
GREETINGS FROM THE CEO

It is our great pleasure to introduce you to our 2006 Recognition Book. In this book, we have highlighted all the organisations across Europe that have succeeded in achieving the EFQM Excellence Award, Recognised for Excellence or Committed to Excellence recognition levels in the past year.

As our 2006 Forum is held in Budapest, we are also pleased to include organisations that have been successful in this year's Hungarian Quality Award. 2006 marks the 15th year of running the EFQM Excellence Award and celebrates the 10th anniversary of the Hungarian Quality Award. It is a great source of strength in our campaign to help all European organisations improve by having a network of high profile national and regional awards that celebrate role models and identify good practices.

In a culmination of 15 years of presenting this award, 2006 shows not only the highest performance ever, but also the highest number of organisations reaching the level of Finalists. These organisations represent Europe's best performing private and public sector organisations. They demonstrate strong leadership and achieve superior results. They have embedded the principles of business excellence across their organisation as demonstrated in the way they interact with their customers, motivate their people, implement strategy and attain sustainable business results. As such, these organisations are European role model organisations and are key contenders in their marketplace.

Reaching the level of the EFQM Excellence Award is the result of long-term dedication towards Excellence and continuous improvement. It is a unique exercise for both the Applicants and the Assessors. More than 200 volunteer assessors are the heroes of this process through their commitment and support. This diverse assessor community represents a strong team of practitioners in the field of Excellence.

Please join us in congratulating all the organisations recognised in this edition of the Recognition Book. These organisations have achieved sustainable and overall success in all areas of their business.

We would also like to take this opportunity to reiterate our sincere thanks to the Assessors, Applicants, Jury Members and Mentors.

We are looking forward to next year's round of the EFQM Excellence Award.



Christiaan Lebeer
Chief Executive Officer, EFQM



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Part I: Recognised Organisations

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

THE EFQM EXCELLENCE AWARD

The EFQM Excellence Award is Europe's most prestigious award for organisational Excellence. It is open to every high performing organisation in Europe and focuses on recognising Excellence and providing detailed, independent feedback to all Applicants to help them on their continuing journey to Excellence. The EFQM Excellence Award sits at the pinnacle of dozens of regional and national quality awards and applicants have often been successful in these before applying for European recognition. 2006 marks the 15th cycle of the EFQM Excellence Award.



Organisations recognised as a **Finalist** are able to demonstrate a high level of maturity in many aspects of their approaches and the execution of their strategy and the achievement of good results in all result areas of the EFQM Excellence Model in a sustainable way. Achieving the recognition as a Finalist in this competition is a strong confirmation of being a clear role model and source of inspiration for other organisations.



In addition to the aspects of being a Finalist, the Jury and Assessor teams carefully make a judgement based on the 8 Fundamental Concepts embedded into the EFQM Model. When one of these concepts appears as a golden thread within an organisation and clearly has its impact on outstanding and sustainable results a **Prize** is awarded.



The highest level, an **Award Winner**, is given when the Jury identifies an exceptional organisation with excellent and sustainable results across all areas, and demonstrates a highly effective, efficient and continuously improved management system. These winners are therefore role models and can be seen as living real life examples in all dimensions of the EFQM Excellence Model.

HISTORY OF PAST WINNERS

2006

BMW Group Chassis and Driveline Systems Production	Germany	Award & Prize Winner
Grundfos A/S	Denmark	Award & Prize Winner
TNT Express GmbH - Germany	Germany	Award & Prize Winner
St. Mary's College (Londonderry)	UK	Award & Prize Winner
Knorr-Bremse Europe	Germany	Prize Winner
General Motors Powertrain - Hungary Ltd	Hungary	Prize Winner
T-Systems Multimedia Solutions	Germany	Prize Winner
Colegio Vizcaya	Spain	Prize Winner
TNT Express Worldwide Eesti AS	Estonia	Prize Winner
Villa Massa	Italy	Prize Winner
Autoliv Cankor	Turkey	Finalist
Cepsa	Spain	Finalist
E.ON Tiszántúli Áramszolgáltató Zrt.	Hungary	Finalist
FIAT Auto Poland, Tychy plant	Poland	Finalist
Luka Koper	Slovenia	Finalist
NRG Benelux	Netherlands	Finalist
Post Denmark	Denmark	Finalist
Stora Enso Packaging Boards, Fors Mill	Sweden	Finalist
TNT International Business Unit Europe	UK	Finalist
TNT Express Greece	Greece	Finalist
Lauaxeta Ikastola	Spain	Finalist
Agria	Sweden	Finalist
Fonderie del Montello	Italy	Finalist
Gaiker Centro Tecnológico	Spain	Finalist
Govan Initiative Limited	UK	Finalist
Nyirtavho	Hungary	Finalist
Philips Lighting Terneuzen	Netherlands	Finalist

2005

TNT Express Information and Communication	UK	Award & Prize Winner
FirstPlus Financial Group Plc	UK	Award & Prize Winner
BMW Chassis and Driveline Systems Production	Germany	Prize Winner
Knorr-Bremse Systems for Commercial Vehicles	Germany	Prize Winner
Knorr-Bremse Systems for Rail Vehicles	Germany	Prize Winner
T-Systems Multimedia Solutions	Germany	Prize Winner
Siemens Automation & Drives	UK	Prize Winner
Euskalit	Spain	Prize Winner
Fundacion Novia Salcedo	Spain	Prize Winner
Hospital de Zumarraga	Spain	Prize Winner
Fonderie del Montello	Italy	Prize Winner

Chambre de Commerce et d'Industrie Nice Côte d'Azur	France	Finalist
Clinica Tambre	Spain	Finalist
Villa Massa	Spain	Finalist
NRG Direct	Netherlands	Finalist
TNT Estonia	Estonia	Finalist

2004

Kocaeli Chamber of Industry	Turkey	Award & Prize Winner
YELL	UK	Award & Prize Winner
Siemens AG Power Transmission and Distribution	Germany	Prize Winner
TNT Post Group Information Systems	UK	Prize Winner
T-Systems Nova GmbH	Germany	Prize Winner
Colegio Ursulinas – Vitoria	Spain	Prize Winner
Fonderie del Montello S.p.A.	Italy	Prize Winner
Hunziker and Co	Switzerland	Prize Winner
Schindlerhof Klaus Kobjoll GmbH	Germany	Prize Winner
EMAR Satis Sonrasi Musteri Hizmetleri A.S.	Turkey	Prize Winner
SKF Türk Sanayi ve Ticaret Ltd.STI	Turkey	Prize Winner
Knorr-Bremse Systems for Commercial Vehicles	Germany	Finalist
Solvay Pharma	Spain	Finalist
TNT Express	NL/UK	Finalist
T-Systems Multimedia Solutions GmbH	Germany	Finalist
Lauaxeta Ikastola Sociedad Cooperativa	Spain	Finalist

2003

Bosch Sanayi ve Ticaret AS	Turkey	Award & Prize Winner
Runshaw College	UK	Award & Prize Winner
Maxi Coco-Mat SA	Greece	Award & Prize Winner
Edinburgh International Conference Centre	UK	Award & Prize Winner
Siemens Nederland NV	Netherlands	Prize Winner
Kocaeli Chamber of Industry	Turkey	Prize Winner
Grundfos A/S	Denmark	Prize Winner
Solvay Martorell Site	Spain	Prize Winner
TNT Post Group Information Systems	UK	Prize Winner
Hunziker and Co	Switzerland	Prize Winner
Microdeco	Spain	Prize Winner
Robur S.p.A.	Italy	Prize Winner
Schindlerhof Klaus Kobjoll GmbH	Germany	Prize Winner
Fagor Electrodomesticos	Spain	Finalist
Medicor	Hungary	Finalist
TNT Express	Netherlands	Finalist
Begonaspi Ikastola	Spain	Finalist
Fundacion Novia Salcedo	Spain	Finalist
Kossuth Lajos Secondary Grammar School	Hungary	Finalist

2002

Springfarm Architectural Mouldings Ltd	UK	Award Winner
Dexia Sofaxis	France	Prize Winner
Bosch Sanayi ve Ticaret AS	Turkey	Prize Winner
Customs and Tax Region Aarhus	Denmark	Prize Winner
ASLE, Workers Incorporated Companies Association	Spain	Prize Winner
Maxi Coco-Mat SA	Greece	Prize Winner
Banc International d'Andorra - Banca Mora	Spain	Prize Winner
Opel Hungary Powertrain Ltd	Hungary	Finalist
Schindler SA	Spain	Finalist
Siemens Nederland N.V.	Netherlands	Finalist
Siemens AG PTD PA	Germany	Finalist
Renault Engine Plant	Spain	Finalist
Delifruits SA	France	Finalist
MDG Metanifera di Gavirate SpA	Italy	Finalist
EMAr After Sales Services Inc.	Turkey	Finalist
Norbolsa S.V.B. SA	Spain	Finalist

2001

St Mary's College Northern Ireland	UK	Award Winner
Zahnarztpraxis	Switzerland	Award Winner
DHL Portugal	Portugal	Prize Winner
Westel Mobile Communications	Hungary	Prize Winner
Siemens Tele Industry SA	Greece	Prize Winner
Maxi Coco-Mat SA	Greece	Prize Winner
QMS AG Quality Management Services AG	Germany	Prize Winner
Infineon Technologies	Germany	Finalist
Opel Hungary Powertrain Ltd	Hungary	Finalist
Oracle Support Services EMEA	UK	Finalist
Schurter AG Electronic Components	Switzerland	Finalist
SEB AG	Germany	Finalist
Siemens Nederland	Netherlands	Finalist
Grundfos A/S	Denmark	Finalist
Siemens AG A&D AS EWK Electronic Works Karlsruhe	Germany	Finalist
City Technology College, Kinghurst	UK	Finalist
Columbian Tiszai Carbon Ltd	Hungary	Finalist
Dexia Sofaxis	France	Finalist
Edinburgh International Conference Centre Ltd	UK	Finalist
Hunziker & Co	Switzerland	Finalist
Sandora	Ukraine	Finalist

2000

Nokia Mobile Phones, Europe and Africa	Finland	Award Winner
Inland Revenue, Accounts Office Cumbernauld	UK	Award Winner
Burton-Apta Refractory Manufacturing Ltd	Hungary	Award Winner

Arçelik AS	Turkey	Prize Winner
Eczacibasi Vitra	Turkey	Prize Winner
Irizar	Spain	Prize Winner
Arbejdsformidlingen - Ringkoebing AMT	Denmark	Prize Winner
Foxdenton School and Integrated Nursery	UK	Prize Winner
Water Team	Italy	Prize Winner
Zahnarztpraxis	Switzerland	Prize Winner
Avaya Ireland	Ireland	Prize Winner
BfG Bank	Germany	Finalist
Infineon Technologies	Germany	Finalist
Opel Hungary Manufacturing Ltd.	Hungary	Finalist
Oracle Support Services, EMEA	UK	Finalist
Westel Mobile Telecommunications	Hungary	Finalist
Marmara University - Faculty of Engineering	Turkey	Finalist
Told Skat (Customs and Tax) Region Aarhus	Denmark	Finalist
Brovary Road Building Department - 50	Ukraine	Finalist
Maxi SA - Coco Mat	Greece	Finalist
Columbian Tiszai Carbon Ltd	Hungary	Finalist
Dexia Sofaxis	France	Finalist
Edinburgh International Conference Centre Ltd	UK	Finalist

1999

Yellow Pages	UK	Award Winner
Volvo Cars Gent	Belgium	Award Winner
DiEU	Denmark	Award Winner
Servitique Network Services	France	Award Winner
BT Communications Northern Ireland	UK	Prize Winner
Elais	Greece	Prize Winner
Sollac	France	Prize Winner
Banca International d'Andorra I Banca Mora	Spain	Prize Winner
Burton-Apta Refractory Manufacturing Ltd	Hungary	Prize Winner
Alstom Transporte SA - Systems Maintenance	Spain	Finalist
BT Payphones	UK	Finalist
Eczacibasi Yapi Gereçleri San. Ve Tic. A.S.	Turkey	Finalist
Honeywell Europe	Belgium	Finalist
Irizar S. COOP.	Spain	Finalist
Joh. Vaillant GmbH u. Co.	Germany	Finalist
Siemens AG Power Generation Group	Germany	Finalist
Siemens Semiconductors - Infineon	Germany	Finalist
TEE - Türk Elektrik Endüstrisi A.S.	Turkey	Finalist
Renault Motores	Spain	Finalist
Brovary Road Building Department - 50	Ukraine	Finalist
Govan Initiative Ltd	UK	Finalist
Meierhofer Ltd	Switzerland	Finalist
Mod-Lang S.L.	Spain	Finalist

Water Team SRL	Italy	Finalist
Bekaert-Stanwick	Belgium	Finalist
Edinburgh International Conference Centre Ltd	UK	Finalist
Ganz-David Brown Transmissions Kft	Hungary	Finalist

1998

TNT Express United Kingdom Ltd	UK	Award Winner
Landhotel Schindlerhof	Germany	Award Winner
Beko Ticaret	Turkey	Award Winner
BT Communication Northern Ireland	UK	Prize Winner
NETAS - Northern Electric Telekomunikasyon AS	Turkey	Prize Winner
Sollac	France	Prize Winner
Yellow Pages	UK	Prize Winner
AVE (RENFE Division)	Spain	Prize Winner
Inland Revenue Cumbernauld	UK	Prize Winner
DiEU	Denmark	Prize Winner
Arçelik AS	Turkey	Finalist
GEC Alstom España	Spain	Finalist
Siemens Power Generation	Germany	Finalist
Telecom Italia PCTB/MI	Italy	Finalist
Funderia Condals SA	Spain	Finalist
Hermes Softlab d.o.o.	Slovenia	Finalist
Bekaert Stanwick	Belgium	Finalist
Burton-Apta	Hungary	Finalist
Daramic SA	France	Finalist
Vallourec Composants Automobiles	France	Finalist

1997

SGS Thomson Microelectronics	Italy	Award Winner
Beksa	Turkey	Award Winner
British Telecom	UK	Prize Winner
NETAS - Northern Electric Telekomunikasyon AS	Turkey	Prize Winner
TNT Express United Kingdom Ltd	UK	Prize Winner
Gasnala	Spain	Prize Winner
National Westminster Life Assurance Ltd	UK	Finalist
Sollac	France	Finalist
ABB Semiconductors	Switzerland	Finalist
D.D. Williamson	Ireland	Finalist

1996

BRISA	Turkey	Award Winner
British Telecom	UK	Prize Winner
NETAS - Northern Electric Telekomunikasyon AS	Turkey	Prize Winner
TNT Express United Kingdom Ltd	UK	Prize Winner
Elais SA (Unilever Group)	Greece	Finalist

National Westminster Life Assurance Ltd	UK	Finalist
Ulster Carpet Mills Ltd	UK	Finalist

1995

Texas Instruments Europe	France	Award Winner
TNT Express United Kingdom Ltd	UK	Prize Winner
Alcatel Austria	Austria	Finalist
BT Operator Services Directorate	UK	Finalist
NETAS - Northern Electric Telekomünikasyon AS	Turkey	Finalist

1994

D2D (Design to Distribution) Ltd	UK	Award Winner
Ericsson SA	Sweden	Prize Winner
IBM (SEMEA)	EMEA	Prize Winner
SCEMM	France	Finalist
Texas Instruments Europe	UK	Finalist

1993

Milliken European Division	Belgium	Award Winner
ICL Manufacturing Division	UK	Prize Winner
Cablelettera SpA	Italy	Finalist
Varian-Tem Ltd	UK	Finalist

1992

Rank Xerox	UK	Award Winner
BOC Limited, Special Gases	UK	Prize Winner
Industrial del Unbierna SA - UBISA	Spain	Prize Winner
Milliken European Division	Belgium	Prize Winner

THE LARGE ORGANISATIONS, BUSINESS AND OPERATIONAL UNITS

The Large Organisations, Business and Operational Units category is comprised of organisations sharing the same key characteristics with regard to scope, autonomy, size and complexity:

- The scope of their Self-Assessment is complete and covers most functions in the organisation.
- They offer a wide number of services or products to their customers. Increasingly their customers expect these products and services dimensions to be tailored and well integrated.
- They operate as an independent profit centre, with a full set of accounts and have their own autonomy for profit and loss.
- They employ more than 250 people and this number can vary up to several thousands of employees, adding a challenge in the deployment and implementation of the Excellence principles throughout the whole organisation.
- They have to deal with a high level of complexity. They often manage several sites, spread across Europe, and they therefore have to combine the cultural diversity in deploying the Excellence principles within the organisation.

All the organisations presented in this category share the challenge of planning, executing and achieving Excellence on a comparable scale.

BMW Group Chassis and Driveline Systems Production



*Award Winner and
Prize Winner Leadership
and Constancy of Purpose*

ORGANISATION PROFILE

With its three brands BMW, MINI and Rolls-Royce, the BMW Group is the only automobile manufacturer worldwide operating with all brands exclusively in the premium segments of the automotive market. At the same time the BMW Group's global production network forms the backbone for growth in all markets the world over. Close cooperation of all plants gives BMW Group production the speed and flexibility essential for securing and maintaining a decisive edge over international competition.

The Chassis and Driveline Production Division, acting as the Centre of Competence for Chassis and Driveline Components, is part of this production network. Some 3,000 associates spread out among BMW's locations in Munich, Dingolfing, Landshut, and Berlin develop, engineer, build and assemble components such as the complete rear axle, the front and rear axle differentials, propeller shafts, brake discs and reconditioned engines. Accounting for 2,300 associates, BMW Group Plant 2.1 in Dingolfing, 110 kilometres north-east of Munich, is the largest location and, at the same time, the Division's Main Office responsible for all operations.

Particularly the chassis and driveline characteristics of a car are essential to the customer, being perceived directly and thus characterising the qualities and properties of the entire vehicle as such. Through its specific and highly competitive structure, the responsible Business Unit reliably keeps and retains the know-how required for production of these fundamental vehicle components within the BMW Group.

In the course of the last 10 years, Chassis and Driveline Production has developed from a supplier to BMW's German plants into a global supplier working for all BMW Group car production plants the world over. Economy, powerful innovation, flexibility, customer and employee satisfaction are the criteria firmly anchored within the Unit's vision and serving to measure the degree of success achieved. As a Value Centre with a clear orientation towards technology, Chassis and Driveline Production has set itself the target to be "the most efficient and innovative system partner for the BMW Group in production

of the chassis and driveline". And to reach this target, outstanding people work together to build fascinating products.

Key Figures 2005:

In 2005 Chassis and Driveline Production delivered some 11 million chassis and driveline components for more than 1.3 million BMW Group vehicles. Revenue exceeded 1 billion Euros.

