scuola Media Statale "Giovanni Fattori" E C.T.P. Rosignano Solvay - Livorno	Italy	Public
Scuola Professionale Per La Frutii-, Viti-, Orti - Efloricoltura "Laimburg" - Fachschule Fur Obst-, Wein - Und Gartenbau "Laimburg"	Italy	Public
Scuola Professionale Per L'economia Domestica "Corces" - Fachschule Fur Hauswirtschaft "Kortsch" Silandro - Bolzano	Italy	Public
Sensia AG	Switzerland	Manufacturing and Products
SICPA SA	Switzerland	Manufacturing and Products
Sirti S.p.A.	Italy	Services
Sirti Sistemi S.p.A.	Italy	Manufacturing and Products
SMAT S.p.A.	Italy	Services
Specialsolen for Voksne, Vendsyssel	Denmark	Public
Spitalzentrum Biel	Switzerland	Services

Organisation	Country	Sector
St. Gallische Public Sector psychiatrische-Dienste Region Süd / Klinik St. Pirminsberg	Switzerland	Services
Stevenage Borough Council	UK	Public
Swietokrzyski Urząd Wojewódzki	Poland	Public
Thames valley University	UK	Public
Thurgauer Kantonalbank	Switzerland	Services
Unispital Basel, Abt. Hotellerie	Switzerland	Public
Universitätsklinikum Freiburg, Abt. Qualitätsmanagement u. Sozialmedizin, Freiburg	Germany	Services
Universitätsspital Basel - Abteilung Hotellerie	Switzerland	Services
Urząd Miasta w Dzierżonowie	Poland	Public
Urząd Miejski w Gliwicach (City Office in Gliwice)	Poland	Public
Urząd Skarbowy w Płonsku (Tax Office in Płonsk)	Poland	Public
Vejdirektoratet, Anlægsområdet	Denmark	Public
Ville de Elancourt	France	Public
Visana Services AG Bern	Switzerland	Services
Volkshochschule Aschaffenburg	Germany	Services
Volkshochschule Erlangen	Germany	Services
Volkshochschule Fürth gGmbH	Germany	Public
Volkshochschule Reckenberg-Ems	Germany	Services
Volkshochschule Taufkirchen, Taufkirchen	Germany	Services
Volkshochschule Unterhaching e.V.	Germany	Services

## WELSH QUALITY AWARD

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The Wales Quality Award is presented alongside the European Award; David and Goliath! That's how it looks and there is some truth in it. The European Quality Award represents a high level search for the winner among winners on a continental scale. The Wales Quality Award is a search for basic improvement among business organisations – many of them SME's – in one of Europe's smallest countries.

There is a strong message here. The Wales Quality Award has been popular and successful since its first running in 1994 regularly producing between 40 and 55 completed submissions but the reason for its popularity is that we in Wales look down the other end of the telescope from our friends in Brussels. We are not looking for winners; we are looking for improvement among The Good, The Bad, and The ugly. You do not need to be of a certain standard, nor indeed of any standard, to enter the Wales Quality Award. All you need is £50 for the registration fee, and that by the way is all that it will cost you, first to last.

That is why the most important phase in the Wales Quality Award process is the recruitment stage at the beginning of the year. We hold 'awareness' breakfasts around Wales and we play to full houses. Some of these breakfasts resemble those old revival meetings of a past age. 'Come and be saved ' is the message and 'I'm not good enough' is a frequent reply. How often I have heard a chief executive say 'We are not ready for the Wales Quality Award yet, but we hope to enter in a few years time'. It is of course absolute nonsense. It is like a sick man saying 'I will go to the doctor, but not until I get rid of this hacking cough'.

The Award process à la Galloise is not about telling you how good you are, but rather about what you need to do to be better. But the process must be robust and unbending, which is why the average score for a first time entrant to the Wales Quality Award is in the mid to high 200's. But those same entrants progress over a period of years to the mid to high 400's, some to the upper

500's. First Plus the financial service SME which won the Wales Quality Award twice from a humble start, are an Award Winner this year in the European Award – truly an incredible achievement!

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The Wales Quality Award is successful because it has the enthusiastic and generous support of around a dozen sponsors, or partners as they prefer to be called, a mix of private and public sector organisations. They all jointly own the overall Wales Quality Award but each of them has exclusive ownership of a prize relating to some aspect of Welsh economic life. Thus there is a manufacturing prize, a health sector prize, a learning or education prize, an environment prize etc. The winners of those prizes are identified by the scoring system in the usual way and it is interesting that over the twelve years to date each of these important sectors has produced at least one outright winner of the Wales Quality Award.

But that is not what it is about. Winners, and Award ceremonies, and Gala Dinners are magical. Truly the icing on the birthday cake which adds sparkle and congratulation and celebration to the mix. Just remember that in Wales at least what we celebrate every year is not so much the achievement as the Endeavour.

Vincent Kane  
Chairman, Wales Quality Centre



# **PART II: EUROPEAN AWARD ASSESSORS**

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- **List of Assessors for EQA 2005**
- **Explore Excellence as an Assessor**
- **An Assessor's Point of View**
- **An Organisation's Point of View**

## LIST OF ASSESSORS FOR EQA 2005

EFQM would like to acknowledge and thank the following EQA Assessors and their organisations for their work and contribution in assessing the European Quality Award candidates for 2005. The European Quality Award could not succeed without their commitment and professionalism and they are amongst the best and most experienced Assessors in Europe.

