



بنیاد آموزش، ترویج و علم،  
تعالیٰ و نوآوری سازمانے

[www.hrkhedmatgozar.ir](http://www.hrkhedmatgozar.ir)

## About EFQM

# Driving sustainable performance together

For over 35 years, EFQM has fostered positive change, guiding over 50,000 organisations on their unique paths. Today's definition of success demands more than just results; it requires a commitment to a sustainable future for all.

EFQM's framework – The EFQM Model, EFQM's Learning Pathways and AssessBase – empowers organisations to navigate their journey towards sustainable performance through transformation and continuous improvement.

We transcend best practices, helping organisations understand their strengths, identify areas for improvement, and align their actions with environmental, social, and economic goals.

We believe in collaborative impact. Through integrated training and services, we partner with leaders and their teams, equipping them to drive cultural change and lead the charge in sustainable transformation.

Our mission: To empower organisations to achieve lasting impact, build a more sustainable future, and deliver meaningful benefits for all stakeholders.

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# A message from our CEO



## Welcome to the 2025 EFQM Global Awards.

Fourteen organisations. Ten countries from Europe to Asia, from the Middle East to Latin America. A first application from the US!

**“The EFQM Global Awards are more popular, more global, and more inclusive than ever.”**

Across 2025, more than 300 EFQM assessments were completed worldwide. Behind each one lies a story of determination and improvement. Organisations everywhere are striving harder for excellence. Year in and year out. Not just in performance, but also in purpose, culture and impact.

**“Standards are rising, scores are climbing, and improvement is happening faster than ever.”**

We are also seeing profound shifts in the world around us. Investment in manufacturing and technology is accelerating. From defence to healthcare, and from semiconductors to renewable energy. In 2025 we saw more than \$250 billion invested in artificial intelligence alone, and projections of over \$2 trillion by 2029.

These are staggering figures, but they represent more than money. They show an appetite for innovation, and a recognition that agility, foresight and sustainable growth now define competitive advantage.

At the same time, we face new challenges. Globalisation is being tested for the first time in three decades. Political and economic tensions are reshaping traditional trade patterns and partnerships. Yet what’s most encouraging is how organisations across borders and nations appear to be working closely together, sharing knowledge, solving problems together, and learning faster than ever.

Here at EFQM, we are witnessing first-hand that ‘can do’ spirit. More organisations are looking for ways to collaborate across sectors and geographies. And asking us to help them do so. In fact, we have had more requests for cross-organisation collaboration and sharing of best practices than at any time for the last decade.

As we continue to grow our own revenue, we have strengthened our own global presence too, setting up new operations in Germany, Austria and Switzerland, while continuing to work closely with our partners from Colombia to China.

Our own investment in digital tools and artificial intelligence, including EFQM Sapience, is helping to bring real-time insight to our users.

And our new Certified Business Transformation Leader programme is equipping the next generation of leaders with the mindset and skills they need to thrive in today’s fast-changing world.

But ultimately, the success of EFQM is defined not by our own growth. Instead, it’s defined by the growth of the organisations that use our model.

The manufacturers improving performance through innovation; the service providers embedding values into customer experience; the public bodies creating real, measurable impact for their communities. And that’s why I’m particularly proud to lead EFQM.

**“This year’s entrants to the EFQM Global Awards show what it means to lead with clarity, listen deeply, and keep improving with purpose. Truly impressive – every single one of them.”**

We are indebted, as always, to our applicants. For their courage, commitment and generosity in sharing their journeys. And to our wonderful Assessors, who bring experience, insight, curiosity and passion to the role.

The Assessors take time away from their companies, friends and family to travel the world to help other organisations improve and thrive. They do it to learn and develop themselves and, to take new thinking and impetus back to their own organisations and clients.

This global and real-time transfer of knowledge is one of the things that makes EFQM so successful. And so transformative. Everyone involved wants to help others succeed. And to learn from their success when they do.

The EFQM Global Awards remain the world’s most rigorous recognition of excellence and organisational performance improvement.

In the pages ahead, you’ll read stories of purpose, people and progress. You’ll see how foresight can replace firefighting; how collaboration builds resilience; how sustainability has become strategy; and how excellence is never a destination, but a mindset.

Please join me in celebrating the achievements of these remarkable organisations – and in learning from them. Together, they show what’s possible when clarity meets commitment, and when improvement becomes a way of life.

A handwritten signature in black ink, reading 'R Longmuir'. The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

**Russell Longmuir**  
**Chief Executive Officer, EFQM**

# Inside the Data: What 14 EFQM Award Entrants Reveal

**What stood out this year wasn’t only the performance. It was the mindset.....**

These organisations lead with purpose, listen hard to stakeholders, and turn improvement into a daily habit. They use The EFQM Model as a practical guide: connecting why they exist, how they work, and who benefits. From customers and citizens to suppliers, employees and wider society.

You’ll find manufacturers that take industry best practice - and dial it up a notch, hotels that make inclusion and sustainability part of the guest experience and public bodies who set out to do better for their communities. Innovators using AI to improve ‘heritage’ brands and technology leaders who treat quality as a way of life, not a department.

Within these fourteen entries, we identified ten themes. Each is backed by proof from the entrants, feedback and scores from the assessors and our own EFQM Sapience AI analysis.

Taken together, they show what excellence really looks like in practice.

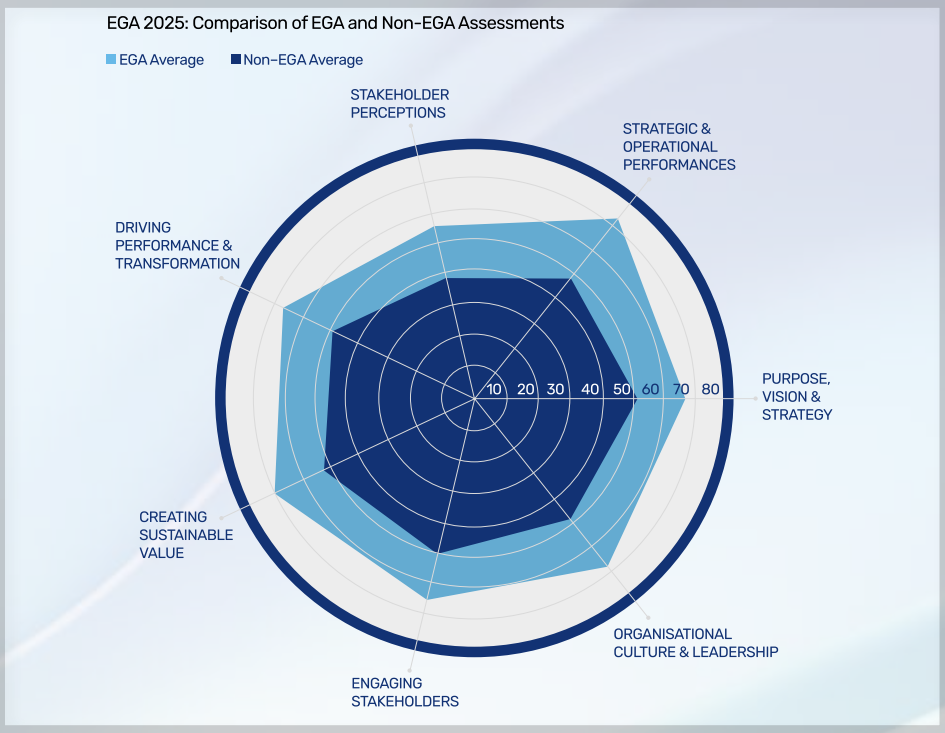
## 1) From firefighting to foresight: Making excellence proactive

Great organisations fix problems fast. But that’s just the start of it.

They build the habits and systems that help them adapt to what’s next. The EFQM Model helped entrants step back from the noise, communicate effectively what they wanted to achieve, and then deliver it with confidence.

Their original responsive problem-solving mentality was a great place to start. All of the organisations were already very successful. But now, from tech to tourism, from education to manufacturing, they think bigger, scan wider and deeper, plan further ahead and deliver better results too.

As the graphic below shows, entrants consistently outperform the EFQM average by 20+ points.



This graphic shows how the 14 entrants featured today consistently score higher than other organisations which use The EFQM Model.

## 2) Aligning purpose and practice: Making the big picture visible

Having a clear purpose is no longer a strategic luxury. It’s the building block for alignment.

From delivering improvements to tax systems through to creating a consistent guest-welcoming experience, setting out clearly what you’re doing, why you’re doing it and how staff and stakeholders can play their part were all identified as valuable parts of delivering success.

Companies from India and China, to the USA and Spain, all used The EFQM Model to make Purpose, Vision and Mission more than words that appear in an annual report.

## 3) People at the heart: Culture, engagement and capability

For many organisations the hardest change they made was cultural, but it was also the one that mattered most.

We heard how valuable a formal co-creation programme was when it came to hard-wiring improvements into education and local councils.

But also in factories, customer-focused businesses and elsewhere, the consultative approach encouraged by The EFQM Model gave leaders a clear route to involve more people, build capability and bring their values into everyday work - which improved performance across the board.

