

An Investigation of Interconnection between Business Excellence Models and Corporate Sustainability Approach

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Abstract

The paper provides a general approach to explore the suitability of business excellence models (BEMs) to include corporate sustainability (CS) and on examples of awarded organizations in national quality awards (NQAs) found the synergic approach in deploying issues of BEMs and sustainability. The aim of the paper is to provide an overview of the BEMs approach in the Czech Republic and found the relevance with the issues of corporate sustainability. As an example was involved the Czech organizations awarded in NQAs in the area of excellence and sustainability in 2016. Based on a reflection of the current situation, there is a clear lack of organizations' approach to principles or strategic management tools that are suitable for implementation to enhance organization excellence including corporate sustainability. Then, an analysis is deployed in order to identify common synergy between BEMs and issues of corporate sustainability. This study is based on information gathered through an extensive literature review using print media and research databases like Emerald, EBSCO, Pro-Quest and we also employed the available sustainable reporting for awarded companies. The study is expected to help in reviewing national business excellence strategies and overview of the collected samples of organizations may help other entities to effectively process reports to use of the synergy of the criteria of the BEMs and corporate sustainability within the relevant NQAs or to target on appropriate stakeholders.

Keywords: corporate sustainability, business excellence models, National Quality Awards, EFQM excellence model

1. Introduction

At present, there are tendencies to take into account the principles of "sustainability" that are defined by both international organizations, adopted into local national conditions, and eventually, can be implemented into specific corporate practices. Sustainability characterizes an organization's ability to adapt to change and provide a range of valued service delivery opportunities and practices that are effective and efficient. As generally understood, sustainability is a multidimensional phenomenon that focuses on maintaining sound outcomes, generating knowledge, building capacity, experiencing stable funding and staffing patterns, and providing value-based services and supports in an effective and efficient manner (Schalock et al., 2016). These attributes are considered essential to the organization's ongoing health and welfare (Kim, 2015; Krumdieck and Page, 2012; Krumdieck, 2013; Scheier et al., 2008; Scheirer, 2005; Simmons et al., 2015). On the other hand, increasingly being viewed conception of quality improvement as a tool for an effective and efficient approach to operationalizing sustainability. It is a continuous process that occurs most readily in organizations that have built the capacity to change, and

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in those organizations that take a balanced approach to its formulation and implementation (Schalock et al., 2016). In addition, quality improvement involves integrating organization self-assessment, planning, doing, and evaluating; involving key stakeholders in the quality improvement process; incorporating multiple performance-based perspectives; implementing specific quality improvement strategies aligned with these perspectives; and using right-to-left thinking that establishes the mindset among organization personnel that change is possible by beginning the quality improvement process (Bourgeois et al., 2011; Hunter, 2006; Kapucu et al., 2011; Schalock and Verdugo, 2013).

However, the reality is different, although a consensus can be found both among researchers, academics and creators of these approaches, and from the point of view of organizations there are very few entities that would appropriately implement the tools of strategic management represented by the BEMs approaches, taking into account the sustainable development approach known in the Czech Republic under the term of Corporate Social Responsibility, here it is possible to use a number of national or international approaches/frameworks - methodical, guiding, and certification. As an example, we mentioned OECD Guidelines for Multinational Enterprises, the principles of the United Nations Global Compact, the ISO 26000, the ILO Tri-partite Declaration of Principles Concerning Multinational Enterprises and Social Policy, and the United Nations Guiding Principles on Business and Human Rights. This core set of internationally recognized principles and guidelines represents an evolving and recently strengthened the global framework for CSR. European integration of these frameworks fully follows the CSR promotion.

