

A Comparison of Quality and Business Excellence Programs in the World

Uma Comparação dos Prêmios da Qualidade e Excelência em Desempenho no Mundo

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ABSTRACT Quality and business excellence awards that recognize performance excellence have emerged as a significant component of the productivity and quality promotion strategies of many countries. Today there are, at least, 76 countries with award programs and 3 “regional” awards. In this context, this paper presents an investigation of the main characteristics of more than 30 worldwide quality awards and business excellence models. It is a report of research conducted at Baldrige National Quality Program at NIST. This work employs a qualitative data gathering and analysis using a number of sources of evidence for collecting data from the award programs around the globe. The paper presents an analytical comparison of various aspects of the awards, such as their mission, core values, levels of eligibility and recognition, categories, and point values (scores). It concludes that the awards are similar in essence with few differences. In addition, it provides some recommendations for future research.

Keywords EXCELLENCE MODELS – QUALITY AWARDS – QUALITY MANAGEMENT.

RESUMO Os prêmios da qualidade e excelência em desempenho que reconhecem a excelência em performance surgiram como um componente significativo das estratégias de promoção da qualidade e produtividade em diversos países. Existem, hoje em dia, pelo menos 76 países com programas de premiação e três “prêmios regionais”. Nesse contexto, este artigo apresenta uma investigação sobre as principais características de mais de 30 prêmios no mundo. Na verdade, é a divulgação de um trabalho realizado junto ao Baldrige National Quality Program no NIST. Adota-se aqui uma abordagem de natureza metodológica qualitativa para coleta e análise dos dados, tendo por base várias fontes de evidência para obtenção de informações de diversos programas de premiação no mundo. O artigo apresenta uma análise dos processos de premiação e uma comparação de vários aspectos dos programas, entre eles, missão, princípios fundamentais, níveis de elegibilidade e reconhecimento e sistema de pontuação. Conclui que os prêmios são similares na sua essência, com algumas diferenças entre si. Adicionalmente, são feitas algumas recomendações para pesquisas futuras.

Palavras-chave MODELOS DE EXCELÊNCIA – PRÊMIOS DA QUALIDADE – GESTÃO DA QUALIDADE.

INTRODUCTION

Quality and business excellence awards that recognize excellent organizational performance have emerged as a significant component of the productivity and quality promotion strategies of many countries. Today there are, at least, 76 countries with award programs and 3 “regional” awards. The awards are models whose principal aim is to promote, recognize, and communicate best practices. It usually consists of a framework which are embedded core values and principles of excellence. These principles are the foundation to build the framework, consisting of a certain number of assessment criteria and items. The precursors of quality awards were developed in Australia, in Canada, in Japan, and in the USA, respectively, Australian Business Excellence Award (ABEA), Canadian Quality Award (CQA), Deming Prize (DP), and the Malcolm Baldrige National Quality Award (MBNQA). Additionally, the three “regional” awards are: the Asia Pacific Quality Award (APQA), the Iberoamerican Quality Award (IQA), and the EQA.

Given the increasing number of national awards and models for excellence launched in the past years, a question which arises is: what are the differences and similitude among these awards? In order to answer this questions a number of studies have been conducted (Bohoris, 1995; Ghobadian & Woo, 1996; Vokurka et al., 2000; Cauchick Miguel, 2001; Calingo, 2002; Hui & Chuan, 2002; Tan, 2002). Although it is appreciated the importance of those studies, they do not consider a large number of award programs worldwide. The study carried out by Tan (2002), for instance, consider 16 national quality awards but it is not clear if the version of the awards is in the same time frame. The award cycles vary from 1996 to 2001 and it is relatively well-know that the award framework does change from time to time to reflect the state-of-the-art of organizational management practices. Therefore, such studies need to be updated periodically and, as a consequence, some reports become out of date (Bohoris E. G., 1995; Ghobadian & Woo, 1996; Vokurka et al., 2000; Cauchick Miguel, 2001). Further, these studies usually do not consider an extent analysis in terms of main award programs components, such as mission of the award, initial reference models adopted; core values and concepts, award eligibility categories, levels of award recognition, and criteria for excellence categories. An exception is the study presented by Calingo (2002). Nevertheless, it is restricted to awards programs from Asia. Another useful source is offered by Hui & Chuan (2002), but is limited to an analysis of the Criteria from 9 national quality awards.