MILESTONES ON THE JOURNEY OF EXCELLENCE

Chassis and Driveline Production introduced a comprehensive system of quality management as early as in 1992. Since then, this system has been regularly updated and reviewed for its efficiency. Since 1997 the Division has conducted annual EFQM self-assessments under the guidance of inter-process and inter-functional assessment teams.

The last fundamental update on the approach taken in this context was in 2005 when the feedback reports of the European and German Quality Award Assessments were evaluated. In a Strategy Workshop, the members of the Management Circle priorities all potentials, defining specific job packages and targets for 2006 on this basis. A Strategy Matrix was developed additionally in further workshops, linking the eight Fundamental Concepts of EFQM with all approaches concerning the stakeholders. A further point is that the Strategy Matrix supports a result-oriented focus within the Fundamental Concepts.

Facing consistently keener competition, the Division will be required in future to maintain its competitive edge even more effectively by way of new innovations and highly efficient production.

In 2004 Chassis and Driveline Production adapted its vision to these surrounding conditions, adding the two new targets of "Innovation" and "Efficiency".

To reach the efficiency target, Chassis and Driveline Production has developed the Value Added Production System now implemented in all the Division's operations. Together with its partners within the BMW Group, Chassis and Driveline Production has defined the System Partner Strategy to enhance its leadership in innovation over direct competitors and to increase BMW's overall leadership in innovation as a whole.

This is elementary to the enhancement of customer satisfaction and the achievement of extremely demanding long-term targets, with Chassis and

Driveline Production seeking to achieve an optimum standard and level of excellence by 2010 in terms of quality, time, and costs.

Apart from process orientation, product orientation serves to sustain the success of the Company on a lasting basis, and is therefore crucial to sustainable job security. Ongoing, sustained application of the EFQM model serves as the compass for the combination and interaction of product and process excellence, thus achieving all-round corporate excellence with sustainable, over-proportionally good results in quality, time and cost management, as well as employee satisfaction.

Further Milestones:

- Regular survey of customer satisfaction (since 2000)
- Regular survey of employee satisfaction (since 1997)
- Partnerships with suppliers
- Benchmarks against outside companies

BENEFITS ACHIEVED

Chassis and Driveline Production has chosen to compare it with others in order to obtain an external view and judgment after years of continuous development in the area of excellence. As a result, the Business Unit won the Bavarian Quality Award in 2003, became a Role Model for People Development and Involvement in the 2005 EQA and won the German Quality Award (Ludwig Erhard Preis) in 2005 as the first German carmaker.

Further Benefits:

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

REASONS FOR SUCCESS

Management creates and establishes the overall conditions required for success and acts as a role model in practicing quality of management and management culture. The managers set clear values and targets, promoting a quality-conscious frame of mind and action in all processes.

A successful company with fascinating products lives on and from creative concepts and ideas, as well as the experience and know-how of the people working on and with the products involved. Precisely this is why these people are crucial to the success of the BMW Group as a whole and of Chassis and Driveline Production in particular. The overall organisation and human resources policy pursued by the BMW Group enables associates to achieve top levels of performance and, accordingly, to contribute to the success of this Business Unit.

Supreme flexibility, absolute reliability, innovations beneficial to the customer, sustained management lived out in practice, and profitable growth: these are the objectives of Chassis and Driveline Production within the BMW Group's worldwide production network and in close cooperation with both internal and external partners.

Successfully meeting the complex demands of the market requires both, specialisation and the efficient division of labor, on the one hand, and a holistic approach as well as interaction of individuals within networked processes, on the other. Only highly efficient and well-controlled processes are able to ensure customer satisfaction – which is precisely why these processes are planned and masterminded systematically and consistently supervised by target management.

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TNT Express GmbH - Germany



*Award Winner and
Prize Winner in
Customer Focus*

ORGANISATION PROFILE

TNT Express GmbH in Germany is a European Business Unit of TNT's Express division. TNT Express is the world's leading business-to-business express delivery company. The strongest combined air and road network in Europe enables TNT Express to provide day-certain, time-definite, door-to-door delivery of documents, parcels and freight within the agreed time frame – locally, regionally, nationally and internationally.

TNT Express GmbH has been operating in Germany since 1979 and is now one of the largest providers of express and logistics solutions. TNT Express GmbH focuses on the business-to-business segment, but its comprehensive national and international services have been designed to meet the needs of every customer. The company provides outstanding service through absolute reliability, flexible pick-up, an electronic track-and-trace system, and on-time delivery.

Its mission is to exceed customers' expectations in transporting goods and documents around the world and to deliver value to the customer by providing the most reliable and efficient solutions in distribution and logistics. The vision of TNT Express is: "We deliver more!".

TNT Express GmbH serves more than 250,000 customers throughout Germany and has 4220 employees. The head office is in Troisdorf, near Cologne. A network of 31 depots, 3 road hubs and 6 air hubs – with 1700 local transport vehicles and 300 line haul trucks – allowed the company to deal with some 23 million consignments last year. Revenue results for the Express Division of the TNT Group, based in Amsterdam, came to EUR 2646 million for the first six months of 2006.

MILESTONES ON THE ROAD TO EXCELLENCE

TNT Express GmbH's road to business excellence started in 1990, when it introduced a comprehensive system of Total Quality Management (TQM). The basis for this approach to quality is to be found in the company's vision and mission and in the commitments – constantly updated in the light of new developments which it has undertaken in respect of all stakeholders. This approach is complemented by the TNT Business Principles and defined corporate standards and values.

In 1999, TNT took the major step of introducing the EFQM Excellence Model. It also introduced the eight Fundamental Concepts of Excellence as a management tool for all its activities, including annual self-assessments based on the nine criteria in the Excellence Model. Ongoing improvement is monitored throughout the company and at all its sites on the basis of the RADAR scoring matrix.

- 1990 Introduction of a comprehensive system of Total Quality Management.
- 1992 Introduction of an extensive quality management system with DIN EN ISO 9002 certification.
- 1996 Certification upgraded to DIN EN ISO 9001.
- 1999 Introduction of the EFQM Excellence Model as a strategic framework and start of annual self-assessments.
- 2000 Introduction of the “Investor in People” principles, with simultaneous certification on the basis of successful implementation (reconfirmed in 2002 and 2005).
- 2002 Switch to an integrated quality management system. Over the next few years, certification of quality management (DIN EN ISO 9001:2000); occupational health and safety and health management (OHSAS 18001:1999); environmental management (DIN EN ISO 14001:2004); and information security (ISO/IEC 27001:2005). Integration of corporate social responsibility into the overall strategic planning process and appointment of a sustainability committee to manage social commitment.

- 2003 Five-star award (the highest category) by British Safety Council for exemplary occupational health and safety.
Award of Ludwig Erhard Prize – the most prestigious German prize for competitiveness – in the “large companies” category.
- 2004 “BestPersAward” for outstanding HR management and “TOP JOB 2004” certification as top-class employer (awarded again in 2005).
- 2006 All the company’s German road hubs awarded “TAPA-A” certification (the most important safety standard in the transport sector).
TNT Express awarded the title of “most customer-focused service provider in Germany” by St Gallen University, Steria Mummert Consulting AG, and the Handelsblatt newspaper.

BENEFITS REALISED

Over the years, TNT Express Germany’s efforts to achieve business excellence have produced major successes for the company:

- Company values doubled in past five years.
- Ongoing rise – well beyond expectations – in all financial results: revenue, profits, and cash flow.
- Constant significant rise in customer satisfaction and customer loyalty.
- Constant significant rise in employee satisfaction and engagement.
- Continuous increase in employee involvement in ongoing improvement by means of quality improvement teams at all levels within the company.
- Continual improvement in all quality indicators throughout the company, with simultaneous increase in productivity.
- Steady increase in market share and brand value.

REASONS FOR SUCCESS

The commercial success of TNT Express is based on a number of key factors. The main one is commitment to business excellence by top management who act as a role model in this respect. All action is guided by a well-defined vision and mission that are geared to the needs of every stakeholder. A clear company strategy – with targets to implement the vision and mission – is communicated to all employees by means of business plans and corresponding action plans. This ensures that every employee supports the company's strategic targets when taking individual decisions, thus making their own contribution to the success of TNT Express.

TNT Express has defined clear-cut processes that focus on the needs of its stakeholders, with the contribution those processes make to the company's success being constantly monitored via Key Performance Indicators. All the company's products and services are geared to customer requirements and are developed and adapted to changing demand as part of an ongoing process.

TNT Express employs only well-qualified and highly motivated employees, every one of whom engages every single day in living business excellence at the company.



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GRUNDFOS A/S

*Award Winner and
Prize Winner in CSR and
in People Development
and Involvement*

ORGANISATION PROFILE

Grundfos is one of the world's leading pump manufacturers. Furthermore Grundfos manufactures electric motors for the pumps as well as developing and selling state-of-the-art electronics for control pumps and pump systems.

With approx. 4000 employees Grundfos A/S is the largest company in the Grundfos Group. In 2005 Grundfos A/S had an annual turnover of 573 million Euro.

Grundfos A/S' vision:

Grundfos A/S will play a major role in achieving the Group vision by being a World Class company that delivers products and services in accordance with the customers' expectations.

Grundfos A/S' mission:

Grundfos A/S' mission is efficient and profitable production and distribution – primarily of pumps and components that require extensive knowledge to produce. As the group's leading production company Grundfos A/S must professionally:

- participate in integrated product and technology development in cooperation with the Business Development Centre
- introduce production of new products
- support the Group's activities concerning globalisation
- ensure continuous production and process development
- continuously develop systems for quality and environmental management
- carry out organisational and employee development. Grundfos A/S will be a very attractive workplace to all employees and potential job applicants.

MILESTONES OF THE EXCELLENCE JOURNEY

- 1996 Business Excellence launch. All Top Managers trained and involved in self assessment.
- 1997 People satisfaction survey introduced. Annual BE cycle established. ISO 14001 and EMAS certification. First Probe assessment results.
- 1998 Group external customer satisfaction survey introduced. First objective consensus.
- 1999 Mission, vision and company value document. Strategy process and framework established. Third Grundfos Olympics. Danish Quality Award. European Environmental Award. Green Products.
- 2000 Business Excellence in production groups introduced. Customer complaint system introduced. Factory product variant introduced. OHSAS 18001 certification. Second objective consensus. Second Probe Assessment results. Winner of Danish Industries Education Award 2000.
- 2001 Future production concept defined (LEAN). Business Process Management. Strategies for 2002-2004 defined. Value measurement introduced. Branding. Process management. Finalist for EFQM Award. Classified as “First Class Working Environment”. Danish Logistic Award.
- 2002 Replenishment concept introduced. Third objective consensus. First Danish company awarded S-label (social responsibility). EU finalist for sustainable development.
- 2003 EFQM Prize Winner
- 2004 Strategies for 2004-2007 defined. Process assessment. Second time awarded S-label (social responsibility - role model level). Third Probe assessment results.
- 2005 SAP R3 project completed. Process assessment model implemented.

BENEFITS REALISED

Using the Business Excellence Model for 10 years has proven to be the motor behind their improvement process. Now every employee is involved in assessment, target setting and improvement activities. Business Excellence has helped them to reach world-class level in both practice and performance, and the Fundamental Concepts of Excellence behind the Model are now a natural part of their daily way of working.

Quote from a previous lead assessor about Grundfos A/S:

“I think Grundfos is particularly strong on innovation, continually learning and improving. There would be few places I can think of where I visited and met Grundfos people who weren’t, in some way, curious and interested in what would be done to improve things and introduce new ideas. It is part of your culture”.

Grundfos has just celebrated their 60 years anniversary in 2005, and for 60 years, the company has never experienced a single year with a financial deficit.

APPLIED MANAGEMENT TOOLS AND METHODS

- Balanced scorecard
- Strategy map
- Surveys: customer and employees satisfaction
- Process map and process assessment
- Top Management involved in yearly self assessment
- Probe – benchmarking
- BE model for production teams
- Strategic competence development
- ISO 9001, ISO 14001, EMAS, OHSAS 18001

REASONS FOR SUCCESS

- Technological leadership is the foundation for current and future market-position, which require them to be excellent in technology development and new product introduction
- Making a business excellence model for the production team
- Process management and optimising the total supply chain is important to give Grundfos a competitive advantage. This is addressed through a customer oriented process optimization.
- Full deployment of balanced scorecard and strategy map at all levels of the organisation
- The employees are their most important resource, so they need to be excellent in developing employees and being an attractive and responsible workplace. Every employee is trained in the philosophy of the BE model and uses the model.
- High product and delivery quality levels are important for their customers.



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KNORR-BREMSE EUROPE**KNORR-BREMSE**

*Prize Winner in
Results Orientation*

ORGANISATION PROFILE

Knorr-Bremse was founded in Berlin in 1905 by the inventor Georg Knorr. The company's commercial success was initially based on supplying single-chamber rapid-action braking systems for trains – systems that offered considerably greater safety than their conventional counterparts. The second main field of activity for Knorr-Bremse emerged in 1922 when the company moved into air brake systems for commercial road vehicles. The resultant reduction in stopping distances made a significant contribution to greater road safety. Today the company is based in Munich, has over 60 production facilities in 25 different countries, and is the world's leading manufacturer of complete brake systems for rail (Systeme für Schienenfahrzeuge = Sfs) and commercial vehicles (Systeme für Nutzfahrzeuge = Sfn). Other lines of business include automatic door systems, rail vehicle air conditioning systems, and torsional vibration dampers. With a global workforce of more than 12,000, the company has an outstanding reputation for leading-edge technology. In 2005, nearly 5 percent of overall sales of EUR 2.743 billion were invested in research and development.

MILESTONES OF THE EXCELLENCE JOURNEY

- 1994 Total Quality Leadership training of all employees
- 1995 First self assessment based on EFQM model
- 1996 Kaizen and 5S workshops, start of QS-9000 project
- 1997 Launch internal Excellence Award, start process orientation
- 1998 Process Integrated Quality System (PIQS), Strategic Plan
- 1999 QS-9000 certification of PIQS replaces 8 local systems
- 2000 Self assessments with EFQM Model at all locations
- 2001 EQA application by KB Kecskemét "Recognised for Excellence"
- 2002 Application KB Sfn Europe also "Recognised for Excellence"
- 2003 Corporate Excellence project, first Society Survey, again "Recognised"
- 2004 Knorr-Bremse Sfn Europe was recognised as Award Finalist as the first corporate group in the European vehicle industry
- 2005 EQA Prize Winner in the category "Result Orientation" for both the Commercial (KB Sfn) and the Rail (KB Sfs) Vehicles Divisions
- 2006 EEA Prize Winner in the category "Results Orientation" with the entire European Knorr-Bremse organisation (AG, Truck, Rail)

PREVIOUS SUCCESSES WITH EXCELLENCE AWARDS

National Awards: 1997 and 1998 KB Kecskemét (Hungary)
 2003 KB Germany, 2004 and 2005 KB Budapest (Hu)
 2005 KB Austria, 2005 KB IFE Brno (Czech Republic)

EQA: 2001 KB Kecskemét (R4E)
 2002 and 2003 KB SfN Europe (R4E)
 2004 KB SfN Europe (Finalist), KB SfS Europe (R4E)
 2005 KB SfN + KB SfS Europe (Prize Winners)

APPLIED MANAGEMENT TOOLS AND METHODS

Following certification of its quality management systems in the early 1990s, Knorr-Bremse launched an across-the-board campaign to improve its corporate processes - Total Quality Management (TQM). 1997 saw the launch of business process management, and in 1999 the Truck Management System (TMS) was introduced in the Commercial Vehicle and Rail Excellence (REX) in the Rail Vehicle division. From 2002 onwards, cross-divisional business processes were developed as part of the Corporate Excellence (CE) project. These three management systems - TMS, REX and CE - now form the basis for coordinating activities by all divisions of the company. These include implementation of strategic planning (STRAP), improvement of financial performance through FOCUS and STRONG FOCUS, further development of the KPS and TPS production systems, staff leadership and development, and customer-oriented improvement of product quality via TruQ and Quality First.

REASONS FOR SUCCESS

Knorr-Bremse is one of the few companies to take account of the different business requirements of its divisions by operating two different process management systems but at the same time to have integrated these into a comprehensive system at the level of the parent company within the Group. Many processes have been transferred from the divisions to Knorr-Bremse AG and vice versa, and in 2002 the Corporate Excellence (CE) project was launched for Knorr-Bremse AG. Within 18 months processes had been defined, interfaces to the divisions clarified and a consistent system of indicators introduced throughout the entire Group.

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GENERAL MOTORS POWERTRAIN – HUNGARY LTD.



General Motors Powertrain -
Hungary Ltd.

**Prize Winner
in Management by
Processes and Facts**

ORGANISATION PROFILE

General Motors Powertrain - Hungary Ltd. is a subsidiary of General Motors Powertrain Europe, who is a member of General Motors Corporation. The company is a single manufacturer of all ECOTEC Family-I gasoline engines (1.6-1.8 litre) and a sole-producer of Allison automatic transmission beside America for trucks and busses. The plant is located on the Western boarder of Hungary, beside the city of Szentgotthárd. General Motors Powertrain - Hungary Ltd. is the largest employer in the region, providing work for 1350 people and achieved the 3rd place among the 20 biggest companies operating in the Hungarian automotive industry, with 560 million EUR net sales revenue. GM Europe's market share is 9.5%, which means 1.982.300 vehicles and GMPT-H produced approximately each 4th vehicle's engine.

MILESTONES OF THE EXCELLENCE JOURNEY

- 1995 ISO 9002 Certification
- 1996 First self assessment based on EFQM Model
- 1997 ISO 14001 Certification
Hungarian Innovation Award
Hungarian National Quality Award
- 1998 QS-9000 Certificate
- 2000 European Quality Award, Finalist
- 2001 European Quality Award, Finalist
Central European Environmental Statement Award Winner
Implementation of JIPM TPM
- 2002 European Quality Award, Finalist
ISO/TS 16949 Certification
- 2003 Implementation of Quick Scan method for stockholders' expectation
Establish Process Management Structure
- 2004 Award for TPM Excellence First Category
Reconsider partnership related activities in the key processes
(Customer Relationship Management, Suppliers Management), stake
holders' pyramid.

- 2005 Implementation of BSC strategy mapping based on R.S. Kaplan's presentation
The latest evolutionary step in management system harmonization was the alignment of GMPT-H process model with EFQM Excellence model structure
- 2006 The 10th anniversary of using EFQM Excellence Model at GMPT-H

BENEFITS REALISED

Since 1996, interpretation of excellence has been changed from company wide improvement activity to balanced management of stakeholders' expectations by integration of business excellence into daily operation.

Process management system reconsideration in line with EFQM Model led to full integration of culture of business excellence and PDCA-based thinking into the daily operation as a result of the systematic 10-year model application process.

REASONS FOR SUCCESS

Striving for a prioritised, but balanced alignment of all stakeholders' expectations is the foundation of GMPT-H business success. This is done based upon their contribution to the success of the plant.