This article has originated to a lack of interconnection of strategic management tools that can implement certain sustainable development principles appropriately in a number of organizations, with the concern on Business Excellence Models. For the purpose of this paper, the author will focus on the EFQM, since the objective is to explore whether these models are suitable to handle corporate sustainability performance. On the other hand, there are organizations that are aware of their activities and regularly participate in possible awards (based on BEMs principles or CSR activities), mainly large or multinational companies. But there is still discussion about the measurement of the use or level of implementation these activities (but these is not the purpose of this paper). In the national level, we developed Sustainability Reporting Award that claimed that organization has the relevant information contained in their reports (based on the GRI principles). According to Lona et al. (2015) is the traditional production system unsustainable and this suggests that traditional production systems, consumption, societies, and the entire economic system, and perception of human development must embark on a profound transformation in the coming decades.

For the purposes of research, the research assumption was formulated: "Awarded organizations in NQAs that already use the BEMs principles also use and take into account corporate sustainability issues". We have adapted for identifying the "triple-bottom-line" approach, and the reporting element (CSR/Sustainability reports) has been taken into account, which has been thoroughly evaluated against this concept. The paper is structured in the introductory section for defining issues and a progressive literature review focusing on the connectivity between BEM and the sustainability issues. Subsequently, the NQA model approach and the relationship with BEMs were

introduced. The added value of the study lies in the mapping of the situation in the Czech environment and the search for links between the organizations awarded in 2016 in the NQAs and the level of implementation and application of the principles of corporate sustainable development, such a preview of the issue is unique and has not yet been carried out. In the following part, the BEMs will be presented with the overview of the Czech state of the art in the area of NQA and sustainability issues.

2. Business Excellence Models

Business excellence models (BEMs) are quality management frameworks based on organizational performance criteria that originated through the evolution of TQM principles. BEMs have played a significant role in improving business among organizations, and these efforts are well documented with Quality Foundations that administer BEMs across regions and countries (Lona et al., 2015). This is also supported by Oakland (2003), who suggests that organizations are placing emphasis on quality through business excellence models (BEMs), such as the European Foundation for Quality Management (EFQM), in order to measure their performance against world-class standards. In this context, BEMs are quality management frameworks based on organizational performance criteria that (Lona, et al. 2009). As we will go further from the EFQM model, it is introduced in the following section.

2.1 The EFQM Business Excellence Model

In particular, the EFQM model has been recognized as a European approach to benefit organizations in the area of value creation and their growth. The EFQM is a non-prescriptive model that acts as a signpost for organizations that want to achieve excellence. The EFQM model comprises nine criteria and 32 sub-criteria, which are divided into two categories, namely enablers (5 criteria/24 sub-criteria) and results (4 criteria/8 sub-criteria), see Figure 1. The enablers can be described as what the organization does while the results deal with what it achieves (Zargar, et al., 2011). If an organization wants to change the results it obtains, it then needs to change the way in which it is managed. This suggests that if an organization is to achieve its espoused results, its leadership will have to drive its policy and strategy, people, partnerships, and resources while improving the organization's processes, products and/or services (Haffer and Kristensen, 2008).

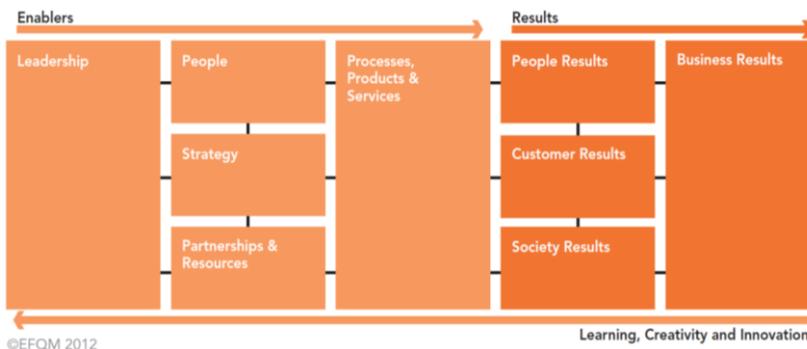


Figure 1. EFQM excellence model (EFQM Publications, Brussels, 2016).

