

A COMPARISON OF BUSINESS EXCELLENCE MODELS

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Abstract. Nowadays, there is a rising trend of implementing different Business Excellence frameworks also known as Quality Models for the improvement of organizational business performance. Models or Quality Award Model are used to recognize the best practice in the different areas. Many countries of the world adapt these models as their quality improvement tools for business assessment in comparison with the competitors. The research is focused on the review of the major Business Excellence Models such as Deming Prize, European Foundation for Quality Management (EFQM) and Malcolm Baldrige National Quality Award (MBNQA) and their influence.

The research is primarily based on theoretical approach that has applied comparative analysis as a measurement tool to identify the emphasis of different quality models.

The aim of research is to explore the common features and the differences of Business Excellence models based on their emphasis of the framework criteria. The tasks of the research consist of exploring basic Business excellence models, comparing different Business excellence models and making conclusions on best application of the respective model.

The research methods: scientific publications analysis, comparative analysis as a measurement tool to identify the emphasis of different Business Excellence models.

The results of the survey show that Business excellence models are tools that help the companies to improve the business performance and the general business performance increasing the efficiency of the country. In terms of application of the Business Excellence model criteria most companies show common features, meanwhile the differences stand out in the approach, namely, one part of the models relates to the satisfaction of the customers and the other – to business results.

Key words: *comparative analysis, Business Excellence model, Quality Award.*

JEL code: L15, L26, M11

Introduction

In the conditions of constantly increasing competition both in the global and European markets, the competitiveness of the companies to a great extent depends on feasibility of efficient process and resource management, while striving to achieve the results that comply with the aims of the companies.

First, the company should start with the overall assessment of the current situation, identification of the problems and areas of indispensable improvements, bearing in mind that the direct copying of the operational methods applied by successful and renowned companies, never guarantees the success; on the contrary, it often leads to fail. The company in need of improvements must understand the operational methods used by successful and recognized companies and adapt them to the given conditions.

The aim of research to find out the commonalities and differences among these models on the basis of their emphasis on the criteria of the frameworks. The research is based on theoretical approach that has applied comparative analysis as a measurement tool to identify the emphasis of different Quality Excellence models.

Research results and discussion

There are companies striving to improve their own business performance and efficiency along with the business performance and efficiency of their region. One of the strategies consists of application of quality improvement methods to achieve the growth of the business results. One of the instruments used to pave the path to success is application of various Business Excellence Models. (Hewitt S., 1997)

Thürer M., et al, pointed out that the companies tend to apply Business Excellence Models being aware that these models stimulate the adoption of the best practice and the usage of instruments that require the introduction of quality strategy, self-assessment and continuous improvement. (Thürer M., et al, 2018)

Such scholars as K. B. Hendricks and V. R. Singha (Hendricks K.B., Singha V.R., 1996) have verified the hypothesis that the application of efficient quality management programs helps to improve the operational results of the company. Considering this statement, the companies that have received Quality awards considerably exceed the companies with no awards, comparing the revenue-based indices. The authors have analysed the impact of the receipt of the Quality awards to the market value of the company, concluding that the stock market reacts positively to the award communication mainly due to the quality improvement of the goods caused by the introduction of Business Excellence Model. (Mavroidis V., Toliopoulou S., Agoritsas C., 2007) Most of the Business Excellence Models in the world base on three Business Excellence Model Fundamental concepts (See Table 1) characterized by slightly different approaches to quality excellence assessment in the USA, Japan and Europe. Namely, Malcolm Baldrige National Quality Award – MBNQA) excellence model widely applied in the USA, Deming Prize model, which is particularly popular in Japan, and the European Foundation for Quality Management (EFQM) model that sets the core criteria to many European quality awards.

Table 1

Fundamental concepts of the 3 most popular Business Excellence Models in the world

