

INTEGRATION OF FLEXIBILITY IN BUSINESS EXCELLENCE MODELS: A STUDY OF SELECT EXISTING MODELS

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***Abstract:** Regardless of sector, size, structure or maturity, organizations need to establish an appropriate management framework to be successful. The excellence model is a practical, non-prescriptive, framework that enables organizations to provide a basic structure for the organization's management system to follow and excel. Need & importance for flexibility has been felt more in this era of complex & dynamic business situations. Organizations which are more flexible are able to adapt the changes quickly and are able to compete in the market successfully. The concept of flexibility is a multidimensional in nature. This is an attempt to study prominent existing business excellence models for their defined framework. Study has been done on the representation of flexible dimension in the selected business excellence models. It has been observed that the flexibility dimension is able to find its place in the business excellence models in a limited way. There is gap which is an area of further study.*

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1. Need for Study

Business in today's environment is facing various challenges. Globalization, changes in the global economy, Increase in the number of regulations, national and international environmental concerns, corporate social responsibility, increased and intense competition are some of the major external factors making a significant impact on the business. The outstanding organizational practices and results calls for the continuous need for creativity and Innovation, sustainability, inclusiveness, corporate governance, organizational agility (Flexibility).

Business excellence models have been created to help and guide the business on the path of excellence. Since the method of business is changing, the reflection must be there on the BE (Business Excellence) models as well. Therefore, BE models are in the evolution stage. Flexibility and organizational excellence seems to be inter related. The type and extent of relationship is a matter of examination of the study.

It has been observed that "flexibility" dimension is not seemingly well integrated in the existing BE models therefore, the need is felt to examine it in light of ever increasing importance of this topic. Although, The BE models, viz. EFQM model (European Foundation for Quality Management) and MBNQA model (Malcolm Baldrige National Quality Award) have undergone revisions in 2010 and there is attempt to address these concerns, however, there is lot more scope to study in this area, hence the conduction of this study.

1.1 Flexibility and Excellence

In today's dynamic environment, flexibility is considered pre-requisite to success. Hamel and Prahalad (1994) have place emphasis on continuous innovation of strategy for meeting future requirements. Successful organizations manifest flexibility at various levels. Flexibility is aimed at change, increasing efficiency and improving performance. Flexibility implies sustainable advantage and capabilities that may evolve over time (Bahrami, 1992); it is a dynamic concept and is multidimensional. Upton (1994) stresses on efficiency and Sushil (2000) focuses on action, exercise, the process itself, for managing change, synthesizing the above concepts, it is opined that: "Flexibility, is a measure of the degree of stretch (agility, elasticity, responsiveness and addictiveness) of the organization and its systems to the environmental challenges, is the creation, selection and exercise of options, for continual achievement of goals and thereby sustenance of excellence".

“Excellence” refers to outstanding practices in managing the organization and achieving results based on fundamental concepts. Excellent organizations are measured by their ability to achieve and sustain outstanding results for their stakeholders. Excellent organizations achieve and sustain superior levels of performance that meet or exceed the expectations of all their stakeholders. The business excellence Models helps in the enhancement of the competitiveness of an enterprise. Flexibility and organizational excellence seems to be inter related. The type and extent of relationship is a matter of examination of the study.

2. Literature Review

Companies do many tasks in order to be successful in the market place. This includes the path/ journey towards TQM, quality excellence, challenging the awards of excellence, national and international reputation. The route to excellence ensures the sustainability from the process point of view and hence sustainability in the results also follows.

One of the characteristic that sets the successful companies apart from the rest is flexibility. The flexible companies have been adopting advanced manufacturing technologies (AMTs) and emphasizing agility (Banker et al., 1993), flexibility in: leadership, strategy, manufacturing, supply chain and so on. The shift in emphasis from single supplier to dual supplier in Toyota production system (TPS) is the evidence of supply chain flexibility. Flexibility in mass production means a company is carrying out cellular manufacturing, single piece flow and practicing quick change over. Companies today adopt flexible practices like concurrent engineering for shortening development in R&D, cost reduction and improving product quality (sharp Corporation, 1998).

International quality award and business excellence framework like Deming Application Prize (DAP, instituted in 1951), Malcom Baldrige National Quality Award (MBNQA, instituted in 1987), European Foundation for Quality Management (EFQM, instituted in 1991), or their adaptations, are adopted by the organizations world over for implementing best practices and pursuing excellence. There are nearly 90 quality and business excellence awards in at least 75 countries (UNECE, 2008).

