

# UNIVERSITIES IN MEGATRENDS OF WORLD'S TRANSFORMATION: VISION OF EFQM

EFQM (former the European Foundation for Quality Management) is a not-for-profit membership foundation that unites private and public organisations striving for Sustainable Excellence. Through its network of members comprising organisations of every size and sector, with many active around the world, EFQM applies its know-how and extracts outstanding approaches by engaging with institutional leaders, executives and front-line managers. For more than 20 years EFQM has shared what works between members as a way to help to implement their strategies.

EFQM's Mission is to inspire organisations to achieve sustainable excellence through engaging leaders to learn, share and innovate by using the EFQM Excellence Model, a globally recognised, world class Model for assessing and guiding organisations to better performance.

Its' main product is the EFQM Excellence Model that provides description of what is excellent organization, its concepts, approaches and results. Whilst there are numerous management tools and techniques commonly used, the EFQM Excellence Model provides a holistic view of the organisation and could be used to determine how these different methods complement each other and fit together. The Model can be used both for self-assessment of organisations and as a basis for different external recognition schemes (e.g. EFQM Global Excellence Award).

As with any other organisation in the world today, EFQM finds itself operating in an environment where changes happen at a rapid and relentless pace, where new global shifts have implications for society, industries and organisations both today and into the future. This is why EFQM has decided that it is time to review once again its Excellence Model.

As the first step EFQM has identified current megatrends, which can impact the future Model. Megatrends are those topics that are expected/



predicted to have global influences in coming years. A megatrend is a long-term, transformational process with global reach, broad scope, and a dramatic impact. EFQM has explored various sources such as the Hay Group, McKinsey and PWC, as well as the work of one of its own communities of practice, to identify the topics that Leaders of Thought see as being the determinants that any organisation, regardless of size, reach or private/public status should heed in the 3-5 year time horizon, if they are to remain relevant.

EFQM has identified *nine* key megatrends. Official EFQM

description of these megatrends is given below.

## Megatrend 1 — Managing Demographic Diversity

In most economies, the retirement age is increasing and many are choosing or having to work longer. This is leading to an increased range of ages available to work in organisations. Globally there is an ageing population, declining birth-rates in some regions, increasing birth-rates in others. The demographic diversity available for organisations to pick and choose from when it comes to the acquisition and retention of Talent means they will find themselves having to engage with groups ranging from *baby boomers* through to *generation Z/Centennials*, each group having its own set of values and thinking differently. All these factors present challenges and opportunities for leaders.

## Megatrend 2 — Self-Organising and Self-Managing Systems

The way we manage organisations seems increasingly out of date. Deep inside, we sense that more is possible. We long for soulful workplaces, for authenticity, community, passion and purpose. A new shift in consciousness is currently underway. Concepts such as *Mindfulness* have now moved to the centre ground in more and more

organisations. So, there is a need more enlightened organisational structures and practices.

### **Megatrend 3 — Intensified demand for skills & effect of automation**

It is widely documented that the future of employment involves functions and skills that are not part of today's norm. Functions such as 'waste data managers' or 'human — technology integration specialists' seemed entirely fictional 10 years ago, but with the pace of technology advancement these roles are now a reality. Coupled with the creation of new roles is the demand for new skills, competencies and experience.

### **Megatrend 4 — The Rise of Technology and Digital Disruption**

The ever-quickening pulse of technological advancement and with it ever faster communication is a *disruptive force* on the status quo, not just in the way people work together within organisations and in *value chains*, but also in fuelling changes in the behaviours of customers with higher expectations. The digital revolution has no boundaries or borders and the global business world is getting riskier too: Greater interconnectedness creates greater volatility in areas such as finance, international organised crime and cyber-terrorism. Artificial intelligence and its impact on the current workforce is perhaps still being quantified.

### **Megatrend 5 — Sharing Economy and Trust Sharing**

The new socio-economic trend, Sharing or Collaborative economy moves us beyond ownership into experience powered by the ability to share. From cars to houses, people around the world are realising what they can experience without being encumbered by ownership. The Sharing Economy will remain an influential component of the global economy. The currency in the Sharing Economy is not just the payment, but also the trust.

