

EFQM Excellence Award 2014

Find out Europe's
Best Performing Organisations



Foreword

Marc Amblard, Chief Executive Officer
EFQM



This 23rd edition of the EFQM Excellence Award coincides with the celebration of our 25th anniversary. 25 years of promoting excellence and helping organisations of all types, private and public, to improve their overall performance with the EFQM Excellence Model. The footprint of the EFQM Community has extended significantly over these 25 years not only across all sectors of the economy but also across all of Europe and way beyond. Today, more than 30.000 organisations work with the Model.


A significant milestone on any of these organisations' journey towards excellence is the EFQM assessment and the resulting recognition. Over the past 12 months, more than 500 organisations (complete list in this publications) used this opportunity to progress, either through EFQM or our national partners. The assessment gave them a reflection of their maturity level; more importantly, it provided them with tremendous learning and suggested opportunities for improvement. I want to recognise their achievement here.

Organisations that persist on this never ending journey are obviously fewer. Only a handful reach the highest level of maturity, i.e. finalist in the EFQM Awards. Their relentless efforts to achieve and sustain superior performance is remarkable. Among them, the 2014 Prize Winners (Siemens Congleton, BMW Regensburg, One Vision Housing and Cedar Foundation) and even more so this year's Award Winner (Bosch Bari) must be praised for the sustainable excellence they have demonstrated to the independent EFQM assessors.

Congratulations to all recognised organisations, whether Committed to Excellence, Recognised for Excellence, Finalists, Prize or Award Winners! A big Thank You also to those who make this happen, i.e. the voluntary assessors who also learn so much in these peer-to-peer assessments, the jury members, the support people, our national partners and the EFQM staff behind the curtain!

It is time now for Members of the EFQM Community, regardless of their level of maturity, to learn from high performing organisations. Indeed, these will share their good practices throughout the year via Good Practice Visits, webinars or the EFQM Knowledge Base to "Share what works". Enjoy the journey!

Kind regards,



Winners Overview

Private Sector - Large



Bosch Bari Plant
Award Winner & Prize Winner



Siemens Plc Congleton
Prize Winner



BMW Regensburg
Prize Winner



Infineon Technologies Austria
Finalist



Pompes Grundfos SA
Finalist

Public Sector – Small & Medium



REG TSA - Recaudación y Gestión Tributaria de Salamanca
Finalist

Public Sector – Large



One Vision Housing
Prize Winner



The Cedar Foundation
Prize Winner

Bosch Bari Plant

EFQM Excellence Award Winner

Prize Winner in Creating a Sustainable Future, Managing with Agility and Succeeding through the Talent of People



The Bosch Group is a leading global supplier of technology and services. In 2013, its roughly 281,000 associates generated sales of 46.1 billion euros. Its operations are divided into four business sectors: Automotive Technology, Industrial Technology, Consumer Goods, and Energy and Building Technology. With 2,000 employees, the Bosch Bari Plant is the largest production facility for automotive components in southern Italy, mainly producing high pressure pumps for diesel engines.

Congratulations! You are the EFQM Excellence Award Winner 2014. What does this achievement mean to you?

Winning the EFQM Award makes us extremely proud because it is an important recognition for us on our "Journey towards Excellence". After having been awarded the EFQM Prize in the category "Managing by Processes" in 2012 this year's Award demonstrates that we have developed our excellence approach even further over the last two years. Being, therefore, perceived as a continuously improving organisation is a tremendous acknowledgment and a big motivator for us.

Apart from the Award, you won 3 Prizes. What is it that you do that makes you so special?

In this year's Feedback Report the assessors highlighted that the entire organisation understands our site strategy and actively contributes to achieving our targets. We consider the high level of involvement of our associates in strategic projects and the continuous improvement work as the key success factors of our excellence approach.





The topic of the Good Practice Visit we hosted in 2013 - "Processes and Passion" - reflects two important aspects of this approach. On the one hand performance requires a strict application of standards and principles, but on the other hand the attitude of our associates to continuously outperform their targets gives surely the power to jump over the hurdle and face the next challenge. In Bari "Processes and Passion" are not a contrasting pair but a powerful combination.

What have been the highlights on your journey towards excellence?

One of the most important transition processes during the last years has been the evolution of our site strategy from a plant to an enterprise. The freedom to actively shape our future was supported by Bosch senior management and provided a strong motivation for us to search beyond the traditional boundaries of a production facility. The outcome was an even stronger focus on partnerships with customers and a closer relationship with development in order to actively enlarge our product portfolio. In addition, keeping always our stakeholders' expectations in mind, we lived the EFQM motto "sharing what works" by extensively and systematically broadening our benchmarking activities, not only within the Bosch world but also with other former EEA winners.

Why would you recommend using the Model to other organisations?

Bosch Bari started to familiarise itself with the Model in 2004. Based on ten years' experience we can confirm that the EFQM Model is a comprehensive framework guiding an organisation in the development of a sound, consistent and sustainable improvement system. However, only if the organisation endeavouring to apply the EFQM Model finds its individual, best fitting way of adaptation and implementation, success will result. Without doubt it remains a journey of trial and error, but in the end the improvement fostered by the thorough application of the RADAR logic and the steady learning from assessment feedback prevails. Only a holistic approach is finally sustainable.

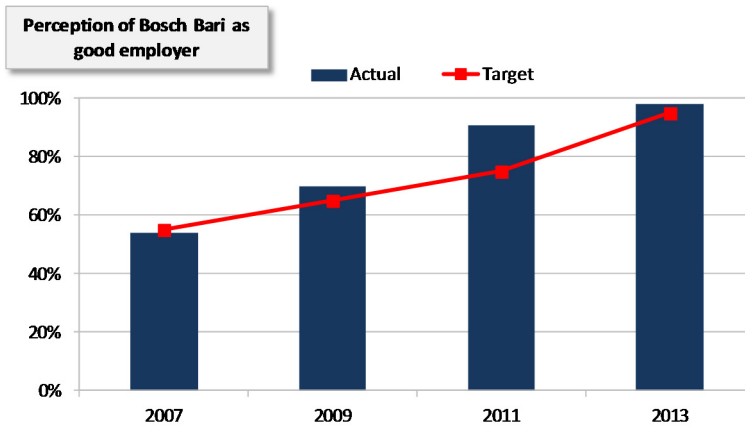


If you had to start again with the EFQM Model, what would you do differently?

We are pretty satisfied with our work with the Model up to now, but for sure there are things that might have been done in different ways, or maybe simply faster. For example: the right balance of bottom-up involvement and top down impulse can be steered by an

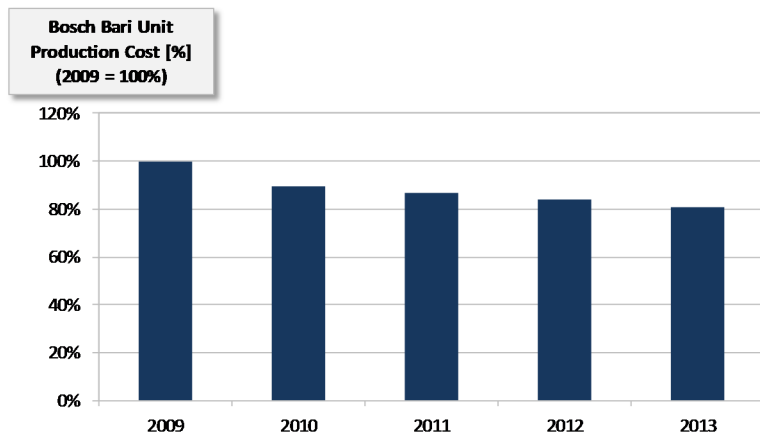
organisational model where the continuous search for Excellence is embedded. Even though we put that in place in Bosch Bari, it might have been even quicker. Similarly, we might have taken advantage of benchmarking activities even before. The boost deriving from comparing good practices with others, or learning from top-class organisations is sometimes amazing.

Sharing numbers



The strong focus of Bosch Bari on its associates resulted in an increasingly positive image as employer over the years. Being Bosch Bari Plant one of the biggest industrial actors in southern Italy, that is a fundamental achievement also for the impact it has on the social environment in which we act.



One of the essential leverages sustaining Bosch Bari growth is undoubtedly represented by the continuous cost optimisation. Even in periods of economic downturn the organisation was able to react immediately and bring its cost performance well below the pre-crisis level.



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Siemens Plc Congleton

Prize Winner in Developing Organisational Capabilities and Leading with Vision, Inspiration & Integrity

Siemens Congleton, based in Cheshire UK, is an operational manufacturing unit within the Drive Technologies division (DT) which is a part of the Industry sector. DT comprises several business units with 45 factories worldwide. Siemens Congleton is a contract manufacturer for the Motion Control business unit (MC) within DT, supplying over 1.2 million electrical devices, including 500,000 variable speed drives (known as Inverters), to Siemens MC and is 1 of 9 global MC manufacturing facilities.



You won 2 Prizes. What does this achievement mean to you?

