



# Promoting excellence

## An international study into creating awareness of business excellence models

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### Abstract

**Purpose** – This paper aims to share findings from a major international study, focusing on how custodians of business excellence (BE) frameworks promote and create awareness of frameworks at the national level.

**Design/methodology/approach** – The project was commissioned by the present custodians of the Australian Business Excellence Framework (ABEF), with the objectives of enhancing the ABEF and increasing its usage within Australia. The methodology consisted of a literature review, three surveys, a series of focus groups and key informant interviews. The study involved input from 16 countries world-wide.

**Findings** – Awareness of the ABEF is lower than was previously estimated in Australia, with under 10 per cent of randomly sampled organisations being aware of the model. ABEF evaluators perceived the methods of promoting the ABEF to be relatively ineffective. World-wide, custodians of BE models reported that awareness of BE had generally increased in their country in the last three years. Based on an international survey, various examples of good promotional practice from model custodians world-wide are reported.

**Research limitations/implications** – The primary focus is on the Australian context, although the findings draw on a range of international sources and hence are of relevance to all BEF custodians.

**Practical implications** – The findings from the project were used to redesign the ABEF, and are expected to help inform national business excellence strategies world-wide.

**Originality/value** – The paper is one of the first to focus on how a BEF custodian can and should create national awareness of a BE framework.

**Keywords** Research, Business excellence, International business

**Paper type** Research paper

### Introduction

Business excellence frameworks (BEFs) and national quality awards (NQAs) are administered by national organisations (“custodians”) responsible for a wide range of activities, including promotion and creation of awareness of the national BEF within that nation’s business community. The Australian BEF (the ABEF) was one of the first four worldwide, developed independently in 1987. It was administered by the Australian Quality Council (AQC) until 2001 when custodianship passed to SAI Global, an ASX 300 company and one of the world’s leading business publishing, compliance, training and assurance organisations (SAI Global, 2007). SAI Global is the only privately-owned organisation currently administering a BEF. While such a situation could potentially lead to concerns about whether their primary affiliation is to the promotion of the framework or to their shareholders, SAI Global are uniquely well



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positioned, being also the national standards body in Australia, to market and promote the framework exactly as it does the standards.

As one illustration of their commitment to the success of the ABEF, in 2005 SAI Global commissioned the Centre for Organisational Excellence Research to undertake the research project discussed herein, with the aims of helping to further develop the ABEF and achieve higher levels of engagement of BE in Australia. The project investigated the processes behind framework development, design, deployment, promotion and recognition, examining national and international practice and providing recommendations in relation to each. In this paper we disseminate findings relating to the “awareness process”: namely, how custodians promote and create awareness of BEFs and awards.

### **Excellence framework awareness and promotion**

Research by Miguel (2004) identified 76 nations which administer a national BEF, although we estimate that figure has increased to over 80, with around 50 of these using the Malcolm Baldrige NQA (MBNQA) Criteria and a further 25 having adopted the EFQM European Excellence model (EFQM, 2007). The remaining BEFs are unique and tailored to suit the particular business and cultural context of the nation to which they apply. These include frameworks used in Australia, Malaysia, Singapore, Japan, Mexico, Brazil, South Africa and Canada. Despite this prevalence, there is relatively little in the literature on the subject of promoting and creating awareness of BEFs and awards. Given the extent of the industry and pervasiveness of the models, it is an area worthy of research to determine what constitutes effective practice to encourage uptake.

#### *Levels of awareness*

The 2003 Baldrige attitudes survey (Booz-Allen-Hamilton, 2003) indicated high levels of familiarity with the MBNQA in the US. A total of 94.6 per cent of education leaders, 72.6 per cent of health care leaders and 60.5 per cent of small business leaders reported being “highly familiar”, “familiar” or “actively using” the Baldrige award (ibid, p. 16). The study asked whether respondents had heard of or read about various “Baldrige promotional activities” viz: the stock study; regional conferences; booklets; QE conference; presentations; state/local programmes. Awareness of these was generally below 15 per cent of respondents, with the exception of state/local programs for which awareness was between 20 per cent and 50 per cent. The report concluded that awareness and understanding of the criteria was an issue that the (Baldrige) program should seek to resolve.

In a survey in South Africa (NEDLAC, 2001), 50 per cent of businesses reported “low” or “very low” awareness of the South African Quality Institute, while 72 per cent reported “low” or “very low” awareness of the South African Excellence Foundation (ibid, p. 242). The report contained recommendations as follows: “(recommendation 54) [that] government play a more active role in [BE] promotion through national policy and strategy formulation and targeted government funding that reflects that strategy” (ibid, p. 246); and “(recommendation 55) [that] a system for quality and [BE] promotion be established, with [an] advisory forum advising and assisting government in developing national strategy, identifying projects and prioritising funding allocations for agreed activities”.

