Impact of Business Excellence/ Quality Awards on Enterprises

Asian Productivity Organization

Report of the APO Survey on the Impact of Business Excellence/Quality Awards on Enterprises under DON Strategy (09-RP-26-GE-DON-C)

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ISBN: 978-92-833-2417-1

CONTENTS

Foreword v

List of Tables vi

List of Figures vi

List of Abbreviations and Acronyms x

Executive Summary 1

1. Introduction 3

1.1 Purpose and Scope of the Research 3

1.2 Definitions 4

2. Research Methodology 5

3. Findings (and Potential Actions) 7

3.1 Impact of Business Excellence 7

3.1.1 Strengths (Positive Points from Findings) 7

3.1.2 Areas for Improvement (Negative Points from Findings) 8

3.1.3 Potential Actions to Address the Areas for Improvement 8

3.2 Design of Business Excellence Frameworks 8

3.2.1 Strengths (Positive Points from Findings) 8

3.2.2 Areas for Improvement (Negative Points from Findings) 9

3.2.3 Potential Actions to Address the Areas for Improvement 9

3.3 Awareness of Business Excellence 10

3.3.1 Strengths (Positive Points from Findings) 10

3.3.2 Areas for Improvement (Negative Points from Findings) 10

3.3.3 Potential Actions to Address the Areas for Improvement 11

3.4. Application of Business Excellence 12

3.4.1 Strengths (Positive Points from Findings) 12

3.4.2 Areas for Improvement (Negative Points from Findings) 12

3.4.3 Potential Actions to Address the Areas for Improvement 13

3.5 Business Excellence Awards 14
3.5.1 Strengths (Positive Points from Findings) 14
3.5.2 Areas for Improvement (Negative Points from Findings) 15
3.5.3 Potential Actions to Address the Areas for Improvement 15

4. Proposed Business Excellence Initiatives for Asia 17

5. Review of the Research Approach 21

6. Conclusion 23

Appendix A
Survey Report on the Impact of Business Excellence/Quality Awards on Enterprises 25

Appendix B
Discussion Group Notes on the Impact of Business Excellence/Quality Awards on Enterprises 97

Appendix C
Collection of Key Slides Related to the Project 106

FOREWORD

The research project on the Impact of Business Excellence (BE)/Quality Awards (QA) on Enterprises was carried out under the umbrella of the APO Center of Excellence (COE) for Business Excellence. SPRING Singapore was designated by the APO as its COE for BE in April 2009 to assist APO member countries to develop and strengthen their BE/QA initiatives, as well as to expand the BE framework throughout the Asia-Pacific region.

The BE/QA framework is a dynamic system for managing enterprises to improve competitiveness and productivity. By utilizing this framework, enterprises can take advantage of a proven set of criteria to identify strengths and opportunities and then align management systems and processes to create an environment for sustainable, continuous improvement. The goal of the research was to assess the impact of existing BE/QA frameworks on organizations and enterprises in the APO membership, focusing on the Republic of China, India, Japan, Singapore, and Thailand via an online questionnaire responded to by 74 private-sector companies, ranging from early BE adopters to QA winners. In addition to the questionnaire, 21 discussion groups were held and 13 interviews undertaken with award winners. The findings were then analyzed by an expert group to determine whether and how the existing BE framework should be modified for the benefit of specific types of enterprise, if gaps exist in its adoption in the broader Asia-Pacific region, and how BE/QA activities are likely to evolve in the future to reflect innovations and changing measures of competitiveness.

This volume contains the results of the research and analysis of the application of the BE framework and its impact on the five APO members. The publication will benefit other national productivity organizations as they assist client companies in putting BE into practice. It will also contribute to the development of meaningful QA systems to catalyze innovation and promote greater competitiveness in the APO region as a whole.

Ryuichiro Yamazaki
APO Secretary-General
Tokyo
July 2011

LIST OF TABLES

2.1	Research Methodology and Project Timeline	5
4.1	Initial List of Potential Initiatives	17
4.2	Final list of Potential Initiatives and Allocation of Votes	19

LIST OF FIGURES

1.1	Business activity distribution expressed as a %	26
1.2	Distribution of organizations based on sector	27
1.3a	Organization size expressed as a %	28
1.3b	Annual revenues expressed as a %	28
2.1	Knowledge of business excellence expressed as a %	29
2.2	Perceptions on business excellence expressed as a %	30
2.3	First year of using a business excellence framework for assessment expressed as a %	31
2.4a	Result of first business excellence assessment expressed as a score achieved	32
2.4b	Result of first and last business excellence assessment expressed as a score achieved	32
2.5	Business excellence assessment types expressed as a number of assessments from 2005–2009	33
2.6	Business excellence maturity level expressed as a %	34
2.7	Average (median) time per company spent on each type of business excellence activity in 2008	35
2.8	Measuring investment in business excellence and returns/benefits achieved expressed as a % of responses	36
3.1	Rating of practices, processes, and systems in the “past” and “now” expressed as an average rating of responses	40
3.2	Rating of business results in the “past” and “now” expressed as an average rating of responses	41
3.3	Importance of business excellence in gaining a competitive advantage expressed as a % of responses	42

3.4	Results of using business excellence on company's systems and performance expressed as a % of responses	43
3.5	Recommending of business excellence to suppliers and customers expressed as a % of responses	44
3.6	Sales growth and productivity expectations cross tabulated with business excellence maturity	45
4.1a	Most popular short-term goals expressed as a % of responses	49
4.1b	Most popular long-term goals expressed as a % of responses	50
4.1c	Importance of business excellence in helping companies to reach the 15 most popular short-term goals	50
4.1d	Importance of business excellence in helping companies to reach the 15 most popular long-term goals	51
4.2	Level of confidence in the local business excellence framework expressed as a % of responses	52
4.3	Level of confidence in the business excellence framework as a tool for assessing sustainable competitiveness expressed as a % of responses	53
5.1	Reasons for implementing a business excellence initiative expressed as an average of importance	58
5.2	Senior management awareness of business excellence expressed as a % of responses	59
5.3	Employees' awareness of business excellence expressed as a % of responses	60
5.4a	Activities that should be improved or undertaken more often by the country's BE administrator to raise business excellence awareness expressed as a % of responses	62
5.4b	Business excellence awareness activities that have been experienced by respondents expressed as a % of responses	63
5.4c	The business excellence awareness activities that rated as most beneficial expressed as a % of responses	63
6.1a	Company's business excellence approach in *education and training* expressed as a % of responses	66
6.1b	Company's business excellence approach in *assessment* expressed as a % of responses	67
6.1c	Company's business excellence approach in *frequency of assessment* expressed as a % of responses	67

6.1d	Company's business excellence approach in *scope of assessment* expressed as a % of responses	68
6.1e	Company's approach in *creating supporting structure* for business excellence expressed as a % of responses	68
6.2a	10 highest priority application activities (activities that help companies to improve) that the country's BE administrator should focus on improving or undertaking more often expressed as a % of responses	71
6.2b	The 10 business excellence application activities (activities that help companies to improve) that have been experienced the most by respondents expressed as a % of responses	72
6.2c	Business excellence application activities (activities that help companies to improve) that rated as most beneficial expressed as an average of responses	72
6.3a	Internal issues hindering the commitment to implement business excellence expressed as a % of responses	74
6.3b	External issues hindering the commitment to implement business excellence expressed as a % of responses	74
7.1	Country's profile of business excellence award expressed as a % of responses	76
7.2a	10 highest priority award related activities that the country's BE administrator should focus on improving or undertaking more often, expressed as a % of responses	78
7.2b	The 10 business excellence award activities that have been experienced the most by respondents expressed as a % of responses	79
7.2c	The business excellence award activities that rated as most beneficial expressed as a % of responses	79
7.3	Value of business excellence award expressed as a % of responses	80
7.4	Need for change in business excellence award application process expressed as a % of responses	81
8.1a	% of companies that stated they had "Moderate" or "High" awareness of an improvement tool	84
8.1b	% of companies that use an improvement tool	84
8.1c	% of companies that rated an improvement tool as having a "Moderate" or "Major" impact on improving company performance	85
8.1d	Likelihood to use the improvement tool in the next 3 years if not currently used expressed as a % of responses	85

9.1 Winning a national business excellence award expressed as a number of organizations per year 86

9.2 Benefits of winning a national business excellence award expressed as an average of responses 87

9.3 Duration of benefits from winning a business excellence award expressed as a % of responses 88

9.4 Change in business excellence focus since winning last award expressed as a % of responses 89

9.6 Importance of innovation expressed as a % of responses 92

9.7 Most important areas of innovation expressed as a % of responses 93

9.8 Level of innovation expressed as an average score of responses 95

9.9 Responses to “Do you think that the Business Excellence Framework should focus more on innovation?” expressed as a % of responses 96

LIST OF ABBREVIATIONS AND ACRONYMS

5S	Sorting, Simplifying, Sweeping, Standardizing, and Self-Discipline
APO	Asian Productivity Organization
BE	Business Excellence
BPR	Business Process Reengineering
CEOs	Chief Executive Officers
CII	Confederation of Indian Industry
COE	Center of Excellence
COER	Centre for Organisational Excellence Research
CSD	Civil Service Department
CSR	Corporate Social Responsibility
EFQM	European Foundation for Quality Management
FMCG	Fast Moving Consumer Goods
HR	Human Resources
HRD	Human Resource Development
ISO	International Organization for Standardization
JQA	Japan Quality Award
KSS	Knowledge Sharing System
MBNQA	Malcolm Baldrige National Quality Award
MPR	Management Performance Review
NPOs	National Productivity Organizations
NQA	National Quality Award
OFIs	Opportunity for Improvements
PDCA	Plan-Do-Check-Act
QFD	Quality Function Deployment
ROC	Republic of China
ROI	Return on Investment
SARS	Severe Acute Respiratory Syndrome
SBU	Strategic Business Unit
SEAT	Standardization and Evaluation Assistance Team
SMEs	Small and Medium-sized Enterprises
SPRING	Standards, Productivity and Innovation Board
SQA	Singapore Quality Award
SQC	Statistical Quality Control
SWOT	Strengths, Weaknesses, Opportunities, and Threats
THB	Thai Baht
TPM	Technical Performance Measurement
TQA	Total Quality Assurance
TQC	Total Quality Control
TQM	Total Quality Management

EXECUTIVE SUMMARY

This report shows the key findings and actions that resulted from a research project to identify the value and impact of business excellence frameworks (also known as quality award frameworks). The research aimed to identify the relevance of business excellence for long-term competitiveness and sustainability in Asia, and to determine what, if any, changes to the frameworks were required in terms of design or application. In addition, the research aimed to explore how companies applied business excellence concepts and practices and the assistance they required on their journey to business excellence.

The research focused on five countries: India, Japan, Republic of China, Singapore, and Thailand. Participant organizations were from the private sector and ranged from early adopters of business excellence to award winners. Research data was collected by means of a comprehensive online survey, discussion groups, and interviews with award winners. In total, 74 companies completed the survey, 21 discussion groups were held, and 13 award winner interviews were undertaken.

The key findings from the research were:

- Companies reported that business excellence had a major impact on their competitiveness and performance.
- Companies indicated that the frameworks were relevant for long-term competitiveness and sustainability, and only minor changes to the design of the frameworks (if any) were needed.
- Time and effort should be put into making the frameworks easier to understand; the value of the frameworks needs to be more clearly communicated.
- Innovation — and how it relates to business excellence — needs to be more clearly explained to companies.
- Companies want increased assistance with benchmarking and learning from best practices.
- While awards are important, they are for recognition and not the prime motivator for the majority of companies. The prime motivator is to “become world-class”.

Once the research was completed, the findings were analyzed by members of the Asian Productivity Organization (APO) at the Conference on Quality Award Systems; the following initiatives to advance business excellence in the region were proposed:

- To develop a business excellence training manual for assessors and consultants, and to deploy the manual.
- To develop a website of benchmarking, best practice, and business excellence information to serve the needs of companies.
- To provide capability-development assistance to business excellence award administrators. In particular, to assist administrators of immature or non-existent award systems to move to an advanced stage of maturity. This will likely necessitate a guidebook, the sharing of best practices between administrators, and mentoring by advanced administrators.

- To encourage and/or support networking/best practice sharing between countries through events, visits, and forums.
- To repeat the APO research on business excellence at regular intervals (with some modifications, for example, using hard data to measure the impact of business excellence).
- To collect and publish case studies on best practices, as well as on how business excellence is helping companies to improve.

It is now the role of the APO, the Center of Excellence (COE) and the Regional Steering Committee for Advancing National Quality Award Programs to develop a clear plan of action for these initiatives, and to see whether all or a few can be undertaken in the near future.

In conclusion, the research has made a significant contribution to the understanding of business excellence, its application, and its impact within Asia. The research and actions stemming from the research will benefit:

- Asia's national productivity organizations (NPOs) in providing relevant and effective services to assist companies on their journey to excellence.
- Asia as a whole, as a result of the Asia-wide strategies and services that will be implemented by the APO, COE, and APO members to help more companies advance in business excellence. This is likely to lead to greater productivity and competitiveness within the region.

1. INTRODUCTION

This report shows the key findings and actions that resulted from a research project entitled the *Impact of Business Excellence Framework Adoption by Enterprises in the Viewpoint of CEOs and Adopting Organizations*.

This research was commissioned by the APO Secretariat following a meeting of the Regional Steering Committee for Advancing National Quality Award Programs in October 2008. The Regional Steering Committee was made up of national productivity organizations from India, Japan, Republic of China (ROC), Singapore, and Thailand.

Dr. Robin Stephen Mann, from the Centre for Organisational Excellence Research (COER), was assigned to lead the research project, reporting to the APO's Program Officer, Duangthip Chomprang.

The research officially started on 8 August 2009 and concludes with the publication of this report. This report captures the main findings from the research.

1.1 PURPOSE AND SCOPE OF THE RESEARCH

The broad aims of the research were:

- To identify the performance results and outcomes achieved by organizations that use a business excellence framework in APO countries.
- To identify the relevance of business excellence for long-term competitiveness and sustainability in the region, and to determine what (if any) changes to the frameworks were required in terms of their design or application.
- To find out how award-winning organizations view innovation, and whether they consider it as being adequately reflected in the business excellence criteria.
- To identify the potential best practices or opportunities for improvement in the support services that NPOs provide to organizations on their business excellence journey (from services ranging from increasing awareness of business excellence to award administration services).

The scope of the research was:

- To focus on five APO countries: India, Japan, ROC, Singapore, and Thailand.
- For participant organizations to come from the private sector, and preferably include a mix of small to medium-sized enterprises (SMEs) and large organizations.
- For there to be a range of participant organizations, from early adopters of business excellence to award winners.
- For there to be a minimum of 20 participant organizations per country. Ideally, ten of these were to be award winners (with an absolute minimum of five award winners per country).

The research findings were then to be shared with the Regional Steering Committee and all other APO member countries at the Conference on Quality Award Systems in Bangkok, Thailand (15 – 18 December 2009).

The purpose of the conference was to analyze and discuss the findings of this research so that key initiatives to advance business excellence within the region might be agreed upon. In addition, the conference sought to help member countries obtain a common and clear understanding of the issues facing the region as a whole. It also sought to assist member countries to develop specific strategies or actions to address business excellence-related issues in their own country.

1.2 DEFINITIONS

Adopter: For the purpose of this report, an adopter is an organization that has undergone at least one assessment (either self-assessment or external assessment) of its performance using a business excellence framework.

Business Excellence Framework: A framework used for national quality award assessments. This assumes that it follows a similar design to the Baldrige and EFQM excellence models.

2. RESEARCH METHODOLOGY

The research methodology consisted of:

1. An *online survey* to obtain responses from organizations with some experience in business excellence (from early adopters to award winners) in five APO countries.
2. *Workshops* to:
   a) promote the survey and assist participating companies to complete it.
   b) obtain in-depth feedback on "business excellence". This to be achieved by dividing workshop participants into small *discussion groups* of four to eight people; they would then discuss key business excellence issues and present their views back to the whole workshop.
3. *Interviews* with senior managers — mostly Chief Executive Officers (CEOs) — of award winners.

Table 2.1 describes the research methodology and project timeline.

Table 2.1 Research Methodology and Project Timeline

Date	Tasks Completed
8 August 2009	Official start date of project. Work began to design a template of potential survey questions.
18 August 2009	The template survey was sent to the Regional Steering Committee for comment and agreement on the broad areas to investigate and the questions to ask.
24 August 2009	Feedback obtained on template survey.
31 August 2009	Draft survey designed and sent to the Regional Steering Committee and the APO for comment.
5 September 2009	Feedback obtained on draft survey.
8 September 2009	Final survey designed.
8 September 2009	Preparation work began for the workshops, discussion groups, and interviews.
10 September 2009	Countries were sent the final survey (in English) and translation of the survey began. The survey was translated into Chinese, Japanese, and Thai.
14 September 2009	Online English version of survey implemented.
19 September – 2 October 2009	The survey was promoted and workshops were undertaken in India, Japan, ROC, Singapore, and Thailand: • India: 21 – 23 September, 6 discussion groups at workshop, 3 award winner interviews • Singapore: 24 – 25 September, 4 discussion groups at workshop, 3 award winner interviews • Thailand: 26 – 28 September, 4 discussion groups at workshop, 3 award winner interviews

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19 September – 2 October 2009	• ROC: 29 – 30 September, 4 discussion groups at workshop, 1 award winner interview • Japan: 1 – 2 October, 3 discussion groups at workshop, 3 award winner interviews Participants at the workshops and interviews were senior management members that had a good understanding of the business excellence approach of their organizations, including the impact of that approach on organizational performance. The survey included the following instructions for completion: *"The survey should be completed by a person (or team of people) that has a good understanding of your company's business excellence approach and its impact on your company's performance. This person(s) is likely to be a member of your senior management team or has obtained the views of these people when completing the survey."*
28 September 2009	Chinese, Japanese, and Thai versions of the online survey implemented.
2 October – 20 November 2009	NPOs encouraged workshop participants — and others that could not attend the workshop — to complete the online survey.
20 November 2009	Close off of online survey. In total, 74 companies from the following countries completed the survey: India (27), Japan (10), ROC (6), Singapore (19), and Thailand (12).
20 November 2009	Work began on preparing a preliminary report and presentation for the Conference on Quality Award Systems.
15 – 18 December 2009	Conference on Quality Award Systems held in Bangkok, Thailand. After reviewing the preliminary report and listening to Dr. Robin Stephen Mann's *Findings on Business Excellence* presentation, participants reached agreement on the key business excellence priorities for the region. Representatives from the following countries attended the conference: Republic of China, Fiji, India, Indonesia, Islamic Republic of Iran, Japan, Malaysia, Mongolia, the Philippines, Singapore, Sri Lanka, Thailand, and Vietnam. Supporting resource persons were Hans Cornelis van Beek (the Netherlands), Dr. Robin Stephen Mann (New Zealand), C.V. Jagadish (Singapore), Thomas E. Schamberger (the United States), and David Spong (the United States).
1 January 2010	Work began on preparing the final report, entitled *Impact of Business Excellence/Quality Awards on Enterprises*.
1 March 2010	Draft report completed.
1 June 2010	Final report completed.
August 2011	Public release of report on APO's website.

3. FINDINGS (AND POTENTIAL ACTIONS)

This section summarizes the findings from the survey, discussion groups, and interviews of award winners. These findings were presented by Dr. Robin Stephen Mann at the Conference on Quality Award Systems. Copies of the full survey results and discussion group notes are presented in Appendices A and B.

The findings are divided into the following sections:

- Impact of Business Excellence
- Design of Business Excellence Frameworks
- Awareness of Business Excellence
- Application of Business Excellence
- Business Excellence Awards

For each of these areas, the *Strengths* (positive points from research findings) are shown first, followed by the *Areas for Improvement* (negative points from research findings), followed by a list of *Potential Actions* to address the areas for improvement. N.B.: the Strengths, Areas for Improvement, and Potential Actions were proposed by Dr. Robin Stephen Mann following analysis of the research data. These were then reviewed by the conference participants and amendments made.

3.1 IMPACT OF BUSINESS EXCELLENCE

This section presents the findings on the value and impact of business excellence (BE). In particular, it considers whether BE is beneficial, and if it is relevant for long-term competitiveness and sustainability.

3.1.1 Strengths (Positive Points from Findings)

- More than 90% of surveyed companies improved their BE scores since their first assessment. This indicates that BE leads to improved BE scores.
- On average, the companies surveyed improved their performance from “average” performance in their industry before their first BE assessment to “above average” performance. This performance improvement was indicated for all of the following business enablers: leadership, strategic planning, measurement, analysis and knowledge management, customer focus, workforce focus/people management, and process management. It was also indicated for the following business results: product and service results, customer-focused results, financial and market results, workforce-focused results, process effectiveness results, leadership results, and social responsibility results.
- 83% of surveyed companies believed that BE was “very important” or “essential” to giving them a competitive advantage.
- 59% of surveyed companies believed that BE was responsible for their systems and performance being “significantly better” than they would have been otherwise.

- All surveyed companies expected sales, productivity, and profitability to grow over the next year and into the future; those companies with the highest levels of BE maturity indicated the highest growth.

3.1.2 Areas for Improvement (Negative Points from Findings)

- 38% of surveyed companies believed that their systems and performance were "slightly better" — and 3% "no better" — since beginning a BE approach. There is an opportunity for these companies to obtain a better outcome from BE.
- 40–50% of surveyed companies did not measure their investment or returns from BE.

3.1.3 Potential Actions to Address the Areas for Improvement

- Companies and countries should continue to invest in BE. International and Asian data supports the case that BE increases the likelihood of long-term competiveness.
- Conduct an in-depth study to: (a) identify key success factors in those companies that have experienced high returns of investment (major benefits) from BE; (b) identify the problems/challenges companies have faced that have experienced low returns of investment (minor benefits). To find reasons for both (a) and (b), a detailed analysis of the survey data or in-depth case studies is required.
- Educate BE adopters on how to measure return on investment using hard data. Measuring BE-related initiatives and their success may help companies to obtain a higher level of buy-in to BE.

3.2 DESIGN OF BUSINESS EXCELLENCE FRAMEWORKS

This section presents the findings relating to the design of BE frameworks. In particular, it considers whether the frameworks are relevant to current business needs and what innovations/changes to the frameworks are required.

3.2.1 Strengths (Positive Points from Findings)

- 83% of surveyed companies were "very confident" or "extremely confident" that the BE frameworks provide a reasonably accurate assessment of BE and, at most, only minor changes to the frameworks are required. (This finding was also supported by survey results which showed that BE appeared to help companies equally across all the BE criteria; this indicates that the frameworks are balanced.)
- 82% of surveyed companies were "very confident" or "extremely confident" that the BE frameworks are good frameworks for assessing sustainable competitiveness and, at most, only minor changes to the frameworks are required.
- On average, BE was considered as "very important" to surveyed companies in helping them to achieve their 15 most common long-term goals. In addition, BE was rated as of more than "moderate importance" for helping the surveyed companies to achieve each of the 15 most common long and short-term goals.
- The discussion groups agreed that the design of the BE frameworks is relevant in today's business world, and that the frameworks helped companies to address the major current and emerging challenges facing businesses.

3.2.2 Areas for Improvement (Negative Points from Findings)

- Of the most common long-term goals, BE was least helpful in assisting surveyed companies to meet the following:
  - business model changes,
  - international market growth, and
  - succession planning and recruitment.

  However, even for these, BE was considered as of more than "moderate importance" in helping companies to reach their goals.
- Of the most common short-term goals, BE was least helpful in assisting surveyed companies to meet the following:
  - market growth within the country and
  - fiscal accountability and financial management.

  However, even for these, BE was considered as of more than "moderate importance" in helping companies to reach their goals.
- When asked a specific question on innovation, 70% of award winners indicated that the frameworks should have an increased focus on it (this view was reinforced by some supporting written comments). However, when presented with the "innovation goal" in comparison with other goals, the respondents did not identify that the frameworks were lacking in this area.

3.2.3 Potential Actions to Address the Areas for Improvement

- Researched companies acknowledge that the frameworks are good models for BE and sustainable competitiveness; therefore, a major review or revision of the frameworks is not recommended.
- Minor modifications to the frameworks may be required to provide greater assistance to companies with goals related to: business model changes, international market growth, market growth within the country, succession planning and recruitment, fiscal accountability, and financial management.
- In future revisions of the frameworks, it is recommended that the core concepts and values of BE are emphasized and their relationship with the frameworks is made more explicit, as in the EFQM model (refer to Appendix C, slide 2 for further information). This design related action will help to address areas for improvement highlighted in Section 3.3.2 on "Awareness" concerning a lack of understanding of business excellence.
- The role of "Innovation" in business excellence should be explained more clearly, as some companies do not understand how it is reflected in the frameworks. In particular, there may be a need to clarify the definition of "Innovation" in the BE frameworks or emphasize the role and importance of the core concepts and values of BE of which innovation is an integral part.
- Elaborate or revise the guidance documents to make the concept of BE more easily understood.

3.3 AWARENESS OF BUSINESS EXCELLENCE

This section presents the findings concerning companies' awareness of BE. It considers the reasons why companies decide to follow a BE path, as well as the effectiveness of national productivity organizations in raising awareness of BE.

3.3.1 Strengths (Positive Points from Findings)

- 97% of surveyed companies believed that BE frameworks can be used by any type of organization to enhance their management systems and improve performance.
- 97% of surveyed companies understood that BE frameworks are built on a set of core values and concepts.
- The most important reason indicated for a company to use a BE framework was to become world class; therefore, the frameworks are viewed as ways of raising performance to world-class levels.
- The second most important reason indicated for a company to use a BE framework was a decision by the CEO. This indicates how important it is for BE administrators to promote BE to key decision makers within a company.
- The surveyed companies indicated that the most beneficial BE activities currently provided to generate awareness were:
  - the marketing of BE to CEOs and BE awards at the national level,
  - efforts to raise the profile of the BE award, and
  - workshops/training in BE.

3.3.2 Areas for Improvement (Negative Points from Findings)

- 34% of surveyed companies believed 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.
- 25% of surveyed companies indicated that they did not understand the meaning of BE, while 36% indicated that the benefits from BE are not clear. Discussion groups also emphasized these points; they also revealed that companies do not understand how BE differs from other approaches.
- 60% of surveyed companies indicated that winning an award was of "moderate" or "essential" importance to them when making their decision to follow a BE path. *(This finding is highlighted as a potential area for improvement, since it indicates that many companies might be pursuing an award rather than focusing on sustaining excellence within their company.)*
- Discussion group participants thought that BE was not positioned as an attractive option, particularly for SMEs, as it appeared too complex and long-term, and the benefits were not clearly articulated.
- The surveyed companies indicated that the three awareness activities on which BE administrators should give highest priority were:
  - marketing of BE to CEOs/senior managers,
  - workshops/training in BE, and
  - raising the profile of the national BE award.

3.3.3 Potential Actions to Address the Areas for Improvement

- BE should not just be marketed as "BE" or "continuous improvement". BE frameworks help companies to improve in a multitude of ways; therefore, marketing materials should reflect this. In particular, BE should be promoted as an overarching framework within which other business initiatives fit.
- More education on BE frameworks is required to emphasize that they are assessment frameworks, and that companies should focus more on embedding the core values and concepts of excellence within their companies.
- More resources should be directed towards promoting BE to CEOs and senior managers, and showing how it can add value to businesses (both in the short-term and long-term).
- More thought should be given as to how to promote BE to SMEs, so that it is seen as practical and beneficial in the short and long-term. For example, through the development of a simplified BE publication which describes the awards criteria in business-friendly language.
- Countries need to learn from each other about how to raise the profile of the awards (in some countries, the awards already have a high profile). Awards are a key mechanism for raising the profile of BE and maintaining the commitment of current adopters and award winners. However, when promoting the awards, care needs to be taken to ensure that the awards themselves do not become the main goal (as only a few companies can win an award). The main focus should be to attract a large number of companies to embark on a journey of BE.
- There are a broad range of interventions that can be undertaken to increase awareness of BE. These include:
  - promotion of BE via websites
  - marketing of BE to CEOs/senior managers
  - marketing of BE to managers/employees
  - obtaining the assistance of assessors to promote BE
  - obtaining the assistance of companies that already use BE to promote BE
  - conferences on BE
  - workshops/training in BE
  - presentations from award winners
  - press releases on BE
  - access to easy to understand publications that explain BE and its benefits
  - encouraging schools to promote and teach BE to their students
  - encouraging tertiary institutions to promote and teach BE to their students
  - encouraging industry/membership-based associations to promote BE to their members
  - encouraging government institutions to promote and use BE
  - having BE Awards at the local level (by city or area of a country)
  - raising the profile of the national BE award

  All BE administrators should consider which interventions will bring the largest increases in awareness in the short and long-term and design and implement an appropriate awareness plan.

- BE administrators are encouraged to exploit their existing networks and involve many stakeholders (public and private sector) to devise and implement an awareness plan. Involving stakeholders has been a key success factor for those countries with a high level of BE awareness.
- It is recommended that BE Administrators regularly measure levels of BE awareness to see if their interventions are having success.

3.4. APPLICATION OF BUSINESS EXCELLENCE

This section presents the findings on how companies try to improve their performance through the application of BE core values and concepts. It considers how companies use the BE criteria, the main barriers to BE, and how effective NPO services are at helping companies to obtain the most benefit from BE.

3.4.1 Strengths (Positive Points from Findings)

- BE is helping companies to address a wide variety of issues (supply chain management, company growth, governance, and continuous improvement); this leads to a wide range of benefits.
- Between 50 – 65% of surveyed companies were serious about BE, as demonstrated by the percentage that:
  - undertake assessments every year or two years,
  - have a culture of excellence embedded within their systems,
  - have the full involvement of their senior managers, and
  - have a team of people working full-time on BE initiatives.
- The surveyed companies indicated that the most beneficial BE activities currently provided to help companies improve were:
  - BE awards at the national level,
  - BE awards at the local level,
  - BE assessor training courses, and
  - Workshop /seminars in BE.
- All BE administrators participating in the study had particular services that have been very successful in helping companies to improve.

3.4.2 Areas for Improvement (Negative Points from Findings)

- Of the surveyed companies:
  - 38% lack understanding of how to develop a BE culture
  - 30% lack time to devote to BE
  - 29% lack resources to devote to BE
  - 26% lack opportunities to learn from other companies
- The surveyed companies (almost 50%) indicated that the highest priority application activities that the country's BE administrator should focus on providing or improving were:
  - a website of BE information (e.g., showing best practice case studies, examples of BE applications, types of BE assessments that can be used, benchmarks, descriptions of business improvement tools and techniques, etc.)

  - publications on BE.
- Discussion groups from all countries emphasized that there was a demand for benchmarking data, best practices, and best practice sharing by BE category, sector, and between countries.
- Discussion groups from all countries requested increased government assistance, either to reward companies that invest in BE or to provide federal support so that more BE services could be provided to companies.
- Discussion groups identified a number of areas for improvement; these include making BE accessible to SMEs and providing simplified frameworks and assessment tools.

