

ABN AMRO Central Enterprise Services

Is ACES ready to win the IMCRBNQA?

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Februari 11th 2008

Acknowledgements

The internship at ACES was a very special experience. I want to thank several people for making this possible and giving me guidance. I wish to thank all my colleagues at ACES, in particular all the team members of the ACES Business Excellence Group (ABEG) for their openness. I felt very much part of the group when participating in different initiatives. I want to thank Santosh Jois and Jyothi Iyer for the good cooperation, the great laughs, the good work and the learning!

I want to thank Ganesh Khopkar and Raj Kumar Kalra for letting me be part of their team and not just seeing me as a trainee but letting me participate as a normal employee.

I wish to thank Koen van Eldik for giving me this opportunity to learn so much.

I wish to thank Dr. Geeta Bharadwaj, Chairman of the IMCRBNQA for giving me the opportunity to participate in the IMCRBNQA examiners training.

I wish to thank Olaf Fisscher and Pieter Terlouw for the guidance from the side of the University of Twente.

I would finally wish to thank Sanne Baudoin and my family; Nico Buisman, Froukje Runia, Hylke Buisman and Pieter Buisman for the support on distance and for the comments on this paper.

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Management summary

ABN AMRO Central Enterprise Services (ACES)

ABN AMRO Central Enterprise Services (ACES) is a 100% subsidiary of ABN AMRO Bank N.V. and is part of the services. It has locations in three cities in India; Chennai, Delhi and Mumbai. ACES is a Business Process Offshore (BPO) of ABN AMRO. ACES applied for the Indian Merchant Chamber Ramkrishna Bajaj National Quality Award (IMCRBNQA). They did this primarily for the purposes of self evaluation, third party validation, as well as for the sake of winning the award. Winning the award means having a standard that is high enough to become one of the winners. The most important reason for application is that of winning the award to show the sole customer, ABN AMRO, that ACES has a high level of quality. The IMCRBNQA is based on the American Malcolm Baldrige quality award. An applicant has to write a 65 page report which answers 360 questions in 7 categories; 1. Leadership, 2. Strategic planning, 3. Customer and Market focus, 4. Information and analysis, 5. Human resource focus, 6. Process management, 7. Business results. The award is not about the criteria in silos. It is about the integration and the alignment of the different criteria in order to achieve the operational and strategic goals.

Research question	<ul style="list-style-type: none">▪ “Is ACES ready to win the IMCRBNQA?”
Sub research question	<ul style="list-style-type: none">▪ What are the weaknesses when ACES is assessed on the IMCRBNQA criteria?▪ What are ACES strengths when assessed on the IMCRBNQA criteria?▪ Do the strengths outweigh the weaknesses according to the IMCRBNQA and how can this balance be improved?

Approach

ACES formulated a roadmap for applying for the quality award. Specialists of each field were assigned as so called criteria champions. A project team of four people of the Quality department, the IMCRBNQA specialists, were assigned to collate the document. They were to make sure the information was collected from the criteria champions and collated into the document. The research question is answered through knowledge gained in the application process and participation in the IMCRBNQA-examiner training. In this process my focus was on the criteria; leadership, strategic planning and customer and market focus. As these criteria had my focus, this paper will also predominantly focus on these criteria, whilst trying to maintain the overview over the other criteria. After finishing the application process and the examiner training I had knowledge about the IMCRBNQA. In the process I also acquired in-depth knowledge about ACES. Together these lead to the answering of the research questions.

Results

Strengths

When looking at the different criteria in silos ACES has some very good initiatives:

- Business unit performance tracking dashboards.
- Good internal and external customer focus, because of the work of the Customer Engagement and Orchestra Group.
- Organisation wide quality initiatives like Quality Circles, Sigma, 5S and Lean (See Appendix 2 for definitions).

Weaknesses

The award is not about the criteria in silos. It is about the integration and the alignment of the different criteria in order to achieve the operational and strategic goals. The strategy (See Appendix 2 for definition) and the leadership form a strong basis for creating the integration of the separate criteria and are therefore of key importance in this study. The strategy is the direction of the organisation. The management translates this direction to the workforce through their leadership.

There is no systematic approach for dealing with the strategy. The strategy is derived from ABN AMRO's strategy. However, there is no own strategy and no system for formulating the strategy. This will also strongly reflect on the leadership score as it is their role to translate the mission, vision, values and strategy into the organisation. This will create a low score in the strategy and leadership section. The processes in all categories will thus have lower scores, because of the lack of integration.

Recommendations

ACES is not yet ready to win the IMCRBNQA. It misses the basis to create integration between the different initiatives in order to reach the strategic and operational goals. ACES should develop a systematic approach for creating direction and cascade this down into the organization. Hereafter several idea's are recommended for improving the mentioned weaknesses. These are idea's from the IMCRBNQA and Juran's perspective.

- Hoshin Kanri (see Appendix 2.) can be used to create direction throughout the organisation. Hoshin Kanri helps to create alignment and integration between the different criteria.
- SMART objectives (SMART objectives are currently used within ACES to plan employees' yearly targets) could be designed so that these fulfil the strategic plan. In the end the application for the IMCRBNQA was aimed at solely winning the award. It was not part of the SMART-objectives of the Criteria Champions. The management could decide to choose a certain direction and should then also "walk the talk". Delegating quality leaves out a lot of potential.

Aces has developed fast since its foundation. ACES has great initiatives. However, there is room for improvement. Aligning ACES processes would significantly increase ACES scoring on the IMCRBNQA-criteria.

1. Introduction

ACES

ABN AMRO Central Enterprise Services (ACES, for an acronym list see appendix 1) is a 100% subsidiary of ABN AMRO Bank and is part of the services Unit of ABN AMRO Bank N.V. ACES has locations in three cities in India; Chennai, Delhi and Mumbai. Since its incorporation in October 2001, it has grown strong to a 4000 employee organization in 2007. Under the Indian Companies law it is a Private Limited Company, a separate legal entity. It's objective is to lower the costs of processing services for ABN-AMRO Units Worldwide. The mission of ACES is to "Please our customers with every transaction"¹. It provides services from Transaction processing to Trade support & Settlements, conversions, Cash Management & Brokerage Operations Control and Telephone calling to HR Reports& Management, Information& Administration of Global Employee Award System. Knowledge and quality of the supported processes increased. A higher degree of complex services are supported by ACES. It transformed from a cost efficiency & process partner to cost efficiency & business partner in 2006. This means that the processes supported by ACES have grown in sophistication and complexity.

IMCRBNQA

The Indian Merchant Chamber Ramkrishna Bajaj National Quality Award (IMCRBNQA) is the Indian Quality Award. The IMCRBNQA has been designed to promote and award quality in India. Since the foundation of the IMCRBNQA in 1997 awareness has significantly grown across India and neighbouring countries. The IMCRBNQA examiners have raised the bar each year. The Asia Pacific Quality Award is a competition amongst national quality award winners in the Asia Pacific region. The high standard of the IMCRBNQA is further emphasized because of the fact that the previous 5 winners of the Asia Pacific Quality Award were winners of the IMCRBNQA. The IMCRBNQA is based on the values, concepts and criteria of the Malcolm Baldrige National Quality Award (see section 1.2.1.). Quality management guru Juran has been the main inspiration for both the Malcolm Baldrige quality award and the IMCRBNQA. Both awards have a strong focus on customer driven excellence.

The advantages for using the framework are as follows²:

- Delivery of ever improving value to customers and Stakeholders contributing to organizational sustainability,
- Improvement of overall organizational effectiveness and capabilities,
- Organizational and personal learning.

Living the framework criteria creates a balanced organisation in which all processes are aligned to fulfil the strategic and operational goals. This approach is an integrated management framework that addresses all the factors that define the organization, its operation, and its results. The criteria are applicable together with other improvement initiatives like ISO, Six Sigma, and Lean. The criteria are usable by small and large organisations in different industries. The IMCRBNQA consists of the following criteria: 1. Leadership, 2. Strategic planning, 3. Customer and Market focus, 4. Information and analysis, 5. Human resource focus, 6. Process management, 7. Business results. Especially the way in which these criteria are integrated is essential for the organisation to be successful in order to achieve the strategic and operational goals (see figure 7).

¹ <http://www.abnamro.co.in/aces/home.html>

² http://www.imcrbnqa.com/html/pdf/2007/why_rbnqa_310106.pdf

Reasons for the application

The reason ACES applied for the IMCRBNQA is Threefold.

- *Self evaluation:* ACES considers the IMCRBNQA evaluation process as the most professional & value added business consultation available anywhere in the world today. The preparation and the assessment of the IMCRBNQA is a good evaluation of the organization. As well as provide clarity to what extend the processes are aligned to fulfil the strategies and work towards their vision.
- *Third party validation:* The organisation claims to be one of the best, however, every organization can make such a statement. Third party validation is the external appreciation from a recognized body. Obviously this is a strong “marketing tool” to provide (potential) customers with confidence.
- *Become one of the winners* of the prestigious IMCRBNQA.

It was an initiative from ACES to apply for the quality award. Through winning this award ACES wants to show its sole customer, ABN AMRO, that its quality is high. The top management decided to apply for the quality award. This was then delegated down into the organisation.

As the reason of application was winning the award to show that ACES is the best in its region ACES could only apply for the Indian Quality Award. The IMCRBNQA is the most prestigious award for which ACES can apply.

Initially it was the plan to improve during the process of application. Due to time constraints this was however not possible when nearing the application date. Finally the reason for application was shown to be that of winning the quality award to show ABN AMRO that ACES is valuable.

Methodology

ACES decided to apply for the IMCRBNQA. The Quality department was responsible for drafting the document. A roadmap was designed by the quality department for drafting the application summary report. A project team consisting of Jyothi Iyer, Santosh Jois and led by Ganesh Khopkar of the Aces Business Excellence Group (ABEG) and myself (former ABEG member) have worked fulltime on this project. The IMCRBNQA-framework was analyzed by the team members and the criteria were connected to people who were knowledgeable on the certain criteria field. People responsible for certain criteria’s were further called “Criteria Champions” (See Appendix 3.responsibility matrix). These people were responsible for the delivery of the needed information. On the 31st March 2007 sensitization of the different criteria champions and business unit managers started. The criteria were divided over the different team members. I was responsible for the contact with the criteria champions for drafting sections; 1.2. Governance and Social Responsibilities, 2.1. Strategy Development, 2.2 Strategy Deployment, 3.1. Customer & Market Knowledge, 3.2.Customer Relationships & satisfaction and the connected results sections. The other sections were the responsibility of Jyothi and Santosh, with supervision of Ganesh Khopkar.

First I studied the framework through a literature study and successful participation in the IMCRBNQA examiner training. Then I met with “my” criteria champions to inform them about the framework. When the information was sent to me I analyzed this and sent back relevant questions. Santosh Jois, Jyothi Iyer and I met daily to keep each other updated on all the criteria and to maintain the global overview. The team tried to attain an holistic overview of the organisation through regular interaction and evaluation of each others sections. The term attaining an overview is used in this research. I was part of this project team from 07/05/07 until 18/07/07. I finalized my parts of the application summary report before I left. However, I was not part of the collation of the entire document and the revision due to the evaluation of the higher management. The project finished on 16/08/2007 when the application summary report was submitted at the Indian Merchant Chamber.

As the criteria strategy, leadership and customer-focus had my focus, this paper will also predominantly focus on these criteria, whilst trying to maintain the overview over the other criteria.

Research question

This report will investigate the question whether ACES is ready for the IMCRBNQA from an inside perspective. Therefore the main research question is:

- “Is ACES ready to win the IMCRBNQA?”

To answer this question understanding of the IMCRBNQA criteria needs to be created and ACES needs to be understood. To understand the IMCRBNQA the concept of quality management and Juran’s theories are analyzed. ACES is then assessed on the IMCRBNQA criteria to identify its the strengths and weaknesses. Therefore the sub research questions are:

- “What are the weaknesses when ACES is assessed on the IMCRBNQA criteria?”
- “What are ACES strengths when assessed on the IMCRBNQA criteria?”
- “Do the strengths outweigh the weaknesses according to the IMCRBNQA and how can this balance be improved?”

Elaboration on the research questions and Paper layout

The first section will elaborate on the concept of quality management, starting with its history, development and the major guru’s in this area. Juran has been the major inspiration for the Malcolm Baldrige Quality Award and the IMCRBNQA. To create better understanding of the quality awards Juran’s theory and his “roadmap for quality leadership” is more explicitly explained. The roadmap is also advised by the IMCRBNQA as a guide when embarking on a journey towards corporate excellence. The roadmap gives a step by step approach when heading for quality excellence. Then the quality awards will be explained. First the Malcolm Baldrige Quality Award is explained on which the IMCRBNQA is based. After this the IMCRBNQA is explained from both an applicants’ perspective as well as from the examiners perspective. The IMCRBNQA framework from an examiners perspective will give in depth understanding of the criteria. The knowledge about the IMCRBNQA is needed to answer the sub questions.

The second section will further describe ACES. The focus of ACES, its legal composition, its services, its advantage because of the Indian environment, its customers and its employee composition will be described. The knowledge about ACES is needed to answer the sub questions.

In the third section ACES is assessed on the IMCRBNQA-criteria. Its strengths and its weaknesses will be identified based on the IMCRBNQA criteria. ACES is then assessed on Juran’s “roadmap to excellence”. This will create a view on the current situation of quality management on the road to quality leadership. This is an operational view on the steps that can be taken. Both will be focussed on the sections “leadership” and “strategy” (See Appendix 2 for its definitions). These are essential when assessing the organisation on whether the different criteria are aligned in order to reach the strategic and operational goals. This answers the sub questions “What are the weaknesses when ACES is assessed on the IMCRBNQA criteria?”, “What are ACES strengths when assessed on the IMCRBNQA criteria?”.

The fourth subsection will conclude this paper with the identification of the strengths, improvement areas and the recommendations for improvement. This answers the sub-question: “Do the strengths outweigh the weaknesses according to the IMCRBNQA and how can this balance be improved?”

Use of literature

The literature has been chosen to answer the respective research question and sub-research-questions. In the quest of answering the question “What is the IMCRBNQA?” a range of sources has been used. At first to introduce the history of the concept of quality the book of [Van der Bij, 2006] was used. In their book he provides a good overview of the development. [Lulla, 2004] and [<http://www.juran.com/>] were used to describe Juran’s concept of Cost Of Poor Quality. [Endres, 2000] was used to describe “Juran’s roadmap for quality leadership” in detail. [Heaphy, 1995] and [Brown, 2006] were used to create background information about the Malcolm Baldrige Quality Award. [Stevens, 2001] was used to create understanding of the European Foundation for Quality Management. To finally reach understanding of the research question, all the material available for the applicants and the examiners of the IMCRBNQA have been used (IMCRBNQA (2007) handbook (for applicants) (IMCRBNQA Examiners handbook, IMCRBNQA Examiner training Landmark dining case, IMCRBNQA Examiner training Landmark dining case feedback report). Besides this, vocal information and the above handbooks have been used to describe the IMCRBNQA examiners perspective. For answering the question “what is ACES?” different inside documents have been used. Especially the material for the induction training was very useful as this information creates background information of the company for new entrants. The introduction on ACES was kept brief, because this chapter was created for understanding of the background of the remaining part of the paper.

The IMCRBNQA-framework and Juran’s roadmap for quality leadership have been used to asses ACES in order to answer the question “is ACES ready for the IMCRBNQA?”.

2. Quality and quality awards

This subsection will introduce the concept of quality management, starting with its history, development and the major guru's in this area. Juran's theory and in specific his "roadmap for quality leadership" is more explicitly explained. The theories of Juran are more explicitly explained, because the Malcolm Baldrige Quality Award and the IMCRBNQA have strongly been inspired by his theories. To increase the understanding of the IMCRBNQA it is essential to understand some of Juran's key theories on Quality Management.

Then the quality awards will be explained. First the Malcolm Baldrige Quality award is explained on which the IMCRBNQA is based. After this the IMCRBNQA is explained from both an applicants' perspective and the examiners perspective. This answers the sub research question: "What is the IMCRBNQA?"

2.1. Quality Management³

2.1.1. History of Quality Management

The word Quality has been known from the 12th century describing people of nobility. Craftsmen knew the word quality, which was guarded by the guild. Quality took a flight when industrialisation took place. Since then the definition has gone through Quality Inspection (Shewhart), Quality Engineering, Quality Assurance to Total Quality Management (See table 1.). For an overview of this development see figure 1.

Quality has been shaped through 'guru's' like; J. Juran, W. Edwards Deming, A. Feigenbaum, Ph. Crosby, K. Ishikawa, M. Imai and G. Taguchi. Quality used to be defined as adding costs when increasing the quality. Understanding of quality now defines quality as decreasing costs whilst increasing quality levels and customer satisfaction. Quality changed from being practised in silos to an organisational approach strongly supported by the top management and embedded in to the Total Quality Management culture.

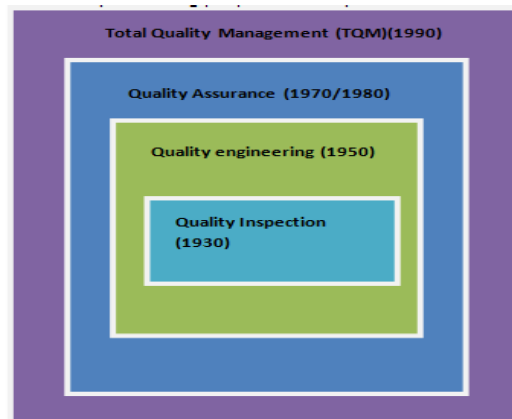


Figure 1. Development of quality management over the years

³ H. Van der Bij, et al. 2006, *Kwaliteit in beweging. Van blauwdruk naar contingenties en dynamiek*. Kluwer. Deventer page 53-82 & Hardjono, R.J.M. Bakker (2006), *Management van processen, Identificeren, besturen, beheersen en vernieuwen*. INK-managementmodel Serie voor managers, Kluwer INK.

