

Research Report:
An exploration of the organisational
excellence architecture required to support
an award-winning business excellence
journey

By

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An exploration of the organisational excellence architecture required to support an award-winning business excellence journey

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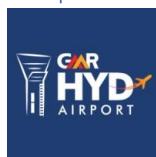


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* These organisations have consented to share their names as participants in the research, a total of 48 organisations participated.

Foreword

This report shares the findings from research investigating the Organisational Excellence Architecture (OEA) required to facilitate and accelerate an organisation's business excellence journey. The research builds on the Centre of Organisational Excellence Research (COER) 's research programme called Excellence Without Borders that is supported by the Global Excellence Model Council and Global Benchmarking Network.

As the research aims to learn about the business excellence journey, organisations participating in the research were required to have undertaken at least one business excellence assessment (internal self-assessment or external assessment) in the last five years. In total, 48 organisations from 15 countries participated through completing a survey with 23 of these also participating in a structured interview. The research took place between November, 2020 to November, 2021.

This report begins with a "Research Overview" that describes the purpose of the research and presents the research methodology. This is followed by the main part of the report titled "Survey/Structured Interview Responses and Analysis" which presents the survey questions, aggregated responses, graphical analysis, analysis commentary and selected structured interview comments.

The report concludes by summarising some of the key findings and highlights areas for further investigation in the next stage of the research.

1 Research Overview

Existing business excellence (BE) research mainly focuses on the design of business excellence models and the benefits of business excellence. Little research has been conducted to understand *how* organisations implement business excellence and embed a culture of continuous improvement. This research meets this gap and investigates business excellence from an implementation viewpoint.

OEA refers to the formal support structure, resources, processes, and assessment tools used to assist the implementation of business excellence within an organisation. The purpose of the research is to gain clarification and consensus on what is OEA, its importance, and develop an OEA model that can guide organisations on how to implement business excellence.

The research is being conducted as part of a PhD programme. The PhD began in 2020 and is planned to be completed in 2023.

1.1 Research Methodology

There are three stages to the process of developing an OEA model, refer to Figure 1. The purpose of each stage is to conduct research that will help to build and refine the OEA Model. Stage 1 consists of a literature review and data collection from secondary sources, Stage 2 involves a survey and structured interviews with business excellence organisations, and Stage 3 involves further surveys and structured interviews to refine the research findings.

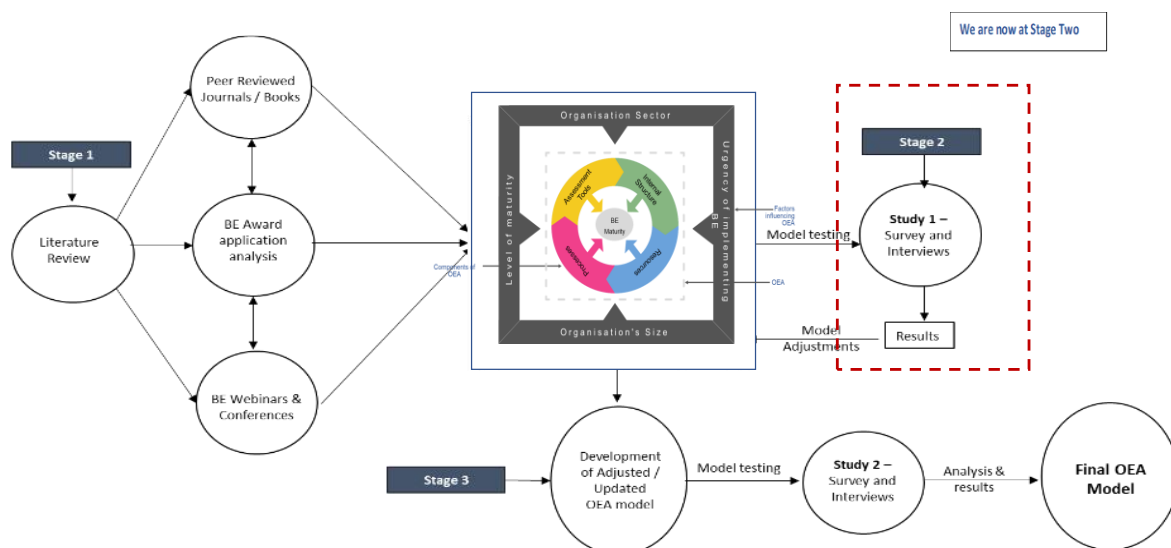


Figure 1. Research methodology.

Whilst this report focuses on Stage 2 (the survey/structured interviews) a summary of each stage is presented.

1.2 Stage 1 – Development of an OEA Model (Version 1.0)

A conceptual OEA model was developed through an intensive literature review, including peer-reviewed journals and books; and, an analysis of over 100 business excellence award winners' applications submitted from 2012 to 2019. In addition, information collected from seminars and webinars conducted by business excellence experts and practitioners on implementation also informed the development of the OEA model.

The OEA model is shown in Figure 2. This model considers business excellence implementation at the micro-level (internal components within the organisation's control) and at the macro-level (external factors that are not in the organisation's direct control but could influence the successful implementation of business excellence).

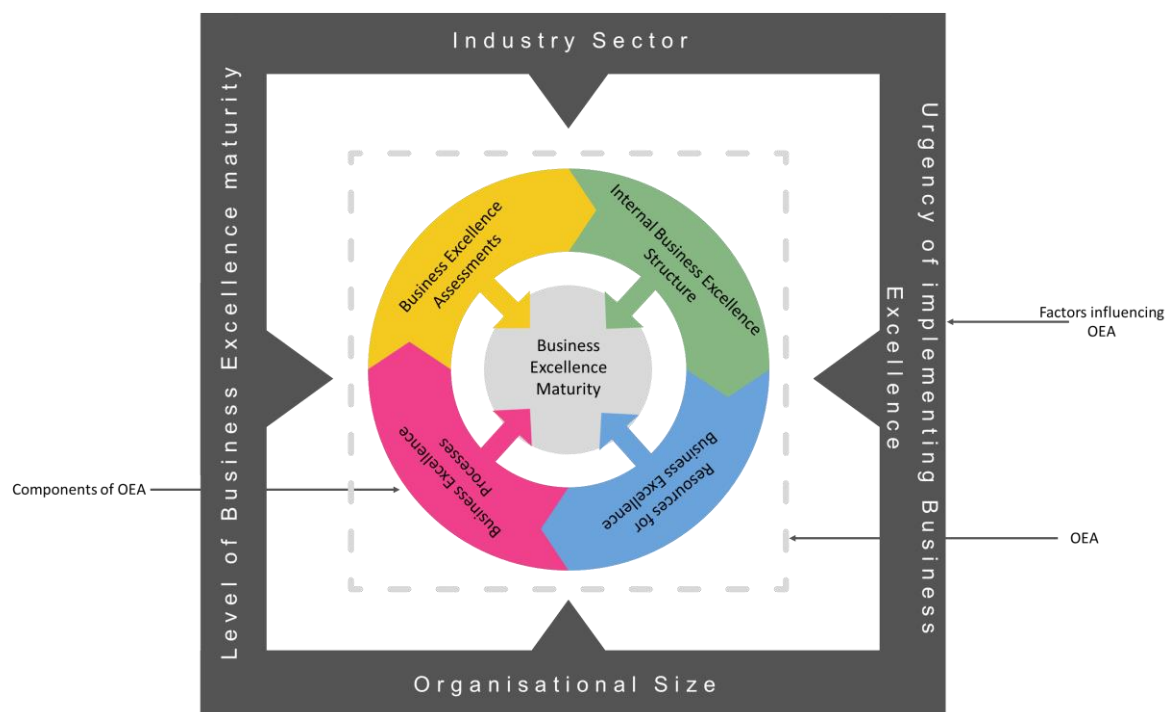


Figure 2. Organisational Excellence Architecture (OEA) Model – Version 1

Four components (Figure 2) are perceived to be part of an organisation's OEA, these are: *internal business excellence structure, resources for business excellence, business excellence processes, and business excellence assessments*. These components are interlinked and could accelerate the excellence journey of the organisation if applied appropriately. Each component is briefly explained in the following paragraphs to unpack the proposed OEA model:

Internal business excellence structure. A robust organisational structure is imperative to utilise available resources to control and drive the business excellence agenda set for the organisation. Therefore, the component of *internal business excellence structure* explores

how organisational structures are arranged to facilitate business excellence activities within the organisation and how these structures are supported by senior leadership. The internal structure includes setting up adequate business excellence departments or units, improvement teams or steering committees to oversee and promote business excellence implementation at each level of organisational hierarchy.

Resources for business excellence. The availability of adequate resources plays a critical role in facilitating, monitoring, and embedding a culture of excellence in the organisation. This component focuses on financial (budget allocation), and non-financial (human) resources allocated to support business excellence activities and achieve underlying performance objectives. Financial resources may be spent on business excellence training, consultants, or technology, such as business excellence assessment tools whilst non-financial resources may include the number of staff dedicated to coordinating business excellence activities.

Business excellence processes. Efficient processes for supporting business excellence are fundamental for carrying out effective and extensive business excellence implementation across the organisation. Business excellence processes include education and training, project support and alignment, action planning, communication, and other processes important to support business excellence implementation.

Business excellence assessments. Business excellence assessments are essential for assessing the level of business excellence maturity. Assessments may include internal (self) assessments and external assessments. This area also explores how assessment findings are used for action planning, and how frequently organisations conduct their business excellence assessments.

Successful business excellence implementation requires an orchestrated approach towards excellence. Therefore, in addition to the internal components, some external factors (Figure 2) may also impact leadership's efforts to implement, monitor, and embed business excellence within the organisation. These external factors are independent to each other but could influence the OEA implementation and require senior management team deliberations.

These factors include *industry sector of the organisation, urgency of implementing Business Excellence, organisational size, and the level of Business Excellence maturity*. A brief introduction of each factor is provided as follows:

Industry sector. The industry sector may affect how business excellence is implemented within organisations. For example, there may be specific requirements from a sector such as the mandatory use of a business excellence approach within the public sector with expectations set on how business excellence is implemented or there might be differences between how service and manufacturing companies should implement business excellence.

Urgency of implementing business excellence. In today's volatile, uncertain, complex and ambiguous (VUCA) world, business excellence models provide a structured approach towards sustainable performance. Organisations, therefore, may wish to design and resource their OEA to fast-track business excellence implementation to achieve higher levels of business excellence maturity more quickly.

Organisational size. The organisation's size could directly influence the size and type of internal business excellence structure, resources and processes required to implement and drive the business excellence agenda.

Level of business excellence maturity. Organisations starting their business excellence journey may have a different internal business excellence structure and resources requirements than those at the advanced level of business excellence maturity. This factor would prompt senior leaders to constantly review and adapt their OEA to the organisation's business excellence maturity level.

1.3 Stage 2 – Development of an OEA Model (Version 2.0)

Stage 2 consisted of a survey and an optional structured interview to validate and enhance the proposed OEA model, therefore does the model demonstrate validity (i.e., the components duly reflect practice) and reliability (i.e., time after time)? Organisations that had undertaken at least one business excellence assessment (either internal self-assessment or external assessment) in the last five years were encouraged to participate. In particular, it was important to have business excellence award winners participating as they were likely to have more information and advice to share on the journey to excellence. In total, 48 organisations from 15 countries completed the survey from November, 2020 to November, 2021. Twenty-five organisations also participated in the structured interviews.

When designing the survey, for statistical analysis purposes, it was important to be able to categorise respondents by business excellence maturity. Therefore, seven stages of business excellence maturity were developed, refer to Figure 3.

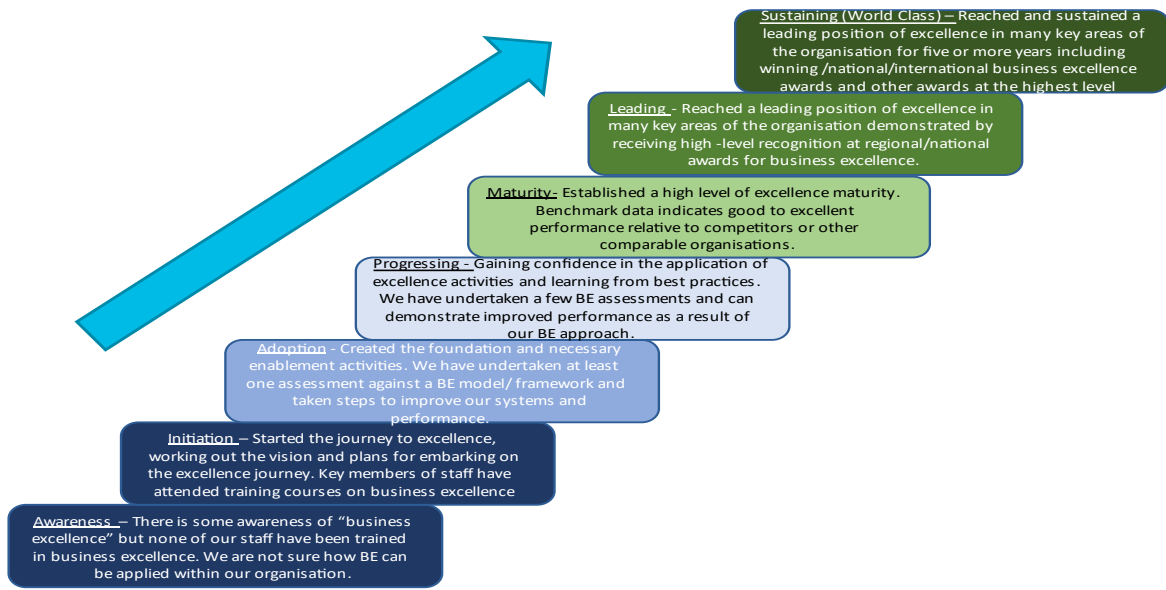


Figure 3. Levels of business excellence maturity

This categorisation enabled respondents to indicate their level of business excellence maturity. Figure 4 shows the variation in business excellence levels with 81% of participants being at a mature or higher level of business excellence maturity. Whilst it was pleasing that such highly mature business excellence organisations were participating in the research it was also limiting the ability for statistical comparisons between highly mature and less mature organisations. Therefore, for the purpose of statistical analysis the respondents were re-categorised into three categories, namely, Leading to World-class, Progressing to BE Mature, and Low BE Mature organisations, refer to Figure 4. This re-categorisation is reflected in the analysis graphs in Section 2 of this report.