We are absolutely delighted to have won 2 prizes, these are a real testament to the hard work and dedication of all of our team at Congleton. Our aspiration when entering the awards was to achieve a score over 700 points as this was a key milestone in our 5 year strategy. To have achieved this goal is an exceptional result but to win two prizes is the real “icing on the cake”.

What is the one thing other organisations can learn from you?

One of our key focus areas has been managing with agility. We have systematically implemented a culture and a framework that enables us to make quick decisions and react to change whilst also delivering a clear productivity benefit. As an example, our monthly Senior Management Meeting has moved out of the Boardroom and is now structured as a series of stand-ups on the shop floor. This allows the management team to see issues first hand, fosters a culture of openness with the employees and has also reduced the meeting time by half.

How has using the Model impacted your results?

We have seen a real positive impact on our key results but this is no surprise as this is the essence of the Model. If you clearly define your strategy and align your people, key approaches and partners to this strategy, then the results will follow. This is the beauty of the EFQM Excellence Model, it is common sense leadership.

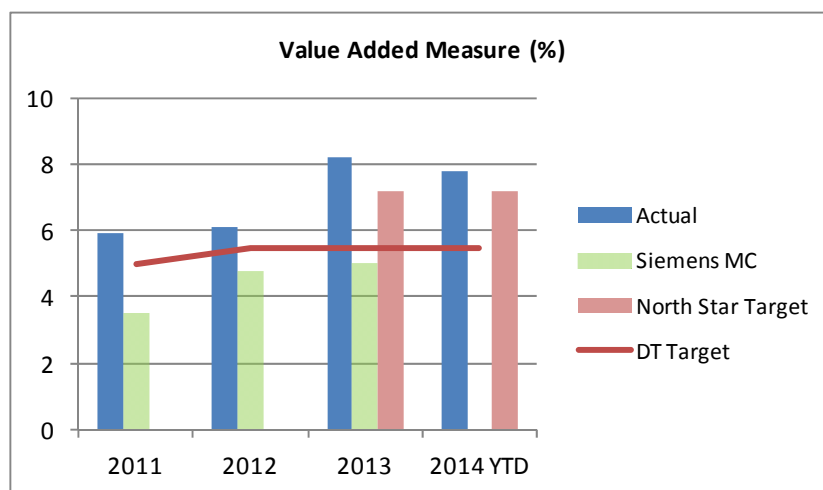
SIEMENS

One of the Prizes you won is “Leading with Vision, Inspiration & Integrity”. What is it that you do that makes you so special?

One of our key Areas For Improvements from the last time we entered the awards process in 2010 related to improving our strategic focus. This has been a key theme for the leadership within our organisation, so to have been awarded the prize for “Leading with Vision, Inspiration & Integrity” is extremely rewarding for our efforts. I think the key to our success is alignment, ensuring the leaders understand and “live” the vision so that this passion and focus disseminates throughout the whole organisation.



Sharing numbers



Siemens MC is the key customer for Congleton and their expectation is that Congleton delivers productivity gains of 5.5% year on year which is measured as VAM (Value Added Measure). Productivity is compared internally across the Siemens global network as part of the DT Benchmark Report and Congleton’s productivity is the highest creating more VAM savings for their MC stakeholder group than any other MC organisation.



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BMW Plant Regensburg

Prize Winner in Managing with Agility



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, 4 Series Convertible and BMW M3, M4 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 2013 a total of 295.417 cars were built. Since 1986, more than 5.5 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.

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

The BMW plant Regensburg receives through the EFQM assessment objective, valuable and helpful suggestions for strengths and potentials. The external view through the assessors is a significant extension of the viewing angle. The strengths and potentials are used in strategy and target process, with the meaning "to do the right things".

How did you start your journey towards excellence?

5 years ago we started with a self-assessment and then decided to get feedback from EFQM assessors. Since the first time in 2011 we see continuous improvement in the view of EFQM feedback and have implemented various improvements in our organisation.



BMW
Werk Regensburg

How has using the Model impacted your results?

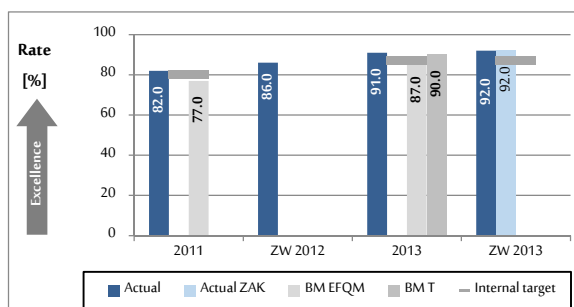
Since we first started the EFQM process we see a steady improvement in all our business results. This for us is another proof, that the EFQM Model places the right questions to organisations.

If you had to start again with the EFQM Excellence Model, what would you do differently?

The EFQM Model provides us with the right questions, that every company should also ask itself even without using this Model. From the beginning, it was crucial to us to have a clear commitment from the whole management team that we go on this path to excellence in a very stringent way. The path towards business excellence is based on the learning ability of an organisation, they must be willing to learn in order to develop themselves. This was and will be our approach and we would not change it if we would start again.

Sharing numbers

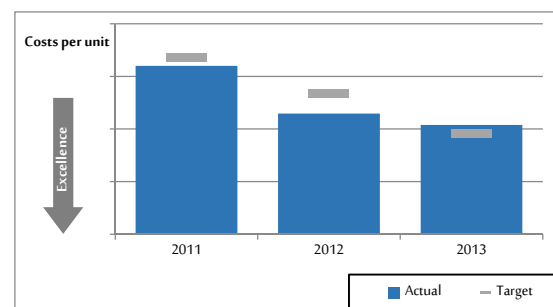
Voice of people



Results from the staff survey on perception of the direct superior.

Leadership is the key enabler for realising the future scenario; this is why it is a top priority at Plant Regensburg. The perceptions of the employees indicate that the further development of the understanding of leadership across all hierarchical levels is proving effective.

Voice of business



The parameter "costs per unit" comprises all monetary expenses of Plant Regensburg per vehicle delivered. The period under consideration is always one calendar year. This parameter is an indicator for the development of the site's operational efficiency both with regard to changes during the year (budget, forecast, actual costs) and in comparison over several years.



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Infineon Technologies Austria

Finalist



Headquartered in Villach, Infineon Technologies Austria AG belongs to the Infineon Technologies Group. In recent years, it has established itself as a key Austria-based company and is vested with global responsibilities. Infineon has expanded its activities in Austria in all business segments: Automotive, Power Management & Multimarket, Industrial Power Control and Chipcard & Security.

An international team from some 60 nations is engaged in the research, development and production of microchips, and contributes to the company's global success at the Villach, Klagenfurt, Graz, Linz and Vienna sites.

What have been the highlights on your journey towards excellence?

- An improved collaboration between R&D and Manufacturing through joined Management Self Assessments.
- The assignment as the global Centre of Competence for Power Electronics within Infineon.
- Winning the Austrian State Award for Innovation in 2000 and 2013 as well as the Austrian Excellence Award in 2001 and 2012.

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

Back in 1998 we were looking for a systematic approach that would help our manufacturing site to continuously improve its performance. The possibility to get external input and to benchmark with leading companies were major additional benefits to apply the EFQM Model.



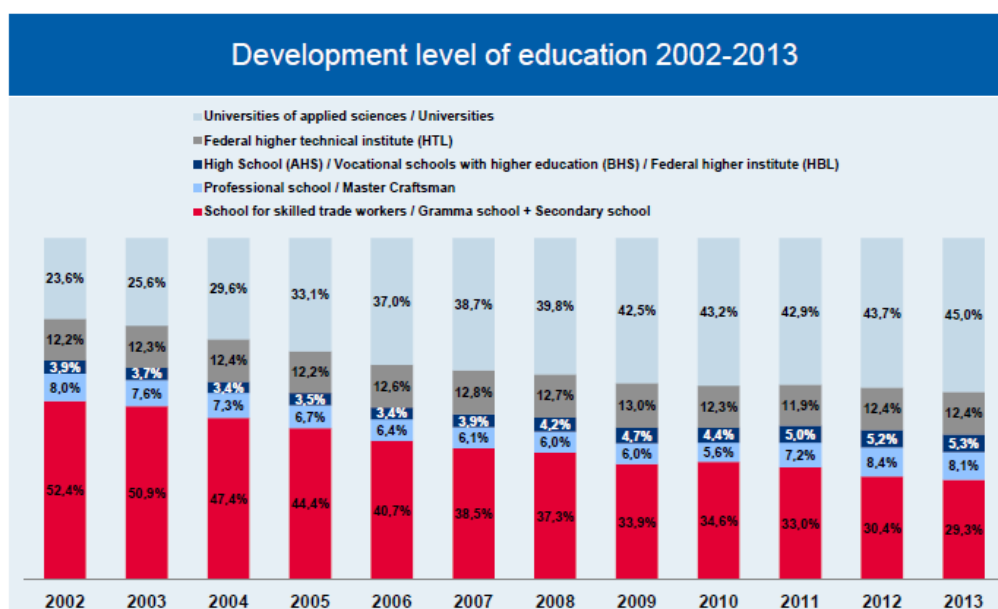
What does the future look like for Infineon Austria?