The current Model version 2013 was published after another diligent review and mainly to update the Fundamental Concepts to fully align them with current and future challenges for organizations worldwide. New critical aspects were integrated into existing concepts: agility (to balance too much structure), Organizational Capability (to include the Partnership aspect), the Talent of People, and the need to sustain outstanding results (EFQM, 2016). In these perspectives is a highly significant exploration of the practical link to the corporate sustainability features that are outlined in the following section.

3. Interconnections of Sustainable Development with National Sustainable Development Strategy and Corporate Sustainability

Sustainability meanings have two approaches. The first one is embedded in the definition from Brundtland Commission as ‘development that meets the needs of the present without compromising the ability of future generations to meet their own needs’ (WECD, 1987). Since the definition provided by the WECD, it has become a buzzword for an array of social environmental causes (Savitz and Weber, 2014). The second aspect, the three dimensions of sustainability is defined by the concept of the “triple-bottom-line” (amongst others). It covers the economic, the environmental and the social bottom line (Elkington, 1999). A company’s bottom line shows usually the profits. Here, the economic bottom line is about the economic capital, which covers the financial and the physical capital, as well as human and the intellectual capital. The social bottom line focuses on the social capital, in the sense of public health, skills, and education, but also society’s health and wealth creation. The ultimate one is the environmental bottom line. It covers the natural capital, the critical natural capital and the renewable, replaceable, or substitutable natural capital. (Elkington, 1999). The important fact is that SD has been recognized and there is a need to look at how organizations are performing in terms of social, economic, and environmental aspects in an integrated way (Isaksson, 2006).

For example, the Czech governments were tried to find a way to sustainable development using standards and laws developed the historically first national Sustainable Development Strategy of the Czech Republic (SDS) which was approved by Government Resolution no. 1242 of 8 December 2004 as a long-term framework for political decision-making in the context of the international commitments made by the Czech Republic in connection with its membership in the EU, OECD and UN, while respecting the specific conditions of the Czech Republic. It was the starting point for the development of strategic materials (sectoral policies and action programs), for strategic decision-making in state administration and territorial public administration, and for their cooperation with stakeholders. By adopting the SDS, the Czech Republic fulfilled its commitments derived from the conclusions of the World Summit on Sustainable Development in Johannesburg in 2002, and acknowledged the conclusions of the Earth Summit in Rio de Janeiro in 1992, the UN Millennium Development Goals, and the 2003 conclusions of the UN Commission on Sustainable Development (particularly its International Multi-annual Action Programme until 2017).

An SDS update was scheduled for 2007-2009; it was inspired by the Renewed EU Sustainable Development Strategy (2006), among others. After almost three-year intensive work of the Government Council for Sustainable Development, its

Committees and Working Groups and a drafting team of experts, the Draft Updated Strategy was submitted to the Government for adoption. In its session in 2010 the Government adopted by its Resolution No. 37 the updated Strategy for Sustainable Development of the Czech Republic under the title "Strategic Framework for Sustainable Development in the Czech Republic". In consequence to the SDS, Progress Reports are made under the auspices of the Government Council for Sustainable Development with the objective to map the fulfillment of the SDS goals and inform both politicians and the public about the state and development of the Czech Republic in respect of sustainable development. Summarize this approach, the Czech government respects the UN that is going to pass Sustainable Development Goals, which are referring to the triple-bottom-line of Elkington (United Nations Department of Economic and Social Affairs, 2015).

Also, society starts to contribute because sustainability is becoming a new form of value within the society (Elkington, 1999). Additionally, companies are responsible, too and have to take their part to be "sustainable" (Fineman, 2002). Sustainability is and will be one of the competitive differentiators (Savitz, 2006) and will be important for the long-term profitability of companies (Epstein and Roy, 2003). Epstein and Roy (2003) also name some benefits companies will achieve through sustainability actions, the customers will be loyal and will purchase over the long-term, the employees will commit to great service, innovations will be supported by that and the employees will be more reliable. At least the shareholders will provide capital over the long-term.

