

EFQM model as the key strategic and operational tool towards the digital era

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Even though we operate in a regulated industry of electrical energy distribution, we take future seriously. To live the company mission of providing highest quality access to the grid and deliver excellent consumer experience, and to achieve our strategic goals, we realized that a strong focus on digitalization would be needed. Not only that we identified how our strategic goals in core infrastructure processes can only be achieved in the next few years through major infusion of IT changes, we also saw that changes in our business model (in spite of regulatory framework in which we operate) will indeed significantly depend on its digitalization. The issue with strategic business plans however, particularly when they include major transformations such as the ones needed to “go digital”, is *in ability of an organization to execute them*. In this paper, we present how we used EFQM model to initiate and structure activities and initiatives that are successfully taking us towards digital and demanding future. We describe specifically how we addressed and activated multiple enablers in the EFQM model, to implement IT and business strategy, and to get desired impact in KPIs and in behaviour of people. We realized that our ability to reach ambitious goals will depend on how innovative, efficient, excellence-oriented, and action-oriented each of our employees will be, which are all closely tied to leadership, people and process enablers in the EFQM model. The model enabled our organization to focus: first and foremost, the HR function started driving the change in people and leadership through globally recognized methodology of employee engagement and strengths-based leadership by Gallup. Middle management plays key role in preparing co-workers to changes and in amplifying employee engagement, and top management creates suitable environment to enable “the new way of thinking”. Only through these, we could mobilize our employees to contribute their talents and energy into organizational projects which are efficiently implementing the IT and business strategy.