“People make the difference”

GMPT-H has realised that the employees are the key success factor for the company, which results in a number of initiatives to be in place.

Continuous Improvement

Incremental and breakthrough improvements are necessary in order to maintain the competitive advantage of GMPT-H. Continuous Improvement is a plant-wide approach which addresses all areas of the operation and the management by measuring & analysing progress, performance and conformance, through total involvement of human assets of the plant. “We believe that everything can be done better, faster, and more effectively in a learning environment.”

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T-SYSTEMS MULTIMEDIA SOLUTIONS GmbH

*Prize Winner in
People Development
and Involvement*

ORGANISATION PROFILE

T-Systems Multimedia Solutions GmbH (T-Systems MMS) in Dresden is a public limited company wholly owned by T-Systems Business Services GmbH (T-Systems). In a B2B value chain, T-Systems MMS provides individual software solutions and services to customers who use its web-based business applications and services (e.g. sales portals) to generate value in their business. The “products” are customer-specific e-business solutions (incl. content and knowledge management, e-learning, e-HR, e-recruiting, e-commerce, mobile business), produced by software specialists who work in project teams. Leading edge technical knowledge of the people, a close relationship with the customers and a stringent project management are T-Systems MMS’ crucial success factors. T-Systems MMS has approximately 410 employees and it reached an annual turnover of 55.8 million Euro in 2005.

MILESTONES OF THE EXCELLENCE JOURNEY

- 1996 Certification according to ISO 9001:1994
- 1997 Start of the software process quality assessment according to the self-assessment Bootstrap model (ISO/IEC 15504 compliant)
- 1998 Certification of the Authorized Java Centre through SUN establish a test and integration centre, start Self-Assessments according to EFQM Model
- 1999 Re-certification according to ISO 9001:1994
- 2000 BEST-CPI as integrated continuous Process Improvement procedures of TÜV Management Service GmbH that exceeds ISO 9001 requirements
- 2001 International Best Service Award of the Exportakademie Baden Württemberg

- 2002 Professionalize project management through certification by the Project Management Institute (PMI®)
- 2003 Accreditation of the test and integration centre as test lab according to DIN EN ISO/ IEC 17025, achieve first place in the New Media Service Ranking (www.newmediaranking.de) of the Bundesverband Digitale Wirtschaft, which means number one of the internet and multimedia service providers in Germany
- 2004 Achieved “Finalist” in European Quality Award, first maturity assessments for a strategy focused organisation according to Kaplan and Norton, Professionalize Service Management through certification according to ITIL in collaboration with IT Service Management Forum
- 2005 Entered the TOP100 of the most innovative SME companies in Germany, achieved “Prize Winner for Continuous Learning, Innovation and Improvement” in European Quality Award, achieve recognition in the German national quality award “Ludwig-Erhard-Preis”, first place in the “Communication” category in the BestPersAward for the best personnel work; second place in the “Personnel development”, “Personnel deployment” and “Remuneration” categories.

REASONS FOR SUCCESS

- Sustainable value management: We focus on operational excellence, total customer orientation and continuous innovation.
- People business by empowered employees: We empower our people to venture into entrepreneurial roles.
- Excessive learning organisation: We never stop learning individually and as an organisation.
- Effective leadership measured by results: We request our leaders to align our people’s actions with our strategy.
- De-central agile organisation aligned by strategy: We match central and local activities by our target-oriented management style.

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AUTOLIV CANKOR



Finalist

ORGANISATION PROFILE

Autoliv is a worldwide leader in automotive safety, a pioneer in both seatbelts and airbags, and a technology leader with the widest product offering for automotive safety. All the leading automobile manufacturers in the world are their customers, they service them from 80 subsidiaries and joint ventures in 30 countries.

Their mission is to create, manufacture and sell state-of-the-art automotive safety systems. This is their purpose, their simple reason for existing.

Their vision is to substantially reduce traffic accident, fatalities and injuries. In Autoliv, there is another factor equally important for defining and measuring success – their ability to save lives.

REASONS FOR SUCCESS

Because their products never get a second chance, they must deliver flawless products and still meet the tough price conditions in the automotive industry. The demand for excellence stretches from the initial development of a new product until the disposal of the product after many years of use. To reach the superior quality required, Autoliv is committed to a “zero defect” policy supported by several key systems and standards specific to the automotive industry. They ensure the “zero defect” principles are practiced and applied across all functional areas of the organisation. Emphasis is placed on training employees, especially line operators. This ensures all team members understand the critical connection between themselves and Autoliv’s life-saving products. This awareness is highly motivating for all Autoliv employees and results in a rich flow of proposals for continuous improvements. Protective systems that are now taken for granted, such as belt pretensioners or side airbags, would not exist if people had not had the courage to try new ideas.

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CEPSA*Finalist***ORGANISATION PROFILE**

Refinería “La Rábida” (RLR), is one of the three refineries of CEPSA Corporation (Compañía Española de Petróleos, S.A.), one of the main industrial corporation in Spain which integrates more than 60 organisations dedicated to the production, marketing and distribution of fuels, petrochemicals and electrical energy.

The Refinery of “La Rábida” (RLR) is located in Palos de la Frontera (Huelva-España). Their staff is of 690 direct employees and an average of 700 more as contractors. Their installations occupy more than 240 hectares.

RLR produces, stocks, and distributes the whole range of fuels derived from the refining of crude oil such as energetic fuels (gasoline, gas oils etc), asphalt and petrochemicals products. All these products are commercialized by CEPSA Group Commercial Units, who support contacts with the final users. As reference, in 2005, RLR process more than 4.7 MT (Million Tones) of crude oil and 1,1 MT of other raw materials

REASONS FOR SUCCESS

- Commitment to their vision and mission, widely communicated
- Strategic objectives, in cascade to all staff, to ensure that individual objectives support the strategic objectives and confirm their contribution to the success of the organisation
- The involvement of their personnel in maintaining or improving. Their production standards, The efficiency in all RLR processes, Security and safety standards, Environmental protection standards, Their customer satisfaction drivers and standards, Social responsibility standards, Establishing Strategic Alliances

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E.O.N. TISZÁNTÚLI ÁRAMSZOLGÁLTATÓ ZRT.*Finalist***ORGANISATION PROFILE**

E.ON Tiszántúli Áramszolgáltató Zrt. is a regional power supply company owned 100% by E.ON Hungária Zrt. The main activities are energy purchase, transfer, sale and safe operation, maintenance and repair of the necessary transmission grids. They provide services in the Alföld region of Hungary in 394 settlements for 758000 consumers through operating 18728 km of network. Our company has 1263 employees and made HUF 76,000 million net sales revenue in 2005. As one of the most significant companies of the region they take our social role seriously and during operation they try to meet expectation in this respect. Their mission: "Providing competitive and reliable services for our customers which will contribute to their satisfaction in their business as well as private lives." Their values: credibility, openness, trust and mutual respect, bravery and social responsibility.

REASONS FOR SUCCESS

- The company is a business unit of ON Hungária Rt. The management is devoted to quality management and the development of company culture and also to the OneEON values.
- Thorough preparation for the 2007 market liberalisation. Customer segmentation and application of customer relationship management techniques appropriate for the respective clusters
- Establishment and implementation of a Process Quality Management System through a multiplication system operating in the organisation. Process focused management – process ownership system – under the scope of the integrated process management system
- Application of methods supporting the breakdown strategic objectives into details -Business Objectives System (BOS), Process Measurement System (PMS), Performance Assessment System (TÉR), Executive Information System (VIR)- from management level to employee level.
- Developments based on full scale continuous internal assessments
- Applying means aiming at the development and motivation of managers and employees. Team work and strong team spirit.

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FIAT AUTO POLAND TYCHY PLANT



Finalist

ORGANISATION PROFILE

Fiat Auto Poland Tychy Plant is a company which belongs to FIAT AUTO. Tychy Plant manufactures passenger cars, within A segment (Fiat Panda, Fiat Seicento). Tychy Plant is the largest automobile plant in Poland. The Plant is located in the town of Tychy, in Southern Poland, about 80 km from Cracow, and it employs about 3,300 persons directly, while about 50,000 are employed by their suppliers and service providers. Tychy Plant manufactures the cars solely according to customer orders both for Polish and foreign markets. In 2005 they exported about 265,000 cars to 51 countries worldwide. Share of the export amounts to 92 % of the total production. They successfully meet expectations of their customers which are namely: a reliable, comfortable city car; a small pick-up; a small, reliable off-road car (4x4 drive) and good relation of price to provided standard of quality and equipment.

REASONS FOR SUCCESS

Combining Italian experience (over 100 years of FIAT company existence) and industrial design skills with Polish spirit of enterprise and hunger for success, they have created a new quality which has helped Tychy Plant reach the high position on the market. Their good performance would not have been possible without the system of permanent improvement within Tychy Plant. The present organisational model is based on team-work cooperation of employees from various levels and various branches. The teams are receiving clearly set targets, and priorities are defined by respected and unchallenged leaders. Due to this evolution they are more flexible in their approach and they are becoming a fast learning organisation. They are able to forecast changes and accommodate to changing environment, while maintaining and accomplishing their strategic targets.

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LUKA KOPER D.D.*Finalist***ORGANISATION PROFILE****Port and Logistics System**

Luka Koper d.d. is a public limited company with 670 employees that operates the terminals at the Port of Koper, Slovenia. This concern, in conjunction with its subsidiaries, supplements port activities and enriches the services provided by the Koper business and logistics centre.

Efficacy

In 2005 the total throughput of cargo surpassed thirteen million tones, and the company generated 92.6 million euros in operating revenue and a net profit of majority shareholders of 19.79 million euros. The business results thus obtained facilitate a continuation of dividend policies, and the assurance of growing returns for shareholders.

REASONS FOR SUCCESS

- By controlling all links in the transport chain, they continue to be a recognisable provider of logistic services.
- They have developed an efficient port system and distribution centre by creating added value on the basis of technologically optimized processes and highly diversified commodity groups.
- They are preserving a long-term successful business system through the development of modern and coordinated internal operation which improves profitability and ensures the growth of asset value.
- They are devoting attention to sustainable development and maintaining a balance in relations with the entrepreneurial, natural and institutional environments and other interest groups.

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NRG BENELUX*Finalist***ORGANISATION PROFILE**

Nashuatec/NRG is based in Den Bosch (The Netherlands) and Brussels (Belgium). The company began in 1972 with only 20 employees; today, 1,900 people work for the company. Each one of them has the same clear priority: to satisfy their customers completely. They have grown from being a traditional supplier of printers and copiers into an innovative player in the field of comprehensive document management solutions. Under the brand names Nashuatec, NRG and Rex-Rotary, they provide companies and organisations throughout the Benelux with software and hardware, as well as services and know-how for their total document flow. Nashuatec/NRG is the market leader in the field of printing and copying solutions in the business-to-business segment in the Benelux. Their company services more than 140,000 machines in the region each year for 50.000 business and government customers and has an annual turnover of 332m (2005). Nashuatec/NRG is part of Ricoh Company Ltd, one of the world's leading manufacturers of office equipment.

REASONS FOR SUCCESS

Ultimately, the success of their organisation is attributable to the skill and dedication of their people. They work in a fast changing, highly competitive market place. As the traditionally stand-alone copiers that were their core business increasingly become networked, IT and high-technology companies have joined their competition as the copier and printer markets have merged. To effectively compete in this arena, they have focused on training, up-skilling and empowering their people. This has enabled them to add Document Consulting and Document Management capabilities to their portfolio and work with customers to understand their needs and design bespoke solutions to meet these requirements. Their focus on people has lead to sustained excellent results in People Satisfaction & Commitment over the past 5 years.

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POST DANMARK A/S



Finalist

ORGANISATION PROFILE

Post Denmark was founded in 1624. Over the years, Post Denmark A/S has transformed into a large organisation of 22,500 employees today. The company is divided into eight business units; Business Customers; Private Customers; Courier/Express/Parcels; International Mail, Production of Letters and Transport; Distribution; Internal Production and Services; and Information Technology. Their mission is to provide basic postal services to all customers - senders as well as recipients - in Denmark. These postal services must be the best in Europe, measured in terms of service level, quality and price combined. Their values are Reliable, Competent, Change-minded, Adding value. The annual turnover was € 1,546 mill. in 2005.

REASONS FOR SUCCESS

The primary reason for success is the commitment and focus on TIQ (Total Involvement in Quality) from top management. Next year is the tenth anniversary for TIQ, but nevertheless top management is still committed and striving for excellence. Excellence and the fundamental understanding of TIQ are part of their compulsory training program for managers and, together with the yearly peer assessment in every business unit, the TIQ base is solid.

Leadership is based on the 10 management rules of conduct which describe good management behaviour. The TIQ pyramid illustrates their leadership philosophy and is formed by Focus on Facts; Continuous Improvement, Focus on Customer and Employees, Everybody's Participation and Top Management Commitment. These two simple ways of communicating good business ethics, combined with a clear and deployed strategy and values, have transformed Post Denmark into a company ready to take on the competition.

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STORA ENSO PACKAGING BOARDS, FORS MILL



Finalist

ORGANISATION PROFILE

Stora Enso Fors AB, Fors Mill located in Fors, Sweden, belongs to the Packaging Boards division and Consumer Boards business area of the Stora Enso Group. Fors Mill produces high-quality packaging board for demanding end-users. The board, which is of the folding boxboard type, is based on fresh fibre. Fors Mill had 2005 a turnover of 344 million EUR. They have a workforce of 800 people. The most important customer groups are printing companies and “converters”, i.e. companies that convert the board into graphical printed matter and packaging for consumer products (foodstuffs, cigarettes, etc.). Through customer-focused services, they help customers improve the effectiveness and quality of their products. At the very heart of their business idea is the concept that they do not sell “only” a product but a “concept” that embraces their most important “services”.

REASONS FOR SUCCESS

Motivation, participation, commitment, expertise and shared values are some of the building blocks for their success. Since the end of the 1980's, they have carried out a number of activities to strengthen their corporate culture through development initiatives in the following areas: goals, motivation, creativity, and leadership and employee empowerment. In this way, they have created what they call the “we spirit”. With the focus on achieving results, this spirit is characterised by a climate of security, freedom and equality (i.e. the absence of status). They adopt a holistic approach in which they consider that health, efficiency and profitability are dependent on each other.

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TNT International Business Unit Europe



Finalist

ORGANISATION PROFILE

TNT Express is the world's leading business-to-business express delivery company. The company delivers 3.5 million parcels, documents and pieces of freight a week to over 200 countries using its network of nearly 900 depots, hubs and sortation centres. TNT Express operates over 19,000 road vehicles and 43 aircraft and has the biggest door-to-door air and road express delivery infrastructure in Europe. The Express Division published half year 06 Revenue Results of €2,646m. TNT Express International Business Unit Europe (IBUE) is a geographic region within the TNT International Business Unit (IBU). The IBU is one of nine business units forming the TNT Express Division. The IBUE comprises of three geographic regions of Southern, Eastern and Northern Europe. The IBUE employs 6,000 people and is led by Managing Director, James McCormac, and seven functional leaders.

REASONS FOR SUCCESS

There are several key reasons TNT IBUE have been successful on their quality journey:

- Excellent leadership
- Accountability and commitment to deploy the Business Unit objectives delivered through nine key processes
- Clear focus on stakeholder needs (including the internal customer)
- Sharing of good practices between countries
- Committed and highly motivated employees who demonstrate a healthy respect for competition.

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TNT EXPRESS GREECE



Finalist

ORGANISATION PROFILE

TNT Greece is a part of the Eastern Europe Greece and Israel (EEGI) region under the International Business Unit (IBU) of TNT Express. As one of TNT's divisions, TNT Express is the world's leading business to business express delivery company. The company delivers 3.5 million parcels, documents and pieces of freight a week to over 200 countries using its network of nearly 900 depots, hubs and sortation centres. TNT Express operates over 19,000 road vehicles and 43 aircraft and has the biggest door-to-door air and road express delivery infrastructure in Europe. TNT Greece was established in 1989 following the purchase of a local agent. Since that time the company has developed significantly, marked by the: launch of air linehaul in 1995, acquisition of Goldair Super Express (GSE) domestic company in 1999, introduction of European Road Network (ERN) to Greece in 2002, launch of Specialist Services in 2003 and the extension of European Air Network (EAN) into Thessalonica 2003. The company has achieved consistent revenue growth and in 2005 the turnover was 15,3 million Euros. In August 2006 TNT Greece employed 275 people.

TNT Greece shares the same Mission, Vision and Standards as the IBU and TNT Express. Their mission is to exceed customer's expectations in the transfer of their goods and documents around the world. They deliver value to their customers by providing the most reliable and efficient solutions in distribution and logistics.

REASONS FOR SUCCESS

- Strong commitment of employees and leaders to “deliver more” to customers.
- Team spirit and cross functional teams/focus groups.
- Management by facts
- Culture of excellence evident in all levels of the organisation.

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THE PUBLIC SECTOR

Introduced in 1998, the Public Sector category includes whole organisations or parts of whole organisations providing services, generally on a not-for-profit basis and funded from taxation. Generally elected representatives determine their top-level strategy.

The organisations in this category represent hospitals, schools, government agencies, foundations, chambers of commerce, etc. They typically have a clear mission dedicated to the society. They share the following key characteristics:

- They have a local, regional or national scope
- They need to balance the influences of a variety of stakeholders, which has an impact on the complexity mastered to achieve a high level of performance
- They often work with funds from local or national government and are therefore strongly influenced by political authorities

These public sector organisations, which have achieved a level of recognition in the EFQM Excellence Award, are not only a role model in their own sector, but also serve as a source of inspiration for the for-profit organisations.

ST. MARY'S COLLEGE (Londonderry)



*Award Winner and
Prize Winner in
Partnership Development*

ORGANISATION PROFILE

St Mary's College is an all girls' second level school situated in the Creggan/Bogside area of Londonderry. With a staff of 100, it provides education for 915 pupils in the lower 65% of the ability range. Its purpose is encapsulated in its mission statement; *"Together we will shape your future"*.

The customer base of St Mary's College is comprised of large working class housing estates areas which have witnessed some of the worst effects of the civil disturbances in Northern Ireland for over 30 years. The extent of urban deprivation and economic hardship in the school's catchments area, particularly in Creggan, is amongst the highest in Europe. Despite these major challenges, St. Mary's has become a role-model organisation and has gained several highly prestigious awards. In 2001, it became the first educational establishment in Europe to win the European Quality Award.

