



THE AFRICAN ARABIAN EXCELLENCE MODEL

creative
PREMIUM MANAGEMENT SERVICES

EXCELLENCE IN SOUTH AFRICA



TIMELINE



Business Excellence Models Barriers

The main barriers affecting the implementation of B.M. :

- 1- The lack of understanding of the model by organizations*
- 2- The lack of a clear quality leadership.”*

(Santos-Vijande & Alvarez-Gonzalez, 2007).



Business Excellence Models Challenges

- 1- The lack of criteria that is suitable for different sizes of the organisations.
- 2- Lack of focus on process at the level of planning, implementation, measurement and improvement.
- 3- Believing that it is possible to jump to organisational excellence without passing on operational excellence.
- 4- Not realizing the need for years of operational excellence in order to achieve organisational excellence.
- 5- The inability of organisations to measure the return on investment from the application of excellence criteria in most cases.
- 6- The scoring is exaggerated for the winning institutions, which hinders their progress and encourage them to relax instead of sustaining excellence and transferring knowledge to other organisations.
- 7- Finally, there is no clear path for organisations and individuals wishing to shift from quality to organisational excellence.



IT IS TIME TO

CHANGE!!!

THE AFRICAN ARABIAN EXCELLENCE MODEL LAUNCH

AEF FOUNDING MEMBERS 2018



Ed van den Heever
CEO, Business Assessment Services (BAS)



Matome Edmund Modipa
SEBATA GROUP - Executive Chairman



Leon Tossaint
AEF Founding Partner
Former CEO European Foundation for Quality Management (EFQM)



Dr. Lucas Moloi
President SA Institute for Quality and Innovation (SAIQI)



Dr. Simeon Materechera
North-West University (Malawi)



Dr. Christian Forstner
CEO - CFyouradvantage (Germany)

ED VAN DEN HEEVER

Developed the following:

- The South African Excellence Model (1997)
- Cost of Quality Management System (1999)
- SPEAR I & II Operational Excellence Systems (2006)
- The African Excellence Model (2k18)
- African Ubuntu Excellence Model (2k20)



AFRICAN EXCELLENCE FORUM



The African Excellence Forum (AEF) is a Not-for-Profit Organisation (NPO), which supports the management of African & Arabian organisations in accelerating the process of making excellence a decisive influence for achieving global competitive advantage.



THE GLOBAL EXCELLENCE COUNCIL MISSION STATEMENT

"Through a formalised approach for sharing knowledge, experience and information, the Members of GEM Council, as Guardians of Premier Excellence Models and Award processes globally, enhance the value for their Customers and other Stakeholders"





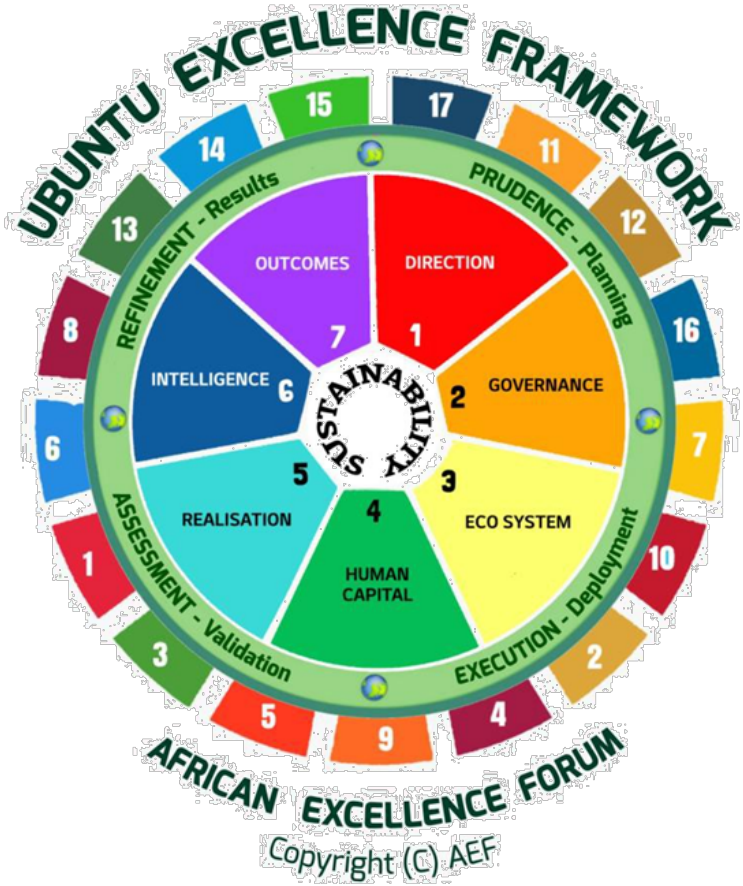
Recognized Awards around the world by GLOBAL EXCELLENCE COUNCIL