However, the companies still need support to conduct sustainable development (vom Brocke et al., 2012). Therefore, it is necessary to develop supporting concepts to help companies to be sustainable. As a suitable instrument, BEMs are linked to sustainability because these bottom-up approaches are based on value-generating business processes. Thus, if organizations want to gain competitive advantage and achieve excellence, it is appropriate to connect with EFQM elements, for example, to recognize organizations that implement and deal with corporate sustainability.

For organizations, it implied the challenge to simultaneously improve social and human welfare while reducing their environmental impact and ensuring effective achievement of economic organizational objectives (Lona, et al. 2015). In this way, corporate sustainability refers to the way on which companies are able to integrate and deploy the three-bottom lines perspectives (Savitz and Weber, 2014) into their production systems. Today most managers have accepted corporate sustainability as a precondition for doing business (Dyllick and Hockerts, 2002), although there is a paucity of systematic guidelines to achieve it in the medium and long terms. For Zink (2007), corporate sustainability and "sustainable organizations" refer to: enquire long-term business commitment to satisfy stakeholders' needs now and in the future; consider not only economic but also social and environmental prerequisites; live of financial, natural, human, and social capital. Sustainable companies use only natural resources that are consumed at a rate below the natural reproduction or at a rate below the developments substitutes and socially sustainable companies add value to the communities within which they operate by increasing the human capital of individual partners as well of furthering the social capital of these communities (Dyllick and Hockerts, 2002).

For NIST (2014), corporate sustainability is regarded as the way an organization is

capable of addressing current business needs, and through strategic management is prepared for its future business, market, and the operative environment. Finally, NIST (2014) also suggests that corporate sustainability ensures a secure and safe environment for its workers and stakeholders, and is capable of addressing risk and opportunities from environmental considerations and climate change. Presently, there is a challenge in the way how could be these concepts deployed through the BEMs in different levels (strategic and operative). Therefore, we focus on the possibility of the measure what companies operate in issues of business sustainability. We adapted maturity levels from Baumgartner and Ebner (2010), their classification of the maturity levels for corporate sustainability provide: not applicable, poor, elementary, satisfying and sophisticated, see Table 2.

For AME (2008) business sustainability can be better described as an adopted process, in which the maturity-level process is classified in 1) companies that ignore at all any social and environmental regulations, 2) companies that comply with regulations but they do the minimum requirements, 3) companies that comply with social and environmental regulations, and go further by developing business strategies to compliance, and 4) companies that are seriously committed to society and the environment, with clear strategies to plan and deploy business sustainability. Both classifications are useful for developing of the maturity level and in long term are implementable into CS consideration. Currently, in a national-level, they are some programs underway but most countries at government and business levels remain in low maturity levels of adoption (Frey and Yaneske, 2008). For most companies, corporate sustainability is still in its adoption stage as they have just started with programs and initiatives in recent decades and the Czech Republic is no exception.

4. Business Excellence Model in the Czech Republic: State of the Art

The excellence model has received government-level support and can use a voluntary approach that wants to use approaches such as EFQM to do self-evaluation or to enter national prizes associated with the independent assessment of their level of activity not only in terms of company sustainability. Firstly, we focus on the basic definition of BEM approaches based on quality approaches from basic government policy to specific strategies and the development of evaluation systems linked to excellence according to different criteria (e.g. company size, industry, NGOs, etc.). Secondly, we introduce the scheme of the excellence models and awards.

Finally, we assumed these overview by spreading the importance of strategic management tools suitable for implementing the corporate sustainability approach to corporate practice. However, with the number of participants in the given award categories is increasing and organizations wishing to implement corporate sustainability elements are starting to take account of approaches such as Corporate Social Responsibility, Corporate Sustainability, etc., we found that there is an almost negligible number of companies (there are only dozens of companies compared to the 1,5 million economically active entities).

