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EXCELLENCE FINLAND

Introducing the Finnish Quality Association & Excellence Finland: hot quality management issues of Finland

Suomijos Kokybės asociacijos ir Excellence Finland pristatymas: kokybės vadybos aktualijos Suomijoje

2014

Where are we heading?

2014

- Orders books of export industries shrank by 27%
- Finland dropped from 17th to 20th in IMD's ranking list. Sweden ranks 4th.
- Statistics published by the Central Organisation of Finnish Trade Unions SAK show that in early 2014 a total of 54,300 employees were threatened by redundancies, up by about 5,500 since last year.
- **Unemployment in 2014:**

January	8.7%
March	9.0%
May	10.7%
June	9.2%

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(Source: Statistics Finland)

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Link kur mes einame?

2014

- Knygų, apie eksporto industriją, užsakymai sumažėjo iki 27%.
- Suomija nukrito iš 17-tos vietos į 20-tą vietą IMD reitingų sąraše. Švedijos reitingas – 4-ta vieta.
- Suomijos profesinių sąjungų centrinės organizacijos (SAK) paskelbta statistika rodo, kad 2014 metų pradžioje 54,300 darbuotojų gresia atleidimas iš darbo, maždaug apie 5,500 darbuotojų neteko darbo per praeitus metus.
- **Nedarbingumas 2014 metais:**

Sausis	8.7%
Kovas	9.0%
Gegužė	10.7%
Birželis	9.2%

(Source: Statistics Finland)

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Global State of Quality – survey / Apklausa

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Global State of Quality

2014

A study by American Society for Quality which was organized in cooperation with several international organizations / Tyrimą atliko Amerikos kokybės asociacija bendradarbiaujant su keliomis tarptautinėmis organizacijomis

22 different countries participated / dalyvavo 22 skirtingos šalys.

2 000 different organizations from those countries participated / 2 000 skirtingų organizacijų.

151 different organizations from Finland participated / 151 organizacija iš Suomijos.

Finland ranked among **the bottom three** in majority of the questions / Suomija buvo įvertinta kaip viena prasčiausių daugeliu klausimu.

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Research findings / Rezultatai

2013

- Finland is clearly below the average and lagging far behind the USA, Germany and China / Suomija - žemiau vidurkio ir atsilieka nuo JAV, Vokietijos ir Kinijos.
- Induction of subcontractors to in-house quality management systems is far less extensive in Finland / Suomijoje subrangovų įtraukimas į kokybės vadybos sistemose yra gerokai siauresnis.
- Additionally, customer-orientation is at a lower level and the standard of quality is not communicated to customers as actively as in peer countries / Orientacija į klientą – žemo lygio ir kokybės standartas nesiorientuoja į klientą taip ryškiai, kaip pirmaujančiose šalyse.

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Research findings / Tyrimo rezult.

2013

- Measurable quality objectives for the entire organisation: Finland ranks last of all the countries / Išmatuojami kokybės tikslai visoje organizacijoje: Suomija užima paskutinę vietą iš visų dalyvavusių šalių.
- Measurable quality objectives for administration and support functions: Finland ranks last of all the countries / Išmatuojami kokybės tikslai administracinėse ir pagalbinėse funkcijose: Suomija užima paskutinę vietą iš visų šalių.
- In quality management across the entire supply chain Finland is one of the three worst / Kokybės vadyboje per visą tiekimo grandinę Suomija yra viena iš trijų blogiausių.

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Research findings / Tyrimo rezult.

2013

- Finland was also the worst of all the countries in terms of business operations and functional quality objectives / Suomijoje buvo blogiausiai įvertintos sąlygos verslo operacijoms ir funkciniai kokybės tikslai.
- Quality perceived as a tool for achieving strategic and competitive distinction: Finland was the 3rd poorest of all the countries included in the survey / Kokybė buvo suvokiama kaip priemonė siekiant strateginių tikslų ir konkurencingumo: Suomija buvo 3-čia tarp blogiausiai įvertintų tyrime dalyvavusių šalių.
- Moreover, we also report on quality less frequently that the peer countries / Suomijos kompanijos rečiau teikia ataskaitas apie kok nei kitos šalys.

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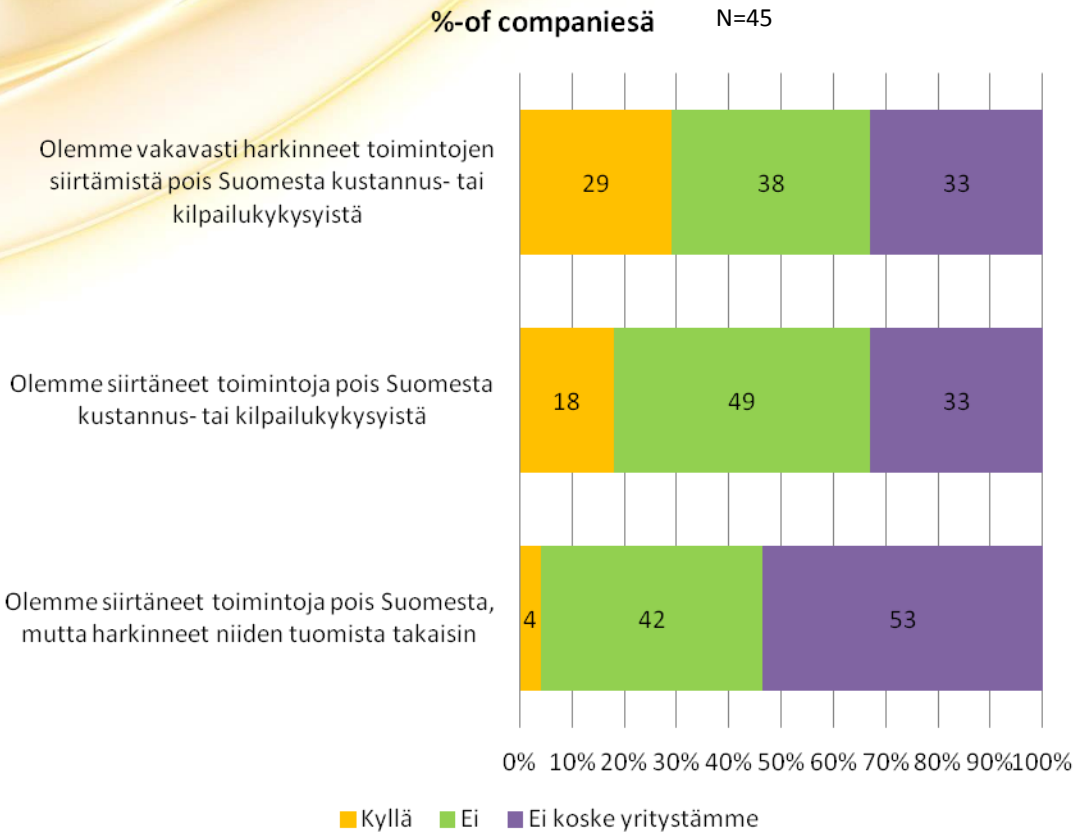
Federation of Finnish Industries 05/2014

Costs in Finland are heavy for SME's / Didelė finansinė našta Suomijos SVV organizacijoms

Every fifth has outsourced out of Finland and every third is seriously thinking of outsourcing operations out of Finland

Kas penkta Suomijos organizacija dirba perkėlusi verslo operacijas į kitas šalis, o kas trečia - rimtai galvoja apie operacijų perkėlimą į kitas šalis



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What does the future hold? / Ateitis

- In the USA, the Council on Jobs and Competitiveness led by Immelt (GE) appointed by President Obama looked into Lean-enabled reshoring – very good results / Užimtumo ir konkurencingumo taryba (JAV), vadovaujama Immelt'o (iš General Electric) įvertino Lean, kai priemonę susigražinti perkeltas operacijas į šalį ir pasiekė labai gerų rezultatų.

- China is training 160,000 Black Belts – a total of 5,000 university level quality management engineers over the next few years. Quality as one of the top priorities of China's 10-year-plan / Šiuo metu Kinijoje ruošiama 160 000 Juodųjų Diržų; 5000 universitetinio išsilavinimo kokybės vadybos inžinierių per ateinančius kelis metus. Kokybė Kinijoje yra viena iš aukščiausių prioritetinių sričių 10-ties metų plane.

- The Confederation of Finnish Industries EK is exploring the potential offered by Lean in improving competitiveness and slowing down relocation from Finland / Suomijos pramonės konfederacija EK tiria galimybes, kurias teikia Lean gerinant konkurencingumą ir lėtinant įmonių iškėlimą iš Suomijos.

- Staff reductions vs. improving Lean productivity (wastage, processes, decision-making (Muri, Mura, Muda) / Darbuotojų mažinimas ar produktyvumo padidinimas naudojant Lean (švaistymas, procesai, sprendimų priėmimas (Muri, Mura Muda).

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Lean

McKinsey/US Government reports 2014 (cases)

Finances / Finansai:

- Lean helped achieve a 70% reduction in turnaround time while improving productivity by 150% (South America) / Lean padėjo 70% sumažinti apyvartos laiko, padidinant darbo našumą iki 150% (Pietų Amerika).
- Bank of Scotland, 30% improvement in productivity

Public sector / Viešasis sektorius:

- Department of Labor and Industries: Cut the average time for processing employer requests for reconsideration of audit findings from 441 days to 67, saving employers an estimated $1.7 million in interest costs / Sumažino vidutinį laiką, skiriamą darbdavių prašymams persvarstyti audito išvadas, tvarkymui iš 441 dienų iki 67 dienų, darbdaviams sutaupyta maždaug $1,7 mln. palūkanų.

Studies suggest that transition to Lean improves productivity by an average of 15–30% / LEAN pokyčiai padidina produktyvumą vidutiniškai 15–30%.

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EFQM Excellence Model 2013

"Excellent organisations achieve and sustain a level of performance that meets or exceeds the expectations of all their stakeholders."

"Tobulos organizacijos pasiekia ir išlaiko tokį rezultatyvumą, kuris atitinka arba viršija visų suinteresuotųjų šalių lūkesčių lygį."