- Australian Business Excellence Framework (ABEF)
- Baldrige Excellence Framework (BEF)
- Dubai Government Excellence Model (DGEP)
- African Arabian Excellence Model (AAEM)
- EFQM Model
- Singapore Business Excellence Framework (SBEF)
- JAPANESE Excellence Award
- FNQ Brazilian Excellence Award

AFRICAN EXCELLENCE MODEL



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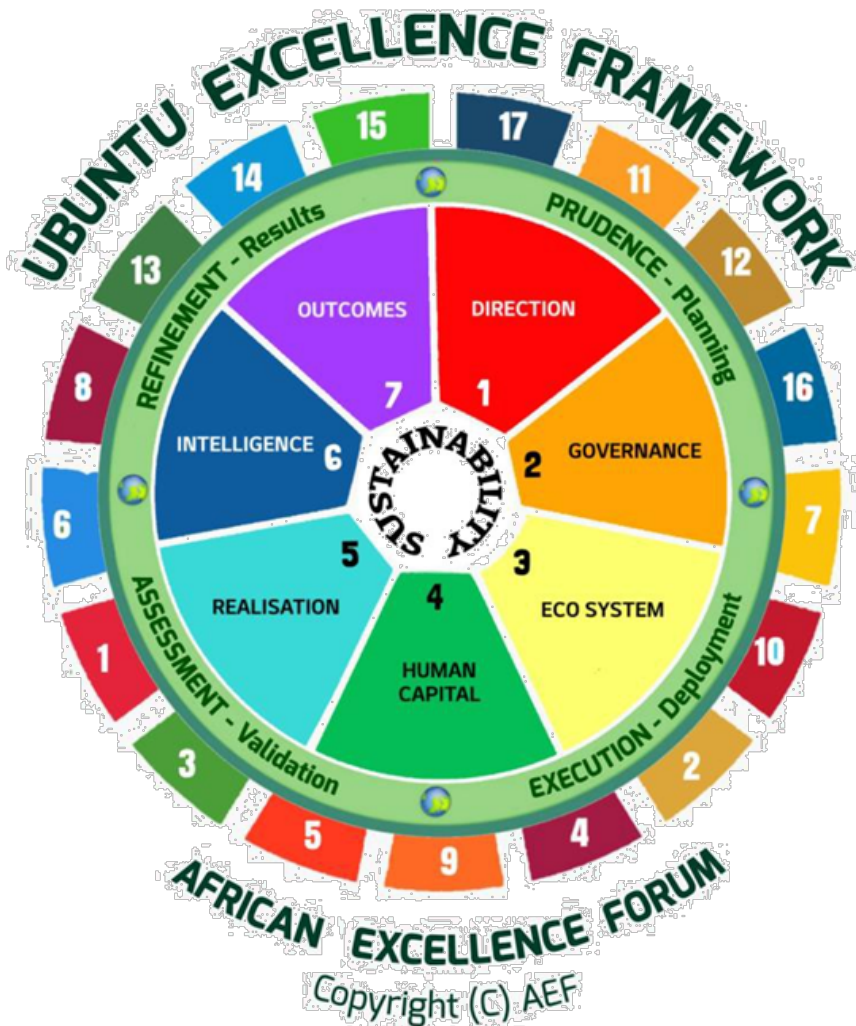
HARVARD BALANCED SCORE CARD

