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TITLE : *" Comparative analysis of local, Regional and Intercontinental Business Excellence Models to recommend appropriate model & Quality management system structure in context of Nepal".*

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Aknowledgement

First of all I would like to heartly extend my gratitude to Professor Alessandro Brun for letting me work on my own topic and with higher flexibility. I will always cherish his support and continuos encouragement towards me for completing my final work as a supervisor. I extremely praised him for his knowledge in the field, his teaching style and overall his personality.

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Estratto

Ci sono tendenze crescenti per l'attuazione di strutture di eccellenza per l'azienda (BEF – Business Excellence Frameworks), conosciute anche come “Modelli di Qualità” (QMs – Quality Models), per il miglioramento delle prestazioni aziendali complessive. Questi modelli sono conosciuti anche come “Modelli Premio” (AM - Award Models) e vengono usati per riconoscere l'esperienza migliore nelle varie industrie o settori. La parte occidentale, così come la parte orientale del mondo, stanno completando, integrando questi modelli, così come i loro strumenti di miglioramento della qualità per quanto riguarda la valutazione della singola azienda e l'analisi comparativa con le imprese competitive. Così, questo lavoro fu iniziato per trovare i punti comuni e le differenze tra questi modelli, sulla base dell'enfasi, dell'importanza data ai criteri con i quali organizzare le strutture dell'azienda e non con un'analisi profonda di questi modelli in quanto tali.

Complessivamente il progetto è focalizzato sulla revisione, sull'adattamento delle maggiori BEF (strutture di eccellenza per l'azienda), come il MBNQA, l'EFQM (europeo), ABEM (australiano), e la loro influenza sui “Premi di eccellenza per le aziende asiatiche”. In secondo luogo, la comparazione tra le diverse strutture aziendali dall'Asia al Pacifico, per raccomandare un modello ottimale che sia adatto al contesto del Nepal, è stata fatta analizzando l'unico modello FNCCI disponibile al momento. Il lavoro di ricerca ha analizzato il sistema di gestione della qualità del Nepal e ha proposto una nuova realtà organizzativa, chiamata “Commissione per la Qualità in Nepal per l'eccellenza in azienda” (NQBFBE), come una Centrale di Eccellenza (CEO), per organizzare ed attuare un sistema adeguato per la gestione della qualità in Nepal, tra le realtà organizzative già esistenti ed già attualmente operanti nel campo.

La ricerca è basata principalmente su un approccio teorico che ha applicato l'analisi comparativa come uno strumento di misurazione per identificare l'enfasi (cioè l'importanza da dare) ai diversi modelli di qualità. Il lavoro ha raccomandato di creare un modello ottimale che può essere applicato in ogni situazione aziendale, attraverso la combinazione delle prove scientifiche occidentali (cioè la mentalità scientifica basata sugli esperimenti) con le filosofie orientali derivate dai "Veda", la conoscenza antica dell'autorità suprema.

Abstract

As there are rising trend of implementing different Business Excellence frameworks(BEFs) also known as Quality Models(QMs) for the improvements of organizational overall business performance. These models are also known as Award Models(AMs) and are used in recognising the best practices in the various industries and sectors. Western, as well as eastern part of the world are integrating these models as their quality improvement tools for business assessment and benchmarking with competitors. Thus, this peace of work was initiated to find out the commonalities and differences among these models on the basis of their emphasis on the criterions of the frameworks and not in depth analysis of these models per se.

On the whole the project is focused on the review of the major BEFs such as Malcolm Baldrige National Quality Award (MBNQA) , European Foundation for Quality management (EFQM), Australian Business Excellence models(ABEM) and their influence in Asian Business Excellence Awards. Secondly, the comparison among different frameworks from Asia and pacific to recommend an optimal model that is appropriate in the context of Nepal, analysing the one and only FNCCI model available at present.The research work also analyzed the Quality management system of Nepal and proposed a new body named "Nepal Quality Board for Business Excellence(NQBFBE) as a Central of Excellence(CEO) to organize and implement proper Quality management system of Nepal along with the exsiting bodies currently working in the field.

The research is primarily based on theoretical approach that has applied comparative analysis as a measurement tool to identify the emphasis of different quality models. The work also recommended to create an optimal model that can applicable in every business scenario through the combination of western scientific proofs with the eastern philosphies derived from 'Vedhas' , "the ancient knowledge of supreme authority'.

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1) Background

1.1) Introduction:

In today's competitive world every organization seeks for Business excellence and for the mutual benefits of the parties involved in it, for example customer, employee and stakeholders. Several Business Excellence models (BEMs) are applied throughout the world. But do these models really help organizations accomplish what they are aiming for? If so, how could they benefit from using these models? The question like this arises for the company who haven't tried one of these models and for the one who has implemented it but couldn't succeed because of the insufficient knowledge of evaluating and integrating these models in their businesses and are not able to achieve what they aspire for. An organization is a very complex object to measure and they are different in many aspects from the size, complexity, values and customer types. Therefore organizations often find themselves in a kind of situation where it is needed to measure the process, performances and all other matrices that could impact on the Business performance. There are numbers of Business excellence models around the world and they have similarities and differences between them but what are these similarities and differences? This research is aimed for analyzing the world class models and models from Asia and Pacific along with all other models that are relevant to the research for acquiring knowledge to find out the optimal model in context of Nepal.

1.2) What is Business Excellence?

Business Excellence is the supreme form of Quality or Quality management practice. The term "Business Excellence" has been in the market from more than two decades and since then it has been continuously used and recognized as a highest level of quality achievement. The term is evolved from Total Quality management principles and work of W. Edwards Demings. Business Excellence is developing and strengthening the management systems and processes of an organization to improve performance and create value for stakeholders. It is much more than having a quality system in place. It is achieving excellence in everything that an organization does (including leadership, strategy, customer focus, information management, people and processes) and most importantly achieving superior business results.

1.3) History:

Quality management started with simple inspection-based systems. Under such a system, one or more characteristics of a product are examined, measured or tested and compared with specified requirements to assess its conformity (Kanji and Asher, 1993).

Stages	Problems/cause	Solutions/Effects
1	Quality Improvement of Product	Quality Inspection
2	Reducing cost	Statistical Process control
3	Increase Consistency and Reliability	ISO 9000 Standards
4	Customer Satisfaction	Needs and Expectation of

		Customer
5	Business Performance	Total Quality management
6	Business Sustainability & Accountability	Business Excellence models/Frameworks

Table 1: Stages of Quality Evolution in brief

The next was to increase consistency and reliability; from mass production to statistical process control. This stage culminated with process management techniques and the development of international standards such as ISO 9000.

As consumer power grew after the second world war, measuring customer satisfaction to understand needs and expectations became more important to achieve or maintain competitive advantage. As people identified the link between customer satisfaction, product quality and the motivation of the workforce, employee satisfaction and later employee engagement became the focus and a new concept of Quality called Total Quality Management(TQM) evolved to make Quality accessible through out the company. In parallel standards like ISO 9000, ISO 14001 has been developed to help organisation ensure compliance and reduce their impact on the environment respectively.

The objective of business excellence models, such as Malcolm Baldrige National Quality Award, Business Excellence Framework and the EFQM Excellence Model has been to provide a holistic framework that enables organisations assess how well they manage this complex, multi-stakeholder driven operating environment.

To understand BE, it is necessary to understand the **core values and concepts** from which Business Excellence Models (BEMs) were derived . The foundation of Business Excellence models/awards are hugely influenced from the concept of Total Quality Management(TQM) and derived from its principles. Therefore BEM are the new form of total quality management with assigned weights to make it standardize and easy to benchmark with the industry standards. Evidence from the past research has shown that many successful organizations has achieved excellence from implementing these award model. The core values and concepts of the Criteria for Performance Excellence(CPE) of the Baldrige National Quality Program form an excellent framework for understanding the philosophies of Total Quality Management. Figure 1 display the core values and concepts of baldrige in Business, healthcare and education sectors.

BUSINESS	HEALTH CARE	EDUCATION
Visionary Leadership	Visionary Leadership	Visionary Leadership
Organizational and Personal Learning	Organizational and Personal Learning	Organizational and Personal Learning
Focus on the Future	Focus on the Future	Focus on the Future
Valuing Workforce Members and Partners	Valuing Workforce Members and Partners	Valuing Workforce Members and Partners
Managing for Innovation	Managing for Innovation	Managing for Innovation
Management by Fact	Management by Fact	Management by Fact
Focus on Results and Creating Value	Focus on Results and Creating Value	Focus on Results and Creating Value
Agility	Agility	Agility
Societal Responsibility	Societal Responsibility and Community Health	Societal Responsibility
Systems Perspective	Systems Perspective	Systems Perspective
Customer-Driven Excellence	Patient-Focused Excellence	Learning-Centered Education

Fig 1: Baldrige core values and concepts for Business, healthcare and education

BE core values and concepts (Fig 1) are the attributes, beliefs and/or behaviors that BE organizations exhibit. They are the foundations of BE and are embedded into the fabric of successful organizations.

Visionary leadership: Organization’s senior leaders should set directions and create a customer focus, clear and visible organizational values, and high expectations for the workforce. The directions, values, and expectations should balance the needs of all stakeholders.

Customer-driven excellence: Performance and quality are judged by an organization’s customers. Thus, Organization must take into account all product features and characteristics and all modes of customer access and support that contribute value to the customers.

Organizational and personal learning: Achieving the highest levels of organizational performance requires a well-executed approach to organizational and personal learning that includes sharing

<p>knowledge via systematic processes. Organizational learning includes both continuous improvement of existing approaches and significant change or innovation, leading to new goals and approaches.</p>
<p>Valuing workforce members and partners: An organization’s success depends increasingly on an engaged workforce that benefits from meaningful work, clear organizational direction, and performance accountability and that has a safe, trusting, and cooperative environment.</p>
<p>Agility: Success in today’s ever-changing, globally competitive environment demands agility a capacity for rapid change and flexibility.</p>
<p>Focus on the future: Ensuring an organization’s sustainability requires understanding the short and longer term factors that affect your organization and marketplace.</p>
<p>Managing for innovation: Making meaningful change to improve an organization’s products, services, programs, processes, operations, and business model to create new value for the organization’s stakeholders.</p>
<p>Management by fact: Organizations depend on the measurement and analysis of performance. Such measurements should derive from business needs and strategy, and they should provide critical data and information about key processes, outputs, and results.</p>
<p>Societal responsibility: An organization’s leaders should stress responsibilities to the public, ethical behaviour, and the need to consider societal well-being and benefit.</p>
<p>Focus on results and creating value: An organization’s performance measurements need to focus on key results. Results should be used to create and balance value for key stakeholders.</p>
<p>Systems perspective: Managing whole organization holistically and understands how its components interact, and are aligned to achieve success.</p>

Table 2: Core values and concepts of 2011-2012 Baldrige Criteria for Performance Excellences.

1.4) Evolution of BEF:

The adoption of BEF is a post second world war phenomenon and at the beginning it was popularly known as Total Quality Mangement (TQM). The credit first goes to Japan which introduced the Deming Prize in 1951 in honor of Edward Deming, the American statistician who in fact initiated what we now call the ‘total quality management’ (TQM). According to him a business process should be in a continuous feedback loop involving at least four stages: Plan, Do, Check and Act. The Deming Prize is awarded by the Union of Japanese Scientists and Engineers (UJSE), a private organization.

The next major initiative came in America in 1987, targeted to public. The US Congress established the award system, and in recognition of the services of the former Secretary of Commerce, Malcolm Baldrige, it was named after him. The 3 major sectors were initially selected for the award: manufacturing, service and small business after which education and Health were added in the list. There are seven criterias that were considered important in business excellence and they are (1) leadership (2) strategic planning (3) consumer focus (4) measurement, analysis and knowledge management (5) workforce focus and (7) business results. It was mainly targeted for

measuring developed country performance but was accepted also by developing countries as a framework to assess their organisation.

In the same period, Australia also launched its own award system. Initially called the Australian Quality Award (AQA), the name was changed in 1998 to Australian Business Excellence Awards (ABEA). It was based on a broader business framework called the Business Excellence model (BEM) consisting again seven main elements but differed from Baldrige in emphasis and interpretation. Australia made more emphasis on 'sustainability' than 'business results'. Initially the quality award system was managed by the Australian Quality Council, but in 2002 the task was handed over to the Standard Australia Incorporation (SAI) with a view to marketing the framework widely within the country and outside.

The European Foundation for Quality Management (EFQM) started its award system only in 1991 although it was initiated in year 1988. Nevertheless when it started, it was appreciated for its commendable model with nine criteria, five are called 'enablers' and the other four 'results.' Five enablers are the leadership, people, policy/strategy, partnership and processes. The four targeted results are the people results, customer results, social results and the business results. Here again it emphasizes in social democratic outlook going beyond the mere business objectives. EFQM is a public initiative with private partnership. It has given much emphasis on the public sector with special emphasis on its applicability.

In year 1995 Japan took a new initiative through the National Quality Council (NQC) to institute the Japanese Quality Award (JQA) system going beyond the Deming Award. Today both awards are operating quite parallel to each other. **One merit of the JQA is the emphasis given to technology in the business process.** The National Quality Council, also in partnership with the Japanese Productivity Organization, promotes the application of the award framework both in the private and the public sector.

1.5) Business Excellence Framework:

Business Excellence framework were emerged from the concept of Total Quality Management. Today they are usually referred to as Business Excellence Models – this term helps to communicate the importance of "excellence" in all aspects of a business, and not only on product and process quality. Business Excellence model play an important role in promoting and assisting organizations towards performance excellence. The frameworks are used to assess how well BE core values and concepts are embedded in an organization. These models are now used in at least 83 countries as a key mechanism to help businesses to improve.

BEMs help organizations to assess their strengths and areas for improvement and guide them on what to do next. BEMs provide with a holistic method with which to manage the business and get buy-in to key decisions that will lead to sustainable and measurable success. In a sense, the BEMs

serve as the organization’s own internal business consultant, ensuring that business decisions incorporate the needs of all stakeholders, that are aligned to the organization’s objectives and also take into account current thought on international best practices.[2]

Figure 2 below shows the Baldrige Criteria for Performance Excellence (CPE) which is used in the USA but has been adopted in many countries in Asia (in some countries small revisions have been made to it). The model is composed of seven categories. Six of these, labeled 1 to 6, are called the ‘Process’ categories and the other is called the “Results” category. The processes show what an organization does and the Results show what an organization achieves. Good processes lead to good results.

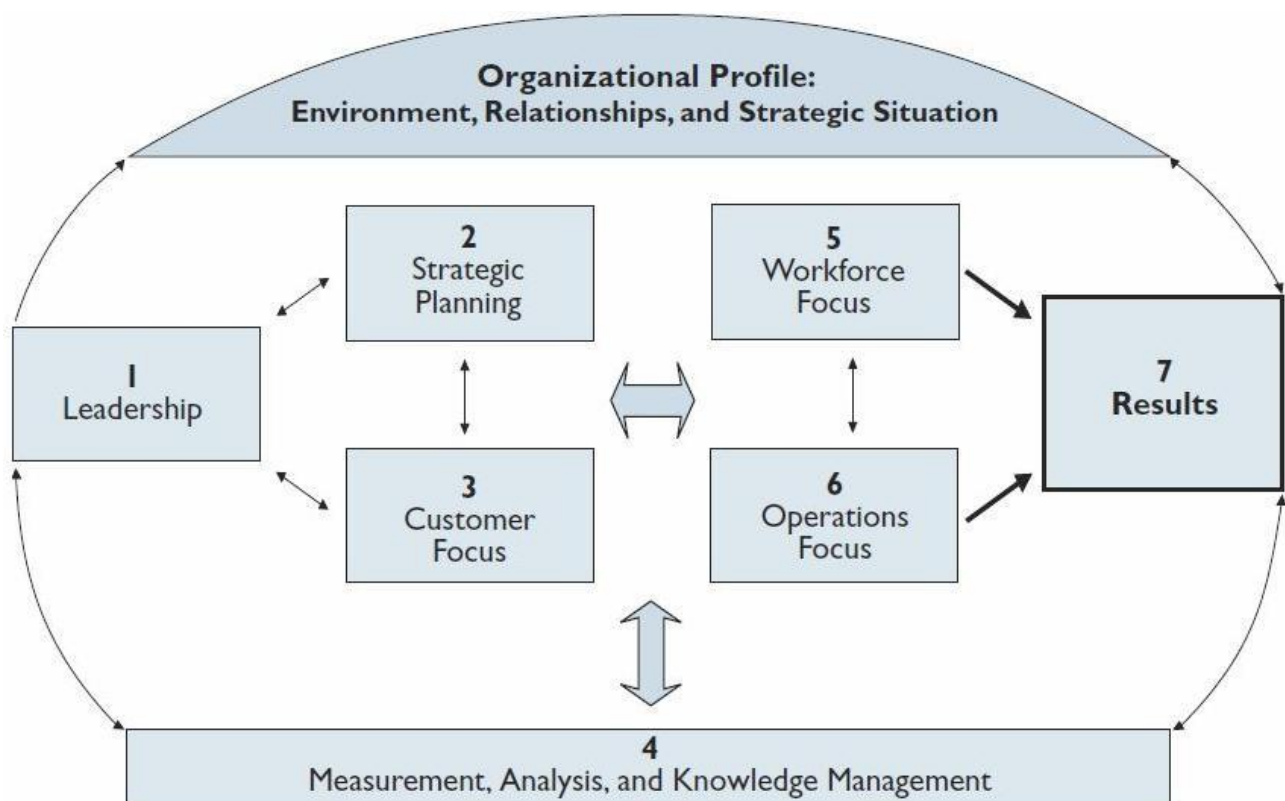


Figure 2 – 2011-2012 Baldrige Criteria for Performance Excellence

Whilst Figure 2 provides an overview of a BEM, Figure 3 shows in more detail the seven categories. The categories are broken down into items. The scores attached to each item indicating their importance. This weighting can vary dependent on the BEM but most BEMs have a maximum score of 1000 points. The scoring is important when organizations apply for a national BE award as it enables the BE maturity of applicant organizations to be compared. When an organization is not applying for an award, the scores are useful for tracking year on year improvements. The example of scoring the criterion and how it is assigned is depicted in Appendix 1 given in the last part. However it depends on the emphasis of models and organizational importance of the criterion in general.

1.Leadership: examines how organization’s senior leaders’ personal actions guide and sustain organization. Also examined organization’s governance system and how organization fulfills its legal, ethical, and societal responsibilities and supports its key communities.

<p>2.Strategic Planning: examines how organization develops strategic objectives and action plans. Also examined are how chosen strategic objectives and action plans are implemented and changed if circumstances require, and how progress is measured.</p>
<p>3.Customer Focus: Examines how organization engages its customers for long-term marketplace success. This engagement strategy includes how organization listens to the voice of its customers, builds customer relationships, and uses customer information to improve and identify opportunities for innovation.</p>
<p>4.Measurement, Analysis, and Knowledge Management: Examines how organization selects, gathers, analyzes, manages, and improves its data, information, and knowledge assets and how it manages its information technology. The category also examines how organization uses review findings to improve its performance.</p>
<p>5.Workforce Focus: Examines ability to assess workforce capability and capacity needs and build a workforce environment conducive to high performance. The category also examines how organization engages, manages, and develops workforce to utilize its full potential in alignment with organization's overall mission, strategy, and action plans.</p>
<p>6.Operations Focus: Examines how Organization designs, manages, and improves its work systems and work processes to deliver customer value and achieve organizational success and sustainability. Also examined is your readiness for emergencies.</p>
<p>7.Results: Examines Organization's performance and improvement in all key areas; product and process outcomes, customer-focused outcomes, workforce-focused outcomes, leadership and governance outcomes, and financial and market outcomes. Performance levels are examined relative to those of competitors and other organizations with similar product offerings.</p>

Fig 3:Discription of seven categories of 2011-12 Baldrige CPE

1.5.1)Business Excellence Awards:

Business Excellence Awards are the recognition that are provided to the enterprises that outperform in the industry or sector where they compete for. Basically BE Awards are instituted to encourage the performance improvement and to increase the competitiveness towards the business excellence. Different innovative models for business excellence evolved in different parts of the world on which quality awards for their performances were instituted in their respective countries. These awards are given to those organizations who has played an excellent role in delivering quality in actual terms and are role models for others. Some of these awards are:

- 1)Deming Prize (DP)
- 2)Malcolm Baldrige national quality award (MBNQA)
- 3)Australian Business Excellence Award (ABEA)
- 4)European Foundation For Quality Management (EFQM)
- 5)JapanQuality Awards (JQA)
- 6)Singapore Quality Award(SQA) in 1994.

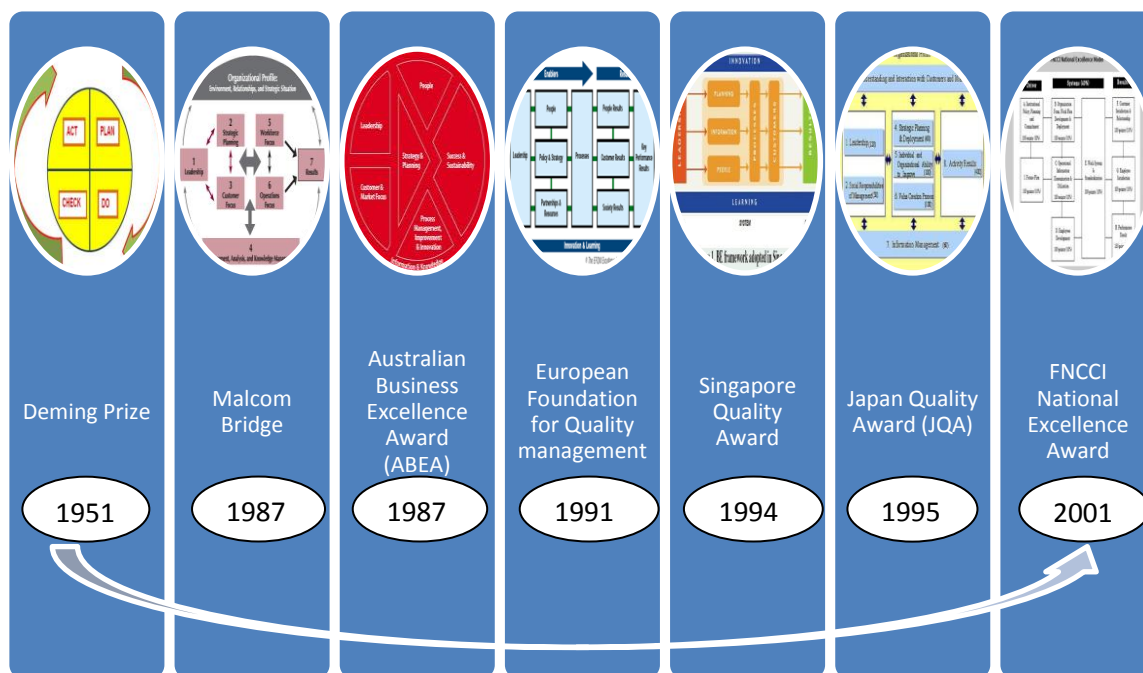


Fig 4: Pictorial representation of Business Excellence Frameworks over time

The National award programs vary in terms of the relative weights of the awards' enabler categories (i.e. leadership, strategic planning, customer and market focus, information and analysis, human resource focus, and process management) and the results categories. The weight of the results categories ranges from a low of 200 to a high of 500 maximum total points.