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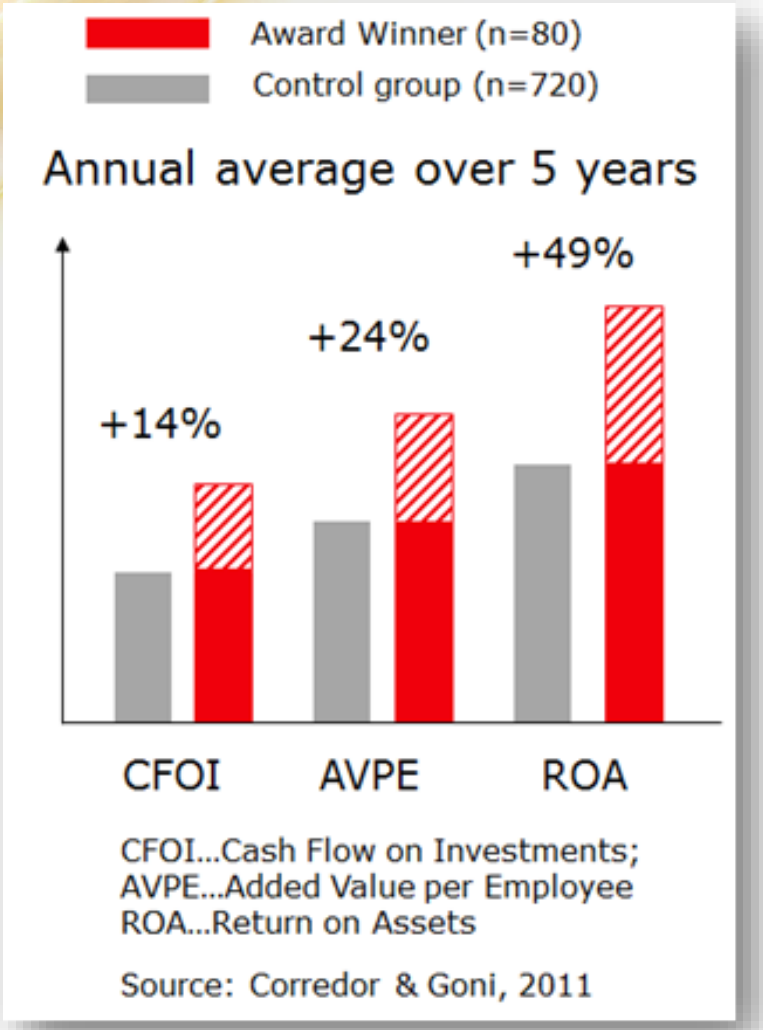
Results from continual improvement efforts / nuolatinio gerinimo pastangų grąža

- EBIT over 5 years / Pajamos prieš mokesčius
  - Initially outperformed peers by 47%
  - Five years later outperformed peers by 146%

  - Return on assets / Turto grąža
  - Initially outperformed peers by 35%
  - Five years later outperformed peers by 135%

- Annual average of winners over five years as compared to peers
  - Cash Flow on Investments (CFOI) (lt. Pinigų srautai iš investicijų) +14%
  - Added value per employee (AVPE) (lt. Pridėtinė vertė vienam darbuotojui) +24%
  - Return on assets (lt. Turto grąža) (ROA) +49%



”Business Excellence what’s that? A theoretical and empirical examination of requirements companies should comply with.”
Dipl. Ing. Dr. Armin Wiedenegger, Quality Austria”

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Why?

Systematic assessment and improvement – the big picture

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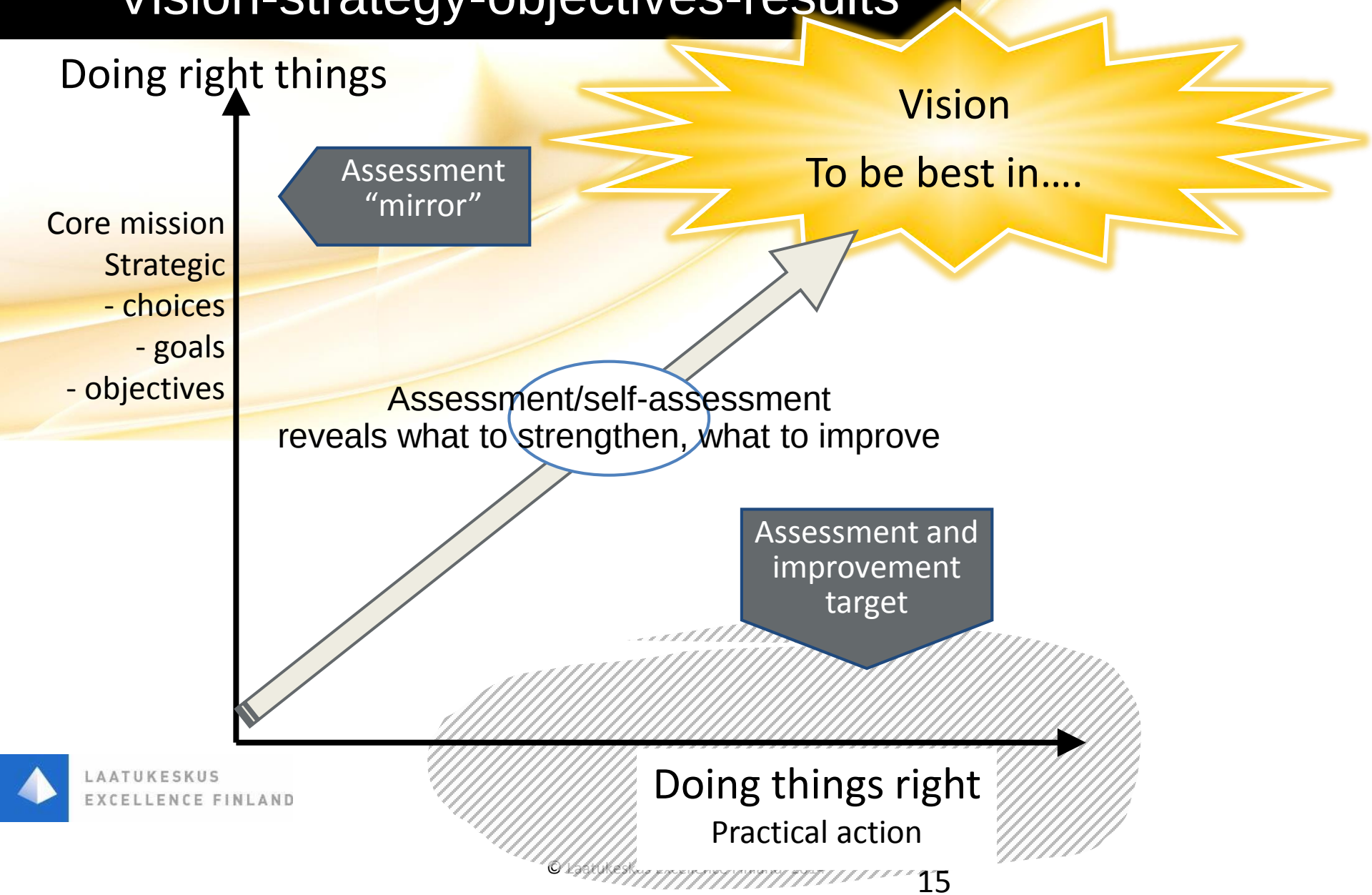
Vision-strategy-objectives-results



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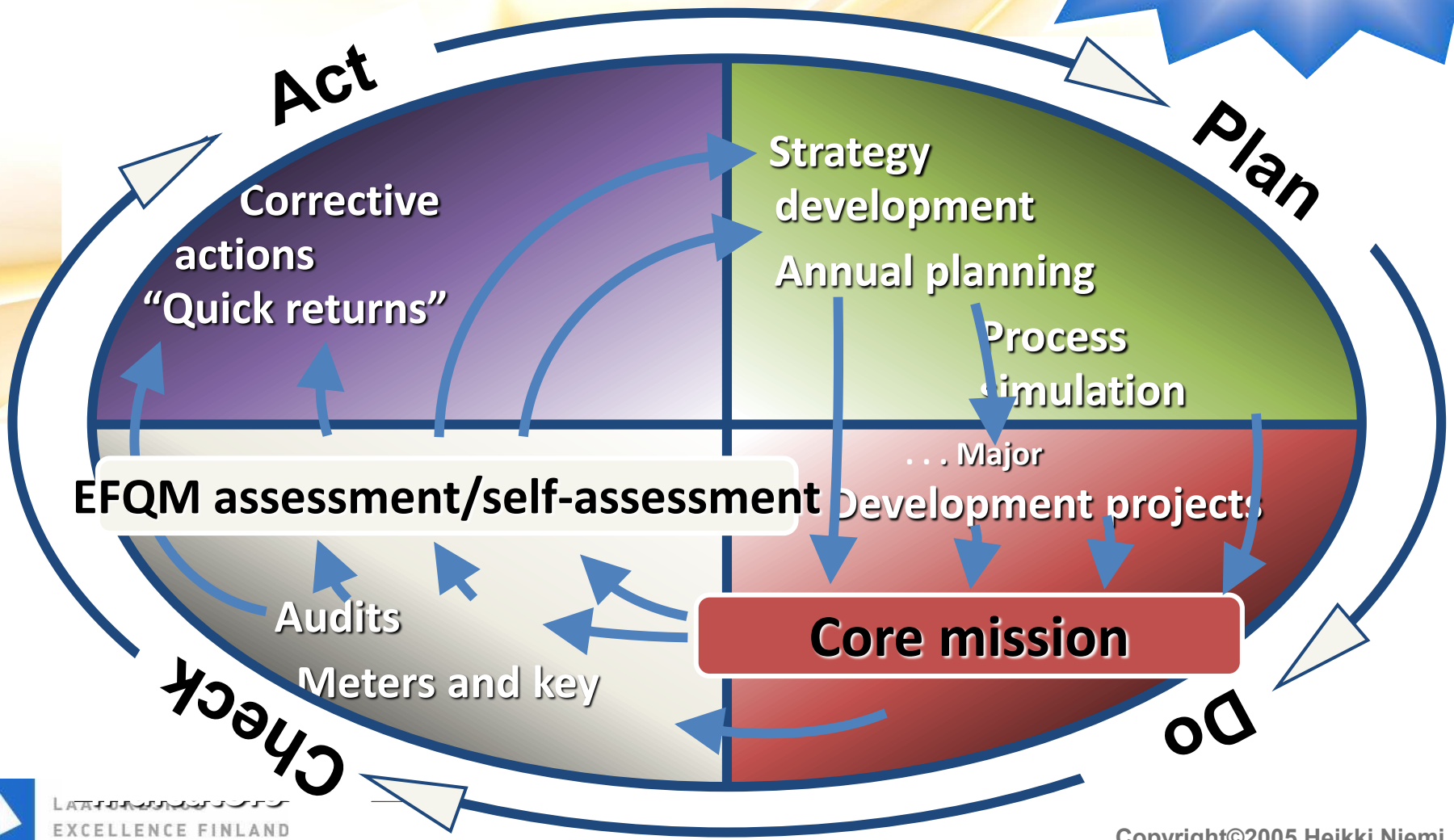
Continual improvement

