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Article

Impact of Adopting the Business Excellence Framework on Organizational Performance: A Qualitative study

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Abstract:

Business Excellence Frameworks (BEFs) are primarily created based on the best practices of outstanding organizations, focusing on performing today and transforming for tomorrow in a sustainable way. Many business excellence frameworks (BEFs) have been developed across the world since the launch of the Malcolm Baldrige National Quality Award and the Baldrige Performance Excellence Criteria in the U.S. in 1987. Based on the earlier systematic literature review findings on the impact of adopting business excellence frameworks (BEFs) on organizational performance, a set of research questions was developed by the authors for the qualitative research. 15 organizational leaders were interviewed who have experience in the Business Excellence domain, and we obtained their responses against defined research questions. Most leaders mentioned that adopting BEFs impacts organizations by improving their performance, but quantification is difficult. The triggers for adopting BEFs are attributed to the desire to win an award, transform the organization, or follow a corporate mandate. Most leaders felt that while triggers can be many, all bring improvement, hence an acceptable approach. Future research may focus on understanding the organizational performance impact based on the trigger for adoption, including whether the trigger influences the initiatives taken during the process as well as its outcome, with an India geography focus.

Keywords*: Business Excellence, EFQM, Business Excellence Award, Baldrige Excellence Framework, MBNQA, Organizational Performance, Transformation, Impact*

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1.0. Introduction

Business Excellence Frameworks (BEFs) are created based on the best practices of high-performing organizations, focusing on performing today and transforming for a sustainable future with a balanced stakeholder focus. Adebanjo (2001) mentioned that the pursuit of corporate excellence to manage business has led to the formation of business excellence frameworks. Because of increasing disruptions and pressure from competition, building competitiveness and organizational transformation have become imperative for the sustainability of the organization. Business Excellence Frameworks (BEFs, also referred to as "Business Excellence Models") are considered transformational tools to drive current performance and sustainably secure future growth.

According to the Baldrige Foundation (2023), the drop in U.S. Competitiveness in global markets in the 1970s and early 1980s as Japanese auto and electronics producers were surpassing U.S. manufacturers in quality and subsequent actions led to U.S. President Reagan established the Commission on Industrial Competitiveness in 1983, and various developments led to the president signing Public Law 100-107, the "Malcolm Baldrige National Quality Improvement Act of 1987."

Since 1987, many business excellence frameworks (BEFs) have been developed across the world, following the introduction of the "Malcolm Baldrige National Quality Award and Baldrige Performance Excellence Criteria". Kim et al. (2010) suggested that traditional total quality management (TQM) can be transformed into a holistic management concept through the adoption of Business Excellence. Business Excellence (BE) is a philosophy and a collection of guidance frameworks that can be followed by organizations to achieve excellence in strategies, business practices, and stakeholder-related performance results (Foote et al., 2010). Organizational performance covers measures related to all key stakeholders, including strategic, financial, nonfinancial, transformational, and operational parameters, holistically aligned to the purpose and vision of the organization.

According to the Confederation of Indian Industries (2023), business excellence framework adoption in India can be traced back to the CII-EXIM Bank Award for Business Excellence, established by the Confederation of Indian Industries jointly with the Export-Import Bank of India in 1994. This award program, based on the globally recognized excellence model of the European Foundation for Quality Management (EFQM), was in response to the challenges faced by Indian industries after the liberalization of economic policies in the early 1990s and aimed at building competitiveness among Indian industries and creating globally recognized, role-model organizations. Many Indian organizations, both from the private and public sectors, challenged this award through participation in a very rigorous annual assessment process. Thus far, 13 organizations have won the highest level of Commendation for Role Model Organization and Award, and more than 20 organizations have been recognized at the award or prize level. In addition, nearly 600 organizations or strategic business units were recognized at various levels of maturity in their journey of excellence.