3.4.3 Potential Actions to Address the Areas for Improvement

- Training should be provided to help companies understand how to develop a BE culture. For example, experiences or best practices might be shared about how companies have developed a BE culture or improved performance in the various BE categories, highlighting how these practices relate to BE core values and concepts. Training should be targeted at assessors, consultants, managers, and SMEs.
- Particular thought should be given to involving CEOs and senior managers in training and networking.
- Administrators (or the APO as a whole) should provide access to more BE-related information through a website and/or publications. For example, showing best practice case studies, examples of BE applications (demonstrating the variety of ways that BE has helped companies), the types of BE assessments that can be used, benchmarks, and descriptions of business improvement tools and techniques.
- More opportunities for companies to learn from each other should be provided. For example, through conferences, seminars, workshops, sharing sessions, exchange schemes, and study tours. These opportunities should be particularly aimed at CEOs, managers, administrators, and assessors.
- A wide range of interventions can be undertaken to help companies along a BE journey. These include:
  - publications on BE, which could present best practice case studies, examples of BE applications, types of BE assessments that can be used, benchmarks, and descriptions of business improvement tools and techniques
  - a website of BE information, which could present best practice case studies, examples of BE applications, types of BE assessments that can be used, benchmarks, and descriptions of business improvement tools and techniques
  - copies of BE submission documents from award winners
  - industry-specific BE guides to explain BE in terms relevant to the industry
  - best/good practice tours
  - conferences on BE
  - workshops/seminars in BE
  - BE assessor training courses
  - a certified course of training in BE (i.e. a diploma or masters degree)
  - train-the-trainer courses (for assessors/consultants)
  - networking meetings for BE users
  - networking meetings for CEOs/senior managers of BE users

  - online BE forums/discussions
  - BE self-assessment tools provided as paper copies
  - BE self-assessment tools: online/software version
  - BE assessments facilitated by consultants
  - BE awards at the national level
  - BE awards at the local level (by city or area of a country)
  - BE mentoring (access to BE assessors/experts for advice)
  - access to BE consultants for advice and assistance
  - opportunities for sharing and learning from companies in other countries
  - benchmarking services and consulting (activities to learn from best practices)
  - additional frameworks, guides and awards that stem from BE and focus on specific topics such as corporate responsibility, knowledge management, environmental sustainability, and leadership

  All BE administrators should consider which interventions will be of the greatest help to companies within their country. BE administrators are encouraged to learn from the experiences of other administrators.
- In particular, interventions that meet the needs of SMEs should be considered (for example, simplified BE frameworks or assessment tools).
- Continuing to involve and help award winners is important; this will enable award winners to sustain their level of excellence and become role models for other companies.
- It is recommended that BE Administrators regularly measure levels of BE use to see if their interventions are successful.

3.5 BUSINESS EXCELLENCE AWARDS

This section presents the findings on how companies are recognized for high levels of performance. It considers the profile of the BE awards, and the effectiveness of the awards process in recognizing outstanding companies.

3.5.1 Strengths (Positive Points from Findings)

- 71% of surveyed companies indicated that the current awards process represents "good" or "excellent" value for the time/resource investment of applicant companies.
- The surveyed companies indicated that the most beneficial BE award activities were:
  - award ceremonies,
  - guidebooks to explain the BE framework, and
  - senior assessor/training instruction.
- On average, surveyed companies that had won awards experienced "moderate" to "major" benefits in terms of reputation, employee satisfaction, brand image, customer satisfaction, and financial benefits.
- 77% of surveyed companies that had won an award increased their focus on BE after winning an award.

3.5.2 Areas for Improvement (Negative Points from Findings)

- 66% of surveyed companies indicated that the profile of the BE award is "above average". However, only 7% believed the profile was high enough for it to be considered the country's premier award.
- There were mixed views about whether the process for applying and assessing companies for a BE award should be changed. 27% of surveyed companies responded that there should "no" or "minor" changes, 22% wanted "minor" to "moderate" changes, 25% wanted "moderate" changes, and 25% wanted "moderate" to "major changes".
- The surveyed companies (approximately 50%) indicated that the highest priority award activities for improvement were:
  - feedback reports to the applicant,
  - publicity surrounding the awards,
  - guidelines and assistance for potential applicants on submitting an awards application, and
  - assessor training.
- Discussion groups suggested that there might be a need for a wider variety of awards for different sectors, different levels of BE maturity, and, in particular, for SMEs.

3.5.3 Potential Actions to Address the Areas for Improvement

- Countries need to learn from each other about how to raise the profile of the awards (in some countries, the awards have a high profile).
- Countries need to review their processes for applying and assessing companies for a BE award. A sizeable proportion of companies believe that these processes should be changed/improved:
  - feedback reports to the applicant
  - publicity surrounding the awards
  - guidelines and assistance for potential applicants on submitting an awards application
  - assessor training
- There is a wide range of award-related services such as:
  - launch events for the award
  - the assessor selection process
  - assessor training
  - senior assessor training/instruction (e.g., for the leader of an evaluation team)
  - guidelines and assistance for potential applicants on submitting an award application (to obtain good submissions)
  - a guidebook to explain the BE framework
  - support provided to ensure assessor teams follow due process (e.g., additional mentoring or use of observers)
  - eligibility/selection criteria and a process to determine which applicants are considered for an award (this may involve a short-listing process)
  - site visits to award applicants
  - a consensus meeting/process to discuss and agree on the feedback to give to applicants
  - feedback reports to the applicant (presentation and content)

  - judging panels
  - award ceremonies
  - publicity surrounding the awards
  - opportunities for applicants and assessors to suggest improvements to the awards process
  - general management of the awards process.
- All BE administrators should consider which services to improve and then learn from other countries that are strong in these areas.
- Countries should consider providing a wider variety of awards for different sectors, different levels of BE maturity, and for SMEs. This may increase overall interest in BE.

4. PROPOSED BUSINESS EXCELLENCE INITIATIVES FOR ASIA

This section of the report presents the business excellence initiatives recommended for APO support. These initiatives were proposed by the conference participants after they had considered which of the potential actions in Section 3 were most appropriate for the APO to support as regional initiatives.

A voting process and open debates were used to refine an initial list of initiatives (see Table 4.1) to a final list for the region (see Table 4.2). In this process, the conference participants considered the research findings, the views of a CEO panel forum, an administrator's panel forum, and the views of the various experts.

Table 4.1 Initial List of Potential Initiatives

Potential Projects on Impact 1. Conduct further research on Impact via (a) or (b): (a) Conduct an in-depth study to: i) identify key success factors in those companies that have experienced high returns of investment (major benefits) from BE and ii) identify the problems/challenges companies have faced that have experienced low returns of investment (minor benefits). (b) In-depth research on the impact of BE on organizational performance, using hard data similar to the European and US studies comparing BE companies with benchmark companies. 2. Repeat the recent APO research study periodically, but involve more countries and with less questions to increase response time. 3. Develop a booklet to educate BE adopters on how to measure returns on investment using hard data. **Potential Projects on Awareness** 1. APO could produce marketing material to promote the national awards. This could show the benefits of national awards and then provide information on the different national programs.	**Potential Projects on Design** 1. The development of an Asian BE Model for all Asian countries to follow. **Potential Projects on Application** 1. Develop a publication showing how to implement BE. 2. Set up an award winner's forum enabling CEOs of award winners to meet. 3. Set up a database of best practice experts accessible to member countries. 4. Set up a BE Consultants Forum that supports BE consultants. 5. Develop an APO Benchmarking/BE Database/Website. For example, showing best practice case studies, examples of BE applications (demonstrating a variety of ways BE has helped companies), the types of BE assessments that can be used, benchmarks, and descriptions of business improvement tools and techniques). 6. APO could support the training of mentors for early adopters. 7. APO could support networking/best practice sharing events between countries, exchange visits, and study tours. 8. An APO BE Conference could be held each year in a different country.

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2. APO could develop a guidebook to explain in a simple manner (using business language) what the BE framework/concepts are. This book to be designed so that it is an easy read for CEOs and SMEs.
3. APO could support national conferences that promote BE to CEOs (e.g., by arranging for APO-designated experts to give presentations).
4. APO support for a publication of case studies from award winners in Asia, describing their BE journey and the benefits obtained.
5. APO could support a publication of case studies showing how BE has helped companies in a variety of ways (e.g., on governance, supply chain management, growth, culture change, managing financial risk). This will help to show that BE can meet many needs.
6. BE training module developed for university students to use throughout Asia.

Potential Projects on Awards

1. APO could support an assessors' exchange program.
2. APO could support the development of a training manual for assessors, consultants and managers.
3. APO could support a train-the-trainer program, which will ensure trainers provide good training to assessors.
4. APO could lead BE assessment training programs to develop competencies for assessors.
5. Development of an APO-led certification scheme for BE award examiners and assessors.
6. Development of an accreditation scheme to certify each administrator's BE award scheme.
7. Regional award for national award winners.

Potential Projects for Capability Building for Administrators

1. Best practices and benchmarking study missions for administrators to understand how other administrators run their programs.
2. A survey to be undertaken to investigate how administrators run their BE programs. For example, benchmark services provided, resources used, number of assessors trained, how they appoint judges, etc.
3. Development of a guidebook for administrators on how to administer a national BE strategy to bring together the best practices of regional and international administrators. This will show the types of services that can be offered, the challenges faced, how they can be overcome in terms of resourcing and running awards programs, and the measures of success that can be used.
4. An alumni for those that have participated in APO activities. An APO society.
5. Use APO video conference facilities for better connections between administrators.

Table 4.2 Final list of Potential Initiatives and Allocation of Votes

1. Develop a business excellence training manual for assessors and consultants and deploy the manual. **21 votes**
2. Develop a website of benchmarking, best practice, and business excellence information to serve the needs of companies. **16 votes**
3. Provide capability-development assistance to business excellence award administrators. In particular, assist administrators of immature or non-existent award systems to move to an advanced stage of maturity. This will likely necessitate a guidebook, the sharing of best practices between administrators, and mentoring by advanced administrators. **11 votes**
4. Encourage and/or support networking/best practice sharing between countries through events, visits, and forums. **9 votes**
5. Repeat APO research on business excellence at regular intervals (with some modifications, such as using hard data to measure the impact of business excellence). **7 votes.**
6. Collect and publish case studies on best practices, as well as on how business excellence is helping companies to improve. **2 votes**

N.B.: The "Development of an Asian BE model" was initially in the final list, but then omitted after a lengthy discussion.

The challenge for the future is for the APO, Center of Excellence (SPRING Singapore is the designated COE for business excellence in the region), and the Regional Steering Committee for Advancing National Quality Award Programs to develop a clear plan of action for these initiatives, and to see whether all or a few can be undertaken.

Some of the initiatives — such as the training manual — have already been started by the COE, while others — such as networking/best practice sharing between countries — are already performed by the APO to some degree. Others, such as the website, are a key priority for companies, but may require substantial investment unless technology that is already used within the APO countries (and globally) can be integrated together. The proposal for a, "publication of case studies on how business excellence has helped companies and the sharing of best practices," had few votes. However, this is probably due to it being a task that would fit within the larger project of developing a benchmarking and best practice website.

The "capability development of administrators" initiative is of critical importance, as the administrators can make or break business excellence within a country. It was evident that some administrators are at an early stage of maturity, so targeted assistance and guidance needs to be available for them.

The initiative to repeat the APO survey in two years time is sensible, since it would enable the impact of the various interventions by the APO, COE, and award administrators to be measured. The survey could also be expanded to include other Asian countries.

While some initiatives that have a regional-wide impact require APO leadership and funding, it should also be recognized that individual APO members can take the lead on some regional initiatives without APO funding. In particular, it was pleasing that, at the

conference, participants agreed there should be an annual "Regional Asian Business Excellence Conference", and that this could be self-funded. ROC volunteered to host the conference in 2010. Such a conference will not only increase the awareness and use of business excellence within Asia, but can also serve as a platform at which the various award administrators meet on an annual basis. Meeting regularly — and at least yearly — will be of major assistance to award administrators; it will enable them to learn from each other, develop a stronger network, and improve the overall capability of administrators.

5. REVIEW OF THE RESEARCH APPROACH

The project — consisting of the research phase (i.e., survey, discussion groups, and interviews) and development of initiatives (at the conference) — was undertaken in five months. In this period of time, a large amount of information was collected that helped in the understanding of business excellence, its application, and impact within Asia.

The research was probably the most extensive to date on business excellence in Asia. However, there were limitations with the research approach that should be considered for the future:

- The short time frame led to a smaller number of surveys being completed than desired. This was probably due to two reasons. First, award administrators did not have enough time to promote and encourage organizations to complete the survey. Second, the survey was too long; there had not been enough time to design the survey and gain a consensus of opinion as to which questions to include or exclude. The initial target was for a minimum of 20 participant organizations per country. There were 27 surveys completed in India, 10 in Japan, 6 in ROC, 19 in Singapore, and 12 in Thailand. This means that, within the sample, there is a bias of survey responses from India and Singapore.
- Due to the low survey response rate in some countries, it was decided not to undertake country-to-country comparisons.
- Research was focused on five countries; these countries were some of the most advanced in business excellence in Asia. Therefore, the data is not representative of the status of business excellence throughout the whole of Asia, but serves to identify the successes and challenges facing organizations that have adopted business excellence in those five countries.
- The survey focused on business excellence adopters and award winners with 57% of companies considering themselves to be at a competent to advanced stage of business excellence maturity, 30% at a moderate stage, and only 13% at an early stage. In the future, it may be useful to extend the survey to those organizations that are no longer following a business excellence path and/or to more organizations that are just starting their journey or are not interested in business excellence. Extending the survey to these groups might lead to greater insights into how to attract companies to follow a business excellence path and/or help companies sustain their journey.
- Most of the research data and information was perception based; it was obtained through the opinions of senior managers. For a more accurate assessment of the impact of business excellence, an established research approach, which has been used to measure the impact of the Baldrige framework (in the United States) and the EFQM excellence model (in Europe), could be used. This approach involves the analysis of financial reports of award winners. However, the research would be expensive, as it would require the translation of financial reports and an understanding of the various financial reporting systems in Asia.

The aforementioned research limitations should not deflect from what was a successful research project. While it would have been better to have a larger response rate to the survey from some countries, the effect of this has been minimal, since the main

purpose of the survey was to obtain in-depth feedback from a sizeable number of adopters of business excellence irrespective of the country — this was achieved.

In particular, the use of discussion groups and award winner interviews was highly effective at obtaining a deep understanding of business excellence within the participating countries. The discussion groups were of great value, as the feedback corroborated and explained in depth the survey findings. The discussions groups also benefited the participants (enabling companies to share experiences) and award administrators (helping them to understand the key issues facing the success of business excellence in their country).

As indicated in Section 4, it is recommended that the research be repeated on a regular basis (at least every two years), and that a similar research methodology be used (composed of a survey, discussion groups, and award winner interviews). This will enable the status of business excellence within Asia to be tracked over time. It is also recommended that the survey be open to all Asian countries, so as to obtain a larger and more representative sample.

6. CONCLUSION

The research project and the Conference on Quality Award Systems have assisted the APO and APO member countries to obtain a clearer understanding of the awareness, use, and impact of business excellence within the region.

In terms of the research project's initial aims, the following can be concluded:

Research aim: "*To identify the performance results and outcomes achieved by organizations that use a business excellence framework in APO countries.*" This aim has been met. A much clearer understanding has been obtained of the outcomes from business excellence. On the whole, business excellence is perceived to have a major impact on competitiveness and performance. This finding, which is also supported by international research, indicates that business excellence should be encouraged within all APO member countries.

Research aim: "*To identify the relevance of business excellence for long-term competitiveness and sustainability in the region, and to determine what (if any) changes to the frameworks* were *required in terms of their design or application.*" This aim has been met. On the whole, companies believe the frameworks to be relevant for long-term competitiveness and sustainability, and only minor changes (if any) to the design of the frameworks are needed. The prime feedback was that there should be an effort to make the frameworks easier to understand; the value of the frameworks needs to be more clearly communicated.

Research aim: "*To research how award-winning organizations view innovation, and whether they consider it as being adequately reflected in the business excellence criteria.*" This aim has been met. It is evident that a large proportion of award winners do not consider innovation to be adequately reflected in the business excellence criteria. However, this is likely to be because the frameworks have not been adequately understood. In particular, there appears to be a lack of understanding of innovation being an integral part of business excellence; it is represented in the framework's core value and concepts, and therefore exists in all the criteria. Innovation — and how it relates to business excellence — needs to be more clearly explained to assessors and users of the frameworks.

Research aim: "*To identify potential best practices or opportunities for improvement in the support services that NPOs provide to organizations on their business excellence journey (in services ranging from increasing awareness of business excellence to award administration services).*" This aim has been met. It is apparent that companies want simpler and easier to understand business excellence criteria, as well as more assistance with benchmarking and learning from best practices. Awards, while important, are for recognition and are not the prime motivator for companies. The prime motivator is to "become world class". Therefore, companies are focused on continuous improvement and require support services that help them on their journey.

Once the research had been completed and the findings analyzed by APO members at the Conference on Quality Award Systems, the following initiatives to advance business excellence in the region were proposed:

- To develop a business excellence training manual for assessors and consultants, and to deploy the manual.
- To develop a website of benchmarking, best practice, and business excellence information to serve the needs of companies.
- To provide capability-development assistance to business excellence award administrators. In particular, to assist administrators of immature or non-existent award systems to move to an advanced stage of maturity. This will likely necessitate a guidebook, the sharing of best practices between administrators, and mentoring by advanced administrators.
- To encourage and/or support networking/best practice sharing between countries through events, visits, and forums.
- To repeat the APO research on business excellence at regular intervals (with some modifications, such as using hard data to measure the impact of business excellence).
- To collect and publish case studies on best practices, as well as on how business excellence is helping companies to improve.

It is now the role of the APO, the COE, and the Regional Steering Committee for Advancing National Quality Award Programs to develop a clear plan of action for these initiatives, and to see whether all or a few can be undertaken.

APPENDIX A: SURVEY REPORT ON THE IMPACT OF BUSINESS EXCELLENCE / QUALITY AWARDS ON ENTERPRISES

This report shows the findings from a survey that was completed by companies in five Asian countries from September – November 2009. The survey formed part of a research project commissioned by the Asian Productivity Organization (APO) to identify the value and impact of business excellence frameworks (otherwise known as quality award frameworks).

In total, 74 companies from the following countries completed the survey:
India (27), Japan (10), ROC (6), Singapore (19), and Thailand (12).

The report is structured into the following sections:

Section 1 – Company profile
Section 2 – Business excellence profile
Section 3 – Impact of business excellence
Section 4 – Design of business excellence frameworks
Section 5 – Awareness of business excellence
Section 6 – Applying a business excellence approach
Section 7 – Business excellence awards
Section 8 – Improvement tools
Section 9 – Questions to national business excellence award winners.

Within each section the survey question is shown, followed by the aggregated responses in data and graphical format. Comments by the respondents are numbered from 1 – 74 with the numbers representing the different companies that participated. Comments received from Indian companies are numbered I1 – I27, Japanese companies J28 – J38, Singapore companies S38 – S56, ROC companies TA57 – TA62, and Thailand companies TH63 – TH74.

Throughout the survey the terms “business excellence award” and “business excellence framework” are used. These terms are interchangeable with “quality award” and “quality award framework”, as these terms are used within some countries.

SECTION 1 - COMPANY PROFILE

If the survey is being completed by a business unit, substitute the word "business unit" for "company" in the following questions.

1.1 What is your company's major business activity?

Tick the one that applies

A	Agriculture, Forestry, and Fishing	1%	J	Communication Services	1%
B	Mining	0%	K	Finance and Insurance	9%
C	Manufacturing	44%	L	Property and Business Services	4%
D	Electricity, Gas, and Water Supply	4%	M	Government Administration and Defense	1%
E	Construction	1%	N	Education	3%
F	Wholesale Trade	4%	O	Health and Community Services	1%
G	Retail Trade	3%	P	Cultural and Recreational Services	1%
H	Accommodation, Cafes, and Restaurants	1%	Q	Personal and Other Services	1%
I	Transport and Storage	3%	R	Other – please specify:	16%

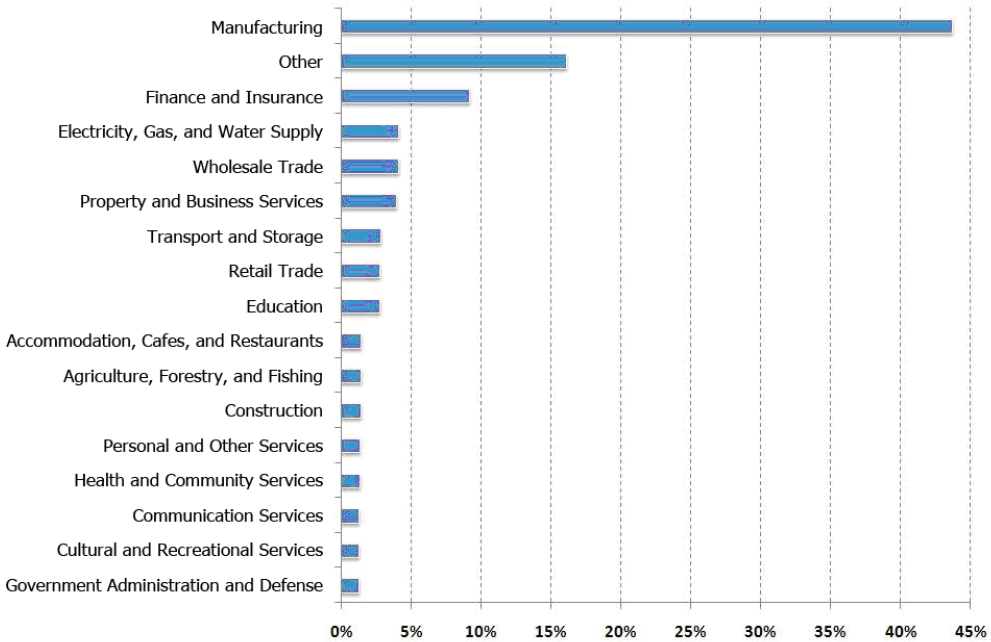


Figure 1.1: Business activity distribution expressed as a % (Responses = 74)

1.2 Which sector does your company operate in?

Tick the one that applies

A	Public Sector	6
B	Private Sector	65
C	Not for Profit or Community	2

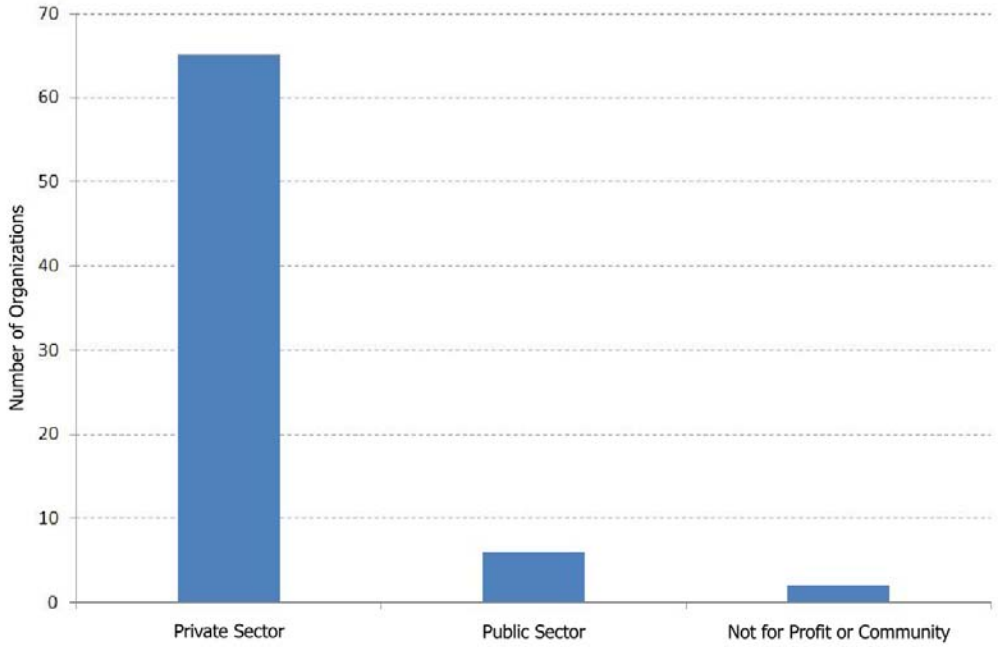


Figure 1.2: Distribution of organizations based on sector (Responses = 73)

1.3 Please provide the following data for your last financial year:

Number of employees:

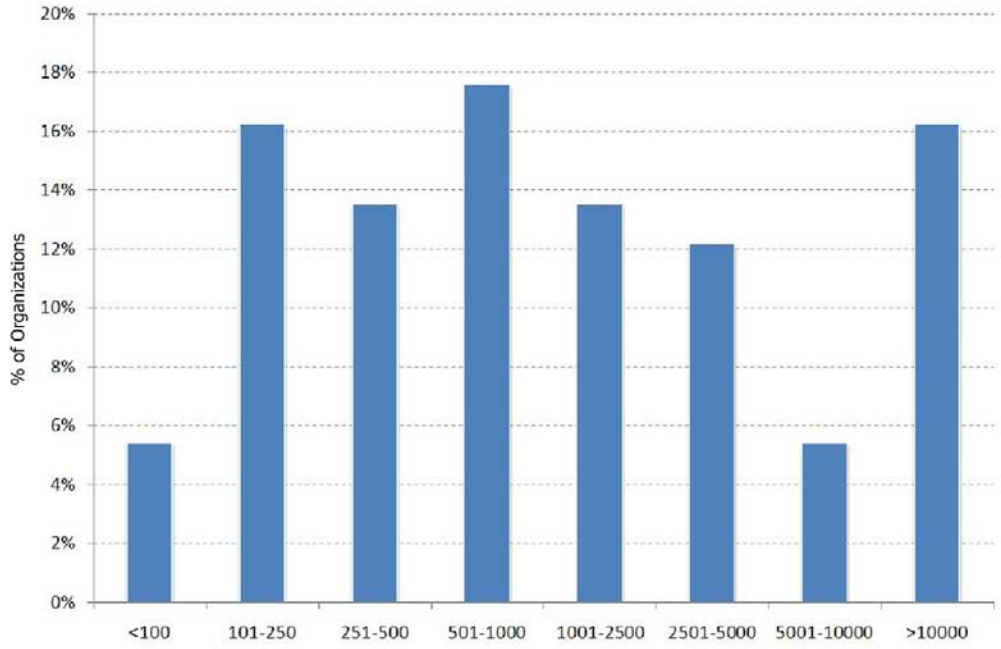


Figure 1.3a: Organization size expressed as a % (Responses = 74)

Revenue in USD:

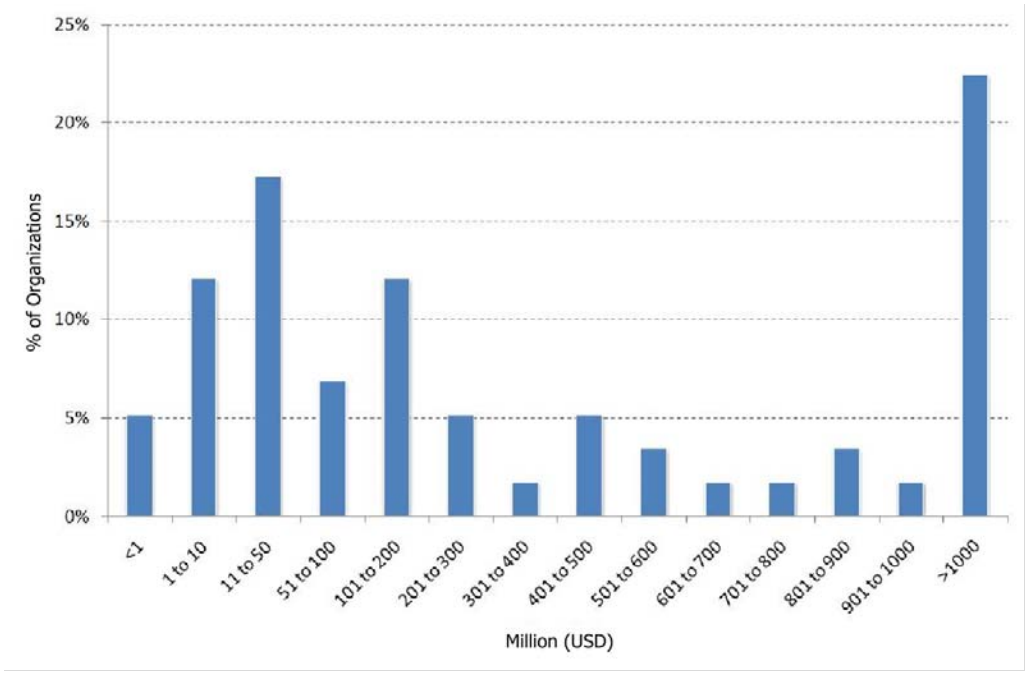


Figure 1.3b: Annual revenues expressed as a % (Responses = 58)

SECTION 2 - BUSINESS EXCELLENCE PROFILE

2.1 Which statement most accurately describes your knowledge of business excellence?

If the survey is being completed by a team, substitute "we" for "I".

Tick the one that applies

A	Low understanding – My company has undertaken an assessment against a business excellence framework, but I (we) had little involvement in the process.	0%
B	Basic understanding – My company has undertaken an assessment against a business excellence framework and I was (we were) involved in the process.	10%
C	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.	25%
D	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.	65%

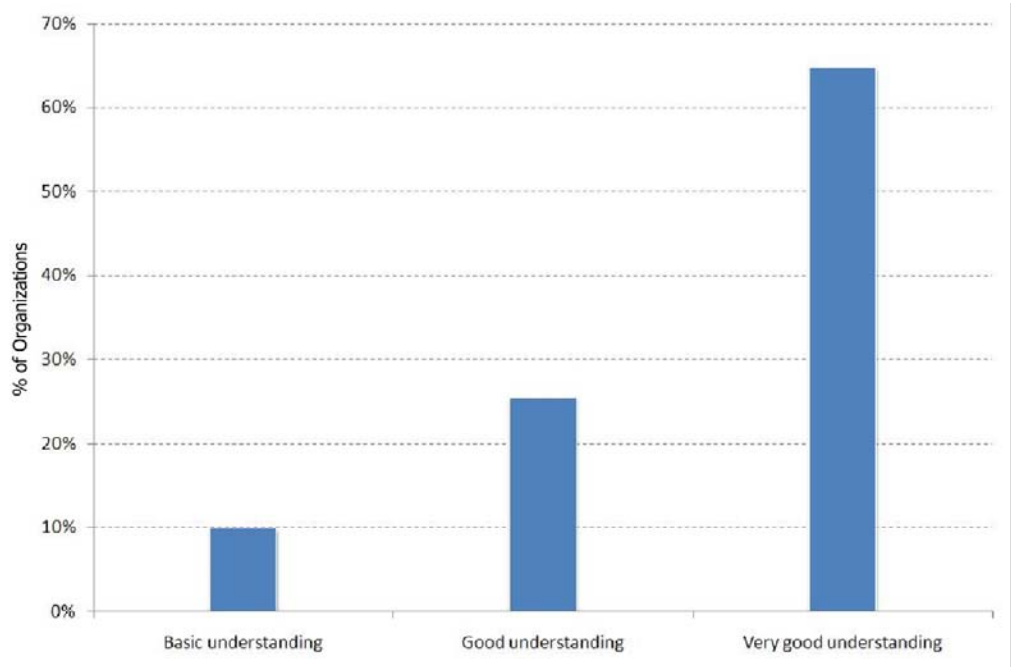


Figure 2.1: Knowledge of business excellence expressed as a % (Responses = 71)

2.2 Do you agree or disagree with these statements:

If the survey is being completed by a team, record the most common viewpoint.

