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IDENTIFICATION OF BASES FOR EVALUATION OF THE BUSINESS EXCELLENCE STATUS IN RELATION TO THE CSR CONCEPT

Abstract: *The process of globalization has started the need to achieve the Business Excellence status. Emphasizing the responsibility of the company's behaviour towards society and the environment is confirmed by the adoption of the concept of corporate social responsibility (CSR). Based on theoretical background review, there is no single unified methodology for the evaluation of the Business Excellence status in relation to the CSR concept. The aim of this paper is to identify bases for the evaluation of Business Excellence status in relation to the CSR concept. The most important tasks include: to identify internal and external factors affecting Business Excellence status; to identify CSR areas for the needs of evaluation of the Business Excellence status. Primary sources included especially national and foreign scientific publications.*

Keywords: *Business Excellence, CSR, evaluation, success, factor, CSR area*

1. Introduction

There are various opinions about defining the term Business Excellence both in theory and in practice (Peters and Waterman, 1982; Heller, 1997; Ritchie and Dale, 2000; Richards and Medhurst, 2006; Saunders and Mann, 2007; Jankalová, 2011; Svozilová, 2011). According to the EFQM definition (European Foundation for Quality Management), Business Excellence represents "outstanding practices in managing the organisation and achieving results, all based on a set of eight

fundamental concepts or values," these being (EFQM, 2012):

- Adding Value for Customers,
- Creating a Sustainable Future,
- Developing Organisational Capability,
- Harnessing Creativity & Innovation,
- Leading with Vision, Inspiration & Integrity,
- Managing with Agility,
- Succeeding through the Talent of People,
- Sustaining Outstanding Results.

Business Excellence represents a systematic application of principles and tools of the quality management in managing the organisation with the objective to improve

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the performance of processes based on the satisfaction of customers and value for stakeholders, such as owners, management, subjects within supply-customer relationships, public service (Ritchie and Dale, 2000). Business Excellence aims to improve the performance in each aspect of the organisation so as to increase the overall performance. Specific tools and techniques can be implemented with the aim to improve almost any existing process in the organisation, whether its output consists of product or service (Saunders and Mann, 2007). Jankalová (2011) describes an organisation that achieves the Business Excellence status to be successful and excellent. According to her, Business Excellence is an infinite road and represents for the organisation a reform that affects the method of managing it. It is a process of continuous improving of all aspects important for stakeholders (Jankalová, 2011). Business Excellence helps to identify the value and at the same time the process of value creation in time. That to a certain extent determines the term value by how the organisation can systematically apply principles and tools of quality management in its processes. The value-oriented principle should proceed from the organisation management up to its individual components.

According to the company GEODIS (2015), which belongs to leading supply chain operators in Europe and worldwide, satisfying requirements of stakeholders constitutes a basis not only for Business Excellence, but also for CSR. In addition to orientation to stakeholders, another common sign for both CSR and Business Excellence is the sustainable development. Arabia CSR Network (2016), as the first multi-stakeholder platform that engages small and large businesses and government institutions to strengthen their commitment to sustainable development across the Arab world states that the sustainability of an organisation can be achieved only through excellent results in both the CSR and

Business Excellence field. EFQM (2015) shares this opinion, saying that the commitment to sustainability is demonstrated by integration of CSR and Business Excellence. However, there are several authors who claim that CSR is only a tool to achieve the Business Excellence. For instance, SPRING Singapore (2011), agency of the Ministry of Industry and Commerce in Singapore, perceives the CSR as one of the requirements that need to be met on the road to achieving the Business Excellence. And, similarly, Business Excellence models can be applied in the organisation only if the organisation previously adopted the CSR concept. Authors Frolova and Lapina (2014) develop this opinion and perceive the CSR together with quality management systems as tools for achieving the Business Excellence status. Another train of thought is represented by Ghobadian et al. (2007), thinking about the CSR as integrated part of Business Excellence philosophy. According to them, CSR and Business Excellence could represent joint components of a generalised model. Porter and Tanner (2004) also consider the CSR as constituting a part of the Business Excellence. They justify their claim by the fact that in 2002 one of the fundamental principles of the EFQM excellence model named public responsibility was substituted with the CSR concept. They define this connection as follows: "Excellent organisation strives to satisfy needs of stakeholders and boasts by achieving success." This relationship between the CSR and Business Excellence was confirmed also by the EU initiative resulting in creating a model (European Corporate Sustainability Framework for managing complexity and corporate transformation – ECSF), later transformed to the Cubrix model. ECSF (currently Cubrix) thus represents after the EFQM excellence model another Business Excellence model containing also the CSR (van Marrewijk et al., 2004; van Marrewijk, 2010).