Infineon Austria is expanding its site in Villach to address the manufacturing of the future. The “Pilot Space Industry 4.0” will realise and put to the test an innovative concept for networked and knowledge-intensive production.

Industry 4.0 embodies a paradigm shift in value and the Infineon Austria project is an important contribution towards increasing European competitive strength. The pilot operation in Villach will feature production based on a cyber-physical system with highly modern production control and automation systems. Under the prerequisite of the highest possible data security and data integrity levels, the interaction of man and machine will attain a new dimension. At the same time, Infineon will continue to pursue its goal of increased energy efficiency in production.

Sharing numbers

Development Level of Education completed



The implementation of the strategic goal “Innovation Leadership” depends very much on the skills and competencies of our people. Infineon Austria has motivated our workforce for many years to improve their level of education in order to fulfill ever more sophisticated jobs and challenges. The graphs shows the continuous improvement of Infineon Austria’s employees level of education, enabling us to step further to the next step of manufacturing: Industry 4.0.



Infineon Technologies Austria

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Pompes Grundfos S.A.S.

Finalist

Pompes Grundfos France (PGF) is one of the production and distribution subsidiaries of the Danish Group, Grundfos. With annual sales in excess of €350 million, a workforce of around 700 employees and facilities with a built area of 35,000m², the company is positioned today as a market leader of equipment for boilers.

PGF represents a valuable asset for the Grundfos Group in the boiler and renewable energy solutions markets, in industry and in water-related processes, and in all aspects of water supply.



What have you learned through the Award Assessment process?

Main learning point is the importance to identify strategic initiatives. We have to keep in line with the requested size of the submission document but there is so much we would like to tell, that it is quite challenging. But that is the only way to keep focus on what is important for us.

Regarding the preparation phase, it was very valuable to have the opportunity to meet face to face the assessor team for clarification, explanation of main challenges and local organisation. Moreover, for a good understanding of expectations from the team, nothing is better than face to face discussion.

The visit on site was carried out as we expected, very similar to those we are familiar with, either cross companies assessment or national. However, seven assessors a full week coming from so different areas is very enriching cultural wise for both parties!

For us, the feedback report is the key learning point, helping us to reinforce our strategy for the next three coming years, clearly identifying areas to be improved and, especially, highlighting the need to develop the Business Excellence model even more to the whole HVAC OEM segment.

How has using the Model impacted your results?

The Model is used by us as a guide to build our strategy, taking into consideration all stakeholders. It helps us, from Management Committee to Shopfloor employees, to take the right decisions, tactics and objectives, independently of the economical context.



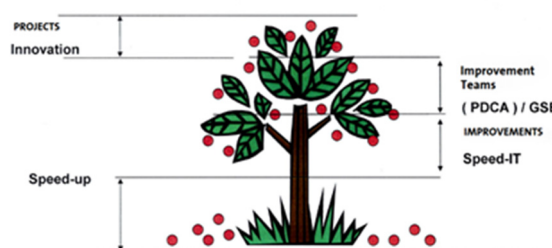
On a yearly basis all our key processes are analysed based on RADAR approach in order to define appropriate actions and set SMART targets to prepare for the future.

The Model helps us to obtain sustainable results supporting Grundfos long term initiatives. Major visible improvements achieved within the past years are: Turnover 20% increase, higher Customer satisfaction level with 50% fewer customer claims, stronger Employee motivation making PGF better than Grundfos Operations in many areas.

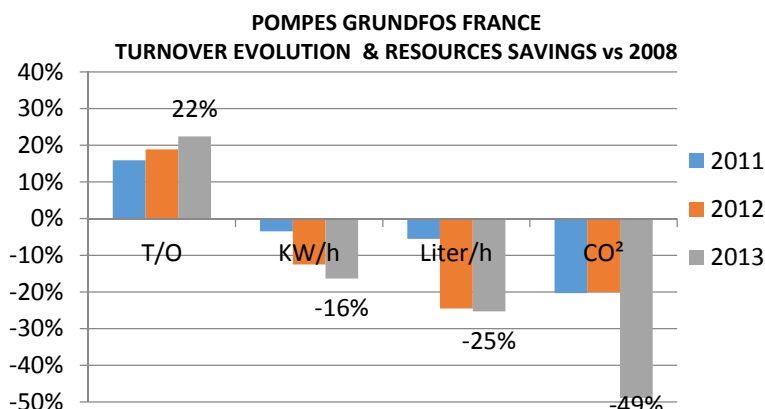
What is the one thing other organisations can learn from you?

Four good practices have been identified and can be shared with other organisations. Being part of East France EFQM benchmarking network, the intent is to share first all these good practices, but also our experience and guidelines participating the EFQM Excellence Award process in order to inspire other companies to be part of the journey.

As an example, our “continuous improvement tree” is certainly the easiest to copy and the more valuable for all stakeholders, encouraging all members of the organisation to participate at their own level and bring benefits focused on Safety, Quality, Delivery and Costs.



Sharing numbers



Over the past 3 years PGF has increased the turnover by more than 20% reaching 4 million heating circulators produced, becoming the only Grundfos facility entirely dedicated to OEM boiler manufacturers and ErP products.

In the same period of time, in spite of the activity increase, PGF could reduce energy consumption (gas & electricity) by 16% and water consumption by 25% per working hour due to the sustainable approach in line with GRUNDFOS Group Carbon Footprint Strategy.



Pompes GRUNDFOS S.A.S.

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REGTSA

Recaudación y Gestión Tributaria de Salamanca

Finalist

REGTSA is a provincial government agency established in 1992 with the purpose of collecting the public revenues the municipalities require to be able to deliver first-class public services to the citizens in the province of Salamanca (Spain). The income of our organisation stems from the price the municipalities pay us for the provision of our services.



How did you start your journey towards excellence?

REGTSA is an Autonomous Agency of the Salamanca Province Council (Diputación Provincial de Salamanca) created in 1992 to deliver tax collection and management services to the municipalities in the Province.

Until the year 2000, REGTSA was financed from its own revenues generated from the services delivered, and a contribution from the Province Council. Starting from that year, the Council's contribution disappeared, and REGTSA started to self-finance its operations. This decision marked the beginning of change for our organisation, since the achievement of this objective required considering municipalities as real customers, and thus totally refocused our strategy.

At that juncture, we decided to use the EFQM Excellence Model as a diagnostic and learning tool for our organisation, and conducted our first self-assessment in 2002.

If you had to start again with the EFQM Model, what would you do differently?

Should we start afresh with the EFQM Model, we would put more emphasis on training all our staff on the Model itself, as well as on learning from best-of-class organisations, since it would allow us to avoid making the same mistakes others made before us.

Nevertheless, using the Model has enabled us to turn a small public organisation into a reference in the public sector, both in Spain and Latin America, whilst with each new self-assessment we carry out makes us realise we still have a lot to learn. This makes us proud of our achievements, as well as respectful of all the improvements that lie ahead for us.

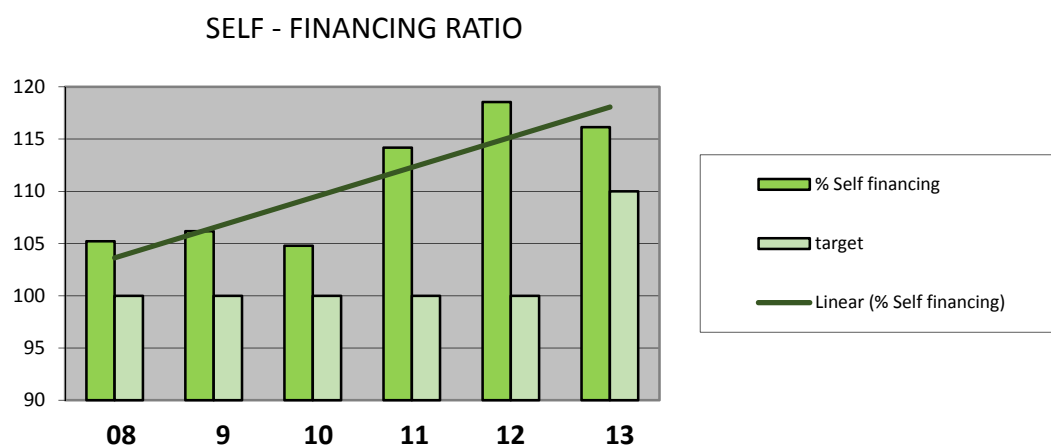


What has been the biggest benefit REGTSA has gained from using the Model?

The use of the Model has allowed us to become an intelligent administration, i.e., an organisation that:

1. Listens to what is going on around, by using permanent mechanisms to capture the needs and expectations of their main stakeholders: citizens, municipalities and public servants.
2. Has a long-term vision and defines strategies to incorporate the needs of its stakeholders into its Project.
3. Constantly improves their management system, by aligning objectives, resources, processes and structure to achieve increasingly better results.
4. Cultivates and develops the talent of its people and the teams making up the organisation.
5. Learns and innovates by wisely managing the knowledge, the technology and the internal and external networks.
6. Promotes transparency and accountability for the citizens.