4.1 National Quality Policy Support BEM Approach

By its Resolution, the Government of the Czech Republic has adopted a program of the *National Quality Policy* in the run-up to EU accession in 2000. In this Government Resolution, the National Quality Policy is defined as a summary of targets, objectives, methods, and tools to influence the quality of products, services and activities within the national economy and public administration. It is aimed at creating conditions for making the Czech business entities' mark on EU single market, for achieving and maintaining the competitiveness on European and world markets, as well as contributing to better meeting people's needs and helping to protect the environment. It includes not only a substantial change in the quality of public administration work and public services but also a social climate change, relationships between organizations, the state and citizens, and between citizens themselves. In accordance with this resolution, the Ministry of Industry and Trade has been entrusted with the management of the National Quality Policy. The representative of the Ministry of Industry and Trade has been appointed a chairman of the Quality Council of the Czech Republic by the Minister.

Business Excellence Models are used by organizations to assess and improve their work practices and performance, from these reasons was implemented the *National Policy Strategy* and with the Quality Council of the Czech Republic has a very wide professional scope. To be able to perform this activity well, the Council relies on activities of the professional sections headed by professionally qualified members of the Council. The purpose of this measure is to create a feedback through their experts which would provide the Council with a closer link with current quality problems within the social life. The professional sections with their members - experts from the business community set the priority problems in their professional area working on proposals to address them. It is worth mentioning, for example, commitment of our professional sections within the area of systems and methods for verifying the quality of universities, within the strategy of lifelong education in the Czech Republic, increase of quality and efficiency of public administration, plans to increase the credibility, as well as a value, added increase in the process of organizations' certification, participation in the preparation of the National Strategy of the CSR and National program of conformity assessment of the corporate social responsibility management system, as well as consumer protection and others. Eighteen professional sections have been involved in the National Quality Policy, e.g. Section for Quality in Education, Section for Corporate Social Responsibility, Section for Quality in Standardization, Metrology, Testing, Accreditation, and Certification or Section for Quality in Consumer Protection.

The Excellence Model of the National Quality Award of the Czech Republic is fully compatible with EFQM Excellence Model (European Foundation for Quality management). This model is a recognized and proven an effective tool for achieving success and international competitiveness both in Europe and elsewhere in the world. It is based on principles of continuous improvement. Its application implies thorough and objective verification of effectiveness and quality of all activities of an organization and their evaluation not only in terms of meeting customers' requirements but also that of employees and all stakeholders mainly to achieve customer satisfaction and business results. One can assume that application of the Excellence Model of the National Quality Award of the Czech Republic will bring similar results as in the case of holders of

EFQM Excellence Award. This is a management tool that serves to a systematic and continuous review of organization's quality as from management to strategic decision making, care for employees and other interested parties ending with key results.

4.2 Statute of the National Quality Award of the Czech Republic

The Quality Council of the Czech Republic has decided that regarding the public comments to EFQM model the less demanding Start and Start Plus models would be created especially for entrepreneurs in the Czech Republic the aim of which is to facilitate the path to the full model (Excellence model) for all especially for small and medium-sized businesses, and to take advantage of its excellent opportunities for performance improvement.

As regards all models, the Quality Council of the Czech Republic is the guarantor and initiator of Awards Schemes. The Council adopts statutes of award schemes and announces annually a new scheme. The Czech Society for Quality (hereinafter referred to as CSQ) - the national partner of EFQM is a professional guarantor. CSQ is involved in creating the Awards Schemes; it reviews all documentation and manages the working body so-called Steering committee that decides upon levels of individual candidates and recommends granting an award. Association for Quality Award is in charge of an implementer. It accepts applications, communicates with applicants for the Award, and determines the amount of the fee. It is responsible for a professional development of assessors, their selection for assessment of individual cases as well as evaluation of their work. The suitability of each model is shown in table 1, the first business excellence model is called the *Start Model* which is designed not only for organizations that have decided to start with systematic improvement of all their activities but also for organizations that have experience with ISO 9001 standard application and are looking for more efficient and effective methods of fulfilling the requirements for efficiency gains, reducing costs and promoting innovation.

