EFQM Excellence Awards 2013

Discover Europe’s Best Performing Organisations
2012 Awards Celebration Dinner
Foreword

Marc Amblard, Chief Executive Officer, EFQM

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

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

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

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

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

Yours sincerely,

Marc Amblard
Chief Executive Officer
## Winners Overview

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<td><img src="Image" alt="Alpenresort Schwarz" /></td>
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| GHA | Nilufer Municipality |
| Glasgow Housing Association | Prize Winner |
| Prize Winner | Prize Winner |
| United Kingdom | Turkey |
| ![GHA](Image) | ![Nilufer Municipality](Image) |

| St Mary’s College | Stavropol Agrarian University |
| Prize Winner | Prize Winner |
| United Kingdom | Russia |
| ![St Mary’s College](Image) | ![Stavropol Agrarian University](Image) |

| VAMED – KMB | WDH |
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| Prize Winner | Prize Winner |
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| GC Europe | Sanitas |
| Finalist | Finalist |
| Belgium | Spain |
| ![GC Europe](Image) | ![Sanitas](Image) |
Alpenresort Schwarz

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

At the 5-star Schwarz alpine spa & Golf resort in Tyrol, the Pirktl family and their employees impress their guests all year round with a wide range of sport and leisure activities for all generations. These include a 27-hole golf course, a 4,000 m² spa and the award-winning Water Worlds with 9 pools. Regional produce forms a key component of the multiple award-winning cuisine. The hosts are particularly proud of their dreamy hotel garden which has been named the most beautiful hotel garden in Austria.
You are the winner of the EFQM Excellence Award 2013. What does this achievement mean to you?
As a service provider in the tourism sector and as a hotel, we work passionately year-round in fulfilling each of our guest’s holiday dreams. We are happy and proud that our daily services are being honoured with this holistic European company award and are being acknowledged in comparison with international leading companies from all branches.

How and when did you start your journey towards excellence?
About 10 years ago, we started working with our management team in line with this model. The kick-off was during our first Strategy Convention in 2003, which has been taking place annually since then.

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

Why would you recommend using the Model to other organisations?
Excellent achievements and improvement potential can be seen using the EFQM Model and can be compared regardless of the company and its sector.

The model’s criteria are holistic and can be used in equal measure for any company. Working with this Model sustainably alters the corporate culture and its management and leads to continuous improvement within the company.

What has been the biggest benefit Alpenresort Schwarz has gained from using the model?
The greatest benefit is surely that we have continuously developed and improved our organisation and our routine management work by working in project groups. Therefore, our traditional family business has developed into an organisation with modern structures and control systems.
This development is reflected particularly in the positive ongoing company results and has made our organisation more flexible and efficient.

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

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

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

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

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

Prize Winner in Managing with Agility and Sustaining Outstanding Results

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

Through the EFQM assessment BMW Plant Regensburg receives objective, valuable and helpful suggestions about its strengths and – even more important – its potentials. The external view through the assessors means for us a significant extension of our perspective angle. The strengths and potentials are used in the strategy and target process to decide about “doing the right things”. Our management team has an important role in the implementation process. They understand and support the path to business excellence and integrate all employees, especially through dialogue-based communication.

Managing with Agility

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

There are many examples of elegant and innovative improvements, from harnessing new technology to identifying parts at product line assembly by memorable pictures rather than serial numbers. This manufacturing flexibility is understood to be at global role model level.
What is the one thing other organisations can learn from your experience?
It does not matter where you are, it is crucial to follow the way with a clear goal, with a common orientation. The commitment of all managers and employees is particularly important for this. The main requirements for the introduction of the EFQM Model are the conviction at the management level and the will to achieve business excellence. The path towards business excellence is based on the learning ability of an organisation, it must be determined to learn in order develop itself.

Sharing numbers…

Voice of the Customer

| INITIAL QUALITY STUDY 2012. PLANT ASSEMBLY LINE RANKING – EUROPE, AFRICA. |
|-----------------|-----------------|-----------------|
| 2010            | 2011            | 2012            |
| 54              | 51              | 33              |
| 29              | 31              | 25              |

Customer orientation. Target scenario: We inspire our customers – in series. Enabler Q-Initiative.

Voice of the Business

<table>
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<tr>
<th>Hours per vehicle (HPV)</th>
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<tr>
<td>2007</td>
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<tr>
<td>100%</td>
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The parameter “labor productivity (HPV)” describes the hours worked at Plant Regensburg per vehicle produced and is an indicator of the site's operational efficiency.

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

You won 2 Prizes; what does this achievement mean to you?
The recognition for the BMW plant Regensburg delighted all employees and the whole management team. It makes us very proud but the prizes are primarily an incentive to consequently pursue the path towards business excellence. Ultimately, the customer decides on the success of an organisation. So for us the way towards business excellence is a permanent demand pretend for ourselves in the sense of: “We inspire customers – in series”.

