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Global

The Global Voice of Quality™



ASQ[®]
Middle East
Africa

The Global Voice of Quality™
الصوت العالمي للجودة

Enhancing Competitiveness of Nigerian Companies through Excellence

Nigeria Quality Awards, 2017

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CEO, Quality Indeed Consulting, UAE

Lagos, 22d Nov. 2017

Objectives

1. *Inspire Nigerian Organizations including Government Departments to adopt Excellence Model to enhance, maintain and sustain their competitiveness and market leadership.*
2. *Inspire Nigerian professionals to build competencies in Excellence Model.*
3. *Use Excellence Model to enhance prosperity for the people of Nigeria and community in general.*



Our Life Depends on Quality



Key Business Challenges

Cost

Competition

Technology

Customer

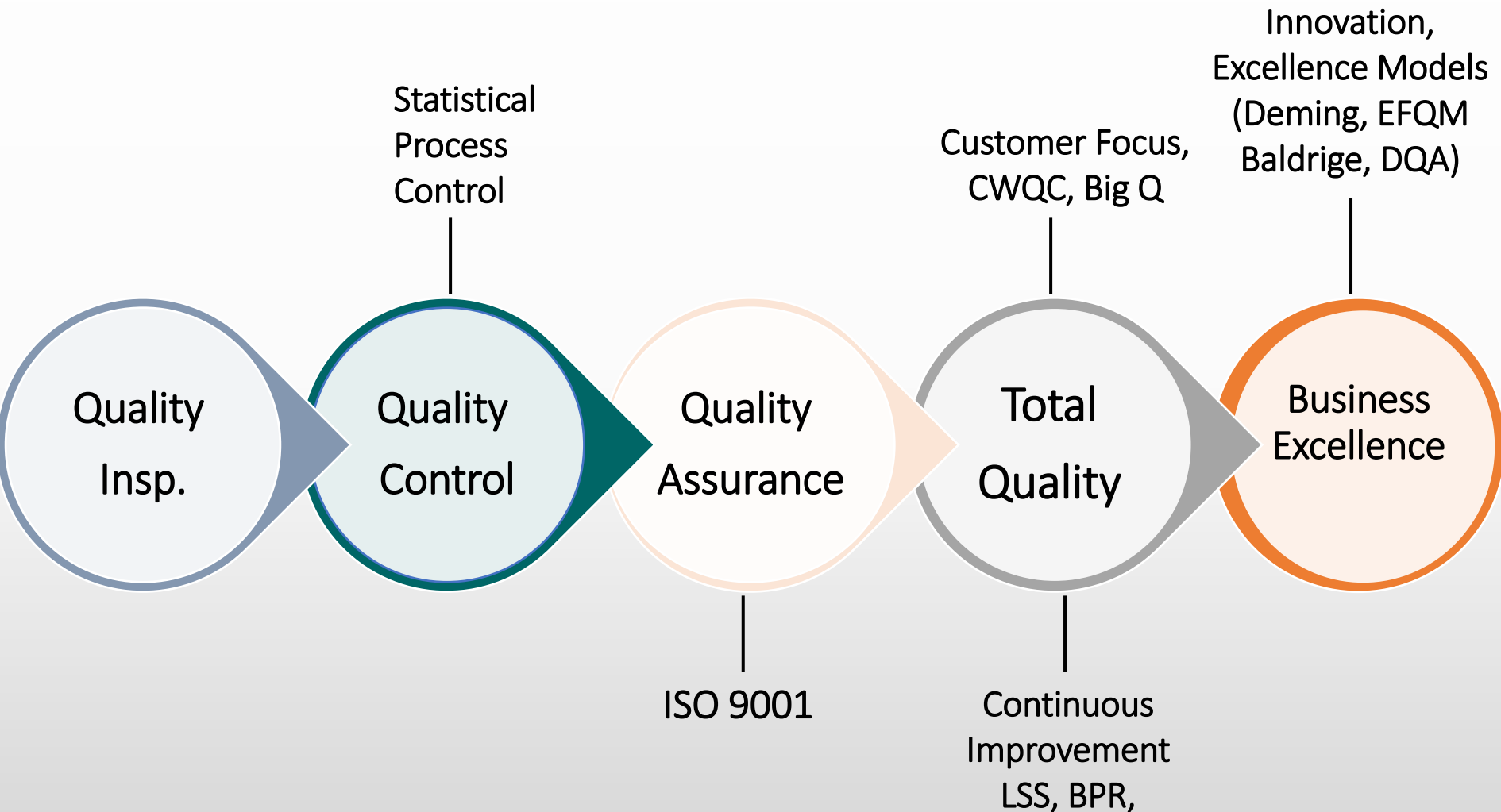
Change

Complexity

Borderless
World /
Globalization

Currency

Quality Mgt. has Evolved to Keep Pace with Business Needs






Why Go For Excellence ?

Business Need is to Become Global Market Leader

- ✓ Agility & speed of response
- ✓ Product / Services Differentiation
- ✓ Cost consciousness
- ✓ Culture of excellence
- ✓ Ethical work practices
- ✓ Systems driven organization
- ✓ Continual improvement, innovation & learning
- ✓ Engaged, competent, committed people
- ✓ Fact based decision making
- ✓ Business intelligence
- ✓ Strategic partnerships
- ✓ Brand image
- ✓ And.....



To address these needs and more, leaders are in constant search for comprehensive frameworks

Excellence Models Established to enhance Competitiveness, Sustainability of Organizations & Economies



1951, Japan



1987, USA



1989, Europe

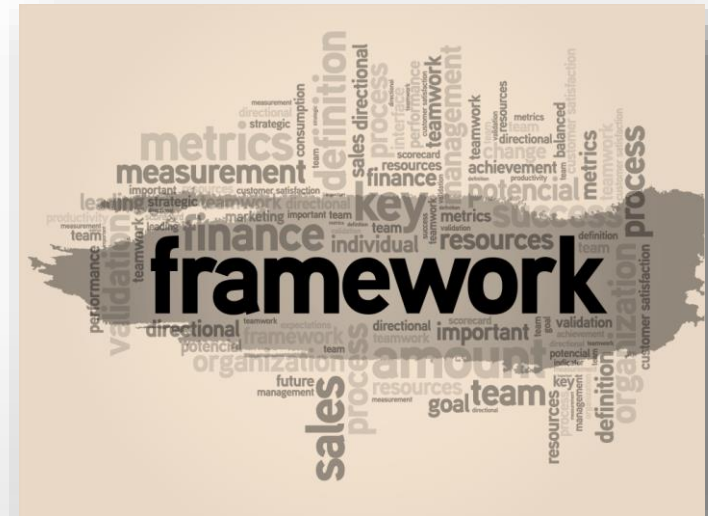
The Models have adapted and evolved over time to reflect changes in the global market place



What is Excellence Framework?
How Does It Compare with ISO:9000?

Excellence Model is Strategic Framework

- I. Managing business
- II. Reviewing and improving business performance
- III. Measuring progress on improvement
- IV. Achieving culture of excellence & improvement
- V. Benchmark against best-in-class achievements



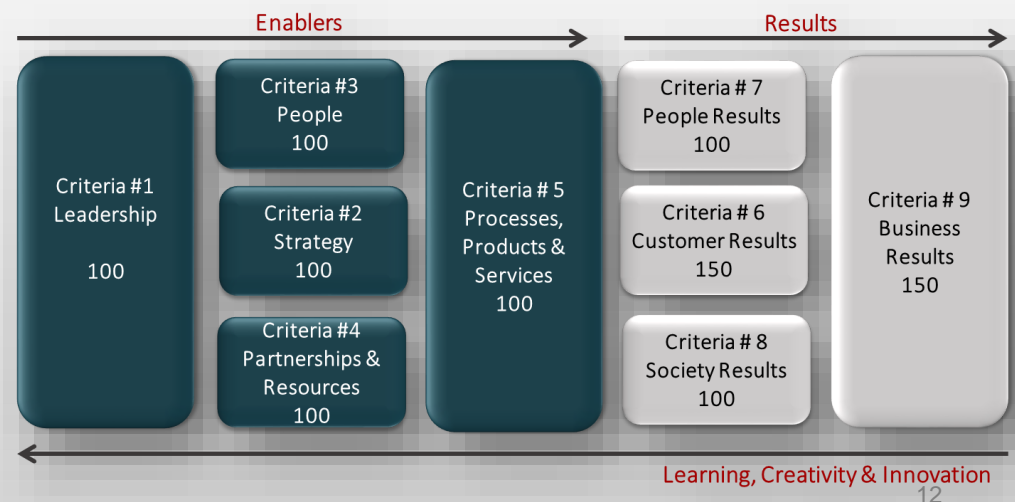
Excellence Model

- I. Provides leadership for Quality & Excellence
- II. Help change mind sets of people
- III. Focuses on all stakeholder
- IV. Helps examine current business practices
- V. Develops people