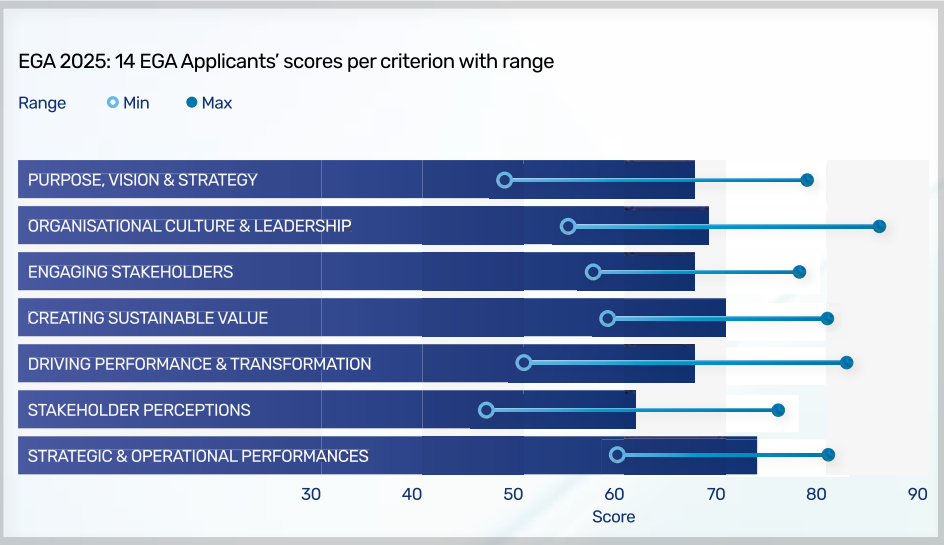
## 4) Innovation with discipline: Making improvement a daily habit

Innovation is often celebrated in bursts, but EFQM helped entrants make it repeatable.

The model provided structure, so ideas could scale and improvements could last.

Across the board, the fourteen entrants demonstrated a commitment to creating sustainable values alongside delivering strategic and operational performance improvements.

In Türkiye we saw great examples of how organisations can develop processes to turn innovation into structured habits with long-term benefits, while in China we witnessed organisations blending the latest software with age-old production processes. Searching for new ways to improve was a recurring theme across all this year’s entrants.



This year’s entrants scored extremely highly across the board, but particularly on strategic and operational performance, and creating sustainable value. The constant desire to do better was borne out in their empirical results. But the data also showed that stakeholder perceptions were generally lower than other categories.

5 ) Partners not providers: Building ecosystems of value

Excellence is never delivered alone. Every entrant found that involving partners, suppliers and communities created shared values and delivered stronger results.

From meeting potential vendors to understand their capabilities and concerns through to co-ordinating feedback from local businesses or service users, The EFQM Model helps organisations go beyond listening, to incorporating input from external stakeholders.

Many moved beyond talk to action. And showed how collaboration leads to stronger results. But as the prior graphic demonstrates, there is always room for improvement. The award entrants scored very high for ‘engaging with stakeholders’ but ‘Stakeholder perceptions’ is the one metric that most entrants could still improve even further.

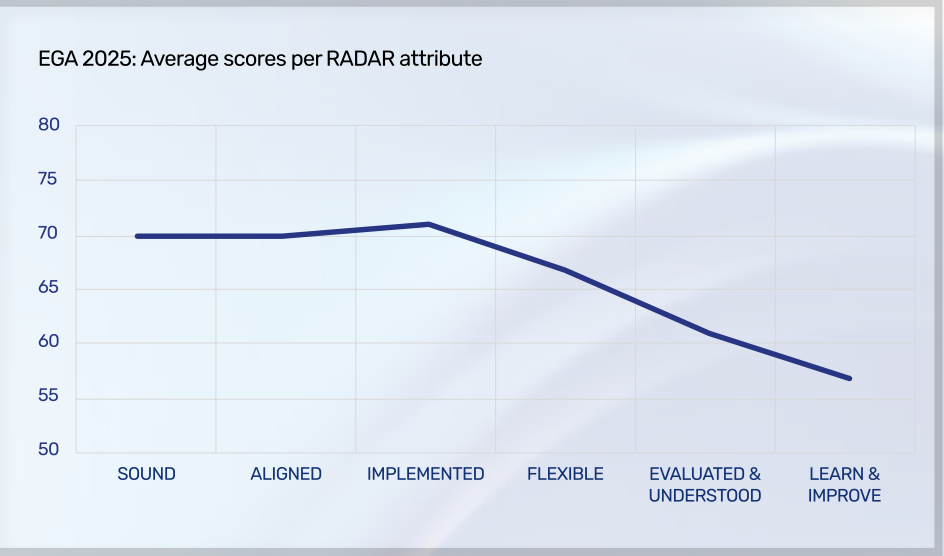
6 ) Data with meaning: Turning information into better decisions

Advanced analytics, automation and AI were mentioned by nearly every entrant. But what stands out is not the technology itself, it’s how better metrics are used to make better decisions.

The model helped organisations identify the metrics that mattered most. To track them. To communicate them. And to improve them.

Whether it’s implementing new dashboards inside a production plant, introducing sustainability indicators alongside financial metrics, or even tracking the number of citizens who interact with new government systems, identifying the right metrics makes a big difference.

Our own RADAR tool plays a big part in guiding organisations. But as the graphic below shows, while planning and deployment are strong, the disciplines of reflection and learning remain an area for improvement.



This graph shows how well this year’s EFQM Global Award applicants performed across the six RADAR attributes.

The 14 entrants are particularly good at planning and doing, but less consistent at reviewing and improving. There is still scope to improve their internal ‘feedback loops’ even more.

7 ) Partners not providers: Building ecosystems of value

Most entrants identified that the status quo is no longer an option. Shifting regulations, expanding into new markets, dealing with volatile supply chains, rapid growth, and adapting to customer expectations are now part of the everyday.

The fourteen entrants this year all showed that preparing for these sorts of changes was easier with The EFQM Model as a guide.

8) Sustainability with substance: Responsibility as strategy

Sustainability is no longer a slogan. It’s now a permanent way of working.

With EFQM, organisations embed sustainability into KPIs, processes and culture, making responsibility measurable and real. Their approach to sustainability is now seen as a competitive advantage, not a cost.

Whether it’s hotel chains making a virtue of their approach to sustainability through to major industries pledging to improve diversity, winning international environmental awards or aligning publicly with the UN SDGs, all of our entrants put sustainability at the heart of their operations.

9) Global standards, local realities: Think global, act local

EFQM helped organisations walk the line between global ambition and local reality. The model helps organisations marry up their local cultures with global ambitions and ways of working.

We saw car manufacturers building on their existing ‘best practice’ methodologies with The EFQM model, and tech firms rolling out a global approach to quality in all the countries they operate in.

From the Gulf to South America, and from China to the US, the smallest organisations to the largest multinationals all found a way to think global and act local - with The EFQM model as their guide.

10) Excellence as a journey, not a destination: Keep evolving

One of the most powerful themes that this year’s entrants identified was one that even The EFQM model can’t measure. Humility.

Virtually all of the entrants said the same thing in different words: However successful we are today, is still not good enough. We know we can do better. And we intend to do so. There is no finishing line when it comes to excellence. Only a determination to keep going.

In summary

These Awards demonstrate some extremely high scores. They show what all fourteen entrants have achieved so far.

But it’s the entrants’ commitment to do even better still and their desire to keep improving that’s the most impressive thing. That is what drives us all forward.

The EFQM Model is the common thread. It helps leaders connect purpose with action, align people around what matters, and measure progress in ways that stakeholders can feel. It turns improvement from a project into a practice. Most of all, it encourages a mindset: be clear about your direction, listen hard, and keep going.

Whilst many practices and examples are done by many organisations at every level it’s these organisations that do it better, with more consistency, more belief and through every element of the company. Thank you to all fourteen entrants for showing what excellence looks like in real life.

We hope the pages that follow inspire more organisations all over the world to follow your lead. With purpose, discipline and heart.

# EFQM GLOBAL AWARD WINNERS 2025 - Overview



**Toyota Boshoku Türkiye**  
EFQM Global Award 2025 Winner



**ILUNION Hotels**  
EFQM Global Award 2025 Winner



**REGTSA**  
EFQM Global Award 2025 7 Diamonds  
Outstanding Achievement for Strategic & Operational Efficiency



**WULIANGYE YIBIN CO.,LTD**  
EFQM Global Award 2025 7 Diamonds  
Outstanding Achievement for Driving Business Performance whilst leading the adoption of UNSDGs



**Micron Technology, Inc. – Xi’an, China Assembly and Test site**  
EFQM Global Award 2025 7 Diamonds  
Outstanding Achievement for Transformation Leadership and Execution



**Micron Technology, Inc. – Singapore front-end fabrication site**  
EFQM Global Award 2025 7 Diamonds  
Outstanding Achievement for Driving Performance through Innovation



**Diputació de Tarragona**  
EFQM Global Award 2025 6 Diamonds  
Outstanding Achievement for Sustainable Strategy Development



**ESBAŞ (Aegean Free Zone Development & Operating Company)**  
EFQM Global Award 2025 6 Diamonds  
Outstanding Achievement for an Inspiring Organisational Culture



**Zakat, Tax and Customs Authority of Saudi Arabia (ZATCA)**  
EFQM Global Award 2025 6 Diamonds  
Outstanding Achievement for Performance Management and Governance



**Micron Technology, Inc. – Global Quality**  
EFQM Global Award 2025 6 Diamonds  
Outstanding Achievement for Business Partner Leadership



**BMW Group Plant San Luis Potosí**  
EFQM Global Award 2025 6 Diamonds



**Bluegr Hotels & Resorts**  
EFQM Global Award 2025 6 Diamonds



**Gimnasio Colombo Británico Bilingüe Internacional**  
EFQM Global Award 2025 6 Diamonds



**Torrent Power Limited –Ahmedabad, Surat and Dahej Distribution Units**  
EFQM Global Award 2025 6 Diamonds

# Bluegr Hotels & Resorts

## Excellence as a way of life



How Bluegr Hotels & Resorts used The EFQM Model to deliver authentic hospitality and sustain excellence across time.