With flexibility occupying centre stage in manufacturing and enhancing business competitiveness, there arises a need for studying the role of flexibility in the framework of business excellence models.

2.1 Flexibility

In Webster's Collegiate Dictionary, flexibility is defined as "the quality of being capable of responding or conforming to changing or new situations". Of course, this definition says nothing specifically about organizational flexibility; but it is useful as it indicates, in general, we often know intuitively what flexibility should encompass. Flexibility is a multi-dimensional concept demanding agility and versatility; associated with change, innovation and novelty; coupled with robustness and resilience, implying stability, sustainable advantage and capabilities that may evolve over time (Baharami, 1992). But its translation with respect to an organizational flexibility highlights this ambiguity and suggest that closer examination of these definitions is required to obtain a clearer grasp of the concept. (Volberda, 1995).

2.2 Flexibility: External and Internal Context

All organizations face internal and external environment so the flexibility associated with them are also there i.e. external and internal flexibility. Ansoff was one of the first authors to probe more deeply into the concept of flexibility. He suggests that firms need internal and external flexibility to cope with unforeseeable contingencies. According to him, "external flexibility is best described by the maxim of not putting all of one's eggs in a single basket" (Ansoff, 1965). This type of flexibility can be achieved defensively through a product-market posture which is sufficiently diversified to minimize the effect of a catastrophe.

In contrast, internal flexibility is as old as business itself. It seeks to provide a cushion for response to catastrophe (Ansoff, 1965). A flexible organization is thus inherently stable. Instability is a result of a lack or excess of flexibility, so flexibility is the middle course between rigidity and over- reaction (De Leeuw and Volberda, 1996).

Internal flexibility refers to the capacity of the organizations to quickly adapt to the demands of the environment. On the other hand external flexibility is the capacity of the organization to actively influence the environment, thereby reducing the vulnerability of the organization.

The various micro variables under internal flexibility are: marketing flexibility, strategic flexibility, technical flexibility, financial flexibility, organizational flexibility, manufacturing flexibility. Under each category, there are further many types of flexibilities. For example, the manufacturing facilities encompass product flexibility, process flexibility, volume flexibility, routine flexibility, tooling flexibility, labour flexibility and so. Thus the concept of flexibility is multi-dimensional in nature.

2.3 Flexibility: Active and Passive Context

According to Scott (1965), active flexibility emphasizes the ability to adjust or adapt to change, or Kaiser (1969), who focused on the ability to adapt through internal changes to a changing environment and / or to take advantage of existing environmental changes. Eppink's definition of flexibility incorporates both the active and passive components of flexibility " flexibility can be seen as a characteristic of an organization that make it less vulnerable to unforeseen external changes or puts it in a better position to respond successfully to such a change" (Eppink, 1978).

2.4 Organizational Flexibility

Organizational flexibility is imperative for its own survival. To be a flexible organization, it, *inter-alia*, should create/ observe the following dimensions: First, creating a responsive internal environment that can quickly react to any change in the marketplace, planned or unforeseen, a threat or an opportunity. Second, an organization should have variable cost dominated structure to manage costs in situation of growth of the organization or recession in industry or change in demand. Third, an organization needs to be focused on profitable and core activities to the enterprise's success. Finally, the organization needs to have a resilient infrastructure that is available around the world and round the clock (Phan, 2001).

2.5 Systemic Flexibility

According to Sushil (2000), the definition of systemic flexibility involves three key words:

- I. Options
- II. Change
- III. Freedom of choice

Hence, in order to define flexibility in any area we can identify the following:

- What are the range of "*options*" created in the process or systems?
- What type of "*change mechanism*" or dynamic synthesis is created for continuous renewal and adaptation?
- What are the domains of "*freedom of choice*" of participating actors?