Excellence Model

- I. Provides a framework to manage organization through a framework of processes
- II. Fact based decision making
- III. Helps organizations become role model
- IV. Practical.
- V. Can be applied to all sizes & types of businesses

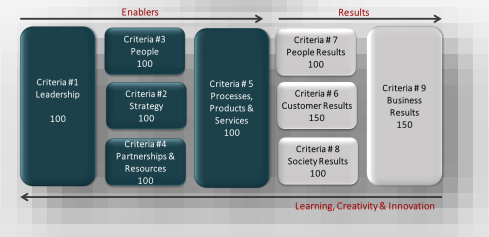
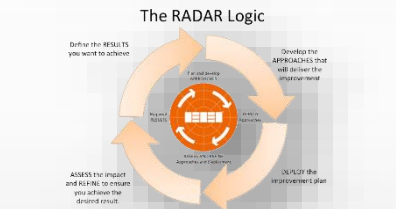
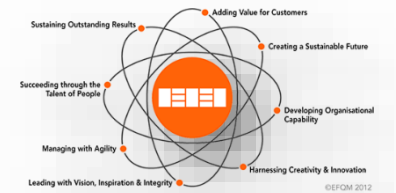


EFQM Model@ - 3 integrated components.

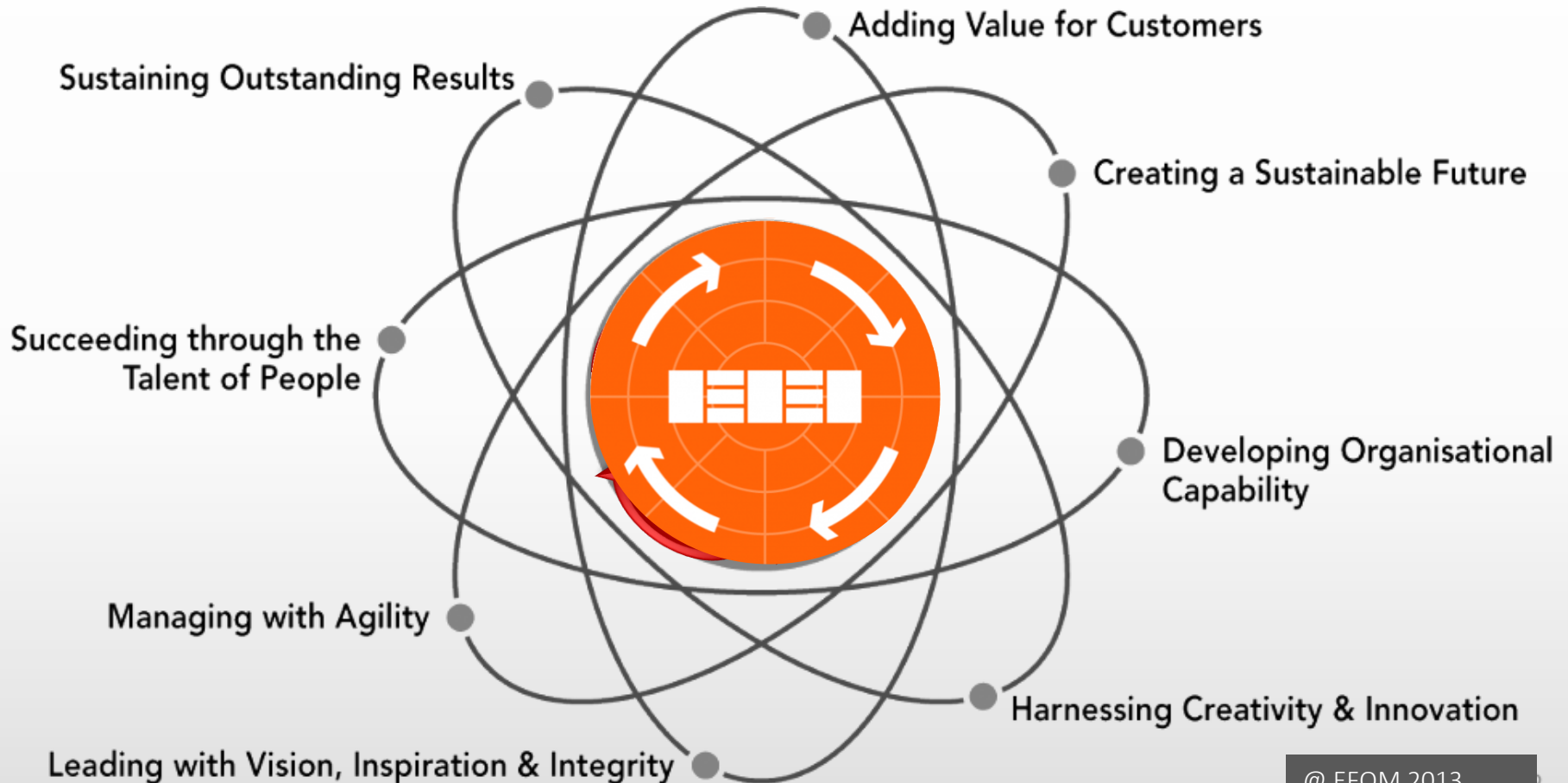
The Fundamental Concepts

RADAR Logic

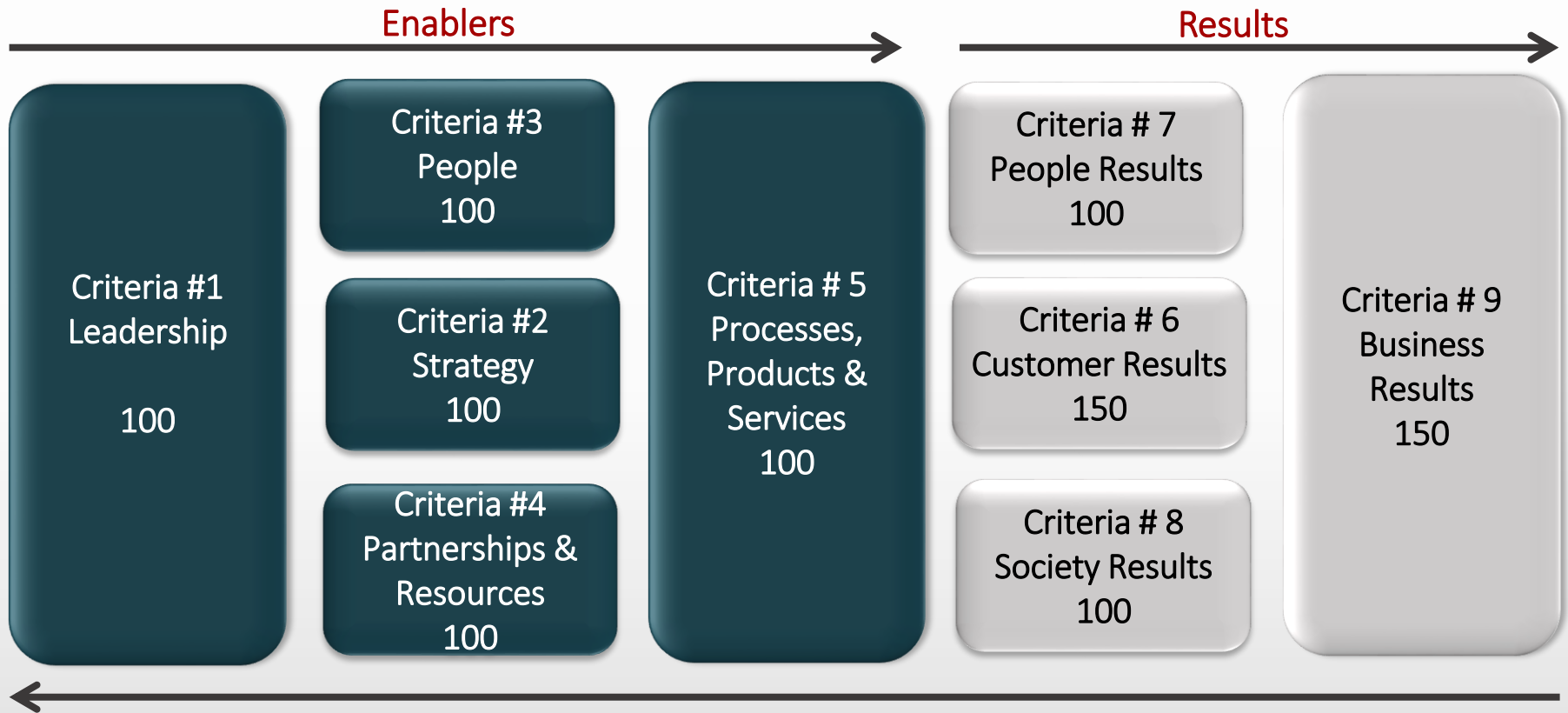
The 9 Criteria



Component # 1: Fundamental Concepts* (Principles)



