



Applicants' Guide No. 1

## The Excellence Model

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ABU DHABI CHAMBER

Sheikh Khalifa Excellence Award (SKEA)

SKEA E.M. / 1R

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# EFQM

Shares what works.

This guide is based on the European Foundation for Quality Management (EFQM) Model 2013. SKEA acknowledges that the EFQM Excellence Model is the sole property of the EFQM.

This guide is extracted from EFQM publications, which SKEA has prepared to help spread awareness and encourage implementation.

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# Introduction

This is the latest version of the Sheikh Khalifa Excellence Award's (SKEA) Model and criteria guidance manual. It is intended to be for people from all sectors of the economy with one thing in common – they wish to improve their performance through participating in the award program and the implementation of the SKEA Model as a framework for such an improvement. No need for any prior knowledge or experience in Business Excellence to understand this manual and use it to the benefit of your organization and to properly prepare submission documents.

This SKEA Model and criteria manual should be read in conjunction with other publications from the award's office, which were prepared by the Award's office to render further support for all applicants from different sectors of the economy.

The Applicants' guide goes some way in explaining applicants' role in participating in the award programme. It also offers clear guidance on how to prepare the submission documents according to the outlines of the SKEA office.

Although the guidance notes offer deep insight into the SKEA Process, they are by no means sufficient and applicants are strongly advised to pursue other ways to learn more about the SKEA Model via attending training seminars and other ways that are available through the Award's office at the Abu Dhabi Chamber of Commerce and Industry.

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# The Need for a Model

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Regardless of sector, size, structure or maturity, organisations need to establish an appropriate management framework to be successful. The EFQM Excellence Model is a practical, non-prescriptive framework that enables organisations to:

- ★ Assess where they are on the path to excellence; helping them to understand their key strengths and potential gaps in relation to their stated Vision and Mission.
- ★ Provide a common vocabulary and way of thinking about the organisation that facilitates the effective communication of ideas, both within and outside the organisation.
- ★ Integrate existing and planned initiatives, removing duplication and identifying gaps.
- ★ Provide a basic structure for the organisation's management system.

Whilst there are numerous management tools and techniques commonly used, the EFQM Excellence Model provides an holistic view of the organisation and it can be used to determine how these different methods fit together and complement each other. The Model can therefore be used in conjunction with any number of these tools, based on the needs and function of the organisation, as an overarching framework for developing sustainable excellence.

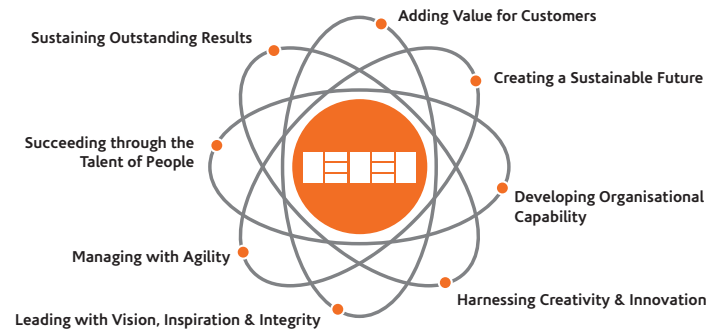


# The SKEA Model

The model is comprised of three integrated components:

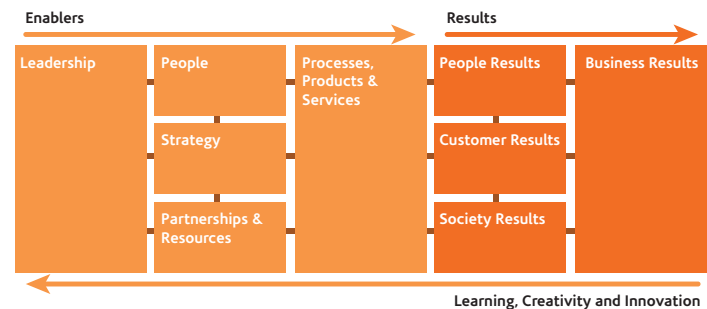
## The Fundamental Concepts of Excellence:

The underlying principles which are the essential foundation of achieving sustainable excellence for any organisation.



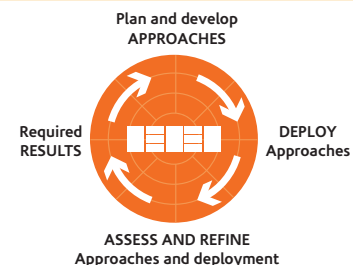
## The EFQM Excellence Model

A framework to help organisations convert the Fundamental Concepts and RADAR logic into practice.