Table 2.1 : Views on the Concept of Flexibility

Author	View/ Contribution
Eppink (1978)	In relation with environmental changes, flexibility has been defined as

	operational, competitive, and strategic flexibility.
Baharami (1992)	Flexibility is a multi-dimensional concept demanding agility and versatility, associated with change, innovation, novelty coupled with robustness and resilience, implying stability, sustainable advantage and capabilities that may evolve over time.
Upton (1994)	Flexibility is the ability to change or react with little penalty in time, effort, cost or performance.
Boyer et al. (1996)	Application of advance manufacturing technologies in design, planning and manufacturing increases manufacturing competence.
Volberda (1997)	Organizational ‘flexibility mix’ also includes operational and strategic flexibility with structural flexibility.
Sushil (2000)	Flexibility is the exercise of free will or freedom of choice on the continuum to synthesize the dynamic interplay of thesis and antithesis in an interactive and innovative manner, capturing the ambiguity in systems and expanding the continuum with minimum time and efforts.

2.6 Business Excellence

Wikipedia, the free encyclopedia defines the business excellence as “the systemic use of quality management principles and tools in business management, with the goal of improving performance based on the principles of customer focus, stake holder value, and process management. Key practices in business excellence applied across functional areas in an enterprise include continuous and breakthrough improvement, preventative management and management by facts. Sum of the tools used are the balanced score card, lean, six sigma statistical tools, process management, and project management.

Business excellence, as described by the European Foundation for Quality Management (EFQM), refers to “outstanding practices in managing the organization and achieving results, all based on a set of eight fundamental concepts”. These eight fundamental concepts are “result orientation, customer focus, leadership and constancy of purpose, management by processes and facts, people development and involvement, continuous learning innovation and improvement; partnership development and public responsibility”.

Some authors tend to use the term quality, TQM and business excellence. The term “Business Excellence” has gained popularity in recent years. Hence there is need to frame a suitable definition of business excellence which focuses on two aspects: achievement of all round business goals for satisfaction of all those who have a stake in the existence and continuation of business, and the efforts which include strategies, tactics, initiatives and practices, enablers. It is necessary to have a balanced perspective about excellence. Thus, sustained achievement of goals builds sustained competitive advantage and results in sustainable excellence, which in fact is the real challenge.

Select opinions on the concept of business excellence are given in Table 2.2.

Table 2.2: Views on the Concept of Excellence

Author	View/ Contribution
Dahlgaard and Dahlgaard-Park (2006)	Organisational excellence is a result of building quality into the four Ps: people, Partnership, processes of work and products.
Savolainen (2000)	Business excellence emphasizes the aspect of competitiveness enhancement.
Kanji (2002)	To achieve business excellence, outstanding performance is extremely important.
Kano (2007)	Deming Application Prize is given for setting challenging objectives and strategies, applying TQM for achieving the objectives and realizing the outstanding effects.

In recent years, the emphasis of Deming Prize and MBNQA and EFQM model has “shifted from technical quality to excellence of all organizational processes” (Kumar, 2007). There are of course authors who have questioned the academic and practical validity of the quality/ business excellence award models (Fagerhaug and Anderson, 1998; Williams et al., 2006) and need has been felt for studying the case of award winners (McDonald et al.,2001) and identifying factors critical for sustaining excellence.

2.7 Comprehensive Study of Business Excellence Models (BEMs)

To pursue excellence in effective way and to recognize the performance excellence of the organizations, several countries established national quality awards (NQA/ BEMs) in the late 1980s and 1990s. The participating companies using BEMs across the world have reported that adopting and implementing BE models in their organisation has not only improved quality, but also led to improvements in market share, customer satisfaction, processes, supplier performance, employee morale, profit and competitiveness. A report of the UNECE (2004) says that there are at least 90 quality and business excellence awards in at least 75 countries.

Major BEMs are the Malcolm Baldrige National Quality Award, (MBNQA) of USA, the European Foundation for Quality Management (EFQM), and Deming Prize of Japan. These are considered as worldwide references for achieving organizational excellence and are the basis of most NQAs/ BEMs (Bohoris, 1995; McDonald et al., 2002; Hughes and Halsall, 2002). In a study conducted by SAI Global, Martin Searle (2005) reported that the NQA (National Quality Award) of 53 countries are based on MBNQA. To evolve an international quality award, Kozo and Yoshizawa (2005) report that EFQM is being used in 26 countries. In a comparative study of NQAs of 45 countries Tan et al.(2003) report that most NQA models are based on the MBNQA and EFQM. The key findings of the comprehensive study of BEMs are summarized below:

- I. MBNQA, EFQM and the Deming Prize are the three major awards recognized worldwide and are being used as a “mother” of other BEMs/ NQAs of various countries. These awards have undergone changes over the years. Most of the other BEMs/NQAs are relatively new and are still accumulating their experiences. They may undergo changes overtime.
- II. Companies report that their process orientation, customer orientation and improvement orientation improved by participation in the award process.
- III. Japan has a culture of learning, working and thinking as a group. Thus, the Deming Prize focuses on building consensus (shared decisions), aligning people with processes and forming cooperative processes with suppliers to achieve higher quality. On the other hand, the USA and Europe have cultures of more diversified thinking, thus MBNQA and EFQM focus on unleashing the creativity in people, fostering entrepreneurial challenges and harnessing new technologies.
- IV. Although NQA programs provide a solid foundation to assess company performance and encourage the search for competitiveness in the global market place, the winning

of award is not a panacea for all problems. Achieving competitive advantage still remains a function of individual organizational infrastructure and its excellence efforts.

- V. In a literature review of 347 TQM survey- based research articles published between 1989 and 2000, Ismail and Ebrahim (2002) argue that, because of a lack of a universally accepted TQM model, many companies have little faith in quality award models and using them guidelines. More research is needed to increase the credibility of these models as effective approaches in achieving performance excellence.
- VI. BEMs differ in their emphasis on the framework criteria items owing to different socio-cultural attributes, quality management practices and work place practices of parent countries. In essence the award criteria of BEMs is comprehensive, scientific and focused on the needs of total supply chain with a limited focus on society needs as well.

In addition to NQAs, some of the eminent academicians and organizations have also developed their own BEMs. For example, Kanji's Business Excellence Model (KBEM) is one such widely used model in U.K., USA, Malaysia and Hong Kong in educational institutions, retail banking, manufacturing and service organizations (Kanji, 2001).

Industrial organizations too have evolved their own excellence models. The Xerox Business Excellence Model focuses on six criteria: Leadership, Strategy, human resource management, business process management, customer and market focus.

3. Business Excellence Models – Introduction and brief

The Business Excellence model is a practical, non-prescriptive, framework that enables organizations to:

- Assess where they are on the path to excellence; helping them to understand their strengths and potential gaps in relation to their stated Vision and Mission.
- Provide a common vocabulary and way of thinking about the organization that facilitates the effective communication of ideas, both within and outside the organization.
- Integrate existing and planned initiatives, removing duplication and identifying gaps.

- Provide a basic structure for the organization's management system.

Whilst there are numerous tools and techniques commonly used, the Excellence Model provides a holistic view of the organization. The model can be used in conjunction with any number of the tools based on the needs and function of the organization as an overarching framework for developing sustaining excellence.

3.1 The Business Excellence models in existence today

There are many Business excellence models available in the world today.

The most prominent ones are:

- I. EFQM Award (European Foundation for Quality Management). This has been instituted and followed in the European countries.
- II. Malcolm Baldrige National Quality Award. This has been instituted by US Government.
- III. Deming Application Prize. This has been instituted by the JUSE, Japan (Union of Japanese Scientists and Engineers).
- IV. Shingo Prize for operational Excellence. This has been instituted by Utah State University, USA.

The EFQM business excellence model has undergone major revision in the year 2010 and reflects the current business situations facing the issues related to corporate governance, environmental challenges, globalization and economy changes, etc.

In this study two models, viz. EFQM model and MBNQA model have been selected for study because these are most popular and most widely used in the world.

3.2 EFQM Business Excellence Model

This model can be used by the organizations as a fundamental framework for managing, reviewing and improving their businesses in a holistic manner.

3.2.1 The Framework of Excellence

The structure of EFQM business excellence model is shown in the fig. 3.1.

