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**BMW
GROUP**

The aim of the BMW Group is to inspire its customers worldwide. Our three premium brands, BMW, MINI and Rolls-Royce, promise customers technological progress and ground-breaking design. For ten years now, we have been at the pinnacle of the world's premium segment. We achieved this because we rely on the power of innovation and the highest level of flexibility.

The BMW i3 provides a good example of our innovative strength. It is the BMW Group's first electric-powered production model, with a unique vehicle architecture, modern lightweight construction and highly-innovative production processes.

Our flexibility is exemplified by our international production network of 28 locations in 13 countries. In the face of increasing model diversity, we are capable of building different models on the same assembly line. We can also reallocate vehicle models between plants in response to market demand. This gives us a huge advantage – especially during periods of economic volatility. In combination with our innovative work-time models, we are able to keep capacity utilisation at our plants high and evenly distributed.

The BMW Group's production division has been using the EFQM Model since the mid-nineties.

We primarily manage our company on the basis of results. That is how we are measured by our stakeholders. As a company geared towards the long term, however, we strive for sustainable success and pursue a clear, long-term strategy.

The EFQM Model performs an important function in the implementation of this strategy: It provides a structured framework for the guidance of managers and employees, as well as concrete approaches for optimisation.

The Model is simply structured, but its systematic implementation and penetration across all levels is highly sophisticated. For this reason, we attach particular importance to consistent refinement of all enabler variables.

In this area, we consider excellent leadership behaviour a key requirement for the fulfilment of our targets. Our leadership culture should be characterised by constructive solutions, bold decisions and creativity – that is ownership for us.

It also includes identifying mistakes and deficits early on, resolving issues immediately and implementing lasting solutions. That is the only way we can continue to improve as an organisation.



The focus for our managers is on our shared corporate goals. This means that each and every one must take personal responsibility. Every manager must consider themselves part of the whole and contribute to our overall success.

We regard our employees as our company's main success factor. They bring our production network to life. For this reason, we have introduced a standardised work organisation at our plants to create a working environment where our employees can contribute their personal strengths and ideas. The result is increased efficiency and quality.

In a rapidly changing environment, we rely on qualified training and professional development. Between 2007 and 2013, we invested 1.5 billion euros in this area – exactly the amount invested in the development of our Efficient Dynamics technology package.

Our customers have different needs and wishes – thus our vehicles are also becoming increasingly complex and sophisticated. This requires us to handle a growing number of model ramp-ups – which makes process stability even more essential.

We are supported in this area by our value-oriented production system (VPS). Our goal is process excellence

– not only directly in production, but also in all related areas.

Our success is always determined by the customer. That is why we gear our processes strictly towards customer benefit. By offering our customers the highest level of quality, we make a vital contribution to the company's results.

To secure our global competitiveness, we are constantly evaluating the steps we perform in-house. Which services do we want to perform ourselves – and where can we cooperate with partners?

In addition to our own plants, we also make selective use of external production capacity to enhance our flexibility. Partnerships in the fields of drive train development and lightweight construction, for example, also secure our technological leadership.

At the BMW Group, we firmly believe that the EFQM Model supports our competitiveness. It covers all aspects of our business activities – including enablers, as well as results.

Consistent application of the EFQM Excellence Model is an important element in the excellence of BMW Group production.

About BMW Group

With its three brands BMW, MINI and Rolls-Royce, the BMW Group is the world's leading premium manufacturer of automobiles and motorcycles and also provides premium financial and mobility services. As a global company, the BMW Group operates 28 production and assembly facilities in 13 countries and has a global sales network in more than 140 countries.

In 2013, the BMW Group sold approximately 1.963 million cars and 115,215 motorcycles worldwide. The profit before tax for the financial year 2013 was € 7.91 billion on revenues amounting to approximately € 76.06 billion. As of 31 December 2013, the BMW Group had a workforce of 110,351 employees.

The success of the BMW Group has always been based on long-term thinking and responsible action. The company has therefore established ecological and social sustainability throughout the value chain, comprehensive product responsibility and a clear commitment to conserving resources as an integral part of its strategy.