## RADAR logic

A dynamic assessment framework and powerful management tool that provides the backbone to support an organisation as it addresses the challenges it must overcome if it is to realise its aspiration to achieve sustainable excellence.

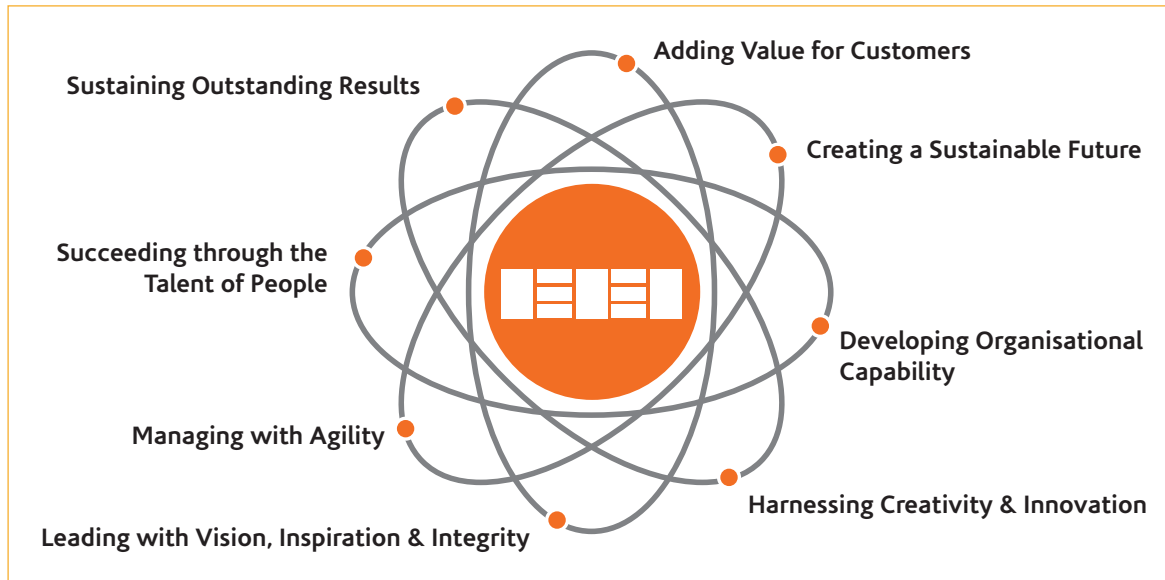






# Fundamental Concepts of Excellence

# Fundamental Concepts of Excellence



## ☆☆ Adding Value for Customers

Excellent organisations consistently add value for customers by understanding, anticipating and fulfilling needs, expectations and opportunities.

## ☆☆ Creating a Sustainable Future

Excellent organisations have a positive impact on the world around them by enhancing their performance whilst simultaneously advancing the economic, environmental and social conditions within the communities they touch.

## ☆☆ Developing Organisational Capability

Excellent organisations enhance their capabilities by effectively managing change within and beyond the organisational boundaries.

## **Harnessing Creativity & Innovation**

Excellent organisations generate increased value and levels of performance through continual improvement and systematic innovation by harnessing the creativity of their stakeholders.

## **Leading with Vision, Inspiration & Integrity**

Excellent organisations have leaders who shape the future and make it happen, acting as role models for its values and ethics.

## **Managing with Agility**

Excellent organisations are widely recognised for their ability to identify and respond effectively and efficiently to opportunities and threats.

## **Succeeding through the Talent of People**

Excellent organisations value their people and create a culture of empowerment for the achievement of both organisational and personal goals.

