Business Excellence Panel Discussion - The Importance of Developing and Sustaining a National Approach to Business Excellence

Views from Europe, United States, Singapore, and India
The business excellence challenge
To Macro
To Global

Business excellence can build a healthy, wealthy, safe and sustainable world.
Half of the countries in the world have a business excellence award.
There are 13 active Excellence programmes in the Middle East
Business Excellence is more than an award. There needs to be a national business excellence strategy.

**Development**
- Develop or adopt a framework
- Framework design

**Deployment**
- Create awareness
- Assistance on business improvement
- Recognise outstanding organisations
- A significant improvement in the management practices and performance of organisations.

Cost to benefit ratio: $1 returns $801 (US study, 2011)
Unfortunately many countries spend too much time on awards and revising the framework rather than helping organisations to improve and therefore don’t reap the full benefits from business excellence.
What is the value & impact of business excellence in Asia?
The Centre for Organisational Excellence Research conducted a study on behalf of the Asian Productivity Organisation on the value and impact of Business Excellence.

Countries involved:
India, Japan, Singapore, Taiwan & Thailand

Section 3 - Business Excellence Profile

3.1 Which statement most accurately describes your knowledge of business excellence?
If the survey is being completed by a team substitute "I" for "we".

<table>
<thead>
<tr>
<th></th>
<th>Description</th>
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<tbody>
<tr>
<td>A</td>
<td>Low understanding - My company has undertaken an assessment against a business excellence framework but I (we) had little involvement in the process.</td>
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<tr>
<td>B</td>
<td>Basic understanding - My company has undertaken an assessment against a business excellence framework and I was (we were) involved in the process.</td>
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<tr>
<td>C</td>
<td>Good understanding - My company has undertaken an assessment against a business excellence framework and I was (we were) involved in the process. I have (we have) attended a training course on business excellence.</td>
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<td>D</td>
<td>Very good understanding - My company has undertaken an assessment against a business excellence framework and I was (we were) involved in the process. I am (we are) trained business excellence assessors.</td>
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<td>E</td>
<td>Other – please specify:</td>
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CEO Interviews

Survey

Discussion groups at workshops
A free report of the findings is now available at http://www.apo-tokyo.org or http://apo.bpir.com
Six Key Findings

1. Business excellence has a major impact on competitiveness and performance.
Organisations that had won business excellence awards or were more advanced in terms of business excellence (shown in red) outperformed organisations that had not won an award and were less advanced in business excellence (shown in blue).

Note: 0 = very poor, 2 = below average, 5 = average in industry, 8 = above average, 10 = world class.
Six Key Findings

1. Business excellence has a major impact on competitiveness and performance.
2. Many organisations do not understand business excellence and see business excellence primarily as an awards programme.
34% of surveyed companies believe that the *prime purpose* of a BE framework is to assess a company’s management systems and performance so that an Award can be given to the best company.
“I think where organizations get off track is when they think Baldrige is just an initiative, rather than a model for organizing and managing the enterprise and all its initiatives. If Baldrige is reduced to an initiative, rather than an overall model and a way of thinking, then organizations can say they have done it and moved on. We see this all the time. But in organizations that embrace the Baldrige Framework as an overarching model, they never move beyond it. This includes very high-performing organizations, including our Award recipients.”

Jamie Ambrosi, Deputy Director, Baldrige Program
Key Findings

1. Business excellence has a major impact on competitiveness and performance.
2. Many organisations do not understand business excellence and see business excellence primarily as an awards programme.
3. Business excellence frameworks are relevant for long-term competitiveness and sustainability, and only minor changes to the design of the frameworks (if any) are needed.
What are the main current and emerging challenges facing companies in your country?