**Senior Assessors** are indicated below in bold.

Name	Organisation
Alain Riedo	Maxwell
<b>Alain Smadja</b>	SYSMAN
Alexis Willems	EFQM
Alptekin Aykac	Bosch San. ve Tic. A.S.
Andras Hary	APNB Ltd.
André Van der Geest	TPGPOST
<b>Andre Haynes</b>	Quality Squared
Andrew Shephard	UNILEVER
Angela Sommer	Robert Bosch GmbH
Annemie Simkens	VIAC vzw
Annick Price	FOREM
Antoine Bastin	Afaq - Afnor
Arno Schwundek	Siemens AG, I&S IS BE
Axel Hockenberger	Bosch San. Ve Tic. A.S. - Bursa
Aydin Kosova	Kalder
Azmi Kisnisci	SIEMENS San. ve Tic. A.S.
Barry Povey	University of Portsmouth
Bernd Gschaidner	Bosch France, Plant Rodez
<b>Bill Gormley</b>	EFQM
<b>Birgit Otto</b>	BO Consult
Britt-Marie Olsson	Posten Sverige AB, Production Division

Name	Organisation
C. Andreas Dalluege	IBK Management Solutions GmbH
Celal Seçkin	Seçkin Consultancy and Training
Chris Lebeer	EFQM
<b>Christian Forstner</b>	Siemens AG
Colm Sheils	Tyco Electronics
Cornelia von Kuensberg	Dana Europe
<b>Dayvon Goodsell</b>	Dayvon Associates Limited
<b>Detlef Ross</b>	Siemens AD; ICN VD QM
<b>Dierik Rotsaert</b>	A.C.I.
Dirk Schäfer	Eurocontrol Experimental Centre
Eduardo Bezares	Compañía Cervecería de Canarias S.A.
Emmanuel Damigos	Damigos Management Systems
<b>Enrique Urizar</b>	Overcall srl
Esther Toledo	Alstom Transporte
Ewa Mroczek	PTC _Polska Telefonía Cyfrowa
Frank Donnelly	Eurocontrol
Frank Schönefeld	T-Systems Multimedia Solutions GmbH

Name	Organisation
Fulvio Paparo	Studio dott. Paparo
Gaetano D. Emma	CSBI Gaetano D Emma
George Wilson	Centre for competitiveness
Georges Rallu	ExcellEdge
Georgios Christodoulou	Cyprus Telecommunications Authority (CYTA)
Gerd Ückermann	Infineon
<b>Gerhard Leu</b>	T-Systems Schweiz AG
Giuseppe Paladino	Azienda Ospedaliera Senesa
Gordon McCallum	Quality Scotland Foundation
<b>Guy Majoor</b>	Independent consultant
<b>Hakan Kilitcioglu</b>	KalDer
Hans Alsen	DRK Kliniken Berlin
<b>Hans van Beek</b>	Royal Philips Electronics
Hans van Zonneveld	Philips
Hayriye Kula	Nestec Ltd.
Helena De Clercq	Ministerie van de Vlaamse Gemeenschap
Herbert Penning	TNT Express GmbH
Hervé Legenvre	EFQM
Hidayet Savas	Aksa Acrylic Chemical Company
Horst Sesemann	Europipe GmbH
<b>Ian May</b>	Siemens Shared Services
Irene Heilimä	Nokia
Ivette Barreiro	Soluziona
Goiriz	
Jacob Bühl Jensen	Business Forum

Name	Organisation
<b>Jacques Hageman</b>	Solvay S.A./N.V.
Jacques Ségot	La poste DQSG
<b>Jan van Mierlo</b>	Philips Consumer Electronics
Jana Ilves	AS Tallinna Masinatehas
Jean-Claude Spirlet	EC Joint Research Centre
Jean-Pierre Devooght	SOLVAY
Jiri Zajic	QES s.r.o.
Joachim Fuchs	SAP AG
Joan Josep Rotger	Institut Català de Tecnologia
Jobst Börsing	Robert Bosch
Joe Lewandowski	Tribal Consulting
John Bugeja	Rolls-Royce Motor Cars Ltd.
John Butler	FAS
John Pimblott	Gates Hose and Connector Division
Jørgen Nimb	Danfoss A/S, Building Controls Division
<b>Jose Antonio Calvo Maguregi</b>	Calidad y Direccion
José Luis Marco	SOLUZIONA
<b>Jose Ramon Calonge</b>	EITB
Joseph Cullen	Rolls-Royce plc
Jouni Kaiharju	Kesko Corporation
Julie Hilton	Yell Ltd.
Julio González Bedia	Aliad Calidad
Klaus Müller	T-Systems Nova GmbH
Knut Anderssen	DNV - Det Norske Veritas
Lars Persson	Posten Sverige AB
Laura Salasco	Unilever Ventures

