
Business Excellence

The EFQM Approach

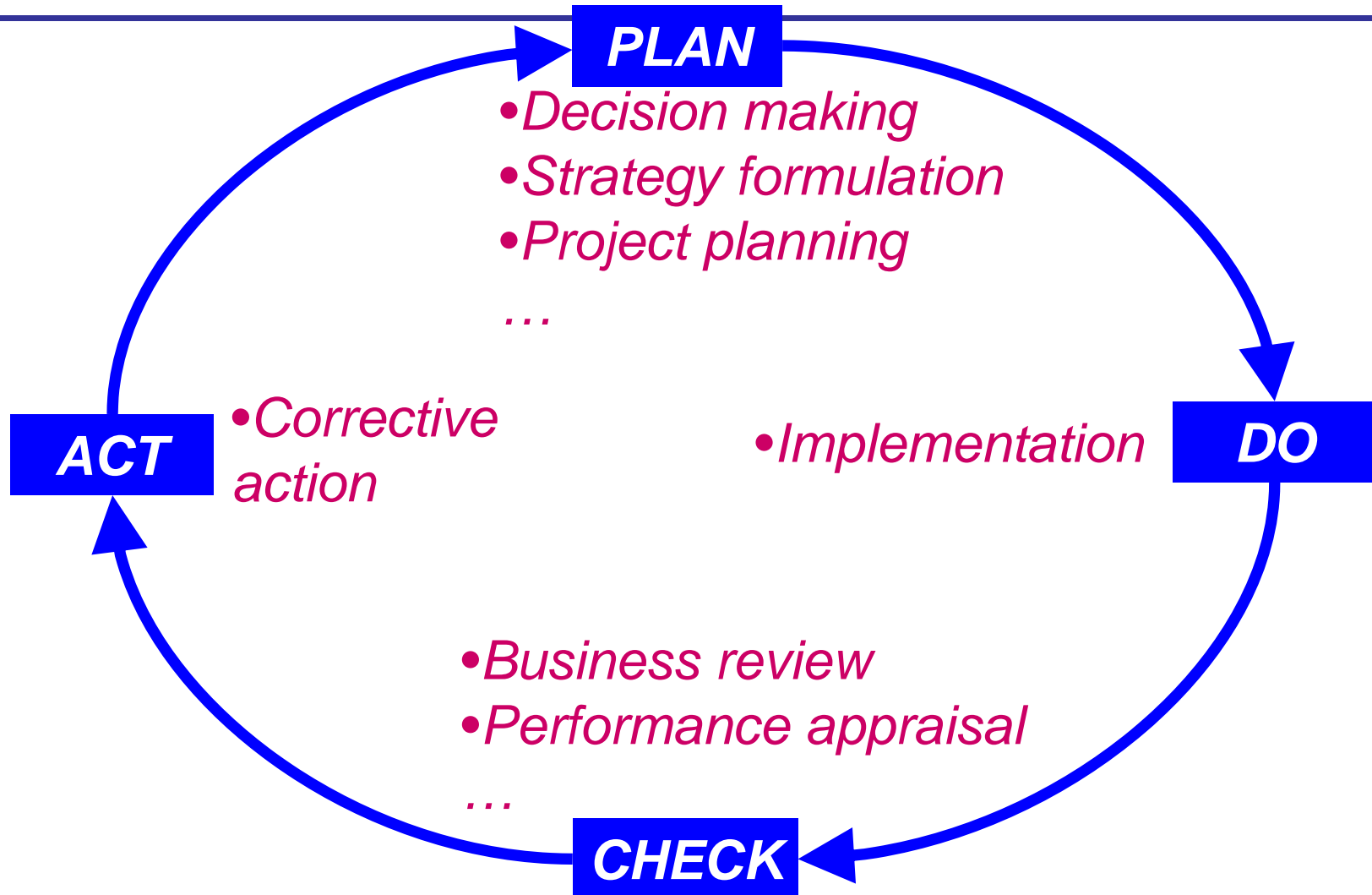
ATHENS MBA

2013

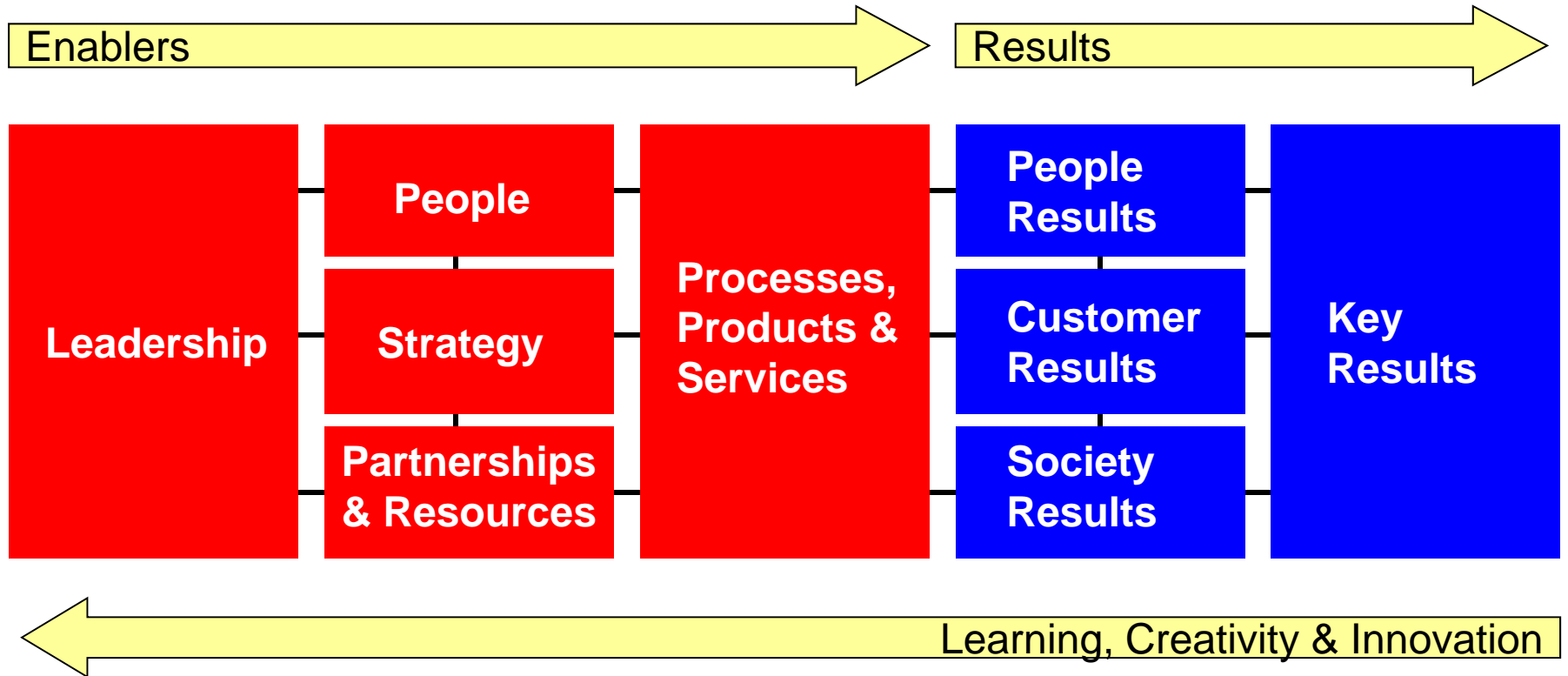