Company name: BMW Regensburg Plant
Address: Hebert Quandt Allee, 93055 Regensburg
Website: www.bmw-werk-regensburg.de
Contact: bmw-werk.regensburg@bmw.de
GHA
Glasgow Housing Association

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

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

Leading with Vision, Inspiration and Integrity
Leaders have created a culture of genuine empowerment. Of particular note are the extent to which leaders engage with stakeholders and partners, and also the extent to which they have secured the loyalty, commitment and trust of their employees.
Why would you recommend using the Model to other organisations?
Throughout our improvement journey, we have demonstrated our belief that clarity of objectives and structures for delivery are critical to service improvement. We are clear on where we want to go and have firm strategies, policies, procedures, deployment and monitoring arrangements in place to ensure we get there. The excellence model has helped us identify priorities for improvement during our journey and its structured approach ensured that the solutions we considered were appropriately analysed, prioritised and delivered when appropriate.

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

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

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

Sharing numbers…

Overall Customer Satisfaction with GHA’s landlord

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

Company name: Glasgow Housing Association, The Academy
Address: 146 Ingram Street, G11DW Glasgow
Website: www.gha.org.uk
Contact: talk@gha.org.uk
Nilüfer Municipality

Nilüfer Municipality is a local government (public sector), providing services for 339,667 residents (including villages) as per 2012 census. Nilüfer Municipality is one of the three central districts municipalities of Bursa, the 4th biggest city of Turkey. The Municipality is organised as follows: a municipal council, a municipal executive committee, a mayor, 5 deputy mayors, 22 department managers and approximately 850 employees.

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

Prize Winner in Adding Value for Customers

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

Nilüfer Municipality, located within Bursa’s boundaries has had an incredible development since 1987, multiplying its territory by 6 and expanding its demography to reach 339,000 citizens. The main management philosophy is to provide quality and leading service. NB has implemented the Excellence Model since 2003. The primary objective was for NB to move one step further in its journey to excellence. This is how NB was involved in the EFQM Excellence Award process in 2008. The success of this year’s application (Prize Winner), and that of last year with Nilüfer Municipality being Award Finalist, shows the success of the reforms.

Adding Value for Customers

They do not only add value by understanding, and fulfilling customer needs, expectations and opportunities, but by anticipating future demands and expectations, contributing to the modern life standards enjoyed by Nilüfer citizens.
What has been the biggest benefit Nilüfer has gained from using the Model?
The Model is a guide for us to renew ourselves constantly, managing the change and giving direction to development. Also, the EFQM Excellence Model is a practical tool for us as a tool for self-assessment, as a way to benchmark other organisations and as a structure for our organisation’s management system. NB started its excellence journey in 2003 and changed for the best thanks to the Model.

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

What is the one thing other organisations can learn from your experience?
Several applications by Nilüfer Municipality are followed and carried out by several institutions on local, national and international level. One of our best practices is our citizen’s relationship management system.

Sharing numbers...

Overall satisfaction (Employee Satisfaction Survey)

<table>
<thead>
<tr>
<th>Year</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>2009</td>
<td>72%</td>
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<tr>
<td>2010</td>
<td>74%</td>
</tr>
<tr>
<td>2011</td>
<td>82%</td>
</tr>
<tr>
<td>2012</td>
<td>88%</td>
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This result is one of the key results of Nilüfer Municipality determined by the top management. It shows the average of all answers given to the questions included in Employee Satisfaction Survey. It demonstrates the overall perception of the people with respect regarding to the Nilüfer Municipality, connected with the “Human Resources” process and all performance indicators included in people results.

- Name: Nilufer Municipality
- Address: Karaman Mah. Kültür Cad. No:2 Nilpark AVM Kat 2-3 Nilüfer/Bursa/Turkey PK: 16130
- Website: www.nilufercity.eu, www.nilufer.bel.tr
- Contact: nilufer@nilufer.bel.tr
St Mary's College

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

- The UK Quality Award 2000;
- The EFQM Excellence Award in both 2001 and 2006;
- The Ireland Excellence Award 2013

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

Prize Winner in Sustaining Outstanding Results

You have been using the Model for close to 20 years. How did you start your journey towards excellence?
We started our journey towards Excellence in the early nineties. After being appointed to St Mary’s College in 1987 Dame Geraldine Keegan worked in industry for a year where she was introduced to Total Quality Management. She returned to the school with lots of new ideas and from 1991 we have used quality models as a means of improving our school. In the mid-nineties we introduced the EFQM Business Excellence Model and it has proved very successful as a framework for whole school performance review and continuous improvement. The model is now embedded in everything we do. We use a number of other quality standards alongside the Excellence Model including Investors in People and the Inclusion Quality Mark.

Sustaining Outstanding Results
St Mary’s College - coming a longer way with its pupils, and adding more value to them, and therefore to society, than equally performing schools - demonstrates strong focus on learners’ outcomes demonstrated with outstanding examination performance. This is also reflected in outstanding Customer perception results.
What has been the biggest benefit St Mary’s College has gained from using the Model?
The biggest benefit has been our improved performance in key results including examination performance over a 15 year period. The Model requires that we involve everyone in self-evaluation to bring about improvement as part of our daily routine. The Model has helped develop leadership at every level, nurturing talent that would otherwise have been hidden. We have more clarity and unity of purpose with our Mission and Vision clearly linked to our School Development and Departmental plans.