Tick the one that applies

		Agree	Disagree	Don't know
A	Business excellence is different than Total Quality Management.	47%	45%	8%
B	Business excellence grew from Total Quality Management.	69%	11%	20%
C	The *prime purpose* of a business excellence framework is to assess a company's management systems and performance so that an Award can be given to the best company.	34%	64%	3%
D	Business excellence frameworks can be used by any type of organization to enhance their management systems and improve performance.	97%	1%	1%
E	Business excellence frameworks are built on a set of core values and principles.	97%	1%	1%

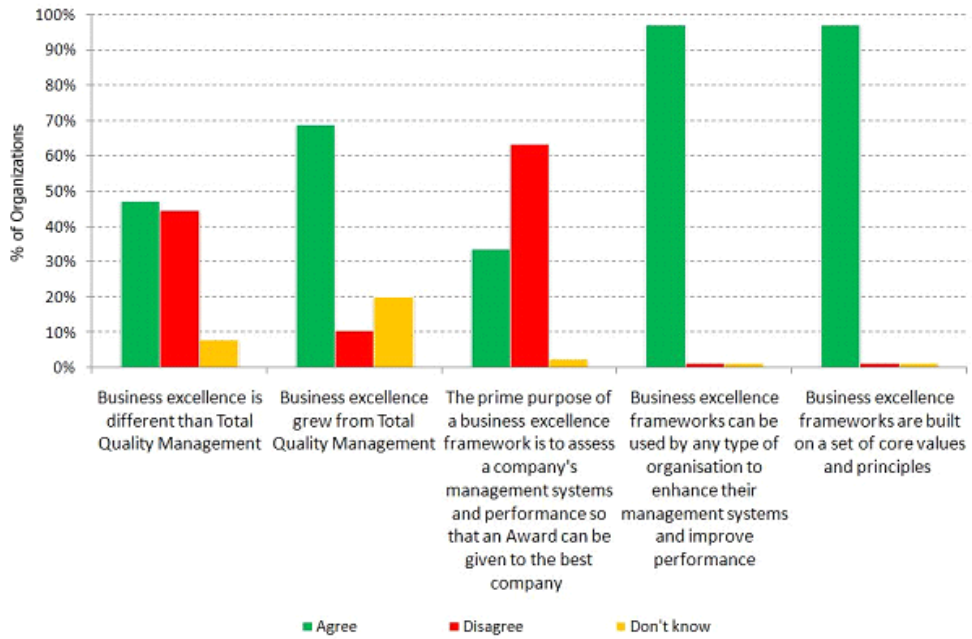


Figure 2.2: Perceptions on business excellence expressed as a % (Responses = 74)

2.3 In which year was a business excellence framework first used to assess your company's performance?

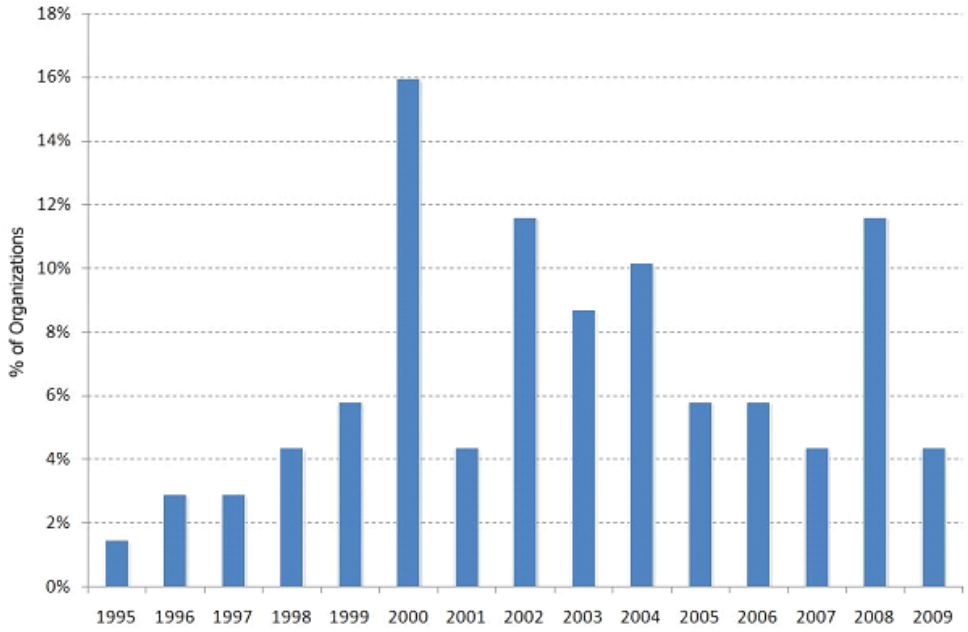


Figure 2.3: First year of using a business excellence framework for assessment expressed as a % (Responses = 69)

2.4. What was your company's business excellence score for your first assessment?

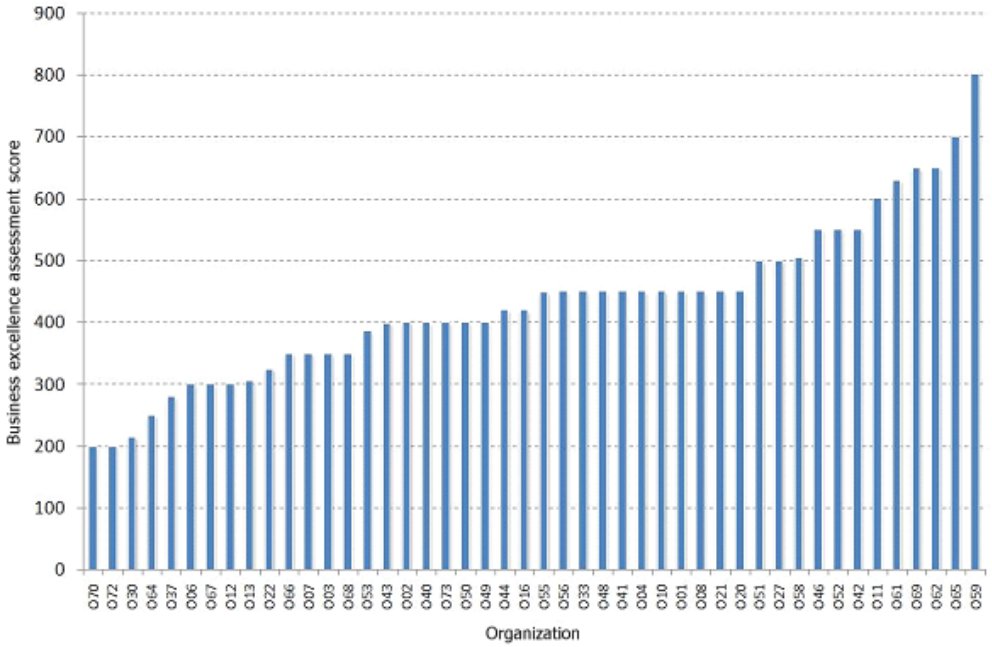
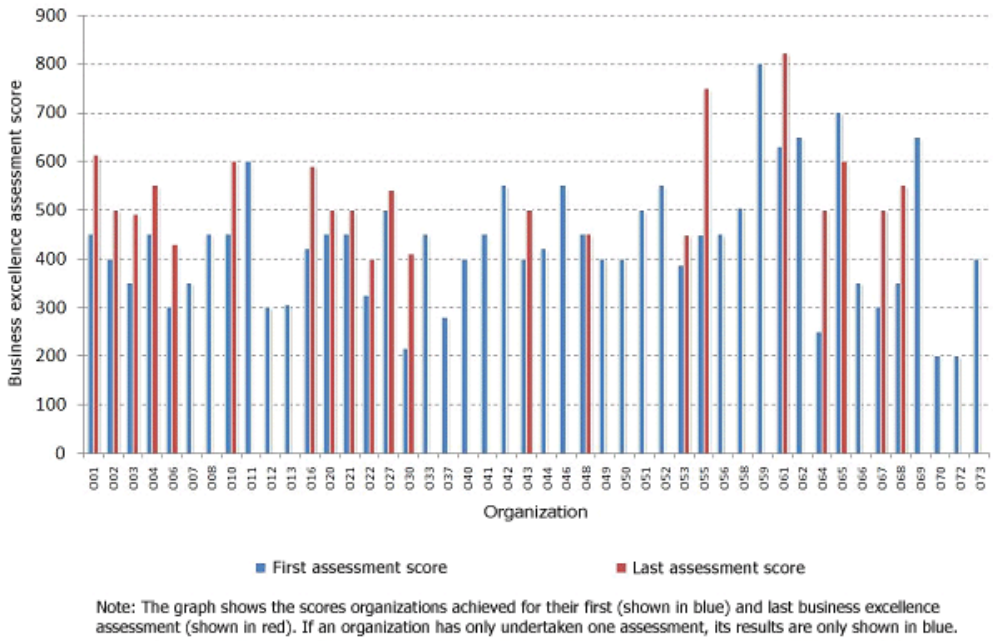


Figure 2.4a: Result of first business excellence assessment expressed as a score achieved (Responses = 46)



Note: The graph shows the scores organizations achieved for their first (shown in blue) and last business excellence assessment (shown in red). If an organization has only undertaken one assessment, its results are only shown in blue.

Figure 2.4b: Result of first and last business excellence assessment expressed as a score achieved (Responses = 46)

2.5 Please indicate the year and type of assessments that have been conducted within your company over the last five years. Also, please include your business excellence assessment scores if you know them.

Tick those that apply

		2005	2006	2007	2008	2009
Assessments based on your country's business excellence framework						
A	Business excellence assessment undertaken by award assessors (this was part of an awards application)	19	20	17	18	20
B	Business excellence assessment undertaken by an external consultant (this was not part of an awards application)	6	4	6	11	7
C	Business excellence self-assessment by our staff	8	9	10	13	12
Assessments using a business excellence framework designed by your company						
D	Business excellence self-assessment by our staff	14	18	22	20	17
E	Other – please specify:					
F	What score did you achieve?					

Note: The data in the table above shows the number of companies that used each type of assessment.

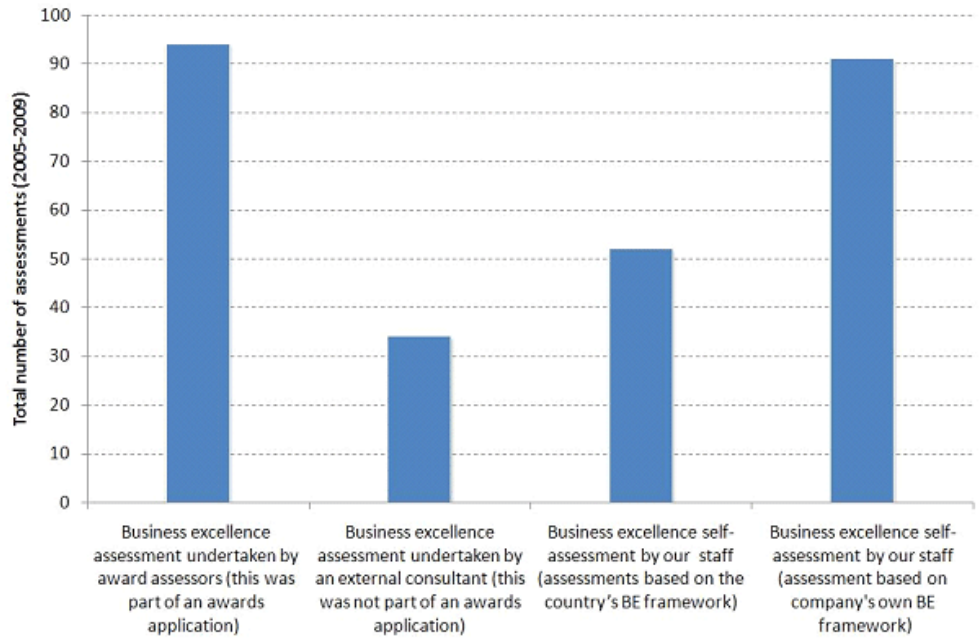


Figure 2.5: Business excellence assessment types expressed as a number of assessments from 2005–2009 (Responses = 63)

2.6 How would you describe your company's level of business excellence maturity?
Note "business excellence maturity" in this context refers to assessing your company's understanding of business excellence and how your company applies business excellence concepts to improve company performance.

Tick the one that applies

A	**Awareness** – There is some awareness of "business excellence", but none of our staff have been trained in business excellence. We are not sure how business excellence can be applied within our company.	4%
B	**Understanding** – We understand business excellence and how it can be applied. Key members of our staff have attended training courses in business excellence.	9%
C	**Progressing** – We have undertaken at least one assessment against a business excellence framework and taken steps to improve our systems and performance. Many of our staff have attended training courses in business excellence.	30%
D	**Competence** – My company has undertaken a few business excellence assessments, refined its assessment method, and can demonstrate improved performance as a result of our business excellence approach. My company uses the framework as a reference model to guide its improvement efforts. Most of the company's staff are aware of the framework and use it as a means to assess and improve the area of the business that they work in.	43%
E	**Advanced** – The business excellence principles on which the frameworks are based are embedded within my company. My company has undertaken many assessments, refined its assessment method, and can demonstrate improved performance year on year as a result of our business excellence approach. All of our company's staff are aware of the framework and follow business excellence principles in their daily work.	14%

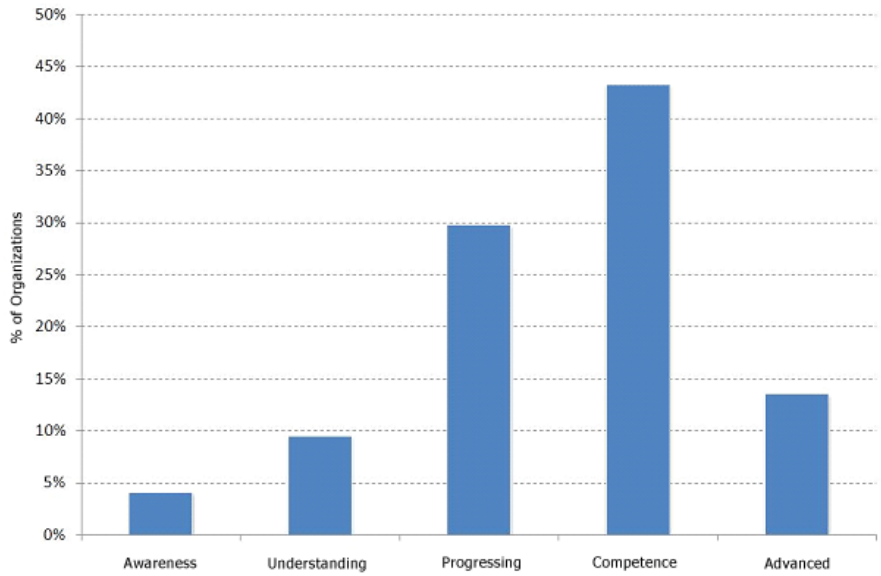


Figure 2.6: Business excellence maturity level expressed as a % (Responses = 74)

2.7 For 2008, estimate the time spent by people within your company on the following activities:

		No. of people involved on average per company	Person-hours per person on average per company	Total person-hours on average per company
A	Business excellence education and training (e.g., attended a business excellence training course, or attended training to become an assessor)	228	27	3143
B	Business excellence awards application (e.g., preparing an awards submission document, preparing your people for a site visit by assessors, etc.)	34	83	2056
C	Business excellence self-assessment (e.g., designing and administering the self-assessment, participation of staff, etc.)	912	33	3443
D	Action planning resulting from an assessment (e.g., meetings to discuss assessment feedback and developing action plans to address opportunities for improvement) *Do not include time spent on implementing the actions.*	855	19	2331

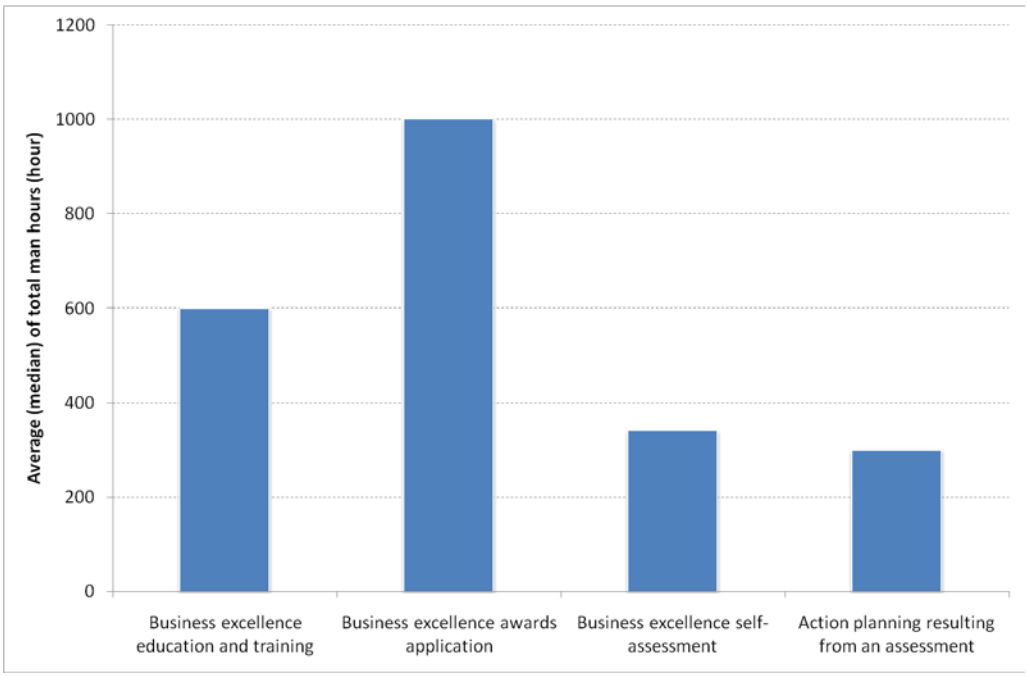


Figure 2.7: Average (median) time per company spent on each type of business excellence activity in 2008 (Responses = 63)

2.8 Does your company measure the following?

Tick the one that applies

		No	Yes	Don't know
A	Its investment (in terms of time/resources) in business excellence	51%	45%	4%
B	The returns/benefits achieved	42%	47%	11%

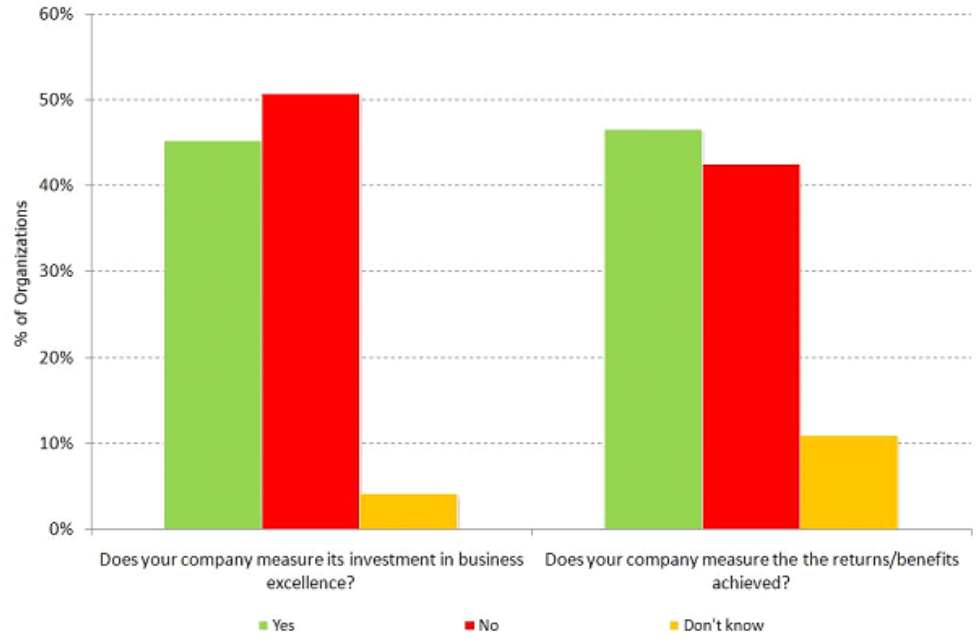


Figure 2.8: Measuring investment in business excellence and returns/benefits achieved expressed as a % of responses (Responses = 73)

If your company does measure its investment or returns, please explain how it does this.

I04 We only measure investment in terms of money and man hours spent by each SBU and corporate BE. Returns are not being measured since so many initiatives and efforts are in place and as such separating out under BE model head is difficult.

I05 We measure investment in terms of all budgeted and actual expenses on Business Excellence initiatives and their support. We measure returns in terms cost savings from improvements. The non-financial benefits, though individually considered at the project level, are not collected.

I10 We measure through Critical Success Factors and Balanced Score Cards.

I13 Each unit does measures its results.

I16 Investment of time is measured in terms of man hours spent at the senior, middle, and junior level of management. Also, the project costs are planned and tracked.

I17 In the beginning of each year, performance targets and goals are set. We have a meeting of Management performance review (MPR) on a monthly basis to review

the performance. Gaps are identified against targets and necessary action plans are implemented to achieve targets.

I18 We measure improvements in business process, cycle, time, etc. We measure reduction in price of non-conformance.

I22 Investment alone has been measured, with examples such as the cost of training and cost of education.

I24 We have budgets for the following:

1. Pursuing initiatives
2. Conducting training programs
3. Award application Fee
4. Tangible Business Benefit
5. Assessor Program fee
6. Travel expenses for awareness sessions
7. Communication (posters, booklets, books, etc.)

I25 We measure through detailed Capital Proposals & Post Project Audits.

I27 BE is a Critical Success Factor Project, a Cross Functional approach with budgeted resources, targets, and activity plans. Returns are not measured directly, but indirectly through assessment scores and levels of recognition.

J28 We set our own assessment indicators in each category and also implement benchmarking with other companies. The indicators include examples such as the ratio of establishing management visions/policies, employee satisfaction ratio, the ratio of revealing information, the ratio of energy consumption reduction, the ratio of development of techniques/skills, the number of staff with public qualifications, various defect rates, cost reduction ratio, labor productivity, the days needed for settling accounts, defect rate at receiving materials, the ratio of reducing claims, the ratio of reducing the cost of purchasing materials, the number of IT investments, the growth of sales, operating profit ratio, the ratio of profit to shareholders equity, the ratio of liability to borrowings, sales share, customer satisfaction ratio, etc.

J31 As for human resource development and self-assessment activities, we measure the investment by comparing the annual budget with actual cost. As for measuring the return to investment, we regard the return of the activities as contributing to the improvement in maturity of organization, but have not measured by quantitative data

J33

1. Employee consciousness survey,
2. Global CS survey,
3. Satisfaction survey, and
4. The monitoring meeting of Balanced Scorecards (4 times a year)

J34 Resource: annual training cost- 100 million yen. Result: financial data

J35 Investment: cost for seminars and training programs. Results: numbers of trained assessors and participants in JQA Council's training program.

J36 We implement our own self-assessment system with the participation of all the employees. We undertake meetings with all employees in a day-trip or overnight-trip.

J37 Customer Satisfaction, Self-Assessment Sheet

S38 We look to see if staff benefited through Personal Performance Appraisal.

S39 Man hours and resources spent in achieving business excellence are being monitored and reviewed periodically.

S48 We compare the management system and performance before and after BE training and involvement.

S52 We measure through our Customer Satisfaction Index and through our business results.

S54 We measure Performance Metrics in the area of productivity and customer satisfaction.

TH63 We invest in terms of staff education, providing facilities and arranging working environments to promote Quality Awards, including the announcement of Working Teams and Ambassadors for Quality Awards.

TH65 When the processes are integrated, efficiency improves. Moreover, most of the staff are aware of the framework and have a more systematic vision.

TH66 Measurement is done using a cause and effect relationship between the identified performance indicators of employee participation in various participative activities, e.g., KSS, Improvement themes, etc., and the savings achieved against the identified improvement themes and its impact on profitability.

TH72 Brand Reputation / Public Recognition

2.9 Do you have any comments to share on Section 2?

I02 It would be useful to have a framework for measuring ROI.

I04 How to measure "returns" exactly under the BE model head is difficult to measure, as so many other initiatives are in place. A one to one relation between improvements and assessment in tangible terms is difficult. How scores obtained by different companies are comparable, as complexity levels are different.

I08 The number of hours can be further segmented by 1) Top Leaders, 2) Functional Persons, and 3) Dedicated Quality and/or Business Excellence professionals.

I10 Our unit has 10 certified Assessors, which are conducting self-assessments as well as group unit assessments periodically. Some are conducting assessment for other business also.

I14 Seven persons from our unit attended a business excellence training course to become an assessor during May 2009 and July 2009.

J31 It is difficult to analyze the linkage between financial data, which fluctuates easily according to external condition (sales, operating profit, etc.), and the return on investment for business excellence activities. I am rather interested in whether there is any methodology to measure the linkage between ROI for BE activities and contribution to the business activities.

J36 Business excellence is the activity which supports the business fundamentals of my company. We utilize it for developing common core values and an organizational culture.

S43 it is not easy to quantify due to lack of manpower and also too many inter-relationships.

S47 Business excellence is "seen" as a project when we prepare for the application and assessment. Otherwise, the approach is part of what we normally do and therefore difficult to measure.

S53 The level of involvement among the various staff is uneven. Champions tend to devote more time, while others tend to be involved less. Therefore, the man hour

figures are purely estimates. 2008 happens to be the time when we prepared for SQC, and therefore, more time was spent in preparation. The above only applies to the regional head office. Time spent in assessing subsidiaries excluded.

TH63 Attitude and staff education are important for Business Excellence, and need follow-up by the leader.

TH65 Our organization is under Corporate, so some areas such as HR and marketing are in central functions. And we use cross functional teams.

TH68 We have improvement projects which return around 126 M THB, but we had this method before using business excellence.

TH71 It would be great if someone could advise us on how to measure investments and returns. (It might be in the guidelines)

SECTION 3 – IMPACT OF BUSINESS EXCELLENCE

3.1 How good are your company's practices, processes, and systems?
Indicate with a **"P"** how you rated in the **Past** before your first business excellence assessment and with an **"N"** how you rate **Now.**

Please ensure for each row you include a "P" and an "N". If your systems and processes have not changed, then include the "P" and "N" in the same box.

			Very poor		Below average		Average in industry			Above average		World class
			0	1	2	3	4	5	6	7	8	9	10
Practices, processes & systems	A	Leadership	P(5.4) N(7.6)										
	B	Strategic Planning	P(5.0) N(7.5)										
	C	Measurement, Analysis & Knowledge Management	P(4.7) N(7.0)										
	D	Customer Focus	P(5.5) N(7.7)										
	E	Workforce Focus/People management	P(5.2) N(7.4)										
	F	Process Management	P(5.1) N(7.3)										

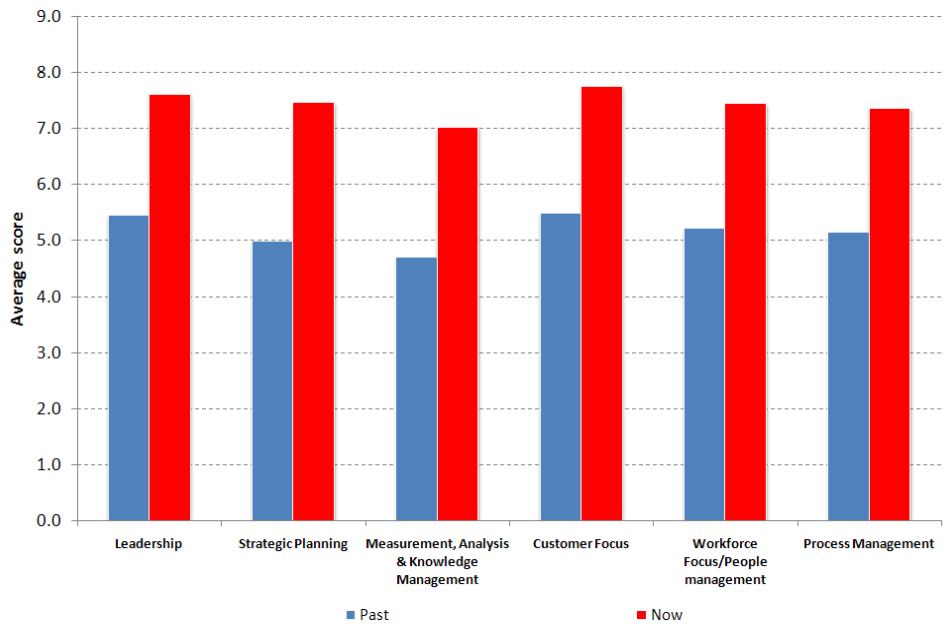


Figure 3.1: Rating of practices, processes, and systems in the "past" and "now" expressed as an average rating of responses (Responses = 69)

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

3.2 How good are your company's business results?
Indicate with a **"P"** how you rated in the **Past** before your first business excellence assessment and with an **"N"** how you rate **Now.**

Please ensure for each row you include a "P" and an "N". If your results have not changed, then include the "P" and "N" in the same box.