Component # 2 – EFQM Model Criteria

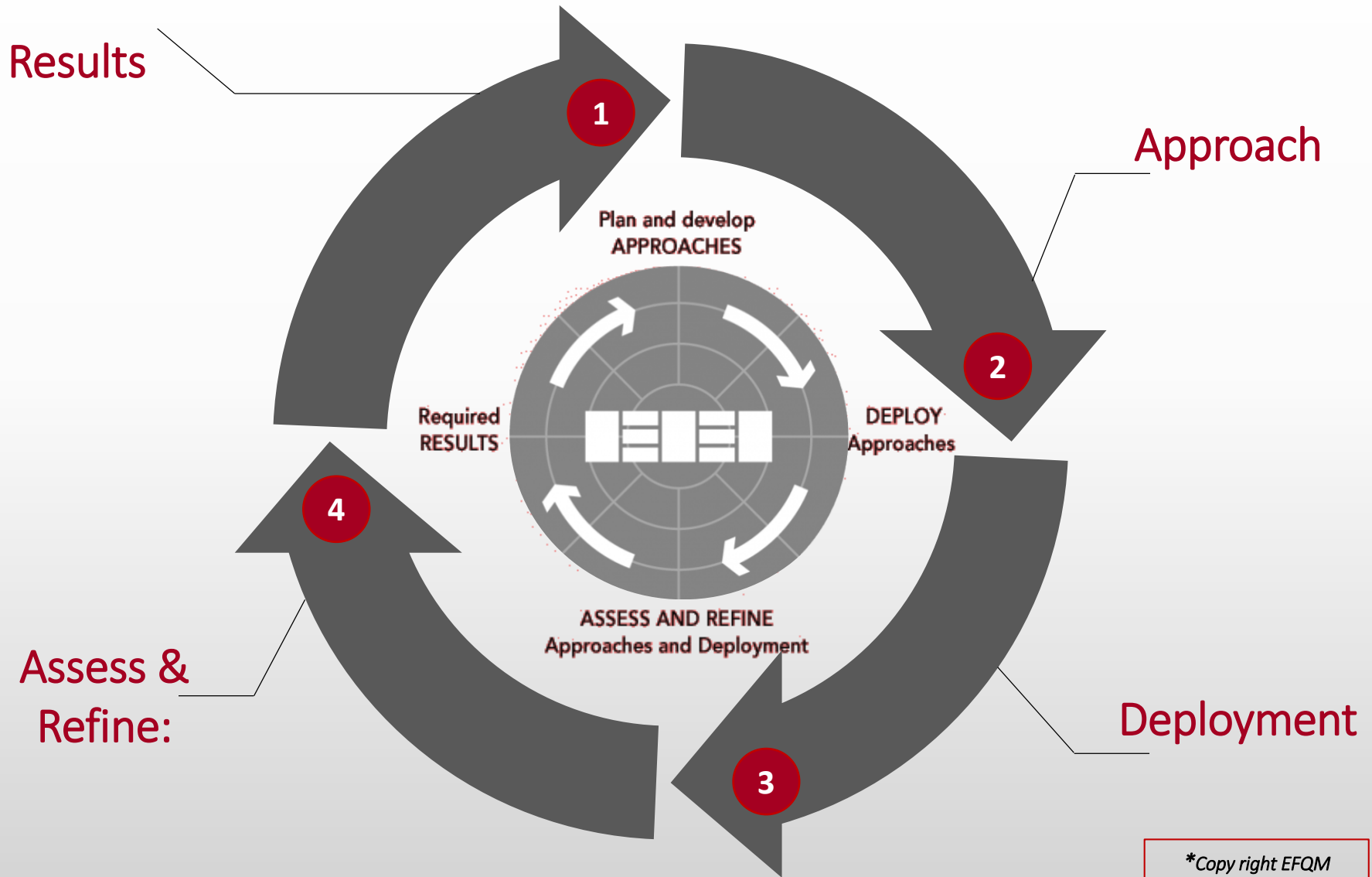


Enabler Criteria (How) = 500 points

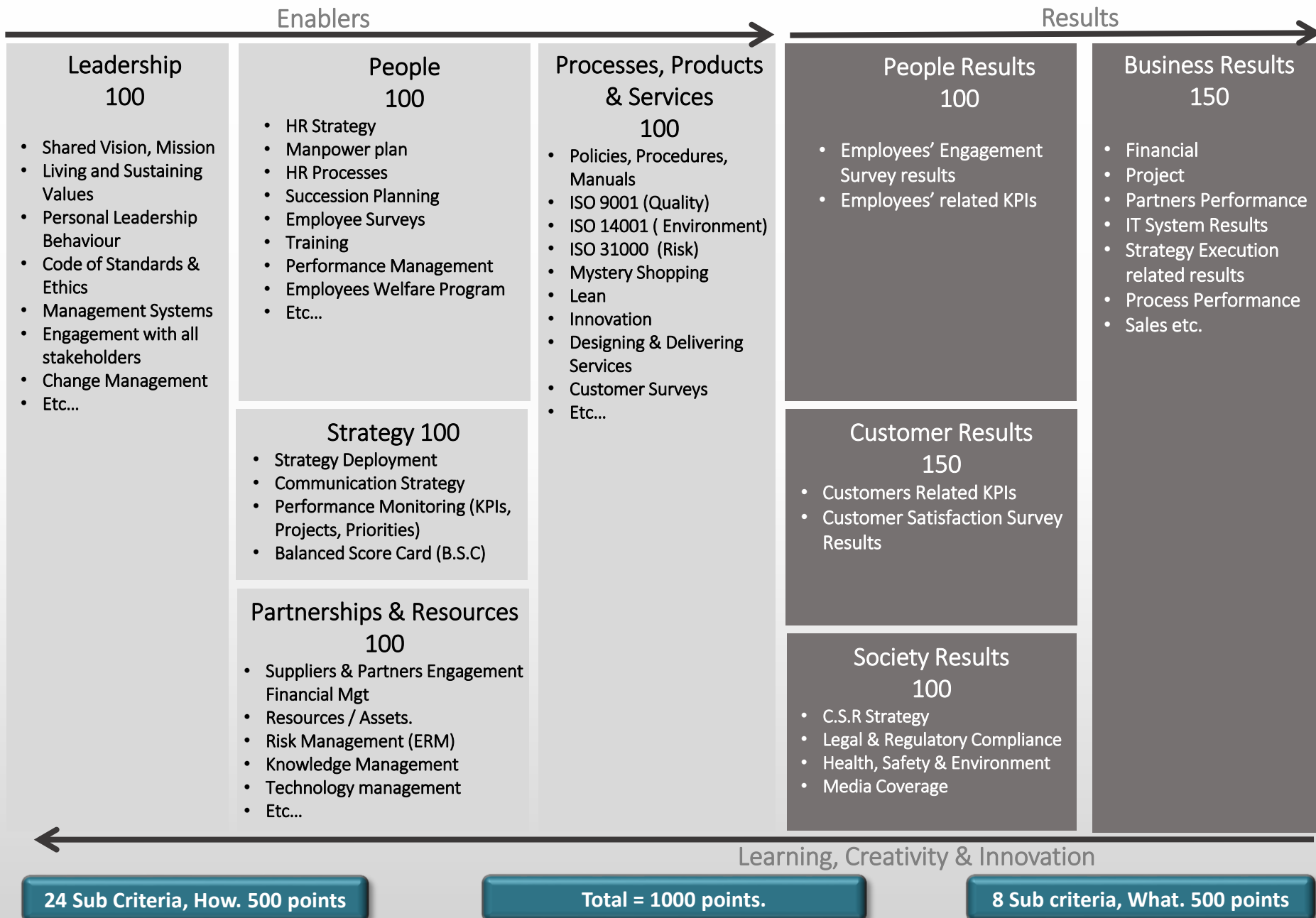
Results Criteria (What) = 500 points

Total = 1000 points.