Organisation: Bluegr Hotels & Resorts

Country: Greece

Sector: Hospitality

Employees: 500+

www.bluegr.com

Bluegr Hotels & Resorts is a Greek family-owned hospitality company committed to embedding excellence into everyday practice — fostering a culture of continuous improvement, sustainability, and authentic hospitality, guided by a deep sense of responsibility toward people, culture, and the environment.

Since adopting The EFQM Model across its operations, Bluegr has transformed the way it works, turning performance measurement, engagement, and reflection into daily habits that unite its teams under shared Values.

What began as a framework for self-assessment has evolved into a living philosophy that brings its Purpose and Vision to life through genuine care for guests, people, partners, and the wider community.



### The Turning Point

In 2016, Bluegr recognised that the world of hospitality was evolving faster than ever.

Guest expectations were becoming more sophisticated, sustainability was no longer an option but a shared responsibility, and internal improvement needed stronger focus and alignment.

The EFQM Model offered the opportunity to bring these ambitions together.

Instead of siloed initiatives, Bluegr used The EFQM Model to embed KPIs, track performance systematically, and align everyone behind a common approach.

Moving from instinct-led decision-making to data-informed improvement created discipline, direction and clarity—while still leaving space for creativity and warmth.

### What Changed

Bluegr’s evolution was about more than processes; it was about fostering a culture of care, consistency, and excellence that guests immediately noticed.

Systematic self-assessment encouraged reflection. A stronger focus on KPIs made performance measurable and transparent. Employees at every level saw how their work connected to the organisation’s Purpose and Vision.

As operations evolved, every team could see how their work contributed to Bluegr’s vision, and successful practices were embraced across all properties, creating consistency and shared excellence.

Brand values began to travel across all properties, and improvements were felt everywhere as services became more consistent, teams more accountable, and responsiveness grew as employees gained a clearer understanding of what excellence looks like in practice.

### What Bluegr Achieved

The biggest change wasn’t just in processes. It was in people. Bluegr is proud that its values-driven culture is now fully embedded in everyday practice.

Passed down from generation to generation, core values like modesty, responsibility, and integrity are lived every day, reflected in decisions, actions, and interactions.

#### This culture shift has paid off:

- Employee engagement:** Satisfaction rose from 77% in 2022 to 81% in 2024, with 91% saying their work has special meaning (GPTW survey).
- External recognition:** Customer satisfaction reached 91.5% in 2023.
- Financial results:** Revenue grew consistently from 2021 to 2024, including a 10% year on year rise in 2024 and a target of €39.5M in 2025—more than double 2020 revenue levels.

The EFQM Model has helped Bluegr improve performance and deepen impact—with benefits felt by guests, employees, partners and the wider community.



### Lessons Others Can Learn

- Make EFQM everyone’s business:** The Model works best when it reaches every employee.
- Turn measures into action:** Use KPIs and dashboards to drive improvement, not just reporting.
- Embed values with EFQM:** The framework helps translate values into daily decisions.
- See excellence as a journey:** EFQM shows it’s an ongoing mindset, not a one-off project.



*“Excellence is a state of being.”*

— Gina Mamidaki, CEO, Bluegr Hotels & Resorts

### Looking Ahead

For Bluegr, excellence is a journey. And the next phase is already underway.

The company will continue using The EFQM Model to strengthen resilience, foster innovation, and drive sustainability.

Key priorities include turning feedback from its most recent EFQM assessment into a targeted action plan, and applying the model as a living framework that evolves with the business.

At the heart of this approach is continuity and consistency.

Just as Bluegr’s values have been passed down through generations, The EFQM Model is now seen as a legacy tool to support future leaders, not just current ones.

# BMW Group Plant San Luis Potosí

## Precision, people and performance

From green field to global example. How BMW Group Plant San Luis Potosí embedded The EFQM Model to become a benchmark of sustainable manufacturing

|                                               |                 |                             |                  |                                                                                                                    |
|-----------------------------------------------|-----------------|-----------------------------|------------------|--------------------------------------------------------------------------------------------------------------------|
| Organisation: BMW Group Plant San Luis Potosí | Country: México | Sector: Automotive industry | Employees: 3000+ | <a href="http://www.bmwgroup-werke.com/san-luis-potosi/es.html">www.bmwgroup-werke.com/san-luis-potosi/es.html</a> |
|-----------------------------------------------|-----------------|-----------------------------|------------------|--------------------------------------------------------------------------------------------------------------------|

Bedding in a brand new production plant is a major operation at the best of times. Doing so in the middle of the pandemic is harder still.

When BMW Group opened its new plant in San Luis Potosí, Mexico, the ambition was clear: create a facility that matched the company's global standards for excellence, innovation and sustainability. While also reflecting the local culture and workforce.

Just five years later, it has become one of the most awarded manufacturing plants in America.

And The EFQM Model has played a central role in that success.

### The Turning Point

The BMW plant in San Luis Potosí, Mexico, started operations in April 2019.

The COVID-19 pandemic struck just one year after production began. Global supply chains became unstable. Costs rose. Timelines shifted.

The wider business environment became more volatile, uncertain, complex and ambiguous – a true test of organisational resilience.

The EFQM Model offered a structured way to respond to this uncertainty. It helped turn the company's long-term vision into a practical roadmap for how to lead, engage, measure, and improve.

And it gave leaders a shared language to help every team member understand how their daily work contributed to a bigger picture.



### What Changed

Some of the management team had used The EFQM Model since 2015. Its potential was already clear.

In 2020 it was rolled out to develop a clear vision and seven strategic initiatives. It became the plant's central tool for self-assessment, improvement, and decision-making.

The model's RADAR framework (Results, Approach, Deployment, Assessment and Refinement) helped teams measure progress, challenge assumptions, and turn strategy into daily action.

It focused leadership on what mattered most: inspiring and developing people.

RADAR is now used on all levels – even interns are using the logic for their projects.

And with sustainability embedded in operations, the site set new benchmarks in energy, waste and water management across the BMW Group.

BMW  
GROUP  
Plant San Luis Potosi



### What BMW Achieved

Within just a few years, BMW Group Plant San Luis Potosí has emerged as a standout facility in BMW's global network – delivering performance, quality and sustainability.

The plant has:

- **Achieved the lowest energy and water consumption and lowest CO2 emissions per vehicle produced across the BMW production network in 2023.**
- **Operated with zero wastewater discharge since launch.**
- **Received three JD Power awards for the BMW 2 Series Coupé, produced exclusively at SLP.**
- **Maintained attrition rates below 5% for both blue- and white-collar staff.**
- **Ranked among the Top 5 most attractive companies in Mexico by university students.**
- **Successfully launched 2 models that are only produced in Mexico for the global markets, the 2 series coupé and the M.**
- **Focused on educational social responsibility program includes installation of Club de Niños y Niñas next to the plant, support for Colonia Juvenil school and collaboration with UNICEF in public schools.**

By embedding excellence into its structure and strategy, the plant has built a culture where innovation and accountability are part of daily operations.



### Lessons Others Can Learn

- **Build excellence in from day one:** EFQM is a compass for new operations.
- **Turn crises into structure:** The model provides stability in volatile environments.
- **Make RADAR routine:** Results, Approach, Deployment, Assessment, and Refinement drive continuous progress.
- **Integrate sustainability with performance:** The model aligns environmental goals with operational success.
- **Empower every level:** EFQM makes self-assessment useful from department leaders to the CEO.



*“The EFQM model has made our young organisation competitive on a global level – the strategy guided us in the VUCA world and enabled us to achieve target levels we did not believe were possible some years ago.”*

– Harald Gottsche, President & CEO, BMW Group Plant San Luis Potosí

### Looking Ahead

The team strategic and operational achievements were the basis that the BMW decided to invest another 800 million Euros in the future of San Luis Potosí to produce electric vehicles and batteries in battery module production center based on the “NEUE KLASSE” all-electric architecture.

This transformation will bring greater complexity and require even stronger integration across teams, systems and stakeholders.

As the plant expands its role in BMW's electrification strategy, it is also redefining what's possible for manufacturing excellence in the region and beyond.

# Diputació de Tarragona

## Co-creating value for Southern Catalonia



How Diputació de Tarragona used The EFQM Model to shift from administrative procedures to a culture of co-creation.

Organisation: Diputació de Tarragona

Country: Spain

Sector: Public Administration

Employees: 1,000+

www.dipta.cat

The Spanish model of local government works with organisations like the Diputació de Tarragona (Dipta) to deliver services that smaller municipalities cannot manage alone.