Sharing numbers





REGTSA has implemented a highly efficient financial management during the 2011-2013 period: total absence of debt, growing budget surplus, and substantial carryover cash reserves. This performance enabled us to improve our efficiency by expanding our service portfolio for municipalities, and distributing our surplus among them, just like dividends for our stockholders.

We have also achieved Spain's best results in our sector in our key business (voluntary and enforced collection), and innovated delivery services for the citizens.



REGTSA

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One Vision Housing

Prize Winner in Adding Value for Customers

One Vision Housing is an award winning housing provider, with over 11,000 homes for rent in Merseyside, primarily across the borough of Sefton (United Kingdom). We are committed to creating sustainable neighbourhoods; well run, active, inclusive and most importantly, safe places to live. Places that people are proud of and want to live in. From the moment One Vision Housing was created in 2006, our vision has been one of excellence which led to our people being more focussed, motivated and determined to deliver better services to our customers.



Our core values were developed by our staff and key stakeholders. Striving for excellence is embedded in everything that we do, from our recruitment processes, to our reward and recognition schemes, through to our corporate planning processes. These are:

- Success – we will be the best
- Passion – we love what we do
- Authenticity – we do what we say
- Courage – we dare to be different
- Enterprise – we never stand still

In a recent survey, 100% of our people said that they understand our values.

Why did you initially chose to use the EFQM Excellence Model?

The Model has provided us with an overarching framework within which we can better understand our business and identify areas for on-going improvements. We like the Model because it's not necessarily prescriptive allowing for continuous assessment, challenge and change in the dynamic and competitive environment in which we operate. The EFQM Model is a key element of our approach of striving for excellence in everything we do, and this supports our vision: 'to be the best'!

Striving for excellence has always been a key aim for us, and something that has underpinned our work since we were established in October 2006. Over this time we have seen significant improvements in our offer and achievements both as an employer and a service provider. However, we recognise that there are always opportunities for improvement and learning, and the Model challenges us to focus on these areas to ensure that we continue to review, reflect, learn and never stand still.

What has been the biggest benefit One Vision Housing has gained from using the Model?

The EFQM Model has helped to shape our culture and our approach to how we manage our business, right from strategic planning and leadership, through to people and process management, through to what we ultimately achieve and how we achieve it!



You won a prize for “Adding Value for Customers”. What do you do that makes you so special?

Our customers are at the heart of everything we do; by focusing on what is important to them we have been able to prioritise our services and resources, to drive down costs whilst maximising satisfaction levels.

We have developed a clear understanding of the individual needs of our customer’s through our ‘Customer Insight’ initiatives – through which customers voice what they value most and point to the priorities we should focus on.

Their insight directs our strategic approach and the allocation of financial resources when delivering ‘their’ services. Our Customer Involvement and Empowerment Framework, clearly sets out how we involve our customers in developing and scrutinising services, to ensure that they continue to add the greatest value. The framework gives customers a forum where they can challenge and influence what we do. This ensures we continue to meet their needs.

Outcomes to our approach are evaluated through customer satisfaction surveys that have seen increases in satisfaction with the delivery of services to customers from 83% in 2007 to 94% in 2014.

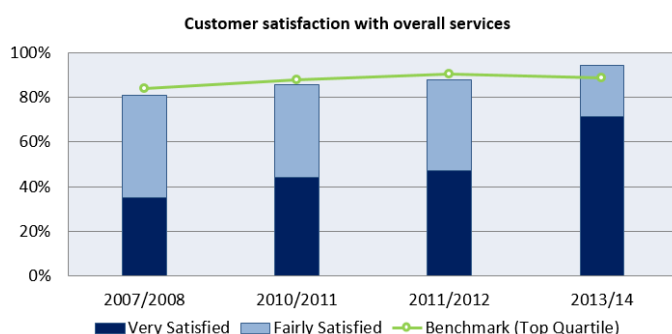
What does the future look like for One Vision Housing?

One Vision Housing is a not-for-profit provider of social housing; we are mission driven. We will continue to pursue excellence as a key driver in the services we provide. We aim to pursue growth across the business in terms of the numbers of homes we provide, the variety of services we offer and the number of people we employ. One Vision Housing is a major contributor to the local economy and we want to continue to be a major strategic partner working with public and private sector partners to improve the quality of life and opportunities locally, regionally and nationally.

Sharing numbers

We measure the effectiveness of our adoption of the EFQM Model and our ‘strive for excellence’ through our customer satisfaction surveys.

The following graph demonstrates the levels of customer satisfaction with One Vision Housing since our creation in 2006.



Our levels of customer satisfaction has increased by 11% since 2007, with a 37% increase in the customers who are now ‘very’ satisfied with our services as opposed to ‘fairly’ satisfied.

We believe that this demonstrates the continuous commitment we have made to ensuring that the services we provide really do add value to our customers.



One Vision Housing

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The Cedar Foundation

Prize Winner in Leading with Vision, Inspiration & Integrity

Cedar is a registered charity based in Northern Ireland focusing on inclusion for people with disabilities. Our Vision is a society accessible to all. Our Mission is to provide exceptional services that support children and adults with disabilities to participate in all aspects of community life. Our Values are:

- Champion inclusion
- Empower Service Users
- Deliver excellence
- Achieve results
- Respect others



You won a prize for “Leading with Vision, Inspiration & Integrity”. What do you do that makes you so special?

Cedar’s leaders have developed a Mission, Vision and Values that underpin and reinforce a culture of excellence, creativity and customer focus. Values and ethical standards are embraced by staff, shared with partners, and validated by stakeholders. This is supported by leaders’ engagement with the User Forum to inform service development.

Leaders are visible and respected, uniting staff to achieve the organisation’s goals. Cedar demonstrates a balanced, strong and shared leadership culture of trust and collaboration. This culture also nurtures and mentors leaders at all management levels and sound approaches are in place for creating and maintaining this.

Leaders champion change and inspire innovation by creating a remarkably flexible culture, with staff acting as positive change ambassadors to benefit service users.

How has using the Model impacted your results?

Application of the Model has enabled Cedar to establish a long and successful track record of achieving outstanding results over many years.

The Model has supported Cedar’s rapid growth and diversification. Our turnover has more than doubled from €5.6M to €12.5M in the past ten years as has the number of people with disabilities benefiting from our services: 2013/14 saw 2241 service users (1269 in 2003/04). The balance and focus derived from the Model and the Fundamental Concepts of Excellence ensure that quality is not compromised. Value added secured service user satisfaction levels which have ranged from 96-99% in the past decade.





Furthermore our staff remain motivated and engaged with their average overall satisfaction ranging from 85-91% in the same period.

What has been the biggest benefit The Cedar Foundation has gained from using the Model?

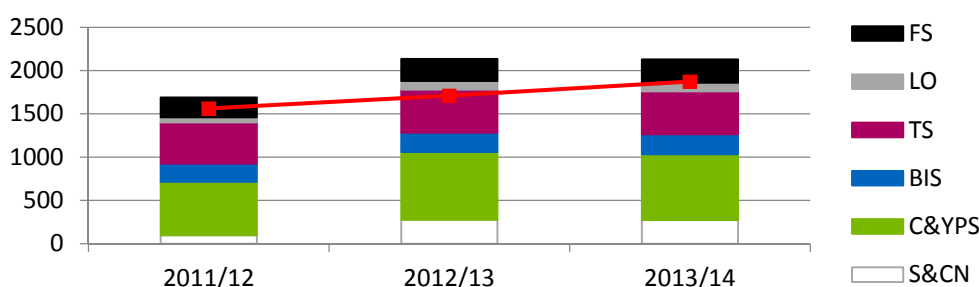
The Model is central to how Cedar does business. Throughout its history Cedar has grown in size and diversity and growth has continued even during the global recession.

EFQM has enabled Cedar to grow whilst maintaining an exceptional culture. A complementary set of good practices in the area of leadership and people management together with a clear strategy and related key results has formed one seamless team distinguished by:

1. Highly involved and supportive leaders, acting as role models;
2. Enthusiastic team, operating as a family;
3. Staff that are passionate about what they do;
4. Effective communication at every level;
5. Embracing the need for change;
6. Opportunities for personal development;
7. Leaders’ engagement, valued by stakeholders.

Sharing numbers

Number of Service Users



FS: Floating Support; LO: Living Options; TS: Training Services; BIS: Brain Injury Services; C&YPS: Children and Young People's Services; SCN: Social and Community Networking Services

The graph above shows the growing number of people using Cedar’s services. This is due to increasing demand for existing services, creation of a range of innovative new services and a series of mergers and acquisitions. Cedar currently provides services to more than 2000 children and adults with complex physical, sensory and learning disabilities across Northern Ireland. Further growth is envisaged in the coming years as we have recently expanded and developed our services to extend them to a new customer group, people with a learning disability.



The Cedar Foundation

31 Ulsterville Avenue, Belfast BT9 7AS
Northern Ireland

- www.cedar-foundation.org
- info@cedar-foundation.org

Thank You!