There is a relationship between the Business Excellence and CSR that can be defined on the grounds of the following five trends of opinion:

- CSR and Business Excellence are similar concepts and their common signs are orientation to the satisfaction of needs of stakeholders and effort to achieve sustainable development (GEODIS, 2015);
- sustainability can be achieved only through the integration of CSR and Business Excellence (Arabia CSR Network, 2016; EFQM, 2015);
- CSR represents a tool for achieving the Business Excellence (SPRING Singapore, 2011; Frolova and Lapina, 2014);
- CSR represents an integrated part of Business Excellence (Ghobadian et al., 2007; Porter and Tanner, 2004; van Marrewijk et al., 2004; van Marrewijk, 2010);
- CSR represents another step in the field of Business Excellence development (Zwetsloot and van Marrewijk, 2004).

The issue of evaluation of the Business Excellence status in relation to the CSR concept is dealt with especially by national and international institutions (NIST, Excellence Canada, SAI Global, EFQM, SPRING Singapore) that have created and regularly review Business Excellence models (The Baldrige Criteria for Performance Excellence, The Canadian Framework for Business Excellence, The Australian Business Excellence Framework, The EFQM Excellence Model, The Singapore Business Excellence Framework). The principle of Business Excellence models is achieving the excellence in everything the organisation does (management, strategy, orientation to customer, information management, people and processes management), and, what is the most important, achieving better business results (Mann et al., 2011). Business Excellence

models represent a widely used framework that helps organisations to evaluate their performance and procedures in many areas and to determine objectives and measures for improvement. It is a framework for the benchmarking and audit at the same time, which is based on the TQM philosophy and on the need of a holistic development of the organisation (Tidd et al., 2005). These models are used to assess how well fundamental values and principles of Business Excellence are implemented in the organisation (Mann et al., 2011). During the last three decades, many countries have followed the trend of creation of national quality awards, in which organisations are evaluated on the grounds of Business Excellence models (Lee, 2014), and Miguel (2004) identified 76 national quality awards, which use Business Excellence models for evaluation. According to the UN Economic Commission for Europe (2005), there were at least 90 competitions evaluating quality or Business Excellence in at least 75 countries in years 2004-2005. It can be established on the basis of outcomes from the research performed in 2011 that Business Excellence models are currently used at least in 83 countries worldwide as criteria for national quality awards and at the same time as a key mechanism aiding organisations in continuous improvement (Mann et al., 2011). Business Excellence models lead organisation towards sustainable first-class results. They are based on principles that have proved their worth in practice and actually work. These principles or basic concepts are similar for majority of Business Excellence models (Sirohi, 2011). By comparing globally most frequently used Business Excellence models, Porter & Tanner (2004) reached the conclusion that following nine fundamental principles of Business Excellence can be determined:

- Leadership (The specific leadership behaviours of setting a clear direction and values for the organization, creating customer focus, and empowering the

organization and its people in the pursuit of excellence are key to all excellence approaches);

- Customer focus (The voice of the customer is critical in designing the product or service 'offer', and in designing the processes that impact on the customer);
- Strategic alignment (An excellence approach can be differentiated from many TQM-type programmes, where a lack of strategic integration frequently results in bolt-on quality programmes);
- Organizational learning, innovation and improvement (Stimulating individual and organizational learning, innovation and improvement through the effective sharing of knowledge and information is a critical element in an excellence approach);
- People focus (An organization's success is highly dependent upon the knowledge, skills, creativity and motivation of its people. This 'people potential' is best harnessed through shared values supported by a culture of trust and empowerment);
- Partnership development (Organizations need to develop longer-term strategic mutually beneficial partnerships with a range of external partners, including customers, suppliers and education organizations. Successful longer-term partnerships focus on delivering sustained value for the partners);
- Fact-based processes management (The focus of all excellence approaches is on designing processes to meet customer requirements, systematically managing processes on the basis of facts and improving processes on the basis of customer feedback and feedback from the process itself.

