

**EFQM and the Drive for Business Excellence**

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I would like to outline to you during my short presentation the continuing efforts by the EFQM to realise its Vision

“A world in which organisations in Europe excel “  
and to secure its Mission statement

“ To be the driving force for sustainable excellence in  
organisations in Europe”

To realise this mission a new strategy outlining the framework for changes in EFQM was developed during the year 2000. This strategy focuses on three strategic initiatives, which I am now going to present to you briefly

**1. Developing the EFQM Excellence Model and relevant “ approaches to Excellence”**

The focus is on expanding the relevance and ease of implementation of the Excellence Model. In particular, appropriate value-adding approaches would be developed to meet the needs of organisations across the range of levels of Total Quality maturity. These developments would be led by “Knowledge Workers” – EFQM employees whose role is to:

- Research new areas for Model enhancement and approaches to Excellence in conjunction with leading edge and expert organisations, members and academia.
- Run development consortia for new approaches to Excellence.
- Extract learning.
- Develop new products and training aids.

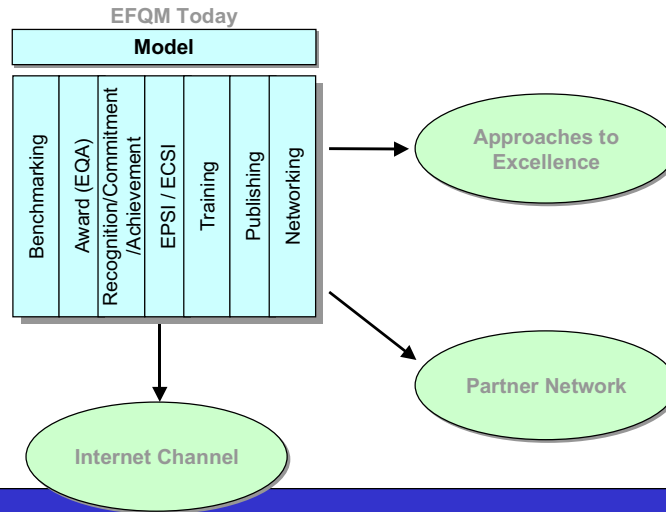
**2. Increasing EFQM internet offerings**

Provide managers at their place of work with the information they need on a range of management and organisational improvement approaches on one Internet site.

Online information will be supplemented with virtual products, including:

- Existing products and services adapted for on-line delivery.
- New products developed especially for Internet use.
- Discussion forums (networking areas allowing users to share and debate).

## Future Strategic Direction of EFQM



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### 3. Strengthening & extending value delivery network:

National and Regional Partner Organisations / Consultants

Build on partnership agreements already established to achieve a consistent, harmonised and integrated approach between EFQM and its partners across Europe.

- NPOs will be involved in new product development using, their expertise in specific areas.
- The EFQM Internet site will be developed as a collaborative project.
- The current network will be expanded so that all of the countries in Eastern Europe are covered.
- The Regional Organisations within countries will be involved in the value delivery network and will benefit from enhanced partnership with NPOs.
- Other partners (not NPOs) may be added to address specific opportunities e.g., global, pan-European, sector-specific.
- Relationships with consultants will aim at better synergies with EFQM and NPOs and higher quality standards.

**The benefits of this strategy when successfully implemented could be summarised as follows:**

1. The central position of the EFQM Excellence Model is retained and strengthened by keeping the Model aligned with latest management thinking.
2. Expertise from members, NPOs, academia and other sources will be brought onto the European stage in a more effective manner.
3. The creation of a comprehensive Internet service will provide members and other parties with an up-to-date and convenient method of accessing relevant management information.
4. The strengthening of links to NPOs will lead to a more consistent and harmonised approach to the quality movement across Europe.

**The implementation of this strategy is of vital importance to all of us and depends on the four key success factors:**

1. Market Reach Extend reach of EFQM and its partners in Europe as preferred supporting organisations for Excellence.  
EFQM was primarily oriented towards western Europe. However, in the near future EFQM will extend its national partner agreement to include central and eastern Europe.
2. Products and Services Offerings Extend range of and access to approaches to Excellence for European organisations. One of the new products which is piloted

## European Recognition Scheme

Excellence Journey



## Keynote speeches

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at present and which will be officially launched during the EFQM Forum 2001 in Lucerne, Switzerland is “ The EFQM Recognition Scheme”

### **3. Networking and Learning**

Extend networking and learning opportunities for European organisations.

### **4. Operational Effectiveness**

Extend internal capabilities and effectiveness.

I hope this short presentation will enable you to see for yourselves that EFQM is right on track to realise its Vision and Mission statement through the implementation of the new strategy, thus continuing to be the driving force behind all organisations in their journey toward Excellence.

Finally, let me take this unique opportunity to invite you to this year’s EFQM Forum taking place on 10-12 October, in Lucerne, Switzerland. We expect this Forum to spark an exciting debate on the approach to sustainable Excellence. Is Shareholder or Stakeholder Value the better path? Should an organisation’s priority be the interest of the owners, or is it about considering all interested parties (employees, customers, partners, society and investors)? Which is the right way to achieve medium and long-term success?

During the Forum, renowned speakers, panellists and breakout facilitators will throw light upon this topic, share their opinions and invite discussion.

Thank you for your attention, and we look forward to meeting many of you again in Lucern