

## Business Excellence: Exploring Key Performance Indicators and Suitable Business Model

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### Abstract

Business excellence or BE is a path to success for any enterprise that has started its new journey in this era of highly competitive market for almost any industry. It is a way to achieve a certain level of competitive advantage over other organisations. But what could be done in times of economic crisis. Some of the industry experts believe that if the organisation stopped considering a time of recession as a crisis and instead as an exploiting opportunity, it not only helps the organisation to survive but also strengthen their position in the industry. The crux of the matter would be to somehow come up with an effective improvement in the strategic plan that would not only help in satisfying the customer and stakeholders but will also help the organisation in overcoming the economic crisis factor. And to work towards this target there should be high involvement of the management and optimum level of use of all the human resources.

The business community or the top management can use the results of this research to achieve business excellence through strategic planning improvements and can withhold their stand in the industry. There has been not much research before connecting the strategic operational planning during the time of economic crisis.

The main takeaway of the study is to somehow save on the extra costs, improve business processes, sustain quality, and improve the level of performance of the staff and management. All of these could be easily achieved if the enterprise can effectively implement these operational business concepts in their own business: Total Quality Management (TQM), Six Sigma and Lean manufacturing system.

**Keywords:** Business Excellence, Total Quality Management (TQM), Six sigma, Lean manufacturing.

## 1. Introduction

The environment in which organisations operate is can be characterized into 2 major elements, intense competitiveness and periodic advent of recession cycles.

It is clear that the operations are the main revenue model of almost any organization. Without operations, there will be no revenue. So, improving the business process and making strategic operational changes in the organisation at the time of economic crisis. It will help the organisation in achieving business excellence. It can not only just save the organisation but also strengthen the position of the company in the industry. An exertion is made to uncover the significant components that add to development and soundness in times of monetary emergency, the correct way toward this objective and the activities and duties all things considered. To check these presumptions, an overview is directed among undertakings that display solid duty to the standards of Total Quality The board and business greatness, as a survey comprising of 11 various decision and two elucidating questions. The factual investigation of the finished test demonstrated solid intelligence between the members' thoughts and the hypothetical edge of established researchers.

Quality management has for quite some time been set up as a significant procedure for accomplishing upper hand. The point of the organizations may contrast, yet the significance

of clients involves regular intrigue. The capacity of the associations to adjust to new client necessities in a globalized showcase is of indispensable significance for long haul achievement. Conventional quality activities, for example, measurable quality control, zero deformities, and all out-quality administration, have been key activities for a long time. In most recent two decades, Six Sigma developed as another quality management activity and now numerous associations are progressing in the direction of its execution.

## 2. Literature Review

In this era of competitive advancements, and multidimensional environment, organisations sometimes faces a lot of challenges in terms of achieving their goals and strategic significances. Most of the organisations sooner or later reach onto a stage of financial instability and unknown financial conditions, in which conditions, the organisation should either make changes and transform in order to survive the condition or to just decline to change and disappear (Dervitsiotis, 2005). In order to achieve prosperity and business excellence, there are some major parameters on which the organisation should target their focus, like to aim at innovation, empower and optimum use of the human resources, improve on all their procedures, services or products, customer focus and trying to exceeding the customer expectations. In short, Business excellence is nothing just the flexibility to make changes

and innovate and to provide better outcomes than their competition, in regard of their stakeholders, customers and the company itself (Mele and Calurcio, 2006).

Before creating a plan of action, firstly, it is essential to understand what conditions could be considered as economic crisis. So, it is crucial to determine the impact of the economic crisis before determining the strategy. Setting a plan of action before determining the influence of the crisis will probably have a questionable result. According to the previously conducted research, the following significant conclusions about the implications of economic crisis can be drawn:

- A. Macroeconomic environment:
  - a. Stock market downfall (Sakbani, 2010, p. 94)
  - b. Unemployment (International Monetary Fund, 2012)
  - c. Shrinkage of GDP (International Monetary Fund, 2012)
- B. Micro economic environment:
  - a. Significant amount of decrease in profitability and net turnover (Toporowski, 2009)
  - b. Reduction and capital funding through banking system (financial review, Alpha Bank, 2009)
  - c. Reduction of FDI
  - d. investment plans getting postponed (Campello et al., 2009)