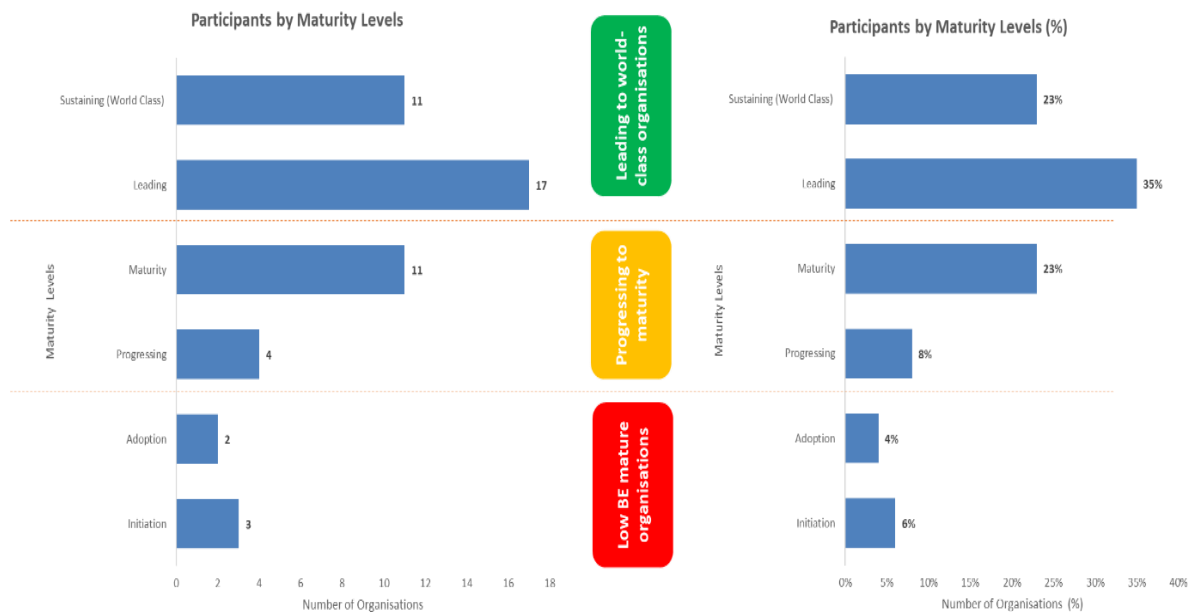


Figure 4. Respondents classified by business excellence maturity levels.

1.4 Stage 3 – Development of a OEA Model (Version 3.0)

Stage 3 will be the final stage of the research after the learning from Stage 2 has been assimilated. This will involve obtaining further detail on the various components of the OEA model that can help to accelerate an organisations journey towards business excellence. Respondents from Stage 2 will be invited to participate to provide further detail on their business excellence approach and/or to validate the final OEA model. At the end of the research, all respondents will get a copy of the final OEA model and a guidebook to reflect, improve, and fast-track their business excellence journey.

2 Survey/Structured Interview Responses and Analysis

The survey/structured interview comprised of 63 questions including those of a demographic, quantitative, and descriptive nature. Business excellence was shortened to BE in the survey.

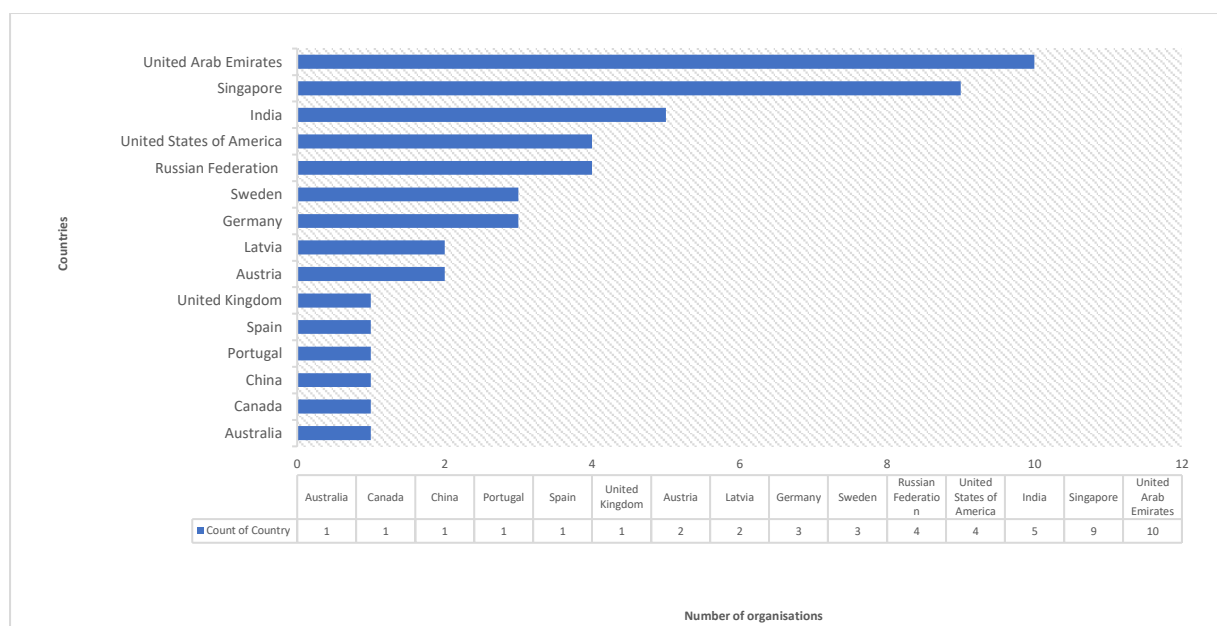
The responses to these and analysis are reported in the following five sections as follows:

- 2.1 – Organisational profile
- 2.2 – Business excellence profile
- 2.3 – Business excellence support structure
- 2.4 – Business excellence approach
- 2.5 – Organisational excellence architecture

2.1 Organisational Profile

This section defines an overall profile of the respondent organisations. 48 Organisations from over 15 countries have participated in the research to date with representation across a wide-range of industry sectors.

2.1.1 Country of Operations?

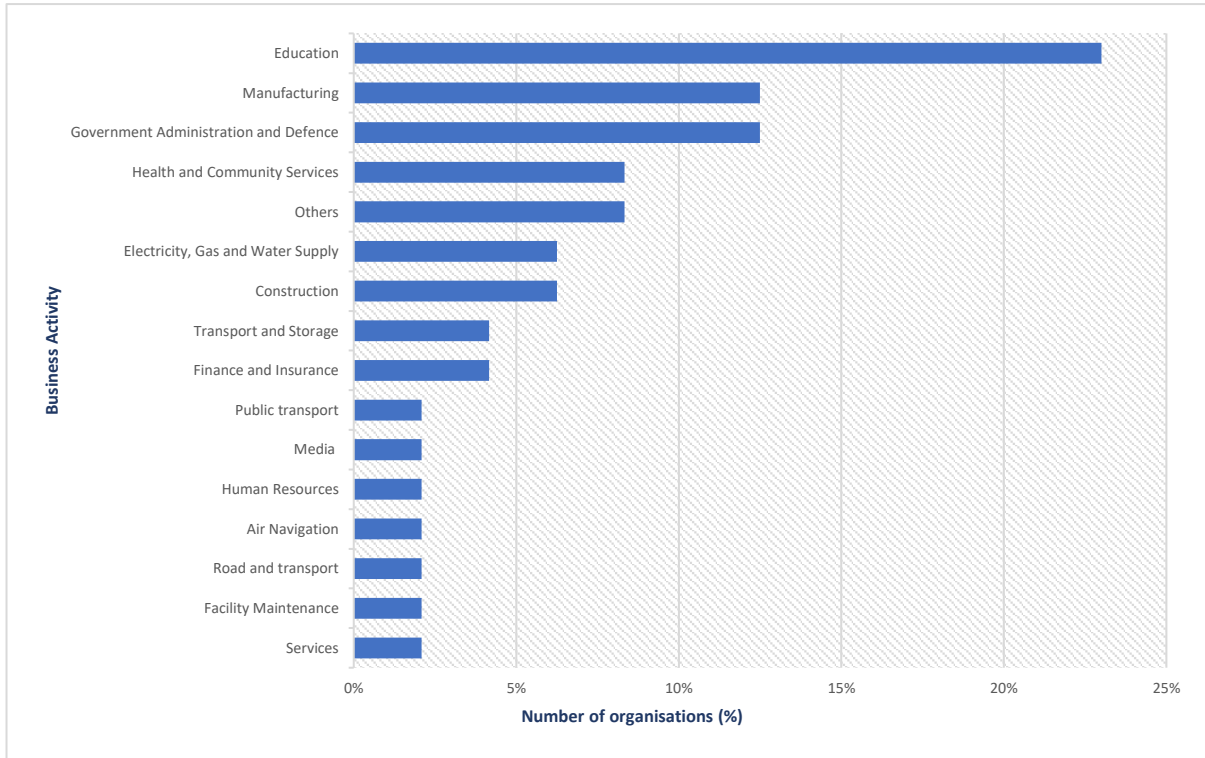


Graph 2.1.1 Organisations by countries participating in the research.

2.1.2 What is your organisation's major business activity?

Tick the one that applies

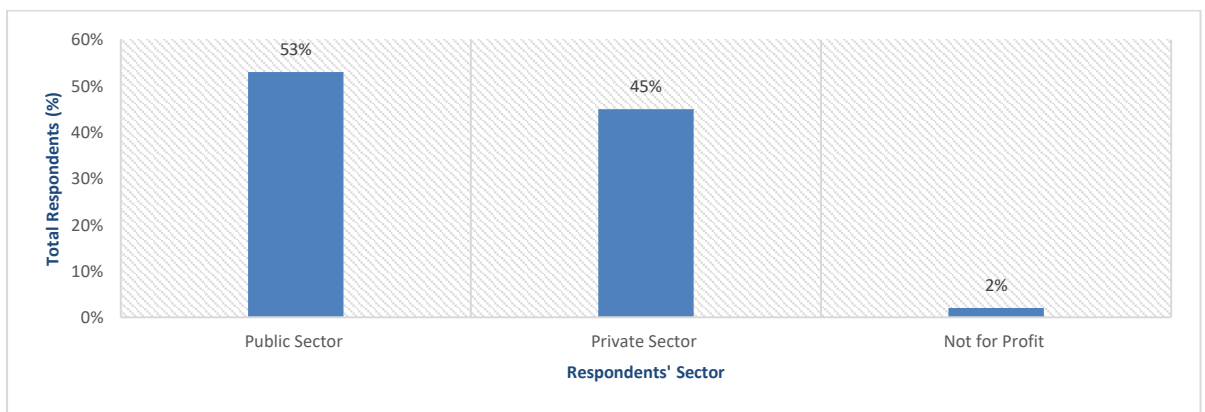
A	Agriculture, Forestry and Fishing	0%	J	Communication Services	0%
B	Mining	0%	K	Finance and Insurance	4%
C	Manufacturing	13%	L	Property and Business Services	0%
D	Electricity, Gas and Water Supply	6%	M	Government Administration and Defence	13%
E	Construction	6%	N	Education	23%
F	Wholesale Trade	0%	O	Health and Community Services	8%
G	Public Transport	2%	P	Media	2%
H	Accommodation, Cafes and Restaurants	0%	Q	Personal and Other Services	2%
I	Transport and Storage	4%	R	Other – please specify:	8%



Graph 2.1.2 Main business activities of organisations expressed as a percentage (Responses = 48).

2.1.3 Which sector does your organisation operate in?
Tick the one that applies

A	Public Sector	53%
B	Private Sector	45%
C	Not for Profit	2%

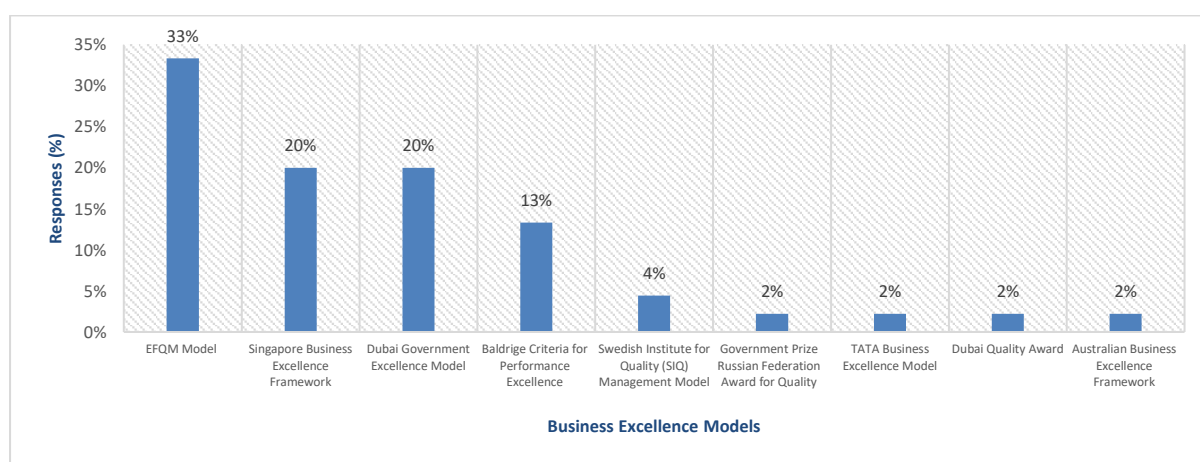


Graph 2.1.3 Sectors of organisations expressed as a percentage (Responses = 48).