MILESTONES OF THE EXCELLENCE JOURNEY

1992/ 1993

- Management structures based on TQM put in place
- School Improvement Program established
- School receives Schools 'Curriculum Award and Charter Mark Award for excellence in the delivery of public service

1993/1994

- EFQM Model introduced
- HELP Program launched
- School nominated for the European Alcuin Award

1994/1995

- IIP Standard achieved
- School receives European Alcuin Award

1995/1996

- Success-maker introduced
- School achieves Northern Ireland Quality Award
- School receives IIP Innovation Award for Northern Ireland

1997/1998

- School introduces and funds PGCE Mentoring /Expert teaching course for 44 teachers in partnership with the University of Ulster

1998/1999

- School becomes first in U.K. to win a triple Charter Mark
- School achieves 2nd Northern Ireland Quality Award
- School is TNT Modernising Government Partnerships Award prize-winner
- Expansion in partnerships with local businesses

1999/2000

- U.K. winner of Millennium Award for Excellence
- Commendation in U.K. Business Excellence Award
- TNT Modernising Government Partnerships Award winner
- Step-up Program launched

2000/2001

- U.K. Business Excellence award winner
- European Quality Award winner: public sector
- Introduction of engineering courses for pupils

2001/2002

- IIP Re-recognition
- 4th Charter Mark Award

2002/2003

- Strategy Group 2006 established
- Preparation for move to new school
- Introduction of co-operative learning
- Launch of STAR Program

2003/2004

- Introduction of Balanced Scorecard
- School achieves IIP Leadership and Management standard
- School chosen as one of 16 Champion organisations from 37,000 organisations throughout the U.K.
- School chosen as one of 4 role model public sector organisations to share best practice throughout Northern Ireland

2004/2005

- 5th Charter Mark achieved
- Development of use of Balanced Scorecard
- Development of co-operative learning
- School achieves 3rd Health Promoting School Award

2005/2006

- Integration of new principal
- Changes implemented in school as a result of review of schooling in Northern Ireland
- School chosen as one of 12 Specialist Schools in Northern Ireland
- Development of preparations for move to new school in 2008
- School introduces initiatives to cope with a decreasing school population in Northern Ireland

BENEFITS REALISED

- Increasing confidence in using the EFQM Model as a framework for improvement
- Customer-centred organisation
- School has a high profile both nationally and internationally
- Role-model status
- High levels of motivation among students and staff
- High staff and student morale
- A strong sense of pride in the school
- A culture of leadership
- Majority of staff committed to continuous improvement and learning
- Steady improvement in key results
- Increasing parental and community involvement
- Benchmarking opportunities

REASONS FOR SUCCESS

They regard the main reason for their success is that they have developed the capacity in St Mary's to ensure sustainable performance since 1992.

The most important factor in this sustainability has been their approach to leadership. They define leadership not in terms of a single leader but rather as a culture of leadership in which everyone is a leader. - Leaders at all levels in their school.

These leaders have been able to create an overwhelming desire for improvement. They have built the capacity of the school to learn and to strive relentlessly for excellence in the education that they provide for the pupils. In order to build this capacity for sustainable performance, leaders have developed in the school:

- An relentless and unwavering focus on giving the best possible service to the customers, the students
- Actively Involving the customers in the improvement program
- Working through their people /Self-evaluation and continuous improvement
- A strong, active research-based learning environment
- Partnerships with other sectors including parents, community and other educational establishments



2001



2006

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SOCIEDAD COOPERATIVA DE ENSEÑANAZA COLEGIO VIZCAYA



*Prize Winner in
Continuous Learning,
Innovation and
Improvement*

ORGANISATION PROFILE

The CECV is a non-profit cooperative institution of teaching formed by parents of students which renders educational services. This institution was declared of social interest by the Governmental Cabinet (June 1969) and of public relevance by the Basque Government (February 2001). The CECV originated from the initiative of a group of members of the Official School of Industrial Experts of Bilbao who, in April 1967 decided to carry out a project to create a Cooperative Middle-Education Institution. Currently, the cooperative has 1,763 partners, 604 of which maintain their status as partners even though their children do not study at the school. The CECV is a subsidised teaching institution, mixed, lay and multilingual. The school is located in a rural setting within Barrio Galbarriatu, municipality of Zamudio. The activities under development are: Official Education from Infant to High School; linguistic models "A" and "B" (Euskera and Spanish), English from 1st Grade of Infant School and French from 1st Grade of E.S.O. (1,563 students) the total of CECV's personnel is 140 people, between teaching personnel (100) and non-academic personnel (40). Their goal is mainly aimed at helping their students with the aid from their parents to shape their personality obtaining increasing levels of personal independence thus putting in their hands the tools to unravel the sense of their present lives on their own, the means to attain their social, cultural and human development as well as to help them design and project their own future, hoping that they will be able to thrive in the world they have come to live in.

MILESTONES OF THE EXCELLENCE JOURNEY

- 1994.** Course on efficient schools, conducted by ICE of Deusto. The first internal and external customer's satisfaction poll is carried out.
- 1995-96.** The PEC is approved.
- 1996.** The project PS is extended to the ESO. ED Attends a course on Total Quality in education at the University of Deusto. They know about the EFQM model.
- 1998.** The process of evaluation of Teachers by Secondary Education students.

2000. End of drafting of PCC.
2001. The 1st EFQM self-evaluation takes place.
2002. The commitment Diploma with Euskalit is signed.
2003. The organisation's staff is trained in management through processes. The 3rd self-assessment is conducted. Achievement of external recognition: Silver Q and M.E.C.'S Quality in Education 2003 Award.
2004. They take part in the 5s project coordinated by Euskalit. They also take part in the I Good Practices Meeting by Euskalit.
2005. Training and implementation of the 5s methodology continues. II Good Practices Meetings by Euskalit.

REASONS FOR SUCCESS

- The commitment with their vision: They wish to be a reference inside the global educational centres, be recognised by their experiences and their own methodologies as well as be an authentic educational community coherent and cohesionated around the values that would benefit and developed it.
- The orientation to the attainment of the strategic established aims: satisfaction of the clients, growth of the organisation, educational quality, budgetary balance, quality of management, technological innovation and I rest to the improvement of the environment and social.
- The development of the continuous improvement across the definition and accomplishment of the PPAA and the evaluation of these in the MMAA. 100 % of the persons, across the work teams, they take part in the production and development of the PPAA.
- The management for processes with the process of Education - learning in Infantile and Primary, with the WEEKLY PLAN they have followed a constant evolution until the year 2001 in which they manage to have an architecture of documented and well-established processes divided in strategic, operative macro processes and support. The management of these processes is opened to 100 % and includes to all the areas of the organisation.
- The firm commitment supported of the direction with the excellence and the support and effort of a team of expert persons laborious and compromised with the organisation and its project.

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LAUAXETA IKASTOLA



Finalist

ORGANISATION PROFILE

Lauaxeta Ikastola is a non-profit, public interest parent cooperative. The centre is denominational (catholic), Basque-speaking and multilingual, with an open and inclusive commitment to society. Their aim is to assist their pupils in developing the five areas of their persons (social, mental, physical, emotional and personal identity) for their own self-fulfilment and integration into an ever more complex society, and contributing to its improvement.

They also want to develop an innovative education project seen as a role model in society, with highly competent team of people, excellent resources and recognised for the quality of their complementary services and commitment to society.

REASONS FOR SUCCESS

The principle reason for Lauaxeta Ikastola's success is that the persons who formed this organisation knew how to create and compromise with an educational model and a management model (one complimentary of the other and both innovators in the sector) that gave an answer to the necessities of their clients. Their educational model attempts to help the alumni to develop in the five areas of the person (social, mental, physical, emotional and personal identity) through few capacities and coherent values with their principles of conduct. The putting in practice of both models is accomplished through one simple system and is assumed by the total organisation. Another of the reasons is that they live in a country (Basque country) and a working society committed with progress. "A country that gives you opportunities to innovate, in which the organisations that do not keep up will be left behind."

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SMALL AND MEDIUM SIZED ENTERPRISES

Introduced in 1997, the Small and Medium Sized Enterprises categories represents both the independent organisations and the subsidiaries that are part of a larger organisation. Both types of organisations share their small and medium scope, size and complexity. They have the following key characteristics:

- They are private sector organisations, employing less than 250 people
- They mainly operate on one site or in one geographical region
- The independent SME has an annual turnover of less than 40 million Euros and a balance sheet total of less than 27 million Euros
- The subsidiary SME is running as an independent profit centre with a full set of accounts and is recognised as a separate business unit in the organisation's annual report.

Regardless of the difference in size, compared with the large organisations, the SME reaching these levels of recognition through the EFQM Excellence Award have a clear international strategy and therefore act as role models within and outside their sector.

TNT EXPRESS WORLDWIDE EESTI AS



*Prize Winner in
Customer Focus*

ORGANISATION PROFILE

TNT is a global provider of door-to-door express delivery services.

TNT Estonia belongs to the Eastern Europe region under the International Business Unit (IBU) of TNT Express.

TNT Express delivers documents, parcels and freight consignments through own network. In addition to their core services they also offer special services for consignments that are bigger, need quicker delivery or special handling conditions.

TNT Express focuses on the business customers who are operating in the international and domestic express market.

MILESTONES OF THE EXCELLENCE JOURNEY

- 1998 TNT Estonia was the first logistics company and of all companies the sixteenth in Estonia to receive the ISO 9002 certificate
- 1999 TNT Estonia received ISO 14001 certificate, also first logistics company and eleventh company overall in Estonia
Starting with the implementation of the TQM principles in organization
- 2001 Application for the National Quality Award (NQA) Pilot Project
First self-assessment according to NQA model involving management team
- 2002 TNT Estonia was the first company in Estonia which received the Investors in People (IIP) recognition
5 employees participated in the National Quality Award assessment process
First self-assessment according to NQA model involving about 50% of their employees
IBU Human Resource (HR) Award
- 2003 NQA winner (SME category and overall)
TPG Masters Award (Small organisations category)
IBU Business Excellence Award

- 2004 Best Employer in Estonia and Europe (Hewitt Associates study)
They entered for the EQA
First self-assessment according EFQM Excellence model
IBU Human Resource (HR) Award
- 2005 EQA finalist
OHSAS and TAPA certification
TNT operated aircraft
Country approval for transportation dangerous goods
IBU Operations (OPS) Award
- 2006 EEA finalists

BENEFITS REALISED

- High level of people motivation and engagement
- People involvement has resulted in the effective customer focus of all the employees
- Strong culture of continuous improvement that has reflected in all their key performance results
- Winning the Estonian Quality Award in 2003

REASONS FOR SUCCESS

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

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VILLA MASSA S.R.L



*Prize Winner in
Customer Focus*

ORGANISATION PROFILE

The brothers Sergio and Stefano Massa founded the Villa Massa Company in 1991 with the intention of making this liqueur accessible to everyone, so they launched the famous Limoncello, a Sorrentine traditional liqueur obtained from an old family recipe.

With a scrupulous care to raw materials, using only “P.G.I. Sorrento Lemons”, a variety that is recognised in Europe by a Protection of Geographical Indication, and an equal care to packaging and customer service, Villa Massa has become the foremost Company among producers of “Limoncello”.

Villa Massa is an international market oriented company whose brand positioning aims to the international awareness of the brand, based on a proven international business experience, in addition to the participation in the most prestigious F&B fairs and the sponsoring of sports and cultural events worldwide.

The marketing strategy is to position its products in the premium segment of the Italian and foreign markets. The distributive strategy is to be present on the Ho.Re.Ca. Channel, Modern Channel and Duty Free Channel.

Today a significant quota of the Company turnover is from transactions with foreign countries such as Spain, United States, Israel, Australia and Japan. The 2006 turnover is expected to exceed five million Euro.

Villa Massa has a technologically advanced plant in Piano di Sorrento, 40 km from Naples, at the heart of the Sorrentine Peninsula.

MILESTONES OF THE EXCELLENCE JOURNEY

- 2006 Finalist in the EFQM Excellence Award
- 2005 Finalist in the European Quality Award

- 2005 ISW - Internationaler Spirituosen Wettbewerb - Silver Medal for limoncello
Beverage Testing Institute - Chicago, Illinois (United States) Silver
2003 Medals for Limoncello and Lemon Cream, Bronze Medal for Mandarin Liqueur.
2002 Wins Italian Quality Award
2002 ISO 9001:2000 Certified Quality Management System
2001 Wins Italian Regional Edition of the Quality Award
2000 Wins the "Sorrento in the world" prize
1999 ISO 9002:1994 Certified Quality Management System
1998 Chosen for the menu to be served to the Spanish Prime Minister Aznar at the dinner held at the Circolo Savoia in Naples
1997 Diploma with Gold Medal on the occasion of the XXII Awards for Work and Economic Progress
1994 Limoncello Villa Massa is chosen to be served at the lunches and dinners during G7 summit in Naples
1991 Certificate of Excellence from Gourmet Retailer Magazine

REASONS FOR SUCCESS

The Company develops its activities by strict collaboration with all their Stakeholders, and finalising all objectives on Consumer & Customer Satisfaction. The continuous improvement in activity performance is based on intense knowledge of customer satisfaction, conforming to the implicit and explicit product requirements, competence of the People, supplier performance, process trends and evaluation of all indicators, self assessment, benchmarking and brand awareness.

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AGRIA**Finalist****ORGANISATION PROFILE**

Agria Animal Insurance (Agria) is a specialist company and the market leader in Sweden. Its history dates back to 1890, when the first policy was underwritten. Today, Agria has developed into a business with a mission to create security for animal and humans. Agria shall develop and sell security for animal and man. Their vision is to be recognised as the animal insurer that creates security for animals and a healthier society with animals.

Agria underwrites insurance for all animals – covering life, veterinary care, usability, latent defects and loss of profits, and crops – primarily hail. In 2005, net premiums earned were EUR 91 million.

Agria's employees can be divided into three main categories: insurance officials, specialists and sales representatives. The number of people employed by the company in 2005 was 165.

Agria's customers are animal owners and crop growers. Customers express different purposes for their ownership; some are professionals, others look on it as a hobby and lastly many own animals for companionship or recreation.

REASONS FOR SUCCESS

- Open and transparent culture with clear mission, vision, business idea and key values to set the framework
- Value based leadership that inspires and motivates employees
- Recruitment policy based on business concept
- Close co-operation with customers and other key stakeholders e.g. animal owner organisations
- Increase in process efficiency leaves room for development

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PHILIPS LIGHTING TERNEUZEN



Finalist

ORGANISATION PROFILE

BU Starters was established in the year 2000 after a reorganisation of the Philips Terneuzen organisation, as a consequence of which the production of energy saving lamps transferred to Poland and Starters became an autonomous Business Unit. Within the Philips Lighting division, the BU Starters is responsible for the development, manufacturing, logistics, marketing and global sales of starters, igniting fluorescent lamps. BU starters also deliver glow switches as the starting device in energy saving lamps.

BENEFITS REALISED

- High level of people commitment and motivation
- Improved processes in relation to the business plan and targets
- Strong autonomous teams working with Business Balanced Scorecards for target setting and follow-up
- 360 degree checks on the viability of product portfolio additions through the use of tools like the Value Proposition House
- Use of Process Survey Tools as calibration and improvement vehicles for all relevant business processes

REASONS FOR SUCCESS

- Empowerment of the people through deployment, BBS and Autonomous teams.
- Clear process orientation throughout the entire organisation
- Bi-annual review and assessment sessions for the organisational processes and their improvements
- Leaders' attitude of clear customer focus and eagerness for implementing newly gained application insights

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FONDERIE DEL MONTELLO S.P.A.*Finalist***ORGANISATION PROFILE**

Fonderie del Montello Spa (FM) placed in Montebelluna (TV) , Italy, and founded in 1958 produces castings in nodular cast iron (80%) and grey iron (20%) , belonging to Zen Group from Padova , owned by Mr. Florindo Garro.

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

BENEFITS REALIZED

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

REASONS FOR SUCCESS

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

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GAIKER CENTRO TECNOLÓGICO



Finalist

ORGANISATION PROFILE

GAIKER, located in the Bizkaia Technology Park, Zamudio (Spain), has been a Technology Centre since 1985, and forms part of the Basque Technology Network known as Saretek.

Their mission is to provide technological and innovative services to companies, contributing to their technological development and competitiveness through the generation, uptake, adaptation and transfer of innovative technologies in a sustainable fashion, within a framework of collaboration with others. Their vision is to be a role model and supplier of technological know-how, with international projection, in the areas of Plastics and their Composites, Sustainability and the Environment, Recycling and Recovery and Biotechnology, through a business project involving the commitment and participation of all their members, a clear commitment to technological innovation, focused on their stakeholders and managed in line with a model of business excellence and commitment to Society.

BENEFITS REALIZED

GAIKER's core activity has progressively evolved over the years, maintaining a balance between uptake and transfer technology. They undertake oriented research to acquire innovative knowledge in the areas of Plastics and their Composites, Sustainability and the Environment, Recycling and Recovery and Biotechnology. This same knowledge having been learnt, adapted and developed will later be transferred, primarily to the business community. They offer a variety of specialised services based on their expertise.

REASONS FOR SUCCESS

Since 1997, with the implementation of internal and external assessments against the EFQM Model, GAIKER has had the chance to measure all its management activities and detect strengths and areas for improvement, thus enabling changes for a better growth and paving the way to success.

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GOVAN INITIATIVE LIMITED



Finalist

ORGANISATION PROFILE

Govan Initiative Limited (GI) operates as a freestanding company, with charitable status, whose purpose is the economic regeneration of the Greater Govan area. It acknowledges its social responsibilities and plays a central role in the comprehensive area regeneration of Greater Govan. The company's mission statement "To establish a cosmopolitan, vibrant community where people of all ages are proud to live, learn and work" was introduced in April 2006 in line with the new Strategic Plan. The Strategic Plan outlines the company's four key goals which are built around the "Sustainability" Model: Economic, Social, Environmental and Internal (company) outlined below, which are supported by a further 17 strategic priorities:

1. Economic – Generate a vibrant, diverse and sustainable economy
2. Social – Create pathways that connect people to opportunities for quality living, working and learning
3. Environmental – Establish a community environment that attracts and retains people and investment
4. Company – Be recognised as an excellent company valued by all its customers

REASONS FOR SUCCESS

- Their highly skilled, motivated and empowered workforce who are fully committed to the company's mission and values
- Their continuous improvement culture which is underpinned by the company's values
- Excellent leadership and commitment to continuous improvement at all levels across the company
- Customer focused approach to the services they offer
- Strategies are developed inline with the needs and expectations of customers, staff, partners and the community in which they work

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NYÍRTAVHO



Finalist

ORGANISATION PROFILE

Nyíregyházi Távhőszolgáltató Korlátolt Felelősségű Társaság (NYÍRTÁVHÓ Kft.) performs its activity in Nyíregyháza, in the second biggest city of the Northern plain region in Hungary. The Owner, the Council of the City of Nyíregyháza, founded the organisation in 1992 by the reorganisation of the former supplier.

