



# **Business excellence deployment: experiences of a Gauteng based manufacturing company.**

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## Purpose of Business excellence deployment

- Identify opportunities for improvement
- Communication and sharing of best practices
- Enhancement of competitiveness
- Structure for the organization management system
- Recognition of performance excellence (awards)
- Examples of Quality awards: Deming, EQA, MBQA



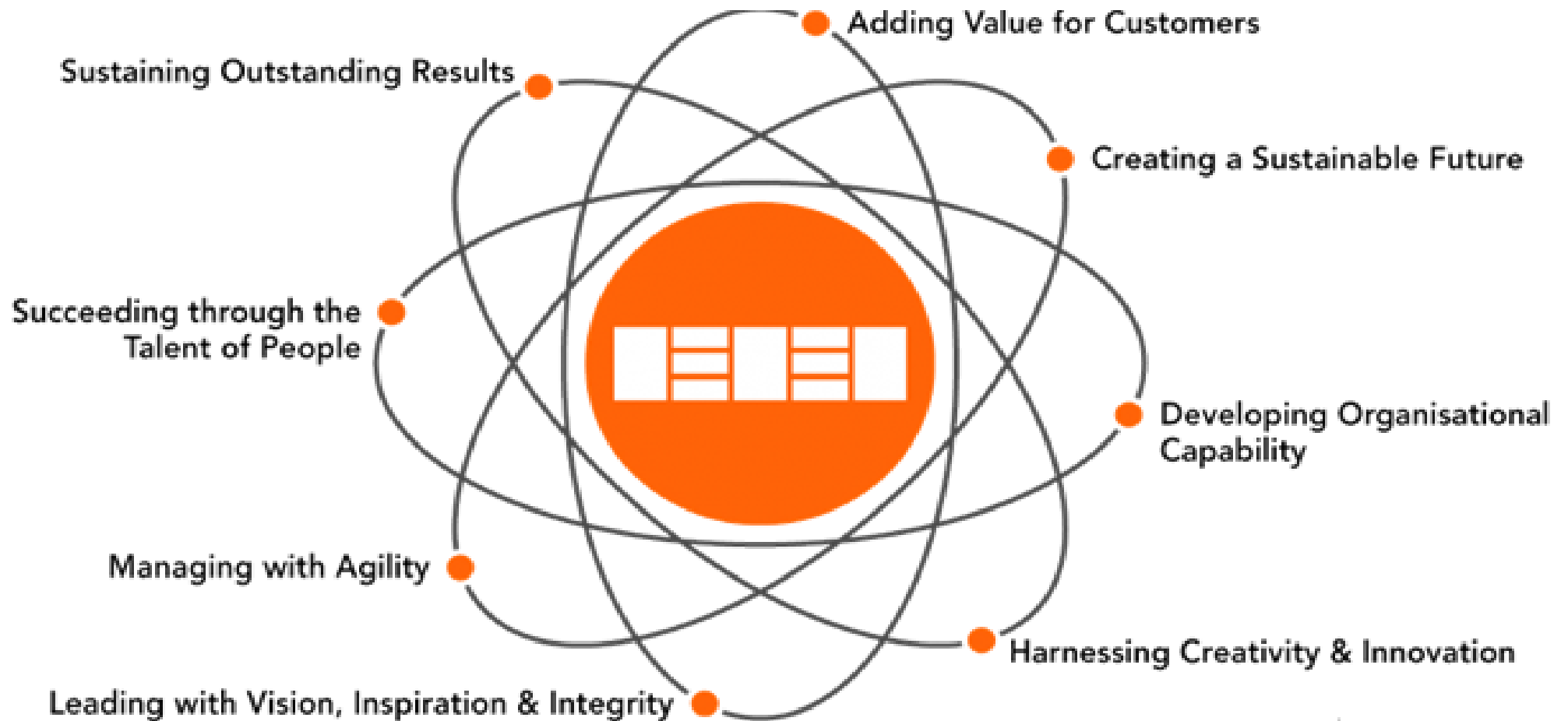
## ENABLERS

## RESULTS



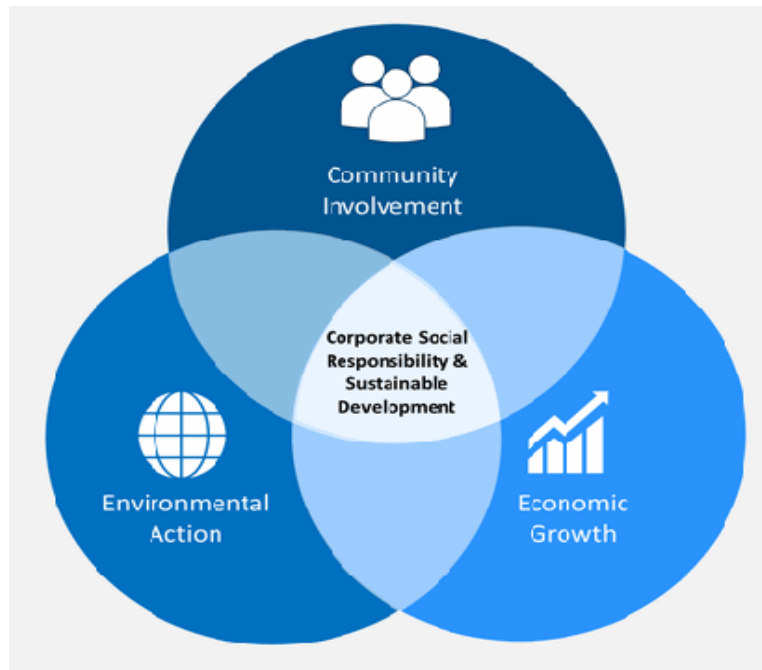
LEARNING, CREATIVITY AND INNOVATION

# EFQM Fundamental Concepts of Excellence



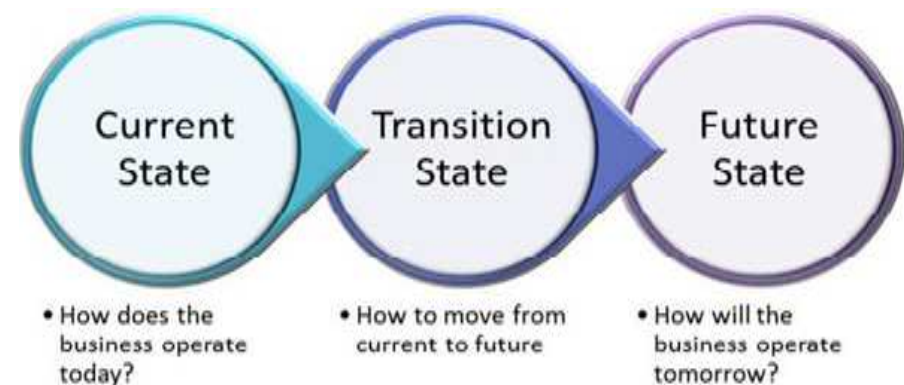
## Subject areas that have used EFQM

- Risk Management
- Knowledge Management ; Innovation
- Human Resource Management
- Corporate Social Responsibility



## Factors enhancing EFQM Deployment

- Top management commitment
- Formulation of new policies and strategies
- New standard operating procedures
- Enhanced training of employees
- Managing change



## Research Objectives

- To investigate the impact of EFQM deployment on business performance
- To evaluate challenges faced by a manufacturing company in deploying EFQM

## Research Methodology

- Case study
- Mixed methodology (Qualitative and Quantitative)

## Data received

- Questionnaire responses ranged from 20 to 25 per EFQM criteria
- Production department progress reports
- Face to face interviews with 5 managers and 9 shop floor workers