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In Australia, a study on BE awareness levels conducted by the Australian Quality Council and Deloitte-Touche-Tohmatsu (2000) reported high levels of framework awareness and use, with between 70 per cent of Australian organisations (and around 90 per cent of its public sector organisations) reportedly being aware of the ABEF, and around 34 per cent making use of it. Awareness is therefore somewhat variable between nations and sectors. The following paragraphs consider promotional activities.

#### *Sources of advice for organisations*

Respondents to the Booz-Allen-Hamilton (2003) study were asked about how their organisation learned about BE, and mentioned: via personal contacts; following investigation by CEOs or senior leadership; and resulting from general awareness following the “‘quality revolution’ and accompanying notoriety of the Baldrige Award” (p. 7). While awareness appears to occur almost by osmosis within the organisation, creating that awareness at a national level is a process that must be strategically planned and managed by the nation’s custodian in order to encourage participation, make companies aware of the existence of the award, and help raise the reputation of the award nationally and internationally (Tan, 2002). A number of mechanisms and avenues can be exploited to foster awareness and provide guidance to organisations seeking to implement BE.

*Government support.* The need for visible governmental support for BEFs/NQAs is argued by Tan (2002) and echoes the recommendations from NEDLAC (2001). Active government support and commitment can be seen in many current NQAs, particularly in those: which were established by law (e.g. the MBNQA); for which the administering organisation is supported mostly or entirely by government funds (e.g. NIST in the US); and that are explicitly linked to national governmental offices by name, e.g. the Malaysian Prime Ministers Quality Award.

*Conferences and seminars.* Besides providing formal information/knowledge transfer, these media provide the opportunity for informal networking, and are a highly effective means of generating awareness of initiatives and approaches such as BE. Tan (2002) discusses the importance of providing seminars to explain the workings of the award, organising conferences for award winners to share their successful strategies, and publicising of award winners. Adebajo (1999) discusses the impact of a conference on benchmarking in increasing awareness of BE in the UK food and drinks sector.

*Advertising through the media and newsletters.* General and focused marketing and advertising through trade and professional magazines, custodian websites and other internet sources is a useful means of creating awareness (Tan, 2002).

*Utilising industrial networks.* There is growing evidence that interorganisational networks can encourage the uptake of advanced manufacturing techniques and technologies between networking partners (e.g. Carter and Ellram, 1994). Some Governments, in recognition of this, have adopted a proactive, strategic approach to industry development through the active promotion of clusters and other industrial networks, which facilitate benchmarking and mutual cooperation (Hobbs *et al.*, 1998; Mann *et al.*, 1998).

*Training industry consultants.* While consultants add value to many organisations, they are often treated with suspicion especially by smaller organisations, due to:

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perceived lack of relevance of their advice to a specific industry context (e.g. Burke and Jarratt, 2004) or the variability in their advice, often based upon anecdotal evidence and small sample instances rather than rigorous research (e.g. Husband and Mandal, 1999). Those who consult or advise in BE, however, will usually be trained evaluators who will have in-depth knowledge of the award. The issue of variability between them is lessened due to the consistency of the evaluator training process. BE evaluators, who often conduct evaluations for little financial reward, are frequently very strong advocates for the models and thereby effective promoters.

### Methodology

The methodology comprised three stages. Stage 1 consisted of a review of published literature and the websites of BEF custodians. Literature included academic journal articles, published surveys on BE, and the official publications of award custodians. For stage 2, six focus groups were conducted in Australia, each involving experts with in-depth knowledge of BEF development or deployment. Participants were asked for their views on framework promotion, and to identify strengths and weaknesses of their national custodian's current approach, and opportunities for improvement.

Stage 3 comprised three surveys. The first was the national "awareness survey", intended to reliably assess the awareness of the ABEF among businesses as an indicator of the impact of SAI Global's promotional strategies. To reduce the likelihood of response bias a telephone survey was conducted on a stratified, random sample of Australian organisations. Telephone contacts were obtained from the *Kompass* directory, the primary contact being the CEO or a member of the senior management team. Researchers were given a target of five interviews to complete within each "cell" (consisting of the State in which the organisation's business unit is located, and the organisational size measured as number of employees in that unit). Table I shows the number of responses achieved per cell, making a total of 305 responses. The eight Australian states are approximately equally represented, each yielding between 10 and 13 per cent of respondents. The organisational size profile is similarly balanced with between 10 and 13 per cent of responses from each defined size stratum. A total of 255 (83.6 per cent) of the organisations operated in the private sector, 39 (12.8 per cent) in the public sector, and 3 (1 per cent) in the not-for-profit sector. Organisational turnover ranged from under AU\$1 m to over AU\$800 m.