Customer Results

Financial Results

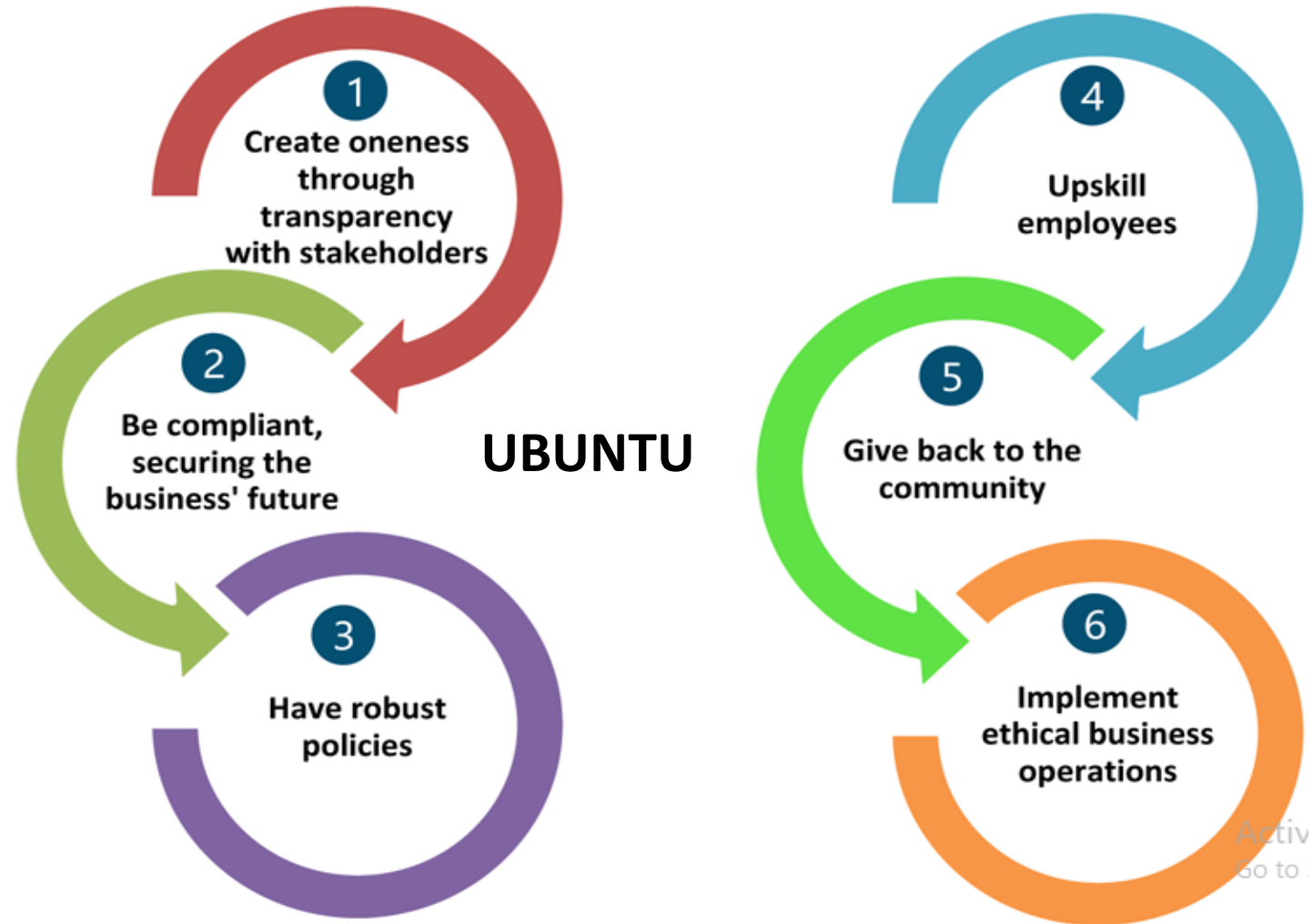
Employee Results

Growth & Development Results



500 points

UBUNTU EXCELLENCE PHILOSIPHY



AAEM ALIGNMENT WITH UN SDG GOALS

**AFRICAN UBUNTU
EXCELLENCE FRAMEWORK**



**UNITED NATIONS
SUSTAINABLE DEVELOPMENT**



◆ # 1 DIRECTION

- 1,1 ..Development
- 1,2 ..Deployment
- 1,3 ..Review

◆ # 2 GOVERNANCE

- 2,1 ..System
- 2,2 ..Culture
- 2,3 ..Review

◆ # 3 HUMANITY

- 3,1 ..Stakeholders
- 3,2 ..Relationships
- 3,3 ..Environment

◆ # 4 PEOPLE WEALTH

- 4,1 ..Systems
- 4,2 ..Development
- 4,3 ..Quality of Life

◆ # 5 REALISATION

- 5,1 ..Design
- 5,2 ..Management
- 5,3 ..Review

◆ # 6 INTELLIGENCE

- 6,1 ..Financial
- 6,2 ..Logistics
- 6,3 ..IT&Knowledge

◆ # 7 OUTCOMES

- 7,1 Customer Results
- 7,2 Financial Results
- 7,3 Human Results
- 7,4 Growth and Development

◆ # 17/11/12

- 17 Partnerships to achieve the Goal
- 11 Sustainable Cities and Communities
- 12 Responsible Consumption and Production

◆ # 16/7/10

- 16 Peace and Justice Strong Institutions
- 7 Affordable and Clean Energy
- 10 Reduced Inequality

◆ # 2/4/9

- 2 Zero Hunger
- 4 Quality Education
- 9 Industry, Innovation and Infrastructure

