

# “Challenges of Implementing Business Excellence Awards and Participating in Awards Process”

by

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# Purpose

1. Why go for Business Excellence (BEX) ?
2. Evolution of BEX frameworks.
3. Brief about EFQM Model.
4. Does implementing BEX impact corporate performance?
5. Challenges of
  - a. implementing BEX framework
  - b. participating in awards process.

## Inspirational Quote

*“When you are inspired by some great purpose, some extraordinary project, all your thoughts break their bounds. Your mind transcends limitations, your consciousness expand in every direction, and you find yourself in a new, great and wonderful world”.*

*- The Yoga Sutras of Patanjali*

# 1. Why go for Business Excellence ?

# The Corporate Challenge

- Business environment is always highly challenging, complex, competitive, changing & uncertain.
- Organizations need to
  - **Keep increasing**
    - Revenue
    - Quality
    - Service
    - Performance .....
  - **Keep reducing**
    - Cost
    - Time.....

# Meeting the Challenge

- Organizations need to create a culture of
  - Continuous improvement,
  - Performance management,
  - Customer focus,
  - Service and operational excellence .....
- Leadership is continually in search of solutions to successfully meet the challenges

## 2. Evolution of Business Excellence Frameworks in the World and GCC

# Evolution of Excellence Frameworks

- Deming Prize, Japan (1950)
- Malcolm Baldrige National Quality Award (1987)
- European Quality Award (1992)

# Business Excellence Frameworks - UAE

- Sheikh Khalifa Excellence Award
- MRM Business Award
- Dubai Quality Award
- Abu Dhabi Government Excellence Program;
- RAK Award for Creativity and Excellence
- Dubai Government Excellence Program
- Dubai Human Development Award
- Dubai Service Excellence Scheme of Retail
- Sharjah Economic Excellence Award
- Ajman Industrial Excellence Award

# Business Excellence Frameworks GCC

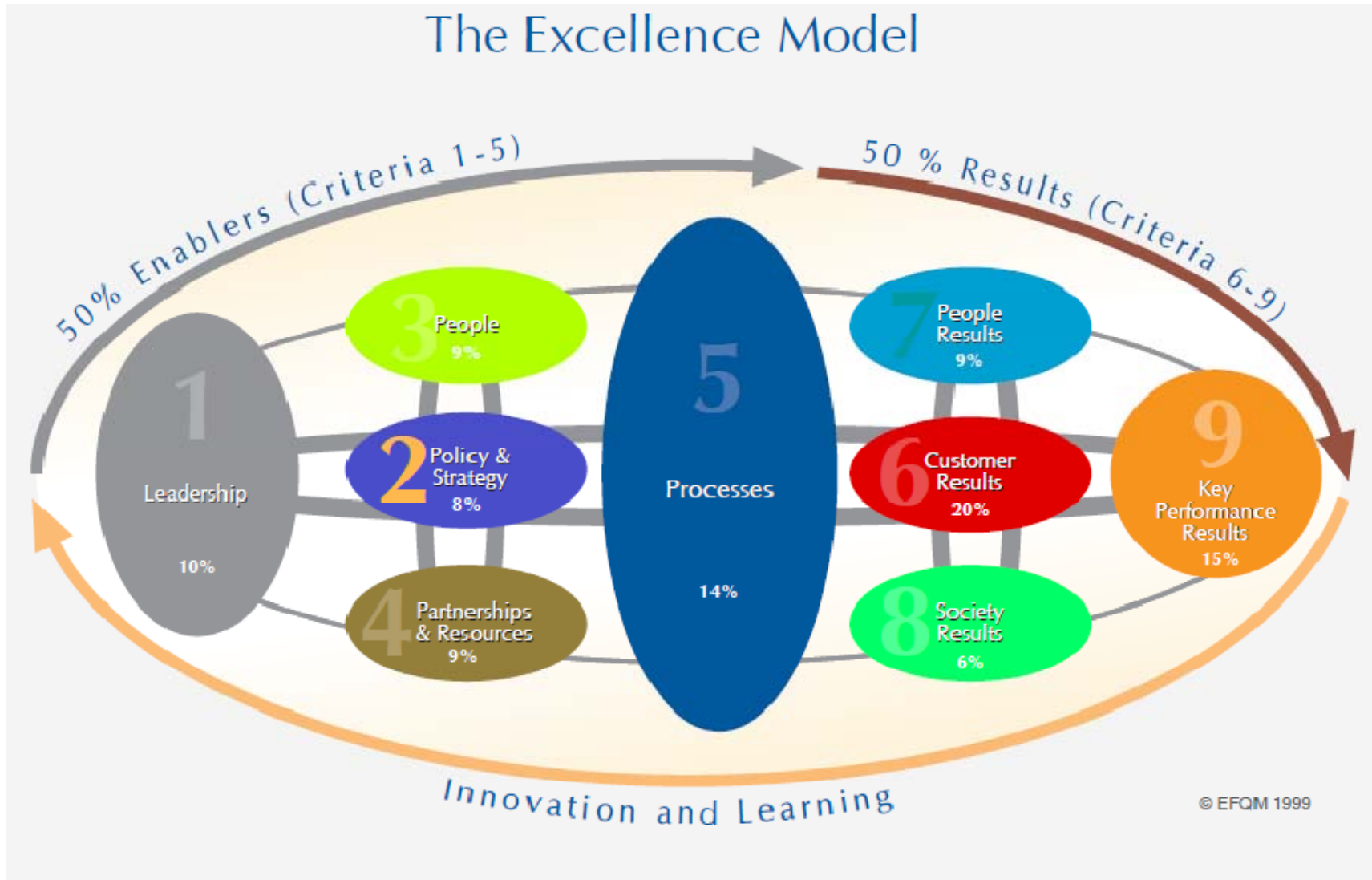
- King Abdul Aziz Quality Award, Saudi Arabia
- Jabir Quality Award, Kuwait
- Oman award for Excellence