			Very poor		Below average			Average in industry			Above average		World class
			0	1	2	3	4	5	6	7	8	9	10
Business results	A	Product and Service Results	P(5.8) N(7.8)										
	B	Customer Focused Results	P(5.5) N(7.7)										
	C	Financial and Market Results	P(6.0) N(7.6)										
	D	Workforce Focused Results	P(5.4) N(7.4)										
	E	Process Effectiveness Results	P(5.4) N(7.2)										
	F	Leadership Results	P(5.5) N(7.7)										
	G	Social Responsibility Results	P(5.1) N(7.3)										

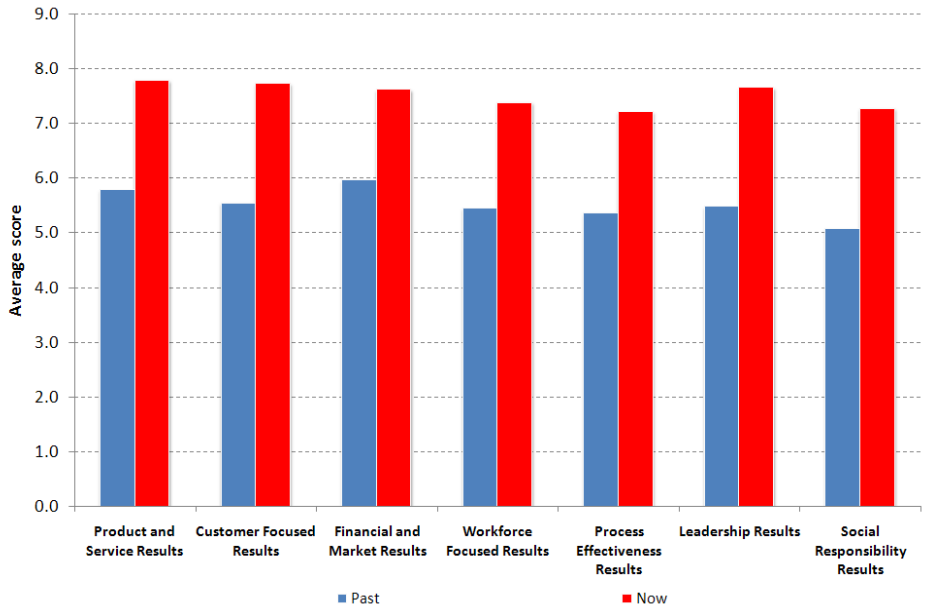


Figure 3.2: Rating of business results in the "past" and "now" expressed as an average rating of responses (Responses = 68)

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

3.3 How important is business excellence in terms of helping your company gain a competitive advantage for the future?

Tick the one that applies

A	Not important	1%
B	Some importance	4%
C	Moderate importance	11%
D	Very important	57%
E	Essential	26%

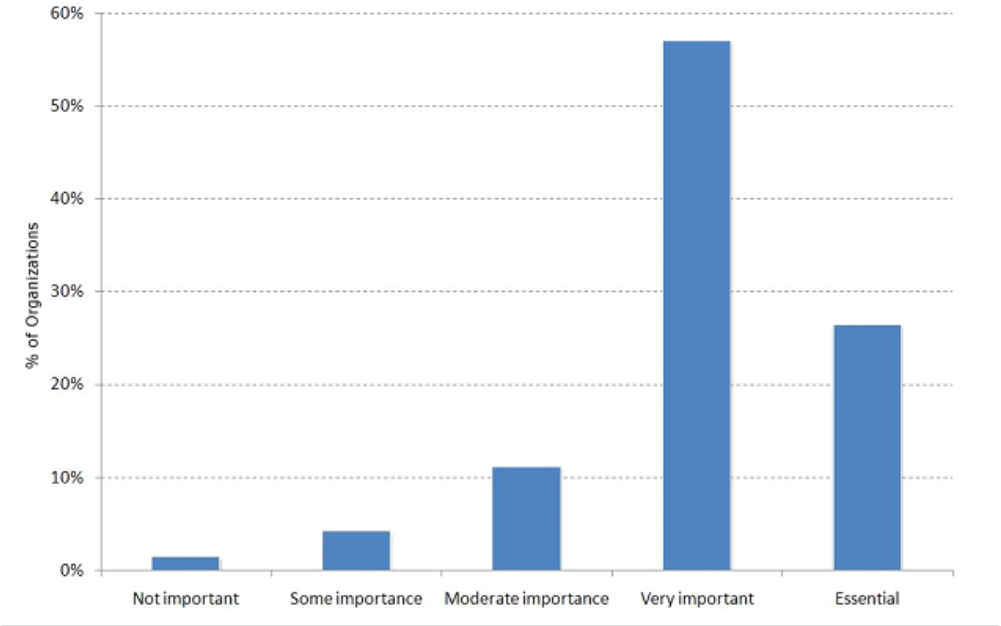


Figure 3.3: Importance of business excellence in gaining a competitive advantage expressed as a % of responses (Responses = 72)

3.4 As a direct result of using a business excellence approach, do you believe that your company's systems and performance are:

Tick the one that applies

A	Significantly worse than they would have been otherwise	0%
B	Slightly worse than they would have been otherwise	0%
C	No different than they would have been otherwise	3%
D	Slightly better than they would have been otherwise	38%
E	Significantly better than they would have been otherwise	59%

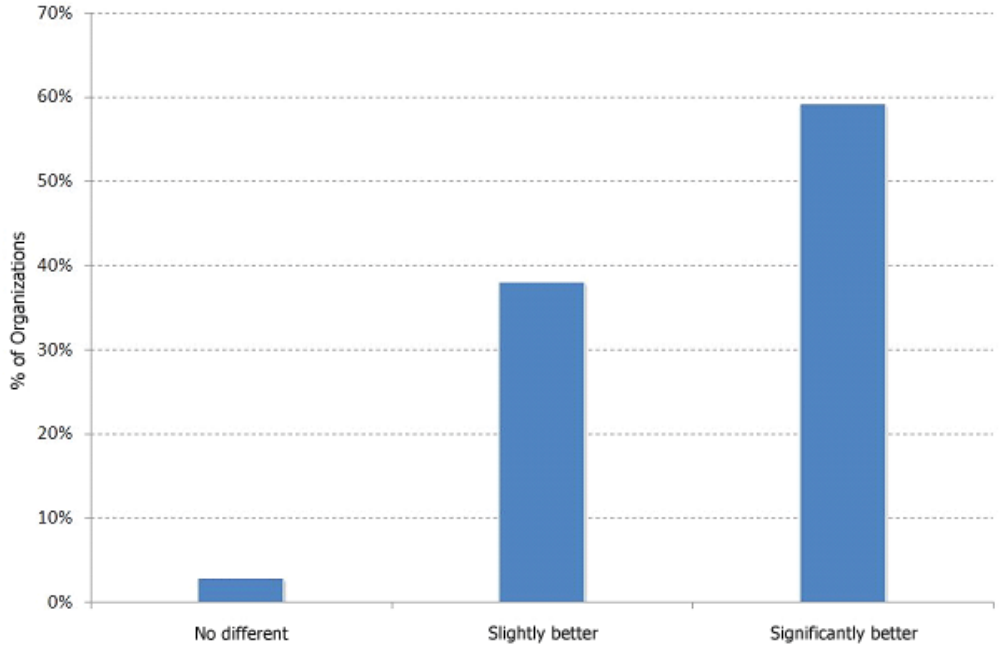


Figure 3.4: Results of using business excellence on company's systems and performance expressed as a % of responses (Responses = 71)

3.5 Which of the following statements apply to your company?

You may tick more than one statement.

		Tick those that apply
A	We do not recommend business excellence to our customers or suppliers.	17%
B	We recommend business excellence to our customers.	39%
C	We recommend business excellence to our suppliers.	61%
D	We actively help our customers to follow a business excellence approach (for example, through providing training or advice on business excellence assessments).	30%
E	We actively help our suppliers to follow a business excellence approach (for example, through providing training or advice on business excellence assessments).	31%
F	We assess our suppliers' systems and performance via a business excellence framework.	23%

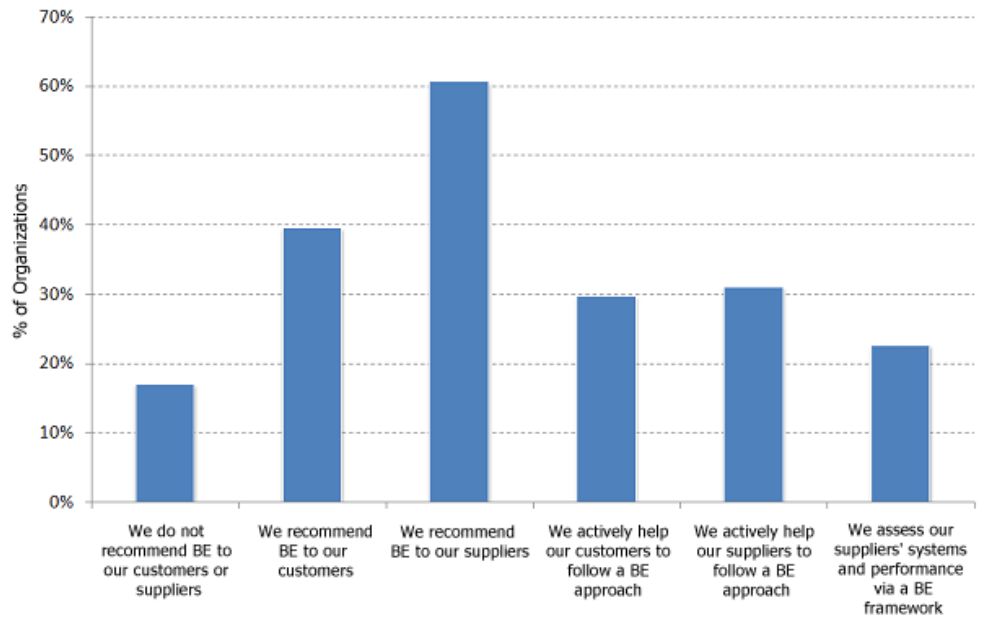


Figure 3.5: Recommending of business excellence to suppliers and customers expressed as a % of responses (Responses = 71)

3.6 Please indicate your expectations concerning the following:

Tick the one that applies for each statement

		Expectations										
		Significant decrease		Moderate decrease			Stay the same			Moderate increase		Significant increase
		0	1	2	3	4	5	6	7	8	9	10
		Expectations (Crosstab with Q3.6 Awareness / Understanding / Progressing in BE maturity)						Expectations (Crosstab with Q3.6 Competence / Advanced in BE maturity)				
A	Sales turnover over the next year	7.29						7.59				
B	Sales turnover during the next 3 to 7 years	8.56						8.68				
C	Productivity over the next year	7.53						7.85				
D	Productivity during the next 3 to 7 years	8.53						8.66				
E	Profitability over the next year	7.23						7.55				
F	Profitability during the next 3 to 7 years	8.47						8.55				

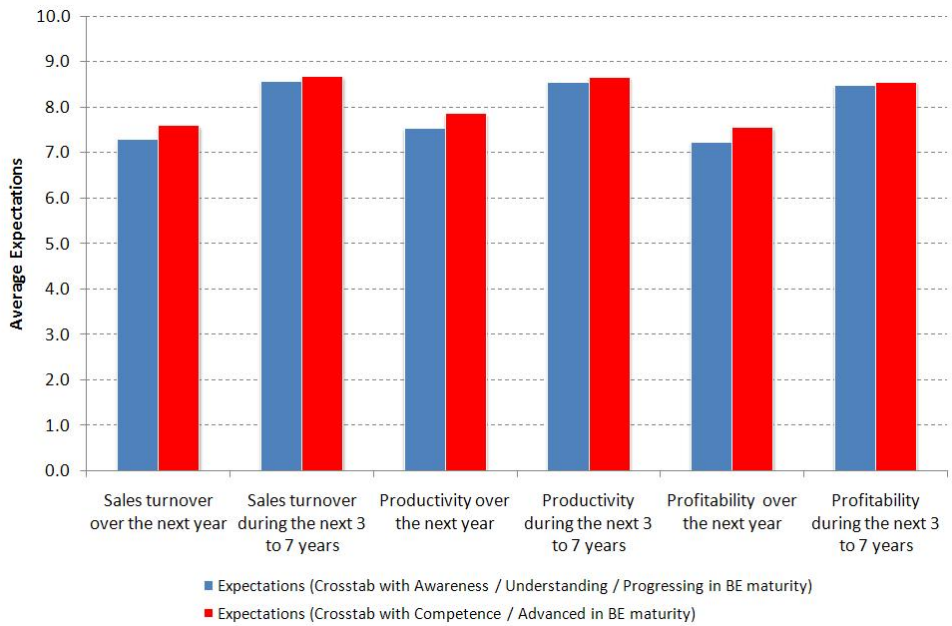


Figure 3.6: Sales growth and productivity expectations cross tabulated with business excellence maturity (Question 3.6) (Responses = 74)

Note: Expectations, 0 = Significant decrease, 2 = Moderate decrease, 5 = Stay the same, 8 = Moderate increase, 10 = Significant increase

3.7 Do you have any comments to share on Section 3?

I04 Results are being measured. However, if results improve because of a BE model assessment, it is difficult to explain this to top management. OFIs which are quite generic do not point to specific improvement activities.

I06 If we adopt BE techniques appropriately and internalize BE practices, we should do better than many competitors.

I10 Lots of Intangible Gains

I11 Since our expansion project completed last year, we are getting maximum productivity now. An increase in production from present would be moderate, we expect.

I14 Sales turnover & profitability decreased due to a reduction in commodity price over the next year.

I17 A business excellence framework has helped us to improve our business performance after implementation of assessment feedback.

I19 During the next two years our plant capacity will double.

J29 We cannot answer questions 3.1 and 3.2, because we cannot make comparisons with other companies in the same industry.

J36 We have improved the awareness of core values of the company and our customer focus by BE activities.

S38 New projects need a learning curve before productivity can be improved further.

S47 We do not deliberately distinguish business excellence as a separate activity. Rather, it is part & parcel of how we do our business. Compared to the business excellence approach, the people factor plays a major part in how we move from the past to now.

S53 I am unable to make a comment about prior to BE assessment, as I was not with the company then. BE was implemented as a program driven by the Japan head office. BE initiatives are yet to be fully integrated with business. However, it has led to notable successes & competitiveness in some subsidiaries.

TH63 A continuous improvement system is necessary for Business Excellence and to achieve overall improvements in business results.

SECTION 4 - DESIGN OF BUSINESS EXCELLENCE FRAMEWORKS

4.1 What are your company's goals, and will business excellence help your company to achieve them?

Indicate with a tick the level of importance

				How important is business excellence in helping your company to reach its goals? Only complete for the goals that you have ticked.				
		Short-term goals (1-2 years) Does your company have short-term goals related to the following? **Tick √ up to 5 that are the most important.**	**Long-term goals (5 years or more)** Does your company have long-term goals related to the following? **Tick √ up to 5 that are the most important.**	Not	Some importance	Moderate importance	Very important	Essential
Leadership and Social Responsibility related goals								
A	Leadership & vision							
B	Reputation & trust							
C	Ethical behavior							
D	Culture & values							
E	Preparedness for disasters or emergencies							
F	Regulatory & legal compliance							
G	Fiscal accountability & financial management							
H	Seeking investment/investors							
I	Business model changes							
J	Organizational structure changes							
K	Involvement in the community & society							
L	Environmental/green issues							
Strategy planning								
M	Strategic planning							
N	Action planning and deployment process							
Customer focus related goals								
O	Market growth within country							

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P	International market growth							
Q	Acquisitions							
R	Product performance, e.g., quality/delivery/value							
S	Service performance, e.g., quality/delivery/value							
T	Innovation in products & services							
U	Customer satisfaction & dissatisfaction							
V	Customer retention & relationship building							
Measurement, analysis, and knowledge management related goals								
W	Information management & control							
X	Knowledge management & best practices							
Y	Information technology applications							
People related goals								
Z	Employee satisfaction & dissatisfaction							
A1	Employee skills, development & training							
B1	Work organization & involvement							
C1	Employee performance management/recognition							
D1	Succession planning & recruitment							
E1	Staff retention							
F1	Downsizing							
G1	Work environment, health, safety & ergonomics							
Process related goals								
H1	Continuous improvement							
I1	Design of products, services, or processes							
J1	Marketing, selling & invoicing processes							
K1	Purchasing & supplier relationships							

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L1	Partner relationships							
M1	Outsourcing							
N1	Productivity gains for manufacturing							
O1	Productivity gains for our services							
P1	Cost reduction							
Q1	After-sales service, warranties & complaints							
R1	Distribution channels							
S1	Delivery of products/services							
T1	Managing buildings, equipment & materials							
U1	Innovation in processes							
V1	Technology & flexibility							
Other goals? Please specify:								

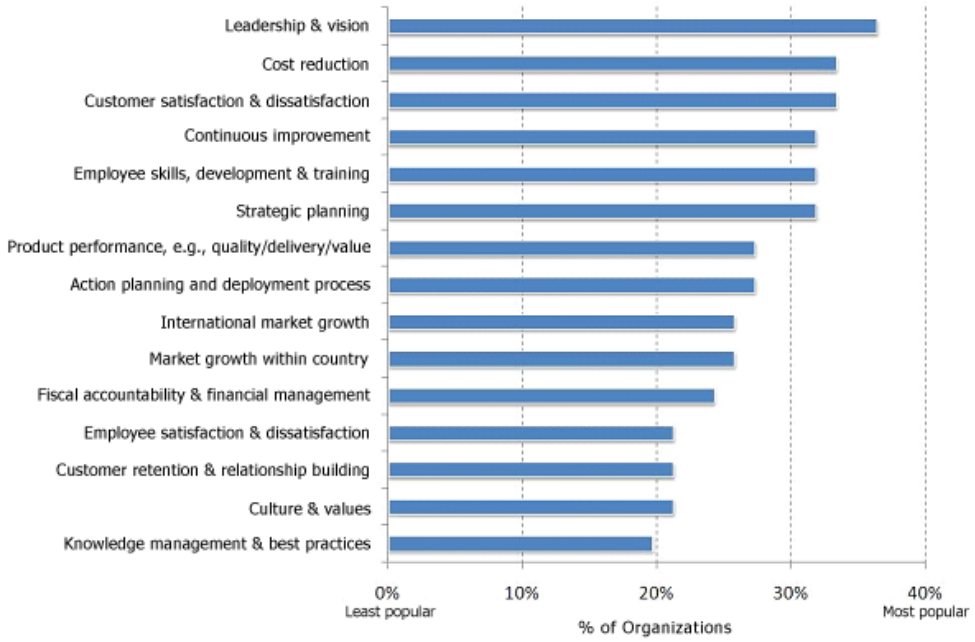

Figure 4.1a: Most popular short-term goals expressed as a % of responses (Responses = 66)

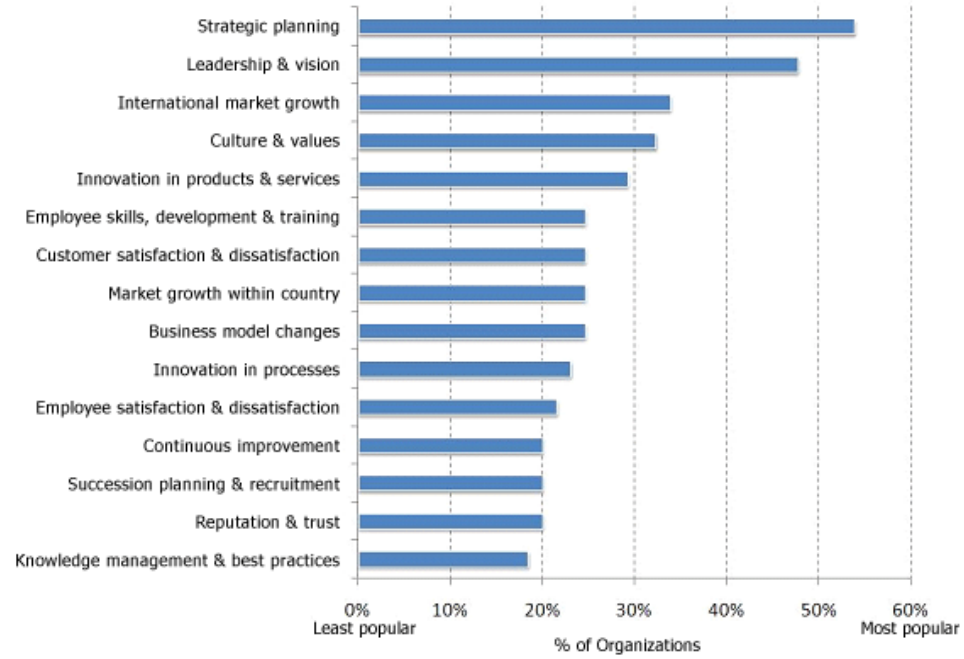

Figure 4.1b: Most popular long-term goals expressed as a % of responses (Responses = 65)

Figure 4.1c: Importance of business excellence in helping companies to reach the 15 most popular short-term goals (Responses = 66)

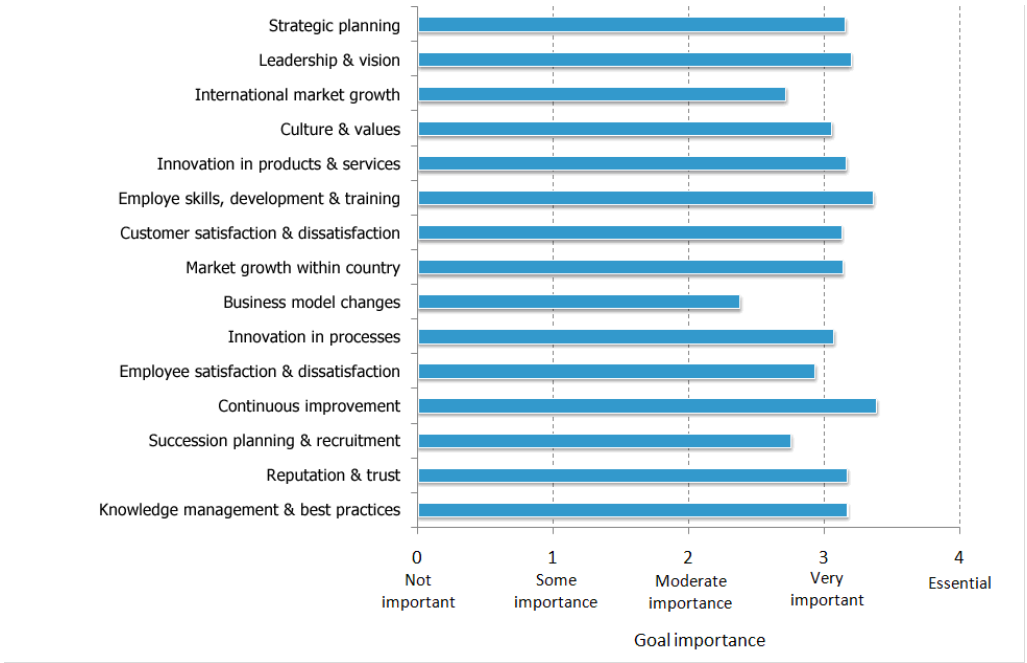

Figure 4.1d: Importance of business excellence in helping companies to reach the 15 most popular long-term goals (Responses = 65)

Other responses:

I07 Customer success
J33 Sales
S55 Various risks such as terrorism, diseases (SARS, Swine Flu, etc.), and fraud
TH65 Sales

4.2 In general, are you confident that the design of the business excellence framework used in your country is based on sound business principles and can provide a reasonably accurate assessment of business excellence?

Tick the one that applies

A	Extremely confident, the design is perfect	21%
B	Very confident, but the design does require a few minor changes	62%
C	Reasonably confident, but the design does require a number of changes	14%
D	Require further convincing, the design requires some major changes	1%
E	Not confident at all, the design requires a major overhaul	3%

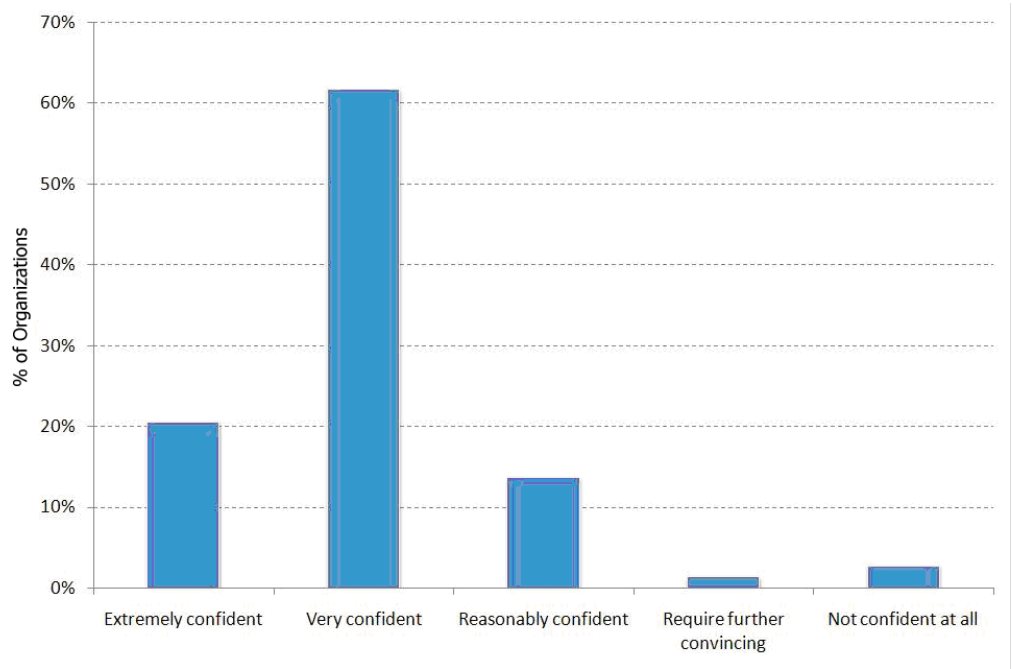

Figure 4.2: Level of confidence in the local business excellence framework expressed as a % of responses (Responses = 73)

4.3 Do you think that the business excellence framework is a good framework for assessing sustainable competitiveness?

Tick the one that applies

A	Extremely confident, the design is perfect	33%
B	Very confident, but the design does require a few minor changes	49%
C	Reasonably confident, but the design does require a number of changes	18%
D	Require further convincing, the design requires some major changes	0%
E	Not confident at all, the design requires a major overhaul	0%

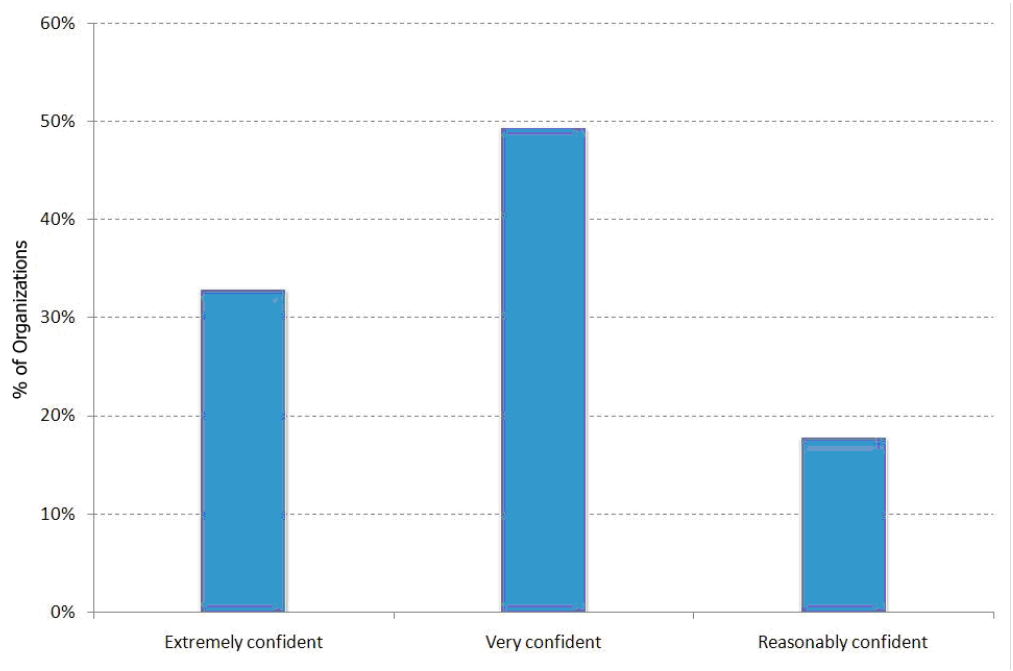

Figure 4.3: Level of confidence in the business excellence framework as a tool for assessing sustainable competitiveness expressed as a % of responses (Responses = 73)

Note: No responses were recorded for “Require further convincing” or “Not confident”.

4.4 What changes to the framework should be made? And why?

I02 There should be an increased focus on marketing.

I03 Include innovation

I04
1. It should be industry specific so that comparisons are easy.
2. Instead of generic OFIs, they should be a bit specific.
3. Some features of "Deming" should be incorporated.
4. The complexity of industry should be taken into account.
5. In case of a three tier organization where SBUs, regional head offices, and a corporate office exists, it is difficult to assess SBU alone or corporate office alone.
6. For a company which has a product which is not FMCG like "electricity", it is difficult to compare many customer related aspects.

I06 Changes to address innovation, outsourcing, and management of temporary and contract labor could be considered.

I07 The present framework is sufficient.

I08 Financial Management and Technology & IT must be criteria themselves instead of sub-criteria. Innovation needs to be accentuated.

I09 The business excellence framework is not being used as a "self-assessment tool for performance improvement" in India. It is being used more for winning awards. Also, the quality of assessments by award bodies is sub-optimal.

I11 More integration of the business excellence model with the unit's objectives and its deployment across all the processes is needed.

I13 Focus on global business and innovation to make companies competitive.

I18 The framework should improve the aligning of operational activities with strategic practices.

I19 The scoring pattern on the results part needs to be modified.

I21 Site visits for assessment should provide "on-the-spot" improvement opportunities.

I22 The framework appears to have been designed for very large organizations.

I25 In terms of implementation, the focus should be on a few points at a time and not on all with blurred focus.

I26 More focus on innovation may be added.

J31 It would be better if there is some kind of guideline which shows the connection between middle-term/annual business plans and the timing/contents of self-assessment. The detailed activities in the business plan should be made based on the results of self-assessment, but we have not established the system to improve the maturity of strategy planning and policy deployment by self-assessment.

J32
1. Leadership – The influence of the high turnover of top executives on the leadership and policy of risk assessment.
2. Management strategy – We cannot be sure that a good strategy building process results in a successful strategy.

J36 The quality of examiners varies too widely. The assessment system gives a heavy burden to the company and affects the ordinary operation.

S41 The framework is robust and comprehensive. However, different versions of the framework to accommodate differing organization sizes should be considered. It may be "counter excellence" to force fit the framework into a small organization.

S42 Good framework

S43 In Singapore, there are many companies of diverse ownership and makeup. In certain industries, due to size, it's not easy to do certain BE practices like benchmarking.

S44 Include Supporting Green Environment as a measure.

S45 Incorporating risk management and compliance into the framework should be considered.

S46 I just feel the need to change the framework so it can be adopted by all organizations, SMEs, etc.

S51 Some aspects are not quite applicable to education, e.g., sales figures.

S53 The SQA framework should be supported by a body of knowledge or guidelines that make assessment less subjective. The quality of assessment needs to be improved to give valuable and actionable feedback. My company uses the MBNQA framework, which is more effective. However, some fine tuning needs to be made to clarify the organization core competence aspect since that concept is hard to interpret in an actual business context.

TA62 The result section should be included in each process section for easier understanding.

TH65 It requires a higher business focus and correct positioning in the country.

TH70 It's very difficult to find benchmarks on the results.

TH71 It needs to focus on specific businesses, such as healthcare and education, the same as MBNQA.

TH72 Separate by business sector, such as manufacturing, service, non-profit, etc., to make it more suitable for specific types of organizations.

4.5 Do you have any comments to share on Section 4?

I10 Model to include Inclusive Growth

J31 We think that it would be more effective to implement self-assessment and improve PDCA at the specific managerial issues, rather than implementing it for all of the categories every time.

