The Role of Excellence Models in Nation Building

Patrick Lim
Director, Business & Service Excellence

11 December 2018
Enterprise Singapore
An Agency under Ministry of Trade & Industry

MISSION
Grow stronger Singapore enterprises by building capabilities and accessing global opportunities, thereby creating good jobs for Singaporeans.

VISION
A vibrant economy with globally competitive Singapore enterprises.

4 PILLARS OF ENTERPRISE SINGAPORE
- Building resilient, competitive industries and enterprises
- Tapping global opportunities for Singapore
- Developing Singapore as a top global trading and startup hub
- Building trusted Singapore products and services
Singapore’s Economic Strategies through the years

- Growing importance of local enterprise development
Business Excellence & Singapore

It started with a vision...
Introduction of Singapore Quality Award (SQA) and Business Excellence Initiative

Endorsed by then-Prime Minister Mr. Goh Chok Tong

- Inspires Singapore enterprises to strive towards world class status
- Provides robust diagnostic health check for organisations (public & private) to improve their management systems
- Benchmarks against internationally comparable and holistic framework for managing an organisation for excellence
BUSINESS EXCELLENCE RECOGNITION

A “Mark of Excellence” to instill Trust & Confidence

BE CERTIFICATIONS

400 points
BE Certifications recognise organisations for meeting standards of good performance and for their commitment to business excellence.

550 points
Singapore Quality Class (SQC) Star recognises SQC organisations that have made further improvements in their business excellence journey. It motivates SQC organisations to push for higher levels of performance.

BE AWARDS

700 points
BE Awards recognise organisations for outstanding management capabilities and achieving superior results. It is a prestigious award in recognition of world-class standards of performance.

800 points
SQA with Special Commendation recognises past SQA winners for scaling greater heights of excellence and sustained global leadership. It is the pinnacle award for business excellence.

400 points
550 points
700 points
800 points
Evolution of Excellence Framework, Aligned to National Priorities & Emerging Organisational Challenges

First Framework (1994)

Current Framework

BE for Public Sector

Alignment with Public Service Transformation initiative

Criteria less relevant to Public Service (such as financial and market results, revenue, and Market Positioning) were re-interpreted
Business Excellence Singapore: Making an Impact

- Mr Lim Hock Chee, CEO

“(BE) helps us ensure that we’re on track to achieving our business goals, long-term competitiveness and viability.

(…) Innovation is key to our success, we believe that in these fast changing times where the world and technology are constantly evolving, the only way to keep up is to innovate.”

- Ms Christina Kong, Executive Director

“BE helped Jumbo to identify gaps for improvement and provided a roadmap for us to fine-tune our human resource initiatives so that we could grow further as a people-centric organisation.

Achieving the People Excellence Award is a testament of our continuous efforts in enhancing our people practices, and has increased our reputation as a trusted employer in local and overseas markets.”

- Sim S Lim, Singapore Country Head

“The Business Excellence Framework provides a way for us to achieve our digital goals and targets as it communicates and emphasises excellence in all aspects of our business – from leadership to customer service.

It helped lay the foundation for DBS’s shift to digital banking and innovation.”

Focus on continuous journey towards excellence

Staying at the Forefront

Developmental Roadmap through Business Excellence, reinforced by Learning & Innovation
Business Excellence Singapore: Making an Impact

- Number of organisations that have benefitted from BE: ~1,800
- Employing more than 550,000 employees, or 15% of resident workforce
Sustaining an initiative for more than 20 years requires much support

- Commitment of volunteer assessors from Industry
- Willingness of organisations, practitioners and domain experts to share best practices
- More than 1,000 leaders impacted annually through BE conferences and Learning Journey
- Continual Commitment by Singapore Government towards excellence
The Business Excellence Framework

Organisational profile sets the context for the way the organisation operates and serves as an overarching guide for how the framework is applied.

Attributes of Excellence describe key characteristics of high performing organisations and are embedded throughout all critical drivers of the framework. Together, the organisational profile and the attributes of excellence form the foundation of the framework.

Leadership sets the strategic direction for the organisation and drives the mindset of excellence.

Customer-centricity is positioned after leadership to demonstrate the focus on anticipating customer needs and creating value for them.

Strategy is developed based on understanding internal and external stakeholder requirements, which guide the development of People and Process capabilities to achieve desired Results.

Knowledge is part of the feedback loop of Learning and Innovation, which supports decision-making and drives improvements.

7 CATEGORIES

58 CRITERIA ITEMS