



Business Excellence (BE) Lite

Name of Organisation
UEN
Sector
Name of Management Representative
Name of Facilitator
Date

PART 1: ORGANISATIONAL PROFILE

This describes the organisation's business environment and its key relationships with customers, suppliers, partners and stakeholders.

1. Organisational Environment

a. Describe the Mission, Vision, and Values

A mission statement explains why the organisations exists. It describes the organisation's purpose and its overall intention.

A vision statement is forward-looking and creates a mental image of the ideal state that the organisation wishes to achieve.

A values statement lists the core principles that guide and direct the organisation and its culture. It guides decision making and establishes a standard against which actions can be assessed.

b. Describe the main products and services of the organisation

List the main products and key services of the organisation.

c. Describe the employee profile

List the various job type of employees in the organisation, how many are there, and demographic details such as age range.

d. Describe the key equipment, facilities, or technologies used to deliver your products and services

List key equipment, facilities and technologies to deliver their products and services.

2. Organisational Relationships

a. Outline the Organisational Chart/Structure

Insert the organisational chart here (include group structure if applicable).

b. State the number and types of partners and suppliers

List the number and types of partners and suppliers (highlight key partners and suppliers).

c. Describe the key requirements for suppliers and/or partners

List the requirements/criteria that is used to select partners and suppliers. (e.g. Are there certain standards or track records that the partners and suppliers are expected to have?)

3. Organisational Challenges

a. Describe the key challenges in the competitive environment

List the key challenges faced by the organisation.

b. Describe the organisation's position, compared to its competitors

List and rank competitors in the industry. Are there many small competitors or are there few but big competitors?

PART 2: ORGANISATIONAL SYSTEM ASSESSMENT

APPROACH & DEPLOYMENT		NOT STARTED (0)	STARTED (1)	IMPROVED (2)	EFFECTIVE (3)
1	Leadership				
1	Describe how the leaders develop the mission, vision and values to guide the organisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<i>Questions to Consider:</i> <ul style="list-style-type: none"> Have the senior leaders developed a clear vision, mission and set of values which drive excellence? How do the senior leaders evaluate the level of commitment and understanding that the employees have of the mission, vision and values? Do the senior leaders personally communicate the organisation's mission, vision and values through their involvement in employees' performance appraisal, learning and development, and recognition? 				
	Strengths		Areas for Improvement		
2	Describe how the leaders develop the culture to support the organisation's directions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<i>Questions to Consider:</i> <ul style="list-style-type: none"> Do the leaders ensure that there is alignment of its culture with its mission, vision and values? Do the leaders communicate the desired behaviours and values that encapsulate the organisational culture to new employees? 				
	Strengths		Areas for Improvement		
2	Customers				
1	Describe how the organisation segments the markets and customers to define wants and needs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<i>Questions to Consider:</i> <ul style="list-style-type: none"> Does the organisation conduct business and market analyses to understand customer requirements? Does the organisation use appropriate listening channels (such as focus groups, interviews, competitive comparisons, social media, etc.) to understand its different customer segments? 				
	Strengths		Areas for Improvement		

APPROACH & DEPLOYMENT		NOT STARTED (0)	STARTED (1)	IMPROVED (2)	EFFECTIVE (3)
2	Describe how the organisation determines current and future customer wants and needs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<i>Questions to Consider:</i> <ul style="list-style-type: none"> Does the organisation translate the market and customer information, especially new requirements into the strategic plans? 				
	Strengths		Areas for Improvement		
3	Describe how the organisation analyses customer feedback to drive improvements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<i>Questions to Consider:</i> <ul style="list-style-type: none"> Does the organisation understand and take steps to address the root causes of issues relating to negative feedback? Does the organisation identify what drives positive experiences? 				
	Strengths		Areas for Improvement		
4	Describe how the organisation measures and improves customer satisfaction to provide value	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<i>Questions to Consider:</i> <ul style="list-style-type: none"> Does the organisation determine customer satisfaction by collecting information on customer ratings of specific product or service, and compare its satisfactions levels with competing offerings? 				
	Strengths		Areas for Improvement		
3 Strategy					
1	Describe how the organisation identifies organisational challenges, opportunities and risks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<i>Questions to Consider:</i> <ul style="list-style-type: none"> Does the organisation conduct a thorough scan of the external environment (e.g. customer feedback, market intelligence, industry trends)? Does the organisation consider internal capabilities (e.g. data on operational performance, quality indicators)? Does the organisation consider the inputs from stakeholders? 				
	Strengths		Areas for Improvement		