Dipta provides funding, technical advice and shared systems across Southern Catalonia, while also promoting culture, tourism, education and innovation across the region.

Over the last few years Dipta has been on a journey to reimagine its role. Instead of being seen as a traditional public administration, it wanted to become an agent of change: a partner that co-creates value with local councils, employees and citizens.



The EFQM Model gave the Diputació both the spark and the structure to make that ambition real.

### The Turning Point

The trigger was not a crisis but a choice.

In 2019, Dipta began a collaborative dialogue with municipalities and its own staff to define its Purpose for the first time: to improve lives and opportunities in Southern Catalonia.

This marked a cultural shift. Instead of designing services internally and handing them down, leaders committed to co-creating solutions with multiple stakeholder groups.

The EFQM Model helped them structure this conversation, turning aspirations into a practical strategy.

But transformation was not easy. Strict legal frameworks limited flexibility. Cultural change took time to embed. And convincing 190 municipalities to move from isolated projects to long-term joint planning required trust built over years.

### What Changed

The shift became tangible through two flagship initiatives:

- Pla ImpulsDipta:** Municipal support was consolidated into a single multi-year strategic plan, created in partnership with municipalities in a way that simplified procedures and cut costs. The plan also brought new digital platforms and virtual communities to help with training and knowledge sharing.
- Dipta Colab:** An internal programme to spark innovation within the organisation. Staff were invited to propose and test ideas, reinforcing a culture of collaboration and creativity.

At the same time, leaders modelled new behaviours. Values were aligned with Purpose, a Competency Dictionary clarified expectations for every role, and 360° evaluations plus tailored improvement plans supported transformational leadership.

The EFQM Model provided the connecting thread: linking the “why” of purpose, the “how” of engagement, and the “what” of results.

### What Diputació de Tarragona Achieved

The results are visible in numbers and in culture:

- Efficiency:** 90% reduction in application procedures through Pla ImpulsDipta.
- Digitalisation:** 231 procedures automated; 84% of municipalities now using the ACTIO platform.
- Capacity building:** More than 1,000 active users in the *aulaVIRTUAL* platform.
- Financial stability:** 0% debt maintained.

Beyond the metrics, the impact has been cultural and reputational:

- Stronger trust and credibility with municipalities.
- Recognition as a leader in digital transformation.
- A reference model for co-creation of services and public policies.
- Organisational culture founded on pride and based on transparency, trust and innovation.
- Alignment of strategy and budget with the UN Sustainable Development Goals.



*“Thanks to this systematic and stakeholder-oriented approach, we have managed not only to improve our services but also to become a benchmark for innovation and excellence in the public sector, thus contributing to achieving our Purpose: We improve lives and opportunities in Southern Catalonia.”*

— Noemí Llauradó, Presidenta, Diputació de Tarragona

### Looking Ahead

Priorities for the next phase include:

- Expanding use of data analytics to improve organisational intelligence.**
- Strengthening knowledge management to preserve corporate memory.**
- Broadening benchmarking to include international peers.**
- Preparing for uncertainty with stronger resilience and continuity plans.**
- Consolidating Dipta Colab as a permanent hub for sustainable innovation.**

The EFQM Model will remain the compass, helping Dipta balance what has worked with new capabilities for the future.

### Lessons Others Can Learn

- Define purpose together:** Involve staff and stakeholders to make direction real, shared and owned by management.
- Simplify to scale:** One strategic plan is more powerful than dozens of small projects.
- Digital plus relationships:** Technology enables efficiency, but trust drives adoption.
- Lead with values:** Aligning behaviour with purpose sustains cultural change.
- Use EFQM as a partner and connector:** Link purpose, strategy and results in one framework.

ESBAŞ (Aegean Free Zone Development and Operating Company)

From free zone to future-ready ecosystem

How the Aegean Free Zone Development and Operating Company (ESBAŞ) used The EFQM Model to evolve beyond infrastructure and build a purpose-driven, sustainable community of businesses

Organisation: ESBAŞ

Country: Türkiye

Sector: Service

Employees: 500+

www.esbas.com.tr

ESBAŞ manages the Aegean Free Zone in İzmir, one of Türkiye’s biggest export centres.

For many years, that meant doing what most free zone operators do: providing land, utilities and customs benefits so companies could manufacture and export more easily.

But today, the Aegean Free Zone Development and Operating Company is working to deliver something bigger.

Guided by The EFQM Model, ESBAŞ has started to connect companies, suppliers and stakeholders in smarter, greener ways — building an ecosystem that creates value far beyond infrastructure.

The Turning Point

Global expectations of industry are changing. Companies are under pressure to cut waste, reduce emissions, and operate more responsibly. Free zones cannot afford to remain the same as they always have done.

For ESBAŞ, the wake-up call was clear: it had to move from being simply a landlord and regulator to being an enabler of long-term sustainable growth.

The EFQM Model gave structure to this change, encouraging leaders to question old practices and link economic, environmental and social value into a new vision.

What Changed

ESBAŞ began shifting from infrastructure provider to ecosystem builder.

Instead of focusing only on facilities and incentives, it put sustainability and innovation at the heart of its operations.



The company launched a dedicated sustainability programme, sharing regular guidance and best-practice across companies in the zone.

Innovative circular economy projects brought businesses together to identify ways of reusing materials and cutting waste. More than 140 improvements were mapped in one initiative alone.

ESBAŞ used The EFQM Model to align its initiatives with the UN Sustainable Development Goals, making sure environmental stewardship and social responsibility were part of a global agenda, not just a local plan.

The company developed the social side of the ecosystem too. The ESBAŞ Child Care Center was established to provide working families with support. Partnerships with schools and universities helped to nurture talent for the future, strengthening the zone’s pipeline of skilled workers.

Throughout this transformation, The EFQM Model helped to marry purpose with strategy, and stakeholder value. The result is a culture where local companies see tangible benefits of acting together, not just individually.

What ESBAŞ Achieved

The results of this transformation are clear.

- Carbon emissions across the zone have been cut by 22%.
- All electricity needs are now met by 100% on-site solar power.
- Employee engagement has reached 93%, placing ESBAŞ among the very top employers in Türkiye and Europe in its category.
- Female employment rates are increasing, reflecting a stronger commitment to inclusion and diversity.
- Investor satisfaction rates reached 86%, the highest ever.



“The EFQM Model helped us unite around a common purpose, providing the motivation, structure, and best practices we needed to implement and integrate transformative initiatives across our organization.”

— Dr. Faruk Güler, Deputy Chairman of the Board and CEO, ESBAŞ

Looking Ahead

ESBAŞ is determined to keep this transformation going. Its ambition is to lead by example, to show how a free zone can deliver economic growth and social responsibility at the same time.

The EFQM Model remains central to this journey, guiding ESBAŞ to keep questioning, keep improving, and keep connecting strategy with real impact.

It provides the discipline, clarity, and flexibility that ESBAŞ will use to navigate complexity and lead with purpose.

Lessons Others Can Learn

- Redefine your role with EFQM: Move from managing services to creating wider stakeholder value.
- Make sustainability accountable: Use EFQM to link SDGs directly to strategy and results.
- Turn competition into collaboration: Apply the Model to find shared value in circular economy projects.
- Think in ecosystems: Use EFQM to embed people-centred culture into decision-making.
- Align culture and governance: EFQM connects performance, people and planet so growth is smarter and greener.

# GCB Bilingue Internacional

## Reimagining education through co-creation



How Gimnasio Colombo Británico used The EFQM Model to transform its culture, curriculum and long-term strategy

Organisation: GCB Bilingue Internacional

Country: Colombia

Sector: Education

Employees: 300+

www.gcb.edu.co

The pace of change in education has never been faster.

For schools everywhere, staying relevant to students, families and society is no longer just about academic performance. It’s also about resilience, adaptability, and purpose.

When Gimnasio Colombo Británico (GCB) in Colombia identified the accelerating pace of that change, they took a strategic decision to address it head on.

They used The EFQM Model to help transform the way they delivered innovation.



### The Turning Point

In 2022 Gimnasio Colombo Británico realised they were facing a critical turning point driven by multiple forces of change which threatened to undermine their previous successes.

AI transformation demanded new pedagogical models. There were declining birth rates, rising mental health needs and uncertain job markets ahead. Agility in management was becoming more important than ever before.

The EFQM Model helped the leadership team ask better questions to support the school’s purpose of “Building a life of meaning with the creators of the future”.

By aligning that purpose with a fresh perspective on their people (students, teachers, parents and employers) and their processes, they developed an ambitious plan to work together to deliver solutions for the school’s biggest strategic challenges.

### What Changed

The biggest shift wasn’t in process. It was in mindset and culture.

GCB moved from a top-down approach to a more agile and adaptive strategy based on co-creation, underpinned by The EFQM Model. This strategy is built around their leadership team—GCB L.E.A.D. (Leadership, Excellence, Adaptability, and Disequilibrium)—enabling them to respond agilely to their rapidly changing ecosystem while maintaining their roots and core identity.

Instead of relying solely on leaders or external trends, the model encouraged internal dialogue and collective ambition. Co-creation delivered measurable positive changes.

As they put it: “After using this lens, you cannot unsee what you have discovered, and there is no turning back.”

