A comparative assessment of some major quality awards

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Introduction
In order to succeed in today's more competitive business arena, any business ought to have customer oriented, i.e. quality based marketing, operational and financial strategies. Quality standards can be of significant help in achieving the objectives associated with such strategies since they clearly define the contractual, functional and technical requirements for all quality activities that will ensure that a product, process, service, or system is fit for its intended purpose.

The author fears however that barriers to trade in the future will take the form of technical/quality requirements, over and above those acknowledged by the existing ISO 9000 series of standards. Hence, since adherence to quality standards will be necessary but not sufficient, full utilization of procedures to accelerate the progress of TQM initiatives (including the available quality awards) will be an imperative. Their successful implementation is the only means of preparing businesses for the fiercely competitive trading arena within which they would have to operate in the years to come.

With these thoughts in mind, many organizations have already realized that their only way of surviving in today's competitive global market is to become a successful “total quality organization”. However, it is difficult to find a universally accepted definition of what total quality actually means, and an accepted set of criteria to calibrate their performance or progress towards it.

There have been many recent developments in research for TQM standards or frameworks against which organizations may be assessed or measure themselves. Several national and regional quality awards have been established to promote quality and serve as models of TQM. Three of the most famous and now widely used frameworks for TQM are the Deming Application Prize (DP), the Malcolm Baldrige National Quality Award (MB), and the European Quality Award (EQA). They have been established to promote quality and serve as models for TQM by offering a continually changing blueprint for organizational self-analysis, by providing motivation for continuous improvement, and by focusing attention on the strategic implications of quality[1]. Furthermore other important issues such as competitive benchmarking have gained increasing interest, partly owing to the growing numbers of companies of all sizes interested in these awards[2].

Some of the main barriers to using the awards to improve include the significant resources required to write a written application/report, fear of
Some major quality awards

Some major quality awards have, however, reported that their implementation of TQM has not only improved quality and has led to improvements in market share, sales, profits and employee morale, but also provided them with the competitive internal mechanism necessary to face unusual quality standards requirements.

Quality awards as quantitative monitoring tools

The establishment of comprehensive sets of criteria to evaluate award applicants has provided businesses with a consistent set of standards by which they can evaluate and monitor quality performance. One such example is the quality measurement index (QMI) introduced by Steel and Jennings[4]. It represents a survey-guided approach to organizational quality improvement and is based on the examination criteria used by the Malcolm Baldrige Award. The QMI may be used by an organization as one source of diagnostic data on its performance in managing quality. Major strengths and weaknesses may be discovered by profiling the organization’s QMI results[4].

The Deming Prize

The Deming Prize was the first to be established back in 1951. It was set up by the Union of Japanese Scientists and Engineers to commemorate Dr Deming’s contribution to Japanese industry and to promote further the continued development of quality control in Japan. The Deming Prize has a total of five categories, namely: the Deming Prize for Individuals (DPI); the Deming Application Prize (DP); the Deming Application Prize for Small Companies (DAPSC); the Deming Application Prize for Divisions (DAPD); and the Quality Control Award for Factories (QCAF). Non-Japanese companies have been allowed to apply for and receive the DP since 1984. However, those categories of DP which are open to overseas companies do not include the DPI and the QCAF.

The aim of the examination is to find out how well a company implements total quality control (TQC) by assessing its quality assurance policies and activities, the implementation of company-wide quality control (CWQC) practices, and the results achieved (quality improvement, productivity improvement, cost reduction, expanded sales, increased profits, etc.) through application of statistical techniques and quality circles.

The DP is given to companies that have achieved distinctive performance through the application of CWQC. The company’s performance on the application of CW QC is evaluated through two examinations, the document examination and the on-site examination. The examination results are scored. Each of the ten examination items carries ten points (see the Appendix).