The definition of quality has evolved over the years and differs from guru to guru; Feigenbaum defines quality as; “Quality means best for certain customer conditions. These conditions are (a) the actual use and (b) the price of the product”. Juran defines quality from a customer point of view; “fitness for use”. In which quality is defined by the customer. Figure 2 shows the historical development of quality management.

	System-technical approach	Social-dynamic approach
Operational focused	<ul style="list-style-type: none"> ▪ Systems of quality control ▪ Statistical techniques ▪ Structuring and task division at lower levels of the organization 	<ul style="list-style-type: none"> • Deliberation • Leadership at lower levels of the organization • Communication and information
Strategy focused	<ul style="list-style-type: none"> ▪ Task division at management level ▪ Planning ▪ Budgeting 	<ul style="list-style-type: none"> • Organizational culture • Teamwork • Leadership at the higher level of the organization

Figure 2. Historical development of Quality Management

2.1.2. Juran’s concepts of quality

The theories of Juran are more explicitly explained, because the Malcolm Baldrige Quality Award and the IMCRBNQA have strongly been inspired by his theories. To increase the understanding of the IMCRBNQA it is essential to understand some of Juran’s key theories on Quality Management.

Juran’s definition of quality is introduced in table 2. Juran describes the downsides of bad quality through the concept of Cost Of Poor Quality (COPQ). The way the COPQ can be reduced is explained in his *roadmap to excellence*.

Juran’s two dimensions of Quality
Product Features
<ul style="list-style-type: none"> ▪ Respond to customer needs. ▪ Compete for market share. ▪ Create product saleability. ▪ Provide product satisfaction. ▪ Effect is on sales income. ▪ Higher quality costs more.
Freedom from deficiencies
<ul style="list-style-type: none"> ▪ Avoid product dissatisfaction. ▪ Effect is on cost. ▪ Higher quality costs less.

Figure 3. Juran's concept of quality

2.1.2.1. Cost Of Poor Quality (COPQ)⁴

Juran describes the downsides of bad quality by the use of Cost Of Poor Quality (COPQ). Juran states that bad quality causes high costs for the company.

COPQ ranges from 20-30% of total production costs. The COPQ in service industry is estimated to be higher in comparison to manufacturing industry. For example⁵, when TATA steel was aware of the growing competitiveness in the beginning 90s they estimated to have a COPQ of 4-5%. However after more research, a COPQ of 25% was found. TATA's quality strategy was then developed; "reduce the COPQ to half the current COPQ". From then on TATA has put quality high on its agenda and strongly ensured support from the leadership. Juran defines COPQ into four categories:

- *Internal failure costs:* Scrap, re work, failure analysis, re inspection, re testing, avoidable process losses, downgrading.
- *External failure costs:* Warranty charges, complaint adjustment, returned material, concessions.
- *Appraisal costs:* Incoming inspection and testing, in process inspection and testing, final inspection and testing, product quality audits, maintaining accuracy of testing equipment, evaluation of stocks.
- *Prevention costs:* Quality planning, new-product review, process control, quality audits, supplier evaluation, and training.

Figure 4 Shows a graphical representation of COPQ

THREE UNIVERSAL PROCESSES OF THE JURAN TRILOGY[®]

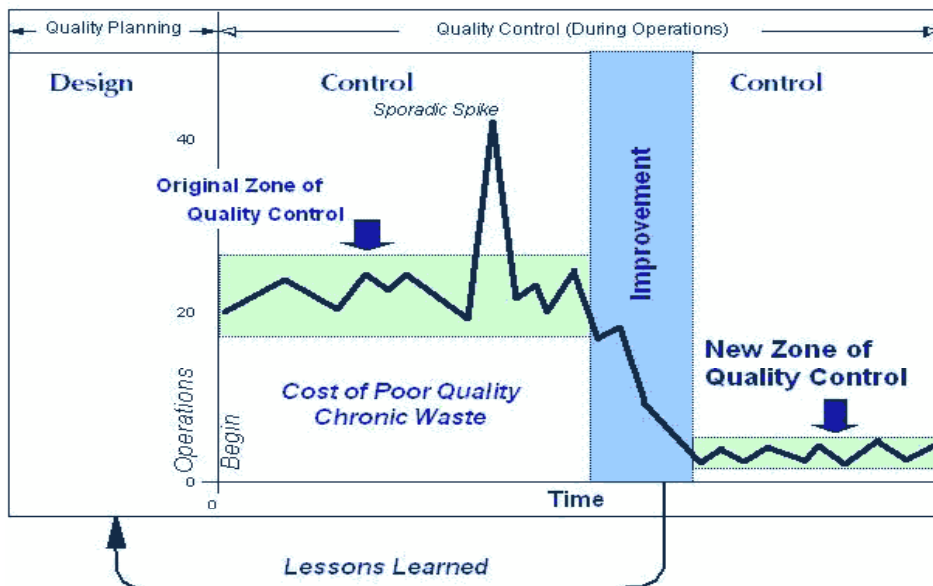


Figure 4. Graphical representation of COPQ

⁴ <http://www.juran.com/>

⁵ S. Lulla (2004) *An executive handbook, world-class quality*. Tata McGraw-hill, New Delhi page 185-189.

2.1.2.2. Juran's roadmap for quality leadership

Different implementation roads to quality leadership are known. However, [Mann, 1994] was one of the few to do a multi company investigation on the use of TQM implementation routes. He found that not one common route to total quality management was used. Several case-studies show the success of certain implementation routes at specific companies. In this case ACES has chosen to apply for the IMCRBNQA. Juran was the inspiration for the IMCRBNQA. Therefore his implementation route has been analyzed.

To reach the target of excellence, Juran has described a 5 faze journey. Juran believes a quality driven culture is essential to achieve excellence. Leadership is the most important aspect for making Quality work. Facilitating quality improvement is one thing that can not be delegated. Upper managers should become trainees in the program. Training in quality must begin at the top and then pour its way down through the whole organization.

Juran describes 5 phases for preparation of the quality culture in the journey to excellence.

1. The Decide Phase

The senior management decides to embark on a quality journey. In reaching this target the management is prepared to communicate the reasons and drivers behind this decision. The management is knowledgeable about the concepts of Total Quality Management. A resource decision is made that can support the journey.

2. The Prepare Phase

Key activities in this phase are sensitization of the organisation. The relevant staffing decisions need to be made and the reasons, the goals and the plan should be communicated to the entire organisation.

3. The start Phase

The main objectives in this phase are successfully complete pilot projects and demonstrate the improvements to the organisation. Review the lessons learned from the first project and use this to improve new projects. Design Reward and recognition throughout the entire organisation.

4. The Expand Phase

Key points in this phase are the expansion of project, increase the scope of the quality infrastructure and expand the trainings for facilitation of each type of project.

5. The integrate Phase

The initiatives should now become part of the organisations being. The different initiatives should be combined at all layers of the organisation. In this way Total Quality Management can be practiced.

For an elaboration of each phase see Appendix 4.

2.2. Quality Awards

This section will increase the understanding of quality awards. The European Foundation for Quality Management (EFQM), Deming Award and the Malcolm Baldrige Quality award are said to be the leading quality awards. India's quality philosophy is mostly aligned with that of the Malcolm Baldrige Quality Award. Therefore India chose the Malcolm Baldrige Quality award as their guideline. As the IMCRBNQA will be explained more thoroughly. The Malcolm Baldrige Quality Award will be introduced to improve the background understanding of the IMCRBNQA. The IMCRBNQA is then introduced, at first from an applicants perspective and then from the perspective of an examiner. The examiners perspective will provide more in-depth insights on the IMCRBNQA framework.

2.2.1. Malcolm Baldrige National Quality Award⁶

The Malcolm Baldrige National Quality Award is awarded by the United States National Institute of Standards and Technology. It was named after Malcolm Baldrige, who served as United States Secretary of Commerce during the Reagan administration from 1981 until 1987. Dr. Juran helped to create the U.S. Malcolm Baldrige National Quality Award and has received over 40 medals and awards from 12 countries, including The Order of the Sacred Treasure from the Emperor of Japan, and the National Medal of Technology from the President of the United States. "Juran (1993) referred to the Baldrige Award and the dissemination of its criteria for performance excellence as one of the primary drivers for accelerating an organization's pace of quality improvement"⁷.

The Malcolm Baldrige Award was created by U.S. public law in 1987. The Congress established the award program to:

- Promote quality awareness,
- Recognize U.S. organizations for their achievements in quality and performance,
- To raise awareness about the importance of quality and performance excellence as a competitive edge.

"The Baldrige Criteria for Performance Excellence provide the most capable and absolutely the very best overall business system framework we have ever found or worked with in our ongoing quest for Business Excellence at Motorola CGISS. We have applied the Criteria to our business for the last four years and have identified both external and internal value propositions for applying for the Baldrige Award. "

Martin Swarbrick, Vice President and Director, Motorola CGISS

Benefits for applying for the criteria

Applying and getting assessed on these criteria, not only for winning the Award, but to use an integrated approach to organizational performance management will result in:

- Delivery of ever improving value to customers and Stakeholders contributing to organizational sustainability,
- Improvement of overall organizational effectiveness and capabilities,
- Organizational and personal learning.

⁶ M. Heaphy, G. Gruska (1995). The Malcolm Baldrige National Quality Award. A Yardstick for quality Growth. Addison-Wesley publishing company & M.G.Brown (2006). Baldrige Award winning quality, fifteenth edition covers the 2006 award criteria. How to interpret the Baldrige criteria for performance excellence. productivity press. New York.

⁷ Citation Endres,. (2000) *Implementing Juran's roadmap for quality leadership. Benchmark and results*. John Wiley & Sons, Inc. page 5, line 13 – 16.

Criteria

The different criteria have great influence on each other. The inter-linkage of the different criteria and the holistic view over the criteria are important. Aspects of certain criteria impact other criteria. This is exemplified by the following example. A strategic plan for growth is definitely connected to HR. Besides this one can ask himself if the processes are mature enough to support this growth and what is done to solve potential barriers. All processes in the connected fields have to be aligned in order to achieve the strategic and operational goals.

The fact that is not about the criteria in silo's is exemplified in figure 5. The arrows in the figure show the relationship between the different criteria. The upper numbers in each block indicate the number of the criteria. The lower numbers in the blocks are the weights of each criteria.

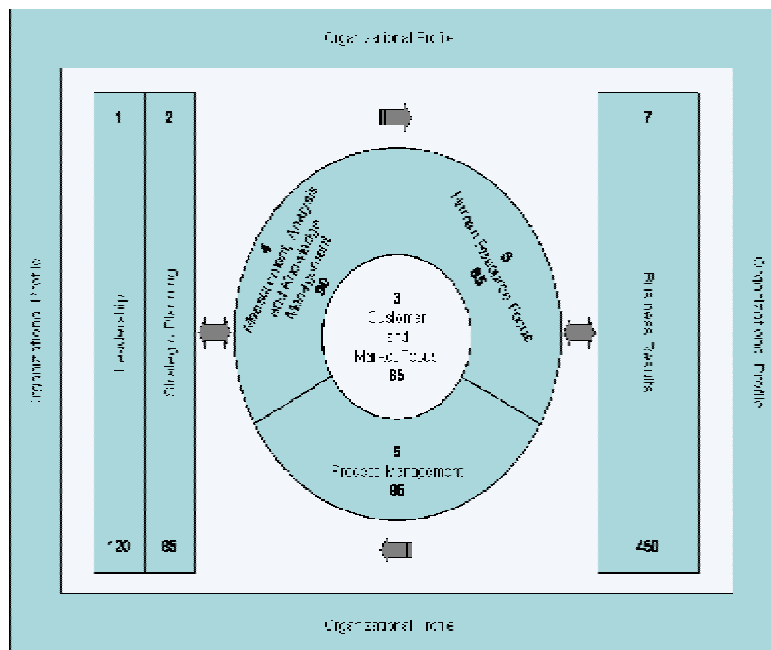


Figure 5. Interaction of the criteria

The following questions could be asked. Are the results relevant for the strategy? One could show perfect HR-solutions that enable fantastic growth, backed up by clear positive results. However, if this is not in line with the strategy, because of the economic downfall you are apparently climbing your ladder against the wrong wall.

The Malcolm Baldrige Quality Award is based on the values and concepts mentioned in figure 6.

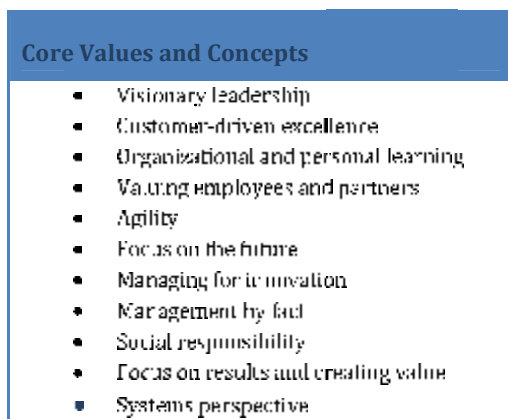


Figure 6. Core values of the Malcolm Baldrige NQA

The Malcolm Baldrige Quality Award for service organisations

Anderson et al. (1994) state that the Deming award is applicable to both service as well as to manufacturing organisations. However, scientific validation of these quality concepts have been scarce. Collier et al (2000) state that the Malcolm Baldrige Quality award can be applied on service organisations. However, the concept originates from the automotive industry. Care needs to be taken to draw conclusions for healthcare and education. The effect of different cultures and countries needs to be further investigated. He states that the criteria can be applied on service organisations. Eyuboglu (2001) suggests that western management practices such as total quality management can be implemented successfully in developing countries despite high cultural and organizational barriers. He did this research in the banking sector which makes the research highly applicable for ACES.

Collier et al. (1992) provides the following reasons why service organisations find it more difficult to win the Malcolm Baldrige Quality award in comparison to manufacturing organisations:

- Goods producing organisations have been under higher international pressure to improve.
- It is usually tougher to design a service process than a goods producing process.
- Service organisations have insufficient knowledge of the customer at this moment.
- Mediocre management of customer contact personnel.
- Lack of support service process management.

Definition of Service Quality

Parasuraman *et al.* (1985) suggests the following themes underlying service quality:

- (1) service quality is more difficult for the consumer to evaluate than goods quality,
- (2) service quality perceptions result from a comparison of consumer expectations with actual service performance, and
- (3) quality evaluations are not made solely on the outcome of service; they also involve evaluations of the process of service delivery (p. 42).

Parasuraman's definition is in line with Collier's items. The customer can judge the quality of the service at more stages. Therefore the service has to be of high quality at all stages. Customer focus is therefore of core essence. The Malcolm Baldrige Quality Award has a strong customer focus. This is one of the main values and a criteria. Therefore one can at this point assume that the Malcolm Baldrige Quality Award is useable by service organisations.

2.2.2. Indian Merchant Chamber Ramkrishna Bajaj National Quality Award

In this section the Indian Quality award is introduced.

In the transition from the western quality approach to the application of the concepts in third world countries it is relevant to ask the following question. Can western quality initiatives be successfully be applied in third world countries? [Eyuboglu, 2001] suggests that western management practices such as total quality management can be implemented successfully in developing countries despite high cultural and organizational barriers. He did this research in the banking sector which makes the research highly applicable for ACES.

The IMCRBNQA is the Indian quality award. It was named after Ramkrishna Baja, who was essentially the son of the freedom movement. He was brought up under the personal guidance of Mahatma Ghandi since his youth when he participated in the freedom struggle. After the passing away of his older brother he became head of the Bajaj Group. He was concerned with ethics in business, business self regulation, and consumer welfare. Since the foundation of the IMCRBNQA in 1997 awareness has significantly grown across India and neighbouring countries. The Asia Pacific Quality Award is a competition amongst national quality award winners in the Asia Pacific region. The high standard of the IMCRBNQA is further emphasized because of the fact that the previous 5 winners of the Asia Pacific Quality Award were winners of the IMCRBNQA. The IMCRBNQA is based on the values, concepts and criteria of the Malcolm Baldrige National Quality Award (see section 2.2.1.). Juran helped with designing the Malcolm Baldrige Quality award. Therefore he has major influence on the framework. The questions have been rephrased from time to time. Both awards have a strong focus on customer driven excellence. Everything is based on the customer. One should ask questions to themselves like, how do we develop our strategy, what is the role of our customer in this process, what is the term quality in business when formulated by the customer. The role of the customer is even more emphasized in the IMCRBNQA. This can be seen as the customer is the centre of the diagram.

Alignment

Figure 7⁸. shows the degrees in which approaches can be in line in order to achieve the strategic and operational goals. A higher degree of alignment will lead to a more successful fulfilment of the strategic and operational goals. The IMCRBNQA examiners will not examine whether different units have good looking initiatives. The examiners will examine the degree to which these isolated initiatives are in line with the strategy. One can compare this with a running plucked chicken. If you would only look at the results (the speed with which it runs) the examination would give a high result. The chicken is however running around in circles, not serving any higher cause. All actions/ arrows should all serve one common goal, the strategy. Further aspects examiners stress will be further elaborated upon in the following subsection 2.2.3.

