



Strengthening Quality Management, Capabilities and
Infrastructures in Syria

Project No. MED/2006/018-364
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The implementation of the European Excellence Award and the EFQM Model in SME's

Presentation at the Syrian Quality Symposium, Damascus

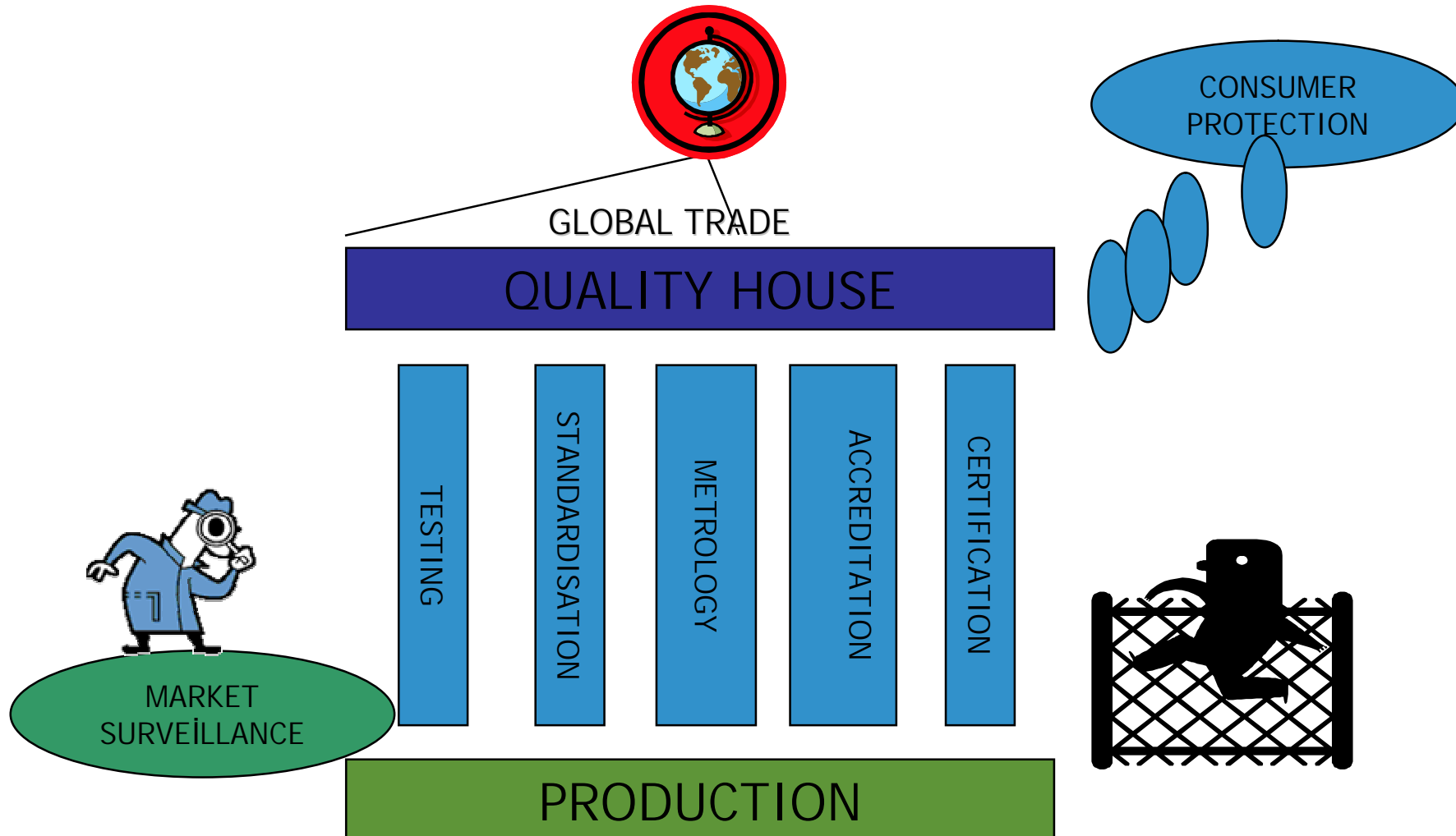
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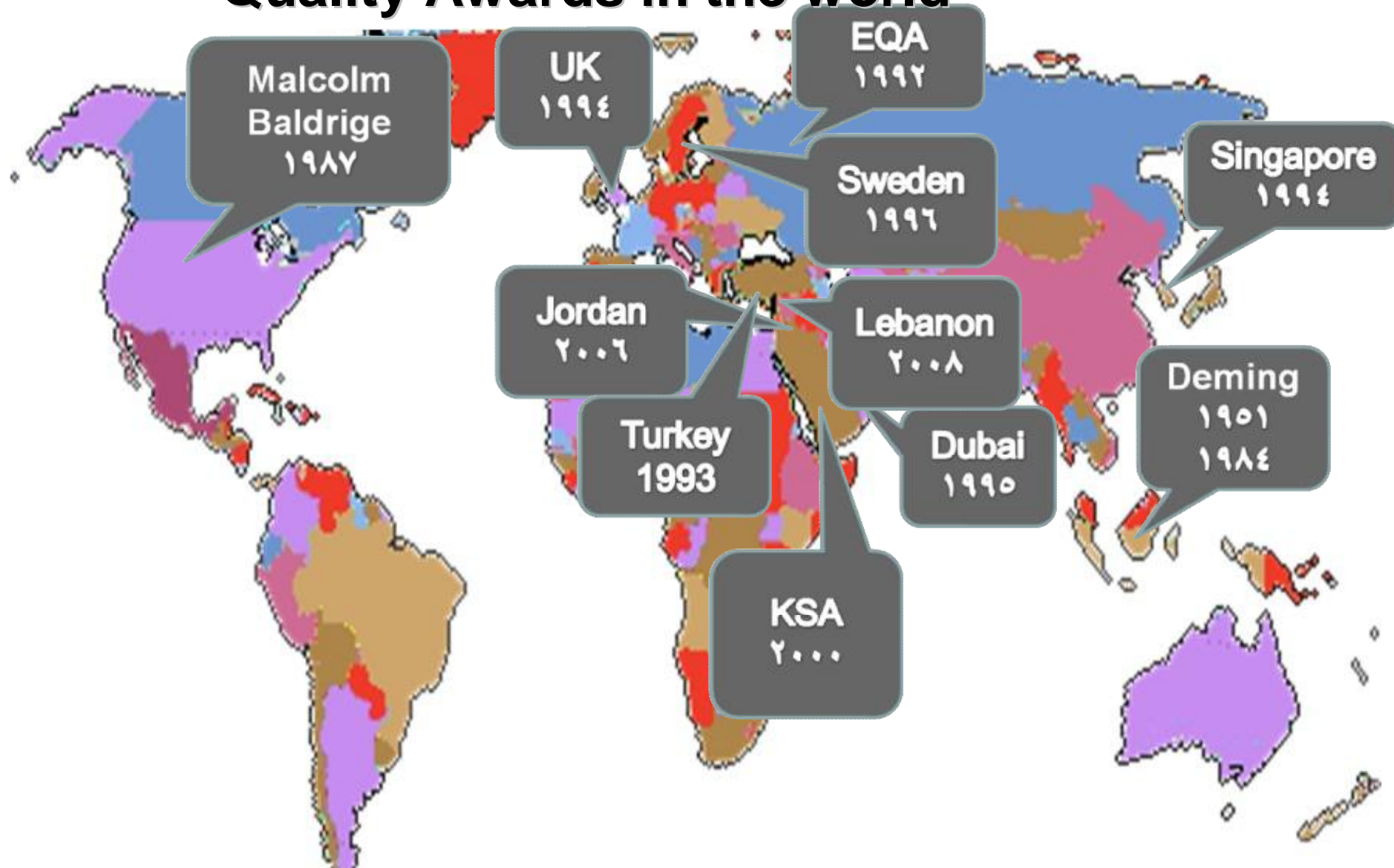
Scope

- **Developments in International Quality Arena**
- **Role of an Award Mechanism**
- **Critical Factors in Building an Award Mechanism**
- **EFQM Excellence Model**
- **SME Based Implementation**
- **Conclusions**

Conformity Assessment Structure



Quality Awards in the world





Quality Awards Worldwide

- Deming Prize 1951
- Malcolm Baldrige Quality Award 1988
- European Quality Award 1992
- MEQA Award – being established 2008
- Turkish National Quality Award 1993