In this sense, this papers aims at complementing the studies pointed out earlier, by examining quality awards around the globe. In fact, it is an updated of a previous report developed by the author (Cauchick Miguel, 2004). In the present paper, 39 award were investigated (“n” is designated as number of awards or countries), instead of twenty-nine considered in the previous study (Cauchick Miguel, 2004). In order to conduct the study, a qualitative data gathering and analysis was employed considering the nature of the variables. The general research question was associated with the contrasts and similitude among various worldwide awards and data were collected from a number of sources. A more specific objective is to compare the awards with regard to the following issues: Mission of the Award Programs; Initial Reference Adopted Model; Core Values and Concepts; Award Eligibility Categories; Levels of Recognition; and Criteria Categories. In order to present this research outcomes, the paper is divided into the following sections: Research Methodology, outlining the main characteristics of this research and criteria used for selecting the award programs to be investigated; Background of the Programs Worldwide, offering an overview of all the identified awards as well as their geographical distribution around the regions in the globe; Findings and Discussion, presenting the results summarizing the differences and similarities among the studied award programs; and Conclusions and Recommendations for Future Research, stating the main remarks and potential areas for future work. It also includes the acknowledgements to the various persons and institutions who contributed to this work.

RESEARCH METHODOLOGY

Concerning the nature of the variables, this research employs as qualitative methods. Qualitative research methods originated in the social and behavioral sciences: sociology, anthropology and psychology. This approach begins with an intention to explore a particular area, collects "data" (observations), and generates ideas and hypotheses from these data (Mays & Pope, 1996). The results of this research are descriptive rather than predictive and the researchers predominantly use inductive data analysis. Nevertheless, quantitative data was also employed in this study, when checking frequency of events as well as percentage distributions.

In the case of this project, the general research question of this project is related to the investigation the differences and similarities among various quality and business excellence awards used all over the world, aiming at comparing them. Then, an analytical description of a number of factors present in the awards is performed. The analysis mainly used secondary sources, i.e. documents issued by the award institutions.

The awards were selected for analysis based on having a current updated version of the criteria book available (2004, 2003 or, in a few cases, other previous years). Another consideration was relative to the language of the Criteria. For the sake of fully comprehension, it should be written in English, French, Italian, Portuguese or Spanish (most studied awards are in English). Criteria framework of the following countries were analyzed:

1. Argentina (National Quality Award of Argentina, 2004)
2. Australia (Australian Business Excellence Award, 2004)
3. Brazil (National Quality Award of Brazil, 2004)
4. Canada (Canada Awards for Excellence, 2004)
5. Chile (National Quality Award of Chile, 2003)
6. Colombia (Colombia Quality Award, 2003)
7. India (CII-EXIM Bank Award for Business Excellence, 2004)
8. Japan (Japan Quality Award, 2003)
9. Jordan (King Abdullah II Award for Excellence, 2004)
10. Mexico (National Quality Award of Mexico, 2004)
11. New Zealand (New Zealand Business Excellence Award, 2004)
12. Singapore (Singapore Quality Award, 2004)
13. South Africa (South African Excellence Award, 2004)
14. Spain (Prince Phillip Industrial Quality Award, 2004)
15. USA (Malcolm Baldrige National Quality Award, 2004)

Partial information from other awards was also considered. This corresponds to the information available in other forms but Criteria Booklets. These includes: articles from journals, conferences and magazines, internet award programs home pages, presentations and general articles downloaded from award home pages, letters sent by the award programs, and e-mails exchanged with representatives of the award programs. These include:

16. Asia Pacific
17. Cuba
18. Czech Republic
19. Ecuador
20. Fiji
21. Hong Kong
22. Indonesia
23. Lithuania
24. Nepal
25. Paraguay
26. Peru

27. Philippines
28. Russia
29. Sri Lanka
30. Switzerland
31. Thailand
32. United Arab Emirates
33. Uruguay
34. Vietnam
35. Wales

In addition, two Regional Quality Awards were included in the study, namely: the European Quality Award (2003), and the Iberoamerican Quality Award (2004). Asia Pacific Quality Award was considered in some parts of this study due to lack of information.

