

**Appendix A:**

**Common Elements of Organisational Excellence based on the Enabler Criteria of Major Business Excellence Models and Previous Research**

Common Elements	Baldrige Criteria For Performance Excellence (NIST, 2008)	EFQM Excellence Model (EFQM, 2003)	Singapore Quality Award Framework (SPRING Singapore, 2007)	Australian Business Excellence Awards Framework (SAI Global, 2008)	Malaysian Prime Minister's Quality Award Criteria (Calingo, 2002; NPC, 2001)	Japan Quality Award Criteria (JQA, 2005)	Bohoris (1995)	Puay et al. (1998)	Tan (2002)
1. Leadership and social responsibilities	Leadership	Leadership	Leadership	Leadership	Top management leadership and management of quality	Leadership	Leadership	Leadership	Leadership system
2. Strategy and policy	Strategic planning	Policy and strategy	Planning	Strategy and planning		Social responsibility of management		Impact on society	Impact on society
3. Customers	Customer and market focus	Processes	Customers	Customer and market focus	Customer focus	Understanding and interaction with customers and markets	Customer management and satisfaction	Customer management and satisfaction	Customer management and satisfaction
4. Processes	Process management		Processes	Process management, improvement and innovation	Process management	Value creation process	Process quality	Process quality	Process management
5. Workforce	Workforce focus	People	People	People	Human resource management	Individual and organisational ability to improve	Human resource management	Human resource management	People management
6. Partnerships and Resources	Measurement, analysis and knowledge management	Partnership and resources	Information	Information and knowledge	Use of quality data and information	Information management	Resources Management	Resources management	Resources
					Quality assurance of external suppliers			Suppliers / partners management and performance	Information and analysis Performance and management of suppliers / partners