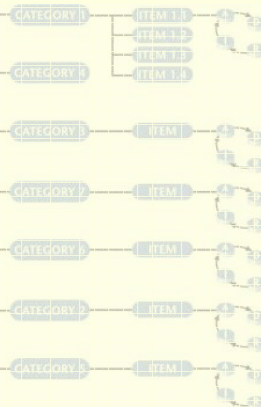


Structure of presentation

- Purpose of the project
- Background
- Scope
- Objectives
- Methodology
- Approach
- Stages
- Models being compared
- Key milestones & progress to date
- Proposed structure of final report
- Expected benefits
- Contact details



Purpose of the project

- To enhance the Australian Business Excellence Framework and SAI Global's associated business excellence services so that they have a significant impact on improving the management practices and performance of Australian organisations.

Background

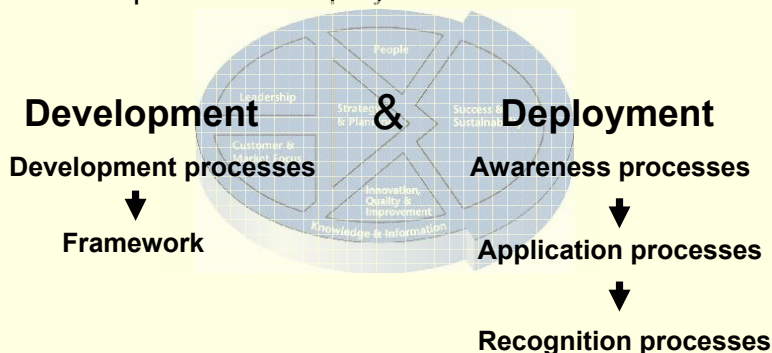
- Role of custodians of BE awards is to
 - promote BE and
 - ensure that the criteria are responsive to a changing business environment and do indeed reflect BE leading to superior economic performance
- Criteria have continually evolved (over 15 years)
- Level of interest in BE has 'plateaued'?

Background (cont'd)

- Many senior managers still not aware of BE and benefits, or believe that it is too time consuming or that it will not suit their type of organisation
- Award bodies reviewing models & support processes to see how they can create new or renewed interest
 - EFQM's "*above the clouds*" project is investigating whether a "*fundamentally new model is needed or does it simply need refreshing*".
- Benefit from using BE models to drive and improve business performance has been proven repeatedly by research

Scope

- Scope to encompass a review of framework development and deployment ..



Objective 1 – Framework Development

- To develop a framework with the following characteristics:
 - globally and locally responsive to a changing business environment
 - internationally comparable
 - reflects best practice
 - improvements as assessed against the framework will lead to long-term business success
 - supported by research evidence
 - simple to understand
 - its design facilitates the use of multiple types of assessment.

Objective 2 – Framework Deployment

- **Awareness** - to create maximum awareness of the framework
- **Application** - to assist organisations in understanding and applying the framework
- **Recognition** - to provide recognition to those that achieve excellent performance as assessed against the framework

Methodology: approach

- The approach adopted is a consultative one to ensure that the findings from the review meet the objectives of SAI Global and other stakeholders, and that maximum buy-in to the project and its findings are obtained

Methodology: stages

- Desk-top research
 - review of literature/research on worldwide trends in business excellence, performance improvement, profitability, long-term sustainability
 - review of relevant context specific business literature/research from Australia
 - review of award bodies websites to obtain document/information on business excellence model development and deployment.

