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Hub

Raising their game

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Prime Structures Engineering is one of the companies that have used the Business Excellence framework to reach new heights.

SINCE its launch in 1994, the Business Excellence (BE) initiative has helped thousands of local organisations assess their current performance and what they need to do to improve it. This assessment is performed against the requirements of an internationally benchmarked framework.

The BE framework provides a holistic standard that covers all critical drivers and results for business excellence, according to Spring Singapore, which manages the BE initiative. It comprises two programmes - BE Certification and BE Awards.

"It illustrates the cause and effect relationships between the drivers of performance, what the organisation does, and the results it achieves," the agency says.

"Using the BE framework with sound approaches and effective deployment helps organisations to know where they are on the excellence journey and what they need to do to strengthen their management systems to improve stakeholder value and organisational results."

The criteria in the framework are reviewed regularly to ensure that they reflect leading-edge management practices of world-class organisations. A review was conducted earlier this year to update the framework's attributes and scoring to reflect the changes in management trends and to ensure that it remains current and relevant to organisations pursuing continuous improvements and innovation.

REPOSITIONING OF SQC

"Business excellence plays an important role in enabling organisations to capture growth opportunities. With the refreshed BE framework, organisations can continue to sharpen their business fundamentals for higher performance.

The repositioning of the SQC as a single mark of excellence will help them to gain trust from customers and to grow," says Poon Hong Yuen, chief executive, Spring Singapore.

One company that has benefited from the programme is Prime Structures Engineering, which specialises in building customised art structures, security facade and interior fit-outs.

In 2012, the management of Prime Structures recognised that they needed an objective review of their business to bring the company to the next phase of growth to reach S\$100 million in revenue by 2020. They decided to embark on the BE programme in 2014.

"We found that the BE framework helped us to objectively challenge the in-house wisdom and forces everyone to relook the old best practices," says Prime Structures' associate director Julia Bensily. "It also provided a balanced view between long-term business sustainability and short and mid-term operational needs," she adds.

As the BE assessment is based on the best practices of the top globally recognised companies, the company found that it helped them widen their perspectives and raise their targets. After starting the programme, it spurred the firm to achieve its aim of becoming a globally recognised company as well. The company is now working towards its new goal of achieving S\$250 million by 2026.

Meanwhile, the assessment process helped in rallying the staff to innovate and increase their capacity to manage change, reveals Ms Bensily.

For Kino Biotech, which distributes Kinohimitsu, their proprietary brand of healthcare and beauty products, the BE assessment provided the company's management with a deeper understanding of their readiness to embrace innovation in their business.

Recognising that people are the key assets of their organisation, the company is making sure to foster a mindset of innovation to all levels of staff, says Chong Ka Wee, CEO of Kino Biotech.

"Kino Biotech adopts a mindset of innovation in its practices, as demonstrated by our commitment to regularly roll out new products to consumers and leveraging data analytics and e-commerce to further our sales and expansion," he explains.

He adds: ""Kino Biotech has always placed customer journey and consumer touch points at the heart of its innovation endeavours and Business Excellence is not a destination but a continuous journey." -



Prime Structures Engineering staff at their annual off-site retreat where they review and refine the company's processes for the year ahead.

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