EFQM would like to acknowledge and thank the following people and their organisations for their work and contribution to the EFQM Excellence Award 2014. The Award process would not work without their commitment and professionalism.

The Jury Members 2014

The Jury members are responsible for selecting the Finalists, Prize and Award Winners. The Jury is independent from EFQM and 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.

- Vittorio Cesarotti, [Universita' di Studi di Roma "Tor Vergata"](#)
- Mia Goetvinck, [Ricoh Belgium](#)
- Thomas Pirktl, [Alpenresort Schwarz](#)
- Gildas Sorin, [Formerly Novalod](#)

Process Support Persons 2014

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 appreciated by the Team Leaders as well as by us. Therefore, we would like to thank our 2014 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](#)

The Award Assessors 2014

The following assessors are amongst the best and most experienced ones in Europe.

The names highlighted represent the Assessment Team Leaders.

Name	Last Name	Organisation
Dogan	Atik	TEI (Tusas Engine Inc.)
Valdas	Ausiejus	Swedbank, AB
Murat	Aydin	GC Europe N.V.
Ehrtfried	Baeumel	Robert Bosch Gmbh Bamberg Plant
Tuğçe	Balarısı	Bursagaz AŞ
Henk	Bijl	Philips Innovation Services
Niklas	Blomqvist	Volvo Cars
Detlev	Bohle	Conceptual Quality
Sevgi	Bolel	Coca-Cola İçecek
Matthew	Byrom	Siemens Industry Automation
Jean-Marc	Cordonnier	Ferco
Philippe	Cuny	Essilor
Matt	Fisher	EFQM
Christian	Forstner	CFyouradvantage.com
Sophie	Francon	Valrhona
Thomas	Fritsch	Robert Bosch Gmbh, Chassis Systems Control
Robert	Garnier de Kermerc'Hou	
Marc	Gernaey	eeGeMa + Waterwegen & Zeekanaal NV
Sergio	Goulart	
Andre	Haynes	
Martina	Hoelzl	Infineon Operations Excellence
Norman	Hughes	Footloose Enterprises Ltd
Andreas	Ioannides	Electricity Authority Of Cyprus
Lisbet	Karlsson	Postnord
Riëtta	Klijn	Help 2 Improve
Serhan	Kurt	Bosch San Ve Tic. A.Ş
Marta	Labayen	EFQM
Walter	Ludwig	Excellence Coaching
Ian	May	Siemens UK
Gordon	Mccallum	Quality Scotland
Patrick	Meurgey	EDF Thermal Engineering Department
Markus	Meurman	Laatukeskus Excellence Finland
Detlef	Milferstädt	Infineon Technologies AG
Kasper	Mühlbach	Evaluesense Aps
Alexandra	Nae	Robert Bosch (France) SAS
Maria Jesús	Novo	Fundación Novia Salcedo
Zsolt	Nyeste	Grundfos Manufacturing Hungary
Tulin	Ograk	TEI-Tusas Engine Ind. Inc.
Britt-Marie	Olsson	Sj Ab
Vianney	Paschek	Ricoh Deutschland GmbH
Gitta	Pecher	Harting KGaA
Nadia	Peiffer-Puh	SDEA

Bruno	Peloso	Sanden Manufacturing Europe
Erick	Perruche	Aéroports de Lyon
Jan Hendrik	Peters	Carl Zeiss Sms Gmbh
Riitta	Piilonen	Metsä Fibre Oy
Jerome	Plaquet	Cabinet D'orthodontie Becker & Associés
Kishore Kumar	Prakash	Bosch Diesel S.R.O.
Remy	Reul	Umicore
Jorge	Reviriego	Asenta Consulting
Nicholas	Reynolds	Siemens – Rail Systems
Sonja	Roth	Harting KGaA
Peter	Ruemmer	Carl Zeiss SMT GmbH
Laura	Salasco	Synergy Performance Middle East FZ-LLC
Thomas	Schanz	Robert Bosch LLC
Matthias	Schneider	T-Systems Multimedia Solutions GmbH
Frank	Schoenefeld	T-Systems Multimedia Solutions GmbH
Thomas	Schöbe	RWE Technology GmbH
Celal	Seçkin	Seçkin Consultancy & Training
Oleg	Smertin	Swedbank AB
Liam	Spence	Glasgow Housing Association
Uwe	Spiegel	T-Systems Multimedia Solutions GmbH
Corrado	Squarzon	Eraclitus
Pavol	Surin	Posam, Spol. S R.O.
Martin	Swinerton	Ricoh Europe SCM BV
Michael	Teubenbacher	CPC Unternehmensmanagement AG
Enrico	Tosco	Telecom Italia Information Technology
Koenraad	Van Coillie	Volvo Group Belgium
Karin	Walter	Karin Walter Consult
Hartmut	Warth	Robert Bosch GmbH
George	Wilson	Centre For Competitiveness

Recognised Organisations

August 2012 – July 2014



EFQM Recognised for Excellence 5 Stars

Austria

- 10hoch4 Photovoltaik GmbH
- AKh Allgemeines Krankenhaus der Stadt Linz GmbH
- Geriatriische Gesundheitszentren der Stadt Graz mit Albert Schweitzer Klinik und Albert Schweitzer Hospiz
- Job-TransFair GmbH – Gemeinnütziges Integrationsleasing
- Magistrat der Stadt Wien - Magistratsabteilung 48 Mistplätze
- MAGNA STEYR Fahrzeugtechnik AG & Co KG Contract Manufacturing MINI Countryman und MINI Paceman
- Mondi Frantschach GmbH
- Mondi Korneuburg GmbH
- Spa Therme Blumau Betriebs GmbH
- Technosert electronic GmbH
- WIFI Kärnten GmbH

Belgium

- Fonds sluiting ondernemingen / Fonds de Fermeture d'Entreprises
- ONEM / RVA
- Recupel

Germany

- ABB Business Services GmbH, Shared Accounting Services
- Maschinenfabrik Reinhausen GmbH
- ABB Stotz-Kontakt/Striebel & John Vertriebsgesellschaft mbH
- ASSA ABLOY Sicherheitstechnik GmbH
- Bauunternehmung Jökel
- Bildungswerk des Landessportbundes Nordrhein-Westfalen e.V.
- "carriere & more private Akademie Region Stuttgart GmbH"
- Reha Vita GmbH
- Schindlerhof Klaus Kobjoll GmbH
- The Mandala Hotel

Greece

- Athenian Sea Carriers LTD
- INTRALOT Systems Technical Division
- Sprint Integrated Marketing Communications
- UNI-PHARMA KLEON TSETIS Pharmaceutical Laboratories S.A.

France

- AEROPORTS de LYON
- Chambre de Commerce et d'Industrie d'Alençon
- Chambre de Commerce et d'Industrie du Gers
- La Poste Direction Services Courrier Colis PARIS
- SCLE SFE
- SDEA

Ireland

- Clontarf Castle
- Crowne Plaza Blanchardstown
- Crowne Plaza Northwood
- Friends First
- National Learning Network
- RehabCare

Italy

- REGIONE CAMPANIA -SIRCA

Kazakhstan

- JSC "Astana Medical University"

Luxembourg

- Cabinet d'orthodontie BECKER & Associés

Portugal

- BOSCH Security Systems - Sistemas de Segurança, S.A.

Qatar

- Ooredoo Q.S.C. - Qatar

Russia

- JSC KAMAZ
- Kuban State Technological University
- LLC Coca-Cola HBC Eurasia, Branch in Krasnoyarsk
- LLC Coca-Cola HBC Eurasia, Branch in Saint-Petersburg
- The State University of Management
- Ufa State Petroleum Technological University
- Ural Federal University
- ZAO "ZVETLIT"

Slovenia

- ODELO Slovenija D.O.O.

Spain

- Área de Biblioteca y Archivo Universidad de Cádiz
- Autoridad Portuaria de Castellón
- Ayuntamiento de Alcobendas
- Caser Residencial, S.A.U.
- Centro de Atención Integral a las Drogodependencias, Ayuntamiento de Getafe
- Club Excellencia en Gestion, Madrid
- Colegio Divina Pastora
- Colegio Nuestra Señora de Las Maravillas
- Complejo Asistencial Universitario de León división de Enfermería
- Complex Cultural Esportiu Montessori-Palau
- Diputacio de Tarragona - Àrea De Coneixement i Qualitat
- DKV Seguros, S.A.
- Egarsat MATEPSS Nº 276
- Eurocolegio Casvi (EUROLENGUAS, S.A.)
- Gerencia Integrada de Asistencia Sanitaria de Soria
- HM Hospitales
- Hospital Asepeyo De Coslada
- Hospital Guadarrama
- Hospital Moncloa S.A.
- Hospital Plató Fundación Privada Barcelona
- Hospital San Juan de Dios de León
- IBERCAJA Banco SA
- Red Eléctrica De España
- Salesianos Pamplona
- SEUR España Operaciones, S.A.
- Sociedad Cooperativa de Enseñanza San Cernin
- Unión de Mútuas M.A.T.E.P.S.S. Nº 267

Switzerland

- Ospedale Regionale di Locarno, La Carità, Locarno

Turkey

- Antalya Şehit Binbaşı Turgut Cengiz Toytunç Kindergarten
- Coca Cola İçecek A.Ş. Çorlu Plant

- Coca Cola İçecek A.Ş. Elazığ Plant
- Coca Cola İçecek A.Ş. İzmir Plant
- Coca Cola İçecek A.Ş. Köyceğiz Plant
- Coca Cola İçecek A.Ş. Mersin Plant
- DYO Boya Fabrikaları Sanayi ve Ticaret A.Ş.
- İETT İşletmeleri Genel Müdürlüğü
- Marport Liman İşletmeleri Sanayi ve Ticaret A.Ş.
- Odeon Turizm İşletmeciliği A.Ş.