# Business Excellence Frameworks Corporate

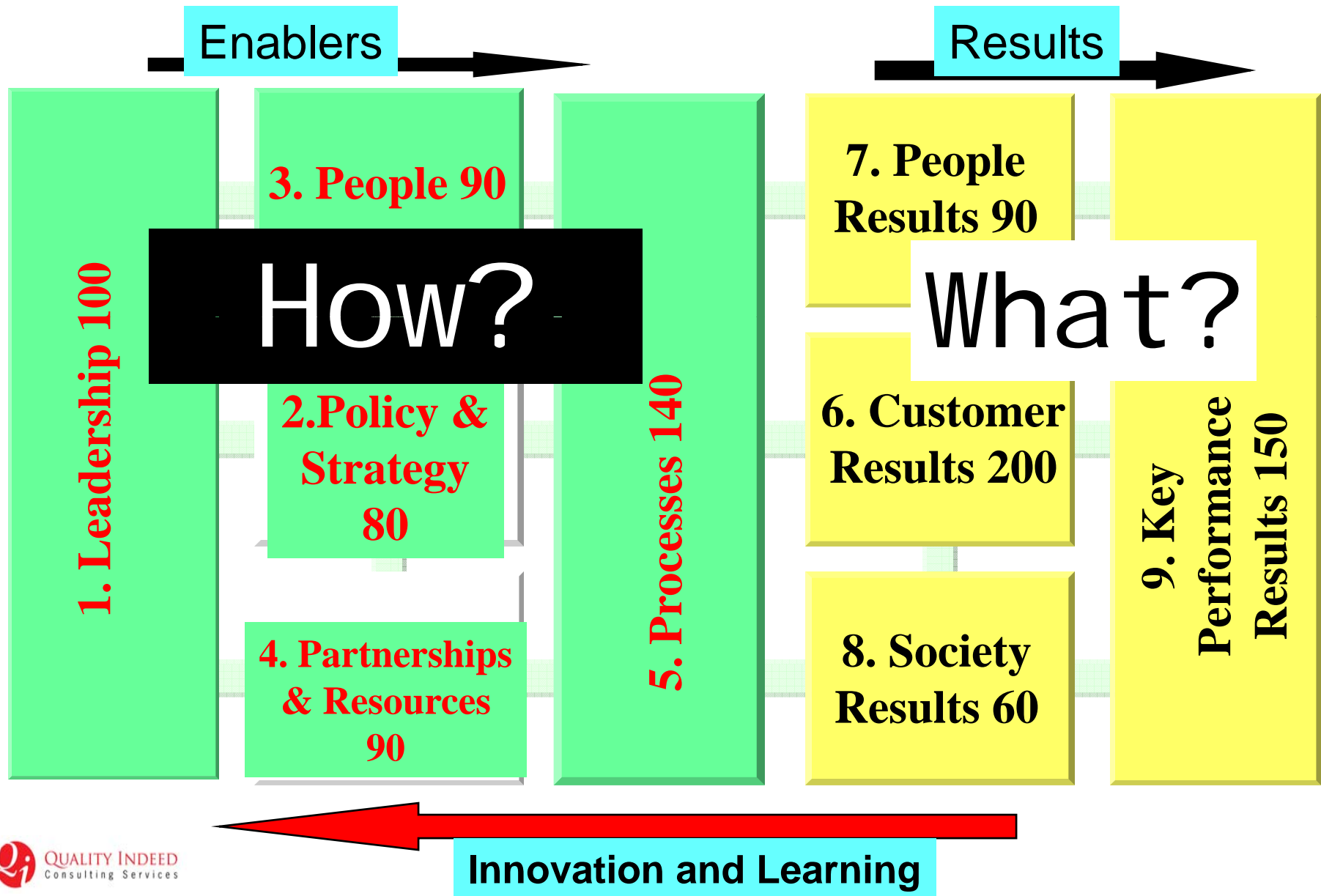
- JRD Quality Value Excellence Award
- Dubai Holding Excellence Award
- Etc.....