◆ # 5/3/1

- 5 Gender Equality
- 3 Good Health and Well-being
- 1 No Poverty

◆ # 6/8/13

- 6 Clean Water and Sanitation
- 8 Decent Work and Economic Growth
- 13 Climate Action

◆ # 14/15/12+

- 14 Life Below Water
- 15 Life on Land
- 12+ Responsible Consumption and Production

◆ # 11+/8+/3+/9+

- 11+ Sustainable Cities and Communities
- 8+ Decent Work and Economic Growth
- 3+ Good Health and Well-being
- 9+ Industry, Innovation and Infrastructure

STATE OF QUALITY (SOQ)

THE AFRICAN
EXCELLENCE FORUM



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SPEAR



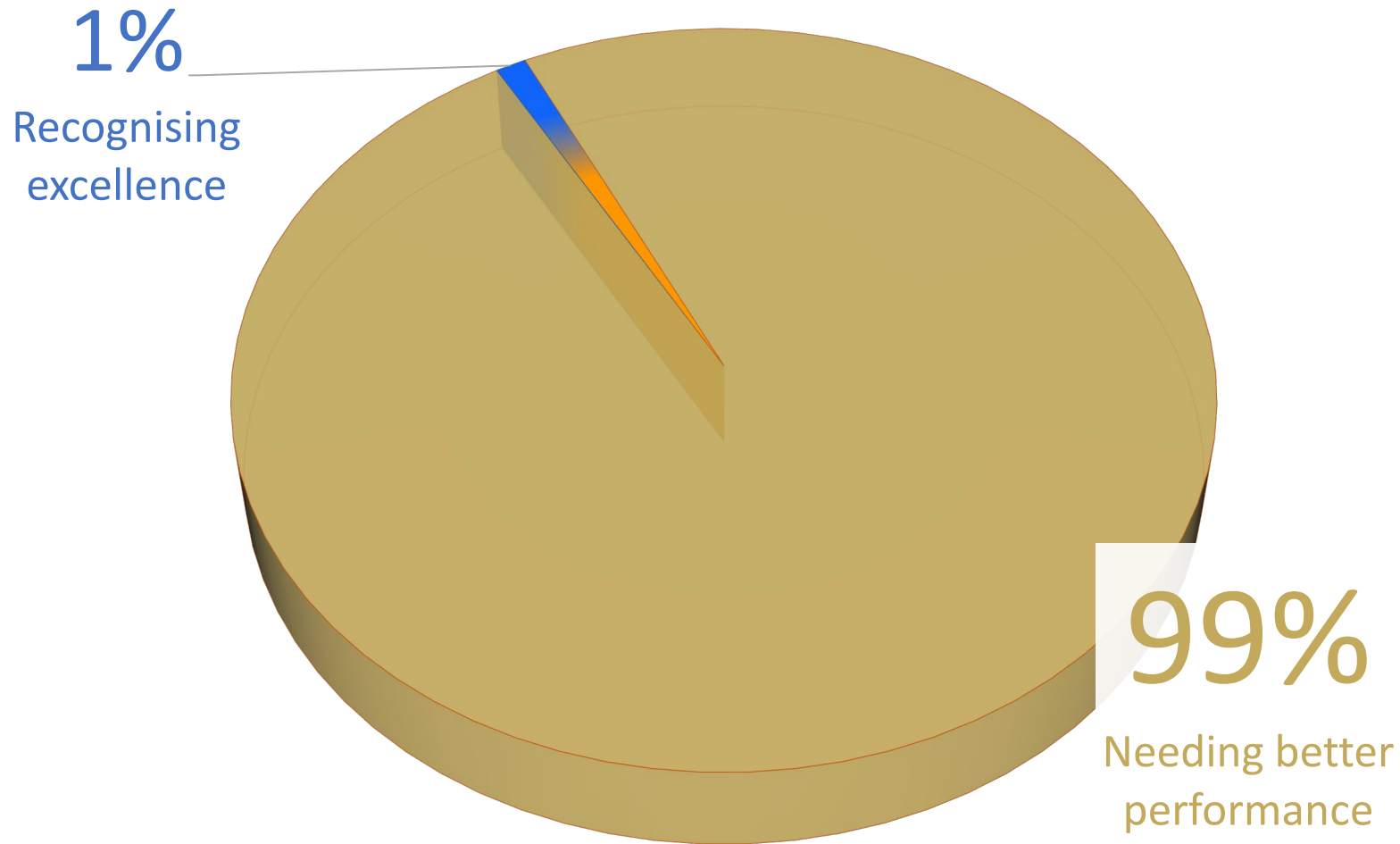
ROI

QUALITY - MIND SET - HABIT - EXCELLENCE



Regional representative for MENA

AAEM TARGET GROUPS



ماهي أولويات المؤسسات العربية من منتدى التميز الأفريقي

You can see how people vote. [Learn more](#)

برامج تدريبية متخصصة في التميز 19%

جائزة تميز أفريقية عربية 5%

نموذج يابى احتياجات المنطقة 67%

جائزة أفريقية عربية للأفراد 10%

WHY AAEM?