To start the path to improvement, a self-assessment is recommended by EFQM. The self-assessment is based on nine criteria EFQM model, and the applicant does not handle self-assessment report but responds only to the questionnaire. Objectively completed questionnaire and subsequent processing of the scoring would bring basic information to a company on its strengths and opportunities for improvement in individual criteria of the model (see the following figure - company profile). If this evaluation is positive an organization receives a certificate Perspective Company (organization) valid for three years. Subsequently, it can apply to other programs of the National Quality Award – Start Plus and Excellence.

Table1. Overview of the current BEMs in the Czech Republic

Model	Business Sector	Public Sector
Start	Yes	yes
Start Plus	Yes	yes
Start Europe	Yes	yes
Excellence	Yes	yes
CAF	No	yes

Source: own processing

The second business excellence model involved into award is *Start Plus Model*. To obtain information on the company level, the self-assessment is used, and both enablers and results are assessed. However, this model requires both separate assessment of a self-evaluation report and subsequent on-site assessment by trained assessors. If this evaluation is positive an organization receives a certificate Successful Company (organization) valid for three years. Subsequently, it can apply to *Excellence Program*, which is the third business excellence model.

In 2014 was launched another program Start Europe which is intended for both public administration organizations and business entities, has been included in the program of the National Quality Award of the Czech Republic. Organizations can subscribe to this program at any time during the year. It is based on successful self-assessment and project implementation. Under this program, candidates learn to perform systematic self-assessment using simple tools (for example, according to the Start and EFQM questionnaire) used in the EFQM Excellence Model and identify strengths and areas for improvement. Candidates who successfully implement improvement of the three projects receive national and international EFQM Committed to Excellence Awards.

In Europe, the period after 2000 is characterized by efforts to address the issues of improving the quality also in organizations of public administration (and the public sector in general). The European Institute of Public Administration (EIPA) has issued a *Common Assessment Framework* (CAF) publication in 2002. This model utilizes principles of nine criteria EFQM model. The Quality Council had this material translated in the same year and realized the first pilot evaluation of two organizations according to this model. It decided that the National Award will be granted also for this model. The National Award of the Czech Republic for the CAF model fully complies with the requirements of EIPA; the 'Statute of CAF model' is a basic documentation for its evaluation.

5. Methodology of the Study

As part of the implementation options, it seems appropriate to apply EFQM as a strategic management tool and takes into account selected principles in practice of organizations. We also include the national award for social responsibility and sustainability. For the purposes of research, the research assumption was formulated: "Awarded organizations in NQAs that already use the BEMs principles also use and take into account corporate sustainability issues".

The research methodology was based on the determining all awarded organizations (NQAs award in 2016) and defining their industries including the level of excellence. Consequently, summarizing the available information in the form of CSR / Sustainability Reports and defining the level of implementation of sustainability principles in the organization. Maturity levels for CS were then set (see Table 2) and evaluated. On the basis of this available information, there was subsequently in the study investigated the current state of the art regarding the integration of sustainability into companies, that was conducted with a screening of organization awarded in NQAs based on BEMs approaches with the connections to the following aspects (adapted from Loepp and Bets, 2015): the corporate definition of sustainability, implementation of sustainability within the corporate strategy, documentation of sustainability, key sustainability performance

indicators and integration of sustainability into process management based on flow and use of information to reach sustainability. All the factors identified are then evaluated and concretized in the following part of the paper.