European National Quality Awards based on the EFQM Model

- Austria
- Belgium
- Czech Republic
- Denmark - 1993
- Germany
- Hungary
- Ireland
- Italy
- Norway
- Portugal
- Russia
- Slovenia
- Spain
- The Netherlands
- Turkey - 1993
- UK - 1994
- (Fr, Fin, Swe MBNQA + EQA)

Role of an Award Mechanism

- **Identify best practices accepted internationally**
- **Provide a guide to Excellence applicable in all Corporations**
- **Develop a Knowledge base and a sharing platform**
- **Develop an Assessor / Expert community**
- **Identify Role Model Examples and make them visible**
- **Promote Role Models - TQM – Excellence**
- **Promote Improvement/Development through Self Assessment**



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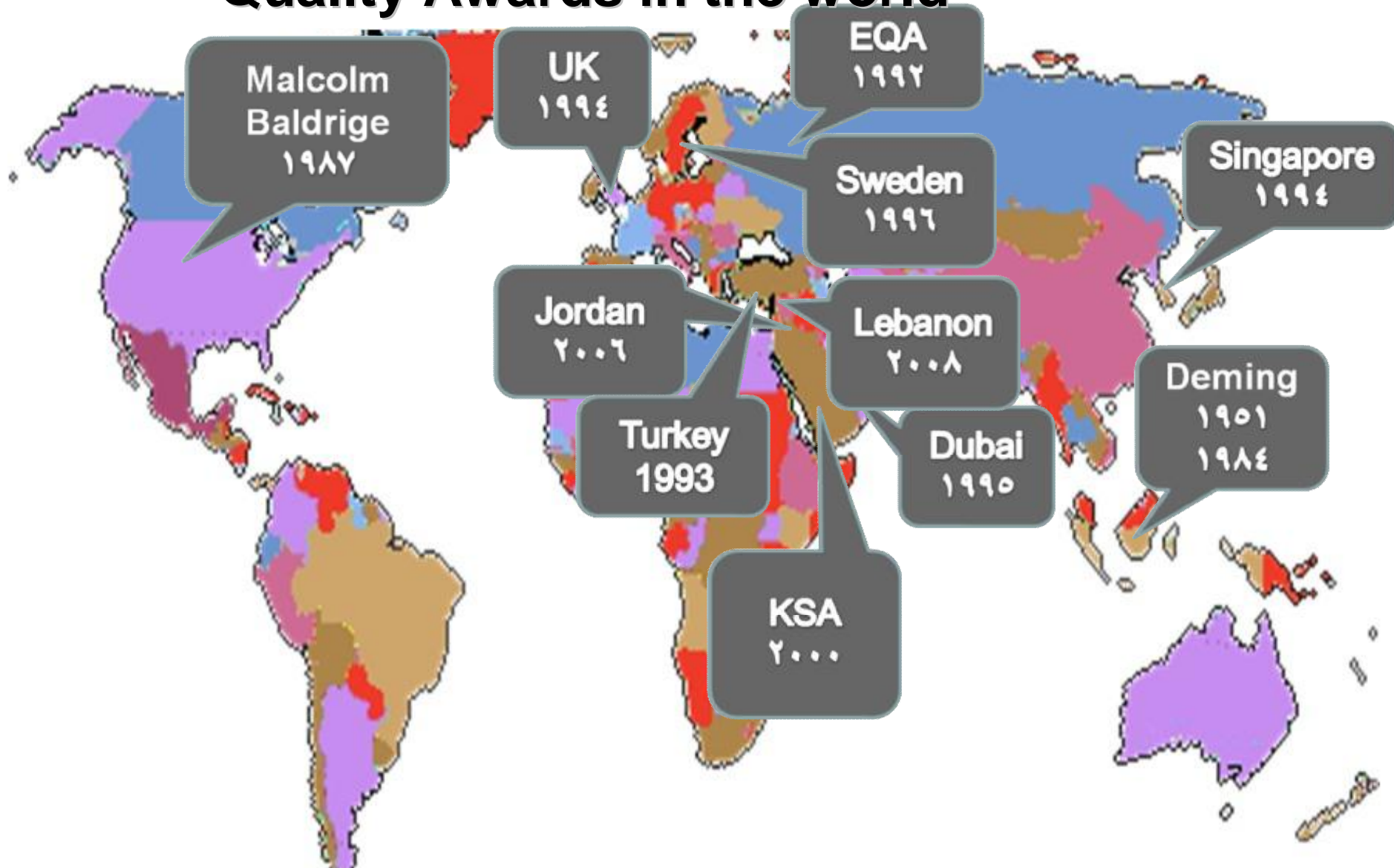
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History of EFQM (*European Foundation for Quality Management*)

- Formed in 1988 by 14 founder members
- Around 600 corporate members
- EQA launched in 1991
- Public sector award launched in 1995
- ***SME Award launched in 1996***
- Operational units Award launched in 1996

Quality Awards in the world



Critical Factors in Building an Award Mechanism

- **Building a robust, reliable, reputable process**
 - Improved and implemented systematically
 - Knowledge and assessor development
 - International participation from many different companies
- **Based on a proven and accepted international framework**
 - Use of the EFQM Excellence Model
- **Managed by a transparent and independent system**
 - A fully independent jury
 - Trained, evaluated and developed assessors
- **Knowledge Development**
- **Developing supporting structures**
- **Visibility of Role Models**
- **Deployment**

TEQA SME Categories

Initial identification was

- Dependent SME's
 - More than 25% belonging to a larger organisation
 - Generally part of large group of companies
- Independent SME's
 - Completely independent

This turned to a broader classification based on size, scope
& complexity to

- S&M Scope Private for Profit
- S&M Scope Public not for Profit

Developments in the SME Category

Evolution of the Model

- EFQM Excellence Model for SME's (launched in 1996)
 - 9 Criteria, 22 Criterion parts
 - Supported by EU Commission, linked with the EOQ
 - RADAR usage
- EFQM Excellence Model 2003 –SME version (similar to Large Organisations version)
 - Same model with 9 Criteria, 32 Criterion parts
 - Implementation & assessment will be interpreted by the company & assessors
- EFQM Excellence Model 2010
 - No difference with regard to SME's
 - Implementation & assessment will be interpreted by the company & assessors