Component # 3: Assessment (RADAR Concept*)

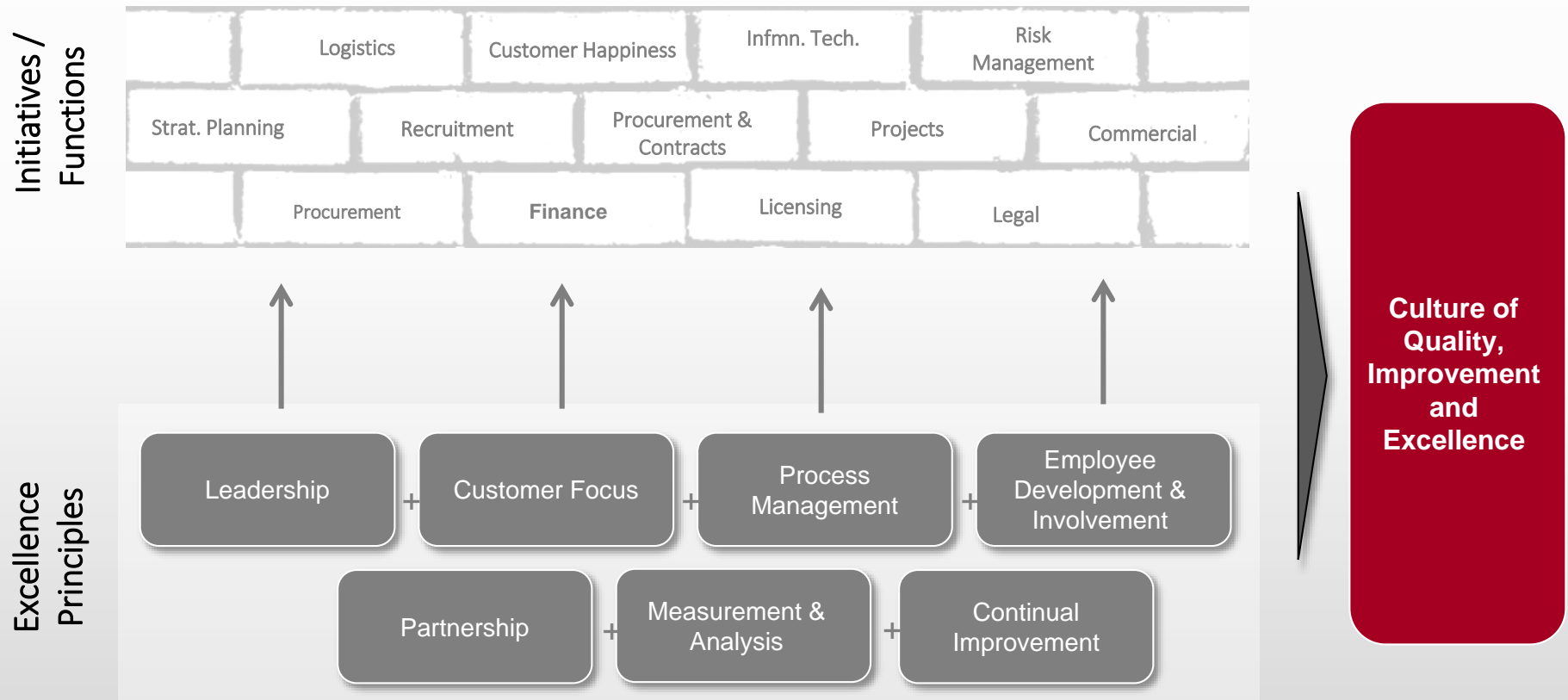


Mapping Initiatives to Excellence Model Framework

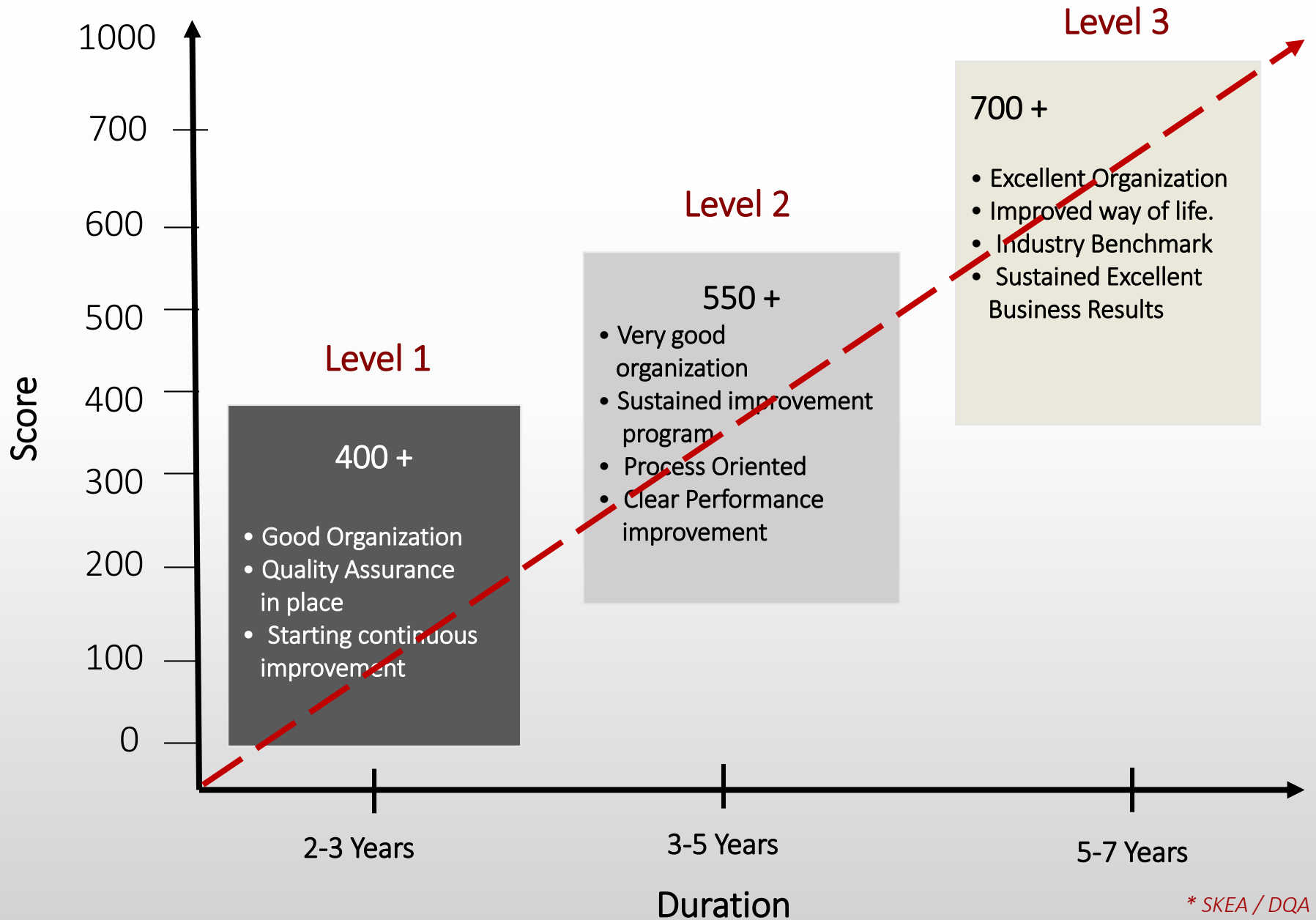


One of the Biggest Challenge – Integrating Quality & Excellence in Routine Work

Only through integrating Excellence into the day-to-day operations across all of Company's functions, organization can successfully create and sustain a culture of Customer Service, Improvement & Excellence