### What GCB Achieved

- The changes delivered meaningful results for students, staff and the wider community.
- **Staff now report higher levels of satisfaction and motivation.**
  - **Students continue to achieve excellent academic results.**
  - **Parents praise the more responsive and personalised attention their children receive.**

And the school has rolled out new initiatives which include everything from mental welfare improvements to student leadership workshops.

But just as importantly, GCB has implemented the systems and processes which mean that agility and continuous improvement is hard-baked into their management approach.

Using The EFQM Model has led to a cultural shift with tangible long-term gains.

### Looking Ahead

- The pace of change in education won’t slow down.
- That means three clear priorities for Gimnasio Colombo Británico as the school continues building a life of meaning with the creators of the future,
- 1 ) Staying relevant in a disruptive era:** blending new technologies like AI with social and emotional learning, so families see a school that values both academic results and student well-being.
  - 2) Becoming more adaptable:** moving beyond reacting to trends to anticipating them, and building a culture that’s confident in uncertainty.
  - 3) Unlocking human potential:** involving staff more in developing solutions that work for students, the school, parents and the wider community, rather than just delivering them.
- The EFQM Model will continue to guide this journey, helping GCB stay grounded in its values while embracing uncertainty, innovation, and delivering excellence on a daily basis.

### Lessons Others Can Learn

- **Co-create strategy:** EFQM makes involving the whole school community easy.
- **Turn dialogue into culture:** The model makes listening and adaptation everyday habits.
- **Make excellence continuous:** EFQM shows change is a journey, not a one-off project.
- **Balance tradition and change:** The model can help schools modernise while staying true to purpose.



*“With EFQM we have learned that growth requires the bravery to question the unquestionable, the wisdom to embrace uncertainty and the resilience to keep walking the path even when things become difficult. ”*

– Juan Manuel Galindo, General Manager, Gimnasio Colombo Británico



# ILUNION Hotels

## Where hospitality meets inclusion



How ILUNION Hotels used The EFQM Model to create a culture of inclusion, sustainability and shared value

Organisation: ILUNION Hotels

Country: Spain

Sector: Hospitality

Employees: 1800+

<https://www.ilunionhotels.com>

For ILUNION Hotels, hospitality is more than just excellent rooms and restaurants. It is about accessibility, sustainability, and shared progress.

As part of the Spanish ILUNION Group, the company runs 32 hotels with a clear mission: to combine business success with social and environmental responsibility.

The EFQM Model has helped ILUNION to deliver on their objectives: To build a better world with everyone included.

### The Turning Point

In the mid-2010’s, ILUNION Hotels realised that incremental improvements were not enough. The pace of change in tourism — new customer expectations, environmental urgency, digital disruption — demanded a more structured approach.

The challenge was clear: how to keep growing while reducing environmental impact, creating an inclusive culture and strengthening social value.

The response was to place sustainability at the heart of its strategy.

The EFQM Model gave structure to this shift.

It encouraged leaders to question established practices, integrate sustainability into every process, and align it with financial performance and customer experience.

To turn a vision for sustainability into a measured cultural commitment.

### What Changed

ILUNION Hotels put in place new systems and processes, but the most important change was in culture.



The EFQM Model encouraged leaders to align purpose with strategy, and strategy with stakeholder value.

The result was a more integrated organisation where financial results, customer experience, environmental responsibility and social impact reinforce each other instead of competing.

Sustainability stopped being a project and became part of daily life.

Initiatives ran across every hotel, with clear goals so progress could be tracked and shared.

Suppliers were chosen not only for price and quality but for how they matched ILUNION’s values on the environment, society and governance.

Staff were trained to live those values too, so purpose showed up in everyday actions, not just policy documents.

The EFQM Model helped to keep strategy and execution aligned, making sure commitments weren’t just words on a page but changes people could experience.

### What ILUNION Hotels Achieved

The results are visible not only in balance sheets, but in the lives of employees, guests and communities.

- **60% of staff come from groups traditionally excluded from the labour market, especially people with disabilities.**
- **Customer loyalty has grown, with a Net Promoter Score above 50.**
- **Financial strength has improved, with 25% profit - higher than the sector average.**
- **Reduction in environmental impact, with a 22% reduction in carbon footprint.**
- **Recognised in 2022 from national and international bodies, for accessible tourism and corporate responsibility.**

Behind every number are human stories: a workforce more motivated and diverse, guests who feel seen and welcomed, and a business model that proves inclusion, innovation and performance can go hand in hand.



### Lessons Others Can Learn

- **Align purpose with profit:** EFQM connects social mission to business results.
- **Make sustainability accountable:** The model ties goals to governance and indicators.
- **Foster collaboration:** Cross-cutting projects thrive when structured through the model.
- **Embed accessibility:** EFQM helps turn values into everyday service design.
- **Evolve culture systematically:** EFQM ensures inclusion becomes embedded.



*“Integrating sustainability across its three dimensions – social, environmental and governance – has not only transformed ILUNION Hotels, but has also changed me as a leader. Thanks to The EFQM Model, a dream has become a purpose. A way of doing business”*

— José Ángel Preciados, CEO, ILUNION Hotels

### Looking Ahead

ILUNION Hotels has a clear long-term vision: to grow as a benchmark for inclusive and sustainable tourism, working hand-in-hand with employees, partners and guests.

The company’s “Decade for a Dream” roadmap puts co-creation at the heart of its future ambition for the next ten years and beyond.

That means working with staff to design better careers, with communities to expand opportunities, and with guests to make accessible travel the norm rather than what it is now for many people, the exception.

The EFQM Model will remain a trusted guide.

It ensures ILUNION Hotels keeps measuring progress, aligning culture with purpose, and evolving in response to a changing world.

Excellence in hospitality is not a destination. It is a journey of shared progress.

# Micron Technology, Inc. – Global Quality

## Living the Micron brand



How Micron Technology, Inc. – Global Quality used The EFQM Model to turn firefighting into foresight, redefining quality as a way of life

Organisation: Micron Technology, Inc. – Global Quality

Country: Worldwide

Sector: Semiconductors/Technology

Employees: 4000+

www.micron.com

Micron Technology is one of the world’s leading semiconductor companies, powering much of the memory and storage we all use on a daily basis.

But quality at Micron is more than the quality of their chips or fabs – the advanced fabrication plants where semiconductors are made.

It’s about trust that every product, process and decision delivers value for customers, employees and society.



### The turning point

Like many businesses, Micron was focused on fixing problems as they appeared. The difference was, it did so faster and better than most.

Gartner already ranked Micron’s Global Quality Team as No.1 in their sector in 2022.

But new technologies, diversified markets and heightened customer expectations prompted the team to make a strategic decision so they could maintain that position.

They recognised a need to shift from a reactive, problem-based model towards a proactive, aspirational pursuit of excellence.

This pursuit of excellence, using The EFQM Model, became a shared language to unite Micron across geographies, functions and generations.

Over the next few years the model became both catalyst and compass. To raise performance standards even higher.

### What changed

The EFQM Model’s non-prescriptive, yet comprehensive, approach proved especially powerful. It allowed Micron to adapt the framework to its global operations while delivering consistency across strategy, execution and stakeholder engagement.

Micron delivered global training, bringing leaders and teams together from around the world for workshops on foundational questions. Things like: aligning purpose and strategy, engaging people at every level and connecting customer expectations with daily execution.

The RADAR framework helped translate values into measurable outcomes, ensuring that quality ambitions turned into consistent, global practice.

Recognition played a role too. The creation of the Micron Quality Award (MQA), inspired by EFQM, made excellence visible. Sites began benchmarking themselves against one another, learning faster and spreading innovation across the company.

### What Micron achieved

The results were both tangible and far-reaching.

- **Customer experience noticeably improved 54%, according to surveys.**
- **Trust and satisfaction rose among customer-facing teams.**
- **Engineering and manufacturing teams embraced the use of analytics to predict and prevent problems.**
- **The costs associated with non-conformance dropped significantly.**
- **Team engagement soared. Levels of pride increased. Employee attrition rates dropped.**



*“The EFQM journey has equipped us with valuable insights that will continue to fuel our evolution. This is a powerful testament to our customer-centric mindset, our strategic alignment with Micron’s pillars and the culture of quality that unites us as true Guardians of the Brand.”*

– Hiro Fukuto, Corporate Vice President of Global Quality, Micron Technology

### Looking Ahead

For Micron, the journey is just beginning. The EFQM Model continues to be the framework for reflection, alignment and foresight. It ensures Micron can anticipate change in an industry defined by innovation. And ensures the company’s global vision is applied everywhere Micron operates.

The next priorities are clear: harnessing AI and advanced analytics to predict quality outcomes before they arise, embedding sustainability deeper into quality processes, and developing the next generation of leaders who will carry Micron’s quality culture forward.

Quality is no longer a department or a checklist. It is Micron’s competitive advantage, its brand promise, and its path to long-term impact.

### Lessons others can learn

- **Make EFQM everyone’s business:** The EFQM Model works best when it reaches every employee.
- **Turn measures into action:** Use KPIs and dashboards to drive improvement, not just reporting.
- **Embed values with EFQM:** The framework helps translate values into daily decisions.
- **See excellence as a journey:** Using an established framework like EFQM increases the legitimacy of long-term change.

# Micron Technology, Inc. – Singapore front-end fabrication site

# Intelligence at scale



How Micron Singapore’s Fab 10 used The EFQM Model to align leadership, deliver AI-ready products and raise sustainable performance.