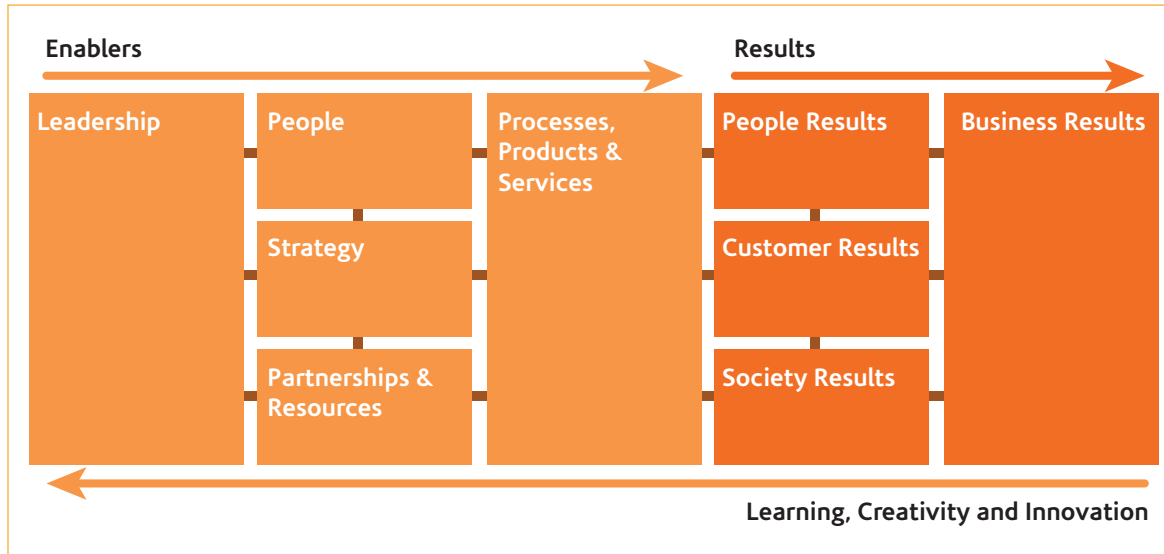
## **Sustaining Outstanding Results**

Excellent organisations achieve sustained outstanding results that meet both the short and long term needs of all their stakeholders, within the context of their operating environment.



# The Criteria

# The Criteria



The EFQM Excellence Model represented is a non-prescriptive framework based on nine criteria; five of these are 'Enablers' and four are 'Results'.

The **'Enabler'** criteria cover what an organisation does and how it does it.

The **'Results'** criteria cover what an organisation achieves.

'Results' are caused by 'Enablers' and 'Enablers' are improved using feedback from 'Results'.

The arrows emphasise the dynamic nature of the Model, showing learning, creativity and innovation helping to improve the Enablers that in turn lead to improved Results.



## ★ ★ ★ 1. Leadership

Excellent organisations have leaders who shape the future and make it happen, acting as role models for its values and ethics and inspiring trust at all times. They are flexible, enabling the organisation to anticipate and react in a timely manner to ensure the on-going success of the organisation.

- ★ 1a. Leaders develop the mission, vision, values and ethics and act as role models.
- ★ 1b. Leaders define, monitor, review and drive the improvement of the organisation's management system and performance.
- ★ 1c. Leaders engage with external stakeholders.
- ★ 1d. Leaders reinforce a culture of excellence with the organisation's people.
- ★ 1e. Leaders ensure that the organisation is flexible and manages change effectively.

## ★ ★ ★ 2. Strategy

Excellent organisations implement their Mission and Vision by developing a stakeholder focused strategy. Policies, plans, objectives and processes are developed and deployed to deliver the strategy.

- ★ 2a. Strategy is based on understanding the needs and expectations of both stakeholders and the external environment.
- ★ 2b. Strategy is based on understanding internal performance and capabilities.
- ★ 2c. Strategy and supporting policies are developed, reviewed and updated.
- ★ 2d. Strategy and supporting policies are communicated, implemented and monitored.

### ★★★ 3. People

Excellent organisations value their people and create a culture that allows the mutually beneficial achievement of organisational and personal goals. They develop the capabilities of their people and promote fairness and equality. They care for, communicate, reward and recognise, in a way that motivates people, builds commitment and enables them to use their skills and knowledge for the benefit of the organisation.

- ★ 3a. People plans support the organisation's strategy.
- ★ 3b. People's knowledge and capabilities are developed.
- ★ 3c. People are aligned, involved and empowered.
- ★ 3d. People communicate effectively throughout the organisation.
- ★ 3e. People are rewarded, recognised and cared for.

### ★★★ 4. Partnerships & Resources

Excellent organisations plan and manage external partnerships, suppliers and internal resources in order to support their strategy, policies and the effective operation of processes. They ensure that they effectively manage their environmental and societal impact.