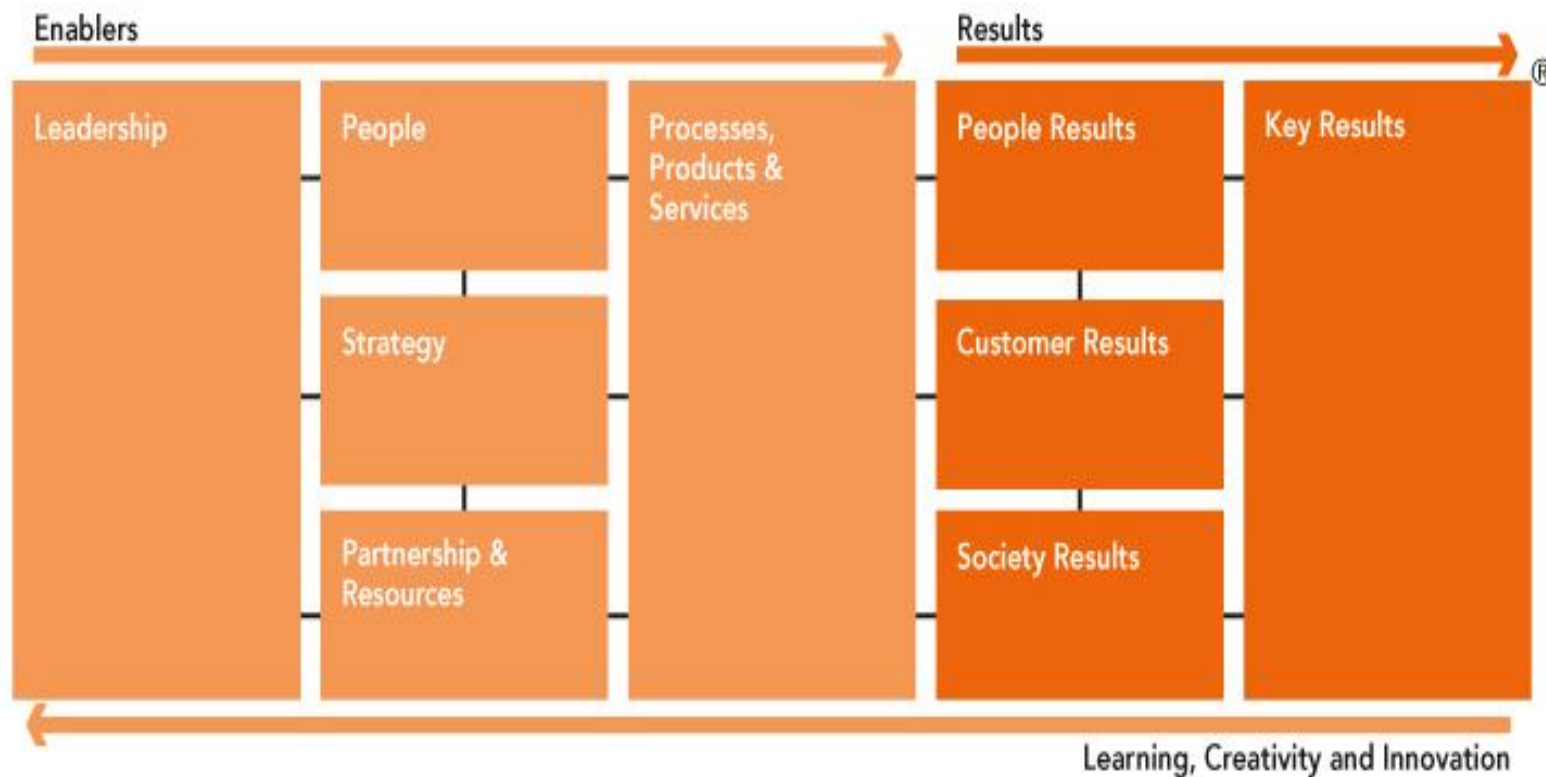
The need for a Model

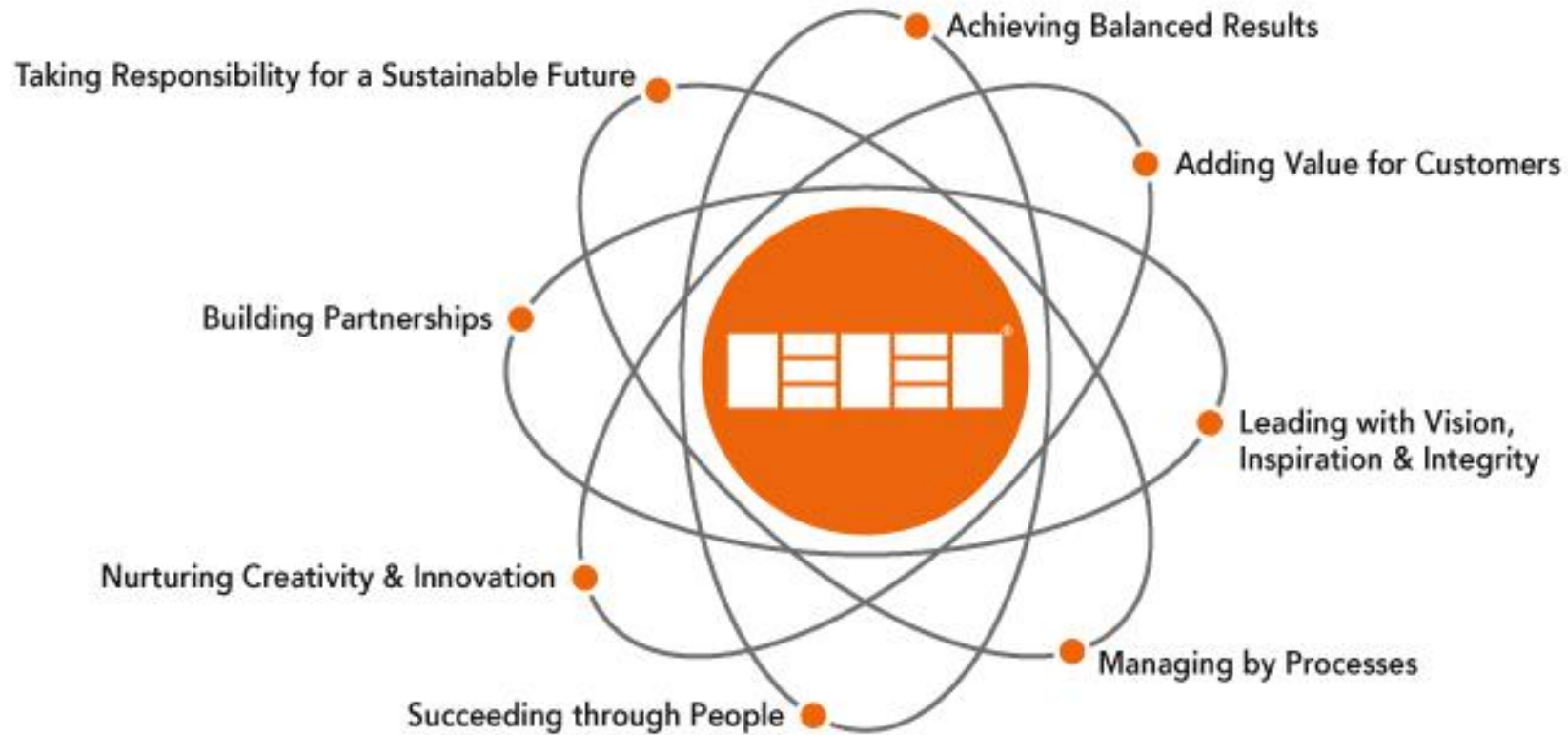
- Tool for self-assessment
 - Measuring the position on the path to excellence
 - Helping to identify and understand gaps
 - Stimulating solutions
- Basis for a common vocabulary and way of thinking inside the organisation
- Framework for initiatives
- Structure and guideline for the management system

International Models

- **EFQM Excellence Model 2010 - Europe**
- **Baldrige Criteria for Performance Excellence - USA**
- **Business Excellence Framework – Australia**
- **IEM (Ibero-American Excellence Model) - Latin America**
- **Japan Quality Award Model**
- **Singapore Quality Award Model**

The EFQM Excellence Model - 2010





The fundamental principle of the model

- The 9 criteria shown in the 9 boxes are further sub-divided, resulting in a total of 32 parts. Guidance published by the EFQM includes **suggestions**, which are not **prescriptive** (ISO 9004) or **required** (ISO 9001, 14001...), as to what evidence to include to demonstrate excellence in each of these parts.

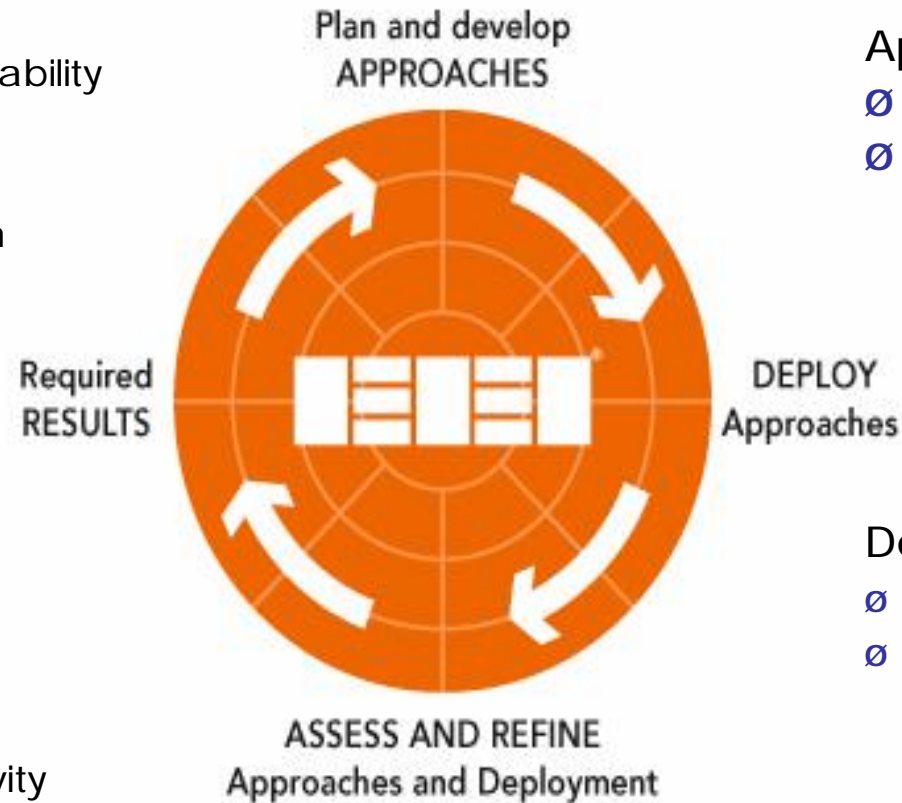
EFQM Model 2010 – RADAR Elements & Attributes