The Malcolm Baldrige National Quality Award

The MB is an annual, national, US quality award established in 1987. Its purpose is to promote quality awareness and understanding of the
requirements for quality excellence, to recognize quality achievements of US companies, and to publicize successful quality strategies. The award has three eligibility categories, namely manufacturing and service companies or their subsidiaries and small businesses. Up to two awards may be given in each category each year. Winning companies are allowed to publicize and advertise their awards and are expected to share with other organizations information about their successful quality strategies.

The award assessment is based on a set of examination criteria outlined in the written application that each applicant ought to submit and includes information and data on the company's quality processes and quality improvement results. The seven examination categories are shown in the Appendix. A total of 1,000 points is allocated to these seven categories. Each category is subdivided into 28 examination items. Each examination item emphasizes a major quality system requirement and includes a set of specific areas to address; each area illustrates the type and amount of information the applicant should provide.

Although the point value of each examination category/item is subject to change every year, customer satisfaction has always been the most important category as it is the overall goal of the quality system. It currently carries more than twice the point values of the others and 30 per cent of the total points available.

The European Quality Award

The European Foundation for Quality Management (EFQM) was founded by 14 of the leading Western European businesses in 1988 when many of the major companies in Europe had realized that their only way of surviving in business was to pay much greater attention to quality. In recognition of achievement as a feature of the policy of the EFQM, the European Quality Award (EQA) was established in 1991 with the support of the European Organization for Quality (EOQ) and the European Commission (EC). The aim of the EQA is to enhance the position of Western European companies in the world market by accelerating the acceptance of quality as a strategy for global competitive advantage and by stimulating and assisting the development of quality improvement activities.

The European Quality Award has two categories: the European Quality Prize (EQP), which is awarded to companies which demonstrate excellence in the management of quality as their fundamental process for continuous improvement; and the EQA which is awarded to the most successful exponent of TQM in Western Europe. Most businesses may apply for the award as long as they are eligible Western European companies; non-eligible are all government agencies, not-for-profit organizations, trade associations and professional societies.

The examination process consists of three main sections namely initial assessment, site visits, and final review and decision. The award assessment criteria have nine categories that are divided into two groups, the results and the
Some major quality awards

enablers (see Appendix). In other words, the award assesses how the customer and people satisfaction, impact on society, and business results are being achieved through leadership, people management, policy and strategy, resources and processes. A maximum total of up to 1,000 points is allocated to these nine award criteria. Each criterion carries a different number of points in accordance with its relative value within the award. For example, as in MB, customer satisfaction is recognized as a major quality objective, attracting the highest individual score of 200 points. Business results, including the company’s achievement in its financial and non-financial objectives, are vital to the company’s success so it is the next most highly scored criterion.

A comparative study
Nakhai and Neves[5] have reviewed these three awards, i.e. the DP, MB and EQA, and provided an initial comparison. In this article these three quality models are further compared in terms of their application categories, award criteria and areas of examination, and the underlying values and concepts represented in their respective frameworks. In order to identify differences and similarities among the three different sets of examination criteria, a set of seven common criteria/headings have been singled out as shown in the latter part of the Appendix. All examination items (23 in total) and examination subitems (49 in total) of all three awards have been considered under those seven headings as shown in Table I. The latter also highlights differences by juxtaposing the equivalent percentage scores assigned to every criterion in each of the three awards. Unfortunately no detailed scoring was available for the DP. A more detailed review on of each criterion is presented below.

Leadership
This category consists of four items to be compared:

(1) Understanding, knowledge, and enthusiasm. The MB and EQA do not include this item. The DP however examines the senior executives’ view on quality, and their knowledge and enthusiasm in managing quality.

(2) Leadership’s involvement in TQM. All three awards address this issue. The MB examines the methods, tools and techniques that the senior executives use to develop and maintain an environment for quality excellence. The EQA examines the behaviour of the executive teams and all other managers in driving the organization towards TQM. Finally, the DP examines how effectively the senior executives are implementing the TQM by focusing on the senior executives’ involvement in establishing, implementing and improving company TQM policies.