Ukraine

- "Global Construction" LLC
- "Zaporizhstal" Steel Works
- Limited Liability Company "Stirolbiopharm"
- "Limited Liability Company Dtek Service"
- National University of Life and Environmental Sciences of Ukraine
- Private Higher Educational Institution "Alfred Nobel University, Dnipropetrovsk, Ukraine"
- "Public Joint-Stock Society
- "Khmelnitskoblenergo"
- Yuria-pharm Ltd

United Arab Emirates

- Abu Dhabi Police General Headquarters
- Knowledge and Human Development Authority - KHDA

United Kingdom

- ABM Finance
- c2c Rail Ltd.
- Colas Ltd
- Craigdale Housing Association
- Derbyshire Probation Trust
- Disability Action
- Early Years
- First Scotrail
- GSK PASS Regional Service Centre: Barnard Castle
- IT ASSIST – Enterprise Shared Services
- Niamh
- Safe-Move
- Siemens Mobility and Logistics, Traffic Solutions
- Surrey & Sussex Probation Trust
- The Cedar Foundation

EFQM Recognised for Excellence 4 Stars

Austria

- Blattaria BetriebshygiengesmbH
- Kostwein Maschinenbau GmbH
- Steirische Wissenschafts-, Umwelt- und Kulturprojekträger GmbH
- VBV - Vorsorgekasse AG
- WEB Windenergie AG

Finland

- Kiipula Foundation

Germany

- Bildungszentrum im Bildungscampus Nürnberg

Greece

- GENESIS Pharma S.A.

Ireland

- Killarney Convention Centre

Italy

- CCIA treviso
- Centro Servizi - Galvan

Kazakhstan

- State Medical University of Semey city

Netherlands

- NACCO materials handling B.V
- ARKIN

Russia

- JSC «TransContainer»
- Moscow plant of the specialized automobiles
- Volga State Academy of Water Transport

Slovenia

- Europlakat D.O.O.
- Mariborski Vodovod, Javno Podjetje D.D.
- Pogrebno Podjetje Maribor D.D.,
- Univerzitetni Klinični Center Ljubljana

Spain

- Abeinsa Business Development, S.A.
- Adiem Vega Baja
- Aido
- Área De Deportes De La Universidad De Cádiz
- Benito Menni Casm Hermanas Hospitalarias Del Sagrado Corazón De Jesús
- Biblioteca De La Universidad De Zaragoza
- Centro Ave María San Cristóbal (Fundación Patronato Avemariano De Granada)

- COGAMI (Confederación Galega De Persoas Con Discapacidade)
- Colegio Gran Asociación Valencia
- Colegio Marista Champagnat
- Colegio Salesianos Atocha
- Colegio San Viator
- Colegio Santa María del Mar
- Dirección de Deporte Universitario Universidad De Málaga
- Escuela Técnica Superior de Edificación de La Universidad Politécnica de Madrid
- Formación y Mantenimiento Técnico
- Fundació Ampans
- GECE S.L
- Grupo INSEM Desarrollo del Conocimiento
- Ibecon 2003, S.L.
- Industrias Metálicas Ruiz, S.A.
- Línea de Negocio de Gas de CEPSA Comercial Petroleo
- Manpowergroup España
- MSL Formación
- Ramón González Muñiz (Interpros)
- Redur, S.A. - Lozano Transportes S.A.
- Residencia Asistida San Camilo
- Rrcamilos Centro de Humanización de La Salud
- Sanromán, Consultoría Y Formación
- Sociedad de Prevención EGARSAT. S.L.U.
- Técnico Profesional Cosmos

Switzerland

- Ausgleichskasse Swissmem
- Bildungszentrum Wirtschaft Weinfelden
- Clinique de La Source, Lausanne
- Höhere Kaderausbildung der Armee, Luzern
- kneipp-hof Dussnang AG, Dussnang
- Psychiatriezentrum Münsingen (PZM)
- Raiffeisenbank Mischabel-Matterhorn, St. Niklaus
- Schützen Rheinfelden AG

Turkey

- Belgin Madeni Yağlar Ticaret ve Sanayi A.Ş.
- EVYAP Deniz İşletmeciliği Lojistik ve İnşaat A.Ş.
- EVYAP Sabun, Yağ, Gliserin Sanayi ve Ticaret A.Ş.
- Gemlik Girls' Technical and Vocational School
- Kardemir Karabük Demir ve Çelik Sanayi ve Ticaret A.Ş.
- Mersin University

Ukraine

- Joint Stock Company "PLASKE"
- National Aviation University
- Ukrainian Laboratory of Quality and Safety of Agricultural Products NUBiP of Ukraine

United Arab Emirates

- Khalifa Industrial Zone Abu Dhabi (Kizad)
- Ajman Police G.H.Q.

United Kingdom

- Abellio London & Surrey Buses
- Beaumont College
- Carniny Primary School
- Chesapeake
- Lincolnshire Probation Trust
- McFarlane Telfer Ltd
- Plus Dane Group
- Positive Futures
- QAS International
- Severnside Housing
- Siemens Asset Services
- Siemens Global Shared Services Operations UK
- Siemens Health Diagnostics Manufacturing Ltd
- South Tyneside Council - Adult & Community Learning
- Southeastern
- West Lothian College

EFQM Recognised for Excellence 3 Stars

Austria

- DAS RADL gemeinn. Dienstleistungsges.m.b.H.
- Haidlmair GmbH
- Luna Frauenbeschäftigungsprojekt
- Quality Austria
- Univ. Klinik für Orthopädie und Orthopädische Chirurgie - Stmk. Krankenanstaltenges.m.b.H. - LKH- Univ.Klinikum Graz
- VBV - Vorsorgekasse AG
- Volkshochschule Bregenz

Belgium

- CNC D 11.11.11

Colombia

- Colegio Alessandro Volta
- "Colegio Colombo Americano - Colombo American School "
- Colegio Cristo Rey
- Colegio Franciscano Virrey Solis
- Colegio Lorenzo de Alcantuz
- Colegio Militar Almirante Colon
- Colegio Nuevo Campestre
- Colegio Piaget
- Colegio Salesiano San Juan Bosco
- Colegio San José
- Colegio Santa Ana
- Colegio Santísima Trinidad
- Colegio Santo ángel de la Guarda
- Colegio Stella Mautina - Bogotá
- Colegio Stella Mautina Chía
- Distrito Lasallista de Medellín
- Gimnasio Campestre para la Educación Integral GICEI
- Gimnasio Colombo Británico
- Gimnasio El Portillo
- Gimnasio Los Sauces
- Instituto Técnico Comercial Restrepo
- Liceo Cervantes Barranquilla
- Nuevo Colegio del Prado
- Psicopedagógico El Futuro Villa del Río

France

- Keolis Lyon

Germany

- carriere & more, private Akademie, Region Franken GmbH
- Freizeit-Recre GmbH Ihr königlicher Campingpark Sanssouci zu Potsdam/Berlin
- Jobcenter Kreis Segeberg
- MAN Truck & Bus Deutschland GmbH - Bereich After Sales
- Schleich & Haberl Firmengruppe
- SO.CON Social Concepts – Institut für Forschung und Entwicklung in der Sozialen Arbeit In-Institut

der Hochschule Niederrhein – Fachbereich Sozialwesen

- Tadano Faun GmbH

Italy

- Provincia Bolzano REP.22

Hungary

- Fiers Mechanika Kft.
- GIGA 2003 Kft.
- Hajdu Autotechnika Ipari Zrt.

Netherlands

- Philips Innovation Services

Portugal

- Alliance Healthcare, S.A.