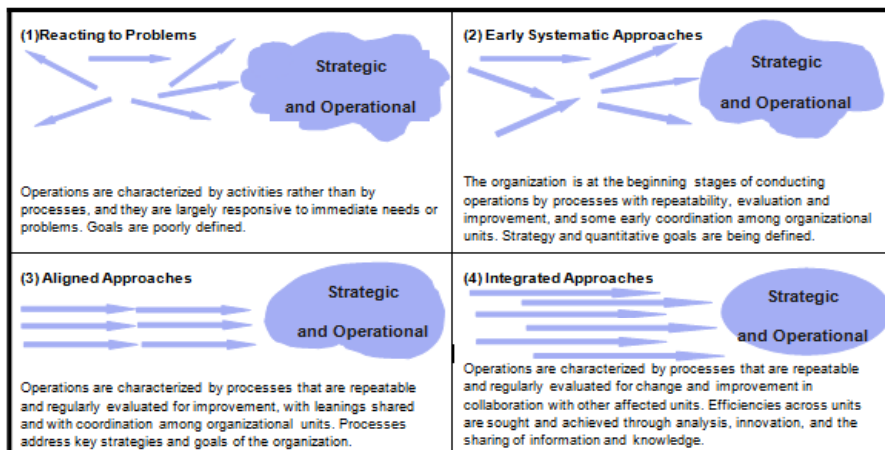


Figure 7. Alignment of processes

Roadmap for application

Figure 8 shows the roadmap for writing the Application summary report as designed by the IMCRBNQA. Figure 9. Shows the legend for figure 8.

Benefits for applying for the criteria

"1. The Criteria provides a framework for improvement without being prescriptive.

While other approaches focus on a single aspect, such as leadership, strategic planning, or process management, the criteria describe an integrated management framework that addresses all the factors that define the organization, its operation, and its results.

2. The Criteria are inclusive.

Other improvement efforts (e.g. ISO, TPM, Six Sigma, or Lean) may be integrated into the organization's performance management system and included as part of a response to Criteria requirements.

3. The Criteria focus on common requirements, rather than procedures, tools, or techniques.

They can be used by large or small business involved in service or manufacturing with one office or multiple sites across the globe.

4. The Criteria are adaptable.

They can be used by large or small business involved in service or manufacturing with one office or multiple sites across the globe."⁹

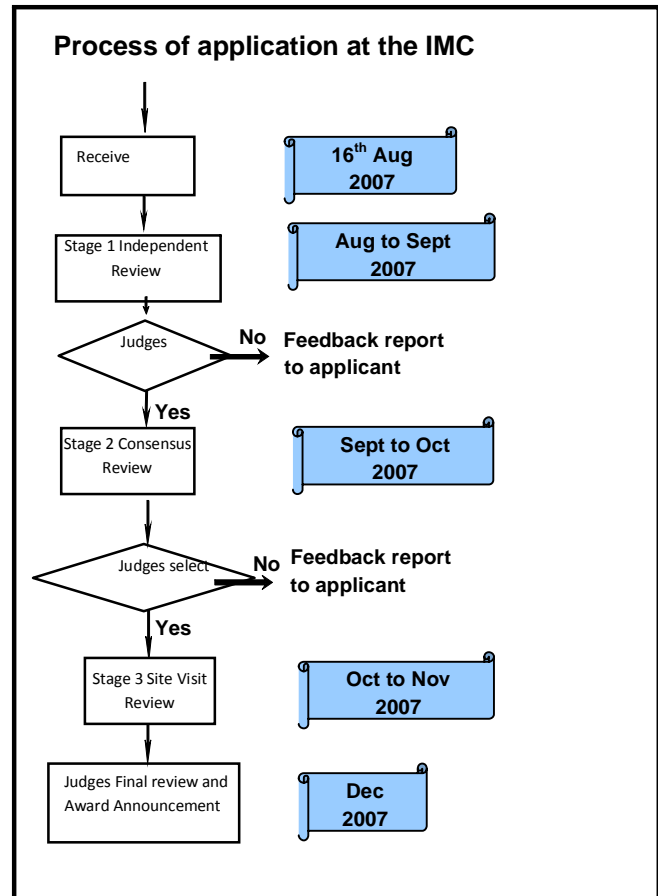


Figure 8. Application process

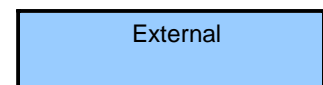


Figure 9. Legend

⁹ Quotation http://www.imcrbnqa.com/html/pdf/2007/why_rbnqa_310106.pdf

Criteria¹⁰

The IMCRBNQA is subdivided in the following criteria. These are explained below. (Also see Appendix 9). The weights of the items are shown in the brackets after the criteria.

Organizational Profile

1. Organizational Description

- a. Organizational Environment
- b. Organizational Relationships

2. Organizational Challenges

- a. Competitive Environment
- b. Strategic Challenges
- c. Performance Improvement System

1. Leadership (120):

- 1.1 Senior Leadership Direction
- 1.2 Governance and Social Responsibilities

2. Strategic planning (85):

- 2.1 Strategy Development Process and Strategic Objectives
- 2.2 Strategy Deployment and Performance Projection

3. Customer and Market focus (85):

- 3.1 Customer and Market Knowledge
- 3.2 Customer Relationships Building and Satisfaction Determination

4. Information and analysis (90):

- 4.1 Measurement, Analysis, and Review of Organizational Performance
- 4.2 Information and Knowledge Management

5. Human resource focus (85):

- 5.1 Work Systems
- 5.2 Employee Learning and Motivation
- 5.3 Employee Well Being and Satisfaction

6. Process management (85):

- 6.1 Value Creation Processes
- 6.2 Support Processes and Operational Planning

7. Business results (450):

- 7.1 Product and Service Outcomes
- 7.2 Customer Focused Results
- 7.3 Financial and Market Results
- 7.4 Human Resource Results.
- 7.5 Organizational Effectiveness Results
- 7.6 Leadership and Social Responsibility Results

¹⁰ IMCRBNQA (2007) handbook (for applicants)

2.2.3. An examiners perspective on the IMCRBNQA

The IMCRBNQA is introduced from the perspective of an examiner. The examiners perspective will provide more in depth insights on the IMCRBNQA framework. The examiner follows an approach the can be divided in three: individual review, consensus meeting and a site visit. These will be introduced sequentially.

The IMCRBNQA handbook and the 5 day examiner course gave more insight in the examiner side of the quality award. The process of the examiner is as follows. First the examiner will write an individual review. If certain aspects are not clear the applicant will get the benefit of the doubt and the issue will be kept till site-visit. This is followed by a consensus meeting of 5 examiners. If the score is high enough there will be a site visit where strengths are verified and weaknesses are clarified. On basis of all this, a final score will be determined.

2.2.3.1. Individual review

Before elaborating any further the following notion is very important. We are talking about an examiner, not an auditor. There is a big difference between both. An auditor will use a checklist and score the applicant likewise. The examiner will try to fully imagine oneself in the application, in the industry, in the customer, in the organization, into the different BU's and its functions. The examiner will do its greatest best to gain understanding of the organization. If a question is not answered in this subsection, it may have been answered in another subsection due to page restrictions. The examiner will do his or her best to find the answer to the unanswered questions in other sections. You can compare this with the role of a professor or of a corrector. The professor is empathetic with the applicant. He will try to fully understand what the applicant is "trying" to say. The characteristics of an examiner are mentioned in figure 10.

Characteristics applicable to the examiner	
<ul style="list-style-type: none">• Nurturing, empathetic, understanding,• Take a holistic view,• In-depth understanding of the application,• In depth understanding of the criteria by continuously reading the criteria,• Has clear understanding of terminology like "Customer", "Goals" and "Mission" by reverting to the glossary when reading the criteria.	In order to achieve the above mentioned the examiner will read the application at least 4 times in differing order before even touching a pencil or pen. A thorough analysis of the industry will be done to gain a better Understanding of the position of the applicant in its context.

Figure 9. Characteristics of an examiner

The examiner will then define *key-factors* which describe the most important factors for this organization in this industry (the organization claims to be good at these). This will be based on the Organizational Profile. Examples of key factors could be: IT infrastructure, the use of balanced scorecard, communication, role of suppliers and distributors, customer focus. When analyzing the application the examiner will look for reinforcement of these key factors as well as the reinforcement of the core values of IMCRBNQA (as mentioned in subsection 2.2.2.)

As explained before the application is subdivided in several sub sections. These are mentioned with their questions in Appendix 9. The examiner will not look at these questions in Silos. A certain question may not be relevant for the given industry.

Scoring

When rating the different subsections of the application summary report two rating guidelines are used. The rating guideline used for criteria one to six is called the ADLI approach. Criteria 7 is rated based on other guidelines. The guidelines are shown in respectively figure 11 and 12.

ADLI

In scoring, the examiner has a great degree of liberty. However, there is a scoring guideline to help him in this process. The approach used for the sections 1 to 6 is the ADLI approach¹¹, which is clarified in figure 11.

Approach	<ul style="list-style-type: none">▪ The method used to accomplish the process,▪ The appropriateness of the methods to the Item required,▪ The effectiveness of the use of the methods,▪ The degree to which the approach is repeatable and based on reliable data and information (Systematic approach).
Deployment	<ul style="list-style-type: none">• Your approach is applied in addressing Item requirements relevant and important to your organization,• Your approach is applied consistently,• Your approach is used by all appropriate work units.
Learning	<ul style="list-style-type: none">• Refining your approach through cycles of evaluation and improvement,▪ Encouraging breakthrough change to your approach through innovation,▪ Sharing of refinements and innovation with other relevant work units and processes in your organization.
Integration	<ul style="list-style-type: none">▪ Your approach is aligned with your organizational needs identified in other criteria Item requirements,▪ Your measures, information, and improvement systems are complementary across processes and work units,▪ Your plans, processes, results, analyses, learning, and actions are harmonized across processes and work units to support organization-wide goals.

Figure 10. ADLI approach

The examiner will rank the criteria in a certain band depending on the ADLI. When only an Approach and Deployment are apparent, obviously the score will be lower. However if the Approach, Learning and Integration are apparent, one can assume that the deployment is rather similar to the Learning and Integration. However, this should be clarified in a site visit.

If certain points of the ADL or I are not mentioned in one sub-subsection, the examiner should look in other sections and look for the missing parts. The ADLI should be verified in the results section. If these show the same then the examiner is confident.

Results

Scoring results section (IMCRBNQA section 7)
<ul style="list-style-type: none">• Current level of performance• Rate (i.e., slope of trend data) and breadth (i.e., how widely deployed and shared) of your performance improvements• Your performance relative to appropriate comparisons and/ or benchmarks• Linkage of your results measures (often through segmentation) to important customer, product and service, market, process, and action plan performance requirements identified in your Organizational profile and process items.

Figure 11. Scoring section 7

¹¹ IMCRBNQA (2007) handbook (for applicants)

PDCA Cycle

To even further increase the depth of analysis the Deming cycle (Plan- Do- Check- Act- (PDCA) cycle) is added. Every Approach, Deployment, Learning and Integration should have a PDCA cycle. For even further complicating it, for every Plan, Do, Check, Act part of the cycle there should be another PDCA cycle. The stronger this is applied the higher the applicant will score (See figure 13.).

Scoring

Based on the ADLI, the examiner can rate the participant in a certain band. After doing this a specific score can be derived by looking at the balance of strengths and weaknesses. A higher amount of higher weighted strengths in comparison to the weaknesses results in a score in the upper side of the band.

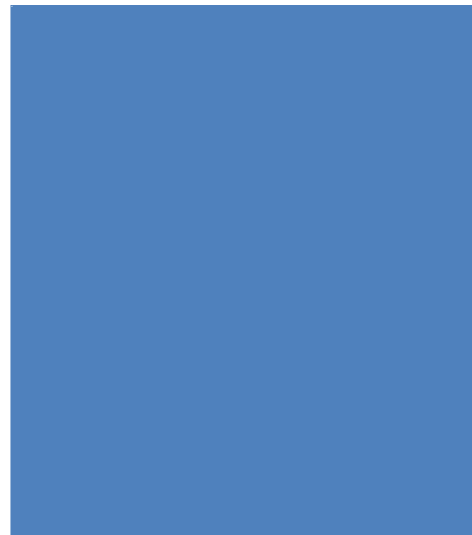


Figure 12. PDCA cycle applied on ADLI

The bands for scoring criteria 1 to 8 are shown in figure 14.

Factors = Score	0-5%	10-25%	30-45%	50-65%	70-75%	90-100%
(A)Systematic approach	Not evident	Beginning	Effective, Responsive to basic requirements	Effective. Responsive to overall Requirements	Effective. Responsive to Multiple requirements	Effective. Fully responsive to the multiple requirements
(D)Deployment of approach	Little or not evident	Early stages	Deployed, Some BUs are at early stages	Deployed with some variations in some BUs	Deployed, with no significant gaps	Deployed. Fully deployed without significant weaknesses or gaps in any BUs
(L)Improvement orientation	Reacting to problems (RTP)	At early stages of transition from RTP	Evaluation and implementation is evident	Fact based learnings are in place for improving the efficiency and effectiveness of key processes.	Fact based organizational learning are key management tools. There is clear evidence of refinement and innovation	Organizational learning are key organization wide tools; refinement and innovation, backed by analysis and sharing
(I)Organizational alignment	BUs operate independently	Joint problem solving	Early Stages of alignment to organizational goals	Aligned with organizational goals	Integrated with organizational goals	Well integrate with organizational goals

Figure 13. Score bands

Figure 15 shows the scoring bands for criteria 7.

Factors = score	0-5%	10-25%	30-45%	50-65%	70-75%	90-100%
Performance results	No results or poor results	Good performance levels in a few areas	Improvements under good performance are reported in many areas	Improvement trends and/or good performance levels are reported for most areas	Current performance is good to excellent in most areas	Current performance is excellent in most areas of importance
Trend data	Not reported or show mainly adverse trends	Little data are reported	Early stages of developing trends are evident	No pattern of adverse trends and no poor performance levels are evident	Most improvement trends and/or current performance levels sustained	Excellent improvement trends and/or sustained excellent performance levels are reported in most areas.
Comparative information	Not reported	Little information is reported	Early stages of obtaining comparative information are evident	Some trends and/or current performance levels show areas of good to very good relative performance	Many to most reported trends and/or current performance levels show areas of leadership and very good relative performance	Evidence of industry and benchmark leadership is demonstrated in many areas
Results for areas of importance to key mission or organizational goals	Not reported	Reported for a few areas	Results are reported for many areas of importance	Organizational performance results address most/key customer, market, and process requirements	Organizational performance results address most key customer, market, process, and action plan requirements	Organizational performance results fully address key customer, market, process, and action plan requirements

Figure 14. Scoring guidelines section 7

2.2.3.2. Consensus meeting

A consensus meeting with the 5 examiners is held. This is done under supervision and guidance of the IMCRBNQA head. In this two day session all questions will be reviewed. All strengths and weaknesses will be debated to arrive at a certain score.

2.2.3.3. Site visit

During the site visit of two days the strengths are verified and the weaknesses are clarified by talking to different people in the organization and looking at different documents and systems.

2.2.4. Comments on the IMCRBNQA

The head examiner of the IMCRBNQA S. Lulla can also be hired from his private company for the help for preparation of the IMCRBNQA application summary report. This is a situation of mixed interests. It can work in two ways. This will be examined from the side of the company and the side of the IMCRBNQA. At first the companies side is evaluated.

Companies perspective

- *Negatively for the company:* Dr. S. Lulla will know more about the company and can therefore assess the company more critically. Other companies can write a beautiful application summary report, which does not mention the bad spots of the company. The Judge will have too much inside information in that case.
- *Positively for the company:* Dr. D. Lulla will earn money for his company. A big contract with his company might change his opinion about the company that hired him. It might then be easier to win the prize.

IMCRBNQA perspective

It is in favour of the IMCRBNQA that a lot of companies apply for the quality award. The prize should therefore be recognized by the Indian organizations as the leading quality prize. If big companies apply for this award, smaller companies will want to benchmark their bigger brothers and will thus also want to apply for the award. IMCRBNQA will have to show that big companies have applied for the award. To become renown it is therefore in favour of the IMCRBNQA organisation to let a few major companies win the prize to show that even the biggest companies follow their philosophy. Other companies will then feel the necessity to benchmark the bigger companies.

Therefore not the best company may win, but the best known company may win. This is another case of mixed interests.

3. ABN AMRO Central Enterprise Services¹²

This subsection will further describe ACES. The focus of ACES, its legal composition, its services, its advantage because of the Indian environment, its customers and its employee composition will be described.

Legal entity ACES

Since its incorporation in October 2001 ABN AMRO Central Enterprise Services (ACES) has grown strong to a 4000 employee organization in 2007. ACES has several locations in India: Chennai, Delhi and Mumbai (See Figure 16 for ACES' locations).

The identity of ACES is further understood when looking at figure 17. The content of this table is like it is stated by ACES. Comments on the parts of this figure will follow in section 4, the overall assessment. Also see Appendix 5. for the organisational chart.

Under the Indian Companies law ACES is a Private Limited Company. The paid up equity capital is 0.9Million euro. ACES is subsidiary of ABN AMRO Bank N.V, The Netherlands. 99% held by ABN AMRO Bank N.V. and balance 0.2% by Breschou B.V.

Breschou is a 100% Subsidiary of ABN AMRO Bank N.V. and therefore 100% of ACES is effectively held by the ABN AMRO bank N.V. ACES is registered under the Software Technology Parks of India (STPI) Regulations.