Name	Organisation
Laurence Kempf	Ricoh Industrie France SA
Laurie Bradley	TQMI
<b>Lena Tzavara</b>	ADO SA
Les Porter	European Centre for Business Excellence
Lesley Shaw	Yell
Luis Gil Alcazar	Strategy & Focus
Luis Saldanha da Gama	Solvay Portugal, SA
Lutgart Pierre	TNT Express Belux
Lydia Nagel	EFQM
Manoochehr Najmi	IPHRD
Maria Marra	Philips
Marie Poidevin	EFQM
Mark Bell	Department of Work And Pensions
Mark Webster	Mark Webster Consulting
Markus Drews	MDK Baden-Württemberg
Martyn Taylor	Nokia
Matt Fisher	NRG Group
Mechteld Zeijlmans	Gemeente Amsterdam
Melissa Rancourt	EFQM
Michael Curtis	QinetiQ
Michael Kahr	T-Systems Multimedia Solutions GmbH
Michael Seibold	Deutsche Telekom AG
Michel Morel	Cezus
Mila Bozic	Lek d.d.
Milan Trcka	Czech Society For Quality
Milko Grebenc	Danfoss Trata d.o.o.
Nenad Savic	5K Management Consulting
Nursedda Sankur	Autoliv Cankor

Name	Organisation
<b>Oege-Jan Klatter</b>	Philips
Pascal Arnaudo	Maxwell
Patrick Margaria	EFQM
Paul Wilkinson	NRG Group
Paul Bachmann	Heraeus Kulzer GmbH
<b>Paul Evans</b>	Liverpool John Moores University
Paul Green	SAB WABCO
Paul Kenigsberg	Prepsy
Paul Newman	TNT Express
Pawel Drozdziel	EATON Truck Components SA
Pekka Innanen	Q-mentori Oy
<b>Peter Hull</b>	Department of Work and Pensions
Petra Dostalova	Czech Society for Quality
<b>Pierre Zana</b>	Helix Consulting
Polona Briski	Trimo
<b>Rafael Abajo</b>	Club Gestión de Calidad
<b>Ray Wells</b>	Corus
Rita Green	Rolls-Royce Plc
Robert Bonca	T-Systems Multimedia Solutions GmbH
Roland Jahnke	Deutsche Post AG
Sabin Linaza	Gil & Smith Consulting Orbere
Sabine Amor	ZF Friedrichshafen AG
Sait Samli	Siemens Sanayi ve Ticaret AS
Salih Tanrisever	EBM Eczacibasi A.S.
Sasa Strah	HERMES SoftLab, d.d.
Silvia Dabouza	EUSKALIT
Stephan Lissel	Infineon AG
Stephane Verdoux	AFAQ

Name	Organisation
<b>Susanne Kaldschmidt</b>	Netzwerk Management Consulting
<b>T.S. Buxi</b>	Philips Centre for Industrial Technology
<b>Tadeusz Buchacz</b>	Umbrella-Association of Consultants
Tauno-Jussi Onoper	TJO Konsultatsioonid
Thierry Kieffer	Philips Semiconductors
Thomas Jaffke	ZF Padova S.p.A
Tom Bailey	Vhi Healthcare
Tom Ward	Down Lisburn Health & Social Services Trust

Name	Organisation
Torsten Hohe	Infineon Technologies AG
Ufuk Torun	Robert Bosch
<b>Ulrich Tamm</b>	Robert Bosch GmbH
Uros Güncar	SFBE
Vicky Kell	InvestNI
Vincent Schu	Ricoh Industrie France
<b>Walter Ludwig</b>	BASF Aktiengesellschaft
<b>Werner Gutau</b>	Infineon Technologies AG
Wim Van Roy	Eternit NV
Yvonne Mason	BT

\* To see EFQM's pool of recognised Assessors, please visit [www.efqm.org](http://www.efqm.org)

## EXPLORE EXCELLENCE AS AN ASSESSOR

Every year EFQM trains hundreds of Assessors who volunteer to evaluate organisations entering for EQA. Increasingly more organisations view this intensive exercise as a unique opportunity for their managers in terms of self-development, to which they also send their 'high potential' people.

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### WHAT DOES 'BEING AN ASSESSOR' BRING TO YOU?

- Concrete ideas as to making improvements within their own organisations
- A better insight into the EFQM Excellence Model and the RADAR scoring mechanism
- A better knowledge of project management and time management
- A wider business network
- A better understanding of cultural diversity
- A better understanding of successful teamwork, i.e. in reaching consensus
- An improved interview technique
- Lasting friendships

### HOW DO THE ASSESSORS WORK?

The Assessors operate in teams of 4-8 people. These teams evaluate the performance and way of working of the organisation assigned to them, based on the EFQM Excellence Model and the RADAR scoring mechanism. The aim for the team members is to reach consensus on the strengths and areas for improvement of the candidate as well as on the consequent scoring.

The teams work from the written application submitted by the organisation in question, and then refine the results during a subsequent site visit. In order to monitor the quality of this process and to ensure that the reputation of the European Quality Award is upheld, EFQM provides comprehensive Assessor training. It is important that the Assessors are familiar with the scoring mechanism. We personally monitor new candidates. Then we hold exercises in

teambuilding. Each new team member evaluates a case study before starting work on the real application.

## **HOW TO APPLY?**

Do you want to enter into EFQM's pool of Assessors? Currently, EFQM is looking for candidates who:

- Belong to an EFQM member organisation
- Are committed to take on this engagement as a multi-year learning experience
- Can demonstrate relevant work experience
- Are flexible to perform in a multinational team
- Last but not least, have an open mind and non-judgemental attitude.