Russia

- Podolsk Vodokanal

Spain

- Agencia para el Empleo de Madrid
- Carac Siglo XXI, S.L.(GRUPO CARAC)
- Clínica Nuestra Señora de La Paz Orden Hospitalaria de San Juan de Dios
- Club Asturiano De Calidad
- Colegio "Nuestra Señora de Guadalupe" Hermanos Maristas (CNSG)
- Colegio Mirasur
- Colegio Profesional De Fisioterapeutas De La Comunidad De Madrid
- Colegio San Agustín
- Confederación Española de Familias de Personas Sordas (FIAPAS)
- E-Liceo Norte S.L.- Liceo Europeo
- Fertial (Usine d'ANNABA)
- Fertial (Usine d'ARZEW)
- Fundación Érguete Integración
- Gerencia de Atención Primaria del Área de Salud De Gran Canaria
- Instituto Tecnológico Del Cantábrico, S.L. (I.T.C.)
- Interpros (Ramon Gonzalez Muñoz)
- Servicio de Extensión Universitaria de La Universidad de Cádiz
- Unidad de Calidad y Evaluación Universidad de Cádiz

Switzerland

- ask! - Beratungsdienste für Ausbildung und Beruf Aargau
- Bürgerspital Basel
- Clenia Littenheid AG
- die rodtegg, Stiftung für Menschen mit körperlicher Behinderung
- Franke Industrie AG

- Hirslanden Klinik Belair
- Mbal Sveta Marina EAD, Universitätsspital Varna
- "Oda GS Organisation der Arbeitswelt für Gesundheits- und Sozialberufe"
- Pädagogische Hochschule PH Luzern

Turkey

- AGDAŞ, Adapazarı Natural Gas Distribution Co.
- Ankara Chamber of Industry
- Başiskele Municipality
- Eflatun Educational Institutions
- Mesa Makine Döküm A.Ş.
- Mürevvet Bas Kindergarten
- Presidency of Marmara University

- Social Security Administration (SGK), Presidency of Strategy Development
- Uludag University Gemlik Asım Kocabıyık Vocational School

United Kingdom

- Easthall Park Housing Co-operative
- Network Rail - London North Eastern & East Midlands
- Roe Valley Leisure Centre
- Sense Scotland
- Siemens Energy Wind Power Offshore UK
- Siemens Wind Power Onshore GB&I
- Social Security Agency
- Stepping Stones
- Your Place

Committed to Excellence 2 Stars

The EFQM Committed to Excellence Assessment is a new process launched in 2014. It has been designed for medium and small organisations, as well as for larger organisations that want to take a simple first step towards Excellence. It is a one-day assessment carried out by 2 EFQM Assessors. If you would like to know more, please visit www.efqm.org.

Finland

- Laatukeskus Excellence Finland Oy

Germany

- Johannes - Diakonie Mosbach
- Volkshochschule Aschaffenburg
- Volkshochschule Regensburger Land e.V.

Russia

- Branch Office of OJSC TransContainer at Moscow railway

UK

- Centre for Competitiveness
- Kibble Education and Care Centre
- Quality Scotland

Committed to Excellence 1 Star

Algeria

- Agence Nationale de Développement de la PME (ANDPME)
- Agence Nationale d'Intermediation et de Regulation Fonciere (ANIREF)
- Direction Generale de la PME au Ministere du Développement Industriel et de la Promotion de l'Investissement (DG PME)

Austria

- Arbeitsassistentz Tirol
- Caritas Diözese Graz-Seckau
- connexia - Gesellschaft für Gesundheit und Pflege gem. GmbH
- FH JOANNEUM Gesellschaft mbH
- Heilpädagogisches Zentrum Hinterbrühl
- Landesklinikum Krems
- move-ment Personal- und Unternehmensberatung GmbH
- Verein W.I.R.
- Volkswirtschaftliche Gesellschaft Kärnten
- Wüstenrot Gruppe - Bereich Organisations- und Personalentwicklung (OEPE)

Belgium

- Aide internationale de la Croix-Rouge luxembourgeoise & IFRC-Shelter Research Unit
- Artsen zonder Vakantie
- Iles de Paix
- ISPPC Service Logistique
- Light for the World
- PUILAETCO DEWAAY PRIVATE BANKERS
- SeTIS Bxl
- Vokans

Colombia

- Aspaen centro de Educación Infantil Pepe Grillo Alborada Bilingüe
- Aspaen Colegio El Rosario
- Aspaen Gimnasio Alta Mar
- Aspaen Gimnasio Cantillana
- Aspaen Gimnasio Cartagena
- Aspaen Gimnasio Cartagena de Indias
- Aspaen Gimnasio Horizontes
- Aspaen Gimnasio Iragua
- Aspaen Gimnasio Iragua
- Aspaen Gimnasio La Colina
- Aspaen Gimnasio La Fragua
- Aspaen Gimnasio Los Cerezos
- Aspaen Gimnasio Los Corales
- Aspaen Gimnasio Saucará
- Aspaen Gimnasio Yumaná
- Aspaen Preescolar Carrizales
- Centro Médico Imbanaco - Centro de Homofilia
- Colegio Bilingüe Reino Unido

- Colegio Alter Alteris
- Colegio Americano / Barranquilla
- Colegio Campestre El Himalaya
- Colegio Campestre Horizontes
- Colegio Colombo Hebreo
- Colegio Colombo Inglés
- Colegio Comunal Mixto
- Colegio Cristiano Peniel
- Colegio Juanambú
- Colegio La Concepción
- Colegio La Sagrada Familia de Valledupar
- Colegio Los Angeles de Tunja
- Colegio Los Angeles de Villanueva
- Colegio Militar Almirante Padilla
- Colegio San Basilio Magno
- Colegio San Patricio
- Gimnasio Los Cerros
- Gimnasio Los Monjes
- Institución Educativa Técnica Francisco de Paula Santander
- Institución Las Mercedes Colegio San Pablo
- Institución Técnica Educativa Sagrado Corazón
- Instituto Antonio Nariño
- Instituto Cristo Rey -Fonseca
- Instituto San Juan de Dios
- Instituto Técnico y Academico Scout José Martí
- Liceo Santa Bárbara
- Liceo Benalcázar
- Liceo Colombia
- Liceo Francisco José de Caldas
- Liceo Francisco Julian Olaya
- Liceo General Serviéz
- Liceo Gustavo Matamoros León
- Liceo Navarra
- Liceo Patria
- Liceo Pichincha
- Liceo Tacurí

Finland

- Lindorff Oy

France

- CAPITAINE COOK Usine de Plozévet
- Celluloses de Brocéliande
- ENDRESS + HAUSER
- EPMI - Ecole Supérieure d'Ingénieurs - Electricité, Productique et Management Industriel
- Institut de Recherche Pierre Fabre. Pôle Actifs Végétaux
- INTO LOGISTICS
- KEOLIS LYON
- La Chaîne de l'ESPOIR
- La Poste Direction du courrier DOTC AIN HAUTE SAVOIE

- La Poste Direction du courrier DOTC ALSACE
- La Poste Direction du courrier DOTC ANJOU MAINE
- La Poste Direction du courrier DOTC BASSE NORMANDIE
- La Poste Direction du Courrier DOTC FRANCHE COMTE
- La Poste Direction du Courrier DOTC Golfe du LION
- La Poste Direction du courrier DOTC HAUTE NORMANDIE
- La Poste Direction du Courrier DOTC LORRAINE
- La Poste Direction du courrier DOTC MEUSE CHAMPAGNE ARDENNES
- La Poste Direction du Courrier DOTC NORD
- La Poste Direction du Courrier DOTC PAS DE CALAIS
- La Poste Direction du Courrier DOTC PAYS de l'ADOUR
- La Poste Direction du courrier DOTC PICARDIE
- La Poste Direction Services Courrier Colis ESSONNE
- Les Moulins de Saint Preuil
- Pôle Industriel du Groupement des Mousquetaires

Germany

- Volkshochschule im Landkreis Neu-Ulm e.V.
- Volkshochschulen im Landkreis Unterallgäu e.V.
- Auto Niedermayer GmbH
- bestadvice Private Vermögen GmbH
- Caritas Altenhilfe GGmbH
- "Caritas Betriebsträgergesellschaft Speyer GmbH"
- "Caritasverband für die Diözese Speyer e.V."
- Diakonisches Werk Kirchenkreis Moers
- INBAS GmbH Institut für berufliche Bildung, Arbeitsmarkt- und Sozialpolitik
- "Johannesberg Schule der Johannes-Diakonie Mosbach"
- "Schule für Kranke der Johannes-Diakonie Mosbach"
- "Schulkindergarten Die Kleckse der Johannes-Diakonie Mosbach"
- "Schwarzbach Schule der Johannes-Diakonie Mosbach"
- Westdeutscher Tischtennis-Verband

Greece

- Alert Shipping Agencies LTD
- EMM. KOUVIDIS SA
- Harlas International Transport S.A.
- Interamerican Client Services
- Lamda Flisvos Marina S.A.
- National Organisation for the Certification of Qualifications and Vocational Guidance (EOPPEP)

Hungary

- Mag ICS Fehérvár Kft.
- Quadrant CMS Hungary Kft.
- VOKE Vasutas Művelődési Ház és Könyvtár

Israel

- Ministry Of Education, Northern District
- ORT Braude College

Italy

- Alpha Beta Picadilli
- Automobil Club Salerno
- Bildunghaus Kloster Neustift
- Bildunghausschloss Godrain
- Centro Residenziale -Pusteria
- CTP Castelnuovo Gfagnana
- CTP Lucca
- Cusanus Akademie
- Fondazione "Gustav Mahler"
- Haus der Familie
- ISIS "G.GALILEI"
- Katholisches Bildungswerk
- Katholisches Bildungswerk
- Kvw Bildung
- Maquet Milano
- SBB-Wieterbildiungsgen.
- Volkshochschule Urania Meran

Kazakhstan

- JSC "Kazaviaspas" of The Ministry of Internal Affairs (Astana city);
- JSC "KazTransGas Aimak" (Astana city);
- Medical College of Temirtau city, Private enterprice
- Research Scientific Center of Surgery named A.Syzganov of Ministry of Healthcare of Kazakhstan (Almaty city);
- Research Scientific Center of Urology named B.Dzharbusynov of Ministry of Healthcare of Kazakhstan (Almaty city);
- State Enterprise "Center for Financial Violations Research" of the Government of Kazakhstan (Astana city);

Kingdom of Bahrain

- Telecommunications Regulatory Authority (TRA)

Portugal

- ADRAL – Agência de Desenvolvimento Regional do Alentejo S.A.