Process capability is based on the ability of the organization's processes to meet customer requirements);

- Results focus (Excellence is concerned with creating value for all the key stakeholders, including customers, employees, suppliers and partners, the public and the community at large. Balancing the needs of all these key stakeholders is a critical part of developing successful strategies);
- Social responsibility (Responsibility to the public, ethical behaviour and good citizenship are important in an excellence approach, and are critical to the longer-term interest of the organization).

A significant contribution with new knowledge was made by the initiative of the European Union, resulting in a modified Business Excellence model (CUBRIX) containing CSR elements. The interconnection of Business Excellence and CSR is continuously supported also by research and investigation teams (Hardjono and van Marrewijk, 2001; Kok et al., 2001; McAdam and Leonard, 2003; van Marrewijk et al., 2004; Garvare and Isaksson, 2005; Čierna, 2008; Rostášová and Žiačková, 2010; Talwar, 2011; Neergaard and Pedersen, 2012; Kaufmann and Olaru, 2012; Ringrose, 2013; Frolova and Lapina, 2014; Nicolaidis, 2015; Jankalová and Jankal, 2016; Jankal and Jankalová, 2016). Authors McAdam and Leonard (2003) focused in their research on the sustainable development, which is in their opinion created by connecting the CSR and TQM, whereas the link connecting CSR and TQM is the business ethics. According to them, ethics represents a core of each organisation, both in its foundation and in its continuous development. The TQM concept contains ethical principles, as well as the CSR concept, having ethics as a major part of it since the start. Authors therefore assume that the TQM concept implemented in the

organisation serves as a catalyst for adopting the CSR concept. Authors highlight the fact that Business Excellence models serving to evaluated contestants in national quality awards (The Baldrige Criteria for Performance Excellence, The EFQM Excellence Model), which were at first marked as TQM models, contain in them elements of the CSR concept. However, looking at these models more closely, authors reached the conclusion that these models are created especially for the evaluation of the Business Excellence status, whereas their application for the evaluation of the CSR is virtually impossible. American authors Foote et al. (2010) focused in their research on the interconnection between the CSR and Business Excellence concepts. In their opinion, the possibility to interconnect these two approaches is based on the proximity of CSR and Business Excellence to three elements, namely the company strategy, company performance and the environment. In addition to that, the CSR concept is anchored in each organisation also in the management (Strenitzerová, 2014), support of local communities and ethical behaviour in line with the law, whereas these are elements occurring also in majority of Business Excellence models. Authors of the research reached the conclusion that The Baldrige Criteria for Performance Excellence is an ideal model for evaluating the Business Excellence status in relation to the CSR concept. According to them, the development of The Baldrige Criteria for Performance Excellence form had to adjust to the growing significance of the CSR concept, whereas CSR principles were incorporated also into individual criteria. That makes this model extraordinary and predetermines it not only for the evaluation of the Business Excellence status, but also of the CSR concept, what aids the company in improving its performance in the field of quality and social responsibility. Neergaard and Pedersen (2012) dealt with the integration of CSR in The EFQM Excellence Model. Their aim was to answer the

question: "Is The EFQM Excellence Model a suitable tool for the implementation of the CSR?" Authors were looking for the answer to this question in the case study focused on the company Grundfos A/S, which in 1996 as the first one within the Grundfos Group started to use The EFQM Excellence Model. This global leader in pumps manufacture received in 2006 the European Quality Award for excellent performance in the Business Excellence field. At the same time, the company Grundfos A/S received also the award for social responsibility and development of human resources. Authors note that the company Grundfos A/S is an ideal example of a company which implemented CSR by means of Business Excellence, what is proven also by the fact that the company implemented CSR principles in both the "enabler" and the "result" criteria of The EFQM Excellence Model. The conclusion of their study is that no special model is required for the implementation of CSR into corporate activities, as a suitable Business Excellence model, such as The EFQM Excellence Model, can serve as an ideal tool for implementing the CSR into the organisation. The EFQM Excellence Model even offers in its criteria a clear guideline regarding on which criteria the organisation should focus, as individual criteria of the model have different weight in the resulting evaluation. Kaufmann and Olaru (2012) also consider The EFQM Excellence Model to be Business Excellence model containing indicators related to the CSR and corporate performance. The model thus represents a guideline for the distribution of weight in the orientation to individual "enabler" and "result" criteria. Authors also add that the level of CSR is measurable by means of The EFQM Excellence Model, because CSR principles can be identified in each of its criteria. That is demonstrated also by the case from the practice, when the Ferenc Liszt international airport in Budapest announced in 2011 that it created and adopted CSR strategy based on The EFQM

Excellence Model. The airport named this strategy the Commitment to CSR Excellence, as it was created by a combination of quality ideas that are oriented towards excellence and social responsibility.