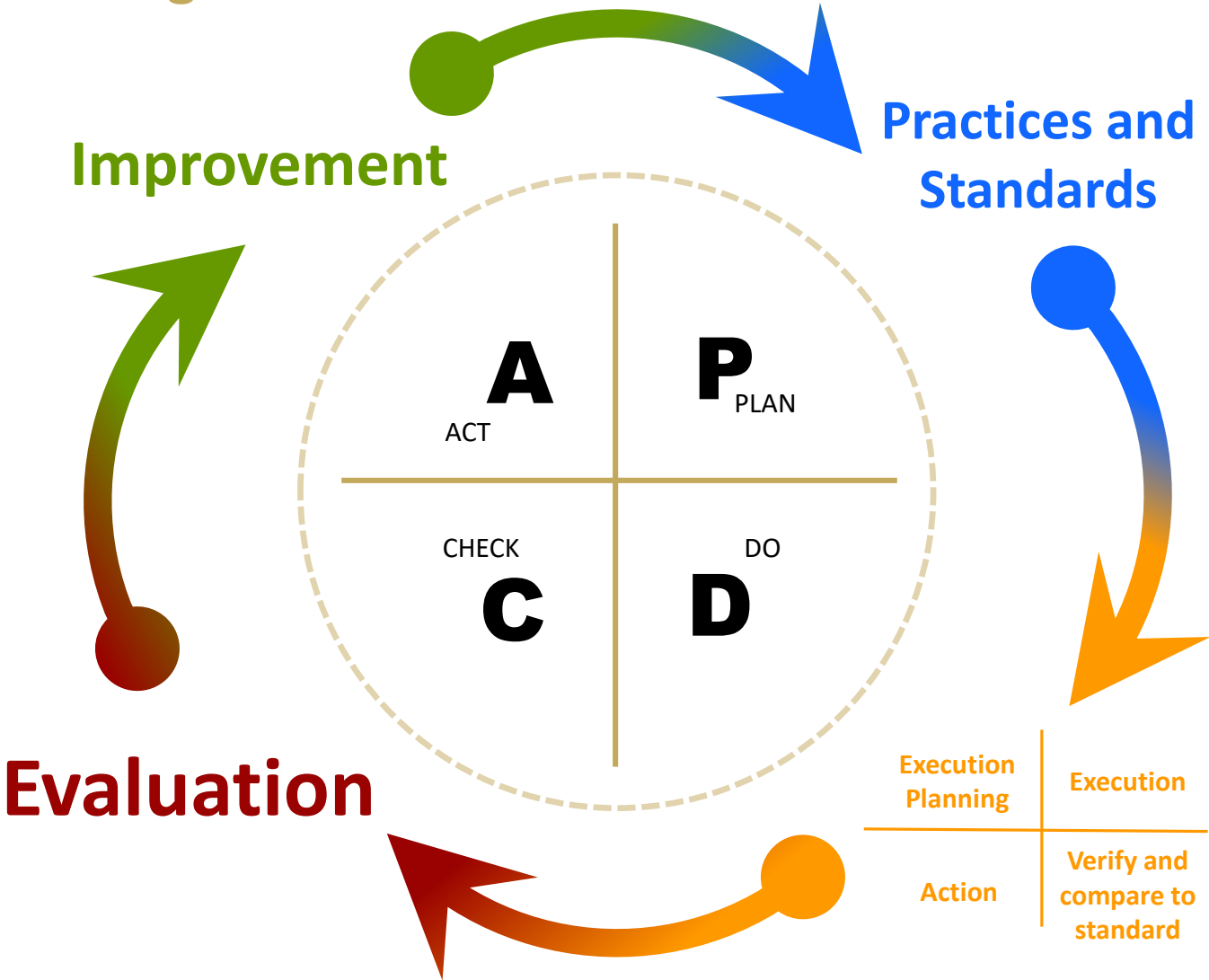
THE AFRICAN ARABIAN EXCELLENCE MODEL LAUNCH



REVOLUTIONARY !!!