### 3. Brief about Business Excellence Frameworks (EFQM Model)

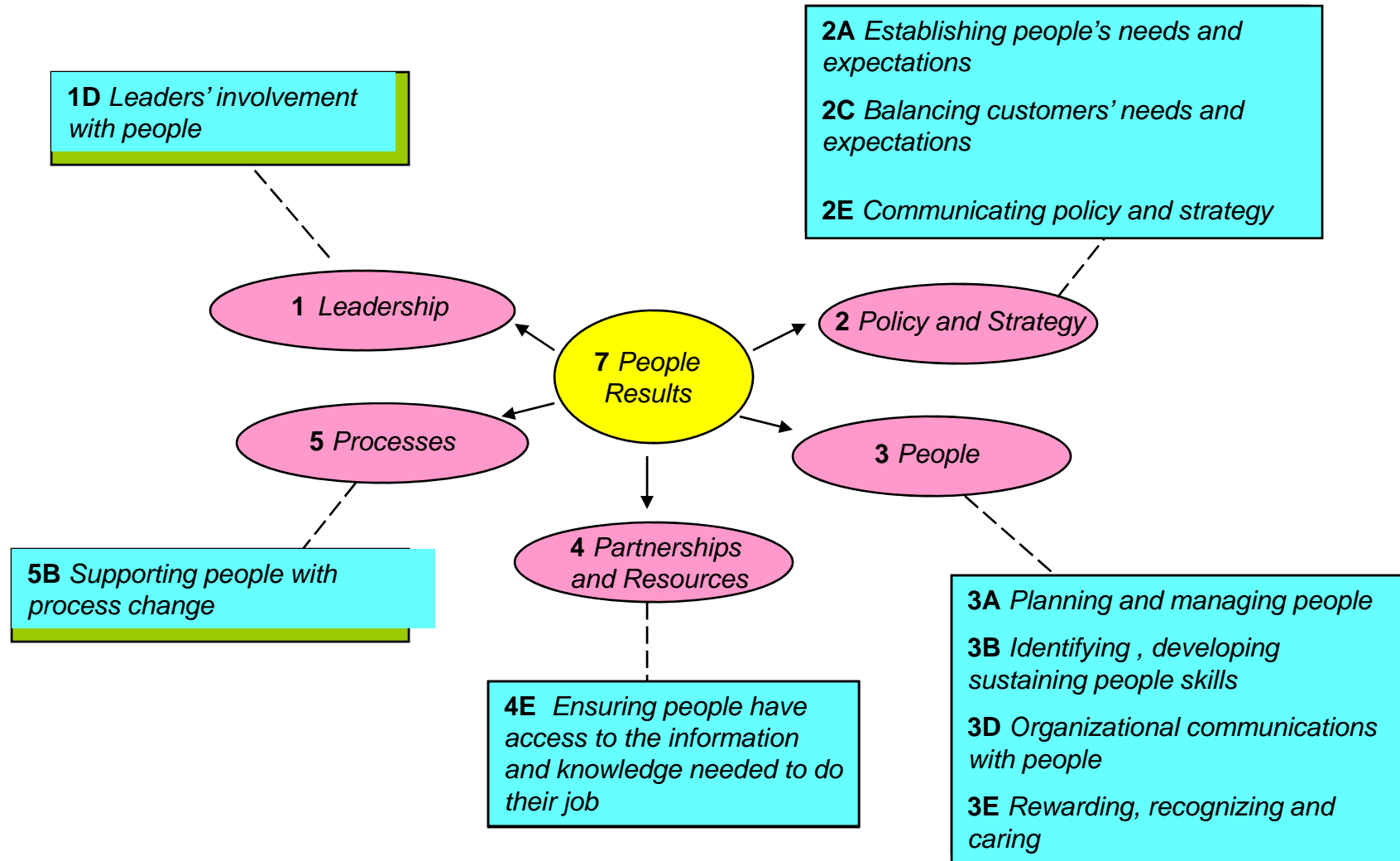
# BEX Framework (EFQM Model)