Award	Enabler Categories		Result categories	
	Number	Points	Number	Points
Malcolm Bridge National Quality Award	6	550	1	450
Australian Business Excellence Award	6	700	1	300
European Foundation for Quality Management	5	500	4	500
Singapore Quality Award	6	600	1	400
Japan Quality Award	7	800	1	200
FNCCI Awards	6	600	3	400

Table 3: Relative weights of Enablers and Results Categories

2) Nepal Quality System

2.1) Background:

Nepal government has given two priorities through the interest and participation of different public and private organization for instituting the basis for Quality management system. The two priorities can be categorized as as a product and the process based. For the former the government of Nepal has authorized Nepal Council for Standard (NCS) to take control regarding

the quality issues and introduced its own national standard (NS marked) to improve the quality in the national products which are later described more thoroughly in the hisory part of this section. The latter was the only recognized Business Excellence Award (BEA) which was established by the federation of Nepalese Chambers of Commerce and Industries (FNCCI) in the year 2000. FNCCI is an umbrella organization of the Nepalese private sectors. FNCCI National Excellence model is basically an award model for recognizing top performing organization in different industrial sector as well as service sector but it is also a quality framework to encourage both the public and private organisation to participate in the path to business excellence by assessing the criterias defined by the quality framework comparing with their own business performance indicators. Therefore it can be understood that there is only one official BE framework in the country at present which is not operated by the government body but the private organization named FNCCI .

2.2)History:

The economic development was possible only through the industrial development in the country which was realized by the government of Nepal and considered in the Nepal Industrial Policy of 1974. And the industrial development is possible only through the quality production in compliance with required standards. Hence, it was felt that there is a void in the system to look and control for these quality related issues, seeking an urgent need of an organization that looks after the activities concerning standardization and quality control for qualitative improvement in the industrial production and to enhance productivity. That was how National Standards Body came into existence. A committee called "Nepal Quality Standardization Committee" under the chairmanship of the vice-chairman of National Planning Commission along with a secretariat to the committee called Nepal Institute of Standards (NIS) Was established in 1976. NIS Went on working to develop national standards and also to formulate concerned acts and rules. Nepal Standards (Certification Mark) Act 2037 and Rules 2040 were promulgated in the following days. Accordingly, in 1981 Nepal Institute of Standards (NIS) Was renamed and restructured into Nepal Bureau of Standards (NBS) as a full-judged department of Ministry of Industries.

Later, it was felt that standardization and quality control activity couldn't go along without the help of metrology since the verification of weights and measures is an integral part of standardization and certification activities. Therefore, in 1988 Department of Weights and Measures of Ministry of Finance was merged with Nepal Bureau of Standards and was again restructured into Nepal Bureau of Standards and Metrology (NBSM) and has been acting as such since then to this date.

2.2.1)Nepal Council for Standard (NCS)

Nepal Council for Standards (NCS) was formed as the governing body for Quality, Standards, Testing and Metrology (QSTM) activities in Nepal.

2.2.2)Nepal Burea of Standards & Metrology (NBSM):

Nepal Bureau of Standards & Metrology (NBSM) is the National Standards Body of Nepal. It is one of the departments under Government of Nepal, Ministry of Industry, Commerce and supplies.The NBSM is a member of the following organization given with the date of membership:

1991:ISO (International Organization for Standardization)

1983:OIML (International Organization for Legal Metrology)

2001:IEC (International Electro-technical Commission)

2.2.3)NS Quality Award:

The NS quality award is an annual award provided by NBSM to Nepalese Industries for standardizing the quality of the product. The objective of NS quality award is to improve product quality through implementation of NS standard requirements integrated management system. The award tries to promote awareness to the Business enterprises on following points

- 1.Awareness of quality as an essential element for competition in today's business environment
- 2.Opportunity to improve business results and market expansions
- 3.Defect prevention and continuous quality improvement of products
- 4.Social accountability
5. Environmental awareness
6. Occupational health and safety
7. Customer satisfaction
8. Trade facilitation

The awards are basically divided into three catagories and they are as follows:

s.no	Description	Types of awards	scores
1	Top score Winner	'NS' quality Award	80/100
2	First Runner Up	Letter of Appreciation	75/100
3	Second Runner Up	Letter of Appreciation	75/100

Table 4:Award Categories

2.2.4)Stages of evolution:

1) There are two stages of evolution. In the first stage, all the applicants are evaluated according to "Screening criteria" and select top ten industries in accordance to the score they obtain.The screening criteria can been seen below in table 1.

s.n	Confirmitiy	marks
1	Percentage compliance according to the relevant Nepal standard (for last two years).	40

	Market sample (20) Factory sample (15) Onsite sample testing (5)	
2	Implementation of NBSM directives	
	i) Inspector's report after inspection Product (raw material to finished product) related conformity (15) System related conformity (15) Timely response and corrective action to non conformity (5)	35
	ii) Compliance to contract agreement as per certification mark labeling of NS mark (3) Implementation of Quality Manual (3) Advertisement of NS mark (2) Access to relevant information during Inspection (2) Compliant handling (3) Timely renewal of license and submission of NS mark fee (5) Others (2)	20
3	Continuity of NS Certified year*	5
	Total	100

Table 5: Screening Criteria

*Note: Allocate 0.5 marks for every certified year

2) In the second stage of evolution, the selected top ten industries are evaluated according to "Onsight audit criteria". The criteria are designed to help organization to enhance their competitiveness through **results oriented goals**. The concepts are embodied in following categories in table 6.

s.no.	Categories	Point values
1	Leadership	100
2	Customer focus	100
3	Process and system management	250
4	Human resource management	100
5	Information Management	100
6	Corporate social responsibility	100
7	Performance and Improvement	100
8	Infrastructure and housekeeping	50
9	NS certified products	100
	Total	1000

Table 6: Onsight Audit Criteria

Year	NS Quality Award	Products()	Letter Of appreciation	Product(NS)
2012	Bhagwati Steel Ind. Pvt.Ltd. Bara Panchkanya Plast Ind.Pvt.Ltd. Kotihawa, Rupendehi (in Medium Scale Category) Himalayan Spring Water	GI Pipe NS:199 UPVC Fitting NS:519 Mineral Water NS:173	(i)Panchkanya Plast Ind.Pvt.Ltd. Kotihawa, Rupendehi (ii)Asian Thaifoods Ind. Pvt.Ltd.	UPVC Fitting NS:519 Instant Noodles NS: 138

	Pvt.Ltd. (in Small Scale Category)			
2011	Gorkha Brewery Pvt.Ltd. Mukundapur, Nawalparasi. Probiotec Ind.Pvt.Ltd. Lipanibirta, parsa (in Medium Scale Category) Cristal product Pvt.Ltd.Hetunda Industrial Area(in Small Scale Category)	Beer NS:23 Poetry Feed NS:11 HDEP Pipe NS:40	(i)Hulas wire Ind. Pvt.Ltd. Tankisinuwari, Morang (ii)Swastik Oil Ind. Pvt.Ltd. Hattimudha, Morang	GI wire NS:163 Soyeban Oil NS: 103
2010	Mainawati Steel Industry Pvt.Ltd. Biratnagar Lumbini Electrical Industry Pvt.Ltd. Butwal(in Medium Scale Category) Hisi Polythein & Plastic Industries Pvt.Ltd.Balaju(in Small Scale Category)	G.I pipe NS:199 PVC Cable NS:344 HDEP Pipe NS:40	Bikas Flour Mil Pvt.Ltd. Nepalgunj	Maida NS:10

Table 7: NS quality award winner in last three years

2.2.5) Nepal Standards Formulation Process:

The steps for the standard formulation process is described below:

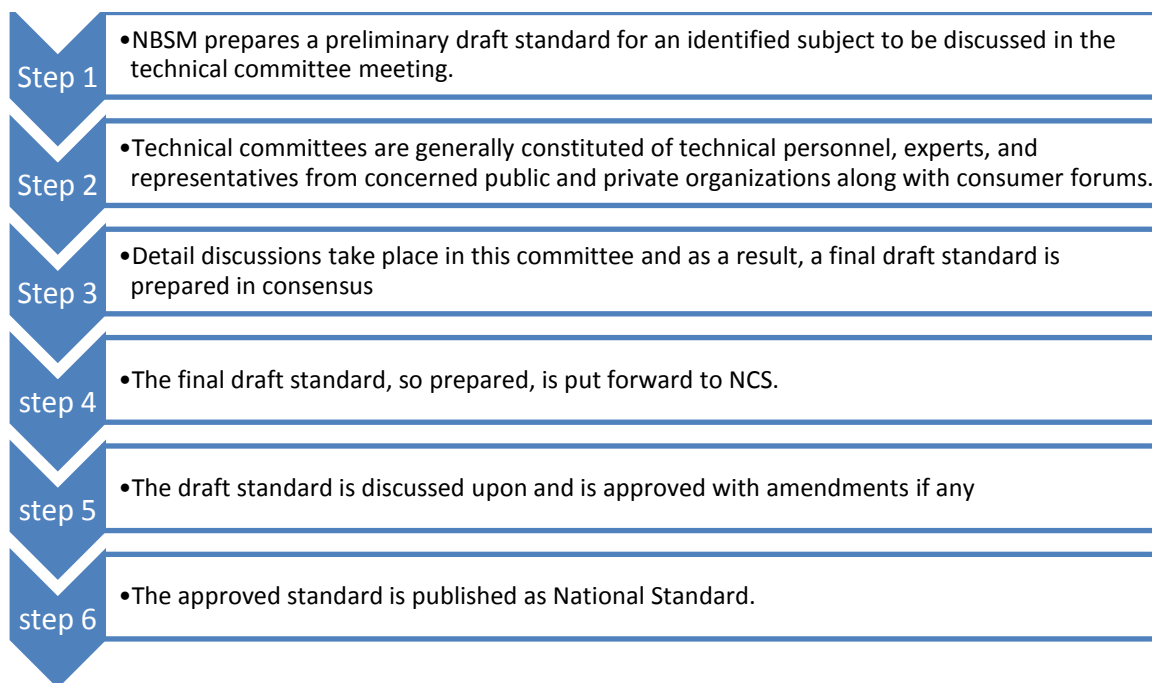


Fig 5: Standard Formulation Process

NBSM has developed around 800 national standards focusing on national priorities such as industrial development, community welfare, safety and health of its citizens. Some examples of NS standards product categories is shown below in the Appendix 7.

2.3)Federation of Nepalese chamber of commerce and Industries (FNCCI):

The Federation of Nepalese Chambers of Commerce and Industry (FNCCI) is an apex body of the whole private sector of Nepal, comprising of 402 leading public and private sector organizations, 81 district/municipality-level chambers of commerce and industry in 66 out of 75 districts, 47 commodity/sectoral associations, and nine bi-national chambers.

The FNCCI award is established to promote the awareness of performance excellence for **sustainable growth and development of an institution**. Besides recognizing business excellence, the award also increases the understanding of the elements critical to attain the same. This is accomplished by promoting information sharing (e.g. strategies, management practices) of successful organizations and the benefits derived thereof.

2.3.1)Award Frameworks and Catagories

The Federation of Nepalese Chambers of Commerce and Industry (FNCCI) instituted the FNCCI National Excellence Award for the first time in the year 2001 to promote performance excellence for sustainable growth and development of an institution. The award established to understand the elements that are critical for Business excellence. This is accomplished by promoting information sharing (strategic panning, management practices,sustainablethinking etc) of successful performers and the benefits derived thereof.The award is based on a comprehensive model focusing on the organizational practices and performances under nine different criteria, which are further divided into thirty-one sub-criteria.

In 2010, FNCCI added two more award in the list FNCCI People Excellence Award (FNCCI PE Award) and FNCCI Service Excellence Award (FNCCI SE Award). Both of the FNCCI PE Award and FNCCI SE Awards are based on a comprehensive model focusing on the organizational practices and performances under nine different criteria, which are further divided into thirty-one sub-criteria.FNCCI PE Award recognizes organizations that have excelled in developing employees for business success. FNCCI SE Award recognizes organizations that have developed outstanding management capabilities to drive and sustain customer service excellence for business success.

At present, the FNCCI has been instituting the following three types of FNCCI Excellence Awards

- a)FNCCI National Excellence Award (FNCCI NE Award)
- b)FNCCI People Excellence Award (FNCCI PE Award)
- c)FNCCI Service Excellence Award (FNCCI SE Award)

2.3.2)Selection Process

Companies Procure Applicant documents	Aspiring Applicants procure application documents from the official website of FNCCI
Assessors	The FNCCI National Excellence Award Forum selects the Jurors and assessors
Applicants Submit filled forms	Applicants sendfilled application forms and

	supporting documents to FNCCI
Assessor Scoring	Assessors List strength/areas for improvement and award preliminary scores. Team meeting to reach consensus score
Jurors	Distinguished individuals from business and academia appointed as Jurors decide on site visits (which organisations to be further examined)
Site Visits	Assessor teams make site visits to check validity of application and clarify issues. Assessor team writes final report on applicants and award final scores.
Jurors	Based on report from site visit of the teams, scores provided by the assessors, jurors decide on the Award, prize – Winners and commendations
Award presentation	The FNCCI Awards Commendation Letters and Certificates are awarded
Feedback Report	Assessors Feedback Report are presented to the participating enterprises.

Table : Selection Process

2.3.3)FNCCI National Excellence Model

The criteria were identified and developed on the basis of the seven-category criteria of the Malcolm Baldrige National Quality Award (USA) and the ten-point criteria of the Deming Application Prize (Japan) to evaluate the performance of Nepalese organizations. Figure 3 illustrates the FNCCI National Excellence Model.

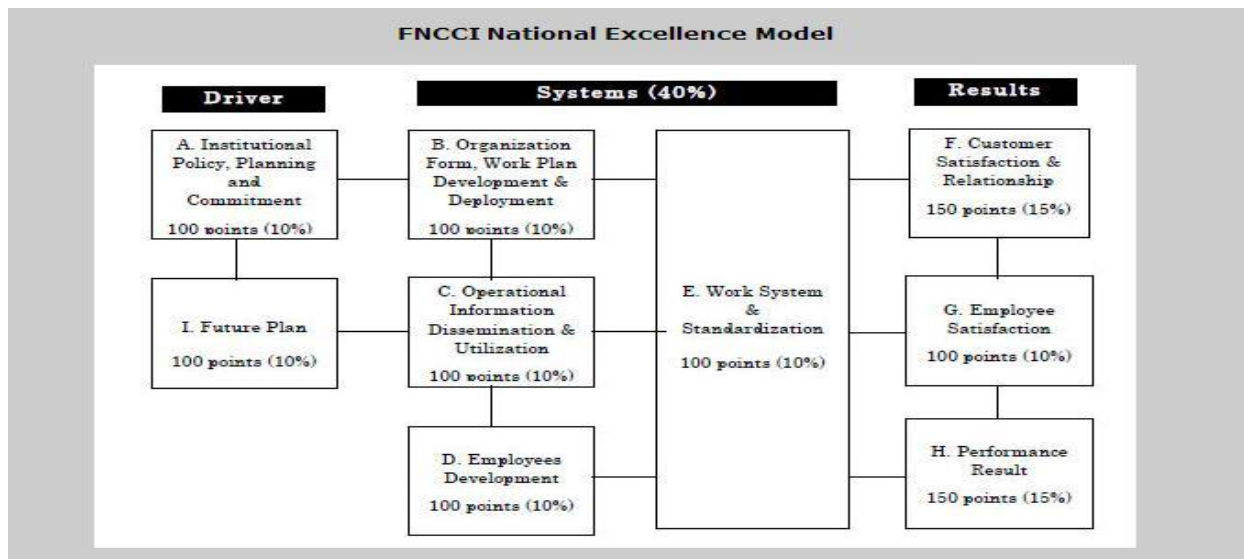


FIG 6:FNCCI National Business Excellence

The criteria categories are grouped into Drivers, System and Results and are used to assess the organizations performance based on these categories. The Drivers and Systems Criteria are concerned with how results are being achieved. The Results criteria are concerned with what the organization has achieved and is achieving. The figures in the model show the maximum number of points that may be given to each of the criteria categories and the equivalent percentage weights. Drivers, Systems, and Results are valued at 200 points, 400 points, and 400 points, respectively, for a total of 1,000 points.

According to FNCCI, excellence with respect to customers, employees, and business performance are achieved through institutional policy, planning and commitment, organizational form, work plan development and deployment, operational information dissemination and utilization, employee development, and work system and standardization through effective leadership.

2.3.4) Business Excellence framework criterias

The criteria of FNCCI national excellence award were created from the evaluation of the Malcolm Baldrige National Quality Award (USA), Japan Quality Award, and the CII-EXIM Award for Business Excellence (India). The Criteria for National Excellence provide an organization with an integrated, **result-oriented framework** for implementing and assessing management practices and achieving results. The nine criteria categories seeks the answer of the questions given below.

A. Institutional Policy, Planning and Commitment

→How the organization implements its vision and mission and via a clear stakeholder focused strategy and supported by relevant policies, plans, objectives, and targets and work systems.

→How the organization plans its internal resources in order to support its policy and strategy and the effective operation of its work systems.

→How leaders develop and facilitate the achievement of the vision and mission and, develop values required for long-term success and implement these via appropriate actions and behaviors, and are personally involved in development and implementation of the organization's management system.

B. Organizational Form, Work Plan Development, and Deployment

→How the organization designs, implements and improves its organizational structure and work plan in order to support its policy and strategy.

C. Operational Information Dissemination and Utilization

→How the organization designs, implements and improves its operational information dissemination system and utilize the information for driving quality excellence and improving competitive performance.

D. Employees Development

→How the organization manages, develops and releases the knowledge and full potential of its employees, and plans these activities in order to support its policy and strategy and the effective operation of its work system.

E. Work System and Standardization

→How the organization designs implement and improve its work system and standardize its working procedures in order to support its policy and strategy.

F. Customer Satisfaction and Relationship

→Describes the organization’s relationships with its customers and its knowledge of customer requirements and the key quality factors that determine customer satisfaction and the organization’s competitiveness in the market.

G. Employee Satisfaction

→What the organization is achieving in relation to its employees.

H. Performance Results

→What the organization is achieving in relation to its planned performance

I. Future Plan

→How the organization prepares its future plan looking at the trend of the changing global business environment.

2.3.5)Assessment process:

Basically the assessment process is not defined in

2.3.6)Processing of Applications

The award applications are categorized into Large, Medium and Small-Scale organizations, depending upon number of employees, annual sales, and registration in concerned department as shown in the table below .

Particulars	Small-Scale	Medium	Large
Number of employees	Up to 25	26 – 100	More than 100
Annual sales (turnover)	Up to Rs 50 million (about US\$8,700)	Rs 50-250 million (about US\$8,700 – US\$3.3 million)	More than Rs 250 million
Department in which registration was made	Small	Medium	Large

Table 9: Award Catagorization(Source: Fncci)

The award process includes independent review, consensus review, and a site visit review. From among the applicants, up to ten organizations in each category are selected for site visit. Thus, each year, there will be a maximum possible total of 30 site-visited applicants.

2.3.7)Assessor Team

A team of assessors from the FNCCI Productivity and Quality Promotion Committee(PQPM), Department of Standards and Metrology, and Department of Industry is established to evaluate the applicant organizations, including conducting a site visit review. At the site visit, the assessor team interacts with the management and key personnel of the organizations, inspects the production process, and verifies the statements made in the application checklists.

2.3.8) Jury

FNCCI appoints a Jury consisting of distinguished personalities who have profound knowledge and experience in the field of management, quality, and organizational excellence. The Jury makes the final decision on the selection of excellent companies to be recognized with the FNCCI-National Excellence Award.

2.3.9) Scoring

The points are scored as per the sub-criteria, with each sub-criterion given 100 points (Appendix 1). The score awarded to each criteria category is the arithmetic average of the percentage scores to the sub-criterion. For Criteria Categories 6 and 7, weights of 25 percent and 75 percent are given to perception and performance indicators, respectively.

2.4) Administrative System:

The Federation of Nepal Chambers of Commerce and Industry (FNCCI), constituted a specialized committee called the Productivity and Quality Promotion Committee (PQPC) on August 11, 1999. Its major objective is to create a positive environment, as well as to facilitate productivity and quality improvement in the business organizations of Nepal, by building awareness among stakeholders, developing human resources, and motivating organizations to pursue productivity and quality. The PQPC decided to motivate quality-oriented business organizations operating in the country for the benefit of all stakeholders; these stakeholders include customers, society, the state or the government, and the business organization itself. The PQPC intends to recognize business organizations that exhibit excellence in areas of productivity and quality. The Productivity and Quality Promotion Committee consists of a committee chair, two co-chairs, and 12 members coming from the Nepal Bureau of Standards and Metrology, National Productivity and Economic Development Centre, Department of Industry, Department of Labor, Industrial Enterprise Development Institute, industry representatives, and experts/consultants[1].

3) Model comparison with Asia-pacific and Exemplar market

3.1) In Asia-pacific context

There are considerable amount of excellent organizational management system in Asian market today, in fact the total quality revolution was started from Japan and appreciated by worldwide for their commendable Quality improvement initiatives, which was actually initiated by Demings Philosophy of Quality management. That has influence other neighbouring countries to implement Quality management system such as TQM and six sigma and hence improve the business performance. Countries like Singapore, Japan, Taiwan, Malaysia, Thailand and other Asian with Australia, Fiji and New Zealand from Pacific has taken significant leap in terms of quality specially by implementing these popular Business excellence models in their management system. Many

have adopted from the western model like Deming , MBNQA and EFQM models while others have developed their own which are gaining popularity in a global context.

As a result the author has attempted to apply top down approach to analyze the Business Excellence framework sampled from the sound economies to find out what models do they implement and what priorities are given to improve their organization performance to achieve their goal of sustainability . Here we begin with the introduction of the head of Asia pacific region “Asia productivity Organization” who looks after the productivity related activities for the member countries.

Asia productivity Organization (APO) whose headquarter is in Tokyo, Japan is a non-political, nonprofit and nondiscriminatory organization in the Asia and pacific region to collect the information on the quality models that the member has been implementing .

Comparing and analyzing the trends for business excellence in context of Asian market and finding the appropriate model to recommend in national level to create Nepal’s own BE model will be the goal of this research activity. The process begin with the short introduction of the major organizations that play a significant role in developing , promoting and assisting valuable information for their member counties to excel their businesses by taking advantage of innovative ideas for improving quality management.. However the author attempted to collected data and information relevant to the topic for finding appropriate model for Nepal. In general the model such as MBNQA, EQQM are also discussed in comparison with Asian models to find out the difference in models and methodologies. Figure below will clarify the intent of the research.

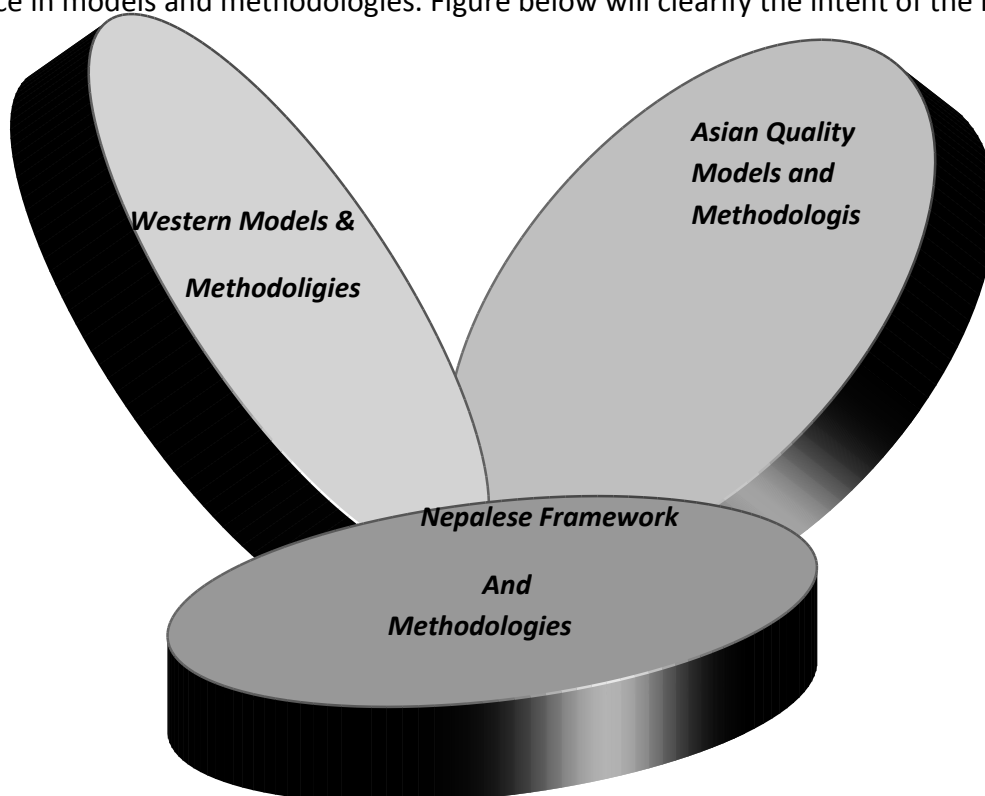


Fig 7: comparison illustration of models and methodologies

3.1.1) Asian Productivity Organization:

The Asian Productivity Organization (APO) was established on 11 May 1961 as a regional intergovernmental organization. The APO is nonpolitical, nonprofit, and nondiscriminatory. The mission of NPO is to contribute to the sustainable socioeconomic development of Asia and the Pacific through enhancing productivity and envisioned to be the leading international organization on productivity enhancement, enabling APO economies to be more productive and competitive by 2020. In serving its members, the APO performs five key roles: Think Tank, Catalyst, Regional Adviser, Institution Builder, and Clearinghouse for Productivity Information.

