

DR. GRUMBELSTEIN

ABOUT LOVE

DR. GR

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Exploring new roads to transformation

Experiential learning and sharing
at the 50th EOQ Congress

—
from 28 to 31 May 2006 Antwerp–Belgium

Experience is the best teacher

EUROPEAN
ORGANIZATION
FOR
QUALITY 

Flemish Quality
Management Center

introduction

In this **complex and competitive** world, the old formulas and techniques **may no longer be truly effective**. If we do not look for **new answers** we are doomed to be overtaken by **more dynamic modern economies**.

To find new answers we need to create an atmosphere where the **whole potential** of our companies and of our people are realised. Just as we only use a **fraction of our brain** cells, we only use a **fraction** of the potential that is available in our organisations and our people.

To use more of that potential we **need to create an atmosphere** in which transformation is possible.

Transformation gets you and your organisation in a positive growth spiral. And to get there we need to go beyond the obvious. It is like skiing off piste. It is like playing your golf ball out of bounds — you will not score according to the existing rules but you might discover something new.

join us!

Meet the people making a difference in Europe as you embark on your once-in-a-lifetime learning journey here in historic Antwerp. The journey will be a literal as well as a metaphorical one.

Sounds unusual? That's exactly what we want for this very special 50th anniversary.

Our event will attract participants from all over the world and give you the chance to renew old contacts, make new friends and build important working relationships.

your host
the Flemish Quality Management Center

The Flemish Quality Management Center (FQMC) is a dynamic and award-winning organisation which co-ordinates total quality management in Flanders, working in close co-operation with the Flemish Government.

We are members of the European Organisation for Quality and a National Partner Organisation of the European Foundation for Quality Management. Close ties also exist with the American Society for Quality. We have organised many successful events such as the 1992 EOQ Congress attended by representatives of the Belgian Royal Family and 1200 participants from



With the support of the
Flemish Government

Flemish Quality
Management Center

across Europe. The European Quality Manager of the Year Award which we initiated is receiving increasing recognition. In co-operation with European Quality Organisations, we have launched projects including Putting the E into Quality; the European Customer Satisfaction Index; a training programme for HACCP and hygiene consultants, and a CD-ROM called EFQM & Excellence.

Contact details

e-mail vck@vck.be or telephone +32 (0)3 201 14 50

50 celebrating 50 years of quality in Europe

—
In 2006 the European Organisation for Quality (EOQ) will celebrate its 50th birthday. Over this time it has sought to create and sustain a common vision on quality in Europe through improved co-operation.

The Flemish Quality Management Center has been asked to create a memorable event to mark this 50th anniversary — and we've chosen a new, original approach. We're convinced that genuine learning, progress and change require more than listening to a range of speakers, no matter how prestigious they are.

So... we've developed our unique theme which we've called *Exploring New Roads to Transformation*.

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Exploring New Roads to Transformation

This is not your ordinary static conference. Seven different 'routes' — or themes — are on offer, with each participant selecting one particular learning journey.

We have chosen bus travel as a metaphor for movement, discovery, travel and reaching a goal. Sometimes you'll travel to a particular place linked to the topic being presented: at other times, sessions will be held centrally.

This unconventional approach will lead to a truly different way to strengthen the team experience. We believe that learning can be so much more than looking and listening to a PowerPoint presentation.

Each learning journey will have a guide - experts in their own fields - to develop that theme. The guides are assisted by one or more facilitators. They oversee

the practical application of the theme and develop the team experience through group and individual tasks, and other methods.

Our objective for the congress is to give a new dynamism and stimulus to innovation and quality in Europe. Specifically, we want to achieve:

- new and improved insights to be gained and shared with other participants
- ideas on how to integrate these insights into working systems and processes
- a stronger international contact network
- better understanding of other views, insights and ways of working through greater openness and shared experience



program of events

Sunday 28th May

Welcome Reception & Kick-off

16.00 - 22.00 HR

The unique location will be a beautiful baroque church decorated by Rubens. Its interior was designed as a banqueting hall in 1615 to give a foretaste of heavenly rejoicing with God!