Excellence Maturity*



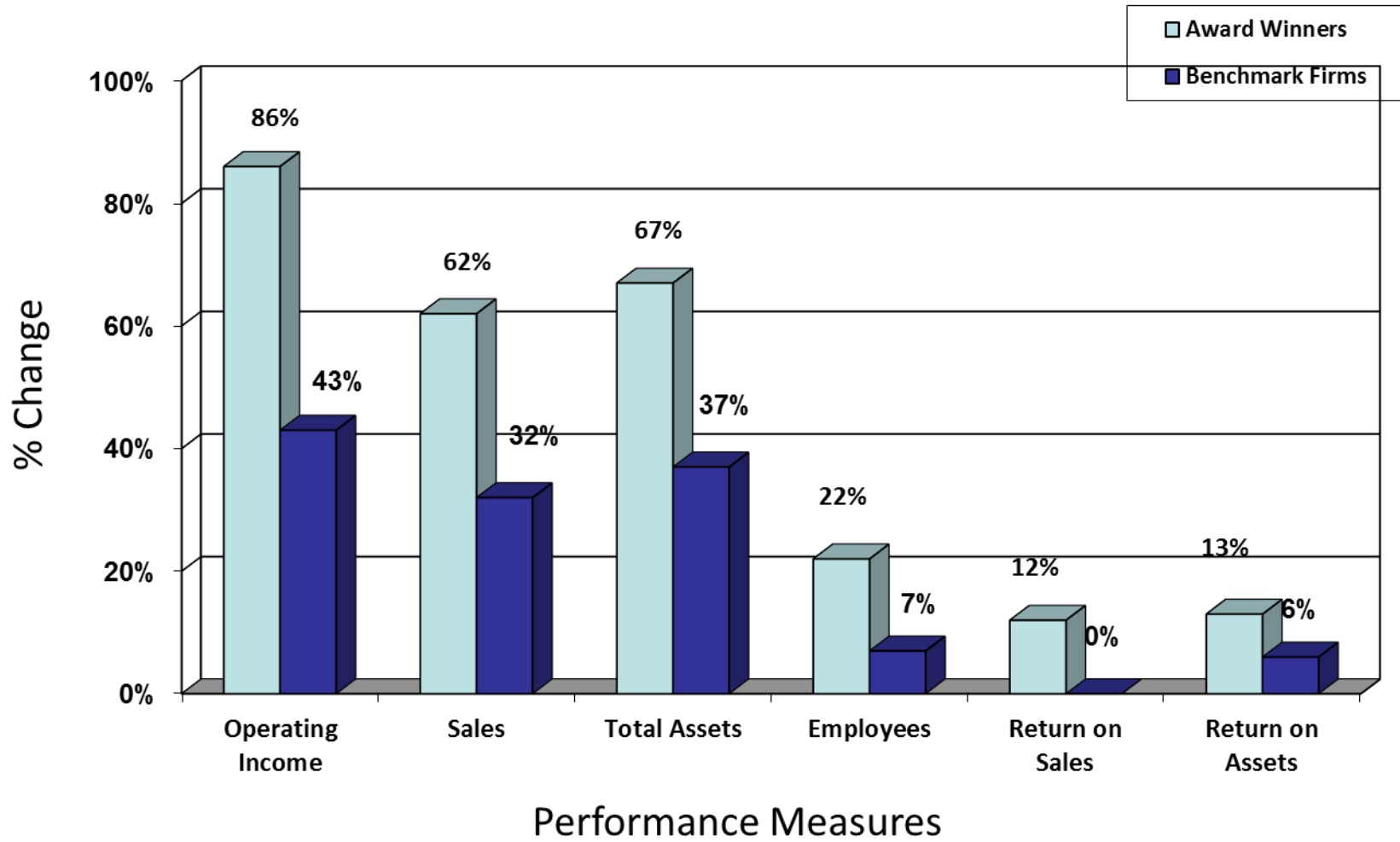
Excellence Model is Beyond ISO : 9000 Standards

1. ISO:9000 is start of organization's quality journey
2. Does not cover all / limited in scope. e.g.
 - ✗ *Leadership aspects (Vision, mission, values, Ethics...)*
 - ✗ *Strategy Management*
 - ✗ *Finance Management*
 - ✗ *HR Management (Succession planning, Employee welfare...)*
 - ✗ *Culture*
 - ✗ *Change management*
 - ✗ *Corporate Governance*
 - ✗ *Knowledge management.....*

ISO:9000 standards alone cannot help meet today's business needs

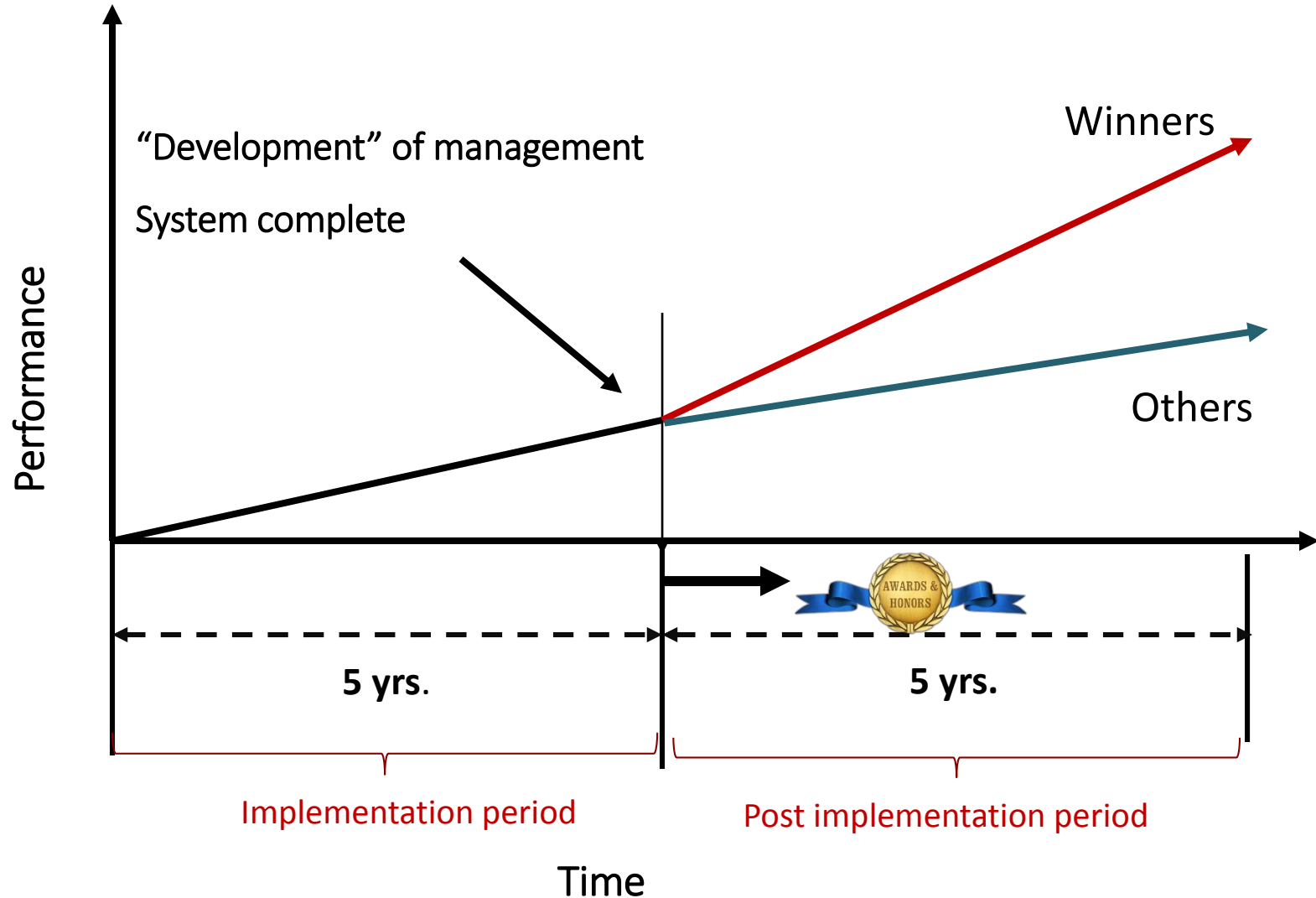
Impact of Quality & Excellence on Corporate Performance