Results:

- ∅ Relevance and usability
 - § Scope
 - § Integrity
 - § Segmentation
- ∅ Performance
 - § Trends
 - § Targets
 - § Comparisons
 - § Causes

Assess & Refine:

- ∅ Measurement
- ∅ Learning & Creativity
- ∅ Innovation & Improvement



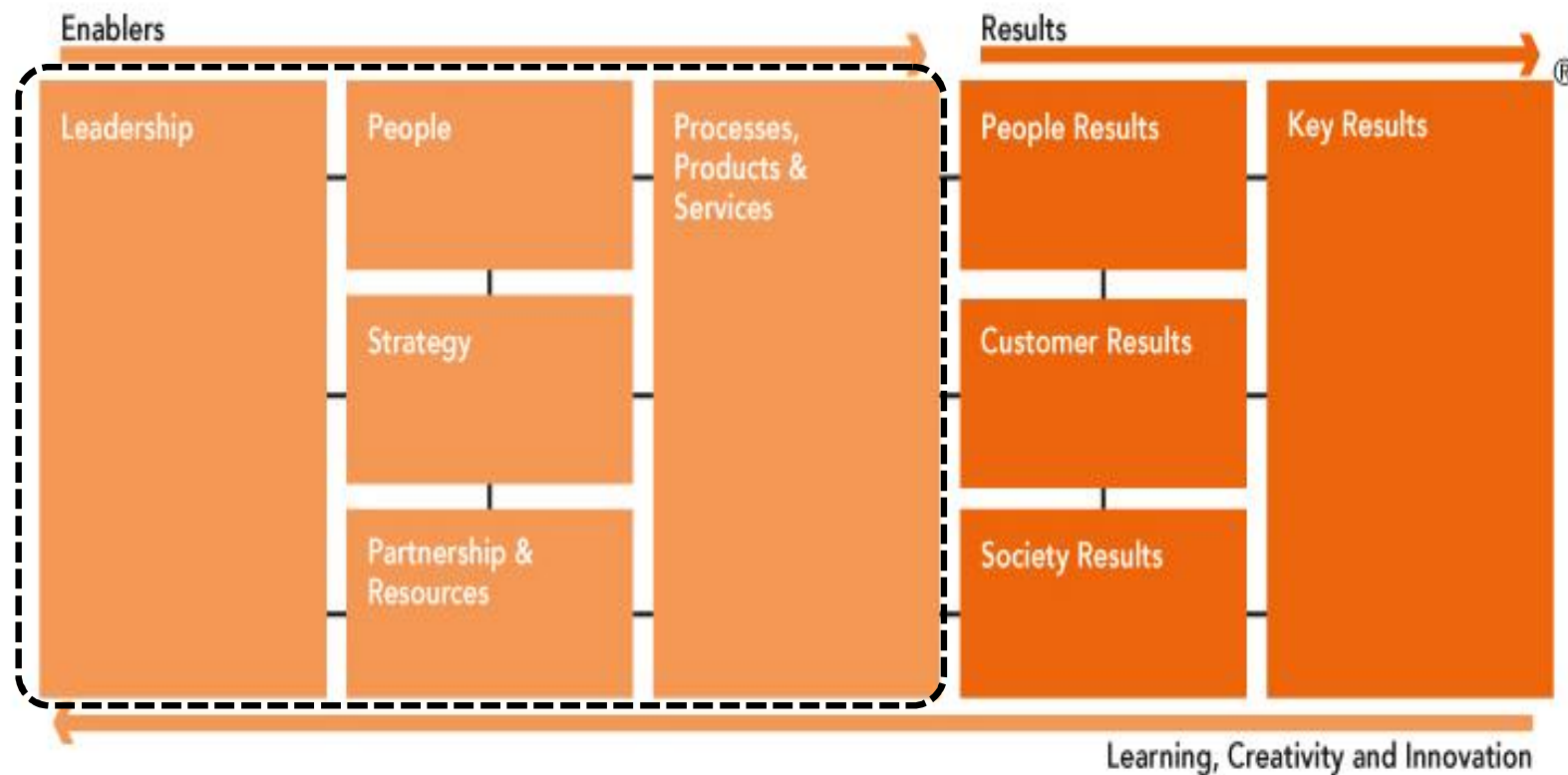
Approach:

- ∅ Sound
- ∅ Integrated

Deployment:

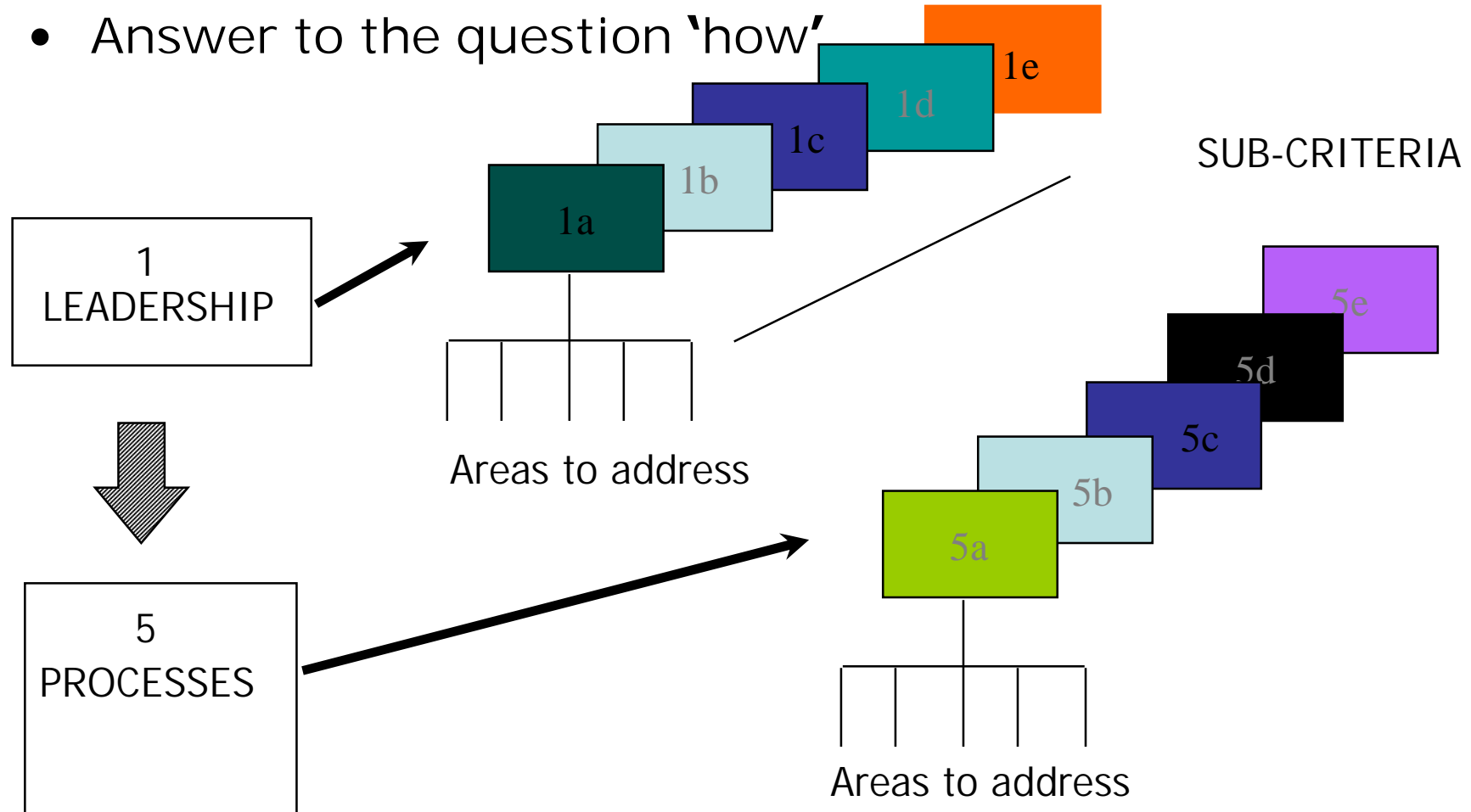
- ∅ Implemented
- ∅ Systematic

The EFQM Excellence Model - 2010

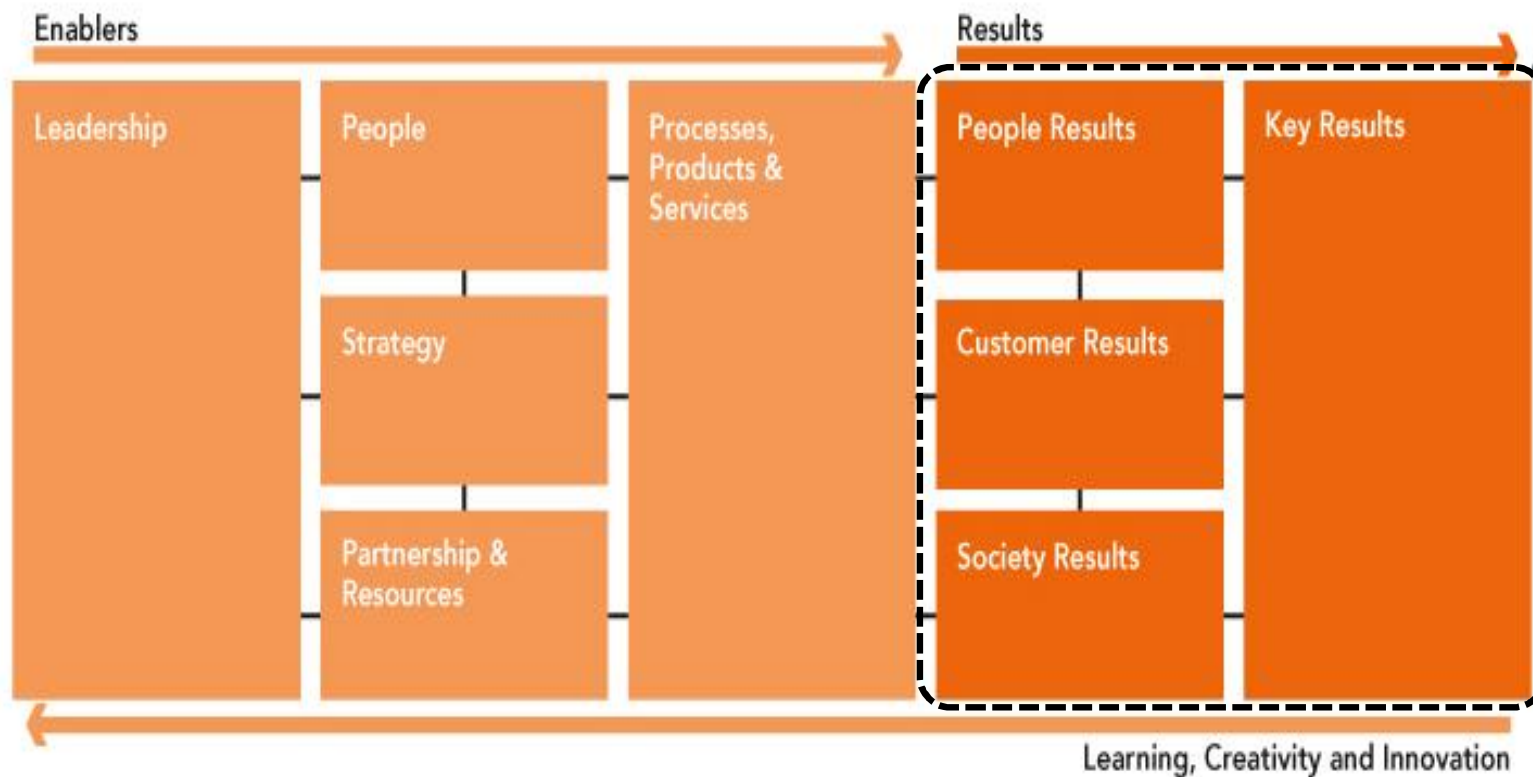


Structure of the Criteria: Enablers

- Answer to the question 'how'