2.0. Key points from the earlier systematic literature review

A Systematic literature review was conducted examining the impact of adopting BEFs on improving organizational performance, focusing on the period since 2005, and examined 53 papers after being shortlisted for their relevance. According to Ghafoor and Mann (2020), 56 countries have a BEF-based award program, and in some of the countries there is more than one award. "EFQM" and "Baldrige Excellence Framework" are the two most widely adopted BEFs, including their derivatives covering 49 award programs. Studies by Grigg and Mann (2008); Mann et al. (2011); Mann (2011); Unnikrishnan et al. (2019) indicated that the framework was primarily used for the recognition process of the national-level award program, and organizations considered the process of winning the award as a destination instead of a significant milestone.

Grigg and Mann (2008) in their study to understand how the BE Award administrators are promoting the BEF, with a focus on the Australian BEF (ABEF), observed that only 9.5% of the respondents were aware of the ABEF. They suggested that there is a need for better promotional efforts to increase the visibility of the program. Yadav and Waal (2020) noted that when there is an award program attached to a BEF, organizations tend to focus on the criteria of the framework, which leads to ignoring other key aspects of business improvement. Further, they observed that longitudinal research to understand whether their participation in the award program increased organizational performance in a sustained manner was limited.

Although TQM and business excellence concepts have been adopted by many companies in the past three decades, Jayaraman (2017) indicated that no systematic study has examined why Indian organizations adopt different methods to practice business excellence. Tickle et al. (2016) compared strategies and practices used by organizations at different maturity levels of business excellence and observed that the higher the maturity level, the higher the performance. They recommended conducting further studies in other geographies. Dahlgaard et al. (2013) indicated that various issues, including highly comprehensive criteria, a rigorous process, excessive resource requirements, and a lack of focus, limited the adaptation of BEF. Mann et al. (2011) reported that, though business excellence implementation is beneficial, many measures need to be implemented to increase awareness regarding business excellence, especially for small and medium enterprises (SMEs). Jankalová and Jankal (2020) indicated that up to 75% of a company's performance can no longer be measured exclusively on financial parameters. Business excellence provides opportunities for organizations to assess their competitive strengths, develop and implement strategic plans, and manage performance. Lasrado and Pereira (2018) studied the impact of business excellence in the UAE context and observed that it enables the growth of the organization, while it cannot guarantee definite success. Successful implementation of a BEF results in higher goodwill and a more positive image for the organization.

While the adoption of business excellence aims to impact the holistic performance of the organization and the sustainable growth of the award winners of the program could be a positive indicator of its benefits, many organizations that adopted the BEF could not make considerable progress in their key organizational performance parameters and sustain the initiative. Thus, it remains unclear whether adopting a BEF impacts organizational performance in a significant manner. Most of these studies were conducted in geographic areas or countries such as Europe, Spain, Australia, and the UAE. Even after three decades of the adoption of BEFs in India, only a few studies were conducted in the Indian context. Considering the many disruptive changes that occurred in the past decade, the findings of those studies may have less relevance currently. Many studies suggest a need to examine the effectiveness of the adoption of BEFs and their organizational impact beyond the assessment score or financial performance. Moreover, the studies conducted in India by Dutta (2007); Jayaraman (2013); Bandyopadhyay and Nair (2015) were primarily focused on the framework design or the relationship between practices and results or assessment scores . Most of the included studies focused on the design of a framework or an award (38%) or investigated the relationship between enablers and results (28%). Only a few studies measured the impact on organizational performance. Many global studies recommended further study at the country level because culture, governance, and context can highly influence the effectiveness of business excellence adoption and its impact. Moreover, the systematic literature review discovered that insufficient data were presented in the available literature to investigate the impact of adopting a BEF on improving organizational performance in the Indian context.

This qualitative study is an extension to the earlier systematic literature review, which examined whether the adoption of BEFs can improve organizational performance, with a specific focus on BEF adoption based on the "European Foundation for Quality Management (EFQM) model" the "Baldrige Excellence Framework", or its derivatives. This qualitative research paper presents the findings of the qualitative interview conducted with business excellence leaders and experts from different sectors, roles, and varied experiences.