J36 We have managed to improve company culture by solving individual issues day by day.

TH63 For more understanding of Quality Applications, each process description and result should be combined and concluded in each section.

SECTION 5 – AWARENESS OF BUSINESS EXCELLENCE

5.1 Why did your company decide to follow a business excellence path?

Tick the level of importance for each statement

		Level of importance				
		Not important	Some importance	Moderate importance	Very important	Essential
		0	1	2	3	4
A	It was a decision by the CEO	6%	1%	18%	41%	34%
B	We were facing a crisis and needed a change in direction	46%	19%	19%	11%	5%
C	We liked its focus on continuous improvement	1%	1%	18%	64%	15%
D	To improve productivity	3%	15%	17%	59%	6%
E	To improve quality	1%	9%	10%	67%	12%
F	To become world class	7%	6%	4%	41%	41%
G	To win an award	19%	19%	31%	19%	10%
H	We wanted a holistic framework which our other initiatives could fit within	6%	12%	16%	42%	25%
I	To educate staff on the characteristics of successful organizations	5%	5%	34%	48%	9%
J	Research showed it would be beneficial	20%	19%	28%	28%	5%
K	To benchmark our business excellence scores within and across industries	9%	15%	19%	46%	10%
L	To have an external/independent measure of our performance	4%	6%	25%	44%	21%
M	To copy a competitor that was already using a business excellence approach	58%	9%	22%	9%	2%
N	We were encouraged by our customers	65%	15%	17%	2%	2%
O	We were encouraged by our suppliers	69%	11%	14%	3%	3%
P	We were encouraged by our government	63%	16%	16%	3%	2%
Q	Other – please specify:	9%	0%	0%	64%	27%

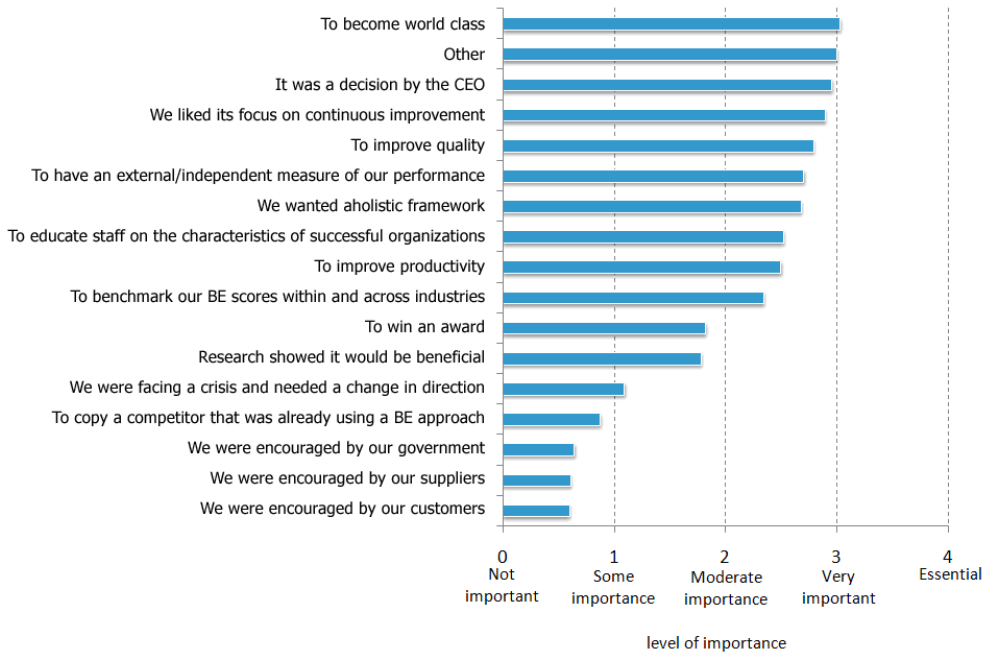

Figure 5.1: Reasons for implementing a business excellence initiative expressed as an average of importance (Responses = 72)

5.2 What percentage of your senior management team is aware of your country's business excellence framework?

Tick the one that applies

A	0%	0%	D	41 - 60%	5%
B	0 - 20%	8%	E	61 - 80%	23%
C	21 - 40%	4%	F	81 - 100%	59%

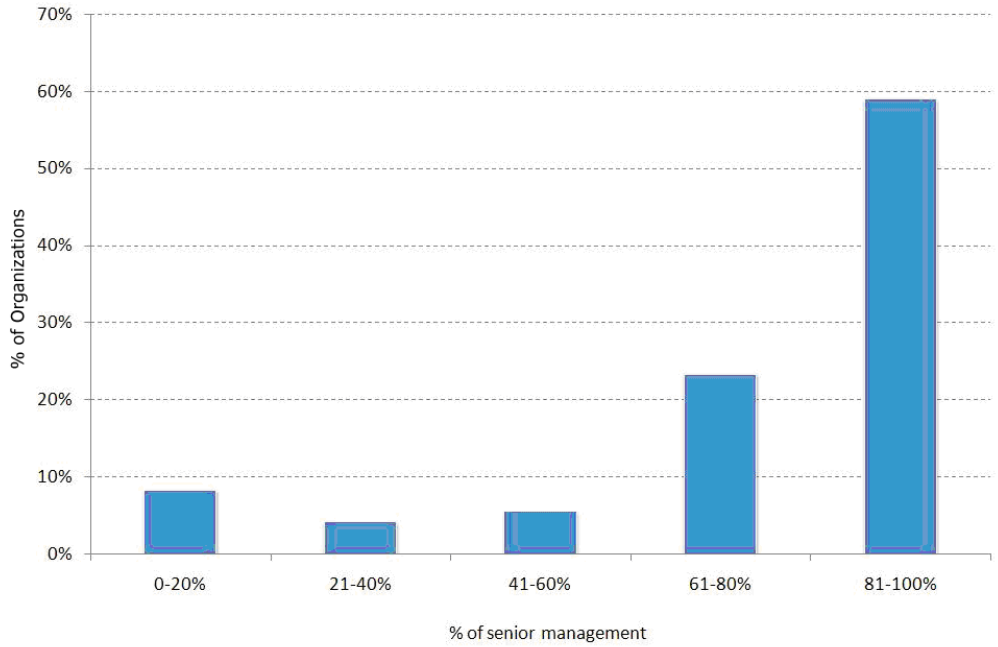

Figure 5.2: Senior management awareness of business excellence expressed as a % of responses (Responses = 73)

5.3 What percentage of your employees is aware of your country's business excellence framework? (your best estimate)

Tick the one that applies

A	0%	6%	G	41 - 50%	4%
B	1 - 5%	8%	H	51 - 60%	14%
C	6 - 10%	3%	I	61 - 70%	18%
D	11 - 20%	11%	J	71 - 80%	15%
E	21 - 30%	4%	K	81 - 90%	10%
F	31 - 40%	4%	L	91 - 100%	7%

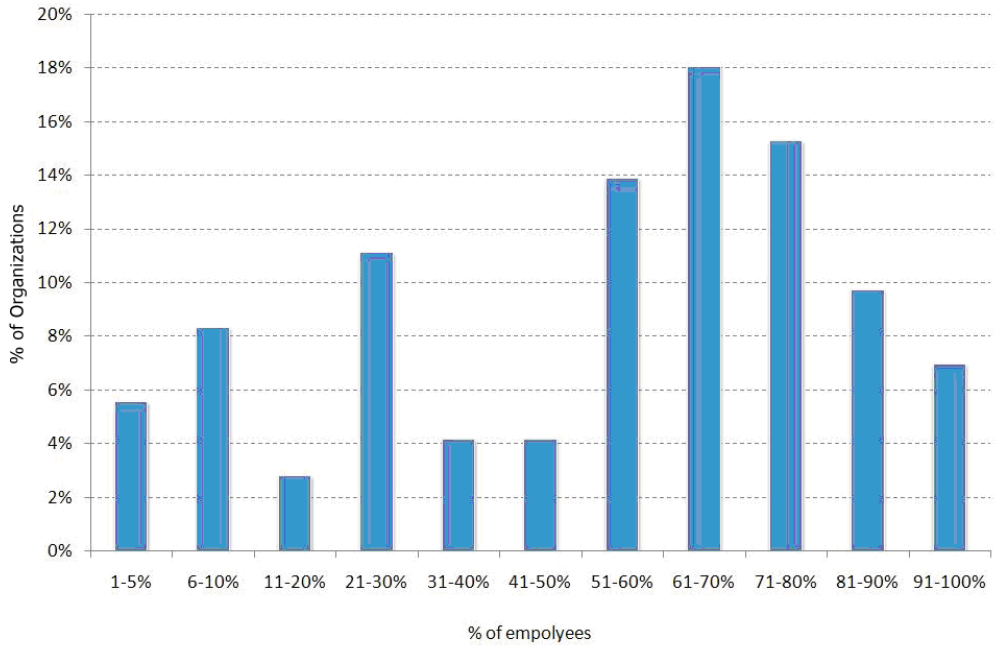

Figure 5.3: Employees' awareness of business excellence expressed as a % of responses (Responses = 72)

5.4 The following questions seek to obtain your opinion on the services provided within your country to create awareness and understanding of business excellence. These services are usually supplied by the organization that administers the national business excellence award, but may be supplied by other organizations.

	List of activities/services that help to raise awareness and understanding of business excellence within a country. (BE = business excellence)	Tick √ the 5 activities that you think your country should focus on improving/doing more of over the next few years to raise awareness levels and understanding of business excellence.	Which activities has your company experienced/ used within your country? Indicate with a tick √.	For the activities you have used, how beneficial have they been?					
				Don't know	Very poor	Poor	Average	Good	Excellent
A	Promotion of BE via websites								
B	Marketing of BE to CEOs/senior managers								
C	Marketing of BE to managers/employees								
D	Obtaining the assistance of assessors to promote BE								
E	Obtaining the assistance of companies that already use BE to promote BE								
F	Conferences on BE								
G	Workshops/training in BE								
H	Presentations from Award winners								
I	Press releases on BE								
J	Access to easy-to-understand publications that explain BE and its benefits								
K	Encouraging schools to promote and teach BE to their students								
L	Encouraging tertiary institutions to promote and teach BE to their students								
M	Encouraging industry/membership based associations to promote BE to their members								

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N	Encouraging government institutions to promote and use BE								
O	Having BE Awards at the local level (by city or area of a country)								
P	Raising the profile of the national business excellence award								
Q	Other – please specify:								
R									

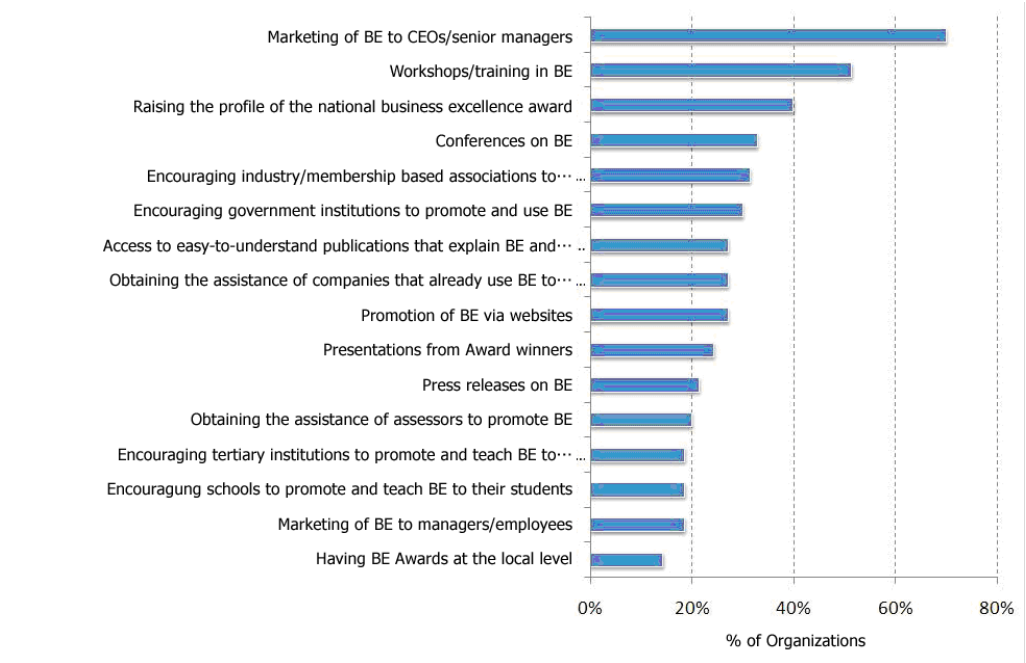

Figure 5.4a: Activities that should be improved or undertaken more often by the country's BE administrator to raise business excellence awareness expressed as a % of responses (Responses = 70)

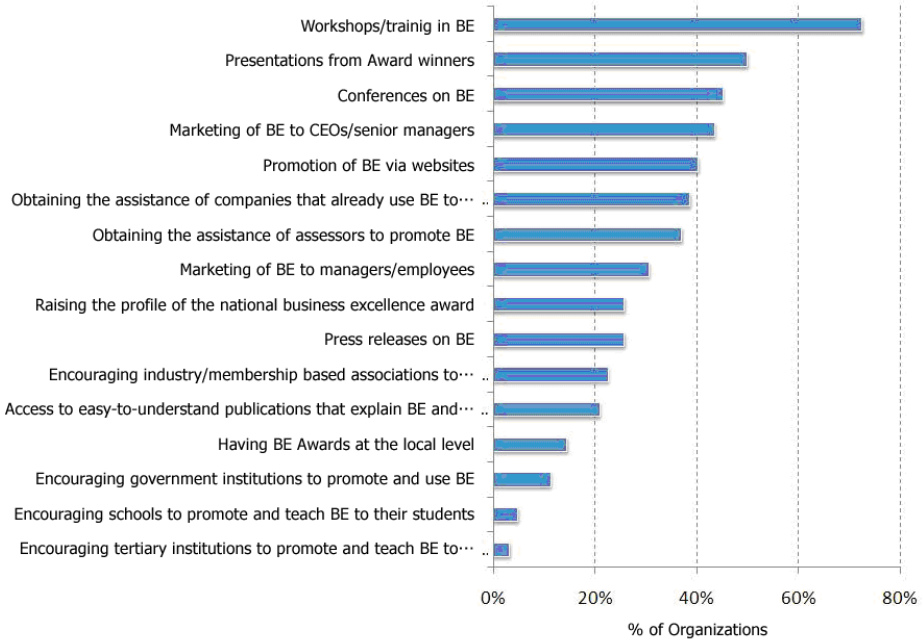

Figure 5.4b: Business excellence awareness activities that have been experienced by respondents expressed as a % of responses (Responses = 62)

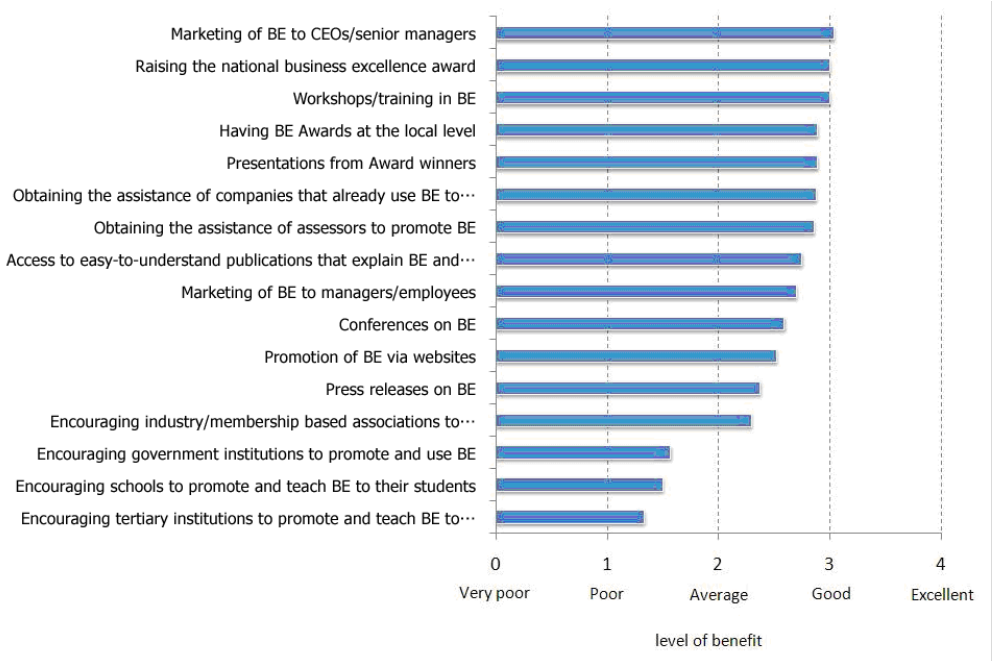

Figure 5.4c: The business excellence awareness activities that rated as most beneficial expressed as a % of responses (Responses = 64)

Other responses:

S41 Mentoring another company to help them participate in a BE Assessment
TH65 Benchmarking to be provided within industry

5.5 Do you have any comments to share on Section 5?

I05 It is important to establish in the public mind that Business Excellence leads to results and that there are several outstanding examples which prove this.

I09 If Business Excellence has to be made successful in India, it has to be marketed by CEOs who have successfully used it.

J36 Through benchmarking, we succeeded in dynamic change. We are really glad that we have implemented Business Excellence.

S53 SQA as an award has been well publicized. However, there is much less communication/marketing on the benefits of the framework to help improve business performance. There should be more marketing to convince people to use the BE framework to improve business, rather than to pursue awards. Assessment should be done for the same purpose as well: to help the company improve, not just to obtain a score.

TH63 Benchmarking or comparison with the best in a class is necessary for the awareness of Business Excellence.

TH71 For question 5.3, 50% of our employees are part-time employees.

TH72 There should be long-term strategies for increasing BE awareness and recognition. It should be integrated with other national accreditation, such as HA Thailand.

TH73 Normally, if a company is successful in BE, then new business will be obtained of an "Excellence" rank - this means that our customers will favor BE suppliers.

SECTION 6 – APPLYING A BUSINESS EXCELLENCE APPROACH

6.1 What does your company's business excellence approach consist of?

You may tick more than one statement.

		Tick those that apply
Education and training		
A	Education and training programs on business excellence are provided to a few of our staff.	22%
B	Education and training programs on business excellence are provided to the majority of our staff.	56%
C	Education and training programs on business excellence are provided to our senior management team.	60%
D	We use the business excellence framework for reference purposes when developing our own company's business excellence framework/approach.	38%
Type of assessments		
E	We undertake business excellence self-assessments (internal assessments).	67%
F	We hire outside consultants who undertake business excellence assessments on our company (external assessments).	26%
G	We are assessed when we apply for our national business excellence award (external assessment).	63%
Frequency of assessments		
H	We assess our business excellence performance every year.	64%
I	We assess our business excellence performance every two years.	24%
J	We do not undertake regular business excellence assessments.	12%
Scope of assessments		
K	We undertake one business excellence assessment that covers the whole company.	53%
L	We undertake many business excellence assessments that cover our business units and departments.	30%
Supporting structure for business excellence		
M	We allocate people within our company to be category leaders. These are responsible for leading improvement initiatives within a business excellence category.	23%
N	We have set up a number of Improvement Teams to address our opportunities for improvement.	25%
O	We implement and monitor improvement actions based on assessment findings.	27%
P	We have one Business Excellence Team that oversees all our business excellence related activities.	52%

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Q	We have one person whose full-time role is on business excellence.	55%
R	We have a team of people who work full-time on business excellence initiatives.	60%
S	Our senior managers are fully involved in our business excellence initiatives.	62%
T	A culture of excellence is embedded within our systems and does not require specific business excellence related interventions for it to continue and prosper.	62%
U	Other – please specify:	

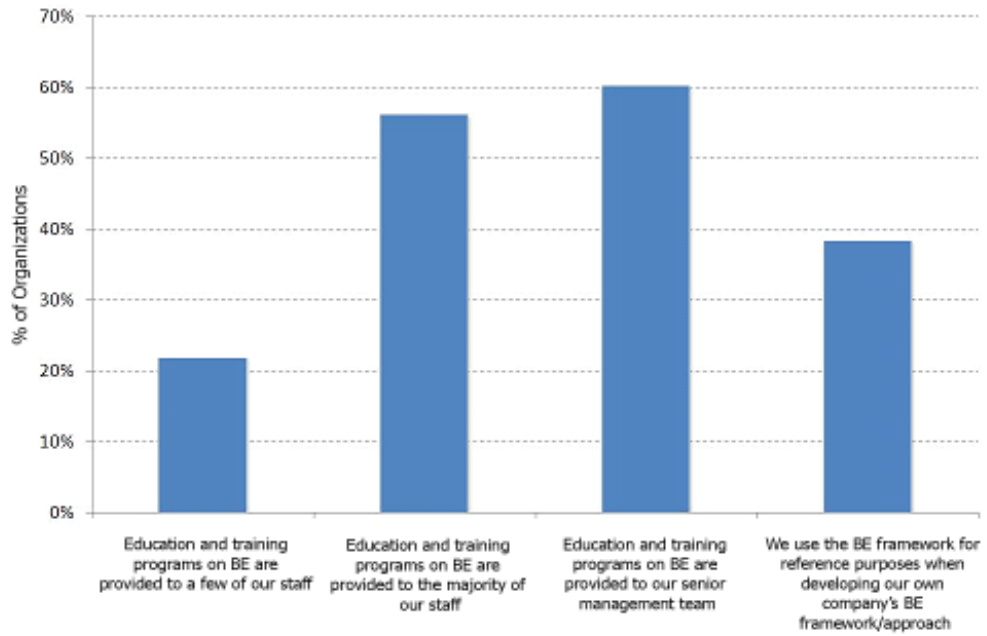

Figure 6.1a: Company's business excellence approach in *education and training* expressed as a % of responses (Responses = 73)

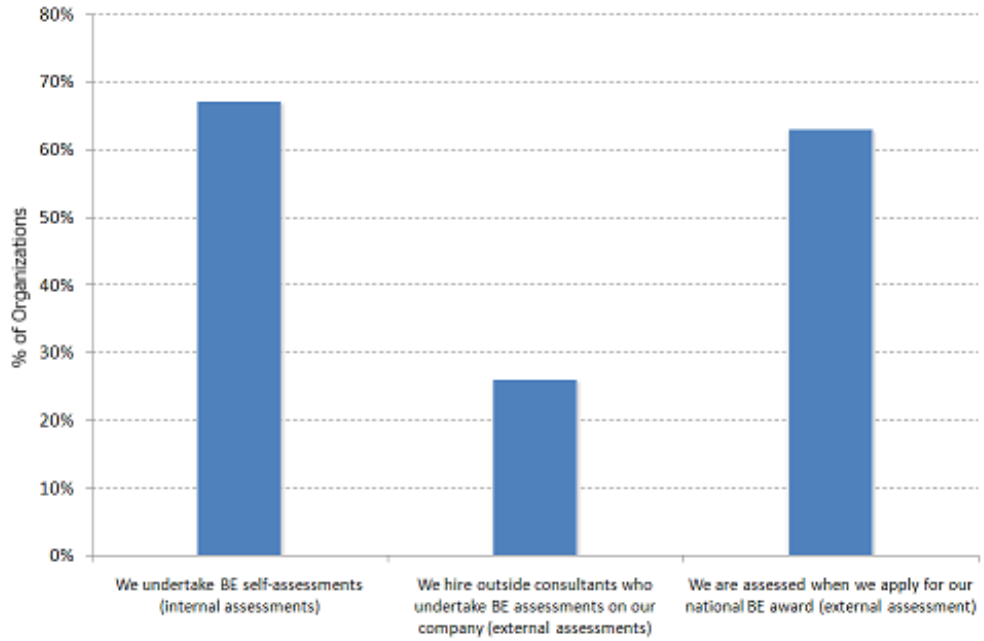

Figure 6.1b: Company's business excellence approach in *assessment* expressed as a % of responses (Responses = 73)

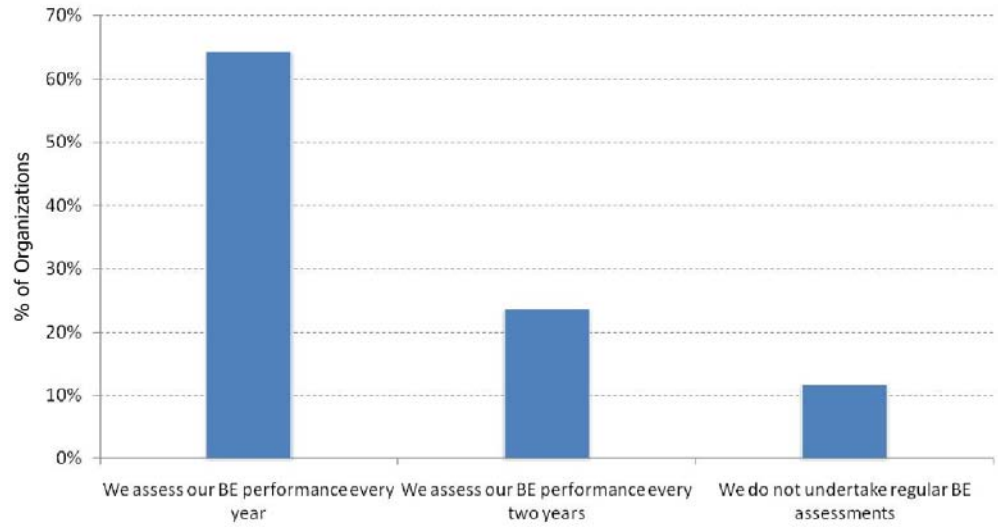

Figure 6.1c: Company's business excellence approach in *frequency of assessment* expressed as a % of responses (Responses = 73)

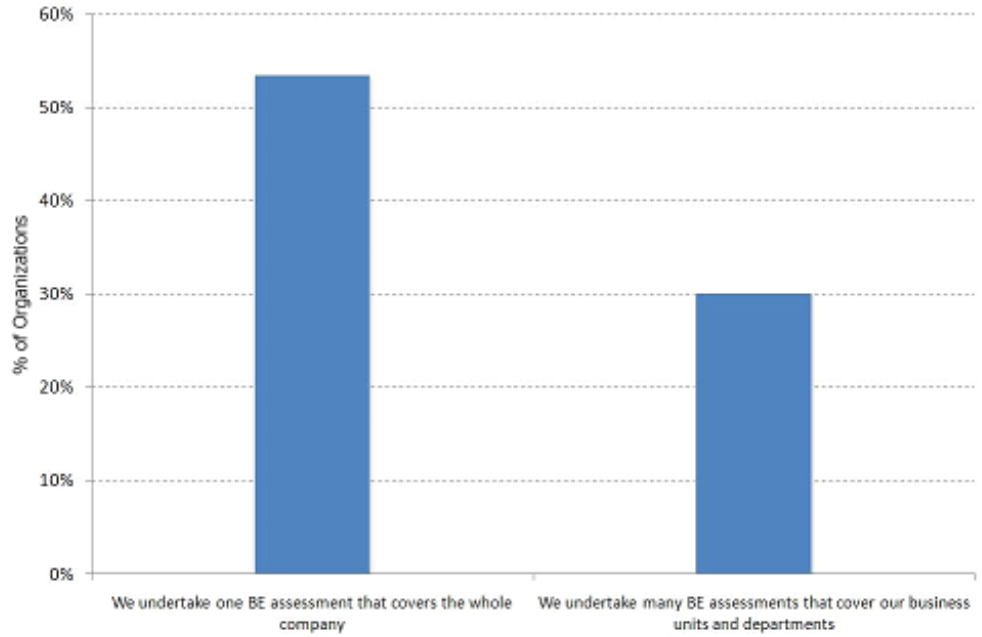

Figure 6.1d: Company's business excellence approach in *scope of assessment* expressed as a % of responses (Responses = 73)

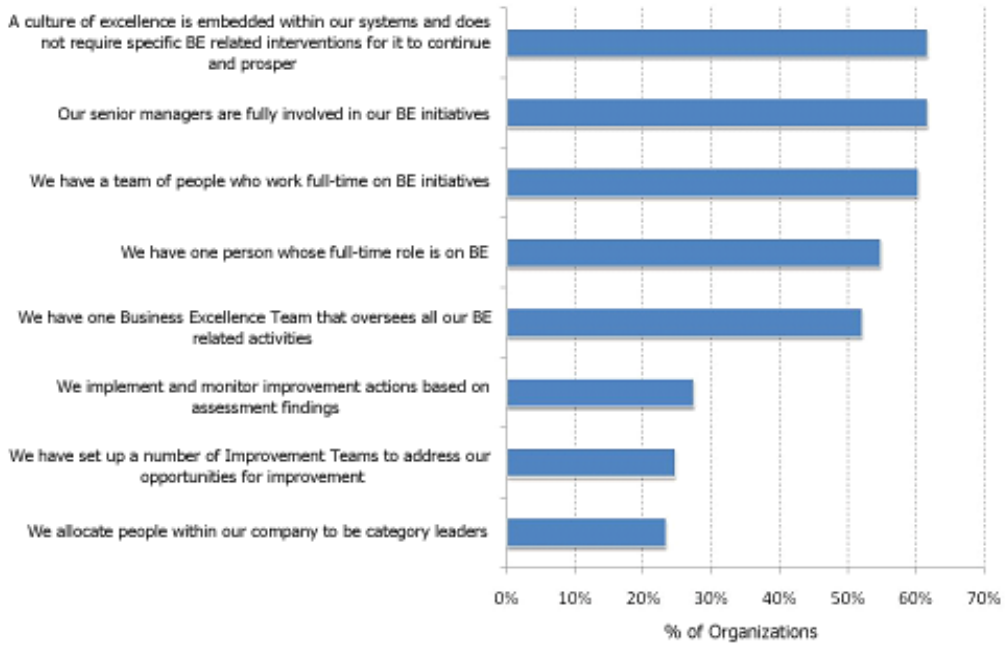

Figure 6.1e: Company's approach in *creating supporting structure* for business excellence expressed as a % of responses (Responses = 73)

6.2 The following questions seek to obtain your opinion on the services provided within your country to help companies use a business excellence approach. These services are usually supplied by the organization that administers the national business excellence award, but may be supplied by other organizations.

