



IBEC – The concept for Business Excellence

Success has many facets ...



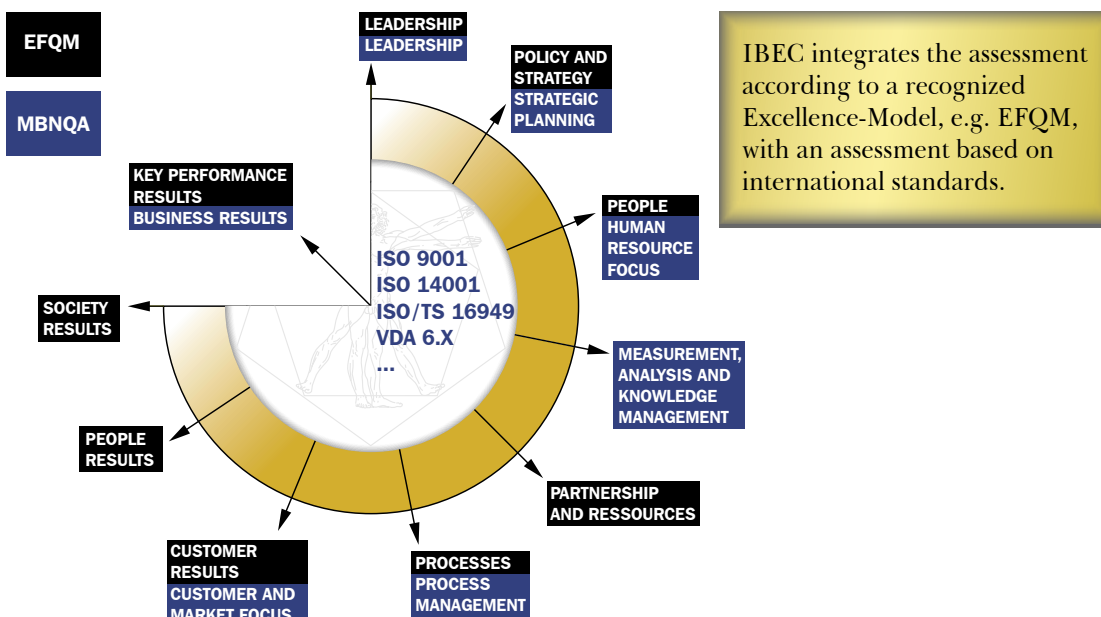
... and is the sum of right decisions



Short-term positive results or long-term growth? Cost savings or quality increase? Solving these and other seemingly contradictory statements and constraints is a daily task in all kinds of organizations. Sustainable excellent results will be achieved when an organization, torn between necessities and desires, succeeds in concentrating on those factors that are really critical to success and manages to focus itself accordingly, both in an operative and a strategic sense. IBEC is the only concept which, based on the EFQM model, uses a comprehensive evaluation that integrates all aspects critical to ensuring long-term performance ability.

IBEC

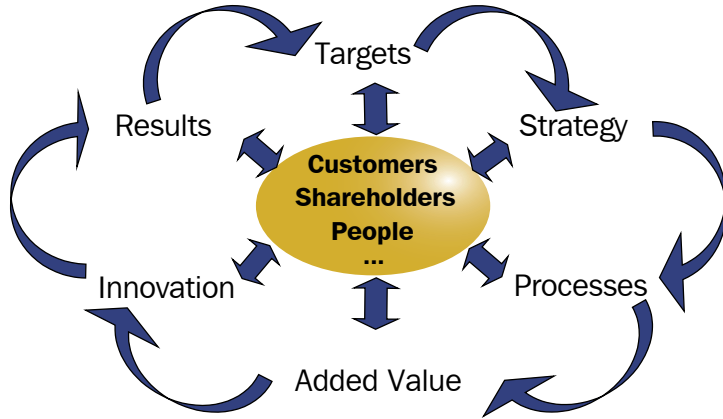
Focused	Success factors as well as cause and effect quickly become transparent. Taking into account structure and business model, areas of improvement having maximum effect on results will be identified quickly.
Efficient	Instead of being bound up in complex self-evaluations, internal resources become effective directly in focused, measurable improvements and deployment of potential.
Customized	Custom-tailored IBEC assessments will be aligned on the organization's objectives and strategies as well as its processes. Certifications can be integrated and maintained.



Focused

The IBEC concept – Cause and Effect of Success

Commencing with the organization's objectives and strategies, the management system will be reviewed comprehensively - operatively and strategically – as well as with a focus on distinctive characteristics and success factors. Processes, activities and tools will be analyzed, as well as process management. Results will be summarized, evaluated and reflected on in a feedback.