APPROACH & DEPLOYMENT		NOT STARTED (0)	STARTED (1)	IMPROVED (2)	EFFECTIVE (3)
2	Describe how the organisation develops long and short-term strategies to achieve organisational goals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<i>Questions to Consider:</i> <ul style="list-style-type: none"> Does the strategy development process produce an overall business plans which goes beyond a financial or budget plan? Does the organisation set stretch goals that are based on competitive analysis, process improvements or customer requirements? 				
	Strengths	Areas for Improvement			
3	Describe how the organisation translates strategies into action plans to achieve organisational goals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<i>Questions to Consider:</i> <ul style="list-style-type: none"> Does the organisation communicate the action plans to all levels, and translate corporate goals into department and individual goals. Does the organisation set relevant and well-defined indicators to track the achievement of the plans and goals? 				
	Strengths	Areas for Improvement			
4 People					
1	Describe how the organisation develops its HR strategy to support organisation's directions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<i>Questions to Consider:</i> <ul style="list-style-type: none"> Does the organisation identify important external factors such as changes in operating environment and internal factors such as employee demographics when developing its HR strategy? HR strategy would include plans that cover areas such as talent management and retention, recruitment, engagement, satisfaction and development. 				
	Strengths	Areas for Improvement			
2	Describe how the organisation adopts a recruitment and selection process to meet organisational needs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<i>Questions to Consider:</i> <ul style="list-style-type: none"> Does the organisation leverage on appropriate testing methods such as assessments and simulations that measure job knowledge and abilities? 				

APPROACH & DEPLOYMENT		NOT STARTED (0)	STARTED (1)	IMPROVED (2)	EFFECTIVE (3)
	<ul style="list-style-type: none"> Does the organisation assess personality attributes and motivation levels to ensure that there is an alignment to the organisational culture? 				
	Strengths	Areas for Improvement			
3	Describe how the organisation provides learning and development opportunities for employee growth	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<i>Questions to Consider:</i> <ul style="list-style-type: none"> Does the organisation ensure that the learning and development programmes take into account job analysis (e.g. the types and level of skills required), organisational direction and timeliness of trainings? Does the organisation review the effectiveness of the learning and development programmes by verifying the knowledge and skills acquired by the employees, the impact on the individual's performance, and the impact on the performance of the organisation? 				
	Strengths	Areas for Improvement			
4	Describe how the organisation engages employees to make improvements and seize opportunities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<i>Questions to Consider:</i> <ul style="list-style-type: none"> Does the organisation use different ways to encourage employees to contribute to the organisation's strategic goals and enhance a sense of belonging, such as through suggestions schemes and task forces? Does the organisation track the effectiveness of these methods used to engage employees? 				
	Strengths	Areas for Improvement			
5	Describe how the organisation provides compensation and rewards to motivate and retain employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<i>Questions to Consider:</i> <ul style="list-style-type: none"> Does the organisation have a performance management system that effectively measures, recognises and rewards high performance and desired behaviours? (e.g. being innovative) Does the organisation communicate the performance and recognition processes to all employees? 				
	Strengths	Areas for Improvement			