It is very much important that under critical economic conditions. The organisations need to evaluate their strategic plan in order to achieve their targets. A study proved that TQM is one of the most important criteria for Business Excellence (Ghicaianu, Irimie, Marica, & Munteanu, 2015). Analysing the conditions and determining the necessary strategy needed to achieve BE is a task of higher management and proper leadership is necessary to achieve those targets and effectively implement the new strategic plan and operational changes.

Most of the organisations aim for cost saving policies, to make changes in investment plans and to restructure the business through cost cutting techniques. This may have an immediate impact on the organisation but may not be able to help in the long term (Haluk Koksaland Ozgul, 2007). Because interrupting the investment cycles and restructuring the business will affect the operations of the business, which is the main revenue model for the organisation. So, the ideal path for long term results and securing the future of the organisation is to make changes to the operations of the organisation. For some, recession may be an opportunity to consider and applying these necessary changes in order to achieve business excellence.

The first step most of the organisations take is to secure adequate amount of resources, especially liquid assets. But this defensive strategy is proven to be just prolonging the inevitable and

<b>Constructs</b>	<b>Related constructs</b>
Quality leadership (QL)	The role of top management leadership (Saraph et al., 1989), top management support (Flynn et al., 1994), top management commitment (Ahire et al., 1996), management leadership (Yusof & Aspinwall, 2000), leadership (Sila, 2007)
Customer focus and satisfaction (CFS)	The role of quality department (Saraph et al., 1989), customer involvement (Flynn et al., 1994), customer focus (Ahire et al., 1996), customer orientation (Rao et al., 1999)
Quality information and analysis (QIA)	Quality data and reporting (Saraph et al., 1989), quality information (Flynn et al., 1994), quality information and availability (Ahire et al., 1996), information and analysis (Sila, 2007)
Human resource development (HRD)	Workforce management (Flynn et al., 1994), employee training (Ahire et al., 1996), education and training (Reed et al., 2000), support for human resource development (Sila, 2007), human resource management (Parast et al., 2006)
Strategic planning management (SPM)	Process design management (Saraph et al., 1989), process management (Flynn et al., 1994), design quality management (Ahire et al., 1996), strategic planning process of quality management (Parast et al., 2006)
Supplier quality management (SQM)	Supplier involvement (Flynn et al., 1994), supplier quality management (Ahire et al., 1996), supplier quality (Parast et al., 2006; Rao et al., 1999), supplier quality assurance (Yusof & Aspinwall, 2000), supplier management (Sila, 2007)

**Table 2.1:** Constructs Proposed in previous literatures

will not necessarily bring satisfactory results (Reeves and Deimler, 2009). Sooner or later, either the organisation will have to dissolve or make necessary changes to sustain in the market.

Some of the basic strategies discussed in previous research that were adopted by various organisations during an economic crisis:

### **2.1. Introduction to new products or services**

Introducing new products and services during an economic crisis might be a right choice even if the resources are scarce only if you have proper data and surveys on the consumer behaviour proving the fact to be true. This might

be a success if the product or the service have great utility for customers according to Schafter and Roper, 2007.

### **2.2. Marketing and differentiation strategy**

During an economic crisis. It is not the only the businesses that are being affected. Individuals are also being affected at these critical times. So as the income of the individuals and consumers decreases, it is very much essential to keep the hold of the existing customers and maintain as much of the market share as possible. This can only be achieved by differentiating the policies of your organisation from the competitions (Young, 2009), by increasing the marketing funds.

### **2.3. Pricing, Placement and Promotion policies**

It is proven that a good pricing strategy could be a beneficial strategic plan (Reeves and Deimler, 2009), but reducing the prices during an economic crisis is very difficult especially with reduction in the resources and we are not sure when the recession will be over. Revoking the reduction in price after the exit from the crisis is also not very helpful neither very easy (Haluk Koksaland Ozgul, 2007).