Impact of Excellence on Performance

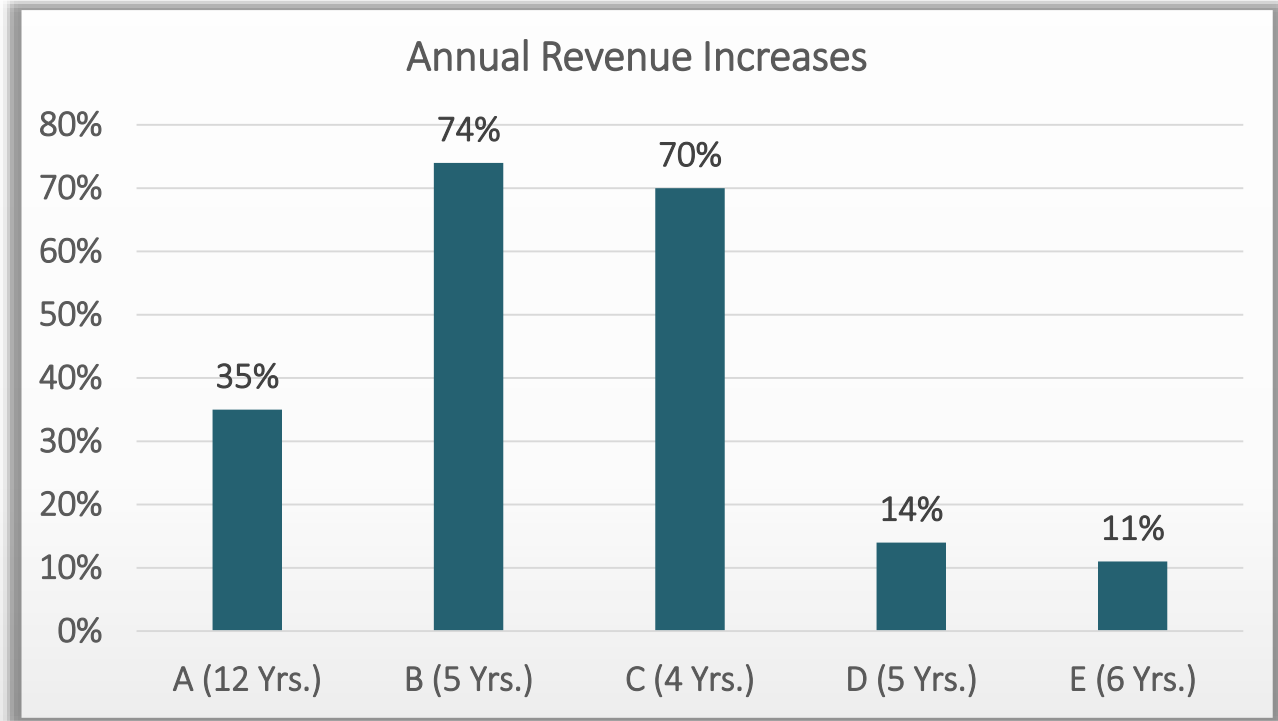


The Effect of Total Quality Management (TQM) on Corporate Performance by
Prof. Vinod R. Singhal, Georgia Institute of Technology, Atlanta, USA

Journey Towards Excellence Takes Time



Baldrige Award Winners – Manufacturing



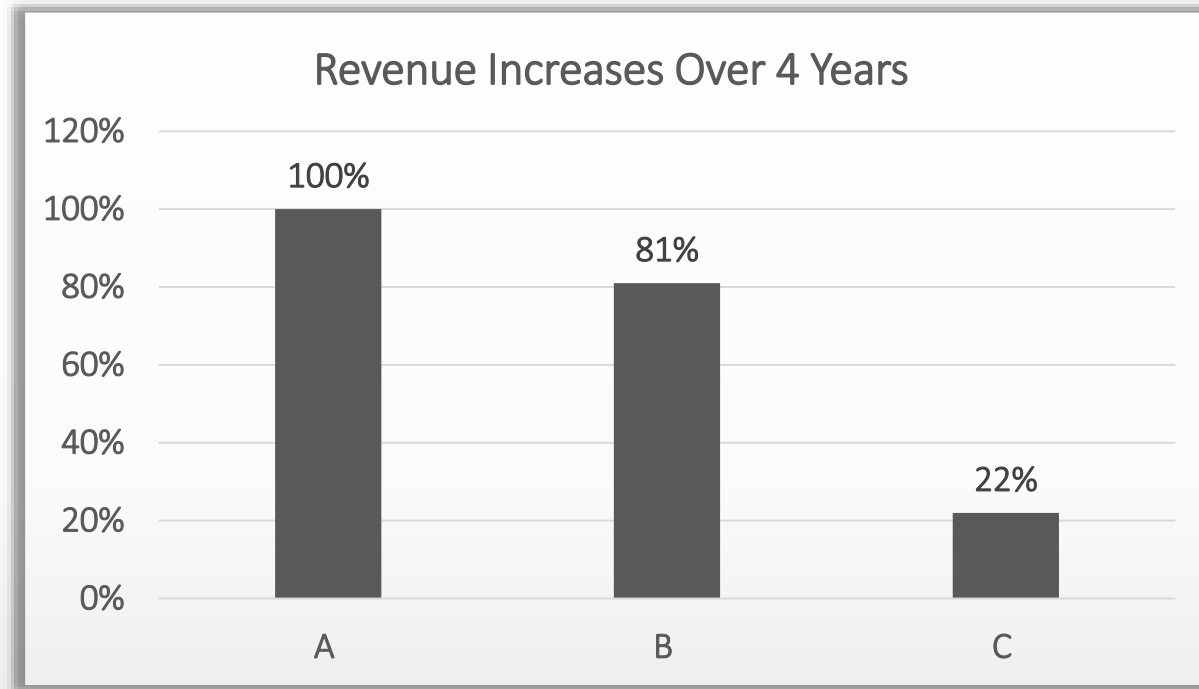
1. 20 % annual cost savings from energy conservation improvements for 3 years. (Honeywell FM & T)
2. 23 % annual decline in customer incidents (Cargill Corn Milling)

Baldrige Award Winners – Manufacturing



1. 8 % employee turnover rate compared to 12 % industry average (Cargill Corn Milling)
2. Over 5 years, 42 % improvement in operational asset health. (Cargill Corn Milling)

Baldrige Award Winners – Services



1. Nearly 7 % increase in market share over 3 year period (CH2M HILL)
2. 34 % increase in assets and 54 % increase in profits over 5 years.
(Caterpillar Financial Services Corp., US)