Introductory speeches

16.00 - 20.00 HR

PEK VAN ANDEL 'Anatomy of the unsought finding. Serendipity: Origin, History, Domains, Traditions, Appearances, Patterns and Programmability'

'Nothing is accidental, and what seems to us accident is only an unknown fact whose explanation may furnish the occasion for a more or less important discovery.' (Claude Bernard, 1865)

Pek van Anandel is a renowned and original medical researcher who collected serendipities for 25 years. These files of unsought discoveries, inventions and creations in science, technique and art are now the largest in the world. In the 'chaos' of these serendipities he found an 'order' of 30 patterns which gives a new perspective on the old subject of serendipity. He is now writing a book about these patterns. Knowledge of these patterns and their examples may help to expect the unexpected and even find the unsought.

'I define serendipity as the art of making an unsought finding. Those findings are often called "accidental". Accidental in this context does not mean "at random". Here it has a psychological notion: something 'falls towards' you, mostly while searching for something else. What is really new cannot be derived logically from the old. If that would be possible, the result would not be truly new. The absolutely new can only be found by accident.'

STEVE UNWIN 'Exploring new roads to transformation — the art of questioning'

'Delegates will be provided with a range of opportunities for new experiences, new things to see and new ways of sensing. But it's the way in which we question that determines both our ways of seeing and what we'll see. After the learning journeys are over, participants will be asked to share their experiences. However, there will be nothing to share unless they are fully prepared to see and to experience — if they're not prepared, they'll only see what they saw before their journey began.

We will focus on questions that invite us to live in the world of "not knowing," being open to what you can see and what you can't see, and allowing oneself to become immersed in the experience'.

JAN BARDI 'Mindblowing networking & teambuilding'

'I predict the future without psychic gifts, much like the weatherman. I use suggestion without hypnotising, much like a politician. I read minds without telepathy, much like a lover.'



reception takes place in the Carolus Borromeus church

Monday 29th May

Delegates take their chosen route during the day

09.00 - 18.00 HR

Networking session: Following the Spice Route—a metaphorical journey searching for rare peppers

19.30 - 22.00 HR

This session, providing a highly original networking environment, will be led by Mark Raison. Mark is a creativity-accelerator for international companies and also has a refined taste for exotic spices and fine cuisine. You'll have the chance to try a selection of rare spices and peppers with accompanying dishes. The evening reception will be hosted by the City of Antwerp on the first floor of the Town Hall, traditionally known as the 'beautiful floor' where the great and good have long been entertained in style.



Evening reception in Antwerp's fine town hall



Peter Senge



the lunch boat

Tuesday 30th May

Delegates take their chosen route during the day

09.00 - 18.00 HR

Celebration Dinner & Fireworks

20.00 HR

To celebrate the 50th anniversary of the EOQ and the development of excellence in the theory and practice of quality management.

Wednesday 31st May

Sharing of the learning journeys

09.00 - 11.00 HR

An opportunity for participants to share their individual and group experiences from the past two days, and demonstrate what they have learned.

Keynote Speech

11.00 - 13.00 HR

PETER SENGE 'Presence'

A rare opportunity to hear this influential and well known speaker, named a Strategist of the Century by the Journal of Business Strategy. It was Peter Senge's 1990 book *The Fifth Discipline* that brought him firmly into the limelight and popularised the concept of the 'learning organisation'. Harvard Business Review identified it as one of the seminal management books of the past 75 years. In his latest publication, *Presence: Human Purpose and the Field of the Future*, Peter Senge and his partners look at the development of a new theory about change and learning. Radical and hopeful, *Presence* combines leading-edge thinking, first-hand knowledge, and ancient wisdom to explore the living fields that connect us to one another, to life more broadly, and, potentially, to what is 'seeking to emerge'.

Farewell lunch on board

13.30 - 17.00 HR

Enjoy lunch and a scenic boat trip around the impressive port of Antwerp whilst making the most of your last opportunity to enjoy the company of your fellow delegates.

choosing your learning journey

Each route offers its own specific learning objectives, *guides* and *facilitators*. Delegates complete their journey by taking home their own personalised action plan.

Choose one route from these options:

- 1. Safety, Risks & Fireworks**
- 2. Looking for the Grail: organisations live, grow and move on**
- 3. Waterloo: Leadership & Strategy**
- 4. Reaching the essential from a health perspective**
- 5. Surrealism and the development of vision**
- 6. Performance, Sailing and Ocean Racing**
- 7. The Art of Questioning**
(this route involves no travel outside Antwerp)

route 1 safety, risks & fireworks

- ▶ working safely in a dangerous environment
- ▶ building confidence for 'right first time'
- ▶ 'just in time' delivery of a unique event
- ▶ planning for uncontrollable variables



Leader is *John Evans* who trained as an engineer, pilot, psychologist and pyrotechnologist. His work is concerned with helping industries such as pharmaceuticals and banks to identify and minimise risk of human error.