Benefits available to STPI Units (In respect of Export of Services):

- Tax Holiday u/s 10A of the Income Tax Act (up to
- Custom Duty Exemption on Import of Capital Goods
- Excise Duty Exemption on Indigenous Capital Goods
- Office required to be custom bonded
- Domestic Billing permitted from STPI area subject to specified limits



Figure 15. Map of India, With ACES' locations

	ACES
Mission	'Please our customers with every transaction'.
Goals	"To lower the costs of processing services for ABN-AMRO Units Worldwide"
Vision	Unknown
Strategy	<ul style="list-style-type: none"> ▪ Continue to integrate activities and facilitate the sharing of best practices across the group ▪ Deliver worldwide synergy across functional groups: IT, Operations and corporate services ▪ Develop an approach to optimize all services activities across functions and regions. ▪ Deliver a multi year transformation through progression and completion of change programs.
Individual objectives	Aligned to the Mission, Values, Visions & strategy
Strategic outcomes	Satisfied shareholders, Satisfied customers, Satisfied employees.
Values	Professionalism, teamwork, integrity, respect

Figure 16. ACES' information

¹² Internal documents ACES

India

ACES is located in India. This is an interesting environment because of several reasons (also see Appendix 6):

- The Indian economy yearly growths with 9% (2005/2006)¹³.
- Yearly 2.1 Million graduates and 0.3 Million post graduates are produced¹⁴.
- The BPO market is a growing market in India indicating a good environment¹⁵.
- The rupee is artificially kept low by the Indian government to maintain its trade and low cost advantage. The Reserve Bank of India (RBI) normally bought US dollars to prevent the dollar from falling¹⁶.
- Almost all geographies and industries can be served. Favourable Time lag of 12 hours with US & 5 Hours with Europe makes overnight turnaround possible.
- Most players achieve substantial cost savings, because of low wages¹⁷.
- Six Sigma, ISO 9000, ISO 27001 standards begin to be implemented across BPO space¹⁸.

Services

ABN AMRO is the sole customer of ACES. A distinction can be made between the use of different services and the different locations. The services that are offered by ACES are shown in figure 18.

When looking at Global Markets & Global Clients Operations ACES provides services from Transaction processing to Trade support & Settlements, conversions, Cash Management & Brokerage Op. For all the services offered per service category see Appendix 7. For a representation of the geographical dispersion see Appendix 8. Knowledge and quality of the supported processes increased. A higher degree of complex services are supported by ACES. ACES changed from a Cost efficiency & Process partner to a Cost Efficiency & Business Partner in 2006. This means that the processes supported by ACES have grown in sophistication and complexity.

Services offered by ACES

- Global Markets and Global Clients (GM & GC) Operations
- Transaction Banking Operations (TB Ops) Locations
- Reference Data Management (RDM) Commercial Operations Reference Data & Document (CORDD) Locations
- Consumer & Commercial
- Finance shares services
- IT Shared services
- Business support services
- Call centre
- Human resource shared services

Figure 17. Service offered by ACES

¹³ http://en.wikipedia.org/wiki/Economy_of_India

¹⁴ <http://www.rediff.com/money/2006/aug/23bpo.htm>

¹⁵ <http://en.wikipedia.org/wiki/Offshoring>

¹⁶ http://www.juran.com/visited_on_10-06-2007 & <http://www.blonnet.com/forex/usd.htm>

¹⁷ <http://en.wikipedia.org/wiki/Offshoring>

¹⁸ <http://en.wikipedia.org/wiki/Offshoring>

Workforce composition

Today ACES has 4500 Employees. The age and educational characteristics of the workforce are shown in respectively figure 19 and figure 20.



Figure 18. Age Ratio



Figure 19. Educational characteristics of the workforce

4. Assessment of ACES

In this section the IMCRBNQA-criteria will be applied on ACES to firstly identify its strengths and secondly its weaknesses. According to the IMCRBNQA examiner training both strengths and weaknesses can be mentioned for strategy and leadership. Certain aspects of strategy may be a strength and other aspects of the strategy may be a weaknesses. Whether the strengths outweigh the weaknesses will be answered in the conclusion.

Then Juran's roadmap for quality leadership will be used to identify the area's on which ACES can improve its quality initiatives.

The sub questions "What are the weaknesses when ACES is assessed on the IMCRBNQA criteria?", "What are ACES strengths when assessed on the IMCRBNQA criteria?" will be answered in this section.

4.1. IMCRBNQA-criteria

4.1.1. Strengths

ACES is growing stronger and stronger. Since its initiation in 2001 the company has significantly grown and the services offered have significantly growing in complexity. More and more knowledge processes are being outsourced.

The company has evolved from a company held by the hand by ABN AMRO to a company that can advice ABN AMRO and thus be a business partner.

ACES Initiatives

- HR (Criteria 5)
 - *HR to Tom*: A centralized HR portal on which al HR related data and information is administered.
 - *Club-Ace*: An Initiative to improve the commitment of employees by arranging activities ranging from sports to drama to shop discounts for employees.
 - *Town hall meetings*
 - *Lunch with the CEO*
 - *End of the month support functions meeting*,
 - *Support function teambuilding exercise*,
- Measurement, analysis, and Knowledge Management (criteria 4)
 - *Dashboards*: Departments have their own dashboards to track their performance.
 - *Intranet & ACES information Manual (AIM)*: Centralized information manual accessible from all workstations.

- Customer and market focus (criteria 3)
 - *Internal customer G-SATi*: The internal customer satisfaction is tracked through the yearly G SATi. Employees have to evaluate the work of the other departments.
 - *Departmental example to increase the internal customer satisfaction*: one ABEG member is assigned to be a single point of contact for every business unit. This makes it easier to contact the quality department and departments will always know where to go for help.
 - Client Engagement Orchestra Group*: ACES has a special department for customer & market analysis. This department continuously investigates the market and the possibilities for in sourcing certain services from ABN AMRO. In this way there is good knowledge of the sole customer ABN AMRO.
 - Organization wide Quality initiatives.
 - Good quality initiatives over the entire organization, e.g. Trainings and improvement projects for Quality Circles, Sigma, 5S, Lean.
 - ACES has a good share of six sigma Master black belts, black belts and greenbelts in comparison to market standards.
 - The quantity of quality circles is significantly increasing.

All the initiatives mentioned above were looked upon in silos. The IMCRBNQA framework stresses the importance of the integration of the different initiatives. This research is too small to deal with all criteria individually. However, general comments can be made.

Strategy

ACES derives its strategy from ABN AMRO's overall strategy. Since one year there is a strategic planning event for developing and deploying the strategy. However, this strategy has not yet been completed and approved by the head office in Amsterdam. ABN AMRO's strategy is fine for the overall picture. However until now there is no clearly formulated strategy for ACES. The Client Engagement & Orchestra Group does a SWOT analysis. It also analyses the major shifts in technology, markets, customer preferences, competition and the regulatory environment. ACES is thus aware of what is happening around them. This is essential for creating a basis for the strategy.

Leadership

- The leadership takes an active role in reward and recognition programs to reinforce high performance and a customer and business focus, e.g. the monthly ACE of the month is rewarded by the COO. This is an initiative to reward and recognize best employee of the month performance. Several other rewards are rewarded by the CEO.
- ACES very well developed when looking at legal and ethical behaviour. As a bank you any breach would result in high losses of reputation and thus market potential. Several trainings are provided to ensure employees act according to the compliance.
- Key communities are supported. A street kids asylum and a school for the blind is supported.
- Senior leaders communicate with and engage the workforce mainly through the communication department. Often this is done through email.
- The management and leadership are evaluated through 360 degree feedback.

4.1.2. Weaknesses

Two criteria create a strong integration of different initiatives; strategy and leadership. If an organization has a clear strategy it knows where it is heading. Setting a direction for a company is quite a challenge. However, that is the starting point of an important journey. Very good deployment of the organization is essential. Good deployment of the strategy will provide the sub layers in the organization with their own direction. This creates clarity for both the lower layer in the organization as well as the higher organization. If this is communicated correctly, the lower layer exactly knows what is expected of them and can and will act accordingly. Questions in the strategy section are as follows: How is the strategy developed? What are the strategic objectives and goals? How are action plans developed and deployed? The strategy and its deployment is however not sufficient.

The leadership supplements the strategy. The way and the power in which the strategy is deployed in the organization is dependant on the leadership (See criteria 1.1.A and 1.1.B). The leadership should stress the common goal, its vision, and its mission towards their employees, partner's customers and other stakeholders. The management should do this formally, but they should also support this through their personal actions. The leaders should create an environment for organizational performance, the accomplishment of the mission and strategic objectives, innovation, performance leadership, and organizational agility. The way in which the leadership; communicates and engage the entire workforce, communicates key decisions, encourage frank & two-way communication throughout the organization, takes an active role in reward and recognition programs to reinforce high performance and a customer and business focus, create a focus on action to accomplish the organization's objectives & improve performance and attain its vision, is essential for the degree in which the strategic objectives will be achieved. Juran also stresses the importance of leadership in his roadmap to excellence: "Leadership is the most important aspect of making Quality work".

This all stresses the importance of the criteria Strategy and Leadership for creating a strong basis for all the criteria to be integrated.

Strategy

ACES derives its strategy from ABN AMRO's strategy, because it is a captive of ABN AMRO. Even though ACES is a captive, a strategy is very important. There is supposed to be a strategy, but there is no written strategy plan. In the end of 2006 this first strategy planning event was held to draft a strategy for ACES. However, this strategy has not yet been completed and approved by the head office in Amsterdam. When looking through the glasses of the IMCRBNQA this is a very serious issue and will thus result in a low score in these criteria. When looking through the IMCRBNQA glasses the following observations can be made.

- The organization derives its strategy from ABN AMRO's strategy. The process of the strategy development and deployment through the organization is still in its infancy stage. There is no systematic approach for developing the approach and the deployment of the strategy.
- There is no company dashboard to monitor the companies' progress on the strategic plan. There are no key performance projections or indicators of the progress of the strategic plan. Therefore key performance projections can not be shown. Neither do these seem to be compared with goals, and past performance.
- There is no system for developing action plans throughout the organisation. It is not clear how the key outcomes of the action plans can be sustained. There is no systematic approach apparent when a shift in plans and rapid execution of new plans requires establishment and deployment of modified action plans.

- There is no systematic approach to ensure that the overall action plan measurement system reinforces organizational alignment.
- Key objectives and goals are known, however there is no systematic approach for developing these.

Leadership

- The leadership stresses the mission of the organisation. The mission is shown in the entire organisation. However, because there is no clear set vision and strategy it is difficult for the leadership to communicate this to their employees and other stakeholders. They can neither do this formally nor through their personal actions.
- Suresh Lulla stated, the culture of blame should first be removed before a culture of continuous improvement can be created. When problems are identified, there should not be an accusation of a guilty person. The system should be accused and the improved. An open door culture is essential for receiving improvement ideas and identification of problems. This is where improvement starts. The criteria leadership also states that there should be a frank & two way communication throughout the organization. This is not created by just stating that there is an open door culture. Some initiatives have been created to stimulate the open door culture, however, the reality is different. There is a strong hierarchy which inhibits the open door culture. Employees talk to “the boss” in terms of sir or other distant words. Also in the contact a distance is apparent.
- Communication of decisions and personal commitment do not support decisions that have been made and the direction that has been chosen. A strong example is the way in which the organisation decided to apply for the IMCRBNQA. I had to be in contact a lot with “criteria champions”. These are very senior people in the organisation. Even though the award was supposed to be supported by the top management and Ganesh Khopkar introduced us with the respective criteria champions we encountered some problems. As an employee from the lower layer in the organisation you try all your best to get these senior managers to work on the quality award. Everyday talks for a month with the champions only resulted in promises that were not kept and postponed every time. This was highly frustrating and a difficult situation for Santosh, Jyothi and me. By the time of the internal deadline of the 15th of July, only the organizational profile has been written and a start has been made for criteria 2, 3, 5 and 6. Little good data has come in for the other criteria. The strange thing is that the higher management decided to apply for the quality award, but when personal efforts needed to be done there seemed to be a lack of time and priority. Drafting such an application can be delegated down into the organisation. However, one should be careful. Leaders should drive such initiatives more passionately. As long as such an award is not a priority of the top management it will also not be cascaded down into the organisation. The quality award was not part of higher management SMARTs. As long as this is the case and people are thus evaluated upon different things, priorities of these people will be different.

Sub- Conclusion

A lot of the questions in the sections leadership and strategy can be answered. However in the answers of these questions there is no visible systematic approach and especially the integration of the items is questionable.

Based on the IMCRBNQA one can state that the way in which the strategy is developed and deployed, how this cascades into the organization, how this is translated into the strategic goals and actions plans is clearly in its infancy stage. The leadership team is thus not able to communicate this through the organization as this information is not clear. Like debated in the beginning of this section good scores in the strategy and leadership section are essential to ensure the integration of all the initiatives in the organization. Alignment of activities in order to attain the operational and strategic goals can only be achieved when there is a clear target, the vision. This vision should then be translated into the mission and strategic goals. These should then be translated into the action plans. These should be individualized into departmental strategic goals and then further individualized into personal action plans. The absence of a systematic approach and deployment of the strategy is thus a major problem for the item itself, but especially for the integration of all other items. The leadership can not make up for this lack of direction. The organization will thus be bound to have a lot of activities operating in silos. Direction of the organization is the basis for all other success.

In the IMCRBNQA evaluation process the ADLI approach is used (see subsection 3.3.). The degree of consistency of the deployment determines an important part of the score. High consistency will elevate the score to a mere 50-60%. This is thus a basic requirement. In order to be consistent, processes need to be standardized and these need to be followed. It is a difficult quest to create a systematic approach consistent over the entire organization. A small example is that even within the quality department it is proved to be difficult to standardize processes over the different locations. In some locations the signing off of a Quality Circle happens at an earlier stage than in another location. This makes it easier to achieve a higher amount of QC's. Which might in itself result into problems. One should "measure quality", "not just activity levels".

4.2. Juran's roadmap to quality leadership

The above shows there is room for improvement within ACES. Somewhere on the for quality excellence some steps must have missed out. ACES would otherwise already have been world class. The organisation is now assessed on basis of Juran's roadmap to excellence. The steps that have been fulfilled and that have been missed out will are identified in figure 21. See appendix 4 for the items in each faze of Juran's roadmap to quality excellence.

Fulfilled	Gaps
1.The Decide Phase	
<ul style="list-style-type: none"> ▪ The leadership team has communicated the reasons for embarking on a quality journey in emails. ▪ The leadership team understands the basics of quality management. ▪ The leadership team understands that embarking on a quality journey will incur initial costs. Resources are sufficient for quality initiatives. 	<ul style="list-style-type: none"> ▪ Between the hundreds of emails received each day these might not have been read. The leadership team does not personally show it has quality high on its agenda. ▪ Whether the leadership team understands the Total Quality Management approach is questionable.
2. The Prepare Phase	
The senior management has organized, staffed and trained. Communication of the reasons for embarking on a quality journey is in its infancy stages. The need for the journey, the goals, the plan for accomplishing the goals, and how to measure progress against the plan are mentioned.	The aspects mentioned to the left are all not part of the vision, mission or corporate strategy.
3. The Start Phase	
A lot of relevant projects have been completed. The pilot faze has been surpassed by far. The results of these projects have been analyzed and can be shown to employees and customers. The data-base of QC's can help in the identification of best-practices. An infrastructure for project nominations, facilitation and team training are apparent. Since recently (July 2007) the best-practises are shared weekly by all the employees of ACES.	There is no system in place for reward and recognition. Quality is something practiced by the quality department and the rest of the employees have to work on quality whenever they have the time. They are not recognized or rewarded for this work and it is not part of their SMART-objectives. So chances are high that employees will not participate in quality initiatives.
4.The Expand Phase	
The number of projects has significantly increased. The trainings have been expanded and are continuously expanding depending on the needs. There is one quality department; there are no different quality councils in different divisions or operation centres. Training is expanded to support each type of project.	
5. The Integrate Phase	
	This faze has not yet been reached. The different initiatives are still executed in silos and are not yet part of the organisational culture.

Figure 20. Juran's roadmap to quality leadership

Sub-Conclusion

Juran states the following: Leadership is the most important aspect of making Quality work. Facilitating quality improvement is one thing that can not be delegated¹⁹. Upper managers should become trainees in the program²⁰. Training in quality must begin at the top and then pour its way down through the whole organization.

The role of the leadership in the first few stages is significant. In ACES' case the leadership did not get trained in the concepts of Total Quality Management. Quality Management Strategy is not part of the overall strategy. Reasons for embarking on a journey to excellence have not been communicated down into the organisation. The third and fourth stages of Juran's roadmap for quality leadership have been executed like supposed by Juran. Quality is now stuck in the integration faze. All but the important steps have been taken in the journey for quality leadership. The leadership did not choose to embark on a journey for quality excellence; they decided to delegate the journey for excellence. The key element, leadership, to make this journey work is directly lost. Like Juran said, without support of the leadership, quality will not work. Delegation of quality in the organisation will ensure that integration of Total Quality Management in the organisation will be severely hampered.

¹⁹ Endres, A. (2000) *Implementing Juran's roadmap for quality leadership. Benchmark and results*. John Wiley & Sons, Inc. page 12, lines 3-4.

²⁰ Endres, A. (2000) *Implementing Juran's roadmap for quality leadership. Benchmark and results*. John Wiley & Sons, Inc. page 14, lines 20,21.

5. Conclusions and recommendations

In this paper the main question was whether ACES is ready to win the IMCRBNQA. A background view has been created through answering the sub questions;

- “What are the weaknesses when ACES is assessed on the IMCRBNQA criteria?”
- “What are ACES strengths when assessed on the IMCRBNQA criteria?”

In section 4 ACES has been assessed on the IMCRBNQA criteria. Now the final sub research question will be answered: “Do the strengths outweigh the weaknesses according to the IMCRBNQA?”. Finally the main research question can be answered.

This is done in the division of: what are the strengths, what are the improvement areas, and what are the recommendations to close these gaps.

Strengths

When looking at ACES in silos very good initiatives are found:

- HR has several initiatives like HR to Tom, Club-Ace, Town hall meetings, and function wise team building exercise. The approaches are systematic and the initiatives are well deployed in the organisation.
- *Business unit performance tracking*: The approach is advanced. The initiatives are not systematically deployed in all business units. The dash-boards are in its infancy stages and are there is no organisation wide dashboard yet. So the integration scores low.
- ACES has a very good *customer and market focus*. The Customer engagement and orchestra group has its main function to understand the market and its customer. Constantly the market is analysed. The customer is mainly analysed through the yearly customer evaluation (*G-SATI*). The approach and the deployment are systematic.
 - Organization wide similar *Quality initiatives* have been deployed (Quality Circles, Sigma, 5S, Lean). ACES has a good share of high level six sigma practitioners. On Juran’s roadmap for quality excellence ACES has reached far.
 - ACES recently started with its yearly *strategy planning event*. Even though this is in its infancy stage, it is a good development which should be further systematized in the coming years.
 - ACES higher management has *participative leadership* in reward and recognition programs.