Russia

- «BIAXPLEN» LTD, Novokuibyshevsk branch
- Moscow Economic Financial Institute
- Moscow Institute of Jurisprudence
- Moscow institute of physical training and sport
- Moscow institute of world economic and international relations
- Moscow Law Institution
- RICOH Rus, Ltd.
- Ural Federal University - International Office

Saudi Arabia

- Ministry of Hajj
- The Educational Group
- The Society of Majid Bin Abdulaziz

Spain

- "La Rueca" Asociación
- Acadfuer Centro de Formación S.L.
- APADIS - Bahía de Algeciras
- ASECAL-ASECAL Formación
- Asociación Colabora
- Asociación Punto Omega
- Aspanri-Aspanridown
- Asturias Educación, S.L.
- Biblioteca Universidad Valladolid
- CADMO Conocimiento, S.L.
- Candelita
- Centro Superior Diseño De Moda De Madrid (CSDMM)
- Ecolimpieza Facility Services, S.L.
- El Güerne, S.L.
- Escuela Politécnica Giner
- Estación de Hidrobiología "Encoro do Con" (EHEC) Universidad de Santiago de Compostela (USC)
- Fasican Federación de Asociaciones Sordas de las Islas Canarias
- Fedaz Asociación de Familiares de Enfermos de Alzheimer De Zaragoza
- Federación Andaluza de Asociaciones de Personas Sordas FAAS
- Federación de Asociaciones de Personas Sordas de Cantabria - FESCAN
- Fundación Adcara
- Fundación Amaranta
- Fundación Jardines de España
- Fundación Oir es Clave
- Hospital Quiron Tenerife
- IGUASTUR, S.L.
- TINEOMATICA
- TRANSINSA, S.L.

Switzerland

- Agentur für internationale Bildungsangelegenheiten AIBA
- "Alterszentrum Wesley-Haus (Bethesda Alterszentren AG)"
- Berufs- und Studienlaufbahnberatung Kanton Bern
- Clinica Holistica Engiadina SA
- "Fachbereich für Gynäkologische Endorinologie
- Frauenklinik Inselehospital"
- Generationenhaus Neubad
- Gump- und Drahtesel
- Kalaidos Fachhochschule
- Klinik Adelheid AG
- KS Kaderschulen
- Lernstudio Zürich AG
- "Psychiatrische Dienste Aargau AG
- PDAG Externer Psychiatrischer Dienst EPD"

- Regionales Zentrum Solino, Bütschwil
- Sanagate AG
- Spitäler Schaffhausen
- Stiftung ESPRIX
- Stiftung Wirtschaftsinformatikschule Schweiz WISS
- Theresianum Ingenbohl
- "Universiätäre Psychiatrische Kliniken Basel
- Kinder- und Jugendpsychiatrische Klinik"

Turkey

- Association for Physically Disabled
- Bürosit Büro Donanımları Sanayi ve Ticaret A.Ş.
- Bursa Technical University
- Doğu Pres Otomotiv ve Teknik Servis A.Ş.
- Fethiye Chamber of Commerce and Industry
- Folkart Yapı Sanayi ve Ticaret A.Ş.
- Imortaş Oto Yedek Parça İmalat Organizasyon ve Ticaret A.Ş.
- Istanbul Kadıköy District Education Directorate
- Mege Teknik Elektronik, Elektromekanik Sanayi ve Ticaret A.Ş.
- OTS Open Turizm Seyahat İnşaat Ticaret A.Ş.
- The Green Crescent Society
- Volt Elektrik Motor Sanayi ve Ticaret A.Ş.

United Arab Emirates

- Al Ain Distribution Company (AADC)
- United Arab Emirates Ministry of Interior Citizenship, Residence and Ports Sector

United Kingdom

- Ace Recycling Group
- Border Biscuits Ltd
- Cunninghame Furniture Recycling Company
- Dumfries & Galloway Third Sector Interface
- Dunbritton Housing Association Ltd
- Fife Housing Association
- Fife Sports & Leisure Trust
- Forth Sector
- Fresh Start
- Fyne Futures
- Glasgow Bike Station
- Glenmore Lodge
- Moray Waste Busters Ltd
- NHS Health Scotland
- Port of Leith Housing Association
- Scottish Fire & Rescue Service- West Service Delivery Area
- Scottish Social Enterprise Academy
- The Mungo Foundation
- Transdev
- Upkeep (Shettleston Community Enterprises)
- Voluntary Action Lochaber
- West Lothian CHCP
- YMCA Glenrothes

United States of America

- Police Attache's Office- Washington, DC
- ICANN - IANA and DNS Operations departments

Previous Winners

The list of previous Award Winners goes back to 1992; for all previous winners, please visit www.efqm.org

EFQM Excellence Award 2013

Alpenresort Schwarz	Award Winner & Prize Winner	Austria
BMW Plant Regensburg	Prize Winner	Germany
Glasgow Housing Association	Prize Winner	United Kingdom
Nilufer Municipality	Prize Winner	Turkey
St Mary's College Northern Ireland	Prize Winner	United Kingdom
Stavropol State Agrarian University	Prize Winner	Russia
VAMED-KMB	Prize Winner	Austria
Wakefield and District Housing's (WDH)	Prize Winner	United Kingdom
GC Europe	Finalist	Belgium
Sanitas Hospitales	Finalist	Spain

EFQM Excellence Award 2012

Robert Bosch GmbH Bamberg Plant	Award Winner & Prize Winner	Germany
Coca-Cola İçecek A.Ş. Ankara Plant	Prize Winner	Turkey
VAMED-KMB	Prize Winner	Austria
JSC "Medicina"	Prize Winner	Russia
pom+Consulting AG	Prize Winner	Switzerland
Bosch Technologie Diesel e Sistemi Frenanti S.p.A.	Prize Winner	Italy
BMW Plant Regensburg	Prize Winner	Germany
B. Braun Avitum Hungary	Finalist	Hungary
Nilufer Municipality	Finalist	Turkey
Hospital Galdakao-Usansolo Ospitalea (Osakidetza)	Finalist	Spain
Wakefield and District Housing's (WDH)	Finalist	United Kingdom
Mutualia	Finalist	Spain
Town Hall Dzierżonów	Finalist	Poland

EFQM Excellence Award 2011

Bilim Pharmaceuticals	Award Winner & Prize Winner	Turkey
Bosch Chassis Systems Control	Prize Winner	Global
Coplaning S.à.r.l.	Prize Winner	Luxembourg
Grundfos Pumpenfabrik GmbH	Prize Winner	Germany
Hopital Kirchberg - Psychatric Department	Prize Winner	Luxembourg
Liverpool John Moores University	Prize Winner	United Kingdom
RED Electrica de Espana	Prize Winner	Spain
Ricoh Deutschland	Prize Winner	Germany
Robert Bosch GmbH - Bamberg Plant	Prize Winner	Germany
Siemens Healthcare UK	Prize Winner	United Kingdom
Bosch Car Mutlimedia Portugal	Finalist	Portugal
Club Excelencia en Gestion via Innovacion	Finalist	Spain
Comarca Bilbao de Osakidetza	Finalist	Spain
Limited Liability Company LUKOIL - Permnefteorgsintez	Finalist	Russia
REGTSA - Recaudación y Gestión Tributaria de Salamanca	Finalist	Spain
State Unitary Enterprise "Vodokanal of St. Petersburg"	Finalist	Russia
Umicore Precious Metals Refining	Finalist	Belgium
Worthington Cylinders GmbH	Finalist	Austria

EFQM Excellence Award 2010

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

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2015 Key Dates:

- Applicant webinar – between May & November 2014
- Call for Assessors – November 2014
- Applicant to apply 1st October 2014 – 16th January 2015
 - Completed and signed application form
- Final submission document – 13th February 2015
- Assessor briefing events – applicant meeting with the Assessor team
 - 3-6 March 2015
 - 10-13 March 2015
 - 17-20 March 2015
 - 24-27 March 2015
- Site visit – 18 – 22 May 2015
- Jury meeting – July 2015
- Feedback reports delivered to applicants – July 2015
- EFQM Forum, Brussels, Belgium – 22 & 23 October 2015

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22 & 23 October 2015, Brussels





EFQM

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