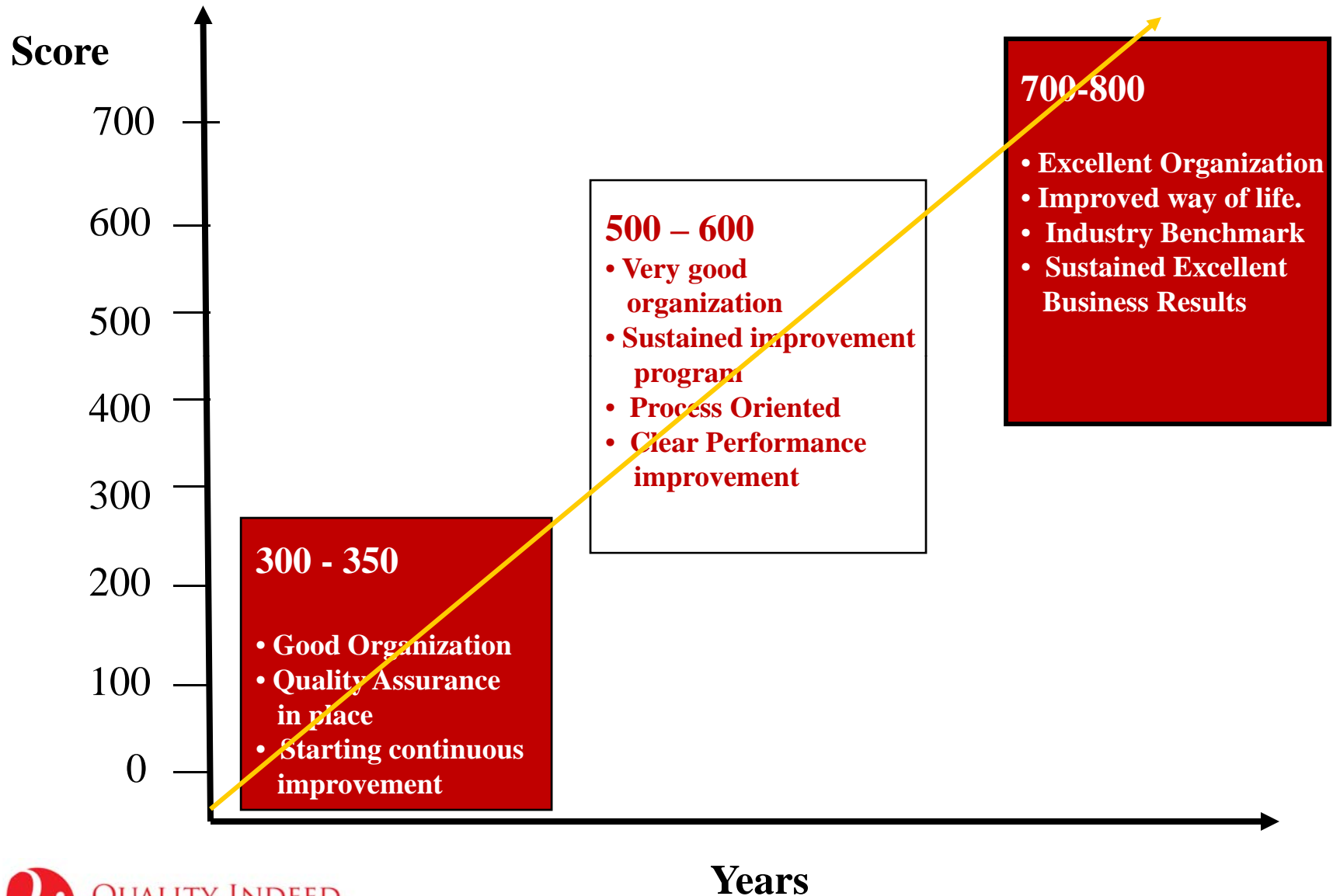
# EFQM Model



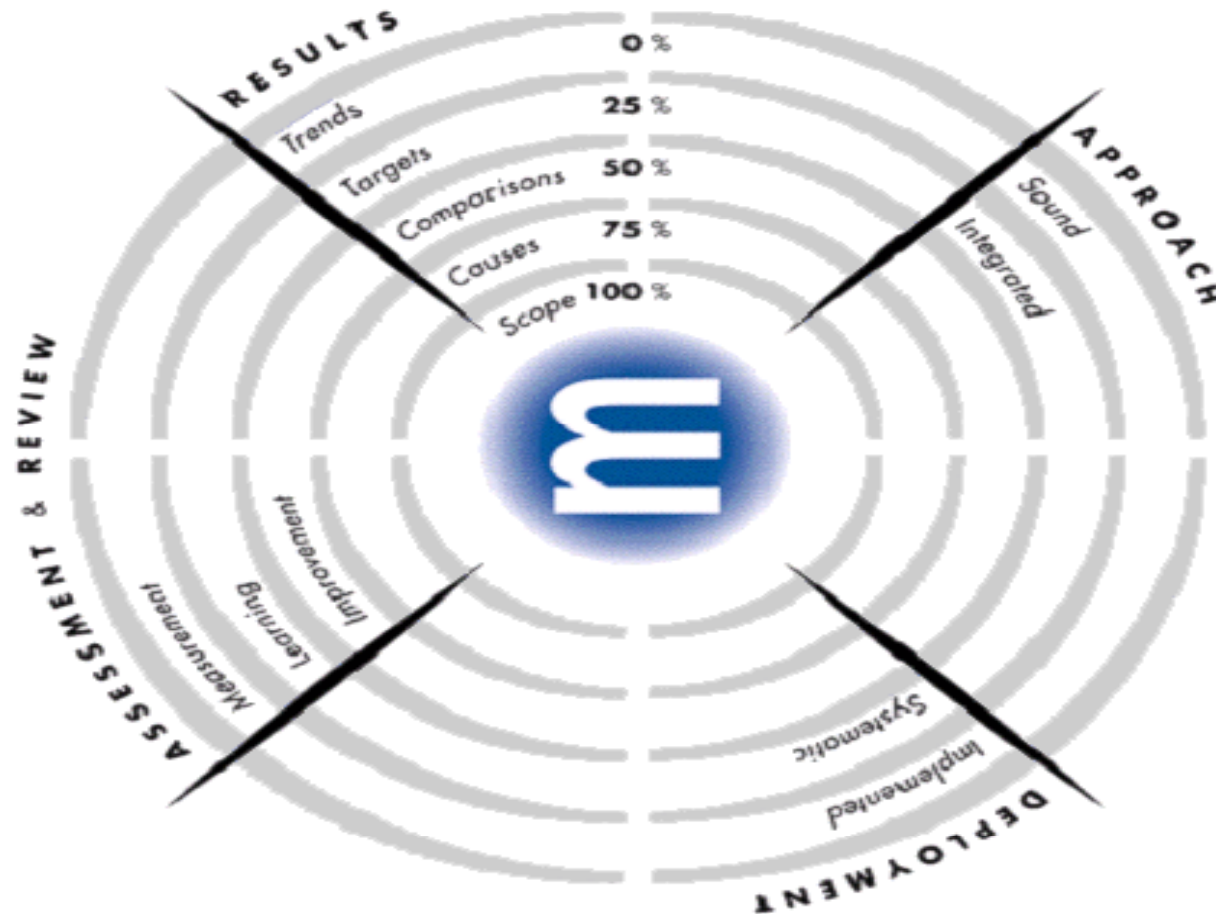
# Linkages between People Results and Enablers



# Journey to Excellence



# RADAR (PDCA) (EFQM copyright)



Determine the **Results** required  
Plan & develop **Approaches**  
**Deploy** approaches  
**Assess & Review** approaches & their deployment)

# The Fundamental Concepts of Excellence (EFQM)



*Copyright EFQM*

# Business Excellence Framework

- Non prescriptive
- Generic
- Comprehensive
- Strategic tool for sustained improvement.
- Provides systematic review of organization's activities;
- Means to measure progress on improvement;
- Robust benchmark against best-in-class achievements;