Facilitator is *Wim De Cleyn* former quality manager, now consultant.

Marc Lefeber of the internationally famous Hendrickx Fireworks Company will lead the experienced technical team which will provide close support to participants.

learning points

- ▶ why do we make errors?
- ▶ what makes the difference between things going right or going wrong?
- ▶ how can I recognise Risk Influencing Factors (RIFs)?
- ▶ by dealing with RIFs, what can I do to reduce risk?
- ▶ developing and sustaining risk reduction in my organisation

This group of participants will spend two days preparing a fireworks display for the conference gala dinner. The exercise will provide practical examples of how systematic process planning and control can be used to manage risk for a potentially hazardous operation. Display fireworks contain significant amounts of explosives and every aspect of their use needs careful control. Much of the preparation needs skilled, routine, manual work and so there is plenty of opportunity for human error. Safety legislation requires most of the preparations to be made at the firing site and so a workshop has to be set up and organised to rapidly establish a large number of well-

directed, separate activities, working towards a co-ordinated end-point against an inflexible deadline.

Of course, firing of the display takes place in darkness and so good communications are important from both a safety and technical perspective. Participants will have practical involvement in every aspect of the display from preparation through to testing and firing. They will examine opportunities for things to go wrong and ways of reducing risk and containing consequences. They will consider how these techniques can be applied in their own kinds of organisations.

route 2 **looking for the Grail**

organisations live, grow and move on

- ▶ **looking at things in a different way to create new possibilities**
- ▶ **seeing an organisation as an exploring movement**
- ▶ **going from outside to inside and from inside to outside**
- ▶ **growing, learning and capacity**
- ▶ **organising in a different way, in order to be a pioneer**
- ▶ **vitality as a guarantee for durability**

the towers of Ghent



This group will travel as a group of allies on a quest, looking for the essence of vital companies. Vital companies are not fortresses, but moving, living entities where healthy growth enables the process of transformation and evolution. During our quest, we shall visit several eco-systems in order to experience the concept that everything is movement and

connection. These will include a historic town, a youth site, a fortress and other more virtual and real, inspiring and concrete places.

On the journey we will bear in mind our learning points: once the journey ends we can then transform them into powerful thoughts and tools to take home to our communities and organisations.

learning points

- ▶ **broadening our perspective by looking at things in a different way**
- ▶ **realising that an organisation is a movement, not a fortress**
- ▶ **seeing connection as a condition for growth and development**
- ▶ **learning that seeing possibilities generates capacities**
- ▶ **learning that excellence only is possible when aiming at balance**

Guide: *Jos Borremans*, a psychologist who works for Volvo Cars in Gent and specialises in the field of self-control & learning organisation – networking, coaching and leadership.

Simon Dewulf is founder of CREAX, a rapidly growing company employing science, engineering and business innovators around the globe. CREAX is developing new standards in the field of innovation and creativity.

David Somekh is a psychiatrist with a particular interest in organisational dynamics and change management. He now shares the running of the ESQH London office, which he helped to set up.

route 3 Waterloo: leadership & strategy

- ▶ strategy and quality management
- ▶ styles of leadership
- ▶ power and incapacity

We will pursue the idea that major historical events are so redolent of the pressures faced in business today that a great deal can be learned from studying history in a modern context. Join *Frank Steer* and *Diana Vermeulen* as they lead you around the battlefield at Waterloo to examine the reasons why all did not go to plan, and to evaluate how the personalities of the various leaders had such a profound impact on events. The personalities studied will not just be those of Napoleon and Wellington—two men just 3 months apart in age but a lifetime apart in background and character—but also Blucher and Ney, Grouchy and Soult.

Frank's knowledge of the military events at Waterloo and his interpretation of them into modern management beliefs and standards is unrivalled, while Diana is an industrial psychologist of many years' experience.

One guide will lead you through the maze of the battles, the other through the maze of the characters involved—and both will fascinate you. This learning journey offers you the chance to be part of a truly unique experience.