| EFQM Business Excellence Model Fundamental Concepts | Fundamental Concepts of Deming Business excellence model | MBNQA Baldrige Business model Fundamental Concepts |
|--|---|---|
| Leading with vision, inspiration & integrity. Excellent organisations have leaders who shape the future and make it happen, acting as role models for its values and ethics. | Management Vision and Leadership: Senior executives' leadership | Visionary leadership: Organization's senior leaders should set directions and create a customer focus, clear and visible organizational values, and high expectations for the workforce. The directions, values, and expectations should balance the needs of all stakeholders. |
| Managing with agility. Excellent organisations are widely recognised for their ability to identify and respond effectively and efficiently to opportunities and threats. | Mapping Out and Deploying Strategies | Agility: Success in today's ever changing, globally competitive environment demands agility a capacity for rapid change and flexibility. |
| Succeeding through the talent of people. Excellent organisations value their people and create a culture of empowerment for the achievement of both organisational and personal goals. | Understanding and Interaction with Customers and Markets: Quick response to market/customer needs | Systems perspective: Managing whole organization holistically and understands how its components interact, and are aligned to achieve success. |
| Sustaining outstanding Results. Excellent organisations achieve sustained outstanding results that meet both the short and long term needs of all their stakeholders, within the context of their operating environment. | Human Resource Development and Learning Environment: Education and training of human resources, and development of skills aligned to strategy | Focus on the future: Ensuring an organization's sustainability requires understanding the short and longer term factors that affect your organization and marketplace. |

| | | |
|---|--|--|
| <p>Harnessing creativity & innovation. Excellent organisations generate increased value and levels of performance through continual improvement and systematic innovation by harnessing the creativity of their stakeholders.</p> | <p>Process Management: Continuous improvement of systems and processes</p> | <p>Organizational and personal learning: Achieving the highest levels of organizational performance requires a well - executed approach to organizational and personal learning that includes sharing knowledge via systematic processes. Organizational learning includes both continuous improvement of existing approaches and significant change or innovation, leading to new goals and approaches.</p> |
| <p>Adding value for customers. Excellent organisations consistently add value for customers by understanding, anticipating and fulfilling needs, expectations and opportunities.</p> | <p>Results of Enterprise Activities: Customer Satisfaction: Quality as judged by the customers; Partnership and teamwork, Commitment to environment protection and public responsibility</p> | <p>Valuing workforce members and partners: An organization's success depends increasingly on an engaged workforce that benefits from meaningful work, clear organizational direction, and performance accountability and that has a safe, trusting, and cooperative environment.</p> |
| <p>Developing organisational capability. Excellent organisations enhance their capabilities by effectively managing change within and beyond the organisational boundaries.</p> | | <p>Managing for innovation: Making meaningful change to improve an organization's products, services, programs, processes, operations, and business model to create new value for the organization's stakeholders.</p> |
| <p>Creating a sustainable future. Excellent organisations have a positive impact on the world around them by enhancing their performance whilst simultaneously advancing the economic, environmental and social conditions within the communities they touch.</p> | | <p>Customer - driven excellence: Performance and quality are judged by an organization's customers. Thus, Organization must take into account all product features and characteristics and all modes of customer access and support that contribute value to the customers.</p> |
| | | <p>Management by fact: Organizations depend on the measurement and analysis of performance. Such measurements should derive from business needs and strategy, and they should provide critical data and information about key processes, outputs, and results.</p> |
| | | <p>Societal responsibility: An organization's leaders should stress responsibilities to the public, ethical behaviour, and the need to consider societal well-being and benefit.</p> |
| | | <p>Focus on results and creating value: An organization's performance measurements need to focus on key results. Results should be used to create and balance value for key stakeholders.</p> |

Source: author's based on Ghicajanu, Irinie, Rares, 2015; Mann, Tickle, Ad banjo, 2011

In general, the comparison of the core values of three Business Excellence Models allows concluding that some of the core values are similar: a clear vision facilitating the implementation of business strategy; compliance with the long-term and short-term succeeding conditions; involvement of the employees, their assessment and provision of trainings in order to achieve better results; process management etc. The author believes that there are some imperfections regarding the Core values of the Business Excellence model. For example, some of the core values regulating the Deming Quality Prize contain very wide scope of criteria that are worth to consider separately making the model more suitable. For instance,

the results of the company's operational results should include the customer satisfaction, partnership and teamwork, environmental commitment and social responsibility.

The author believes, that the splitting of the aforementioned core values into separate criteria, such as customer satisfaction, building of partnerships, social responsibility and environmental commitment (similar to those of *EFQM* business excellence model and Baldrige model) adding due explanations, could be more suitable. The users of the model would have a clearer idea of each of the core values and the related requirements to comply.

Kim D.Y, Kumar V., Murphy S.A. pointed out that the core values of Baldrige model resemble more the core values of *EFQM* business excellence model, keeping their own specifics and accentuating different kinds of results not taken into account in *EFQM* (Kim D.,Y., Kumar V., Murphy S. A., 2010). Nevertheless, the author believes that the core values of *EFQM* business excellence model are explicitly defined and include many significant aspects of the contemporary business practice to achieve the excellence in performance: processes, employees, orientation to the customer, added-value creation, responsibility for sustainable future etc.