2.2 Business Excellence Profile

This section covers the BE profile of the respondents, such as, the BE model or framework adopted; the number of years in BE practice; and others. This section of the survey also establishes the maturity level of the respondents and, therefore, authenticates responses against BE norms. Five questions were asked in this section to establish the BE profile of the respondents.

2.2.1 Which framework does your organisation use? (For example, Baldrige Criteria for Performance Excellence, EFQM Model, Australian Business Excellence Framework, Dubai Government Excellence Model, Singapore Business Excellence Framework etc...)

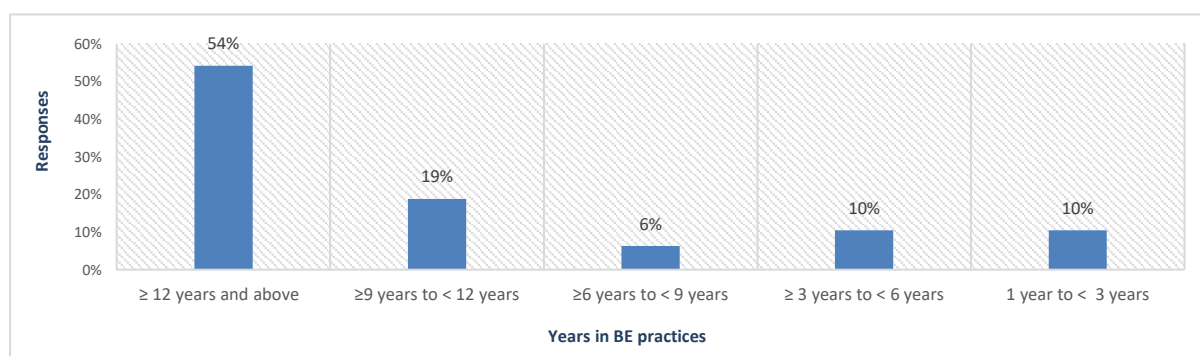


Graph 2.2.1 The BE framework used by the participating organisations expressed as a percentage (Responses = 48).

2.2.2 How long has your organisation been using a BE model/framework in your organisation? Tick the one that applies

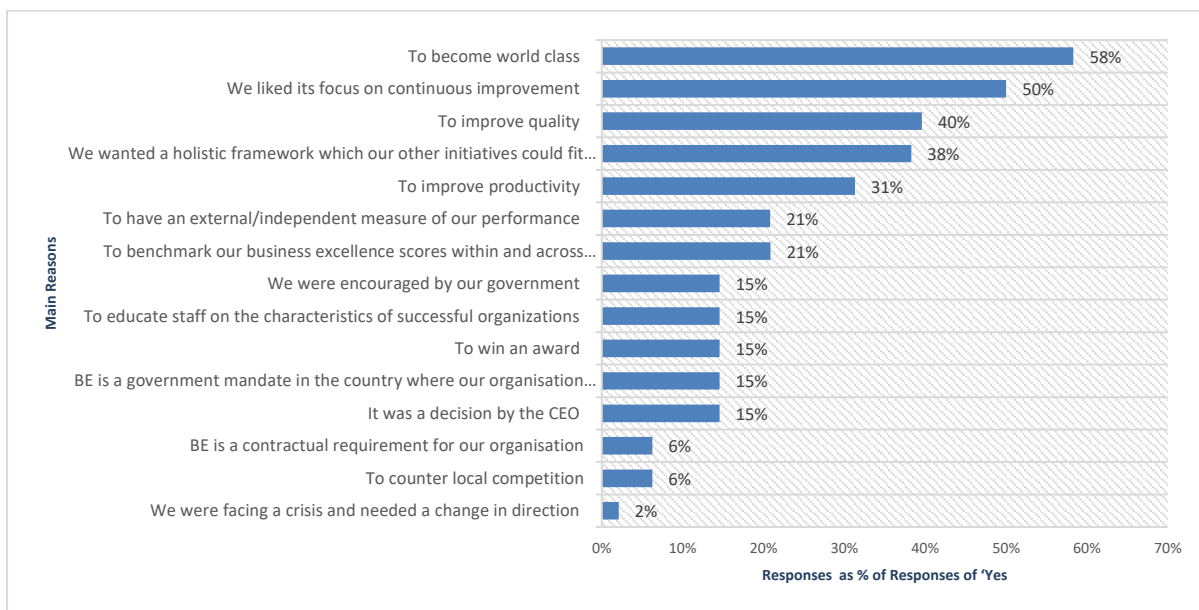
A	1 year to < 3 years	10%
B	≥ 3 years to < 6 years	10%
C	≥6 years to < 9 years	6%
D	≥9 years to < 12 years	19%
E	≥ 12 years and above	54%

Graph 2.2.2 Organisations' Business Excellence profile



(Years in Business Excellence practice) expressed as a percentage (Responses = 48).

2.2.3 Please define the main reason behind implementing BE in your organisation?
Select more than one option but a maximum of five from the list below

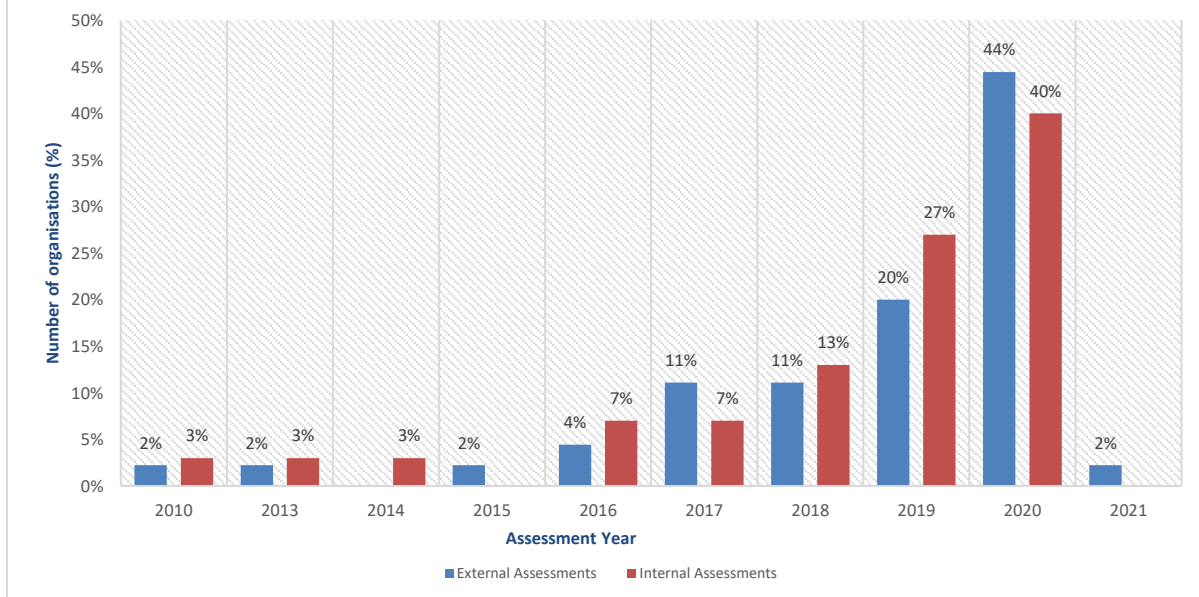


Graph 2.2.3 Reasons for implementing business excellence initiatives expressed as a percentage (Responses = 48).

2.2.4 The following questions are on your last BE assessment.

a) Which **year** was your last BE assessment by **external assessors** (it could have been for an award or for BE certification/levels of excellence or just to assess your BE maturity)?

b) Which year was **your** last BE assessment by **internal assessors**?

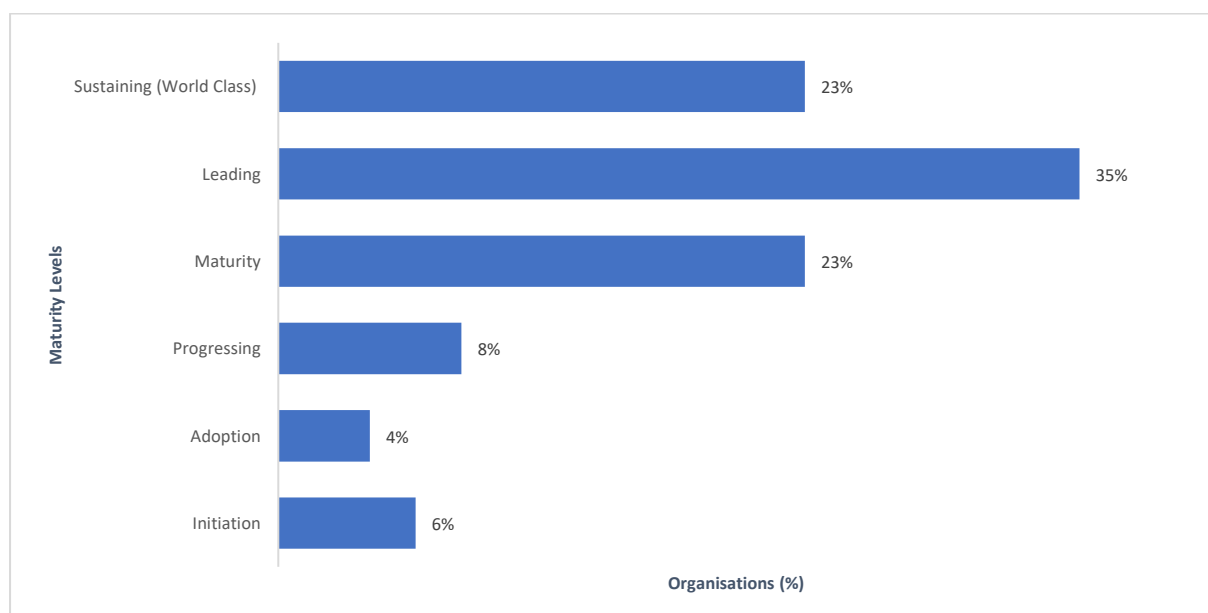


Graph 2.2.4. Which year was your last Business Excellence assessment by external assessors (Responses = 45).

2.2.5 How would you describe your organisation's level of BE maturity?

Note "Business Excellence maturity" in this context is assessing your organisation's understanding of Business Excellence and/or how your organisation applies Business Excellence concepts or principles to improve organisational 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 organisation.	0%
B	Initiation – Started the journey to excellence, working out the vision and plans for embarking on the excellence journey. Key members of staff have attended training courses on business excellence.	6%
C	Adoption - Created the foundation and necessary enablement activities. We have undertaken at least one assessment against a business excellence model/ framework and taken steps to improve our systems and performance. Many of our staff have attended training courses on business excellence.	4%
D	Progressing - Gaining confidence in the application of excellence activities and learning from best practices. We have undertaken a few business excellence assessments and can demonstrate improved performance as a result of our business excellence approach.	8%
E	Maturity - Established a high level of excellence maturity. Benchmark data indicates good to excellent performance relative to competitors or other comparable organisations. The business excellence concepts and principles on which the models/ frameworks are based are largely embedded, and we have best practice processes and systems in several areas. We have undertaken many assessments, refined our assessment approach, and can demonstrate improved performance year on year	23%
F	Leading - - Reached a leading position of excellence in many key areas of the organisation demonstrated by receiving high-level recognition at regional/national awards for business excellence and other business awards and shown through our benchmarked performance. We have established a strong reputation for excellence, and we are frequently approached by other organisations that wish to learn from our success. All of our staff are aware of the business excellence model/ framework and follow business excellence principles in their daily work.	35%
G	Sustaining (World Class) – Reached and sustained a leading position of excellence in many key areas of the organisation for five or more years including winning /national/international business excellence awards and other awards at the highest level. We are leaders for many performance metrics at both a national and international level, and many of our practices are pioneering and considered as best practices. We have developed a sustainable business excellence culture.	23%



Graph 2.2.5 Distribution of organisations based on their Business Excellence maturity level (Responses = 48).