Weaknesses

The main theme for improvement is that there is no clear set direction for ACES. Strategy creates direction in the organization. The strategy creates long-term sustainability and a common cause. The strategy is the main element that ensures that the elements in silos will be integrated. ACES functions perfectly in silos. However to what extent these initiatives are integrated is very much questionable because there is no organizational direction.

Even though ACES is a captive, a strategy is very important. The strategy of ABN AMRO can be used. However, this should be further adjusted so finally ACES strategy can be derived. One should work

towards a vision. Think of the quote of Lulla Suresh: “you can climb a ladder very fast, but the question is if you are climbing it against the correct wall. Without a vision an organization will be randomly climbing ladders very fast. Out of 8 ladders only 4 may be placed against the correct wall”.

- Without a long term direction and thus a strategic plan its impossible to create a situation in which all subdivisions and thus the organization in silos can work together to reach a common goal. ACES can be assessed on the IMCRBNQA criteria. If integration would not be an important aspect of the criteria framework ACES would score high. However, integration is the essential part of the framework. So the lack of a strategy is a major problem.
- There is no system to derive action plans out of the strategy. There is no systematic approach to cascade the strategy down into the organization.
- Organization wide there is no performance measurement system or dashboard to keep track of progress. In this case it is essential to understand the question; what progress should be made.

It is difficult to give ACES leadership high scores on leadership, because main scoring elements are related to the strategy. The leadership should communicate the strategy, vision and mission down into the organization. The leadership should create focus and make sure the entire organization acts likewise. An example of the lack of focus is the application for the IMCRBNQA. The leadership delegated this task down into the organization, but did not make this their task. Juran indicates that leadership is the most important aspect of making Quality work and quality should not be delegated. The irony in this all is that the higher management decided to apply for the quality award, but when personal work needed to be done there seemed to be a lack of time and priority. Leadership should drive such initiatives more passionately. As long as such an award is not a priority of the top-management it will not be cascaded down into the organisation. The quality award was not part of higher management SMART objectives. As long as this is the case and people are thus evaluated upon different things, priorities of these people will be different.

It is important to communicate what is expected of the employee, to the employee. Lulla Suresh also said that managers should create clear expectations and communicate those to the employees to be able to receive good work from the employee. The better the explanation of the job, the better the employee will do the job. Also on basis of Juran’s road map for quality leadership the same can be concluded. Leadership plays an essential role in the process. The leadership did not fully decide to embark on a journey toward quality excellence. Therefore it will be very difficult to reach the final stage of the journey; integration of the initiatives in the organization.

The task of applying for the quality award was delegated to several employees. As indicated above the quality award did not seem to be the priority of the top management. In the introductions the three reasons for applying for the award were explained: self evaluation, third party validation and to become one of the winners of the prestigious IMCRBNQA. Because the quality award was not part of the priority of the top management, the priority changed to only winning the award. The value of the criteria framework is not that of winning the award. Only applying for the quality award just for winning the award will miss out on a lot of the potential of the IMCRBNQA.

When looking from both the perspective of the IMCRBNQA and Juran’s roadmap for quality leadership there is a problem in the integration part. Leadership plays an essential role in creating direction & integration. Lack of a strategy is therefore a major problem. Leadership delegates processes wrong processes according to Juran.

Recommendations

ACES is not yet ready to win the IMCRBNQA. It misses the basis to create integration between the different initiatives. This will decrease the score significantly. Hereafter several ideas are recommended for improving the mentioned weaknesses. These are ideas from the IMCRBNQA and Juran's perspective.

ACES could develop a systematic approach for creating direction in the organization, further develop the yearly strategic planning event, and invite the relevant stakeholders to ensure that the strategy will serve the needs of all the stakeholders. When the corporate strategy has been compiled cascade these down into the organization. Translate these to a departmental strategy and action plans. This process should be further systematized.

Hoshin Kanri (see Appendix 2.) is a Japanese management style that facilitates the above process. Hoshin Kanri creates focus in the organization and cascades this down into the organization. The main interesting element of this theory is that it chooses only a few strategic targets. It works on these with the entire organization and then chooses new strategic targets. This ensures participation in all layers. Naturally the leaders should "walk its talk" and be part of this strategic move.

*SMART objectives*²¹ are being used to plan each employee's yearly targets within ACES. These yearly objectives have to be specific, measurable, achievable, realistic and time-specific (SMART). SMART-objectives could be designed so that they serve the strategy. This is part of cascading the strategy down into the organization. In terms of the IMCRBNQA it is about the deployment of the strategy. If the leadership decides to create a certain focus, these should be translated into their own and their employees' SMART objectives. SMART objectives are the way to communicate what is expected of the employees. SMART-objectives are control measures that will create certain behaviour: the accomplishment of these objectives. The passion with which an employee does more than what is expected of them is dependant on rewards and recognition. This emphasizes that SMART-objectives should be designed in order to reach the focus strategy of the organization. Application for the IMCRBNQA was not part of the SMART objectives of employees. For all the other participants it would just be a small bonus on their evaluation. The behaviour that was asked for was thus shown by the employees. Priorities were different. Writing the application summary report should thus have been part of the SMART objectives of all appropriate employees.

Applying for the IMRBNQA is just part of the essential process of the IMCRBNQA. According to Juran's roadmap for quality leadership and the IMCRBNQA framework the organization should live quality and not just delegate it. The effort for applying is just a small part on the road to quality leadership. In the end it was only about winning the quality award. ACES will miss out on a lot of potential of the IMCRBNQA if winning the award is sufficient.

ACES has developed fast since its foundation. ACES has great initiatives. However, there is room for improvement. Aligning ACES processes would significantly increase ACES scoring on the IMCRBNQA criteria.

²¹ M. Van der Stede (2007). *Management control systems. Performance measurement, Evaluation and Incentives*. Pearson Education Limited. Harlow England.

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Appendixes

Appendix 1. Acronyms

ACES	-	ABN AMRO Central Enterprise Services
ABEG	-	ACES Business Excellence group
AIM	-	ACES instruction manual
BPO	-	Business Process Offshore
CEOG	-	Client engagement Orchestra group
CORDD	-	Commercial Operations Reference Data & Document
HR	-	Human Resources
GC	-	Global Clients
GM	-	Global Markets
G SATI	-	Global Satisfaction Index
KPO	-	Knowledge Process Outsourcing
LPO	-	Legal Process Outsourcing LPO
IS	-	International Organization for standardization (an international standard-setting body composed of representatives from various national)
ITES	-	Information Technology Enabled Services
NASSCOM	-	National Association of Software and Service Companies
PDCA	-	Plan-Do-Check-Act (Deming cycle)
RBI	-	Reserve Bank of India is the Central Bank of India
RDM	-	Reference Data Management
STPI	-	Software Technology Parks of India
SWOT	-	Strength Weakness Opportunity Threat
TB	-	Transaction Banking

Appendix 2. Glossary

Quality Circle²² A Quality Circle is a volunteer group composed of workers, or even a group of students nowadays, who meet together to discuss workplace improvement, and make presentations to management with their ideas, especially relating to quality of output. Typical topics are improving safety, improving product design, and improvement in manufacturing process. This can not only improve the performance of any organisation, but also motivate and enrich the work life of employees. The ideal size of a quality circle is from 8 to 10 members. The quality circle is used when the problem is known and the solution is known. Quality Circle formulates the implementation.

Strategy²³: A strategy is a long term plan of action designed to achieve a particular goal, most often "winning". Strategy is differentiated from tactics or immediate actions with resources at hand by its nature of being extensively premeditated, and often practically rehearsed.

Six Sigma²⁴ is a set of practices originally developed by Motorola to systematically improve processes by eliminating defects. A defect is defined as nonconformity of a product or service to its specifications. Six sigma is practiced when the problem is unknown and the solution is unknown. Six Sigma has become an element of many Total Quality Management (TQM) initiatives.

Hoshin Kanri (also called Policy Deployment or Hoshin Planning) is a strategic planning methodology, developed by Dr. Yoji Akao, that uses a Deming (Plan-Do-Check-Act) to create goals, assign them measurable milestones, and assess progress against those milestones. It has been referred to as a Deming based system because it measures the performance of the system as a whole, based upon the sum of the performance levels of its individual units.

The discipline of Hoshin Kanri is intended to help an organisation (figure 22. Shows the foundations of Hoshin Kanri):

- Focus on a single goal
- Communicate that goal to all leaders
- Involve all leaders in planning to achieve the goal
- Create measurable deliverables (e.g. "5 sales this quarter" instead of "more sales")
- Hold participants accountable for setting realistic goals and achieving them.

Presumably the name Hoshin Kanri is suggestive of how hoshin planning aligns an organisation towards accomplishing a single goal.

Main items	Hoshin Kanri
1. Focused on procedure instead of on target.	Means and targets breakdown.
2. It defines very clearly the mean through target can be got.	This way avoids "Targets got through bad means" management.
3. Control on mean and procedure. (possibility to improve work method)	Consensus Planning, definitions, target and means development based on communication between superiors (horizontal), superiors and subordinates (vertical) and between subordinates (horizontal).

Figure 21. Hoshin Kanri

²² http://en.wikipedia.org/wiki/Quality_circle

²³ <http://en.wikipedia.org/wiki/Strategy>

²⁴ http://en.wikipedia.org/wiki/Six_Sigma

Appendix 3. Responsibility matrix deliverables IMCRBNQA

Criteria		Criteria Champion	Accountability	Monitoring Deliverables
Organisational Profile				
Organizational Description				
A	Organizational Environment	Rahul Jha	COO	Ganesh Khopkar / Santosh Jais
H	Organizational Relationships	Parkaj P / Rahu Jha	MD / COO	Ganesh Khopkar / Santosh Jais
Organizational Challenges				
A	Competitive Environment	Parkaj Phatarphod	MD	Ganesh Khopkar / Koen Buisman
H	Strategic Challenges	Parkaj Phatarphod	MD	Ganesh Khopkar / Koen Buisman
C	Performance Improvement System	Parkaj Phatarphod	MD	Ganesh Khopkar / Koen Buisman
Leadership				
1.1	Senior Leadership	Rahul Jha	COO	Ganesh Khopkar / Santosh Jais
1.2	Governance & Social Responsibilities	Ponjaj P / Natraj S / Ruchira M / Manohara Rao	MD / COO	Ganesh Khopkar / Koen Buisman
Strategic Planning				
2.2	Strategy Development	Parkaj Phatarphod	MD	Ganesh Khopkar / Koen Buisman
2.3	Strategy Deployment	Parkaj Phatarphod / Ruchira M	MD / COO	Ganesh Khopkar / Koen Buisman
Customer & Market Focus				
3.1	Customer & Market Knowledge	Parkaj Phatarphod	MD	Ganesh Khopkar / Koen Buisman
3.2	Customer Relationships and	Parkaj Phatarphod	MD	Ganesh Khopkar / Koen Buisman

	Satisfaction	B. Ismail
4	Measurement, Analysis and Knowledge Management	
4.1	Measurement, Analysis, and Review of Organisational Performance	Ganesh Khopkar / Santosh Jois
4.2	Information and Knowledge Management	Parikaj P COO Ganesh Khopkar / Santosh Jois
5	Human Resource Focus	
5.1	Work Systems	Minu Augustine COO Ganesh Khopkar / Jyoti Iyer
5.2	Employee Learning and Motivation	Sandhya Jalhar COO Ganesh Khopkar / Jyoti Iyer
5.3	Employee Well-Being and Satisfaction	Sangita Parmar COO Ganesh Khopkar / Jyoti Iyer
6	Process Management	
6.1	Value Creation Processes	Raj Kalra / Neelam Gupta COO / Pankaj P Ganesh Khopkar / Santosh Jois
6.2	Support Processes and Operational Planning (Corporate, IT & Financial Services)	Rakesh Parcu / Navneet Bhalia / Sunil Prabhu COO Ganesh Khopkar / Santosh Jois
7	Business Results	
7.1	Product and Service Outcomes	Neelam Gupta Parikaj P Ganesh Khopkar / Santosh Jois / Koehn B. Ismail
7.2	Customer-Focused Results	Neelam Gupta Parikaj P Ganesh Khopkar / Koehn B. Ismail
7.3	Financial and Market Outcomes	Sunil Prabhu COO Ganesh Khopkar / Santosh Jois / Koehn B. Ismail

7.1	Human Resources Outcomes	Udaykumar Gununathan	COO	Ganesh Khopkar / Jyotirlyer
7.5	Organisational Effectiveness Outcomes	Neelam Gupta	Parkajp	Ganesh Khopkar / Santosh Juis / Koeh Buisman
7.6	Leadership and Social Responsibility Outcomes	Rahul Jha / Matraj S	COO / MU	Ganesh Khopkar / Santosh Juis / Koeh Buisman
				Total

Appendix 4. Juran's roadmap for quality leadership

1. The Decide Phase²⁵

The general purpose of the decide phase is to gain these informed commitments from senior management:

1. We understand and are prepared to communicate the reasons/drivers for embarking on a quality journey.
2. Relative to our current culture, we understand and accept the basic premises and concepts required for Total Quality Management versus other partial approaches.
3. We understand the type and magnitude of resources that will be required to successfully complete the quality journey, and we are willing to provide them.

2. The Prepare Phase²⁶

When the senior managers make an informed decision to initiate their organization's quality initiative, they must prepare themselves and the rest of the organisation for their journey. Key types of activities within the *prepare phase* include organizing, staffing, training (beyond basic concepts), and communicating (to everyone) the need for the journey, the goals, the plan for accomplishing the goals, and how to measure progress against the plan.

3. The start Phase²⁷

When the organisation has prepared to begin its quality journey it enters the start phase. The primary objectives for the *start phase* are:

1. Successfully complete relevant pilot projects (identified during the *prepare phase*), and demonstrate that the organisation's quality initiative is capable of quickly producing significant results that benefit both the organisation's employees and its customers.
2. Review the lessons learned from the pilot projects to identify and build from the best practices, and improve the rest.
3. Design, develop, and implement and infrastructure of key processes (e.g., for project nominations, facilitator and team training, reward and recognition) that is needed to expand the quality initiative throughout the organisation.

²⁵ Citation Endres, A (2000) *Implementing Juran's roadmap for quality leadership. Benchmark and results*. John Wiley & Sons, Inc. page 35.

²⁶ Citation Endres, A (2000) *Implementing Juran's roadmap for quality leadership. Benchmark and results*. John Wiley & Sons, Inc. page 35,36.

²⁷ Citation Endres, A (2000) *Implementing Juran's roadmap for quality leadership. Benchmark and results*. John Wiley & Sons, Inc. page 36.

4. The Expand Phase²⁸

The purpose of the *expand phase* is to multiply the benefits from the *start phase*. The enhancements are increased through utilizing the infrastructure elements developed in the Start Phase to:

1. Increase the scope of the organisational infrastructure (e.g., organize quality councils at different divisions or operations centres).
2. Increase the number of projects.
3. Increase the types of projects (e.g., instead of focusing primarily on Quality Improvement, include Quality Planning and Quality Control projects).
4. Expand the type of training for facilitators and teams to support each type of project.
5. Enhance and align the quality assessment and measurement system to provide the information for planning, learning, and managing quality throughout the organization.

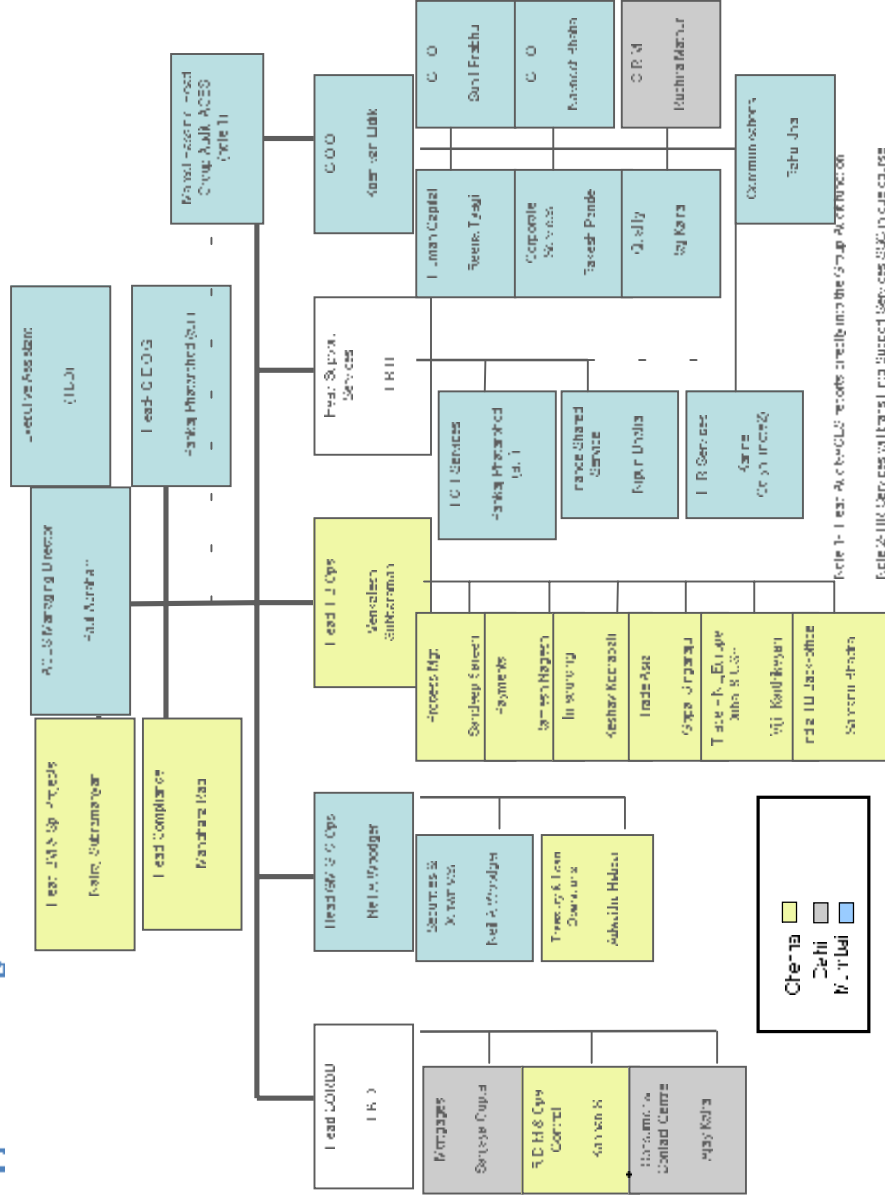
5. The integrate Phase²⁹

The term TQM, reengineering, and empowerment may rise and fall in popularity. Irrespective of the name, what is important are the benefits that they do or not do not produce. A key to the successful processes producing the results into the way the organisation “does business”. Experience suggests that the approaches are “grafted” to the “accepted” business processes. Such as strategic planning, reviewing progress, and rewarding results. Therefore, the primary objective for the *integrate phase* is to successfully “graft” the concepts, processes, and tools of TQM onto the ongoing strategic operational business practices.