APO membership is open to countries in Asia and the Pacific which are members of the United Nations Economic and Social Commission for Asia and the Pacific. Current membership is 20 economies, comprising Bangladesh, Cambodia, Republic of China, Fiji, Hong Kong, India, Indonesia, Islamic Republic of Iran, Japan, Republic of Korea, Lao PDR, Malaysia, Mongolia, Nepal, Pakistan, Philippines, Singapore, Sri Lanka, Thailand, and Vietnam. These countries/economies pledge to assist each other in their productivity drives in a spirit of mutual cooperation by sharing knowledge, information, and experience. The member countries of APO are shown in the map below:



Fig 8: Member countries of APO

The Asian Productivity Organization basically comprises the Governing Body, the National Productivity Organizations, and the Secretariat, which is headed by a Secretary-General.

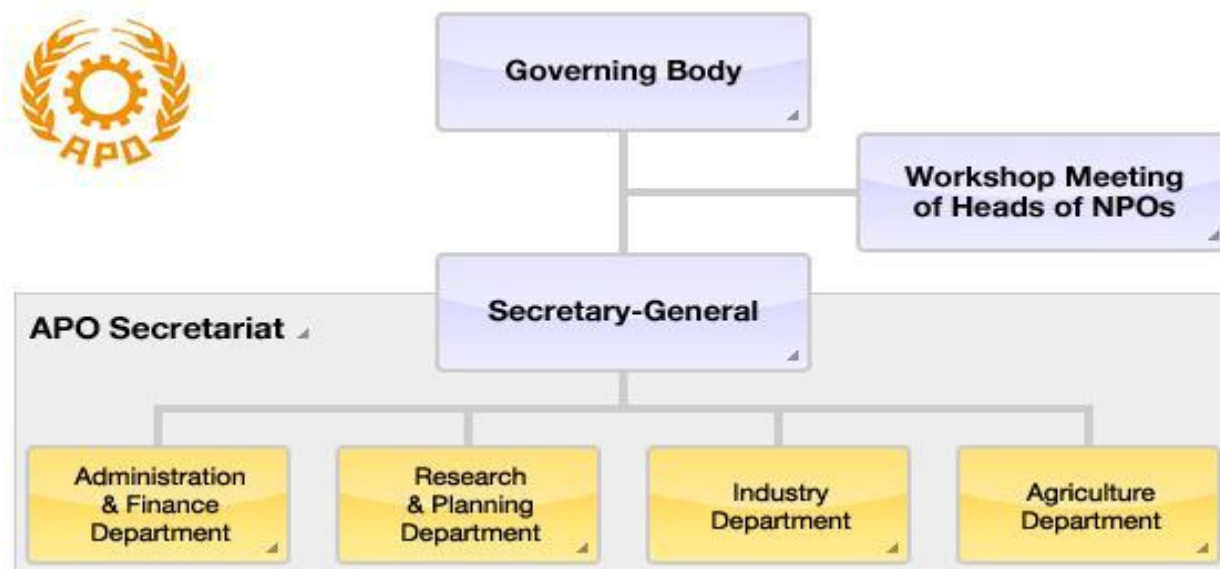


Fig 9 :Structure of APO (Source: APO website)

3.1.2)Governing Body:

The Governing Body (GB) is the supreme organ of the APO. It is composed of one government-appointed Director from each member economy. An Alternate Director is also designated by each member.

3.1.3)National Productivity Organizations:

The NPOs act as the APO's partner to plan and implement programs.NPOs are mandated by their governments to implement productivity improvement programs and spearhead the productivity movement in their respective countries.In short NPOs under supervision of the APOs & Designated body is responsible for controlling activities related to productivity in their respective countries.

3.1.4)Spring Singapore:

SPRING Singapore was designated by the APO as its Centre of Excellence (COE) for Business Excellence in year 2009. The objectives of the COE are as follows :

- To assist APO member economies in developing and strengthening their business excellence and quality award initiatives
- To provide greater value to organisations participating in such initiatives through sharing of expertise and international recognition
- To meet the above objectives SPRING singapore carried a wide variety of activites , which are as follows:

- Facilitate best practice sharing and profile of leading organisations participating in national business excellence or quality awards programmes in the region internationally
- Develop the competence of business excellence stakeholders (e.g. assessors, consultants etc) in APO member economies
- Enhance capabilities of APO member economies in managing their business excellence or quality award initiatives
- Initiate research on business excellence to identify needs, develop appropriate approaches, and assess impact
- Sustain the leadership of the COE by strengthening its capability in business excellence

3.2) Positioning NBQBE and NEPDC with APO and SPRING

As APO looks after the productivity and SPRING focuses on the Business Excellence of the member countries of APO, Nepal should take advantage from these governing bodies by learning to increase the productivity bringing excellence in Nepalese Industries and Businesses. Being the central hub of the Asia and pacific, Nepal should take advantage from all the member countries and learn from them to learn cutting edge technology integration and implement in Nepalese Business environment to be compete in globally. As APO has assigned NEPDC as the National Productivity Organization of Nepal, it should assist NBQBE in developing sound Business Excellence Strategy that could help to foster the organizational performace and achieve Business excellence in every sectors of the business environment. Hence the author has suggested Partners pyramid Network (PPN) structure to clarify the role of national bodies with APO and SPRING Singapore for the mutual cooperation to carry out the effective and efficient Business Excellence journey.

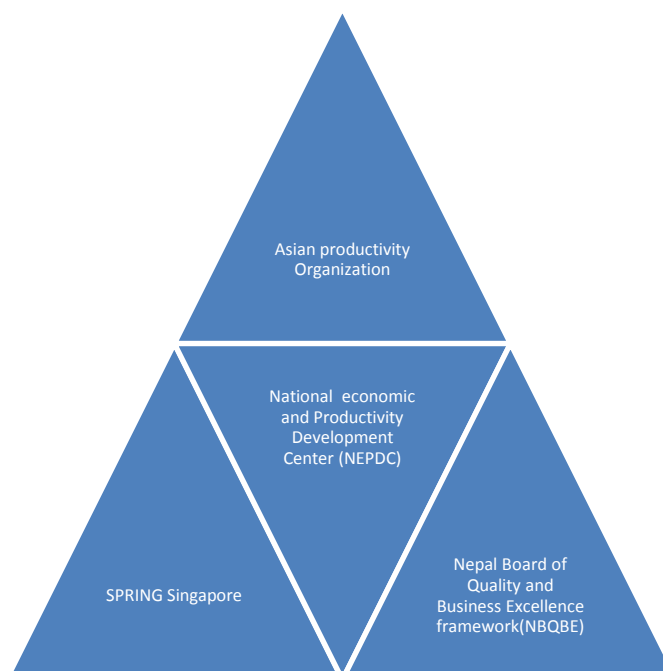


Fig 10: Partners Pyramid Network (PPN)

On the whole, there are 20 member countries from Asia and Pacific all together and Nepal is one among them. The author has attempted to start with comparing different features and attributes of different BE models from the origin, their adopters and the followers by selecting the economies that are best renowned from the Qualitative perspective. Therefore below given is the summary of the models that the author choose to analyze and they are: MBNQA, EFQM, SQA, JQA, & FNCCI BE Model.

Name(Year)	MBNQA(1987)	EQA(1991)	FNCCI BE (2000)	SQA(1994)	JQA(1995)	ABEA (1987)
Country	USA	European	Nepal	Singapore	Japan	Australia
Responsible Organization	NIST	EFQM	FNCCI	SPRING Singapore	JPC	SAI Global
Core values and Concept	<ol style="list-style-type: none"> 1. Visionary Leadership 2. Organizational and personal learning 3. Focus on the future 4. Valuing workforce and partners 5. Managing for innovation 6. Management by facts 7. Focus on results and creating value 8. Agility 9. Societal responsibility 10. System perspective 11. Customer driven Excellence 	<ol style="list-style-type: none"> 1. Results Oriented 2. Customer Focus 3. Leadership and constancy of Purpose 4. Management by Process and Fact 5. People development and involvement 6. Continuous learning, innovation and improvement 7. Partnership and development 8. Corporate social responsibility 	Not Defined	<ol style="list-style-type: none"> 1. Visionary Leadership 2. Customer-Centric Excellence 3. Innovation Focus 4. Organisational and Personal Learning 5. Valuing People and Partners 6. Agility 7. Knowledge-Driven System 8. Corporate Social Responsibility 9. Results Orientation 10. Systems Perspectiv 	<ol style="list-style-type: none"> 1. Customer driven Quality 2. Leadership 3. Process-oriented 4. Creating Knowledge 5. Agility 6. Partnership 7. Fairness 	<ol style="list-style-type: none"> 1. Lead by example 2. Understands what market and customer values 3. continuously improve the system 4. develop and value people's capability 5. Agility 6. Knowledge and information management 7. Corporate social and environmental responsibility 8. Sustainability
Criteria and scoring System	<ol style="list-style-type: none"> 1. Leadership (120) 2. Strategic planning (85) 3. Customer focus (85) 4. Measurement analysis & knowledge management (90) 5. Workforce focus (85) 6. Process management (85) 7. Results (450) 	<ol style="list-style-type: none"> 1. Leadership (100) 2. Strategic (80) 3. People (90) 4. Partnership & resources (90) 5. Process & product/ service (140) 6. People results (200) 7. Customer results (90) 8. Society results (60) 9. Key results (150) 	<ol style="list-style-type: none"> 1. Institutional policy, planning and commitment (100 pts.) 2. Future Plans(100 pts.) 3. Organizational form, workplan, development and deployment (100 pts.) 4. Operational information dissemination & utilization (100 pts.) 5. Employees Development (100 pts.) 6. Work system and standardization (100 pts.) 7. Customer satisfaction and relationship(150 pts.) 8. Employee 	<ol style="list-style-type: none"> 1. Leadership (120) 2. Planning(70) 3. Information(70) 4. People(100) 5. Processes(90) 6. Customers(100) 7. Results(450) 	<ol style="list-style-type: none"> 1. Leadership(120) 2. Social responsibility of management(50) 3. Strategic Planning and deployment(60) 4. Value creation process(100) 5. Understanding and interaction with Customers and markets(110) 6. Information management(60) 7. Individual and organizational ability to improve (100) 8. Activity results(400) 	<ol style="list-style-type: none"> 1. Leadership(180 pts.) 2. Strategy + planning process (100 pts.) 3. Process management, Improvement and Innovation (160 pts.) 4. Customers + Market focus (150 pts.) 5. Data, Information + Knowledge (100 pts.) 6. People (160 pts) 7. Success and sustainability(150 pts)

			satisfaction(100 pts.) 9.Performance results (150 pts.)			
Evaluation dimensions	Process: Approach, Deployment, Learning, Integration (ADLI) Result: Level, Trends, Comparisons, Integration (LeTCI)	Result, Approach, Deployment, Assessment, Review (RADAR)	Questionnaire Approach	BEACON): Approach, Deployment ,Results.	Approach, Deployment, results	Approach , deployment, Review, Improvement
Award procedures	1. Applicants submit the application materials 2. Independent review conducted by at least five examiners 3. Consensus review conducted on outstanding applicants 4. Site visits are conducted on short-listed finalists 5. Judge reviews the on-site evaluation report and recommends the award winners to director of NIST	1. Applicants submit the application materials 2. Individual assessments are conducted by at least six assessors 3. Team of assessors meets and determines consensus score for applicants. Next, those short-listed receive site visits 4. The assessment teams prepare the site visit reports 5. The panel of judges reviews the site visit reports, determines the winners and the role model	1.Applicants send filled application forms and supporting documents to FNCCI 2.Assessors List strength/areas for improvement and award preliminary scores. Team meeting to reach consensus score 3.Assessor teams make site visits to check validity of application and clarify issues. 4.Assessor team writes final report on applicants and award final scores. 5.Based on report from site visit of the teams, scores provided by the assessors, jurors decide on the Award, prize – Winners and commendations	1. Write application report 2. Submit online application 3. Pre site Visit meeting 4. Site Visit 5. SQA Management committee meeting 6. SQA Governing Council meeting 7. Awards Presentation 8. Feedback Session 9. BE sharing	1. Application 2. JQA Application 3. Individual Review 4. Consensus Review 5. Feedback Report 6. Site Visit Review 7. Feedback report 8. Judges' Final Review 9. JQA Committees' Approval	1. Application open 2. Submit Application 3. written submission 4. Individual evaluation 5. site visits 6. panel review 7. Presentation event 8. Feedback report issued 9. Feedback to improve process

Table 9: Summary of MBNQA, EQA, SQA, JQA & FNCCI BE AWARD features and attributes

The MBNQA model includes a leadership triad (leadership, strategic planning, and customer focus categories), a results triad (workforce focus, process management and results categories), and measurement analysis & knowledge management serves as the information provider to support the two triads. The way in which organizations evaluate each criterion stated above in terms of a two-dimensional system which included 'process' and 'results'. The process is comprised of four sub-dimensions, 'ADLI' which indicates 'approach', 'deployment', 'learning' and 'integration'. The result is also comprised of four sub-dimensions, 'LeTCI' which indicates 'levels', 'trends', 'comparisons' and 'integration'.

The BE model adopted in Singapore is based on universally accepted standards of the US Malcolm Baldrige Performance Excellence Program, EFQM Excellence Award. The nine criteria are

comprised of quality improvement enablers and results. The quality improvement enablers include leadership, strategic, people, partnership & resources, process & product/service. Effective implementation of the enablers influences the results. The result criterion includes people results, customer results, society results and key results. The evaluation of each criterion includes a five-dimensional system, 'RADAR' which indicates the abbreviation of 'result', 'approach', 'deployment', 'assessment' and 'review'. EQA improves its own quality model by continually analyzing applicant feedback and making necessary adjustments.

FNCCI BE has not mentioned its core values and concept and the criterias are of subjective nature although the meaning of the criterias transfers the similar meaning like the the above two models. The model are divided into three parts, drivers, system and results. The driver parts consist of the Institutional policy, planning and commitment and future plans. The leadership is not visible in the driver part and there is no clarity in the planning and the future plan part as to know if they are mentioned for short term and for the long term. In the system part there are Organizational form, workplan, development and deployment, Operational information dissemination & utilization, Employees Development, Work system and standardization followed by the result part in which there are Customer satisfaction and relationship, Employee satisfaction, Performance results. The main disadvantage of the this BE model is that the keyword in the criterion are lengthy and overlapping and also the two important criterion on the driver part, leadership and Customer focus in the system part are missing compared to other model although the result section has mentioned the customer satisfaction as a KPI. In addition the model use a questionnaire approach while assessing the applicants and provides feedback after the evaluation.

The JQA Core Values consists of eleven factors. It shows how to take measures in the most important matters in any management situation and management environment, in a manner consistent with the four Concepts. The concept refers to the fundamental values, attitudes, belief, and standards of performance of the Japan Quality Award, which aim for innovation and creation of a management system with performance excellence. It consists of four values: Customer Focus, Individual Capability, Employee Oriented, and Public Responsibility. The Japan Quality Award evaluates the applicant's response to each Assessment Item in relation to the information in the Organizational Profile. The Scoring Guidelines are created based on the idea of organizational maturity levels and indicate the level of goals that the organization will aim for. The Scoring Guidelines, which has three evaluation dimensions (Approach, Deployment, and Results), indicate six levels of management conditions. This theory of using six levels to evaluate is based on the "maturity level model."

The SQA initiative provides a comprehensive framework to manage organisations for business excellence. The business excellence framework is aligned with the business excellence frameworks adopted from the US Malcom Baldrige Quality Award, European Excellence Award, Japan Quality Award and the Australia Business Excellence Award. It has 7 categories, namely, Leadership, Planning, Information, People, Processes, Customers and Results. The overall business excellence standard, based on the business excellence framework, provides organisations with a

holistic approach in managing people, systems, processes, and customers to achieve high performance. There is a strong emphasis on results, as the ultimate test of excellence is in the results achieved. The results provide an important reference point on the effectiveness of the systems adopted, and the success of the organisation in attaining excellence. The scoring system adopted for the SQA business excellence standards cover the approach, deployment, and results dimensions. It looks at the approaches taken by an organisation to improve performance, the extent of deployment of those approaches, and the results achieved by the organisation.

Conclusion: To conclude the review of the different BE models from above, they are similar to each other in multiple categories which means from core values and concepts, criteria scoring, evaluation dimensions to award procedures. Most of the indicators from the BE models around, have many similarities, without which the business cannot be operated and sustained. The only differences are; keywords used in different models either in national, regional or intercontinental level. For example from the above summary table that has distinguished the features and attributes of different model has many similarities than dissimilarities starting from the core values and concepts to the award procedure. As we can see from these 5 different models across the world and the majority are emulated from the MBNQA and the European model. Likewise JQA & BE are adopted from MBNQA whereas SQA is adopted from the EFQM model. The author has attempted to analyze these 5 different models from a thought that came as the popular BE models that exist in an intercontinent level. Therefore the MBNQA and EFQM being popular from the western part of the globe whereas the rest three are from the eastern region. Also the reason to choose these models are to compare the features and attributes from the strongest economies that represent the western and eastern developed nations.

3.3) Criteria comparison of several BEM's in asia pacific countries

The comparison below in the table shows the importance of the criteria given to the individual model, prioritized according to their individual business needs derived from their core values and concepts. Basically the comparison is conducted between the Western, Eastern and the Pacific from few samples taking into consideration that most of the countries has implemented the similar model with minor changes according to their emphasis on specific needs for business excellence. Hence the criteria of the models that are presented are EFQM, MBNQA, JQA, SQA, FNCCI & ABEA.

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No	USA	Japan	Singapore	Europe	Nepal	Australia
	Baldrige Criteria	Japan Quality Award Criteria	Singapore BE Framework (Baldrige, EFQM, Australian)	EFQM	FNCCI Business Excellence Award (Baldrige, Deming)	Australian BE Framework Criteria
1	Leadership(120 pts.)	Leadership (120 pts) Social responsibilities of management(50 pts)	Leadership(120 pts.)	Leadership(120 pts.)	Institutional policy, planning and commitment(100)	Leadership(180 pts.)
2	Strategic planning(85 pts.)	Strategic Planning and deployment(60 ptspts)	Planning(70 pts.)	Planning(70 pts.)	future plans(200pts.)	Strategy + planning process (100 pts.)
	Operations Focus(85 pts.)	Value creation process(100)	Processes(90 pts.)	Processes(90 pts.)	Work system and standardization (100 pts.)	Process management , Improvement and Innovation (160 pts.)
4	Customer Focus(85 pts.)	Understanding and interaction with customers and makets(110)	Customers(100pts)	Customers(100pts)	Organizational form, workplan, development and deployment (100 pts.)	Customers + Market focus (150 pts.)
5	Measurement, Analysis and knowledge management(90 pts.)	Information management(60)	Information(70 pts.)	Information(70 pts.)	Operational information dissemination & utilization (100 pts.)	Data, Information + Knowledge (100 pts.)
6	Workforce Focus(85 pts.)	Individual and organizational ability to improve (100)	People(100 pts.)	People(100 pts.)	Employees Development (100 pts.) Customer satisfaction and relationship(100 pts.) Employee satisfaction(100 pts.) Performance result (150 pts.)	People (160 pts.)
7	Results(450 pts.)	Activity Results(400)	Results(450 pts.)	Results(450 pts.)	Results(350 pts.)	Success and sustainability(150 pts.)

Table 11 : Criterias of different BE models from Western & Asia-pacific Region

The outcomes from the review indicates that the models in Asia are emulated from the popular models such as EFQM, MBNQA, Deming & ABEA. Hence the table above indicates that different models have different emphasis on the criterion which are explained in the table below.

Country/Region	Award	Criteria Emphasis
Japan	Japan Quality Award	The major emphasis is on the result whereas customer and market falls under the second and also social responsibility of management have been taken into consideration along with the value creation process.
USA	MBNQA	The criteria and their emphases are result oriented through effective leadership.
Nepal	FNCCI BE Award	The model emphasis on the performance results and customer satisfaction. Therefore the model is basically a result oriented model.
Singapore	Singapore Quality Award	The major emphasis of the criteria is on results and the criteria contain features of the criteria for the MBNQA, the EQA and the ABEM. Also there is more emphasis on leadership, customer and People. People here represents the stakeholders.
Australia	Australian Business Excellence Award	ABEF emphasize on the sustainability of he business through effective leadership , sound process, breakthrough innovation and also emphasis is given to stakeholders and customers plus results. Overall the model has prioritize every factors more or less in equal manner.
Europe	European Quality Award	The model is a result oriented model through the emphasis on effective leadership, customer focus and through meeting people(stakeholders) expectations.

Table 12:Quality Emphasis of National Quality Award Criteria and Model

Further analysis has been done from the past review(mohammad and Mann, 2010) to know the importance of criterias in different excellence models around the world which will clarify even more which BE model are mostly used on a global scale during the BE implementation. The review shows there are 96 models of business excellence in 82 countries. Studies have shown that the Basis of the design excellence models rooted in three model Malcolm Baldrige from USA, EFQM from Europe and Deming prize from japan (Mavroidis and et al,2007). In the following tables, categories based on design models of business excellence models are presented:

Row	The Basis Design Model	Number of Model
1	EFQM	39
2	MBNQA (BALDRIGE)	17
3	DEMING	2
4	EFQM & MBNQA	4
5	MBNQA & DEMING	4
6	EFQM,MBNQA & DEMING	2
7	UNIQUE	17
8	AUSTRALIAN BE MODEL	1
9	NOT KNOWN	10
SUM		96

Table 13: Principles of design excellence models

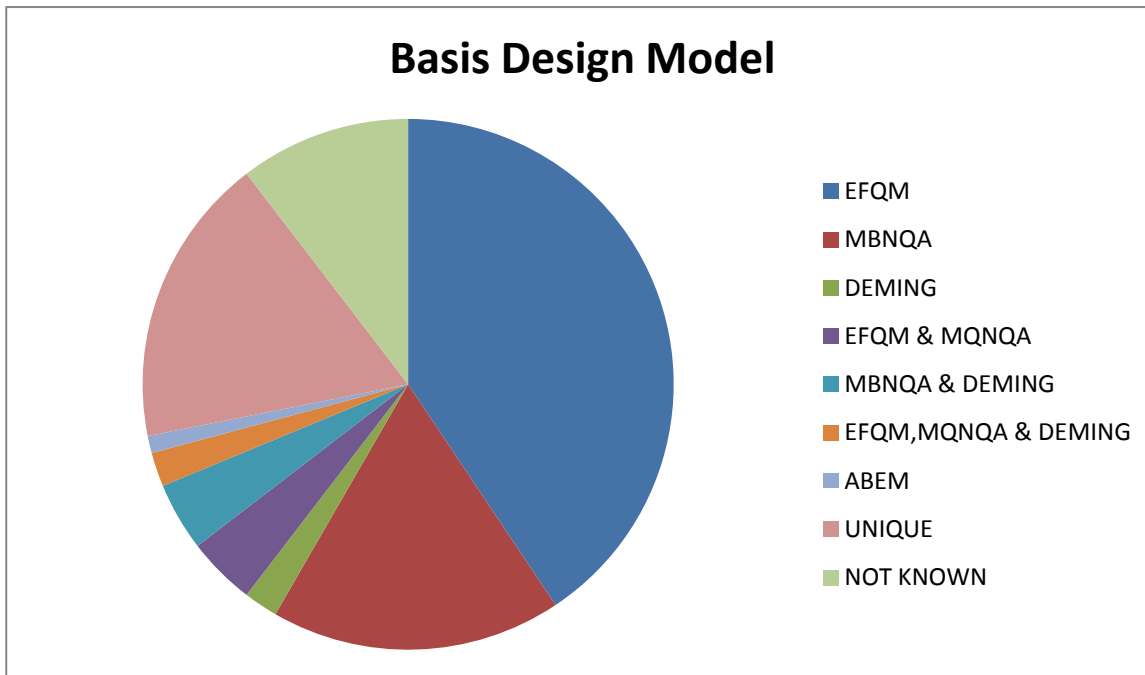


Fig 11: The Basis design Model

As can be seen in the table 13 and fig 11 given above, are based on models of business excellence rooted in the world of business excellence model in Malcolm baldrige, EFQM and Deming. The following two tables, table 14 & TABLE 15 shows the business models corresponding to their country/region & the analysis of the criterion on the basis of the findings from these models.