(3) Leadership’s roles and commitment. All three awards address this issue. The MB examines what the leaders’ principal roles and responsibilities are in implementing and reviewing quality and operation performance plans and how they integrate the company’s quality values and customer focus into day to day management. The EQA examines how leaders act
Table I.
Comparison of the three awards

<table>
<thead>
<tr>
<th>No.</th>
<th>Criteria items</th>
<th>Awards</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>MB&lt;sup&gt;a&lt;/sup&gt;</td>
<td>EQA&lt;sup&gt;b&lt;/sup&gt;</td>
</tr>
<tr>
<td>1.0</td>
<td>Leadership:</td>
<td>Y</td>
<td>Y</td>
</tr>
<tr>
<td>1.1</td>
<td>Understanding, knowledge and enthusiasm</td>
<td>N</td>
<td>N</td>
</tr>
<tr>
<td>1.2</td>
<td>Leadership’s involvement in TQM</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.2.1</td>
<td>Leadership’s policies and quality objectives</td>
<td>y</td>
<td>y</td>
</tr>
<tr>
<td>1.2.2</td>
<td>Communication within the organization</td>
<td>y</td>
<td>y</td>
</tr>
<tr>
<td>1.2.3</td>
<td>Communication outside the organization</td>
<td>y</td>
<td>y</td>
</tr>
<tr>
<td>1.2.4</td>
<td>Educational and training programmes</td>
<td>n</td>
<td>n</td>
</tr>
<tr>
<td>1.2.5</td>
<td>Commitment and leadership skill development</td>
<td>y</td>
<td>y</td>
</tr>
<tr>
<td>1.2.6</td>
<td>Human resources management</td>
<td>n</td>
<td>n</td>
</tr>
<tr>
<td>1.3</td>
<td>Leadership’s roles and commitment</td>
<td>Y</td>
<td>Y</td>
</tr>
<tr>
<td>1.3.1</td>
<td>Leader’s roles and responsibilities</td>
<td>y</td>
<td>y</td>
</tr>
<tr>
<td>1.3.2</td>
<td>Leader’s commitment performance</td>
<td>y</td>
<td>y</td>
</tr>
<tr>
<td>1.4</td>
<td>Impact on society</td>
<td>Y</td>
<td>Y</td>
</tr>
<tr>
<td>Subtotal</td>
<td>4/8</td>
<td>3/6</td>
<td>3/6</td>
</tr>
<tr>
<td>2.0</td>
<td>Resources management:</td>
<td>Y</td>
<td>Y</td>
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<tr>
<td>2.1</td>
<td>Information management, utilization and analysis</td>
<td>Y</td>
<td>Y</td>
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<td>Information and data collection</td>
<td>y</td>
<td>y</td>
</tr>
<tr>
<td>2.1.2</td>
<td>Information and data management</td>
<td>y</td>
<td>y</td>
</tr>
<tr>
<td>2.1.3</td>
<td>Information and data analysis and utilization</td>
<td>y</td>
<td>y</td>
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<tr>
<td>2.2</td>
<td>Material resources management</td>
<td>N</td>
<td>Y</td>
</tr>
<tr>
<td>2.2.1</td>
<td>Suppliers selection and communication</td>
<td>n</td>
<td>n</td>
</tr>
<tr>
<td>2.2.2</td>
<td>Material resources management</td>
<td>n</td>
<td>y</td>
</tr>
<tr>
<td>2.3</td>
<td>Technology resources management</td>
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<tr>
<td>2.3.1</td>
<td>Technology selection</td>
<td>n</td>
<td>y</td>
</tr>
<tr>
<td>2.3.2</td>
<td>Technology exploitation</td>
<td>n</td>
<td>y</td>
</tr>
<tr>
<td>2.3.3</td>
<td>Human skill development</td>
<td>n</td>
<td>y</td>
</tr>
<tr>
<td>2.4</td>
<td>Financial resources management</td>
<td>N</td>
<td>Y</td>
</tr>
<tr>
<td>2.4.1</td>
<td>Financial strategy</td>
<td>n</td>
<td>y</td>
</tr>
<tr>
<td>2.4.2</td>
<td>Financial decision making</td>
<td>n</td>
<td>y</td>
</tr>
<tr>
<td>2.4.3</td>
<td>Financial statement management</td>
<td>n</td>
<td>y</td>
</tr>
<tr>
<td>2.4.4</td>
<td>Management of shareholder</td>
<td>n</td>
<td>y</td>
</tr>
<tr>
<td>Subtotal</td>
<td>4/12</td>
<td>1/3</td>
<td>4/1</td>
</tr>
</tbody>
</table>

