



Gratia Christian College
宏恩基督教學院

www.gcc.edu.hk



Hong Kong Institute of
Education for Sustainable Development
香港可持續發展教育學院
The Movement of Centres of UNESCO

www.hiesd.org



www.hk5sa.com/apbest



www.emerald.com

24-ICIT: Paper # 3-1DK

6-8 Feb 2025 hosted by the Gratia Christian College (GCC)
At the Regal Riverside Hotel, Shatin, HKSAR, China (www1.gcc.edu.hk/ro/24-ICIT)

Insights on the **Business Excellence** Journey

Prof. Pui-Mun LEE

pmlee@suss.edu.sg



- ◆ **Professor** in the School of Business, Singapore University of Social Sciences [SUSS]. He serves as the Deputy Director of the Center of Research for Small Enterprise Development (CRSED), Nanyang Technological University [NTU]. He also serves as Academic Program External Examiner for the Faculty of Business Administration, University of Macau, Macau, China since 2021 and is a member of the Technical Committee on Railway Systems and Quality Management, Singapore Standards Council.
- ◆ He previously served as the Vice Dean and then the **Dean of the School of Business, SUSS** between 2010 to 2012 and 2012 to 2018 respectively. He also served as Chairman of the Examination Board and a Member of the Academic Board at SIM Global Education between 2013-2018.

24-ICIT + Prof. Pui-Mun LEE

6-8/2/2025 hosted by the **GCC**, Paper # 3-1DK



CONTENT

- ◆ Application of Business Excellence Framework
- ◆ Case Study Approach
- ◆ Relevant Insights from Case Study Approach
- ◆ Summary

1.1 Application of Business Excellence Framework

The main Attributes to achieve business excellence and sustain business growth:

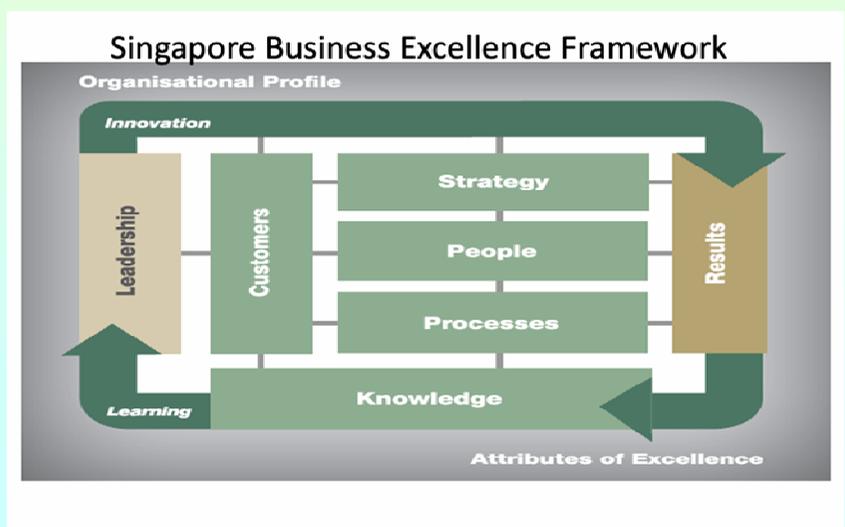
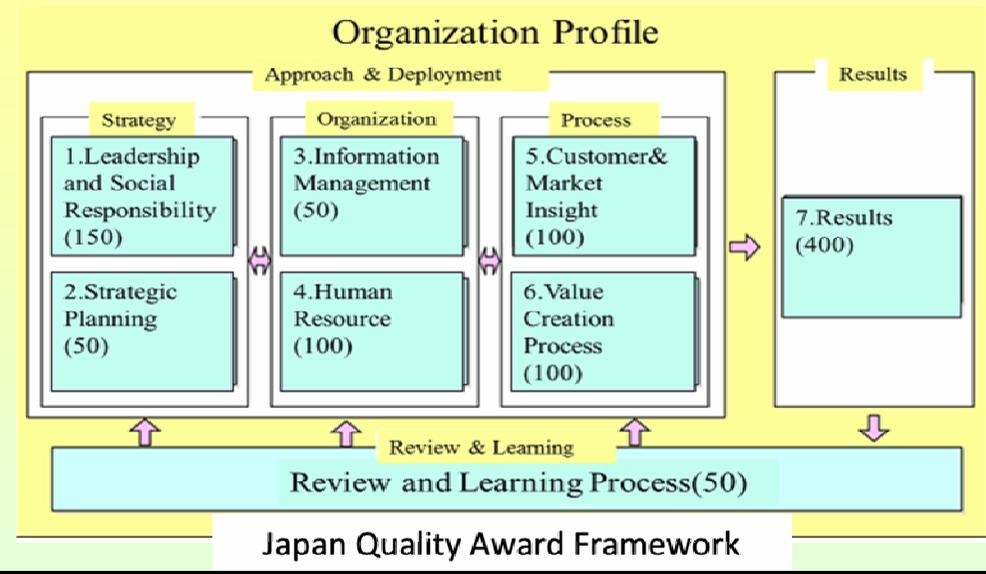