The second survey, the national "user survey", was designed to be completed by BE evaluators, who were most familiar with the design of the ABEF and SAI Global's services used to promote its use. The purpose of this survey was to obtain in-depth feedback on how to enhance the ABEF and SAI Global's associated BE services. A total of 46 questionnaires were completed from a sampling frame consisting of 100 BE evaluators in Australia (a 46 per cent response rate).

The third survey, the international "BEF custodian survey", was designed to identify best practices in terms of how international custodians promote their BEFs. This survey was intended to enable SAI Global to benchmark its key processes against other custodians and obtain innovative ideas on how to improve its services. Prior to sending out the survey, the commitment of the Global Excellence Model Council members to completing the survey was obtained, which helped persuade other countries to participate (for information on GEM refer [www.excellencemodels.org](http://www.excellencemodels.org)). This questionnaire-based survey element was followed up with telephone interviews to

State	Organisation size (number of employees)														Total													
	1-10	11-20	21-50	51-100	101-250	251-500	501-1,000	>1,000	1-10		11-20		21-50		51-100		101-250		251-500		501-1,000		>1,000		Total			
	n	%	n	%	n	%	n	%	n	%	n	%	n	%	n	%	n	%	n	%	n	%	n	%	n	%	n	%
Australian Capital Territory	6		5		5		5		4		5		5		5		5		5		5		5		5		40	13.1
New South Wales	5		5		5		5		5		6		5		5		5		5		5		5		5		41	13.4
Northern Territory	5		5		5		5		5		2		0		3		0		3		3		3		30	9.8		
Queensland	5		5		5		5		6		5		5		5		5		5		5		5		5		41	13.4
South Australia	5		5		5		5		5		5		5		5		5		5		5		5		5		40	13.1
Tasmania	5		5		5		5		5		5		5		5		5		5		5		5		5		32	10.5
Victoria	5		5		5		5		5		5		5		5		5		5		5		5		5		40	13.1
Western Australia	5		5		5		5		6		5		5		5		5		5		5		5		5		41	13.4
Total	41	13.4	40	13.1	40	13.1	40	13.1	41	13.4	38	12.4	30	9.8	35	11.5	305											

**Table I.**  
Responding  
organisations stratified  
by state of origin and size

clarify the information and obtain further information on those practices that were rated as an innovative or best practice by the BEF custodian. A total of 16 international custodians took part. The researchers spoke to the leader/CEO of each custodian organisation, in the expectation that they are in the position to give the most informed opinion, based on their own evidence and experience, of what constitute more effective and less effective promotional practices.

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## Findings

### *Focus group workshop (stage 2) findings*

SAI Global's financial strength and position as the national standards body was seen as a bonus in their being able to potentially achieve fully integrated standards (safety, environment, risk management, quality and business excellence). Their sponsorship of the study was seen as evidence of a positive mindset and attitude towards the future of the ABEF. Some felt that SAI Global's promotion of the framework was good, e.g. their magazine (*Quality Conformance*) which publicises the ABEF every two months (usually two pages), and the fact that when a new framework booklet is issued SAI Global's database of clients are informed. It was also reported that State managers have been appointed to help to promote and apply the ABEF, and that some sectors/states proactively promote the ABEF, for example via the Victoria Public Sector Network. This underscores the importance of industrial networks, as mentioned in the literature review, as mechanisms for promoting awareness.