***Frank Steer* MBE is Director General of the Institute of Quality Assurance and Immediate Past President of the EOQ. With 35 years of military logistics experience, Frank has written five books and lectures regularly in quality, logistics, military history and leadership.**

***Diana Vermeulen* is an industrial psychologist who specialises in the impact of human behaviour and the personal style of leadership upon business performance and outcomes.**

the battle of Waterloo, June 18th — 1815



learning points

- ▶ the power of personality
- ▶ the impact of personality on business aspirations and outcomes
- ▶ the vital need for good communication
- ▶ the crucial importance of good interpersonal relations
- ▶ the importance and value of ownership at every level
- ▶ corporate social responsibility

route 4 reaching the essential from a health perspective

- ▶ simple rules to understand and transform underlying cultural patterns of behaviour
- ▶ understanding and enabling transformation in complex organisations, systems and processes
- ▶ how small interventions have a big effect, while big plans might have no effect at all
- ▶ integrating health care with society's needs in a thought-provoking and innovative manner
- ▶ the importance of the human factor in customer-orientation

beguinage in Leuven



“It is not the strongest of the species that survives nor the most intelligent, but the one most responsive to change”

- Charles Darwin

We will look at organisations and systems which have experienced in-depth transformations. The group will visit the delta works in Zeeland where a difficult challenge was taken on. We will also go to an old people's home, Humanitas Rijnmond, which is run in a progressive and unusual way.

The University of Leuven will be visited (at the beautiful Beguinage dating from 1232) where we will compare two systems of networking to achieve lean thinking in health care, aiming for patient focused collaboration and multi-disciplinary teamwork.

Last but not least we will go to the innovative psychiatric institute at Geel where links have been created with farmers in the neighbourhood. This is a unique project admired by healthcare specialists all over the world.

Frank Verheggen is Quality Manager of the University Hospital in Maastricht and a Senior Fellow of the Dutch Institute for Quality Improvement in Health Care.

Marius Buiting is a medical doctor and lawyer who is President of the European Society for Quality in Health Care and Director of Knowledge Management at the Dutch Institute for Quality Improvement in Health Care.

learning points

- ▶ to learn more about complexity thinking and concepts (new, deeper understanding of the challenge and approaches)
- ▶ to understand how complexity science can be used to improve the understanding and practice of management and organisational issues (innovative strategies and action plans)
- ▶ to focus on designing processes which improve outcomes so as to improve performance in-the-moment

route 5 surrealism and the development of vision

- ▶ seeing, feeling, and sensing what is not (yet)
- ▶ how we can make the space to progress
- ▶ how Surrealists went on to go beyond
- ▶ creating a compelling vision
- ▶ how we can include other people in our vision



painting by René Magritte — © IRPA-KIK, Brussel

The backbone of this learning journey is the Creative Problem Solving Model. Starting with understanding the challenge, we move on to generating ideas and end with action planning.

Inspired by Belgian surrealist painters such as Magritte, Delvaux, and *A Book of Surrealist Games* by Alastair Brotchie and Mel Gooding, we will work in carefully chosen different locations with automatic writing, surrealist stories and other methods.

We hold the power to create whatever we desire. If we wish to manifest a new reality for ourselves, we need to consistently focus our imagination on the ideals we seek to realise. Our ability to manifest the changes we desire depends on the depth and passion of our beliefs and on the focus of our attention.

With this understanding, we, as individuals, organisations and society, can design a whole new future for ourselves. Our challenge is to break free of society's world view and empower our imaginations to create brand new realities.

"...focus on the journey, not the destination. Joy is found not in finishing an activity but in doing it."

- Greg Anderson

Olwen Wolfe founded Worlding, the Paris-based intercultural strategic consultancy which specialises in naming and applying creative thinking to culture-sensitive issues in marketing and management.

Sandra Minnee is founder of Professional Strategies, a consulting firm based in the Netherlands. With Blauw Research, Sandra developed Brainstyles, a market segmentation model based on whole brain thinking.

Luc Verhoeven is an organisational psychologist and consultant who advises a range of international corporate clients on change management, coaching and counselling amongst many other issues.

learning points

- ▶ how to use our conscious & unconscious to create a desirable future
- ▶ knowledge and experience of the Creative Problem Solving Model
- ▶ developing a personal and organisational vision
- ▶ communicating and finding support for this vision

route 6 performance, sailing and ocean racing

- ▶ **teamwork and competition**
- ▶ **innovation, high quality and preparation**
- ▶ **creativity and fast decisions**
- ▶ **efficient and effective execution of strategies and tactics**

This group will work on ocean sailing as a metaphor for performance. Not many people realise what ocean racing is really about and what extensive preparations are required. Overall more than 150 people are involved, including the ship's crew, shore staff, designers, builders, partner suppliers, medical and meteorological support. You will experience the history of ocean racing and meet the people that make modern ocean racing possible. Through their experience, you'll learn more about organising companies and life. Where are the real risks, and are they obvious? What are your tactics and strategy to win this race? Who do you want in your team, who can you trust in the middle of the ocean when help is several days away by helicopter?