6. Lessons Learned (Findings and Discussion)

To describe the sample we use the position within the NQAs in the Czech Republic (all awarded organizations are included). We have sorted the sample according to the level of excellence (from the best awards to the last one). Table 2 summarizes the list of all awarded organizations that received awards within the Czech NQAs (in 2016). The results point to only two organizations (Miele technika, s.r.o. and the Regional Authority - Moravian-Silesian region), which is rated "satisfying" on the "maturity" scale, which is somewhat worrying for the award-winning organizations. It was expected that almost all the awarded organizations will take into account issues of corporate sustainability. The award-winning Miele technika, s.r.o. has been awarded the highest award (5 stars in the Recognized for Excellence category), and the only one to have a GRI report and has fully implemented the sustainability features. Taking these elements into account does not play the role of a "sector" factor, everything is completely individual by the organization. Only two organizations that received awards in the NQAs (Kaufland and Center of Nursing and Nursing Services City Tousek) have gained appreciation in CSR approaches. None of these organizations received a CSR reporting award. The results point to the fact that BEMs are not correlated with excellence elements and, on the contrary, they are almost not used by private companies, public organizations or NGOs.

Table 2. Overview of the awarded organizations in BEMs and maturity level for sustainability

Organization	Sector	BEM model	Level of Excellence (number of stars)	CSR / Sustainability Report	Implementing of Sustainability principles*	Maturity Levels for Corporate Sustainability**
Miele technika, s.r.o.	Electrical goods retailers	Excellence Model	Recognized for Excellence (5 stars, winner)	yes (GRI guidelines)	yes	Satisfying
Kaufland, v.o.s.	Wholesaler/retailer	Excellence Model	Recognized for Excellence (4 stars)	not available Czech report	Only issues: sustainable assortment, supporting NGOs, environmental programs	Elementary
Population Protection Institute in Lázně Bohdaneč, CZ	Public service	Excellence Model	Recognized for Excellence (3 stars)	no	no	Not applicable
High school Brno	Education (contributory public organization)	CAF	(winner)	yes (CSR national award)	no	Not applicable
Center of nursing and nursing services City Tousek	NGO	Start Europe Model	Committed to Excellence	Region President Award for the Social Responsibility	yes	Elementary

Organization	Sector	BEM model	Level of Excellence (number of stars)	CSR / Sustainability Report	Implementing of Sustainability principles*	Maturity Levels for Corporate Sustainability**
City Benesov	Public (municipality)	Start Europe Model	Committed to Excellence	no	no	Not applicable
VODNÍ ZDROJE, a.s.	Environmental protection, water management	Start Europe Model	Committed to Excellence	no	No - only in are of scope of ISO 9001 and ISO 14001	Elementary
Faculty of Economics, Technical University of Liberec	Education (contributory public <u>organization</u>)	Start Europe Model	Committed to Excellence	no	no	Not applicable
ACO Industries k.s.	Building industry	Start Plus	Successful organization	no	no	Not applicable
Pojišťovna VZP a.s.	Insurance service	Start Plus	Successful organization	no	no	Not applicable
Regional Authority - Moravian-Silesian region	Public (municipality)	Start Plus	Successful organization	yes	yes	Satisfying

Source: own research

** according to available reports*

*** adapted from Baumgartner and Ebner (2010)*

To evaluate the integration of partial factors, all awarded companies were also assessed in terms of factors: the corporate definition of sustainability, implementation of sustainability within the corporate strategy, documentation of sustainability, key sustainability performance indicators and integration of sustainability into process management based on flow and use of information to reach sustainability (adapted from Loepp and Bets, 2015). For the assessment and determination of the factor, they were analyzed in detail (CSR/sustainability reports, if available, if not based on the annual and final reports for 2016, if this information was not tracked, the information available on web pages was used).

The results show (see Table 3) that a number of organizations do not take into account and do not use the established factors of corporate sustainability, only Miele technology, the Center of Nursing and Nursing Services City Touškov, ACO Industries, and Regional Authority - the Moravian-Silesian Region have achieved all the factors examined. Organizations are predominant by the environmental issues (for example in Vodní zdroje, a.s.) in combination with the social issues (High School Brno and VZP Pojišťovna). We have identified shortcomings in the form of incomplete reports or reports that are not compiled according to a recognized methodology, and their reporting ability is very "subjective" according to what the organization wants to communicate. Higher reporting ability is provided by organizations that have received CSR category ratings and have verified third-party information.