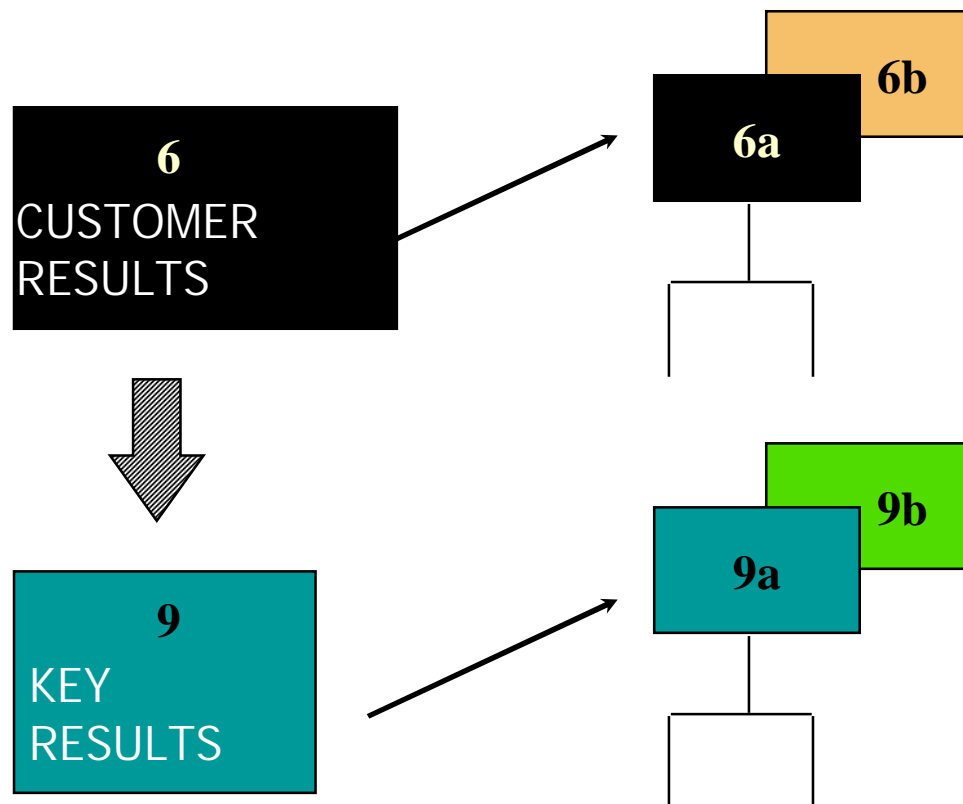


The EFQM Excellence Model - 2010



Structure of the Criteria: Results

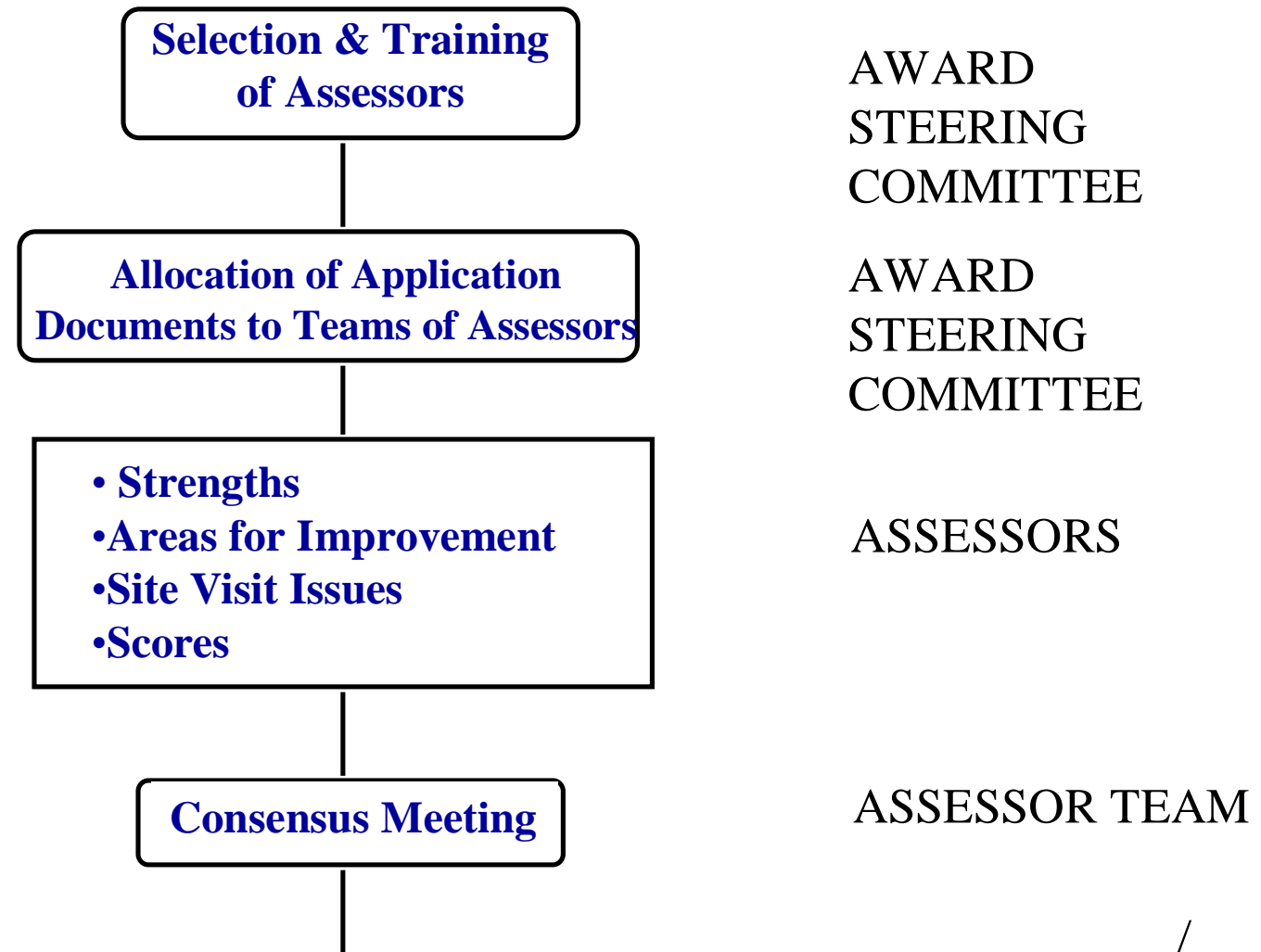
- Answer to the question 'what'



- Applicant's actual performance
- Applicant's targets and wherever possible
- Performance of competitors
- Performance of 'best in class' organisations

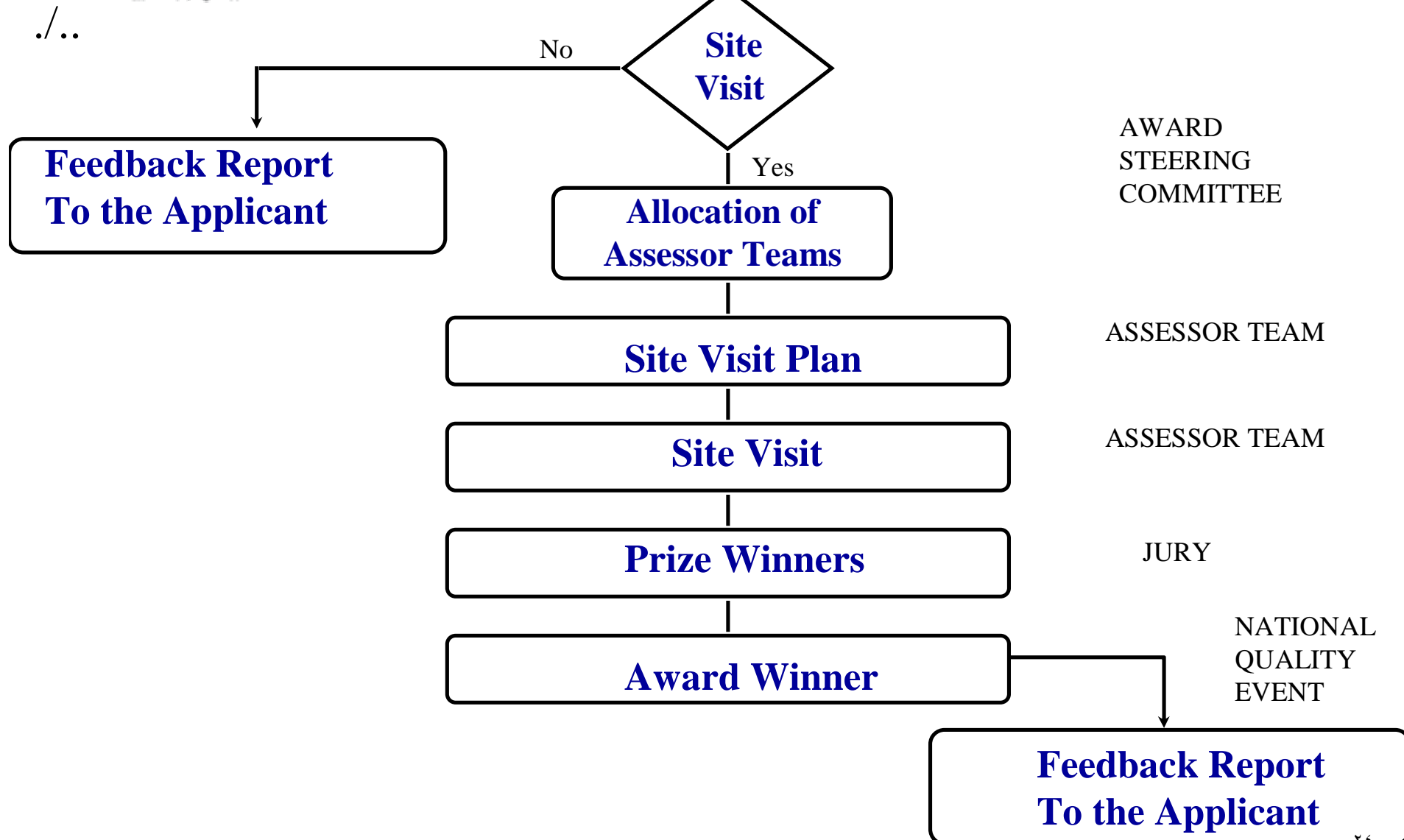


Award Process



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Award Process





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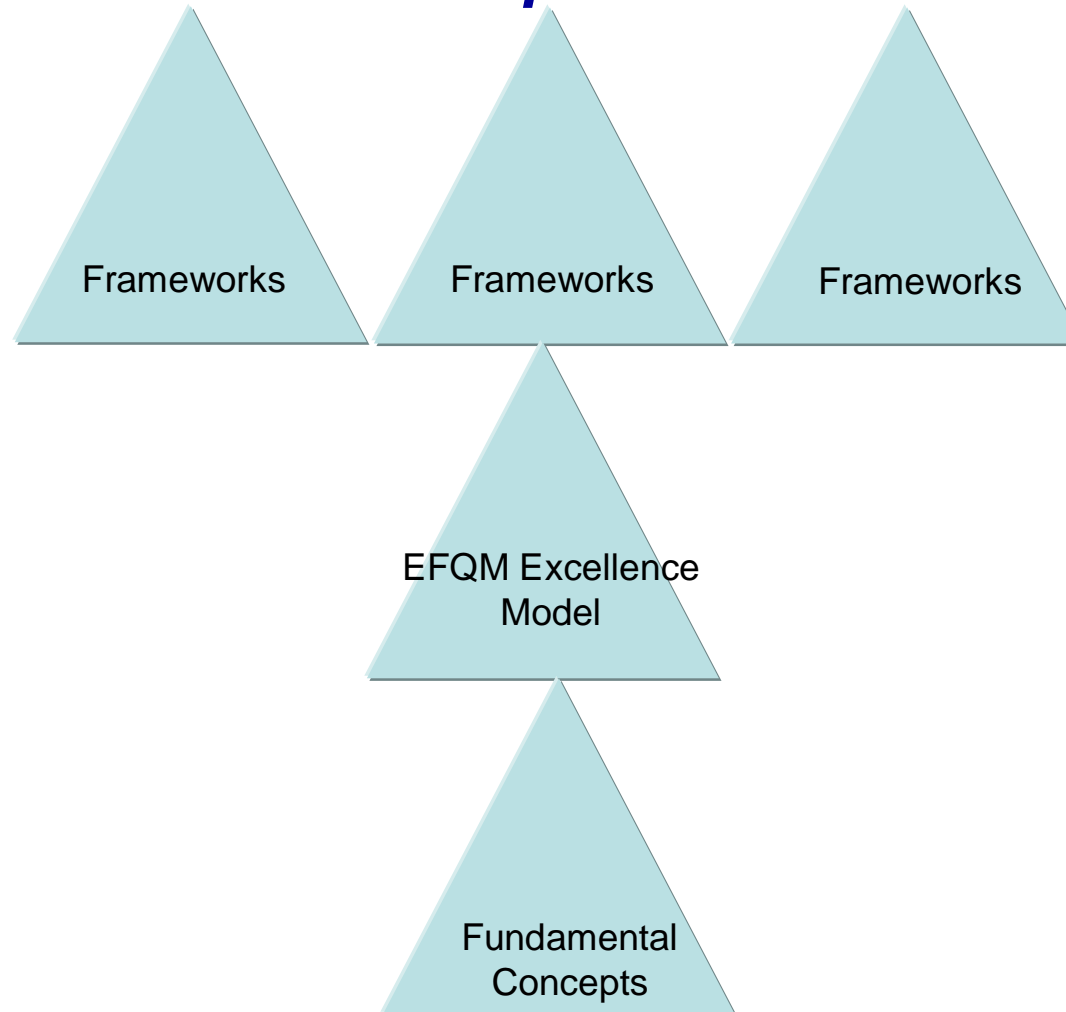
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Excellence Levels