Many qualitative methods for gathering data are available nowadays. In this research, various sources were used, such as: MBNQA (Malcolm Baldrige National Quality Award) contact list and archival data, search engines and indexes, awards internet sites; the author's personal contacts; and others (e.g. specific home pages and e-mail contacts). Data were collected in three months during the first semester of 2004.

Finally, the issues to be investigated when comparing a number of awards were:

- Mission of the award programs: macro purpose of the award. For instance, many awards were created with the intention of foster excellence performance;
- Initial reference models adopted: the framework that the award institution has chosen to develop its own award. For instance, many countries adopted MBNQA as a reference model;
- Core values and concepts: these are the basis by which the framework is created;
- Award eligibility categories: it corresponds to what kind of organizations are eligible to participate in the award process;
- Levels of award recognition: it means the types of recognition is considered. For example, some countries awards medals for first and second places while others only recognize one winner;
- Criteria for excellence categories: these are the criteria used in the award process in which organizations implement to achieve performance excellence.

Next section provides a background of the award programs worldwide and the issues above are presented afterwards.

Brief Background of award programs worldwide

Currently, there are quality and business excellence award programs in at least 76 countries and economies in all United Nations (UN) regions in the globe. In addition, there are three regional awards: the Asia-Pacific Quality Award, the European Quality Award; and the Iberoamerican Quality Award). The nations and awards are located through the macro regions indicated in figure 1.

Fig. 1. Award Distributions according to the UN Macro Geographical Regions (n = 76).

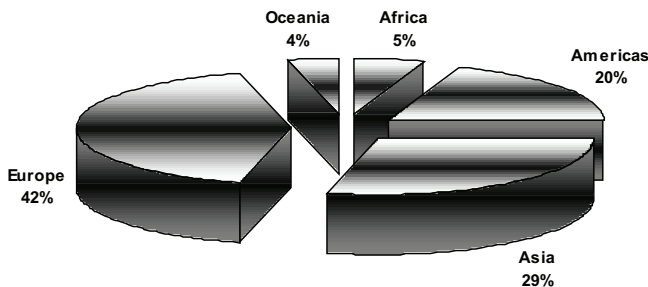


Fig. 2. Award Development Track (developed by the authors).



Since 1988, a number of awards have been introduced in an average of 2 per year (based on a sample of a bit more than one-half of the identified award programs showed in fig. 1). As can be seen in figure 2, more intensely they were introduced in the mid- though the end-nineties.

Note that the year of introduction available for 39 awards. For instance, Canada Awards for Excellence started in 1984. However, for the present study it was considered the introduction of Quality Category in 1989. Other 1984 Categories of Canadian Award are: Entrepreneurship, Industrial Design, Innovation, Invention, Labor/Management Cooperation, Marketing, Productivity, Technology Transfer. Next section presents the results and discussions of the findings.

Findings and Discussion

This session shows the results of the study according to each aspect to be investigated.