As a result we see higher levels of staff motivation and morale. We see more parental and community involvement leading to higher levels of pupil and parent satisfaction and the school enjoys an enhanced reputation locally and internationally.

What is the one thing other organisations can learn from your experience?
Continuous improvement is too important to be left to a few experts in your organisation, it is for everyone and the Model is the framework that will help you capture all the expertise and talent.

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

Sharing numbers…

Percentage of Pupils gaining 5+ GCSES at A-C

*Company name: St Mary’s College*
*Address: 35 Northland Rd., Derry BT48 0AN*
*Website: www.stmarysderry.com*
*Contact: office@stmarysderry.com*
Stavropol
State Agrarian University (SSAU)

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

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

The University benefits from a large network of 66 countries-partners, 136 strategic partners, 51 branch departments on the base of employers. The graduates’ employment rate is 95.3%.

How did you start your journey towards Excellence?
In 1999, we started using the EFQM Excellence Model. The experience of our University shows that today information constantly changes and quickly becomes outdated, thus, it is important to keep up with the new demands in business, education, science and industry. This can be achieved not only through a constant perception of new information, or the ability to use existing knowledge, but also by generating new willingness to permanently change and develop. The EFQM Excellence Model is a practical tool used by SSAU for different purposes: to find new market segments, identify and implement the necessary changes to reduce costs, which is especially important in today’s market. The University gets a comprehensive picture of its activities; assesses and monitors the satisfaction of its consumers, staff, suppliers, society, and on this basis can determine priority areas for improvement.

Harnessing Creativity & Innovation
There are many examples of a culture open to new ideas, not only in the area of the education and scientific work but also in supporting functions. These include new and improved working conditions, new buildings and facilities, including the department of hospitality hotel and conference centre simulations.
It is not the first time you participate to the Award Assessment Process. What have you learned through this process? Excellence is a constant movement forward. Awareness of the importance of our on-going changes across the board comes through understanding the EFQM Model. The way forward is never easy, especially when you need to be at the forefront and to take on new challenges. The further we move forward along the path towards Excellence, the less pre-made solutions exist. Focusing on the EFQM Model, we are creating new effective mechanisms to overcome new challenges. Timely introducing new ways of working with the stakeholders on the basis of the ninth Model criteria, we were able to comprehensively influence key processes and outcomes.

The use of Fundamental concepts as development vectors allow us to fully and organically look at the processes of value creation for stakeholders. By participating in the «Excellence Award» contest, we have formed a culture of “the thirst for knowledge”, through which we have learned to see opportunities rather than obstacles when determining the critical points of the required improvements, to set ambitious goals and achieve them.

**What does the future look like for SSAU?**

The University is fully aware of its social responsibility towards the society and the younger generation. Therefore, our Mission is not only to train professionals, but also to contribute to the preservation and enhancement of moral, social and cultural values of the society. Today this is a priority for the University and of vital importance to everybody who lives next to us - in the city, in the region, in the Russian Federation, in the world as a whole. We also connect our future to the furtherance of quality at the regional, national and global level in order to work on the implementation of the philosophy and tools of quality, in various organisations for the prosperity of the Russian society. We, of course, in turn, want to contribute to the development of the EFQM Excellence Model, because it will lead to the promotion of the SSAU brand and associating it with sustainable growth, environmental friendliness, high quality human relationships by putting as a priority the quality of education.

**Sharing Numbers ...**

**Customer satisfaction with the innovative products quality**

![Graph showing customer satisfaction with innovative product quality from 2008 to 2012.](image)

- Company name: Stavropol State Agrarian University
- Address: Zootekhnicheskiy pereulok,12, Stavropol 355017
- Website: www.stgau.ru
- Contact: kach@stgau.ru
VAMED-KMB

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

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

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

Prize Winner in Succeeding through the Talent of People

Why did you choose to use the EFQM Excellence Model?
VAMED-KMB is a highly integrated partner for its customers in the Vienna healthcare system. The company’s goal is to be one of the best service companies in Europe and to offer the highest quality for its customers to support their target of securing people’s healthcare in spite of limited resources.

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

The EFQM model was chosen as a management model because it appealed to us for two reasons:
- it considers the balance between all stakeholders
- and because of the Radar logic which had already been part of our contracts in 1991. The Radar-logic is necessary for the sustainability of our services.