To apply, please contact Mr. Samuli Pruikkonen

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Address: Avenue des Pleiades, 15, 1200 Brussels, Belgium

## AN ASSESSOR'S POINT OF VIEW: THE VALUE OF A FEEDBACK REPORT CAN BE MILLIONS

By Dr. Christian Forstner

For the last five years, I've been working 7 days per week, so there must be something special about my job! In fact, I have two jobs; one I like and one I love.

I have worked for Siemens, one of the world's largest electrical engineering and electronics companies since 1986, after earning my Ph.D. at the Swiss Federal Institute of Technology, Zurich and lecturing as an assistant professor of nuclear physics. At Siemens, I worked in R&D, engineering, marketing and international sales.

In 1983, I married my wife Andrea. We have two boys, now 18 and 13 years old. Bringing up and educating children calls on many of the same leadership principles as quality management, in my opinion.

I have always been interested in learning opportunities. For example, working alongside French partners in Eastern Europe gave me the opportunity to improve my French. During negotiations with TEPCO, the large power generator in Tokyo, I decided to learn Japanese. My Japanese friends also encouraged me to



start practice Karate, which I see as an art rather than an exercise of strength. Karate fighters gain advantage by moving quickly, smarter and faster than their competitors. The key success factor is respecting the strengths and exploiting weaknesses of the other person.



In hindsight, it was no coincidence that I was taken out of my sales job and appointed Director of Business Excellence by the CEO of a large Siemens Group in 1996. 'Business Excellence' was new to Siemens at that time, but was part of a corporate transformation exercise which included introduction of the EFQM Model to more than 25,000 people worldwide, process re-engineering and an enormous communication challenge. During the integration of a large US organisation into our Siemens business, I learned the vital importance of structured change management.

Overall, our efforts were rewarded by EFQM with two Finalist accolades and many business partners came to my office to share the lessons of Good Practice which we learned from various assessments and benchmarking experiences. It was an unrepeatable opportunity to participate in one of the world's largest change management programs, taking place in one of its largest companies. Siemens was and is a German global flagship company. The responsibility for everyone was enormous.

Since 2000, I have been working for another large Siemens Group as internal Principal Consultant with the main task to optimise and standardise processes. The new working arrangements allow me to operate as a self-employed Business



Excellence Consultant, and work for external clients. This is my second job. I have helped several large and small companies to start and advance with their Business Excellence roadmap. I find this extremely challenging and rewarding, and learn something new with every fresh assignment.

I have been an EFQM Assessor since 1996 and used the model in many ways, as Assessor and consultant

- To facilitate structured self assessments
- To structure improvement programs and projects

- To balance change management roadmaps
- To write applications for EQA and for Recognised for Excellence
- To assess organisations of any size and nature against all three levels of excellence

While I have used every assessment and Business Excellence project to learn and improve my understanding and professional use of the EFQM model, I have also learned how to use related approaches, including Six Sigma, ISO audits, process management and assessments, Balanced ScoreCard, project management and maturity assessments, etc.

To use the EFQM model effectively, Assessors need a balanced set of skills, mixed with many years of practical business experience, based upon a sound professional training.

For me, the following 10 aspects are key:

1. Over many years of scientific research in international teams I have learned how to approach, structure and solve complex problems. This strict analytic skill is exactly what you need when you assess an organisation you have never seen before.
2. 20 years of professional work experience at Siemens told me how organisations work, how people communicate and how to identify the key success factors for projects. Meanwhile I know exactly what sort of projects can be implemented, which approaches will fail and why. This helps a lot when you need to assess approaches and deployment realistically in different environments.
3. Many years of team work at Siemens helped me to build up versatile team skills. As a senior Assessor, I have to build a high performing team of Assessors - different characters from different countries - within a few hours. This would take weeks in industrial environments. However, the quality of team work is absolutely key to a good assessment and value for the applicant.
4. As part of an international community of 440,000 Siemens people, I have probably experienced every conceivable business situation in many different

cultures and lots of different countries. Learning other languages was an important addition to my understanding of foreign cultures. Being able to tune into the cultural framework of your customer is a key skill of any Assessor!

5. Only the practical use of the EFQM model helps to understand the relationship, links and dependencies between the model aspects. Introducing EFQM in a large organisation only works if you are able to stand a value discussion which is closely connected to company success factors.
6. It is important to look into other management models, methods and tools to be able to discuss advantages of EFQM. Having used ISO as an auditor, for example, I understand the differences much better. My experience as a Six Sigma green belt tells me what this philosophy can do for an organisation and how it links with EFQM. Only the practical use of the Balanced Scorecard revealed to me that there is a very close relationship with the EFQM model.
7. Working as an Assessor and consultant at the same time (for different customers, of course) helps me to assess more realistically. As a consultant I learned how difficult it is to deploy new methods and tools and how demanding it is to conduct regular reviews and drive improvement.
8. Every Karate exercise tells me again how important it is to use strengths and weaknesses of your partner in an intelligent way for your advantage. Here is a major message from the Assessor to the customer or applicant: you will only succeed if you know your own and your competitor's strengths and weaknesses.
9. Open communication, recognition, fair treatment and mutual support are not only the main success factors for happy families but also for leadership in organisations. Also, the importance of common sense is a typical learning in a family environment.