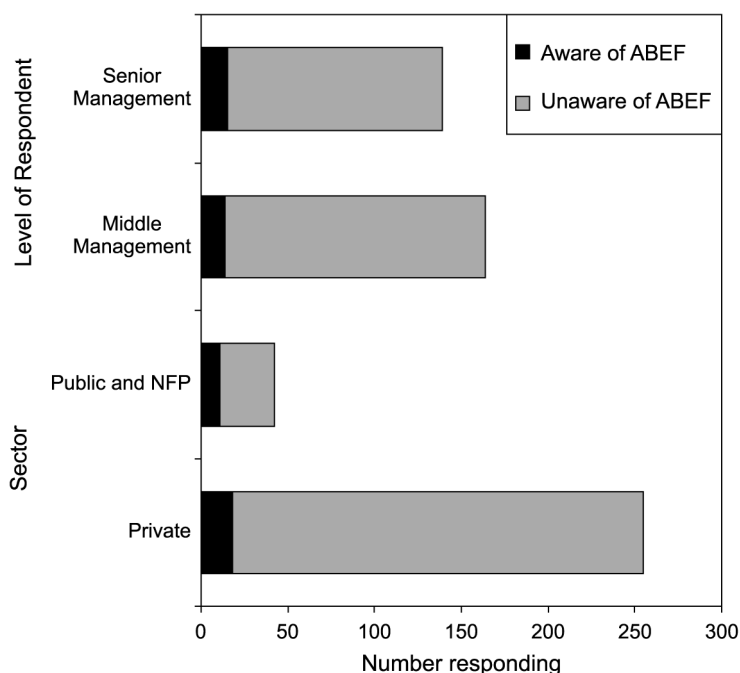
In spite of these opportunities for effective promotion, focus group members felt that: the ABEF is not as widely known as it should be; Business Excellence still has a "low profile" and is not properly understood by most (Australian) organisations and by their CEOs and front-line managers; the link between business excellence and other improvement activities is unclear to most organisations; and Government is not proactive in promoting or supporting business. Identified opportunities for improvement included: forming strong relationships / networks with key associations to disseminate the potential benefits of BE; promoting the framework more prominently on the website, and increasing the profile of the annual launch; and informing school and tertiary level students about BE.

### *Stage 3 National awareness survey findings*

Only 29 (9.5 per cent) of Australian organisations surveyed in our study indicated awareness of the ABEF, while 268 (87.9 per cent) were unaware of it, confirming the suspicions of focus group members that awareness of the ABEF was far lower than previously estimated.

Cross-tabulations were obtained for "awareness of ABEF" (measured as a dichotomous, yes/no response) against the demographic variables: management level (Figure 1); sector (Figure 1); Australian State (Figure 2); and number of employees (Figure 3). Chi-square tests of association between awareness level and each of these demographic variables were conducted in order to determine whether significant differences exist in relation to the relative proportions indicating awareness of the ABEF.

No significant difference was found in awareness levels between senior and middle managers across surveyed organisations [ $\chi^2 = 0.442$ ,  $p = 0.506$  with 1 degree of freedom (df)]. Public and voluntary sector organisations (grouped due to the small



**Figure 1.**  
ABEF Awareness levels  
by management level and  
sector

number of voluntary sector) exhibited a significantly higher proportion of awareness (at 26.2 per cent of 42 organisations) of the framework than private sector organisations (7.05 per cent of 255 organisations) ( $\chi^2 = 10.416, p = 0.01$  with 1 df). Figure 1 summarises the proportional awareness levels.

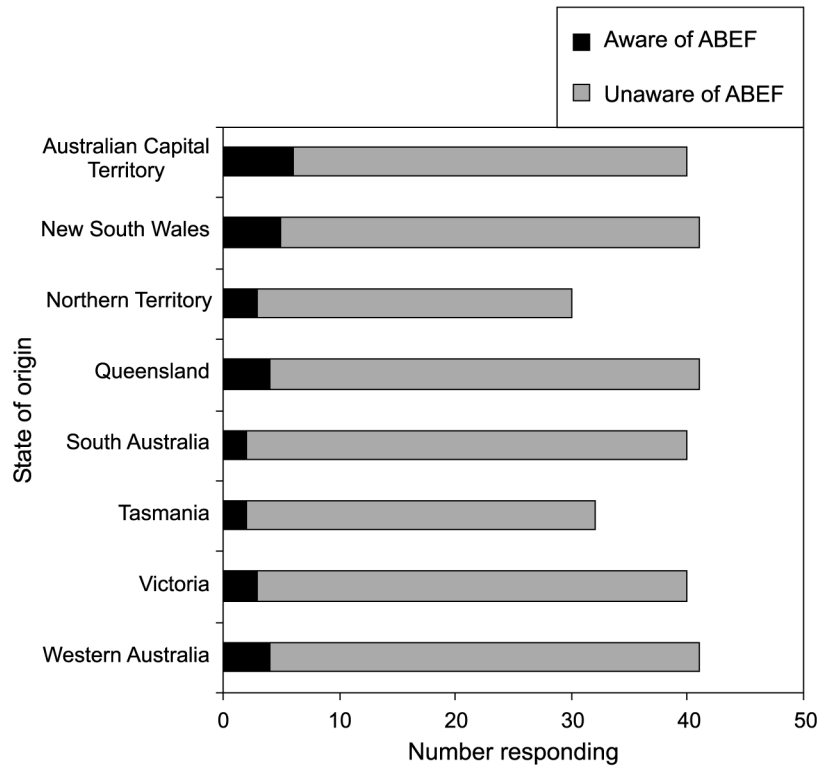
As Figure 2 shows, the highest apparent levels of awareness are in the Australian Capital Territory, New South Wales, Queensland and Western Australia, but the proportional difference in awareness between states is not statistically significant overall ( $\chi^2 = 3.288, p = 0.857$  with 7 df).