Origins of Business Excellence



Continuous Improvement



The BE Model

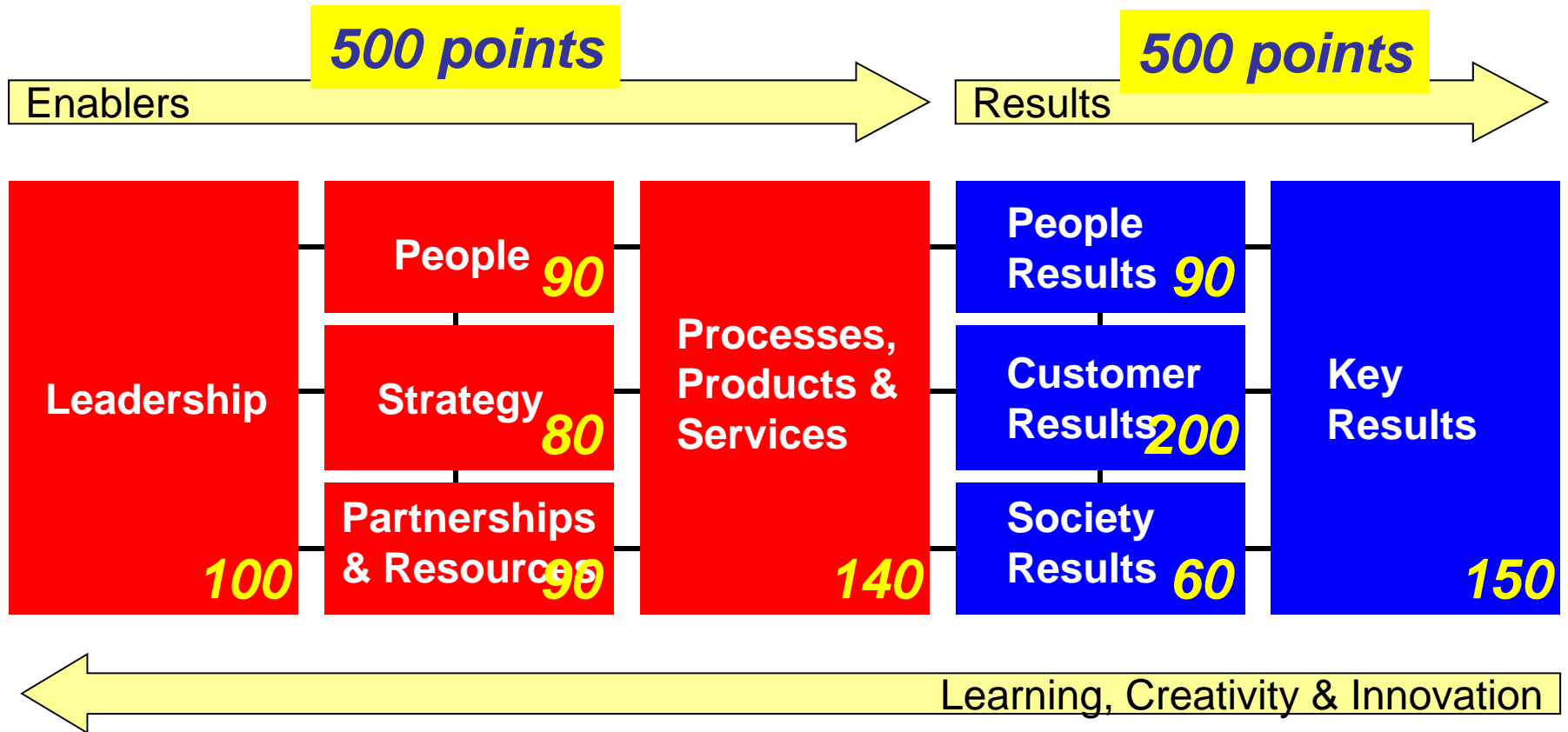


Adapted from <http://www.efqm.org/en/Home/aboutEFQM/Ourmodels/TheEFQME ExcellenceModel/tabid/170/Default.aspx>, accessed 24 May 2010