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

Succeeding through the talent of people

VAMED-KMB people dedicate their individual contributions, based on educational skills, knowledge, experience, talent and problem solving capability, as well as showing passion to allow Vienna General Hospital to operate and function in its daily business without interruptions and malfunctions.
What have been the highlights on your journey towards excellence?
We started the path towards excellence in 2003 and have conducted annual self-assessments since then. EFQM has been contractually anchored in the agreements with our customer as a guarantee for quality thinking. A Platform Technology for People was founded in 2006 to provide a board to underscore the joint strategic objectives. This opened up a new horizon in partnership with the customer. In 2008, VAMED-KMB applied for the Austrian Quality Award for the first time with the objective of belonging to the best companies. The Finalist’s Award, a Jury Award, and the EFQM 5-star R4E recognition were evidence for the success of our path to excellence, a path which we have been following together with our customer since 2007.

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

How has using the Model impacted your bottom line results?
Since the start of our excellence journey we generally have achieved sustainable and balanced results in all result criteria (results regarding all stakeholders: customer, people, society, owner, partners) with positive trends since 2004. This is the basis for the steadily growing Excellence-level that we have reached in the last years in our annual self-assessments but also in the assessments by our customer as well as in external assessments by means of participation in the EFQM Excellence- and the Austrian Quality Award procedures.

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

Sharing numbers...

Reduction CO₂ Emissions Vienna General Hospital

- Company name: VAMED-KMB Krankenhausmanagement und Betriebsführungsges.m.b.H.
- Address: Spitalgasse 23, 1090 Vienna
- Website: www.vamed.com
- Contact: vkmb@vamed.com
WDH is one of the UK's largest housing associations, being responsible for 31,000 properties. Its Vision is to 'create confident communities', having a positive impact on the physical, social and economic landscape of the Wakefield district. WDH was named 'Landlord of the Year' at the UK Housing Awards 2013 and has achieved Customer Service Excellence with Compliance Plus.

Prize Winner in Adding Value for Customers

How did you start your journey towards excellence?

We started using and applying the EFQM business excellence model over ten years ago as a means of self-assessment to understand what excellence meant to us, our services, employees and to our customers. This was with a view to achieving excellence in all that we do, continually improve and to benchmark against others. Since then we have achieved significant success in the awards process including winning Regional Business of the Year 2008, UK Award Winner 2010 and becoming a European finalist in 2012 (the only UK entrant and the first Housing Association to reach this level). We continue to strive for excellence and have entered the 2013 EFQM Excellence Award.

Adding Value for Customers

The needs of customers (or tenants, or residents) are clearly understood: captured by research; by survey; by meetings with their representatives; by the feedback from the people of WDH who work in the community, and by truly integrating the customer in everyday activity.
What has been the biggest benefit WDH has gained from using the Model?
Using the model has helped us to engage with our employees in a more comprehensive and structured way and to help become more “self-aware” about what we do and why we do it, how well we do it and where we need to improve. This has given us the basis on which to work from in terms of being honest and realistic about how we see ourselves. Having that level of honesty has gained employees’ trust and buy-in, and has focused our future strategies.

What have you learned through the Award Assessment process?
After our own internal assessment, it’s refreshing to see how an alternative, independent view compares from people who may not be familiar with our industry. The assessors gave a fair view of us which confirmed many of our own assumptions and gave us new perspectives.

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

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

Sharing numbers...

Customer Satisfaction Survey

Our customers are at the heart of everything we do and we ask them their views, so that we can act on what they say.
As part of our annual tenant satisfaction survey, we ask tenants how satisfied they are with WDH services and we use this to assess how well we are improving our customer service. We have seen sustained improvement in satisfaction since 2004. This is one of our top level business results displaying our commitment to our customers and aligns our performance against one of our Strategic Objectives – ‘To be a landlord of choice by putting the customer first.’

- Company name: Wakefield and District Housing
- Address: Merefield House - Whistler Drive, Castletford WF10 5HX
- Website: www.wdh.co.uk
- Contact: onecall@wdh.co.uk
GC Europe N.V. is the subsidiary of the Japanese GC Corporation which is one of the leading providers of dental care products in the world. GC has been known for more than 25 years among dentists and dental technicians for its consistently high product quality, ease of handling and the highest standard of customer service. As an innovative company with tradition and experience, GC wants to set further milestones in dentistry. In doing this, the primary concern is not merely technical product safety but people’s safety and oral health in particular - always combined with the latest scientific knowledge.

**GC Europe**

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

GC Europe has managed to create a culture of excellence within GC Europe, merging both Japanese and European cultural strengths. Our corporate philosophies of Semui (the eyes of the customer) and Nakama (balance and harmony) are a strong uniting driver towards Excellence. Together with the GC Europe's Mission, Vision and Values, the result includes: a culture of customer focus, expected high standards of ethical behaviour and values, people relationships with each other and feeling free to improve and be open to ideas. Our associates feel genuinely empowered and have the freedom to improve both within the system framework and also feel free to recommend system improvements. We consistently focus on customer results in order to adjust our approaches which are very flexible in order to answer the expectations and needs of our customers continuously.

**Award Finalist**

GCE has been able to increase or sustain good performance in dealer satisfaction since 2005, and since 2009 GCE is the benchmark compared with competition in 4 of 7 categories. These excellent achievements are mainly the result of process improvement in production and logistics, together with smart approach to sales which is evident in the markets where GC Europe operates.
Why did you choose to use the EFQM Excellence Model?
From the outset, our mother company, GC Corporation has made quality management a priority in all aspects of its business activities. This commitment to excellence has also become the hallmark of GC Europe operations.