10. Ultimately, only the constant use of the model in different frameworks and environments helps to improve the quality of judgement which determines the value of the Feedback Report and the precision of scoring. With every assessment, you experience new benchmarks and your valuation of a specific situation becomes more precise. Valuation and assessment depends very much on experience.

Experienced Assessor teams add significant value to organisations. If key strengths are identified, the applicant can build upon this basis to create more strengths. On the other hand, key areas for improvement can be used by the applicant to kick off key improvement projects. If the Assessor team manages to identify the really important positive and negative key issues, the Feedback Report can well be worth millions in any currency.

Since Assessors are not paid for their job, the value-for-money ratio for applicants is considerably high. Compared to professional consultants, another major advantage for award applicants—aside from the fee—is the fact that Assessors work in an unbiased fashion. Assessments are totally neutral, based on facts and not ‘coloured’ in any way. Assessors are not allowed to continue with consulting after the assessment.

Thus the major motivational factor for Assessors is to create considerable added value for their applicants during a very short time. This calls for world-class performance and results in deep personal satisfaction at the end of the assessment process. It even justifies working 7 day weeks, sometimes including nights!

*Remarks: all photos were taken by Michael Forstner*

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## AN ORGANISATION'S POINT OF VIEW: EQA TO BE PART OF BASIC TRAINING FOR HIGH POTENTIAL PEOPLE\*

*“The best way to demonstrate what you have learned in a management program is to become an EQA Assessor. Imagine bringing a group of people from different countries, cultures and languages to consensus and assess a real organisation as a team.”*

-- Marc Duhem, Regional Manager Europe for the Solvay Group  
and General Manager for the Iberica region

Every year **SOLVAY** sends about 50 people to the EQA Assessor training. Solvay, with 32,000 employees worldwide, has been using EFQM since 1994 as a comprehensive management system. For a number of years the EFQM Excellence Model also formed the basis of Solvay's internal quality prize.

Jacques Hageman, senior EQA Assessor and Solvay's member of the Competence Center Organisational Development & TQM, points out that it is not just quality people who are sent to the EQA Assessor training: “We send not only new members of our TQM competence centre, but also operational managers to be part of an EQA Assessor team. One of our directors also took part. We believe that a well founded knowledge of the EFQM Excellence Model reaching right across our organisation will lead to an improved and more coherent management system.”

It also emerged from the recent survey with participants of past EQA Assessor courses. “We continually monitor the relevance of our participation. After all,

employees often try to delegate an external activity such as this. EQA Assessor training took 20-25 days up to now, which is no less than 10% of annual work time.”

Solvay’s employees were very positive about the experience: “Being an EQA Assessor gave us a better insight into the EFQM Excellence Model and we can now give better advice on implementing the EFQM Excellence Model within organisations. Studying the applications of excellent organisations, the site visits and the contact with other Assessors has provided us with lots of new ideas as to how to further improve our own organisations.”

Solvay, based on “best practices” of EQA candidates, has thus developed ways of reviewing how employees are recognised. A phased assessment and refinement of the strategy is another idea currently being reviewed at Solvay.

Jacques Hageman, who is often called on to explain what the EFQM Excellence Model is all about and how it works, both within the organisation and on the factory floor, now has access to an arsenal of examples to draw from, thanks to his experience as an EQA Assessor.

Solvay also aims to intensify its participation in the EQA. “We are considering making the completion of an EQA assessment part of the basic training for our high potential people.”

\*This article was extracted and translated from the article “*Zelf groeien door anderen te evalueren*” published in De Kwaliteitskrant, Nr.2, April 11, 2005, P18-19

# PART III: APPLY FOR THE 2006 AWARD

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- **The Change of EQA in 2006**
- **Why Apply for the 2006 Awards**
- **A Previous Award Winner's Story**
- **Learn from Previous Winners and Excellent Organisations**

## CHANGE FOR THE AWARD PROCESS IN 2006

During the 2005 cycle of the Award process we started to implement changes in several aspects of the approaches that have been in place for 14 years now. This was based on a comprehensive review of the overall process, and represented all stakeholders - the candidate organizations, the assessors, the jury and the EFQM award team. In parallel with the so called “classic” approach we have run the 2005+ approach for each category of candidate organization.

Based on the lessons learned from our first experiences with the 2005+ approach, and the incremental improvements to the classic approach from 2005, we are ready to offer you several beneficial changes for participating in the awards in 2006. In addition to the learning from practice in 2005 and before, we also aligned our plans for 2006 with the rejuvenated strategy for the EFQM Foundation itself.

For the 15th award cycle, now called the EFQM European Award (EEA), we selected the changes below because we believe they represent a real benefit for applicants and assessors. In 2006 we plan to:

1. ***offer a free choice*** to applicants to enter the process on a full 75 page submission document basis (the classic way) or with the new format, introduced successfully in 2005. Contact us to find out which may be the best option for your organisation.
2. ***keep the qualification phase*** for all candidate organisations. During this phase we seek to establish that the candidate organisation has currently reached a level of performance (> 500 pts) whereby it will fully benefit from the Award assessment. Contact us for the full set of eligibility requirements.
3. ***integrate the EEA participants into our membership community*** to enable enhanced and unbiased year-on-year learning and sharing about organisational excellence and outstanding performance.