	List of activities/services that help companies to use a business excellence approach within a country. (BE = business excellence)	Tick √ the 5 activities that you think your country should focus on improving/doing more of over the next few years to help companies to use a business excellence approach.	Which activities has your company experienced/ used within your country? Indicate with a tick √.	For the activities you have used, how beneficial have they been?					
				Don't know	Very poor	Poor	Average	Good	Excellent
Information resources									
A	Publications on BE, e.g., those showing best practice case studies, examples of BE applications, the types of BE assessments that can be used, benchmarks, descriptions of business improvement tools, and techniques								
B	Websites of BE information, e.g., those showing best practice case studies, examples of BE applications, the types of BE assessments that can be used, benchmarks, descriptions of business improvement tools, and techniques								
C	Copies of BE submission documents from Award winners								
D	Industry specific BE guides to explain BE in terms relevant to the industry								
Training and education									
E	Best/good practice tours								
F	Conferences on BE								
G	Workshops/seminars in BE								
H	BE assessor training courses								

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I	Certified courses of training in BE, e.g., diploma or masters degrees								
J	Train–the-trainer courses (for assessors/consultants)								
Networking									
K	Networking meetings for business excellence users								
L	Networking meetings for CEOs/senior managers of business excellence users								
M	Online BE forums/discussions								
BE Assessment									
N	BE self-assessment tools provided as paper copies								
O	BE self-assessment tools - online/software versions								
P	BE assessments facilitated by consultants								
Q	BE Awards at the national level								
R	BE Awards at the local level (by city or area of a country)								
Other									
S	Business Excellence mentoring (e.g., access to BE assessors/experts for advice)								
T	Access to Business Excellence consultants for advice and assistance								
U	Opportunities for sharing and learning from companies in other countries								
V	Benchmarking services and consulting (activities to learn from best practices)								

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W	Additional frameworks, guides, and awards that stem from BE and focus on specific topics, such as Corporate Responsibility, Knowledge Management, Environmental Sustainability, and Leadership								
X	Other – please specify:								

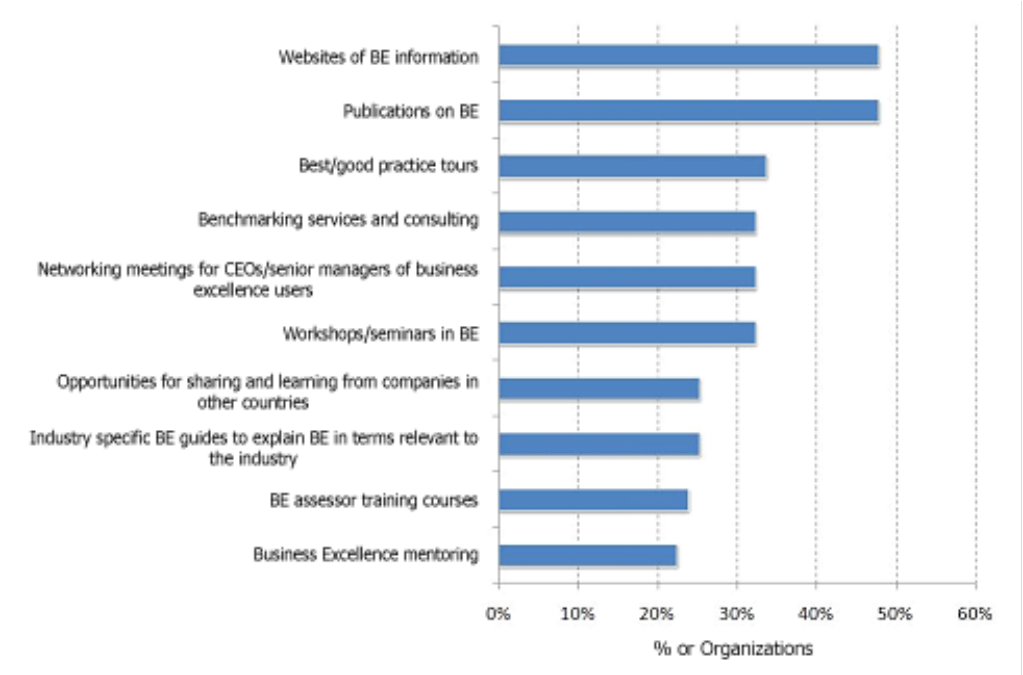

Figure 6.2a: 10 highest priority application activities (activities that help companies to improve) that the country's BE administrator should focus on improving or undertaking more often expressed as a % of responses (Responses = 71)

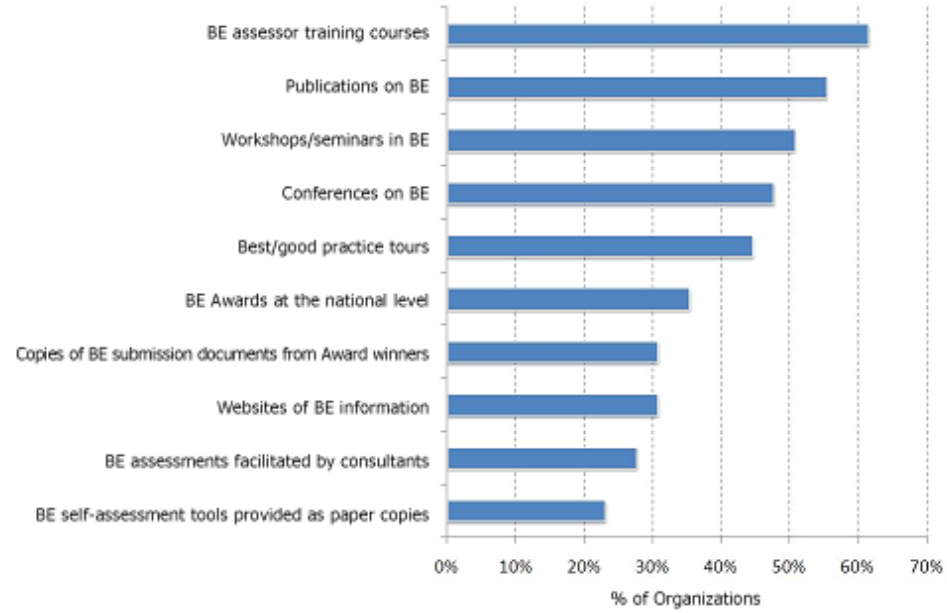

Figure 6.2b: The 10 business excellence application activities (activities that help companies to improve) that have been experienced the most by respondents expressed as a % of responses (Responses = 65)

Figure 6.2c: Business excellence application activities (activities that help companies to improve) that rated as most beneficial expressed as an average of responses (Responses = 68)

6.3 What are the main barriers hindering a long-term commitment to business excellence within your company?

Tick up to 3

		Tick √ up to 3 main barriers.
Internal issues		
A	Lack of leadership commitment	13%
B	Frequent changes of personnel in our senior leadership team (leading to a change in direction)	16%
C	Lack of understanding of the meaning of business excellence	25%
D	Lack of understanding of how to develop a business excellence culture	38%
E	Lack of understanding of business excellence assessment methods	12%
F	The benefits from business excellence are not clear	36%
G	Lack of time to devote to business excellence	30%
H	Lack of resources to devote to business excellence	29%
External issues		
I	The BE training courses that are available do not meet our needs	6%
J	Lack of consultants with expertise in BE	6%
K	Lack of opportunities to learn from other companies	26%
L	Lack of business excellence assessment methods/tools that we can use	6%
M	Lack of assistance (in general) to help our company gain the most from business excellence	17%
N	Other – please specify:	
O		

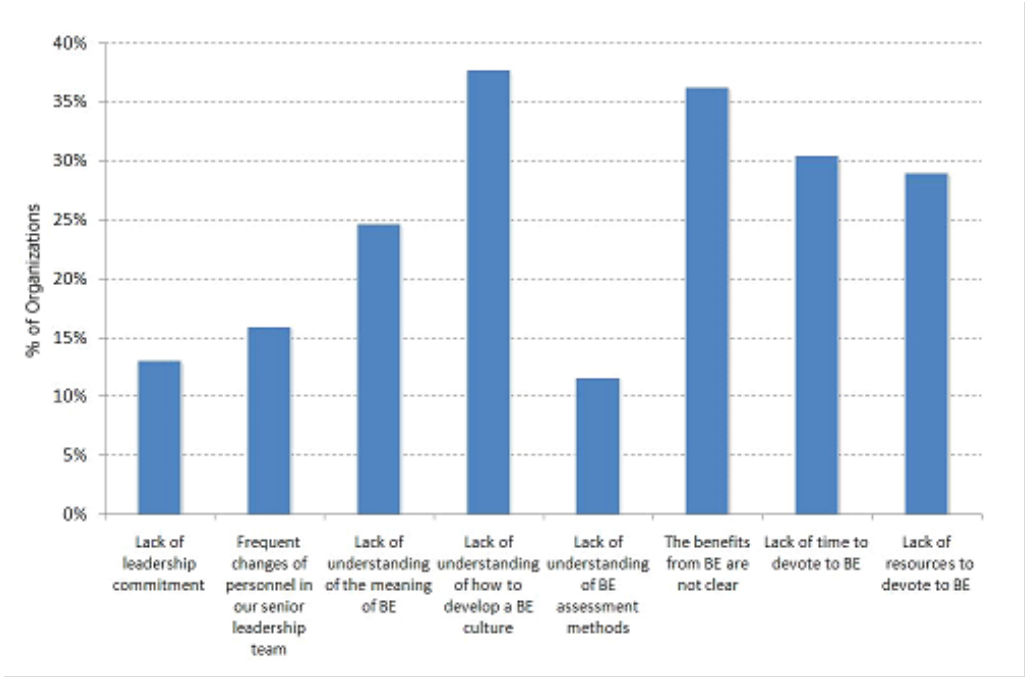

Figure 6.3a: Internal issues hindering the commitment to implement business excellence expressed as a % of responses (Responses = 69)

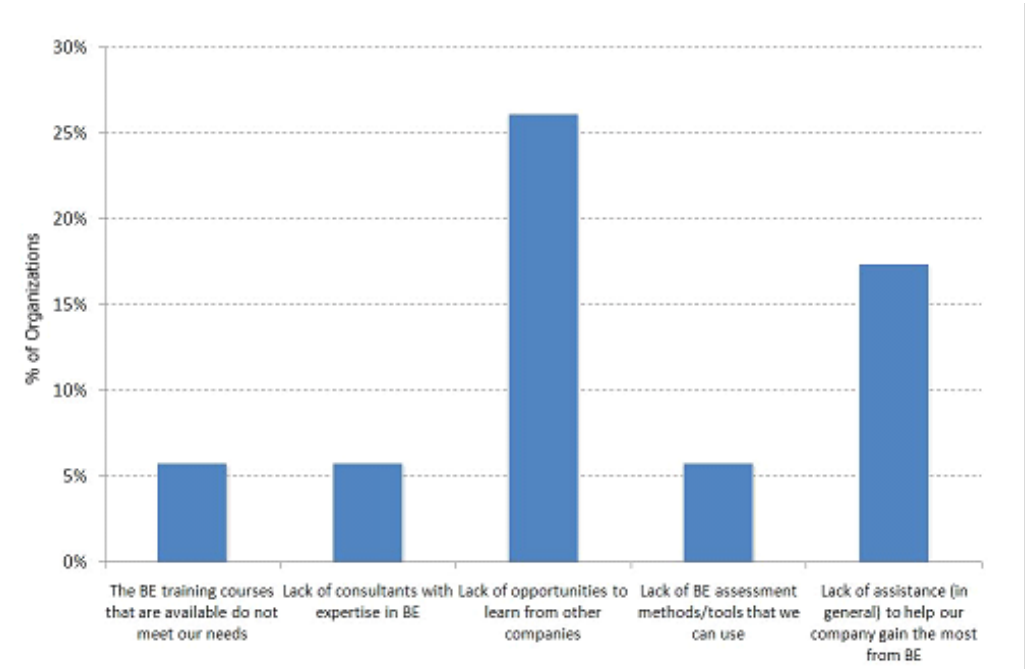

Figure 6.3b: External issues hindering the commitment to implement business excellence expressed as a % of responses (Responses = 69)

Other:

TH65 Lack of suitable benchmarking data for our company
S55 Lack of acceptance that BE is part of everyone's responsibility
I08 Industry specific framework

6.4 Do you have any comments to share on Section 6?

I05 We are going through a stage during which we are convincing ourselves as an organization to adopt the CII Business Excellence Model.

I13 IT Industry data is not available.

I27 A course on document writing skill is much needed. Assessor training should include "video Case Studies" of site visit interactions.

J31 It is not so difficult to prove that the organization achieves good business performance if it understands Business Excellence very well and introduces it correctly. But I also think that the organization which establishes a good management system is assessed as high level in BE criteria. As a result, Business Excellence, which is the integrated knowledge of good management practice could be regarded as the assessment criteria to judge good organizational management. How do the experts in this survey feel about this point?

J37 Our top executive has changed. At this moment, the activities have been implemented, but I do not know the future.

S43 Time and resources are major barriers for SMEs, as we struggle with daily operational issues and organizational growth.

S48 Lack of commitment from all staff at all levels.

S53 We assess our sales subsidiaries using a BE framework every year. For our own regional office, we use the Baldrige survey. We focus more on improving our sales subsidiaries. The main issue is that the role of business excellence in helping business performance is not apparent to senior leaders. This led to a lower level of commitment than there should be.

TH63 Benchmarking services in Thailand or the region is essential for Business Excellence and helpful for various enterprises to present improvements for each result. We hope to have benchmarking services in Thailand.

TH67 A regular external assessment, e.g., every 3 year period, would help to maintain and improve a long-term BE system.

TH68 The BE training courses that are available do not meet our needs. A lack of business excellence assessment methods/tools that we can use and a lack of assistance (in general) to help our company gain the most from business excellence are main barriers.

SECTION 7 – BUSINESS EXCELLENCE AWARDS

7.1 How would you describe the profile of your country's Business Excellence Award?

Tick the one that applies

Low profile/viewed as an insignificant award					Moderate profile/viewed as an average award					High profile/ viewed as the country's premier award
0	1	2	3	4	5	6	7	8	9	10
1%	0%	1%	4%	1%	13%	13%	22%	19%	15%	7%

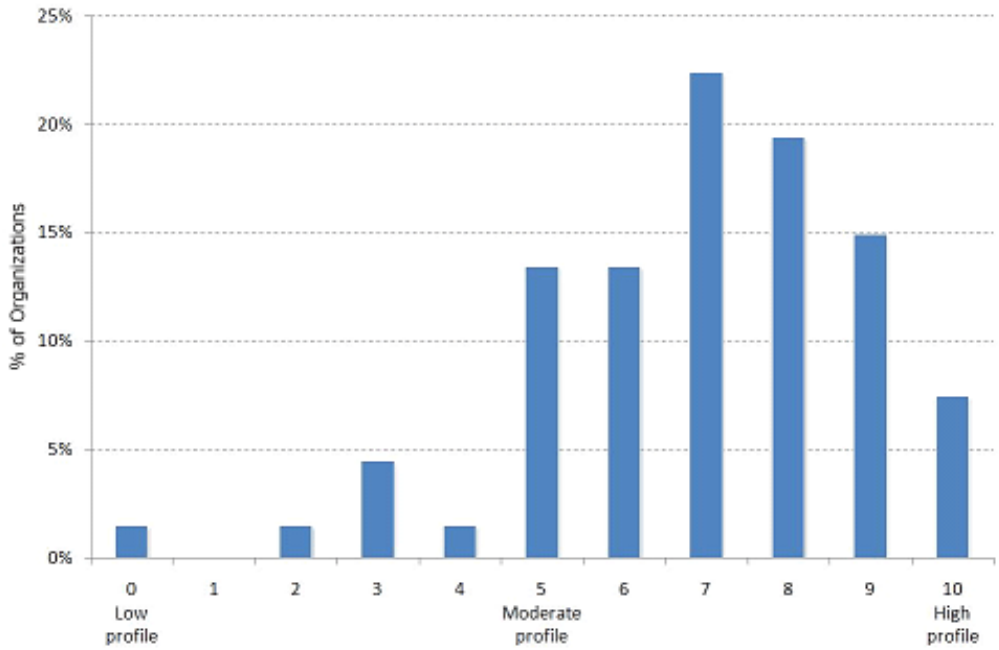

Figure 7.1: Country's profile of business excellence award expressed as a % of responses (Responses = 67)

7.2 The following questions seek to obtain your opinion on the Awards process within your country. These services are usually supplied by the organization that administers the national business excellence award, but may be supplied by other organizations. Only answer this question if your company has applied for the national business excellence award.

List of activities/services that support an Awards process. (BE = business excellence)		Tick √ the 5 activities that you think your country should focus on improving over the next few years.	Which activities have your company experienced/ used within your country? Indicate with a tick √.	For the activities you have used, how beneficial have they been?					
				Don't know	Very poor	Poor	Average	Good	Excellent
A	Launch event for the Award								
B	Assessor selection process								
C	Assessor training								
D	Senior assessor training/instruction (e.g., for the leader of an evaluation team)								
E	Guidelines and assistance for potential applicants on submitting an Award application (to obtain good submissions)								
F	Guidebook to explain the BE framework								
G	Support provided to ensure that assessor teams follow due process (e.g., additional mentoring or use of observers)								
H	Eligibility/selection criteria and process to determine which applicants are considered for an Award (this may involve a short-listing process)								
I	Site visits to Award applicants								
J	Consensus meeting/process to discuss and agree on the feedback to give to applicants								
K	Feedback report to the applicant – presentation and content								
L	Judging panel								

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M	Award ceremony								
N	Publicity surrounding the Awards								
O	Opportunities for applicants and assessors to suggest improvements to the Awards process								
P	General management of the Awards process								
Q	Other – please specify:								
R									

Figure 7.2a: 10 highest priority award related activities that the country's BE administrator should focus on improving or undertaking more often, expressed as a % of responses (Responses = 57)

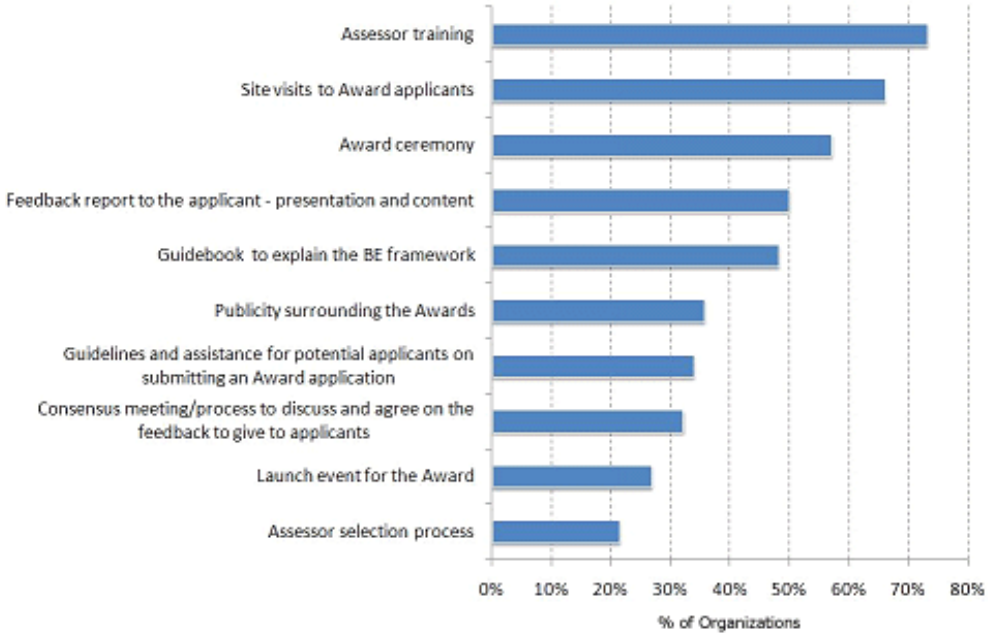

Figure 7.2b: The 10 business excellence award activities that have been experienced the most by respondents expressed as a % of responses (Responses = 56)

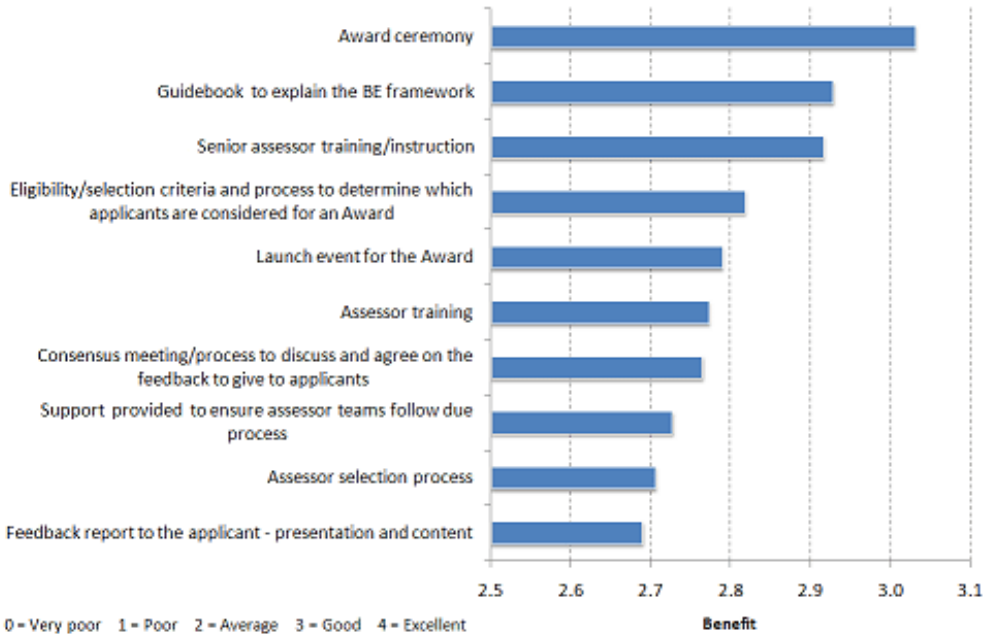

Figure 7.2c: The business excellence award activities that rated as most beneficial expressed as a % of responses (Responses = 56)

7.3 Does the current Awards process represent good value for the time/resource investment of applicant companies?

Tick the one that applies

A	Excellent	19%
B	Good	52%
C	Average	27%
D	Poor	1%
E	Very poor	0%

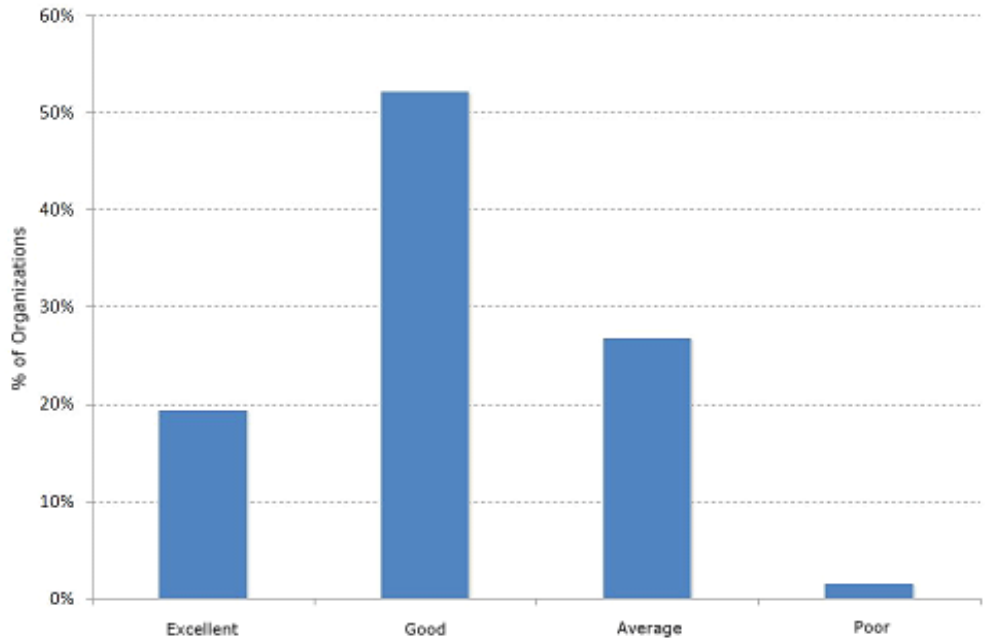

Figure 7.3: Value of business excellence award expressed as a % of responses (Responses = 67)

7.4 Do you think that there should be changes to the general process for applying and assessing companies for a Business Excellence Award?

Tick the one that applies

No it should stay as it is		Minor changes			Moderate changes			Major changes		Radical changes
0	1	2	3	4	5	6	7	8	9	10
6%	0%	21%	17%	5%	25%	14%	5%	6%	0%	0%

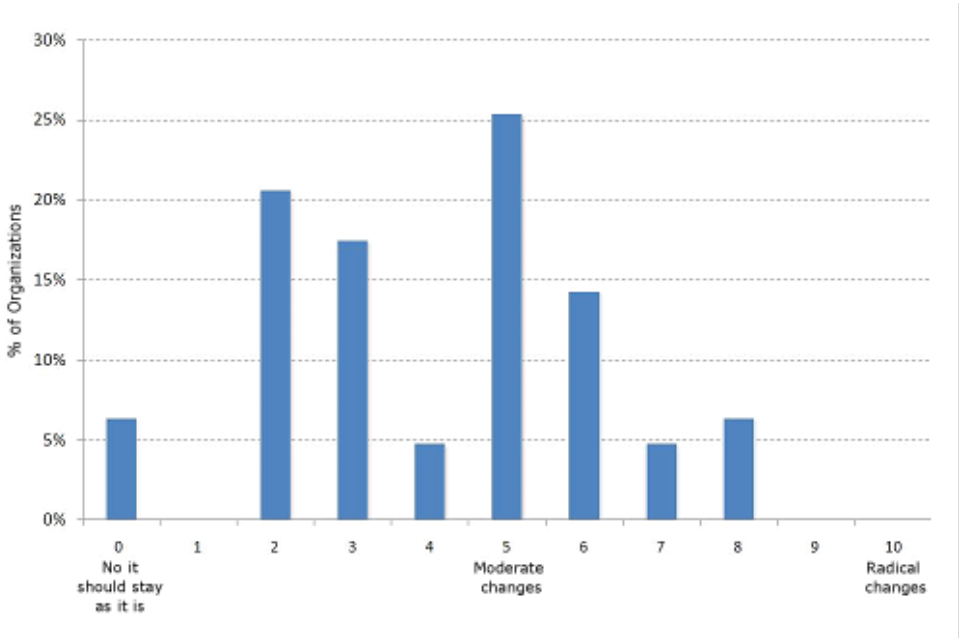

Figure 7.4: Need for change in business excellence award application process expressed as a % of responses (Responses = 63)

7.5 Do you have any comments to share on Section 7?

I02 We need to consider some sort of financial incentive for assessors, especially those who have retired from active service.

I09 The assessment in India is largely done by quality professionals who do not understand business. We need assessors who have been business managers and understand the various nuances of businesses. Often quality professionals assess companies through their parochial window, and this should change.

I14 Focus should be on improvement to achieve continual improvement in all fronts.

I21 More time allocation for site visits compared to consensus.

I27 Share scores of sub-criteria (e.g., 1a, 1b, 1c, etc.). Consider changing venue for the Award Function each year.

J30 It is important to improve the publicity of the quality award and increase the number of applicants.

J33 There is no assessment for the health care industry, schools, etc...

TH63 The Business Excellence Award is the best award in the country, so promotion for or advertising of the award should be arranged more than the present situation.

TH64 Sending the feedback report back to the organization should be on time.