Figure 3 shows variations in awareness due to organisation size, with highest apparent awareness among the 1-10 and 501-100 size groups. These differences are not statistically significant, either: across all groups when considered simultaneously ( $\chi^2 = 10.139, p = 0.181$  with 7 df); or when a dichotomous variable is used to differentiate large organisations from small- to medium-sized enterprises (SMEs) ( $\chi^2 = 0.830, p = 0.362$  with 1 df). This is due predominantly to the relatively high awareness amongst the 41 micro enterprises with ten employees or fewer.

### Stage 3 National user survey findings

Users of the ABEF were asked to rate the effectiveness of SAI Global's current promotional activities, ranging from 1 = "very poor" to 5 = "excellent". Using the resulting ratings, a weighted mean score was calculated for each category as follows:

$$\text{weighted mean score} = \frac{\text{score awarded} \times \text{frequency}}{\text{total frequency}}$$



**Figure 2.**  
ABEF Awareness levels  
by Australian state

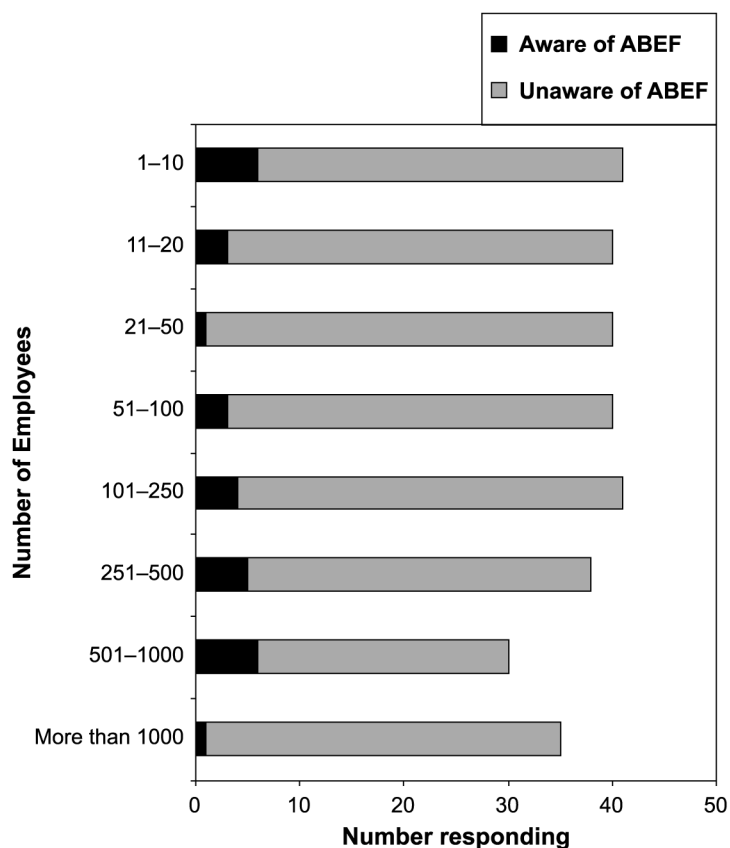
The bar chart in Figure 4 shows the resulting weighted scores obtained. Since the value 3 is at the centre of the scale (representing “satisfactory”), all of the averages are on the “poor” side of the scale. It is therefore generally felt that SAI could be doing more to effectively promote the framework.

Respondents were asked to rate their perception of the importance of various listed promotional activities in achieving buy-in to BE, on a scale of 1 = “not important” to 5 = “essential”. A weighted mean was again calculated from the resulting distribution, and, using this average, the activities were ranked from highest to lowest in terms of perceived importance. The resulting ranking is shown in Table II.