You will learn how creativity can help you to win your company's ocean race and how to deal with the external factors influencing the tactics and execution of your objectives. You'll visit a major sail maker and learn about the innovative aspects of the 'engine' of the boat. We aim to give you a great personal learning experience and of course a lot of fun.

Rob van Agteren has a background as a business economist and has been a semi-professional sailor on ocean racers and open catamarans. Rob is managing partner in a Belgian consultancy company in the corporate performance management market.

Christine Pécasse specializes in showing how operating performance indicators influence the financial wellness of a company. With 'Stroomlijn' she helps organisations to focus on lean and measurable processes.

Jean Ducommont is founder and president of KM Consulting, a Swiss company specialising in change and transformation management.

Patrick Chapuis was editor of the daily sports paper l'Equipe. A dedicated sailor and follower of the sport, he has followed all the great races since 1964, including Eric Tabarly's solo victory in the English Transatlantic race, and has written several books.

yachts in the port of Antwerp



learning points

- ▶ **how can we develop and execute a strategy to win, with a strong and effective team?**
- ▶ **how can creativity help me to develop the right tactics?**
- ▶ **the importance of respecting everyone in their performance**
- ▶ **how to measure and continuously improve performance**
- ▶ **how to make more possible**

route 7 the art of questioning

- ▶ the true nature of questions and questioning
- ▶ seeing new things and in new ways
- ▶ how our assumptions make us blind to new opportunities
- ▶ how questioning can generate profound change
- ▶ perception and suspending judgement
- ▶ turning points and survival kits
- ▶ questioning skills as a powerful communication tool

The beautiful and multicultural city of Antwerp will be your discovery ground for this interactive learning journey. We aim to provide opportunities not simply to see new things, but experience new ways of seeing, new ways of understanding and new opportunities for change.

In doing so we'll explore how we sense and experience the world and how our senses may deceive us, and how the way we use questions can limit or create opportunity.

Our quest will be assisted by a contemporary magician who combines magical wisdom with skilful and deceptive trickery. He will help to recreate reality using the four different aspects of the magician: as a Trickster, as a Sorcerer, as an Oracle and as a Sage.

The most powerful tool for successful change is effective questioning — to question what is and question what will be. Though questioning appears simple, to question effectively is deceptively difficult.

George Parker in action



*“You see things; and you say, Why?
But I dream things that never
were; and I say, Why not?”
- George Bernard Shaw*

Steve Unwin, a past Head of Business Excellence for BAE Systems (formerly British Aerospace) went on to found Access to Excellence. He is passionate about creating real change and has extensive experience in the development and use of improvement tools.

George Parker is a stand-up magician and corporate speaker who travels all over the world to perform his shows based on how people create their own reality and influence the reality of others.

learning points

- ▶ the nature and power of questions and uncertainty
- ▶ seeing and sensing through new perspectives
- ▶ understanding our blindness
- ▶ questioning to create new understanding
- ▶ turning new understanding into action and change

Pricing

- Major discounts for early bookings.

- Book early via www.eoq50years.org to ensure a place on the route (learning journey) of your choice.
- Sponsored table (8 persons) at the Celebration dinner – contact vanbruggen@vck.be

Booking options	before March 1st		after March 1st	
	TAV EXCL	TAV INCL	TAV EXCL	TAV INCL
Full Package Deal (1,2,3,4,5,6,7)	€ 921,00	€ 1.115,00	€ 1.214,88	€ 1.470,00
Conference (1,2,3,5,6)	€ 780,99	€ 945,00	€ 1.099,17	€ 1.330,00
1 day program with keynote P. Senge (5,6,7)	€ 599,17	€ 725,50	€ 599,17	€ 725,50
<i>Booking options for the Social program</i>				
Celebration Dinner & fireworks(4)	€ 128,10	€ 155,00	€ 128,10	€ 155,00
Farewell lunch on board (7)	€ 49,59	€ 60,00	€ 49,59	€ 60,00

please note that all bookings should be made on our website www.eoq50years.org

Keep informed

- For the latest information and updates on the conference program, please visit our website at www.eoq50years.org
- Here you can find the latest details on hotels, partner programs, transport, bookings and all other practical information.
- As our program is developing organically, new ideas and possibilities can still be added — and they will be relayed via the website.
- An electronic newsletter will also be available and you can subscribe to this via the website.