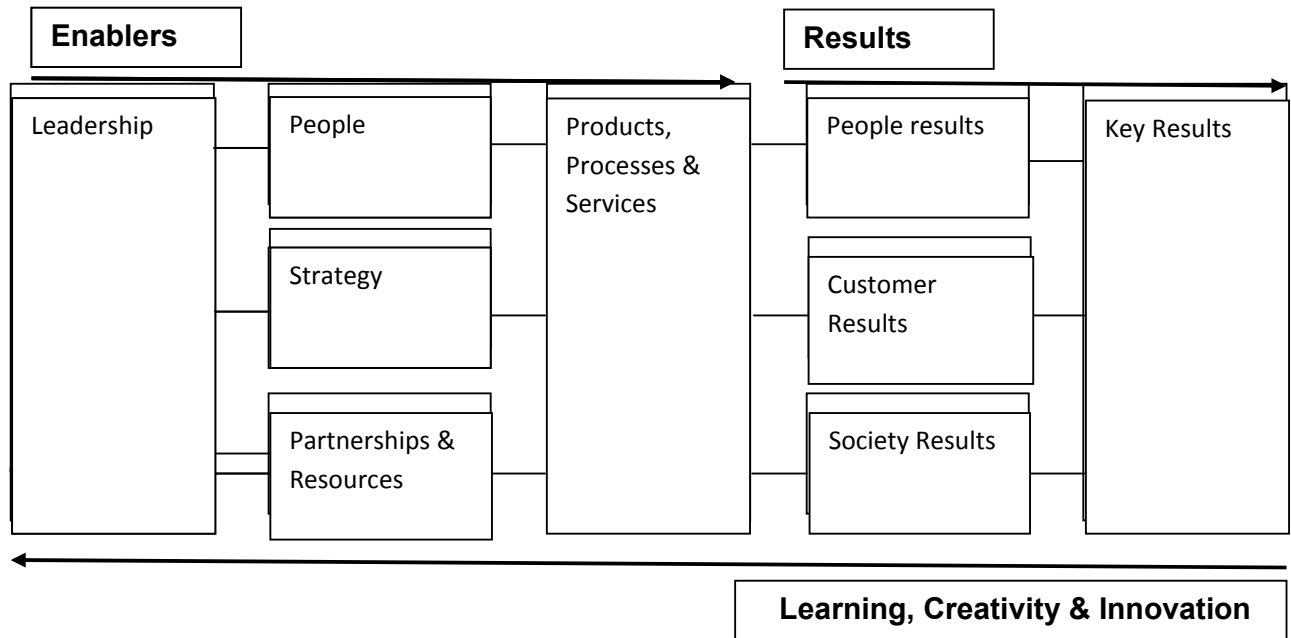


Fig 3.1: Structure of the EFQM Model (Source: EFQM Excellence Model, 2010)

Model represented in the diagram above is a non-prescriptive.

The model framework is based on the nine criteria. Five of these are “Enablers” and four are “Results”. The “Enabler” criteria covers what an organization does and how it does it. The “Results” criteria cover what an organization achieves. “Results” are caused by “Enablers” and “Enablers” are improved using feedback from “Results”. The arrow emphasize the dynamic nature of the Model., showing learning, creativity and innovation helping to improve the Enablers that in turn lead to improved Results.

Each of the nine criteria has a definition, which explains the high level meaning of that criterion. To develop the high level meaning further each criterion is supported to a number of criterion parts. Criterion parts are statements that describe in further detail what, typically can be seen in excellent organizations. Below each criterion part are guidance points. Many of these guidance points are directly linked to the fundamental concepts mentioned above.

3.2.2 Definitions of each Criterion

Criterion 1: Leadership

Excellent organizations have leaders who shape the future and make it happen, acting as role model for its values and ethics and inspiring trust at all times. They are *flexible*, enabling the organization to anticipate and react in a timely manner to ensure the ongoing success of the organization.

Criterion 2: Strategy

Excellent organizations implement their mission and vision by developing a stakeholder focused strategy. Policies, plans, objectives and processes are developed and deployed to deliver the strategy.

Criterion 3: People

Excellent organizations value their people and create a culture that allows the mutually beneficial achievement of organizational and personal goals. They develop the capabilities of their people and promote fairness and equality. They care for, communicate, reward and recognize, in a way that motivates the people, builds commitment and enables them to use their skills and knowledge for the benefit of the organization.

Criterion 4: Partnerships and Resources

Excellent organizations plan and manage external partnerships, suppliers and internal resources in order to support strategy and policies and the effective operation of the processes. They ensure that they effectively manage their environmental and societal impact.

Criterion 5: Processes, Products and Services

Excellent organizations design, manage and improve processes, products and services to generate increasing value for Customers and other stakeholders.

Criterion 6: Customer Results

Excellent organizations:

- Develop and agree a set of performance indicators and related outcomes to determine the successful deployment of their strategy and supporting policies, based on the needs and expectations of their customers.
- Set clear targets for Key Results based on the needs and expectations of their customers, in line with their chosen strategy.
- Demonstrate positive or sustained good Customer Results over at least three years.
- Understand how the Key Results they achieve compare to similar organizations and used this data, where relevant, for target setting.
- Segment results to understand the experience, needs and expectations of specific customer groups.