SECTION 8 – IMPROVEMENT TOOLS

8.1 What improvement tools are used in your company? (Please complete the table below, tick the relevant boxes)

1: Improvement Tools		2: Are people in your company aware of this tool? Rate the level of awareness of this tool within your company.				3: Currently, is this tool used in your company?		4: How effective has this tool been in improving performance in your company? (Only answer if you've ticked a 'yes' in column 3.)					5: Do you expect to use this tool in the next 3 years?	
		Zero	Minor	Moderate	High	Yes	No	Don't Know	No effect	Minor	Moderate	Major	Yes	No
Informal Benchmarking	Actively encouraging employees to learn from the experience and expertise of other colleagues and organizations through comparing practices and processes, e.g., through best practice tours, conferences, best practice websites, networking, etc.	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Performance Benchmarking	Comparing the performance levels of a process/activity with other organizations – therefore comparing against benchmarks	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Best Practice Benchmarking	Following a structured process for comparing performance levels and learning why better performers have higher levels of performance and adapting/implementing those better practices	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Balanced Scorecards	Used for measuring whether the activities of a company are meeting its objectives in terms of vision and strategy by focusing on a balanced set of outcomes	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Business Excellence	Such as EFQM, Baldrige, or any other national excellence model	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Business Process Reengineering (BPR)	Involves significant changes in the design and production of an organization`s products/services by focusing on processes rather than traditional functions	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Corporate Social Responsibility	System designed to measure, apply, assess, and report organizational efforts to integrate CSR, particularly environmental and social concerns, into all operations	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Customer (Client) Surveys	Surveys to obtain customer feedback	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Employee Surveys	Surveys on employee well-being and satisfaction	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Environmental Management System	Such as ISO 14001, therefore having an environmental policy and system and complying with regulations	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐

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Employee Suggestion Scheme	A formal mechanism by which employees can offer their ideas	☐ ☐ ☐ ☐	☐ ☐	☐ ☐ ☐ ☐ ☐	☐ ☐
Improvement Teams	A team established and/or supported by management to address a specific improvement issue	☐ ☐ ☐ ☐	☐ ☐	☐ ☐ ☐ ☐ ☐	☐ ☐
Knowledge Management	A range of practices used by organizations to identify, create, represent, and distribute knowledge	☐ ☐ ☐ ☐	☐ ☐	☐ ☐ ☐ ☐ ☐	☐ ☐
Lean	A process of improvement that focuses on practices aimed at reducing inventory levels and waste from the organization's key processes	☐ ☐ ☐ ☐	☐ ☐	☐ ☐ ☐ ☐ ☐	☐ ☐
Mission and Vision Statements	Brief statements of the purpose and vision of an organization, with the intention of keeping employees aware of the organization's direction	☐ ☐ ☐ ☐	☐ ☐	☐ ☐ ☐ ☐ ☐	☐ ☐
Plan-Do-Check-Act (PDCA)	A four step process for continuous improvement	☐ ☐ ☐ ☐	☐ ☐	☐ ☐ ☐ ☐ ☐	☐ ☐
Quality Circles	Teams that are voluntarily formed to discuss and address problems/issues that they encounter	☐ ☐ ☐ ☐	☐ ☐	☐ ☐ ☐ ☐ ☐	☐ ☐
Quality Cost	Measurement of prevention, appraisal, internal & external failure costs	☐ ☐ ☐ ☐	☐ ☐	☐ ☐ ☐ ☐ ☐	☐ ☐
Quality Function Deployment (QFD)	A structured team approach in which customer requirements are translated into appropriate technical requirements for each stage of product development and production	☐ ☐ ☐ ☐	☐ ☐	☐ ☐ ☐ ☐ ☐	☐ ☐
Quality Management System	Such as ISO 9001, following procedures, quality manuals, and auditing	☐ ☐ ☐ ☐	☐ ☐	☐ ☐ ☐ ☐ ☐	☐ ☐
Six Sigma	A measured and fact-based approach to reducing process variation and improving performance	☐ ☐ ☐ ☐	☐ ☐	☐ ☐ ☐ ☐ ☐	☐ ☐
Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis.	A strategy development tool used to identify the strengths, weaknesses, opportunities, and threats facing an organization	☐ ☐ ☐ ☐	☐ ☐	☐ ☐ ☐ ☐ ☐	☐ ☐
Total Productive Maintenance	An approach to maximizing equipment effectiveness throughout the entire life of the equipment	☐ ☐ ☐ ☐	☐ ☐	☐ ☐ ☐ ☐ ☐	☐ ☐
TQM	A management approach for long-term success through improving customer satisfaction, processes, products, services, and culture	☐ ☐ ☐ ☐	☐ ☐	☐ ☐ ☐ ☐ ☐	☐ ☐
5S	A housekeeping method for organizing a workplace, especially a shared workplace (like a shop floor or an office space), and keeping it organized	☐ ☐ ☐ ☐	☐ ☐	☐ ☐ ☐ ☐ ☐	☐ ☐

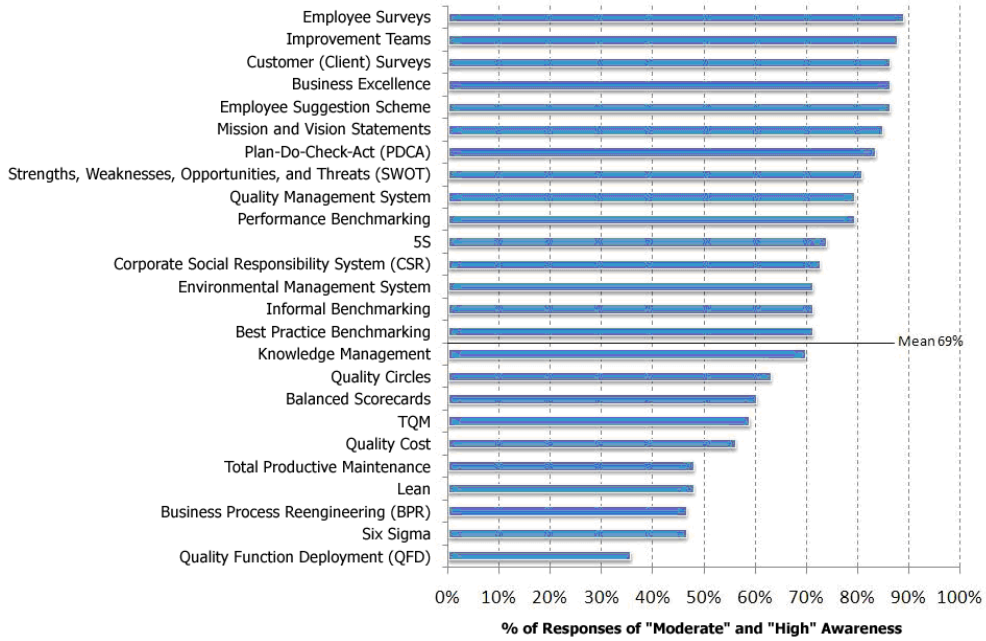


Figure 8.1a: % of companies that stated they had “Moderate” or “High” awareness of an improvement tool (Responses = 73)

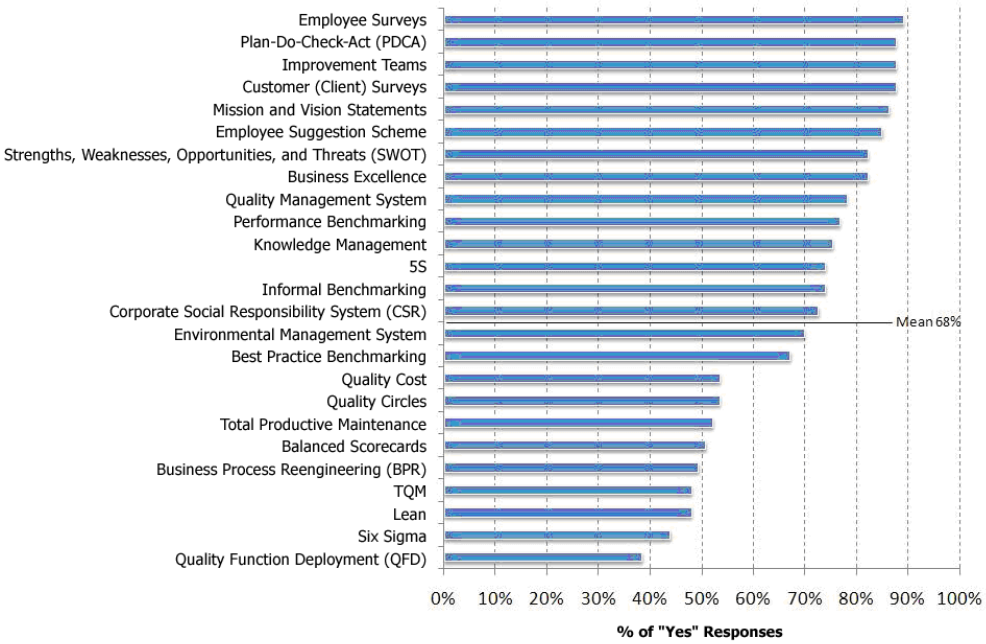


Figure 8.1b: % of companies that use an improvement tool (Responses = 73)

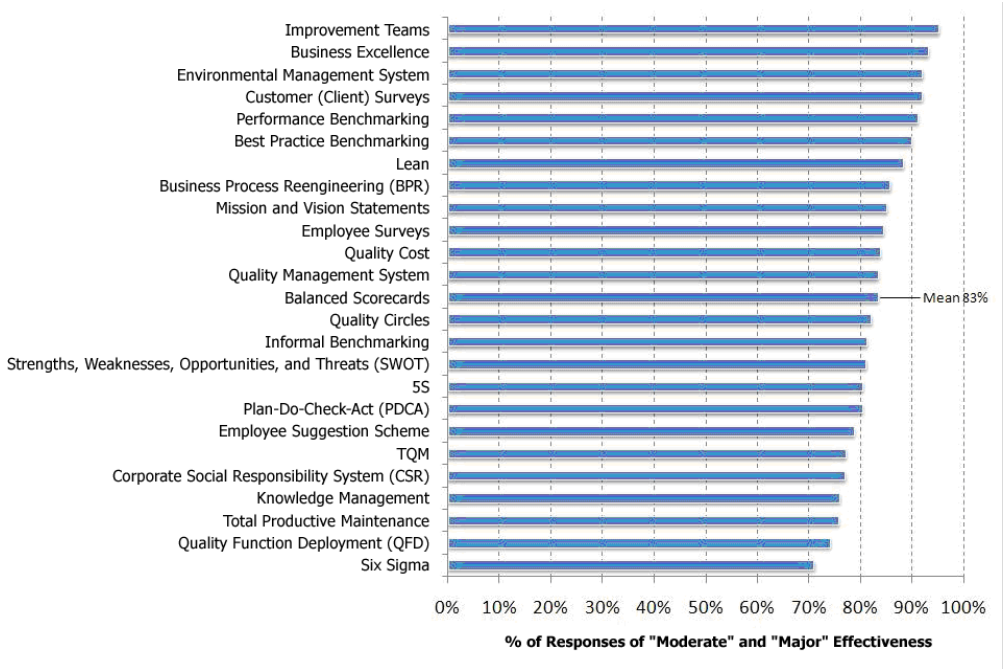


Figure 8.1c: % of companies that rated an improvement tool as having a “Moderate” or “Major” impact on improving company performance (Responses = 73)

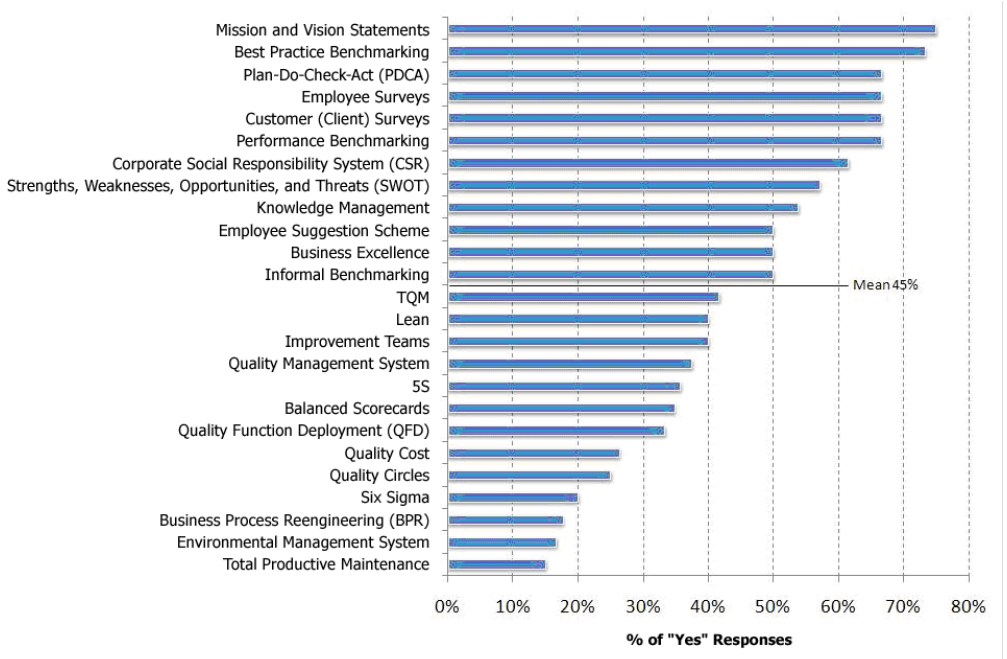


Figure 8.1d: Likelihood to use the improvement tool in the next 3 years if not currently used expressed as a % of responses (Responses = 55)

SECTION 9 – QUESTIONS TO NATIONAL BUSINESS EXCELLENCE AWARD WINNERS

This section should only be completed by those companies that have won a national business excellence award.

PART A – QUESTIONS ON BUSINESS EXCELLENCE

9.1 Which year (or years) did your company win a national business excellence award?

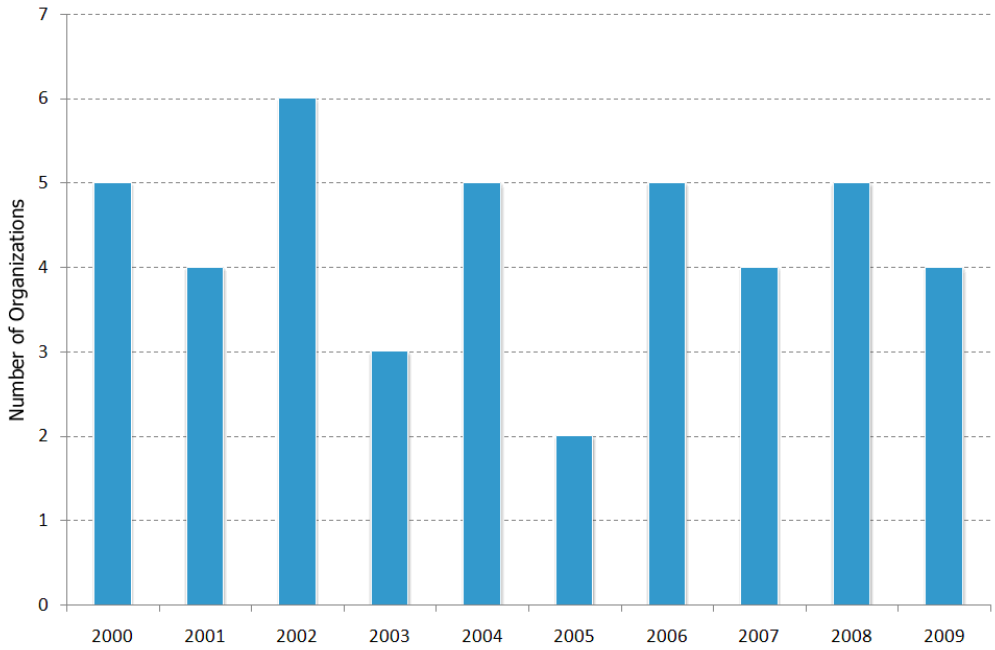


Figure 9.1: Winning a national business excellence award expressed as a number of organizations per year (Responses = 28)

9.2 How has winning a national business excellence award assisted your business?

Tick the one that applies for each statement

		Level of beneficial effect										
		No effect					Moderate effect					Major effect
		0	1	2	3	4	5	6	7	8	9	10
A	Reputation	**7.3**										
B	Brand image	**7.0**										
C	Employee satisfaction	**7.2**										
D	Customer satisfaction	**7.0**										
E	Financial benefits	**6.2**										
F	Other – please specify:											

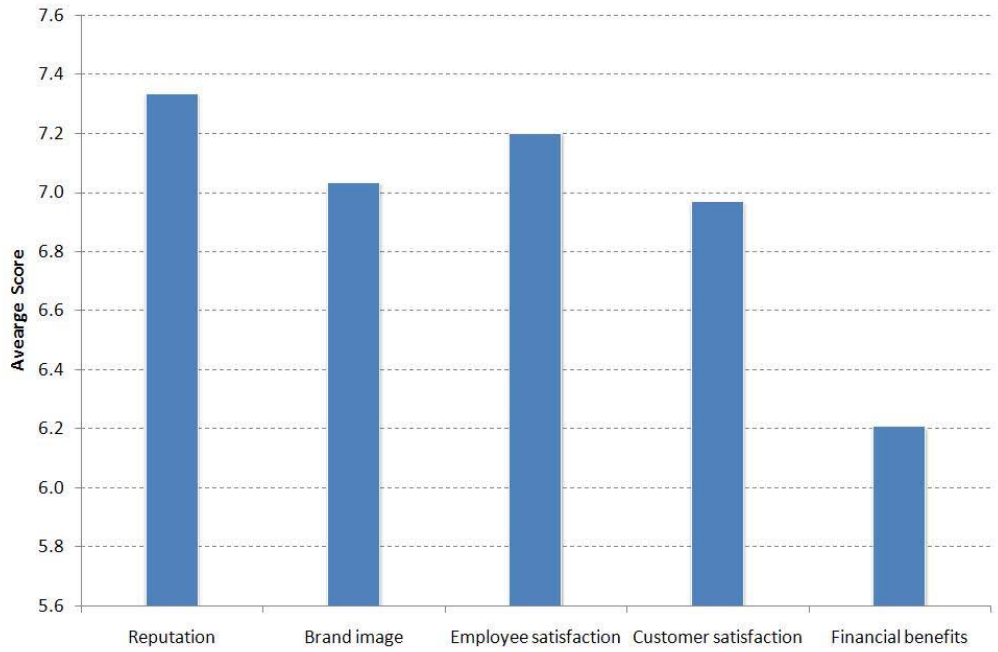


Figure 9.2: Benefits of winning a national business excellence award expressed as an average of responses (Responses = 28)

Note: 0 = No effect, 5 = Moderate effect, and 10 = Major effect

9.3. How long do you believe that the benefit from winning an award lasts?

Tick the one that applies

A	1 year	10%	D	6 - 8 years	10%
B	1 - 2 years	13%	E	9 - 11 years	0
C	3 - 5 years	60%	F	11 - 15 years	3%
			G	More than 15 years	3%

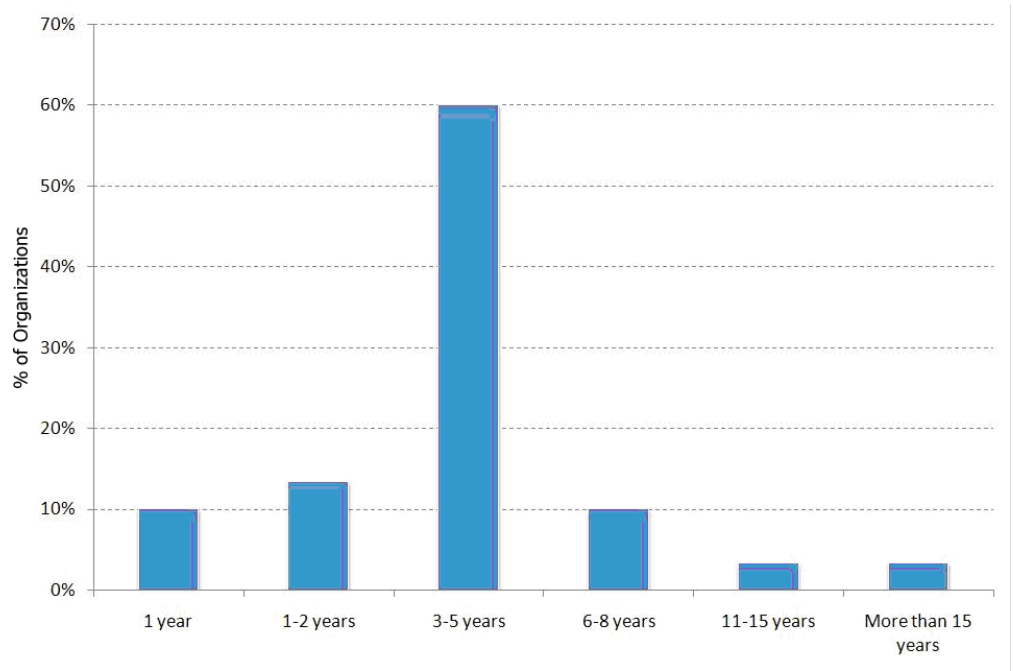


Figure 9.3: Duration of benefits from winning a business excellence award expressed as a % of responses (Responses = 30)

9.4 Has your company's focus on business excellence changed since winning the award?

Tick the one that applies

Our focus on BE has decreased significantly					Our focus on BE has stayed the same					Our focus on BE has increased Significantly
0	1	2	3	4	5	6	7	8	9	10
0%	0%	0%	7%	0%	17%	10%	20%	27%	17%	3%

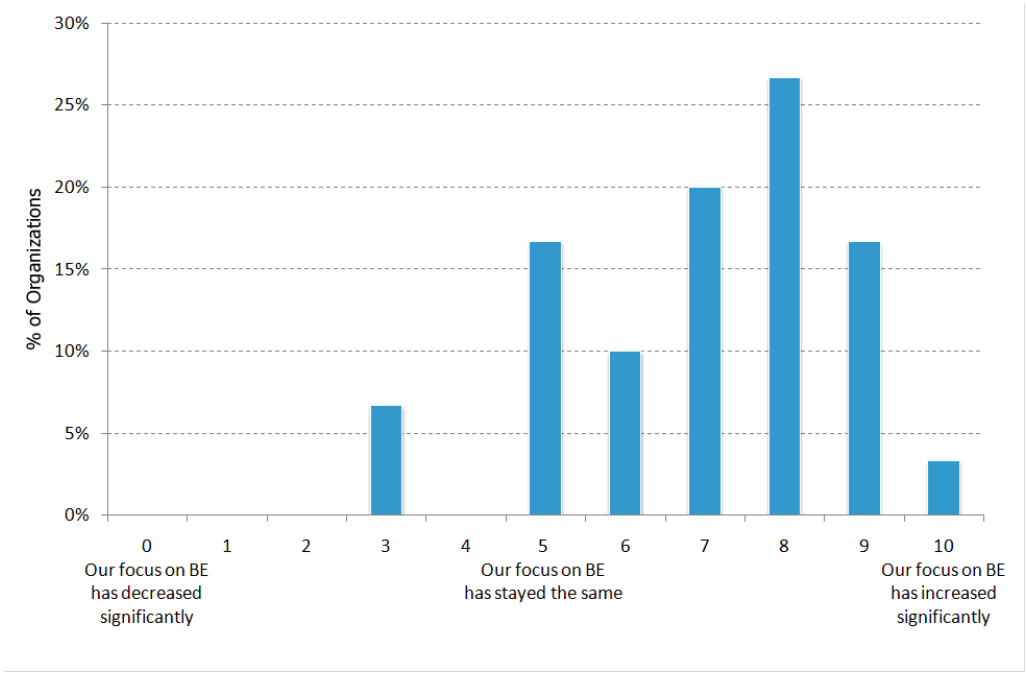


Figure 9.4: Change in business excellence focus since winning last award expressed as a % of responses (Responses = 30)

If your company's focus on BE has decreased or increased, please explain why. What is your company doing differently today?

Decreased:

I14 The nature of business does not allow us to grow continuously due to govt. regulation. Attrition of highly skilled manpower at all levels.

J32 After winning the JQA, most of our executives and staff moved away from the JQA winning division. Because not enough successors were trained, the self-assessment process did not function in the three years after winning the JQA.

J33 The business process innovation has been stale. The division won the JQA, but there has been a gap between our division and other divisions in terms of sales, profit, customer satisfaction, employee satisfaction, etc.

Increased:

I10 We are working towards a Deming Prize.

I13 We have restructured to embed Excellence in the units themselves.

I24 The division identified key focus areas from the external assessment areas and has put in specific teams to implement initiatives with timelines and goals.

I19 In line with our vision, we are focused on performing best within our Group as well as the type of industry in which we are operating.

I21 Feedback reports are used for starting new initiatives, new tools employed, and strategy deployed effectively.

J30 Both executives and employees have come to feel responsible for making our company the kind of exemplar company that is expected as a management quality award (prize) winner, as well as wishing to work towards winning the upper awards.

J28 We promoted business excellence activities to a company-wide activity (movement). Then, the consciousness to introduce BE concepts to all the business processes was established.

J36 We have helped our people to understand the core values of business excellence.

S41 We leverage on our BE framework to build a strong foundation of operating systems, measurements, and controls to ensure operational excellence across processes, geographies, and business units.

S45 More staff are receptive after experiencing the impact it has in the business community and through customer feedback.

S51 We are working to uphold the status and improve on it.

PART B – QUESTIONS ON INNOVATION

9.5 Define what innovation means for your organization.

I10 Growth and sustenance

I13 We have defined innovation as 3 types: derivative innovation, disruptive innovation, and incremental innovation.

I14 Innovation means the ability of the organization to achieve breakthrough products and processes to provide high value to customers and stakeholders.

I17 A major change in our organization which covers new products, production methodology, technology changes, process changes, and HRD practices has been considered as innovation.

I19 Major changes in process, product, technology, and the people management system resulting in high financial outcomes.

I21 Customer focused improvements

I24 Innovation manifests from small improvements into breakthrough improvements.

I26 Breakthrough improvements

J28 New creations which other companies do not realize (in core competence, business process, etc.)

J29 To think of a better way

J30 Vision – The company which continuously endeavors to innovate for contributing social development, the company which keeps satisfying the customers, and the company in which the employees work vigorously.

J32 The core value of, "Innovation that matters for our company and for the world," is shared among all the employees. We do not just develop/manufacture products; we also aim at contributing to society, people, and various other businesses through working at our company.

J33 Innovation is the activities that result in the improvement of customer satisfaction, employee satisfaction, and sales and profit. Namely, innovation helps to make a company which helps us to improve the value of working life.

J34 It means that people need to take responsibility for innovation. The management style also need to change from top-down to bottom-up.

J36 Innovation is to change and to establish the consciousness of people in the company for changing behavior.

S41 Creating and delivering differentiating solutions and services that focus on the total performance pictures of our customers

S43 Being able to do something others are not doing or doing it in a better way

S45 The creation of value for our customers

S49 Keeping ahead of competition through innovative products and services

S51 Cutting edge processes

S56 Developing new products and/or services based on consumer insights/needs

TA62 1. Lead into new area 2. Change for process improvement 3. Tomorrow is better than today. Tomorrow is a new day

TH66 Breakthrough improvement in technology, process, and products and / or services through challenging the status quo, out-of-the-box thinking, and achieving results that seem impossible to achieve

TH67 New and better products and processes

9.6 How important is it for your company to be innovative?

Tick the one that applies

Not of strategic importance					Moderate strategic importance					Major strategic importance
0	1	2	3	4	5	6	7	8	9	10
0%	0%	0%	0%	0%	3%	7%	13%	20%	20%	37%

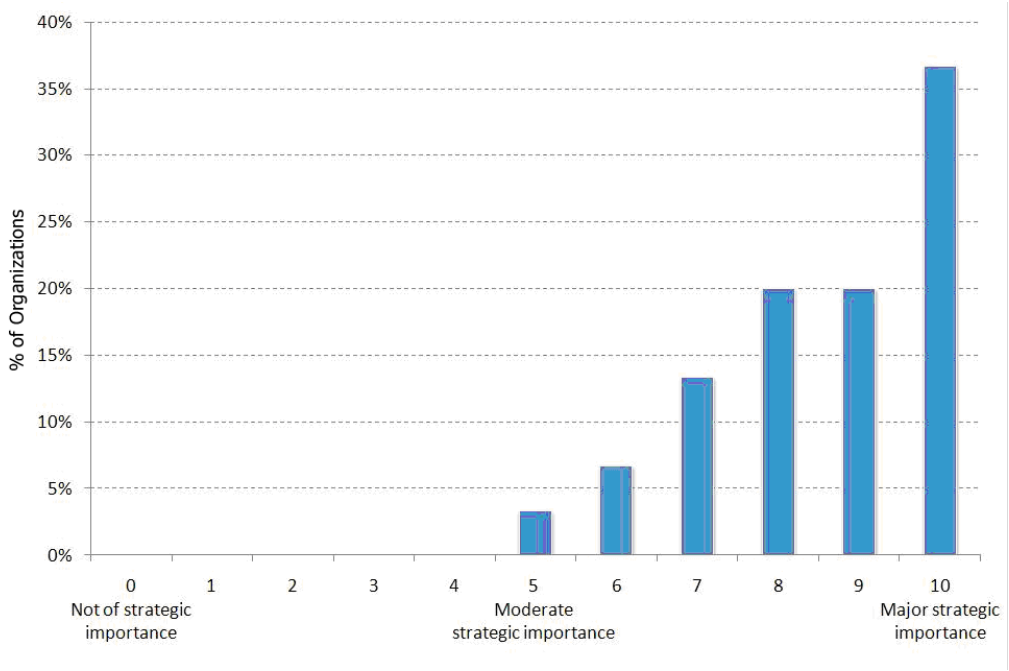


Figure 9.6: Importance of innovation expressed as a % of responses (Responses = 30)

9.7 What areas below does your company need to be most innovative in for it to grow and meet its goals in the longer term (3 - 7 years) within your market/industry?

		Tick √ the 3 that are the most important.
A	Leadership system	19%
B	Strategic planning system	11%
C	Strategies	26%
D	Organizational structure	11%
E	Business model	26%
F	Information systems	7%
G	Human resource systems	22%
H	Processes	26%
I	Customer focus	52%
J	Supplier relationships	4%
K	Community relationships	0%
L	Partnerships	11%
M	Environmental focus	7%
N	Products	33%
O	Services	22%
P	Other – please specify:	
Q		

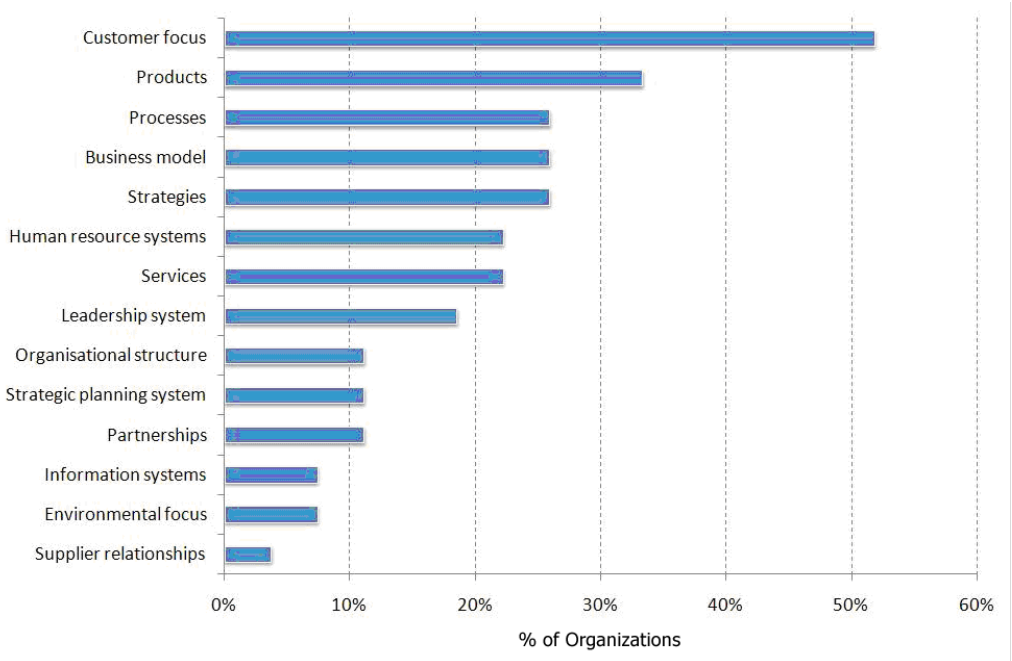


Figure 9.7: Most important areas of innovation expressed as a % of responses (Responses = 27)

9.8 How do you rate your company's current level of innovation in the following areas?

Tick the one that applies for each statement

		Level of innovation										
		Poor		Below average in industry			Average in industry			Best in industry		World class
		0	1	2	3	4	5	6	7	8	9	10
A	Leadership system	7.1										
B	Strategic planning system	6.6										
C	Strategies	6.7										
D	Organizational structure	6.7										
E	Business model	6.9										
F	Information systems	6.8										
G	Human resource systems	6.4										
H	Processes	6.8										
I	Customer focus	7.3										
J	Supplier relationships	6.6										
K	Community relationships	6.8										
L	Partnerships	6.8										
M	Environmental focus	6.9										
N	Products	7.3										
O	Services	7.2										

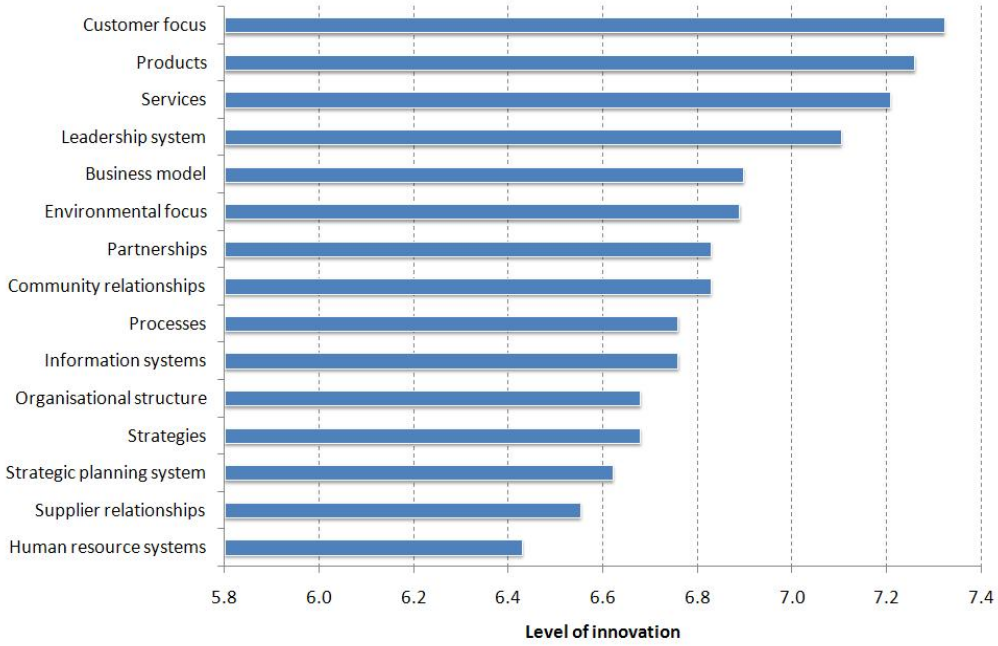


Figure 9.8: Level of innovation expressed as an average score of responses (Responses = 29)

Note: 0 = Poor, 2 = Below average in industry, 5 = Average in industry, 8 = Best in industry, 10 = World class

9.9 Do you think that the Business Excellence Framework should focus more on innovation?

□ No □ Yes □ Don't know

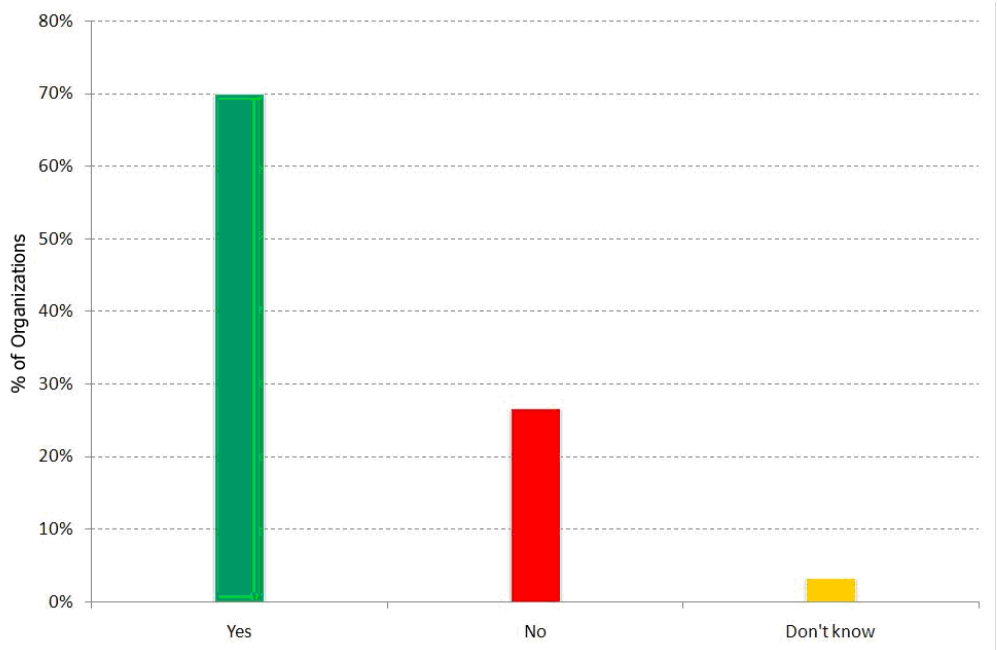


Figure 9.9: Responses to "Do you think that the Business Excellence Framework should focus more on innovation?" expressed as a % of responses (Responses = 30)

If yes, please explain and highlight the areas where there needs to be greater focus on innovation.