- ★ 4a. Partners and suppliers are managed for sustainable benefit.
- ★ 4b. Finances are managed to secure sustained success.
- ★ 4c. Buildings, equipment, materials and natural resources are managed in a sustainable way.
- ★ 4d. Technology is managed to support the delivery of strategy.
- ★ 4e. Information and knowledge are managed to support effective decision making and to build the organisation's capability.

### ★★★ 5. Processes, Products & Services

Excellent organisations design, manage and improve processes, products and services to generate increasing value for customers and other stakeholders.

- ★ 5a. Processes are designed and managed to optimise stakeholder value.
- ★ 5b. Products and services are developed to create optimum value for customers.
- ★ 5c. Products and services are effectively promoted and marketed.
- ★ 5d. Products and services are produced, delivered and managed.
- ★ 5e. Customer relationships are managed and enhanced.

## ★★★ 6. Customer Results

Excellent organisations achieve and sustain outstanding results that meet or exceed the needs and expectations of their customers.

### ★★★ 6a. Perceptions

These are the customers' perceptions of the organisation. These may be obtained from a number of sources, including surveys, focus groups, ratings, compliments and complaints. These perceptions should give a clear understanding of the effectiveness, from the customers' perspective, of the deployment and outcomes of the organisation's customer strategy, supporting policies and processes.

Measures Could Include Perceptions of:

- ★ Reputation and image
- ★ Product and service value
- ★ Product and service delivery
- ★ Customer service, relationship and support
- ★ Customer loyalty and engagement

### ★★★ 6b. Performance Indicators

These are the internal measures used by the organisation in order to monitor, understand, predict and improve the performance of the organisation and to predict their impact on the perceptions of its customers. These indicators should give a clear understanding of the deployment and impact of the organisation's customer strategy, supporting policies and processes.

Measures Could Include Performance Indicators on:

- ★ Product and service delivery
- ★ Customer service, relationships and support
- ★ Complaints handling
- ★ Involvement of customers and partners in the design of products, processes, etc.

## ★★★ 7. People Results

Excellent organisations achieve and sustain outstanding results that meet or exceed the needs and expectations of their people.

### ★★★ 7a. Perceptions

These are the people's perception of the organisation. These may be obtained from a number of sources, including surveys, focus groups, interviews and structured appraisals. These perceptions should give a clear understanding of the effectiveness, from the people's perspective of the deployment and outcomes of the organisation's people strategy and supporting policies and processes.

Measures Could Include Perceptions of:

- ★ Satisfaction, involvement and engagement
- ★ Motivation and empowerment
- ★ Leadership and management
- ★ Competency and performance management
- ★ Training and career development
- ★ Effective communications
- ★ Working conditions

### ★★★ 7b. Performance Indicators

These are the internal measures used by the organisation in order to monitor, understand, predict and improve the performance of the organisation's people and to predict their impact on perceptions. These indicators should give a clear understanding of the deployment and impact of the organisation's people strategy and supporting policies and processes.

Measures Could Include Performance Indicators on:

- ★ Involvement and engagement activities
- ★ Competency and performance management activities
- ★ Leadership performance
- ★ Training and career development activities
- ★ Internal communications

## ★★★ 8. Society Results

Excellent organisations achieve and sustain outstanding results that meet or exceed the needs and expectations of relevant stakeholders within society.

### ★★★ 8a. Perceptions

This is society's perception of the organisation. This may be obtained from a number of sources, including surveys, reports, press articles, public meetings, Non-Governmental Organisations, public representatives and governmental authorities. These perceptions should give a clear understanding of the effectiveness, from society's perspective of the deployment and outcomes of the organisation's societal and environmental strategy and supporting policies and processes.

Measures Could Include Perceptions of:

- ★ Environmental impact
- ★ Image and reputation
- ★ Societal impact
- ★ Workplace impact
- ★ Awards and media coverage

### ★★★ 8b. Performance Indicators

These are the internal measures used by the organisation in order to monitor, understand, predict and improve the performance of the organisation and to predict their impact on the perceptions of the relevant stakeholder within society. These indicators should give a clear understanding of the deployment and impact of the organisation's societal and environmental strategy and supporting policies and processes.

Measures Could Include Performance Indicators on:

- ★ Environmental, economic and societal activities
- ★ Regulatory and governance compliance
- ★ Health and safety performance
- ★ Responsible sourcing and procurement performance

## ★★★ 9. Business Results

Excellent organisations achieve and sustain outstanding results that meet or exceed the needs and expectations of their business stakeholders.

