

Operational excellence

for industry or franchise
organizations.

Content

Do you want to gain better control over the performance of various departments and locations within your organization? At DEKRA, we understand better than anyone how crucial it is to maintain control over the quality and efficiency of your services and management. To support you in this, we discuss the following topics in this whitepaper:

- ▶ How do you establish **relevant** criteria? **2**
 - Best practices **2**
 - Example criteria **3**
- ▶ What is the importance of an **objective assessment**? **8**
- ▶ How can you elevate your **improvement process** to a higher level? **9**
- ▶ **About DEKRA Audit** **10**

How do you establish **relevant** criteria?

In the fast-paced realm of improvement management, developing robust assessment criteria is vital for achieving success. Through the best practices and practical examples outlined below, we strive to guide and support you on your journey toward *'operational excellence'*.

Developing criteria: Key best practices

- ▶ **Visualize your business processes**
Start by mapping out the core processes within your organization. The most effective approach is to create a clear visual representation of each step. This enables you to pinpoint bottlenecks, eliminate redundancies, and uncover opportunities for improvement.
- ▶ **Identify risk factors**
Pinpoint where delays, errors, or inefficiencies arise. Gaining a clear understanding of these pain points within your processes is critical for establishing effective criteria.
- ▶ **Leverage input from relevant experts within your organization**
Engaging employees not only yields valuable insights but also increases their commitment. When employees sense that their contributions are valued, they are more likely to invest in the success of the improvement process. These interactions cultivate accountability, paving the way for lasting and meaningful changes across the organization.
- ▶ **Align with long-term goals**
Make sure the criteria are in step with your organization's long-term objectives. This alignment ensures that the evaluations stay relevant and contribute to achieving the desired outcomes.
- ▶ **Clarify and specify**
Ensure that the criteria are clear and specific. What exactly needs to be measured? What constitutes a desired outcome for evaluating each criterion? Defining specifics reduces ambiguity and improves understanding among all stakeholders.
- ▶ **Integrate mechanisms for flexibility**
Ensure that the criteria are adaptable to evolving processes. Plan regular reviews to keep them relevant and in alignment with overarching goals.

Developing criteria

Examples

The examples below are not fixed guidelines but offer an overview of relevant criteria that can be applied to a wide variety of organizations.



▶ Image

A strong and positive image is crucial, as it impacts customer trust, brand loyalty, and your ability to attract top talent. It demonstrates how effectively your company communicates its identity.

Criteria	Description
Brand Perception	Evaluate how consumers perceive and interact with your organization, highlighting public attitudes, beliefs, and overall sentiment.
Brand Loyalty	Assess the probability of customers repeatedly selecting your organization over competitors.
Brand Association	Evaluate how effectively specific attributes (e.g., innovation, quality, reliability) are linked to your organization.

Customer Experience

Customer experience covers every interaction your customers have with your company. It plays a crucial role in building customer loyalty and enhancing your competitive edge.

Criteria	Description
Net Promoter Score (NPS)	Evaluate your organization's customer loyalty by asking how likely they are to recommend your product or service to others.
Customer Satisfaction Score (CSAT)	Evaluate customer satisfaction with a specific interaction or their overall experience.
Customer Effort Score (CES)	Assess how easy it is for customers to complete a task or resolve an issue with the organization.
First Contact Resolution (FCR)	The ability to resolve customer issues during the first contact, reducing the need for follow-ups.
Average Resolution Time (ART)	The average time required to resolve customer issues, which impacts overall satisfaction.
Customer Retention Rate (CRR)	The percentage of customers who remain engaged with your organization over a specific period.
Personalization	Customizing interactions and communication to meet the unique needs of each customer.
Accessibility	The degree to which an organization supports individuals with disabilities by providing equal access to its services, products, and facilities.

▶ Service Quality

Delivering excellent service quality fosters positive customer feedback and strong recommendations. Key factors include consistently fulfilling, and often surpassing, customer promises and expectations.



Criteria	Description
Product Quality	A product or service should consistently meet, or even surpass, customer expectations regarding functionality, durability, and reliability.
Ease of Use	Products and services should be intuitive and straightforward, reducing potential frustration or confusion for customers. The entire purchasing experience, from browsing to buying and receiving the product, should be seamless and hassle-free.
Personnel Expertise	Assessing the qualifications and skills of team members to ensure their competence and effectiveness.
Information Security	Evaluating the organization's IT security measures, data protection protocols, and the reliability of its IT processes.
Feedback and Improvement	Actively seeking customer feedback and showcasing a genuine commitment to making improvements based on that input can significantly boost customer satisfaction.

► Sustainability

Exploring sustainability highlights your dedication to social and environmental goals. Furthermore, adopting sustainable business practices appeals to eco-conscious consumers and investors, fostering long-term success and providing a competitive edge.

Criteria	Description
Environmental Impact	Evaluates the impact on the environment through practices such as reducing emissions, conserving resources, and effective waste management.
Corporate Social Responsibility (CSR)	Explores various initiatives that positively impact society, including community development, education, and health programs.
Employee Well-being	Assesses how the organization promotes a healthy, safe, and inclusive workplace that nurtures employee growth and satisfaction.
Regulatory Compliance	Evaluates whether environmental laws and regulations are being adhered to and assesses efforts to go beyond compliance by setting higher standards.
Carbon Footprint	Greenhouse Gas Statements.
Renewable Energy	Demonstrates your organization's dedication to a circular economy approach, fostering long-term sustainability and operational resilience.