Among other the author concludes, that the responsibility for sustainable future predicting a clear principle of ethical action and implementation of corporate behaviour standards and compliance with them in the framework of company's quality culture, contributing to the common economic, social and ecologic sustainability, appears as core value of excellence exclusively in *EFQM* model. Kalfa K. pointed out that partially, in the framework of particular contexts, it is included also in the *MBNQA* model (i.e. responsibility before the community), but not as clear as in *EFQM* model. (Kalfa K., 2018)

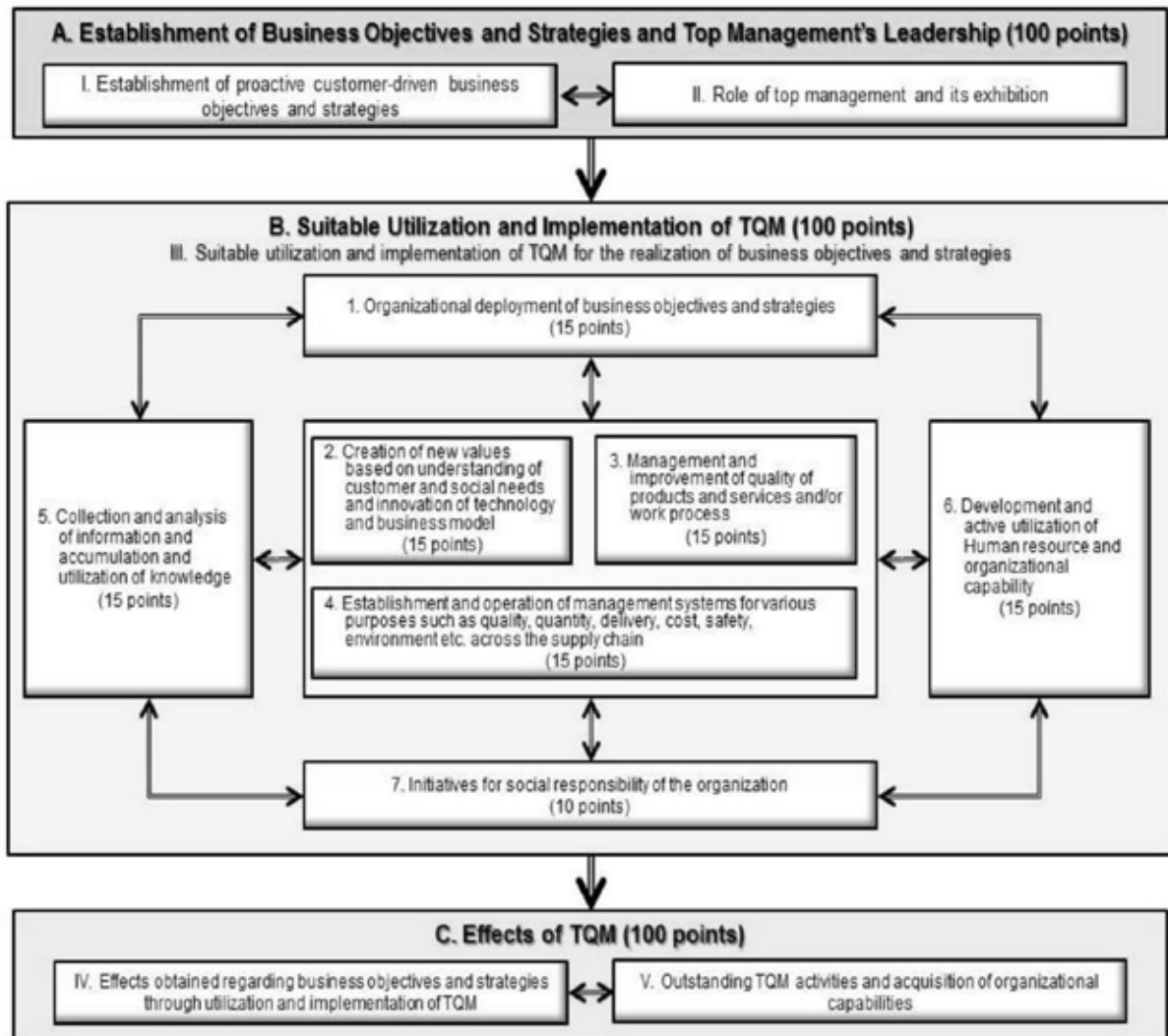
The author states that the sustainability should be an important criterion and part of the business operations for any company striving to excellence and aiming to receive the Quality award. The sustainability means sustainable development satisfying the actual needs without threats to the same satisfaction of needs in next generations. (Core values of the sustainable development in Latvia, 2016). The sustainability is a very wide concept, and therefore the society needs long-term solutions that would ensure the sustainability in terms of environment, economic activities and the society. The companies more and more face the necessity to elaborate the competitive action policy in order to keep in balance the environment, the economics and the society.