### ★★★ 9a. Business Outcomes

These are the key financial and non-financial business outcomes which demonstrate the success of the organisation's deployment of their strategy. The set of measures and relevant targets will be defined and agreed with the business stakeholders.

Measures Could Include Perceptions of:

- ★ Financial outcomes
- ★ Business stakeholder perceptions
- ★ Performance against budget
- ★ Volume of key products or services delivered
- ★ Key process outcomes

### ★★★ 9b. Business Performance Indicators

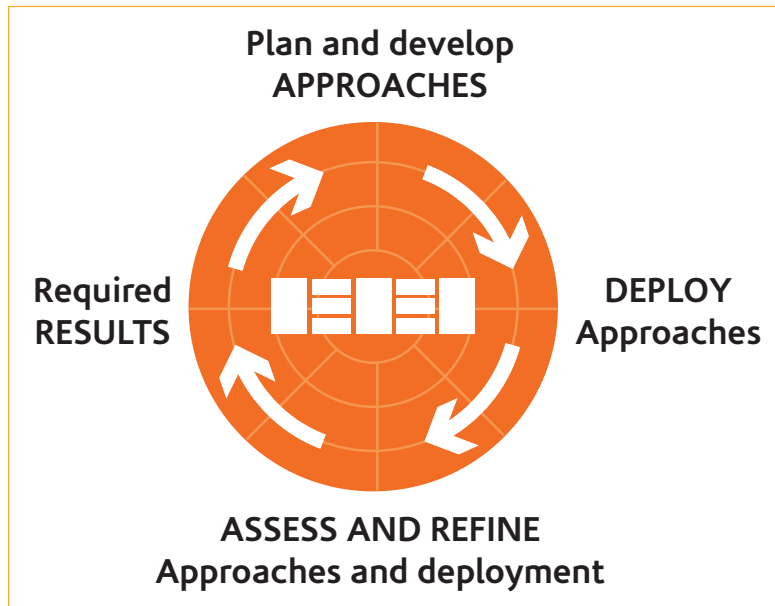
These are the key financial and non-financial business indicators that are used to measure the organisation's operational performance. They help monitor, understand, predict and improve the organisation's likely business outcomes.

Measures Could Include Performance Indicators on:

- ★ Financial indicators
- ★ Project costs
- ★ Key process performance indicators
- ★ Partner and supplier performance
- ★ Technology, information and knowledge

**RADAR**

# RADAR



The RADAR logic is a dynamic assessment framework and powerful management tool that provides a structured approach to questioning the performance of an organisation.

At the highest level, RADAR logic states that an organisation needs to:

- ★ Determine the Results it is aiming to achieve as part of its strategy.
- ★ Plan and develop an integrated set of sound Approaches to deliver the required results both now and in the future.
- ★ Deploy the approaches in a systematic way to ensure implementation.
- ★ Assess and refine the deployed approaches based on monitoring and analysis of the results achieved and ongoing learning activities.



To help support robust analysis, the RADAR elements can be broken down into a series of attributes, shown below:

## ☆☆ Analysis of Enablers

Elements	Attributes	Guidance
<b>Approach</b>	Sound	The approaches have a clear rationale, based on the relevant stakeholder needs, and are process based.
	Integrated	The approaches support strategy and are linked to other relevant approaches.
<b>Deployment</b>	Implemented	The approaches are implemented in relevant areas, in a timely manner.
	Structured	The execution is structured and enables flexibility and organisational agility.
<b>Assessment &amp; Refinement</b>	Measurement	The effectiveness and efficiency of the approaches and their deployment are appropriately measured.
	Learning & Creativity	Learning & creativity is used to generate opportunities for improvement or innovation.
	Improvement & Innovation	Outputs from measurement, learning & creativity are used to evaluate, prioritise and implement improvements & innovations.

## ☆☆ Analysis of Results

Elements	Attributes	Guidance
<b>Relevance &amp; Usability</b>	Scope & Relevance	A coherent set of results, including key results, are identified that demonstrate the performance of the organisation in terms of its strategy, objectives and the needs and expectations of the relevant stakeholders.
	Integrity	Results are timely, reliable & accurate.
	Segmentation	Results are appropriately segmented to provide meaningful insights.
<b>Performance</b>	Trends	Positive trends or sustained good performance over at least 3 years.
	Targets	Relevant targets are set and consistently achieved for the key results, in line with the strategic goals.
	Comparisons	Relevant external comparisons are made and are favourable for the key results, in line with the strategic goals.
	Confidence	There is confidence that performance levels will be sustained into the future, based on established cause & effect relationships.