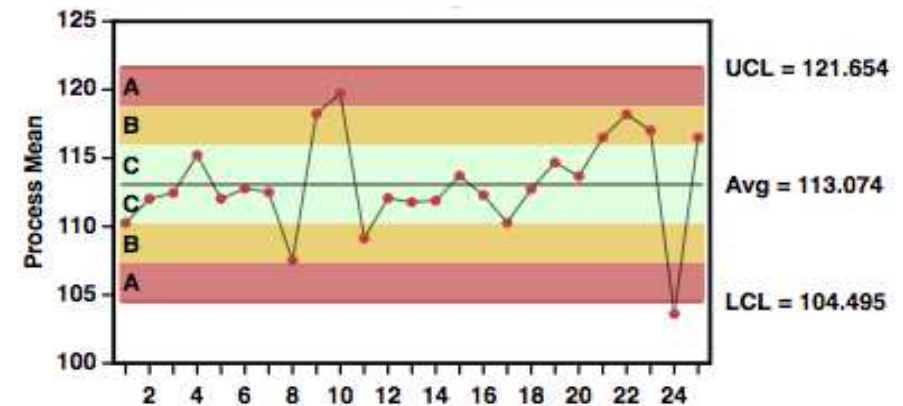
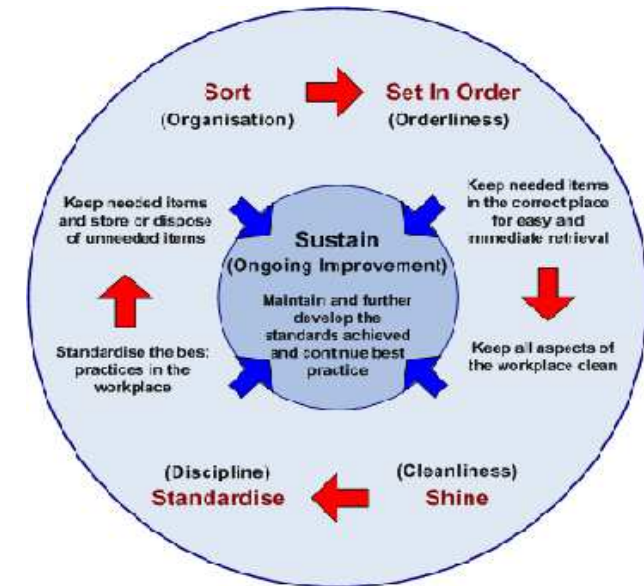
# RESULTS- Impact of Business excellence deployment

## Targets set for production department

- To reduce defects and increase productivity

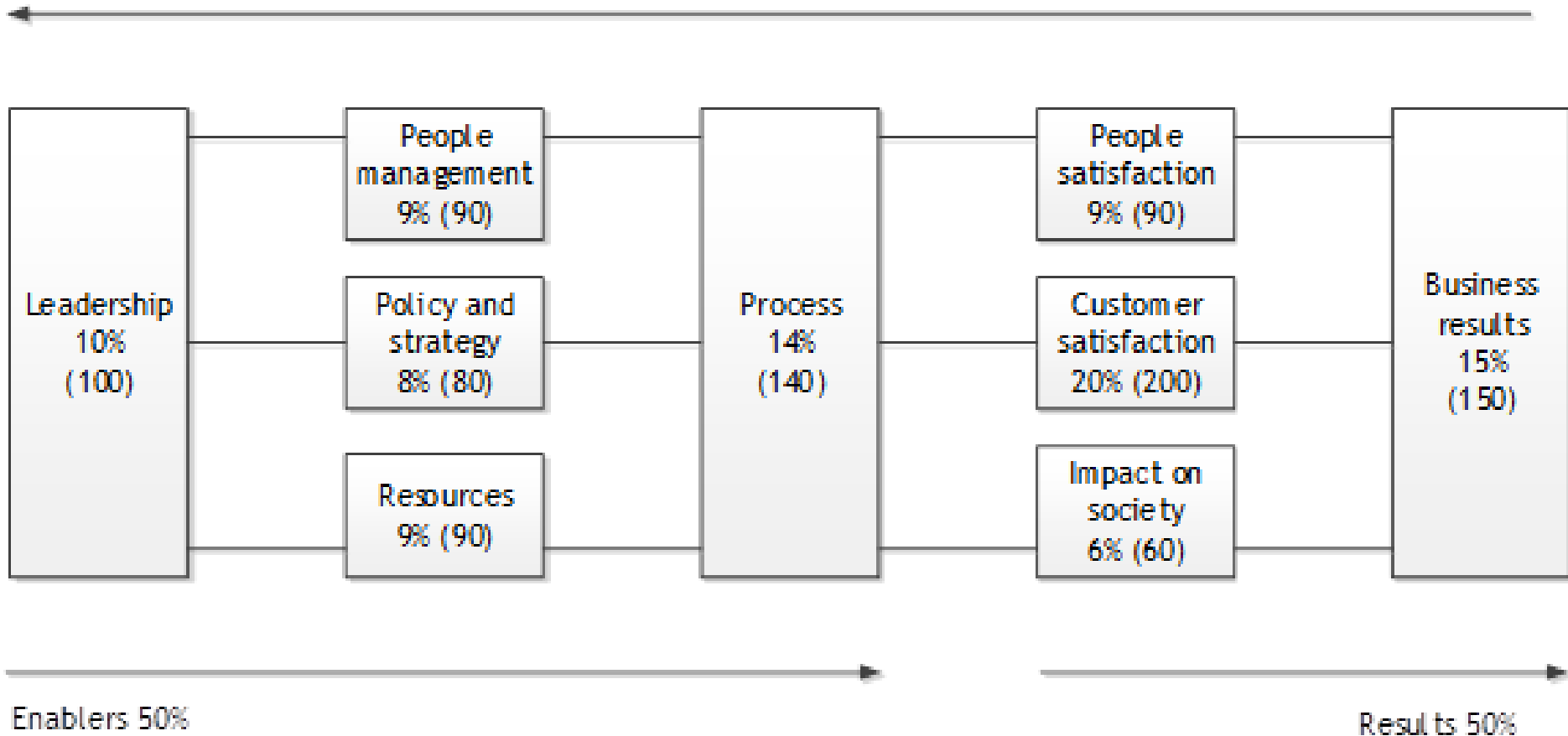
## Strategies for the production department