APPROACH & DEPLOYMENT		NOT STARTED (0)	STARTED (1)	IMPROVED (2)	EFFECTIVE (3)
5	Processes				
1	Describe how the organisation defines and controls key and support business processes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<i>Questions to Consider:</i> <ul style="list-style-type: none"> Does the organisation's key processes have clear objectives and targets which are linked to organisational goals? Does the organisation regularly review its key processes to ensure that they meet the performance standards or targets? 				
	Strengths		Areas for Improvement		
2	Describe how the organisation manages key suppliers and partners to achieve organisational goals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<i>Questions to Consider:</i> <ul style="list-style-type: none"> Does the organisation proactively ensure that suppliers have the capability and capacity to meet its requirements (e.g. supplier, audits, supplier rating and certification system)? 				
	Strengths		Areas for Improvement		
6	Knowledge				
1	Describe how the organisation identifies, collects, and uses information to support planning and decision-making	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<i>Questions to Consider:</i> <ul style="list-style-type: none"> Does the organisation have an effective approach for collecting and managing information (e.g. business development and financial growth) for strategy development and performance improvement? Does the organisation have systems to capture information and knowledge, which can then be shared with stakeholders as well as used for organisational learning and value creation? 				
	Strengths		Areas for Improvement		

Total Score for Category 1 to 6	
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PART 3: ORGANISATIONAL RESULTS

7	Performance Indicators	NO INDICATORS (0)	FEW INDICATORS (1)	KEY INDICATORS (2)
1	Customer Indicators	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	Financial Indicators	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	People Indicators	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	Operational Indicators	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Current Key Indicators		Recommended Indicators		
Customer		Customer		
		<p><i>Suggestions can include:</i></p> <ul style="list-style-type: none"> - Customer satisfaction, loyalty and overall experience - Customer feedback - Customer's overall assessment of product/services - Net Promoter Score/Mystery Audit results 		
Financial		Financial		
		<p><i>Suggestions can include:</i></p> <ul style="list-style-type: none"> - Revenue growth - Profitability - Liquidity - Debt-to-equity ratio - Return on investment - Asset utilisation - Market share 		
People		People		
		<p><i>Suggestions can include:</i></p> <ul style="list-style-type: none"> - Recruitment programme (e.g. cost per hire, revenue per employee) - Engagement levels - Training and development expenditure - Talent retention rates - Generic factors such as safety, turnover, and overall satisfaction 		
Operational		Operational		
		<p><i>Suggestions can include:</i></p> <ul style="list-style-type: none"> - Relevant indicators on productivity, efficiency and inventory management (e.g. delivery performance) - Specific indicators on process performance 		

Total Score for Category 7	
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Overall Score (Category 1 to 7)	
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SCORING RUBRIC

CATEGORY 1 TO 6

BAND	NOT STARTED	STARTED	IMPROVED	EFFECTIVE
SCORE	0	1	2	3
Approach & Deployment	No steps have been taken to address the item requirement.	Initial steps have been taken and the item requirement has been deployed to a few functional areas.	There is a sound approach taken to address the item requirement with ongoing review and refinement. The requirement is deployed to key functional areas.	There is an effective, progressive and well-integrated approach taken to address the item requirement with ongoing review and refinement. The requirement is deployed to most functional areas.

CATEGORY 7

BAND	NO INDICATORS	FEW INDICATORS	KEY INDICATORS
SCORE	0	1	2
Reporting of Results & Performance Levels	There are no indicators for the key areas.	There are a few indicators reported with good performance in some areas.	Most of the key indicators are reported with good performance in key area. There are some comparisons and benchmarks present.