Region	Country	Award
Sub Saharan Africa	Mauritius	Mauritian National Quality Award
	South Africa	Soyth African Excellence Award
East Asia and the Pacific	Australia	Australian Business Excellence Award
	Brunei	Brunei Civil Service Excellence Award
	Fiji	Fiji National Quality Award
	HongKong	Hongkong Management Association Quality Award
	Indonesia	Paramakarya(Indonesian national Productivity Award)
	Japan	Deming Prize Japan Quality Award
	Republic of Korea	Korean Quality Grand Award
	Malaysia	Malaysian Prime Minister's Award
	Mongolia	National Productivity Award
	Newzealand	Newzealand Business Excellence Award
	Phillipines	Phillippines Quality Award
	Singapore	Singapore Quality Award
	Republic of China	Taiwan National Quality Award
	Thailand	Thailand Quality Award
	Vietnam	Vietnam Quality Award
Middle East and North Africa	Jordan	King Abdullah II Award for Excellence
	Qatar	Qatar Quality Award
	UAE	Dubai Quality Award
South Asia	India	Rajiv Gandhi National Quality Award CII-EXIM Bank Award For Business Excellence

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Europe and Central Asia	Nepal	Federation Of Nepalese Chamber of Commerce & Industries(FNCCI) National Excellence Award
	Pakistan	National Productivity Award
	Srilanka	Srilanka National Quality Award
	Italy	Italian Quality Award
	UK	National Quality Award (UK)
	Belarus	National Quality Award (NQA), Belarus
	Sweden	Swedish Model for Performance Excellence(SIQMPE)
	Slovenia	Slovenian Business Excellence Prize
	Poland	Polish Quality Award
	Russia	Russian National Quality
Americas	Newzealand	Newzealand business Excellence Award
	Argentina	National Quality Award for Argentina(Premio nacional a la calidad)
	Mexico	National Quality Award for Mexico(Premio Nacional de Calidad)
	USA	MBNQA

Table 14: Countries and their corresponding BE models

EXCELLENCE MODEL/CRITERIA	Leadership	Strategic planning	People	Supplier and partner	Process	Knowledge & Information management	Customer Satisfaction	Result Organization	Employee satisfaction	Society result	Customer and market focus	Other criteria
Deming Prize, Japan		✓	✓			✓						
Malcolm Baldrige National Quality Award (MBNQA), USA		✓	✓		✓	✓		✓			✓	
European Excellence Award (EFQM Model)	✓	✓	✓	✓	✓		✓	✓	✓	✓		
Australian Business Excellence Award(ABEA)	✓	✓	✓		✓	✓					✓	✓
Canada Award For Excellence (CAE)	✓	✓		✓	✓			✓			✓	
Japan Quality Award (JQA)	✓	✓	✓		✓	✓		✓		✓	✓	
Singapore Quality Award (SQA)	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	
Golden Peacock National Quality Award (GPNQA), India	✓	✓	✓		✓	✓	✓	✓				
National Quality Award, Brazil	✓	✓	✓		✓	✓	✓	✓		✓		
Rajiv Gandhi National Quality Award (RGNQA)	✓	✓	✓	✓	✓			✓	✓	✓	✓	
National Quality Award (UK)	✓	✓	✓	✓	✓		✓	✓	✓	✓		
National Productivity	✓	✓	✓		✓	✓	✓					

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Award(Mongolia)												
National Quality Award (NQA), Belarus	✓		✓	✓	✓	✓		✓	✓	✓		✓
Prime minister Quality Award, Malaysia	✓		✓	✓	✓	✓		✓			✓	✓
Fiji Quality Award (NQA, FIJI)	✓	✓	✓		✓	✓		✓			✓	
National Quality Award(France)	✓	✓	✓	✓	✓		✓	✓	✓			✓
Swedish Model for Performance Excellence (SIQMPE)	✓	✓	✓		✓	✓		✓				
Thailand Quality Award(TQA), Thailand	✓	✓	✓		✓	✓		✓			✓	
National Quality Award(NQA), Hungary	✓	✓	✓	✓	✓		✓	✓	✓	✓		
Indonesian Quality Award	✓		✓	✓	✓		✓	✓				✓
FNCCI National Excellence Award		✓	✓		✓	✓	✓	✓	✓	✓		✓
Philippines Quality Award (PQA)	✓	✓	✓		✓	✓		✓			✓	
Sri Lankan national Quality Award	✓	✓	✓		✓	✓		✓			✓	
Vietnam Quality Award	✓	✓	✓		✓	✓		✓			✓	
Slovenian Business Excellence Prize	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	
CAF Model	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	
King Abdullah II award for Excellence	✓		✓	✓	✓	✓						
Kanji Model	✓		✓		✓		✓					✓
South African Excellence Award	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	
Hong Kong Management Association Quality Award	✓	✓	✓		✓	✓		✓			✓	
Qatar Quality Award	✓	✓	✓		✓	✓		✓			✓	
Dubai Award for Excellence	✓	✓	✓	✓	✓		✓	✓	✓	✓		
Scottish Award for Business Excellence	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	
Taiwan national Quality Award	✓	✓	✓		✓	✓		✓			✓	
Polish Quality	✓	✓	✓	✓	✓		✓	✓	✓	✓		

Award												
National Quality Award for Argentina (Premio nacional a la calidad)	✓	✓	✓	✓	✓			✓				
National Quality Award for Mexico (Premio Nacional de Calidad)	✓	✓	✓		✓	✓		✓		✓	✓	
Russian National Quality Award	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		
Newzealand business Excellence Award	✓	✓	✓		✓	✓		✓			✓	
Frequency	41	34	40	17	41	25	21	36	15	15	18	8

Table 15:Criteria of excellence models

Analyzing the table above, on a frequency basis, most of the BE awards emphasized seven criterias and they are : Leadership, Strategic Planning, People, Process, Knowledge and Information management, Customer satisfaction and result oriented organization comparing to other three criterias such as Supplier and partner, employee satisfaction, Society result and customer and market focus based on the(table 15).Nevertheless they are also important for the organizations seeking the Business Excellence. These numbers only tells the emphasis on the basis of frequency of criterion used in the models. But the important thing to consider is that whichever model an organization adopt or a country declare as its National Business Excellence model, it should always be proportional to the Organizations fundamental concepts of excellence(fig 13). The core values are the foundation to any business models , like a root is to the tree.Criterion that most of the models depicts are the areas that the organization should eye on to improve the business performance that they perceive, could lead them towards the path of excellence journey.

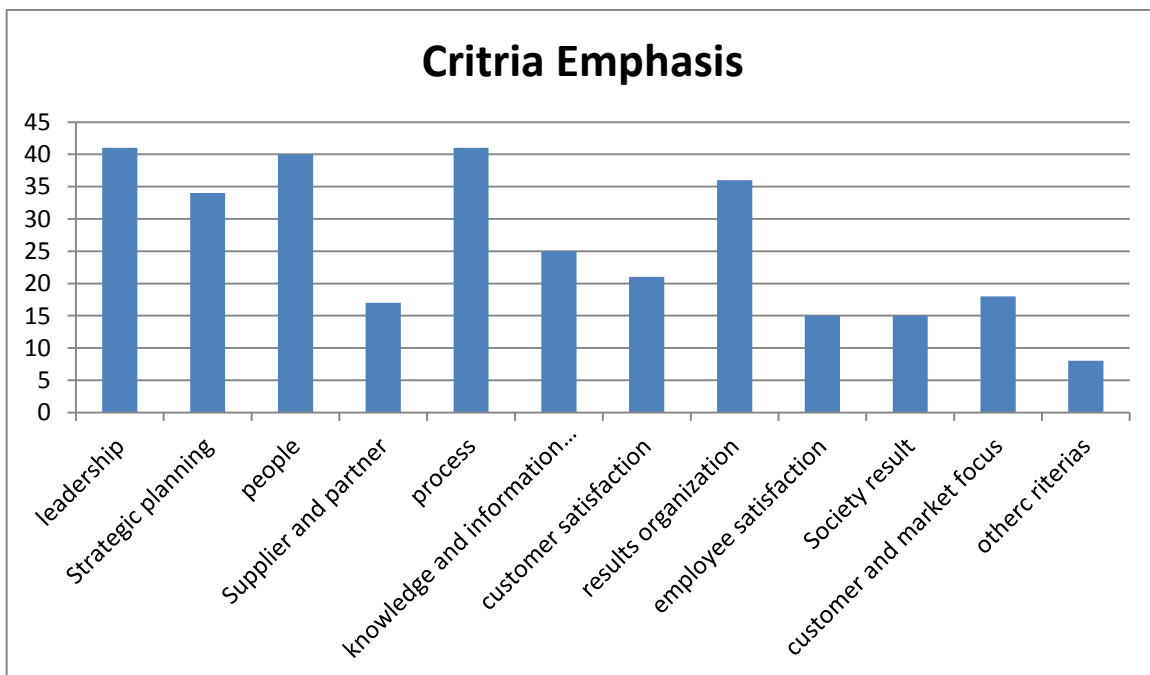


Fig 12: Criteria and their relative emphasis

Criterion	1					2				3					4					5					6		7		8		9			
	Leadership					Strategy				People					Partnerships & Resources					Processes, Products and Services					Customer Results		People Results		Society Results		Key Results			
Sub-Criterion	A	B	C	D	E	A	B	C	D	E	A	B	C	D	E	A	B	C	D	E	A	B	C	D	E	A	B	A	B	A	B	A	B	
Achieving Balanced Results		X	X			X		X	X								X	X		X							X	X	X	X	X	X	X	X
Adding Value for Customers			X				X															X	X	X	X	X	X		X					
Leading with Vision, Inspiration and Integrity	X			X	X		X							X														X		X			X	
Managing by Process		X					X		X			X	X	X	X	X	X	X	X	X		X			X	X	X		X		X		X	
Succeeding through People	X			X							X	X	X	X	X													X	X	X				
Nurturing Creativity & Innovation			X				X		X					X				X	X	X	X	X	X	X		X	X	X	X	X	X			
Building Partnerships			X			X	X									X							X			X	X	X	X	X	X	X	X	
Taking Responsibility for a Sustainable Future	X	X	X		X	X	X	X			X	X						X				X		X	X			X		X	X	X		

Fig 13: Integration of fundamental concepts into the model(Source: <http://www.aqm.fr>)

As a result, these criterias indicates the essential characteristics that are needed to make a model comprehensive in a way to achieve the excellent performance in the business. As mentioned before these models comprises all of the factors that could contribute to high business performance. The question is through what means? Hence to outperform in the areas that are defined, a company need to have an effective strategy to implement different quality initiatives parallel to its maturity level in the path of business excellence. Therefore an organization need to have a business excellence maturity matrix to track its maturity level in order to implement the right business tools to improve the performance that is required for obtaining the desired results. This implies, to know the maturity level of any organization one need to do the self assessment of the business performance to identify the strenght and the weakness.This would help to identify the essential measures to fill the gap between the actual and the desired. Finally to make it more clear here is an example of the assessment matrix to measure the maturity level of an organization.

CONCEPT	START UP	ON THE WAY	MATURE	EXCELLENT
Results Orientation	All relevant stakeholders are identified	Stakeholder needs are assessed in a structured way	Transparent mechanisms exist to balance stakeholder expectations	The business has achieved top level performance in all the BE results compared to others in the industry.
Customer Focus	Customer satisfaction is assessed	Goals & targets are linked to customer needs & expectations. Loyalty issues are researched	Business drivers of customer satisfaction needs & loyalty issues are understood	Proactive to customer needs from being reactive. Beyond expectation strategy
Leadership and Constancy of Purpose	Vision and mission, are defined	Policy, people and processes are aligned & a leadership model exists	Shared values and ethical role models exist at all organizational levels	Effective leadership and goal driven system.

Management by Processes and Facts	Processes to achieve desired results are defined	Comparative data and information is used to set challenging goals	Process capability is fully understood and used to drive performance improvements	Excellent process capabilities that delivers outstanding yield through process optimization
People Development & Involvement	People accept ownership and responsibility to solve problems	People are innovative and creative in furthering organizational objectives	People are empowered to act and openly share knowledge and experience	Proactive people who are cooperative, motivated, dedicated and determined.
Continuous Learning, Innovation and Improvement	Improvement opportunities are identified and acted on	Continuous improvement is an accepted objective for every individual	Successful innovation and improvement is widespread and integrated	Highly innovative in every level of the organization, continuous improvement and learning as an organization culture.
Partnership Development	A process exists for selecting and managing suppliers	Supplier improvement and achievements are recognised and key external partners are identified	The organization and its key partners are interdependent. Plans and policies are co-developed on the basis of shared knowledge	Developed knowledge leads to effective supply chain mechanism.
Corporate Social Responsibility	Legal and regulatory requirements are understood and met	There is active involvement in society	Societal expectations are measured and action taken	Accountable to social well being.

Fig 14: Assessment matrix to identify maturity level of organizations

Ultimately there are three things that should be parallel with each other during the voyage to business excellence in order to achieve excellence in business and they are; core values and concepts, relevant criteria and effective tools. There are different quality tools available that a company uses at different stages of business excellent maturity which is more clearly described in the next part.

3.4) The business tools used by Companies at different stages of business excellent maturity

A large number of business tools can be used to assist the improvement process during the business excellence journey. By understanding the scope and limits of the techniques and tools, managers can select those that are appropriate for their business context and apply them successfully in a business excellence program. There are the range of initiatives that can be used on the organization to improve the performance at different levels during their maturity towards excellence. Many tools that are used in the lowest level of maturity level can be used in next level but the tools that are used in high maturity level cannot be used in the lower level. Below in the table are the initiatives that an organization could use during different level of maturity (Appendix 4).

Initiative (approach, system, or technique)
1. Balanced Scorecard: Translates mission and vision statements into a comprehensive set of objectives and performance measures that can be quantified and appraised. It provides a performance measurement framework centered on four 'perspectives': Financial, Customer,

Internal Business Process and Innovation, Learning and Growth.
2. Benchmarking: A systematic process for identifying and implementing best or better practices. It is a structured process to help organizations close the gap with best-in-class performers without having to “reinvent the wheel”. It aims to find “secrets of success” and then adapt and improve them so that they lead to maximum benefits for the recipient organisation.
3. Business Continuity Management (BCM): Prevents an emerging crisis from becoming an organizational and personal testing of business continuity plans.
4. Business Excellence Self-Assessment: A systematic and regular review of an organization’s activities and results referenced against Business Excellence Award Models (such as the Baldrige Criteria for Performance Excellence, EFQM Excellence Criteria)
5. Communication Platforms for staff and non-staff: Having appropriate channels of communication, such as weekly and/or monthly report, business review meeting, internet, intranet, newsletter, employee forums and information centre.
6. Corporate Governance Management: Involves accountability of management’s actions, transparency in operations, independence in internal and external audits, and protection of stakeholders’ interests.
7. Corporate Social Responsibility Programme: A programme of activities designed to ensure the company is socially and environmentally responsible when conducting its daily business.
8. Customer Relationship Management (CRM): A process to understand the customer groups and respond quickly to changing customer desires. CRM data provides companies with insights into customers’ needs and behaviors, allowing organizations to tailor products / services to targeted customer segments.
9. Customer Satisfaction Survey: Surveys conducted by the organizations to measure customer satisfaction.
10. Customer Segmentation: A subdivision of a market into discrete customer groups that share similar characteristics
11. Employee Engagement Survey: Surveys conducted by the organizations to measure and monitor employee engagement.
12. Employee Induction: Processes used to welcome new employees to the organizations and prepare them for their new role.
13. Employee Performance Management: A systematic approach directed towards organizational performance improvement through the alignment of individual performance with organizational goals. It aligns an employee's individual goals with the organization's objectives, mission, and vision. It requires the development of sound job descriptions, clear accountabilities, and growing employee competency levels. Examples of techniques used are 360 degree feedback, appraisal and coaching systems and online evaluation.
14. Enterprise Risk Management: Processes, structure and culture whereby organizations methodically address the risks attached to their activities with the goal of achieving sustained benefit within each activity and across the portfolio of all activities.

<p>15. Improvement Teams: A team that is formed to make improvement on the workplace and/or processes. It can comprise members of a single department, cross functional, and/or include representatives of either or both customers and suppliers. Membership can be voluntary or mandatory. Examples of tools used by improvement teams are 7 basic quality tools (Cause and Effect Diagram, Check Sheet, Control Chart, Graphs, Histogram, Pareto Diagram, Scatter Diagram) and 7 management tools (Affinity Diagram, Relations Diagram, Systematic Diagram, Matrix Diagram, Matrix Data Analysis, Process Decision Programme Chart, Arrow Diagram).</p>
<p>16. Information Collection and Analysis: Concerned with the collection and analysis of information for organizational management and improvement.</p>
<p>17. Knowledge Management: Method to acquire and share intellectual assets. It increases the generation of useful, actionable and meaningful information and seeks to increase both individual and organizational learning.</p>
<p>18. Leadership Development Programme: Programme to develop leaders, such as experience sharing, leadership training, and apprenticeship.</p>
<p>19. Lean: Improvement approach that focuses on removing waste and improving flow. It requires understanding and analysis of how processes operate and contribute to the production of products and services.</p>
<p>20. Managing by Walking About (MBWA): Listening, empathizing and staying in touch with the stakeholders (e.g. customers, suppliers, and workforce) and taking necessary action to improve the situation.</p>
<p>21. Market Research: Helps to ensure that there will be a demand for the product/service and that the requirements of the customer will be met. It can include experiments, surveys, product tests, advertising tests, promotion tests, motivational research, strategy research, customer-satisfaction monitoring and many other techniques</p>
<p>22. Performance Measurement: Measures are needed to measure the success of an organisation, processes, people, programs, investments, and acquisitions.</p>
<p>23. Plan-Do-Check-Action (PDCA) cycle: An iterative four-step management process used to improve work processes in the organization.</p>
<p>24. Process mapping and documentation: Activities involved in mapping and documenting what a work process does, who is responsible, and to what standard it should be completed.</p>
<p>25. Quality Management System (QMS): A management system to direct and control an organization with regard to quality. It includes a quality policy, quality manual, quality objectives, procedures, records and/or compliance to quality standards, such as ISO9000, ISO/TS 16949, ISO 13485, and ISO/TS 29001).</p>
<p>26. Recruitment and selection: Process of recruiting and selecting appropriate employees for the organization.</p>
<p>27. Service and product innovation: Managing how to create, exchange, evolve and apply innovative ideas to the production and delivery of products and services.</p>
<p>28. Service Standards: Defining the service standard that a customer is entitled to receive.</p>
<p>29. Six Sigma: A business improvement approach that seeks to reduce variation and eliminate causes of defects /errors in processes by focusing on outputs that are critical to customers and a</p>

clear financial return for the organization.
30. Strategy Plan: A practical, action-oriented guide, based upon an examination of internal and external factors. It directs goal setting and resource allocation to achieve desired future results.
31. Strategic Alliances: Agreements between organisations in which each commits resources to achieve a common set of objectives.
32. Succession Planning: A process for identifying and developing people with the potential to fill key leadership positions in the organization.
33. Suggestion Scheme: A system in which employees are given an opportunity to give ideas and suggestions on how to improve the organization, and are given rewards for useful suggestions.
34. Supply Chain Management: Synchronizes the efforts of all parties (e.g. suppliers, manufacturers, distributors)involved in meeting a customer’s needs. It forges much closer relationships among all links in the value chain in order to deliver the right products to the right places at the right time for the right costs.
35. SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis: A technique to understand an organization’s strengths and weaknesses, and opportunities and threats. This information can then be used to aid in strategic planning.
36. Training and Development: Initiatives to raise the competencies and capabilities of individuals and groups.
37. Vision, Mission and Values: Brief statements of the vision, mission and values of an organization, with the intention of keeping employees aware of the organization's direction.

Table 16 : Brief descriptions of a range of improvement initiatives that can be used to improve organizational performance (Dr. Robin Mann,Musli Mohammad,Ma Theresa A. Agustin)

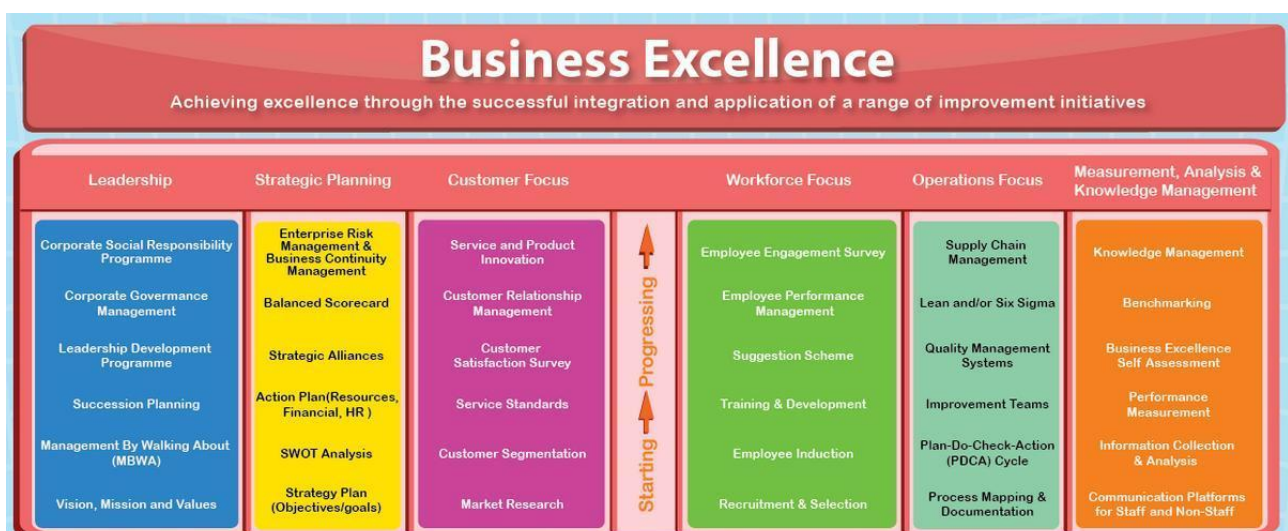


Fig 15:Improvement initiatives that can be used to improve organizational performance during different stages/maturity level. (Source:www.apo.bpir.com)

4) Restructuring Nepals Quality Management System and models

4.1) Defining New body of Excellence:

Currently Nepal has two main award systems one conducted by the Nepal Bureau of Standard and Metrology (NBSM), secretariat to Nepal Council for Standard (NCS) and the other by the Federation of Nepal Chamber of Commerce and Industries (FNCCI) which is also a secretariat to NCS but there are significant difference between these two awards which in a one hand is a product based and the other is a process based. While NS Quality award is granted to the best manufacturing organization among the NS licensed Industries. Whereas FNCCI has developed his own criteria giving priorities to Customer satisfaction and Business Performance in its assessment system. The criteria were identified and developed on the basis of the seven-category criteria of the Malcolm Baldrige National Quality Award (USA) and the ten-point criteria of the Deming Application Prize (Japan) to evaluate the management excellence of Nepalese organizations. In addition it has further developed other two models on the basis of the same framework. Therefore there are three models based on a single framework for National, People and Service Excellence. Although the initiatives towards the development of our own national framework is commendable but then it seems that these framework are established primarily to suits in award system rather than to support enterprises towards Business excellence, technically and methodologically. Nevertheless these frameworks consider the major areas to focus in order to increase their business performance. But it is doubtful whether that criteria can be adopted as a generic framework for all sectors. It suits an award system mostly in the private sector.