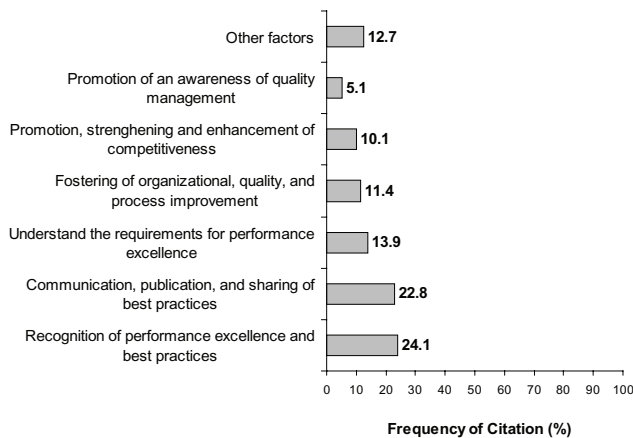
Mission of the award programs

Missions of 33 award programs are similar. Nevertheless, some of them vary in terms of their objectives. Some programs are also aimed at facilitating business excellence, offering an opportunity for organizations learn about themselves, and promoting self assessment. Basically, the program missions can be grouped by affinity into the following principal objectives:

- Communication, publication, and sharing of best practices
- Fostering of continuous management, organizational, quality, and process improvement
- Promotion of an awareness of quality management
- Promotion, support, strengthening and enhancement of competitiveness
- Recognition of performance excellence, best practices, and benchmarks
- Understand the requirements for performance excellence
- Other factors

Figure 3 shows objectives that appear in the award program's missions. It is based on the frequency counting so it does not represent the total number of studied awards since one given mission can have more than one objective. A total of 33 mission statements yield 79 different citations. "Other factors" include: promote the use of the criteria, improve quality of life/society, offer an opportunity for organizations learn about themselves, and promote self assessment.

Fig. 3. Most Frequent Factors Present in Award Mission/Aim Statements (n = 33).



As it can be seen in figure 3, nearly one-half of the citations are related to recognition of performance excellence and sharing of best practices. This outcome shows that many programs are aligned with MBNQA's mission.

Additionally, Quality Management and TQM (Total Quality Management) appear in some of mission statements. Most statements are from developing countries of which reflect the stage of quality maturity in these kind of economies. Nevertheless, the mention with regard to recognition of organizational quality also appears in one of the Regional Awards.

Initial reference models

At the time of establishment, the majority of the awards was initially pattern after any or a combination of the following awards: European Quality Award, Deming Prize, and Malcolm Baldrige National Quality Award. Some countries (e.g. Fiji and the Philippines) used the Australian Business Excellence Award as an initial reference model.

The majority adopted MBNQA as its reference model. From the studied award programs (n = 25), 68% have adopted Baldrige framework. In addition, some of the countries are currently using the updated or a previous version of the MBNQA Criteria. These are: Asia Pacific, Ecuador, Hong Kong, New Zealand, the Philippines, Sri Lanka, Thailand, and Vietnam. It is worth mentioning that Baldrige was not exclusively used for these awards. They also employ other awards as reference such as the European Quality Award and the Australian Business Excellence Award.

Core values and concepts

The values and concepts are embedded attitudes, beliefs, and behaviors found in high-performing organizations. In other words, they are the basis for establishing an excellence framework. They are embodied in the criteria categories (i.e. in each criterion and item). The core values and concepts are not specific to any criterion or item, but they are usually present in a number of them.

Twenty-four awards were analyzed with respect to their core values and principles. Some of them, they are called fundamental concepts, fundamentals of excellence, and other similar terms. The number of core values and concepts in the awards varies from 6 to 12, with an average equals to 9 core values, being 11 the modal number. Usually, each statement of core values and principles cover more than one dimension. For example, the American core value "valuing employees and partner" involves two dimensions relative to organizational stakeholders (employees and partners). Thus, all core values and concepts for each quality

award were analyzed aiming at identifying all dimensions involved. This leads to 29 dimensions. figure 4 shows a matrix which presents those dimensions and their presence in 24 award programs.

In order to further investigate the frequency of the core values and concepts in the awards, the presence of them was summed up both horizontally and vertically, as can be seen in figure 4. When summing up horizontally, most frequent core values and concepts can be identified. The top three core values and concepts, in terms of the frequency they appear in the awards were:

- 1st. “customer”, “leadership”, ”people”, and “social responsibility”;
- 2nd. “innovation” and “learning”;
- 3rd. “management by fact”, and “results”.