• Meeting requirements of multiple standards (country, regional and international) adds to our costs base. In many cases these standards could be integrated/reduced. (Japan)
• Demand reduction is facing Japan through a shrinking population and changing demographics (Japan)
• World financial crisis (Singapore)
• Cultural and social integration/harmony/race/nationalities/mobile workforce/aging population (Singapore)
• Diseases (Swine flu/epidemics) (India)
• Fraud/Money laundering (India)
• Cost of energy (Thailand)
• Lack of skilled workers (Thailand)
• Government Policy and trade tax (particularly with China) (Taiwan)
• Environmental issues (Green house effect, CO₂ eliminated, climate, green products, recycling)) (Taiwan)
Will BE help companies to meet these challenges? If not, how does the BE model or use of the model need to change?

Business excellence is appropriate for addressing all challenges as it helps companies to identify what are the main issues/problems they are facing so that they can then be addressed. The models provide an objective means to identify key challenges. (Japan)

**Business excellence helps companies to address macro challenges at the micro level. Therefore Category 2, Strategic Planning helps to address the financial crisis, Category 4, People, helps to address cultural and social issues, Category 5, Processes, helps to address legal requirements and international standards, and Category 1.3, Leadership and social responsibility, helps to address environmental issues. (Singapore)**

Yes, business excellence helps companies to address these challenges via prompting them to address such issues in their strategy. Business excellence is all encompassing (India)

The challenges are addressed through business excellence as it provides a strategic framework for addressing them. Through its emphasis on benchmarking it encourages best practices to be found to help companies to progress (Thailand)
Key Findings

1. Business excellence has a major impact on competitiveness and performance.
2. Many organisations do not understand business excellence and see business excellence primarily as an awards programme.
3. Business excellence frameworks are relevant for long-term competitiveness and sustainability, and only minor changes to the design of the frameworks (if any) are needed.
4. Focus on implementing the fundamental concepts of business excellence - the frameworks just assess where you are on your journey.
Many of the internal issues hindering the commitment to implement business excellence are related to lack of understanding of business excellence.
Business excellence frameworks help you to understand your processes, people and systems.
To move towards world-class your organisation needs to focus on and live by the fundamental concepts of excellence.

- Sustaining Outstanding Results
- Adding Value for Customers
- Creating a Sustainable Future
- Developing Organisational Capability
- Harnessing Creativity & Innovation
- Managing with Agility
- Leading with Vision, Inspiration & Integrity

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Comparing the BE approaches used by organisations with low BE maturity and high BE maturity
Key Findings

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2. Many organisations do not understand business excellence and see business excellence primarily as an awards programme.
3. Business excellence frameworks are relevant for long-term competitiveness and sustainability, and only minor changes to the design of the frameworks (if any) are needed.
4. Focus on implementing the fundamental concepts of business excellence – the frameworks just assess where you are on your journey.
5. Business excellence frameworks are over-arching frameworks within which other initiatives/quality tools fit
**Business Excellence** - Achieving *excellence throughout the business* through the successful integration and application of a range of improvement initiatives.