Therefore the review indicates that there is a necessity to develop a quality management system from scratch to make it more functional across the nation because there are no organization that are fully dedicated to planning, organizing and controlling BEF in Nepal. There are some organizations but the roles and duties are not well defined and it seems more complex from the system point of view. For this the author has tried to restructure the governing body for looking after Quality management system of NEPAL to be more systematic and centralized to make more sense of excellence in itself. Therefore the author has proposed to restructure a new custodian named “ Nepal Quality Board for Business Excellence (NQBFBE)” (Fig 16) with authority and autonomy to take control of BEFs. The main goals are:

- 1) To encourage Quality throughout the country as a mantra to business excellence and make NQBFBE as center of excellence in a country level.
- 2) To create a legitimate system that is authorized to control all the activities related to the quality management system especially by creating an effective Business Excellence model (BEM) applicable to all kind of enterprises and businesses regardless of shape and size.

4.1.1) The functions and duties of the NQBFBE shall be as follows

- 0) To develop and promote Nepals' Business excellence models and methodologies.

- 1) To make the Quality related Service reliable and easily available to the public and private enterprises with autonomy and limited constraints under the Law and policy for quality.
- 2) To participate and collaborate with national and international organization in upgrading quality management system to standardize, Compete and recognized.
- 3) To make necessary arrangement to avail basic Quality Service and facilities throughout the country.
- 4) To make arrangement for the coordination and healthy competition among the enterprises for awards and functions.
- 5) To carry out the research about the development and use of new models in the field of Quality management.
- 6) To develop strategy to promote and encourage organizations regardless of size to follow the path towards Business excellence by implementing BE models in their respective sectors.
- 7) To develop and extend the BE model in such a way that it is recognised at national and international level.
- 8) To develop Nepal's own National Business Excellence model.
- 9) To carry out necessary and appropriate measures for the development and promotion of the Business Excellence Framework and their benefits in long term.
- 10) Learning and growth programs should be frequently organised every 3 months to update about the global trends and the competition.
- 11) Training and supervision to the examiners, assessors and practitioners to improve their skills to adapt to changing business environment.
- 12) Learning and adapting new and innovative techniques to improve to facilitate the organization in implementing the BEF.
- 13) Driving every organizations to pursue the path of excellence to benchmark against best practices around and to excel.
- 14) Defining effective implementation methodologies with simplified techniques which is easy to understand and implement.
- 15) Cooperating with national and international partners to carry effective measures in maintaining standardize Quality management system through knowledge sharing and learning from the best practices around the globe.

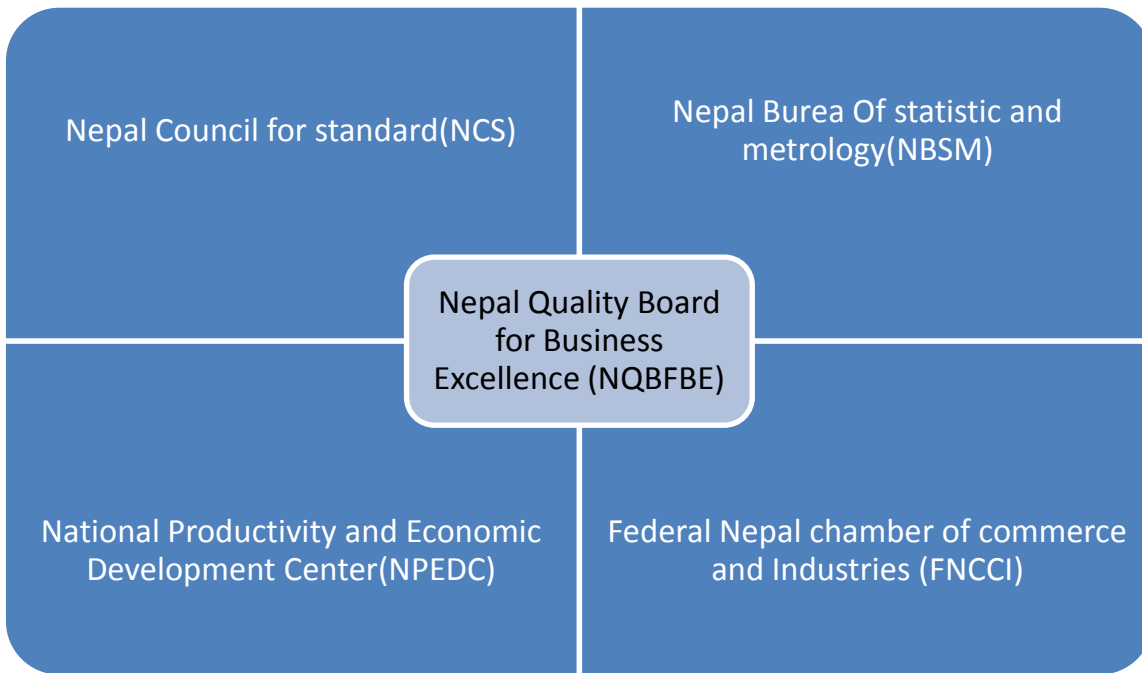


Fig 16: Proposed Structure of NQBFBE as Center of Excellence

Nepal quality board for business excellence(NQBFBE), proposes as a center of excellence(COE) with its corresponding partners and associates organizations has their individual functions and duties in organizing quality management system as a whole. Therefore the roles and duties of each partners and segreteriats are defined in the existing settings with minor changes to match the new structure.

4.1.2)Function and Duties of Partners and Segreteriats

All the partner organizations and associates are already have their own role to play , therefore to align with the new structure they had to play additional roles for which their fuctions and duties are defined in the below section with short introduction about its role in the structure.

4.1.3)Nepal Council for Standard (NCS):

Nepal Council for Standards (NCS) was formed as the governing body for Quality, Standards, Testing and Metrology (QSTM) activities in Nepal.

4.1.3.1)Functions, Duties and Responsibilities of NCS

- To establish, named and revise national standards.
- To adopt and or to recognize standards so established by other national bodies and International Standardization Institutions.
- To determine the fees for granting license to use quality certification Marks (NS Mark).
- To form committees, sub-committees as per future need in the field of formulation to standards and related matter.
- Other activities as directed by the Act.

4.1.4) Nepal Bureau of Standards & Metrology (NBSM):

Nepal Bureau of Standards & Metrology (NBSM) is the National Standards Body of Nepal. It is one of the departments under Government of Nepal, Ministry of Industry, Commerce and Supplies.

4.1.4.1) Functions, Duties and Responsibilities of NBSM

- To work as a secretariat to Nepal Council for Standards (NCS).
- To assist NCS by formulating draft Standards.
- To grant the license to use NS Mark on industrial products in compliance with relevant Nepal Standards as approved by NCS.
- To carry out the inspection and supervision activities on industrial production and processes.
- To carry out necessary surveillance in the market.
- To provide testing facilities, calibration and laboratory accreditation services.
- To appoint or designate inspectors.
- To act as signatory of the agreement with the industry on proper use of license.
- To renew, suspend or to cancel the license to use NS Mark.
- To carry out the activities on information dissemination, training and international relation on Standardization, Metrology and Quality Control, Certification as well as Laboratory Accreditation.

4.1.5) Federation of Nepalese chamber of commerce and Industries (FNCCI):

The Federation of Nepalese Chambers of Commerce and Industry (FNCCI) is an umbrella organisation of the Nepalese private sector. It was established in 1965 with the aim of promoting business and industry while protecting the rights and interests of business and industrial communities, FNCCI has been playing a key role in promoting business and industry in the country. The Functional principle and the services provided By FNCCI are:

Functional Principles :

- 1) Professionalism in operation
- 2) Partnership approach in working with government, international organizations
- 3) Presentation of total business and industry view
- 4) Commitment to fairness, transparency, de-regulation, de-centralisation and de-licensing
- 5) Confidence in fair competition and private initiative
- 6) Extensive consultation in deciding industry and business views
- 7) Close cooperation with foreign federations / chambers
- 8) Proactive role, i.e., initiating Qualitative ideas and proposals

Services:

- 1) Representing the entire business community of the country in national and international forums
- 2) Preparing recommendations for promoting exports and investment
- 3) Promoting joint ventures
- 4) Providing expertise service to exporters, importers and investors
- 5) Facilitating participation in national and international trade fairs and exhibitions
- 6) Promoting better industrial relations

- 7) Providing business information and research services
- 8) Strengthening local chambers and associations
- 9) Promoting entrepreneurship
- 10) Conducting, on a regular basis, trainings, workshops, seminars on chamber management, publication, information exchange, documentation, industrial relation, productivity, entrepreneurship, quality management, environment etc.
- 11) Providing "One Stop" service to its members

4.1.6) National Productivity and Economic Development Center:

National Productivity and Economic Development Centre Limited provides research and consultancy services. The company offers socio-economic, productivity, management, policy planning, and energy conservation consultancy services. National Productivity and Economic Development Centre Limited was formerly known as Economic Services Centre and changed its name in 1994. The company was founded in 1974 and is based in Kathmandu, Nepal.

NPEDC provides the following services:

A) Productivity Related Services

- To conduct productivity-related training to maintain cordial industrial relations.
- To render productivity-related study, research, and consultancy services for productivity improvement.
- To create and promote mass awareness of productivity improvement through publications, information dissemination, and demonstration of various productivity improvement tools and techniques, etc.
- To conduct workshops, seminars, and conferences for productivity improvement.
- To develop and publish productivity promotion materials.

B) Research and Consultancy Services

- Provide research and consultancy services to different institutions (government and non-government) including public and private industries in different areas of management, socio-economic, and productivity issues, e.g:

C) Industry and related economic activities

- Policy planning and programs
- Productivity management
- Socio-economic and techno-economic feasibility
- Energy conservation and pollution control
- Industry sector policy, planning status review, impact study, etc.
- Industrial feasibility study
- General management and functional areas of management (production, marketing, financial and personnel)

D) Information Services

→To generate, disseminate, and supply socio-economic, industrial, managerial, and productivity-related information so as to create widespread awareness and promotion of productivity and management development.

E) Import/Export Services

→To issue visas on behalf of the Government of Nepal for the export from Nepal.

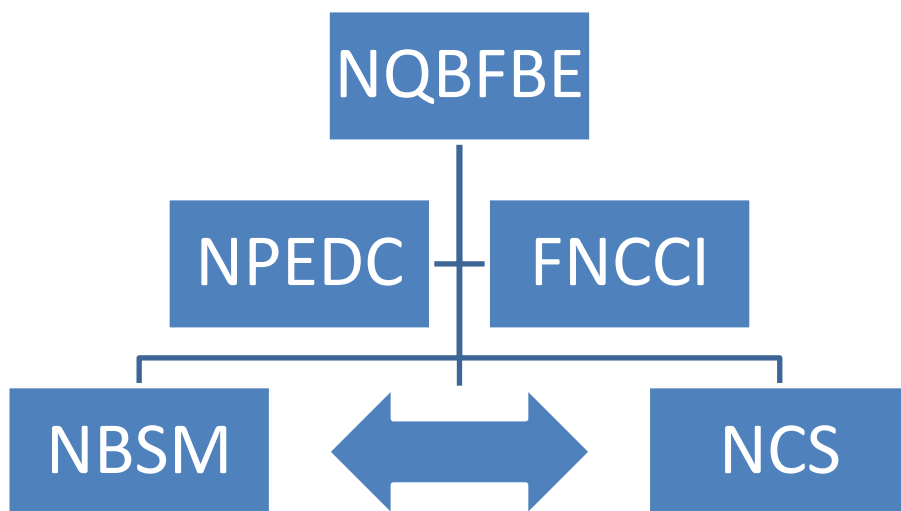


Fig 17: Hierarchical structure of BEF governing bodies

Three level has been defined for the organizational structure for creating center of excellene with the concept of Public private partnership. The three level are as follows:

Level	organisation	function
1	NQBFBE	Strategic (Top)
2	NPEDC, FNCCI	Strategic,Tactical (Partners)
3	NBSM, NCS	Tactical,Operational (Secreteriat)

Table 17: Organization three level of excellence.

A conceptual implementation structure is also suggested in present context of FNCCI national business award for operating Business Excellence model strategies from the industrial point of view named as “Industial Excellence Award council (IEAC).”The administering body for industry specific Award catagories is performed by IEAC in the highest level to encourage the different industries towards adopting National Business Excellence framework.

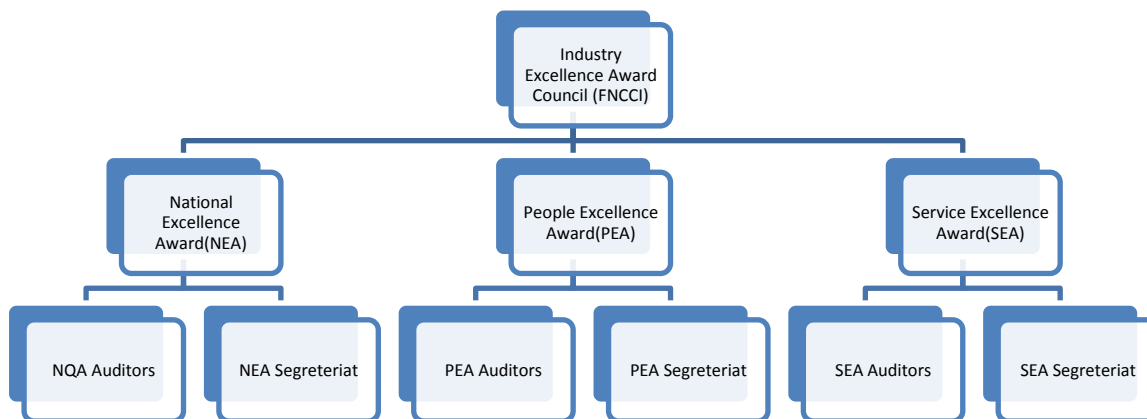


Figure 18: Structure for Administering Industry Excellence Award

The structure given above in the fig shows the Administering structure for the Industry excellence award. Industry Excellence award council is the governing body for all the industries that are interested in creating recognition for excellence in the desired field approved by the governing body (i.e. FNCCI) and its partners. This structure is given as an example to clarify the role of the each industry and especially because, at this point Nepal has only three BE recognition in the field which are National, People and service Excellence according to FNCCI. Moreover it is more easier to add other specific industry for the Business Excellence award appointing an experienced auditors and secretariats under the supervision of the main governing body. This is really important to make it more systematic & to improve the performance level of these governing body and all the other association that are interconnected for creating quality throughout different industries in the country. It simplifies to introduce any new BE models by adding the specific industries into the structure.

4.2) Derivation of KARMA model

A new implementation model named “KARMA” model has been derived from Krali model. The motive behind the derivation of this new model is to describe the step by step implementation methodologies for companies who are seeking for integrating BE models for their overall business performance. As from the past research and the comparison among the models which indicates that there are much commonalities and less differences in the models used and the methodologies that they follows. Therefore it is an essential task to define an effective method that could guide an organization towards the path of business excellence journey.

In short less emphasis is given to the methodologies. A successful national BE strategy is an integrated approach which provides a clear road-map towards achieving excellence and which has the buy-in of key organisations that influence businesses (such as the government, universities, consultants and trade/management associations and so on). Hence there is a huge potential of BE models and their integration on different industries for the welfare of the society. As a matter of fact the business is established as an initiatives for the mutual benefits of all the entities, internal and external to the organization. Therefore a model that comprises all the characteristics that

deliver benefits to not only customer, employees and stakeholders but also to the entities in the society in order to perceive it as an excellence model. These can be also verified from numerous research from eastern philosophy like Righ vedha, yajur vedha Sama Vedha and atharba vedha. we will be discussing about the vedic philosophies and its potential impact in business excellence later in the chapter.

On the whole, for starting the BE journey, organization should have a framework to guide them towards the journey and therefore KARMA implementation framework was proposed. This is a general framework that can help any organization to know the process of implementation from the basic. **The KARMA framework has five implementation phases ; Knowledge (K), Appraisal(A), Reach (R), Measure (M), and Appreciate (A).** Derived from the Sanskrit word *karman*, meaning “act,” the term *karma* carried no ethical significance in its earliest specialized usage. In ancient texts (1000–700 bC) of the Vedic religion, *karma* referred simply to ritual and sacrificial action. There are many past interpretation but the simplest meaning of the word refers “ Do good and the good will follow you” & vice versa. The intent to choose the particular word is to transfer the meaning through the model to circulate the core values from the knowledge of well-being perspective. Well being here refers to the state of being happy through the principles of eastern philosophy.

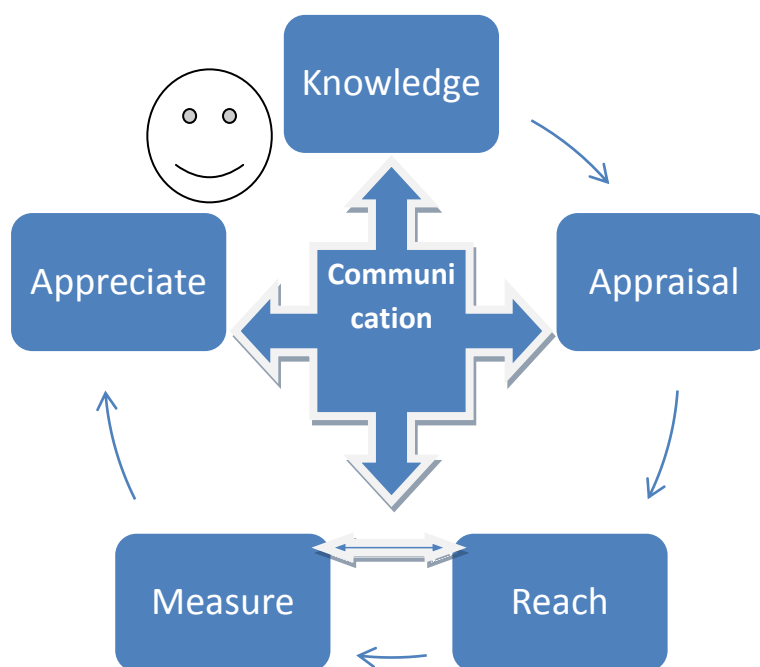


Fig 19: The KARMA model framework for BEM implementation

In addition, this is non-iterative model which is designed to ensure that those organization who go through the cycle of this model repeatedly are sure to realize , at one point , their maximum capability on a path to achieve business excellence through this knowledge of well-being. As there

are five phases in the model, they carries a different message and meaning during the implementation of BE model.

- 1) **Knowledge:** The company aiming for business excellence at first place should gather the information regarding the models and construct a knowledge based on this information on the available BEMs and their benefits and make decisions whether to adopt or redevelop the models available.
- 2) **Appraisal:** This phase is particualry intent to assess the organizational performance at any given point once the organization is ready to follow the business exllence journey.
- 3) **Reach :** After assessing the performance a company can choose any model suitable for their business enviroment according to the knowledge gathered from the past.
- 4) **Measure:** Measure here refers to identifying the gap comparing with the best in industry and filling the gap using appropriate measures.
- 5) **Appreciate:** Finally the last phase of cycle encourage the improvements for the intended and move to the initial phase of the cycle.

These steps for implementing business excellence framework can also be described as the levels that organization should cross to reach the desired goals. These steps provide a guidelines to follow in order to assess , implement and measure the organizational performance with different Quality initiatives to reach the desired goal and beyond.This is a generic road-map to assist organizations in finding out steps required to pursue an excellence in management system(Internal & external). It would be more easier to define a step by step method that describes each steps to be taken at a time in order to achieve a desired goals. Therefore the roadmap aligned with the quality initiaives that could possibly give an organisation an advantage to understand and follow the path of excellence.

Steps	Description	Process	Suggestion
Knowledge	Basically in this stage any organization willing to follow the path of excellence should have clear knowledge about their establishment and their goals. Here goals refers to values that different organization strives to deliver through their internal, external and societal surroundings.	Basic Quality management principles or foundation of Quality on the basis of which Business is established such as ISO 9000 standards and other national standards certified by third parties.	Before the assessment the organization should always be clear abouts its goals and visions. This will provide them a target through which it will be easy to figure out the system while doing the assessment in the next phase
Appraise	Appraise is assessing the Business performance of the organization to know their current situation they are in. It provide insights into their business strenghts and weakness to figure out the areas of improvement.	Business Excellence Self-Assessment: A systematic and regular review of an organization's activities and results referenced against Business Excellence Award Models.	There are two options; the first one is to do he self assessment by the organization itself or doing it through the external bodies.(e.g ADRI,RADAR ADR, BEACON)
Reach	At this stage the organization should decided on appropriate improvement initiatives that they should apply inorder congruence to their desired goal.This could range from small initiatives to big models but it all depends on the organization what to look for as there are many quality management initiatives and models to follow.	Selecting or developing any specific model appropriate for their business	There are plenty of models available with worldwide acceptance and success, so it's wise to choose from the pool of them rather than to develop the new one) (e.g, MBNQA, EFQM, BEM)
Measure	At this point the organisation measure its actual performacne with	Benchmarking with the chosen model to find the performance gap	Benchmarking with the best practices in the similar

	the desired performance through the point system which they have assigned to the criterias depending on their priorities parallel to their business values.	analysis to take essential measures for performance improvement, implementing essential measures.	industry from national, regional and intercontinental level.
Appreciate	Learning from the previous stage an organization move towards implementing quality performance initiatives to improve and to obtain the desired results towards the path of BE with taking BE models as a continuous improvement model rather than just a initiative.	Improvements to fill the gap and appreciate the application of the model.	Making improvement a habit because there are always something to look for and improve.(improvement tools e.g. six-sigma, lean management, kaizen etc).

Table 18: Summarization of the Implementation framework of BEM

4.3) Recommendation for appropriate Business Excellence models for Nepal

It is the growing trend worldwide that countries without adopting BEF from other countries, try to develop their own frameworks suitable to the national requirements taking the international trends or more advanced frameworks into account. As a result Nepal can adopt any models available in the market whether its American, European, Asian model or even the existing one in Nepal which is developed by FNCCI, called FNCCI National Excellence Model. From the studies we found that most of the Organizations has adopted one of these popular models to integrate in their business for performance assessment, improvement and benchmarking with the best practices and most of them have been successful to improve the performance depending on their models and methodologies. As Nepal already have one comprehensive model developed by FNCCI named “FNCCI National Excellence awards ” along with people excellence (PEA) and Service excellence award (SEA) developed from the same framework. Although FNCCI claims to be the only comprehensive models in Nepal it lacks proper implementation methodology about how to adopt the model and integrate in the organisation management system. It is basically focus on recognising the best practices in the industries and less on the implementation roadmap. Therefore the KARMA model (Fig 11) for BEM Implementation was recommended as a roadmap to excellence. Moreover the model is not comprehensive in itself and have some flaws and complexities. Here are the problems found in FNCCI models comparing to other models in the market.