4. operate the EEA process with “**batches**” of **candidates** who have similar characteristics in order to focus on their specific needs and enable a closer engagement with each assessor team.
5. **maintain our high calibre European Assessor pool** by providing more flexibility with dates and enhanced opportunities for people from EFQM members to benefit from the unique learning experience of “Being an Assessor”.

Some of the **key dates** for applicants in 2006 are:

**15 Jan 2006** - for sending us the signed “intention to apply” form, on receipt of this form we contact them to agree a specific schedule for the qualification phase and their choice for the site visit in either in w/c 22 may or w/c 12 june.

**31 Mar 2006** - for sending your final set of submission documents

Assessors need to send in their application form by **15 Jan 2006**, after which we match EEA candidates with Assessors and agree further dates.

For further information or clarification, please contact us via [info@efqm.org](mailto:info@efqm.org).

*"The first advantage that I see in any EQA application is the motivation it creates amongst the personnel. For instance, we won the National Quality Award in 1996, which was presented by the Prime Minister and the Parliament. This cheered the whole organisation and increased the feeling of pride to the employees regarding the company. This explains how quickly we went from creating the company to winning a prize in the EQA in 2001."*

-- Endre Hercz, Westel Mobile, Hungary (2001 EQA Prize Winner)

## WHY APPLY FOR THE 2006 AWARDS

### BENEFITS OF APPLYING

- The chance to find out “how good your organisation really is” by being measured against Europe’s most widely used management framework (the EFQM Excellence Model)
- The opportunity to receive written and face-to-face feedback on your organisation, as well as the strengths and areas for improvement to deepen your understanding
- The feedback comes from experienced managers from a range of activity sectors and nationalities
- Because the Model is widely used (more than 30,000 organisations across Europe) you can compare your score profile against European norms and high performing organisations
- The opportunity for winners to gain public recognition through publicity, associated with the Award ceremony, in national and regional newspapers and the use of logos on your letterheads and business cards

### HOW WE HELP YOU GET THE MOST FROM THE AWARD

In addition to providing the Applicants Helpline we also offer workshops and a publication to help you to be successful and get the most from your Award application experience.

#### ***Applicants Workshop***

The workshop will help you prepare the best submission document or equivalent you are capable of and coach you on how to complete the Qualification File. It also gives you insights into the minds of your Assessors and provides tips on preparing for a successful site visit. The workshop will be held in the EFQM’s Brussels office and you have a choice of dates. For more information, contact us at [info@efqm.org](mailto:info@efqm.org).

## A PREVIOUS AWARD WINNER'S STORY

By Yell

### WHO IS YELL



is a leading international directories business operating in the classified advertising market through printed, on-line and phone media in the UK and the US. We create value by putting buyers in touch with sellers through an integrated portfolio of simple to use, cost effective advertising solutions. Our products and services provide value for our advertisers and users by generating business leads and providing information and purchasing solutions.

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We believe the best can always get better and we encourage 'constructive dissatisfaction' as a means to drive continuous improvement. Our culture of continuous improvement is reflected in our values: Satisfying customers; Developing people; Working together; Continuously improving; Delivering results; Acting responsibly. We are confident that our values add value to all our activities and operations and contribute to our status as one of the leading organisations in Europe.

### YELL'S EXPERIENCE AS AN EQA AWARD WINNER

When we first took on board the EFQM Business Excellence Model in 1993, we weren't thinking about winning awards. Like most organisations, we just wanted to make



*Paul Fry, Strategy & Business Development Director,  
collecting the European Quality Award on 16th November  
2004 on behalf of everyone in Yell*

our business better and the EFQM model made excellent business sense. We structured our business around the model and undertook annual assessment that enabled us to identify and act on improvement opportunities. In 1998 we decided to take advantage of the opportunity to benefit from scrutiny and feedback from a team of EFQM Assessors by making our first Award submission. That year, we won a Prize and implemented a wide range of improvements based on our feedback report. In 1999 we won the EQA itself – tremendous recognition for the hard work and customer-focused improvement activity of everyone in Yell and something with which we are still, hugely proud.

Since winning the EQA in 1999 our company has undergone many changes and faced many challenges, including: market changes and increased competition; significant expansion into the US market through a series of acquisitions, and changes in ownership that culminated in July 2003 with our flotation on the London Stock Exchange and subsequent entry into the FTSE 100. We now have more stakeholders than ever to satisfy – not least, our customers whose expectations have increased in the light of increasing numbers of suppliers in the classified

advertising market and the increased importance of the Internet.

Throughout this challenging time we have continued to use the EFQM model as the basis for assessment and have implemented improvements based on feedback from our external Assessors. At the



*Winning the Queen's Award for Enterprise for our approach to sustainable development*

same time we have maintained a clear constancy of purpose and ensured the strategic alignment of corporate and individual objectives.

Along the way, we have had our achievements recognised and applauded through a range of awards that are a testament to the hard work of everyone in Yell. Like our internal Gold Awards, the motivation and pride they bring is invaluable, but we never forget that their purpose is to mark milestones on our excellence journey and reinforce our drive for improvement.