Inspired by GC Corporation which was awarded with the Deming Prize and the Japan Quality Medal (worldwide most prestigious recognition for quality management in organizations), the European operation, GC Europe follows the EFQM Excellence model. GC Europe has selected to use EFQM Excellence model since it represents European
tQM approach which is one of the most comprehensive management system, a holistic approach and easy to understand model. EFQM Excellence model combines Deming Cycle, Balanced Results and Stakeholders approaches and also learning& innovation which are fundamental elements of success for an organization. Proper use of model guarantees balanced and sustainable results. The model is highly flexible and not bureaucratic therefore it can be perfectly adapted to any organization.

In order to achieve our vision “To be Europe’s benchmark dental company”, we believe that EFQM Excellence Model helps us to achieve Business Excellence meaning to become a superior company, excellent in all aspect of our business and role model for other organizations.

How has using the Model impacted your bottom line results? Can you give us an example?
Through the drive for excellence over a number of years, GC Europe has doubled its sales turnover and increased levels of satisfaction from all the stakeholders; this can be seen in perception survey results. Continuous improvement activities on operational and business processes have reduced any type of non-value added work.

- Company name: GC Europe N.V.
- Address: Head Office - Researchpark Haasrode-Leuven 1240, Interleuvenlaan 33, 3001 Leuven
- Website: www.gceurope.com
- Contact: info@gceurope.com
Sanitas Group is specialised in healthcare and social healthcare services. The group is made of the following organisations: Sanitas Insurance, Sanitas Hospitals, Sanitas Residential and Sanitas Healthcare Services.

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

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

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

The great advantage of working with this tool is that it allows us to have a diagnosis that includes a balanced view of the various key aspects of the company, from leadership to results. Internal and external assessments have given us a set of strengths (in terms of strategies, policies, processes, activities and the consequent results), and also, a set of possible improvement areas on which we worked.

**Award Finalist**

The management-team and the employees of Sanitas Hospitales (SH) have succeeded in creating an organization where everyone is dedicated to the Mission “of taking care of the client” to ensure their well-being while also keeping in mind the Vision of “Profitable Growth”.
Why would you recommend using the Model to other organisations?
It has encouraged the promotion of a culture of excellence among our staff through active participation in self-assessment. It has helped us understand our level of excellence in a number of key aspects and to systematise a methodology for continuous improvement. It has expanded the participation of the staff in multifunctional teams to develop and implement improvement actions aimed at customers, other stakeholders, and the efficiency of the company itself.

How has using the Model impacted your bottom line results?
EFQM Model has been used by Sanitas Hospitales since 2009. At the moment, the impact is tangible especially in enablers and in some specific results related to improvement projects associated with them. For example, we have improved leadership, risk management, strategic management, internal communications, service standards, knowledge management, etc. On the other hand, evaluations have confirmed that the focus of our sustainability and growth strategies are correct. We are confident that we will see the impact on bottom line results in the coming year.

Sharing Numbers…

Operating Expenses vs. Revenue (%)

<table>
<thead>
<tr>
<th>Year</th>
<th>HLZ</th>
<th>HLM</th>
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<tr>
<td>2006</td>
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<td>94%</td>
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<td>2007</td>
<td>96%</td>
<td>91%</td>
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<td>97%</td>
<td>88%</td>
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<td>91%</td>
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<tr>
<td>2011</td>
<td>88%</td>
<td>86%</td>
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</tr>
<tr>
<td>2012</td>
<td>86%</td>
<td>85%</td>
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</table>

Company name: Sanitas Hospitales
Address: c/ Ribera del Loira 52, 28042 Madrid
Website: www.sanitas.es
Contact: dir.comunicacion@sanitas.es
Acknowledgements

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

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

Process Support Person

The role of the Process Support Person or PSP is to coach the Assessment Team Leaders during the entire Award Process. They help to ensure consistency, within and across teams. Their role is very much appreciated by the Team Leaders as well as by us. Therefore, we would like to thank our 2012 Process Support Persons for their contribution

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

EFQM Award Assessors 2013

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

The names highlighted represent the Assessment Team Leaders.