Understanding the formulated core values of excellence, the company is able to assess its compliance to the *EFQM* criteria comprehensively. This model is the totality of guidelines available for the companies striving to excellence in their business in order to assess the initial condition, to plan the improvements and to implement gradually the principles of excellence. Since the model does not contain any direct indications regarding the adoptable measures to achieve the excellence, it is the company, who chooses the necessary measures to achieve stable top-quality results according to the specifics of the company, current conditions and the possibilities of the company. (Vokurka, R.J., Stading. G. L., Brazeal, J., 2017; European Excellence model and Latvian Quality award: contest of small and medium enterprises, 2013)

The Union of Japanese Scientists and Engineers (JUSE) founded Deming quality award in 1951 to award the companies or their departments, who have achieved notable operational improvements applying the Total Quality Management (*TQM*). (Sampaio P., Saraiva P., Monteiro A., 2012) It is one of the first most important quality awards in the world.

Deming Prize is the symbol of quality improvement efforts of the company, symbol of continuous improvement and the development of quality management in relation with the suppliers. (Guidance For Deming prize, 2018). This totality of guidelines requires the usage of fixed principles and methods, for instance, the process analysis, statistical methods and quality circles. Therefore, most of the criteria closely relate to the application of the required principles and methods. (Guide for The Deming Prize The Deming Grand Prize, 2018).

Such criteria as management of policies, development of human resources, management system, information analysis and application of IT directly affect the implementation of quality measures and the results of quality improvement. (Talwar, 2011). See model's criteria entering into force since 2018 in Fig. 1.



Source: Guide for The Deming Prize. The Deming Grand Prize(2018)

Fig. 1.Criteria of Deming Prize excellence model

As for the model's criteria disclosed in the picture, the Union of Japanese scientists and engineers indicated that it is not the compliance to the standards set by the Committee of Deming Prize required from the candidates. (Breja S. K., Banwet D. K., Iyer K.C., 2016). Instead, the Committee expected the ability of the candidates to evaluate the current situation in their company, to set the aims and related tasks, to improve and reform the operations in the framework of company's daily routines. (Guidance For Deming prize, 2018). The evaluation includes not only the achieved results and applied processes, but also the predictable efficiency in future. The assessors evaluate whether the tasks set by the candidate are compatible with the current situation in the company and whether the applied measures comply with the existing conditions and accomplished activities are oriented to higher goals in the future.(The Deming Prize and Development of Quality Control/ Management in Japan, 2017)

MBNQA excellence model was introduced in 1987, when Ronald Reagan, the President of the USA of the time wished to improve the quality management practice and competitiveness in American companies by signing the Malcolm Baldrige National Quality Improvement Act.

This Quality award was established with the aim to encourage the quality awareness, define the criteria of quality excellence and distribute the information about successful quality strategies and related benefits. (Sampaio P., Saraiva P., Monteiro A., 2012). *MBNQA* excellence model consists of seven categories that ensure the strategic progress of the management. Fig. 2 shows the interconnections of all categories.



Source: (Sampaio, P., Saraiva, P., Monteiro, A., 2012)

Fig. 2. *MBNQA* excellence model

Figure represents the *MBNQA* excellence model, continuously improved every two years after collecting the opinion of the users of the model regarding the deficiencies.