### *Stage 3 International custodian survey findings*

International custodians were asked to assess the extent to which BE awareness had changed in their country over the last three years. Most custodians (75 per cent) indicated a “slight” or “substantial” increase, with one (UK) indicating levels remaining the same, and three (Sweden, Australia and Ireland) indicating that levels may have “decreased slightly”. Two countries (Brazil and Canada) indicated that awareness had increased substantially and were asked to provide reasons why this may be the case. Brazil put the increase down to an increased number of national, regional and sectoral programmes/awards (now 49 awards in total), and to “the increase of the number of universities that have used BE in administration”. Canada cited their “healthy



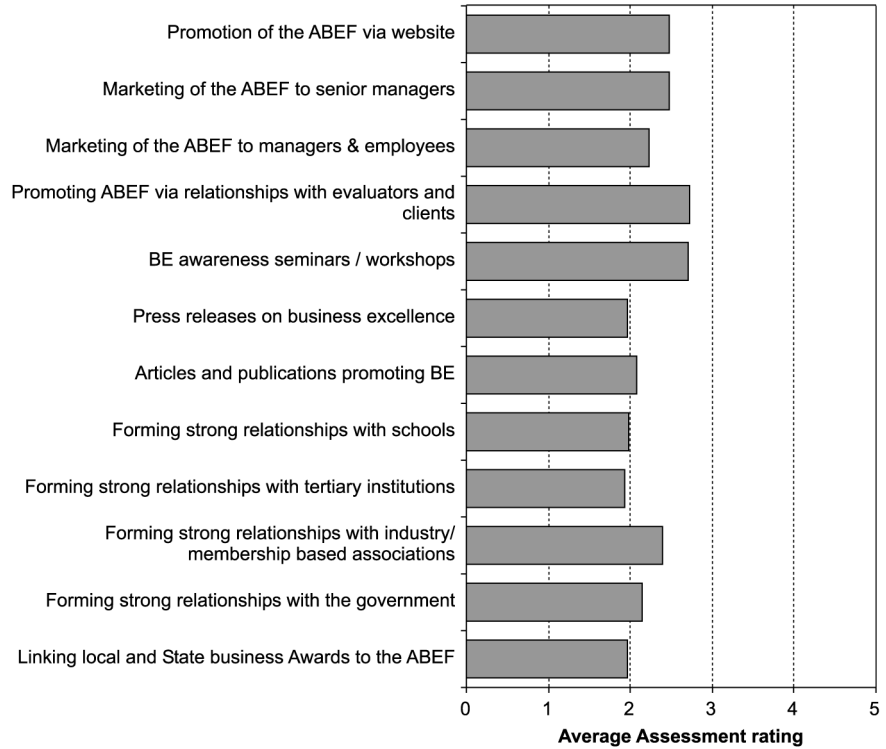


**Figure 3.**  
ABEF Awareness levels  
by organisation size

workplace framework“, which has “led to more organisations being aware of business excellence in general”.

Few BEF custodians reported having a formal measurement system in place to objectively measure awareness levels over time. Specific examples provided of metrics by which BEF custodians do measure awareness include:

- number of their own members, or members of their regional partner organisations (e.g. EFQM);
- participation at events, seminars and training programmes (e.g. Brazil, Mexico, Singapore, EFQM);
- recording those who purchase or otherwise request their published materials (e.g. Brazil, US);
- conducting regular surveys among members or non-members (e.g. Japan, US, Turkey);
- monitoring traffic via web site (e.g. US); and
- the number of known users of the BEF (e.g. EFQM).



**Figure 4.**  
ABEF user/evaluator rating of the effectiveness of SAI's current promotional activities

In your opinion, how important are the following in obtaining buy-in to business excellence?	Mean	SD	Rank
Research showing the bottom-line benefits from using the ABEF	4.33	0.73	1
Research showing case studies on how organisations have applied the ABEF and the benefits obtained	4.33	0.60	1
Access to simple-to-understand publications that explain the ABEF	4.09	0.73	3
Access to Business Excellence mentors (e.g. people from other organisations that have significant experience in the ABEF)	3.93	0.68	4
Information that shows clearly how other improvement approaches link to business excellence	3.80	0.91	5
Access to seminars/training in business excellence	3.71	0.84	6
Access to Business Excellence consultants	3.41	0.96	7
Presentations from award winners	3.37	0.93	8

**Table II.**  
Perceived importance among ABEF users/evaluators of various activities at achieving buy-in to BE

Custodians were asked to rate their perception of the impact of a range of promotional activities on national BE awareness levels. The rating scale ranged from 1 = "very low impact" to 5 = "very high impact". A weighted average was again used as the basis for ranking the responses. They were next asked to rate their perception of the

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effectiveness of their own performance with respect to each practice. This gave an empirical basis for selecting best practice custodians to act as an exemplar to others. Table III shows: the 14 promotional activities; the impact ratings applied by all sixteen custodians; the number responding; average impact rating score; standard deviation of the average score; and the resulting ranking in terms of impact of the activity.