The first four core values were cited by all award programs (see fig. 4). As probably expected, “customer”, ”people”, and “leadership” should be present in all awards. “Customer” is the one of the main drivers for all types of organizations and “leadership” is of paramount importance to conduct an organization through the journey for excellence. “People” is also relevant due to the fact that high-performance organizations view human resource management as a change agent and as a relevant source to build the organizational knowledge. “Social responsibility” appears as a result of an increasing awareness with regard to environmental concerns, ethical behavior, and support for the community and society. In second place are “innovation” and “learning”. The former can be considered as a sort of “new trend”. It is particularly important these days due to the fierce competitiveness and the necessity to differentiate from the competitors. The latter can also be considered as a “new trend” as well as a very important core value because its relation with knowledge that impacts one of the main evolutionary resources in best of class organizations (people). Finally, “results” are vital for achieving competitiveness. In addition, it corresponds to a large portion of the total point value in the criteria score system (usually 40-45%).

When summing up vertically in figure 4, the number of core values and concepts for each country increases, as expected. For instance, in Baldrige the total number increases from 11 to 13 as well as in many others. However, no further analysis in this direction was conducted at this time.

Fig. 4. Dimensions for Core Values and Concepts versus Awards.

Core Values & Concepts	Awards (n=24)																	Total								
	Argentina	Australia	Brazil	Canada	Chile	Czech Republic	Ecuador	European	Fiji	Hong Kong	Iberoamerican	Japan	India	Mexico	New Zealand	Peru	Philippines		Singapore	Spain	South Africa	Switzerland	USA	Vietnam	Wales	
Agility/fast response			X		X		X			X		X			X	X	X						X	X	10	
Breakthrough thinking				X																						1
Constancy of purpose			X			X	X			X		X								X	X	X			X	9
Creativity	X																									1
Customer (orientation/focus/-driven)	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	24
Delivery/Creating value							X			X					X	X	X						X	X		7
Dialogue											X															1
Ethics				X																						1
Flexibility					X																					1
Focus/vision on the future			X				X			X					X	X	X						X	X		8
Improvement (continuous)	X			X		X	X	X		X	X		X	X						X	X	X		X	X	11
Innovation	X	X				X	X	X		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	20
Knowledge (creation/-driven)											X							X								2
Leadership	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	24
Learning (organizational/continual)		X	X	X		X	X	X	X	X	X		X		X	X	X	X	X	X	X	X	X	X	X	20
Management/decision by fact/data		X	X	X		X	X	X	X	X	X		X		X	X	X		X	X	X	X	X	X	X	19
Non-discrimination policy/fairness					X							X														2
Partnership						X	X	X		X	X	X		X	X	X	X	X	X	X	X	X	X	X	X	17
People (valuing/development/involvement)	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	24
Planning		X			X				X																	3
Process management/orientation/perspective	X		X	X							X															4
Quality (assurance/design/prevention)	X			X	X																					3
Social/corporate responsibility	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	24
Stakeholders (focus on)		X		X					X																	3
Supply chain relationship	X																									1
System (perspective/thinking)		X	X				X		X					X	X	X	X	X					X	X		12
Teamwork				X																						1
Results (orientation/focus on)	X	X		X	X	X	X		X	X		X		X	X	X	X	X	X	X	X	X	X	X	X	19
Variability		X							X																	2
Total	11	10	14	12	10	11	13	11	10	13	11	11	11	7	13	13	13	10	11	11	11	13	13	11	11	

Award eligibility categories

Award eligibility categories establish what kind of organizations are eligible to apply for the awards. It was identified that some awards do not accept applications from local, state and federal government agencies, trade associations, professional societies, and not-for-profit organizations. On the other hand, in other awards there is no limitation to private businesses and all private, public and non-governmental organizations are eligible to apply for the award. From the studied awards, 58% consider both profit and non-profit as eligibility categories.