Despite positive aspects of these approaches (Kok et al., 2001; Neergaard and Pedersen, 2003; Leonard and McAdam, 2003; Porter and Tanner, 2004; Bucur, 2008; Grigg & Mann, 2008; Foote et al., 2010; Fibuch and van Way, 2012; Craddock, 2013; Abuhejleh and Yehia, 2014; Gorenak, 2015; Jankalová and Jankal, 2016), is a critical review of the Business Excellence Models presented in (Kok et al., 2001; Talwar, 2011; Dahlgard et al., 2013; Abuhejleh and Yehia, 2014; Jankalová and Jankal, 2016). The Cubrix, similarly as Business Excellence models, contains CSR principles, but only in relation to employees, customers, suppliers and the company. The said four groups belong to stakeholders, but there are many other stakeholders in addition to them (primary/secondary, internal/external), with which the company comes into contact. The main shortcoming of the Cubrix model is in its orientation to a narrow group of stakeholders (van Marrewijk, 2003; van Marrewijk, 2010). For instance, Hardjono and van Marrewijk (2001) propose for the full adoption of Business Excellence and CSR concept to focus on four groups: economic prosperity, environmental quality, social equity, principles. According to authors Garvare and Isaksson (2005) it is necessary to respect principles of the triple-bottom-line, what can be achieved by connecting TQM, Business Excellence and the idea of sustainable development. Frolova and Lapina (2014) propose interconnection of Business Excellence and CSR through QMS and TQM, what can assure the quality of processes and quality of needs of stakeholders. In (Kok et al., 2001; van Marrewijk et al., 2004; Čierna, 2008; Rostašová and Žiačková, 2010; Kaufmann and Olaru, 2012; Neergaard and Pedersen,

2012; Nicolaides, 2015) is The EFQM Excellence Model considered to be an ideal tool for the evaluation of the Business Excellence status in relation to the CSR concept. This approach has its shortcomings, as an ideal Business Excellence model should contain the CSR concept in all criteria, whereas The EFQM Excellence Model contains CSR principles in 29 sub-criteria from the total 32, what represents 90.63 % (Jankalová and Jankal, 2016).

Based on theoretical background review, there is no single unified methodology for the evaluation of the Business Excellence status in relation to the CSR concept. Mentioned methodologies (models, initiatives and approaches) do have positive aspects, but also significant negative ones, what creates space for the identification of bases for the evaluation of Business Excellence status in relation to the CSR concept.

The aim of this paper is to identify bases for the evaluation of Business Excellence status in relation to the CSR concept. The most important tasks include:

- to identify internal and external factors affecting Business Excellence status,
- to identify CSR areas for the needs of evaluation of the Business Excellence status.

2. Methodology

The aim of this paper is to identify bases for the evaluation of Business Excellence status in relation to the CSR concept. The fulfilment of the main objective was preceded by research objectives:

- analysis of theoretical studies about existing approaches to the evaluation of Business Excellence status in relation to the CSR concept,
- identification of internal and external factors affecting the Business Excellence status,

- identification of CSR areas for the needs of Business Excellence status evaluation,
- identification of bases for the evaluation of the Business Excellence status in relation to the CSR concept.

Primary sources included especially national and foreign scientific publications from the areas of Business Excellence, CSR, sustainable development, TQM, TQEM, business ethics and environmental management. The following scientific-research methods were used: methods for obtaining and collection of information (compilation, selection), methods for processing information (excerption, analysis, synthesis, comparison, and concretization) and methods for evaluation and interpretation of results (abstraction, induction, deduction, determination, and generalization).

3. Results

3.1. Identification of internal and external factors affecting the Business Excellence status

The notion of Business Excellence is connected with success factors of the company, which are presented by various approaches. Some are designed to contain recommendations (new 7-S Model, eight attributes of excellence), others serve for the identification of selected human resources competences (Conception of shared responsibility, Concept of core competencies) and there are also those consisting of internal and external factors (Leavitt's diamond, McKinsey 7-S Framework, Critical success factors by K. H. Chung (CSF), MIT 90's, Extended CSF concept). It is the last groups of approaches to the definition of success factors of the company that serves for the identification of internal and external factors affecting Business Excellence (table 1, table 2).