Baldrige Award Winners – Services

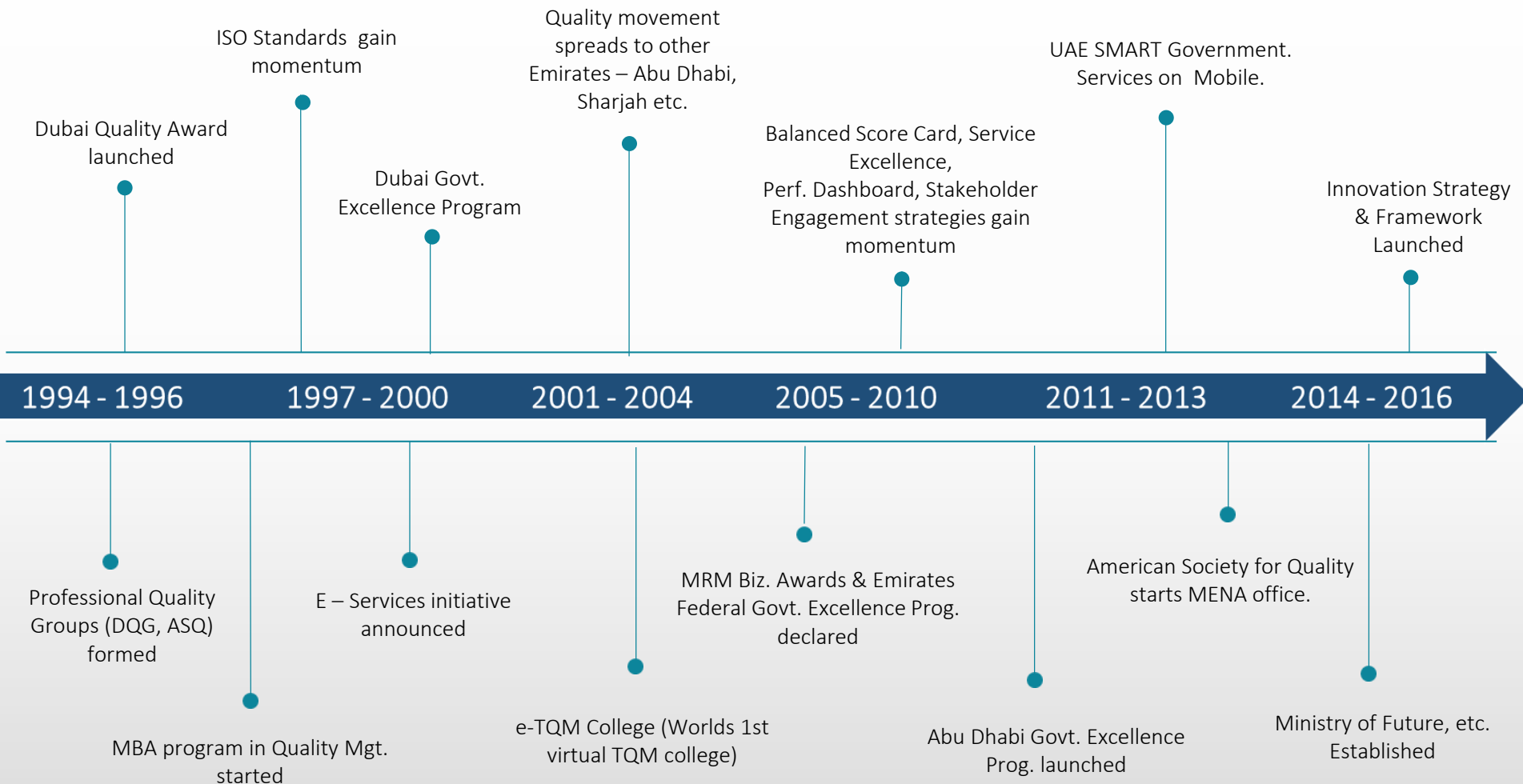


1. 95 % customer loyalty & 97 % customer retention. (Premier Inc.)



Living the Experience “UAE Journey Towards Excellence”

UAE's Journey Towards Excellence Started in 1990s



Note: Not all initiatives listed. Indicative time line. Not to scale.

By Sunil Thawani, ex Jury Member, DQA & Author, Business Excellence Awards, Strategies for Winning.

Milestones on the road to excellence

Charting the growth of the Business Excellence Awards over two eventful decades



H.H. Sheikh Mohammed Bin Rashid Al Maktoum, Ruler of Dubai & President and Prime Minister of UAE presenting Dubai Quality Award.

- ▶ KEY INITIATIVES WITH OUR STRATEGIC PARTNERS
- ▶ CONFERENCES – VISIONS2 REALITY AND SHARE BEST PRACTICES
- ▶ SMART INNOVATIVE SOLUTIONS – HAPPINESS METER WITH DUBAI SMART OFFICE
- ▶ TRAINING AND DEVELOPMENT – GLOBAL RETAIL ACADEMY
- ▶ INTERNATIONAL AWARDS TIE-UP WITH ASQ AND AWARDS INTERNATIONAL
- ▶ EBM BENCHMARK PROGRAM
- ▶ CSR INITIATIVES WITH MULTIPLE PARTNERS



1994

Launch of Dubai Quality Award (DQA)
Promoting organisational excellence



2002

Launch of Dubai Human Development Award (DHDA)
Recognising and rewarding HR initiatives by businesses



2002

Launch of Dubai Service Excellence Scheme (DSES)
Promoting excellence in customer service standards in business community



2016

Launch of Global Islamic Business Award (GIBA)
Transforming Dubai into the capital of Islamic economy

23

FRUITFUL YEARS – PLANT YOUR FUTURE TOWARDS BUSINESS EXCELLENCE



TRAINING & DEVELOPMENT

3,000+
Organisations – DQA, DHDA, DSES
2,500+
Assessors – DQA & DHDA
300+
Mystery Shoppers – DSES



APPLICATIONS

1000+
Applicants – DQA & DHDA
2000+
DSES Outlets



FEEDBACK REPORTS

100,000+
Mystery Shopping Reports – DSES
1,000+
Annual Feedback Reports – DQA, DHDA



WINNERS 500+

Winner Organisations – DQA, DHDA, DSES
18 DQA and **3** DHDA Gold Winners

Strategies to Implement Excellence Model

- ✓ Balanced Scorecard & Performance management
- ✓ Benchmarking & Best Practices (currently at infancy stage)
- ✓ Business Process management including Reengineering
- ✓ Corporate Governance
- ✓ Corporate Social Responsibility (catching on rapidly)
- ✓ Customer loyalty/ satisfaction measurement
- ✓ Employee engagement/ satisfaction measurement studies
- ✓ Enterprise Risk management (ISO:31000) & Business Continuity (ISO:22301)
- ✓ Financial management standards such as IFRS
- ✓ Innovation methodologies
- ✓ ISO standards such as 9001, 14001, 18001, 27001. UAE is leader in region.
- ✓ Kaizen / Lean Six Sigma
- ✓ Mystery shopping
- ✓ Stakeholder engagement
- ✓ Suggestion scheme
- ✓ Big Data Analytics etc.

UAE's Global Rankings 2017

The Global Competitive Index - 17th

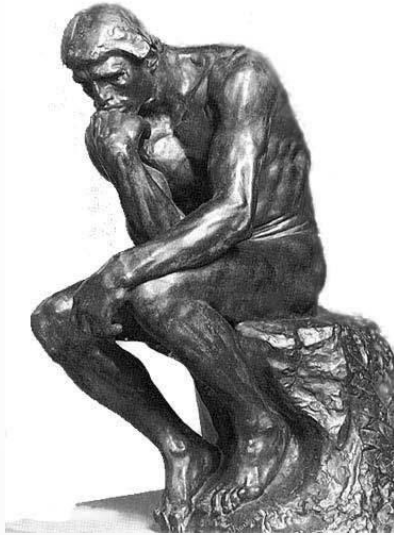
(Source: WEF)

E-Smart Services Index – Top 10.

(Source: UN Report)

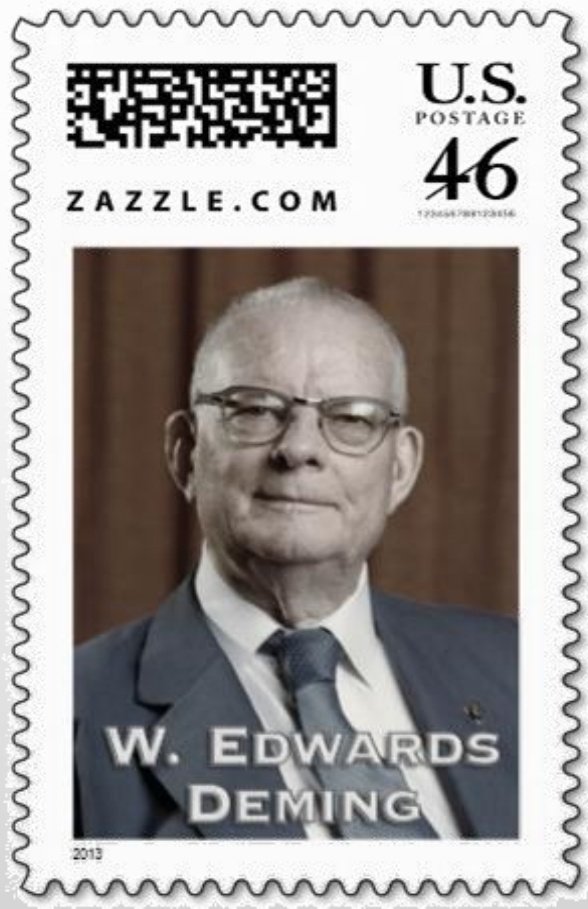
World Happiness Report, UN - 21st

(Source: UN Report)