Having the custodians rate both the perceived impact of the various activities and their assessment of their own performance in that activity enabled us to ascertain whether their performance might be low because they do not view the activity as important, or because they are not carrying it out effectively. This was clarified with the custodian in the subsequent telephone interview. For those that reported their own performance as “high” or “excellent”, we fed back their approach as an exemplar of good or best practice to SAI Global, providing they supported their view with evidence such as an example. Table IV shows one example of a good practice in relation to each activity (where examples have been provided).

For most custodians their impact and effectiveness ratings were arrived at partly through guesswork (their own perception) and partly through experience. Since few have formal measurement systems in place it is difficult for them to assess what works and what does not. Most, however, had utilised all of the promotional activities and had indications on which were successful. In some cases, it is almost impossible to measure their effect (“e.g. Forming strong relationships/partnerships with university/tertiary institutions to assist in the promotion of BE”). Also, a promotional activity could be a good idea in theory, but if not well implemented could have poor results.

## Conclusions

Despite the prevalence of national BE awards and frameworks, awareness among organisations of their national framework may be lower than is estimated. Our awareness survey in Australia reported lower levels of BE awareness than had been indicated in previous studies. Custodian organisations generally report that awareness is increasing in their countries, although SAI-Global is one of three custodians who felt that BE awareness was on the decline. Our findings support that view. As a custodian’s role is typically to increase BE awareness and use levels, we concluded that substantially more had to be done to raise awareness of the ABEF throughout Australia, and recommended that SAI continue to undertake BE awareness and use surveys in future, so that the on-going impact of its BE strategies can be assessed.

The user survey: indicated that more could be done by SAI to promote the ABEF; and provided a number of recommendations as to the level of priority with which to tackle each promotional activity. These findings were provided as feedback to SAI Global.

Through the custodian survey, we identified opportunities to learn from those custodians that have substantially increased awareness levels in recent years and those that indicate generally high levels of awareness. A number of specific recommendations were made to SAI Global on the basis of our research. High priority recommendations included forming strong relationships/partnerships with organisations that have a vested interest in the success of BE such as the government and industry/membership based associations (for example through formation of a steering group to achieve their buy-in); marketing to CEO’s and senior managers; improving the website; providing low-cost guides and literature on the

**Table III.**  
Awareness-creating  
activities: summary of  
custodian responses

Awareness activities	Degree of impact on BE awareness: frequencies *				No. of respondents	Summary statistics	
	None – low impact	Low impact	Moderate impact	High impact		Very high impact	Mean rating
A Provision of workshops/training in BE			4 (Cz, Sw, NZ, A)	5 (M, Si, Sc, T, En)	15	4.13	0.81
B Provision of a BE award		2 (NZ, En)	2 (A, Sc)	3 (Ca, Si, T)	13	4.00	1.11
C Provision of seminars/conferences in BE			5 (J, Cz, NZ, A, En)	5 (M, Sw, In, Si, T)	15	4.00	0.82
D Linking local and regional business awards to BE criteria	1 (Ca)		2 (T, En)	8 (J, M, NZ, In, A, Si, Sc, Eu)	14	3.86	0.99
E Marketing of BE to CEOs/senior managers	1 (En)		4 (Ca, J, Cz, Sc)	6 (US, B, NZ, In, Si, T)	15	3.80	1.05
F Forming strong relationships/partnerships with industry/membership-based associations to assist in the promotion of BE			5 (M, Cz, NZ, A, En)	7 (Ca, Sw, In, Si, Sc, T, Eu)			
G Production of articles and publications promoting the benefits of BE		1 (NZ)	4 (US, Cz, Si, En)	9 (Ca, J, B, M, Sw, I, A, Sc, T)	14	3.79	0.67
H Leveraging off the relationship with evaluators and clients to promote BE	1 (En)	2 (Cz, T)	2 (M, NZ)	6 (Ca, US, Sw, Si, Sc, Eu)	15	3.67	0.70
I Forming strong relationships/partnerships with the government to assist in the promotion of BE	1 (Ca)	2 (J, Cz)	2 (M, En)	6 (NZ, In, A, Si, Sc, Eu)	14	3.57	1.18
J Marketing of BE to managers/employees			8 (J, US, B, Cz, NZ, A, T, En)	6 (Ca, M, Sw, In, Si, Eu)	14	3.57	1.18
					14	3.43	0.49

(continued)