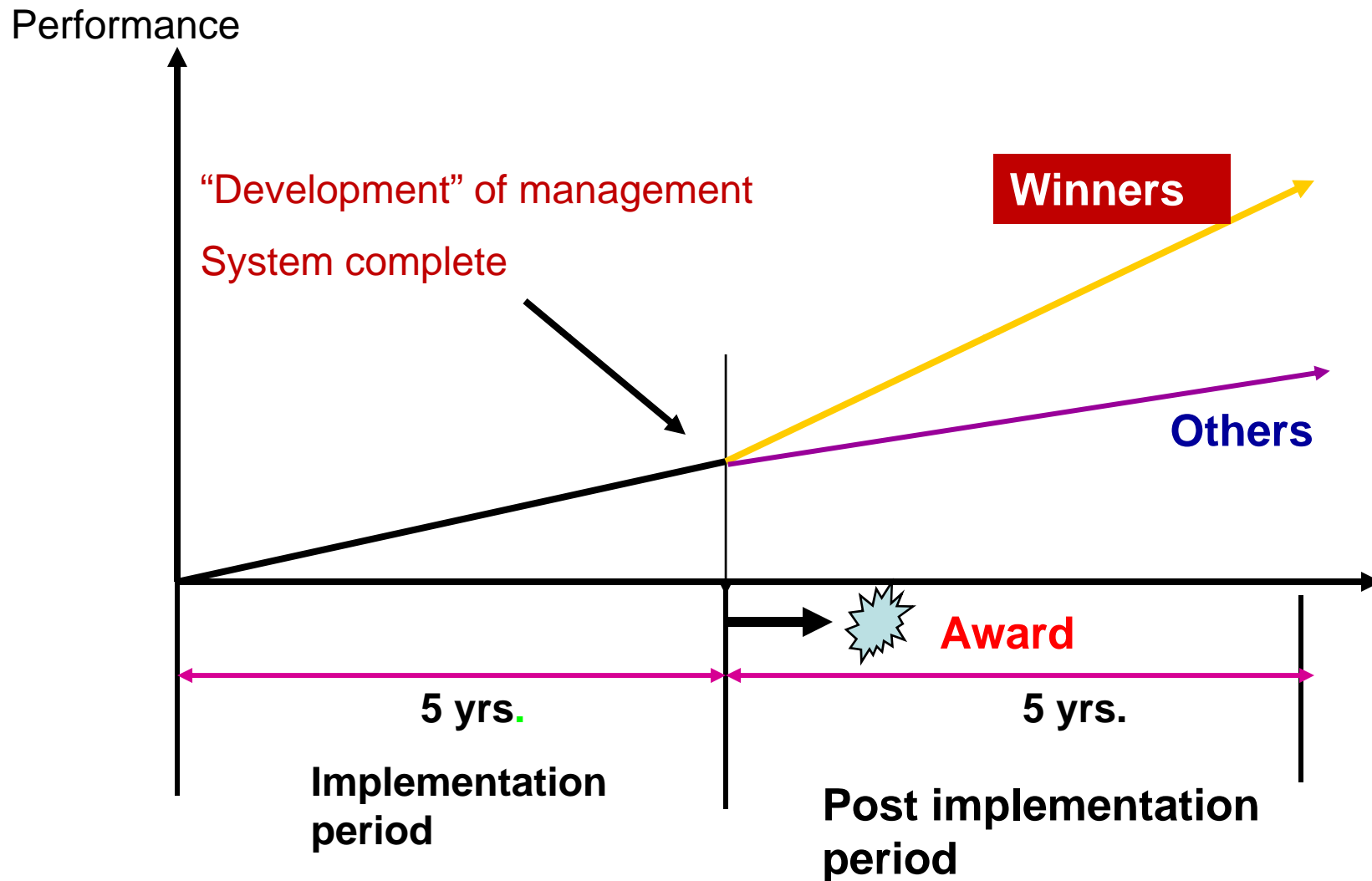
# Why go for Business Excellence ?

- Strategic tool for sustained improvement.
- Comprehensive, systematic & regular review of activities & results against world class excellence model.
- Provides a learning opportunity
  - about strengths & opportunities for improvement
  - about what excellence is all about & its meaning to us
  - about progress on the journey to excellence
  - how we compare with other world class organization
- Gets people involved
- Submission Document - valuable in house training tool
- Wonderful recognition, if you win the award

