

# **Analysis of the EFQM Excellence Model as a Tool for a Sustainable Business Approach**

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## **ABSTRACT**

The purpose of this paper is to analyse the impacts of the EFQM Excellence Model as a tool for a sustainable business development of organizations. We aim to explicate whether the model produces the expected results for the organizations that implement it. We want to establish a cause-effect relationship between the use of the EFQM Excellence Model and sustainable business approaches, both in the enablers and on the results of an organization.

In this paper, we also discuss the concept of sustainability and the dimensions it should embody.

We propose to analyze the EFQM Excellence Model and derive proposals to extend it.

Today, organizations face challenges coming from their business environment, because, in a daily basis, competitors are proposing new products and services with high levels of innovation and because new markets are created.

The EFQM Excellence Model is a non-prescriptive tool that contains three integrated elements: Fundamental concepts, which are the basis for any organization to achieve and sustain high levels of excellence in all dimensions of their business. The Criteria, which convert the Fundamental Concepts into a specific framework that covers all aspects of the organization, and the RADAR, which is a valuable tool for driving continuous and systematic improvement in entire organisation.

To achieve sustained outstanding results that meet both the short and the long-term goals, organizations need to incorporate advanced management tools to support them in their key strategies and operations. The EFQM Excellence Model, in our opinion, is an adequate tool to help them surviving in such competitive environment.

Sustaining outstanding results should be the goal for all managers, but to achieve this, they must have a holistic view of the organization and they need to understand the cause-effect relationship between the enablers employed and the results achieved.

For managers with low levels of business maturity, these relationships become an enormous challenge, which means that they need advanced tools to support them. The EFQM Excellence Model can keep up with these needs in a structured way, to help managers identify the strengths and areas for improvement of their organizations.