Criterion 7: People Results

Excellent organizations:

- Demonstrate positive or sustained good people results over at least 3 years.
- Segment results to understand the needs and expectations of specific groups within their organization.

Criterion 8: Society Results

Excellent organizations:

- Set clear targets for Key Results based on the needs and expectations of their external stakeholders, in line with their chosen strategy.

- Demonstrate positive or sustained good society results over at least 3 years.
- Segment results to understand the experience, needs and expectations of specific stake holders within society.

Criterion 9: Key Results

Excellent organizations:

- Set clear targets for Key Results based on the needs and expectation of their key stakeholders, in line with their chosen strategy.
- Demonstrate positive or sustained good Key Results over at least 3 years.

3.2.3 Scoring for the Excellence Award

The RADAR Assessment and Management tool is the evaluation method used to score applications for the CII- EXIM Bank Award for Business Excellence. It can also be used by organizations carrying out Self- Assessment and wishing to use a score for benchmarking or other purposes. When an organization is scored using the RADAR matrix, weights are given to each of the nine criteria to calculate the no. of points awarded. These weights were established in 1991 as a results of wide consultation exercise across Europe. They have been periodically reviewed by EFQM and the Diagram below illustrates the 2010 weightings. Overall score is given on a scale of 0-1000 points.

The weightages in percentage has been shown in the figure 3.2

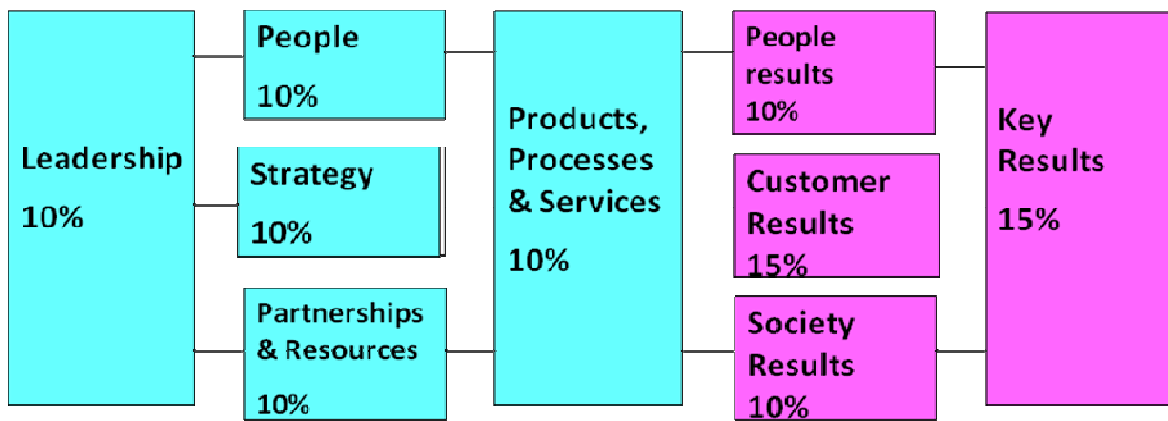


Fig 3.2: Percentage Weightings for each Criterion (Source: EFQM Excellence Model, 2010)

3.3 Malcolm Baldrige National Quality Award (MBNQA)

This award has been in instituted by US government. The National Institute of Standards and Technology (NIST), an agency of the U.S. Department of Commerce, manages the Baldrige National Quality Program. NIST promotes U.S. innovation and industrial competitiveness.

The American Society for Quality (ASQ) assists in administering the Award Program under contract to NIST.

3.3.1 Criteria for Performance Excellence Framework

The requirements of the criteria for Performance Excellence are embodied in seven Categories as follows:

- I. Leadership
- II. Strategic Planning
- III. Customer Focus
- IV. Measurement, Analysis, and Knowledge Management
- V. Workforce Focus
- VI. Process Management
- VII. Results

The fig 3.3 provides the framework connecting and integrating the Categories.