- 1) Missing of key attributes as a foundation on which the framework is build.
- 2) Missing criterias such as leadership, stakeholders and customer focus in the system part.(Not clear if it has been defined in the sub criterion but essentially should be displayed in the framework to transfer the comprehensive message of the framework).
- 3) The assessment (Evaluation dimension) process is not disclosed.
- 4) The unclarity of the keywords used in the model and overlap of the meanings transferred by the criterion.
- 5) The scoring matrix and the overall framework complexity.

Likewise not only the road map to excellence is recommended but also there is a necessity to develop a comprehensive model and here is why? There are five main reasons why Nepal should have a comprehensive Business excellence framework either through the adoption or by developing its own business excellence framework.

- (1) It is evident from experience that the correlation between a business excellence framework and national economic performance is higher when the former is tailored to the national requirements.
- (2) A comprehensive business excellence framework should function not only to make annual awards but also to supply a 'generic business model' that could be emulated by all sectors, private and public. In this sense a cultural settings plays a part in determining the BEM of Nepal.
- (3) The present efforts or mechanisms in Nepal are neither comprehensive nor design as a 'generic model' to apply in all possible sectors although it claims it is.
- (4) It is a global trend to have primarily 'national frameworks' nevertheless promoting global competitiveness.
- (5) In developing a business excellence framework, there are certain cultural values and traditions that needs to be taken into account to provide a sense of belongingness and indicates accountability and credibility towards people and society.

As a result, there are alternatives to recommend in present context of Nepal, to follow one of these business excellence strategy to introduce as a national business excellence model. Here are the possible alternatives given below.

4.3.1) Recommendation to adopt EFQM model

It is fair to recommend EFQM model as a National Business Excellence framework because the EFQM model is compatible with the requirements of Nepal for model development except the last one in which the model have not considered Cultural values aspects. Here the cultural value refers to differetn groups that possess different religions and traditions. The answer to the questions why EFQM is appropriate in context of Nepal are given with reasons in the table below:

Requirements for Comprehensive model for Nepal	EFQM
1) Customizable to national requirement	1) Applicable to any Organization as many countries are implementing these models sucessfully in countries like (Singapore, Malaysia and others).
2) Generic models that can be emulated by all sectors (public and private) regardless of the size.	2) The 9 criterion model is designed in such a way that it can be emulated by both private and public sectors because the criterion are compatible in both scenarios.
3) A generic model	3) EFQM itself is a generic model, hence adopting a generic model make the other model generic by sense.
4) National framework promoting global competitiveness	4) Adopting comprehensive and popular model like EFQM will definately promote global competitiveness.
5) Cultural values and traditions	5) This requirement is lack in the model but can be integrated in the model by putting cultural touch especially in country like Nepal with different cultural groups.

Table 19: Mapping of BE requirement of Nepal and EFQM features

To conclude, it is recommended that the adoption of EFQM model will benefit Nepal's National Business Excellence model because the model has embedded the following fundamental concepts in it which FNCCI Model lacks to consider because these key attributes is the basis for the criteria of the EFQM Excellence Model. They are as follows (EFQM framework 2013):

1) Adding Value for Customers

Excellent organisations consistently add value for customers by understanding, anticipating and fulfilling needs, expectations and opportunities.

2) Creating a Sustainable Future

Excellent organisations have a positive impact on the world around them by enhancing their performance whilst simultaneously advancing the economic, environmental and social conditions within the communities they touch.

3) Developing Organisational Capability

Excellent organisations enhance their capabilities by effectively managing change within and beyond the organisational boundaries.

4) Harnessing Creativity & Innovation

Excellent organisations generate increased value and levels of performance through continual improvement and systematic innovation by harnessing the creativity of their stakeholders.

5) Leading with Vision, Inspiration & Integrity

Excellent organisations have leaders who shape the future and make it happen, acting as role models for its values and ethics.

6) Managing with Agility

Excellent organisations are widely recognised for their ability to identify and respond effectively and efficiently to opportunities and threats.

7) Succeeding through the Talent of People

Excellent organisations value their people and create a culture of empowerment for the achievement of both organisational and personal goals.

8) Sustaining Outstanding Results

Excellent organisations achieve sustained outstanding results that meet both the short and long term needs of all their stakeholders, within the context of their operating environment.

4.3.2) The FACT model

Another alternative is a three-dimensional design which is called 'FACT'. 'FACT' indicates the abbreviation of 'Framework of BE', 'Add', 'organizational Culture/Characteristics' and 'management Tools/Techniques'. It means that a comprehensive BEM should integrate with not

only using BE framework to be guidance and to make assessment of an organization, but also choosing the appropriate management tools/techniques and cultivating the right organizational culture /characteristics towards BE. Figure 20 presents the conceptual model of FACT.

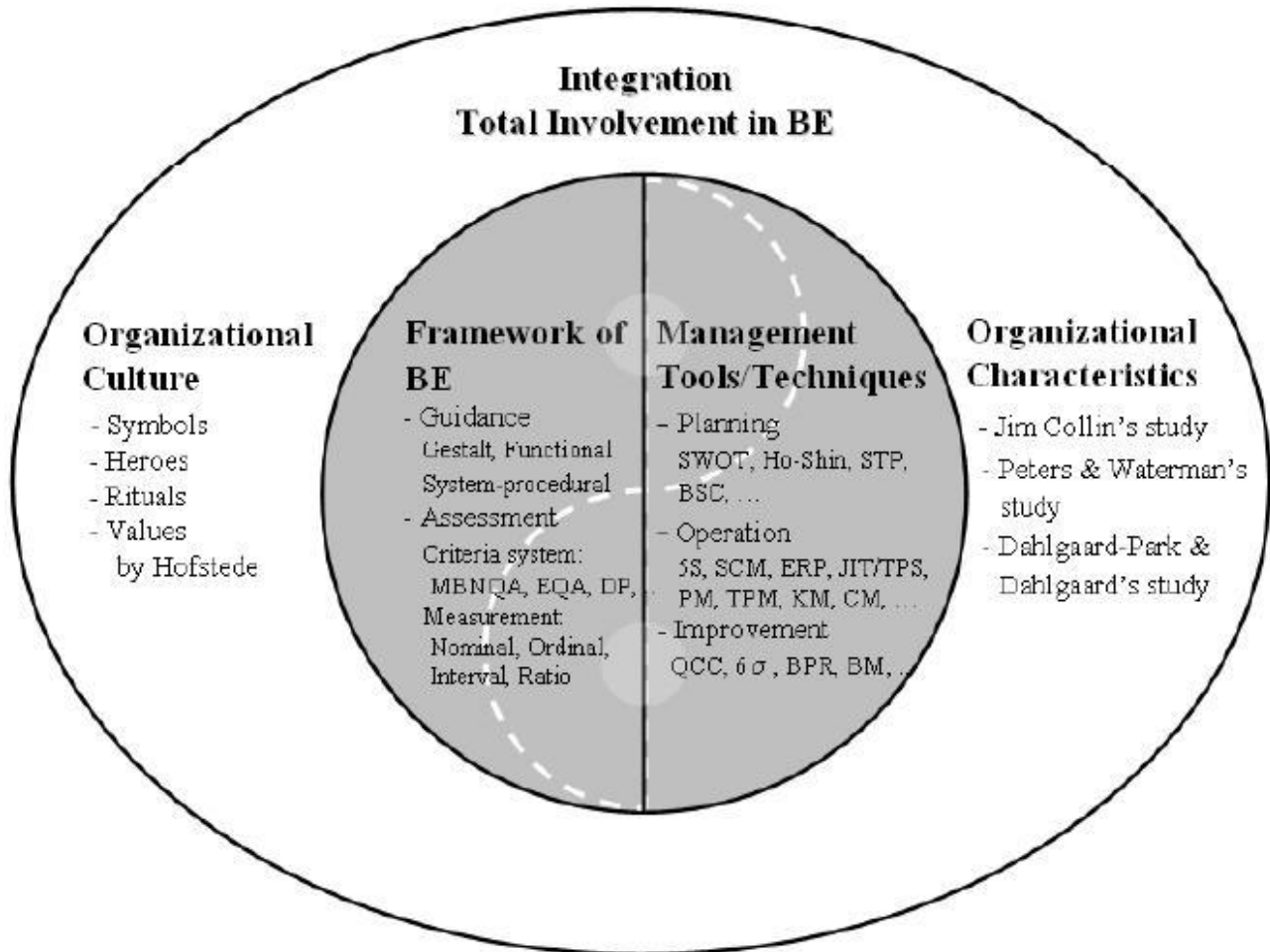


Fig 20: conceptual model of FACT

The interesting thing about this model is that it is a prescriptive model unlike other models and are descriptively derived from the scientific research with adjustments from the empirical evidences. Basically the author prefers to recommend a non prescriptive model but the FACT model is unique in a way that it is also a ready to use guidance to incorporate with other management tools and techniques and can not only use for assessment of the company but also provide guidelines to implement what management tools and techniques should be used towards achieving BE. The two illustration below will clarify more about the implication of the FACT model. It indicates that not only the fusion of BE framework and management tools/techniques are the two 'must' in the implementation of BEM but also the cultivation of right organizational culture /characteristics is necessary of the third 'must' as well.

The metaphor of the fusion between both dimensions of BE framework and Management tools/techniques in an organizational management, the trinity is used to implicate the three dimensions of FACT as a whole. Figure 21 and Figure 22 present the illustrations of the trinity of

the model. The word of trinity in etymology is derived from Latin 'trinitas' which means 'the number three, a 'triad'[5].

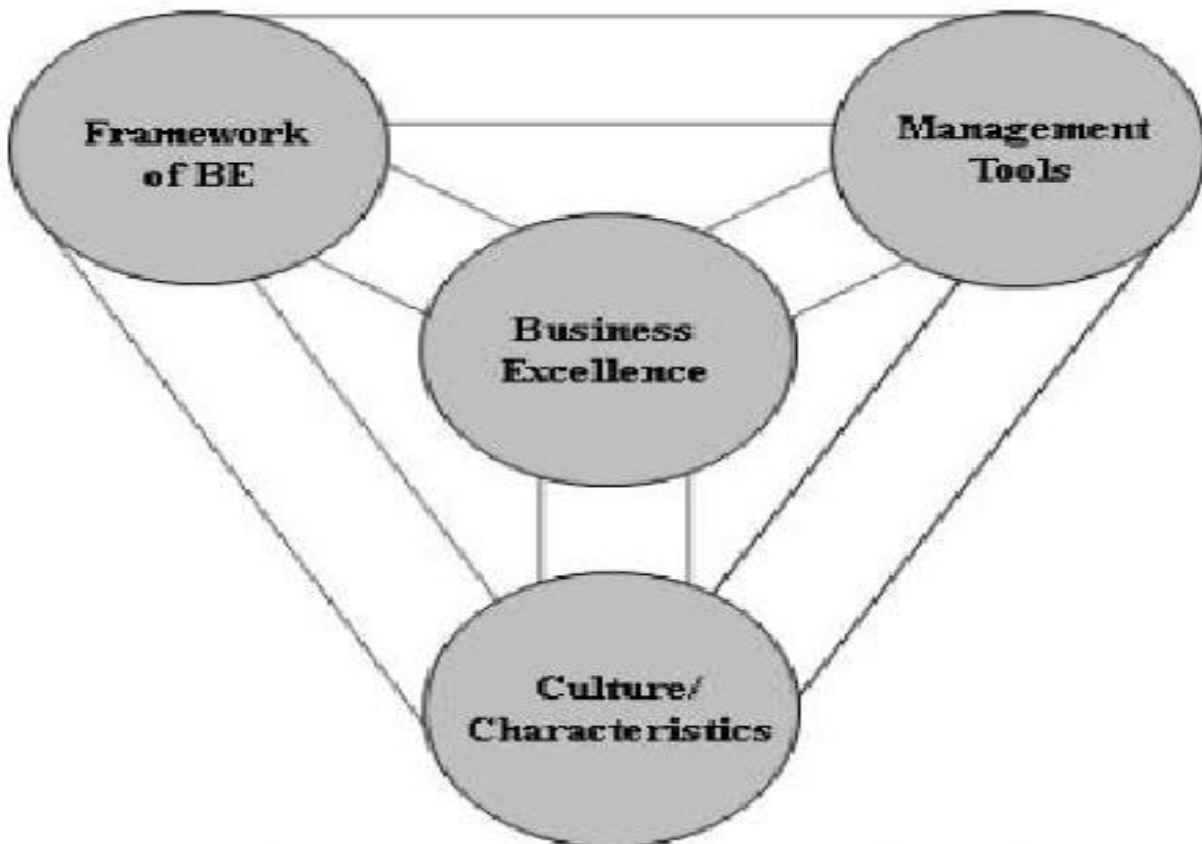


Fig 21: illustration (I) of the trinity of FACT

Besides, as shown in Figure 22, the trinity in FACT is presented in terms of the three elements of a person. Framework of BE indicates the skeleton. Management tools/techniques indicate the flesh and blood. And organization culture/characteristics indicate the spirit. All of the three elements are not only necessary to sustain one's life but also should be entirely balanced one another as a whole.

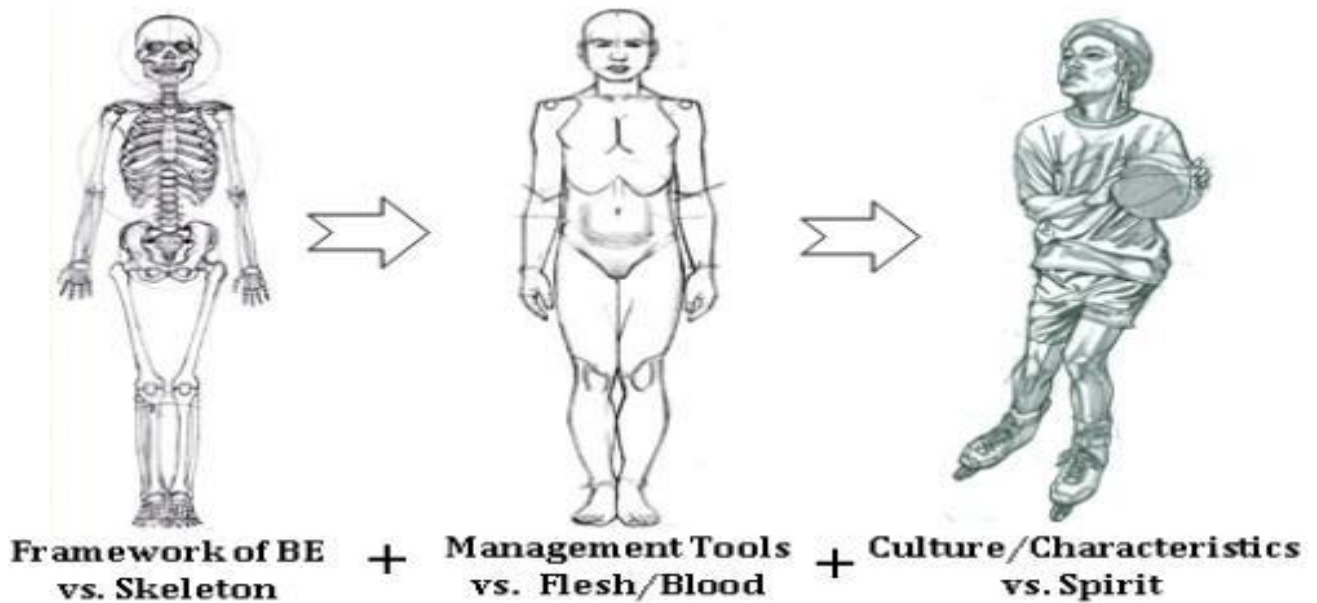


Fig 22: illustration (II) of the trinity of FACT

A) Framework of BE

The use of BE framework is for two purposes: guiding the organization towards BE and conducting assessment of the performance. Guiding towards BE is the primary purpose for the intension of pursuing organizational sustainability. And, conducting assessment is the secondary purpose which can be either self-assessment to diagnose the strength/weakness of an organization or award examination to select the winners.

B) Management tools/techniques

The use of management tools/techniques is one of the three major dimensions in FACT. Three types of management tools/characteristics are categorized in this study: planning, operation and improvement. Each category has its specific function which are as follows:

- I. Tools used for planning (SWOT, BSC etc.)
- II. Tools used for operation (SCM, ERP, JIT, KM etc.)
- III. Tools used for improvements (QCC, six-sigma, BPR etc.)

C) Organizational cultural/characteristics

Cultivating the right organizational culture/characteristics for an organization towards BE is the third major dimension in FACT. It implies that it is impossible to have a successful BE without the right organizational culture/characteristics. Two issues are raised here: one is what the right organizational culture/characteristics is, and the other is how it can be cultivated.

On the whole, the FACT model is not only a comprehensive model but a roadmap to BE that takes into account the three dimensions ; 1)the framework of BEM, 2)the management tools/techniques and 3)the organizational cultural/charateristics that are essential for businesses to follow and

excel in order to improve the overall business performance indicators that contributes to the national economy and the well being of the society.

4.3.3) Vedic Model of Excellence

Finally the vedic model of excellence is recommended not only in local but also in global context to encourage organization to incorporate the philosophies of veda for the universal well being, which is actually a true meaning of excellence, although its a journey and not a destination.

The Vedic model of excellence (Figure 23) highlights that excellence (utkrishtata), when pursued in a holistic manner, leads in the ultimate analysis to the three-fold dimensions of Universal well-being encompassing viSva vikAsah (Universal Development), viSva SAntih(Universal Peace) and viSva kauSalam (Universal Welfare). This model aims at maximizing the productivity, efficiency and effectiveness at all levels both horizontally and vertically.

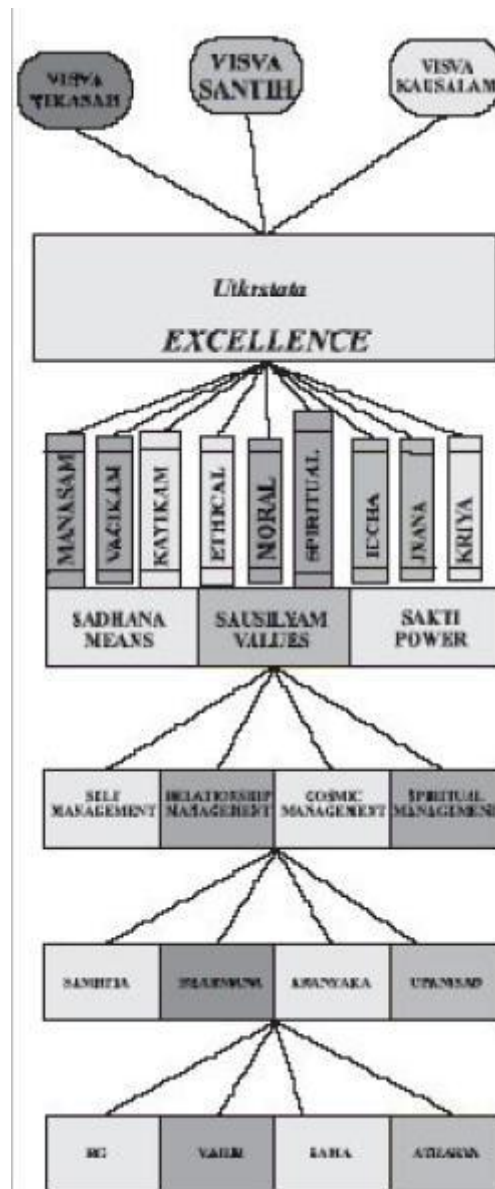


Fig 23: Vedic model of excellence

With the individual as the key foundation, this model projects a comprehensive picture at the universal level. Excellence is an intrinsic art and an inherent attitude. Excellence is not about winning every time in one's tasks and missions. It is not driven by the sole objective of achieving success at any cost.

The end objective does not drive the process as the pursuit of excellence, infact it is joyous celebration and a way of life. It becomes deep-rooted within the persona. It constitutes the springboard of happiness. Like absolute bliss, it is the ultimate pursuit: If only you know how to tap it and reach it.

Excellence is a fragrant flower with eight petals constituting physical, emotional, intellectual, behavioral, ethical, relationship, cosmic and spiritual dimensions. Excellence is not an end by itself. It is driven by enthusiasm and zest to perform to the fullest capacity and potentials of a person without an eye on the outcomes.

It represents a continuous journey forward to scale greater heights of efficiency and performance. When duly followed in letter and spirit, the Vedic model leads to individual excellence, organizational excellence, national excellence and universal excellence.[3]

4.3.3.1) Conclusion

To conclude it is essential for the business leaders to devise and adopt a unified theory focused to attain excellence comprising principles, methods, tools, and systems appropriate to their companies. Organisational excellence can be attained by developing proactive, self-responsible people concerned with achieving the ultimate goals of the organisation and inculcating values for appreciating the purpose of achieving goals. Success depends greatly on the involvement of people in the organisations, willing to bring a change in tune with the global environment. Business practices will have to be changed and aligned to with the growing needs and expectations of stakeholders. To bring excellence, the integration of the Vedic studies with modern science and technological research is necessary.

5) Literature review:

The literatur review is based on the desktop analysis focused precisely to themost popular Business Excellence models and all other quality models and tools that are relevant to the nature of study. The review is divided into three parts which can depicted from the figure given below:

5.1) Business Excellence frameworks(EFQM,MBNQA,BEA,)

In general,the popular business excellence models has been reviewed to know the strength and the weakness of each models in order to extract the best features to recommend for the new Business excellence framework suitable for Nepalese Business scenario. The models that are

described in this part are the most popular models because all other popular models are influenced by these model in one way or another, hence to minimize the redundancy and to make it more simple and understandable, the author has mentioned those models that are precisely relevant to the topic.

5.1.1) Malcolm Baldrige National Quality Award (MBNQA):

The Baldrige Criteria (above fig 3 above) have empowered organizations regardless of their size, sector, or industry to reach their goals, improve results, and become more competitive. It is one of the most used Business Excellence Framework. The Baldrige Criteria has also been adopted in many Countries in Asia. Some countries has customized according to their Business needs. The model is composed of seven categories in which six falls under process categories and the other is called the results category. The processes show what an organization does and the results show what an organization achieves. Good processes lead to good results.

Basically organizations use BEMs to understand and assess which processes they need to focus in order to improve the performance. When considering an organization's level of excellence it is important to take into account the 'Organizational Profile' (as shown at the top of, Fig 2) as every organization is different from others . This considers an organization's environment, key working relationships, and strategic situation including competitive environment, strategic challenges and advantages, and performance improvement system presented in the model.

The Baldrige Award is given by the President of the United States to businesses and to education, health care, and nonprofit organizations that apply and are judged to be outstanding in seven areas of performance excellence.

5.1.2) European Foundation Of Quality Management (EFQM)

The EFQM Excellence Model is based on nine criteria. Five of these are "Enablers" and four are "Results". The "Enabler" criteria cover what an organisation does and how it does it. The "Results" criteria cover what an organisation achieves. **The essence of the Model is that it can be applied to any organisation, regardless of size, sector or maturity.** It is non-prescriptive and it takes into account a number of different concepts. It ensures that all the management practices used by an organisation form a coherent system that is continually improved and delivers the intended strategy for the organisation.