²⁸ Citation Endres, A. (2000) *Implementing Juran’s roadmap for quality leadership. Benchmark and results*. John Wiley & Sons, Inc. page 36.

²⁹ Citation Endres, A. (2000) *Implementing Juran’s roadmap for quality leadership. Benchmark and results*. John Wiley & Sons, Inc. page 36,37.

Appendix 5. Organization-chart ACES



Appendix 6. Indian Context

India has the sixth largest economy in world with a GDP of \$3.699TN (2005 estimates). Hindi and English are the two most widely used languages in the country. While Hindi is the National language, English is the most important language for national, political and commercial communication. The GDP composition is well diversified across sectors; Agriculture 22.1%, Industry 21.7% & Services 56.2%.

Every year India produces 2.1Million graduates and 0.3Million post graduates. However, there is a gap between employer skill level demands and employee skill levels at graduation. According to NASSCOM³⁰ only 25 per cent of technical graduates and 10 15 per cent of general graduates are suitable for employment in offshore IT and BPO industries. The remaining students were deficient in terms of Technical or presentation skills, English language fluency, and Teamwork ability.

The BPO exports revenues for the year 2005-2006 amounted to USD 3.6 BN. Growing demand of KPO in India is particularly due to a number of prestigious technical universities and IIT (the Indian Institute of Technology) that is amongst the best in the world.

Rupee³¹

The exchange rate of the rupee is kept artificially low to maintain India's trade advantage. The Reserve Bank of India (RBI) normally bought US dollars to prevent the dollar from falling. Now the rupee has risen, which is a major concern for the RBI as well as the exporters of India.

IT services exports contribute 5 % to the GDP of India. The trigger for the rise of the rupee came from a "politically inspired" decision by the Reserve Bank of India (RBI) to raise the interest rates in January 2007 to control inflation which at 6.6 % was well above the 5% target of the Government. The RBI has since then concentrated on controlling inflation and therefore it did not buy US dollars from the market to prevent the dollar from falling. The rise in the value of the rupee against the dollar will affect the overall exports from India. Next to the increased inflation the increased demand for the rupee also played a major role. In the first few months of 2007 US\$4 billion has been pumped in Indian equity markets, which strengthened the rupee against the dollar.

Even more dollars will come into India with a USD 2 billion IPO of Delhi Leasing & Finance (DLF) starting in June. Seven Indian companies (including ICICI Bank, Tata Steel, Hindalco, State Bank of India) will be issuing Follow on Public Offering or Global Depository Receipts in the next few months thereby increasing dollar inflows. It is estimated that through equity offerings including Foreign Currency Convertible bonds more than USD 15 billion will come in India in 2007. Even though the RBI can buy US dollars when the inflation is fewer than 5%, buying dollars is not enough to strengthen the dollar. It seems most likely that the rupee will gain more strength.

³⁰Source: <http://www.rediff.com/money/2006/aug/23bpo.htm>

³¹<http://www.juran.com/> visited on 10.06-2007 & <http://www.blonnet.com/forex/usd.htm> & <http://www.blonnet.com/businessline/2001/07/03/stories/14033304.htm>

Offshore

"The business process outsourcing industry in India refers to the Services Outsourcing Industry in India, serving mainly western operations of in the case ABN AMRO. The activity in this sector grew considerably during 2004–05. Primarily telecommunications were outsourced. There were over 400 companies operating within the Indian BPO space. The key enabler for this has been cheaper bandwidth leading to low telecom costs for leased lines and availability of educated English speaking workforce in India. BPO evolves from telecommunication outsourcing to Information Technology Enabled Services (ITES) and high end work with specialization (Knowledge Process Outsourcing (KPO)). Another variant is Legal Process Outsourcing (LPO).

The industry has been growing rapidly. It grew at a rate of 44% over 2005. For the Financial Year 2006 the projection is of US\$7.2 billion worth of services provided by this industry. The base in terms of headcount being roughly 400,000 people directly employed in this Industry. The global BPO Industry is estimated to be worth 120 150 billion dollars. India's share is estimated to be 5 6% with a value of US\$11.4 billion.

The headcount at 400,000 is some 40% of the approximate one million workers estimated to be directly employees in the IT and BPO Sector (Catering, BPO training and recruitment, transport vendors, (home pick up and drops for night shifts being the norm in the industry), security agencies and facilities management companies).

Year	Size (US\$ Billion)	Growth Rate (%)
2003	2.8	59
2004	3.9	45.3
2005	5.7	44.4

Table 1. Size and Growth of BPO in India

Reasons for outsourcing:

- *Cost savings:* Most players achieve substantial cost savings,
- *Scope:* Almost all geographies and industries can be served,
- *Quality:* Six Sigma, ISO 9000, ISO 27001 Standards begin implemented across BPO space,
- *Scale:* More than two million graduates each year,
- *Time:* Favourable Tim lag of 12 hours with US & 5 Hours with Europe makes overnight turnaround possible."³²

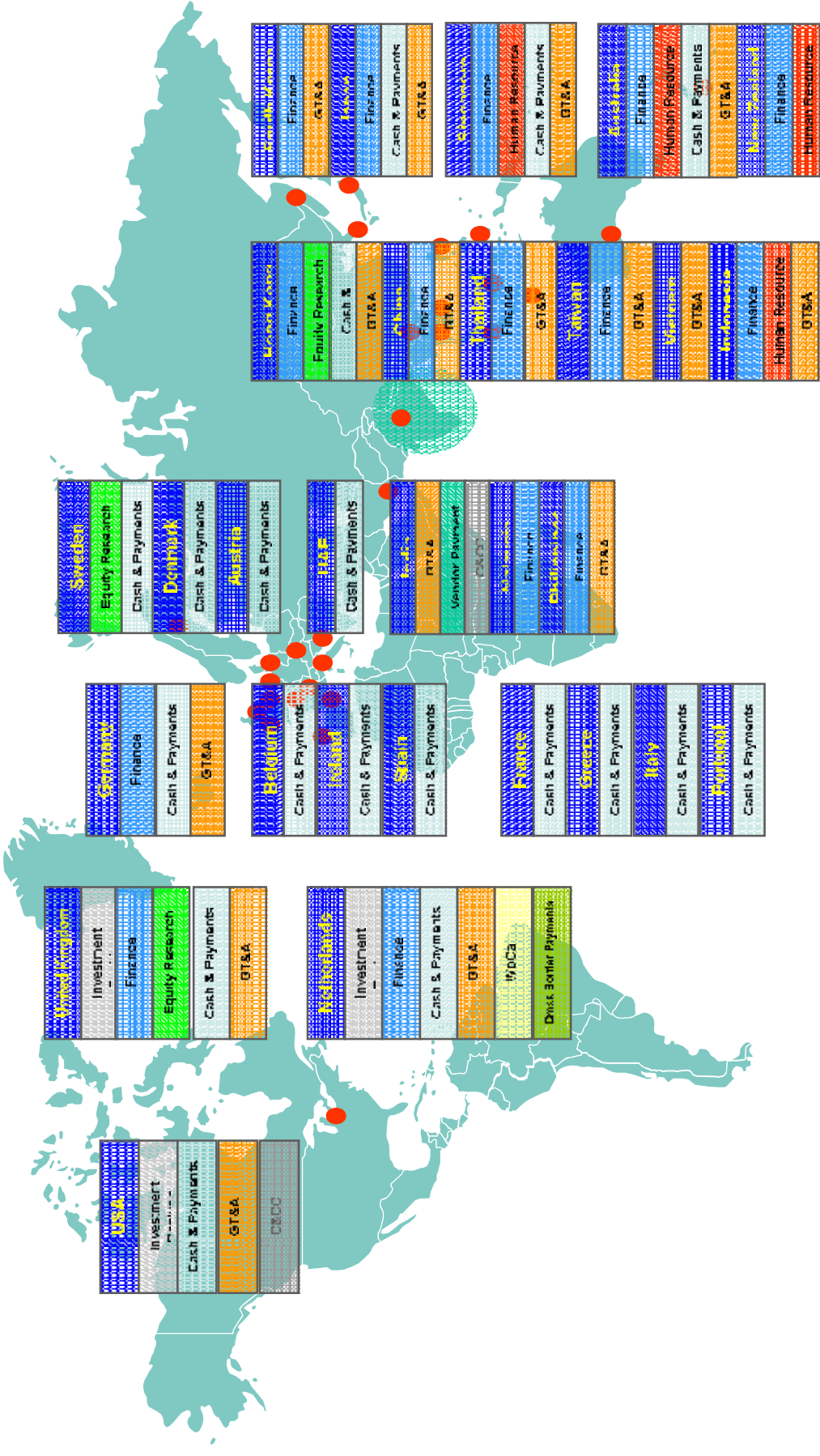
³² Quote: <http://en.wikipedia.org/wiki/Offshoring>

Appendix 7. Service list of ACES

Processes	Tier 1 (Least Complex)	Tier 2	Tier 3	Tier 4	Tier 5 (Most Complex)
GM & GC Operations Locations : USA, UK, NL, HK	Transaction processing	Loan at risk, agency services, Vendor relations & Co-ordination - aims	Trade Support & Settlements, Conversions, Cash Management & Leverage Op. Opt.	Watchdog settlement, X asset servicing, Information construction	
TB Ops Locations : USA, EMEA, ASIA	API, Vendor, Remedial, Invoice processing & Indexing	Global incidents, Vendor A/c services, Billing adjustments, International Loans, Channel financing, Electronic payment repair, Business mail, Billing	Account Reconciliation, Local Agency Collections, Cash Pooling, Justness Assessment & Funds, Risk, Risk Mgmt, Reimbursement & Claims, Tech & system training	Local, monthly checking & preparation, Process, movements, Quarterly Trade Financing, Manual Payment processing, Funding, Financials & Investigations	Payment Netting, SHT, Execution document, sub-way
RDM (CORDD) Locations : USA, UK, NL & Singapore	Set up & maintenance of Counterparty	Global allocation, Clearing & price verification, Manage dominant reference data	RMA & other Global Compliance objects		
Consumer & Commercial	Cheque processing, ATM verification, PIN, Generation of documents, ending prices	Loan maintenance, credit line transaction, Transaction, Reference, Webpage	Market, Funds, M/I processing, Loans, Finance, Loan against securities, Webpage	Risk Management, Market, Funding, Local Loans, Capital market, financing statement processing	
Finance Shared Services Locations : USA, EMEA & ASIA		201 Data entry, Credit review, analysis, Subreporting, Daily financial A/Ring & reconciliation, Customer price setting, Finance System Support (operation)	Reporting and Deviation Support, Client Support, Revenue Analysis, Planning & Performance Management, Risk Analysis & Commentaries, Global Daily Reporting	EPIC Reporting, Book 2 Data Warehouse, Global Product Reporting, Asset Management	Product Control
IT Shared Services		System testing, Level functional help desk	Application Regression testing, Project Management, Vendor Audit	Product, Delivery, User Training	Business Analysts & 1st level functional support
Business Support Services Locations : USA, EMEA & ASIA		Quality Research Production			Global Clients Analysts & Credit table Analysts
Call Centre	Telex TG	Product, Production, Escalation, Lead about, reference voice messages	Corporates, Resolution / Customer Financial Training		
Human Resource Shared Service	Transaction processing, People soft & Level 1 help desk	Level 1, entry handling, using Request User solutions	HR Reports & Management Information System Administration of Global employee aware program		

Note: For explanations of the abbreviations and acronyms see acronym list (Appendix 7.2. & Appendix 7.3.)

Appendix 8. Geographical dispersion of customers with services



Appendix 9. Criteria

Organizational Profile

The organizational profile is important because:

- It is the most appropriate starting point for self assessment and for writing an application,
- It helps you identify potential gaps in key information and focus on key performance requirements and business results,
- It is used by the examiners and judges in application review, including the site visit, to understand the organization and what you consider important,
- It may also be used by the company itself for an initial self assessment. If you identify topics for which conflicting, little, or no information is available, it is possible that the Organizational Profile can serve as a complete assessment which can be used as topics for action planning.

1. Organizational Description

- a. Organizational Environment
- b. Organizational Relationships

2. Organizational Challenges

- a. Competitive Environment
- b. Strategic Challenges
- c. Performance Improvement System

1. Leadership:

The leadership category examines how the organization's senior leaders guide and sustain the organization. Also examined are the organization's governance and how the organization addresses its ethical, legal, and community responsibilities.

- 1.1 Senior Leadership Direction
- 1.2 Governance and Social Responsibilities

2. Strategic planning:

The Strategic category examines how the organization develops strategic objectives and action plans. Also examined are how the chosen strategic objectives and action plans are deployed and changed if circumstances require, and how progress is measured.

- 2.1 Strategy Development Process and Strategic Objectives
- 2.2 Strategy Deployment and Performance Projection

3. Customer and Market focus:

The customer and market focus category examines how the organization determines the requirements, expectations and preferences of customers and markets. Also examined is how the organization builds relationships with customers and determines the key factors that lead to customer acquisition, satisfaction, loyalty & retention, and to business expansion and sustainability.

- 3.1 Customer and Market Knowledge
- 3.2 Customer Relationships Building and Satisfaction Determination

4. Information and analysis:

The measurement, analysis and knowledge management category examines how the organization selects, gathers, analyzes, manages, and improves its data, information, and knowledge assets. Also examined is how the organization reviews its performance.

4.1 Measurement, Analysis, and Review of Organizational Performance

4.2 Information and Knowledge Management

5. Human resource focus:

The human resource focus category examines how the organization's work systems and employee learning and motivation enable employees to develop and utilize their full potential in alignment with the organizations overall objectives, strategy, and action plans. Also examined are the organizations efforts to build and maintain a work environment and employee support climate contributively to performance excellence and to personal and organizational growth.

5.1 Work Systems

5.2 Employee Learning and Motivation

5.3 Employee Well Being and Satisfaction

6. Process management:

The process management category examines the key aspects of the organizations process management, including key product, services, and business processes for creating customer and organizational value and key support processes. This category encompasses all key processes and all work units.

6.1 Value Creation Processes

6.2 Support Processes and Operational Planning

7. Business results:

The business results category examines the organizations performance and improvement in key business areas, product and service outcomes, customer satisfaction, financial and marketplace performance, human resource results, operational performance, and leadership and social responsibility. Performance levels are examined relative to those of competitors.

7.1 Product and Service Outcomes

7.2 Customer Focused Results

7.3 Financial and Market Results

7.4 Human Resource Results.

7.5 Organizational Effectiveness Results

7.6 Leadership and Social Responsibility Results

Appendix 9.1. Questions:

9.P. Organizational profile

9.P.1.A. Organizational environment

- P.1.a.1 What are our organization's main products and services?
- P.1.a.1 What are the delivery mechanisms used to provide our products and services to our CUSTOMERS?
- P.1.a.2 What is our organizational culture?
- P.1.a.2 What are our stated PURPOSE, VISION, MISSION, and VALUES?
- P.1.a.3 What is our WORKFORCE profile?
- P.1.a.3 What are our WORKFORCE or employee groups and SEGMENTS?
- P.1.a.3 What are their education levels?
- P.1.a.3 What are our organization's WORKFORCE and job DIVERSITY, organized bargaining units, KEY benefits, and special health and safety requirements?
- P.1.a.4 What are our major facilities, technologies, and equipment?
- P.1.a.5 What is the regulatory environment under which our organization operates?
- P.1.a.5 What are the applicable occupational health and safety regulations; accreditation, certification, or registration requirements; relevant industry standards; and environmental, financial, and product regulations?