Nikos K. Kokkalakis

Business Excellence Summary
2013

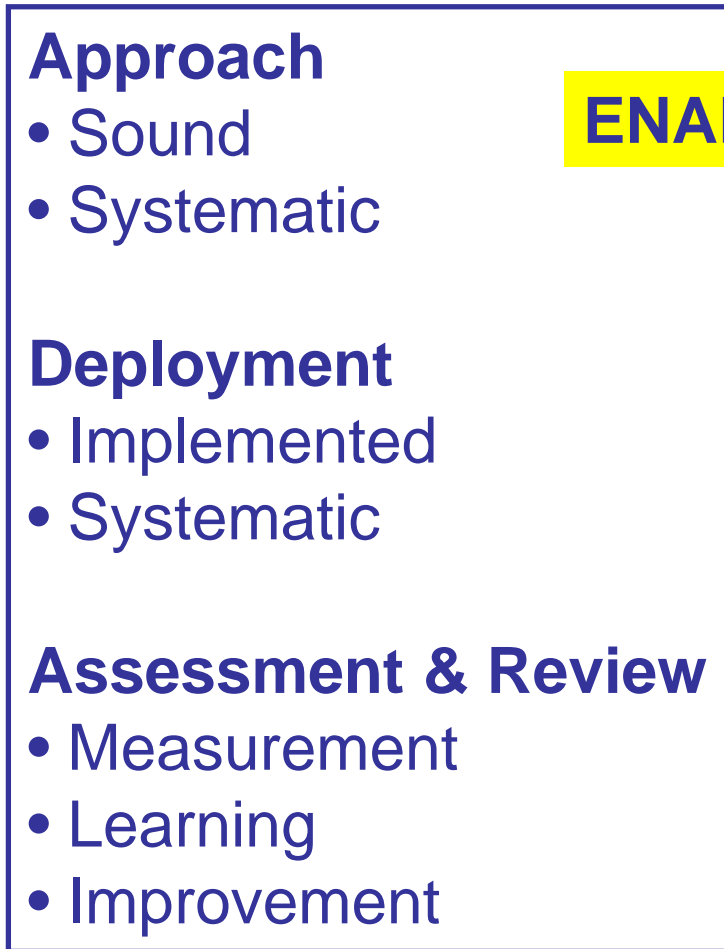
The BE Model Scoring System



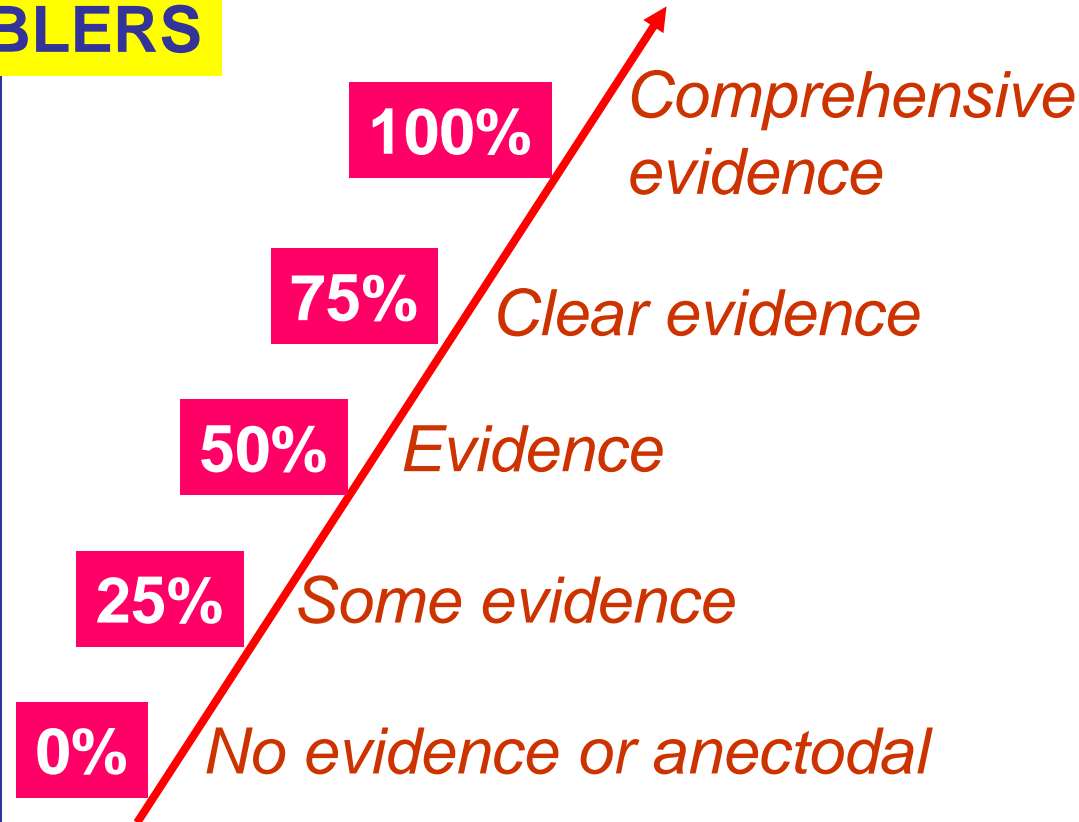
Adapted from <http://www.efqm.org/en/Home/aboutEFQM/Ourmodels/TheEFQMExcellenceModel/tabid/170/Default.aspx>, accessed 24 May 2010