In terms of placement, it is conclusive that the organisation should withdraw from the markets where the organisation are not the primary players and should focus their effort and resources on the markets which are competitive and the organisation holds the primary market share (Haluk Koksaland Ozgul, 2007).

An organisation can only cut down on its advertisement budget only if there is a corresponding reduction in the pricing policy of the product or service. Then only the organisation might have a positive effect. And the limitation here is that the organisation can only reduce their promotions and advertisement fund if the other competitive organisations are not increasing their promotional activities, otherwise the organisation cannot reduce their promotional activities advertisement budgets.

### **2.4. Strategies related to Research and Development (R&D)**

According to the study conducted by Bigelow and Chan (1992), there could

be two major strategies that could be implemented in terms of R&D during an economic crisis:

- Reduce the funds on specific projects related to R&D and discontinue all the projects which had the least or very less chances of success. This strategy should only be applied after proper analysis of all the projects
- Increase the funds for R&D. This is a very aggressive strategy to be adopted only by the organisations in highly competitive environment with a lot of competition in the market.

### **2.5. Financial Planning**

The financial structure of any organisation is the main reason of welfare of any organisation. Its proper planning also is very essential. It is very crucial that the organisation has necessary funds to finance their investment plans and maintain the operations and working of the organisation. In the survey of the most recent 2008 crisis conducted, shows that most of the organisations reserve significant amount of liquidity (Wilson and Eilertsen, 2010). The organisation may make a profit even during an economic crisis, but it is more important to maintain a good level of liquidity and collateral funding.

### **2.6. Cost reducing policies**

- Reducing the stocks of the company: Sometimes for survival during very harsh times, the

company starts selling its stocks and to reduce their stocks through sales. This would contribute to liquidity. Organisations may also adopt to methods of stock reducing through JIT (Young, 2009).

- Cutting the expenses: Securing the viability of the organisation is the first outlook for any management. And the first step the organisation take toward this goal is to reduce the human resource, reduction in overall costs, transform all the procedures and improve all business aspects. This could and should only be done in the business sectors which does not influence the market share or the competitive edge of organisation (Bigelow and Chan, 1992).

### **2.7. Collaborations**

Once the organisations understand the criticality of these harsh environment, the organisation follow policies of collaborations and try to decrease the costs of procurement and transactional processes (Reeves and Deimler, 2009). In order to shape the environment according to their best interests, obtain a collaborative style, organisations find various ways of cooperation like joining on some social networks and asking their customers on how to reduce their costs (Looking forward in recession, 2009)

### **2.8. Investment policies**

One of the biggest opportunities during a time of economic crisis is that it gives us

opportunity to explore our investment options (Business as usual, 2010). The main objective of the organisations should be to have adequate investment plans for advertisements, marketing and Research and Development, which contributes some value addition to the organisations. Although the organisations should focus on various defensive policies, it could be an opportunity to position themselves in better market position, introduce new and innovative products/services, recruiting new talents, mergers and acquisitions, etc. (DeWaal and Mollema, 2010). According to the survey by Kambil, 2008, of Fortune 500 companies, the organisations which somehow accelerated or retained their investment plans would thrive even further.

There has been various research of small and middle level organisations if what strategies could be adopted by these organisations in order to maintain their position in the market or accelerate in times of economic crisis.

But almost all the research fails to be adopted in upper level organisations or are too specific to be applied in all kind of businesses. It is evident that in modern era of high competition in all industries, various challenges faced by the organisations, most of the organisations can somehow withstand the crisis. But all of that is very dependent upon the people running those organisations, especially the higher management and leadership executives (Faustenhammer and Gossler, 2011). It

is similarly important the dedication and quality of work being delivered by the remaining human resources. Most of the researches also neglect this fact, whereas it is also evident that if we can make proper and optimum use of the human resources, the organisation attains a level of competitive advantage, also giving significant profits for the organisation (Rao, 2009).