Overall, the award eligibility categories vary in terms of number of categories and industrial sectors among the award programs. There are a number of award programs that divided their eligibility categories by sectors (e.g. public and private sectors). Few awards divide the categories into manufacturing and service organizations. Most awards consider the size of the organizations (large, medium and small) and some of them consider the sector within the size of the companies (e.g. large manufacturing, service or agricultural organizations). Other common division is between business and other sectors (e.g. health care and education in the MBNQA; healthy workplace, public sector, and education in the Canada Awards for Excellence; and federal, state, and local, and not-for-profit organizations in the Brazilian National Quality Award, Japan Quality Award, and New Zealand Quality Award).

The number of eligibility categories range from 1 to 7; very few countries have 11 eligibility categories. Most frequently are one and five award eligibility categories. One award eligibility category makes the award open to all kinds of organizations doing business in the country. Examples are the awards in Australia, Cuba, Fiji, Nepal, New Zealand, Singapore, and Thailand. The other modal number is 5. Examples are the awards in Brazil, Europe, India, Jordan, Switzerland, the USA, and Vietnam. Award programs which consider private and public organizations correspond to more than one-half of the programs (54.5%; based on 33 studied award programs).

Levels of award recognition

Over half of the award programs studied have multiple levels of recognition. Most common to the programs is have one level, i.e. to recognize only the award winner. The number of recognition at award levels varies from 2 to 12 (including recognition at category level; if not, the maximum number is 5 levels), being 4 levels of recognition the most frequent. A number of awards also recognize finalists. The recognition came as prizes, medals, plaques, and certificates. Examples include:

- Award level: award winner, prize winner, and finalist, committed to excellence; recognized for excellence - European Quality Award;
- Commitment award; achievement award, Fiji quality prize, president's quality award - Fiji National Quality Award;
- Gold level (national award), silver level (achievement award), bronze level (commendation award), and progress award - New Zealand Business Excellence Award;
- Excellence award (level 1: best applicant in each eligibility category), prize (level 2), certificate (level 3), and finalist (certificate of recognition for excellence) – South African Excellence Award;
- World-class business excellence (which qualify as an award winner), quality commendation plaque, quality recognition plaque – Thailand Quality Award;
- Platinum, gold, silver, and bronze – Wales Quality Award.

Some awards associate the scores with each level. Examples are the national award programs from Japan, Peru, Thailand, and Wales. In addition, few quality award programs consider recognition at category level, such as the Australian Business Excellence Awards, the Ecuador National Quality Award, and the South African Excellence Award.

Criteria categories and items

The award framework corresponds to areas of focus, called Criteria, divided into Categories. Categories 1 through 6 ask for information on key process and how they work, their key plans, objectives, goals, measures, and findings. Category 7 asks for the organization's performance in key areas and for comparisons with competitors. Each Category is made up of sub-categories usually called Items. The Items are then divi-

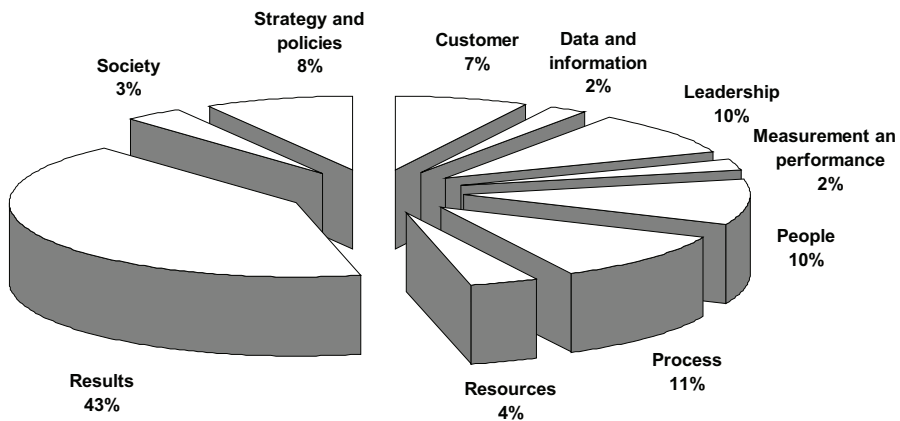
ded into Areas to Address to which organizations should pay attention. Each Area to Address contains questions to which an organization can respond in order to achieve sustained success.