Organisation: Micron Technology, Inc. – Fab 10

Country: Singapore

Sector: Semiconductors/Technology

Employees: 4000+

www.micron.com

Micron Technology is one of the world’s leading semiconductor companies, powering much of the memory and storage we all use on a daily basis.

But quality at Micron is more than the quality of their chips or fabs – the advanced fabrication plants where semiconductors are made.

It’s about trust that every product, process and decision delivers value for customers, employees and society.

And nowhere is this felt more importantly than at Micron’s Fab 10 in Singapore.

### The turning point

As demand for AI has grown, customers are asking for more than just chips. They need solutions that are for workloads that are faster, smarter and more reliable.

For Fab 10, this is more than just increasing production volumes. It meant working closer than ever before with customers to truly understand their new needs.

At the same time, the site has a massive role to play in improving long-term sustainability, and strengthening Micron’s global reputation for quality.

The EFQM Model provided the structure to bring these complex challenges together.



### What changed

Fab 10’s first step was to encourage leaders to use the EFQM framework to create a shared concept of excellence.

This gave everyone a common language for connecting long-term strategy with ‘success’ inside the fabrication plant.

The focus then shifted to listening more actively to employees and delivering tailored training programmes.

Reflection helped teams make smarter decisions and establish new systems that integrated AI and automation to drive continuous improvements in the manufacturing process.

Environmental performance was tracked alongside financial and customer results, underlining Micron’s global vision that long-term excellence means balancing profit with responsibility and sustainability.

### What Fab 10 achieved

Results showed improvements for Micron’s customers, employees and the wider society.

- For customers:** Fab 10 produces high-performance, energy-efficient memory, enhancing Micron’s position as a trusted partner in the AI era.
- For employees:** In 2024 Fab 10 earned Great Place To Work® Legend status, recognition of a sustained commitment to workplace culture and employee pride.
- For society:** In 2022 Fab 10 became the first semiconductor fab in the world certified as a World Economic Forum Sustainability Lighthouse. This global recognition highlighted the site’s sustainability credentials, as well as being a cutting-edge manufacturing site.



*“The EFQM journey has been a key enabler in our pursuit of world-class excellence. It reinforces our strengths, sharpens our strategic focus and highlights opportunities for growth, becoming an integral part of how we think, collaborate and continuously improve as an organization.”*

– Joshua Lee, Corporate Vice President, Front End Manufacturing and Singapore Country Manager, Micron Technology

### Looking ahead

In the next phase of Fab 10’s journey, supporting talent will remain our central priority.

Advanced analytics and automation will play a larger role too. Fab 10 will continue to improve agility, efficiency and foresight, so it can anticipate customer needs, not just react to them.

This forward-looking approach is anchored in maintaining a culture of sustainability and long-term performance improvements.

The EFQM Model will remain the framework that guides this progress. It aligns with Micron’s global pillars of quality and excellence, while ensuring that strategy, people and processes continue to move together in the same direction.

As demand for AI-ready products accelerates worldwide, Fab 10 is positioning itself not just to keep up, but to set the pace.

### Lessons others can learn

- Align leaders first:** Shared vision and strategy create momentum for improvement.
- Involve your customers early:** Knowing more details earlier about what your customers want, the easier the production process will be.
- Balance progress with responsibility:** Talent development is the engine of long-term excellence.
- Invest in people continuously:** EFQM shows it’s an ongoing mindset, not a one-off project.
- Use EFQM as the framework:** EFQM is an ongoing mindset, it connects strategy, operations and culture, making improvement systematic.

# Micron Technology, Inc. – Xi'an, China Assembly and Test site

## Governing for growth in China

How Micron MXA used The EFQM Model to strengthen governance, resilience and customer focus in a fast-changing market

Organisation: Micron Technology, Inc. – Xi'an, China assembly and test site

Country: China

Sector: Semiconductors/Technology

Employees: 4000+

www.micron.com

In China, standing still is not an option in the tech sector.

For more than 15 years Micron's Xi'an Assembly and Test (MXA) site has been at the heart of China's booming tech industry, delivering memory and storage products to global markets.

But in order to stay ahead for the next 15 years and beyond, MXA recognised a need for more than just operational excellence.

Guided by the company's global vision they embraced The EFQM Model as a long-term framework that can embrace constant change.



### The turning point

MXA has been successful for many years. The PDCA (plan-do-check-act) cycle was already effective at supporting operational excellence through lean manufacturing and cycles of innovation.

But the team wanted to do more. They wanted to adapt and respond more quickly to the rapidly changing external environment. They wanted to bring in best practices from other Micron sites and beyond, and to share their own lessons with others.

Management decided to take a bold step: create the China Governance Council (CGC), a platform for integrating strategy, risk management and operational excellence.

### What changed

The China Governance Council gave MXA something it hadn't had before: a forum where leaders from different functions could come together to look ahead, weigh risks and make smarter decisions.

With The EFQM Model as its guide, the team carried out a structured analysis to clarify where they stood.

The process encouraged self-reflection – confirming strengths in compliance and governance, while also highlighting the need for new processes to work across disciplines and better anticipate risks.

The new framework created confidence that MXA was putting in place a clear, structured path for continuous improvement and resilience.

### What MXA achieved

Since 2024, The EFQM Model has become a catalyst for positive change.

It has helped MXA move beyond compliance-driven habits to a more proactive pursuit of resilience and excellence.

It has encouraged the team to ask and answer fundamental questions: how to connect global corporate purpose with local operations and how to make governance meaningful and productive. It has improved operational efficiency beyond our already high levels and it has prompted recognition from media and government.

The EFQM Model has given MXA a structured foundation for continuous improvement in one of Micron's most complex markets.

### Looking ahead

For MXA, the journey with EFQM continues:

- Enhance continuous improvement and stakeholder confidence
- Focus on training and development
- Integrate AI into core processes
- Build on the transformation culture
- Support talent development

The EFQM Model will be the framework that keeps MXA aligned with best practices across Micron.



*“Our story illustrates our transformation by leveraging automation, sustainability and innovation. We will take opportunities to leverage The EFQM Model to help us to stay ahead of the curve, reinforce excellence and stay at the forefront of our industry.”*

– Betty Wu, Corporate Vice President, AT DRAM Operation and China

### Lessons others can learn

- Start early with EFQM:** The model is most powerful when adopted at the foundation stage of building a management system.
- Use it to align strategy and culture:** EFQM connects long-term goals with day-to-day operations and behaviours.
- See from multiple perspectives:** The framework helps organisations identify opportunities and challenges across all dimensions.
- Build resilience and agility:** Continuous improvement becomes part of the culture, not a side project.
- Learn from others:** EFQM brings access to leading practices and the experience of assessors, helping any organisations go further.

# REGTSA

## Benchmarking public value through tax transformation



How REGTSA used The EFQM Model to modernise tax collection and become a reference point for public sector excellence

Organisation: REGTSA

Country: Spain

Sector: Public Administration, Taxation

Employees: 40+

www.regtsa.es

Collecting tax doesn’t need to be taxing.

The Regional Tax Management and Collection Agency of Salamanca (REGTSA) started life as a small authority responsible for administering local taxes. Two decades later, guided by The EFQM Model, it has become a benchmark for public sector excellence in Spain, Europe and Latin America.

### The Turning Point

By the early 2000s, public sector organisations like REGTSA were asked to compete for contracts against private sector organisations to supply core public services.

REGTSA’s previous model was no longer working everywhere. Different municipalities and taxpayers had different needs.

The agency started using The EFQM Model in 2002. Carrying out self-assessments every two years, supported by independent external assessments to gain EFQM recognition.

With The EFQM Model as a guide, REGTSA leaders could step back, question previous assumptions, and rethink how they worked with councils and citizens.

Agility couldn’t just be an aspiration. it had to become standard practice.

### What Changed

The shift was cultural as much as operational.

Instead of applying the same services and processes, REGTSA developed tailored frameworks for each municipality. Local councils now receive services designed around their priorities, at lower cost and with greater transparency. For citizens, it became simpler and cheaper to pay taxes.



This ‘win-win’ partnership approach puts long-term trust and public value at the heart of tax collection. In Salamanca, and beyond.

REGTSA’s agility means it can now adapt quickly to cater for the different needs of any local authority, based on a more nuanced understanding of data, demand and behaviour.

The result: less money lost to administration, more available for essential services in the communities themselves.

### What REGTSA has achieved

Over two decades, REGTSA has built a reputation for responsiveness and reliability. Evidenced by improvements in metrics including customer perception, operational efficiency, economic sustainability and internal satisfaction.

Tax collection agencies don’t tend to be popular, but REGTSA has an enviable 100% Net Promoter Score.

Its long-term partnership model means that any cost savings generated are shared with the local municipalities it supports.

So not only does REGTSA help councils save money, it also injects even more back into the local economy.

### Looking Ahead

REGTSA’s Horizon 2035 vision is bold and clear: to become a fully digital, citizen-first public agency. Intelligent, collaborative, and driven by real-time data.

The next phase of transformation is already underway.

Artificial intelligence and more automated processes will improve accuracy. Smarter knowledge management will turn insight into action. Collaboration with other public bodies will ensure joined-up services across Salamanca and beyond. And a new HR plan will bring fresh skills and generational renewal.