I10 Strategic management
I13 Business models
I14 Greater focus on product and processes
I17 New product development, brand image, and customer delight
I19 Improvement in every sphere of activity
I21 Focus on process innovation
I24 Innovation in all its key processes that bring in high value to business and customers at large
S45 It will add new and creative dimensions to the framework
S49 Products
S51 Processes in pedagogy, more platforms for innovation sharing, and effective depository for innovation project collection and sharing
S56 Innovation can apply to all categories of the BE framework. Thus, a focus should be put on improving and having breakthroughs in all areas to maintain the Best-in-Class status.
TH66 Leadership involvement in creating a culture of innovation which allows out-of-box-the-thinking and risk taking capabilities. Also, innovation in product offerings, customer service, and brand positioning

9.10 Do you have any comments to share on Section 9?

I14 Innovation is a recent buzz-word to achieve customer / stakeholder delight. Hence, there should be a large focus on this in business excellence.

APPENDIX B: DISCUSSION GROUP NOTES ON THE IMPACT OF BUSINESS EXCELLENCE/ QUALITY AWARDS ON ENTERPRISES

Discussion groups of between 4 to 8 people were held in India, Japan, Republic of China (ROC), Singapore, and Thailand:

- India, 21 - 23 September, 6 discussion groups at workshop
- Singapore, 24 - 25 September, 4 discussion groups at workshop
- Thailand, 26 - 28 September, 4 discussion groups at workshop
- ROC, 29 - 30 September, 4 discussion groups at workshop
- Japan, 1&2 October, 3 discussion groups at workshop

Participants were senior management members that had a good understanding of their organization's business excellence approach, including its impact on organizational performance. Each discussion group was allocated two of the following questions to answer.

1. a) What are the main barriers to applying and sustaining BE within your country?
   b) How can they be overcome?
2. How can we get more companies in your country to follow a BE path? What needs to be changed or improved? Think of your customers/suppliers/SMEs. What would encourage them to follow a BE path?
3. a) What are the main current and emerging challenges facing companies in your country? E.g., economics, cultural, social, legal, environmental, etc.
   b) Will BE help companies to meet these challenges? If not, how does the BE model or use of the model need to change?
4. a) What does your country do well in terms of helping companies on their business excellence journey? Therein, what services have been most helpful to your company?
   b) Which business excellence support services that are not currently provided (or which need to enhanced) would be of tremendous benefit to companies?
   c) Would you like to see some international services for the whole of Asia being provided? If so, what would these be?

Each discussion group captured their responses on a flip chart and presented them to all the workshop participants. Their responses to each question are recorded below:

1A. WHAT ARE THE MAIN BARRIERS TO APPLYING AND SUSTAINING BE WITHIN YOUR COUNTRY?

- Top leadership does not see the need. (India)
- Business excellence needs to be covered in leadership training programs. (India)
- Leadership commitment (plus longevity of top leadership in the public sector, leading to reduced willingness to change) (India)
- Companies are not aware of business excellence. (India)

- Managers do not understand business excellence and how it differs from other initiatives/approaches. (India)
- Results from business excellence are not seen quickly. (India)
- Business excellence is not seen as an overarching framework. (India)
- There is no demand from customers or from internal leaders. (India)
- Companies use it for assessment rather than embedding excellence. (India)
- Business excellence needs to make clear business sense, and at the moment this is not loud and clear. (India)
- There are multiple business excellence awards (CII, Rhavi Ghandi, Qimpro, Peacock awards, etc.), and some have little credibility. This creates confusion and impacts on the general perception of business excellence. (India)
- Short-termism of CEOs/senior leaders leading to a focus on short-term profits (Japan)
- Outcomes from business excellence are less tangible than other initiatives, such as kaizen. (Japan)
- No government support (Japan)
- Business excellence in Japan was initially thought to be primarily directed at customer satisfaction. Now, this is no longer the case, and there is a much better understanding. (Japan)
- The mindset is top-down, and business excellence encourages empowerment, etc. Therefore, it does not appeal to some senior managers. (Singapore)
- It is difficult for some companies to understand how business excellence can be integrated with its other initiatives. It needs to be seen more as an overarching framework. (Singapore)
- Results from business excellence are difficult to quantify. (Singapore)
- Companies do not have the time to document and produce evidence as to why they follow a certain path and take certain actions. (Singapore)
- Business excellence can be difficult to sustain due to staff turnover and lack of resources. (Singapore)
- Large Enterprises: CEOs are not convinced by BE or TQM. They have their own way to run the company and have their own focus. (ROC)
- Small and Medium Enterprises: TQM creates an extra load on employees. (ROC)
- Limited education and understanding (ROC)
- Business excellence is perceived as not linking to performance. (ROC)
- Business excellence primarily focuses on strategic perspectives and is time consuming. (ROC)
- Commitment of top management team (ROC)
- It can be hard to understand for businesses. (Thailand)
- The positioning of TQM and business excellence is not widely understood, and this may lead to some TQM companies not embracing it. (Thailand)
- Business excellence is considered to be costly, as it is primarily promoted as an awards program. (Thailand)
- Too much focus on short-term profits (Thailand)
- Leadership vision and attitude – hard to change (Thailand)
- It is seen as a nice to have, and not an essential ingredient for success. (Thailand)

1B. HOW CAN THEY BE OVERCOME?

- Barriers can be overcome by more success stories, adopting a single model throughout India, and having supporting regional programs. We need a curriculum on business excellence so that it is taught in schools and universities, a supporting program with visits by senior management to best practice companies needs to be set up throughout India, and legitimacy and a higher profile of business excellence is required with key business excellence advocates in organizations reporting to the CEO (India).
- The support of prefectures is valuable, and the awards at this level have been successful in many prefectures. (Japan)
- Government support (Japan)
- Greater promotion of business excellence (Japan)
- Business excellence needs to be a top priority of senior managers. (Japan)
- The core values and principles of business excellence need to be promoted in addition to the model itself. (Japan)
- We need the baton of excellence to be passed from manager to manager, and it is particularly important that CEOs pass it on to the next CEO. (Japan)
- Barriers can be overcome through better education, regular training, regular publicity, constant reminders, and ensuring that companies have a system in place to ensure that business excellence maintenance is a key part of the business. (Singapore)
- Government should set effective incentives, such as tax reductions to NQA winners and special funds for companies which continue to be winners for a 10 year period. (ROC)
- Greater education and sharing between companies is required. (ROC)
- Leadership training is required for CEOs. (Thailand)
- CEO forums and business excellence sharing (Thailand)
- Train-the-trainer training to develop more experts (Thailand)

2. HOW CAN WE GET MORE COMPANIES IN YOUR COUNTRY TO FOLLOW A BE PATH? WHAT NEEDS TO BE CHANGED OR IMPROVED? THINK OF YOUR CUSTOMERS/SUPPLIERS/SMES. WHAT WOULD ENCOURAGE THEM TO FOLLOW A BE PATH?

- We should create a forum of key people/organizations to discuss how to raise the profile of business excellence within India. (India)
- Return on investment needs to be communicated. (India)
- The award profile needs to be increased. (India)
- Recognition needs to be given to companies at lower levels of business excellence maturity. (India)
- The CII needs to speak to CEOs more. (India)
- Large companies need to mentor small companies. (India)
- We should have a winners conference that has a much broader focus to engage as many SMEs as possible. (India)
- We need an integrated system of assessments. (India)

- We need to have more assistance for beginners and increased promotion of Business Excellence. (Japan)
- Business excellence might be too abstract for SMEs. Therefore, we need to be able to articulate the practical initiatives that can be implemented, such as TPM, Balanced Scorecards, etc. (Japan)
- We need to have practical examples of best practices that organizations can learn from covering multiple areas – these do not need to emphasis financial benefits. (Japan)
- We need to have case studies showing how organizations have applied business excellence and the resultant benefits (emphasizing intrinsic and financial benefits). (Japan)
- Award winners need to provide a leading role in promoting BE, as they can share their journey to excellence. Often these can do more than they currently do. (Japan)
- We need to identify key change agents who to sell business excellence to. These are not necessarily CEOs, but often are the future leaders of companies (such as the son of the CEO in a family business). (Japan)
- We need to emphasis the long-term and short-term benefits of business excellence. Short-term benefits are very important for SMEs and senior leaders. (Japan)
- Kaizen is seen as bottom-up... We need to better explain the link between kaizen and business excellence, which has more of a top-down focus. (Japan)
- Focus on larger SMEs (100+ employees), as they have more resources and can also help to push business excellence down to their suppliers. (Singapore)
- Provide free breakfast talks and have best practice visits for CEOs. It is crucial to hear it straight from the horse's mouth! It is important to showcase before and after as a result of business excellence, rather than just results. More case studies are required. (Singapore)
- We need to promote a simple and easy to use business excellence framework for SMEs. (ROC)
- We need to more clearly link business excellence to business performance. (ROC)
- We need to show how business excellence is an overarching framework for business initiatives. (ROC)
- There needs to be a tailored program for SMEs. (ROC)
- There needs to be clear steps that help companies to advance towards business excellence. Currently, the TQC is too high for most companies, with only 21 companies at TQC level. (Thailand)
- The role of standards and other initiatives in assisting organizations on their journey to business excellence needs to be clearly shown. An integrated national approach is required. (Thailand)
- Greater promotion and workshops in business excellence are required. (Thailand)
- The link between business excellence and profits needs to be emphasized. (Thailand)
- Awareness education of business excellence in universities should be provided. (Thailand)
- We need a greater variety of awards to stimulate interest. (Thailand)
- Consulting assistance for SMEs should be provided by the government. (Thailand)

3A. WHAT ARE THE MAIN CURRENT AND EMERGING CHALLENGES FACING COMPANIES IN YOUR COUNTRY? E.G., ECONOMICS, CULTURAL, SOCIAL, LEGAL, ENVIRONMENTAL, ETC.

- Environmental / climate change (India)
- Demands from community (India)
- Diseases (Swine flu/epidemics) (India)
- Regulations (India)
- Customer activism (India)
- Terrorism (India)
- Fraud / money laundering (India)
- Shareholder activism (India)
- Media (India)
- Access to capital (India)
- Access to talent (India)
- Corporate governance (India)
- Capacity utilization (India)
- Country image (India)
- Meeting the requirements of multiple standards (country, regional, and international) adds to our costs base. In many cases, these standards could be integrated/reduced. (Japan)
- Cost reduction for the whole supply chain is required due to competition from China and Europe. Cost reduction is required for companies to stay in business in an increasingly competitive business environment which is shrinking in size in Japan. (Japan)
- The need to differentiate. Whilst cost reduction is important to stay alive, we need to differentiate so that our companies are still perceived to add superior value. The main way to differentiate is through developing our people capability and enhancing our service mentality. (Japan)
- Japan is facing demand reduction due to a shrinking population and changing demographics. (Japan)
- We need to focus more on overseas opportunities. (Japan)
- Deregulation in certain sectors like Aviation, which is now becoming more open to overseas competition (Japan)
- Managing production and manufacturing sites overseas requires good engineers, both in Japan and overseas. (Japan)
- Environmental issues (Japan)
- World financial crisis (Singapore)
- Cultural and social integration/harmony/race/nationalities/mobile workforce/aging population (Singapore)
- International systems/standards, trade agreements, and legal requirements (Singapore)
- Environmental issues, such as sustainability, global warming, and alternative energies (Singapore)
- Government policy and trade tax (particularly with China) (ROC)
- Environmental issues (Green house effect, CO_2 elimination, climate, green products, recycling, etc.) (ROC)

- Social responsibility (customer requirement) (ROC)
- Legal/law/product liability issues (Thailand)
- Economic crisis (Thailand)
- Cost of energy (Thailand)
- Lack of skilled workers (Thailand)
- Environmental (Thailand)

3B. WILL BE HELP COMPANIES TO MEET THESE CHALLENGES? IF NOT, HOW DOES THE BE MODEL OR USE OF THE MODEL NEED TO CHANGE?

- Yes, business excellence helps companies to address these challenges by prompting them to address such issues in their strategy. Business excellence is all encompassing. (India)
- Business excellence is appropriate for addressing all challenges, as it helps companies to identify what the main issues/problems they are facing are so that they can then be addressed. The models provide an objective means to identify key challenges. (Japan)
- In terms of Japan, the Business Excellence models help to improve organizational capability and improve the capability of its people. (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)
- 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)

4A. WHAT DOES YOUR COUNTRY DO WELL IN TERMS OF HELPING COMPANIES ON THEIR BUSINESS EXCELLENCE JOURNEY? THEREIN, WHAT SERVICES HAVE BEEN MOST HELPFUL TO YOUR COMPANY?

- We have a good set of Indian standards that help companies to improve. (India)
- Business excellence training by CII is good. (India)
- Consultancy services are good. (India)
- The National Productivity Council plays an important role. (India)
- Education and awareness (India)
- There are some good services and assistance for industry clusters. (India)
- Study missions are excellent. (India)
- We have had a high uptake in the number of employees becoming assessors. This assists in their general understanding of business excellence. In some companies, there have been hundreds trained (maybe more than necessary). (Japan)
- The recognition received as an award winner is valuable. (Japan)

- Business excellence is promoted as a journey rather than an award by JQA, although in some prefectures the award has become more important than the journey. (Japan)
- There is an incentive for some SMEs to apply for an award in certain prefectures, as it entitles them to some government support. (Japan)
- We have videos of award winners for "Do it". (Japan)
- Government initiatives and encouragement (Singapore)
- A recognized and credible business excellence award and set of services has been provided. (Singapore)
- An integrated support structure to encourage companies to advance, e.g., SQC, niche criteria, SQA, etc. (Singapore)
- A good pool of national assessors (Singapore)
- Considerable training opportunities and briefings are provided, leading to a high level of awareness. (Singapore)
- Business excellence consultancy services (Singapore)
- Clear definitions of assessment criteria (Singapore)
- Trade associations (Singapore)
- Special interest groups by industry (Singapore)
- Winner sharing sessions and visits by topic (Singapore)
- A dedicated organization to promote the awards was set up by the government (e.g., CSD, etc.). (ROC)
- National quality award set up (ROC)
- Consulting service (ROC)
- Education and promotion of Thailand's Quality Award (Thailand)
- We have some good publications that share best practices, e.g., monthly productivity magazines. (Thailand)
- We have a knowledgeable staff working in the Thailand Productivity Institute. (Thailand)
- TQA assessor training and development is good. (Thailand)
- TQA best practice seminars are good. (Thailand)

4B. WHICH BUSINESS EXCELLENCE SUPPORT SERVICES THAT ARE NOT CURRENTLY PROVIDED (OR WHICH NEED TO ENHANCED) WOULD BE OF TREMENDOUS BENEFIT TO COMPANIES?

- The government has many good initiatives, but they are in bits and pieces and not integrated. (India)
- Benchmarking data and services are required. (India)
- A website for knowledge sharing in India (India)
- Industry specific guides and best practices would be useful. (India)
- Theme or criteria based assessments are required. (India)
- Business excellence needs to be promoted more as a good governance system and also used by India's government. (India)
- More cases studies are required. (India)
- The award's profile needs to increase. (India)

- Methods to encourage companies to promote business excellence to customers and suppliers should be promoted. (India)
- It needs to be promoted in the 27 states and have overall federal support. (India)
- Business excellence needs to be promoted to CEOs and senior leaders. It is being promoted at a lower level. (India)
- Business excellence promotional strategy needs to be anchored around industry doyens. (India)
- We need targeted services to help companies to improve. (India)
- We need high-caliber assessors who understand businesses. (India)
- Theme or Criteria/Sub-Criteria based Quick Assessments are needed. (India)
- Ready to use kits (Post Assessment) to help to address opportunities for improvement (India)
- The award requires more recognition in Japan, and perhaps government support to achieve this. (Japan)
- We require best practice examples from Japan that are both in the business excellence category and industry specific. (Japan)
- We need a top-down and bottom-up program that helps to encourage and educate leaders and employees on business excellence. (Japan)
- The government created a guide for business excellence for SMEs, but it has been poorly promoted. (Japan)
- More promotion of business excellence is required. (Japan)
- We need to make business excellence more attractive. (Japan)
- More reports and materials showing the benefits of business excellence (financial and non-financial) are required. (Japan)
- Benchmarking information and industry comparisons (Singapore)
- Not a well structured and coordinated benchmarking/best practice sharing activity. Requires central body; at the moment it is just left to individual companies (Singapore)
- Sharing amongst winners in workshops (Singapore)
- Surveys such as this, which obtain feedback from companies (Singapore)
- Grants to support organizations on their business excellence journey (Singapore)
- Lack of national award winners club – no carrot. What would be the benefits of membership?… e.g., what about having tax rebates, training rebates, etc.? (Singapore)
- Information and benchmarking sharing (ROC)
- The government needs to place a higher priority on BE & the National Quality Award. For example, for the President could present the award. (ROC)
- Funding to increase for business excellence (ROC)
- We need to develop an action plan on how to get wider top management buy-in. (ROC)
- Award companies could have their taxes reduced. (ROC)
- Compensation for all companies using a business excellence approach, as it supports good governance and environment responsibility (ROC)
- Business excellence needs to be promoted directly to the company's executive. (ROC)
- We need to have a forum for sharing business excellence knowledge, lessons learned, and best practices from all award companies. (ROC)

- Award winners are not taken care of. We want to contribute more and benefit more. (Thailand)
- National benchmarking (Thailand)
- Greater guidance on interpreting the feedback report is required. (Thailand)
- Visits to best practice companies (Thailand)
- Best practice and business excellence training for senior leaders (Thailand)
- Brand positioning of Thailand's Quality Award (Thailand)
- The business focus of business excellence needs to be promoted more strongly. (Thailand)

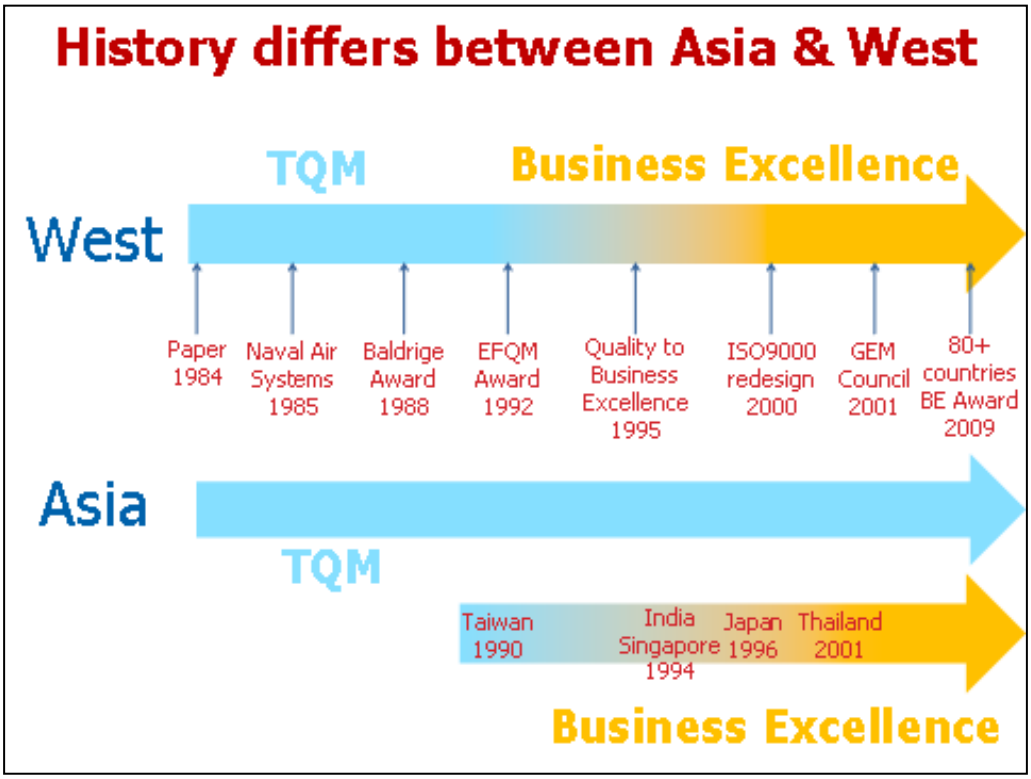
4C. WOULD YOU LIKE TO SEE SOME INTERNATIONAL SERVICES FOR THE WHOLE OF ASIA BEING PROVIDED? IF SO, WHAT WOULD THESE BE?

- We require international best practices that are both in the business excellence category and industry specific. (Japan)
- International benchmarking information and industry comparisons (Singapore)
- More best practice visits to other countries in targeted areas (Singapore)
- The APO should coordinate and set up a benchmarking platform and mechanism between Asian companies. (ROC).
- International benchmarking - generic and for industry sectors (Thailand)
- More best practice sharing forums for the Asia region (Thailand)

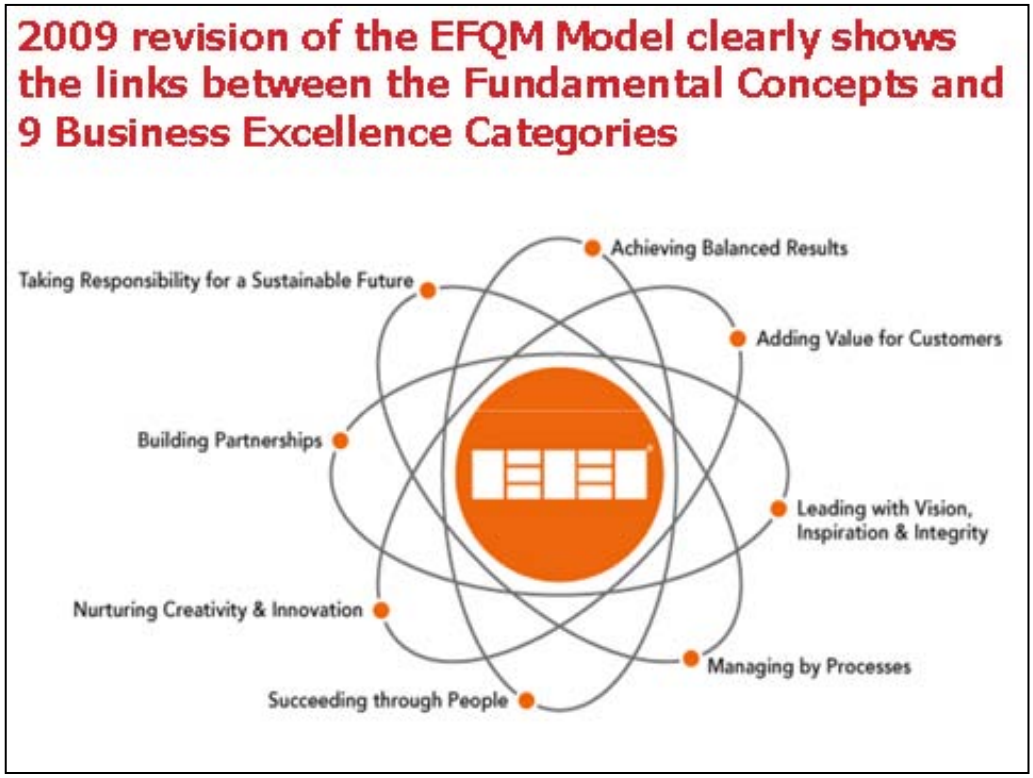
APPENDIX C: COLLECTION OF KEY SLIDES RELATED TO THE PROJECT

These are five important slides that were shown by Dr. Robin Stephen Mann at the "Conference on Quality Award Systems".

1 This slide shows that the history of TQM and business excellence (BE) differs between Asia and the West. Many Asian companies perceive TQM as different from BE. In the West, BE evolved from TQM. The BE models were initially called TQM models, but were re-branded as BE models. The core elements of TQM are strongly reflected in the core values and concepts of BE.



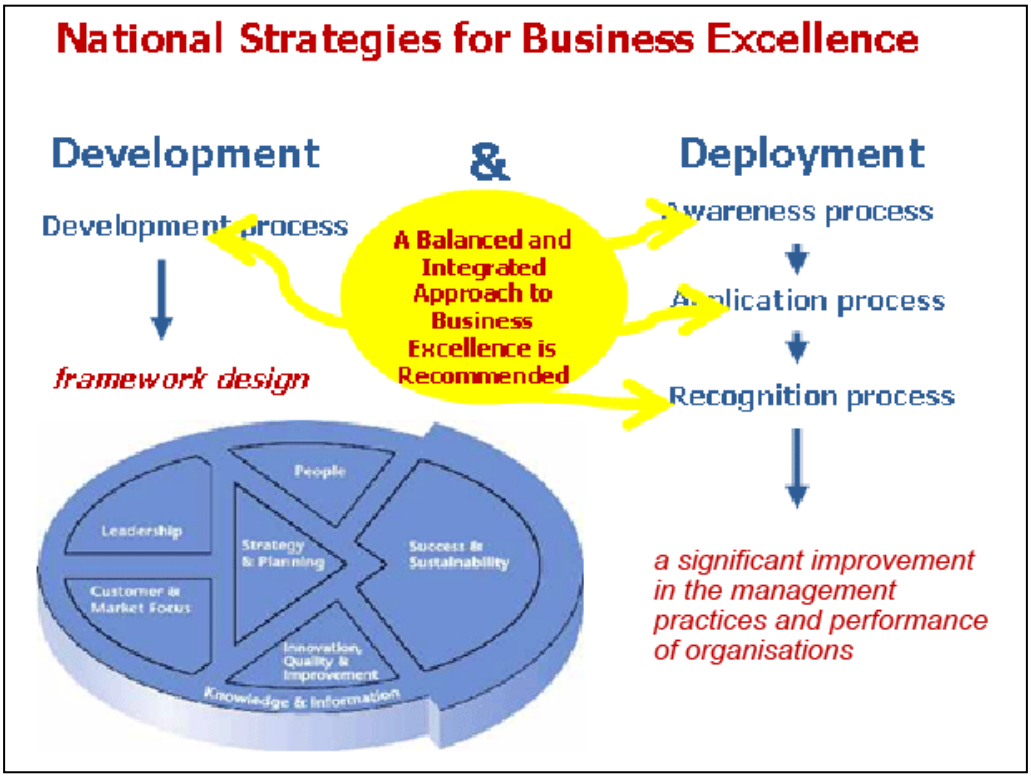
2 This slide shows how the EFQM model in its 2009 redesign has the core values and concepts of business excellence portrayed as satellites orbiting the earth (representing the EFQM Excellence Model). The redesign was undertaken because many model users only understood the nine business excellence categories and not how the eight core values and concepts (such as Innovation) pervade through all the categories.



3 This slide shows the key processes involved in successfully deploying a national business excellence strategy. The processes are model development (or adopting an internationally recognized model such as the Baldrige or EFQM Model) and a deployment process consisting of:

- awareness: to create maximum awareness of the framework
- application: to assist organizations in understanding and applying the framework
- recognition: to provide recognition to role model organizations and promote best practices

In many countries too much time is devoted to the recognition process (awards), and not enough time to "awareness" and "application".



4 This slide shows the thoughts of the Deputy Director of the Baldrige Program on why some organizations misunderstand business excellence.

5 This slide summarizes information obtained from the Award winner interviews with CEOs/senior managers. It shows how business excellence had primarily assisted their organization. It is recommended that award administrators use this information to improve their marketing of business excellence – therefore, business excellence is not just focused on continuous improvement, but can be used to address specific issues.

BE is helping companies to address a wide variety of issues (supply chain management, company growth, governance, continuous improvement) thus leading to a wide range of benefits.

An overall framework for aligning our strategic and improvement initiatives (Singapore, India, Thailandx2, Japan)

To benchmark our performance against world-class standards and obtain independent feedback (Thailand)

To progress our improvement journey to the next step (Singapore)

Re-invigorates a focus on continuous improvement (Thailand)

To improve our supply chain (Singapore)

To obtain staff buy-in to our future direction (Singapore)

Powerful governance tool (especially for SMEs) (Singapore)

For export growth through demonstrating internationally that we are an excellent company (India)

To manage rapid company growth whilst maintaining our culture and ensuring alignment of strategy (India)

To reduce cost and improve productivity (Thailand)

Author of the report

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