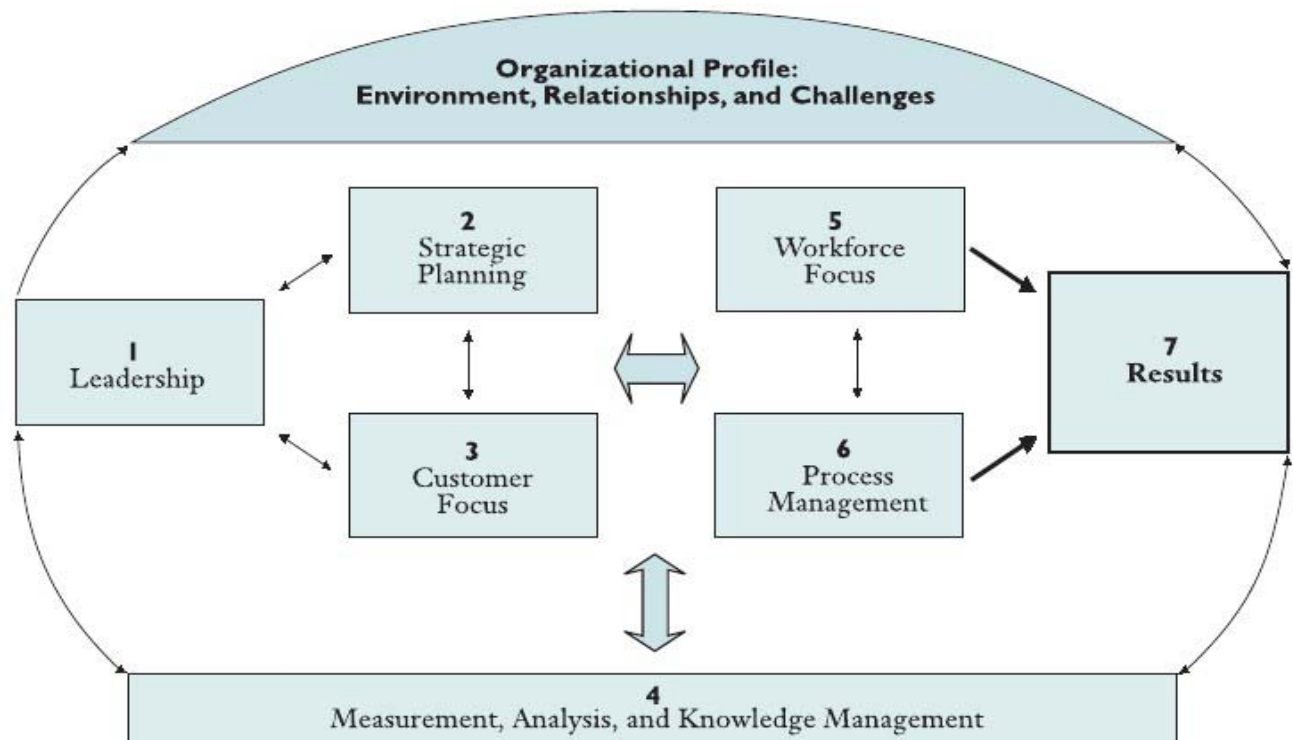


Fig.3.3: Framework of MBNQA model (Source: MBNQA model brochure)

Description of the MBNQA Framework Criteria is as follows:

3.3.1.1 Organization Profile

The organizational profile sets the context for the way an organization operates. The environment, key working relationships, and strategic challenges and advantages serve as an overarching guide for the organizational performance measurement system.

3.3.1.2 System Operations

The system operations are composed of the six Baldrige Categories in the centre of the figure that define operations and results a company achieve.

The leadership (Category 1), Strategic Planning (Category 2), and Customer Focus (Category 3) represent the leadership triad. These categories are placed together to emphasize the importance of a leadership focus on strategy and customers. Senior leaders of an organization set the organizational direction and seek future opportunities for the organization. Workforce focus (Category 5), Process Management (Category 6), and Results (Category 7) represent the results triad. The organization's workforce and key processes accomplish the work of the organization that yields the overall performance results. All actions point toward Results- a composite of product, customer, market and financial and internal operational performance results, including workforce, leadership, governance, and social responsibility results.

The horizontal arrow in the centre of the framework links the leadership triad to the results triad, a linkage critical to organizational success. Furthermore, the arrow indicates the central relationship between (Category 1) and Results (Category 7). The two headed arrows indicate the importance of feedback in an effective performance management system.