Notes:
<sup>a</sup> MB = Malcolm Baldrige Award
<sup>b</sup> EQA = European Award
<sup>c</sup> DP = Deming Prize
as role models leading by example and how they demonstrate their commitment to quality improvement. The DP examines what the senior executives’ role is in the management systems such as quality assurance, cost, delivery, how their role in these systems is defined and what their responsibilities are in promoting quality control practices.

(4) Impact on society. The MB examines how the community’s requirements and expectations are included in the company’s policies and improvement practices. The EQA examines the company’s involvement and contributions towards the needs and expectations of the community. The DP examines only how the company fulfils its social responsibilities but does not include anything related to the company’s contributions to the local community.

Resources management
This category consists of four items to be compared:

(1) Information management, utilization and analysis. The MB examines how the company analyses information on quality, customers, operational and financial performance, and how such data are used to support decision making and planning in each department of the company. The EQA examines how the company’s information system is managed to ensure data validity, integrity and security. Finally, the DP examines how external information is being collected and how it is eventually analysed and used to support the quality and operational decision making and planning.

(2) Material resources management. Both MB and DP do not include this item. The EQA examines how effectively the company manages its material sources and supplies, so that material inventories are optimized, material waste is minimized, and the fixed asset is utilized to its optimum effect, including what approaches (MRP, JIT, OPT, etc.) are used to achieve the addressed requirements.

(3) Technology resources management. Both MB and DP do not include this item. The EQA examines how the company evaluates and exploits technology by assessing how the alternative and new technologies are evaluated, how they are exploited to increase company’s competitive ability, and how employee’s skills and knowledge are enhanced by the company, so that their capability of handling the new technologies is increased.

(4) Financial resources management. Both MB and DP do not include this item. The EQA examines how the company’s business improvement is continuously achieved by management of financial resources.

Strategy and policy
This category consists of three items:
(1) Establishment of policy and strategy. The MB examines the company’s strategy, goals and business plans for both short and long term, and how these are developed. It examines how the company’s policy and strategy are established on the basis of the concepts of total quality, and how company’s mission, values, vision and strategy direction are created on the basis of the quality related information. Finally, the DP examines how and on what basis the company’s policies and objectives have been established, and what are the company’s future policies, plans and measures for managing quality and other related issues, such as new product development, sales expansion plans, science and technology development, and finance and human resources management.

(2) Communication of policy and strategy. The MB examines how the company deploys its business plans to all work units and to suppliers, and how the company ensures the plan requirements are met by them. The EQA examines the approaches the company uses to communicate its policies and strategies, how communications are planned and how employees’ awareness of company’s strategies and policies is evaluated. Finally, the DP examines how and with what methods the company’s policies and strategies are communicated and disseminated throughout the company.

(3) Improvement of policy and strategy. The MB examines how the company achieves, evaluates and improves its performance on deploying plan requirements to work units and to suppliers. The EQA examines how the effectiveness and relevance of company’s strategies and policies are regularly reviewed and improved. Finally, the DP examines how the company develops and promotes the implementation measures of its policy and strategy plans, how the company checks the status of its achievement on its overall strategies and policies, how the evaluation of results and effects are planned and designed, and how the company manages the changes on its objectives and business plans.