Methodology: stages

- Surveys /interviews to obtain data /information
 - Award custodians (investigating business excellence services)
 - Evaluators/ clients (investigating the ABEF/ services)
 - Australian Businesses (investigating ABEF awareness levels & views on business success)

Methodology: stages

- Focus groups /meetings
 - Evaluator /clients provide input into project, validate questionnaires, & review project findings
 - Award custodians provide input into project, validate questionnaires, & review project findings
 - SAI Global and the framework steering committee provide input into project, validate questionnaires, & review project findings

Models being compared

Comparison of international excellence model categories, items, core principles and support processes of the following

- MBNQA Baldrige criteria based models
 - US, NZ
- EFQM criteria based models
 - Germany, UK (England, Scotland), Ireland, India
- Independently developed national models
 - Australia, Malaysia, Singapore, Japan, Canada, HK, South Africa, United Arab Emirates, Mexico

Key milestones & progress to date

- Desk top research

Milestone: March 2005 to be completed

Progress: Model comparisons mostly completed & research on drivers of improved performance underway

Key milestones (cont'd)

- Surveys /interviews to obtain data /information..

Award Custodians

Milestone: March 2005 to be completed

Progress: Survey to be finalised early-Feb, interviews Feb

Evaluators/ clients

Milestone: March 2005 to be completed

Progress: Survey to be finalised early Feb, data collected Feb/March

Australian Businesses

Milestone: March 2005 to be completed

Progress: Survey to be finalised early Feb, data collected Feb/March



Key milestones (cont'd)

- Focus groups / meetings to provide input into project, validate questionnaires, & review project findings

Evaluator /clients

Milestone: Oct 2004, Feb 2005, May 2005

Progress: Oct 2004 focus groups held in Adelaide, Melbourne and Sydney, Feb 2005 focus groups to be held in Sydney, May 2005 focus groups in Perth & Brisbane.

Award custodians

Milestone: Oct 2004 focus group

Progress: Oct 2004 focus group held in Sydney (GEM Council)

SAI Global and the framework steering committee

Milestone: Oct 2004, Feb 2005, May 2005

Progress: Oct 2004 held in Sydney.



Key milestones (cont'd)

- Draft report sharing the project's findings including recommendations and/or options for improvement

Milestone: April 2005 to be completed

Progress: Project is on track.

- Final report sharing the findings, including final recommendations and proposed implementation plan

Milestone: June 2005 to be completed

Progress: Project is on track.

Key milestones (cont'd)

- Implementation of findings

Milestone: (June 2005 onwards by SAI Global, however it is likely that SAI Global will be able to act upon preliminary findings from Jan 2005 onwards)

Proposed structure of final report

- **Executive summary**
- **Introduction**
- **Framework development**
 - **Review of framework development process**
 - International comparison
 - Evaluator /client / framework committee feedback
 - **Recommendations**

Proposed structure of final report

- **Review of framework design**
 - Review of worldwide trends of business success and long-term sustainability
 - Review of Australian context specific research
 - Feedback of business success factors from Australian businesses
 - International comparison of models
 - Evaluator /client / framework committee feedback
- **Recommendations**
 - Principles of Business Excellence
 - Categories and their weightings
 - Items and their weightings
 - ADRI Cycle

Proposed structure of final report

- **Framework Deployment**
 - **Review of framework awareness process**
 - International comparison
 - Evaluator /client / framework committee feedback
 - Australian business feedback
 - **Recommendations**
 - **Review of framework application process**
 - International comparison
 - Evaluator /client / framework committee feedback
 - **Recommendations**

Proposed structure of final report

- **Framework Deployment**
 - **Review of framework recognition (award) process**
 - International comparison
 - Evaluator /client /framework committee feedback
 - Australian business feedback
 - **Recommendations**
- **Conclusions**
- **Appendices**

Expected benefits

- Improved framework and framework development process
- Clear recommendations on how SAI Global can increase framework awareness and use within Australia
- An improved recognition / awards process
- A high level of confidence that the framework developed is based on sound research and practical necessities and therefore is easy to “sell” to Australian organisations



Expected benefits (continued)

- Factual knowledge on the level of awareness and use of business excellence within Australia
- Increased publicity on business excellence as a result of the project being undertaken and the involvement of many stakeholders
- Academic papers on international comparison of excellence models leading to enhanced knowledge



Contact Details

If you would like to assist with the project or have any questions concerning the project methodology please direct them to the project leader:

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