- **European Quality Award Level**, at Finalist, Prizewinner or Award Winner itself, designates organisations that aspire to achieve European best or world-class levels.
- **Recognised for Excellence** indicates a well managed organisation on the way to advanced organisational excellence
- **Committed to Excellence** demonstrates that an organisation has started out and passed the first hurdle of commitment.

The Relation between the EFQM Excellence Model, its Fundamental Concepts and Frameworks





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TEQA Winners in the SME Category (selected)

- Bradstow School (PW 2010/2009, education)
- Obalide Ikastola (PW 2010, education)
- Villa Massa (AW 2007, PW 2006, food processing)
- Trimo Engg. (PW 2007, engineering)
- Euskalit (PW 2005, NGO)
- Kocaeli Chamber of Industry (AW 2004)
- EMAR Service (PW 2004, hygienic products servicing)
- SKF Turk (PW 2004, ball bearings distribution)
- Hunziker & Co. (PW 2004)
- Banca Mora (PW 2002, banking)
- QMS AG (PW 2001, consulting)
- Zahnartzpraxis (PW 2000, dental treatment)
- Beko Ticaret (AW 1998, appliance distribution & sales)
- Landhotel Schindlerhof (AW 1998)
- Gasnalsa (PW 1997, gas distribution)
- Beksa (AW 1997, steel cord production)

Critical Issues for SME's

- **Resources needed**
 - People
 - Financial
- **Time pressure & difficulty of change**
- **Pressures of OEM Manufacturers**
- **Abundance of the systems needed**
- **(Lack of!) Understanding & maturity regarding the Model**
- **Lack of data**
 - Process parameters
 - Perception measures
- **Need for a multi-skilled workforce**
- **Limited time for learning, assessment & refinement**
- **Limited analysis & utilization of Strategic Planning**
- **Hands-on, non-professional leadership style**

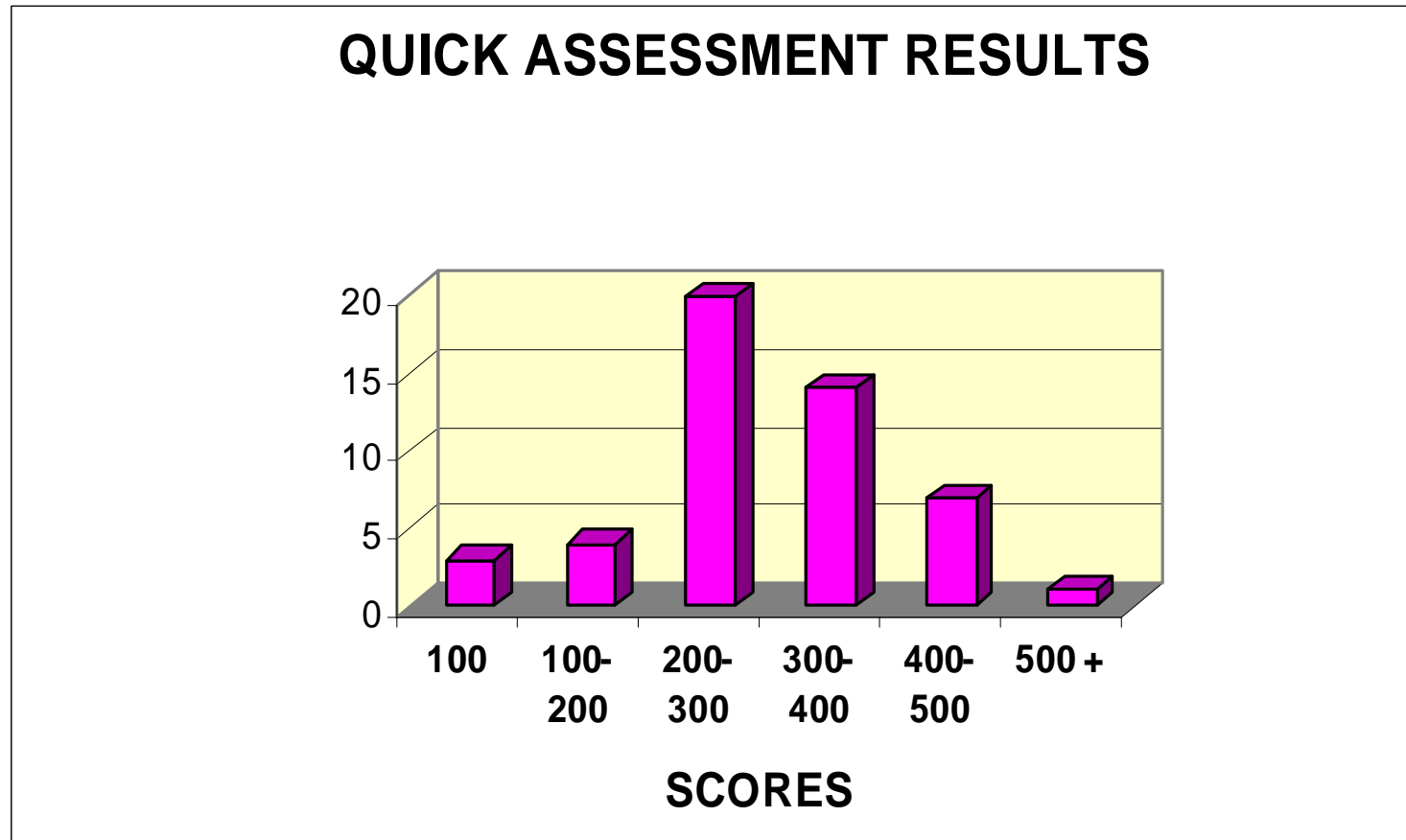
Good Practices for Implementation in SME's

- **Developing simple but effective approaches**
- **Not losing the focus on business**
- **More focus on the implementation**
- **Using the award cycles for learning**
- **Identifying critical data needed**
- **Identifying the relevant (critical) systems necessary & sufficient for the business**
- **Usage of a multi-skilled workforce**
- **Simple (but continuous) process for learning, assessment & refinement**
- **Simple but efficient process for Strategic Planning**
- **Professional & vision oriented leadership style**

Knowledge Development & Supporting Structures

- **Sofisticated and thorough training system**
- **Increasing the Conferences & Symposiums**
- **Building up the assessor community, subsidizing SME participation**
- **Supporting facilitators, guides, consultants**
- **Developing assessors based on the capabilities assessment**
- **Encouraging and facilitating sharing & benchmarking**
- **Different levels for recognition (Levels of Excellence)**
- **Learning from Peers – Quality Association**
- **Different frameworks, process survey tools**
- **National Customer Satisfaction Index**
 - **Training programs on TQM, HR, Strategic Planning, etc.**

Maturity Levels at the Beginning (Turkey example)