Human resource management
This category consists of five examination items to be compared:

(1) Human resource planning and management. The MB examines how the company integrates its quality and operational performance objectives and how these are incorporated into its overall human resource plans for both shorter and longer term. It includes how the human resource plans consider the employee development and empowerment, the mobility and flexibility in work schedules, reward, recognition, how the company evaluates and uses the employee-related data such as employee satisfaction data, data on turnover, absenteeism, grievances, involvement, training to improve the development and effectiveness of the entire workforce, and to provide key information to overall company planning and human resource management and planning. The EQA
Some major quality awards

examines how the surveys of employee perceptions are used to provide key input to the people management and planning, how the human resources strategy plans support the company’s policy and strategy, and how the people management is reviewed and continuously improved. Finally the DP examines how the company applies quality concepts into its human resource allocation and management, how authority and responsibility are established and allocated and how the human resource management is reviewed and improved.

(2) Employee involvement. The MB examines what involvement methods are available in the company for all employees to achieve its quality and operational performance goals and plans. The EQA examines how the company promotes the involvement of employees to achieve continuous quality improvement. Finally the DP does not include this item.

(3) Employee education and training. The MB examines how the company determines the needs of education and training for all employees in terms of type and amount, how the company’s education and training programmes are implemented and reinforced, how the company evaluates and improves the efficiency of its quality and related education and training, and how finally it assesses key trends in both the effectiveness and extent of quality and related training and education. The EQA examines how the company defines employees’ skills, and how it compares them with its requirements, how the company establishes and implements the employee’s recruitment, advancement, and training plans, and how the company regularly reviews and improves the effectiveness of employees’ training. Finally, the DP examines how the company’s educational policies and plans consider QC management, what promotional measures the company uses for education, dissemination and thorough implementation, how the company reviews and evaluates the effectiveness of the educational programmes, how the necessary improvement actions are then taken, and what education programmes are being offered to associated companies.

(4) Employee performance and recognition. The MB examines how the company’s employee performance, recognition, promotion, compensation, reward and feedback approaches support the company’s quality and operational performance goals and plans, how the company evaluates and improves its employee performance and recognition approaches, and it assesses key trends in the effectiveness and extent of employee performance, reward, and recognition. The EQA examines how the company appraises and continuously reviews employee performance. Finally, the DP does not include this examination item.

(5) Employee wellbeing and satisfaction. The MB examines how the company includes employees’ wellbeing factors such as health, safety and ergonomics into its quality improvement activities. It includes how
the company determines the root causes of employees’ accidents and work related problems, how these problems are prevented and what special services, facilities and opportunities the company makes available to employees. Also, how and how often the company determines the employee satisfaction and the trends in key indicators of employee wellbeing and satisfaction. The EQA examines what are employees’ feelings about their company, with respect to working environment, health and safety provisions, career planning and training, awareness of company’s strategy and quality requirements, reward schemes and management style, and it reviews key indicators of people’s satisfaction, such as absenteeism and sickness, turnover rate, ease of recruitment, grievances, and use of company provided facilities. Finally, the DP does not include this item.

Process quality
This category consists of two items to be examined:

1. Process quality management. The MB examines the design and development of new products and services, how the company’s quality and customer requirements are integrated into the design and development processes; how the company maintains the quality of its key products and services; how it ensures that design, quality and operational performance requirements are continuously met; how the variations in processes and outputs are controlled; how the company reviews, manages and improves its key processes and support services to meet customer and company quality and operational performance requirements; and how the company ensures that the quality of goods and services provided by its suppliers continuously meets its quality requirements. The EQA examines how the company identifies the processes that are critical to the success of its business; how the processes are systematically managed; how the operational standards are established and monitored; how quality system standards such as ISO 9000 are applied in the process management; how the new processes are monitored and their benefits evaluated, and how the process changes are controlled to ensure that the expected results are continuously achieved. The DP examines how the company manages and controls the quality and performance of the processes, how the quality of products and services are evaluated and audited; how the new products and services are developed; and how the quality and operational standards are managed.