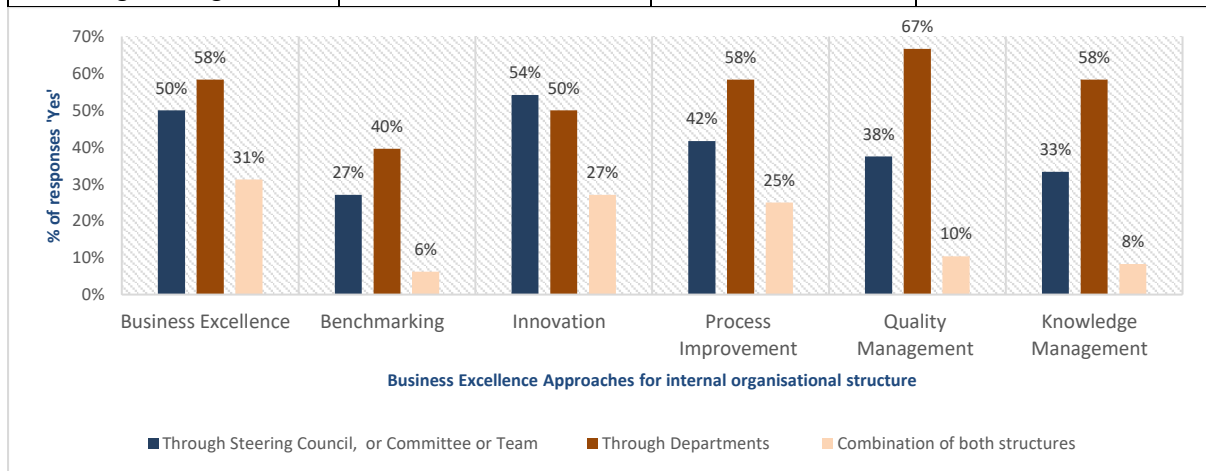
Refer to the Research Methodology to see how these maturity levels were re-categorised into three levels for the purpose of statistical analysis.

2.3 Business Excellence Support Structure

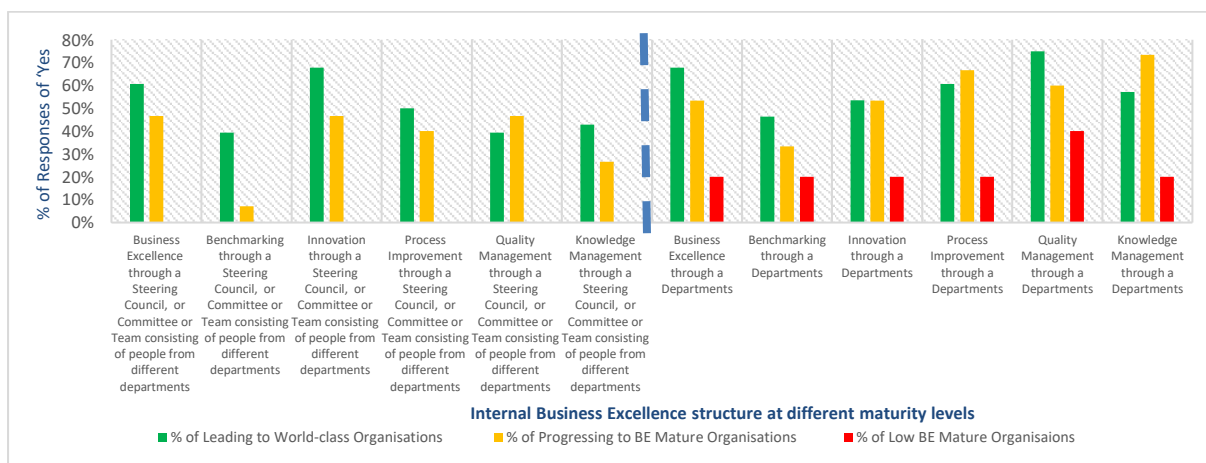
This section covers the business excellence support structure that respondent organisations put in place to drive their excellence agenda. The support structure refers to resources, such as, dedicated full-time staff or their equivalent deployed in excellence areas and the financial resources allocated to achieve the organisation's excellence goals.

2.3 Please select if your organisation has the following structure in place to manage the following activities? Please select more than one option if applicable.

	A Steering Council, or Committee or Team consisting of people from different departments to manage the activity	A department or business unit set up to manage this activity	Combination of both (committees/teams and departments)
Business Excellence	50%	58%	31%
Benchmarking	27%	40%	6%
Innovation	54%	50%	27%
Process improvement	42%	58%	25%
Quality management	38%	67%	10%
Knowledge Management	33%	58%	8%



Graph 2.3.a Business Excellence approaches for internal organisational structure as a % of (Responses = 48).



Graph 2.3.b Business Excellence approaches for organisational structure as a % of (Responses = 48) – Maturity level view

2.3.1 Analysis and takeaways (quotes) from structured interviews - Business Excellence Support Structure

There is a clear difference in business excellence (BE) support structure settings between BE mature organisations and low mature organisations. Low BE Mature Organisations primarily rely on dedicated departments to manage their BE activities. Whereas BE Mature organisations have a hybrid approach with dedicated departments and steering committees/teams to oversee BE activities. In addition, other important findings were recorded from our structured interviews as mentioned below:

Takeaways (quotes) from the structured interviews on the Internal organisational structure supporting BE and other improvement approaches

BE Departments

- Our policy and quality department coordinate BE across the organisation and we are responsible for other activities as well.
- At the time of external assessment [*the Productivity Department*] coordinate and liaise with BE assessors.
- We have a single point of contact (SPOC) that drive traction on different business excellence initiatives across departments
- We advocate that BE, benchmarking, innovation, process improvement, Quality Management and Knowledge Management are to be part of every department job, every department is to look into all these aspects and report to management regularly.
- Our main department is a strategy and operational excellence where BE sits.

BE Councils, Teams and Steering Committees

- All people working in Business Excellence teams are doing BE related activities on a part-time basis, i.e., they have other jobs as well.
- There is a common team responsible for knowledge management, benchmarking and BE with a separate focus/department for innovation.
-

Innovation and Benchmarking

- We manage Innovation and Knowledge management through councils (part of the main department).
- We have a dedicated steering committee to focus on innovation.
- We have innovation lunches-
- Benchmarking unit is divided into performance benchmarking and the best practices.
- Our productivity department helps the organisation to investigate different benchmarking opportunities and engage in different R&Ds so that we are kept abreast of what is going on.

Other

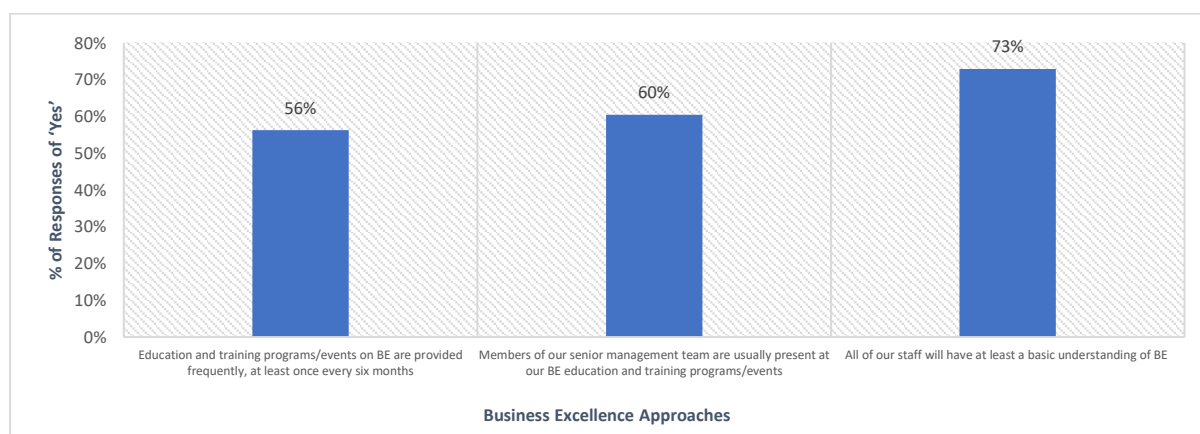
- We do mention BE framework reference in each staff job description (JD).

2.4 Business Excellence Approaches

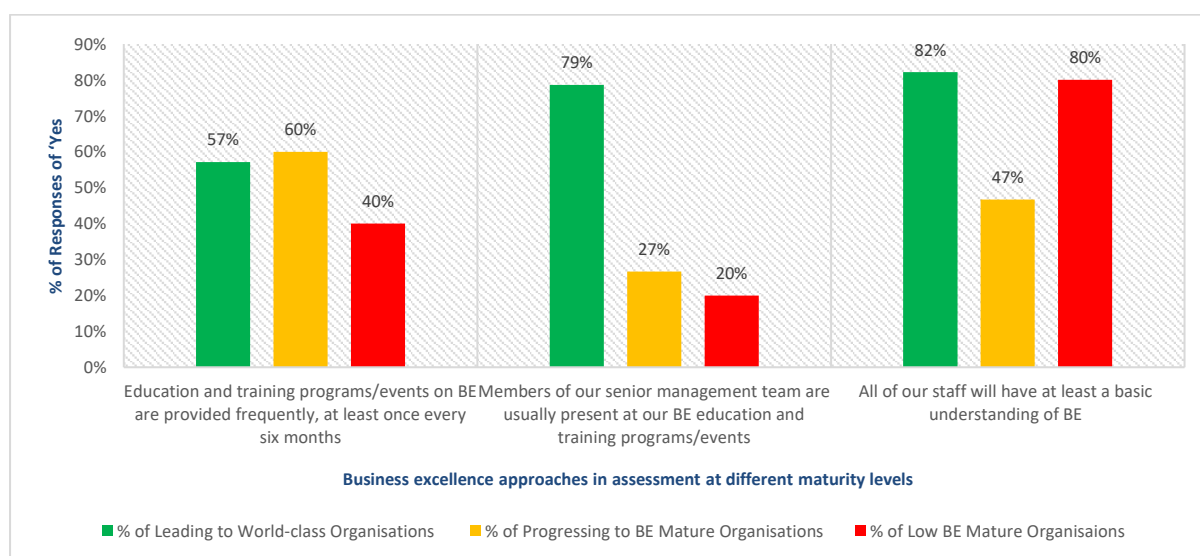
This section explores different approaches that BE organisations take to implement an excellence culture and compares BE approaches across the different BE maturity levels.

2.4 What does your organisation's Business Excellence approach consist of? Please select more than one option if applicable.

2.4.1 Education and training		
A	All of our staff will have at least a basic understanding of business excellence and how it relates to their job	73%
B	Education and training programs/events on business excellence are provided frequently, at least once every six months, with the majority of our staff participating in one or two programs/events per year	65%
C	Members of our senior management team are usually present at our business excellence education and training programs/events to emphasise its importance by giving a speech and/or presenting certificates	60%



Graph 2.4.1a. Business Excellence approaches for education and training (Responses = 48).



Graph 2.4.1b. Business Excellence approaches for education and training (Responses = 48) – Maturity level view.

2.4.1 Analysis and takeaways (quotes) from structured interviews – Education and Training

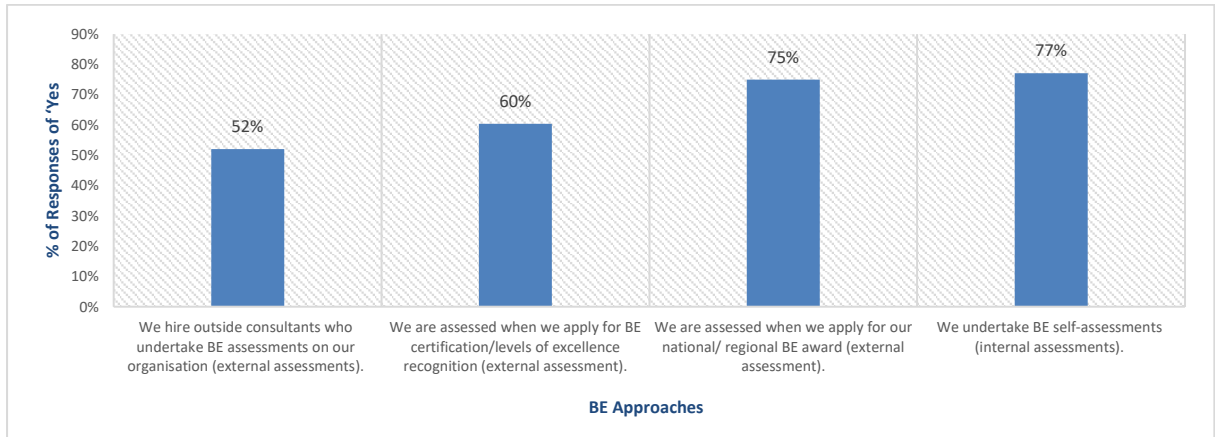
The leadership team's role in promoting BE training and education emerged as a key finding of this section. As per data collected from this question, 79% of Leading to World-class organisations said their leadership team regularly participates in BE training and education events. This finding clearly differentiates BE training approach of Leading to World-class organisations from Progressing to BE Mature (27%) and Low BE Mature (20%) organisations (Graph 2.4.1b) and exhibits how leadership team engagement could help BE organisations to improve their BE maturity and implementation within the organisation.

Another finding from this question is a high focus on BE training and education from all maturity levels. 82% of Leading to World-class, 80% of Low BE Mature organisations and 47% of Progressing to BE Mature organisations confirmed that all their staff had a basic understanding of BE. Additionally, 60% of Progressing to Mature and 57% of Leading to World-class organisations mentioned that they train their staff frequently (at least once every six months). Low BE Mature organisations need to improve their training frequency (40%) to improve overall BE awareness (Graph 2.4.1b).