*The awards Yell has obtained*

The key driver in our decision to go for the EQA again in 2004 was our desire to benefit from the external perspective on the progress we have made and to benchmark ourselves against the best in Europe. The Assessors we hosted in June 2004 came from some of the best businesses in Europe and their review of our operations was detailed, in-depth and rigorous. In November 2004 we were honored to be presented with the EQA trophy once again – the first company ever to win twice. Naturally, we are very proud of this outstanding achievement. But, for us, the journey to business excellence is not over. Our Assessor team has congratulated us on winning the Award and they have presented us with their feedback report – an even greater prize that identifies 78 areas for improvement - 78 opportunities to make Yell an even better company.

For us, going for the European Quality Award again and completing the process delivered a number of key benefits:

- the opportunity to benchmark our approach with some of the best companies in the world

- the opportunity to have our processes, policies and practices scrutinized by a group of top business managers from throughout Europe
- the opportunity to stretch ourselves by striving to achieve something which no company has ever done before – win the EQA twice
- the opportunity to focus everyone in Yell on a clear, common goal and have their hard work and commitment recognised publicly.
- finally, and most importantly, the opportunity to identify areas where we can still improve.

We are committed to meeting the needs and expectations of all our stakeholders. In our increasingly competitive and challenging environment, delivering against that commitment demands continuous improvement in our products, our processes and our expertise. We're doing our job for all our stakeholders when we get better at what we do; the EFQM assessment process helps us do that and the EQA provides a tangible focus and reward.



*A group of Yell Gold Award winners, 2005*

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[www.yellgroup.com](http://www.yellgroup.com)



## LEARN FROM PREVIOUS WINNERS AND EXCELLENT ORGANISATIONS

### Good Practice Database

EQA Winners are frontrunners in organisational excellence and their management practices serve as great learning opportunities for other organisations seeking to improve performance.

To provide EFQM members with easy access to the best management practices from previous EQA Winners and Finalist, we have created an online **Good Practice Database** comprising the very best and validated approaches to Excellence. The database contains detailed descriptions of sound approaches, their systematic deployment and the best in class results achieved by these organisations.



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Structured around the EFQM Excellence Model, the database contains numerous best management practices for each of the 9 criteria and each of the 32 sub-criteria. The content of the database is extracted from the submission documents of each of the previous EQA winning organisations and only the high scoring sub-criteria from winners and finalists are added to the Good Practice Database. High scoring are those sub-criteria which scored 65 or more points.

The database is an excellent learning opportunity and source of inspiration and it gives valuable insight into the many different paths to sustainable Excellence.

EFQM member organisations have free access to the Good Practice Database. The database is online in the member section on the EFQM website. More in depth information is available on [www.efqm.org](http://www.efqm.org)

## Excellence One: stay updated on best management practices



**Excellence One** is EFQM's comprehensive, online learning platform for best management practices. It gives access to Learning Sets, News and other networking opportunities to Members and Customers of EFQM. It is

structured around the EFQM Excellence Model in order to provide easy access to knowledge on the best management practices within each of the 9 criteria of the model.

Excellence One will give you the answer to questions like:

- What are the best organisations doing to achieve Excellence?
- Which tools can I use to support my improvement projects?
- What are the cutting-edge management practices?

Our editors and contributors update Excellence One weekly with new articles on the latest ideas and validated practices, drawing on extensive management expertise and knowledge from the most respected organisations from all over Europe.



EFQM member organisations enjoy free access to Excellence One. The learning platform is directly available from [www.efqm.org/excellenceone](http://www.efqm.org/excellenceone). More in depth information is available on [www.efqm.org](http://www.efqm.org).



# APPENDICES

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- **List of Sponsors**
- **Index of Recognised Organisations**

## LIST OF SPONSORS

We would like to thank the sponsors of the EFQM Forum in Cardiff for their support in the creation of this recognition book. Organising an EFQM Forum requires a community of strong and committed partners and we would like to express our appreciation to the following organisations in this partnership:



### ACORN

Acorn is one of the UK's leading providers of staff and skills training. As well as offering learning and training support, Acorn is a specialist in the provision of temporary, contract and permanent staff. [www.acorn-wales.co.uk](http://www.acorn-wales.co.uk)



### BRITISH QUALITY FOUNDATION

The British Quality Foundation, a not for profit organisation, helps its members – SMEs, large companies and public sector bodies – to improve performance and achieve sustainable excellence. [www.bqf.org.uk](http://www.bqf.org.uk)



### BROTHER

Brother is a major worldwide manufacturer of business machines. Brother is at your side with state of the art printers, fax machines and labelling devices and leading in environmental management. [www.brother.co.uk](http://www.brother.co.uk)



### BSI

BSi Management Systems, the leading UK Certification Body, encourages and supports the continual improvement of an organisation's performance, for the benefit of all stakeholders, through the effective use of standards and frameworks. [www.bsi-global.com](http://www.bsi-global.com)



### CARDIFF COUNCIL

Cardiff Council is the largest employer in Wales, employing around 18,000 staff. The EFQM Excellent Model is pivotal to the professional management, continuous improvement and future success of the organisation. [www.cardiff.gov.uk](http://www.cardiff.gov.uk)



### CARDIFF HOTELIERS

The Cardiff Hoteliers Association represents the leading 29 hotels in and around Cardiff which together offer a nightly capacity of over 3,200 bedrooms. The current Chairman is Mark Walker, General Manager of the Hilton Hotel. [www.visitcardiff.info](http://www.visitcardiff.info)



