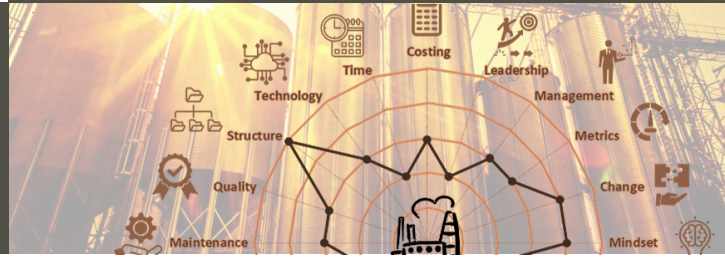


- Business Excellence Maturity Assessment.
- The Business Fingerprint.
- The Business Maturity Timeline.



## Why a Business Excellence Assessment?

After reading a 120-page company report, the plant manager of a food additives company asked how to elevate the manufacturing processes and where to allocate resources to become more competitive. We used the report to get a snapshot of the current situation but we needed further analysis to find an indicator of future potential and give us a more reliable direction to take.

The Business Excellence Maturity Assessment (BEMA) gives companies key information about how their operation compares to the best-in-class. The assessment framework is suitable for all operation configurations, from projects, job shops, flow shops, line flow, to continuous flow. There is an assessment for the manufacturing industry and another one for the service industry.

The BEMA is a gap-fit analysis and benchmarking tool to evaluate health and maturity based on 126 strategic questions divided in 20 key impact categories.

## The Business Fingerprint

### What Is a BEMA?

The BEMA is a comprehensive full diagnosis assessment that allows the business to identify their maturity timeline using 20 Impact Keys benchmarked to World-Class Operations.

The assessment covers all 20 Keys to World-Class Operations with one question per "Key": Costing, Efficiency, Information, Layout, Leadership, Management, Metrics, Quality, Readiness, Renewal, Roles, Service, Solving, Standards, Structure, Teamwork, Technology, Timing, Training, Visuals.

For each question, select one of five available answers. Each option represents a specific level of maturity. Because answers are descriptive, rather than evaluative (measuring the strength of agreement on the Likert scale), it makes the assessment process repeatable and scores reproducible.

### How Long Does the Assessment Take?

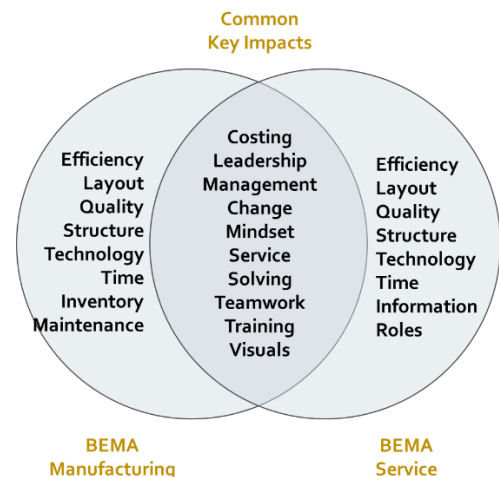
The BEMA BASIC takes 40 minutes to provide your business with an overview of the possible business maturity. PathStone Group offers the COMPREHENSIVE BEMA for your Manufacturing or Service business, ask for a quote. Click below to access to the BEMA Basic assessment and discover what is your business fingerprint.

[Take The Assessment](#)

The BEMA takes from 8 to 12 hours depending on the size of the business and its operations complexity; occasionally, may take more than 12 hours. There is a flat fee for the Assessment regardless of the time taken to complete. We take the necessary time to do our due diligence and provide with the comprehensive results and recommendations.

### Who Should Do the Assessment?

With the BEMA, you can measure leanness and business excellence against world-class manufacturing standards and practices. The BEMA is for operations executives, plant managers, and business investors to define the current state of reality, assess working conditions, provide direction for improvement efforts, and collect data for potential certification and factory acceptance testing like ISO standards, Lean certifications, and potential merges and acquisitions. The outcome of the BEMA also serves as a benchmark on the path to the business Transformation including Industry 4.0.



