

Implementing Business Excellence - Summary

Dr Joachim Bauer

European Centre *for* Business Excellence

This report provides a summary on the author's PhD thesis and outlines its main results. For further information, please contact Joachim Bauer at the EC*for*BE address above.

The aim of this research was to examine whether the successful implementation of business excellence is influenced by the organisational context within which the implementation takes place. A particular focus was placed upon the outcome of the implementation of business excellence, but the process was also considered. The organisational context was defined by issues of leadership, strategy, structure, and technology/control.

The research was conducted using face-to-face interviews based on a structured questionnaire. Interviewees were selected from a sample of EFQM members with knowledge of implementation of business excellence. The questionnaire was targeted on the part of an organisation where business excellence implementation takes place. The research used a combination of quantitative and qualitative questions to gain insight into what improvement was achieved through the implementation of business excellence, and how it was achieved.

This study found three relationships between structure and the success of business excellence implementation. The most successful implementation occurred in organisations, which were:

- less formalised in terms of written rules measure
- less complex
- less formalised in terms of supervision and autonomy

The study concluded that organisations, which have simple and informal organisational structures will encounter fewer problems when implementing business excellence than organisations with complex and formal organisational structures.