In the USA, it is particularly popular system to maintain the organizational self-assessment. The National Institute of Standards And Technology (*NIST*) of the USA acknowledges that thousands of companies use the criteria of this model in their self-assessment procedures. However, this model has been widely criticized, especially in the USA (Jaeger M., Adair D., Al-Qudah, S., 2013)

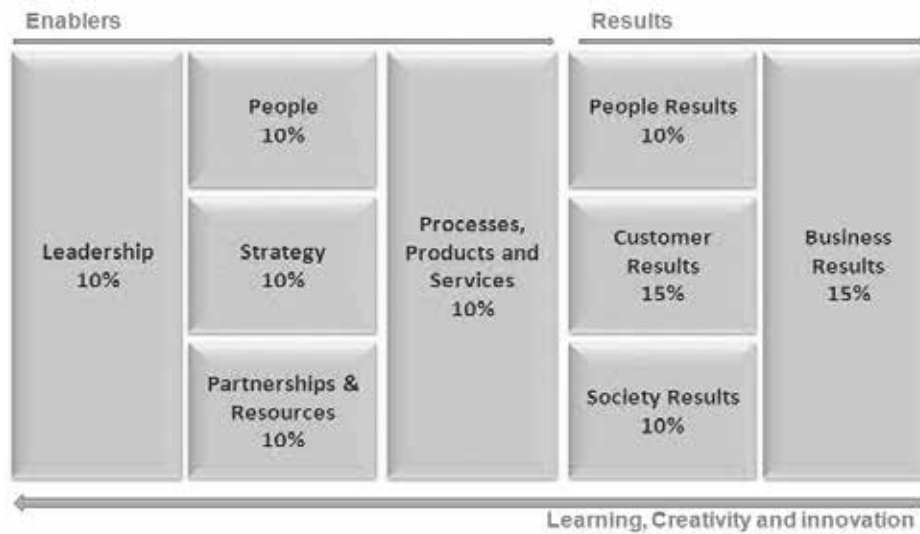
The critics claim that *MBNQA* excellence model is static and does not reflect the quality of goods in point of fact, stressing out that the high scores in self-assessment alone do not testify the high quality of goods. *MBNQA* is just a totality of guidelines, not a rule that makes companies to comply with every indication without research and interpretation of its contents. (Kanji J.G., 2002). Apart from the aforementioned arguments, the significant deficiency is an unproportioned division of points for the criteria. (Latvian Association for Quality, 2013 M.R., 2007)

Considering the importance of quality management, at the end of the 1980-ies the largest European companies successfully established a common European Foundation for Quality Management. In 1991, the organization founded the European Quality Award (*EQA*) programme aimed to praise the excellence of the European enterprises. This award is similar to the *MBNQA* award.

The European Foundation for Quality Management offers several approaches to implement the *EFQM* model, since it is rather impossible to indicate a single best approach due to the differences in application for different companies. It is very important for the company to estimate the priorities of the benefits achievable with the implementation of the model.

According to Bovaird T. and Löffler E. *EFQM* is a powerful instrument of diagnostics providing to the stakeholders the training opportunities aimed to localize the strengths of the company and the potential of improvement. Besides, this model provides to the company the opportunity to see the difference between the best practice and actual performance. It gives a rational justification for the assessment of the performance and progress on the way to the defined aims and tasks (Bovaird T. Löffler E., 2009). Author has chosen the model as the basic instrument for the detailed research and practical

case study due to its popularity, practicableness and wide scope of application. The Fig. 3 represents the EFQM business excellence model composed of 9 criteria and 32 sub-criteria.



Source: European Foundation for Quality Management Excellence Model (2013)

Fig. 3 EFQM Business Excellence model

The model consists of two parts: Approach and Results. The criteria divide into 100 points each except „customer-related results” and „ the main operational results”, where the value of the criterion is 150 points out of 1000. It is rather impossible to receive 1000 points, because no company is able to comply with all requirements of the criteria. In order to qualify for the EFQM business excellence model award the candidate has to collect 750–850 points. Only the companies able to collect such a score can receive the highest evaluation in Europe or in the world in quality matters: the Quality award. Table 2 made by the author shows the application of business excellence models in different regions of the world.