Lead with Vision and Integrity
Create Value for Customers
Drive Innovation and Productivity
Develop Organisational Capability
Value People and Partners
Manage with Agility
Adopt an Integrated Perspective
Anticipate the Future
Sustain Outstanding Results

<https://spring.enterprisesg.gov.sg/Building-Trust/Business-Excellence/Pages/business-excellence-overview.aspx>

1.2 Application of Business Excellence Framework

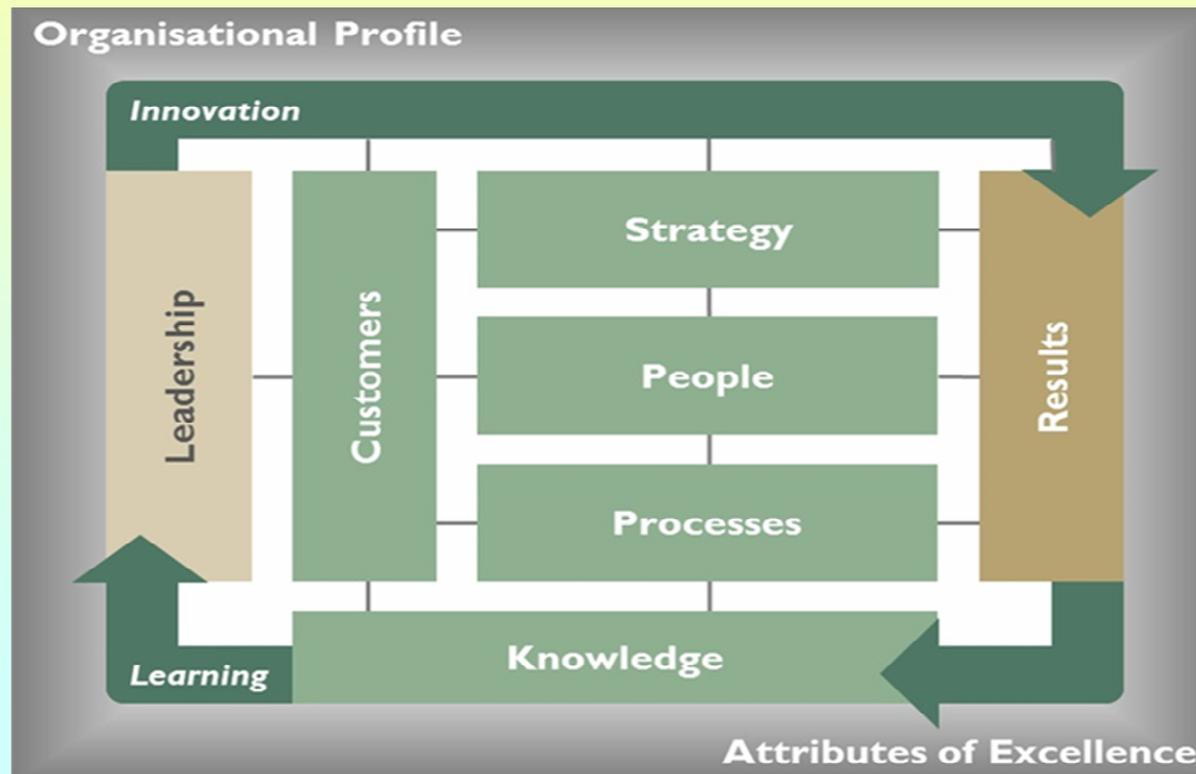
Business Excellence Frameworks:



1.3 Application of Business Excellence Framework

Many businesses do not have a roadmap for sustaining business growth

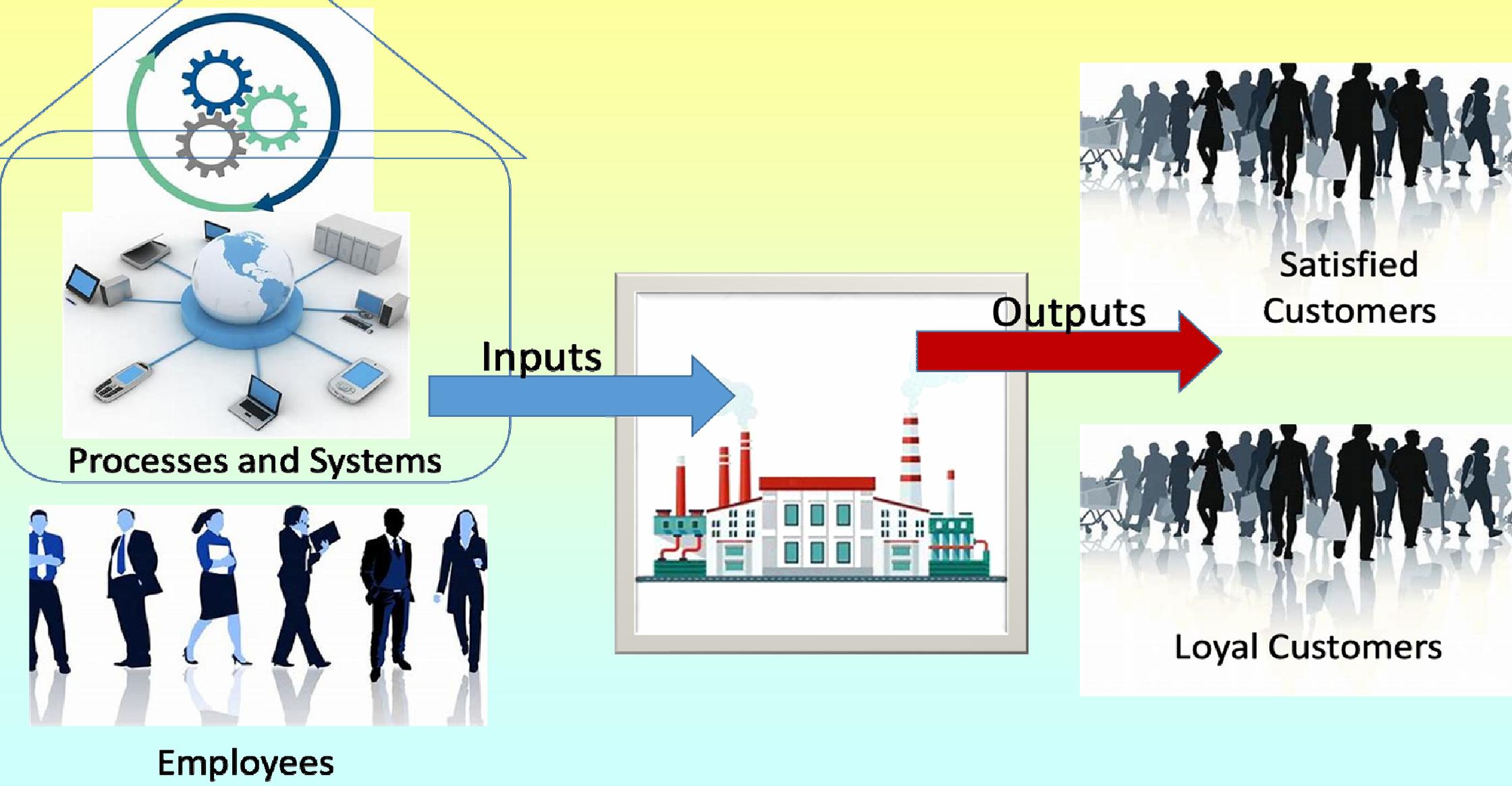
In the past 30 years, about 100+ countries had promoted a business excellence framework as a roadmap to guide organizations in building a world class business



Over the 25 years tenure since the inception of the Singapore Quality Award in 1994, 64 organizations have won the award

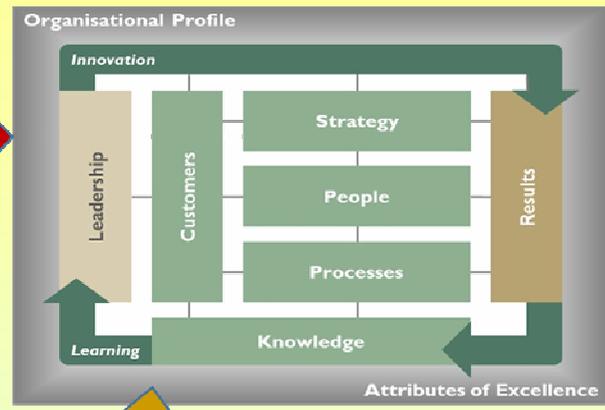
Business Excellence Framework – used in Singapore