Cause and effect are at the focus of IBEC assessments

Efficient

Integrating Business Excellence Models and standards allows for a comprehensive approach and realization of synergies

By means of a comprehensive analysis:

- Essential improvement potential quickly becomes transparent,
- Highly effective processes are established and
- Control by results is improved using significant performance indicators.

Degree of interrelation	EFQM Excellence Model	Leadership	Policy & Strategy	People	Partnership & Resources	Processes	Customer Results	People Results	Society Results	Key Performance Results
		1	2	3	4	5	6	7	8	9
ISO 9001:2000										
Quality management system	4	strong	medium	poor	strong	strong	strong	strong	strong	strong
Management responsibility	5	strong	strong	strong	strong	strong	strong	strong	strong	strong
Resource management	6	strong	strong	strong	strong	strong	strong	strong	strong	strong
Product realization	7	strong	strong	strong	strong	strong	strong	strong	strong	strong
Measurement, analysis and improvement	8	strong	strong	strong	strong	strong	strong	strong	strong	strong

Example of an integrated reference table



An IBEC Assessment

- Increases operational effectiveness and efficiency through process management and continuous improvement
- Supports strategy-orientation through strategic alignment of processes, methods and activities
- Improves result-orientation and balanced stakeholder-ship
- Increases value innovation for stakeholders by identification with unique selling points (USP)



Customized

Process orientation in planning, preparation and conduct

Relevant Excellence criteria and standard requirements will be integrated into the processes and transferred into a customized assessment concept.

- Reduces complexity, increases transparency of cause and effect
- Strengthens result orientation in a process-related manner
- Excellence within your own structures – without extensive preparations

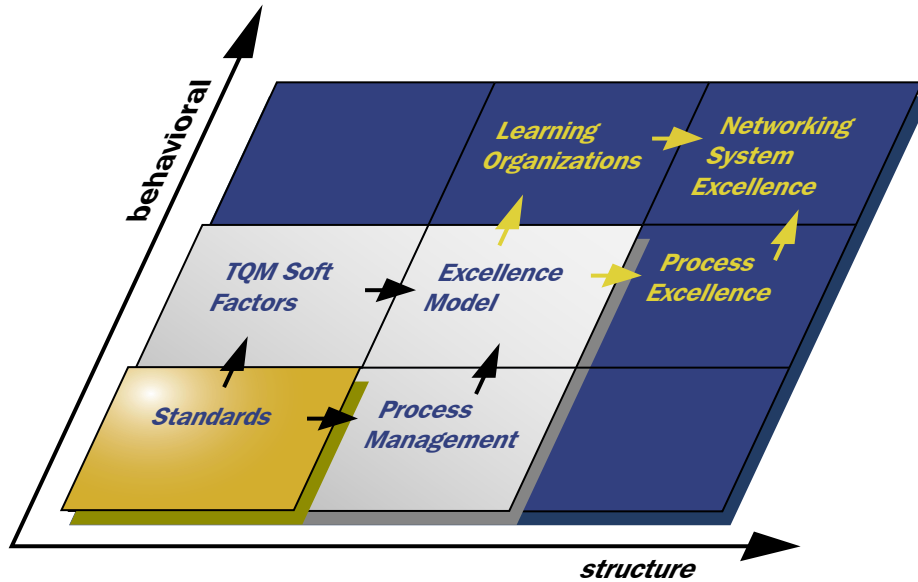
Processes	EFQM-criteria and ISO 9001:2000 - requirements	
Customer Relation	1c	Leaders interact with customers, partners and representatives of society
	5.2	Customer focus
	5.5	Responsibility, authority and communication
	5c	Products and services are designed and developed based on customer needs and expectations
	5.4	Planning
	7.3	Design and development
	5e	Customer relationships are managed and enhanced
	7.2	Customer-related processes
	6a	Customer perception measures
	6b	Performance indicators
Supply Chain Management	8.2	Monitoring and measurement
	8.4	Analysis of data
	4a	External partnerships are managed
	7.4	Purchasing
	5d	Products and services are produced, delivered and serviced
	4.2	Documentation requirements
	7.2	Customer-related processes
	7.5	Production and service provision
	8.3	Control of non-conforming product
	9b	Key performance indicators
8.2	Monitoring and measurement	
8.4	Analysis of data	

Example: IBEC Standard Processes



Distinguish yourself from the competition – advertise your performance!





Framework of organizational development

From the first steps all the way to excellent performance, from an initial positioning to applying for an excellence award: ... and experts design the IBEC assessment to your individual needs and accompany organizations on their way to sustained excellent performance.

Focused
Efficient
Customized

Imprint



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