Through it all, The EFQM Model will continue to guide REGTSA — helping the agency grow with purpose, stay accountable, and set the standard for excellence in public service.

With a clear vision, a culture of learning, and ambitious model that puts local taxpayers first, REGTSA is showing how public institutions can lead — not follow — in shaping management of local government in the future.



*“Using The EFQM Model has allowed us to turn a small public organisation into a benchmark in the public sector. The model allows us to be proud of our achievements while also filling us with humility for all the improvements that lie ahead.”*

— Manuel Fco. Rodríguez Maseda, CEO REGTSA



### Lessons Others Can Learn

- **One size doesn’t fit all:** EFQM helps tailor services to different stakeholders.
- **Make agility systematic:** Use the model to embed responsiveness as the norm, not the exception.
- **Build trust through self-assessment:** Regular reviews create accountability and awareness.
- **Connect purpose with results:** The model links public value directly to operational efficiency.
- **Stay humble, keep improving:** EFQM shows achievements while pointing to what’s next.

# Torrent Power Limited –Ahmedabad, Surat and Dahej Distribution Units

# Powering progress

Torrent Power Leverages The EFQM Model to Drive Team Alignment, Strengthen Partner Collaboration, and Foster a Culture of Continuous Improvement

Organisation: Torrent Power Limited

Country: India

Sector: Power Distribution Utility

Employees: 3000+

www.torrentpower.com

In the state of Gujarat, within Torrent Power Limited’s (TPL) distribution license area covering the cities of Ahmedabad, Gandhinagar Surat, and Dahej, reliable power supply and best customer service form the foundation of success, enabling industries & businesses to grow, and families to stay connected.

As a trusted leader in India’s energy sector, TPL has consistently delivered excellence. However, the TPL team in Ahmedabad, Surat, and Dahej aimed higher to enhance value creation for its stakeholders

By leveraging The EFQM Model framework, they are driving the business excellence journey further.

### Elevating Excellence

TPL-D had already established modern systems and adhered to international standards. However, leaders sought to elevate the processes further by - Clearly communicating Purpose, Vision, and Mission, fostering engagement among internal and external stakeholders and enhancing a culture of continuous improvement.

They recognised that The EFQM model could provide the structure to drive this change.

### What Changed

TPL-D organized its efforts around four pivotal shifts, as guided by The EFQM Model:

**1) Communicating Direction:** Purpose, Vision, and Mission were prominently communicated. This ensured everyone understood, felt invested in, and contributed to the organization’s goals.

**2) Fostering Engagement :** TPL-D enhanced internal communication channels, introducing newsletters, portals, and town halls that encouraged two-way dialogue. The Reward & Recognition program reinforced valued behaviours, resulted into a motivated workforce.



**3) Building Partnerships:** Vendors were further integrated into the business through annual meets and perception surveys, transforming one-way briefings into collaborative partnerships. Their valuable inputs helped driving mutual growth and success.

**4) Enhancing Culture of Continuous Improvement:** Teams adopted a standardized approach to problem-solving, addressing root causes and making continuous improvement a way of working.



### What Torrent Power Achieved

The impact goes beyond efficiency.

By embracing new technology, digitizing core processes, automating operations, and elevating customer service and safety standards, TPL has already set new benchmarks. Simultaneously, it strengthened its commitment to diversity, equality, and human rights, demonstrating that excellence and responsibility can coexist.

#### The notable improvements for:

- Employee:** Clearer communication of goals, enhanced communication, and recognition programs have boosted motivation.
- Partners:** Enhanced the engagement with Suppliers & Service Providers and captured their perceptions for better understanding their needs and expectations.
- Improved Problem-Solving Capabilities:** Enabled employees to identify root causes and solve problems, driving continuous improvement.

Employees are more connected to the organization’s purpose, partners are more engaged, and improvement is now ingrained in the way of working.



*“As a leader in the power distribution sector, we remain steadfast in our dedication to operational excellence, sustainability, and customer satisfaction which is achieved through our team’s unwavering commitment to excellence, their relentless pursuit of innovation, and their tireless efforts to deliver exceptional operational results. The EFQM journey will serve as a catalyst for our continued growth and improvement, as we strive to set new benchmarks in the industry and create long-term value for our stakeholders.”*

– Mr. Sudhir Prasad, Executive Director, Torrent Power Limited

### Looking Ahead

Torrent Power is poised to leverage its strong foundation for future growth. Key priorities include - Expanding operations in existing and adjacent areas, exploring new business opportunities that align with its core strengths and continuing to enhance operational efficiency through technology and innovation.

### Lessons for Success

- 1. Clarify the Direction :** Share purpose and vision widely, ensuring everyone understands the organization’s strategic direction.
- 2. Enhanced Dialogue :** Foster two-way communication through simple channels to listen, recognize, and involve people.
- 3. Collaborative Partnerships :** Augment collaboration with suppliers by enhancing engagement and understanding their needs and expectation.
- 4. Continuous Improvement :** Enable employees to identify root-causes and implement solutions through a structured problem-solving methodology.
- 5. Unified Framework :** By leveraging a strategic Business Excellence model in a meaningful way, organizations can potentially elevate their performance, drive sustainable growth, and deliver value to their stakeholders.

# Toyota Boshoku Türkiye



## Building a Culture of Agility and Sustainability at Toyota Boshoku Türkiye

Toyota Boshoku Türkiye (TBT) has shifted from being a purely efficiency-driven manufacturer to a future-ready organisation that balances performance with people, society, and the environment.

|                                      |                  |                                        |                  |                          |
|--------------------------------------|------------------|----------------------------------------|------------------|--------------------------|
| Organisation: Toyota Boshoku Türkiye | Country: Türkiye | Sector: Automotive – Interior Products | Employees: 1000+ | www.toyota-boshokutr.com |
|--------------------------------------|------------------|----------------------------------------|------------------|--------------------------|

The world-famous Toyota Production System already helps TBT to deliver “manufacturing excellence”.

But with The EFQM Model as its compass, the company has embedded foresight, digital transformation, and sustainability into its strategy too.

Adopting a longer-term perspective and driving a culture of innovation, resilience and shared value is delivering tangible benefits which are now recognised on a global stage.

### The Turning Point

The automotive industry is changing fast: electrification, digitalisation, tighter environmental regulations, and unpredictable supply chains are reshaping the market.

TBT realised that agility was becoming more important than ever before.

Managers needed to anticipate more risks, engage more stakeholders, and move beyond the mantra of ‘manufacturing excellence’ to better achieve Toyota Boshoku Corporation’s 2050 vision of “creating a better society.”

### What Changed

The EFQM Model gave TBT the framework to rethink both its strategy and culture.

Sustainability, digital transformation, and creating stakeholder value grew in importance when it came to corporate decision-making.

Processes were redesigned to integrate new technologies and continuous improvement. Leadership adopted a more active listening approach, encouraging employees to contribute even more ideas.



These changes weren’t easy. Long-standing habits had to be broken, and challenges managed through open communication, visible leadership, and involving people directly in shaping the journey.

All of this was supported by The EFQM Model’s holistic approach and structured frameworks. Practical tools that align vision, strategy and operations, making the transformation more systematic, measurable and sustainable.

According to Hakan Konak, President of Toyota Boshoku Türkiye, “EFQM has become our trusted partner on the journey of continuous improvement.”

### What TBT Achieved

The improvements to TBT’s agility and resilience have helped make it a benchmark organisation in the Toyota Boshoku group and beyond.

Employee engagement, customer satisfaction and operational efficiency scores have all gone up. Sustainability metrics have improved too.

The corresponding cultural transformation has empowered employees and built stronger relationships with customers and suppliers as well.

All of these changes contributed to TBT being awarded the EFQM 7-Star recognition, consolidating its role as a global leader.

### Looking Ahead

TBT is now aiming even higher. Guided by The EFQM Model to do so.

TBT will be expanding its role as an advanced manufacturing base, deepening sustainability efforts, and investing in digital technologies such as AI and data analytics.

At the heart of these future plans are its relationships.

TBT sees employees, customers, suppliers, and the local environment all as partners for future success.

The Toyota Production System is already in place to guide operational excellence at TBT. And The EFQM Model has already helped to improve agility and sustainability within this automotive success story.

But the future is bigger still.

It’s about creating long-term sustainable value for everyone involved.



*“EFQM balances operational excellence with business excellence, strengthening our benchmarking culture and enriching TPS with new tools. It has become our trusted partner on the journey of continuous improvement.”*

– Hakan Konak, President, Toyota Boshoku Türkiye



### Lessons Others Can Learn

- **Balance efficiency and sustainability:** They can reinforce each other.
- **Use EFQM to structure change:** The model aligns culture, vision, and operations.
- **Empower people:** EFQM frameworks encourage bottom-up ideas and active listening.
- **Shift from learning to commitment:** The model turns continuous improvement into shared culture.
- **Benchmark globally:** EFQM provides external recognition and comparison across industries.