Table 3. Integration of sustainability issues into awarded organizations (NQAs in 2016)

Organization	Definition of sustainability	Implementation of sustainability within the corporate strategy	Documentation of sustainability	Sustainability key performance indicators	Integration into process management (use and flow of information to reach sustainability)
Miele technika, s.r.o.	yes	Yes	yes	yes	yes
Kaufland, v.o.s.	yes	yes/partly*	yes	environmental pillar, donations	yes
Population Protection Institute in Lázně Bohdaneč, CZ	no	No	no	no	no
High school Brno	no	No	yes/partly**	environmental and social pillar	yes/partly**
Center of nursing and nursing services City Touškov	yes	Yes	yes	yes	yes
City Benesov	no	No	no	no	no
VODNÍ ZDROJE, a.s.	yes	Yes	no	environmental pillar	yes/partly***
Faculty of Economics, Technical University of Liberec	no	No	no	no	no
ACO Industries k.s.	yes	Yes	yes	yes	yes
Pojišťovna VZP a.s.	no	No	yes	yes (social pillar)	no
Regional Authority - Moravian-Silesian region	yes	Yes	yes	yes	yes

Source: own processing

* area of sustainable assortment and environmental programs

** environmental and social issues in CSR, *** environmental issues (water management)

In summary, organisations use corporate sustainability issues at least, information is often included in the annual report (they do not dispose of CSR reports themselves), the individual activities are mainly focused on the environmental issues (where the main motivation is to save costs rather than social benefits) and selected aspects of the social issues of CSR, where employee-focused activity prevails and, where appropriate, supporting NGOs (for example Kaufland) to build a "positive" image of the company. Regional Authority - The Moravian-Silesian Region (as a public institution) has deeply rooted in CSR principles and building a long-term perspective and connectivity in all pillars, which is beyond the scope of the researched subjects. As an example, "best practice" can be used by the GRI report Miele technika, s.r.o., which is ranked as a company that meets all the criteria and has also received the highest award (5 stars) recognized for excellence. Overall, no research evidence has been confirmed and no links have been found with the implementation of BEMs with corporate sustainability issues. It all depends on the individual management of specific organizations.

Conclusion

In summary, we found out that there is no direct link between the BEMs and the corporate sustainability issues. As an example, we researched ten awarded organizations in NQAs and found only non-systematic components mainly in a different

level of implementation corporate sustainability issues. Overall, it is necessary to make connections in the elements of the EFQM model to the corporate sustainability elements in the Czech Republic in enables and results in factors. There are more fragmented approaches such as the CSR award, the CSR reporting award, the models of NQAs, but organizations are looking for the possibility of linking the common elements. There is designed to implement triple-bottom-line, using a combination of "best practice", for example, at Miele technika, s.r.o., which fulfilled all the criteria examined in the model of excellence, also in the maturity phase for CS (satisfying) and integration of sustainability issues.

Research has some limitations because it has processed information about eleven organizations but is supported by real facts when organizations have a certain level of excellence, but links to the CS are inadequate. Subsequent research will focus on the modification of specific EFQM model factors and the primary research of the broader research file for CS and BEMs reflection and connectivity. Our results also show that sustainability is still at its beginning, and organizations need to use more sophisticated additional methods and tools to integrate and support their sustainable development. The predominant is the environmental issue with cost savings motivation. Organizational maturity to CS is largely on the level (not applicable or elementary). The study has revealed the incoherence of strategic management tools (although at the governmental level, a number of countries have committed themselves to transferring CS into practice), which may be an appropriate alternative for comprehensive management and management of organizations. It is necessary to create a platform that will strengthen the positive impact on the organization's performance.

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