<table>
<thead>
<tr>
<th>Name</th>
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<th>Organisation</th>
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<tr>
<td>Azat</td>
<td>Abdrahhmanov</td>
<td>Kazakh Organization for Quality and Innovation Management</td>
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<td>Elmar</td>
<td>Aschauer</td>
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<td>Baeumel</td>
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<td>Birgit</td>
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<td>BO consult</td>
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<td>Detlev</td>
<td>Bohle</td>
<td>Conceptual Quality</td>
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<td>Norbert</td>
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<td>Vladimir</td>
<td>Braun</td>
<td>Czech Society for Quality</td>
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<tr>
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<td>John</td>
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<td>Matthew</td>
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<td>Calvo Maguregi</td>
<td>Acorde Consulting</td>
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<td>Christodoulou</td>
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<td>Susanne</td>
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<td>Help 2 Improve</td>
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<td>Serhan</td>
<td>Kurt</td>
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<td>Dominic</td>
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<td>Michaela</td>
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<td>Armin</td>
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<td>Gerhard</td>
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<td>Ian</td>
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<td>Audur</td>
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<td>Rio Tinto Alcan in Iceland Ltd.</td>
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<td>Nadja</td>
<td>Tessmer</td>
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<td>Enrico</td>
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<td>PostNL</td>
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<td>Marcel</td>
<td>Van der Zon</td>
<td>Huntsman Holland BV – Polyurethanes</td>
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<td>Jacqueline</td>
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<td>Karin</td>
<td>Walter</td>
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<td>George</td>
<td>Wilson</td>
<td>Centre for Competitiveness</td>
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<tr>
<td>Oliver</td>
<td>Wolf</td>
<td>Carl Zeiss SMT GmbH</td>
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<tr>
<td>Ernesto</td>
<td>Zannelli</td>
<td>GlaxoSmithKline – Pack Artwork Share Service</td>
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Recognised for Excellence 5 Stars

Austria
- Infineon Technologies Austria AG
- Österreichische Wertpapierdaten Service GmbH

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

France
- AFNOR Compétences

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

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

Greece
- BSH Ikiakes Syskeves A.B.E.

Hungary
- Grundfos Magyarország Gyártó Kft

Republic of Ireland
- Galway Bay Hotel
- KARE

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

Portugal
- Refregie – Sociedade Industrial de Refrigerantes, S.A.

Russia
- Betad Ltd
- Fiberglass Pipe Plant
- Institute Yakutinproalmaz ALROSA Co Ltd
- Regional Emergency Medical Centre
- Saturn- Gas Turbines
- Ural Federal University

Slovak Republic
- Ministry of Finance of Slovak Republic

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

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

United Kingdom
- Bouygues Energies & Services
- Bryson Charitable Group
- Chiltern Rail Company
- Devon & Cornwall Probation
- Dualway Group
- East Midlands Trains
- First Capital Connect
- Humberside Probation
- JPSC
- Kuehne & Nagel Brinklow- Waitrose
- Leicester & Rutland Probation
- London Midland
- LOROL
- North Ayrshire Council- Housing Services
- Northern Rail
- Schlumberger CPCB
- Siemens Energy Power Transmission
- South West Trains
- South Yorkshire Probation
- Southern Railway
- Trent & Dove Housing
- University of Winchester
- Virgin Trains
Recognised for Excellence 4 Stars

Belgium
- EFQM

Denmark
- UNOPS

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

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

Greece
- Doukas School S.A

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

India
- Bosch Chassis Systems India Ltd., Chakan

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

Portugal
- ANA – Aeroportos de Portugal, S.A.

Russia
- JSC "TransContainer"
- Yaroslavl State University

Slovenia
- Elektro Gorenjska D.D., KRAIN
- Mariborski Vodovod, Javo Podjetje, d.d.,
- Upravna Enota Ljutomer

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

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

United Kingdom
- Arriva Trains Wales
- Carillion Enterprise
- Clackmannanshire Council
- DB Regio Tyne & Wear Metro
- Dorset Probation
- Dualway Group
- East Coast Mainline
- House of Commons
- London Probation
- Milliken Industrials Ltd: Milliken European Airbag Products
- Northern Ireland Tourist Board
- Phenix Futures
- Siemens Rail Systems
- Staffordshire & West Midlands Probation
- Translink
- Warwickshire Probation
Recognised for Excellence 3 Stars

Austria
- Radiologie Kapfenberg - Institut für Radiologische Spezialdiagnostik
- Volkshochschule Götzis
- Wiener Krankenanstaltenverbund

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

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

Germany
- AEOQUANET Ärzte Qualitätsnetz Mittelhessen
- All Service Sicherheitsdienste GmbH
- Carriere&More private Akademie Region Stuttgart GmbH
- DGB-Bildungswerk NRW e.V.
- Haus Ohrbeck
- Ihr königlicher Campingpark Sansouci zu Potsdam/Berlin
- Mediathek - ein Lernunternehmen der Roche Pharma AG
- OBI Markt Nürnberg - Regensburger Straße
- OBI Markt Nürnberg - Nordostbahnhof
- OBI Markt Nürnberg - Leyh
- OBI Markt Fürth
- OBI Markt Erlangen
- OBI Markt Ansbach
- OBI Markt Höchstadt a. d. Aisch
- OBI Markt Feuchtwangen
- RWE Technology GmbH
- Volkshochschule Esslingen am Neckar

Italy
- Kardinal Nikolaus Cusanus Akademie
- Provincia Autonoma di Bolzano – Ripartizione 22
- Telecom Italia HRO

Jordan
- Arabitech Jardaneh

Portugal
- Direção Regional do Comércio, Indústria e Energia (RAM)