Just like TQM, Lean and six sigma also has proven to be enhancing operational performance of the organisation through various strategies (Laureani & Antony, 2017). So simply putting it, successful implementation of a strategic plan to accelerate in times of economic crisis requires the top management to be effectively take decisions and it is crucial to be fully committed to the goals of leadership. Customer satisfaction is also should be kept in mind and it is evident that TQM also contributes to increased level of customer satisfaction (Anil & Satish, 2019). So, always try to think from the perspective of customers.

### 3. Research Methodology

#### 3.1. Research objectives

The main objectives of the study are:

- To identify the Key Performance Indicators for achieving business
- To propose a business model consisting of strategic and operational changes to achieve business excellence.

#### 3.2. Methodology adopted

Below mentioned steps have been used in research work:

- Extended Literature review to conduct a qualitative research study. Various research papers, articles, company research reports have been reviewed and a combined strategic approach has been proposed through the study.
- Company data analysis to prove the efficiency of Lean process management

A few small cases have also been analysed and discussed to validate the objectives.

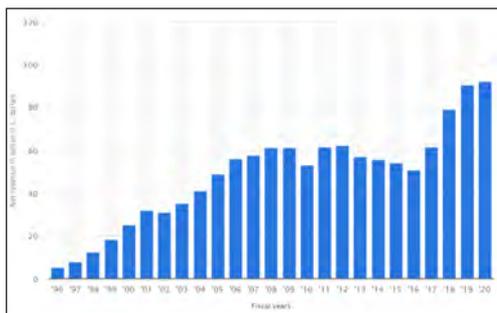
### 4. Business Excellence Cases

Business excellence issues can be understood well through these cases listed below:

#### 4.1. Case Study: Dell

Dell is an American multinational computer technology company that develops, sells, repairs, and supports computers and related products and services. The major reason of Dell's success has been because of its correct and highly effective implementation of Lean manufacturing and its principles throughout their operations. Within a year of lean manufacturing implementation, company's share price rose from \$20 to \$148.75, a spiking increase of 643.8%. In just 6 months, Dell created a highly popular image in PC retailer on the web. Just like other lean

manufacturers, the company expanded the lean manufacturing concepts to its supply chain. The organisation keep all computer components are just minutes away from their manufacturing site and it is the job of company's suppliers to keep them stocked. The company started working on the concept in 1993 and adopted the strategy completed in year 1995-1996, from which year the growth has been shown in the **Fig. 4.1**. It can be clearly seen that the growth of the organisation has increased significantly ever since.



**Fig 4.1:** Dell Net revenue from year 1996-2020

\*Source: Statista Dell Technologies' net revenue from 1996 to 2020

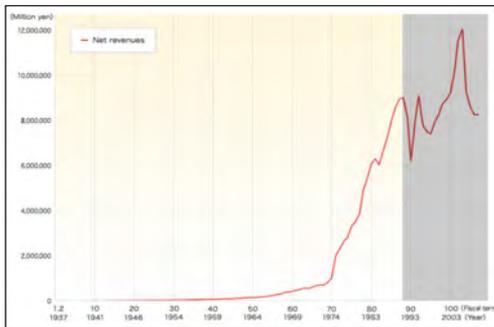
<<https://www.statista.com/statistics/264911/dells-net-revenue-since-1996/>>

Until 1995, Dell used to carry over 13 weeks of inventory, which reduced to just 1 week of inventory by the year 2001. The strategy has proved very beneficial for the organisation, of which the proof is that the organisation is still using the same strategy ever since, with just a few minor changes.

#### 4.2. Case Study: Production System at Toyota

The automobile giant, Toyota was perhaps the first major player to adopt this lean system in their manufacturing processes, initially calling the method the Toyota Production System. According to the company's own prospectus, "Toyota not only have the organisation eliminated waste, but the organisation has also mastered the techniques required to minimize faulty products that do not meet customer needs. Toyota works with two primary processes that allow these goals to be reached. The first is a process called Jidoka, which translates roughly to "mechanization with the help of humans." This means that although some aspects of the job are automated, humans are continually checking the quality of the product. There are also programs built into the system that allows the machines to shut themselves down if someone spots a problem. The second part is known as the Just In Time or JIT model. This ensures that the next step of a process is only started once the previous phase is completed. This way, if there is a flaw in the assembly line, no extra and unnecessary work will be completed. This lean manufacturing technique has paved the way for dozens of other companies to follow in their footsteps". Toyota has been working on the concept of Just in Time and lean manufacturing since 1953, but was able to successfully implement and was able to notice a significant growth after the year 1970. The **Fig. 4.2** clearly shows

how Toyota grew in net revenue after the year 1970. The growth is very clear and significant.