1.4 Application of Business Excellence Framework

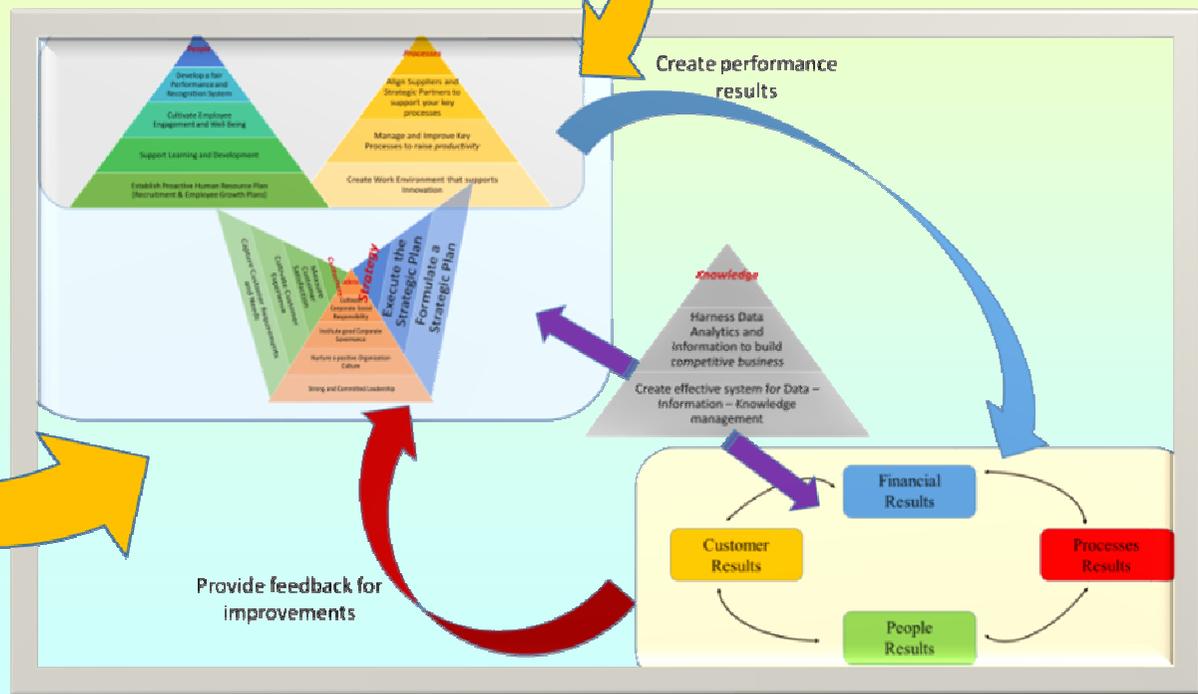


The Business Excellence Framework as a Roadmap for adopting Attributes in Organization Practices

- Leading with Vision and Integrity
- Creating Value for Customers
- Driving Innovation and Productivity
- Developing Organisational Capability
- Valuing People and Partners
- Managing with Agility
- Sustaining Outstanding Results
- Adopting an Integrated Perspective
- Anticipating the Future



Implementing the Business Excellence Roadmap



Implementing the Business Excellence Roadmap

2.1 Case Methodology

The case study approach is used to gain insights on research questions related to **how** and **why** (Yin, 2011).

The three chosen organizations have each won the Singapore Quality Award (SQA), a testament to the success of each organization in achieving business excellence. The journey towards getting the SQA takes time and effort and requires successful elimination of obstacles.

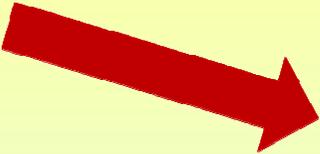
- ◆ How an Award organization navigated through obstacles would be an important research question.
- ◆ Why certain characteristics enable an Award organization to achieve business excellence and what supported the organization to win the SQA is a relevant research question.
- ◆ The case study approach included a series of interviews with relevant management staff of the three organizations over a period of about 6 months. Interview questions were first constructed prior to the interviews.
- ◆ The main interview questions focused on extracting data and information related to how the organization worked towards achieving business excellence and why certain characteristics were able to help the organization to win the Singapore Quality Award.

2.2 Case Methodology

Conducting Case Research



Selecting Participants



Desk top Research and Archival Analysis



Recording Interviews

Conducting case research



Interviews & Protocol Analysis



Observations

2.3 Background of the 3 Case Study Organizations

The three organizations represent different industry domains: manufacturing [Organization A], financial [Organization B], and food & beverages [Organization C]. All three organizations have substantial business operations in Singapore and all three have won the Singapore Quality Award in the past.