- **Operational excellence:** Process by process detailed oriented model and designed on micro-functions of organizations
- **Scoring SPEAR:** Radically detailed scoring method – assuring the accuracy and credibility of the scoring system
- **Auto-correlating:** between enablers and results scores
- **Deployment Guidelines:** for each sub-criteria to guide improvement and development process

PDCA 360 Degree Integration!



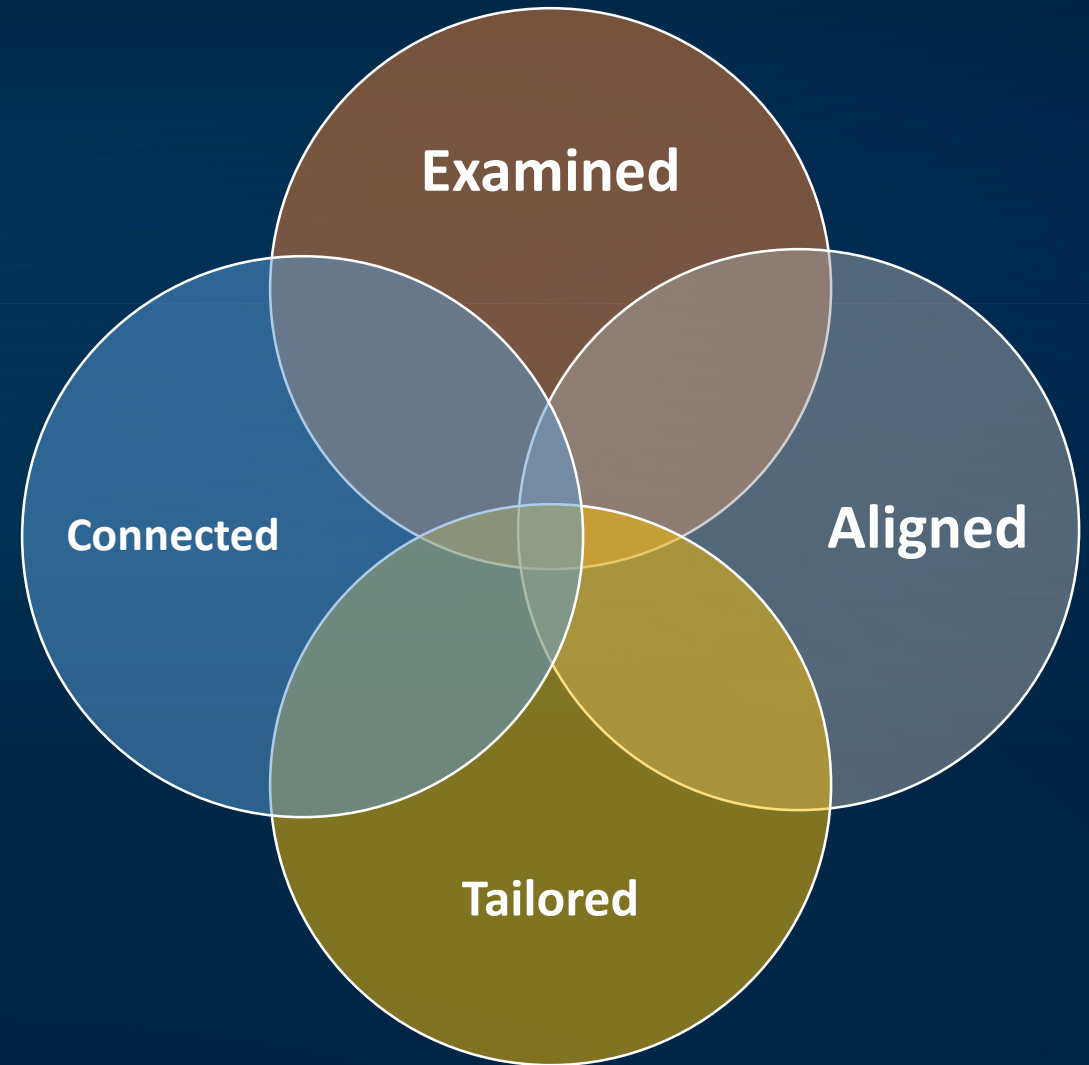
NASA PROGRAM 2009

PERFORMANCE ASSESSMENT SCORING GUIDELINES

Percentage	Description	Level	How long in place (years)
100 – 81%	Extensive	7	>3
80 – 66%	Very Good	6	3
65-51%	Good	5	2-3
50-36%	Average	4	2
35-16%	Fair	3	1-2
15-0%	Poor	2	<1
0%	Development Stage	1	Ad-hock

INTEGRATED

- **Examined:** Based on Examined Excellence models (EFQM & Baldrige & FNQ).
- **Tailored:** Considering African and Arabian specific needs and using UBUNTU Philosophy.
- **Aligned:** with international Sustainable Development Goals (SDGs).
- **Connected:** Connecting scoring system “Results scores” to Balance Score card.



