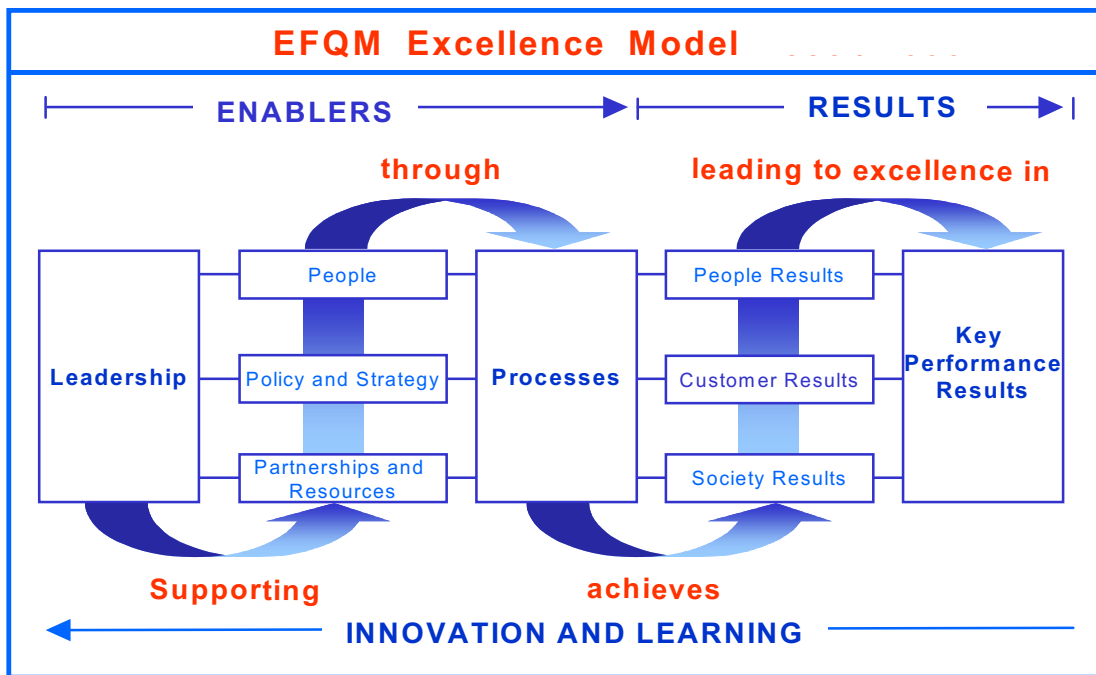


The Business Excellence Model



(Figure 1)

Among organizations implementing an ISO 9000 system, there is a growing interest in pursuing continual business improvement through Total Quality Management (TQM) as a next step.

In Europe, the Business Excellence Model (Figure 1) has been developed as a framework for planning, monitoring, and assessing business improvement.

This Model sets out nine criteria for excellence in business practice and is based on the premise that excellent results with respect to Performance, Customers, People and Society (the “Results” criteria) are achieved through Leadership supporting Partnerships and Resources, Policy and Strategy, People, and through Processes (the “Enablers” criteria).

Criterion	Definition
1 Leadership	How leaders develop and facilitate the achievement of the mission and vision of the organization, develop values required for long-term success and implement these via appropriate actions and behaviours, and are personally involved in ensuring that the organization's management system is developed and implemented.
2 Policy and Strategy	How the organization implements its mission and vision via a clear stakeholder focused strategy, supported by relevant policies, plans, objectives, targets and processes.

3 People	How the organization manages, develops and releases the knowledge and full potential of its people at an individual, team-based and organization-wide level, and plans these activities in order to support its policy and strategy and the effective operations of its processes.
4 Partnerships and Resources	How the organization plans and manages its external partnerships and internal resources in order to support its policy and strategy and the effective operation of its processes.
5 Processes	How the organization designs, manages and improves its processes in order to support its policy and strategy and fully satisfy, and generate increasing value for, its customers and other stakeholders.
6 Customer Results	What the organization is achieving in relation to its external customers.
7 People Results	What the organization is achieving in relation to its people.
8 Society Results	What the organization is achieving in relation to the local, national or international society as appropriate.
9 Key Performance Results	What the organization is achieving in relation to its planned performance.

The main difference between the ISO 9000 family of standards and the Model lies in the scope of application. The ISO 9000 Standards provide primarily requirements for quality management systems and guidance for performance improvement. The Model, on the other hand, provides criteria that enable quantitative evaluation of organizational performance.

The assessment criteria in the Model also permit benchmarking. Through benchmarking, the Model provides a framework for driving improvement or changes across the whole organization.

One feature of this Model is that it is flexible and so can be applied to any organization regardless of sector, size, structure, or maturity. It has proved to be an ideal mechanism for identifying organizational strengths and weaknesses, leading to the implementation of improvement actions which deliver great benefits.

The Model brings together much of the last ten years thinking in TQM, Empowerment, and Business Process Management while also stressing the necessity of meeting the needs of an organization's four stakeholders, viz. the shareholders, customers, employees and society. This aspect of the Model is superior to an ISO 9000 system where customer needs and expectations are emphasized at the expense of other stakeholders.