**Fig 4.2:** Toyota net revenue showing history from 1937-2016

\*Source: Toyota Global Website, Toyota motor corporation unconsolidated data

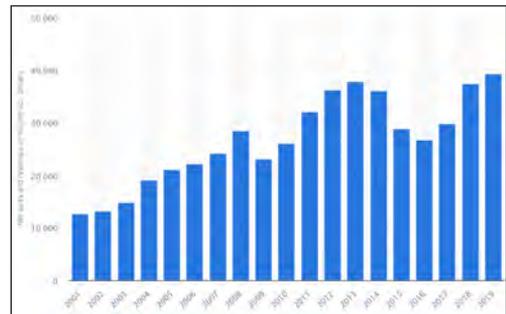
<[https://www.toyota-global.com/company/history\\_of\\_toyota/75years/data/company\\_information/management\\_and\\_finances/finances/income/1937.html](https://www.toyota-global.com/company/history_of_toyota/75years/data/company_information/management_and_finances/finances/income/1937.html)>

#### 4.3. Case Study: John Deere

John Deere has also adopted a lean manufacturing approach to their business. Many of their quality control mechanisms are fully automated meaning that more parts can be checked for defects in a shorter period.

The world's largest manufacturer of agricultural machinery in 2003 spent \$100 million on transforming its Iowa, US, operation from mass production to lean manufacturing. Project Manager Kallin Kurtz said: "This project transformed our manufacturing engineering mindset. We have put a great deal of effort into identifying non-value-added activities and eliminating them where possible." The Fig. 4.3 shows the sales and net revenue of John

Deere from year 2001, and it can be clearly seen that the growth after 2003, when the organisation implemented the Lean management, the growth is very significant.



**Fig 4.3:** John Deere Net revenue based on sales from year 2001-2019

\*Source: Statista Global net sales and revenues of John Deere from 2001 to 2019

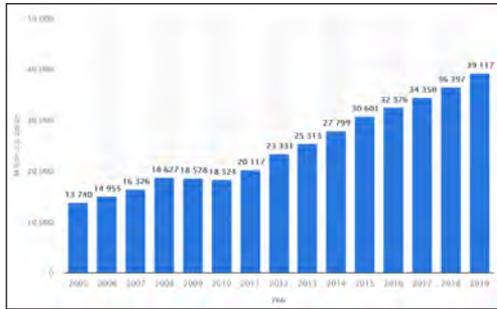
<<https://www.statista.com/statistics/271865/john-deere-net-sales-and-revenues-since-2001/#:~:text=John%20Deere%2C%20the%20agricultural%20equipment,sales%20and%20revenue%20in%202019>>

#### 4.4. Case Study: Nike

The acclaimed shoe and garments mammoth have also adopted lean manufacturing practices. Lean manufacturing was shown to reduce poor labour practices in their foreign manufacturing plant by up to 15%. This was mostly because of lean manufacturing esteeming the labourer more than past work rehearses. It gave increasingly critical incentive to a representative and thus higher incentive to the organization

Nike's lean approach experienced defect rate 50% lower than facilities that didn't adopted to lean manufacturing.

Delivery lead times from lean factories were about 40% shorter. Lean factory productivity increased 10%-20%, and the time to introduce a new product to a factory was reduced by 30%.