## ★ ★ ★ RADAR for Enablers

The Enabler matrix is used to support the analysis of the approaches within the five Enabler criteria.

## ★ ★ ★ Applying the Enablers Matrix

- ★ Based on all the evidence available, apply the Enabler RADAR to the set of approaches adopted.
- ★ RADAR contains guidance on what we expect the organisation to demonstrate.
- ★ The overall score should not exceed that of the approaches adopted. For example, if the approaches are not sound or do not fully cover the criterion part being assessed, no matter how well all other attributes have been scored, the score given will be limited to that given to the soundness of the approaches.

	Attributes	Guidance	Unable to demonstrate	Limited ability to demonstrate	Able to demonstrate	Fully able to demonstrate	Recognised as Global Role Model
Approach	Sound	The approach have a clear rationale, based on the relevant stakeholder needs, and are process based.					
	Integrated	The approaches support strategy and are linked to other relevant approaches.					
Deployment	Implemented	The approaches are implemented in relevant areas, in a timely manner.					
	Structured	The execution is structured and enables flexibility and organisational agility.					
Assessment & Refinement	Measurement	The effectiveness & efficiency of the approaches and their deployment are appropriately measured.					
	Learning & Creativity	Learning & creativity is used to generate opportunities for improvement or innovation.					
	Improvement & Innovation	Outputs from measurement, learning & creativity are used to evaluate, prioritise and implement improvements & innovations.					
Scale			%0	%25	%50	%75	%100
Overall Score							

## ★ ★ ★ RADAR for Results

The Results matrix is used to support the analysis of the results within the four Results criteria.

## ★ ★ ★ Applying the Results Matrix

- ★ Based on all the evidence available, apply the Results RADAR to the set of results used.
- ★ RADAR contains guidance on what we expect the organisation to demonstrate.
- ★ The overall score cannot exceed that of the “Scope and Relevance” of the results available. For example, if the scope of the results available does not fully cover the criterion part being assessed, in line with the organisation’s strategic goals, the overall score given will be limited to that given to the “Scope and Relevance” of the data available.

	Attributes	Guidance	Unable to demonstrate	Limited ability to demonstrate	Able to demonstrate	Fully able to demonstrate	Recognised as Global Role Model
Relevance & Usability	Scope & Relevance	A coherent set of results, including key results, are identified that demonstrate the performance of the organisation in terms of its strategy, objectives and the needs and expectations of the relevant stakeholders.					
	Integrity	Results are timely, reliable & accurate					
	Segmentation	Results are properly segmented to provide meaningful insights					
Performance	Trends	Positive trends or sustained good performance over at least 3 years					
	Targets	Relevant targets are set and consistently achieved for the key results, in line with the strategic goals					
	Comparisons	Relevant external comparisons are made and are favourable for the key results, in line with the strategic goals					
	Confidence	There is confidence that performance levels will be sustained into the future, based on established cause & effect relationships					
Scale			%0	%25	%50	%75	%100
Overall Score							



# Scoring for the Award

## Scoring for the Award

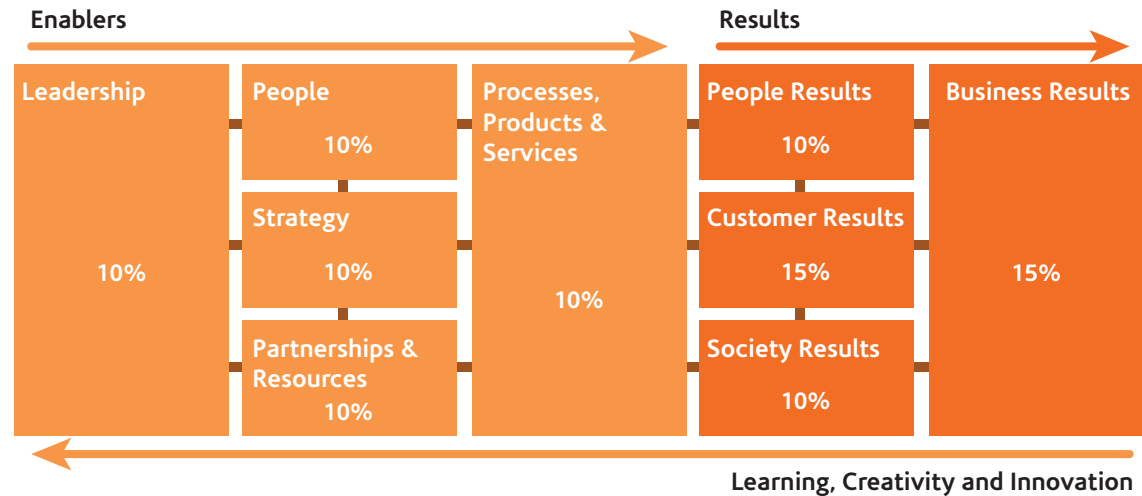
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The RADAR Assessment and Management tool is the evaluation method used to score organisations applying for the SKEA, EFQM Excellence Award and most national Excellence awards in Europe. It can also be used by organisations carrying out Self-Assessment and wishing to use a score for benchmarking or other purposes.