The number of criteria categories in studied awards programs (n = 29) ranged from 5 to 9, with 7 being the modal number of categories and 8 the average. Regarding the award items (n = 27), they varied from 18 to 41 with 19 as the modal number and an average of 25.

In order to assist the comparison, especially the points of value, a framework that covered all dimensions examined by the awards was developed. This framework consists of 10 dimensions of organizational excellence (table 1).

All models use a 1,000-point score system. In order to compare the points of value, all items present in 25 award programs were assigned to each of the critical dimension shown in Table 1, so that an analysis could be conducted. figure 5 shows the average for each dimension when considering all score information available for the studied award programs. Regarding an “average award” (considering its criteria), its framework would consist of the dimensions showed in figure 6. More emphasis is put on leadership, people, process, strategy and policies with an average point value around 10% of total score in addition to results with about 40% (see fig. 6).

Fig. 5. Average for the Dimension shown in Table 1 (n = 25 awards).



Tab 1. Summary of the Comparative Framework (adapted from Tan, 2002).

DIMENSION	DESCRIPTION
Customer	Satisfaction the needs and expectations of customers as well as the relationship enhancement and mutual understanding
Data and information	Selection, utilization, and analysis of data and information in the organization including benchmarking practices
Leadership	Commitment and driving force of the top management and the involvement of all levels of the organization
Measurement & Performance	Definition, planning, implementation, and analysis of the performance measurement system, including critical performance review based on stakeholder’s needs, strategies, action plans, and overall organization results
People	Planning and development of human resources including the work system, training, and work force well-being and satisfaction
Process	Design, management, evaluation, and improvement of the various key organizational process including support process and supplier/partners
Resources	Management of the various resources available in the organization, such as assets and materials, financial, technology, and knowledge
Results	Outcomes in various areas, such as financial, market, operations, society, and other organizational results
Society	Responsibilities to the public in three major areas: social responsibility, community involvement, and environmental awareness and conservation.
Strategy and Policies	Development, communication, implementation and improvement of strategies, policies, action plans considering stakeholders needs and the competitors

Figure 6 only considers the awards with distinct scores, i.e. identical award scores have not been considered. As an example, the European award was considered so that India, Spain, Switzerland and Wales were not, since they fully adopt the EQA (European Quality Award) framework (and point values). Similarly, Asia Pacific, Ecuador, Hong Kong, New Zealand, the Philippines, Sri Lanka, Thailand, and Vietnam awards are not present in figure 6 because they adopt the MBNQA framework and scores.

Fig. 6. Point Values according to the Dimensions described in Table 1 (n = 16).

Awards (n=16)	Argentina	Australia	Brazil	Canada	Chile	Colombia	Ecuador	European	Iberoamerican	Japan	Jordan	Mexico	Peru	Singapore	South Africa	USA
Customer	10	15	6	7	11.5	10	8.5	2.8	6	11	5.5	10	10	11	6	8.5
Data and information	1	3	4	0	0	3	2.2	0.9	1.3	6	3.2	5	0	8	2	2.25
Leadership	8	14	7	8	15	6	7	10	14	12	15	10	10	10	8	7
Measurement and performance	0	0	6	12	6.5	3	4.5	0	0	0	0	0	7	0	0	4.5
People	10	16	9	12	15	9	8.5	9	14	10	10.2	10	10	11	9	8.5
Process	10	16	7	13	12.5	11	8.5	13	8.5	10	11	10	10	10	13	8.5
Resources	5	10	4	0	0	1	2.25	6.3	6.3	0	11.6	5	0	0	3	2.25
Results	45	15	45	42	27.5	40	45	50	40	40	25	30	38	40	50	45
Society	3	4	6	0	5	6	5	0	0	5	3.5	10	5	2	2	5
Strategy and policies	8	7	6	6	7	11	8.5	8	10	6	15	10	10	8	7	8.5