9.P.1.B. Organizational Relationships

- P.1.b.1 Organizational Structure & Governance System
- P.1.b.1 What are the reporting relationships among our GOVERNANCE board, SENIOR LEADERS, and parent organization, as appropriate?
- P.1.b.2 Key customer group, Market Segments and their key quality requirements
- What are our KEY CUSTOMER and STAKEHOLDER groups and market SEGMENTS, as appropriate?
- P.1.b.2 What are their KEY requirements and expectations for our products, services, and operations?
- P.1.b.3 Value Creation Process and supply chain integration
- What are our most important types of suppliers, PARTNERS, COLLABORATORS, and distributors?
- P.1.b.3 What roles do these suppliers, PARTNERS, COLLABORATORS, and distributors play in our WORK SYSTEMS and the production and delivery of our KEY products and services?
- P.1.b.3 What role, if any, do they play in our organizational INNOVATION PROCESSES?
- P.1.b.3 What are our most important supply chain requirements?
- P.1.b.4 Key customer & Supplier Relationship

9.P.2.A. Competitive Environment

- P.2.a.1 Competitive position
- P.2.a.1 What is our relative size and growth in our industry or markets served?
- P.2.a.1 What are the numbers and types of competitors for our organization?
- P.2.a.2 Key success Factors
- P.2.a.2 Strategic challenges
- P.2.a.3 Performance improvement system
- P.2.a.3 What are our KEY available sources of comparative data from outside our industry?
- P.2.a.3 What limitations, if any, are there in our ability to obtain these data?

9.P.2.B. Strategic Context

- P.2.b.1 What are our KEY business, operational, and human resource STRATEGIC CHALLENGES and advantages?

P.2.b.1 What are our KEY STRATEGIC CHALLENGES and advantages associated with organizational SUSTAINABILITY?

P.2.C. Performance Improvement system

P.2.c PERFORMANCE Improvement System

P.2.c.1 What are the KEY elements of our PERFORMANCE improvement system, including our evaluation and LEARNING PROCESSES?

Appendix 9.1. Leadership

9.1.1.A. Vision and Values

1.1.a.1 How do SENIOR LEADERS set organizational VISION and VALUES?

1.1.a.1 How do LEADERS DEPLOY our organization's VISION and VALUES through our LEADERSHIP SYSTEM, to the WORKFORCE, to KEY suppliers and PARTNERS, and to CUSTOMERS and other STAKEHOLDERS, as appropriate?

1.1.a.1 HOW do SENIOR LEADERS' personal actions reflect a commitment to the organization's VALUES?

1.1.a.2 How do SENIOR LEADERS personally promote an organizational environment that fosters, requires, and results in legal and ETHICAL BEHAVIOR?

1.1.a.3 How do SENIOR LEADERS create a SUSTAINABLE organization?

1.1.a.3 Environment for empowerment, innovation and organizational agility

How do SENIOR LEADERS create an environment for organizational PERFORMANCE improvement, the accomplishment of our MISSION and STRATEGIC OBJECTIVES, INNOVATION, competitive or role model PERFORMANCE leadership, and organizational agility?

1.1.a.3 How do they create an environment for organizational and WORKFORCE LEARNING?

1.1.a.3 Leadership involvement

How do they personally participate in succession planning and the development of future organizational leaders?

9.1.1.B. Communication and Organization Performance

1.1.b.1 How do SENIOR LEADERS communicate with and engage the entire WORKFORCE? (connect to 7.1 & 7.6)

1.1.b.1 How do SENIOR LEADERS encourage frank, two way communication throughout the organization? (connect to 7.1 & 7.6)

1.1.b.1 How do SENIOR LEADERS communicate KEY decisions? (connect to 7.1 & 7.6)

1.1.b.1 How do SENIOR LEADERS take an active role in reward and recognition programs to reinforce HIGH PERFORMANCE and a CUSTOMER and business focus? (connect to 7.1 & 7.6)

1.1.b.2 How do SENIOR LEADERS create a focus on action to accomplish the organization's objectives, improve PERFORMANCE, and attain its VISION?

1.1.b.2 What PERFORMANCE MEASURES do SENIOR LEADERS regularly review to inform them on needed actions?

1.1.b.2 How do SENIOR LEADERS include a focus on creating and balancing VALUE for CUSTOMERS and other STAKEHOLDERS in their organizational PERFORMANCE expectations?

9.1.2.A. Organizational Governance

1.2.a.1 How does our organization review and achieve the following KEY aspects of our GOVERNANCE system:

1.2.a.1.i - Accountability for management's actions

1.2.a.1.ii - Fiscal accountability

1.2.a.1.iii - Transparency in operations and selection of and disclosure policies for GOVERNANCE board members, as appropriate

1.2.a.1.iv - Independence in internal and external audits

1.2.a.1.v - Protection of STAKEHOLDER and stockholder interests, as appropriate

1.2.a.2 How do we evaluate the PERFORMANCE of our SENIOR LEADERS, including the chief executive?

1.2.a.2 How do we evaluate the PERFORMANCE of members of our GOVERNANCE board, as appropriate?

1.2.a.2 How do SENIOR LEADERS and our GOVERNANCE board use these PERFORMANCE reviews to further develop and to improve both their personal leadership EFFECTIVENESS and that of our board and LEADERSHIP SYSTEM, as appropriate?

9.1.2.B. Legal and Ethical Behaviour

1.2.b.1 How do we address any adverse impacts on society of our products, services, and operations?

1.2.b.1 How do we anticipate public concerns with current and future products, services, and operations?

1.2.b.1 How do we prepare for these concerns in a proactive manner, including using resource sustaining PROCESSES, as appropriate?

1.2.b.1 What are our KEY compliance PROCESSES, MEASURES, and GOALS for achieving and surpassing regulatory and legal requirements, as appropriate?

1.2.b.1 What are our KEY PROCESSES, MEASURES, and GOALS for addressing risks associated with our products, services, and operations?

1.2.b.2 How does our organization promote and ensure ETHICAL BEHAVIOR in all our interactions?

1.2.b.2 What are our KEY PROCESSES and MEASURES or INDICATORS for enabling and monitoring ETHICAL BEHAVIOR in our GOVERNANCE structure, throughout our organization, and in interactions with CUSTOMERS, PARTNERS, and other STAKE- HOLDERS

1.2.b.2 How do we monitor and respond to breaches of ETHICAL BEHAVIOR?

9.1.2.C. Support of Key Communities

1.2.c.1 How does our organization actively support and strengthen our KEY communities?

1.2.c.1 How do we identify KEY communities and determine areas of emphasis for organizational involvement and support?

1.2.c.1 What are our KEY communities?

1.2.c.1 How do our SENIOR LEADERS, in concert with our WORKFORCE, contribute to improving these communities?

Appendix 9.2. Strategic Planning

9.2.1.A. Strategy Development Process

- 2.1.a.1 How does our organization conduct its strategic planning?
- 2.1.a.1 What are the KEY PROCESS steps?
- 2.1.a.1 Who are the KEY participants?
- 2.1.a.1 How does our PROCESS identify potential blind spots?
- 2.1.a.1 How do we determine our STRATEGIC CHALLENGES and advantages, as identified in response to P.2 in our Organizational Profile?
- 2.1.a.1 What are our short- and longer term planning time horizons?
- 2.1.a.1 How are these time horizons set?
- 2.1.a.1 How does our strategic planning PROCESS address these time horizons?
- 2.1.a.2 How do we ensure that strategic planning addresses the KEY factors listed below?
- 2.1.a.2 How do we collect and analyze relevant data and information pertaining to these factors as part of our strategic planning PROCESS:
 - 2.1.a.2.i - Our organization's strengths, weaknesses, opportunities, and threats
 - 2.1.a.2.ii- Early indications of major shifts in technology, markets, CUSTOMER preferences, competition, or the regulatory environment
 - 2.1.a.2.iii - Long term organizational SUSTAINABILITY
 - 2.1.a.2.iv - Our ability to execute the strategic plan

9.2.1.B. Strategic Objectives

- 2.1.b.1 What are our KEY STRATEGIC OBJECTIVES and our timetable for accomplishing them?
- 2.1.b.1 What are our most important GOALS for these STRATEGIC OBJECTIVES?
- 2.1.b.2 How do our STRATEGIC OBJECTIVES address our STRATEGIC CHALLENGES and strategic advantages?
- 2.1.b.2 How do our STRATEGIC OBJECTIVES address our opportunities for INNOVATION in products and services, operations, and the business model?
- 2.1.b.2 How do we ensure that our STRATEGIC OBJECTIVES balance short- and longer-term challenges and opportunities?
- 2.1.b.2 How do we ensure that our STRATEGIC OBJECTIVES balance the needs of all KEY STAKEHOLDERS?
- 2.2.A. Action plan Development and Deployment
 - 2.2.a.1 How do we develop and DEPLOY ACTION PLANS throughout the organization to achieve our KEY STRATEGIC OBJECTIVES?
 - 2.2.a.1 How do we ensure that the KEY outcomes of our ACTION PLANS can be sustained?
 - 2.2.a.2 How do we ensure that adequate financial and other resources are available to support the accomplishment of our ACTION PLANS?
 - 2.2.a.2 How do we allocate these resources to support the accomplishment of the plans?
 - 2.2.a.2 How do we assess the financial and other risks associated with the plans?
 - Risk management
 - 2.2.a.2 How do we balance resources to ensure adequate resources to meet current obligations?
 - 2.2.a.3 How do we establish and DEPLOY modified ACTION PLANS if circumstances require a shift in plans and rapid execution of new plans?
 - 2.2.a.4 What are our KEY short- and longer term ACTION PLANS?
 - 2.2.a.4 What are the KEY planned changes, if any, in our products and services, our CUSTOMERS and markets, and how we will operate?
 - 2.2.a.5 What are our KEY human resource plans to accomplish our short- and longer term STRATEGIC OBJECTIVES and ACTION PLANS?

2.2.a.5 How do the plans address potential impacts on people in our WORKFORCE and any potential changes to WORKFORCE CAPABILITY and CAPACITY needs?

2.2.a.6 What are our KEY PERFORMANCE MEASURES or INDICATORS for tracking progress on our ACTION PLANS?

2.2.a.6 How do we ensure that our overall ACTION PLAN measurement system reinforces organizational ALIGNMENT?

2.2.a.6 How do we ensure that the measurement system covers all KEY DEPLOYMENT areas and STAKEHOLDERS?

9.2.2.B. Performance projection

2.2.b.1 For the KEY PERFORMANCE MEASURES or INDICATORS identified in 2.2a(6), what are our PERFORMANCE PROJECTIONS for both our short- and longer term planning time horizons?

2.2.b.1 How are these PROJECTIONS determined?

2.2.b.1 How does our projected PERFORMANCE compare with the projected PERFORMANCE of our competitors or comparable organizations?

2.2.b.1 How does it compare with KEY BENCHMARKS, GOALS, and past PERFORMANCE, as appropriate?

2.2.b.1 How do we ensure progress so that we will meet our PROJECTIONS?

2.2.b.1 How If there are current or projected gaps in PERFORMANCE against our competitors or comparable organizations, HOW will we address them?

Appendix 9.3. Customer and Market Focus

9.3.1.A. Customer and Market Knowledge

- 3.1.a.1 How do we identify CUSTOMERS, CUSTOMER groups, and market SEGMENTS?
- 3.1.a.1 How do we determine which CUSTOMERS, CUSTOMER groups, and market SEGMENTS to pursue for current and future products and services?
- 3.1.a.1 How do we include CUSTOMERS of competitors and other potential CUSTOMERS and markets in this determination?
- 3.1.a.2 How do we use the voice of the CUSTOMER to determine KEY CUSTOMER requirements, needs, and changing expectations (including product and service features) and their relative importance to CUSTOMERS' purchasing or relationship decisions? (Connect to 7.1 & 7.2)
- 3.1.a.2 How do our listening methods vary for different CUSTOMERS, CUSTOMER groups, or market SEGMENTS? (Connect to 7.1 & 7.2)
- 3.1.a.2 How do we use relevant information and feedback from current and former CUSTOMERS, including marketing and sales information, CUSTOMER loyalty and retention data, CUSTOMER referrals, win/loss ANALYSIS, and complaint data for PURPOSES of planning products and services, marketing, making WORK SYSTEM and work PROCESS improvements, and developing new business opportunities? (Connect to 7.1 & 7.2)
- 3.1.a.3 How do we use voice-of the CUSTOMER information and feedback to become more CUSTOMER focused, to better satisfy CUSTOMER needs and desires, and to identify opportunities for INNOVATION?
- 3.1.a.4 How do we keep our CUSTOMER and market listening and LEARNING methods current with business needs and directions, including changes in our marketplace?

9.3.2.A. Customer relationship Building

- 3.2.a.1 How do we build relationships to acquire CUSTOMERS, to meet and exceed their expectations, to increase loyalty and repeat business, and to gain positive referrals?
- 3.2.a.2 How do our KEY access mechanisms enable CUSTOMERS to seek information, conduct business, and make complaints?
- 3.2.a.2 What are our KEY access mechanisms?
- 3.2.a.2 How do we determine KEY CUSTOMER contact requirements for each mode of CUSTOMER access?
- 3.2.a.2 How do we ensure that these contact requirements are DEPLOYED to all people and PROCESSES involved in the CUSTOMER response chain?
- 3.2.a.3 How do we manage CUSTOMER complaints?
- 3.2.a.3 How do we ensure that complaints are resolved EFFECTIVELY and promptly?
- 3.2.a.3 How do we minimize CUSTOMER dissatisfaction and, as appropriate, loss of repeat business and referrals?
- 3.2.a.3 How are complaints aggregated and analyzed for use in improvement throughout our organization and by our PARTNERS?
- 3.2.a.4 How do we keep our APPROACHES to building relationships and providing CUSTOMER access current with business needs and directions?

9.3.2.B. Customer Satisfaction Determination

3.2.b.1 How do we determine CUSTOMER satisfaction, dissatisfaction, and loyalty? How do these determination methods differ among CUSTOMER groups?

3.2.b.1 How do we ensure that our measurements capture actionable information for use in exceeding our CUSTOMERS' expectations?

3.2.b.1 How do we ensure that our measurements capture actionable information for use in securing our CUSTOMERS' future business and gaining positive referrals, as appropriate?

3.2.b.1 How do we use CUSTOMER satisfaction and dissatisfaction information for improvement?

3.2.b.2 How do we follow up with CUSTOMERS on the quality of products, services, and transactions to receive prompt and actionable feedback?

3.2.b.3 How do we obtain and use information on our CUSTOMERS' satisfaction relative to their satisfaction with our competitors?

3.2.b.3 How do we obtain and use information on our CUSTOMERS' satisfaction relative to the CUSTOMER satisfaction LEVELS of other organizations providing similar products or services, and/or industry BENCHMARKS?

3.2.b.4 How do we keep our APPROACHES to determining satisfaction current with business needs and directions?

Appendix 9.4. Measurement, analysis, and Knowledge Management

9.4.1.A. Performance Measurement

4.1.a.1 How do we select, collect, align, and integrate data and information for tracking daily operations and for tracking overall organizational PERFORMANCE, including progress relative to STRATEGIC OBJECTIVES and ACTION PLANS?

4.1.a.1 What are our KEY organizational PERFORMANCE MEASURES, including KEY short term and longer-term financial MEASURES?

4.1.a.1 How do we use these data and information to support organizational decision making and INNOVATION?

4.1.a.2 How do we select and ensure the EFFECTIVE use of KEY comparative data and information to support operational and strategic decision making and INNOVATION?

4.1.a.3 How do we keep our PERFORMANCE measurement system current with business needs and directions?

4.1.a.3 How do we ensure that our PERFORMANCE measurement system is sensitive to rapid or unexpected organizational or external changes?

9.4.1.B. Performance Analysis, Review, and Improvement

4.1.b PERFORMANCE ANALYSIS, Review, and Improvement (connect to 1.1.b.2 ; 2.1 ; 2.2)

4.1.b.1 How do we review organizational PERFORMANCE and capabilities? (Connect to 7.1 7.6)

4.1.b.1 What ANALYSES do we perform to support these reviews and to ensure that conclusions are valid?

4.1.b.1 How do we use these reviews to assess organizational success, competitive PERFORMANCE, and progress relative to STRATEGIC OBJECTIVES and ACTION PLANS?

4.1.b.1 How do we use these reviews to assess our organization's ability to respond rapidly to changing organizational needs and challenges in our operating environment?

4.1.b.2 How do we translate organizational PERFORMANCE review findings into priorities for continuous and breakthrough improvement and into opportunities for INNOVATION?

4.1.b.2 How are these priorities and opportunities DEPLOYED to work group and functional-level operations throughout our organization to enable EFFECTIVE support for their decision making?

4.1.b.2 When appropriate, HOW are the priorities and opportunities DEPLOYED to our suppliers, PARTNERS, and COLLABORATORS to ensure organizational ALIGNMENT?

4.1.b.3 HOW do we incorporate the results of organizational PERFORMANCE reviews into the SYSTEMATIC evaluation and improvement of KEY PROCESSES?

9.4.2.A. Management of Information Resources

4.2.a.1 HOW do we make needed data and information available?

4.2.a.1 HOW do we make them accessible to our WORKFORCE, suppliers, PARTNERS, COLLABORATORS, and CUSTOMERS, as appropriate?

4.2.a.2 HOW do we ensure that hardware and software are reliable, secure, and user-friendly?

4.2.a.3 In the event of an emergency, HOW do we ensure the continued availability of hardware and software systems and the continued availability of data and information?

4.2.a.4 HOW do we keep our data and information availability mechanisms, including our software and hardware systems, current with business needs and directions and with technological changes in our operating environment?