Scoring may be altered by EFQM

BE (Self-)Assessment



ENABLERS



BE (Self-)Assessment

Trends

- Positive
- Sustained

Targets

- Appropriate
- Achieved

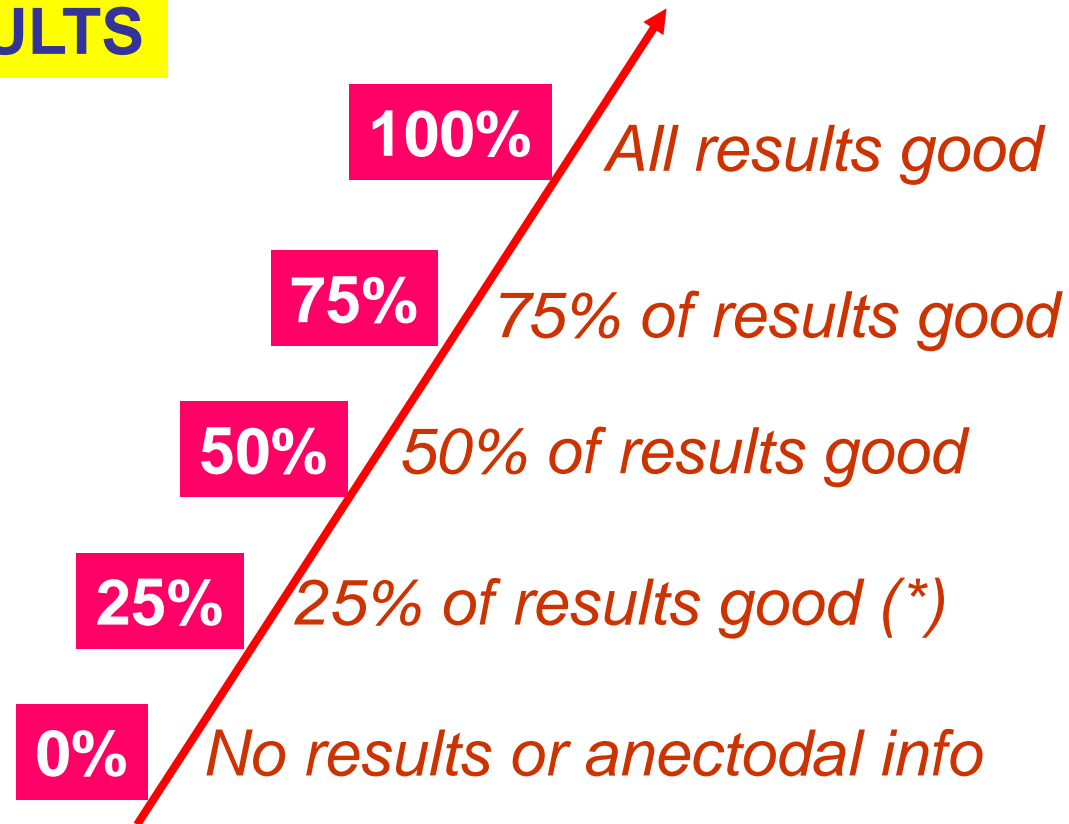
Comparisons

- Good or world class

Causal link

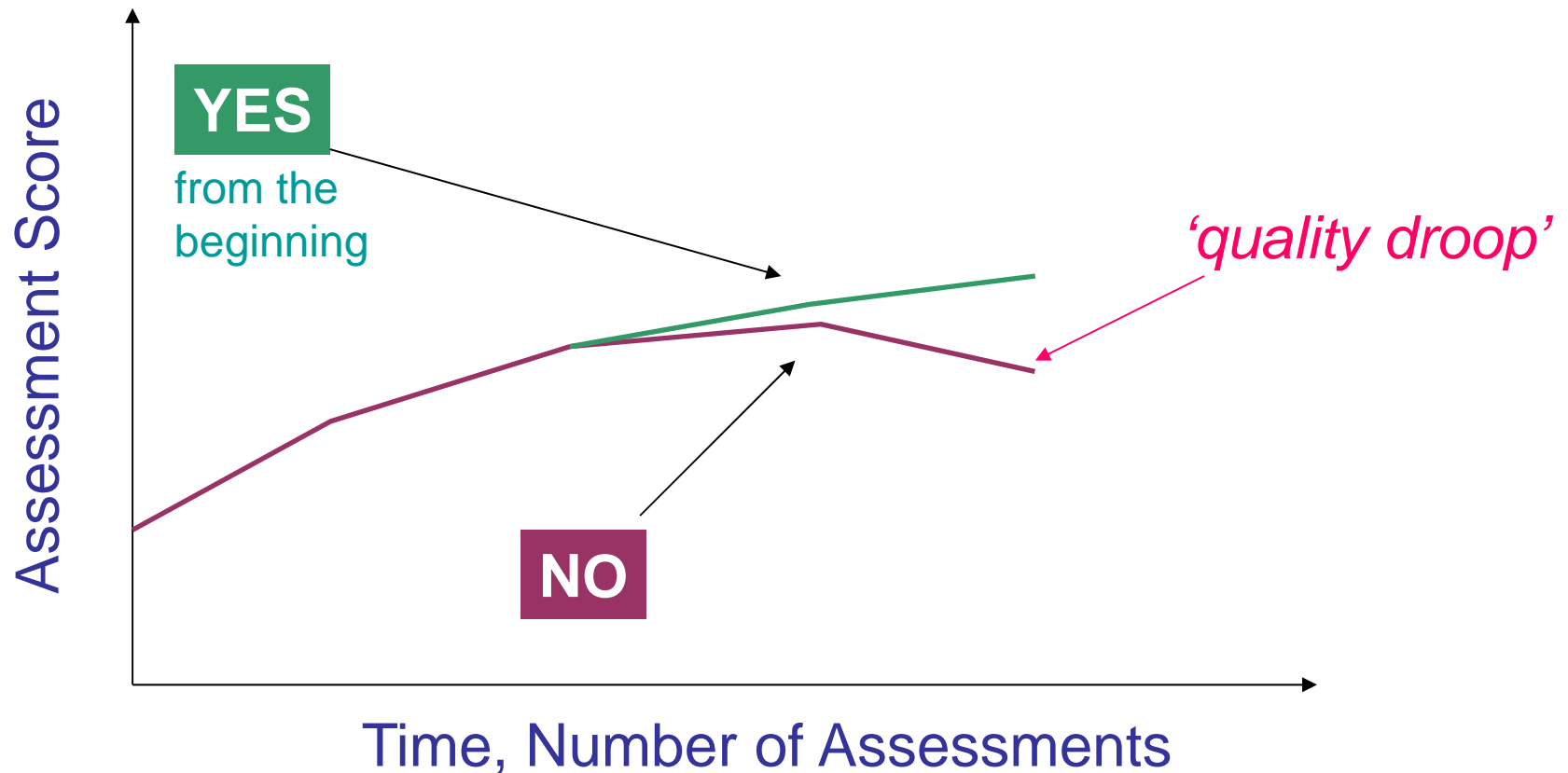
- Caused by approach

RESULTS



(*): positive and sustained for 3 years

Top Management Commitment?



Based on Hughes, A. & Halsall, D. N. (2002). Comparison of the 14 deadly diseases and the business excellence model. *Total Quality Management*, 13 (2), 255- 263.

EFQM vs. Baldrige Award

EFQM

1. Leadership
2. Strategy
3. People
4. Partnerships & Resources
5. Processes
6. Customer Results
7. People Results
8. Society Results
9. Key Results

Baldrige Award

1. Leadership
2. Strategic Planning
3. Customer Focus
4. Measurement, Analysis, and Knowledge Management
5. Workforce Focus
6. Process Management
7. Results

EFQM vs. Balanced Scorecard

EFQM Business Excellence	Balanced Scorecard
<u>Main characteristics:</u>	
<ul style="list-style-type: none"> • Generic model-logic • Implicit cause-and-effect • Relatively simple design • Allows benchmarking 	<ul style="list-style-type: none"> • Company-specific logic • Explicit cause-and-effect • Relatively complex design • Benchmarking not easy
<u>Good for:</u>	
<ul style="list-style-type: none"> • Embedding continuous improvement • Setting broad direction 	<ul style="list-style-type: none"> • Facilitating strategic dialogue • Defining business agenda