The duty of the organisation is to deliver and distribute the heat-energy purchased from Nyíregyházi Erőmű Kft (power-station) to the consumers. District heating in the city has rich history – as far as the history of the business is concerned – and now it is one of the most modern systems in Hungary.

REASONS FOR SUCCESS

The main reasons for success, beyond the human values identified by the SWOT/COMP analysis and the utilisation of the strengths of the services performed by the company and getting over the weaknesses, is the environment of the organisation, the empathy towards its customers, its team spirit and the commitment of the employees. Owing to its commitment to the customers, the company was a reference pilot in the reconstruction of consumer-sided systems.

During the implementation of the strategy, the company identifies key processes and in order to achieve the set objectives, process owners are assigned and empowered. The processes identified to improve customer satisfaction, and the processes of the human resource area are regularly in key position.

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LEVELS OF EXCELLENCE

EFQM's recognition scheme is known as the EFQM Levels of Excellence. The main aim of the scheme is to help organisations improve their competitiveness through Excellence. Further to the excellent organisations presented earlier in this book under the EFQM Excellence Award successes and, depending on their ambition, maturity and current situation, organisations can apply for one of these two lower levels of this scheme throughout the year:



Recognised for Excellence offers a way to *chart your progress* towards improving your competitiveness through Excellence. It is designed for organisations that are well on their way to organisational excellence, have experience in implementing Excellence concepts and Management Frameworks. It recognises the successful efforts they have made to implement excellence and good practice.



Committed to Excellence helps organisations to *create passion and commitment* amongst internal stakeholders, in order to generate the necessary momentum. It is designed for organisations, or organisational units, at the beginning of their journey to excellence. The emphasis is on helping organisations understand their current level of performance and to establish improvement priorities. It follows a two-stage process:

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

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

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

These two EFQM recognition levels are offered at a local level by our partners across Europe as a way to stimulate and accelerate the quest for Excellence in the local or regional environments. It is only delivered by EFQM for its member organisations when an international dimension is added.

RECOGNISED FOR EXCELLENCE

Between August 2005 and August 2006, these organisations have achieved Recognised for Excellence.

Aéroport International de Strasbourg

Located at 16 km of Strasbourg, the Strasbourg International Airport is the 8th biggest airport of France. In 2005, the airport proposed 50 different destinations, 32 scheduled flights and 18 charter flights. This represented 1,954,746 commercial passengers. About 1,500 employees work for the 110 companies located on the platform.

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ALBA VOLÁN Public Transport Company

ALBA VOLÁN Public Transport Company (AV ZRT) fulfills the regular local and interlocal public transport system in Fejér County. Our company transports approximately 100 million passengers a year. Other services of ours: repairing vehicles, MOT test, drivers' education, apprentices' instruction, sale of materials and fuel. We support the environmental protection and the quality insurance.

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ASCOM (Schweiz) AG, Mobile Test Solutions

Mobile test solutions is a division within ASCOM. A Swiss corporation providing customer-specific wireless and security products. It engineers, manufactures and market advanced mobile network measurement and analysis test systems.

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Assedic Ouest Francilien

The "Assédic de l'Ouest Francilien", located in the La Défense business centre, is an association created in 1958 by social partners to provide income for those who have involuntarily become unemployed. The AOF manages 200,000 unemployed and distributes 2.5 billion Euros, which is 10% of the funds allocated nationally. Located within the employment public service sector, since the social cohesion law of January 18, 2005, the AOF actively participates in the rapid reinsertion into the workforce by funding aid programs and appropriate training programs. In 2005, 25 million Euros were spent supporting these programs.

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Axalto SP

Axalto SP, S.A. located in Barcelona, Spain is part of Gemalto group. Its industrial activity is based on smart cards with magstripe or microprocessor and their personalisation. Axalto SP, S.A. main objective is focused on responsibility and customers' commitment as well as continuous improvement in its services and products. During the last years Axalto factory has tried to set up the guidelines to achieve a specific and evident move forward towards the excellence. Thanks to this, Axalto SP, S.A. has achieved various certifications and Awards for it.

Contact person Josep Turull, jturull@gemalto.com, Tel: +34 93 462 8321; C/ Levant, 12 Pol.Ind.Llevant, Parets del Valles, Spain

Budapest Gas Works Company

Budapest Gas Works Company is a service provider with almost 150 years of history whose main activity is piped natural gas supply. The principal aim of the Company is to serve more than 800,000 clients in Budapest and in 18 neighbouring towns and villages with gas energy safely and to a high standard.

Contact person: Róbert PAPP, papp.robert@fogaz.hu, tel.: +36 1 477 1374; Köztársaság tér 20., Budapest, 1081 Hungary.

Carl Zeiss Hungaria Optikai Kft

Carl Zeiss Vision Hungary Kft. is a subsidiary of Carl Zeiss Vision group and does spectacle lens production and distribution. The plant is situated in Mátészalka in East Hungary and has 560 employees. CZVH supplies mass manufactured plastic and mineral lenses and prescription-lenses to nearly 20 countries. Besides these CZVH is a significant supplier of domestic opticians and spectacle-maker shops. In 2004, the company won the regional Hungarian EFQM based North-Lowland Quality Award.

Contact person: Ferenc Töröcsik, Ferenc.Torocsik@vision.zeiss.com, Tel: +36 44 501-156; H-4700 Mátészalka, Ernst Abbe u. 1-2. Hungary

CEEI. Centros Europeos de empresas e innovación De Castilla y León

Based in the technology park of Boecillo, CEEI was created in 1990 under the patronage of the European Commission to promote the economic development of the Autonomous Community of Castilla and León by offering services fostering new entrepreneurial activities and modernising SMEs. The organisation started working with Total Quality parameters in 1999 with the ISO 9001 standard in order to reorganise the company. It was the first public entity of this community to be 'Recognised for Excellence' by the Club Excelencia en Gestión. This recognition is a precious tool for managing the company, driving motivation and giving clients and vendors evidence of their high-quality level.

Contact person: Jorge Rodríguez Vega, celva@icyl.es, Tel: +34 98 35 48 015
P. Tecnológico de Boecillo, Boecillo 47151, Spain

Central Police Station of Fejér County

The Central Police Station of Fejér County functions as a public armed authority, performing missions of crime preventing and pursuing, public administration and security. The organization counts a total number of 1.100 people. The organization built up in 2000/2001 a Quality Management System as a method of Structure Development, in base of the standard MSZ EN ISO 9001:2000. The development of the Quality Management System is aimed to improve the public order and safety and to provide life and value security for the citizens and to improve the quality of police services in middle term.

Contact person: Mrs. Éva Bublá Lőrinczné, lorincznebe@mail.orfk.b-m.hu, te.:+36-22-541-600; Deák Ferenc utca 2. Székesfehérvár, Hungary

Citibank Zrt

Member of Citigroup, it is one of the largest and most internationally minded banks in Hungary and it has been operating in Hungary since 1985. Within the Corporate and Investment Banking business the local and global needs of large and medium-size Hungarian and international companies and institutions in the private and public sector, as well as the Hungarian Government are served. Citibank Zrt. is a market leader in diversified distribution channels on the local market with branches, sales centers, internet banking, telephone customer service and sales agents. The aim of their distribution strategy is to make it as convenient as possible for customers all over the country to do business with Citibank. Citibank Zrt. is committed to being an active and supportive member of the communities in which it does business. In line with Citigroup's philanthropic strategy they primarily focus on financial education programs, healthcare and arts education.

Contact: Reka Schreiber, reka.schreiber@citigroup.com; phone: 36-1-374-5238, address: 1051 Budaapest, Szabadság tér 7. Hungary

Colegio La Salle Franciscanas gran vía (eduges)

This College is a catholic centre, that faithful to the intuition of its founders, offers a service to the ripeness of the student, through a generous delivery of the educators, the building of an environment of brotherhood and friendship, the opening to all, specially to the neediest, the integration in the social and cultural levels and the response to the real needs of the students and of the society.

Contact person: Alejandro González, lasallefz@planalfa.es, Tel: +34 97 63 06 060
Santa Teresa 23, Zaragoza 50006, Spain

DAB Loodswezen

The Flemish Piloting was established on January the 1st 2001 as a government agency with a high level of autonomy. Together with our partners we contribute to the efficient and safe throughput of shipping to and from the Flemish ports at an acceptable price. Our 359 pilots are experts in navigating and manoeuvring ships in an area which expands from the Scheldt estuary, Duinkerke approach and upstream the river Scheldt to Temse (including Rupel and Wintham), the Ghent-Terneuzen canal with the Moervaart canal and the Ghent docks. In total they cover some 400 nautical miles (740 km) of waterways, 5 port zones, 10 sea locks and an ever-increasing number of mooring places.

Contact person: Captain Ronald P.J. Delaporte, ronald.delaporte@mow.vlaanderen.be
Tel. +32 9 250.57.43 - DAB Loodswezen, motorstraat 109, 9000 Gent. Belgium

Debrecen Water, Canal and Central heating service-engineering Company

Our predecessor was the Debrecen Water, Canal and Central heating service-engineering Company, founded in 1951. The Debreceni Hőszolgáltató Zrt. was founded by the Local Municipality of Debrecen County Rank in 1994. Our company became the member of the Debreceni Vagyongkezelő Rt. in 2000. Our basic activity is to provide all the 30.911 household and the 2.298 other customers with district heating and domestic hot water and district cooling in Debrecen. Our regulation system: based on TQM principals. Our aim: continuous increasing the customers, owner's and employees' satisfaction.

Contact person: Csaba Veress, veress.csaba@dhrt.hu, tel.: +36 52 509 440; Tüzér u. 4., Debrecen, 4028 Hungary.

DHL International Hellas S.A.

DHL is the global market leader of the international express and logistics industry, specialising in providing innovative and customised solutions from a single source. DHL offers expertise in express, air and ocean freight, overland transport and contract logistic solutions, combined with worldwide coverage and an in-depth understanding of local markets. DHL's international network links more than 220 countries and territories worldwide. 285,000 employees are dedicated to providing fast and reliable services that exceed customers' expectations. DHL is 100% owned by Deutsche Post World Net.

Contact person: Myrtho Chrysanthakopoulou, Tel:+30 210 9890 806
Alimou 44 Avenue & Roma Str. 17, Athens 174 55, Greece

Elyo Suez - Region Nord Est

The North-East regional office, expert in energy services, has a workforce of 1000 people. Through a network of 12 subsidiaries and 5 area agencies, the North-East regional office proposes to industrial and service-sector companies as well as local bodies and residential sites, global solutions for the management of energies and utilities, the operation and maintenance of technical equipment and related services.

Contact person: Bernard Martinel, bernard.martinel@elyo.fr, Tel:+33 38 81 64 20
Valparc 6 rue du Parc, Strasbourg 67088, France

Enterprises Shipping and Trading S.A.

Enterprises Shipping & Trading S.A., manages a fleet of ocean-going reefer, bulk and container vessels as well as tanker vessels for world-wide transportation, serving international trade in a big range of perishable products, general cargo and crude oil. The company's vision is to maintain long-term business relationships with major Characters by providing quality service, to continue to expand and modernize its fleet and to explore opportunities for diversification beyond the existing fleet. The company's mission is to charter vessels to large multinational companies. As such, its core strategy is to deliver on time, all cargoes in a safe manner, protecting the marine environment, ensuring the safety of its seafarers and the public at large.

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

Eurocontrol

Eurocontrol is the European Organisation for the Safety of Air Navigation, was founded in 1960 and is a civil and military Organisation with currently 36 Member States. Its primary objective is the development of a seamless, pan-European Air Traffic Management (ATM) system. It develops, coordinates and plans for the implementation of short-, medium- and long-term pan-European air traffic management strategies and their associated action plans in a collective effort involving national authorities, air navigation service providers, civil and military airspace users, airports, industry, professional organisations and relevant European institutions. There are 2154 employees encompassing 38 nationalities.

Contact person: Patrick Lynam, patrick.lynam@eurocontrol.int, Tel: +32 2 729 32 36,
Rue de la Fusée 96, 1130 Brussels, Belgium

Exodus S.A.

EXODUS S.A., a member of the Piraeus Bank Group, is one of the biggest software solutions' development and implementation companies in Greece. It shows a continuous growth and counts a large number of customers in the private, public and banking sector. The company was founded in 1994 and one of its values is to "seek for excellence in everything that it does and strive for the best". A number of large projects, important partnerships, distinctions and awards, as well as its second "Recognition for Excellence" quality EXODUS' route towards this goal up to now. Today EXODUS finds itself within the most respectable software solutions' companies in Greece offering an integrated portfolio of solutions and employing over 90 people of staff.

Contact person: Dorothee Marschall, info@exodus.gr, Tel: +30 210 7450300
6-10 Faranton Street Athens 11527, Greece

Generali-Providencia Ltd.

Generali-Providencia Ltd. is the second largest insurance company in Hungary and part of the Italian Generali Group, Europe's third largest insurance network. Its service portfolio ranges from life, health and property insurances to housing, motor and industrial and cargo insurances. Generali-Providencia has more than 1.2 million clients and more than 170 branches and representative offices in Hungary. In 2005 Generali-Providencia won the "Best company of the CEE Region" prize in the insurance sector category issued by the London based business magazine Euromoney.

Contact person: Dániel Csikós, daniel.csikos@generali.hu, +36 1 301 7458; Teréz krt. 42-44, 1066 Budapest, Hungary

Hajdu-Bau

Hajdu-Bau Építőipari, Kivitelező és Kereskedelmi Kft was founded in 1994. The Debrecen-based company is active in the North-Eastern Hungarian Region. The scope of the company's activities relies on contracting works in the construction industry, including building construction, as well as the manufacture and distribution of plastic, aluminium and steel doors and windows. At the present, the company works on the all-round construction and reconstruction of public buildings with the associated contracts having been awarded to the company primarily in public procurement procedures announced for governmental investments.

Contact: Égerháziné Hegedűs Ilona, Adress: 4032 Debrecen Böszörményi u. 218/B, Hungary

Hungarospa Hajdúszoboszlói Medicinal and Healthtourism Co.

Europe's largest bathing complex the Hungarospa Hajdúszoboszlói Medicinal and Healthtourism Co. spreads over 30 hectares. The main activity of the company is Medicinal Baths and Health. Beside the thermal bath, 13 pools of open-air baths and Hungary's first aqua-park with *** qualification, what is the highest-class qualification acknowledged in Hungary, are waiting for the guests who wants therapeutic, swimming, bathing, aqua-park recreation and relaxation. The new hotel of the company, The Hungarospa Thermal Hotel*** was opened for the guests in autumn of 2005.

Contact person: Gyula Czeglédi, info@hungarospa-rt.hu, te.:+36-52-558-558; 4200 Hajdúszoboszló, Szent István park 1-3., Hungary

HUNGERIT Poultry Processing and Food Zrt.

HUNGERIT Poultry Processing and Food Zrt. represent one of the largest food industrial companies in Csongrád county (Hungary) with its 1400 employees and an annual processing capacity of nearly 46 000 tonnes of poultry (chicken, duck and goose). The uniquely wide product range includes primary and further processed products (many value-added products as well). As a result of on-going investment in a wide variety of processing and packaging equipment, combined with good logistical relationships and staff with a customer-orientated way of thinking, HUNGERIT Zrt. continue to meet the exacting demands of today's customer in an increasingly competitive global market. The company was the first within the poultry industry to be awarded the IIASA – SHIBA prize in 2004.

Contact person: Éva Szrenka Szántóné, szrenka@hungerit.hu, tel: +36-63-510-587; Attila u. 3, Szentés 6600, Hungary

Istituto di Istruzione Statale itagr-IPSAA – Firenze

Founded in 1995 in Florence, the institute offers two different qualifications to the students: Agro-Industrial Operator or Agro-Environmental Operator. The school is aiming at increasing the level of the students and the rate of scholastic successes, documenting the objectives and the outcomes of the educational processes, and articulating the design process in accordance with the specific identity of the institute.

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VIA DELLE CASCINE, 11 FIRENZE 50140, Italy

Jósa András Educational Hospital of the Local Government of Szabolcs-Szatmár-Bereg County

The Jósa András Educational Hospital of the Local Government of Szabolcs-Szatmár-Bereg County is the largest medical-preventive institution in the country. The medical-preventive attendance is held in 9 parks. Currently, there are 2098 sick-beds and 2725 collaborators working in the hospital. The active medical attendance is on 10 departments or sections. The medical attendance of the outpatients is provided by 267 specialistic surgeries, in accordance with the needs of the patients. As an accredited institution, the Jósa András Educational Hospital plays an essential role in the field of education and qualification in the region. The hospital won the IIASA-SHIBA Prize in 1997 and the Észak-Alföld Quality Award in 2002.

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Kodolányi János University College

Kodolányi János University College was established in 1992 as the first non-state-founded higher education institution in Hungary. Since then it has multiplied the number of its employees and students, and has become an internationally recognised institution, unique in the Hungarian market with its high-standard and innovative education programmes. Kodolányi János University College is firmly committed to the continuous development of its organisation and services, which is attested by several regional and national quality awards.

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- Furdo u 1 Szekesfehevar Hungqry

Ministry of Finance of the Slovak Republic

The Ministry of Finance of the Slovak Republic (MoF) is a general government authority responsible for finances, taxes, the customs system, prices, financial control and internal audits. MoF is one of the 14 ministries of the Slovak Republic. Unlike most other ministries the position of the MoF is cross-sectional since the MoF directly influences inputs, outputs and performance of all other ministries as well as all public sector institutions. Furthermore the MoF covers not only the Office of the Ministry itself, but also manages several subordinated organisations under common Budgetary Chapter.

Contact person: Milan Gajdos, Tel: +42 12 59 58 3341

North-Hungarian Regional Waterworks

The North-Hungarian Regional Waterworks private-joint-stock company is the leader waterworks in North-Hungary. The territory under the operation of the company can be divided into several major parts, these are Borsod, Nógrád and Heves counties. The company is 100% state-owned. Property rights are in the hand of the minister of Environment and Water Management. The main supplies are the drinking water production and the waste water treatment. The company is catering of clean water for six-hundred thousand consumers. The waterworks employ near eight hundred people.

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NRG France S.A.S

NRG France is a branch of Ricoh Management Ltd, which is fully owned by Ricoh Company Ltd. It also one of the leaders in services regarding printing solutions and integration of documentary technologies. Their success rests on their 1350 employees they have. Nowadays they are n°3 in the selling of copy machines and in tempt to keep it that way by obtaining a turnover of €500 millions in 2007.

Contact person: Gilbert Colin, Gilbert.Colin@nrg.fr, Tel: +33 1 49 80 71 27 - France

NRG Italy S.p.A.

NRG Italia was established in 1993 when Ricoh Group acquired Nashuatec, Rex Rotary and Gestetner, three companies operating in Europe as suppliers of office automation products. NRG Italia is a leader the in sales of office digital printing technology in Italy. NRG is distinguished not only by its technological competency, but also by its consulting, analysis and project management approaches.