**Fig 4.4:** Nike Net revenue from year 2005-2019

\*Source: Statista Nike's net income worldwide from 2005 to 2019

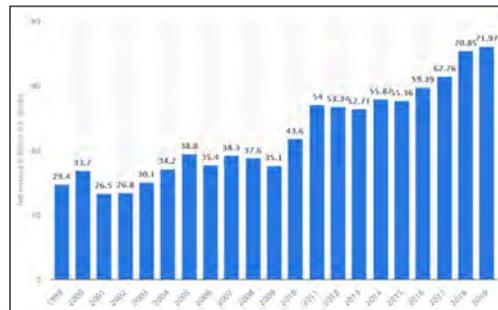
<<https://www.statista.com/statistics/241685/net-profit-of-nike-since-2005/>>

#### 4.5. Case Study: Intel Corporation

Known for their PC processors, Intel embraced the lean manufacturing practices to give a better item to an industry that requests zero mistakes. This way of thinking has decreased an opportunity to make a microchip to the industrial facility from over 3 months in the past to under 10 days. With things so careful and specialized, Intel immediately understood that delivering a higher amount of lower quality was not the best approach to improve benefits and increment consumer loyalty. Rather, by executing quality control factors and waste decrease strategies, the two gatherings' advantage. This is considerably more so obvious in the tech business where

items are changing and being updated so often. Joe Foley, factory manager at Intel Fab Operations in Leixlip, Ireland, said: "Five years ago, it took us 14 weeks to introduce a new chip to our factory; now it takes 10 days. We were the first Intel factory to achieve these times using Lean principles."

Intel, in order to bring more value started working on lean-agile practices on 2005 and were able to completely adapt to it by 2012. In the Fig. 4.5 the growth after successful implementation of lean in intel is very much significant.



**Fig 4.5:** Intel corporation Net revenue from year 1999-2019

\*Source: Statista Intel's net revenue 1999-2019

<<https://www.statista.com/statistics/263559/intels-net-revenue-since-1999/#:~:text=This%20statistic%20shows%20the%20net,approximately%2072%20billion%20U.S.%20dollars>>

## 5. Analysis and Discussion

After in depth literature study, some evident key takeaways are:

Author	Factor	Findings	Focus area
Kanji (1998)	<ul style="list-style-type: none"> <li>• Leadership</li> <li>• Teamwork</li> <li>• People make quality</li> <li>• Continuous improvement</li> <li>• Prevention</li> </ul>	A structural model has been used for the measurement of business excellence where 14 interrelated latent variables are introduced	Business excellence
Liker et al. (1998)	<ul style="list-style-type: none"> <li>• Component characteristic</li> <li>• Supplier technical</li> <li>• Buyer–suppler relationship</li> <li>• Use of CAD</li> </ul>	Involving supplier at early design stage is associated with greater contributions of cost reduction and higher quality	Automotive design
Ahire and Dreyfus (2000)	<ul style="list-style-type: none"> <li>• Design management</li> <li>• Quality training</li> <li>• Product design</li> <li>• process quality</li> <li>• External, internal quality</li> </ul>	Design and process management have positive impact on TQM	TQM
Narasimhan and Nair (2005)	<ul style="list-style-type: none"> <li>• Quality expectations from supplier</li> <li>• Information sharing and trust with supplier</li> </ul>	Quality expectations and information sharing and trust between buyer and suppliers have a positive influence on supply chain	Supply chain
Hemsworth et al. (2005)	<ul style="list-style-type: none"> <li>• Supplier quality</li> <li>• Personnel management</li> <li>• Cross-functional coordination</li> <li>• Management commitment</li> <li>• Benchmarking</li> </ul>	Quality management has a direct impact on information system and purchasing performance	Information system in purchasing
Rohani et al. (2006)	<ul style="list-style-type: none"> <li>• Commitment Management</li> <li>• System and Procedure</li> <li>• Culture</li> <li>• Training</li> <li>• Deployment</li> <li>• Recognition</li> <li>• Team</li> </ul>	Propose theoretical model between SPC and improvement in quality performance	Statistical Process Control (SPC)
Grobler and Grubner (2006)	<ul style="list-style-type: none"> <li>• Quality</li> <li>• Delivery</li> <li>• Flexibility</li> <li>• Cost</li> </ul>	Finds mostly cumulative effects between the manufacturing capabilities	Manufacturing strategy
Suradi et al. (2007)	<ul style="list-style-type: none"> <li>• Commitment from top</li> <li>• Customer focus</li> <li>• Campus facility</li> <li>• Communication</li> <li>• Course delivery</li> <li>• Learning environment</li> <li>• Continual assessment</li> </ul>	There is a direct effect between some of education services in quality technical education	Quality in education

**Table 5.1:** Key takeaways and findings based on literature study and analysis

Taking a clear look at the **Table no 5.1**, the last column clearly describes all the key focus areas which should be focussed upon for the acceleration of the business during an economic crisis.