Table 2

Business excellence model awards in different countries (as of 12.04.2018)

| No. | Model Used | Country - Name of Award | Region |
|-----|-----------------------|--|--|
| 1 | EFQM Excellence Model | Hungary- Hungarian National Quality Award; Russian Federation - Russian National Quality Award; Poland - Polish Quality Award and Business Fair Play Award; Romania - Romanian Quality Award; Ukraine - Ukrainian National Quality Award; Denmark - Danish Quality Prize; Scotland - Scottish Award for Business Excellence; Czech Republic - Quality Award of the Czech Republic; Ireland - Irish Business Excellence Award; Latvia- Latvian National Quality Award; Estonia - Estonian Quality Award; Lithuania - Lithuanian National Quality Prize; Northern Ireland - Northern Ireland Quality Award; Sweden - Swedish Quality Award; United Kingdom - UK Business Excellence Award; Wales - Wales Quality Award; Italy - Italian Quality Award; Portugal - Portuguese Quality Award; Slovenia - Slovenian Business Excellence Prize; Austria - Austrian Quality Award; Belgium - K2 Award Switzerland - Swiss Quality Award for Business Excellence; Austria - Austrian Quality Award; Germany - German National Quality. | Europe |
| 2 | National model | United Arab Emirates; Turkey(developed from EFQM Excellence Model) Norway - Norwegian Quality Award Hungary - IIASA SHIBA Award Netherlands - Dutch Quality Award Slovakia - The Slovak Quality Award France - French Quality Award Greece - Athens Chamber of Commerce and Industry Awards(developed from Deming Prize Model) Ireland - Q-MARK National Quality Award India - CII-EXIM Bank Award for Business Excellence | Europe Asia |

| | | | |
|---|--|--|---|
| 3 | National model (unique) | Japan - Deming Prize Korea,Taiwan, India Sweden - Swedish Quality Award Greece - ECO-Q Recognitions Luxembourg - Prix Luxembourgeois de la Qualite Canada - Canada Awards for Excellence Australia - Australian Business Excellence Award | Asia Europe Northern America Australia |
| 4 | National model (developed from Baldrige model) | China - China Quality Award Egypt Japan - Japan Quality Award Vietnam, Mongolia | Africa Asia |
| 5 | Baldrige Criteria for Performance Excellence | Sweden - Swedish Quality Award United States of America - Malcolm Baldrige National Quality Award (MBNQA) New Zealand - New Zealand Business Excellence Award Hong Kong - Hong Kong Management Association Quality Award Indonesia, Sri Lanka, Philippines, Thailand | Europe Northern America Oceania Asia |

Source: author's created based on Ghicajanu M., Irimie S., Rares L.M., 2015; Pathak S., 2014; Mohammad, M., 2010; Mann, R., Tickle, M., Ad banjo, D., 2011

According to the collected data, in most Asian countries, except Japan, awarding the Deming quality award, apply the models that combine the business excellence models of the USA and/or Europe (including the Singapore excellence model). In addition, there are several countries applying unique business excellence models, such as Canada, Sweden, Spain, Greece etc. The author concludes that the companies tend to choose either widely applicable and/or easy-to-adapt business excellence models as well as try to create their own models taking into account the particularities of the country in question. The comparison of business excellence models' criteria is disclosed in Table 3.

Table 3

The comparison of business excellence models' criteria

| Excellence model/criteria | Leadership | Strategic planning | People | Supplier and partner | Process | Knowledge & Information management | Customer satisfaction | Result Organization | Employee satisfaction | Society result | Customer and market focus | Other criteria | Total |
|--|------------|--------------------|--------|----------------------|---------|------------------------------------|-----------------------|---------------------|-----------------------|----------------|---------------------------|----------------|-------|
| Deming Prize, Japan | + | ✓ | + | | | + | | | | | | | 3 |
| European Excellence Award (EFQM Model) | + | + | + | + | + | | + | + | + | + | | | 9 |
| Malcolm Baldrige National Quality Award(MBNQA),USA | + | + | + | | + | + | | + | | | + | | 7 |
| Canada Award For Excellence | + | + | | + | + | | | + | | | + | | 6 |
| National Quality Award of Mexico | + | + | + | | + | + | | + | | + | + | | 8 |
| National Quality Award, Brazil | + | + | + | | + | + | + | + | | + | | | 8 |
| National | | | | | | | | | | | | | |