3.0. Methodology

Based on the systematic literature review, following research questions were formed,

RQ-1: *What is the impact of adopting the Business Excellence Framework (BEF) on improving organizational performance?*

RQ-2: *Which are the areas or functions most impacted by adopting business excellence?*

RQ-3. *Whether the adoption of the business excellence framework is triggered by a desire to win a national award or as an initiative for organizational transformation?*

RQ-4. *Whether adoption of business excellence triggers high-impact transformational initiatives that otherwise would not have been started at that stage? If yes, what are the major initiatives?*

RQ-5. *Why could some organizations not sustain the momentum of the business excellence framework internalization after some years of practice?*

3.1. Qualitative interview respondents

Based on the above research questions, a list of potential respondents was prepared for the qualitative interview. The respondents were selected based on their experience in the business excellence domain, including award program administration, driving business excellence as an organizational leader, driving business excellence internalization as a business excellence champion, or as leaders who had conducted many business excellence assessments based on the EFQM excellence model or Baldrige Excellence Framework, including its derivative. These leaders represent various levels of hierarchy and experience, including top leadership, award administrators, global excellence model designers, senior assessors, etc./ Few of them are experts in more than one model as well as roles like model designer, award administrator, and assessor. The list of respondents is given in **Annexure 1.**

The diverse experience of the respondents are categorized and grouped as given below in Table 3.1.

CEO/ Business head	Award designer /Administrator-India	Award designer /Administrator-Global	Leading implementation/ Transformation	Senior (Lead Assessor)	Experience only in EFQM/ Derivatives	Experience only in Baldrige / Derivatives	Experience both EFQM/ Baldrige
5	4	3	3	5	5	6	4

Table 3.1: Summary of experience categories of respondents.

Note: Total adds up to more than 15 (the total respondents) as some of them have experience in multiple categories—for example, experience as award administrator, transformation leader and assessor

3.2. Interview methodology

Based on the shortlisted data of interview respondents, a formal request letter has been sent explaining the research background, objectives, purpose of this qualitative interview, and the research questions. A 60–90-minute meeting was scheduled, and interviews were **conducted through a** digital platform **with 15 leaders**. During each interview, the purpose of the research and objectives of the qualitative interview were explained, and we sought their consent to use the inputs for this academic research. These interviews were conducted between July 2022 and September 2022.

4.0. Qualitative interview results

Qualitative interview responses from the 15 leaders were collated and summarized under each research question. These responses were broadly categorized into three distinct groups and an overall summary.

1. Similarities in the views expressed by the experts.
2. Contrarian views expressed by the experts, if any,
3. Any patterns emerging from the responses.
4. An overall summary of the qualitative interview based on the responses.

The results of the qualitative interview have been presented against each of the research questions below.

RQ-1: What is the impact of adopting the Business Excellence Framework (BEF) on improving organizational performance?

In general, respondents believe that adoption of the business excellence framework helps to improve organizational performance; however, quantification of the benefits may be difficult. According to one of the business leaders, adoption of business excellence frameworks (BEF) facilitates the organization to have the right processes, and there are examples of how many business entities within the group progressed after adoption of business excellence, while it may be difficult to establish a one-to-one correlation with the support of data.

9 respondents, representing 60% of the total, strongly believed that adoption of BEF has positively impacted organizational performance, while 2 respondents were of the opinion that one cannot say BEF adoption leads to organizational impact as those who participated in the award program and won the recognition are already known for their quality of business operations. Figure 4.1 shows the summary of responses on the organizational impact. Figure 4.1 shows the summary of responses on the organizational impact.