The underlying principle for scoring using the RADAR is that when an organisation's performance improves over time, their score against the Model will increase. 50% of the points available are allocated to the Enablers and 50% are allocated to the results. This is to ensure the organisation has the capability to sustain this performance into the future.

When an organisation is scored using the RADAR matrix, weights are given to each of the nine criteria to calculate the number of points awarded. These weights were established in 1991 as the result of a wide consultation exercise across Europe. They have been periodically reviewed by EFQM and the diagram below illustrates the current weightings.



Generally each criterion part is allocated equal weight within that criterion; for example, each of the 5 criterion parts for Leadership contributes 20% of the 100 points allocated to criterion 1. There are however two exceptions:

- ★ Criterion part 6a takes 75% of the points allocated to criterion 6, whilst criterion part 6b takes 25%;
- ★ Criterion part 7a takes 75% of the points allocated to criterion 7, whilst criterion part 7b takes 25%.

Each criterion part is assessed using the RADAR matrix and a score agreed. These scores are then combined to give a score for that criterion. The weighting is then applied to give an overall score from 0 to 1000 points.

# Glossary

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- Agility:** The organisation's ability to rapidly and efficiently adapt to changes.
- Approach:** The overall way by which something is made to happen; an approach comprises of processes and structured actions within a framework of principles and policies.
- Benchmarking:** A systematic comparison of approaches with other relevant organisations that gains insights that will help the organisation to take action to improve its performance.
- Business Model:** The elements of the business that create and deliver value; these elements normally include the value proposition, the profit formula, key resources and key processes of the organisation.
- Business Stakeholders:** These are the people who provide funding for the organisation; the people who the Management Team ultimately report to. In companies, this could be the owners, shareholders or investors. In the public sector, this could be the government, ministers or politicians.
- Capabilities:** The quality of being able to turn capacity (see below) into action and results by accessing relevant knowledge, competence, expertise, resources and processes.
- Capacities:** A measurement of what can theoretically be achieved, usually expressed in terms of size, volume or number. In organisations, this often refers to what the theoretical maximum output is compared to what the actual output is, with the result being expressed as a percentage.
- Change Management:** An approach for leading the transition of individuals, teams and organisations from their current state to a defined, desired future state. It is an organisational process aimed at helping stakeholders affected to accept and embrace changes in their business environment.
- Comparisons:** Data used to compare the performance of one organisation or process with another.
- Continual Improvement:** The on-going improvement of processes that lead to achievement of higher levels of performance through incremental change.
- Core Competence:** A well performed internal activity or capability that is central to the organisation's competitiveness, profitability or efficiency.
- Corporate Governance:** A framework of authority and control within an organisation used to help it fulfil its legal, financial and ethical obligations.
- Creativity:** The generation of ideas for new or improved products, services, processes, systems or social interactions.
- Critical success factors:** Limited number (usually between 3 to 8) of characteristics, conditions or variables that have a direct impact on the effectiveness, efficiency and viability of an organisation, programme or project.
- Culture:** The specific collection of Values and Norms that are shared by people and groups in an organisation that control the way they interact with each other and with stakeholders outside the organisation.