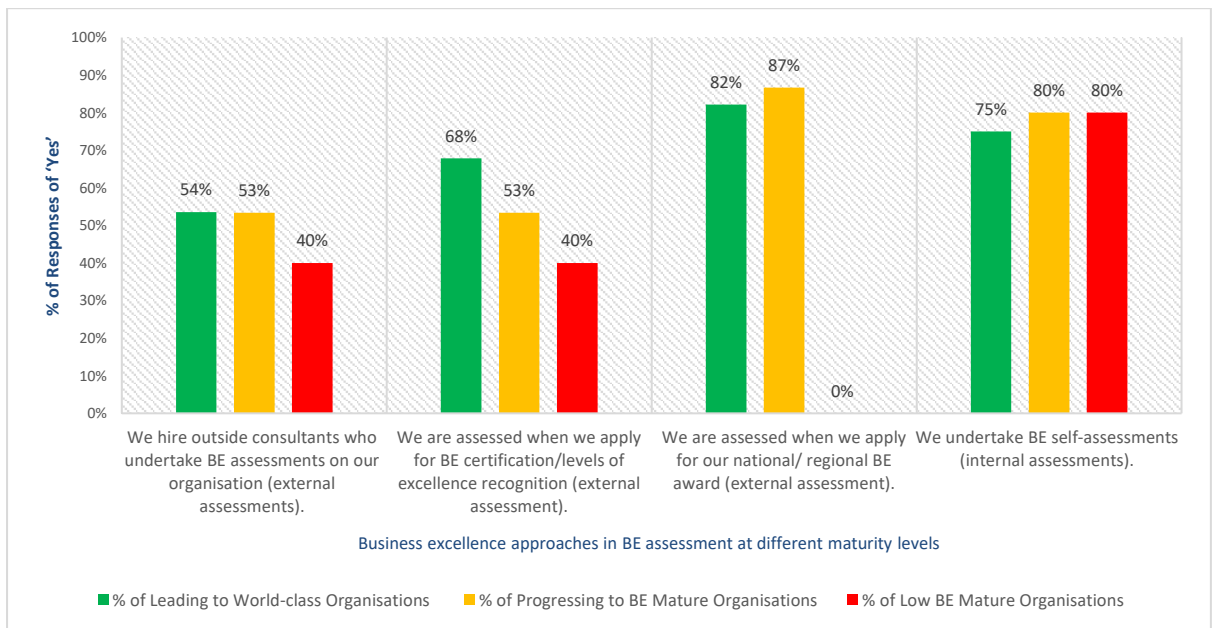
Takeaway (quotes) from the structured interviews – Education and training

- We seek support from local business excellence custodians (BECs)/Awards coordinators to come and train the management team. This helped in improving the understanding of the BE framework within our organisation.
- BE is part of our induction programme. Each new hire goes through a robust induction process which includes BE.
- BE is part of our standard training programmes, but there is no BE specific training as we are [*a small organisation*].

2.4.2 Types of BE assessments		
A	We undertake BE self-assessments (internal assessments).	77%
B	We hire outside consultants who undertake BE assessments on our organisation (external assessments).	52%
C	We are assessed when we apply for BE certification/levels of excellence recognition (external assessment).	60%
D	We are assessed when we apply for our national/ regional BE award (external assessment).	75%

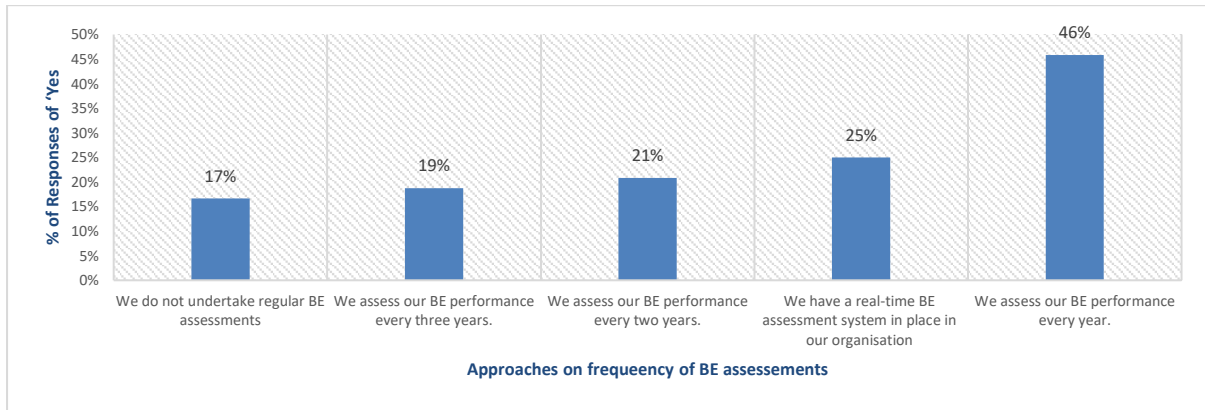


Graph 2.4.2a. BE approaches for types of BE assessments (Responses = 48)

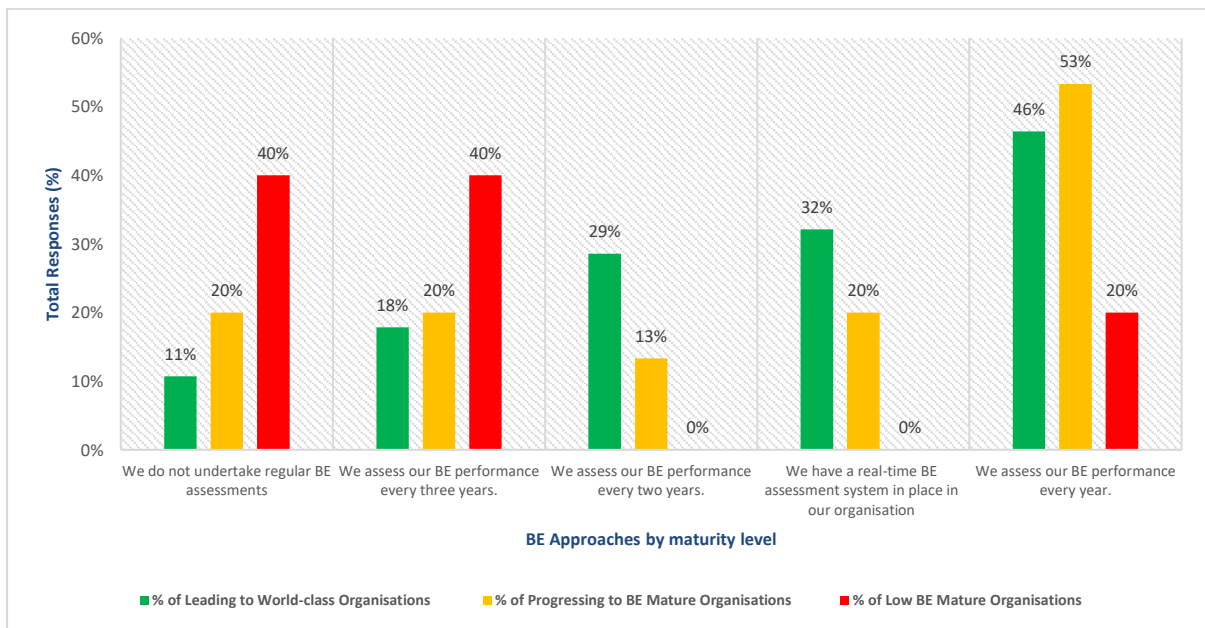


Graph 2.4.2b. BE approaches for types of BE assessments as a % of (total responses = 48) – Maturity level view

2.4.3 Frequency of BE assessments		
A	We have a real-time BE assessment system in place in our organisation	25%
B	We assess our BE performance every year	46%
C	We assess our BE performance every two years.	21%
D	We assess our BE performance every three years.	19%
E	We do not undertake regular BE assessments.	17%

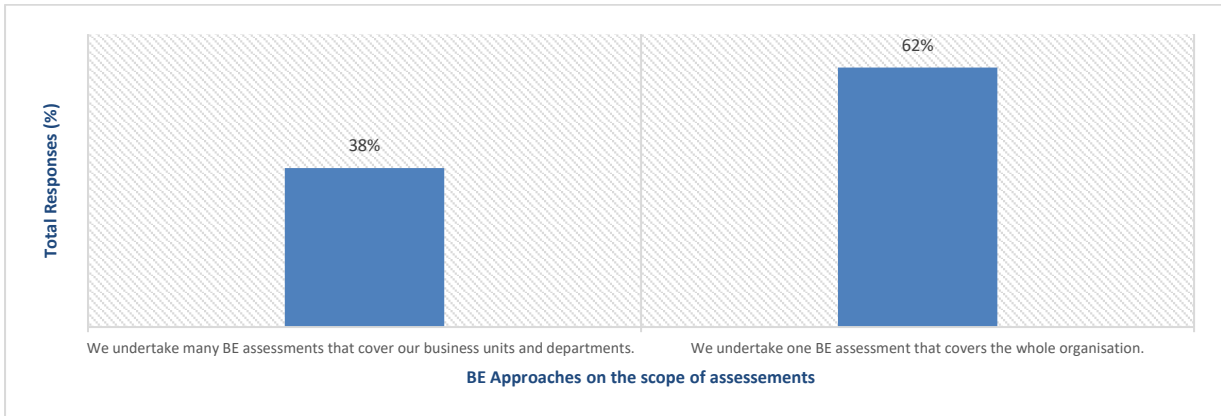


Graph 2.4.3a. BE approaches for frequency of BE assessments (Responses = 48).

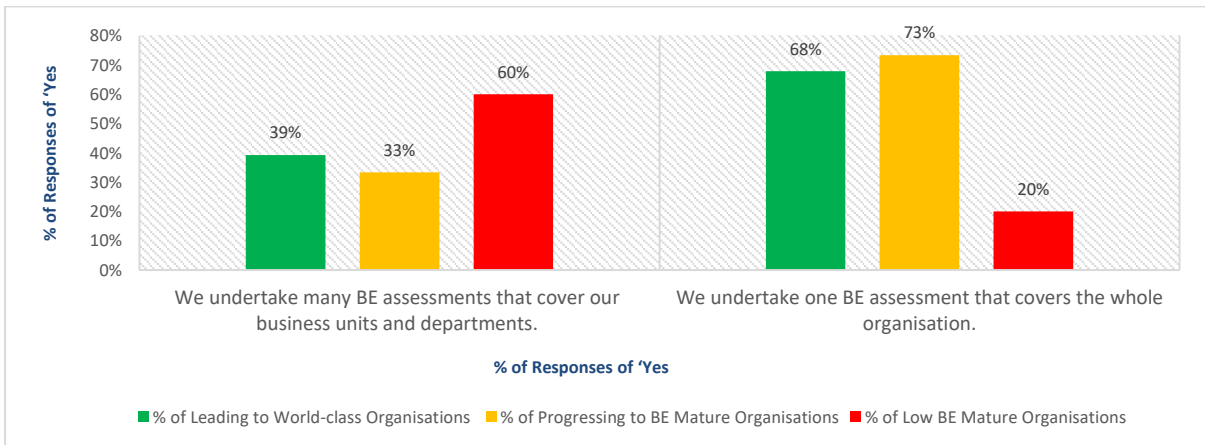


Graph 2.4.3b BE approaches on the frequency of BE assessments (Responses = 48).

2.4.4 Scope of BE assessments		
A	We undertake one BE assessment that covers the whole organisation.	62%
B	We undertake many BE assessments that cover our business units and departments.	38%



Graph 2.4.4a. BE approaches on the scope of BE assessments (Responses = 48).



Graph 2.4.4b. BE approaches on the scope of business excellence assessments (Responses = 48) - Maturity level view

2.4.2 Analysis and takeaways (quotes) from structured interviews - BE assessments (2.4.2 to 2.4.4)

The study reveals a *real-time assessment* process that highly mature BE organisations have recently started using for internal self-assessment and monitoring progress of improvement actions. Nearly one-third (32%) of Leading to World-class organisations and 20% of Progressing to BE Mature organisations use real-time assessment processes (Graph 2.4.3b). This approach towards internal assessment requires further investigation and will be investigated in the next research stage.

Regular BE assessments also emerged as a best practice of Highly Mature BE organisations with 80% of Progressing to BE Mature organisations and 89% of Leading to World-class organisations assessing their BE performance regularly compared to 60% of Low BE Mature organisations. In addition, 53% of Progressing to BE Mature organisations and 46% of Leading to World-class organisations assess their BE performance every year compared to 20% of Low BE mature organisations (Graph 2.4.3b). This trend clearly shows that the discipline of annual or regular BE assessment could improve organisational performance and drive high BE maturity.

Another finding that came out from the data collected from the assessment is the scope of BE assessments. Most of the Leading to World-class organisations (68%) and Progressing to BE Mature organisations (73%) cover the entire organisation through a single BE assessment, whereas Low BE mature organisations (60%) undertake many BE assessments to cover different business units and departments (Graph 2.4.4b). This finding differentiates BE approach of High BE mature and Low BE mature organisations.