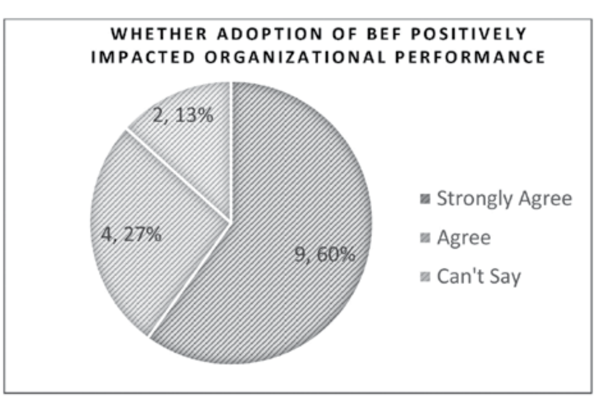

Figure: 4.1: Percentage response, indicating the impact of BEF adoption on organizational performance

A leader who initiated the business excellence process in his unit as its business head and later led the business excellence movement in the group with diverse businesses mentioned that the BE framework tends to emphasize what is important. Another leader felt that impact is much lower in galvanizing the entire organization towards a common goal and building a culture of excellence, as many times people consider BE as one more initiative. With the adoption of the business excellence framework, the definition of quality has changed from a small “q” to a big “Q”, expressed another leader who had driven this BE initiative and award program for a large group. According to him, the business excellence framework has helped to create a common language, a uniform measurement system, and an assessment system for quality, and to pave a road map to becoming the leader in their sector or best in class.

The business excellence framework adoption process may vary based on the level of maturity of the organization. Narrating from his group example, one of the leaders categorized these levels into three levels. First, early-stage mature companies that have a start-up culture initially use the business excellence framework to put in place all the organizational processes; second, those that have been in business for 10 to 20 years and have reached a certain level of cadence and are able to operate in a steady-state manner use the model for getting higher-order feedback based on the assessments; and third, the very mature companies that have all the organizational processes and systems in place use the BEF to learn by benchmarking within the industry and across industries.

According to one of the members of the Global Excellence Council, there is convincing evidence that adoption of the excellence model improves an organization's performance, especially during the first two years of adoption, and then stagnation sets in. There are several ways to look at the impact. Organizations understand processes, strengths, strategic challenges, mission, vision, stakeholder needs, and expectations through the process of adopting the business excellence framework. According to the business head of one of the winners of the CII-EXIM Bank Award for Business Excellence, the impact has been positive for the organization. They embraced this excellence framework and tried to understand, internalize, and promote it within all sections of the organization to make it a part of daily work management practices.

There are some contrarian views too. According to one of the leaders, it may be wrong to compare the companies that follow the model with those that do not. A comparison should be made between the performance of the same organization before and after the adoption of BEF to see whether it has improved. Two of the respondents mentioned that there was not enough positive impact because the companies that had come for the award and secured high marks were those that focused on quality anyway. Hence, it would be difficult to say that these organizations had improved because they adopted business excellence.

RQ-2: Which are the areas or functions most impacted by adopting business excellence?

Most of the respondents mentioned that it starts to impact the leadership and the governance itself if adopted well. Secondly, it impacts all facets of operations and customer delivery processes. Impact on the people will become visible with a lag as change in human resources cannot be seen overnight.

Figure 4.2 summarizes the information about the number of respondents who mentioned that a specific area has been impacted due to the adoption of BEF. 11 out of 15 leaders mentioned that BEF adoption had a positive impact on the visioning process, strategy development, and cascading of the strategy. The visioning exercise has provided clarity on what the vision should be and how all activities in the organization could be directed towards that vision. Seven of the respondents were of the view that focus on process management improved after BEF adoption. Most of the leaders mentioned that learning from best practices became a structured process. More than 70% of the respondents felt that the BEF has led to a focus on both performance and perception results. Eight respondents mentioned that stakeholder engagement became more inclusive and comprehensive, especially with the community and suppliers. In organizations that ran internal recognition programs based on the BEF, adoption led to healthy internal competition. Most expressed that customer focus became one of the key priorities, followed by people practices. Continuous improvement is another area seen as impacted by adopting a structured methodology and driving it across the organization and functions. The adoption of the business excellence framework led to developing a new mindset towards the suppliers by treating them with respect as well as understanding their needs, expectations, satisfaction, etc., which till then was driven by an autocratic mindset by the customers, thinking about their supremacy.