Challenging
VISION



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Excellent organization

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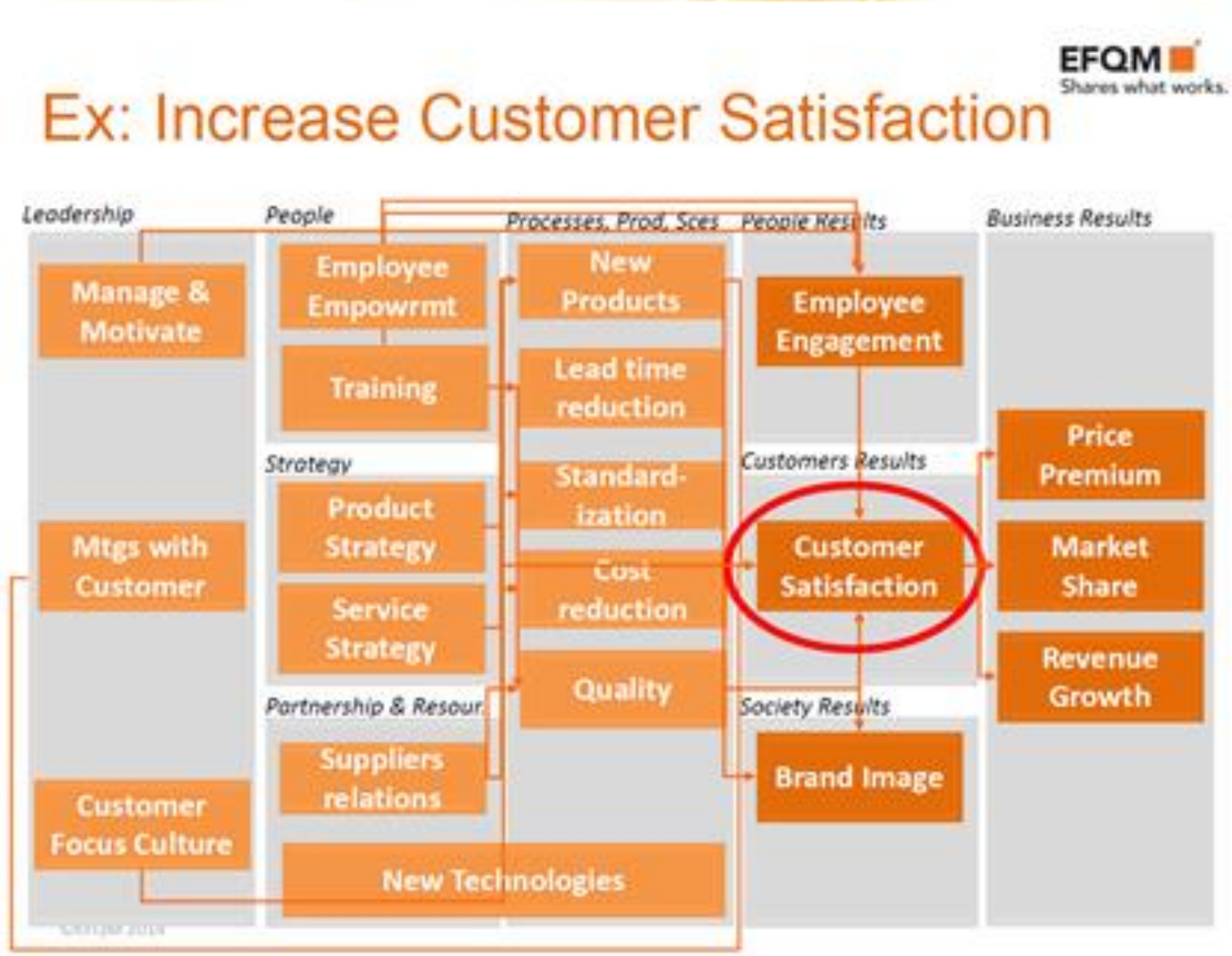
How one theme is seen within a model



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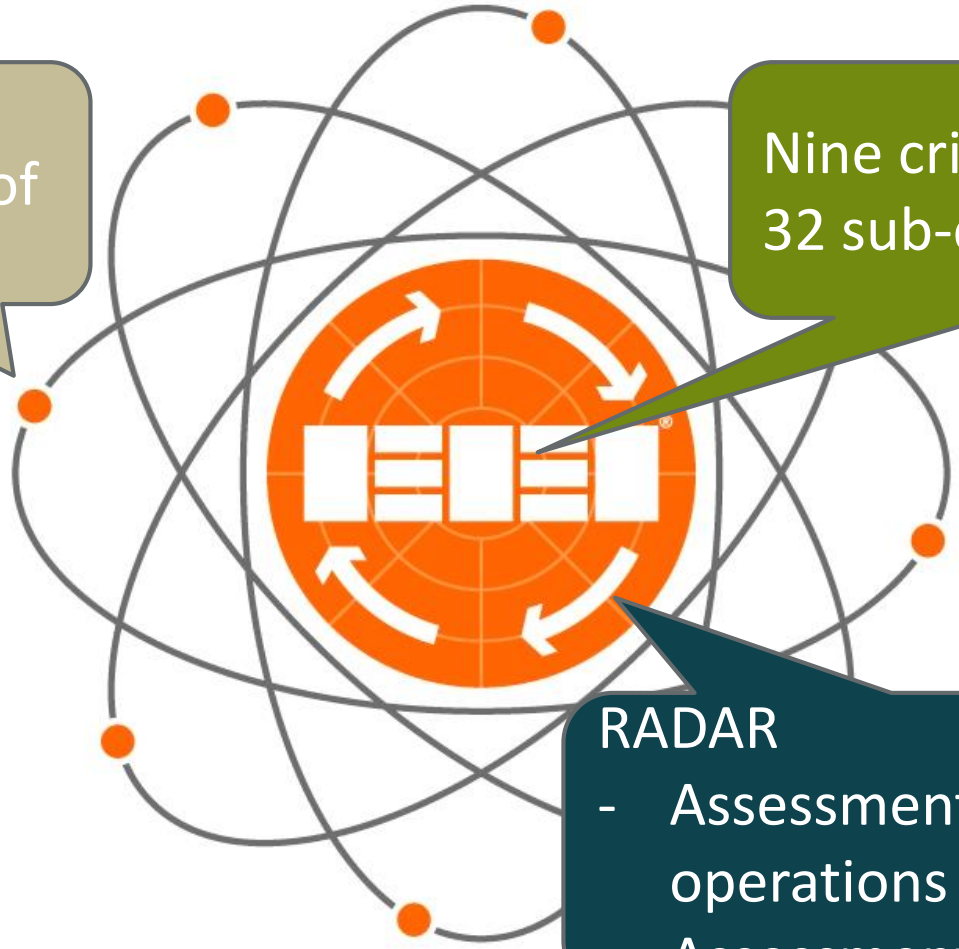
Elements of the EFQM Excellence Model

Basis:
Characteristics of excellence



Nine criteria
32 sub-criteria

RADAR
- Assessment (lt. Vertinimas) of operations
- Assessment of results

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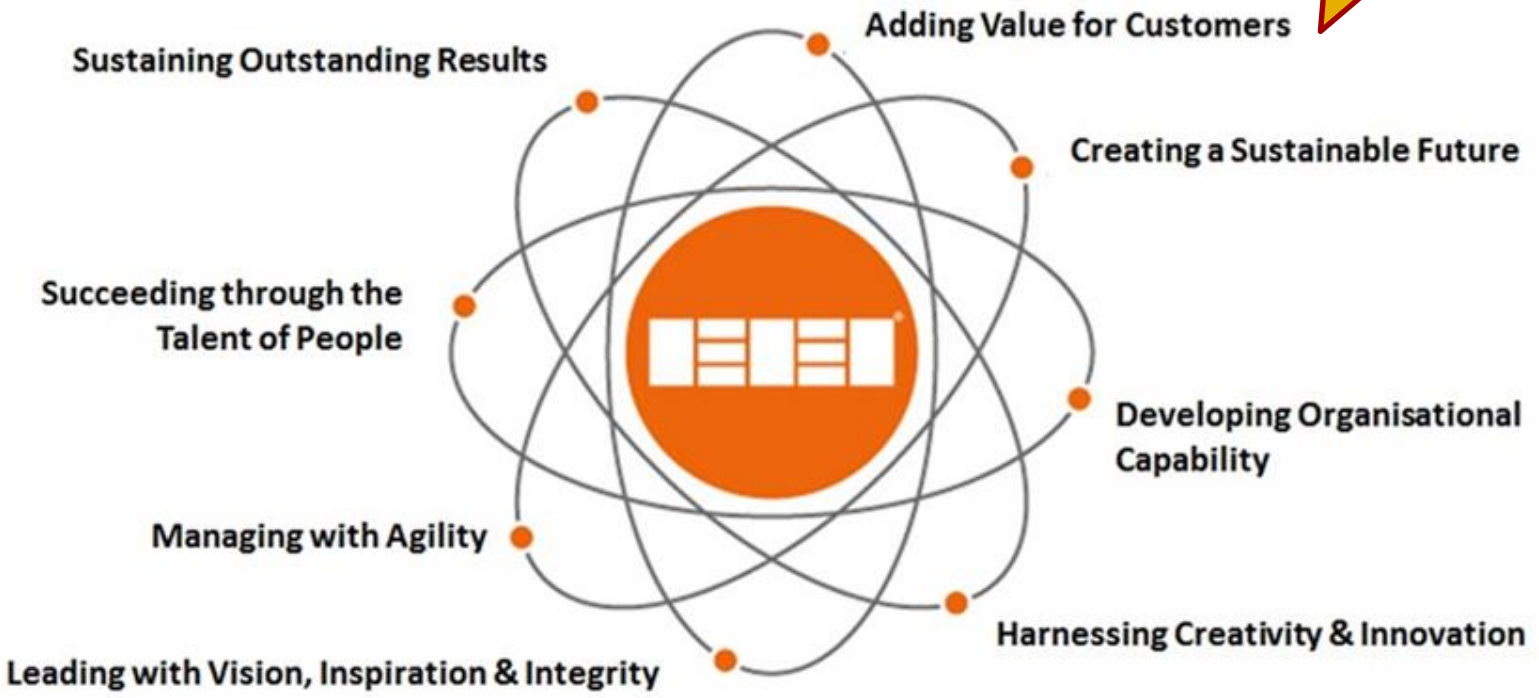
EFQM Fundamental concepts of excellence

In an assessment these are what the assessors are looking for in the organization.



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➔The foundation for sustainable success