Table 1. Internal success factors of the company

Model	Leavitt's diamond	McKinsey 7-S Framework	CSF by K. H. Chung	MIT 90's	Extended CSF concept
Internal factors	structure	structure	human resources	structure	strategy
		strategy			
	tasks	systems	strategy	processes	structure
		skills			
	technology	style	operation system	people and their roles	organizational strategy
staff					
people	shared values	technology			

(prepared by paper authors, based on D'Aveni and Gunther, 1994; Chung, 1986; Management Mania, 2016; Management Mania, 2015; Peters, Waterman and Phillips, 1980)

According to the table 1 the most frequently occurring internal success factors of the company can be identified:

- structure (organizational structure),
- strategy,
- human resources,
- technology.

Table 2. External success factors of the company

Model	CSF by K. H. Chung	MIT 90's	Extended CSF concept
External factors	cultural-social influences	socio environment	state interventions
			labour market
	economic influences	economic environment	environmental requirements
			territorial administration
	market influences	science and technology development	market of products and services
			market of capital

(prepared by paper authors, based on Chung, 1986; Jankelová, 2015; Management Mania, 2015)

According to the table 2 the most frequently occurring external success factors of the company can be identified:

- society (social influences),
- economic (economic influences),
- market (market influences).

Step 2 (table 3) is the identification of these internal and external factors in definitions of nine basic principles of Business Excellence as determined by Porter and Tanner (2004)

(leadership; customer focus; strategic alignment; organizational learning, innovation and improvement; people focus; partnership development; fact-based processes management; results focus; social responsibility). The reason for the choice of this approach is the fact that it is the output of comparison of globally most frequently used models of Business Excellence.

Table 3. Identification of internal and external factors affecting the Business Excellence status (I.) (authors)

Internal factors		
Factor	Basic principle of Business Excellence	Definition
Structure (organizational structure)	leadership	clear specification of the organisational structure and guidance of people in line with determined objectives and values of the company
strategy	strategic alignment	definition of strategy, its focus and future development
human resources	customer focus	motivation of human resources and focus on the development of their knowledge, skills and creativity
technology	organizational learning, innovation and improvement	stimulation in the area of organisational and individual learning, innovations and new technologies
External factors		
Factor	Basic principle of Business Excellence	Definition
society (social influences)	social responsibility	social responsibility, ethical behaviour on the market and creation of economic value
economic (economic influences)		
market (market influences)		

Identified internal and external success factors of the company (table 1, table 2) are missing those that can be identified in remaining basic Business Excellence

principles according to Porter & Tanner (2004): customer focus; partnership development; fact-based processes management (table 4).

Table 4. Identification of internal and external factors affecting the Business Excellence status (II.) (authors)

Internal factors		
Factor	Basic principle of Business Excellence	Definition
processes	fact-based processes management	process management on the grounds of feedback from customers and from intra-company processes
External factors		
Factor	Basic principle of Business Excellence	Definition
Customers (customer influences)	customer focus	adjustment of products and services to requirements of customers
Partnership (partnership influences)	partnership development	creation and maintenance of long-term and strategically beneficial relationships with external partners

Identification of CSR areas for the needs of the Business Excellence status evaluation

The first step is the identification of most frequently occurring areas of CSR (table 5). They will subsequently serve for the needs of Business Excellence status evaluation in relation to the CSR concept. Opinions about the division of CSR areas differ, as a result of which we can identify following eight CSR areas:

- economic (EC),
- social (SO),
- environmental/ecological (EN),
- ethical (ET),
- legal (LG),
- philanthropic (PI),
- voluntariness (VO),
- stakeholder (SH).

According to fourteen selected opinion directions the most frequently occurring

CSR areas include these areas:

- economic,
- social,
- environmental (ecological),
- ethical,
- legal.

Although the ethical and legal area of CSR is found in the remaining three areas, i.e. economic, social and environmental (ecological), they are present only marginally. As the achievement of the Business Excellence status assumes successfulness in all activities of the company, such activities should be performed in compliance with applicable legal regulations and ethical principles. It is therefore necessary to focus for the needs of the Business Excellence status evaluation also on the ethical and legal area in addition to the economic, social and environmental (ecological) area of the CSR.