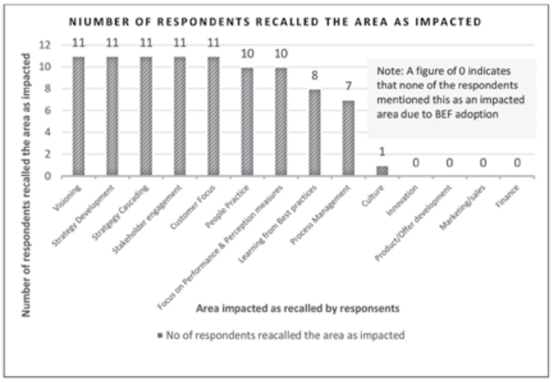

Figure: 4.2: Number of respondents mentioned that the specific area impacted due to BEF adoption

While business excellence frameworks are transformational tools and promote innovation, value creation, product development, marketing, sales, finance, culture, etc. as criteria requirements, it is important to note that these areas are not indicated by any of the respondents as the top areas impacted, probably due to the relatively low visibility of the impact. While culture building, technology adoption, data analytics, etc. are important, the implementation or focus of the organization in these areas was not attributed to BEF adoption by respondents.

RQ-3. Whether the adoption of the business excellence framework is triggered by a desire to win a national award or as an initiative for organizational transformation?

Almost 40% of the respondents (figure 4.3) mentioned that the primary trigger for adopting the Business Excellence Framework is the desire to win recognition and stand on the podium. Some had expressed that the trigger was a combination of the desire to win and transform the organization. Another trigger was to follow a corporate mandate or initiative. While many would have started the process with a mindset to win the award, in that process, they brought improvement focus, as one cannot progress and win the award without significant improvement in organizational practices and performances holistically. Hence, whether the trigger was an award, transformation, or any other, organizations gained benefit from this process. Few of the leaders felt that improving resilience was a new trigger for many of the organizations to adopt business excellence frameworks, wherever this was explicitly focused. One of the global award administrators mentioned that there has been a substantial change from award focus to Improvement focus within their country. The interest in the awards had dipped, but the interest in resilience had increased. Organizations that wanted to be successful over the long term were interested in ways of doing that, and that was driving business excellence adoption as the excellence model was seen as an enabler of resilience.

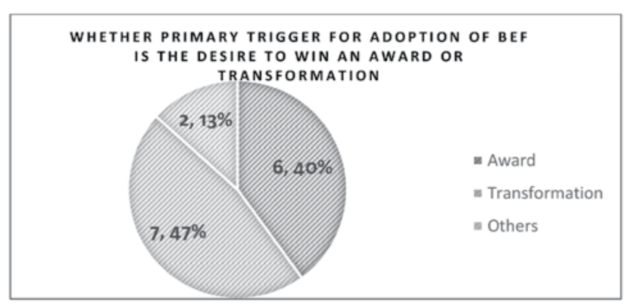

Figure: 4.3: Primary Trigger for Adoption of BEF- Response %

However, more than 60% of leaders mentioned that the sustainability of the initiative was dependent on the trigger, as organizations that adopt BEF with an award mindset tend to discontinue or go out of focus on their initiative as there is no further motivation, while there were a few award winners in different excellence programs who repeated their award-winning performance with a demonstration of significant improvement.

RQ-4 Whether adoption of business excellence triggers high-impact transformational initiatives that otherwise would not have been started at that stage? If yes, what are the major initiatives?

