

Preface

„Only the paranoid survive“¹. It is getting more and more challenging to anticipate and fulfil the demands of stakeholders. That is why Worthington Cylinders GmbH Kienberg has adopted an attitude which we call an „Obsession with Excellence“.

The EFQM model is a tool which helps us to assess ourselves and to improve step by step. Year by year we are becoming better able to meet the ever increasing expectations of customers, employees, shareholders, suppliers, and society. Additionally, our competitive position has also strengthened.

And what about the recent and perhaps, still current economic crisis. What have all our efforts regarding „excellence“ brought us? Did we experience a large drop in sales (customers)? Yes, over 70% less. Did we have to cut jobs (employees)? Yes, over 20% less. Did we suffer a sharp fall in operating income (shareholders)? Yes, over 100% less.

So, what has following the EFQM model done for us in these difficult times?

It is true that a heavy thunderstorm wets all travelers, but over the past 12 months: 1) our market share and customer satisfaction indicators have actually increased (customers), 2) our employee satisfaction values have increased significantly (employees), and 3) our total production machinery asset basis was increased by 50% with new investments (shareholders).

And while it is of little immediate comfort for us, all reports inform us that our competitors are suffering significantly more than we are. And as all thunderstorms eventually end, so shall the current economic crisis. We are convinced that we have withstood this storm much better thanks, in part, to our having followed the EFQM model.



Best Regards,

David J. Kelly
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PS: Following the standard WCA policy for visitors, each reader requested asked to submit at least two suggestions for improvement!

¹ Book title by Andy Grove, former CEO of Intel