Awareness activities	Degree of impact on BE awareness: frequencies*					Summary statistics		
	None – very low impact	Low impact	Moderate impact	High impact	Very high impact	No. of respondents	Mean rating	SD
K Forming strong relationships/partnerships with university/tertiary institutions to assist in the promotion of BE	1 (Ca)	1 (En)	5 (Sw, NZ, A, Si, Sc)	6 (J, US, M, In, T, Eu)	1 (B)	15	3.36	0.97
L Promotion of BE via a web site			7 (J, B, In, A, Si, Sc, En)	3 (US, M, NZ)	2 (Ca, Eu)	15	3.27	0.93
M Forming strong relationships/partnerships with schools to assist in the promotion of the BE	2 (NZ, En)	3 (Cz, Sw, T)	3 (J, Sw, 2 (M, Eu) Sc)	3 (Ca, Si, T)	1 (B)			
N Press releases on BE	3 (Ca, Sc, En)	3 (Sw, NZ, A)	6 (J, US, Cz, In, Si, T)	2 (B, M)	1 (Eu)	11	2.82	1.27
						15	2.67	1.14

**Notes:** \*Key to country coding (countries arranged in order of receipt of completed questionnaire): Ca = Canada; J = Japan; US = United States; B = Brazil; M = Mexico; Cz = Czech Republic; Sw = Sweden; NZ = New Zealand, In = India; A = Australia; Si = Singapore; Sc = Scotland; T = Turkey, Ir = Ireland, Eu = Europe (EFQM), En = England

Table III.

Activity	Country providing example	Example provided
A	Japan	“Our training courses for self-assessors cover not only the assessment techniques but also all aspects of business management from a systems perspective. [...] our courses are attracting many participants from corporations and other organisations. We revise the contents [...] every year to maintain their high educational quality by incorporating any new management knowledge and ideas, and [...] any new developments in the business environment”
B	Mexico	“As part of the services offered by the NQA Office, we support government and private organizations by coordinating their internal quality recognitions, such as [...] Federal, State and Municipal Government award, and the Health Services Quality Award. This service has allowed us to promote the National Total Quality Model criteria, as well as form change agents with high technical skills. From the year 2002 to date, we have trained more than 900 facilitators in the Model and more than 1,500 evaluators”
C	EFQM	“Our annual Forum attracts 700 to 1,000 business leaders each year. These events are organised locally with a National Partner along with the defined processes and support from the EFQM Brussels Office to ensure consistency and high-quality delivery each year. We have developed a Forum Road book which is provided to each organiser at least two years prior to the event to begin the event organisation”
D	Scotland	“We are working with other award organisers to combine regional and national awards and have a path into Europe to reduce overlap. [...]. This year we have reviewed the criteria and updated them all – regional enterprise agencies now use the same criteria. Objective is to bring assessment at regional level closer to the national scheme – making it easier for winners to go into Europe”
E	India	“We market to CEOs directly via e-mail, telephone, or pamphlets and try and encourage them to attend our seminars/training programmes”
F	Japan	“We have been promoting self-assessor training in many parts of Japan by forming partnerships with outside business training and educational organisations. Every year we host a meeting for our outside training partners to explain our training requirements for self-assessors for that year”
H	Japan	“We recruit evaluators from the pool of self-assessors who have taken our training courses, and have them participate in the promotion and expansion of BE. Thus we have been able to turn our customers into active promoters”
I	Singapore	“Annual Award Ceremony which typically has around 600 guests comprising business leaders and SQC members. This ceremony is typically a grand affair and the Guest of Honour is usually a senior cabinet minister, the Prime Minister, Deputy PM or President himself. Guests typically include business leaders and prominent figures”
K	Brazil	“Approximately 500 universities and business schools have included BE within their business courses”

**Table IV.**  
Examples provided

*(continued)*

Activity	Country providing example	Example provided
L	Canada	"Web site – best way to communicate, kept up to date daily. We know it is successful as we receive compliments on the web site, we measured the hits and a substantial amount of sales go through the web site"
M	Scotland	"Developing teaching aids and introducing the concept of business excellence into schools and the community. [...] Working with education authorities to develop school recognition schemes. One school has already won the national award"
N	Ireland	"After each company is awarded any award we have a tried and tested process for jointly assisting companies in their marketing campaign, preparing press releases, presenting awards with photography etc. [...]. Approx 25 per cent of 'award' organisations take up our offer of assisting them with their marketing campaign. This is a 50/50 initiative with campaign costs shared. When we include all our recognition programmes [...] we have 300/400 organisations that potentially want assistance and therefore it is very important that we have an effective process"

Table IV.

framework and its use; and increasing the pool of evaluators (traditionally quite static) to foster more widespread promotion.

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