Generally, adopting business excellence triggers many high-impact initiatives. One trigger could be the criteria of the model, which are the best practices of outstanding organizations. Most of the respondents mentioned that F initiatives like visioning exercises, strategy development processes, strategy cascading, stakeholder engagement practices, especially with suppliers, society, people, process management, benchmarking practices, linking performance to perception, etc. are seen as triggering in the organization, either as a result of the criteria requirement or based on the assessment feedback. Most of the respondents felt that these initiatives had helped the organization improve further, impacting overall organizational performance, while the degree of impact varies widely between organizations. More than 50% of the respondents felt that the initiatives are influenced by the trigger for adoption of BEF, i.e., short-term score improvement as the focus for selecting initiatives in organizations with an award mindset, while long-term, futuristic initiatives are getting attention in organizations with a transformation mindset. Respondents attributed the success and sustainability of these initiatives to the leadership's commitment, involvement, awareness, etc.

However, practices in the areas of creativity, innovation, culture, technology, product development, marketing, sales, etc. were not mentioned by any of the respondents as initiatives triggered based on the adoption of business excellence frameworks. Further initiatives like ESG, circular economy, digitization, industry 4.0, etc. were not attributed to BEF by the respondent, while these initiatives are seen in the organization. This indicates that the trigger for these emerging practices is independent of BEF adoption. The table below indicates the most recalled practices as well as practices that have low or no recall as attributed to BEF adoption.

Most often recalled practices	Low or zero recalled practices
Visioning practices	Creativity promotion/ Innovation management
Strategy development process	Marketing & Sales practices
Strategy cascading process	Technology management
Stakeholder engagement practices- Supplier, Society, People	Culture
Process management practices	Product/Offer development
Results measurement-linking performance and perception results	Emerging Practices like ESG, circular economy, digitisation

Table 4.1: Key practices recalled and "not recalled" because of BEF adoption.

In the above table, the practices under the low or zero recall column indicate that these practices are not seen or mentioned by any of the respondents as the top areas impacted due to BEF adoption, while these are requirements of excellence frameworks.

RQ-5 Why could a few organizations not sustain the momentum of Business Excellence Framework internalization after some years of Practice?

Major reasons for not sustaining the momentum of BEF after a few years, stated by respondents, were failure to keep the focus, lack of adequate buy-in, lack of leadership team involvement, ownership, and leadership change. If there was a change in leadership, it was quite common for that new leader, unless mandated by the board to continue what they had been doing, to take a different path because that leader wanted to drive a different agenda to show his success. The issue of lack of alignment amongst the team members on the need for and importance of the process, the absence of a transformation mindset, etc. are a few other reasons. If the organization is not coming with a transformation mindset and is coming with an award or recognition mindset, they may discontinue after a few cycles based on what they initially targeted or once they find it difficult to show progress further. If the assessment outcome is not reflective of the perceived performance of the organization, then the leadership might decide to drop off as they may have lost faith and confidence in the process. In a few cases, market disruption or other external factors contributed to the organization's discontinuation.

5.0. Discussion

The responses from experts to this qualitative interview gave further insights in line with the systematic literature review conducted by the authors and some of the earlier studies conducted in this area. This study finds a positive correlation between leadership and organizational performance, which supports the earlier study by Alamri et al. (2014), who observed a positive correlation between leadership, strategic planning, and organization performance. Most leaders agreed on the point that the adoption of the business excellence framework certainly impacted positively on organizational performance, which supports the findings of Grigg and Mann (2008); Shafiq et al. (2019); Singh et al. (2018); Alzoubi and Ahmed (2019), while leaders also agree that quantification of the benefit is still a concern.