Suppliers

Your supply chain plays a vital role in your business performance. By regularly evaluating your suppliers, you can minimize risks like disruptions and non-compliance with industry standards, resulting in a more efficient and dependable supply chain.

Criteria	Description
Supply Chain Risk Management	Analyzing weaknesses across different delivery stages and identifying high-risk suppliers.
ESG Insight	Evaluating stakeholders' <i>Environmental, Social, and Governance</i> performance as reflected in their operations and policies.
Information Security	Analyzing IT security, data protection, and the reliability of IT processes.
Delivery Performance	Analyzing the ability to meet quantity and delivery commitments.
Sustainability	Analyzing compliance with sustainable practices by suppliers and partners, including ethical sourcing and fair labor conditions.

What is the importance of an objective assessment?

After establishing the criteria, it is essential to involve an independent party, such as DEKRA, to perform the assessments from an unbiased perspective. DEKRA's experts bring specialized knowledge that provides valuable insights for your organization.

Objectivity

Our independent assessors provide an unbiased perspective, free from internal influences or prejudices, ensuring a fair evaluation of the practices and performance of your franchisees or industry peers.

Benchmarking

DEKRA can help benchmark the results against industry standards or competitors, providing a clearer picture of where you stand in the market.

Expertise

External assessors often bring specialized knowledge and experience that may not be available within your organization. This provides valuable insights and recommendations.

External perspective

DEKRA's experts can identify issues or areas for improvement that internal teams might overlook due to familiarity or ingrained habits.

Stakeholder trust

By demonstrating a commitment to continuous improvement through independent assessments, you build trust with stakeholders, including customers, employees, and investors.

Innovation

New perspectives can lead to fresh ideas and strategies for improvement and innovation, driving business development and efficiency.

Credibility

An independent assessment can enhance the credibility of results by demonstrating transparency and accountability, which is especially valuable when reporting to stakeholders, investors, or customers.

How can you elevate your improvement process to a higher level?

Whether you want to enhance your performance and that of your franchisees or industry members, refine your strategy, or improve your marketing, DEKRA's Assessment Services delivers the additional support your organization needs to achieve operational excellence.

▶ DEKRA's Assessment Services

The advantages:

- **Insight into strengths and opportunities for improvement:** Identify which aspects of your network excel and where there's potential for growth.
- **Achieve targeted growth:** Leverage clear, customized recommendations tailored to your specific needs to take precise steps that elevate your organization.
- **Strengthen market position:** Secure your market leadership with strategies and solutions designed to strengthen every part of your organization.
- **Quality assurance:** Ensure your partners and services meet the high standards of quality and safety you demand.
- **Expert insights with global reach:** Our experts possess extensive experience in tailored audits and assessments. Backed by an international network, our auditors are ready to support you globally. DEKRA auditors are flexible and available across Europe.

How does it work?

Our Assessment Services are highly versatile. This customized solution is specifically tailored to your needs. Examples of our services include:

- **Preparation for assessments:** Joint selection of a suitable reporting standard and frequency, along with the identification of criteria.
- **Supplier assessments:** Verify whether your suppliers meet your quality requirements.
- **Process audits:** Evaluate the efficiency and effectiveness of processes within a chain or franchise.
- **Compliance audits:** Assess whether your organization complies with relevant laws and regulations.
- **Site assessments:** Analyze the performance and adherence to quality standards across various locations.
- **Gap analysis:** Pinpoint areas of weakness and uncover opportunities for improvement.
- **Recommendations:** Practical advice for future processes and measures.

▶ Would you prefer to manage certain parts of this service yourself?

That's entirely possible, especially if you already possess the necessary expertise. Alternatively, you can always opt to have DEKRA handle the entire process for you.

About DEKRA Audit



Active. Diligent. Visionary. Whether you need more efficient business processes, more reliable products and systems for international market success or qualified auditors, DEKRA Audit has over a thousand specialists worldwide ready to provide you with comprehensive services.

Our services cover all aspects of quality and performance, safety and health, sustainability, and responsible business practices. Approximately 30,000 companies in over 50 countries rely on our certifications, tests, and inspections to achieve their objectives efficiently and seamlessly.

Learn more about us on [dekra.nl](https://www.dekra.nl)

[Assessment Services >](#)

[All audits and quality labels >](#)

[More about our method >>](#)

DEKRA Audit certifications and quality labels

We offer our clients certification services to the following standards (among others):

BORG	ISCC Corsia	MedMij label
BRL 100	ISCC EU	NEN-EN 15224
BRL 6000	ISCC Plus	NEN 7510
BRL 6000-25	ISAE 3000	NEN 8009
CO2 Performance Ladder	ISAE 3402	NTA8080
CO2 Reduction management	ISO 14001	NVKL
CSR Performance Ladder	ISO 2000-1	Security Quality Mark
Double-counting verification	ISO 27001	Social Enterprise Performance Ladder
Entry verification	ISO 27701	SCIOS
Evacuation Alert System Certification	ISO 45001	Safety Culture Ladder
Fire Alarm Installations Regulations	ISO 55001	VCA company certificate
HKZ certificate	ISO 9001	