AEF PRODUCTS & SERVICES



AAEM AWARD



ASSESSMENT



Recognition



MEMBERSHIP



TRAINING

AEF PRODUCTS & SERVICES

Training Program		Duration	Topics
AAEM certified trainings			
1.	Certified Leader of Performance Excellence	3 days	How to lead organisation to performance excellence
2.	Certified Institutional Qualifying Specialist	5 days	How to implement the Excellence Model in their organisation
3.	Certified Institutional Assessor	5 days	How to assess organisational performance
4.	Certified Assessment Team Leader	2 days	How to lead the assessment team through the assessment stages
Advanced Thematic qualifying specialist trainings “Criterion specialists”			
5.	Strategic Direction	5 days	Strategy planning - Strategy deployment - Strategy review
6.	Governance	5 days	The leadership system - Culture of excellence - Institutional performance review
7.	Marketing and Stakeholders	5 days	Market knowledge - Stakeholder relationships - Social and environmental responsibility
8.	Human Resources Management	5 days	Working system - Training and development - Quality of life
9.	Process Management	5 days	Process Design - Process Management - Process improvement
10	Institutional Support Systems	5 days	Financial management - Logistics management - Technology and innovation management
11	Measuring Organizational Results	5 days	Customers results - Financial results - Human resources results - Development and growth results

RECOGNITION CERTIFICATES

	MEGA	LARGE	MEDIUM	SMALL
Enablers Criteria	6	6	6	6
Results Criteria	1	1	1	1
TOTAL Criteria	7	7	7	7
Enablers Parts	18	18	17	17
Results Parts	4	4	4	4
TOTAL Parts	22	22	21	21
Enablers Process	88	50	27	24
Results Process	18	18	17	12
TOTAL processes	106	68	44	36
Enabler %	100%	57%	31%	27%
Results %	100%	100%	94%	67%
TOTAL SCORE	1000	1000	1000	1000
AWARDS	PRIZE	PRIZE	Certificate	Certificate