SCORE INTERPRETATION

SCORE BAND	SCORE INTERPRETATION
47 to 59	Congratulations! Your organisation is on the road to BE. The organisation should undergo a complete BE assessment and strive towards attaining the Singapore Quality Class.
35 to 46	Your organisation is showing sincere efforts in implementing improvement initiatives and is ready to achieve greater heights in BE. For the categories in which the organisation has scored the lowest, do seek the corresponding assistance that has been recommended under "Next Steps".
23 to 34	Your organisation has started its BE journey. You need a more systematic approach to improvement that considers how BE can be more widely used in all parts of the business – both horizontally across all processes and vertically through all tiers of management. For the categories in which the organisation has scored the lowest, do seek the corresponding assistance that has been recommended under "Next Steps".
11 to 22	Your organisation has some understanding of the basics of BE but the implementation of systems has been sporadic or poor. There is a need to re-evaluate the direction and capabilities of your organisation and staff. For the categories in which the organisation has scored the lowest, do seek the corresponding assistance that has been recommended under "Next Steps".
0 to 10	Your organisation would benefit from implementing some basic management systems such as a performance measurement system to sustain your business; otherwise the future of your organisation is at risk. For the categories in which the organisation has scored the lowest, do seek the corresponding assistance that has been recommended under "Next Steps".

NEXT STEPS

CATEGORY	WHAT'S NEXT
Leadership	<p>Capability Development Grant (CDG) - Human Capital Development (HCD) CDG for HCD supports SMEs in engaging HR consultants to build capabilities in several areas which include organizational culture and succession planning. To learn more, click here.</p>
Customer	<p>Customer Service Toolkit The toolkit helps you to understand the key areas of the service excellence framework, find out how you can improve your service offerings through boosting each of these areas, and guide your business towards satisfying and delighting your customers. The toolkit can be found here.</p> <p>Capability Development Grant (CDG) - Service Excellence SMEs in the service industries (e.g. food & beverage, retail, healthcare and transport) can embark on projects in one or more of the following areas:</p> <ul style="list-style-type: none"> • Understanding of customer needs and/or journey (e.g. customer journey mapping) • Service process redesign • Service gap analysis and benchmarking • Building a service innovation culture (e.g. ideating through a structured framework) • Adoption of technological solutions to gather customer insights (e.g. data analytics solutions) • Preparation for Singapore Quality Class with Service certification <p>More details can be found here.</p>
Strategy	<p>Capability Development Grant (CDG) - Business Model Transformation: Business Model Transformation is a structured approach that helps you create and sustain business value by translating your competencies, know-how, market knowledge and ideas into new or improved business models. This can be accomplished through the use of tools such as Business Model Innovation and Design Thinking. More details can be found here.</p>
People	<p>HR Portal The HR portal provides a wide range of HR resources to support HR operations. Accessible from your workplace or mobile device, the HR portal is easy to navigate and provide useful tips, pointers, tools and guides on how to manage specific HR matters. The link to the portal is here.</p> <p>SkillsFuture SME Mentors (SFM) SkillsFuture SME Mentors programme is a SkillsFuture initiative that</p>

	<p>aims to enhance SMEs’ capabilities in learning & development and to build up their value proposition as employers of choice. To learn more, click here.</p> <p>Capability Development Grant (CDG) - Human Capital Development (HCD) CDG HCD supports your business in improving people management practices through engaging HR consultants to strengthen HR practices and put in place the right systems and processes. To learn more, click here.</p>
<p>Process</p>	<p>Productivity Toolkit – IMPACT Identify productivity challenges and areas for improvement using the Integrated Management of Productivity Activities Tool (IMPACT). The toolkit can be found here.</p> <p>Capability Development Grant (CDG) - Enhancing Business Processes for Productivity Enhancing Business Processes for Productivity is about gaining a better understanding of your current business operations through diagnosis and review of existing workflow, and designing new and/or improved ways to be more efficient and competitive. Through process review and redesign, resources such as manpower and space can be optimised, leading to increased profit and revenue streams. To find out more, click here.</p>
<p>Knowledge</p>	<p>Productivity Support Grant (PSG) – Data Analytics PSG covers sector-specific solutions in the retail, food, logistics, precision engineering, construction and landscaping industries. Other than sector-specific solutions, PSG also supports adoption of solutions that cut across industries and includes the area of data analytics. To find out more, click here.</p>