Based on figures 5 and 6 some remarks can be made. On one hand, some dimensions are present in all investigated quality awards. These are: customer, leadership, people, process, strategies and policies, and results. On the other hand, the remaining dimensions are not consensus. While same can be found in most awards (e.g. data & information, and society) others are not present in more than one-half of the studied awards (e.g. measurement & performance). Additionally, since the dimension “resources” consider various types of resources (assets, building, knowledge, technology, and material) not all can be found in the awards. In fact, one quarter of the awards does not consider such dimension at all (Chile, Japan, Peru, and Singapore). Knowledge can be found in almost all awards, but is also solely (i.e. other “resources” are not considered) in a few of them (e.g. in the Brazilian and in the American). Other awards also consider resources such as assets, buildings, and technology, specially the European awards and its derivatives, such as the Iberoamerican, the Spanish, the Swiss and the Welsh awards as well as others (e.g. the Argentinean award).

One of the greatest commonalties found between the awards is the weight that business results are given. As it can be seen in figure 7, almost all awards consider results around 400 points (40% of the weighting), with few exceptions (Australia, Chile, Jordan, and Mexico). Other aspect to be investigated is the assignment of point values to some dimensions in the organizational results category, as shown in the first column of figure 7. Actually, all awards consider results according to the dimensions, except the Australian Business Excellence framework. Some awards present a more detailed pattern by separating the point value assignments for each individual perspective while others combine them (for instance customer and market are generally together).

Fig. 7. Point Values according to the Result Perspectives (n = 15).

Results Analysis																
Awards Awards (n=15)		Result dimensions														
		Argentina	Australia	Brazil	Canada	Chile	Colombia	European	Iberoamerican	Japan	Jordan	Mexico	Peru	Singapore	South Africa	USA
(1)	Customer	100	150	100	140	65	110	200	110	126,7	38,6	75	90	140	170	75
(2)	Product	70		80		55				70	in (6/7)		in (6/7)			93,3
(3)	Organizational			50	70	25	65	150	110			100		68,6	75	
(4)	Supplier	20		30	70	25				65	150		110			100
(5)	Society	50		30	70	25	65	150	110			100		68,6	75	
(6)	Financial	80		100	70	65				65	150		110			100
(7)	Market	50		in (1)	in (1)	65	65	150	110			100		68,6	75	
(8)	People	80		60	70	40				65	150		110			100
Total		450	150	450	420	275	400	500	400			400		250	300	

Conclusions and recommendations for future research

This paper analyzed a number of awards in various countries all over the world. When these awards are compared, significant similarities were found in terms of their Mission, Core Values and Concepts, and Criteria and Items used for assessing award applicants. The exception is how each award deal with new trends such as knowledge, technology, and innovation management. This addresses future research in this direction. In addition, since these awards have been periodically reviewed and updated, further similarities among their models could emerge. If this happened, it could lead to develop a global framework. Proposing the development of such framework can be a direction for further research.

Other aspect to be investigated, out of the scope of this report, is to compare their award process with regard to examiner selection, training, and stages of the evaluation process. Some initial research in this direction has already been started by the European Foundation for Quality Management (EFQM), a not-for-profit foundation which manages and directs the European Quality Awards. The study conducted by Carter (2003), investigates the approaches to select examiners and subsequently allocate them to award applicants used by Baldrige National Quality Program, Business Excellence Australia, Japan Quality Award, and the European Foundation for Quality Management. Although this is a very good study, it could be broader if considered experiences from other award programs.

Another aspect that was not possible to investigate yet is the customization to country needs. This can be regarded as one of the next steps in this research. Further work will also consider to perform a more in-depth analysis concerning the contents of the evaluation criteria for each award as well as the assessment process. Another area of interest is the scoring system, i.e. how the awards consider the scoring guidelines. This will be reported in a future work.

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