### CHANDLERKBS

ChandlerKBS delivers cost and project management to the property and construction industry. Their wide experience of projects and procurement routes benefit their broad client base and enable them to provide innovative solutions whatever the situation. [www.chandlerkbs.com](http://www.chandlerkbs.com)



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### DWR CYMRU

Dwr Cymru Welsh Water is the sixth largest of the ten water and sewerage companies in English and Wales. It provides water and sewerage services to more than three million people working and living in Wales and some adjoining parts of England. [www.dwrcymru.com](http://www.dwrcymru.com)



### LLOYDS TSB

Lloyds TSB is a leading UK-based financial services group delivering to 16 million customers through a wide range of products and channels. Lloyds TSB is committed to the pursuit of excellence and continuous improvement. [www.lloydstsb.com](http://www.lloydstsb.com)



### M&S SOLICITORS

M&S Solicitors LLP is a specialist corporate, commercial and property law firm with substantial experience in a wide range of corporate, commercial and commercial property transactions. [www.mandasolicitors.co.uk](http://www.mandasolicitors.co.uk)



### NQA

NQA is one of the world's leading accredited management systems certification bodies, with over 16,000 certificates against national and international standards and operating in more than 50 countries. [www.nqa.com](http://www.nqa.com)



### PRICEWATERHOUSECOOPERS

PricewaterhouseCoopers provides industry-focused assurance, tax and advisory services for public and private clients. More than 120,000 people in 139 countries connect their thinking, experience and solutions to build public trust and enhance value for clients and their stakeholders. [www.pwc.com](http://www.pwc.com)



### SCOTTISHPOWER

As an international energy company, ScottishPower recognises the crucial role quality plays in business. They believe service excellence is key to exceeding the expectations of their six million gas and electricity customers. [www.scottishpower.com](http://www.scottishpower.com)



## SONY

Sony UK technology center (Pencoed & Bridgend) started operations in 1974 as the first Sony European center. It is a founder member and strong supporter of the Wales Quality Center. [www.sony.co.uk](http://www.sony.co.uk)



## TNT

TNT is a world-leading provider of express distribution services. They deliver over 3.3 million time-sensitive consignments a week to customers in over 200 countries and offer the widest range of express service in our industry. [www.tnt.com](http://www.tnt.com)



## UNITED UTILITIES

United Utilities owns and operates water and electricity networks in north west England and manages utility and business process services for clients throughout the UK and overseas. [www.unitedutilities.com](http://www.unitedutilities.com)



## WELSH ASSEMBLY GOVERNMENT

Established in 1999 as the new devolved government for Wales, the Welsh Assembly Government's guiding vision is of a fairer, more prosperous, healthier and better educated country. [www.wales.gov.uk](http://www.wales.gov.uk)



## WALES TOURIST BOARD

The Wales Tourist Board is an Assembly Sponsored Public Body. Its role is to support the tourism industry and to provide the appropriate strategic framework within which private enterprise can achieve sustainable growth and success, so improving the social and economic well being of Wales. [www.visitwales.com](http://www.visitwales.com)


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Nyíregyházi Távhőszolgáltató Kft. (Nyíregyháza District Heating Ltd.)	R4E	48
Open Joint Stock Company Zhytomyr Butter Plant	R4E	48
Open Joint-Stock Company Chaplynka Butter and Cheese Factory	R4E	48
Open Joint-Stock Company Kherson Machine-Building Plant Electromash	R4E	48
Open Joint-Stock Company Vovchansk Aggregate Plant	R4E	48
Patria Vehicles Oy	R4E	49
Pécsi Vízmű Rt.	R4E	49
Philips Consumer Electronics Industries Poland Ltd.	R4E	49

Organisation	Recognition	Page
Philips Kft. Monitoripar Magyarország	R4E	49
Police Department of Heusden-Zolder	R4E	49
PosAm spol. s r.o.	R4E	50
Ricoh Belgium - Branch of Ricoh Europe	R4E	50
Ricoh Industrie	R4E	50
SELEX Sistemi Integrati S.p.A.	R4E	50
Siemens Automation & Drives	Prize Winner	18
State enterprise "Distillery of Borshchiv "	R4E	50
Stora Enso Publication Paper - Varkaus Mill	R4E	50
Suomen Ilmavoimat	R4E	51
Suomen Posti Oyj, tuotantopalvelut, verkostonhallinta	R4E	51
Telvent Energia y Medio Ambiente, S.A.	R4E	51
The National Learning Network	R4E	51
Tiehallinto	R4E	51
T-Mobile Czech Republic	R4E	52
TNT Express Information Communications Services	Award Winner	12
TNT Express Worldwide Eesti AS	Finalist	39
TNT Express Worldwide Networks	R4E	52
ToldSkat Fyn	R4E	52
Trimo d.d.	R4E	52
T-Systems Multimedia Solutions GmbH	Prize Winner	16
Uluslararası Nakliyeciler Derneği	R4E	52
Universidad Miguel Hernandez de Elche	R4E	53
Universitat Oberta de Catalunya	R4E	53
Villa Massa S.r.l.	Finalist	32
Welsh Health Supplies Contracting	R4E	53
ZF Padova SpA	R4E	53
ZS Brno	R4E	53



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