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

Spain
- Adis Meridianos
- Área De Relaciones Institucionales Universidad De Sevilla
- Asociación Protectora De Personas Con Discapacidad Intelectual de Las Palmas - Aprosu
- Cia. Asturiana de Bebidas Gaseosas, S.A. Asturbega
- Cooperativa Farmacéutica Asturiana (Cofas)
- Colegio La Milagrosa
- Colegio Virgen Mediadora Gijón
- Diputación De Tarragona
- Fundación Metal Asturias Principado De Asturias
- Grupo Gesor, S.L.
- Hospital Universitario Fundación Alcorcón Madrid
- Maserica
- Organismo Autónomo De Recaudación Y Gestión Tributaria De Badajoz (Oar)
- Parc D’attractions Del Tíbadabo
- Unión Meridionas

Switzerland
- AndreasKlinik Cham Zug
- Cenia Schlüssel AG Privatklinik für Psychiatrie und Psychotherapie
- Forel Klinik
- Klinik St. Anna
- Privatklinik Linde AG
- Rheinburg-Klinik AG
- RUCH AG

United Kingdom
- Alzheimer Scotland
- Greater Manchester Fire & Rescue
- Siemens Protection Devices
- SAMH
- Turning Point Scotland
- West Lothian College
Committed to Excellence

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

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

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

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

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

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

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

Portugal
- Ibergestão – Gestão Integrada e Tecnológica, Lda.
- Monstros e Companhia – Soluções de Comunicação, Lda

Russia
- Balakovskiy Mineral Fertilizers
- Ural Federal University – International Office
- Comisiones Republicana Academy of State Service and Administration
- Moscow State University of Printing Art
- Moscow Technological Institute – WITU

Spain
- Academia Lugones, S.L.
- Adace Clm - Asociación De Daño Cerebral Sobrevenido de Castilla La Mancha
- Adra, Agencia Adveintista Para El Desarrollo Y Recursos Asistenciales Madrid
- Abalos Infantes Sos De Galicia
- Asociación AMAT
- Asociación Arrabal-Aid
- Asociación Cultural La Kalle
- Asociación Hogar 20granada
- Asociación de Educadores Las Alamedillas Madrid
- Asociación de Encuentro Y Acogida Al Toxicoámeno ADEAT
- Asociación Edad Dorada Mensajeros De La Paz Región De Murcia
- Asociación Extremera De Familiares De Personas Con Alzheimer Y Otras Enfermedades Afines Afaex "Nuestra Señora De Guadalupe"
- Asociación Noesso (No Estás Solo)
- Asociación Nuevo Horizonte
- Asociación para El Fomento Del Aprendizaje A Lo Largo De La Vida (Afalvi) Burgos
- Asociación Pro-Disminionidos Psíquicos De Estepona Aprona
- Estepona - Málaga
Asociación Provincial De Familiares De Personas Con Transtorno Del Espectro Autista De Cádiz (Autismo Cádiz)
Asociación Síndrome De Down De Sevilla Y Provincia ASEDOWN
ASPACE Huesca
Ayuntamiento de Avilés
Ayuntamiento de Boadilla Del Monte
Ayuntamiento de Leganés (Área De Formación Y Empleo)
Centro Juvenil Sta. Mª Micaela - Br. Adoratrices Sevilla
CEO Consultoría Y Formación
Colegio Obispo Perelló Madrid
Colegio Oficial De Diplomados En Trabajo Social Y Asistentes Sociales De Madrid
Confederación Española De Personas Con Discapacidad Física Y Orgánica
Cooperativas Agro-Alimentarias Del Principado De Asturias
Coordinadora para El Desarrollo Integral Del Nordeste De Segovia - Codisure
Federación Española De Fibrosis Quística Valencia
Federación Provincial De Asociaciones De Personas Con Discapacidad Física Y Orgánica De Jaén (Fejijif)
Fundación Balía Por La Infancia Madrid
Fundación Edeos Para La Educación Especial
Fundación Formación y Empleo Asturias Gijón
Fundación Gizania Bilbao
Gestión Y Custodia De Información De Canarias, S.A. (Grupo Valora)
Grupo Asproseat
Grupo Exter, S.A.
Grupo Sinergia
Iberdrola: Idb Distribución Navarra
Ikasi, Centro De Formación, C.B.Bergara - Guipúzcoa
Instituto de Formación Y Empleos Sociales (Ifes)
Instituto Madrileño De Formación Madrid
Instituto Municipal De Empleo Y Promoción Económica De Alcorcón- Impepe -
La Mirada Digital, S.L.
Logistica Integrada Zona Sur, S.A.U. (Grupo Valora)
Opción 3, Sociedad Cooperativa
Sergesa Formación, S.L.Boadilla Del Monte - Madrid
Union Educación Integral S.A. Madrid
Transalinetas Logistic S.L. (Grupo Valora)
Urolalde, S.L.Azpeitia - Guipúzcoa
Universidad Popular Para La Educación Y Cultura De Burgos(Unispec Burgos)