Contact person: Roberto Ghibaudo, r.ghibaudo@nrg.it, +39 02 53 56 509 - Italy

Philips Medical Systems, Business Unit – General X-Ray

Their General X-Ray division develops, manufactures, and sells X-ray systems for radiography and fluoroscopy, as well as mobile C-arms for surgery. The radiography portfolio includes conventional and mobile radiography solutions. Their systems assist in faster, more confident diagnoses for a wide application range. It reflects their commitment to delivering the highest image quality at the lowest possible dose, while enhancing quality of care and increasing productivity.

Contact person: Mr Rudolf Kersic, Rudolf.kersic@philips.com, Tel +494050781231
Roentgenstr. 24, D-22335 Hamburg, Germany

PJSC Taganrog Metallurgical Works

Tarangog Metallurgical Works was founded in 1896 as a joint-stock Russian-Belgian company. Proximity to raw material supplies, geographical position and transport terminals of Taganrog were the main factors for further construction of the works. Nowadays, Tagmet is the largest manufacturer of steel pipes in the South of Russia. The company cooperates with more than 5000 customers. One of their most important objectives is fundamental revamping and updating of the existing facilities which will make it possible to manufacture products of high competitiveness.

Contact person: Alexander Karnaukh, karnaukh@tagmet.ru, Tel: +78 63 44 50 372
Zavodskaya str.1, Russian Federation, Taganrog 347928

Schenker Deutschland AG

With annual sales of 2.5 billion Euros, around 11,300 employees and more than 100 offices Schenker Deutschland AG, Corporate Office Frankfurt, is a leading provider for integrated logistics in the German market. With annual sales of 8.9 billion Euros, 42,000 employees and about 1,100 offices around the world, Schenker is one of the world's leading providers of integrated logistics services, offering land operations, air and sea freight as well as comprehensive logistics solutions and global supply chain management from a single source. Schenker is a part of DB Logistics, the Transportation and Logistics Division of Deutsche Bahn AG

Contact person: Rainer Goetz Rainer.Goetz@schenker.com, Tel: +49 6107 74 614
Fax +49 6107 74 619 Kleiner Kornweg 28 Kelsterbach Germany

Stryker Trauma GmbH

The Stryker Trauma GmbH, Schönkirchen (Germany), looks back on more than 100 successful years of manufacturing medical devices and thus of commitment to improving patient health all over the world. The main products are intramedullary nailing systems. The very latest design and manufacturing processes are used to create products of world renown which address surgeons expectations and patients needs. The world wide success is based on constant investment in research, development, production and quality.

Contact person: Prof.-Küntschner-Str. hans.heinemeier@stryker.com I-5 D – 24232
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Szandaszőlősi Általános Iskola, Művelődési Ház és Alapfokú Művészetoktatási Intézmény

An 8-grade primary school, a basic art educational institution with folk dance special classes and a community centre work in our institution for the satisfaction of the customers. In the result of their many years' journey towards organisational Excellence started 10 years ago, in 1996 they were awarded the IIASA-Shiba Quality Award Certificate in 2000 and 2001 and the Hungarian Public Education Quality Award in 2004. Quality improvement has become a management tool, a way of thinking, a tool of conscious and systematic pedagogical development and improvement in our school. They are proud of their pedagogical innovations resulting in a number of role model solutions (e.g. application of complex classroom toys, competence improvement, folk-dance education, quality improvement); these they regularly share with other actors of the Hungarian public education sector.

Contact person: Mária Kállai szandaiskola@szandaiskola.hu Tel:; 003656424610,

Thurgauer Kantonalban

Thurgauer Kantonalbank (TKB) ranks among the twenty largest banks in Switzerland. The Canton of Thurgau's leading financial institution has earned company-wide ISO certification and offers a full array of services to individuals, SMEs and the public sector. In fulfilling its statutory mission, the state-owned bank understands its responsibility to foster a strong economy. With a staff of 750 one of Thurgau's largest employers, the cantonal bank invests heavily in the training and development of its employees and more than 60 apprentices. TKB is also dedicated to promoting the diversity of the canton through social, cultural and sporting activities.

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Betriebszentrum im Roos 6 Weinfelden CH-8570, Switzerland

VASIVÍZ Private Limited Company

The main profile of VASIVÍZ ZRt.(VASIVÍZ Private Limited Company) is the supply of drinking water, sewage disposal and sewage purification. Currently we supply the consumers of 201 settlements of Vas County with healthy, fresh drinking water in every moment of the day, dispose and treat the produced sewage at 52 settlements of the county. Besides we operate the indoor swimming pool and the thermal bath in Szombathely. The basis of our new strategy has been defined in the Mission statement of VASIVÍZ ZRt.: "Our main aim is to provide high quality, safe, economic and environmental friendly water supply, sewage disposal and treatment, as well as spa services, to the satisfaction of the customers."

Contact person: Zsolt Házi, hzs@vasiviz.hu, Tel:+36-94-516-220; Address: Szombathely, Rákóczi Ferenc u. 19., Szombathely, Hungary

Welsh Health Supplies Contracting

Welsh Health Supplies is the central contracting and materials management provider for the NHS(National Health Supply). With the supply of a consistently high quality of meat as one of their key objectives, they have recently taken the opportunity to remodel their meat supply chain with the aim of securing a regular and local supply. In doing this, not only do they meet the NHS' quality standards in food production and preparation, conform to EU regulations and keep within the negotiated price but they also support the NHS' sustainable development agenda. The initiative contributes to the local economy, supports local farming communities and reduces negative impacts associated with food transportation.

Contact person: Mark Roscrow, mark.roscrow@whs.wales.nhs.uk, Tel: +44 29 2031 5490
UK

ZF Padova SpA

ZF Padova S.p.A., Italy, with approx. 400 employees, is ZF Marine's global headquarters, and produces transmissions in the medium range. Most of its models are designed for installation in pleasure craft, however there are also many heavy duty models for commercial application, typically fishing boats, tugs, river craft etc. ZF Padova also designs and manufactures loose gears for large marine engine and rail transmission manufacturers. Complete, high-tech transmissions are also produced for industrial and marine gas turbine application as well as some transmissions for off-road vehicle application.

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COMMITTED TO EXCELLENCE

Between August 2005 and August 2006, these organisations have achieved Committed for Excellence.

Organisation	Country	Sector
Abt. Gesundheit beim Senator für Arbeit, Frauen, Gesundheit, Jugend und Soziales	Germany	Social Services
Agencia local de promocion economica y empleo- ayuntamiento de gijon	Spain	Miscellaneous services
ALCOA Inespal S.A.	Spain	Primary metal industries
Artemedic AG	Switzerland	Health services
Athenian sea carriers limited	Greece	Transportation services
Aura sports & leisure management	Ireland	Holding & other
Autonome provinz bozen abteilung 22 land-, forst- und hauswirtschaftliche berufsbildung bergbauernberatung	Italy	Agriculture-crops
Bidachem s.p.a.	Italy	Chemicals
BrainStorming Ltd. – Business Consultants	Greece	Business Services
Camera di commercio, industria, artigianato e industria di macerata	Italy	Miscellaneous services
Carnet	Croatia	Miscellaneous services
Cartonajes vir, s.a.	Spain	Paper and allied products
Centro especial de empleo apta, s.l.	Spain	Miscellaneous manufacturing
Centro territoriale c/o direzione didattica statale di lastra a signa	Italy	Educational Services
Colegio nuestra señora del carmen (sax)	Spain	Educational Services
Colegio salesiano ntra sra de los desamparados	Spain	Educational Services
Colegio san josé de cluny (novelda)	Spain	Educational Services
Colegio santa maría del carmen, elda	Spain	Educational Services
Colegio santa maría marianistas (valencia)	Spain	Educational Services
Comune di milano - direzione centrale educazione	Italy	Educational Services
Corporació catalana de ràdio i televisió	Spain	Miscellaneous services
CSS Versicherung	Switzerland	Insurance carriers

Organisation	Country	Sector
Cyprus tourism organisation/ management department	Cyprus	Services
Departamento de Engenharia Electrotécnica e Automação do ISEL	Portugal	Educational Services
Dept of research, innovation & business excellence, rehab group	Ireland	Administration of economic
Der Anker, Allgemeine Versicherungs-Aktiengesellschaft	Austria	Insurance carriers
Deutsche Telekom, Telekom Training	Germany	Educational Services
DGB Bildungswerk Bayern e.V.	Germany	Educational Services
Die Schweizerische Post Informations Technology Services	Switzerland	Business Services
Enable Ireland	Ireland	Miscellaneous Services
ERD Est	France	Electric/gas/sanitary services
ERD Grand Centre	France	Electric/gas/sanitary services
ERD Ile de France	France	Electric/gas/sanitary services
ERD Manche Mer du Nord	France	Electric/gas/sanitary services
ERD Méditerranée	France	Electric/gas/sanitary services
ERD National	France	Electric/gas/sanitary services
ERD Ouest	France	Electric/gas/sanitary services
ERD Rhône-Alpes Bourgogne	France	Electric/gas/sanitary services
ERD Sud Ouest	France	Electric/gas/sanitary services
Escuela san José	Spain	Educational Services
Estudios sampere	Spain	Educational Services
Eurocontrol Finance Directorate	Belgium	Transportation services
Fachhochschule Zentralschweiz FHZ	Switzerland	Educational Services
Fachschule fur hauswirtschaft "Frankenberg" - Tisens - Scuola professionale di economia domestica "Frankenberg" di Tesimo -	Italy	Educational Services
Fachschule fur hauswirtschaft griesfeld-neumarkt - Scuola professionale di economia domestica Griesfeld-Egna	Italy	Agriculture-crops
Fachschule fur land- und forstwirtschaft "Furstenburg" - Scuola professionale per l'agrecoltura e foreste "Furstenburg"	Italy	Agriculture-crops
Scuola professionale per l'agricoltura ed economia domestica "Mair am Hof" Teodone Bolzano	Italy	Educational Services

Organisation	Country	Sector
Fachschule für Land- und Hauswirtschaft "Salern" Varhn - Scuola professionale	Italy	Educational Services
Faschule für hauswirtschaft haslach-bozen - Scuola professionale di economia domestica aslago-bolzano	Italy	Educational Services
First Call S.A.	Greece	Miscellaneous services
Formastur, S.A.	Spain	Business Services
Friedrich-Ebert-Stiftung, Politische Akademie	Germany	Miscellaneous services
Friedrich-Ebert-Stiftung, Referat Entwicklungspolitik der Abt. Int. Entwicklungszusammenarbeit	Germany	Membership organisations
Friedrich-Ebert-Stiftung, Referat Internationale Politikanalyse	Germany	Membership organisations
Fujitsu Microelectronics Europe GmbH	Germany	Miscellaneous manufacturing
Fundación instituto San José	Spain	Health services
Gesundheitsamt des Kreises Aachen	Germany	Health services
GRUPO LACERA	Spain	Personal services
Heilbad Krumbad GmbH	Germany	Health services
Hellenic aerospace industry SA / f-16 department	Greece	Fabricated metal products
Hellenic bank ltd/ larnaca retail banking division	Cyprus	Banking
Holbeinhof	Switzerland	Miscellaneous Services
Holiday Inn Hotel, Niemeier Hotel Betriebs GmbH	Germany	Hotels and lodging places
Holohan leisure architects	Ireland	Professional services
I.E.S. N°1 De Gijon	Spain	Educational Services
I.t.c.s. "edmondo de amicis"	Italy	Educational Services
Imcs intercollege ltd.	Cyprus	Educational Services
Instituto de Gestão de Fundos de Capitalização da Segurança Social	Portugal	Educational Services
Istituto comprensivo statale "g.marconi"	Italy	Educational Services
Istituto comprensivo statale "giovanni pascoli" grezzana-verona	Italy	Educational Services
Istituto di istruzione superiore statale itagr-ipsaa - firenze	Italy	Educational Services
Istituto professionale di stato "bartolomeo montagna"	Italy	Educational Services

Organisation	Country	Sector
Istituto superiore statale "virgilio"	Italy	Educational Services
Kantonsspital Uri	Switzerland	Health services
Kempinski Hotel Falkenstein	Germany	Hotels and lodging places
Klinik Barmelweid AG	Switzerland	Health services
Krankenhaus St. Marienwörth	Germany	Health services
Liceo ginnasio statale "g.b.brocchi"	Italy	Educational Services
Liceo ginnasio statale "galileo"	Italy	Educational Services
Liceo scientifico statale "guido castelnuovo"	Italy	Educational Services
Liceo scientifico statale "n.tron"	Italy	Educational Services
Liceo statale s.s. annunziata	Italy	Educational Services
MEDILYS Institut für Labormedizin, Mikrobiologie u. Krankenhaushygiene	Germany	Health services
Medizinischer Dienst der Krankenversicherung (MDK) Rheinland-Pfalz	Germany	Health services
Ministerstvo financií Slovenskej republiky	Slovak Republic	Finance, taxation &
Monrasa (mantenimientos y montajes ría de avilés s.a.)	Spain	Fabricated metal products
Msl software s.l.	Spain	Electronic equipment
Musikschule Muri-Gümligen	Switzerland	Educational Services
Niedersächsisches Landeskrankenhaus Tiefenbrunn	Germany	Health services
O2 Germany GmbH & Co. OHG	Germany	Communication
Otto Stoffel AG	Switzerland	Miscellaneous Services
Phoenix Park Gas Processors Ltd	Trinidad and Tobago	Oil company - producing
Piscines ideales sa	Greece	Water transportation
Rehab foundation	Ireland	Social Services
Rehab public affairs	Ireland	Social Services
Secondary School of Information Technology - SSIT	Qatar	Educational Services
Sociedad mixta de turismo	Spain	Miscellaneous services

Organisation	Country	Sector
Spitalzentrum Biel AG, Abteilung Physiotherapie	Switzerland	Health services
St. Hedwig Kliniken Berlin	Germany	Health services
Statistik Stadt Zürich	Switzerland	Professional services
Stiftung für Schwerbehinderte Luzern SSBL	Switzerland	Social Services
Swiss Paraplegic Center Nottwil	Switzerland	Health services
Tsk electrónica y electricidad, s.A.	Spain	Professional services
Unirisc Group - Unirisc Business	Switzerland	Security & commodity
VBS TSK HEER, Lehrverband Logistik 2	Switzerland	National security and Int.
Volkshochschule Dortmund	Germany	Educational Services
Volkshochschule Leinfelden-Echterdingen	Germany	Educational Services
Volkshochschule Schwabach	Germany	Educational Services
Wheatfield Prison	Ireland	Justice, public order & safety
Wolfer & Goebel Bau und Projekt GmbH	Germany	General building
Wolfer & Goebel Gebäudetechnik GmbH	Germany	General building
Zentrum für Labormedizin, Mikrobiologie und Transfusionsmedizin	Germany	Health services
Zürcher Kantonalbank	Switzerland	Credit agencies

HUNGARIAN QUALITY AWARD

The history of the Awards in Hungary starts in 1987 when Professor Shoji Shiba established the IIASA-Shiba Award for Quality Management. During the last 20 years, more than 80 companies and individuals have been recognised.

For the recognition of the excellent results of the Hungarian companies achieved in the field of TQM, the Prime Minister of Hungary founded the Hungarian Quality Award (HQA). The criteria of the HQA are based on the EFQM Excellence Model. Since 1996 the Hungarian Quality Development Centre has been responsible for the organisation of the Hungarian Quality Award as well as the improvement and promotion the use of the Model.

The most important moment every year is the presentation of the Hungarian Quality Award held each year in November in the Dome Hall of the Hungarian Parliament. The Prime Minister of Hungary presents the diploma and the small sculpture of fine arts to the leaders of the winning organisations.

In Hungary, there is an increasing interest in using the Self-Assessment Method as an effective tool for development. The efforts taken by the public sector for modernisation have moved also in the direction of Self-Assessment. 2002 was the pilot year of the Hungarian Public Education Quality Award. For this award, the experts of the Hungarian Quality Development Centre and their partners from the education area have adopted the EFQM Model in the area of public education. The educational organisations could apply for the Award in two categories, Partnership or Excellence. In the period of 2002 - 2006 there were more than 100 applicants to the award.

Karolina Sugar
President
Hungarian Association for Excellence

NYÍRSEGVIZ ZRT.

*Hungarian Quality
Award Winner
Category for Large
Organisation*

ORGANISATION PROFILE

Nyírségvíz non-public joint stock company provides the public utility services for water and sewerage in 39 settlements of the county. The number of population provided with drinking water reaches 220.000 persons; the inhabitants provided with canalisation are 67% of this. The drinking water production of the company exceeds 70.000 m³/day, the available wastewater cleaning capacity takes 36.000 m³/day, that's quality meets the Hungarian requirements based on EU-guidelines. The yearly turnover of the company takes about 3,3 billions HUF. The number of our employees is 360; the rate of the well-qualified employees with more diplomas is quite high among them. The company handles environment-protection as a highly important matter, and in the interest of this, invests yearly more hundred million HUF into modernisation. In the center of the company strategy is the reaching of the high quality and the high customer satisfaction, protection of environment, respectively the improvement of the operation effectiveness. The management based on the EFQM model, as well as the practical realisation of TQM-methods is an effective support to reach these aims.

MILESTONES OF THE EXCELLENCE JOURNEY

- | | |
|---------------|---|
| 1998–
2000 | Re-organization of the operation processes (BPR) according to the standard MSZ EN ISO 9002: 1996, respectively taking into account the PDCA-cycle |
| 2000 | Certification of the quality assurance system according to MSZ EN ISO 9002: 1996 |
| 2002–
2005 | Composition of the Data and Information Management System (AIMK), that's part are the Economic Management System (GIR), the Integrated Technical Information System (IMIR) and the Control System (FEP) |
| 2003 | Certification of the quality managements system according to MSZ EN ISO 9001: 2001, as that's result the Quality and Performance Management Rate System (MTMK) has came into existence, that measures, motivates and appreciates the performance of the employees through the quality aims and tasks. |

2003	Composition and stabilisation of the Human Resources and Resources Management Rate System (HRMK), that is an operating system of Data and Information Management System (AIMK) and Performance Management Rate System (MTMK), by human resources
2005	Implementation of a self-assessment according to EFQM-model, preparation of the (winning) application for the North Great Plain Quality Award, in the category „middle-sized service company”
2005– 2006	Composition of an Integrated Control System (IIR) by the company, by entering the standard MSZ EN ISO 14001:2005 and re-certification of the standard MSZ EN ISO 9001:2001
2000- 2006	Entering and using TQM-methods in 16 teams: PDCA-cycle, 5S, 7 steps for problem solution, KANO, KAIZEN, flow sheet, proactive development, KJ-diagraph
2006	Close-up of the individual management system founded in 2003, as that's result the Synergy of the Integrated Management Rate Systems was born

BENEFITS REALISED

The annual EFQM self-assessment, as well as winning the North Great Plain Quality Award, after this, the application for the National Quality Award made Nyírsévíz Zrt. significantly richer in the area of the continuous learning and improving-developing activities. These invested values make the organization able to increase its productivity and turnover from year to year. Nyírsévíz Zrt. came to a high level also in the sphere of worker's commitment and customer satisfaction: Our index of confidence was 97,28% in the year 2004. Through entering the Environment Management System, we managed to decrease the encumbering of the environment in a large measure. Between 2001- 2005, the gross value of the operated material goods has grown by 65%; the length of the operated line network (sewerage and drinking water) has grown by 57%, that strengthen the effectiveness of the complex quality management.