2. Process quality assessment and improvement. The MB examines how the company assesses the performance of its systems, processes, and the quality of its products and services, how often the assessments are made and by whom, how the company improves the performance of its systems, processes, and the quality of its products and services, how the
assessnment findings are applied in performance improvement, and how the company ensures that the assessment findings lead to effective actions. The EQA examines how the company reviews and improves the process performance; how the process performance measurements and feedback from people, customers and suppliers are used in establishing standards and setting targets for improvement, and how the company encourages and stimulates innovation and creativity in process performance improvement. The DP examines how the quality of the company's products and services are evaluated and improved and how the company carries out quality and process analysis, and how the improvement suggestions lead to effective actions.

Results
This category has two examination items to be compared:

1) Quality and operational results. The MB examines trends and current levels of all key measures of products' and services' quality, trends and current levels of all key measures of company operational performance, and finally trends and current levels for all key indicators of supplier quality. The EQA examines the company's results and trends for all key measures that are vital to its continuing success such as the company's actual performance relative to its own targets, and the performance of its key competitors including the "best in class" companies. The key measures include internal efficiency and effectiveness measures, market share, waste reduction and cycle times. Finally, the DP examines the company's performance on quality, service, delivery, cost, profit, safety and its reputation, including comparisons of its actual performance with its targets.

2) Business results. The MB examines the trends and current levels of the company's key financial measures including comparisons of the company's financial performance with those of appropriately selected companies and benchmarks. The EQA examines the company's results and trends for the key financial measures on these areas such as, profit, cash flow, sales, value added, working capital, liquidity, shareholder returns, and long-term "value for shareholders", including the company's actual performance relative to its own targets and the performance of its key competitors and the "best in class" companies. The DP does not include this examination item.

Customer management and satisfaction
This category has two examination items to be compared:

1) Customer management. The MB examines how the company determines the customer expectations for both short and long term, how the company determines different types and groups of customers and market
segments and the relative importance of its specific product and service features to them, how the company evaluates and improves its processes for determining customer requirements and expectations; how it determines customer satisfaction and repurchase intentions; how the company builds; how it maintains and enhances its relationships with its customers; how the company evaluates and improves its performance on the customer relationship management; how the company develops its commitments to its customers to promote their trust and confidence in its products and services; and how the company evaluates and improves its commitments. Both the EQA and DP do not include this examination item.

(2) Customer satisfaction. The MB examines trends in the indicators of customer satisfaction and customer dissatisfaction such as numerical ratings, complaints, claims, refunds, recalls, returns, repeat services, litigation, replacements downgrades, repairs, warranty work, warranty costs, misshipments and incomplete orders. It also considers trends in indicators of customer satisfaction relative to competitors, trends in gaining and losing customers, customer accounts, or market share to competitors. The EQA examines the external customers perceptions of the company and of its product and service quality by considering areas such as rejection rates, reproducibility, maintainability, reliability, on-time delivery, responsibility and flexibility, accessibility of key staff, awareness of customer problems, complaint handling, payment terms and financing, and indications of customer satisfaction such as complaint levels, customer returns (by value and quantity), rework levels, and accolades and awards received. The DP does not include this examination item.

Conclusions
Apart from the adoption of quality standards (such as the ISO 9000 series), the other most significant trend in quality nowadays is probably the implementation of total quality management (TQM) programmes. Quality Awards’ assessment procedures seem to be the only comprehensive means available to date by which TQM initiatives can be thoroughly monitored and assessed, providing any business with a competitive internal mechanism necessary to face the imposition of future new barriers to trade in the form of technical or quality standards requirements.