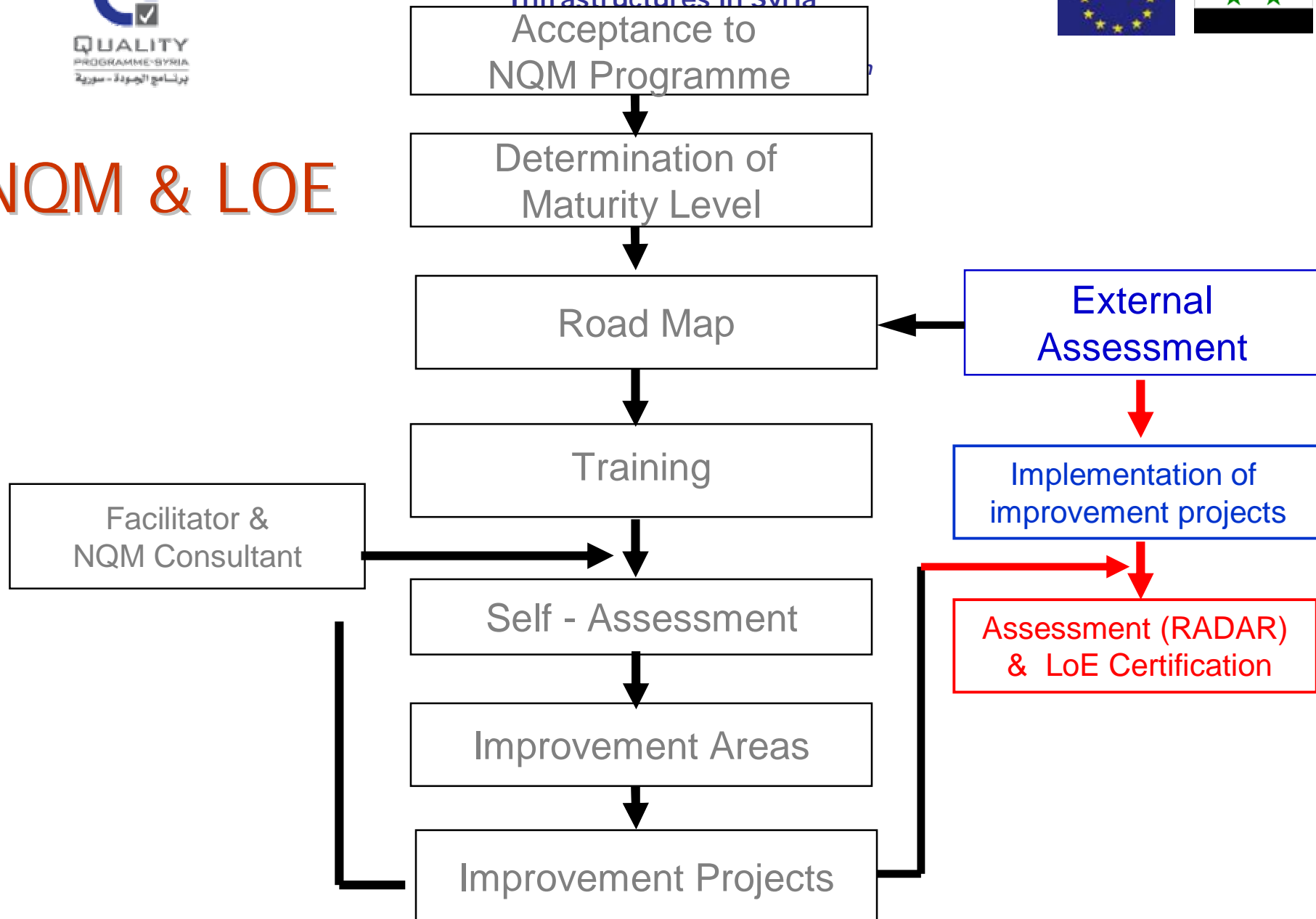




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NQM & LOE



NQM (National Quality Movement)

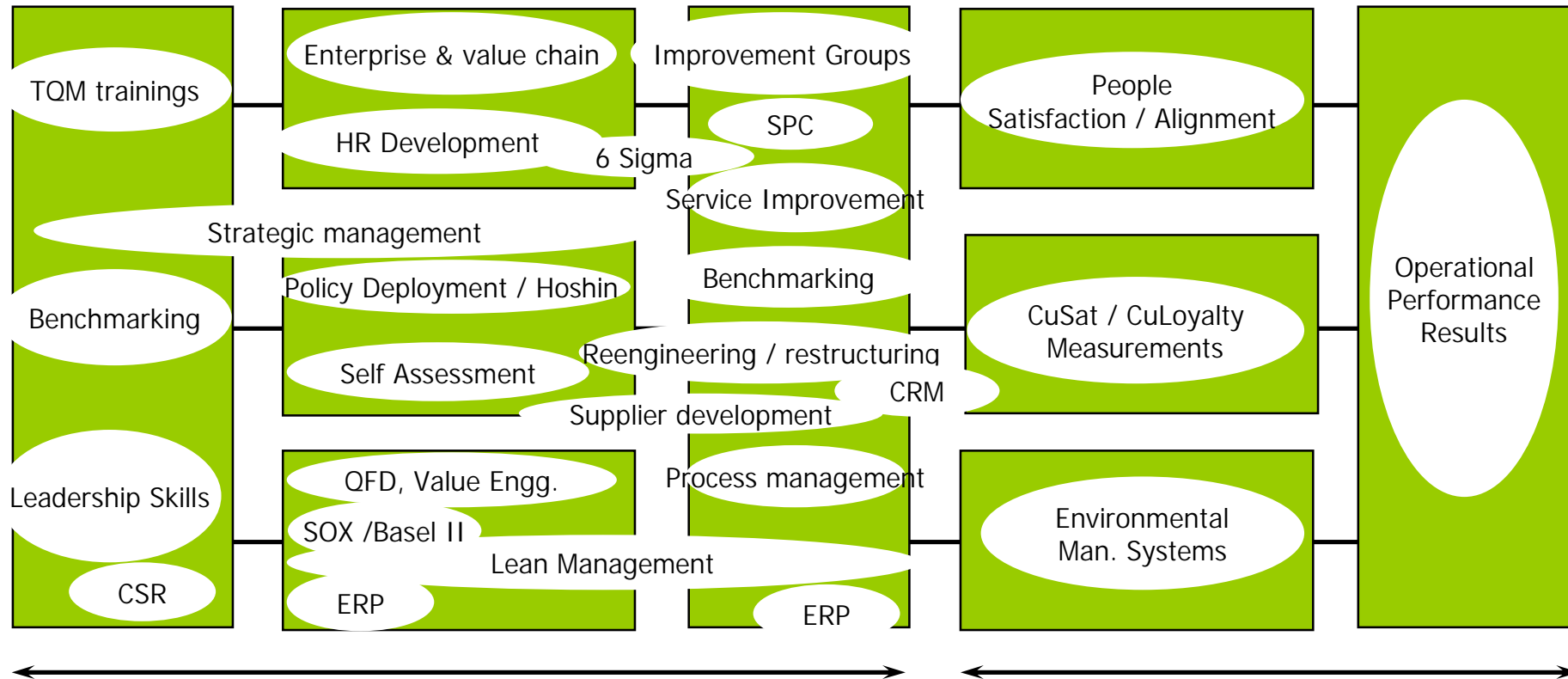
NQM JOINING CORPORATIONS							
Year	2003	2004	2005	2006	2007	2008	2009
Member per Year	20	40	38	24	37	41	25

Type	Large Org.	<i>SMEs</i>	NGOs	Public Serv.	Public Edu.	Public Health
Total Members	42	<i>91</i>	9	24	44	15

NQM (National Quality Movement)

- **39 % of all participation to NQM is from SME's**
- **5 SME National Quality Award Winners**
- **4 SME National Quality Prize Winners**
- **3 SME EFQM Excellence Award Winners**
- **3 SME EFQM Excellence Prize Winners**

The Use of Tools & Techniques



Conclusion and Further Remarks

- **Awards are a driver for innovation of successful business models and for change in the corporations including SME's,**
- **Local Environment should encourage the SME's for implementing the necessary steps, following global and local trends,**
- **Especially SME's should be supported in the participation to the Award and in implementing of the Excellence Model effectively,**
- **Supporting structures especially for sharing & learning need to be developed,**
- **Knowledge accumulation and managerial development are key for development of SME's.**



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Thank You for your PatienceJ

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