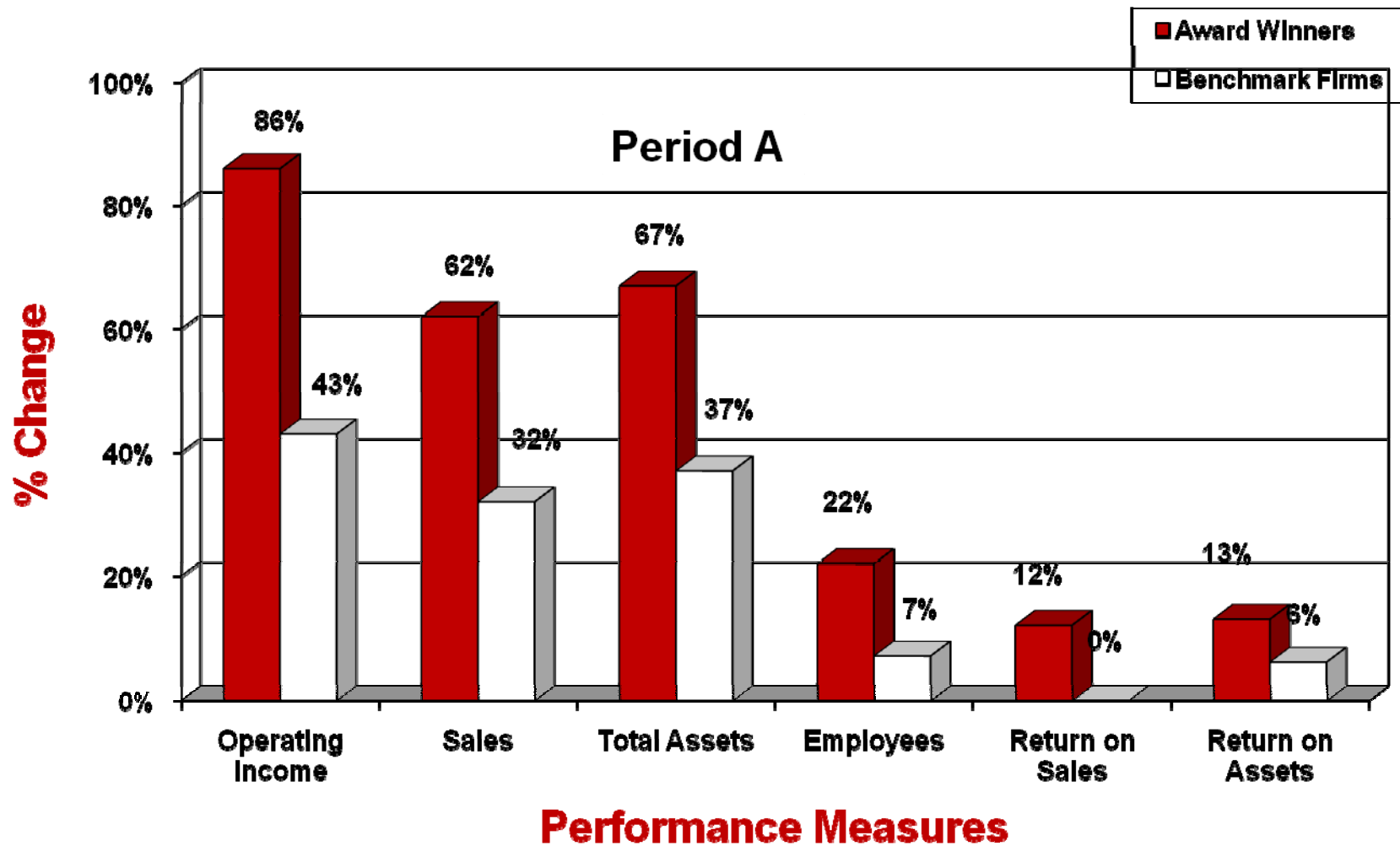


## 4. Does Implementing BEX Impact Corporate Performance?

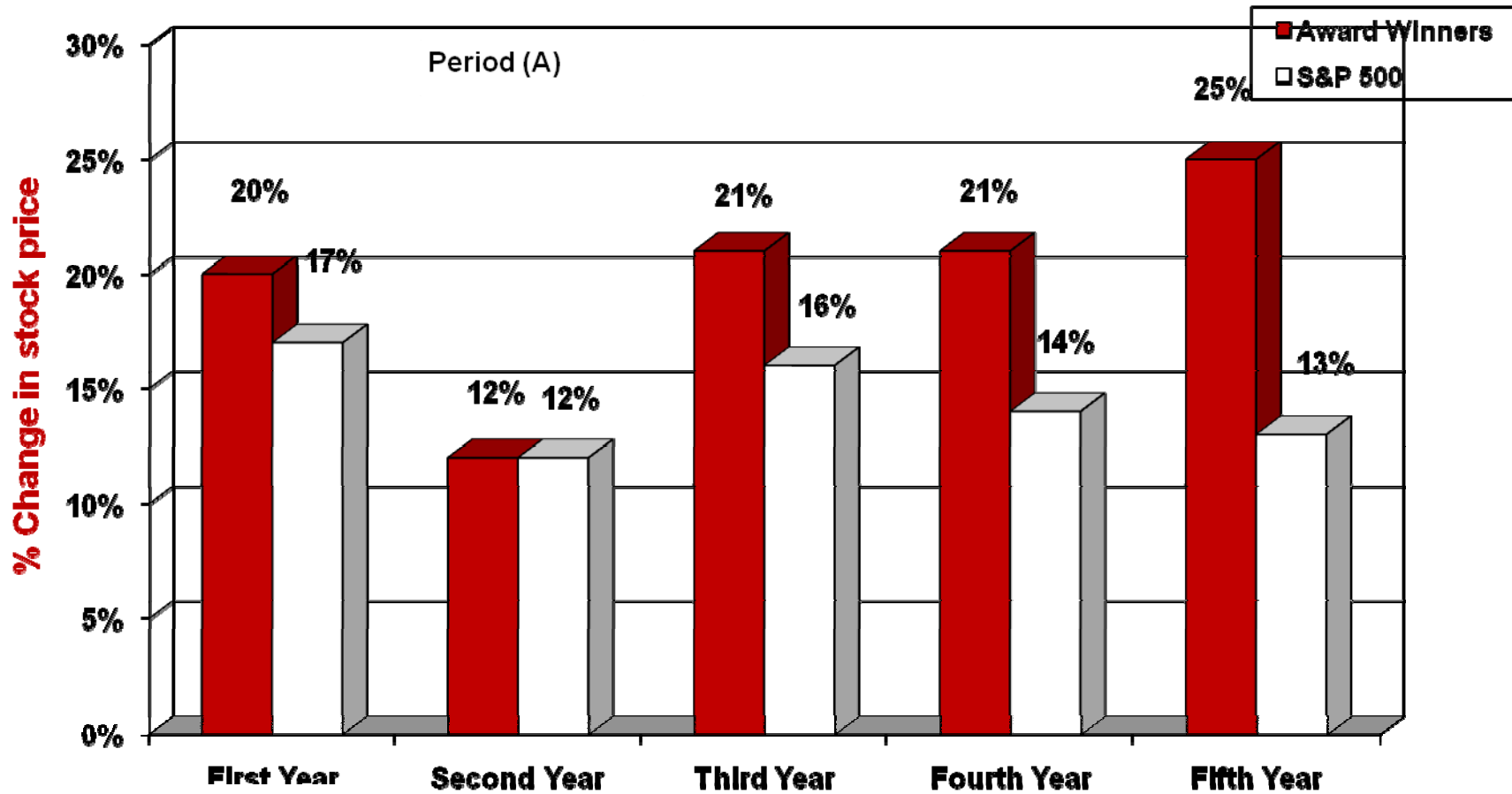
# Results of Developing Effective Management System\*