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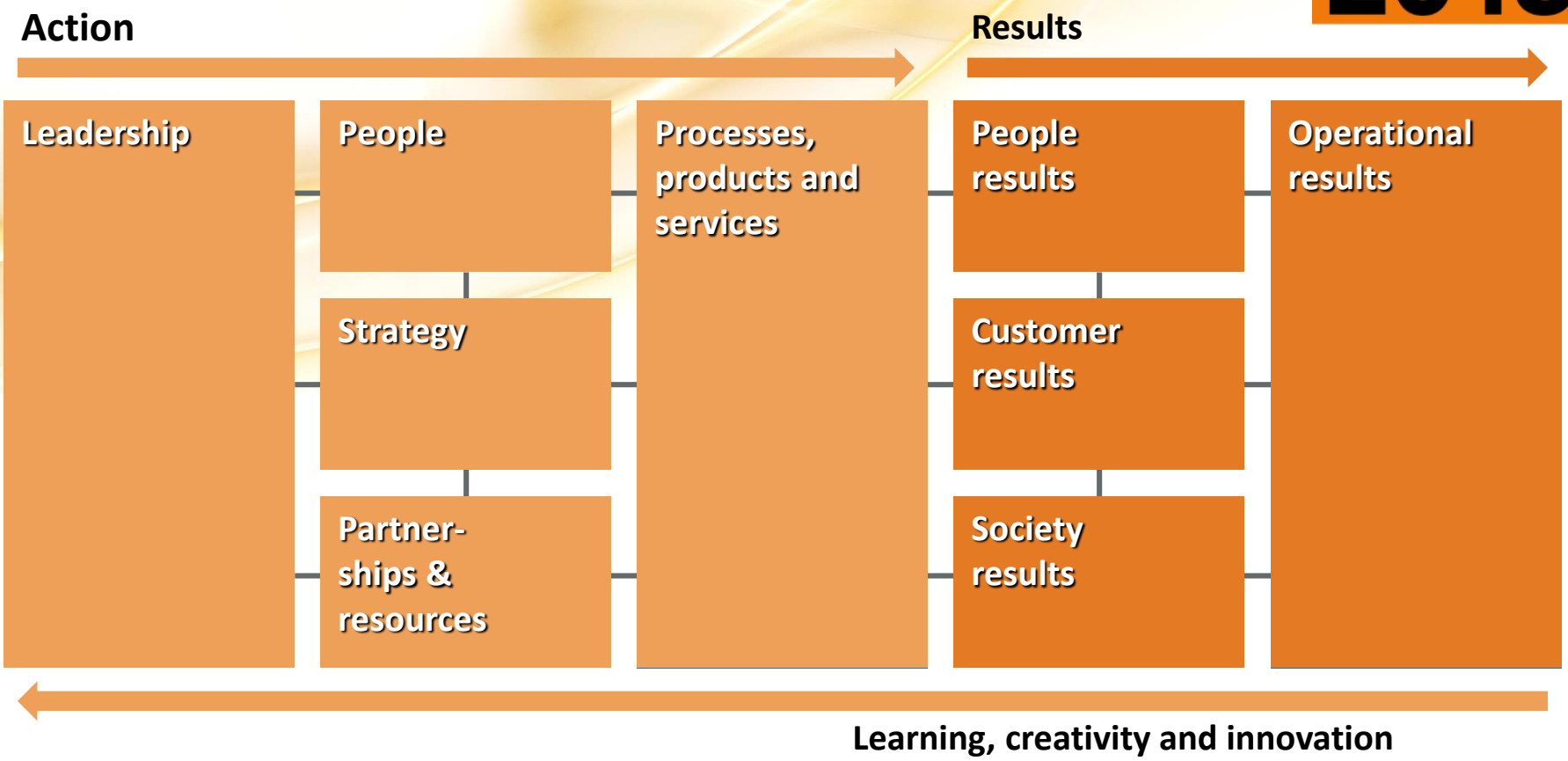
Criteria

EFQM MODEL 2013



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How the assessment is made?

Results
- Relevance and usability / Aktualumas ir praktiškumas
  - Scope and relevance / Taikymo sritis ir aktualumas
  - Reliability / Patikimumas
  - Segmentation
- Performance / Veiklos
  - Trends / Kryptys
  - Objectives / Tikslai
  - Comparison
  - Trust

Määrittele tavoiteltavat tulokset (**R**esults)

Suunnittele ja kehitä toimintamallit (**A**pproaches)

Toteuta toimintamalleja (**D**eploy)

Arvioi ja paranna toimintamalleja ja niiden toteutus (**A**ssess and **R**efine)

Approaches / Požiūriai
- Rationality / Racionalumas
- Consistency / Nuoseklumas

Deployment / Diegimas
- Deployment
- Systematic

Assessment and refinement / Vertinimas ir tobulinimas
- Measurement
- Learning and creativity
- Improvement & innovation

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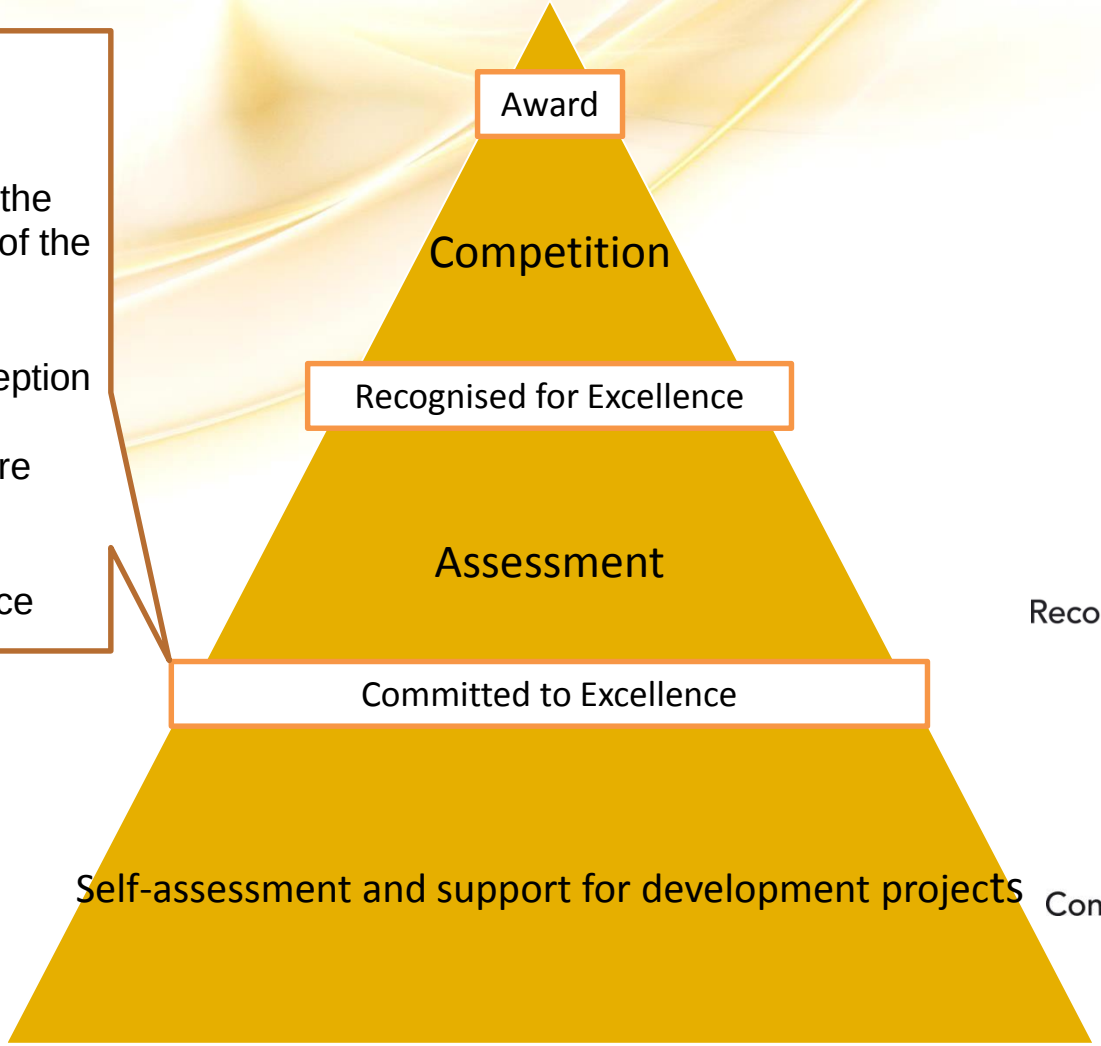
Excellence Finland assessment services

NEW!

- Overall assessment of the operations and results of the organisation
- Outcome: shared perception of strengths and areas where improvements are called for
- Committed to Excellence



EFQM Excellence award

EFQM Recognised for excellence

EFQM Committed to excellence

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The Finnish Quality Association

Mission

The Finnish Quality Association is a **not-for-profit** organization founded in 1966.

Continuous improvement of Finland's competitiveness

MISSION

The mission of the Association is to promote quality management and quality control, and to improve the quality and competitiveness of the operations and products of the business community and the public sector.

VISION

Our national objective is a successful Finland. This will be achieved by having a continuously increasing number of organisations in Finland pursuing long term development of their management and their operations.

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Excellence Finland

Owners

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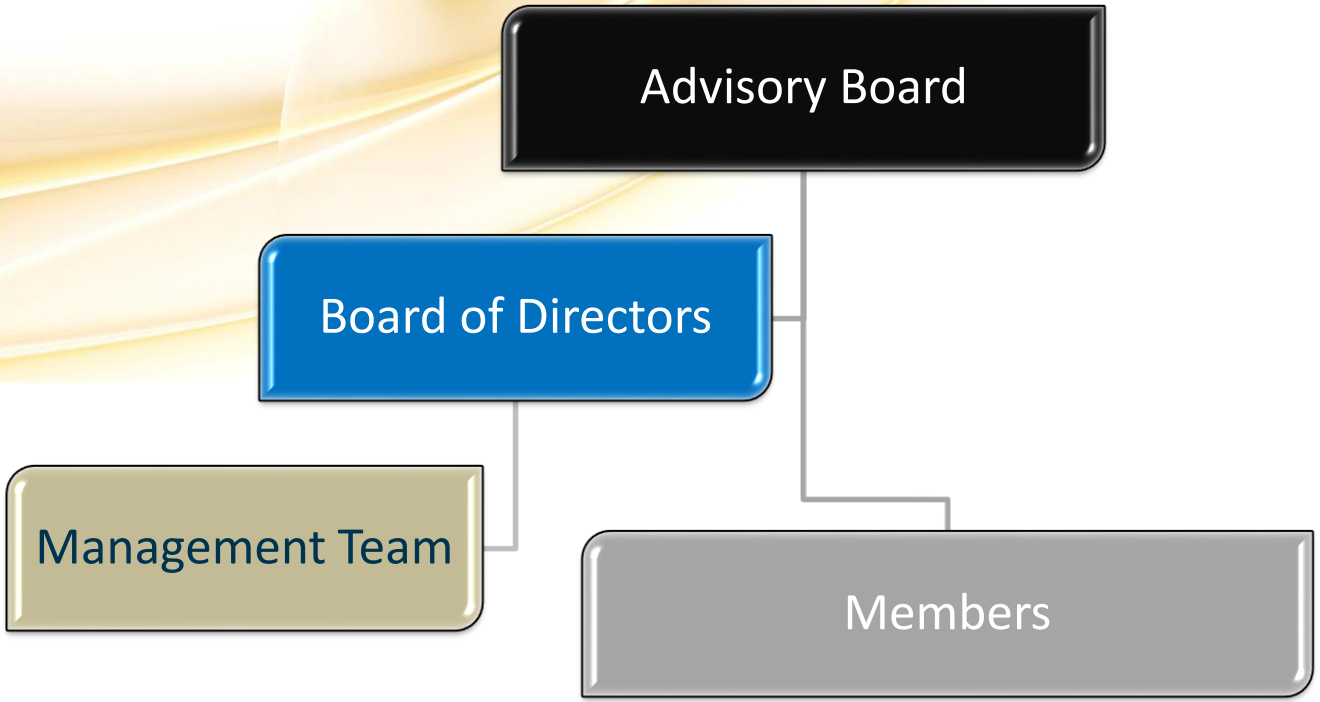
Organization



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Advisory Board

Members

The Advisory Board comprises the CEOs of Key Corporate Members

The Advisory Board is chaired by **Mr Timo Laitinen,** Director General, State Treasury