Author(s)	Measure	Variables
Lin et al. (2005)	Organisational performance	<ul style="list-style-type: none"> <li>• Satisfaction level</li> <li>• Business result</li> </ul>
Prajogo and Sohal (2004)	Organisational performance	<ul style="list-style-type: none"> <li>• Quality performance</li> <li>• Innovation performance</li> </ul>
Jun et al. (2006)	Human resource performance measure	<ul style="list-style-type: none"> <li>• Employee satisfaction</li> <li>• Employee loyalty</li> </ul>
Sila (2007)	Performance measure	<ul style="list-style-type: none"> <li>• Organisational effectiveness</li> <li>• Financial results</li> <li>• Market results</li> </ul>
Lakhal et al. (2006)	Organisational performance	<ul style="list-style-type: none"> <li>• Financial performance</li> <li>• Operational performance</li> <li>• Product quality</li> </ul>

**Table 5.2:** Key variables to be focussed upon in order to achieve BE during economic crisis

In the above **Table no 5.2**, key variables are shown which should be focussed in order to achieve business excellence during a crisis time.

So, according to the help of extended literature study, and surveys conducted and discussions with the industry experts, through the research, 7 Key Performance Indicators of Business Excellence during a time of economic crisis can be identified:

- Customer loyalty & satisfaction
- Market share
- Efficiency
- Time-to-deliver
- Cost
- Quality of product/service
- Financial benefits

Until now, the research has successfully established these things:

- It is clearly possible to achieve business excellence during an economic crisis.
- TQM and six sigma play an important role during an economic crisis
- Lean manufacturing has proved to be very beneficial strategic and operational system which has proved to have brought significant growth in manufacturing industry.
- Key performance indicators of business excellence during the time of economic crisis.

Now, integration of all these 3 concepts and bring upon a new strategic and operational plan, that could be followed

during an economic crisis to bring about the changes needed to achieve business excellence.

The Fig. 5.1 describes the integrated business strategic model of TQM, six sigma and Lean process management.

This describes all the key elements and main processes involved in the business model. It also explains that it contributes to the Organisational performance acceleration through improving these 7 specific key indicators.