### **Megatrend 6 — Scarcity of Resources**

As the world becomes more populous, urbanised and prosperous, demand for energy, food and water will rise. But the Earth has a finite amount of natural and recycled resources to satisfy this demand. The growing scarcity of strategic resources such as water, minerals, metals and fossil fuels mean that organisations must increase their environmental responsibility and accountability still further.

### **Megatrend 7 — Meeting ever increasing Regulation**

Policy makers have enacted massive stimulus packages, propped up faltering companies and

pledged regulatory reforms. They are taking part in decisions that were once the province of managers and boards. Previous crises have resulted in permanent changes in government's role and this one is likely to do the same. Managers should revisit their strategies on two fronts: First, help shape — and prepare to compete under— new regulatory regimes. Second, recognise that the public sector will grow in importance as a major customer for many industries because of rapid increases in spending. Rising deficits and ageing populations point to a future fiscal crunch for many countries. Governments will find themselves under intense pressure to deliver social services at lower cost. Creative partnership between the public and private sectors will be important in meeting this challenge.

### **Megatrend 8 — Geopolitical uncertainty and localisation in the global economy**

There is a new world order emerging as economic power shifts from "The West" to Asia and the health of the global economy increasingly will be linked to how well this region performs. Coupled with this there is a growing geopolitical uncertainty due to seismic shifts in attitudes to globalisation and the protectionism of local markets, including Consumers, nowadays more mindful of carbon footprint and supporting local economies. Some emerging economies that were growing rapidly are now in recession. Commodity prices have played a considerable role in sending these economies into reverse. Businesses that are investing, or have already invested, in politically unstable countries or emerging economies will need to make a careful assessment of how to manage in these more volatile market conditions, where prospects look less certain today than they did just a few years ago.

### **Megatrend 9 — Ever increasing environmental crises**

Without significant global action, average temperatures are predicted to increase considerably to a threshold at which scientists believe significant and potentially irreversible environmental changes will occur. So, if the planet and the population is to survive, then environmental problems caused by, for instance, rising noxious emissions, will need to be managed much better in the future by both the public and the private sectors working together to minimise such crises as much as possible.

For sure, considering of these megatrends and ways to respond to them could be useful for any organizations. It is especially important for universities, considering complexity of their business and long-cycle of their services provision.

## CASE OF SAKARYA UNIVERSITY

Earlier this year Sakarya University (SAU), Turkey — a public higher education institution — has been named EFQM Prize Winner in Adding Value for Customers & Developing Organisational Capabilities.

Since the year 2000 SAU has been continuously developing its capabilities to better serve students, researchers and industry at regional and national levels. SAU has 1984 academic staff and 727 administrative staff, 17 faculties, 4 schools, 15 vocational schools, 6 institutes and 3 departments of Rector, with a total of 92,000 students.

In 2006 the university has started implementation of EFQM Excellence model. A robust performance management framework — the SAU process management model — and benchmarks with other Turkish universities have been used by top managers for the analysis of current and potential capabilities mobilizing the organisation. The drive for change and continuous development is supported by the “Open Door” culture established among all the academic and administrative staff.

During the last 18 years, SAU has demonstrated that it is possible to adapt to trends and new scenarios despite being in the highly regulated public-sector environment. Probably the most outstanding result is that the university has managed to increase its independently assessed URAP (University Ranking by Academic Performance) between 2014 and 2017 from 54-th to 30-th within Turkey. The rankings on



innovation and entrepreneurship have improved constantly over the recent years resulting from SAU's strategy, showing that SAU is gaining recognition both nationally and internationally. In the 2017 URAP the university has now been included in the world ranking list.

One of the highlights of journey towards excellence is moving forward the achievements from the national level to the international level. This has added value to SAU by many valuable learnings. The university has developed unique management system that is basis of the quality assurance system within national higher education system.

As a public university, the authority of the institution is extremely limited in many functions through the laws and regulations that must be complied with. The student quotas, which affect resource planning and future plans, are centrally determined by the state office. This creates the main challenge for the university.

Thanks to the journey towards excellence, Sakarya University has got many role model practices for the national higher education institutions. SAU is going to provide the sustainability of these models as well as starting the new role model practices. The university sees its strategic future at the digitalisation of higher education services towards University 4.0. The university is planning to continue to deploy the institutional excellence and quality management concepts beyond the institution.

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