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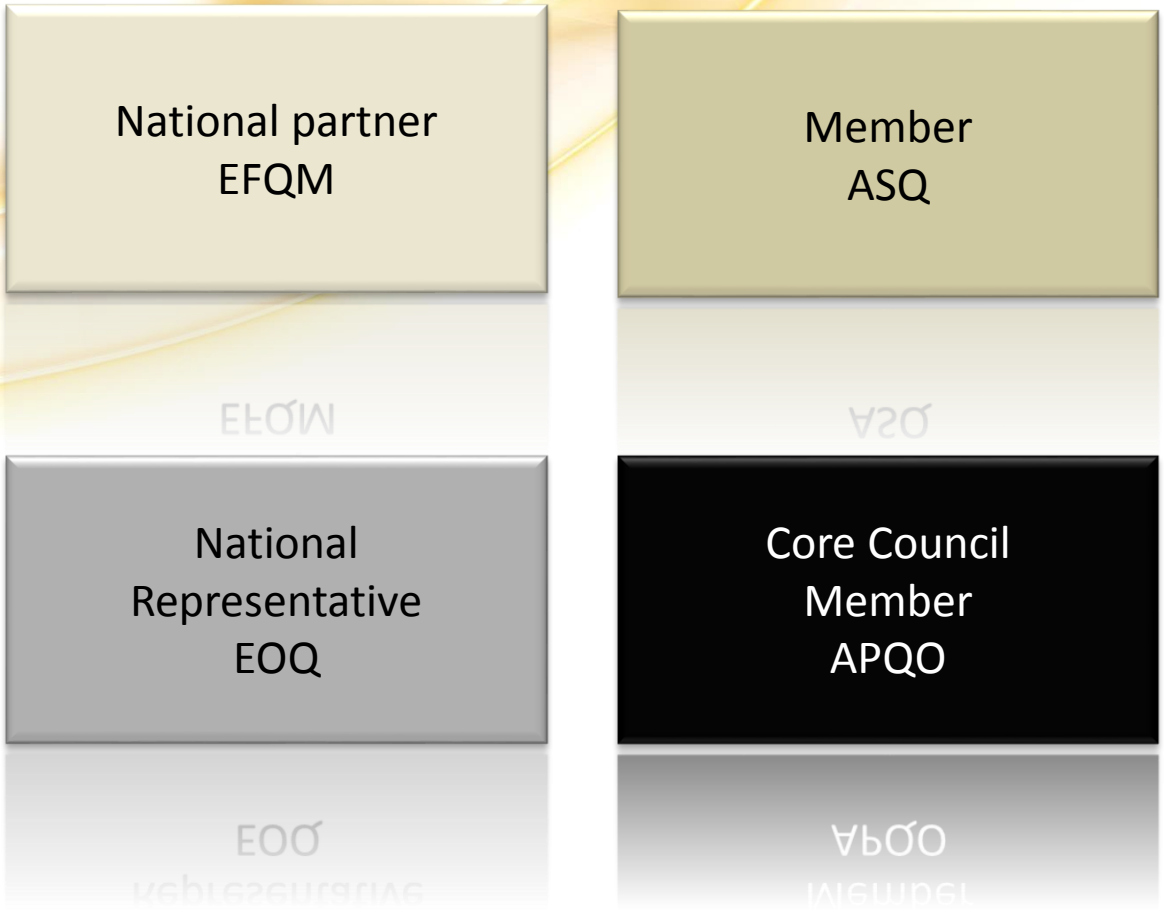
International Memberships

Memberships



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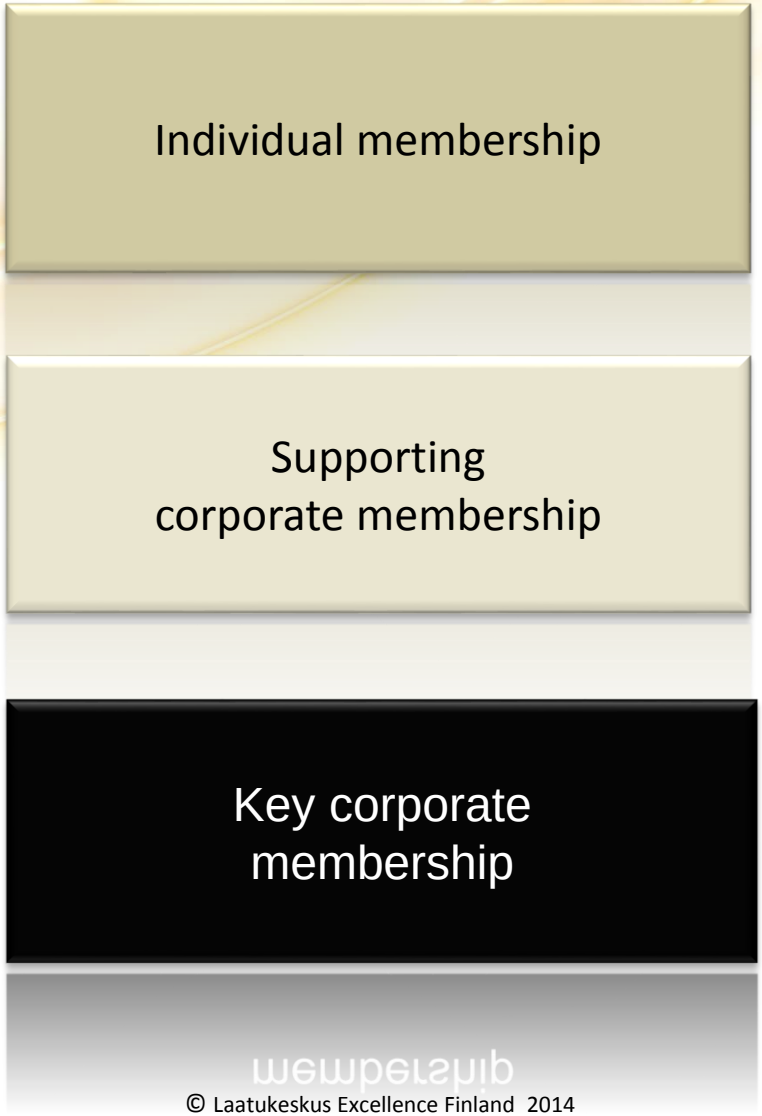
Membership levels

Members



For a single person!

For a small organization!

For medium and large organizations!

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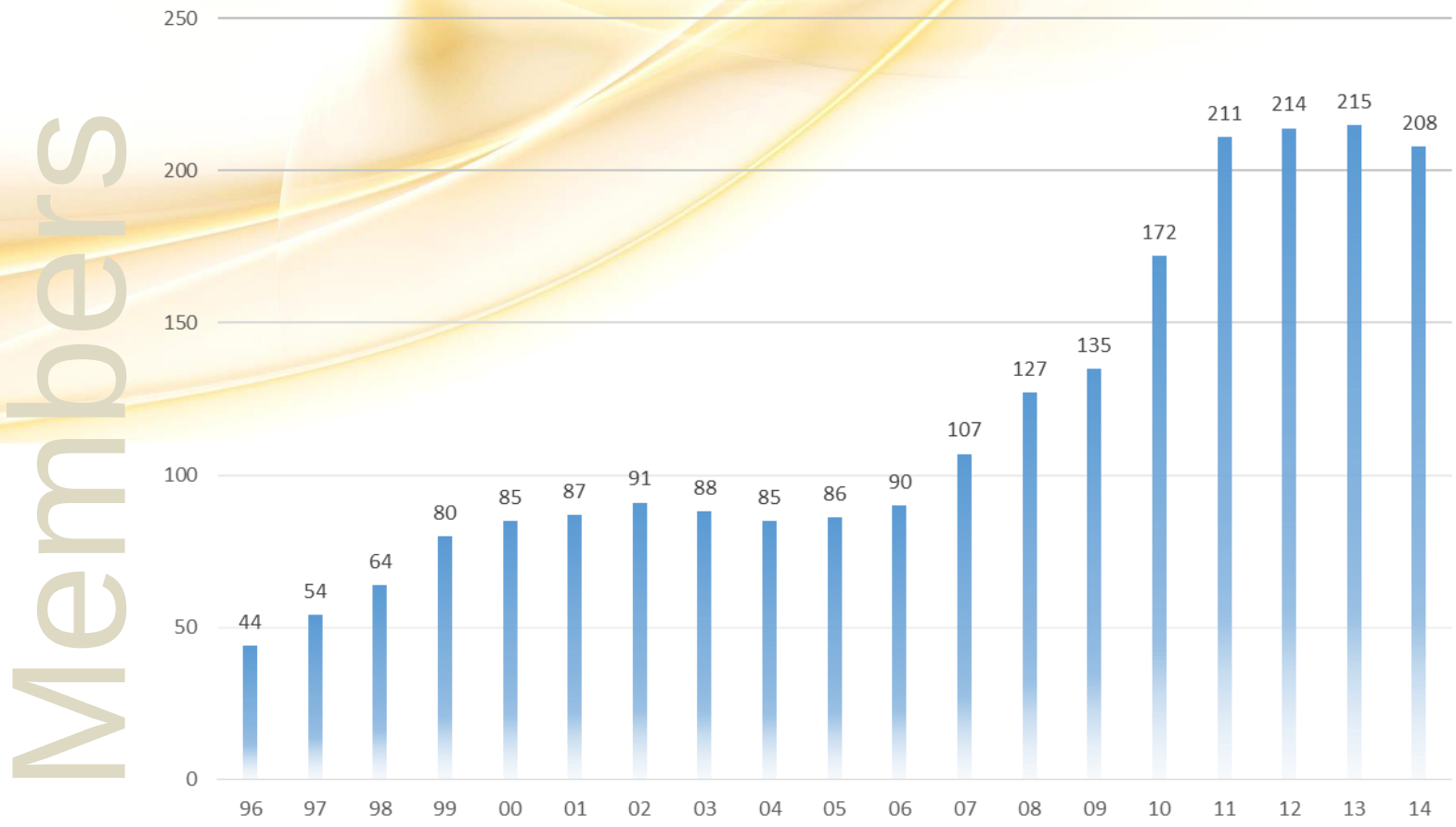
Key Corporate Members



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Our membership benefits, products and services

Events for members

BENCHMARKING SEMINARS

- 4 - 6 times annually
- A demonstration of their best practices by the host organization

Q-PROF SEMINARS

- Twice a year for all members
- An evening seminar of a current topic

CEO BREAKFAST SUMMIT

- Every year in August for the CEO of a member organization

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Events for members

GETTOGETHER EVENT

- Annually in January - February
- A networking event for the contact person of a member organization

INFO MORNINGS/EVENINGS

- Several info seminars on hot topics (Lean, EFQM, etc.)