REASONS FOR SUCCESS

- Creation of a strategy-, process, and quality-oriented company culture
- Composing a customer- and activity-oriented business activity
- Life long learning organisation.
- Quality- and effectiveness-centric company management
- A 'quick-reaction' organization, that acts upon as is leaded by its strategy

Contact person: Dr Sándor Galambos, Head of Quality Management

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Email: galambos@mail.nyirseviz.hu – <http://www.nyirseviz.hu>

Tó Utca 5, H-4401 Nyíregyháza, Hungary

ZALA COUNTY HOSPITAL



*Hungarian Quality
Award Winner
Category for Public
Sector*

ORGANISATION PROFILE

Zala County Hospital is the largest health care provider in Zala county. The Hospital has 1226 beds, 172 outpatient clinics, 5 diagnostic units, the overall staff number is 1700. 41.000 in- patients are treated whilst 900.000 patients are seen on out-patient basis annually.

Apart from the traditional clinical fields of county hospitals (internal medicine, surgery, neurology, psychiatrics, obstetrics & gynaecology, paediatrics) orthopaedics, operative dentistry, ophthalmology, urology, adult and paediatric intensive care unit, haematology, oncology, are also accommodated in the hospital. The department of invasive cardiology, cardiac surgery, perinatal intensive unit and stroke unit also serve as regional centres. Zala County Hospital has been a educational hospital for the University of Pécs, since 1974. The overall budget of the hospital exceeded the amount of 9 billion HUF in 2005.

MILESTONES OF THE EXCELLENCE JOURNEY

1995	Certification according to ISO 9001:1994, first in Europe and Hungary among healthcare providers, covering the whole institute
1997	IIASHA-SHIBA award at institutional level
1997-1998	Participation in a project organised by the Hungarian Ministry of Welfare. JCI standards pilot accreditation
1998	Re-certification according to ISO 9001:1994
2000-2001	EFQM Self-Assessment
2001	Certification according to ISO 9001:2000
2003	Western-Danubian Region Quality Award – Special Prize The start of their benchmarking activities, in cooperation with Jósa András County Hospital, Nyíregyháza, publication of results
2004	Re-certification according to ISO 9001:2000
2005	Introduction of the project management procedure

- 2006 “Hospital of the Year 2005” Award in the category of large hospitals
EFQM Self-Assessment.
Applying for the Hungarian Quality Award

BENEFITS REALISED

Since 2000, Zala County Hospital has been regularly using the EFQM self-assessment method, which, together with the ISO system is an integral part of strategic management and appears in every-day activity.

With the use of self-assessment our institute has targeted the continuous improvement of institutional performance, the enhancement of both patient and partner satisfaction and has defined the direction of further improvements.

Accessible, well-trained human resource basis, achieved by self-conscious planning and continuous development is one of the greatest assets in Zala County Hospital.

REASONS FOR SUCCESS

- Open approach, and coordinated, uniform functioning of the management.
- Maintaining the balance between medical and nursing professional activities and economic stability, under ever-changing circumstances.
- Continuous learning both at staff and institutional level, calling in personnel.
- Working activities governed by regulated procedures, professional use of regularly justified and updated protocols and guidelines, measurement and publication of results.
- Innovation, to keep up with the continuous professional and technological development.

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Email: Minoseg.min@zmkorhaz.hu

Zala County Hospital, Zrínyi M. Street 1

8900 Zalaegerszeg, Hungary

PAPYRUS HUNGARIA ZRT.

*Hungarian Quality
Award Winner
Category for SMEs*

ORGANISATIONAL PROFILE

Papyrus Hungaria Zrt. is fully owned by Stora Enso, a Swedish-Finnish multinational company, the global market-leader in paper, packaging and forestry products. Papyrus Hungaria belongs to the Merchant division of Stora Enso incorporating 20 wholesaler companies in Europe. Our assortment consists of coated and uncoated fine paper in reels and sheets, board, office papers for office communications and digital printing, packaging and consumable materials. Our main customers are printers, paper converters advertising agencies graphical retailers, retailers of stationery and office paper, company suppliers, copying stores, digital printing-houses. We offer full service for our customers including transportation, technical support and advices. Currently we have 67 employees at four sites working in 3 warehouses, a central office and a Cash & Carry shop. Our annual turnover was 25 mEUR in 2005.

Mission, vision and values

Our mission is to deliver value to our customers and suppliers by promoting an efficient and reliable supply chain for paper and packaging. Our vision is to be the leading paper and packaging merchant in Hungary.

Our values are:

- Performance
- Customer focus
- Emphasis on people
- Focus on the future
- Reliability

MILESTONES OF THE EXCELLENCE JOURNEY

1999	Survey of internal processes with the help of an external consulting company
2001	Start of the Excellence 2005 Programme with Stora Enso: training on TQM methods, first Self-Assessment according to the Balridge Model

2002-2004	Self-Assessment based on the Stora Enso Business Excellence Guide Model
2005	Applied for the Stora Enso Excellence Award Recognised for Excellence in EFQM Levels of Excellence

We were the first within the Papyrus group in:

- Opening a Cash & Carry shop
- Establishing a claim handling procedure
- Conducting an Employee Satisfaction Survey
- Using a low-cost, Internet-based communication link to the mother company
- Working out a Disaster Recovery Plan

REASONS FOR SUCCESS

- Close customer relationship/partnership
- The right assortment and suppliers
- Skilled people
- Best IT systems
- Best e-commerce solution on the market
- Competitive low cost logistics and warehouse system
- Regional Eastern European strategy for international companies/customers
- Excellent service
- Excellence in operations

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Part II: Award Assessors

- **List of Assessors for EFQM Excellence Award 2006**
- **List of Assessors for the Hungarian Quality Award 2006**
- **Become an Assessor**

LIST OF AWARD ASSESSORS 2006

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 2006. The Award could not succeed without their commitment and professionalism and they are amongst the best and most experienced Assessors in Europe.

Assessors Team Leaders are indicated in bold.

Name		Organisation	Country
Abajo	Rafael	Club Excelencia en Gestion	Spain
Ajomaa	Harri	Finland Post Group	Finland
Albert	Anja-Christina	Schering AG	Germany
Alsen	Hans	DRK Kliniken Berlin	Germany
Al-Shaghana	Kadim	Sheffield Hallam University	United Kingdom
Anderssen	Knut	Det norske Veritas	Norway
Aubert	Philippe	Strabex	Switzerland
Baeyens	Hans	KH Kempen	Belgium
Bailey	Tom	Vhi Healthcare	Ireland
Barbeta	Antonio	Bosch Security Systems	Portugal
Barda	Liliane	Mediapolis for Excellence	Italy
Barrat	Eric	French Riviera Chamber of Commerce and Industry	France
Bastin	Antoine	AFAQ-AFNOR (=NPO)	France
Beard	Dennis	TNT Express ICS	United Kingdom
Beauduin	Vinciane	EFQM	Belgium
Bedford	Allen	Jobcentre Plus	United Kingdom
Bezares	Eduardo	Cia.Cervecera de Canarias SA	Spain
Binderlehner	Waltraud	Alpenresort Schwarz	Austria
Boeker	Hartmut	Volkswagen Coaching, Unternehmensqualität	Germany
Bonca	Robert	T-Systems Multimedia Solutions GmbH	Germany
Bozic	Mila	Institute BE-i	Slovenia
Briam	Torsten	Volkswagen AG	Germany
Briski	Polona	Trimo	Slovenia
Buchacz	Tadeusz	Umbrella	Poland
Bugeja	John	Rolls-Royce Motor Cars Limited	United Kingdom
Burke	Mike	NRG	Netherlands
Butler	John	FAS	Ireland
Buxi	TS	Philips Applied Technologies	Netherlands

Calvo Maguregi	Jose-Antonio	Calidad y Direccion	Spain
Caratti	Ugo	Robert Bosch GmbH	Germany
Carter	Geoff	PACEPerformance	United Kingdom
Christodoulou	Georgios	Cyprus telecommunications-cyta	Cyprus
Cucu	Maria	SC Fia Test SRL	Romania
Dalluege	C.-Andreas	IBK Management Solutions GmbH	Germany
Damigos	Emmanuel	Damigos Management SSystems	Greece
De	Pradip	Tata Consultancy Services	United Kingdom
De Castro	Carlos	Philips Consumer Electronics	Netherlands
De Clercq	Helena	Ministry of the Flemish Community	Belgium
De Lange-Ros	Ellen	KPN	Netherlands
De Vries	Henk	Philips Semiconductors	Netherlands
D'Emma	Gaetano	CSBI Gaetano D'Emma	Switzerland
Dibley	Diane	Diane Dibley Consulting	United Kingdom
Dietrich	Peter	Robert Bosch GmbH	Germany
Donnelly	Frank	Eurocontrol	Belgium
Dostalova	Petra	Czech Society for Quality	Czech Republic
Doublet	Romain	CEZUS	France
Drozdziel	Pawel	Eaton Truck Components Sp. z o.o.	Poland
Dubus	Delphine	Roquette Frères	France
Easton	Susan	Practical Intelligence Consulting Ltd	United Kingdom
Ellis	Paul	TNT	United Kingdom
Fischer	Jens	Eurocontrol	Belgium
Fisher	Matt	NRG Group	United Kingdom
Forstner	Christian	Siemens AG	Germany
Garbers	Klaus	NRG Deutschland GmbH	Germany
Gernaey	Marc	Vlaamse Overheid	Belgium
Gibbs	Alex	Philips Electronics UK Ltd	United Kingdom
Gliebe	Wolfgang	Quality Austria	Austria
Goetvinck	Mia	NRG Benelux	Netherlands
Gonzalez Bedia	Julio	Aliad calidad	Spain
Gramstrup	Thomas	Promentek ApS	Denmark
Grebenc	Milko	Danfoss Trata d.o.o.	Slovenia
Gschaidler	Bernd	Robert Bosch GmbH, Bamberg plant	Germany
Guino-o	Reynaldo	Edinburgh International Conference Centre	United Kingdom
Guncar	Uros	SFBE	Slovenia

Hageman	Jacques	Solvay S.A/N.V.	Belgium
Hary	Andras	APNB Research, Development and Service Ltd.	Hungary
Haynes	Andre	Quality Squared	United Kingdom
Hiese	Gudrun	SIG International Services GmbH	Germany
Higgins	Kathryn	NHS Blood and Transplant / National Blood Service	United Kingdom
Hillen	Michiel	Philips DAP	Netherlands
Hindsbo	Sanne	EFQM	Belgium
Hohan	Andrei	FiaTest	Romania
Hohan	Ion	FiaTest	Romania
Hull	Peter	Department for Work and Pensions	United Kingdom
Ilves	Jana	Independent	Estonia
Innanen	Pekka	Johtamistaidon Opisto	Finland
Innes	Roger Michael	Philips Semiconductors	Netherlands
Ioannides	Andreas	Electricity Authority of Cyprus	Cyprus
Jacobsen	Ejner	Center for Leadership	Denmark
Jaffke	Thomas	ZF Padova SpA	Italy
Jahnke	Roland	Deutsche Post World Net	Germany
Jensen	Jacob Buhl	Business Forum	Denmark
Jensen	Jakob Bonne	Post Denmark A/S	Denmark
Jones	Kathryn	Yell	United Kingdom
Kalyta	Taras	Quality Systems Centre "PRYRIST-Systema"	Ukraine
Keeley	Jane	Ricoh UK Ltd	United Kingdom
Keller	Benjamin	QMS	Germany
Kempf	Laurence	Ricoh Industrie France	France
Ketilsdóttir	Steinunn	Intellecta	Iceland
Kieffer	Thierry	Philips Semiconductors	Switzerland
Kilitcioglu	Hakan	KalDer, Turkish Society for Quality	Turkey
Klijn	Rietta	Ricoh Europe BV	Netherlands
Komenda	Jörg	Mondi Business Paper - Holding	Austria
Koppelman	Paul	Philips Consumer Electronics / Global	Netherlands
Kosova	Aydin	Kalder, Turkish Society for Quality	Turkey
Krajnik	Primož	Mettron, Corporate Informatics Ltd	Slovenia
Lange	Klemens	Freelance	Germany
Larsen	Henrik	SKAT	Denmark
Leu	Gerhard	T-Systems Schweiz AG	Switzerland

Lewandowski	Joseph	London SME Centre	United Kingdom
Liefting	Remco	MANS consultancy	Netherlands
Linaza	Sabin	Consultores Sayma S.A.	Spain
Ludwig	Walter	BASF AG	Germany
Luengo	Geni	EFQM	Belgium
Madeleine	Carolina	EFQM	Belgium
Majoor	Guy	Business Excellence Acceleration	Belgium
Makinde	Yemi	EFQM	Belgium
Maleki	Alireza	TUV Academy Iran-Germany	Iran
Manneveld	Dick	Corus Strip Products	Netherlands
Manns	Patrick	Robert Bosch France S.A.S	France
Marchot	Etienne	Excellence & TQM expert	France
Margaria	Patrick	EDF	France
Mason	Yvonne	British Telecom	United Kingdom
May	Ian	Siemens Corporate Transformation	United Kingdom
McCallum	Gordon	Quality Scotland	United Kingdom
Mian	Samee	London SME Centre, London Metropolitan University	United Kingdom
Miller	Nicholas	Rolls-Royce Motorcars Ltd.	United Kingdom
Mogensen	Henrik Mark	Grundfos A/S	Denmark
Moll	André	German Excellence Award	Germany
Möller	Gitta	Ricoh Europe BV	Netherlands
Morel	Michel	Cezus	France
Moreno	Xavier	NRG Spain , S.A.	Spain
Mule	Gianluca	EFQM	Italy
Murga	Jesús	ITP, S.A.	Spain
Najmi	Manoochehr	Graduate School of Management and Economics	Iran
Navarro Arqued	Bibiana	Aliad Calidad	Spain
Neppach	Heinz	Fujitsu Microelectronics Europe GmbH	Germany
Nieminen	Kirsi	Metso Minerals (Tampere) Oy	Finland
Olsson	Britt-Marie	Posten AB	Sweden
Onoper	Tauno-Jussi	TJO Konsultatsioonid	Estonia
Otto	Birgit	BO Consult	Germany
Özok	Sevket Fahri	Brisa Bridgestone	Turkey
Paparo	Fulvio	Eqm consulting sas di paparo dr. Fulvio & c.	Italy
Pereira	Jaime	Bosch Security Systems	Portugal

Persson	Lars	Posten AB	Sweden
Philippaerts	Jacques	Belgian Federal Police	Belgium
Philippe	Patrice	EDF distribution system operator	France
Pimblott	John	VW Fluid Power Division, Gates Corporation	United Kingdom
Povey	Barry	University of Portsmouth Business school	United Kingdom
Price	Annick	Consortium de la Validation des Compétences	Belgium
Prieto	José Luis	Fundación Fomento Calidad	Spain
Rallu	Georges	ExcellEdge	France
Rancourt	Melissa	EFQM	Belgium
Ratoša	Drago	Luka Koper d.d.	Slovenia
Redling	Andreas	AFQM - Quality Austria	Austria
Reiche MBA	Markus	Deutsche Bahn AG	Germany
Reul	Remy	Umicore Precious Metals Refining	Belgium
Robbins	Patrick	Eurocontrol	Belgium
Ross	Detlef	Siemens AG; Com ESA RMI	Germany
Rotsaert	Dierik	A.C.I	Belgium
Salasco	Laura	Self employed	United Kingdom
Samli	Sait	Siemens Sanayi ve Ticaret AS	Turkey
Sankur	Ayse Nurseda	Autoliv Cankor	Turkey
Savic	Nenad	Nenad Savic s.p., 5K Management Consulting	Slovenia
Schaefer	Dirk	Eurocontrol	France
Schneider-Daubner	Gudrun	Fujitsu Microelectronics Europe GmbH	Germany
Schoenefeld	Frank	T-Systems Multimedia Solutions GmbH	Germany
Schu	Vincent	Ricoh Industrie France SAS	France
Schuck	Annemone	Lufthansa Cargo AG	Germany
Seckin	Celal	Seckin Consultancy	Turkey
Seewald	Hans-Günter	TÜV Nord CERT GmbH & Co. KG	Germany
Segot	Jacques	French Post Office	France
Sharifi Monfared	Shahriar	Donyaye Khobreh co.	Iran
Sierra	Fernando	Basque Foundation for Quality - Euskalit	Spain
Simkens	Annemie	Trainer - consultant	Belgium
Simmel	Johann	BMW Group	Germany
Slavicky	Mark	PosAm Ltd.	Slovakia
Šopar	Nikola	Hermes SoftLab d.d.	Slovenia

Spangfort	Peter	Posten AB	Sweden
Spanos	Anthony	Euroexcellence	Greece
Stein	Helmut	Volkswagen Coaching	Germany
Sylvester-Thorne	Nigel	Eurocontrol Experimental Centre	France
Syme	Ken	Business Improvement Advisor	United Kingdom
Tanrisever	Salih	EBM Eczacibasi Bathtubs and Kitchen Furniture	Turkey
Tantawy-Monsou	Brigitte	World Business Council for Sustainable Development	Switzerland
Tasquin	Sandrine	Eurocontrol	Belgium
Taylor	David	Independent	United Kingdom
Tousek	Bernhard	Quality Austria	Austria
Trache	Thomas	Robert Bosch GmbH Diesel Systems	Germany
Tzavara	Lena	General Secretary of Sports / Ministry of Culture	Greece
Uckerman	Gerd	Infineon Technologies Austria AG	Austria
van der Geest	Andre	TNT-Post B.V.	Netherlands
Van Vriesland	Max	Philips Electronics Bus. Group Optical Storage	Netherlands
van Waes	Ria	Philips	Netherlands
Van Zonneveld	Hans	Philips Research	Germany
Vanneraud	Marie-Odile	La Poste E - SNAE	France
Verdoux	Stéphane	Stephane VERDOUX Coaching Services	France
Walter	Natascha	Volkswagen AG	Germany
Wells	Ray	Corus	United Kingdom
Wilkinson	Paul	NRG Group	United Kingdom
Willems	Alexis	EFQM	Belgium
Willemsen	Jan-Willem	KPN	Netherlands
Wilson	George	Centre for Competitiveness	United Kingdom
Zähler	Albert	IMS Consulting GmbH	Germany
Zajic	Jiri	QES s.r.o.	Czech Republic

To see EFQM's entire pool of Assessors, please visit our site: www.efqm.org

A special thank goes to the **Jury Members** for their involvement in the EFQM Excellence Award process. They are responsible for selecting the Finalists, Prize Winners and Award Winners based on the feedback report produced by the Assessors.