## Key Impacts



### Costing

The BEMA assesses how well costs are defined, allocated, and controlled. Relevant concepts include the budgeting process, costing system, cost drivers, reviews and controls, accounting of non-performance cost and the cost of poor quality.



### Efficiency

The BEMA assessment evaluates how time, money, people, and energy are used for the intended purpose. Efficiency concepts relevant for operational excellence include resource conservation, value generation, waste reduction, efficiency controls, overall equipment efficiency (OEE) and overall process efficiency (OPE), throughput rate and level of production, flow of material and information, quick setups (SMED) and rapid changeover techniques (RCO), factory streamlining, and plant complexity reduction.



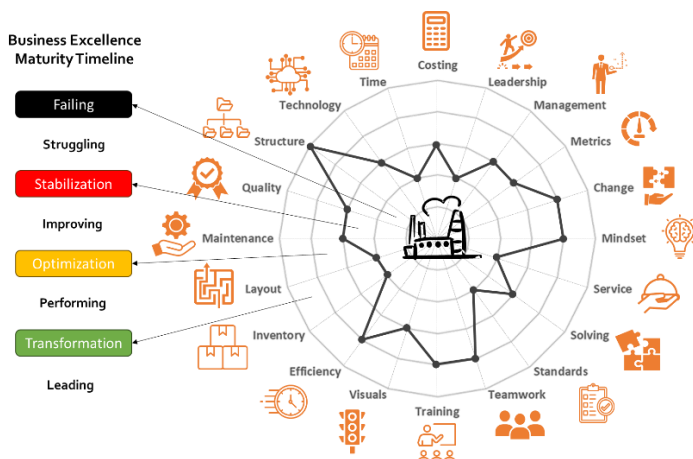
### Inventory

The BEMA evaluates inventory structure, method of organization, degree of standardization, limits and controls, classification of items, amount of buffers and safety stocks relative to demand, replenishment triggers and process, sequence of withdrawal, vendor inventory, items in-queue versus work in process (WIP), degree of separation, obsolescence rate, the production process chain, handling and internal logistics, and how overproduction is addressed.



### Layout

The BEMA evaluates working conditions, configuration of spaces, asset waste, effectiveness of walk-pattern, the time it takes to fetch parts and information, degree of continuous flow, and how people exchange information.



Business Excellence Maturity Assessment fingerprint for Manufacturing



### Leadership

When assessing leadership as an activity, there are timing implications to understand since the leader might chose to trade

short-term gains for long-term benefits. There are also soft factors to consider that are hard to measure, such as influence and inspiration. For the purpose of the leadership assessment, we focus on business strategy, the strategic development framework and the policy deployment roadmap.



### Maintenance

The maintenance checklist assesses how well facility and production equipment is maintained and uptime controlled, and the ability of machines to run at zero unplanned downtime.



### Management

The BEMA evaluates performance management, i.e. how effectively processes and behaviors are managed to ensure compliance and safety, and to achieve desired results.



### Metrics

The BEMA assesses the effectiveness of the measurement process and system. Concepts include goal alignment, key performance indicator, balanced scorecard, measurement process, and performance reviews.



### Quality

Quality is a measure of excellence or a state of being free from defects, deficiencies, and significant variations. The BEMA quality assessment key measures the factory's ability to deliver goods and services that are "fit for purpose", the level of quality designed into products and supply chain to meet market expectations.



### Change

Readiness refers to the state of preparedness needed to face and implement change. It involves having a vision and resources in place, engaging people, and creating the motivation to act. The BEMA assesses how prepared an organization is to adapt to (a) advances in technology, (b) a shift in customer preferences, and (c) changes in the competitive landscape.



### Mindset

The BEMA evaluates an organization's ability to renew itself, to continually create more effective strategies, structures, products and services based on the premise that different is not necessarily better, but better is always different.