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Other membership benefits

THE ADVISORY BOARD

- Comprised of the CEOs of member organizations
- Sets the direction and focus of quality work in Finland
- Personal invitations are sent annually

EXCLUSIVE NETWORK

- A network for top professionals
- Two networks: innovations and processes

LAATU MAGAZINE

- An e-magazine 2-3 times each year

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Club activity for all members

Regional:

- South Karelia Area
- Southern Savonia Area
- Kainuu Area
- Mid-Savonia Area
- Central Finland Area
- Mid-Uusimaa Area
- Kymenlaakso Area
- Oulu Area
- Pirkanmaa Area
- Ostrobothnia Area
- North Karelia Area
- Northern Savonia Area
- Päijät-Häme Area
- Satakunta Area
- Turku Area

Specialised and business divisions:

- Benchmarking Division and Clubs
- Good Service Forum
- Church's Quality Division
- Quality Seniors
- Quality Division for Tourism
- Metrology Division
- Quality Division for Knowledge Development
- Statistical Thinking and Methods Division
- Health and Social Sector Division
- Textile and Clothing Division
- IT division
- Work Community Development Division
- LKP Alumi

Club of the Year 2014:
Metrology Division

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Emphasis on LEAN / Dėmesys Lean

- We are heavily involved in LEAN & LEAN Six Sigma together with organisations such as EK, Teknologiateollisuus and PALTA.
- We provide services such as:
  - LEAN transformation (long 1-3 year consultance projects)
  - LEAN Six Sigma training such as Green Belt, Black Belt & Master Black Belt
  - LEAN philosophy training courses
  - LEAN infos (2-3h)
- Our world class trainers include Gregory H. Watson, Jari Kukkonen, Jari Kokkonen, Simo Salminen and Juha Isomäki.

Gregory H. Watson

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Other products and services

CONSULTING SERVICES

- Our experienced consults are at your service in any topic regarding the improvement or development of your organization's capabilities.

COURSES AND TRAINING PROGRAMS

- The topics and contents of our trainings are constantly developed according to customer feedback, newest studies and development programs.
- We follow the times and try to anticipate future needs and expectations for quality and development work in our trainings.

SEMINARS

- Our seminars are events that will bring you up to date with their ample business and public sector cases as well as diverse expert talks.

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A new training program

Quality Manager Representative

Quality Manager

Quality Auditor

Quality Lead Auditor

Possibility of an international
EOQ Personnel -certification

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Excellence Finland 2012-2013 winners

Kiipula-foundation received the international *Recognised for Excellence 4 star* accreditation in 2013.

Kiipula

These organizations won the *Excellence Finland* award and were also granted the international *Recognised for Excellence 5-star* accreditation.

Metsä

Tekes

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Quality Innovation of the Year competition

QUALITY
INNOVATION OF
THE YEAR
2014

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Purpose

Goals

The aim of the *Quality Innovation of the Year* competition is to improve the

QUALITY and **QUANTITY**

of innovations created in each participating countries.

And to promote the innovations born in participating countries.

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QUALITY INNOVATION OF THE YEAR 2014

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History

Founded at 2007

Quality Innovation of the Year competition is founded by Finnish Quality Association at 2007.

Hundreds of innovators from various countries have applied into this international competition for neutral evaluation and recognition of their innovation.

Certificates for the winners are signed by the The President of the Republic of Finland.

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QUALITY INNOVATION OF THE YEAR 2014

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Benefits to participants

This competition enables you to:

- benchmark your innovation at the national and international level
- receive feedback from an independent body
- Network among other innovative organizations in participating countries

Benefits of participating in this competition include:

- raising public awareness of your innovation
- opening new markets
- increasing the innovativeness of your organisation
- To use participation and possible winning in PR and marketing

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Benefits to organiser

- Increase the quality of innovations in your home country
- Bring your country's innovations to international awareness
- Establish and/or enhance your Quality Association's image as an innovation catalyst
- Boost the effectiveness of your organisation in your home country
- Generate income by attracting new members.

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What is Innovation?

What?

"Innovation is a competitive edge that is based on knowledge and exploited in a commercial, social or wellbeing environment."

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What kind of Innovations?

New knowledge, know-how or technology

New business model, operations model or network

Public service produced in a new manner

New product, technical solution or process improvement

New design or brand

New service

New working method, organisation or management model

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QUALITY INNOVATION OF THE YEAR 2014

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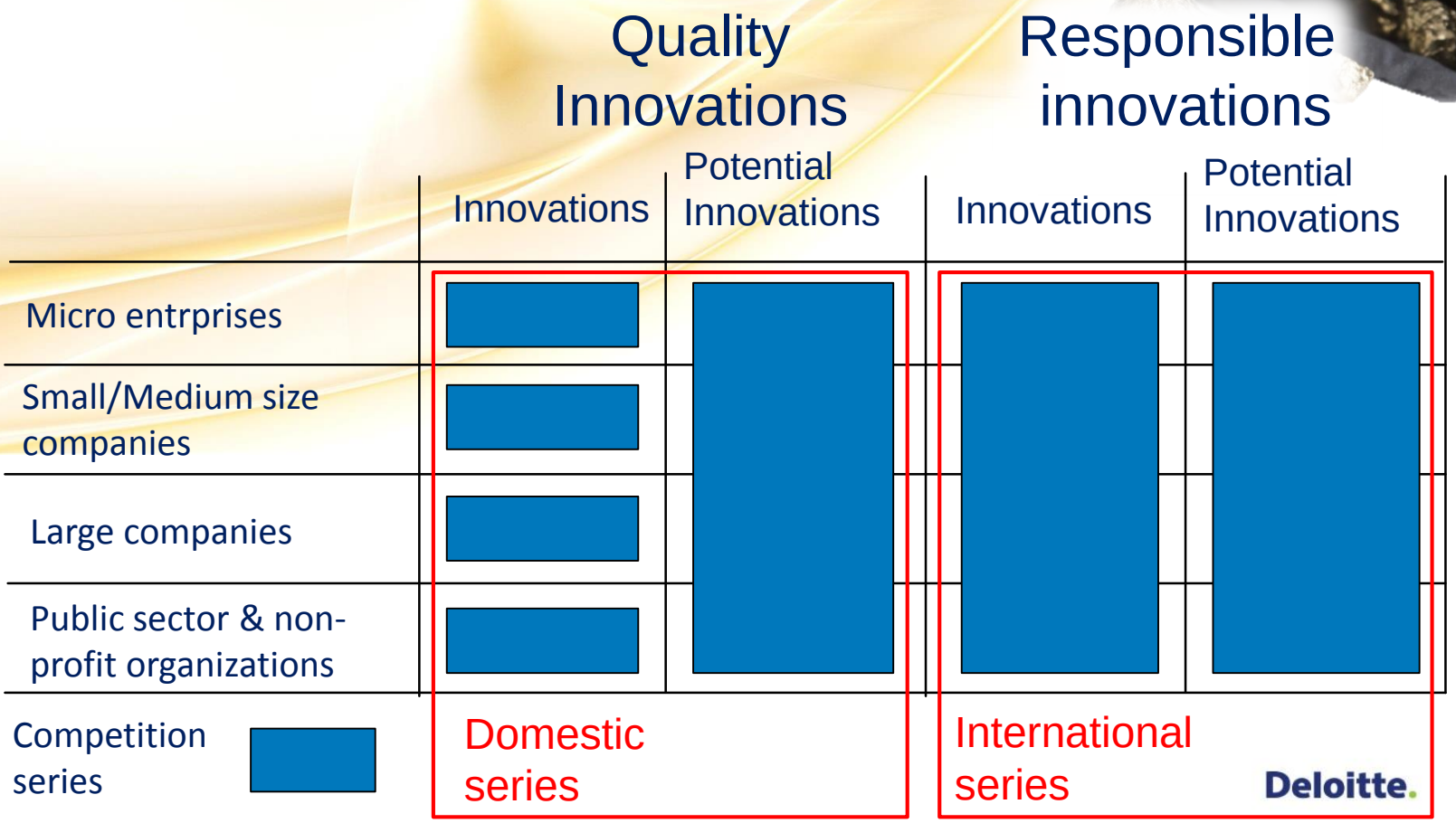
Competition Structure



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QUALITY INNOVATION OF THE YEAR 2014

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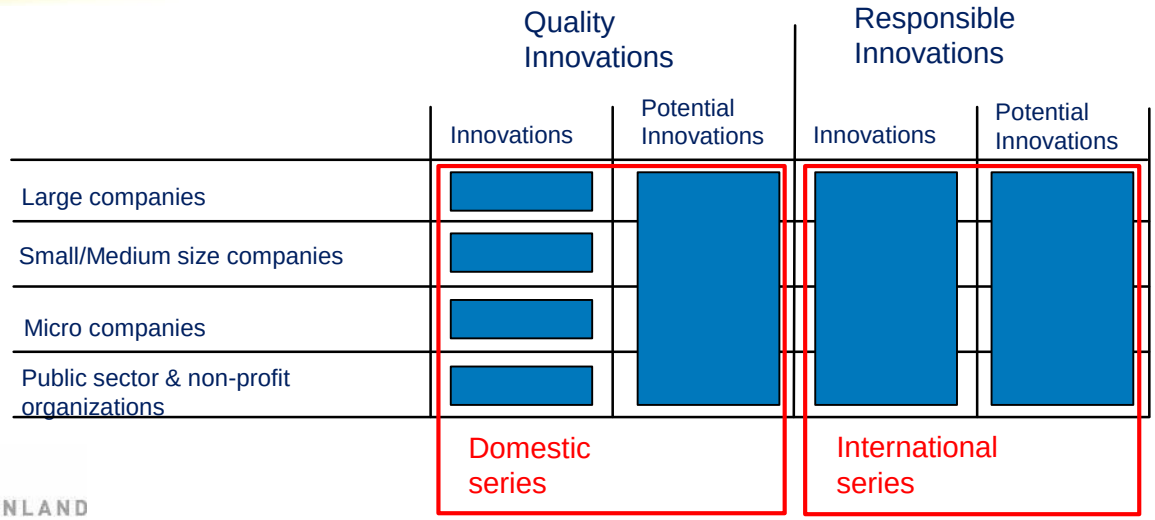
Competition Structure

Two main series: Quality innovations and Responsible Innovations.

- Both series are divided to proven innovations and potential innovations.
- Responsible Innovation category is in cooperation with Deloitte.
- Quality Innovations are Domestic series and Responsible Innovations international series.
- In domestic series there are four different category's depending is entry private or public organization and also the size of company.



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Deloitte.