- Preventative maintenance plan and use of Maintenance checklists
- Use of 5S (sort, set, shine, standardize and sustain)
- A quality control system was put in place
- Use of standard operating procedures
- Weekly meetings to discuss problems and solutions
- Refresher training courses; Change management



# EACH EFQM CRITERIA WAS AWARDED A MAXIMUM OF 10 POINTS

## Innovation and Learning





## EFQM Enablers and Results

The EFQM Model Criteria	Questionnaire results (points)	Maximum allocated points in EFQM Model	Weights in the EFQM Model	Multiplication results (points by weights)
1) Leadership	62	100	1.0	62
2) People management	67	90	0.9	60.3
3) Policy and strategy	68	80	0.8	54.4
4) Resources	55	90	0.9	49.5
5) Processes	84	140	1.4	117.6
6) People satisfaction	73	90	0.9	65.7
7) Customer satisfaction	70	200	2.0	140
8) Impact on Society	45	60	0.6	27
9) Business Results	71	150	1.5	106.5
<b>Total</b>				<b>683</b>

## EFQM Enablers and Results (Less mature business excellence company)

### Better EFQM enablers

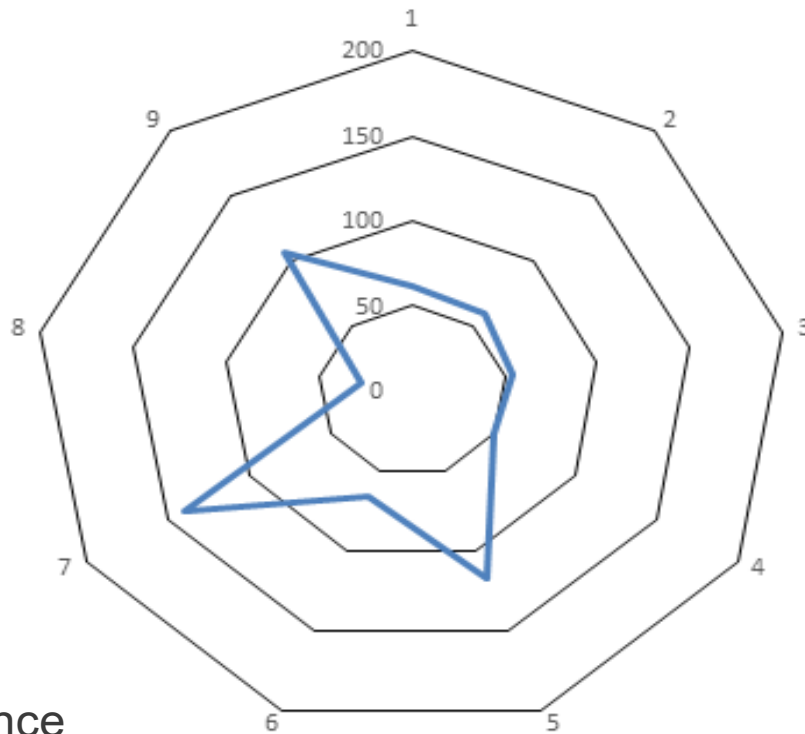
- Leadership- 1
- People - 2
- Processes – 5

### Better EFQM results

- Customer satisfaction - 7
- Business results - 9

### Other benefits

- Improved operations performance
- Better communication among workers and management
- Improved delivery reliability, reduction in defects
- Better financial results
- Productivity improved from 20% to 60%



### Poor EFQM enablers

- Policy and strategy - 3
- Resources – 4

### Poor EFQM results

- People satisfaction - 6
- Impact on society- 8



## Challenges faced when deploying business excellence

- Policy on rewarding employees not yet implemented
- Recruitment of experts not yet complete
- Employee resistance and high staff turnover rate
- Poor management of resources (some shifts running out of material)

**THANK YOU  
VERY MUCH**