One of the key triggers for adopting the business excellence framework, as mentioned by the respondents, is the desire to win recognition, and in the process, organizations make significant progress as the requirements of the framework raise the bar of their practices and performance; hence, according to them, this desire need not be seen as negative. Participation in the award improved their branding, which supports the view of Lasrado and Pereira (2018), who mentioned that participation improves the goodwill and branding of the organization. Other major triggers for BEF adoption, according to the respondents, are the desire to transform the organization and a corporate mandate to follow BEF. Performance and branding impact are true for organizations adopting BEF due to these two triggers as well. A study conducted by Purba (2021), highlighted the MBNQA criteria as a tool to assess an organization's performance, including establishing strategy in response to global competition. Breja et al. (2010) mentioned that international quality award and business excellence frameworks like the Deming Application Prize, the Malcolm Baldrige National Quality Award, the European Foundation for Quality Management (EFQM), or their derivatives are adopted by organizations the world over for implementing TQM and pursuing excellence. The major concern expressed by these leaders is the sustenance after winning the award, which is corroborated with the findings of Breja et al. (2010), who identified that sustainability of excellence was one of the main challenges for the companies. Many organizations consider the award and recognition as a destination, and hence the business excellence focus after winning the award has seen a dip, which leads to a decline in overall performance over a period. This view is in line with the findings of Yadav and Waal (2020), who indicated that BEF adoption linked to an award program tends to focus on the criteria and tends to ignore other key aspects of the business. However, there are organizations that consider winning the award a milestone in their journey towards excellence and continue their efforts even after winning the award. Other major triggers for BEF adoption, according to the respondents, are the desire to transform the organization and a corporate mandate to follow BEF.

Lack of leadership commitment, involvement, and change in leadership are the prime reasons for organizations discontinuing the adoption and internalization of the business excellence framework. This view corroborates the earlier studies by Sebastianelli and Tamimi (2003) and Venkateswarlu and Nilakant (2005). According to most of the leaders, the process and culture follow the leader, especially in the Indian context. Further to this, the organizations' ability to gather pace in implementing feedback and showing progress in subsequent assessments is key to the success and sustainability of business excellence. The rigorous process, including the preparation of a detailed document, awareness, and resource commitment, are other reasons for discontinuing the initiative, which is consistent with the findings of Dahlgaard et al. (2013). Organizations with an award mindset may discontinue if, during the process, the recognitions are not in line with their perceptions. Also, they may not have enough motivation to continue after winning the award.

There are many common practices seen in organizations after adopting the business excellence framework, as it asks many questions about how the organization is doing certain tasks. The visioning process, strategy management, people engagement, development, supplier engagement, community engagement, perception measures, etc. are the most common practices seen.

The research findings further confirm the details of the conceptual model developed during the systematic literature review on the trigger, initiatives, impact, and sustenance of adopting the business excellence framework. The same has been refined based on key inputs received from the respondents, as depicted below:

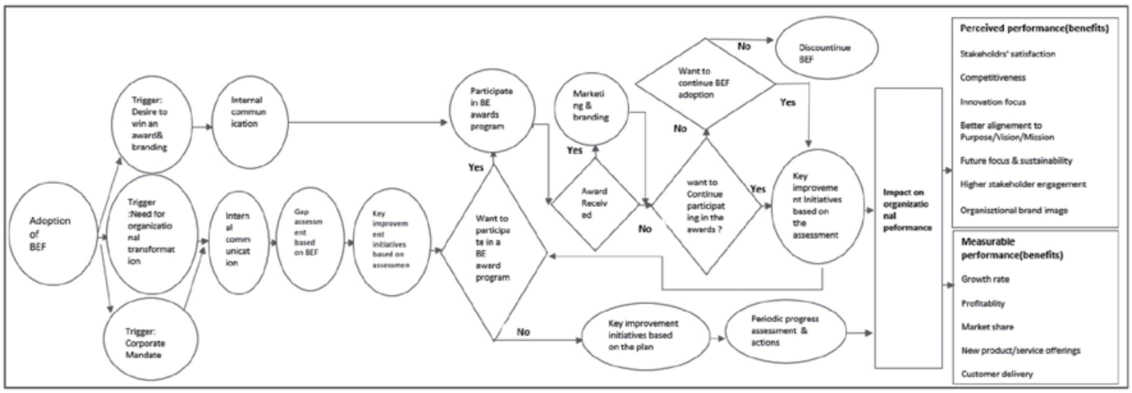

Figure 5.1- Updated conceptual model for the adoption of BEF by organizations
Source: Author's conceptual design.