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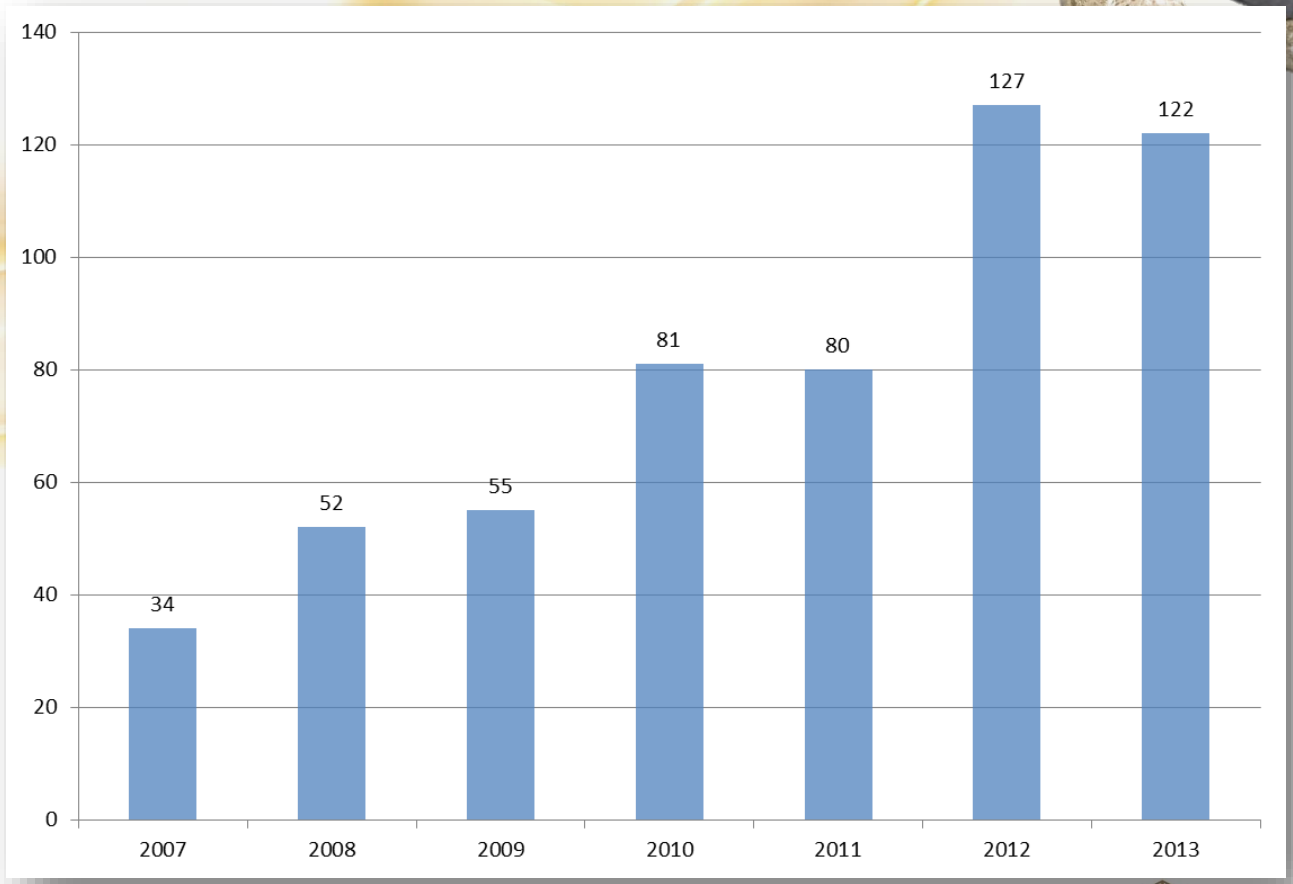
Participants 2007-2013



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QUALITY
INNOVATION OF
THE YEAR
2014

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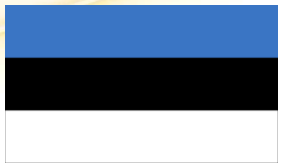
International competition

Quality Innovation of the year –competition is an international competition with domestic and international series.

Participating countries 2014 (in order of participation)

Finland


Estonia

Sweden

Latvia

Czech Republic

Hungary

Israel

Kazakhstan

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QUALITY INNOVATION OF THE YEAR 2014

Organizers in each countries

In each countries the competition is organized by local quality associations together with Laatukeskus Excellence Finland.

EESTI KVALITEEDI ÜHING

SIQ

Latvijas Kvalitātes biedrība

CZECH SOCIETY FOR QUALITY

HNC for EOQ
European Organization for Quality
Hungarian National Committee

האיגוד הישראלי לאיכות
ISRAEL SOCIETY FOR QUALITY

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How to participate?

Contact us to initiate discussion.

- We will explain in detail how this competition works.
- Together we can agree how to run this competition in your country.

We will provide you with:

- Support across the whole process
- Best practices for doing this
- Marketing brochure (in English)
- Electronic application form
- Evaluation criteria and training
- Expert help during the whole process

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Competition schedule

Award ceremony in Budapest, Hungary

1.5 — 30.10: Competition open for participants

1.11 — 30.11: Evaluation phase; Final judgment

Time period that is reserved for assessments (next page)

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QUALITY INNOVATION OF THE YEAR 2014

Assessment process

1.11

14.11

30.11

All innovations divided to different categories

Assessor teams are created

Assessment done individually by team members

Assessors forms an consensus

Expert opinions to top innovations obtained

Powerpoint presentation of top Innovations

Top innovations submitted to Jyry

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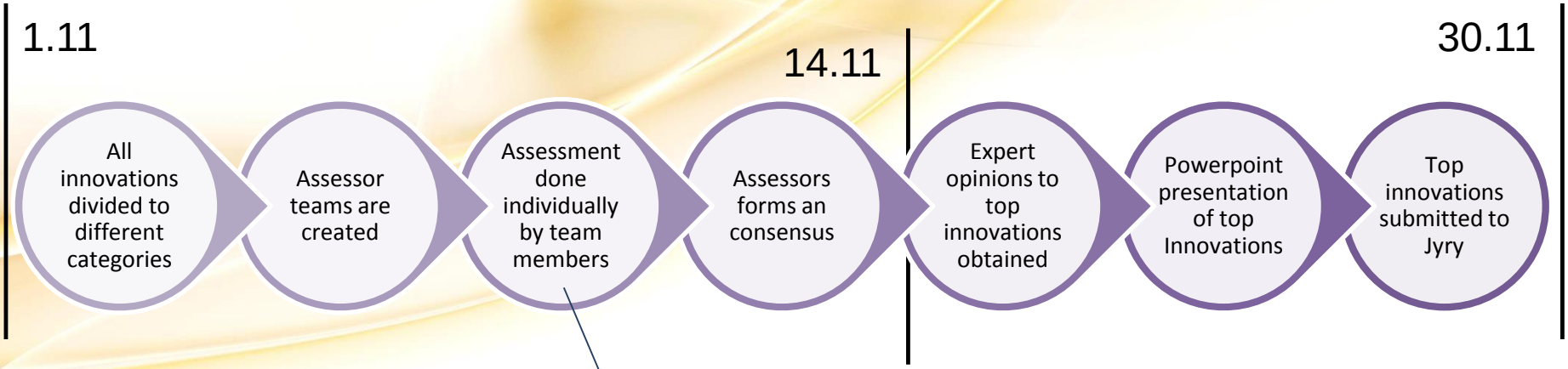
QUALITY INNOVATION OF THE YEAR 2014

Assessment process



Each assessors goes through the entries for his/her own category and rate them on their own. Always refer to the rating table when giving points and rate every entry based on the five criteria (novelty value, practical applications, learning, customer-centeredness and results).

If there are many applicants in your category it is best to focus on the strong candidates.

In case you believe that an entry is placed in the wrong category, please inform the organizer as soon as possible so that another pair of assessors can assess this entry.

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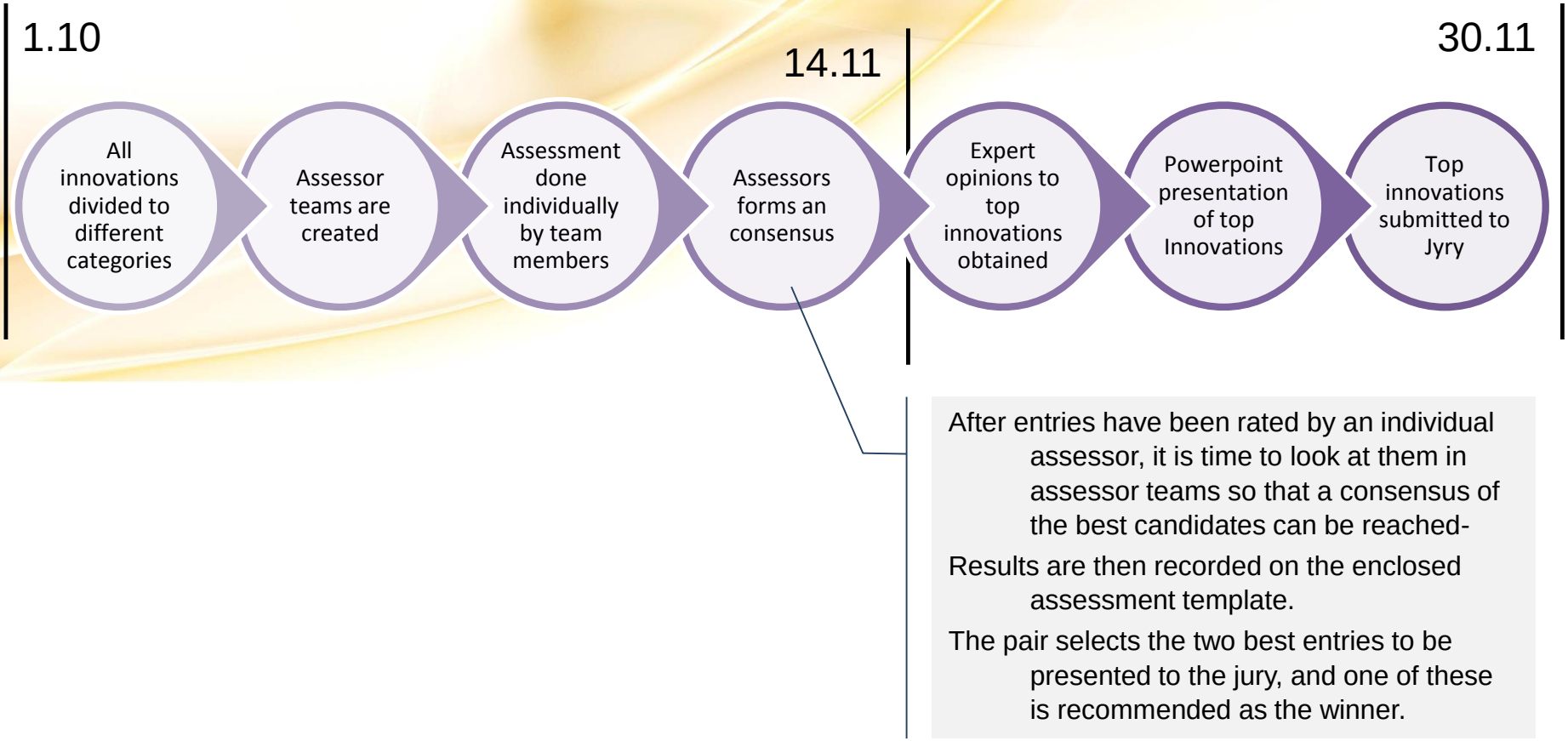
QUALITY INNOVATION OF THE YEAR 2014

Assessment process



After entries have been rated by an individual assessor, it is time to look at them in assessor teams so that a consensus of the best candidates can be reached-

Results are then recorded on the enclosed assessment template.

The pair selects the two best entries to be presented to the jury, and one of these is recommended as the winner.