Takeaway (quotes) from the structured interviews – BE assessments

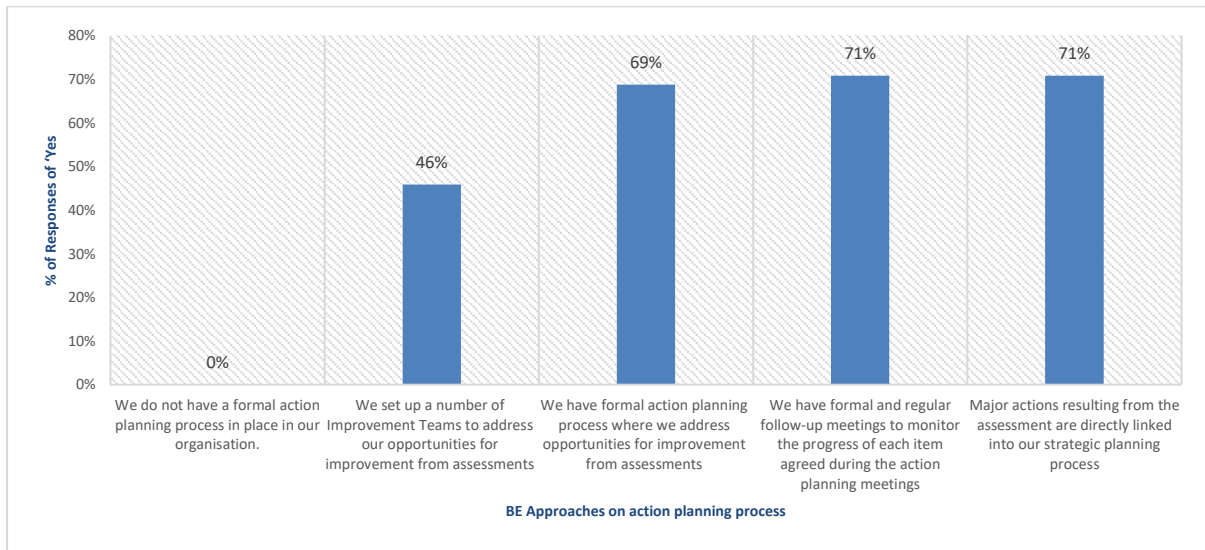
Real-time assessment

- We have a real-time software programme and every KPI is linked to the BE framework ready for real-time assessment.
- We do assessments internally as a team. And, we do have an electronic system, which is very advanced. We can conduct the assessment by assessors assessing the content that our staff have added to the BE enabler and result categories and KPIs. It serves as a library for all our resources that support the enablers and the results. And, it has a rating system, a dashboard, and so on.
- Our Real-time system was developed in-house.
- Our Real-time system is bilingual. It is very interactive and user friendly. It's smart with reminders and an interactive dashboard.
- We upload all our contents into our real-time assessment tool before the assessors come, so assessors can print out all our content and go through it when they undertake an assessment review. We created our real-time system internally, and it is very easy for us to upload content.

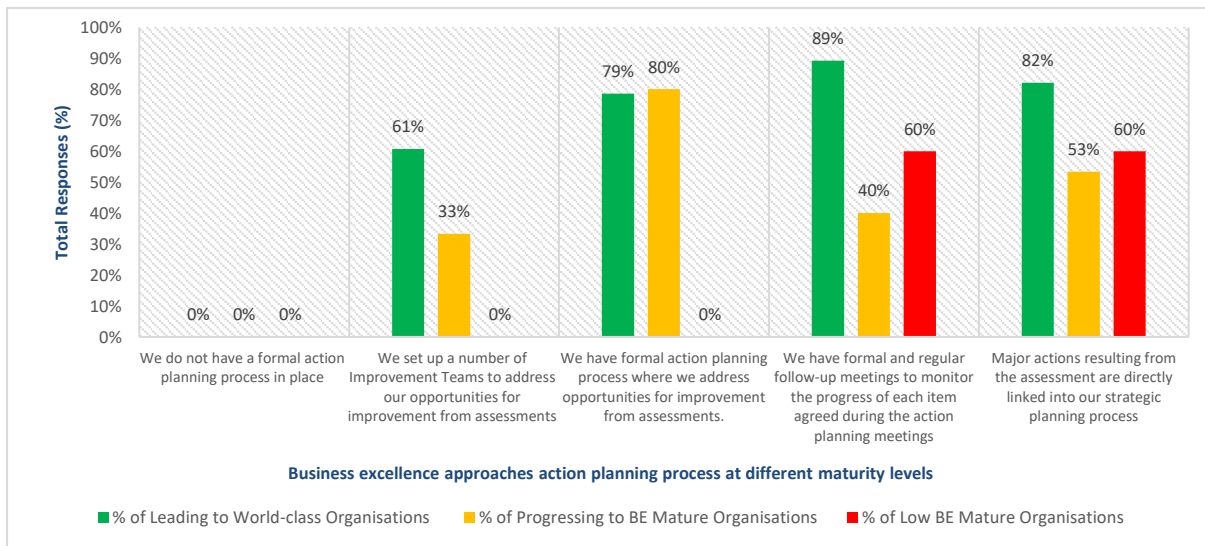
Internal / External Assessments

- Benchmarking with other organisations helps in getting good feedback in the absence of external assessments due to cost pressure.
- We do our internal assessments, but we don't score them.
- We have a BE assessor [*not full time*] who sits in each department to identify improvement opportunities.
- We take the assessment process as a coaching opportunity as well.

2.4.5 Action Planning Process		
A	We have a formal action planning process where we address opportunities for improvement from assessments (incorporating names of responsible executives or teams and target dates to complete actions in detail).	69%
B	We set up a number of Improvement Teams to address our opportunities for improvement from assessments	46%
C	We have formal and regular follow-up meetings to monitor the progress of each item agreed during the action planning meetings.	71%
D	Major actions resulting from the assessment are directly linked to our strategic planning process	71%
E	We do not have a formal action planning process in place in our organisation.	0%



Graph 2.4.5a. BE approaches on the action planning process (Responses = 48).



Graph 2.4.5b. BE approaches on the action planning process as a % of (Responses = 48) – Maturity level view.

2.4.5 Analysis and takeaways (quotes) from structured interviews – Action Planning process

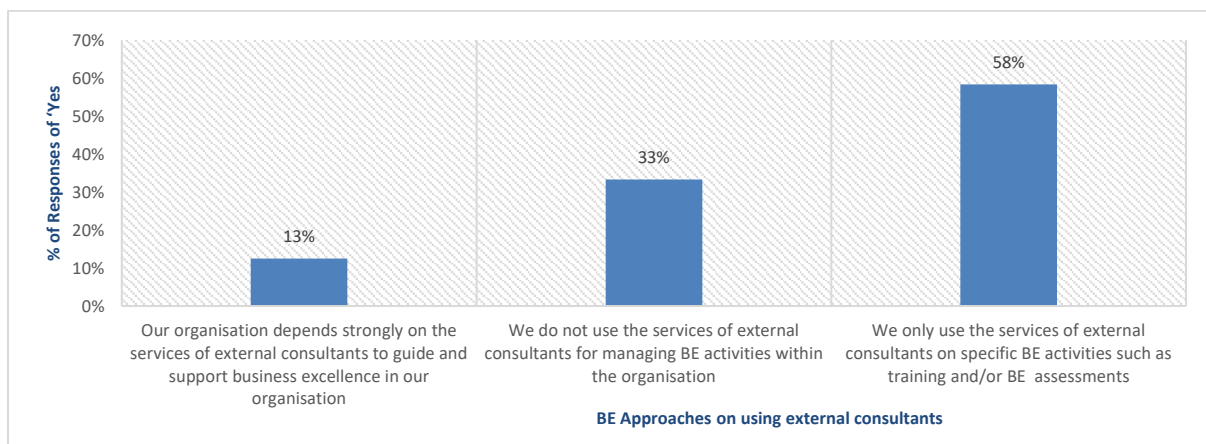
Action Planning plays a vital role in turning strategy into action and areas of improvement that emerge from internal or external assessments should be included in the action planning process for better control. Our finding also complements the importance of the action planning process as over 70% agreed that major actions resulting from assessments are directly linked to the organisation's strategic planning process.

Survey results exhibit that Leading to World-class organisations (89%) have a better structure to monitor the progress of items agreed during the action planning process. The response supplements other questions about whether the organisation has a formal action planning process to address opportunities for improvements as 80% of Progressing to BE Mature organisations and 79% of Leading to World-class organisations provided an affirmative answer to this question (Graph 2.4.5b). These results show that BE mature organisations (Leading to World-class and Progressing to BE Mature organisations) have a better and more structured planning process than Low- BE Mature organisations.

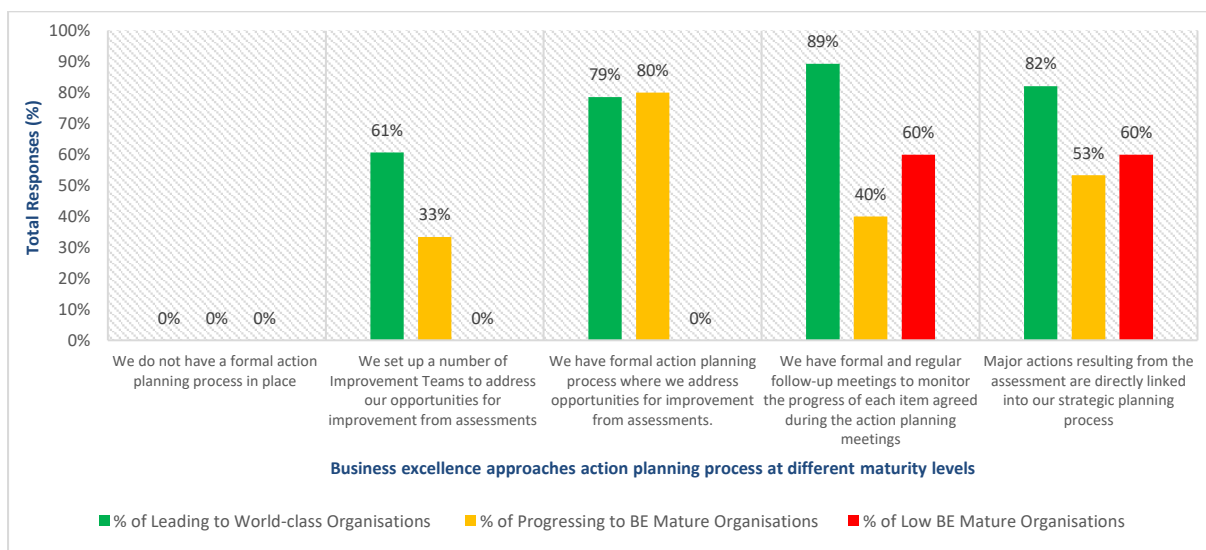
Takeaway (quotes) from the structured interviews – Action Planning Process

- We have a formal action planning process in place – we identify opportunities for improvement and then allocate small teams to kickstart actions on opportunities. We then track performance through regular meetings with ELT (executive leadership teams) - all this feed into our strategic planning process.
- From BE assessments, we identify opportunities for improvement and include them in our action planning process. For each action plan, we deploy an initiative and track through a formal follow up meeting. We have real-time monitoring, which is linked with strategic management.
- We only pick actionable items from the assessment feedback. Not all recommendations are included in the action planning process.
- We have a department level action plan.
- We set up different improvement projects based on the outcome of the assessment process.
- Our staff meeting agenda is structured using the language from the framework. We have our executive leadership team meet weekly, their agenda is also structured using language from the framework.

2.4.6 Use of external consultants on BE guidance and support		
A	Our organisation depends strongly on the services of external consultants to guide and support business excellence in our organisation.	13%
B	We only use the services of external consultants on specific BE activities such as training and/or BE assessments.	58%
C	We do not use the services of external consultants for managing BE activities within the organisation.	33%



Graph 2.4.6a. BE approaches on using external consultants (Responses = 48).

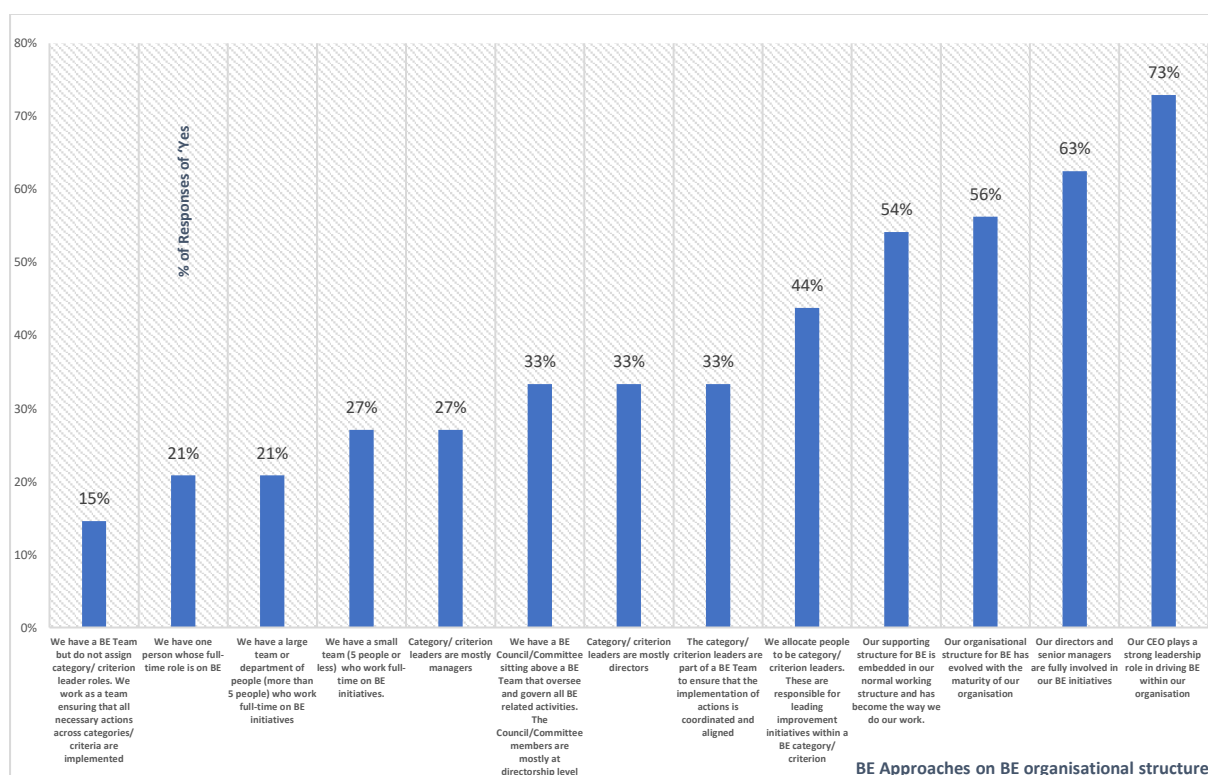


Graph 2.4.6b. BE approaches on using external consultants (Responses = 48) – Maturity level view.