- ◆ **Organization A**: is in the foundry business of the semiconductor industry, which means it focuses on manufacturing integrated circuits
- ◆ **Organization B**: is a large financial services group in Asia with a presence in 18 markets. Headquartered in Singapore, the organization is in the three key Asian axes of growth: Greater China, Southeast Asia and South Asia. The organization has more than S\$500 billion in assets and annual income of more than 10 billion dollars.
- ◆ **Organization C**: started in 1991 as a tingkat business, which is a popular form of catering business that focuses on serving ready-cooked meals delivered to the doorsteps of households. Tingkat is a Malay word for bowls that are usually stacked in tiered format of about 3 to 5, which allows a complete meal of cooked food items, rice and soup to be packed together.

3.1 Relevant Insights

steering committee is required for overseeing business excellence journey.

➤ To achieve business excellence, an organization needs to meet requirements in many different criteria: leadership, strategy, customers, processes, knowledge, people, and results. The requirements in these 7 criteria need the organization to deploy many innovative approaches to bring about needed improvements.

➤ It is imperative that steering committee oversee the coordinated efforts being made.

good foundation of quality assurance should be established prior to achieving business excellence.

➤ An organization that has a strong mindset to assure quality with establishment of relevant assurance activities will probably be more receptive to the requirements of achieving business excellence.

➤ Business excellence focuses on achieving positive performance results in all relevant aspects of the organization through relevant improvement activities and ensuring quality outputs while quality assurance focuses more on just ensuring quality outputs. One can say that a good quality assurance system is the foundation for an organization to build on its improvement activities.

3.2 Relevant Insights

Organizations in competition for quality awards that require them to be assessed via a business excellence framework are in effect performing a validation of their organizations' drive towards enhancing competitiveness and performance.

- Putting an organization through a quality award competition allows it to identify opportunities for improvement while getting confirmation of improvements that resulted in positive performance.
- It also provides a sense of direction for all in organization regarding continuous improvement activities that many organizations implement as part of their business strategies.

Effective change management is critical in ensuring success in the business excellence journey.

- The business excellence journey requires making improvements to key process and business practices, and this inevitably leads to necessary changes to be made within the organization. To manage change, motivation and clear direction as well as buy-in are crucial.
- Milestones are key to manage change, and using specific milestone markers is a good driver for motivating employees to accept and work on changes. The business excellence framework allows organization to follow a roadmap and establish milestones.
- The business excellence framework requires organisation to document its operations and approaches in such a way so that it can provide a powerful picture showing the clear linkage between what it is doing and why it is doing it, as well as how it is doing it and the outcomes of doing it through visualisations of related performance results.

3.3 Relevant Insights

Adequate resource allocation is vital to succeed in achieving business excellence.

- ◆ Business excellence requires an organization to make **improvements** by deploying relevant and innovative approaches in critical areas of the organization. To implement the deployed approaches, it requires participation from many employees and changes to be made to operations and processes.
- ◆ Such endeavours need time, effort, **commitment** from employees and physical and financial resources. A formal steering committee that oversees resource allocation is thus vital.

4. SUMMARY

- ◆ The success and sustainability of the business excellence journey depends on **leadership support** and buy-in from all employees and relevant stakeholders/suppliers/partners.
- ◆ The purpose of the business excellence journey is to seek learning and ongoing improvements, especially through **benchmarking** and adopting/adapting best approaches from others.
- ◆ The business excellence framework allows organisations to document its operations so that it can provide a powerful picture showing the clear linkage between what it is doing and why it is doing it, as well as how it is doing it and the fruits of its efforts shown in the **collated performance results**.
- ◆ The business excellence framework is a powerful tool for both well established businesses who use it to capture a picture of its business condition, and for those who wanted a **roadmap** to realign and better guide business operations.
- ◆ It might be beneficial to include more emphasis on creating an **innovative culture** in organisations, in having sustainability practices in organisations, and in leveraging on technologies to create technology-enabled operations and customer interactions.

???



3Q



Thanks for completing your Feedback Form !



Asia Christian College
宏恩基督教學院

www.gcc.edu.hk



Hong Kong Institute of Education for Sustainable Development
香港可持續發展教育學院
The Movement of Centres of UNESCO

www.hiesd.org



International 5-S Organization (I5SO™)

www.hk5sa.com/apbest



APBEST Academy



emerald PUBLISHING

www.emerald.com