<b>Customer:</b>	The recipient of products or services provided by the organisation.
<b>Diversity:</b>	The extent to which the people within the organisation recognise, appreciate and utilise, the characteristics that make individuals unique. Diversity can relate to age, race, ethnicity, gender, beliefs, physical abilities & sexual orientation.
<b>Employability:</b>	A person's capability for gaining and maintaining employment. The meaning can be different depending on the perspective taken. For the individual, this could mean stability or mobility. For the organisation, it could mean flexibility.
<b>Empowerment:</b>	The process by which individuals or teams are able to take decision making responsibilities, and operate with a degree of autonomy in their actions.
<b>Equal opportunity:</b>	The practice of ensuring that all people receive fair and equal treatment regardless of gender, age, race, nationality, religion, disability or sexual orientation.
<b>Fundamental Concepts of Excellence:</b>	The set of key and proven principles upon which the EFQM Excellence Model framework is based.
<b>Good/best practice:</b>	Superior approaches, policies, processes or methods that lead to exceptional achievement. Since it is difficult to find out what is best, the term "good practice" is preferred by most organisations. Ways to find good practice outside the organisation can include benchmarking and external learning.
<b>Innovation:</b>	The practical translation of ideas into new products, services, processes, systems or social interactions.
<b>Intellectual Capital:</b>	The value of an organisation that is not captured in its traditional financial accounts. It represents the intangible assets of an organisation and is often the difference between market and book value.
<b>Key Processes:</b>	The processes that are of most important for delivering the strategy and driving the value chain of the organisation.
<b>Knowledge:</b>	Knowledge is expertise and skills acquired by a person through experience and education, involving the theoretical and/or practical understanding of a subject. While data are raw facts and information is data with context and perspective, knowledge is information with guidance/ability for action.
<b>Leaders:</b>	The people who coordinate and balance the interests and activities of all who have a stake in the organisation.
<b>Learning networks:</b>	A group of people with a common goal or interest who pool their individual information, knowledge and experience to actively learn together.
<b>Management System:</b>	The framework of processes, related performance/result indicators and process management and improvement systems used to ensure that the organisation can fulfil its Mission and Vision.
<b>Mission:</b>	A statement that describes the purpose or "raison d'être" of an organisation, confirmed by its stakeholders.
<b>Mobility:</b>	The willingness and capability of people to change their job or the working location.

**Organisational Agility:** The ability to respond and adapt, in a timely way, to an emerging threat or opportunity.

**Organisational Capability:** Refers to the ability and capacity of the organisation to achieve specific goals. The organisation can enhance this capability, for example, through external partnerships or internal learning & development.

**Partner:** An external party the organisation strategically chooses to work with, to achieve common objectives and sustained mutual benefit.

**Partnership:** A durable working relationship between the organisation and partners, creating and sharing added value for both parties. Partnerships can be formed e.g. with suppliers, distributors, educational bodies or customers. Strategic partnerships support the strategic objectives of the organisation in a particular way.

**People:** All individuals employed by the organisation (full time, part-time, including volunteers), including leaders at all levels.

**Perception:** The opinion stakeholders have of the organisation.

**Process:** A set of activities that interact with one another because the output from one activity becomes the input for another activity. Processes add value by transforming inputs into outputs, using resources.

**Products:** Commercially distributed goods as a result of a fabrication, manufacturing, or production process that passes through a distribution channel before being consumed or used. In a broad sense, products include a wide range of goods, from commodities to complex installations such as facilities, plants or factories.

**Purpose Statement:** Used by some organisations instead of either the Mission and / or Vision statements.

**Society:** The social infrastructure outside the organisation that can be affected by the organisation.

**Stakeholder:** Person, group or organisation that has a direct or indirect stake or interest in the organisation because it can either affect the organisation or be affected by it. Examples of external stakeholders are owners (shareholders), customers, suppliers, partners, government agencies and representatives of the community or the society. Examples for internal stakeholders are people or groups of people. (See also Business Stakeholders above).

**Strategy:** A high level plan describing the tactics by which an organisation intends to achieve its Mission and Vision, that are subsequently translated into aligned strategic goals and objectives reflecting what the organisation has to do.

**Value Proposition:** The differentiating value the organisation's products and services offer to customers.

**Values:** Operating philosophies or principles that guide an organisation's internal conduct as well as its relationship with the external world. Values provide guidance for people on what is good or desirable and what is not. They exert major influence on the behaviour of individuals and teams and serve as broad guidelines in all situations.

**Vision:** Description of what the organisation is attempting to achieve in the long-term future. It is intended to serve as a clear guide for choosing current and future courses of action and, along with the Mission, it is the basis for strategies and policies.





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