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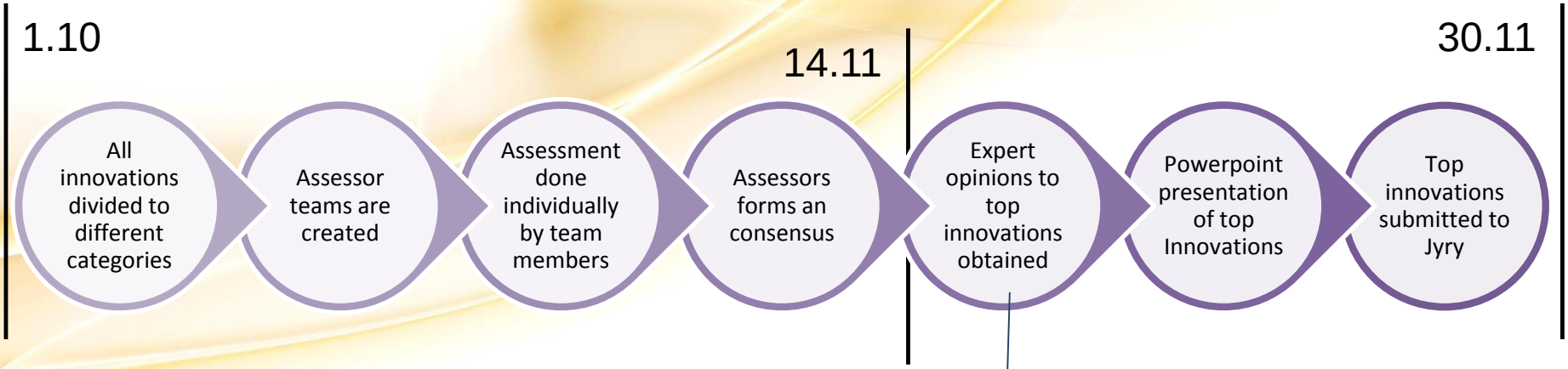
QUALITY INNOVATION OF THE YEAR 2014

Assessment process



The top two entries are evaluated by 1 or 2 specialists.

Any suggestions by the assessors as to which specialists could be asked to provide a statement are welcomed.

Specialist statements will be obtained locally.

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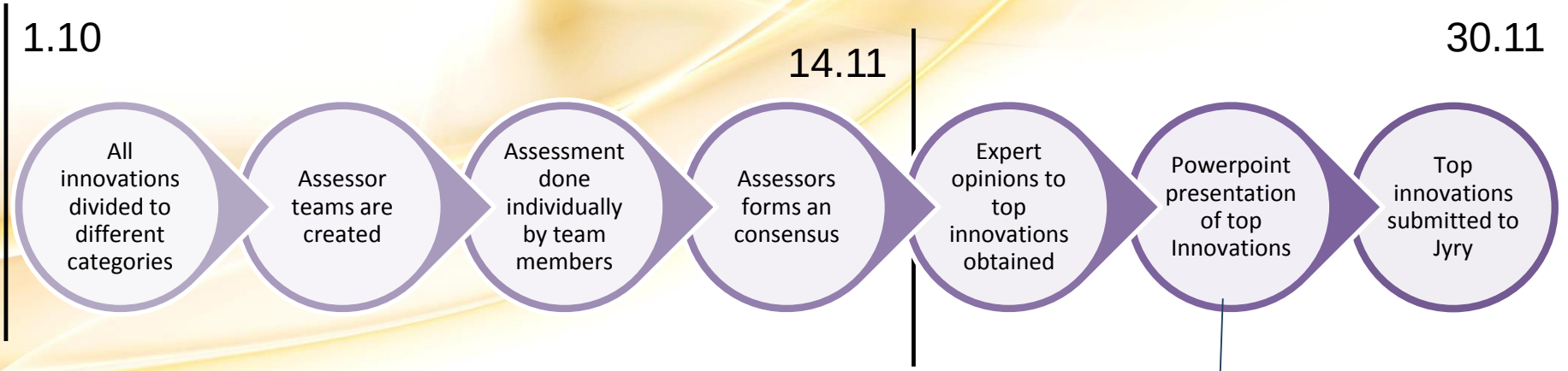
QUALITY INNOVATION OF THE YEAR 2014

Assessment process



Assessor team creates a PowerPoint presentation on these two best entries.

The presentation should include a description of the entry and a short (few sentences) evaluation on how it fulfills each criterion.

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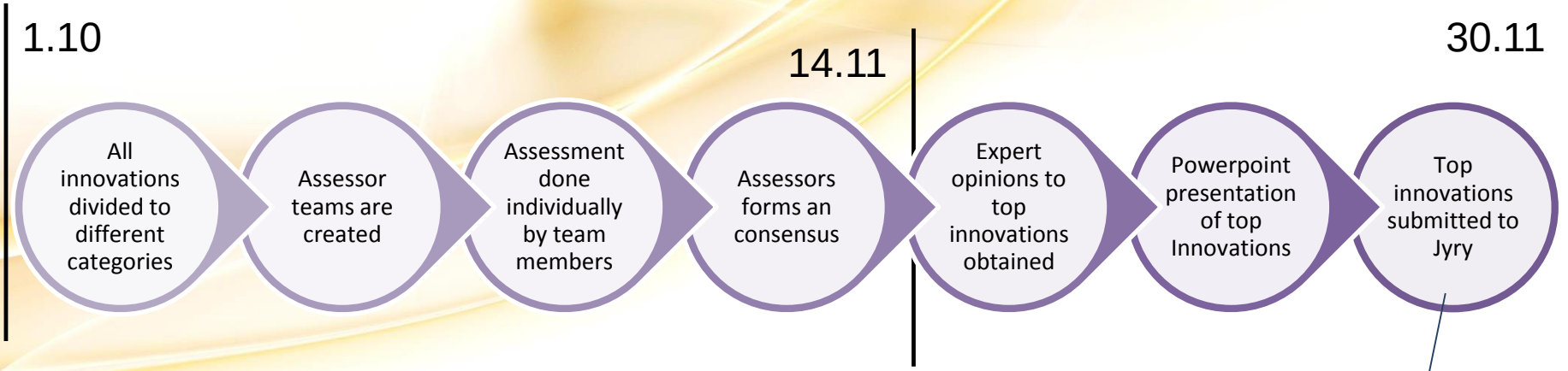
QUALITY INNOVATION OF THE YEAR 2014

Assessment process



The final decision on the winners is made by the jury of the Excellence Finland final and the Quality Innovation of the Year competition.

Contestants will be provided with a short feedback, please find template enclosed. The first page of the feedback form is filled in by Excellence Finland and the second page by the assessors by 31 October.

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QUALITY INNOVATION OF THE YEAR 2014

Assessment criteria's

	Quality Innovations	Responsible Innovations
Innovativeness	**Novelty value** • fulfills needs in a new or significantly revised way • is timely	**Novelty value** • Meets the needs of the society or the environment in an entirely new way provides a substantial reconsideration of existing practices • is timely
	Usability: • apply in practice systematically and according to plan within the company/organization/society • is usable	
	Learning: • based on perception • utilizes knowledge in a new way • born out of or supported by systematic development	

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QUALITY INNOVATION OF THE YEAR 2014

Assessment criteria's

	Innovations	Responsible Innovations
Quality	**Customer orientation**: • corresponds to customers' current and future needs • fulfills customer requirements • aims to exceed customer expectations	**Orientation towards society or the environment**: • Meets the current and future needs of either • Fulfills their requirements • Aims to exceed their expectations
	Effectiveness: has improved • technological or commercial performance with regard to the customer • ecological / social responsibility	**Effectiveness**: • Has made a positive impact in a social context, in society and/or with respect to the environment.

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QUALITY INNOVATION OF THE YEAR 2014

SUB-CATEGORY	CHARACTERISTIC	0%	25%	50%	75%	100%
INNOVATIVENESS	**Novelty value** • fulfils needs in a new or significantly revised way • is timely	No indication, only spoken about	Some indication	Indication	Clear indication	Widespread indication
	Usability • apply in practice systematically and according to plan within the company/ organisation/ society • is usable	No indication, only spoken about	Some indication	Indication	Clear indication	Widespread indication
	Learning • based on perception • utilises knowledge in a new way • born out of or supported by systematic development	No indication, only spoken about	Some indication	Indication	Clear indication	Widespread indication
	Innovativeness, total	0 5 10	15 20 25 30 35	40 45 50 55 60	65 70 75 80 85	90 95 100
	Total	0 5 10	15 20 25 30 35	40 45 50 55 60	65 70 75 80 85	90 95 100

SUB-CATEGORY	CHARACTERISTIC	0%	25%	50%	75%	100%
QUALITY	**Customer orientation** • corresponds to customers' current and future needs • fulfils customer requirements • aims to exceed customer expectations	No indication, only spoken about	Some indication	Indication	Clear indication	Widespread indication
	Effectiveness • has improved technological or commercial performance with regard to the customer ecological /social responsibility	No indication, only spoken about	Some indication	Indication	Clear indication	Widespread indication
	Quality, total	0 5 10	15 20 25 30 35	40 45 50 55 60	65 70 75 80 85	90 95 100

Estonian Winners 2013

Winner, Potential Innovations
GreenBead OÜ, Reusable laundry agent.

Winner, SME's
Icosagen OÜ, Golden Egg Technology.

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Finnish Winners 2013

Public sector and nonprofit organizations, The Finnish Forest Centre, Metsään.fi.

Microenterprises, Stick Tech Ltd, everX Posterior.

SME’s, Lymed Oy, Lymed 3D Sense.

Large companies, Ponsse Plc, The Scorpion Harvester.

Large companies, Metsä Fibre Oy, Botnia NordicPlus.

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Latvian Winners 2013

Microenterprises, Z2B Ltd., Lude - design with good karma.

Microenterprises, Trakais Rotors Ltd., Crazy Roller MTN and H2O.

Public sector and nonprofit organizations, State Limited Liability Company “Latvijas Vēstnesis”, Likumi.lv – Latvian Legislation Portal

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Swedish Winners 2013

Large companies, Volvo Car Customer Service (VCCS), Volvo Car Customer Service Lean Knowledge

Public sector and nonprofit organizations, Barn och ungdomspsykiatrin i Uppsala, Intensive Contextual Treatment of self harming behavior.

Microenterprises, SSK i Uppsala AB, Hoppet.

SME's, Förskoleteamet Helianthus, Preschools on wheels.

Potential Innovations, Volvo Trucks Co, Volvo Dynamic Steering.

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Hungarian Winners 2013

SME's, Unicomp Informatikai Kft., GRAINPATROL grain probe.

Microenterprises, G&G and Companions Ltd., Inspection of the elements of the prefabricated, constructional metal scaffolding system.

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Czech Winners 2013

SME’s, Europ Assistance s.r.o., WebInvoicing system for the Europ Assistance supplier chain in the sphere of assistance services.

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Winner of Responsible Innovations 2013

City of Espoo, Espoo cityplanning centre, Energy Information Service.

A web service in which users such as a resident of Espoo, a building superintendent, a renewable energy device supplier, a property owner or a property investor may compare the costs and production possibilities between different energy forms / Interneto paslauga, kuriai esant vartotojai, pavyzdžiui, Espoo gyventojai, statybų inspektoriai, atsinaujinančių energijos įrenginių tiekėjai, turto savininkai arba turto investuotojai, gali palyginti išlaidas ir gamybos galimybes tarp skirtingų energijos šaltinių.

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Innovation of Innovations

Microenterprises, Stick Tech Ltd, everX Posterior.

Reinforcing fibre material for dental repair.

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Excellence and quality are essentials

Thank you for your interest!

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