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

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

Luzerner Kantonnspital Departement Pflege und Soziales
Overall
REHAB Basel Zentrum für Querschnittsgelähmte und Hirnverletzte
Stiftung Rotonda
SBB AG Centre Loewenberg Murten
ZHAW Departement Angewandte Psychologie
Zürcher Hochschule für Angewandte Wissenschaften
Departement Architektur, Gestaltung Bauingenieurwesen
## Past Winners

### 2012

<table>
<thead>
<tr>
<th>Company</th>
<th>Country</th>
<th>Category</th>
</tr>
</thead>
<tbody>
<tr>
<td>Robert Bosch GmbH Bamberg Plant</td>
<td>Germany</td>
<td>Award &amp; Prize Winner</td>
</tr>
<tr>
<td>Coca Cola İçecek AŞ Ankara Plant</td>
<td>Turkey</td>
<td>Prize Winner</td>
</tr>
<tr>
<td>VAMED-KMB</td>
<td>Austria</td>
<td>Prize Winner</td>
</tr>
<tr>
<td>JSC &quot;Medicina&quot;</td>
<td>Russia</td>
<td>Prize Winner</td>
</tr>
<tr>
<td>pom+Consulting AG</td>
<td>Switzerland</td>
<td>Prize Winner</td>
</tr>
<tr>
<td>Bosch Tecnologie Diesel e Sistemi Frenanti S.p.A.</td>
<td>Italy</td>
<td>Prize Winner</td>
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<tr>
<td>BMW Plant Regensburg</td>
<td>Germany</td>
<td>Prize Winner</td>
</tr>
<tr>
<td>B. Braun Avitum Hungary</td>
<td>Hungary</td>
<td>Finalist</td>
</tr>
<tr>
<td>Nilufer Municipality</td>
<td>Turkey</td>
<td>Finalist</td>
</tr>
<tr>
<td>Hospital Galdakao-Usansolo Ospitalea (Osakidetza)</td>
<td>Spain</td>
<td>Finalist</td>
</tr>
<tr>
<td>Wakefield and District Housing's (WDH)</td>
<td>United Kingdom</td>
<td>Finalist</td>
</tr>
<tr>
<td>Mutualia</td>
<td>Spain</td>
<td>Finalist</td>
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<tr>
<td>Town Hall Dzierżoniów</td>
<td>Poland</td>
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### 2011

<table>
<thead>
<tr>
<th>Company</th>
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<tr>
<td>Bilim Pharmaceuticals</td>
<td>Turkey</td>
<td>Award &amp; Prize Winner</td>
</tr>
<tr>
<td>Bosch Chassis Systems Control</td>
<td>Global</td>
<td>Prize Winner</td>
</tr>
<tr>
<td>Coplaning S.à.r.l.</td>
<td>Luxembourg</td>
<td>Prize Winner</td>
</tr>
<tr>
<td>Grundfos Pumpenfabrik GmbH</td>
<td>Germany</td>
<td>Prize Winner</td>
</tr>
<tr>
<td>Hopital Kirchberg - Psychiatric Department</td>
<td>Luxemburg</td>
<td>Prize Winner</td>
</tr>
<tr>
<td>Liverpool John Moores University</td>
<td>United Kingdom</td>
<td>Prize Winner</td>
</tr>
<tr>
<td>RED Eléctrica de España</td>
<td>Spain</td>
<td>Prize Winner</td>
</tr>
<tr>
<td>Ricoh Deutschland</td>
<td>Germany</td>
<td>Prize Winner</td>
</tr>
<tr>
<td>Robert Bosch GmbH Bamberg Plant</td>
<td>Germany</td>
<td>Prize Winner</td>
</tr>
<tr>
<td>Siemens Healthcare UK</td>
<td>United Kingdom</td>
<td>Prize Winner</td>
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<td>Bosch Car Multimedia Portugal</td>
<td>Spain</td>
<td>Finalist</td>
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<tr>
<td>Club Excelencia en Gestión via Innovación</td>
<td>Russia</td>
<td>Finalist</td>
</tr>
<tr>
<td>Comarca Bilbao de Osakidetza</td>
<td>Spain</td>
<td>Finalist</td>
</tr>
<tr>
<td>Limited Liability Company LUKOIS - Permnefteorgsintez</td>
<td>Russia</td>
<td>Finalist</td>
</tr>
<tr>
<td>REGTSA - Recaudación y Gestión Tributaria de Salamanca</td>
<td>Spain</td>
<td>Finalist</td>
</tr>
<tr>
<td>State Unitary Enterprise &quot;Vodokanal of St. Petersburg&quot;</td>
<td>Russia</td>
<td>Finalist</td>
</tr>
<tr>
<td>Umicore Precious Metals Refining</td>
<td>Belgium</td>
<td>Finalist</td>
</tr>
<tr>
<td>Worthington Cylinders GmbH</td>
<td>Austria</td>
<td>Finalist</td>
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2010

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

How they feel about it …

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

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

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

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