STAKEHOLDERS EXPECTATIONS

1 Value for Investment

4 Upgrade Qualified assessors

7 Win win partnerships

2 Different languages customised by country

5 Product variety and levels

8 Agility & flexibility

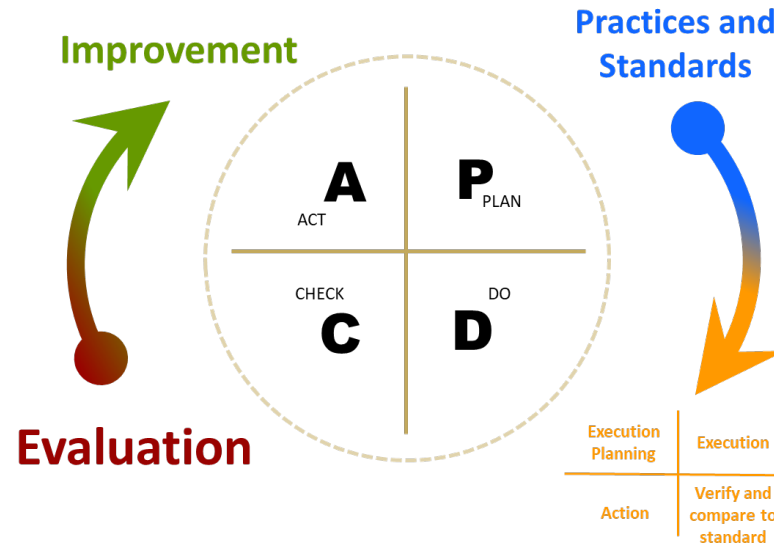
3 Tailored according to segment

6 Affordable cost

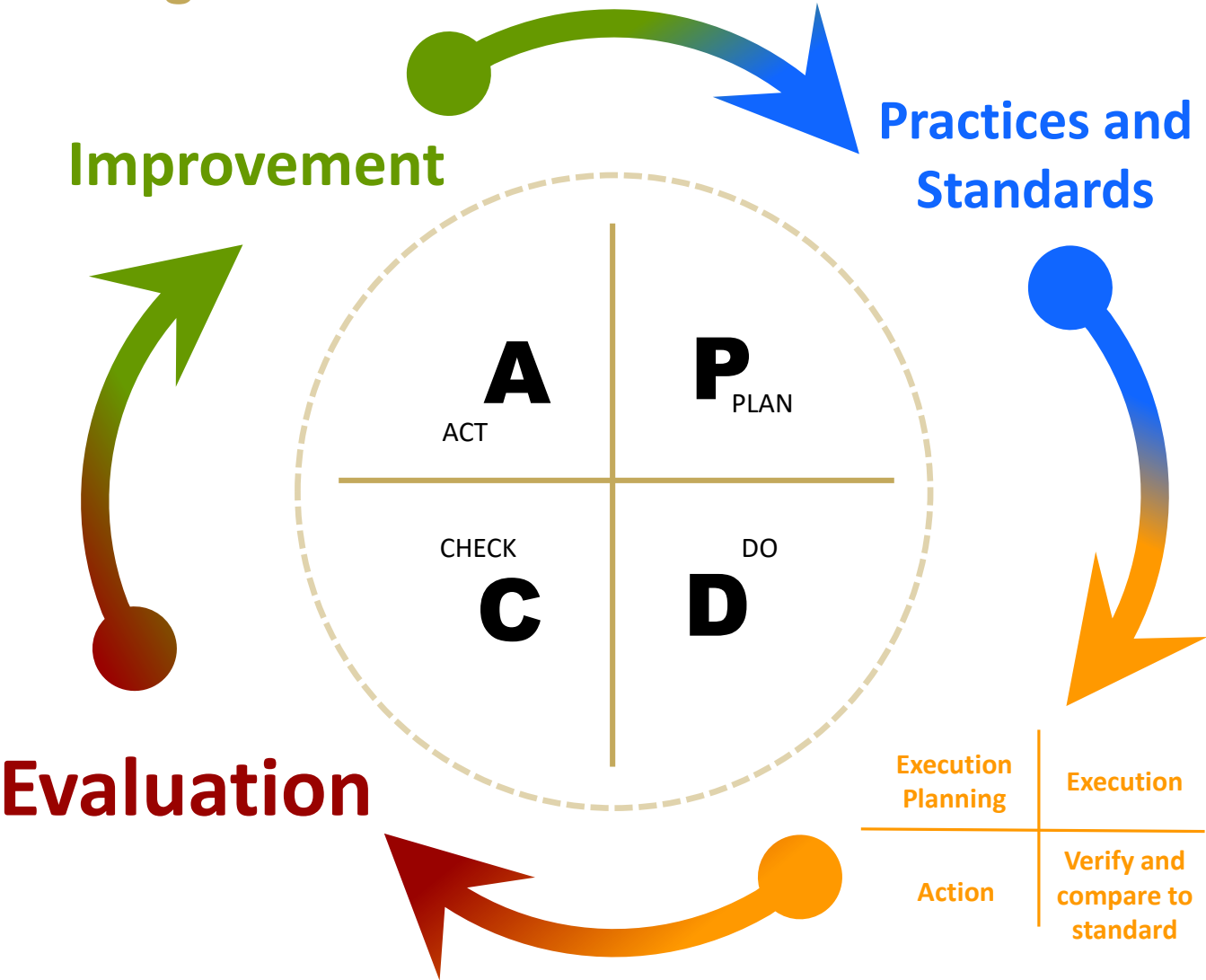
9 Effective communication

The GATWAY FROM QUALITY TO EXCELLENCE

AFRICAN ARABIAN EXCELLENCE MODEL



PDCA 360 Degree Integration!



NASA SCORING SYSTEM

Criteria	Plan	Do	Check	Act	AVERAGE	CAUSALITY	VARIANCE
1	100	100	100	100	100	100	0
2	95	90	85	80	88	58	29
3	90	85	80	75	83	46	37
4	85	80	75	70	78	36	42
5	80	75	70	65	73	27	45
6	75	70	65	60	68	20	47
	Overall PDCA Enabler Score				81	48	33
Criteria	Results	Targets	Compare	Link	AVERAGE	CAUSALITY	VARIANCE
7,1	85	80	75	70	78	36	42
7,2	80	75	70	65	73	27	45
7,3	75	70	65	60	68	20	47
7,4	70	65	60	55	63	15	47
	Overall RTCK Results Score				70	25	45
					AVERAGE	CAUSALITY	VARIANCE
Enablers	P%	D%	C%	A%			
	88	83	79	75	81	48	33
Results	R%	T%	C%	K%			
	78	73	68	63	70	25	45
AAEM Model Scoring - Averages(*) versus Causality					76	36	39

The Gateway from Lead Auditor to Excellence Assessor

Certified Professional Assessor



THANK YOU



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CHANGE!!!