Closing Thoughts

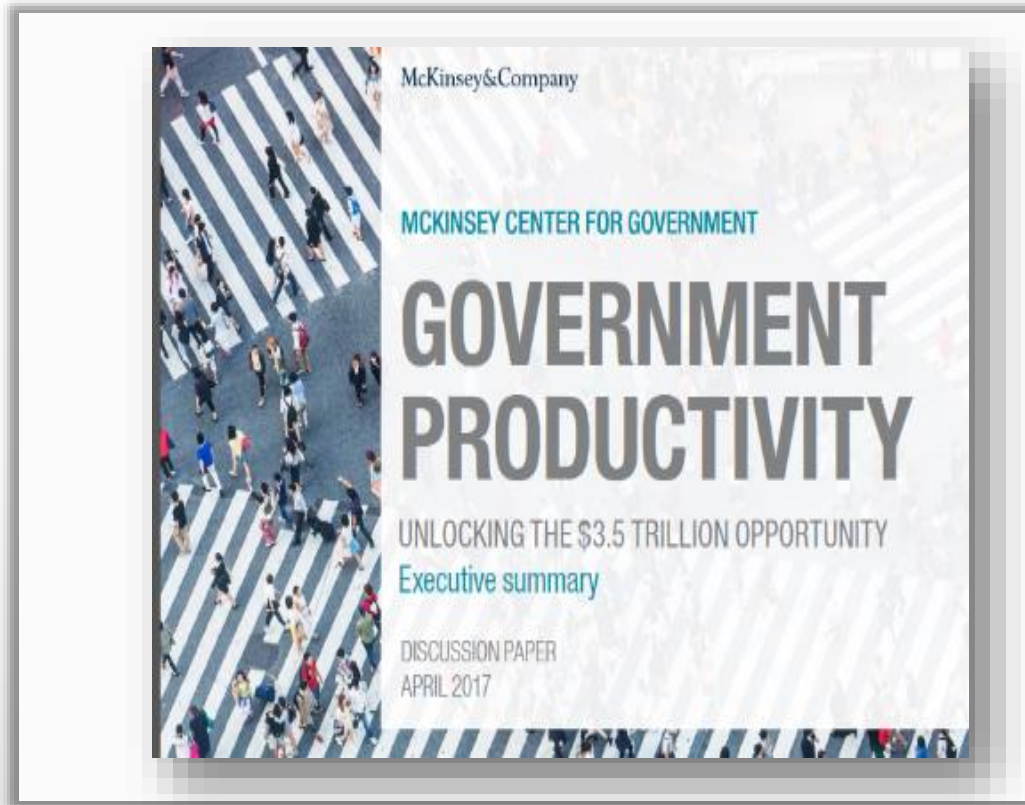
Cost of Poor Quality – 15 % to 25 % of Costs



“We have learned to live in a world of mistakes and defective products as if they were necessary to life. It is time to adopt a new philosophy in America.”

*Dr. W. Edward Deming
1900 - 1993*

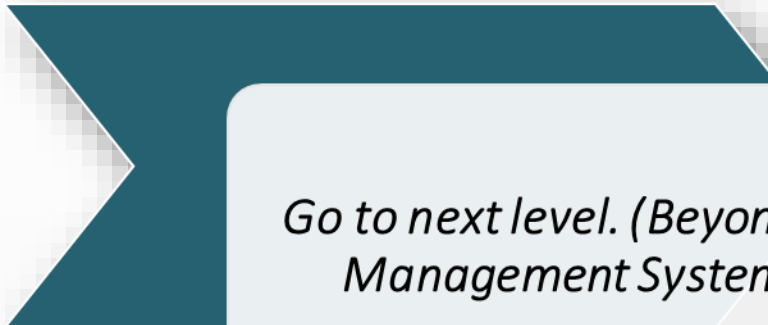
Potential for Saving



“World’s Governments can potentially save as much as USD 3.5 trillion a year by 2021”

Creating a Culture of Excellence



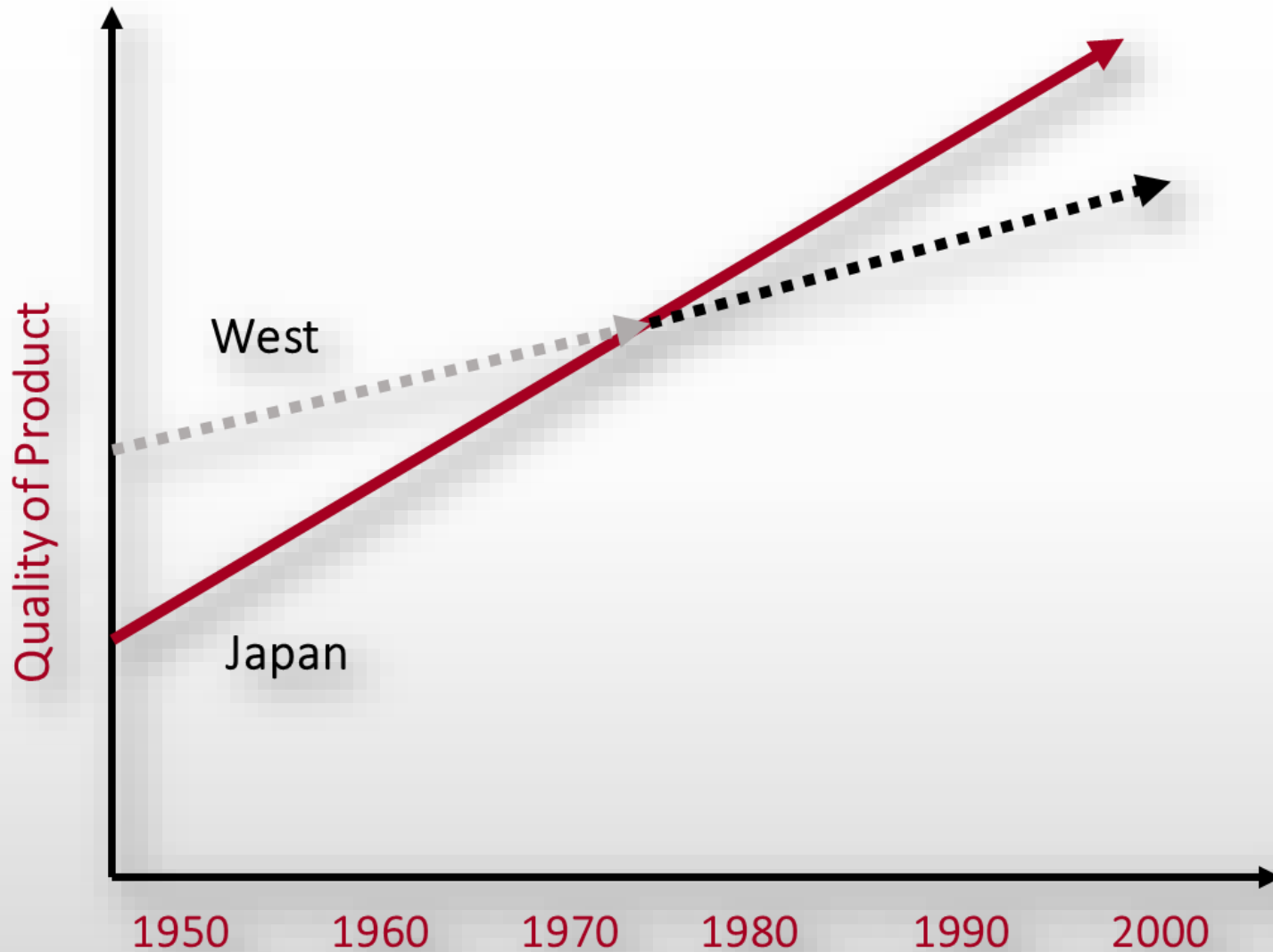


Go to next level. (Beyond ISO Management Systems)



Adopt international Business Excellence Models in Government and other sectors of the economy

Rate of Improvement Decides Winner in Market



*Rate of Quality Improvement in Automobile Industry,
From "Making Quality Happen" Juran Institute, 1988.*

Achieving & Sustaining Excellence in Public Services

Excellence in Government Services Adopting EFQM Model

By Sunil Thawani - May 2015



Business Excellence Awards

Strategies for Winning



Sunil Thawani

Q & A
Thank You
Sunil Thawani