4. Reflection of Flexibility dimensions in the BE models

4.1 Representation of the Flexibility Dimension Explicitly in the EFQM model

Table 4.1 below, summarizes the representation of flexibility dimension explicitly in the 9 criteria of the EFQM Model. In place of flexibility other terms, viz. responsiveness, freedom, autonomy, balance, adaptiveness, agility have been identified wherever they appear in the model.

Table 4.1: Representation of Flexibility Dimension in the EFQM Model

Criterion No. and Name	Flexibility Dimension Represented
Criterion1: Leadership	Leaders ensure that the organization is <i>flexible</i> and manages change effectively.(1e)
Criterion 2: Strategy	<p>-Understand the key business drivers: they <i>balance</i> the needs of the organizations and its stakeholders in planning of present and future objectives.(2c)</p> <p>- Deploy strategy and supporting policies in a systematic manner to achieve the desired set of results, <i>balancing</i> short and long term objectives.(2d)</p> <p>- Maintain and align an organizational structure and a framework of key processes to deliver their strategy in a way that adds real value for their stakeholders, achieving the optimum <i>balance</i> of efficiency and effectiveness.(2d)</p>
Criterion 5: Processes, Products and Services	<p>- Excellent organizations clearly define their value propositions, ensuring sustainability by <i>balancing</i> the needs of all stakeholders.(5c)</p>

4.2 Representation of Flexibility Dimension Explicitly in the MBNQA model

Table 4.2 below, summarizes the representation of flexibility dimension explicitly in the 7 categories of the MBNQA Model. In place of flexibility other terms, viz. responsiveness, freedom, autonomy, balance, adaptiveness, agility have been identified wherever they appear in the model.

Table 4.2: Representation of Flexibility Dimension in the MBNQA Model

Criteria No. and Name	Representation of Flexible Dimension
Preface: Organization Profile	Supply chain requirements might include on time or just in time delivery, <i>flexibility</i> , variable staffing, etc.
Category 2: Strategic Planning	<p>-Building operational capability- including speed, <i>responsiveness, and flexibility</i>- represents an investment in strengthening the organizational fitness.</p> <p>- How do you ensure that your strategic objectives consider and <i>balance</i> the need of all key stakeholders?</p>
Category 5: Workforce Focus	<i>-Flexibility</i> in reward and recognition systems in context of individual and group mechanisms.

	- High –performance work is characterized by <i>flexibility</i> , innovation, knowledge and skill sharing, etc.
Category 6: Process Management	<p>-<i>Flexibility</i> might demand special strategies, such as implementing modular designs, sharing components, sharing manufacturing lines, or providing special training.</p> <p>- Design of work systems calls for information on key processes. Increasingly, these requirements might include the need for <i>agility</i>- speed and <i>flexibility</i> – <u>to adapt to change</u>.</p> <p>- <i>Agility</i>, cost reduction, and cycle time reduction are increasingly important in all aspects of process management and organizational design. In the simplest terms, “<u>agility</u>” refers to your ability to adapt quickly, flexibly, and effectively to changing requirements.</p>
Category 7: Results	Measures and performance of process effectiveness and efficiency might include internal <i>responsive</i> indicators, such as cycle times, <i>production flexibility</i> , lead times, set up times, etc.
Valuing Workforce Members and Partners (Pg 51)	Internal partnerships also might involve creating network relationships among work units or between employees and volunteers to improve <i>flexibility</i> , <i>responsiveness</i> , and knowledge sharing.
Focus on results and creating value (Pg53)	An organization’s performance measurements need to focus on key results. Results should be used to create and <i>balance</i> value for the key stakeholders- your customers, work force, stockholders, suppliers and partners.

5. Conclusion

The business excellence model framework for the two models, viz. EFQM and MBNQA has been discussed in this paper. Flexibility dimension is getting represented in many areas of the criteria / category of the respective models. It is also observed that both the models represent the dimension of flexibility in a limited way. In the EFQM model, flexibility dimension has been represented explicitly in “Leadership” criterion. In criteria 2 and 5 it is represented by the use of other term “balancing” which is applied to needs of the organization, efficiency and effectiveness, and short term, long term needs of an organization. However, there is much more scope to represent the flexible dimension explicitly. This is an area of further study. Similarly, there is a gap observed in the MBNQA model for representing the flexibility dimension in various parameters. This is also a further area of study.

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