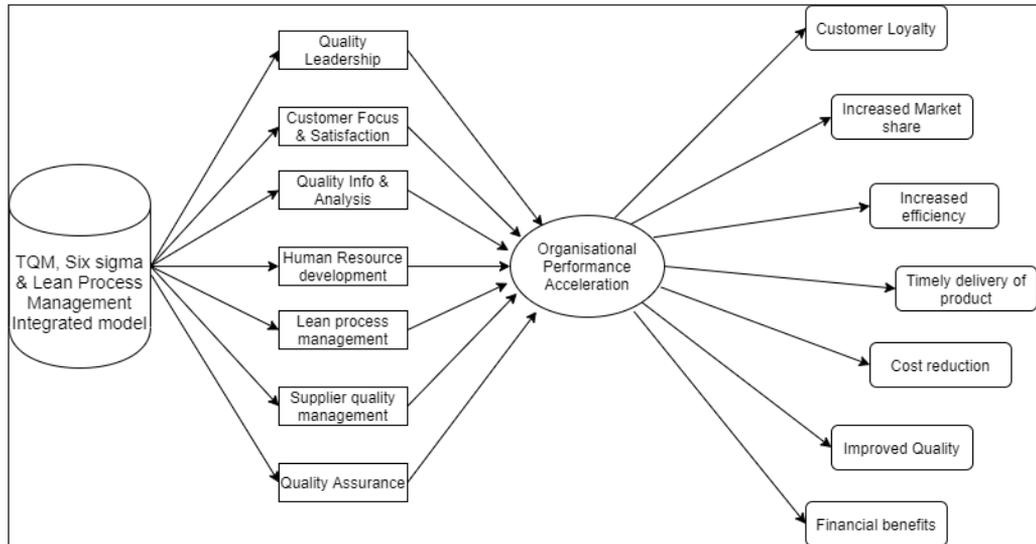


Fig 5.1: Proposed Integrated Business Excellence model

In the proposed strategic model, 3 major operational practices have been chosen and based on previously established 7 KPIs, an integrated model has been created that would focus on these 7 operational and Strategic changes:

- **Quality Leadership:** Decisive, problem-solvers, passionate, humble, accountable, give credits where due, helps people grow, communicate effectively, confident, not-afraid of unknown and challenges, trustworthy.
- **Customer focus & satisfaction:** If we can improve on the 7 KPIs,

the customers will be satisfied automatically. We just need to always try to exceed the expectations of the customers. All competitors are meeting the customer expectations, but exceeding the expectations is what brings trust and value to the organisation.

- **Quality Info & Analysis:** It is essential to not only have a proper and effective Quality Control but also the proper information and its analysis. There are many statistical tools, software, dashboards which can be used to analyse the quality data. The organisation should make

proper use of them to have best of the efficiency.

- **Human Resource development:** Without proper HR department, policies and practices, employees cannot have the maximum throughput and will lack motivation to work. It is the task of HR department to ensure maximum performance of employees, create healthy environment and provide quality leadership and ensure motivation in the employees. Here are a few best of the HR practices:
  - Safe and Healthy workplace
  - Open book management style
  - Performance linked bonuses
  - 360 degree performance management feedback
  - Knowledge sharing
  - Rewards
  - Training and Development programs
- **Lean Process Management:** This is one of the most important factor in this strategic model. Because it enhances a lot of performance and focuses the most on **Cost reduction**
- **Supplier Relations and Quality management:** If the organisation wants to effectively implement Lean manufacturing and process management, Raw material supplier relations and Quality management are two most major factors. The organisation needs to build proper relationships with their suppliers

and work on an effective Just-in-time manufacturing or inventory management system. Here the best thing that the organisation can do is, the organisation can create a warehouse of raw materials within minutes distance of the manufacturing site, and they should build relations with suppliers that keeping the warehouse stocked up is suppliers' job. This is one of the best Lean manufacturing implementations suitable for large automotive industry organisations.

- **Quality Assurance:** We all understand how critical quality assurance is. It ensures that each product leaving the factory is of the highest quality and the same as all those items that came before it. It keeps costs down, for starters. Investing in high-quality products might seem like an expensive move, but it can save you money in the long run. A product that's lacking in quality control, especially in the automotive industry, can trigger expensive recalls. Products that are dangerous can cause car accidents and be hazardous to drivers.

## 6. Conclusion

The research study conducted using the extended literature review, expert survey and company data analysis proves that it is very much possible to accelerate during the time of economic crisis. And not only that, some industry experts believe that it might be an opportunity to consider to some strategic and operational changes in

order to improve the organisational performance as an economic crisis gives the organisation an opportunity to gain some competitive advantage if the organisation can retain their position and especially if the organisation can thrive during this harsh environment.

The research makes use of three evidently proven business and strategic concepts and analyse the key performance indicators in order to analyse what new business model should be beneficial to the organisations during the economic crisis. Using these KPIs as the basis, the research also proposed an integrated business model, if can be adopted and implemented in the organisation during an economic crisis would prove to be helpful in achieving Business Excellence.

Although some of these strategies might seem that would require a huge amount of funds and cost to be implemented, but in the long run these would provide most cost benefits and overall cost reduction.

The major working and revenue model of automotive manufacturing organisations is their Operations, so if we can improve on the Operations process and transform the essential parts of the Process into the Lean process management. In the long run, these would help in most effective cost reduction and would reap most of the benefits.

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