Having reviewed and compared the three main national quality awards, i.e. the MB, EQA and DP, it has been found that each model has its unique award system and set of examination criteria, different from the other two in terms of purpose, overall approach, underlying values and concepts represented in their frameworks, and their contributions to the practice of TQM.

The oldest of the three, the DP, was established to ensure that good results are achieved through successful implementation of CWQC activities. It serves as a symbol for company-wide quality efforts, the pursuit of continuous
improvement, and the extension of quality management to the suppliers of the firm. Its framework is focused on the implementation of a set of principles and techniques, such as process analysis, statistical methods and quality circles. Therefore, most of its criteria are confined to the application of these principles and techniques. Even criteria such as company policy and planning, results, or future plans, which are considered in a broader text in both MB and EQA, are primarily concerned with quality assurance activities and quality results, especially the elimination of defects. Its evaluation dimensions such as cost, productivity, delivery, safety and environment, are not as explicitly measured as in the MB and EQA.

The MB was established to promote quality awareness, understand the requirements for quality excellence, and share information about successful quality strategies and benefits. As the MB was promoted by the US Department of Commerce under a climate of intense industrial competition, its overall approach still places emphasis on customer satisfaction to achieve competitiveness. The principle behind its award criteria is that leadership drives the activities (such as people management, policy and strategy, management of processes, and management of resources) towards excellence in quality results and customers' satisfaction. These results need to be quantifiable, measurable and benchmarked.

Finally, the EQA was developed to enhance the position of Western European companies in the world market through accelerating the acceptance of quality as a strategy for global competitive advantage, and stimulating and assisting the development of quality improvement activities. It was also developed for the purpose of supporting the evolution of the European Common Market and the emergence of a new Western European management identity. That is why the model includes dimensions such as the community's perception of the company and employees' satisfaction as measures of quality performance. The rationale for the EQA model is that the results, including customer and people satisfaction, and impact on society, are achieved through leadership driving the enablers, such as policy and strategy, people management, resources, and processes, leading to excellence in business results. As the latest national quality award model, the EQA has introduced a host of new ideas like impact on the community, employee satisfaction, and financial and non-financial results. Some of them, however, are broadly defined and may lead to difficulties in assessment. Nevertheless, the EQA model represents a radically broader guideline for addressing total quality issues.

In summary, therefore, the DP focuses on the dissemination of CWQC, continuous improvement and relations with suppliers. The most important aspect is the thorough application of statistical QC techniques. The MB accepts that quality is customer-driven and therefore focuses on customer satisfaction, benchmarking, competitive comparisons with the industry average, the industry leader, and the principal competitors in the company's key markets. The EQA focuses on the relations with the community, and customers' and employees' satisfaction. Finally, another major difference between DP and the
other two is that certain examination criteria such as human resource management, customer satisfaction, impact on society, and operational results are not included in the former.

References

Further reading
So, L., "Quality awards as quantitative models to monitor total quality", final year project, School of Manufacturing and Mechanical Engineering, The University of Birmingham, Birmingham, 1992.
Appendix. The three quality awards and the comparison framework

Baldrige Award
(1) Leadership
(2) Information analysis
(3) Strategic planning
(4) Human resource development and management
(5) Process management
(6) Business results
(7) Customer focus and satisfaction

European Quality Award
   Enablers:
   (1) Leadership
   (2) Policy and strategy
   (3) People management
   (4) Resources
   (5) Processes
   Results:
   (6) Customer satisfaction
   (7) People satisfaction
   (8) Impact on society
   (9) Business results

Deming Prize
(1) Policies
(2) The organization and its operations
(3) Education and dissemination
(4) Information gathering, communications and utilization
(5) Analysis
(6) Standardization
(7) Control/management
(8) Quality assurance
(9) Effects
(10) Future plans

Comparison framework
(1) Leadership
(2) Resources management
(3) Policy and strategy
(4) Human resource management
(5) Process quality
(6) Results
(7) Customer satisfaction