The Jury Members in 2006 are:

For the Large Organisations, Business Units, Operational Units and Public Sector: Jan Stenberg (Chairman), Roger Cliffe, Florent Meyer, Johann Weidinger, Emmanuel Perakis, Jan van Mierlo, Paul Garre.

For the SMEs: Allan Ahrensberg (Chairman), Jose Ramon Calonge, Hans Rissmann, Fabio Lucchini Gilera.

LIST OF HUNGARIAN QUALITY AWARD ASSESSORS 2006

The Hungarian Quality Development Centre would like to thank all the individuals and their companies for their promotion and activity in the last 10 years connecting to the Hungarian Quality Award.

In 2006. the following assessors worked for the Award:

Name		Organisation
Báder	László	Oracle Hungary Ltd.
Bodor	Pál	HQD Partnership
Csomor	Miklósné	Total Information-Systems Service – Pécs Ltd.
Háry	András	APNB Research, Development & Service Ltd.
Havellant	Ferenc	TQM 2004
Hegedús	Gézáné	ELEUD Commercial & Service Ltd.
Kálmán	Albert	Ministry of Economy and Transport
Magyar	Anna	MOFA Fibreboard Manufacturing Co.
Megyeri	József	Imerys Kiln Furniture Hungary
Stadler Molnárné	Katalin	M&S Consulting – Consultancy, Service and Trading Ltd.
Rózsa	András	Herend Porcelain Manufactory Ltd.
Sándor	István	Qualiflexpack Ltd.
Tóth	Péter	Valeo Auto-Electric Hungary LLC
Veinperl Tóthné	Ilona	MAV Informatics Commercial, Servicing and Consulting Ltd.
Váradi	József	KÖRTE Environmental Technology Inc.

BECOME AN ASSESSOR

Being an Award Assessor offers a unique, and highly practical, development opportunity to managers from all functions and disciplines and will provide you with a special experience that will remain as a landmark in your career. Acting as an Award Assessor is a very effective and efficient way to boost your experience on Excellence in real life. It will also open new views on how the EFQM Excellence Model really makes a difference in other organisations.

As the Award Assessors operate in teams, we seek to mix together people from different nationalities, functions and backgrounds. This ensures that you will improve your skills and experience in team work. Last, but not least, it is the ideal way to gather knowledge for your own organisation.

Engaging as an Award Assessor will:

- Enhance your ability to quickly understand how to achieve success and improve results in your organisation.
- Increase your competence to work in international teams and foster effective dialogues with executives
- Offer ongoing access to a vibrant network of more than 250 experienced leaders who will have gone through the same challenging experience and are willing to share their expertise
- Welcome you in a prestigious and recognised group of people putting the EFQM Model into practice.

The Award Assessors are the first to undergo, and put into practice, the latest developments in assessment approaches and techniques. EFQM considers the Award Assessors as a trusted core group which shares the leading edge assessment methods.

As the Award cycle is divided into four key steps, the involvement of the Award Assessors follow these steps accordingly. From the selection of assessors, through to the celebration of the winners at the Forum, their work includes briefing, meeting with the Applicant, site visit week, writing the feedback report and providing a face-to-face feedback to the applicant.

Part III: Apply for the 2007 Award

- **The Award in 2007**
- **Become an Applicant**
- **Key Dates for the Award Process**

THE AWARD IN 2007

For the past year, EFQM has undertaken a rejuvenation programme and a review of its strategy. This rejuvenation also included the revision of the EFQM Excellence Award. Following the change of its name for the 2006 cycle, further changes will be implemented reflecting the feedback received from key stakeholders during the consultation process.

Making the 'go' decision for an organisation willing to engage in the Award is the first key element. It has to be considered as a multi-year perspective and is driven by the motivation of comparing yourself as an organisation against the best. Successful organisations receive the recognition to be amongst the best and get the attention and motivational impact such as the winners presented in this book.

The challenge of making an application to the Award will bring your organisation the following substantial benefits:

- The chance to find out how good your organisation really is by being measured against the EFQM Excellence Model
- The opportunity to receive over 40 pages of feedback on your organisation, both strengths and areas for improvement and a face-to-face presentation to increase your understanding
- The feedback you receive comes from practicing managers from a range of sectors and nationalities
- Because the Model is widely used, you can compare your score profile against European norms and high performing organisations, demonstrating where you are a role model and where you still have areas for improvement
- Unique way to motivate employees at all levels in a positive and constructive atmosphere



Your Journey

Improve your competitiveness through Excellence ...

Compare yourself against the best with the Excellence Award

Chart your progress with Recognised for Excellence

Create Passion & Commitment with Committed for Excellence

... using the unique learning platform of "Being an Assessor"

EFQM

BECOME AN APPLICANT

Engaging your organisation as an Award Applicant will take you through four phases. Each phase takes place in a specific time frame and has its specific steps:

Phase I – Engaging into the process

A first version of your project plan and budget estimation is prepared and agreed. The creation of the 'Qualification File' will support your decision in applying for the Award. This Qualification File is then used by EFQM and the Awards Jury to **evaluate and validate your submission** for the Awards process. This first piece of documented evidence describes the key factors of your organisation and the most important results achieved over the past 3 to 5 years. When the organisation is accepted into the process, the complete submission document has to be prepared, whether the 75-page description or an updated version of the qualification files and an enabler map. This document will serve as the first formal input for the Assessor team.

Phase II – Briefing the Assessors

While the Assessor Teams are compiled and briefed, a first meeting is organised between the Applicant and the Assessors. The aim of this meeting is to align the understanding of the submission document and start the planning for the Site Visit. This also helps building a close relation with the team, and especially with the Assessor Team Leader in order to develop a complete plan for the site visit.

Phase III – The Site Visit

Your organisation and especially its people at all levels will be directly interacting with the Assessors. The objective of the site visit is to give the Assessors all the necessary information to help them make their independent assessment. This is carried out in a very open and constructive atmosphere and is the moment of truth where you create impressions for the Assessors and provide tangible and intangible evidence. First high level impressions are communicated to the organisation at the end of the site visit. After the site visit, the team will come to a consensus view and agree a scoring level for your organisation.

Phase IV – The feedback report

The team finishes the feedback report and their recommendations for the Jury. The Jury members meet and as soon as the Jury has made its decisions these are communicated to you. The feedback report is made available to your organisation. The most important aspect of this phase is the feedback session with the Assessor Team Leader, where the mutual understanding of the conclusion from the Assessors, in the light of actions and your future success as an organisation, is the key objective. Meanwhile the outcomes, especially for prize and award winners, are kept confidential until the celebration at the Forum.

KEY DATES FOR THE AWARD PROCESS

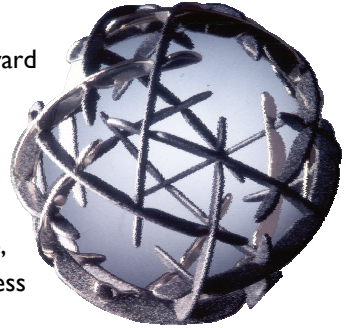
Publication of the updated and new rules for the EFQM Excellence Award in 2007	11 October 2006
Call for Assessors	20 October 2006
Applicant workshop and information session	Mid-November 2006
Applicants send their Application Forms to EFQM confirming their participation	15 January 2007
Closing date for the submission documents to arrive at EFQM	16 March 2007
First Jury Meeting	End March 2007
Assessors Team Training and Briefing	3 to 6 April 2007 17 to 20 April 2007 24 to 27 April 2007
Site Visits week	11 to 15 June 2007
Feedback report to be sent to EFQM	29 June 2007
Second Jury Meeting	Early July 2007
EFQM sends the feedback reports to all Applicants	20 July 2007
EFQM Forum in Athens and Award Ceremony	1 to 3 October 2007

More details like the rules for eligibility and the financial aspects of engaging either as Award Applicant and/or as Award Assessor are available and updated as needed on our web site www.efqm.org and click on “Recognition”.

LEARN FROM THE WINNERS AND FINALISTS

EFQM's Good Practice Database

Winners and finalists of the EFQM Excellence Award are true frontrunners in organisational excellence. They are a representation of Europe's best performing companies and not-for-profit organisations, which all excel in the way they interact with their customers, motivate their people, implement strategy and attain sustainable business results.



In EFQM's **Good Practice Database** you will find a comprehensive collection of these extraordinary organisations approaches to excellence. For each of the 9 criteria and each of the 32 sub-criteria the database contains detailed descriptions of sound approaches, their systematic deployment and the best in class results achieved by the last five years winners and finalists of the Award. The content of the database is extracted from the award submission documents and only the high scoring sub-criteria from winners and finalists are added to the database. High scoring are those sub-criteria which scored 65 or more points.

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

EFQM member organisations have free access to the Good Practice Database, which is online, available at: <http://excellenceone.efqm.org>.

Excellence One: Stay Updated on Best Management Practices



Excellence One is EFQM's online knowledge base designed to help you improve the performance of your organisation and to keep you up to date with the latest in excellence.

Excellence One contains over 400 articles on excellent management practices, a comprehensive 'Good Practice Database', the Excellence One Toolbook, networking opportunities, video interviews and many other unique tools and resources.

Excellence One will give you the answer to questions like:

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

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

Employees of EFQM member organisations have free access to Excellence One. Non-EFQM members can register for a limited access.

Register as an Excellence One user at: <http://excellenceone.efqm.org> and log on to a world of knowledge and learning. More in depth information on Excellence One is available on the EFQM website: www.efqm.org.

APPENDICES

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

LIST OF SPONSORS

We would like to thank the sponsors of the EFQM Forum in Budapest for their support in the creation of this recognition book.

Organising an EFQM Forum requires a community of strong and committed partners and we would like to express our appreciation to the following organisations in this partnership:

Alcoa Wheel Products Europe was founded in Székesfehérvár, Hungary, as a greenfield investment in 1996 and became the largest forged aluminium wheel supplier in Europe, fulfilling the requirements of truck, trailer and bus manufacturers and after market customers in Europe. Alcoa is the world's leading producer of primary and fabricated aluminium, alumina, is active in all major aspects of the industry and has 129,000 employees in 42 countries.



Dunapack Paper and Packagings Ltd. is one of the largest manufacturers of paper based packaging materials in Central and Eastern Europe. The company's most important products are corrugated base paper and corrugated products, large stretching bags, and sacks and paper bags made from these.



FerrInfo Co. has many years of wide ranging professional experience in planning, designing and operating IT systems. FerrInfo sees informatics as a tool capable of providing a necessary background for their clients' business operations. They operate a quality control system which provides a starting base for continuously maintaining and developing high quality.



Generali-Providencia Ltd. is the second largest insurance company in Hungary and part of the Italian Generali Group, Europe's third largest insurance network. Its service portfolio ranges from life, health and property insurance to housing, motor and industrial and cargo insurance. Generali-Providencia has more than 1.2 million clients and more than 170 branches and representative offices in Hungary.



General Motors Powertrain – Hungary Ltd. is a subsidiary of General Motors Powertrain Europe, which is a member of General Motors Corporation. The company is the sole manufacturer of all ECOTEC Family-I gasoline engines and only producer of Allison automatic transmission outside America for trucks and buses. The plant is located on the western border of Hungary and is the largest employer in the region, providing work for 1350 people.



Herend Porcelain Manufactory Ltd. is the largest manufacturer of hand made porcelain. Its luxury products and quality control system are market leaders among the world's porcelain companies. HEREND is the paragon of quality.



HÖDLMAYR Hungária Logistics Ltd. is a member of HÖDLMAYR INTERNATIONAL and is a specialist for Automotive-Outbound-Logistics. The company specializes in the preparation and distribution of finished vehicles from production to delivery to dealers. With their comprehensive range of services they can accompany their customers along the value supply chain



Hungarian National Tourist Office (HNTO) is the national tourism marketing organisation. The objectives of the HNTO call for contributing to the marketing of Hungary's tourism attractions and services and thereby promoting the increase of business in Hungary from domestic and international tourism.



HUNGERIT Poultry Processing and Food Zrt. is one of the leaders in the Hungarian poultry industry. The company (with 1400 employees) processes poultry meat. The uniquely wide product range includes primary and further processed products and many other value-added products as well. Export sales amount to 50% of company's total turnover (35 countries).



Imerys Kiln Furniture Hungary Ltd. (previously Burton-Apta Ltd.) is well-known among both ceramic producers, who use its high quality refractory ceramic products, and those who are interested in the world of quality. The company was recognised and awarded as an SME in both 1999 and 2000 in the European Quality Award process.



Knorr-Bremse is the world's leading manufacturer of braking systems for rail and commercial vehicles. For 100 years now the company has pioneered the development, production and marketing of state-of-the-art brake systems, making an important contribution to improved safety on the railways and the roads by ongoing innovation and product quality improvement initiatives thus aiming to ensure a 'Zero-defect-culture'. In Hungary, both the **Rail** and the **Commercial Vehicle Systems** divisions have manufacturing sites of strategic importance. Their R&D activity is also a dominant member of Knorr-Bremse's global development organisation, Hungarian higher education in technology and in the R&D sphere. Knorr-Bremse has been recognised in 2005 as Special Prize Winner at the European Quality Award competition with both divisions and all European locations.



MOL Group is the leading integrated oil and gas company in Central and Eastern Europe, employing close to 16,000 people. Its main objective is to provide superior levels of shareholder return, by fully exploiting its market potential, by implementing a strategy of dynamic development and expansion, and by achieving further internal efficiency improvements.



The National Office for Research and Technology (NKTH) is responsible for implementing the government's science and technology policy. Its duties are to provide a new framework for the national innovation system and to promote research and development that will boost the Hungarian economy.



The Public Foundation for the Progress of the Industry (IFKA) supports innovation processes, industry restructuring and technological development, the dissemination of the culture of quality and logistics in the economy. The IFKA Hungarian Quality Development Centre has been helping Hungarian businesses to improve through effective use of cutting edge management practices. It gives them essential support by organising training events and conferences to successfully compete for the Hungarian Quality and EFQM Excellence Awards



T-Mobile (Magyar Telekom Plc., Mobile Services Line of Business) has a customer base of over 4.2 million and provides quality GSM service on 900 and 1800 MHz frequencies. In addition, the Company was the first operator in the country to launch a commercial 3G service, also suitable for video calls. The Company is a pioneer in mobile innovation and has assigned a quality driven approach as the focus of its activities. In addition to a number of other external accolades, in 2001 the Company won a prize in the European Quality Award.



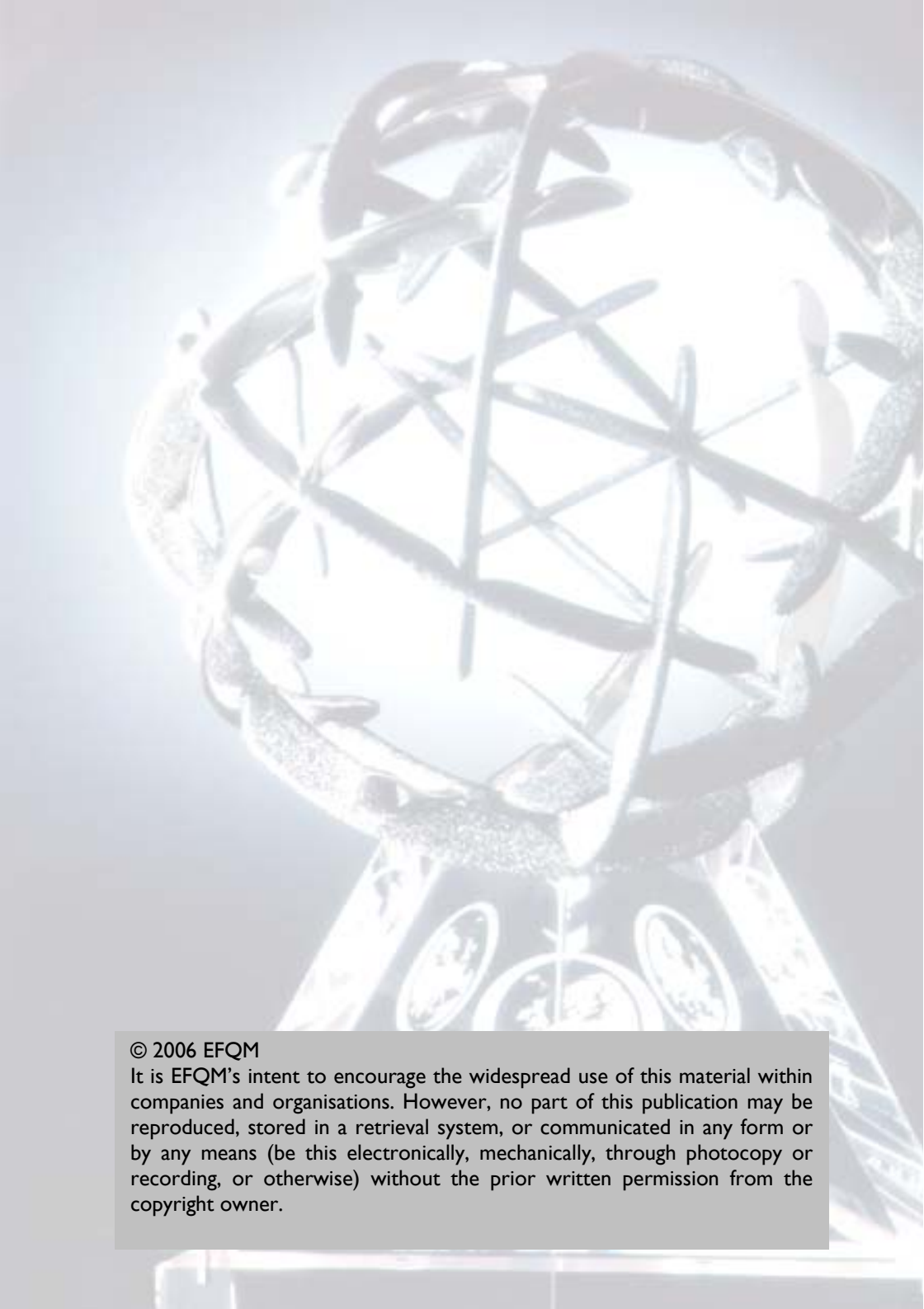
This year's Forum organisation has been a direct result of the dedication of our partner in Hungary, Hungarian Association for Excellence, we wish to thank their entire team for their tremendous work over the past two years.

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