<table>
<thead>
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<th>Leadership</th>
<th>Strategy Planning</th>
<th>Customer Focus</th>
<th>Workforce focus</th>
<th>Operations Focus</th>
<th>Measurement, Analysis &amp; Knowledge Management</th>
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<tbody>
<tr>
<td>Corporate Governance Management</td>
<td>Balanced Scorecard</td>
<td>Customer Relationship Management</td>
<td>Employee Performance Management</td>
<td>Lean and/or Six Sigma</td>
<td>Benchmarking</td>
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<td>Leadership Development Programme</td>
<td>Strategic Alliances</td>
<td>Customer Satisfaction Survey</td>
<td>Suggestion Scheme</td>
<td>Quality Management Systems</td>
<td>Business Excellence Self Assessment</td>
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<td>Succession Planning</td>
<td>Action Plan (Resources, Financial, HR)</td>
<td>Customer Service Standards</td>
<td>Training &amp; Development</td>
<td>Improvement Teams</td>
<td>Performance Measurement</td>
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<td>Vision &amp; Mission</td>
<td>SWOT Analysis</td>
<td>Customer Satisfaction Survey</td>
<td>Employee Engagement Survey</td>
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<td>Best Practice Benchmarking</td>
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<td>Quality Function Deployment</td>
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<td>Environmental Management System</td>
<td>Balanced Scorecard</td>
<td>Service &amp; Product Innovation</td>
<td>Employee Performance Management</td>
<td>Plan-Do-Check-Action</td>
<td>Informal Benchmarking</td>
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<td>Leadership Development Programme</td>
<td>Outsourcing</td>
<td>Brand Management</td>
<td>Reward &amp; Recognition</td>
<td>Total Productive Maintenance</td>
<td>Knowledge Management</td>
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<td>Strategic Alliances</td>
<td>Mystery Shopping</td>
<td>Employee Benefits</td>
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<td>Six Sigma</td>
<td>Quality Cost</td>
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<td>Corporate Communication</td>
<td>Project Management</td>
<td>Customer Compliant Resolution</td>
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<td>Internal Communication Processes</td>
<td>Action Plan (Financial, HR)</td>
<td>Customer Relationship Management</td>
<td>Human Capital Planning</td>
<td>Quality Circle</td>
<td>Communities of Practice</td>
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<tr>
<td>Values &amp; Ethics</td>
<td>Scenario Planning</td>
<td>Customer Segmentation</td>
<td>Employee Induction</td>
<td>Supply Chain Management</td>
<td>Information Security</td>
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Six key findings on business excellence

1. Business excellence has a major impact on competitiveness and performance.
2. Many organisations do not understand business excellence and see business excellence primarily as an awards programme.
3. Business excellence frameworks are relevant for long-term competitiveness and sustainability, and only minor changes to the design of the frameworks (if any) are needed.
4. Business excellence frameworks are over-arching frameworks within which other initiatives/quality tools fit.
5. Focus on implementing the fundamental concepts of business excellence - the frameworks just assess where you are on your journey.
6. Organisations want increased assistance with benchmarking and learning from best practices.
Which business excellence support services that are not currently provided (or which need to enhanced) would be of tremendous benefit to companies?

- Require best practice examples that are both business excellence category and industry specific (Japan)
- Not a well structured and coordinated benchmarking/best practice sharing activity. Requires a central body - at the moment it is just left to individual companies (Singapore)
- Benchmarking data and services are required (India)
- We want a website for knowledge sharing (India)
- National benchmarking (Thailand)
- Need to have a forum for sharing business excellence knowledge/lessons learned/best practices from all award winners (Taiwan)
The research validated the need for a Centre of Excellence for Business Excellence within Asia.

The Centre is run by SPRING Singapore
INTERNATIONAL BEST PRACTICE COMPETITION

To be held at the
5th Global Business Excellence Conference &
8th International Benchmarking Conference
30-31 October 2013
Marina Bay Sands Convention Centre
Singapore

Organisers of the Best Practice Competition:

GBINA.com
Centre for Organisational Excellence Research

Supporters:

SPRING
Enabling Enterprise

Venue:

Global Business Excellence Conference, 30/31 October, 2013

Organisers of the Global Benchmarking Award

GBN
Global Benchmarking Network

Supporters:

SPRING
Singapore
Enabling Enterprise
Can business excellence help to build a healthy, wealthy, safe and sustainable world?
Business Excellence Panel Discussion - The Importance of Developing and Sustaining a National Approach to Business Excellence

Views from Europe, United States, Singapore, and India
Panel Members:

- Dr Donald Fisher, Executive Director / CEO, MSQPC- The Quality Center, United States.

- Freddy Soon, Founding Chairman Singapore Quality Awards, SPRING Singapore, Singapore.

- Suresh Lulla, Co-Chairman, Indian Merchants Chambers RamKrishna Bajaj National Quality Award, India.

- Marc Amblanc, CEO, European Foundation for Quality Management, Europe.