# Wuliangye Yibin Co.,Ltd.

## Blending heritage with innovation

How Wuliangye used The EFQM Model to balance tradition and modernity, craftsmanship and technology, Chinese culture and global expectations.

|                                        |                |                                       |                    |                                                                                 |
|----------------------------------------|----------------|---------------------------------------|--------------------|---------------------------------------------------------------------------------|
| Organisation: Wuliangye Yibin Co.,Ltd. | Country: China | Sector: Production and sale of Baijiu | Employees: 25,000+ | <a href="https://www.wuliangye.com.cn/en/">https://www.wuliangye.com.cn/en/</a> |
|----------------------------------------|----------------|---------------------------------------|--------------------|---------------------------------------------------------------------------------|

Wuliangye Yibin Co., Ltd. is one of China’s largest and most celebrated distillers of baijiu, the traditional Chinese grain-based spirit.

Based in Yibin, Sichuan, and employing more than 25,000 people, the company has become a household name in China and a symbol of its rich culinary and cultural heritage. Wuliangye literally means five grains liquid — reflecting centuries of craft methods that are recognised as part of China’s intangible cultural heritage.

But as consumer needs and global markets change, Wuliangye faced a challenge: how to remain true to its history while competing in a fast-moving, increasingly-digital, international drinks industry.

The EFQM Model became a guide for making that journey, helping the company reconcile tensions that run through every part of its transformation.

### The Turning Point

The greatest challenge in Wuliangye’s transformation lay in balancing three conflicts.

- Could a traditional mindset evolve to embrace modern concepts?
- Could artisanal craftsmanship coexist with intelligent technologies?
- And could Eastern culture meet global aesthetics without losing its soul?

By 2021, the leadership team recognised that growth could not continue on because of previous success, heritage and tradition alone.

Global competition was intensifying, younger consumers were demanding new experiences, and sustainability was no longer optional.

The EFQM Model provided a structured way to resolve these conflicts, challenge assumptions and align strategy with long-term value.



### What Changed

Wuliangye began integrating heritage and innovation into every part of its operations.

Ancient brewing methods remained central, but they were now complemented by AI technologies in brewing, digital logistics and smart quality controls.

Craftsmanship and new technologies started to work hand in hand.

The EFQM Model, particularly through its RADAR framework (Results, Approach, Deployment, Assessment and Refinement), helped leaders set clear goals, deploy consistent approaches and refine them with evidence.

They turned strong cultural values into strong business results.

And employees learned to view innovation not as a threat to tradition, but as a way of introducing those traditions to future generations.

The company also embraced its global role by blending Chinese culture with global aesthetics, redesigning packaging, expanding international distribution, and listening more closely to overseas consumers.



### What Wuliangye Achieved

For Wuliangye’s employees, the changes mean new skills, better tools and stronger pride in their work.

For consumers, it means products that are authentic but also innovative.

And for society, it means a leading Chinese brand is growing in stature abroad and is also a leader in sustainability.

- **Production capacity grew from 100,000 to 165,000 tonnes of raw liquor.**
- **International sales grew more than 30%.**
- **Customer satisfaction reached 96.45% in China and 92.49% overseas.**
- **Brand value hit RMB 449.9 billion in 2024, with seven consecutive years of double-digit growth.**
- **Energy efficiency improved dramatically, from a 6% to 30% saving**
- **Employee satisfaction reached 93.5%, with a diversity index of 36.46.**



### Lessons Others Can Learn

- **Balance heritage and innovation:** Use EFQM to respect tradition while embracing change.
- **Make culture measurable:** Turn culture into results: use RADAR to measure values.
- **Integrate, don’t separate:** EFQM shows how sustainability and innovation can reinforce each other.
- **Globalise local strengths:** The Model helps heritage brands adapt to international markets.
- **Keep evolving:** See excellence as a journey, not a finish line.



*“The EFQM model provides a set of systematic mindset frameworks and a global perspective, which enable the “integration” transformation, revolving around the ideal of encouraging both tradition and innovation, to evolve from a strategic blueprint into a sustainable growth driver, thereby truly realizing the harmonious coexistence of tradition and modernity.”*

— Yang Yunxia. Chief Engineer, Wuliangye Group.

### Looking Ahead

The conflicts that shaped Wuliangye’s transformation have not disappeared — they remain the source of its energy and creativity.

Going forward, The EFQM Model will help Wuliangye to blend artisanal heritage with intelligent technology, to lean into Chinese culture while meeting global aesthetics, and to ensure tradition and modernity support rather than undermine each other.

To ensure that one of China’s most historic brands continues to grow in smarter, greener, and more inclusive ways.

# Zakat, Tax and Customs Authority of Saudi Arabia (ZATCA)

## Precision, purpose and platform power

هيئة الزكاة والضريبة والجمارك

Zakat, Tax and Customs Authority



How the Zakat, Tax and Customs Authority of Saudi Arabia (ZATCA) used The EFQM Model to accelerate digital transformation and deliver customer-centric, values-driven public services.

Organisation: ZATCACountry: Saudi ArabiaSector: GovernmentEmployees: 12,000+http://zatca.gov.sa

Saudi Arabia’s Vision 2030 laid out an ambitious plan: modernise public services, diversify the economy, and become a global benchmark for excellence.

ZATCA was tasked with playing a key role: Enable the economic sustainability and prosperity of the society effectively and efficiently through national security, trade facilitation, and the strengthening of the Zakat, tax, and customs systems.

ZATCA is not just a tax-collection agency. It’s now a trusted enabler of investment, trade and transformation.



### The Turning Point

ZATCA’s remit expanded beyond enforcement. Its mission became enabling economic growth and global trade by delivering faster, smarter, and more transparent revenue-collection services.

The national mandate to accelerate digital transformation created a powerful trigger. ZATCA had to unify its previously siloed functions across zakat (a mandatory charitable contribution under Islamic law), tax and customs.

It had to modernise processes and help staff shift from task-based habits to customer-first, values-led behaviours.

It wasn’t easy, but The EFQM Model helped provide a structured roadmap to guide the change.

### What Changed

ZATCA redesigned its entire operating model. It digitised services from end to end, integrated multiple systems into a single national platform, and embedded performance and stakeholder value into its decision-making.

Old ways of working gave way to a culture of innovation, collaboration, and continuous improvement.

And by using The EFQM Model to align purpose, strategy, and stakeholder value, ZATCA created a shared language and framework for transformation.

These shifts weren’t just operational — they supported ZATCA’s broader Vision 2030 mission: to lead with service, strengthen trust, and make doing business in the Kingdom easier for everyone.

### What ZATCA Achieved

- The transformation has delivered measurable improvements for citizens, staff, and the wider economy:
- Clearance times at ports cut from 3–4 days to just 2 hours
  - 5 billion+ e-Invoicing transactions processed in 2024
  - Customer satisfaction rose from 81% to 89%
  - 10,000+ employees received training in 2024
  - Environmental impact improved: paper usage down 80%, 11 buildings upgraded with energy-efficient systems
- Behind each of these metrics is a clear outcome for end-users: faster, more accessible services, greater transparency, and a simpler interface with government.



*“Operational excellence, for us, is a way of working that enables the Zakat, Tax and Customs Authority to realize its strategy of becoming a global model in protecting the Kingdom, managing zakat, tax and customs, and facilitating trade effectively – all while focusing on customer experience.”*

— Eng. Abdullah bin Ahmed Al-Funtukh, Vice Governor of Strategy and Trade Facilitation

### Looking Ahead

Saudi Arabia’s Vision 2030 still shapes everything ZATCA is working towards.

The aim is simple: make public services smarter, faster and more connected — and help drive growth across the economy.

Digital transformation was once a goal in itself. Now, it’s just the starting point. The next chapter of ZATCA’s journey is all about building on what’s already working.

Smarter systems and better use of data will help make services faster, more accurate and easier to use. Artificial intelligence isn’t just a buzzword — it’s part of the plan to deliver more personalised and proactive support.

As trade grows and global standards evolve, ZATCA will keep working closely with international partners to make cross-border business simpler and more secure; inside the organisation, leadership and culture will continue to shift — with values like Efficiency, Responsibility and Focus on Customers.

The EFQM Model will stay at the heart of this approach, helping ZATCA keep its goals in sight, its people involved, and its purpose front and centre.

Lessons Others Can Learn

- **Unify ambition through EFQM:** The model connects several departments under one framework.
- **Shift culture with structure:** EFQM helps move from compliance to customer-first behaviours.
- **Digitise with discipline:** Use the model to link digital transformation to stakeholder value.
- **Measure progress, not just processes:** EFQM ensures results reflect real customer insights.
- **Reposition roles:** EFQM shows how regulators can become enablers of growth.

# Thank you

EFQM would like to acknowledge and thank the following people and their organisations for their work and contribution to the EFQM Global Award 2025. The Award process would not work without their commitment and professionalism.

## The EFQM Global Award Jury Members 2025

The EFQM Global Award Jury is composed of high profile, highly respected people from the world of business, public service and academia. They independently decide which of the participating organisations are role models for other organisations and merit the acknowledgement of receiving an EFQM Global Award.



Dr. Mohammad Awad Farhan



Fernando Sierra



Danuše Fišerová



Miruna Vitcu



Graham Hull



Prof. Vittorio Cesarotti

EFQM would like to acknowledge and thank the following people and their organisations for their work and contribution to the EFQM Global Award 2025. The Award process would not work without their commitment and professionalism.

## The EFQM Global Award Assessors 2025

The following Award Assessors are amongst the best and most experienced globally and were carefully selected to assess our applicants.



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