9.4.2.B. Data information, and Knowledge Management

- 4.2.b.1 HOW do we ensure the following properties of our organizational data, information, and knowledge:
- 4.2.b.1 - Accuracy
- 4.2.b.1 - Integrity and reliability
- 4.2.b.1 - Timeliness
- 4.2.b.1 - Security and confidentiality
- 4.2.b.2 HOW do we manage organizational knowledge to accomplish the following:
- 4.2.b.2 - The collection and transfer of WORKFORCE knowledge
- 4.2.b.2 - The transfer of relevant knowledge from and to CUSTOMERS, suppliers, PARTNERS, and COLLABORATORS
- 4.2.b.2 - The rapid identification, sharing, and implementation of best practices
- 4.2.b.2 - The assembly and transfer of relevant knowledge for use in our strategic planning PROCESS

Appendix 9.5. Workforce Focus

9.5.1.A. Workforce Enrichment

- 5.1.a.1 HOW do we determine the KEY factors that affect WORKFORCE ENGAGEMENT?
- 5.1.a.1 HOW do we determine the KEY factors that affect WORKFORCE satisfaction?
- 5.1.a.1 HOW are these factors determined for different WORKFORCE groups and SEGMENTS?
- 5.1.a.2 HOW do we foster an organizational culture conducive to HIGH PERFORMANCE and a motivated WORKFORCE to accomplish the following:
 - 5.1.a.2 - Cooperation, EFFECTIVE communication, and skill sharing within and across work units, operating units, and locations, as appropriate
 - 5.1.a.2 - EFFECTIVE information flow and two way communication with supervisors and managers
 - 5.1.a.2 - Individual goal setting, EMPOOURMENT, and initiative
 - 5.1.a.2 - INNOVATION in the work environment
 - 5.1.a.2 - The ability to benefit from the diverse ideas, cultures, and thinking of our WORKFORCE
- 5.1.a.3 HOW does our WORKFORCE PERFORMANCE management system support HIGH PERFORMANCE WORK and WORKFORCE ENGAGEMENT?
- 5.1.a.3 HOW does our WORKFORCE PERFORMANCE management system consider WORKFORCE compensation, reward, recognition, and incentive practices?
- 5.1.a.3 HOW does our WORKFORCE PERFORMANCE management system reinforce a CUSTOMER and business focus and achievement of our ACTION PLANS?

9.5.1.B. Workforce and Leader Development

- 5.1.b.1 HOW does our WORKFORCE development and LEARNING system address the following:
 - 5.1.b.1 - Needs and desires for LEARNING and development identified by our WORKFORCE, including supervisors and managers
 - 5.1.b.1 - Our CORE COMPETENCIES, STRATEGIC CHALLENGES, and accomplishment of our ACTION PLANS, both short-term and long-term
 - 5.1.b.1 - Organizational PERFORMANCE improvement, technological change, and INNOVATION
 - 5.1.b.1 - The breadth of development opportunities, including education, training, coaching, mentoring, and work related experiences, as appropriate
 - 5.1.b.1 - The transfer of knowledge from departing or retiring workers
 - 5.1.b.1 - The reinforcement of new knowledge and skills on the job
- 5.1.b.2 HOW does our development and LEARNING system for leaders address the following:
 - 5.1.b.2 - Development of personal leadership attributes
 - 5.1.b.2 - Development of organizational knowledge
 - 5.1.b.2 - Ethical business practices
 - 5.1.b.2 - Our CORE COMPETENCIES, STRATEGIC CHALLENGES, and accomplishment of our ACTION PLANS, both short-term and long-term
 - 5.1.b.2 - Organizational PERFORMANCE improvement, change, and INNOVATION
 - 5.1.b.2 - The breadth of leadership development opportunities, including education, training, coaching, mentoring, and work related experiences, as appropriate
- 5.1.b.3 HOW do we evaluate the EFFECTIVENESS of our WORKFORCE and leader development and LEARNING systems?
- 5.1.b.4 HOW do we manage EFFECTIVE career progression for our entire WORKFORCE? HOW do we accomplish EFFECTIVE succession planning for management and leadership positions?

9.5.1.C. Assessment of Workforce engagement

5.1.c.1 HOW do we assess WORKFORCE ENGAGEMENT?

5.1.c.1 What formal and informal assessment methods and MEASURES do we use to determine WORKFORCE ENGAGEMENT and WORKFORCE satisfaction?

5.1.c.1 How do these methods and MEASURES differ across WORKFORCE groups and SEGMENTS?

5.1.c.1 HOW do we use other INDICATORS, such as WORKFORCE retention, absenteeism, grievances, safety, and PRODUCTIVITY to assess and improve WORKFORCE ENGAGEMENT?

5.1.c.2 HOW do we relate assessment findings to KEY business RESULTS reported in Category 7 to identify opportunities for improvement in both WORKFORCE ENGAGEMENT and business RESULTS? (Connect to 7.4)

9.5.2.A. Workforce Capability and Capacity

5.2.a.1 HOW do we assess our WORKFORCE CAPABILITY and CAPACITY needs, including skills, competencies, and staffing levels?

5.2.a.2 HOW do we recruit, hire, place, and retain new employees?

5.2.a.2 HOW do we ensure that our WORKFORCE represents the diverse ideas, cultures, and thinking of our hiring community?

5.2.a.3 HOW do we manage and organize our WORKFORCE to accomplish the work of our organization, capitalize on the organization's CORE COMPETENCIES, reinforce a CUSTOMER and business focus, exceed PERFORMANCE expectations, address our STRATEGIC CHALLENGES and ACTION PLANS, and achieve the agility to address changing business needs?

5.2.a.4 HOW do we prepare our WORKFORCE for changing CAPABILITY and CAPACITY needs?

5.2.a.4 HOW do we manage our WORKFORCE, its needs, and our needs to ensure continuity, to prevent WORKFORCE reductions, and to minimize the impact of WORKFORCE reductions, if they do become necessary?

9.5.2.B. Workforce Climate

5.2.b.1 HOW do we ensure and improve workplace health, safety, and security?

5.2.b.1 What are our PERFORMANCE MEASURES and improvement GOALS for each of these workplace factors?

5.2.b.1 What are any significant differences in these factors and PERFORMANCE MEASURES or targets for different workplace environments?

5.2.b.2 HOW do we support our WORKFORCE via policies, services, and benefits?

5.2.b.2 HOW are these tailored to the needs of a diverse WORKFORCE and different WORKFORCE groups and SEGMENTS?

Appendix 9.6. Process Management

9.6.1.A. Core Competencies

- 6.1.a.1 HOW does our organization determine its CORE COMPETENCIES? What are our organization's CORE COMPETENCIES and how do they relate to our MISSION, competitive environment, and ACTION PLANS?
- 6.1.a.2 HOW do we design and innovate our overall WORK SYSTEMS?
- 6.1.a.2 HOW do we decide which PROCESSES within our overall WORK SYSTEMS will be internal to our organization (our KEY work PROCESSES) and which will use external resources?

9.6.1.B. Work Process Design

- 6.1.b.1 What are our organization's KEY work PROCESSES?
- 6.1.b.1 How do these KEY work PROCESSES relate to our CORE COMPETENCIES?
- 6.1.b.1 How do these PROCESSES contribute to delivering CUSTOMER VALUE, profitability, organizational success, and SUSTAINABILITY?
- 6.1.b.2 HOW do we determine KEY work PROCESS requirements, incorporating input from CUSTOMERS, suppliers, PARTNERS, and COLLABORATORS, as appropriate?
- 6.1.b.2 What are the KEY requirements for these PROCESSES?
- 6.1.b.3 HOW do we design and innovate our work PROCESSES to meet all the KEY requirements?
- 6.1.b.3 HOW do we incorporate new technology, organizational knowledge, and the potential need for agility into the design of these PROCESSES?
- 6.1.b.3 HOW do we incorporate CYCLE TIME, PRODUCTIVITY, cost control, and other efficiency and EFFECTIVENESS factors into the design of these PROCESSES?

9.6.1.C. Emergency Readiness

- 6.1.c.1 HOW do we ensure WORK SYSTEM and workplace preparedness for disasters or emergencies?
- 6.1.c.1 HOW does our disaster and emergency preparedness system consider prevention, management, continuity of operations, and recovery?

9.6.2.A. Work Process Management

- 6.2.a.1 HOW do we implement our work PROCESSES to ensure that they meet design requirements?
- 6.2.a.1 HOW does our subsequent day to day operation of these PROCESSES ensure that they meet KEY PROCESS requirements?
- 6.2.a.1 HOW is CUSTOMER, supplier, PARTNER, and COLLABORATOR input used in managing these PROCESSES, as appropriate?
- 6.2.a.1 What are our KEY PERFORMANCE MEASURES or INDICATORS and in-process MEASURES used for the control and improvement of our work PROCESSES?
- 6.2.a.2 HOW do we minimize overall costs associated with inspections, tests, and PROCESS or PERFORMANCE audits, as appropriate?
- 6.2.a.2 HOW do we prevent defects, service errors, and rework and minimize warranty costs or CUSTOMERS' PRODUCTIVITY losses, as appropriate?

9.6.2.B. Work Process Improvement

6.2.b.1 HOW do we improve our work PROCESSES to achieve better PERFORMANCE, to reduce variability, to improve products and services, and to keep the PROCESSES current with business needs and directions?

6.2.b.1 HOW are improvements and lessons learned shared with other organizational units and PROCESSES to drive organizational LEARNING and INNOVATION?

Appendix 9.7. Results

9.7.1.A. Product and Service Results

7.1.a.1 What are our current LEVELS and TRENDS in KEY MEASURES or INDICATORS of product and service PERFORMANCE that are important to our CUSTOMERS?

7.1.a.1 How do these RESULTS compare with the PERFORMANCE of our competitors and other organizations providing similar products and services?

9.7.2.A. Customer- focused Results (connect to 3.1 & 3.2)

7.2.a.1 What are our current LEVELS and TRENDS in KEY MEASURES or INDICATORS of CUSTOMER satisfaction and dissatisfaction?

7.2.a.1 How do these RESULTS compare with the CUSTOMER satisfaction LEVELS of our competitors and other organizations providing similar products and services?

7.2.a.2 What are our current LEVELS and TRENDS in KEY MEASURES or INDICATORS of CUSTOMER perceived VALUE, including CUSTOMER loyalty and retention, positive referral, and other aspects of building relationships with CUSTOMERS, as appropriate?

9.7.3.A. Financial and Market Results (Connect to 4.1.a.1 ; 2.2)

7.3.a.1 What are our current LEVELS and TRENDS in KEY MEASURES or INDICATORS of financial PERFORMANCE, including aggregate MEASURES of financial return, financial viability, or budgetary PERFORMANCE, as appropriate?

7.3.a.2 What are our current LEVELS and TRENDS in KEY MEASURES or INDICATORS of marketplace PERFORMANCE, including market share or position, market and market share growth, and new markets entered, as appropriate?

9.7.4.A. Workforce Results (Connect to 5 ; 6 ; 2.2 ; 5.1.c.1)

7.4.a.1 What are our current LEVELS and TRENDS in KEY MEASURES or INDICATORS of WORKFORCE ENGAGEMENT, WORKFORCE satisfaction, and the development of our WORKFORCE, including leaders?

7.4.a.2 What are our current LEVELS and TRENDS in KEY MEASURES of WORKFORCE CAPABILITY and CAPACITY, including staffing levels, retention, and appropriate skills?

7.4.a.3 What are our current LEVELS and TRENDS in KEY MEASURES or INDICATORS of our WORKFORCE climate, including workplace health, safety, and security and WORKFORCE services and benefits, as appropriate?

9.7.5.A. Process Effectiveness Results

7.5.a.1 What are our current LEVELS and TRENDS in KEY MEASURES or INDICATORS of the operational PERFORMANCE of our WORK SYSTEMS, including WORK SYSTEM and workplace preparedness for disasters or emergencies?

7.5.a.2 What are our current LEVELS and TRENDS in KEY MEASURES or INDICATORS of the operational PERFORMANCE of our KEY work PROCESSES, including PRODUCTIVITY, CYCLE TIME, and other appropriate MEASURES of PROCESS EFFECTIVENESS, efficiency, and INNOVATION?

9.7.6.A. Leadership and Social Responsibility Results (Connect to 1.2.c)

- 7.6.a.1 What are our RESULTS for KEY MEASURES or INDICATORS of accomplishment of our organizational strategy and ACTION PLANS? (Connect to 2.1.b.1 ; 2.2.a.6 ; 2.2.b)
- 7.6.a.2 What are our RESULTS for KEY MEASURES or INDICATORS of ETHICAL BEHAVIOR and of STAKEHOLDER trust in the SENIOR LEADERS and GOVERNANCE of our organization?
- 7.6.a.2 What are our RESULTS for KEY MEASURES or INDICATORS of breaches of ETHICAL BEHAVIOR?
- 7.6.a.3 What are our KEY current findings and TRENDS in KEY MEASURES or INDICATORS of fiscal accountability, both internal and external, as appropriate?
- 7.6.a.4 What are our RESULTS for KEY MEASURES or INDICATORS of regulatory and legal compliance?
- 7.6.a.5 What are our RESULTS for KEY MEASURES or INDICATORS of organizational citizenship in support of our KEY communities?

Appendix 10. Work experience, a trans-cultural-perspective

I have had a very good experience. Both learning a lot about the Indian country & culture and it was a great professional learning experience. From the beginning onwards the ABEG team has been very open to me. Instead of being treated as a trainee I felt excepted as a true team member. Comments and complaints were listened to. The good acceptance also inspired me to work hard for the sake of the team.

On the Job and outside the office I had a very good relationship with my colleagues. I have been invited to visit the homes of colleagues a couple of times. I went to Santosh every few weekends. We went to a national park together, I could join a mess in the catholic church. We went to several movies, had food together, drank a few beers and some wine. In the end of my stay we out for dinner, bowling and a drink. I found this was a great success. I worked very closely with Santosh and Jyothi. The good team bond between the three of us was essential to the good experience at ACES and the results achieved. ACES organized several events to get to know your colleagues better. Two weeks after I arrived I joined in on the team building weekend at Ali bag. This weekend was a great success. We had a great lot of fun. Several improvement ideas were generated within ACES. I also participated in the inter company soccer tournament which was great fun and a good way to get to know your colleagues.

I would also like to make some statements of things that are different to the Dutch working culture or the way I perceive it to be. Like I explained above I had a very good time at ACES and learned a lot. The comments I will be making are based on the images of the perfect organisation. I believe one should always strive to be perfect. This must thus not be taken too negative. It can be seen as room for improvement if the comments are relevant.

Even though I described the open way in which I have been accepted in the team, there is a strong hierarchy. According to the IMCRBNQA framework and Lulla Suresh there should be an open door culture. However when you have a good look at how things actually are organized there is a strong hierarchy. Employees talk to "the boss" in terms of sir or other distant words. Also in the contact a distance is apparent. This feels like an Indian cultural way of perceiving relations. When the boss is open for feedback, there is room for improvement, which is the essence of quality management. Only nodding the head as if you agree as employee and in the end just doing something else will help no one.

This is an interesting situation in which the organisational culture is influenced by the countries culture. A certain organisational culture may be very favourable for continuous improvement, however this may be very difficult in a certain country. A cross cultural study would have to be made in answering the question "if and how it is possible to create a certain organisational culture in a certain countries culture". I had to be in contact a lot with "criteria-champions". These are very senior people in the organisation. Even though the award was supposed to be supported by the top management and Ganesh Khopkar introduced us with the criteria champions we encountered some problems. As an employee from the lower layer in the organisation you try all your best to get these senior managers to work on the quality award. Everyday talks for a month with the champions only resulted in promises that were not kept and postponed every time. This was highly frustrating and a difficult situation for Santosh, Jyothi and me. Responses from the ABEG management to our complaints were that these problems were anticipated and that we should just keep up the good work. Things would all be fine. Pressure exerted to the right people at right moment would strongly have facilitated the process.

Within ABEG I was sometimes surprised by the time some projects took. Decision making with such a big team that has just come together is quite an exercise. It is thus a cumbersome activity. In the different committees and jobs I worked in before, meetings and decision making went quicker. Partly this may have been due to the fact the teams were smaller in size. The way group decisions are made and meetings are guided is different to what I am used to. Structured meetings, one leader who translates all opinions, makes sure the meeting stays on track and decisions are actually made in the end of the meeting would greatly facilitate this process.

India is a very special country. When you dress up in the morning and hit the streets, the streets are crowded with people going to work or people waking up. In the big city there is a big difference between rich and poor. People go to work neatly dressed to a good running company whilst in the streets you pass a lot of people still sleeping in the pathways. Besides the fantastic emerging economy, poverty is still a big problem. It is very important to be aware of this when working and having all the good opportunities. I am very happy Corporate Social Responsibility is getting higher and higher on the corporate agenda's! Even though people stare a lot at a "ferangi" (foreigner) in the streets, people are very open and friendly. When in need of anything people are very friendly to help however they can. Mumbai is a very lively city. People are every where, a lot is happening all the time. This is quite a thing you have to get used to when you come from a less crowded place. The one thing that was quite new to me was the train system in Mumbai. It is amazing how many people can travel by train. Of course I have seen the pictures of people sitting on the roof of a train and hanging outside the train. These pictures are amazing; however, being part of this is even far more amazing.

A thing I strongly had to get used to was the Indian hospitality. You will be offered a lot of things. In Holland I learned it is rude to say no as a guest. However, here I learned you will have to let the host know what you want; otherwise you will drown in all the hospitality. Another issue I have been thinking and working on a lot is returning the hospitality. When you get something, it is appropriate to return something, somehow. This should of course fit the context. It was quite a challenge to find my way in this.

Outside of the office I had a few Indian and some international friends. Sometimes we went out together, but I especially loved to see Indian life. I lived with an Indian family for a few days in the beginning. Afterwards I went there regularly to have dinner and play games. Through this family I was invited to a Maharati wedding. One of the nieces of a friend of mine married. They were part of the richer Indian communities. The colours, the food and the music were all very beautiful. This was a fantastic experience.

After my Internship I travelled around India for 5 weeks with my girlfriend Sanne. We had the chance to stay with family of my host family for a few days. This was another way to get to know more about the India traditions, the possibilities in India, the religion and more. India is a very beautiful country for travelling. The culture and the nature is very diverse. Ranging from the deserts and forts in Rajasthan to the monasteries in the Himalayas. Ranging from the ritual burnings in Varanasi, the Hindu monks bathing in the Ganges, to the Buddhist monks, the Dalai Lama in the Himalayas.

The work and life in Mumbai will always be a special memory. Working so very intensely in the Indian shifts is an experience I will not forget.