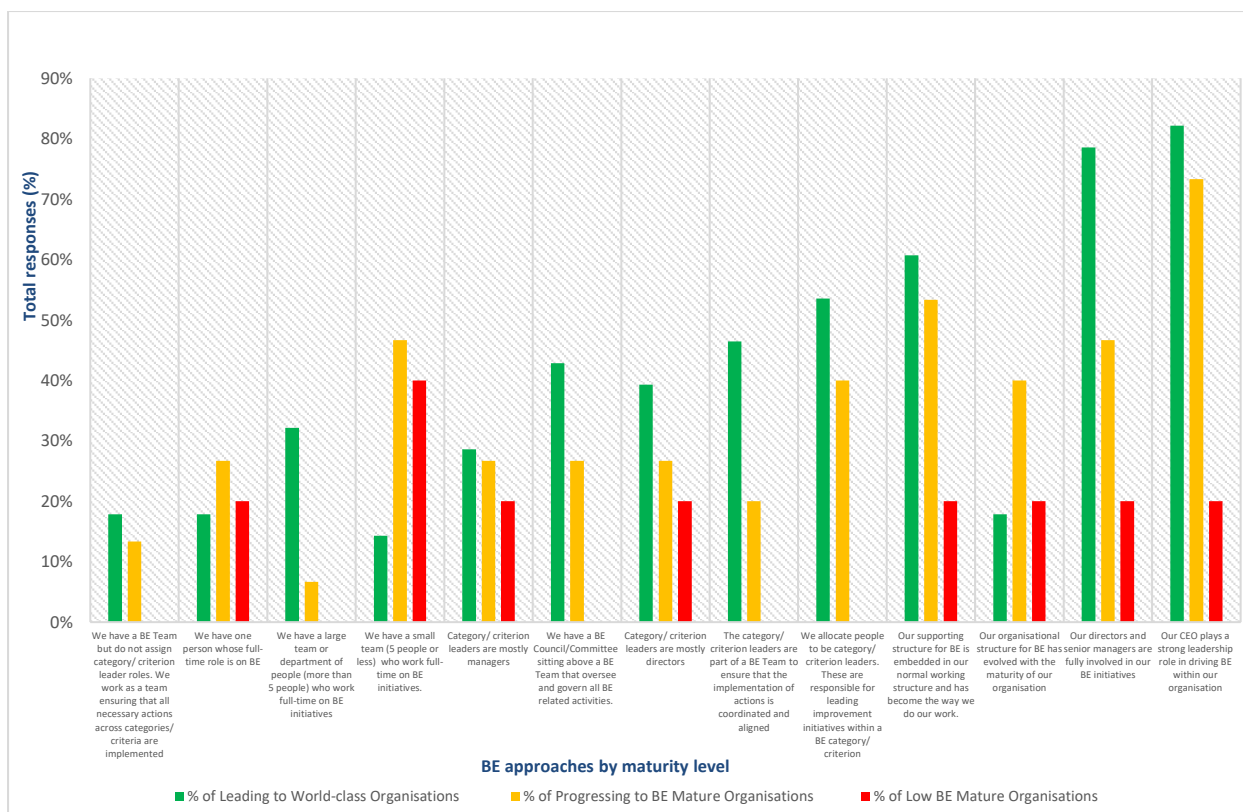
2.4.6 Analysis and takeaways (quotes) from structured interviews – Use of external consultants on BE guidance and support

A key finding of this section is how BE mature organisations use external consultancy services. 61% of Leading to World-class organisations and 60% of Progressing to BE Mature organisations use the services of external consultants on specific BE activities such as training and/or BE assessments compared to 40% of Low BE Mature organisations. (Graph 2.4.6b). This indicates that that Low BE Mature organisations may have cost limitations or find it more difficult to obtain internal support to hire consultants.

2.4.7 Organisation structure for BE		
A	We have one person whose full-time role is on BE	15%
B	We have a small team (5 people or less) who work full-time on BE initiatives.	27%
C	We have a large team or department of people (more than five people) who work full-time on BE initiatives.	21%
D	We allocate people to be category/ criterion leaders. These are responsible for leading improvement initiatives within a BE category/ criterion.	44%
E	The category/ criterion leaders are part of a BE Team to ensure that the implementation of actions is coordinated and aligned.	33%
F	Category/ criterion leaders are mostly directors	33%
G	Category/ criterion leaders are mostly managers	27%
H	We have a BE Team but do not assign category/ criterion leader roles. We work as a team, ensuring that all necessary actions across categories/ criteria are implemented	15%
I	We have a BE Council/Committee sitting above a BE Team that oversee and govern all BE related activities. The Council/Committee members are mostly at the directorship level.	33%
J	Our directors and senior managers are fully involved in our BE initiatives	63%
K	Our CEO plays a strong leadership role in driving BE within our organisation	73%
L	Our supporting Structure for BE is embedded in our normal working structure and has become the way we do our work.	54%
M	Our organisational structure for BE has evolved with the maturity of our organisation	56%



Graph 2.4.7a. BE approaches on using organisation structure (Responses = 48).



Graph 2.4.7b. BE approaches on using organisation structure (Responses = 48) – Maturity level view.

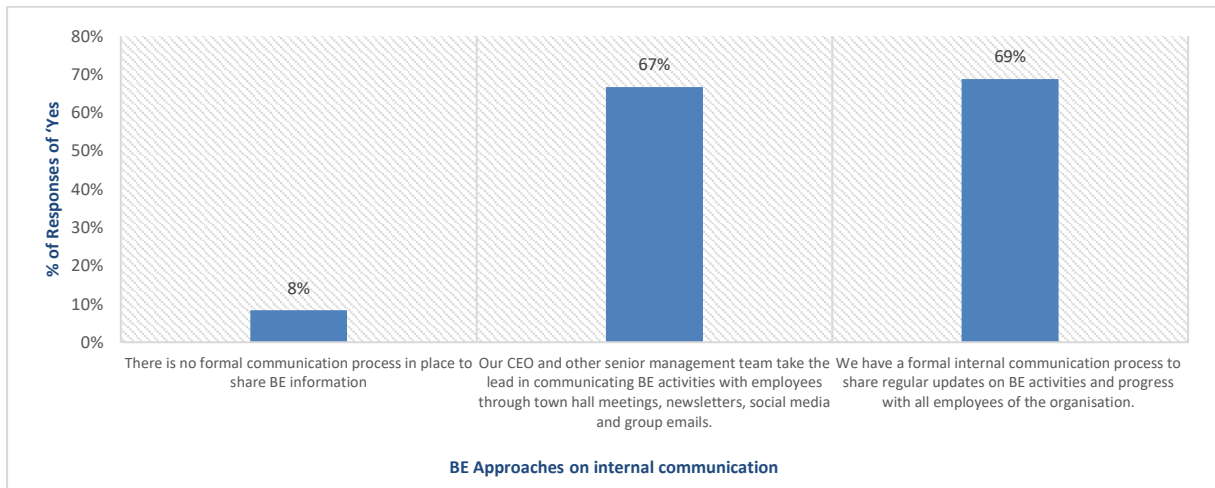
2.4.7 Analysis and takeaways (quotes) from structured interviews – BE organisation structure

CEO and senior management team's role has emerged as a key differentiator between highly mature and low-BE mature organisations.

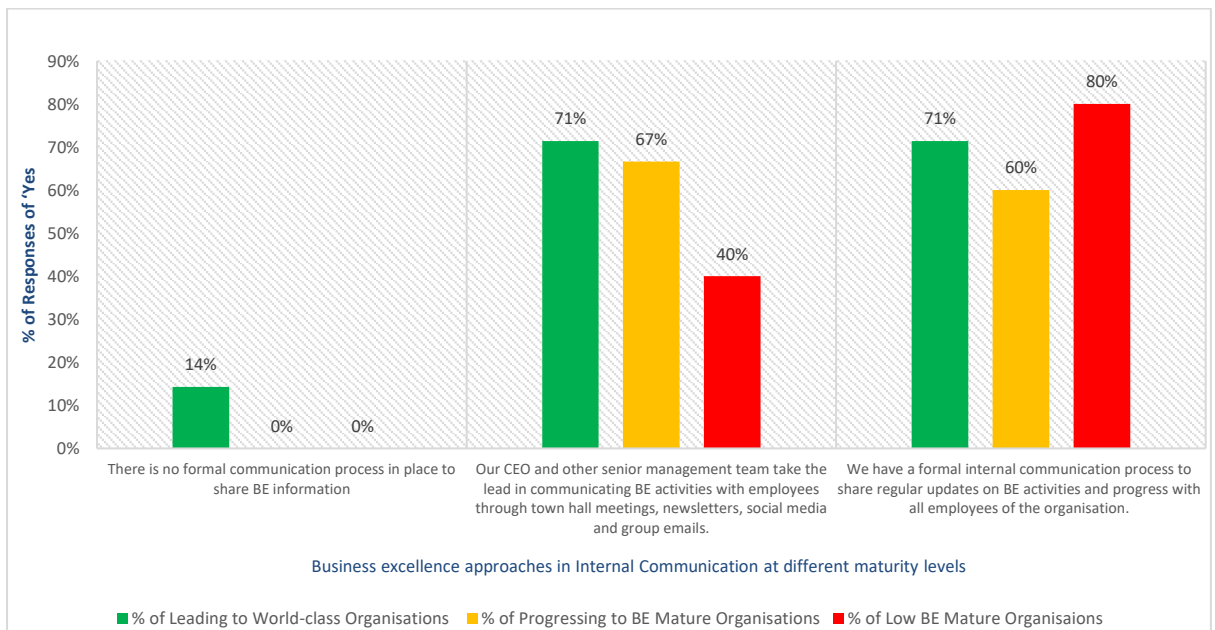
Results show that highly BE mature organisations (Leading to World-class and Progressing to BE Mature) have their CEOs and senior managers actively involved in BE related activities. 82% of Leading to World-class and 73% of Progressing to BE Mature organisations stated that their CEOs plays a strong leadership role in driving BE compared to only 20% of Low BE Mature organisations. The same trend is seen in other related questions where 79% of Leading to World-class and 47% of Progressing to BE Mature organisations indicated that their directors and senior managers are fully involved in BE initiatives compared to 20% of Low BE Mature organisations (Graph 2.4.7b). We can conclude that without adequate support from the CEO and the senior management team, achieving BE culture within the organisation would be difficult.

We have also found that BE mature organisations have successfully embedded a BE supporting structure within the normal organisational structure to acquire BE maturity. 61% of Leading to World-class and 53% of Progressing to BE Mature organisations mentioned that their BE supporting structure was embedded in their organisational structure. Only 20% of Low BE Mature organisations mentioned a positive response to this question (Graph 2.4.7b).

2.4.8 Internal communications		
A	Our CEO and other senior management team take the lead in communicating BE activities with employees through town hall meetings, newsletters, social media and group emails.	67%
B	We have a formal internal communication process to share regular updates on BE activities and progress with all employees of the organisation.	69%
C	There is no formal communication process in place to share BE information.	8%



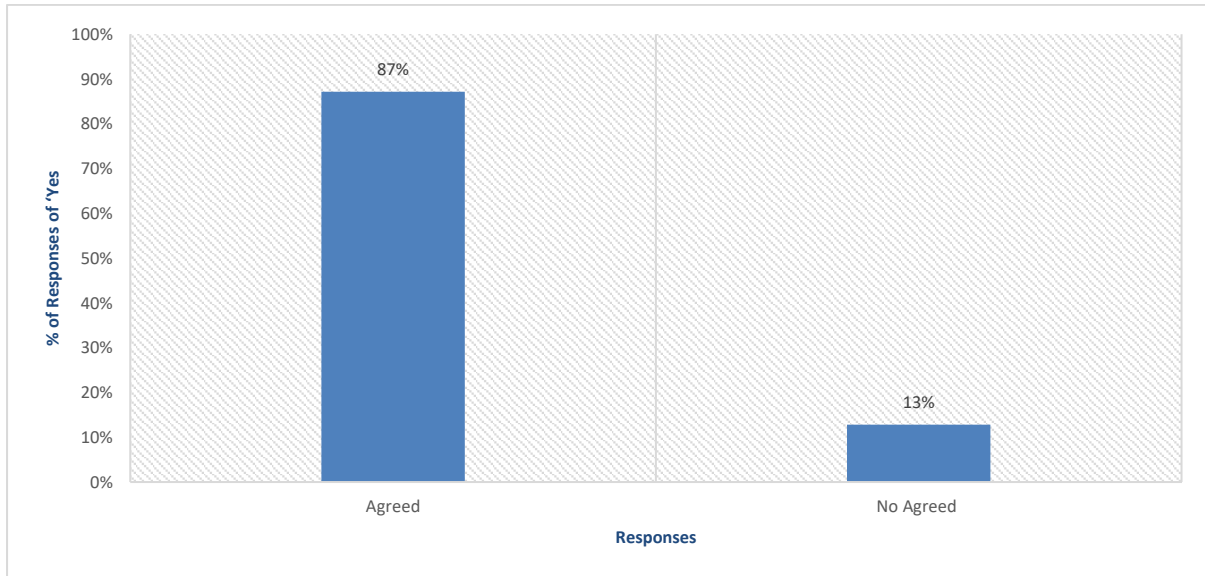
Graph 2.4.8a. BE approaches on internal communication (Responses = 48).