### Service

Service level is a measure of responsiveness to meet customer requirements, making it a key performance indicator for essentially all businesses. The BEMA assesses delivery performance to internal and external customers, capability of service processes, expectations versus needs, customer service and satisfaction levels, service quality references, service level agreements, vendor capability and capacity, and net promoter score.

## Solving

The BEMA assesses the effectiveness of the problem-solving process and quality system, and how well problems are addressed and solved.

## Standards

Operational excellence standards capture current best practices, define the manufacturing process and right way of working while establishing a baseline for improvement. The BEMA assesses to which degree processes follow standards and the effectiveness of procedures to ensure predictable outcomes.

## Structure

Structure is the foundation of a safe, efficient workplace. The BEMA assesses organizational level based on the 5S concept that a place is defined for each item and all items are kept at their defined places.

## Teamwork

Teamwork is an outcome when activities require more capacity or capability than a single person can provide, or when synergies among team members create more benefits than the sum of individual contributions. People working in teams with a clear purpose and good chemistry not only improve business results, but they improve engagement and job satisfaction; everybody wins.

## Technology

For the BEMA, we evaluate the purposeful application of knowledge in the design, production, and utilization of goods, the level of digitalization, and the organization of human activities.

## Timing

Time or workload management refers to the effective use of the available time to accomplish a task or job. With conscious use of time, productivity increases as more time is allocated to important tasks, and work is accomplished faster with less time wasted by waiting and idling. The BEMA assesses how well activities are planned and time is used and controlled.

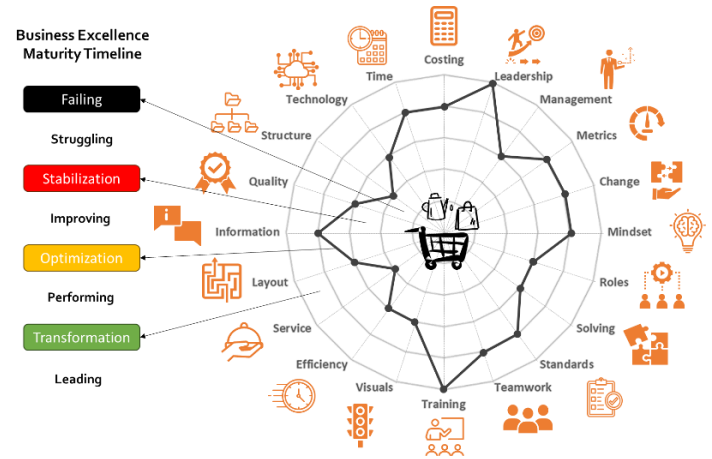
## Training

The BEMA evaluates how well people are being trained and prepared for their future roles in the organization. It scores bench strength, skill assessment robustness, degree of continuous learning, effectiveness of coaching and feedback, how training is initiated and delivered, breadth of the training program, and how well career development is executed for workers, functional specialists, and leaders.

## Visuals

Visuals relay information to and between people so they can perform work without the help of papers and computers. The

BEMA assesses to which degree the operation is managed visually, the types of visuals in use, the degree of transparency, visual management, visual processes control, and visual inventory management.



Business Excellence Maturity Assessment fingerprint for Service

## Information

Information is a valuable asset because it affects behavior, decisions, and outcomes. Since most office work involves information processing and decision-making, the service BEMA assesses the quality of data and effectiveness of information management—which encompasses all the systems and processes for the creation and use of corporate information.

## Roles

A clear definition of roles and responsibilities is a prerequisite to effectively manage people and processes. The BEMA service assesses how roles and responsibilities are assigned, how competency and authority levels are balanced, and how ownership and accountability for results are defined.

## What is Next?

Click the buttons ...

Take The Assessment

Discover The Strategy

## Let's Work Together

Bring PathStone Group to support your Business Excellence journey in your Organization

Contact Us

"We are what we repeatedly do. Excellence, then, is not an act, but a habit." Aristotle.