Conclusion

Based on the views of most of the respondents, adopting BEFs impacts organizational performance positively; however, further research is needed to establish a clear measure and linkage to quantify its impact. Whether the trigger for adopting BEF is the desire to win an award, fulfil a corporate mandate, or transform the organization, all bring improvement over time, while the performance impact can vary based on the trigger. Also, the trigger can influence the organization's sustainability efforts, as some of them see winning the award as a destination. The study emphasized that the leadership commitment, involvement, and longevity of the leader are the key drivers for success, with many emphasizing the role of the leader. Culture as a separate driver has not been seen by the leaders, as according to most respondents, the culture usually follows the leader, especially in the Indian context. Many areas like visioning, strategy management, stakeholder engagement, people development, result measurement, linking performance to outcome to perception, etc. are mentioned as the areas impacted the most, while none of the leaders commented on the impact of BEF in the areas of innovation, product development, technology, culture, marketing, sales, etc. as the key areas impacted due to BEF.

Limitations

The respondents of this study are from diverse industry sectors; hence, whether there are any sector-specific attributes or triggers influencing BEF adoption, whether the identified triggers are having any influence on a specific sector, etc. were not brought out under this study. Further, this study also did not cover any sector-specific differences in the impact on performance after BEF adoption and its sustainability. Future researchers may consider this aspect to provide further insights in this area.

Future research

The research framework derived from this study indicates three major triggers for adopting BEF. Future research may focus on understanding the impact of organizations based on the trigger for adoption, including whether the trigger influences the initiatives taken during the process as well as its outcome, with an India geography focus. Also, future researchers may consider studying whether there are any sector-specific triggers, initiatives, or impacts on the adoption of BEF.

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Annexure -1: Qualitative Interview Respondents list.

Sl. No	Name of the Respondent
1	**R Mukundan** - Managing Director & CEO- Tata Chemicals Limited; Chairman of the CII-Institute of Quality, Jury Chair, CII-EXIM Bank Award for Business Excellence. Since 2016
2	**David Rasquinha-** Former Managing Director- India Exim Bank, was member of the jury for CII-EXIM Bank Award for Business Excellence for more than a decade.
3	**BK Rajkumar** - Former Executive Vice President -Business Excellence, Godrej & Boyce Manufacturing Company
4	**S Padmanabhan**- Chairman -Governing Council, Tata Business Excellence Group (TBExG)
5	**J Sridharan** - Former President -World Class Manufacturing (WCM), Aditya Birla Management Corporation,
6	**S Sivaguru** - Former Vice President & Head, Tools Group-HCL Technologies, currently Partner- PM Power Consulting
7	**S Sampath Kumar** – Ex TCS
8	**L Krishnan**- Managing Director, TaeguTec India Pvt Ltd, Jury Member -CII EXIM Bank Award for Business Excellence, Advisory Board Member, CII-IQ
9	**Shyam Motwani** -Executive Vice President & Business Head: Locking Solutions and Systems Division, at Godrej & Boyce Mfg. Co. Ltd.,
10	**Kamal Nandi**- Executive Vice President & Head- Godrej Appliances Division, at Godrej & Boyce Mfg. Co. Ltd
11	**Sunil Sinha**- Former resident director of the Middle East and North Africa (MENA) region at the Tata Group, served as the CEO of Tata Quality Management Services (TQMS), now TBEx.; Was in the Board of Baldrige Foundation
12	**Vineet Sharma** - Former Executive Vice President Max Life Insurance
13	**Robert Fangmeyer, (Fed)** - Director of the Baldrige Performance Excellence Program, USA; Member of the Global Excellence Council, the forum of excellence award administrators
14	**Ravi Fernando** –Director, Business Excellence Australia, Member of the Global Excellence Council, the forum of excellence award administrators
15	**Gianluca Mule-** Chief Operating Officer, EFQM

Table A-1: Qualitative Interview Respondents list