Graph 2.4.8b. BE approaches on internal communication (Responses = 48) – Maturity level view.

2.5 Organisation Excellence Architecture (OEA)

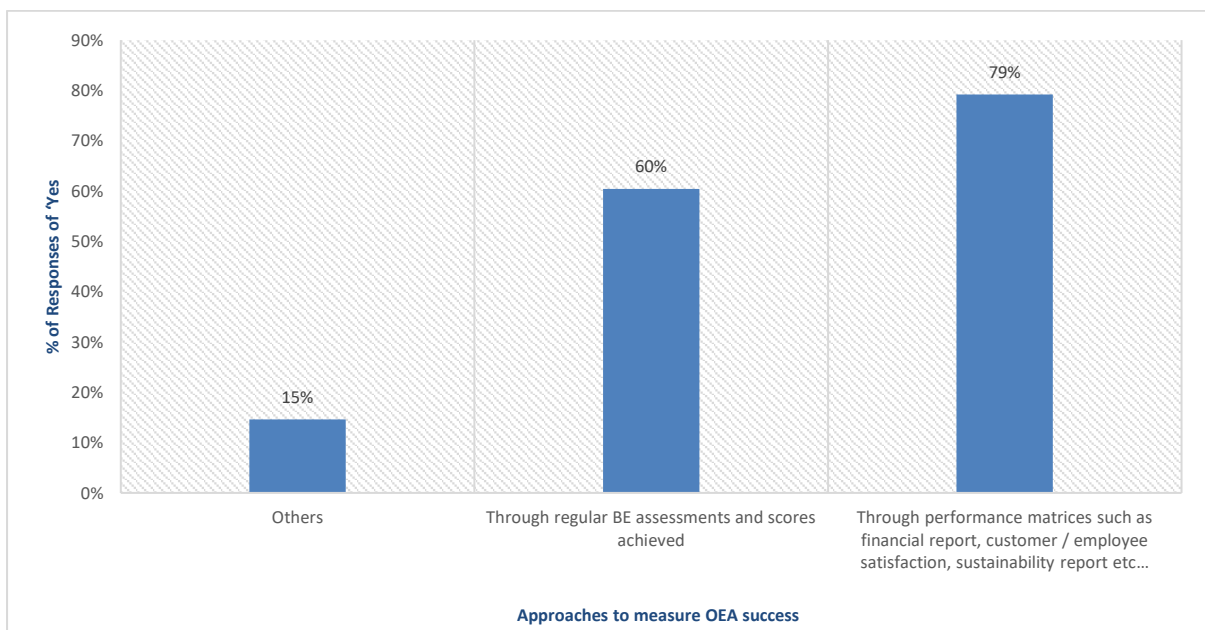
2.5.1 Do you agree with the definition of OEA which *refers to the formal support structure, resources, processes and assessment tools used to assist the implementation of BE within an organisation?*



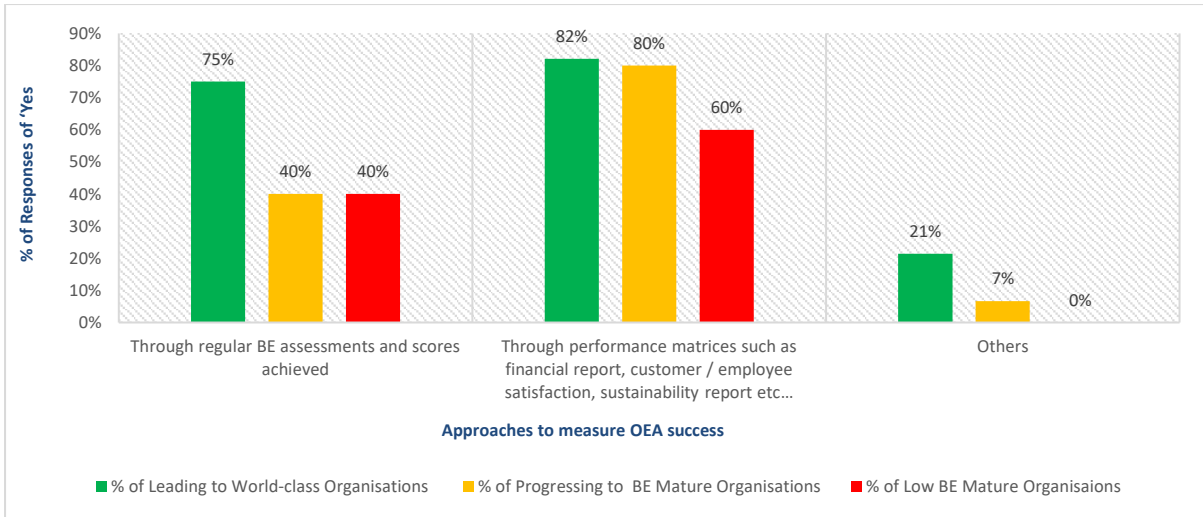
Graph 2.5.1 OEA definition (Responses = 48).

2.5.2 Please comment on your current OEA.

How do you measure the success and robustness of your existing OEA?



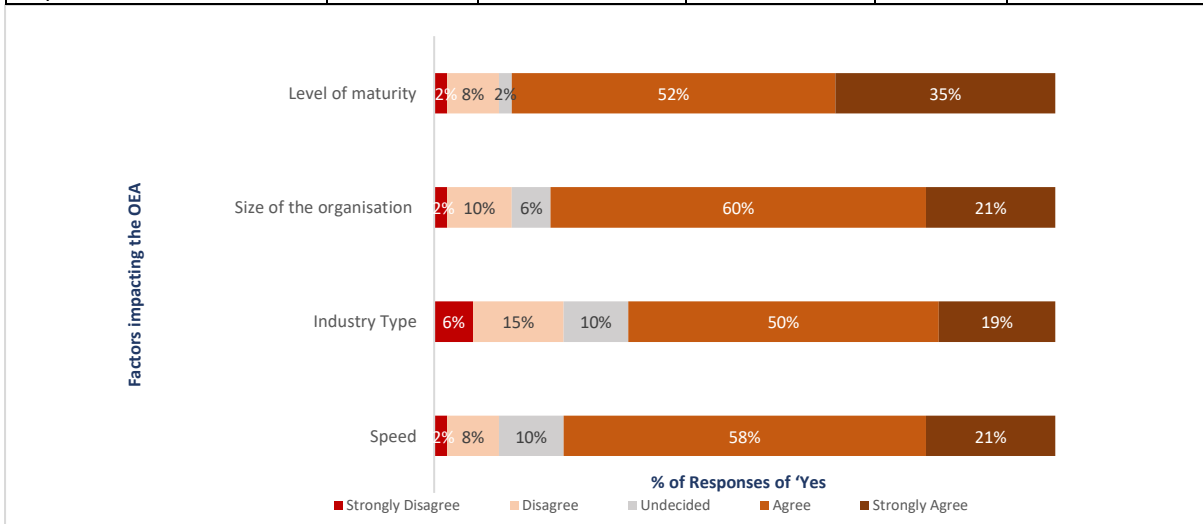
Graph 2.5.2a Approaches to measure OEA (Responses = 48).



Graph 2.5.2b Approaches to measure OEA (Responses = 48).

2.5.3 In your opinion, do you think that the OEA should be different dependent on the following factors:
 a) Level of BE Maturity b) Size of the organisation c) Industry type d) The speed with which the organisation wants to implement BE

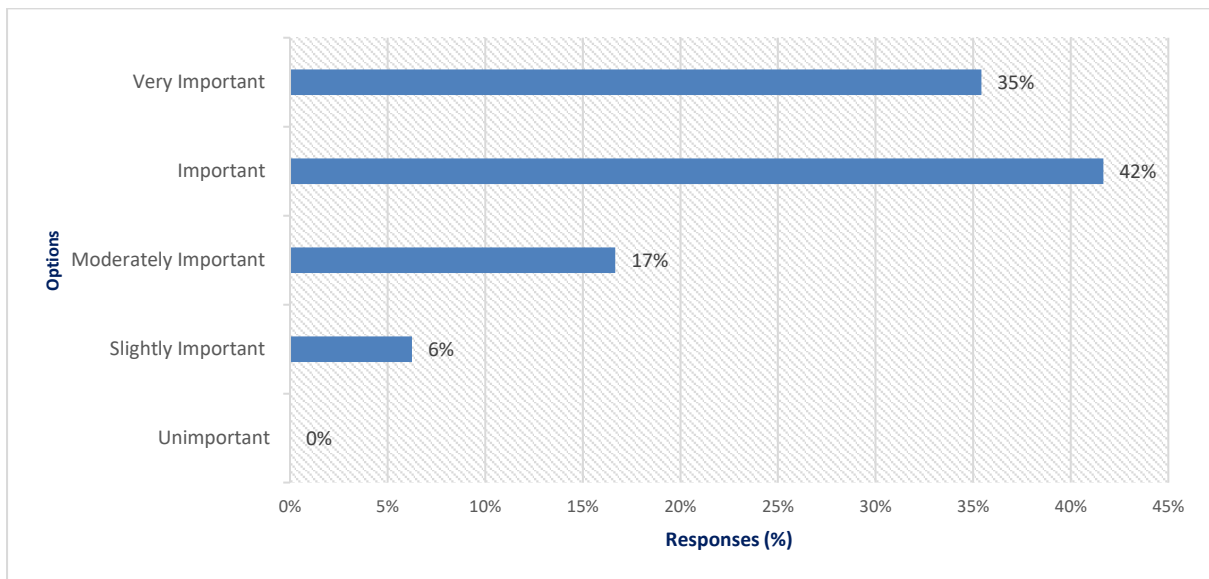
Factors	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
Level of BE Maturity	2%	8%	2%	52%	35%
Size of the organisation	2%	10%	6%	60%	21%
Industry type	6%	15%	10%	50%	19%
The speed with which the organisation wants to implement BE and/or achieve improved results	2%	8%	10%	58%	21%
Any other factor? Please explain here.					



Graph 2.5.3. Factors identified by respondents impacting on the OEA (Responses = 48).

2.5.4 In your opinion, how important is to undertake research into OEA? Therefore, would our research findings be useful to you and other organisations?

Record your answer from the scale of Unimportant to Very Important



Graph 2.5.4 Respondents' perceived value of OEA research (Responses = 48).

2.5.1 Analysis and takeaways (quotes) from structured interviews – Organisational Excellence Architecture

Results from this section validated the conceptual model of OEA. Most respondents either 'strongly agreed' or 'agreed' on the factors presented in the conceptual OEA model. 87% agreed that the level of BE maturity; and 81% agreed that the organisation's size was a critical variable. 79% agreed that speed (with which the organisation wanted to implement BE and/or achieve improved results), and 69% agreed that the industry type influences the implementation of OEA (Graph 2.5.3).

Due to its practical and academic value, most of our participants rated this research with high importance (Graph 2.5.4). Survey results reveal that the proposed research on business excellence implementation is important for the participants and other organisations. 77% of participants said that this research is either important (42%) or very important (35%) for them and other organisations. 17% marked this research as moderately important and only 6% of participants suggested that this research is slightly important.

3 Conclusion

The premise of Organisational Excellence Architecture (OEA) was validated during Stage 2 of the research and the results presented in this report. The importance and the validity of the OEA model have been established and the key findings summarised as follows:

- BE mature organisations are more structured, organised and exhibit more leadership commitment towards business excellence than Low BE mature organisations. There is an opportunity for Low BE mature organisations to learn best practices exercised by BE mature organisations in organising internal business excellence structures, resources for business excellence, business excellence processes and business excellence assessments as highlighted in this report.
- BE mature organisations practice regular/annual assessments, unlike low BE mature organisations where assessments are conducted at two to three-year intervals.
- We have identified that BE mature organisations primarily use external consultants for specific training or assessments. However, results also established that most of the BE mature organisations acquired internal capabilities to manage business excellence activities without any external dependencies.

This research revealed the use of a new practice of *online/real-time assessment* tools by BE mature organisations. This approach enables assessors at any point in time to undertake a BE assessment as up-to-date content will be available for assessment in the on-line system. The use of real-time assessments will be investigated further in the next stage of the research.

In addition to the real-time assessment, we have also identified an opportunity to explore how business excellence organisations align their organisations' *strategic and technical projects* to the excellence criteria. These findings and new parameters will be included in the next stage of the research, which will begin in April, 2022 and all our Stage 2 survey participants will be invited to participate in the next stage.

We have decided to keep our survey open to allow more organisations to participate. The survey can be accessed at <https://blog.bpir.com/business-excellence/calling-all-business-excellence-award-winners-and-applicants-an-opportunity-to-participate-in-leading-edge-research-on-achieving-sustaining-performance-excellence-survey-now-live/>

Finally, we thank all the BE custodians, experts and participants who contributed to this report. This research will assist organisations worldwide to implement business excellence and fast-track business excellence maturity.

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