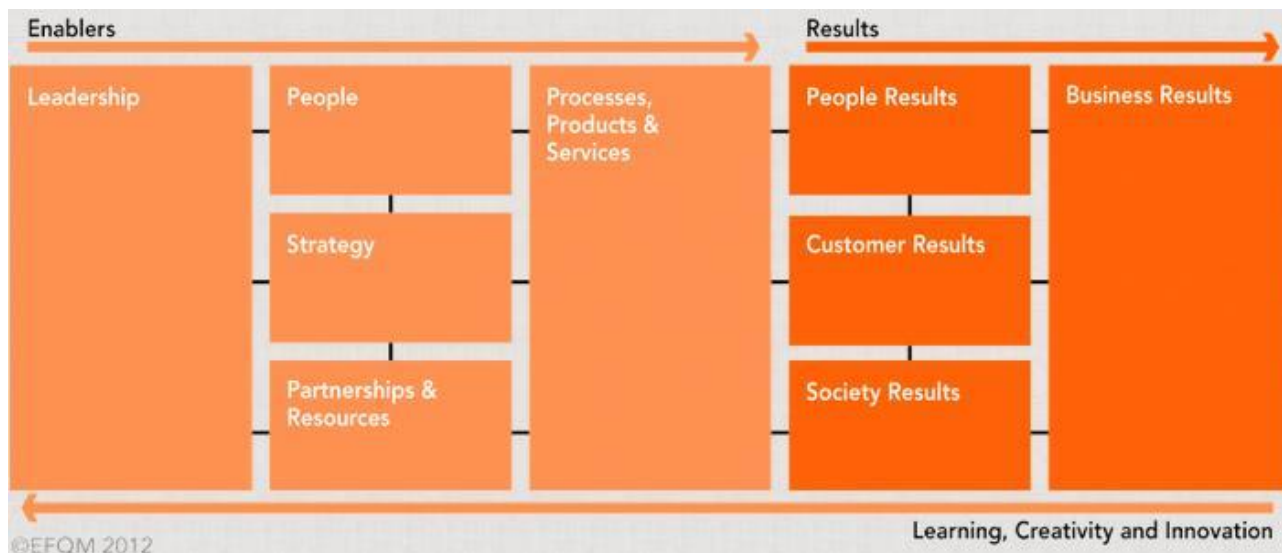


Fig 24: EFQM Business Excellence Framework

The arrows emphasize the dynamic nature of the Model, showing learning, creativity and innovation helping to improve the Enablers in turn lead to improved Results. Each of the nine criteria has a definition, which explains the high level meaning of that criterion. The enablers are the things an organisation needs to do develop and implement its strategy and the results is what an organization achieves in line with their strategic goals. They are discussed in brief in the table below:

Enablers	Results
Leadership: Excellent organisations have leaders who shape the future and make it happen, acting as role models for its values and ethics and inspiring trust at all times	People results: Excellent organisations achieve and sustain outstanding results that meet or exceed the need and expectations of their people.
Strategy: Excellent organisations implement their Mission and Vision by developing a stakeholder focused strategy by focusing on policies, plans, objectives and processes.	Customer Results: Excellent organisations achieve and sustain outstanding results that meet or exceed the need and expectations of their customers.
People: Excellent organisations value their people and create a culture that allows the mutually beneficial achievement of organisational and personal goals.	Society Results: Excellent organisations achieve and sustain outstanding results that meet or exceed the need and expectations of relevant stakeholders within society.
Partnerships and Resources : Excellent organisations plan and manage external partnerships, suppliers and internal resources in order to support their strategy, policies and the effective operation of processes.	Business Results: Excellent organisations achieve and sustain outstanding results that meet or exceed the need and expectations of their business stakeholders.
Product , process and Resources: Excellent organisations design, manage and improve processes, products and services to generate increasing value for customers and other stakeholders.	

Table 20:EFQM Enablers and Results

Note:The different colours indicates the major impact of enablers in the result side.

5.1.3) Business Excellence Model(BEM)

The Business Excellence Framework (BEF) also known as Australian Business excellence Modle (ABEM) is an integrated leadership and management system that describes the elements essential to sustainable organisational excellence. It can be used to assess and improve any aspect of an organisation, including leadership, strategy and planning, people, information and knowledge, safety,service delivery, product quality and bottom-line results.

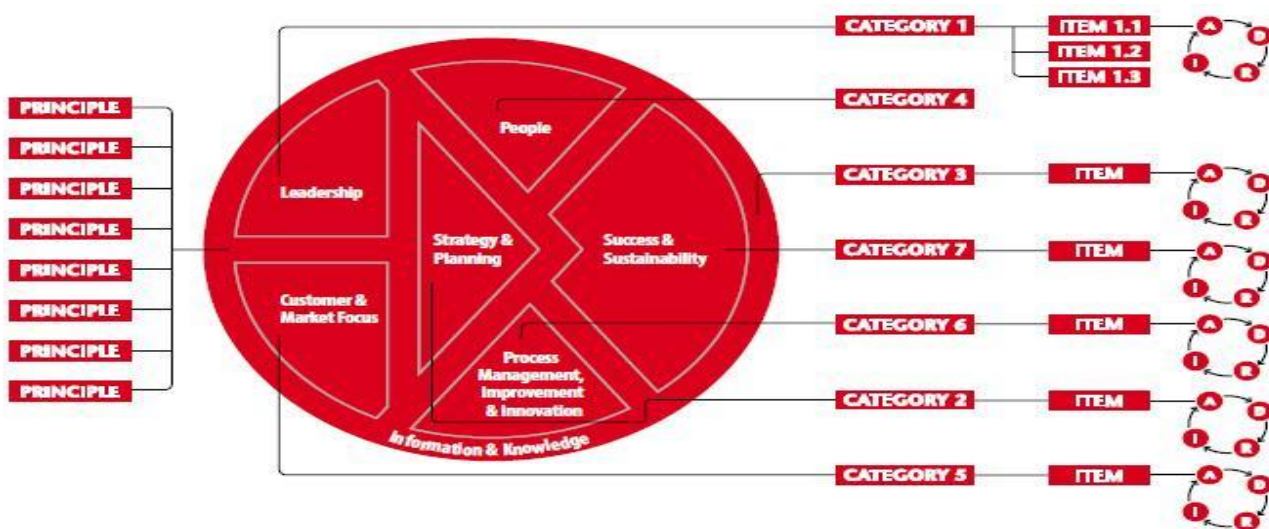


Fig 25: The elements of the Business Excellence Framework

According to SAI global, use of the BEF helps leaders maintain a comprehensive (systemic) overview of the organisation and supports a value and principle based organisational environment. On the question of how can the BEF help the organization , it has mentioned the following points.Organisations can use the Business Excellence Framework to:

- a) Achieve stronger financial performance
- b) Create visionary and inspirational leadership
- c) Drive innovation in products and services
- d) Focus on customer service and satisfaction
- e) Increase market penetration and revenue
- f) Create effective business planning processes
- g) Raise productivity and reduce operating costs
- h) Engage teams in the process of improvement and increase staff satisfaction
- i) Improve its decision-making capabilities
- j) Increase its capacity to manage change
- k) Be recognised for its achievements in excellence and best practice through the Australian Business Excellence Awards.
- l) Demonstrate to key stakeholders (i.e. customers,shareholders, boards, community, employees) that it has a structured and systematic approach to improving and achieving best practice and excellence.

Additionally, the creator of BEF also says that it provides an umbrella under which a number of business initiatives can be integrated to form one coherent, cohesive organisational system. Business initiatives that fit comfortably within the BEF include the following:

- ISO 9000 series
- Six Sigma
- Balanced Scorecard
- Enterprise Resource Planning
- Triple Bottom Line reporting
- Corporate Governance
- Risk Management.

The survey conducted on different custodians responded to the question why they use Australian Business Excellence Framework, the answer can be seen on the appendix 3 below. In which the largest percentage with the mean 4.1 used the ABEF as an assessment framework to identify key strengths and opportunities for improvement.

5.1.4) Universal Business Excellence Model(UBEM)

To bring excellence, the integration of the Vedic studies with modern science and technological research is necessary, therefore the business model like UBEM is developed to give emphasis on the missing elements that takes into consideration the commonalities, more than the differences. The basic outcome revealed during the evolution of the UBEM, is the extraction of four factors, namely “Universal well-being”, “Building learning organization”, “Values-based governance” and “Enhancing profits and growth” and each one of them represents a fundamental building block of the UBEM. The first three stem directly from the principles of the Vedic philosophy, while the fourth one is evident in the majority of current BEM’s. Consequently, this is an indicator that the structure of UBEM integrates the common features among BEM’s together with the universal laws emphasized in the Vedic philosophy.

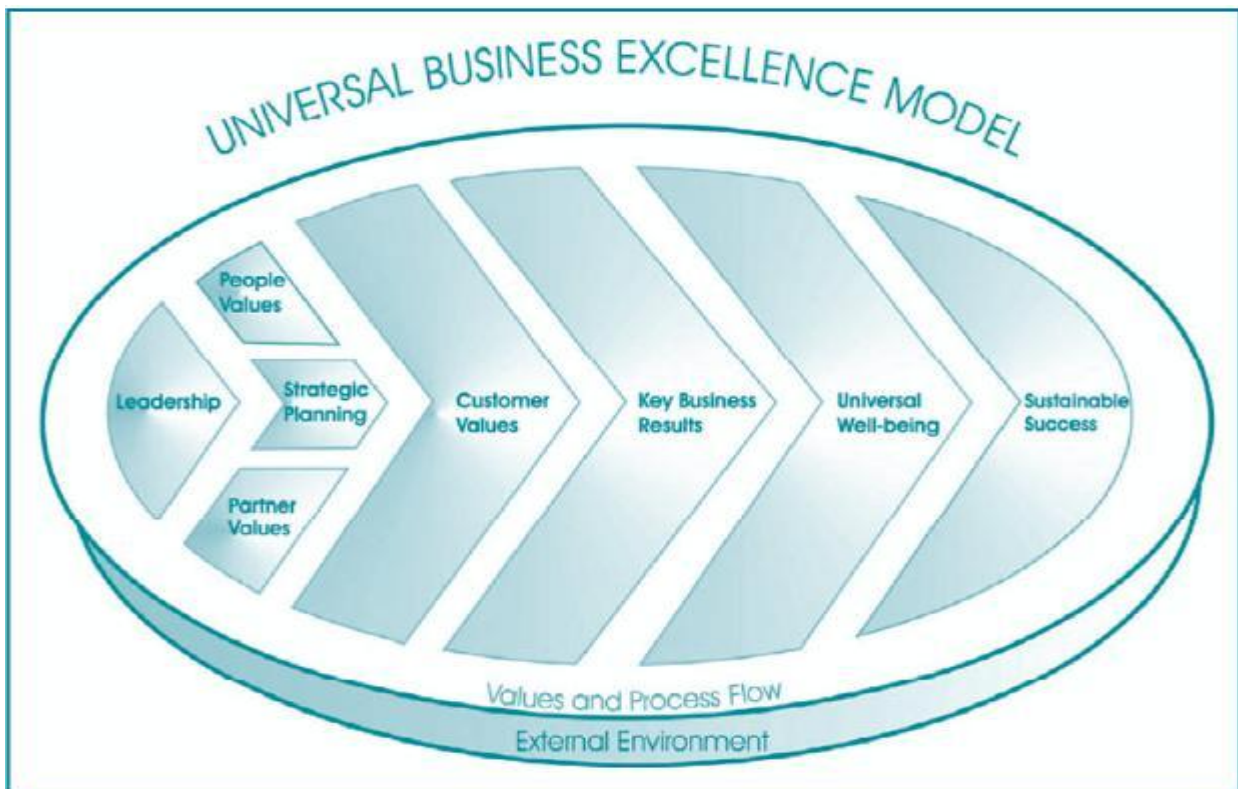


FIG 26: Universal Business Excellence Model

A key difference between the existing BEM's and the UBEM lies on the flexibility that characterizes the latter one. When talking about the major shortcomings that BEM's face, we highlighted the unsuitability of such models becoming universally applied because of their standard nature which can not capture the uniqueness of each individual company. What differentiates the UBEM is the existence of an extra layer which is being applied throughout the model. This extra layer ("External environment") enables the UBEM to integrate with the culture and business environment of the country where it is to be used (Sharma & Talwar, 2007). Besides, there is no standard weight assigned to the criteria of the model. Each company is allowed to adapt the principles and philosophy of the UBEM to its own internal system and determine the weight structure according to the magnitude that each criterion-element has, taking into consideration its individual characteristics and needs.

5.1.5) Vedic management

The Vedas refer to ancient knowledge of supreme authority. The Vedic literature is meant for the emancipation of the entire humanity. One can find in them an unceasing vibrant charm which has withstood the tests of time. **Vedas are apaurusheya and have not been composed by any person or agency.** Vedic poets are called seers of the Mantras and are not to be construed as the original authors of the Vedic Mantras. The Vedic literature has two major parts, **samhitA** and **brAhmaNa**.

samhitAs are also called mantras. These are collections of hymns, prayers, incantations, benedictions, invocations, sacrificial formulas and litanies. brAhmaNas are dissertations on the mantras offering detailed exposition. They are voluminous prose texts of theology dealing with special observations on sacrifices, rites, rituals, ceremonies and their mystic importance. The brAhmaNa literature may be classified into three parts, viz, pure brAhmaNas, AraNyakas and upanishads. While pure brAhmaNas present details pertaining to sacrifices, upanishads consist mainly of philosophy.

AraNyakas lie midway between the brAhmaNas and the upanishads explaining the Vedic occult science. Though some AraNyakas and upanishads can be construed to be independent texts, there is a common ideology and uninterrupted thought holding them together as brAhmaNas.mantra literature and pure brAhmaNas are described as Books of Work (karma kANda) while AraNyakas and upanishads are designated as Books of Knowledge (jñAna kANda)[3].

5.2)Business Excellence Awards:

Business Excellence awards are the recognition that is to be provided to the organizations that shows extraordinary results by implementing one of the recognized BE models in general. Quality and business excellence awards that recognize excellent organizational performance have emerged as a significant component of the productivity and quality promotion strategies of many countries. Several national and regional quality awards have been established to promote quality and serve as models of total quality management (TQM).The most widely used awards around the world are the MBNQA, EFQM & ABEM. There are around 83 countries who now operate these Business excellence award adopting one of these model with or without the customization to their Business Environment. Some of these award model are Japan Quality Award(JQA), Singapore Quality Award(SQA), Malaysian Quality award (MQA).Award models basically have common goals towards the organization and that is to encourage them towards the performance improvement through the assessment process at the beginning.

The difference between Business Excellence Framework(BEF) and Business Excellence Awards(BEAs) is the award itself, where award model influence organization with the recognition. Besides that both intent to motivate and encourage the organizations to participate in the assessment to know their strenghts and weakness and take actions to increase the performance with the implementation of different quality initiatives to eliminate or atleast reduce the performance gap between the intent and the actual.The figure below shows an example of BE assessment:

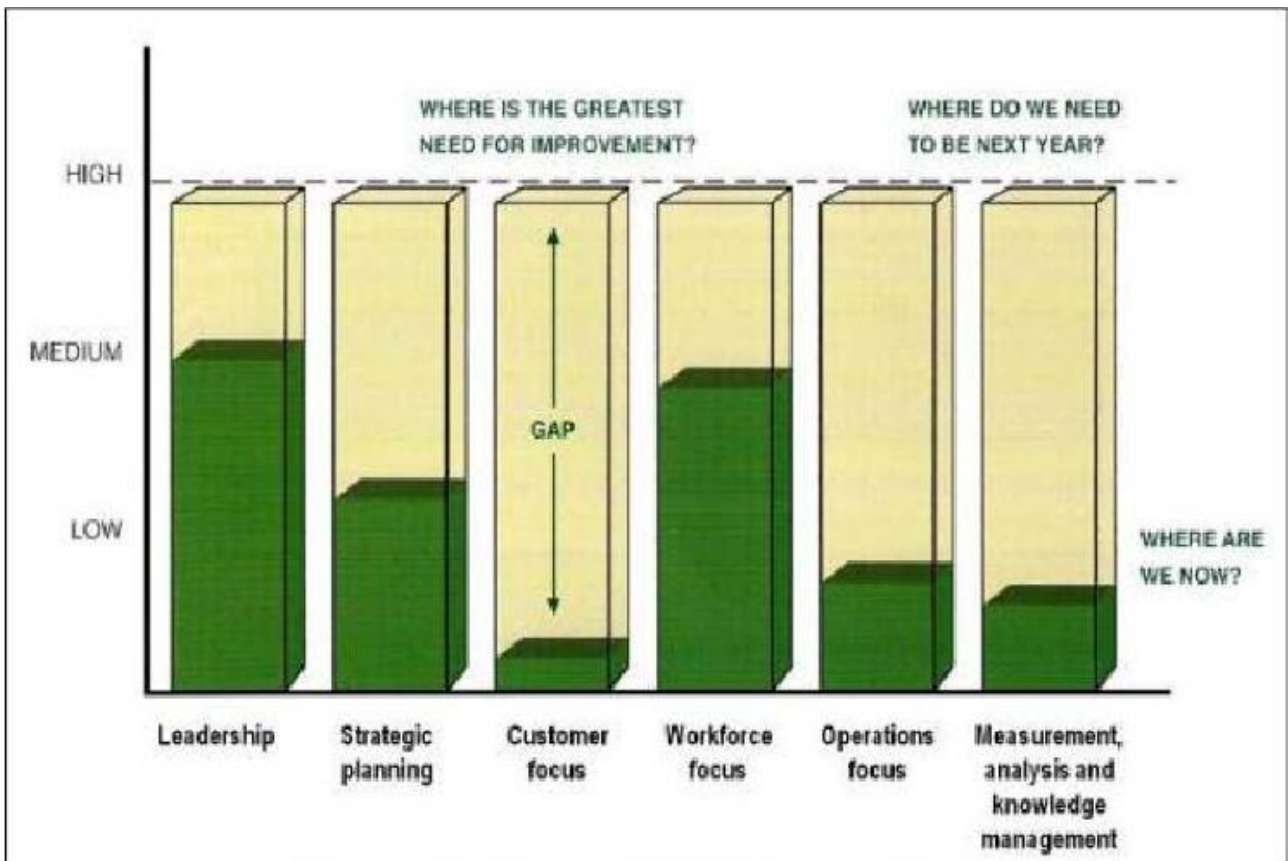


Figure 27: Example of a gap analysis from a BE assessment.(Source: Web)

5.3) International Organisations for Business Excellence(Custodians)

During the review it is very important to know about the Organizations that develops and look after the Business Excellence models in different regions/countries. These Organisation (hereafter Custodians) plays very important role in the economic and non economic activities of the region/countries. Therefore the selection of Custodians is very crucial inorder to drive the countries future in from multi dimensional perspective. The economic, social, environmental and economical future is in the hand of these organization if they can exploit the knowledge of Business excellene to influence organisation in understanding and implementing Business Excellence framework. Fig 17 below has given the countries and their corresponding organization that looks after the BE models.

Country	Organization
Australia	SAI-Global
Brazil	National Quality Award Foundation
Canada	National Quality Institute of Canada
Czech Republic	Czech Society for Quality
Europe	European Foundation for Quality Management (EFQM)
India	Confederation of Indian Industry
Ireland	Excellence Ireland Quality Association
Japan	Japan Productivity Center for Socio-Economic Development
Mexico	Premio Nacional de Calidad, México
New Zealand	New Zealand Business Excellence Foundation
Scotland	Quality Scotland
Singapore	SPRING Singapore
Sweden	Swedish Institute for Quality
Turkey	KalDer, Turkish Society for Quality
United Kingdom	British Quality Foundation
United States	Baldrige National Quality Program (BNQP)

Fig 28: BEF Organizations and the country that they represent

5.4) National standards and ISO standardards

The standards that are given more emphasis are the Nepal Standard (NS Marked) and ISO standards. We came to know that Organizations in Nepal are adopting both the national(NS marked) and international(ISO) standards for improving their business improvements. Many used organisation preferred to use Iso than NS standard because of the popularity in the international market and also they trust the ISO requirements and procedures more than the NS standards which basically is a product oriented. However there is confusion in the Nepalese market about the difference between the BE models and the Iso standards and their benefits that they provide in implementing in Business. Nevertheless the company are integration Iso standards in their management system to make their management system more sytematic and standardize. The graph below shows the evolution and trend of ISO certification in Nepal until 2012.

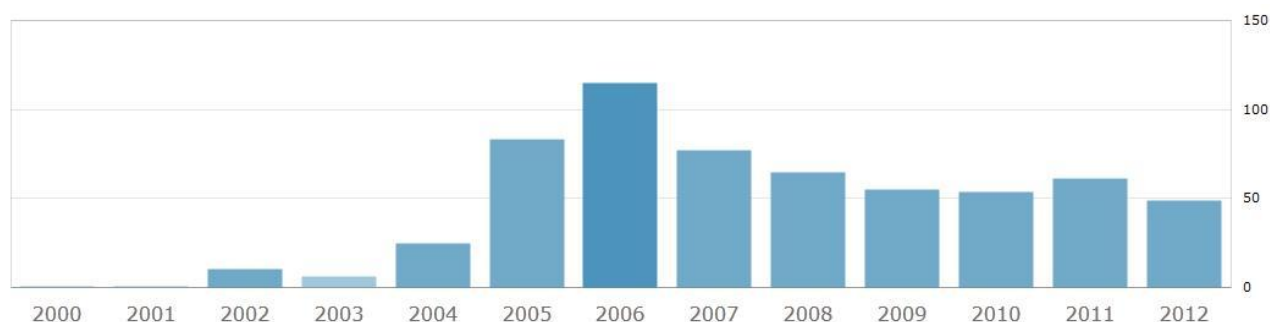


FIG 29: Evolution of 9001 certificates in Nepal (Source: iso)

The graph shows significant increment in the adoption of ISO 9001 standards in 2005 and 2006, while the current trend is constant since 2008. But the awareness of the overall quality management concept is increasing and much to be done by the governing bodies for promoting

and encouraging the benefits of these quality initiatives on the whole organizationla level fousing on long term benefits to stakeholders.

5.6)Understading and Implementing Business excellence assessment

To understand BE, it is necessary to understand the core values and concepts from which Business Excellence Models (BEMs) were derived. In this section, the core values and concepts, BEMs, and their relationship are explained along with a description of how BE relates to the use of other improvement initiatives that organizations may be undertaking.

There are eleven widely recognized embedded beliefs and behaviours found in high performing organizations, otherwise known as the “Core Values and Concepts of Business Excellence”.These are, They are marked as common (C) and Uncommon (C)

- 1)Visionary leadership (c)
- 2)Customer-driven excellence(C)
- 3)Organizational and personal learning(C)
- 4)Valuing workforce members and partners(C)
- 5)Agility(C)
- 6)Focus on the future(C)
- 7)Managing for innovation(NC)
- 8)Management by fact(C)
- 9)Societal responsibility(NC)
- 10)Focus on results and creating value(C)
- 11)Systems perspective(NC)

The answer to these question will help to understand for organisations to understand especially to SMEs about the BE assessment and implementaion. It is a difficult task unless one begin to ask these question and search for answers.

- 1)WHAT CAN BE ACHIEVED THROUGH THE APPLICATION OF BUSINESS EXCELLENCE?
- 2) WHAT ARE THE CORE VALUES AND CONCEPTS OF HIGH PERFORMING ORGANIZATIONS?
- 3)ARE WE READY FOR BUSINESS EXCELLENCE?
- 4)DECIDING ON WHICH IMPROVEMENT INITIATIVES TO IMPLEMENT?