Special Requests

Where possible we will try to accommodate individual requests in order to enhance your experience at our event. If you have any special requests such as site visits to specific locations, or meetings with individuals in the field of your chosen route, we will try to enable this for you.

Booking and cancellation conditions

1. Registration of a route is final and binding
2. Other changes in the registration should be made in writing and will be charged € 15
3. Cancellations will not be refunded, changing the participant will be charged € 15
4. Bank transfer payment must be received without charges to the beneficiary
5. On all credit card charges we will add 4% costs of the total amount
6. Some changes in either program or speakers may occur..
7. You will receive a confirmation of your registration by e-mail.

congress overview

SUN
28
05

1 Welcome Reception & Kick-off

16.00 - 20.00 HR

Introductory speeches **Pek van Anel** ‘*Serendipity*’
Steve Unwin ‘*Exploring new roads to Transformation*’
Jan Bardi ‘*Mindblowing networking and teambuilding*’ — forming of the groups

MON
29
05

2 Learning journeys

09.00 - 18.00 HR

Each route offers its own specific learning objectives, guides and facilitators. Two-day event.
 Choose **one route** from these options:

- ▶ **Safety, Risks & Fireworks**
- ▶ **Looking for the Grail: organisations live, grow and move on**
- ▶ **Waterloo: Leadership & Strategy**
- ▶ **Reaching the essential from a health perspective**
- ▶ **Surrealism and the development of vision**
- ▶ **Performance, Sailing and Ocean Racing**
- ▶ **The Art of Questioning**

3 Networking session

19.30 - 22.00 HR

Following the Spice Route
 a metaphorical journey
 searching for rare peppers

TUE
30
05

4 Celebration Dinner & Fireworks

20.00 HR

Celebrating the 50th anniversary of the EOQ

WED
31
05

5 Sharing

09.00 - 11.00 HR

Experiences on the learning journeys

6 Keynote Speech

11.00 - 13.00 HR

Peter Senge
 ‘*Presence*’

7 Farewell lunch

13.30 - 17.00 HR

boat trip on the river Scheldt with lunch

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Arcelor is a leading force in the transformation of the global steel industry. With a turnover of 30 billion euros and shipments of 43.9 million tonnes of steel in 2004, the company is a major player in all its main markets: automotive, construction, household appliances and packaging as well as general industry. Arcelor employed 94,000 employees at the end of 2004 in over 60 countries.

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The company places its commitment to sustainable development at the heart of its strategy and ambitions to become a benchmark for economic performance, labour relations and social responsibility in the world of steel.

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As a provider of financial and economical information, De TIJD has a highly specific evocation: to keep its public - the company manager, executive or simply those interested in finance and economics - up to date with current events.



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Randstad has been active in Belgium since 1965. We have evolved into an all-round service provider in the field of employment. In addition to the provision of temporary workers, we also engage in recruitment and selection, payrolling, outplacement, training, inhouse offices and human resources projects.

Based on our innovative view of work, we want to bring people and organisations together in the most professional way possible.



Jobat is the recruitment platform owned by VUM media, Belgium's largest newspaper publisher. All job offers are disseminated through the Saturday career supplement Jobat and through the VUM newspapers such as De Standaard. Moreover, all job offers are being posted on various internet sites, thanks to the revolutionary Multichannel® concept.



Within the Johnson & Johnson group, Janssen Pharmaceutica is a worldwide Center of Excellence for integrated R&D, production and general services. In Belgium, the company has sites in Beerse, Geel and Olen. It has a total of 4,500 employees. In addition, 230 persons work at Janssen-Cilag in Berchem, which is responsible for the Belgian and Luxembourg markets. With over 80 drugs to its name, the company is one of the most innovative in the world.



Telenet is Belgium's largest supplier of broadband cable services. Telenet focuses on delivering cable television, high-speed internet and telephony services to primarily residential customers in Flanders. Under the brand name Telenet Solutions it also delivers services to companies in Belgium and Luxembourg.



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De Post is one of the largest Belgian companies. The business unit Mail treats 3.7 billion mailpieces per year. Every day 15 000 mailmen & women are visiting 4.5 million households and deliver mail in about 6 million mailboxes. The business unit Retail offers customers a wide range of services through a wide network of about 1300 offices & points of sales. De Post will continue to make every effort necessary to find & offer the right solution for their customers needs & expectations.

In cooperation with



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