Table 5. CSR areas in the literature

Authors	CSR areas							
	EC	SO	EN	ET	LG	PI	VO	SH
Mutz and Egbringhoff (2008)	X	X	X					
Lakin and Scheubel (2010)	X	X	X					
Kuldová (2010)	X	X	X					
Trnková (2005)	X	X	X					
Prskavcová et al. (2008)	X	X	X					
Uddin et al. (2008)	X	X	X					
Carroll (1979)	X			X	X	X		
Remišová et al. (2013)	X			X	X	X		
Garriga and Mele (2004)	X			X				
Dahlsrud (2008)	X	X	X				X	X
Scully (2015)	X	X	X				X	X
Slack et al. (2013)	X	X	X				X	X
Jucan and Jucan (2010)	X			X	X	X		
Akdoğan, Tanç & Cingöz (2011)	X			X	X	X		

(prepared by paper authors, based on Mutz and Egbringhoff, 2008; Lakin and Scheubel, 2010; Kuldová, 2010; Trnková, 2005; Prskavcová et al., 2008; Uddin, Hassan and Tarique, 2008; Carroll, 1979; Remišová et al., 2013; Garriga and Mele, 2004; Dahlsrud, 2008; Scully, 2015; Slack et al., 2013; Jucan and Jucan, 2010; Akdoğan et al., 2011)

The second step is the proposal of activities that should be performed for the purpose of interconnection of identified areas of CSR with Business Excellence. Proposed activities were chosen on the grounds of recommendations of authors dealing with the issue in question (Steinerová et al., 2008; Bussard et al., 2012; Džupina and

Bosmanová, 2013), whereas the relation of these activities to the CSR concept as well as the Business Excellence concept was taken into account. The interconnection of CSR areas with Business Excellence can be achieved by the performance of activities specified in the table 6.

Table 6. Activities of interconnection of CSR areas with Business Excellence (authors)

CSR area	Activities
economic	<ul style="list-style-type: none"> • effective functioning of corporate processes by means of compliance with good governance principles (good governance – process of making the best possible decisions) • provision of continuous economic development • monitoring local, national and global economy • creation of positive relationships with investors, customers and business partners • transparency and refusal of corruption
social	<ul style="list-style-type: none"> • emphasis on health and safety at the workplace • support of education and development of human resources • support of disadvantaged population groups and equality of opportunities • contributing to the improvement of life quality of citizens • support of local community
environmental (ecological)	<ul style="list-style-type: none"> • creation of recycling programme • preventing waste production • energy and water saving • utilisation of environmentally sound materials • protection of natural resources
ethical	<ul style="list-style-type: none"> • creation and compliance with the code of ethics • marketing ethics • quality and safe products and services • truthful marking of products • payment of invoices in exact amount and on time
legal	<ul style="list-style-type: none"> • compliance with laws and regulations • observation of human rights and labour standards • protection of occupational health and safety • protection of intellectual property • active and voluntary engagement in public policy

5. Conclusions

The aim of this paper was to identify bases for the Business Excellence status evaluation in relation to the CSR concept. It is necessary to take into account the following in the identification of bases for the Business Excellence status evaluation in relation to the CSR concept:

Finding 1: internal factors (structure/organizational structure; strategy; human resources; technology; processes) and

external factors (society/social influences; economic/economic influences; market/market influences; customers/customer influences; partnership/partnership influences) affecting Business Excellence of the company

Finding 2: areas of CSR for the needs of Business Excellence status evaluation (economic, social, environmental/ecological, ethical and legal)

Finding 3: interconnection of CSR areas with Business Excellence

After the fulfilment of these tasks it is possible to identify following bases for the Business Excellence status evaluation in relation to the CSR concept:

- to avoid shortcomings of existing approaches (CSR principles should be present in all evaluation criteria; CSR principles should be present also in the process itself);
- to focus on all company stakeholders;
- to take into account identified internal (structure/organizational structure; strategy; human resources; technology; processes) and external factors affecting Business Excellence (society/social influences; economic/economic influences; market/market influences; customers/customer influences; partnership/ partnership influences);
- to focus on CSR areas for the needs of the Business Excellence status evaluation (economic, social,

environmental/ecological, ethical and legal);

- to select criteria for the Business Excellence status evaluation in relation to the CSR concept on the grounds of a comparative analysis of globally most frequently used Business Excellence models (The Baldrige Criteria for Performance Excellence, The Canadian Framework for Business Excellence, The Australian Business Excellence Framework, The EFQM Excellence Model, The Singapore Business Excellence Framework).

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