5.7) Self Assessment:

Self assessment is a tool that is used to identify the strength and weakness of any organization. It is basically used to assess the organizational performance with Business models to identify the gap. Gap refers to the improvement areas that the company should focus on to improve the performance of the organisation towards the path of excellence. The BEM model is geared not only to the organizations in a position to successfully compete for the award but also to those who wish to take up the challenge of pursuing competitiveness and business excellence. Porter & Tanner (2004) proposed an eight-step common processes for an organization to conduct a self-assessment (see Figure 19). It starts from choosing the framework and ends up with eliciting the action plans for those that are necessary to be corrected or improved. [6]



FIG 30: Common process of Self Assessment

6) Methodologies:

6.1) Paper reviews online (books, articles, journals)

The online sources has played important role in understanding the subject matter and make it more easier to research on the topics. Different online sources such as Google scholars, online library, articles and journals were studied and analyzed to collect the datas and information. The online reading has contributed to the highest percentage of the timeline during the review period. This online reading, understanding and analyzing is the basic strategy before starting the project .The strategy map before and during the project is given in the diagram below:

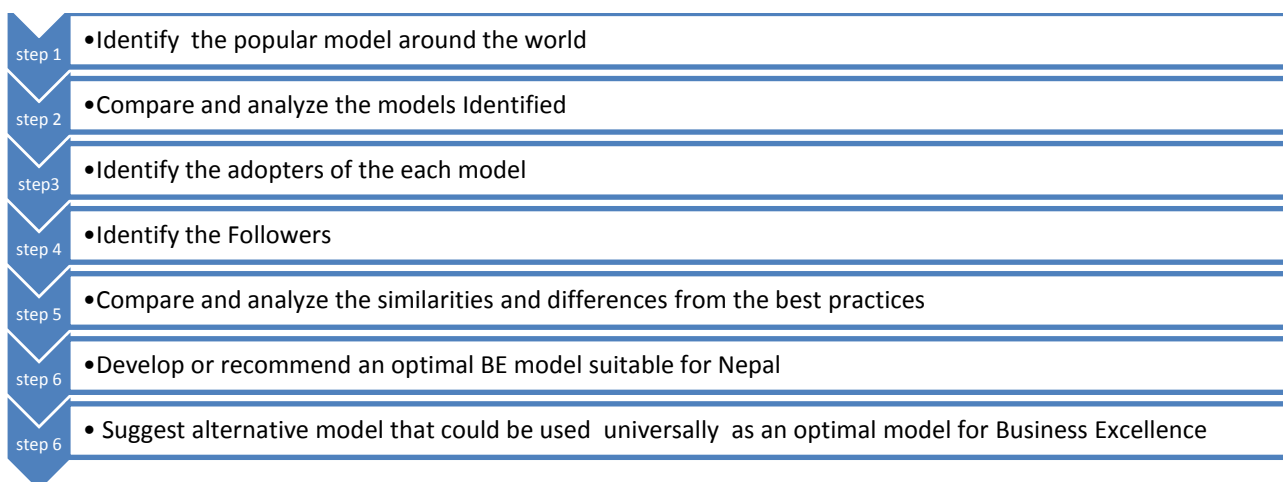


Fig 31: Strategy map of the project

6.2) Telephone queries and interviews

Some telephone queries have been conducted to collect data and information while researching on the stucture ,duties and framework criterias of governing organization in Nepal. Maj some or sources don't respond to the queries and emails that was found on the website. The telephone queries are intended to majorly to the governing body of Quality management bodies of Nepal and primarily for FNCCI, NBMS and NEPDC and unsuccessful in many ways. This experience itself is an example for the unorganised sytem of our country. However the author was succesful to extract some information from FNCCI branch that was useful for the research project. Therefore the restructuring of the whole Quality management system of Nepal is essential to integrate and develop effective Quality models that can be applicable in every sector and level of the country.

6.3) Business Excellence organizations website (Custodians)

Organizations websites are one of the major sources to gain knowledge and understanding regarding the Business Excellence body of knowledge. Different websites of national and international bodies, organizing and monitoring organizational quality management issues were revised to identify the current BE trends and important features. This has helped to produce the reliable outcome to assist in the future research project. The major organizational websites (also refer as Custodians) that are studied are the European (EFQM), American (MBNQ), SINGAPORE (SQA), JAPAN (JQA), NEPAL (FNCCI) and many other organizational websites that are relevant to the organization.

6.4) Comparative Analysis

Different models were analyzed from multiple dimensions to identify the strength and weakness of each model. The techniques used was to gather data, compare and analyze the similarities and differences among the models. The main focus are given to the key components of the frameworks to find out the effectiveness of the model and its relevance to business excellence. The research is theoretical based, hence there are not any use of statistical tools to analyzed the datas. The major emphasis was on the comparative analysis based on theoretical ground. Based on the data and knowledge constructed in the authors mind through this analysis the project was completed.

6.5) Core values, Critical Success factors and Key performance Indicators

During the process to track the relation between the core values and Key performance indicators, it was necessary to make a simple conceptual representation of the relation. Therefore after revising each of the elements, the author has construct a trivial representation of a relation between the core values, Critical success factors and Key performance indicators which can be seen in the representation below to identify the relation with the Business Excellence criterias that are developed with the similar concept presented here in the representation where the only difference is the keywords that has been used with points and weights assigned to the CFS and the KPIs.

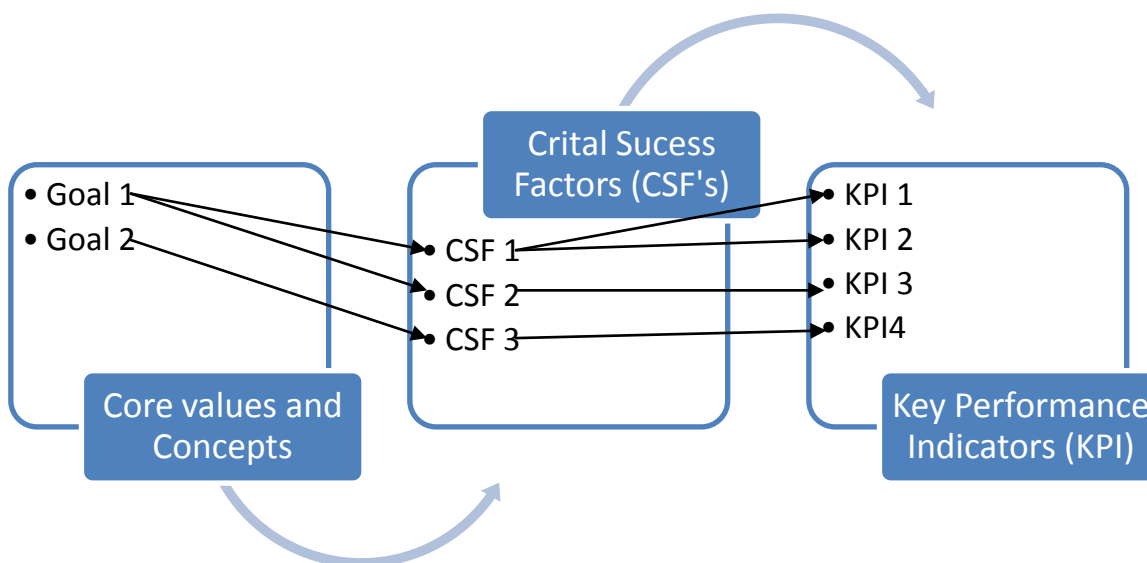


FIG 32: Relational representation of core values,CSF to KPI

6.6) National standards and ISO standards

The study of ISO standards evolved as a methods during the process of research as many organization has integrated ISO standards in their management system while adopting the Business Excellence models. Therefore considerable time has been spent to capture the knowledge of national and international standards and their contributions and role in the Organizational Business performance. The clarification of the difference between the ISO standards and the Business Excellence model was required to understand if ISO as an individual standard could help to improve Business performance and lead to excellence or have to integrate with BE models in order to achieve maximum outcomes following the excellence journey. Meanwhile National Standard has been briefly studied to gain the insight of its penetration and contribution in Nepalese market which indicates that there is not sufficient efforts has been made to upgrade quality management system of Nepal.

7) Conclusion

There is no significant difference between Award models and Business Excellence Framework except that the BE award model recognize the participant with the BE Awards for surpassing its competitors in Business performance. An award system may promote business excellence indirectly by example or through feed back. All award systems aim at this objective. However the impact is limited and reactive. Hence a reactive model are not ready to tackle potential consequences that could arise from unexpected changes in the Business Environment and different factors affecting the Business and stakeholders. FNCCI criteria for excellence awards, may supply a starting point for a new business excellence framework for Nepal, but it should go beyond.

As a whole Nepal needs a more proactive system to promote 'business excellence' throughout the country. Throughout the country means not only from the regional perspectives but to penetrate through the district and in each segment of the community. A business excellence framework should be a guide to every economic effort in the community; large or small, private or public, urban or rural, profit making or social service. It should not be prescriptive or determinist however; but a guide or generic framework to business excellence with flexibility of application suitable to concrete situations or organizations. A business excellence framework also should take its values from its own cultural setting. This in particular means deriving business values particularly from different cultural groups from society.

A business excellence framework should apply not only in the private sector but also in the public sector. It is very important that the involvement and participation of both sector to promote Business Excellence throughout the country. This should be in line with the public-private partnership (PPP).

8) Future Research:

The finding from this research is an attempt to propose effective measures that should be taken from national level to restructure the Quality System of Nepal focusing on Business Excellence Models, initiatives, tools and standards. Therefore this paper work, tries to compare the current situation of Nepal comparing the only FNCCI Business Excellence models with models from Asia Pacific countries and from other exemplar market. Also focus has been given to analyze and compare the popular models such as EFQM, MBNQA and ABEA with FNCCI national Excellence Model.

Hence the future research should emphasize on following the guidelines and put forward and restructuring the Quality management system of Nepal especially focusing on the recommended EFQM model which fulfill the requirements on why Nepal should adopt the European model from others. If not then the focus should be on rebuilding the National Business Excellence framework applicable to all sectors of Nepal in collaborative effort with governing body of Asia Pacific like Asian Productivity Organization (APO) and SPRING Singapore.

The future approach should also try to combine the western scientific models (recommended as EFQM in this case) that most of the organization follows with the eastern philosophy (THE VEDAS) that comprises of a vast knowledge from entity to the universal level. Hence if constructed with proper thought and enough effort can provide a new and fresh outlook to the Business Excellence model that will lead to individual, excellence, organizational excellence, national excellence and universal excellence.

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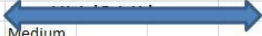
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10) Appendix

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S
Scoring Summary Sheet																		
1 Name of Enterprise:																		
2 Scale:		Medium																
1 Enablers Criteria																		
Criteria No.	1	%	2	%	3	%	4A	%	4B	%	5	%	6B	%	9	%		
Sub-criterion	1(i)	100	2(i)	100	3(i)	100	4(i)	100	4(i)	100	5(i)	50	6(i)	100	9(i)	75		
Sub-criterion	1(ii)	100	2(ii)	100	3(ii)	75	4(ii)	100	4(ii)	100	5(ii)	100	6(ii)	100	9(ii)	100		
Sub-criterion	1(iii)	100			3(iii)	100	4(iii)	90	4(iii)	100	5(iii)	67	6(iii)	100				
Sub-criterion	1(iv)	66					4(iv)	100	4(iv)	100	5(iv)	100						
Sub-criterion	1(v)	100							4(v)	100								
Sub-criterion	1(vi)	100																
Sub-criterion	1(vii)	100																
Sub-criterion	1(viii)	100																
Sub-criterion	1(ix)	100																
Sub-criterion	1(x)	100																
Sum		966		200		275		390		500		317		300		175		
		10		2		3		4		5		4		3		2		
Score awarded		96,6		100,0		91,7		97,5		100,0		79,3		100,0		87,5		
Note:	The score awarded is the arithmetic average of the % scores to the sub-criterion																	

2 Results Criteria													
Criteria No.	6A	%	weightage	7	%	weightage	%	8	%	weightage	%		
Sub-criterion	6(i)	100	0,25	25	7(i)	100	0,25	25	8(i)	0	0,5	0	
Sub-criterion	6(ii)	100	0,75	75	7(ii)	87,5	0,75	65,625	8(ii)	0	0,5	0	
Score awarded				100				90,625				0	

Scoring Summary Sheet									
1 Name of Enterprise:									
2 Scale:		Medium							
3 Calculation of Total points		<input type="text"/>							
Criterion	Score Awarded	X	NE		PE		SE		Points Awarded
			Factor	Points Awarded	Factor	Points Awarded	Factor	Points Awarded	
1. Institutional Policy, Planning & Commitment	96,6	X	1,0	96,6	1,0	96,6	1,0	96,60	
2., Organizatoinal Form, Work Plan Development & Deployment	100,0	X	1,0	100	0,5	50	0,5	50,00	
3. Operational Information Disseinatoin & Ut	91,7	X	1,0	91,66667	1,0	91,66667	1,0	91,67	
4A. Employeeed Development	97,5	X	1,0	97,5	1,0	97,5	1,0	97,50	
4B. Employees Development (Additional)	100,0	X	0,0	0	1,5	150	0,0	0,00	
5. Work System & Staandardisation	79,3	X	1,0	79,25	0,0	0	0,0	0,00	
6A. Customer Satisfactoin & Relatoinship	100	X	1,5	150	1,0	100	1,5	150,00	
6B. Customer Service (Additional)	100,0	X	0,0	0	0,0	0	1,5	150,00	
7. Employee Satisfaction	90,625	X	1,0	90,625	1,5	135,9375	1,0	90,63	
8. Performance Results	0	X	1,5	0	1,5	0	1,5	0,00	
9. Future Plan	87,5	X	1,0	87,5	1,0	87,5	1,0	87,50	
Total Points Awarded				10,0	793,1	10,0	809,2	10,0	813,9

Appendix1: Example of Scoring summary sheet of FNCCI Model.

ISO Survey of Certifications 2012 - Industrial sectors

Nepal	ISO 9001	ISO 14001	ISO/IEC 27001
Agriculture, Fishing and Forestry	0	0	0
Mining and quarrying	0	0	0
Food products, beverage and tobacco	0	0	0
Textiles and textile products	0	0	0
Leather and leather products	0	0	0
Manufacture of wood and wood products	0	0	0
Pulp, paper and paper products	0	0	0
Publishing companies	0	0	0
Printing companies	0	0	0
Manufacture of coke & refined petroleum products	0	0	0
Nuclear fuel	0	0	0
Chemicals, chemical products & fibres	0	0	0
Pharmaceuticals	0	2	0
Rubber and plastic products	1	0	0
Non-metallic mineral products	0	0	0
Concrete, cement, lime, plaster etc.	0	0	0
Basic metal & fabricated metal products	0	0	0
Machinery and equipment	0	0	0
Electrical and optical equipment	0	0	0
Shipbuilding	0	0	0
Aerospace	0	0	0
Other transport equipment	0	0	0
Manufacturing not elsewhere classified	0	0	0
Recycling	0	0	0
Electricity supply	0	0	0
Gas supply	0	0	0
Water supply	0	0	0
Construction	0	0	0
Wholesale&retail trade,repairs of motor vehicles	0	0	0
Hotels and restaurants	0	0	0
Transport, storage and communication	0	0	0
Financial intermediation, real estate, renting	0	0	0
Information technology	0	0	0
Engineering services	0	0	0
Other Services	0	0	0
Public administration	0	0	0
Education	0	0	0
Health and social work	0	0	0
Other social services	0	0	0
TOTAL	1	2	0

Appendix 2: ISO certification survey for industrial sector 2012

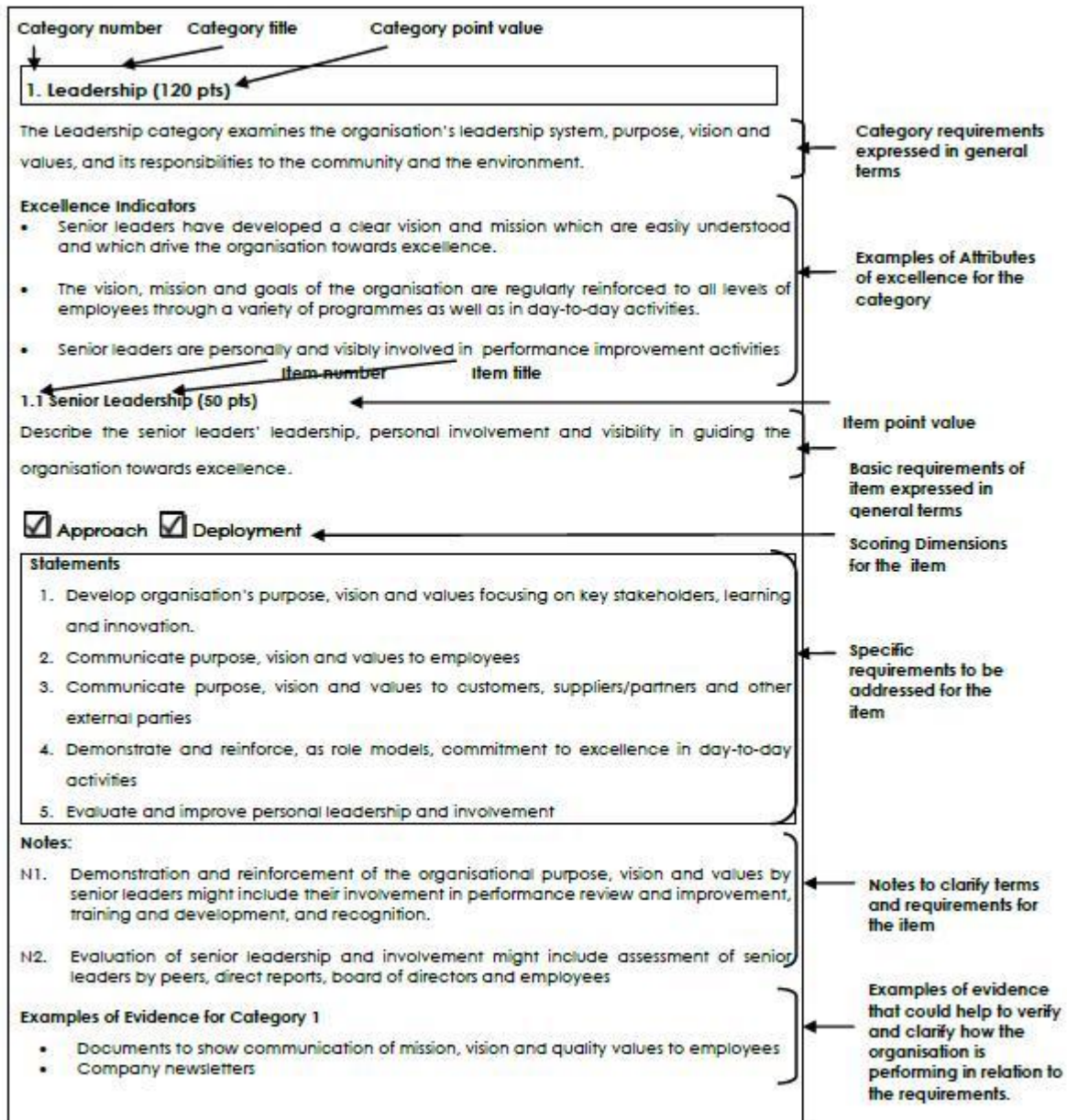
Rank order	Why does your organisation use the ABEF?	Not important count	Marginally important count	Somewhat important count	Very important count	Essential count	N	Mean
1	It provides a rigorous and sensible approach to identifying strengths and opportunities	0	1	7	12	13	33	4.1
2	To guide our organisation's continuous improvement effort	0	1	6	17	9	33	4.0
3	We needed a holistic business framework to co-ordinate a range of initiatives	2	1	5	17	8	33	3.8
4	To provide an external measure of performance	2	1	9	14	7	33	3.7
5	To educate staff on the characteristics of successful organisations	1	3	8	16	4	32	3.6
6	To become "world class"	4	1	8	12	7	32	3.5
7	Research shows that using the ABEF improves performance	2	5	12	11	3	33	3.2
8	To benchmark our ABEF scores within and across industries	7	4	12	6	4	33	2.9

Notes: Mean score key: 1, Not important; 2, Marginally important; 3, Somewhat important; 4, Very important; and 5, Essential

Appendix 3: For what purpose Organization use ABEF

CPE Criteria	Starting	Progressing	Mature	Excellent
1. Leadership	An individual is responsible for investigating BE	Senior managers initiate and support the implementation of BE	BE is recognised by all managers as an important element of business success. Major improvement programs have been fully implemented.	All managers at all levels promote the identifying and implementing of appropriate elements of BE, including best practice benchmarking
2. Strategic Planning	There is a stated policy of adopting BE	The overall business plan includes major improvement programs based on BE principles	All business plans are based on achieving leading industry performance as measured by BE assessments	All business plans are based on achieving world-class performance as measured by BE assessments
3. Customer and Market Focus	Awareness of the importance of customer relationships and market knowledge	There is a process for capturing customer and market data and implementing performance measures for markets and customers	KPIs for customer and market knowledge and customer relationships and satisfaction are used and drive action	A database of customer and market information is fully integrated with all other business systems and is effectively used
4. Measurement, Analysis, and Knowledge Management	Senior managers understand the need to identify, measure and analyse its business systems and practices	There is a central database of business information. A 'road map' for identifying leading practices has been developed. A balanced set of KPIs covering all stakeholder groups are identified	The measurement and review of organisational performance is routine. There is an effective means of communicating performance to all stakeholders	Measurement, and analysis are embedded in all processes. All employees can contribute to knowledge bases and the communication of information
5. Workforce Focus	Employees understand the requirement for continuous improvement	All employees have received basic training in BE. Senior managers are involved in BE activities such as benchmarking	Participation in BE studies is used as a personal development tool. Improvement teams use BE concepts and research	All employees are able to identify leading practices and routinely propose ways of integrating their learning into their process
6. Process Management	An individual is responsible for developing a systematic approach to identifying process improvements	Senior managers initiate and support a systematic process for identifying and implementing improvements across all core/value adding processes	Support processes (in addition to core/value adding processes) and operational planning are measured and owned at all levels, and all employees are enabled to contribute	Processes reviewed and continually improved. Innovation is accepted as the norm. Creative selection of benchmarking partners from outside industry in search for world-class performance
7. Results	Business results are limited to one or two areas but plans are in place to collect results for all stakeholder groups/BE result items.	Measures are collected for most stakeholder groups/BE result items. Trend data shows performance is improving across more than half of the measures. Benchmarking data is beginning to be collected.	Measures are collected for all stakeholder groups/BE result items. Trend data shows performance is improving across the majority of measures. Benchmarking data indicates above average industry performance.	The business has achieved top decile performance in all BE business result items when compared to all industry sectors.

Appendix 4: Business Excellence Maturity Matrix



Appendix5: Format of Business Excellence framework Criteria

1. NS 1:2035 Brick First Amendment
2. NS 2:2035 Ghee (Butter Oil) First Amendment
3. NS 3:2035 Mustard oil First Amendment
4. NS 4:2036 Toilet Soap
5. NS 5:2036 Recording Ink
6. NS 6:2036 Matches
7. NS 7:2036 Laundry Soap Second Amendment
8. NS 8:2036 Grading of Tobacco
9. NS 9:2036 Lime for Construction
10. NS 10:2036 Wheat flour
11. NS 11:2037 Chicken feed First Amendment
12. NS 12:2037 Dry ginger
13. NS 13:2037 Woolen carpet Superseded by NS276:2049
14. NS 14:2037 Animal feed
15. NS 15:2037 White bread
16. NS 16:2037 Performance testing of the machineries used in rice mills
17. NS 17:2037 Rules for Rounding off numerical values First Amendment
18. NS 18:2038 Biscuit First Amendment
19. NS 19:2038 Ordinary ink Second Amendment
20. NS 20:2038 Lycopodium Powder
21. NS 21:2038 Cigarette
22. NS 22:2038 Agriculture Lime
23. NS 23:2039 Beer First Amendment
24. NS 24:2039 Pasteurized milk First Amendment
25. NS 25:2039 Milk bottle
26. NS 26:2040 Bone meal
27. NS 27:2040 Vegetable Ghee and Oil Industry Third Amendment
28. NS 28:2040 Nepali paper (Hand made)
29. NS 29:2040 PVC Cable (Superseded by NS344:2052 & NS345:2052)
30. NS 30:2040 Powder soap
31. NS 31:2040 Toothpaste First Amendment
32. NS 32:2040 Tooth powder
33. NS 33:2040 Salseed oil cake
34. NS 34:2040 Rice bran oil
35. NS 35:2040 Large cardamom
36. NS 36:2040 Ice - cream
37. NS 37:2040 Jute bag for cement
38. NS 38:2040 Plywood
39. NS 39:2040 Butter

Appendix 6: Example of NS marked products