# Profit, Growth and Efficiency Performance Measures Award Winners over 5 years Period



# Stock Price Performance Over 5 Years Award Winners vs S&P 500 Index



## 5. Challenges of

- a. implementing Business Excellence framework
- b. participating in awards process.

## 5a. Challenges of Implementing Business Excellence Framework.

# Challenges of Implementing Business Excellence Framework

- Leadership does not believe that Quality positively impacts business performance.
- If no leadership commitment – do not even start.
- Lack of visible involvement of leaders.
- Lack of clear objectives on why implementing BEX.
- Lack of understanding of the concepts of BEX.
- Expecting BEX to solve all business problems.
- Treat it “business as usual” (No sense of urgency).
- Lack of resources.
- Ownership criteria not assigned
- Expecting quick results.

## 5b. Challenges of Implementing Business Excellence Award

## Challenges – Generic

- CEO is either too much “visible”/ not visible in the Submission Document
- Only CEO is treated as “ Leader”
- Key theme not evident in the Submission Document
- “Scope” of business to be included in BEX framework not defined
- Customers of the Submission Document (Assessors, Jury members) ignored.
- Not all stakeholders adequately covered in various criteria

# Challenges – Generic

- Inability to understand/ convey that results are caused by approaches
- Poor/ no cross referencing between criteria
- Data/ information provided is incomplete/ inaccurate
- Difficulties in assigning ownership to “Partnership and Resources” criteria
- Declining enthusiasm of project team

# Challenges - Enablers

- Approaches lack vertical integration (with vision, mission, strategy)
- Implementation not systematic
- Measurements for the sake of measurement
- Assessment and review approaches not adequately defined/ are adhoc
- Lack of comprehensive improvements program
- Too many jargons, acronyms and abbreviations
- Ambiguous language examples
- Lacks best practices
-

# Challenges - Enablers

- Lack of documented approaches
- Extent of deployment not covered
- Lack of specific examples, facts and figures
- `Invented` information
- Submission Document lacks real `look, feel, examples....`
- Repetition of information in various criteria

# Challenges - Results

- Only few results provided
- Results not segmented
- Limited data points or results
- Cluttered charts
- No or limited use of data to draw meaningful analysis or conclusions
- Perception measures and performance indicators not linked

# Challenges - Results

- Perception measures and performance indicators not linked
- Graphs difficult to read or interpret
- Information from graphics is duplicated in text. Wasting valuable space.
- Targets not set
- Rationale for setting targets not explained
- Inappropriate scales on graphs.

# Challenges - Site Visit

- Lack of preparation.
- Organising evidences -by function or criteria ?
- Confusing communication/mixed messages to Assessors from employees
- Housekeeping and orderliness issues
- Logistics issues
- Inability to establish feedback during assessment

## Concluding Thoughts

- Commitment and visible involvement of Leadership is absolutely essential.
- Effective implementation of BEX will enhance business performance.
- Improvement results will take time. Have patience.

Good Luck for  
Your  
Journey Towards  
Excellence

# Questions and Answers

Shukran, Thank you

**Sunil Thawani**

Chief Executive Officer

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