| Excellence model/criteria | Leadership | Strategic planning | People | Supplier and partner | Process | Knowledge & Information management | Customer satisfaction | Result Organization | Employee satisfaction | Society result | Customer and market focus | Other criteria | Total |
|--|------------|--------------------|--------|----------------------|---------|------------------------------------|-----------------------|---------------------|-----------------------|----------------|---------------------------|----------------|-------|
| Quality Award of Argentina | + | + | + | + | + | | | + | | | | | 6 |
| Singapore Quality Award | + | + | + | | + | + | + | + | + | + | + | | 10 |
| Quality Award of Mongolia | + | + | + | + | + | | | + | + | + | + | | 9 |
| Japan Quality Award | + | + | + | | + | + | | + | | + | + | | 8 |
| Indonesian Quality Award | + | | + | + | + | | + | + | | | | + | 7 |
| Golden Peacock National Quality Award, India | + | + | + | | + | + | + | + | | | | | 7 |
| Rajiv Gandhi National Quality Award | + | + | + | + | + | | | + | + | + | + | | 9 |
| National Quality Award of United Kingdom | + | + | + | + | + | | + | + | + | + | | | 9 |
| National Quality Award of France | + | + | + | + | + | | + | + | + | | | + | 9 |
| National Quality Award of Belarus | + | | + | + | + | + | | + | + | + | | + | 9 |
| Prime minister Quality Award, Malaysia | + | | + | + | + | + | | + | | | + | + | 8 |
| Fiji Quality Award | + | + | + | | + | + | | + | | | + | | 7 |
| Swedish Model for Performance Excellence | + | + | + | | + | + | + | + | | | | | 7 |
| Thailand Quality Award | + | + | + | | + | + | | + | | | + | | 7 |
| National Quality Award of Hungary | + | + | + | + | + | | + | + | + | + | | | 9 |
| FNCCI National Excellence Award | | + | + | | + | + | + | + | + | + | | + | 9 |
| Philippines Quality Award | + | + | + | | + | + | | + | | | + | | 7 |
| Sri Lanka national Quality Award | + | + | + | | + | + | | + | | | + | | 7 |

| Excellence model/criteria | Leadership | Strategic planning | People | Supplier and partner | Process | Knowledge & Information management | Customer satisfaction | Result Organization | Employee satisfaction | Society result | Customer and market focus | Other criteria | Total |
|--|------------|--------------------|--------|----------------------|---------|------------------------------------|-----------------------|---------------------|-----------------------|----------------|---------------------------|----------------|-------|
| Quality Award of Vietnam | + | + | + | | + | + | | + | | | + | | 7 |
| Slovenian Business Excellence Prize | + | + | + | + | + | | + | + | + | + | + | | 10 |
| King Abdullah II award of Excellence | + | | + | + | + | + | | | | | | | 5 |
| South African Excellence Award | + | + | + | | + | + | + | + | + | + | + | | 10 |
| Hong Kong Management Association Quality Award | + | + | + | | + | + | | + | | | + | | 7 |
| Dubai Award for Excellence | + | + | + | + | + | | + | + | + | + | | | 9 |
| Scottish Award of Business Excellence | + | + | + | + | + | | + | + | + | + | + | | 10 |
| Taiwan national Quality Award | + | + | + | | + | + | | + | | | + | | 7 |
| Polish Quality Award | + | + | + | + | + | | + | + | + | + | | | 9 |
| Russian National Quality Award | + | + | + | + | + | + | + | + | + | + | | | 10 |
| New Zealand business Excellence Award | + | + | + | | + | + | | + | | | + | | 7 |
| Australian Business Excellence Award | + | + | + | | + | + | | | | | + | + | 7 |
| Frequency | 35 | 31 | 35 | 17 | 35 | 23 | 16 | 33 | 15 | 17 | 20 | 6 | |

Source: author's created based on Pathak S., 2014

According to the data shown in the table, Quality awards of many countries tend to apply similar business excellence models' criteria. For instance, such criterion as "Employees and processes" is included in 35 of 36 business excellence models compared by the author. The second most popular criterion appears to be "Leadership" included in 35 business excellence models of 35 different countries. 31 models contain "Strategic planning", a criterion emphasized by many founders of quality analysis. The author concludes that the criteria of the models do not differ significantly unlike the approaches to reach the excellence that tend to be diverse. The most accented criteria to reach the excellence are either "Results" or "Satisfaction" (of customers, employees). Analysis of business excellence modes drives the author to conclude that part of the models are complex and contain more than 9 criteria making the assessment longer and more complicated, which is the case of Singapore Quality Award (SQA), Russian National Quality Award, South African Excellence Award to mention just a few.

Another group of problems emerges in fact that according to the author a part of business excellence models do not contain some relevant criteria for business excellence. For instance, Prime Minister Quality Award of Malaysia has nothing to do with customers' satisfaction, the National Quality Award of United Kingdom is not customer-oriented, National Quality Award of Belarus lacks the strategic planning criterion etc. The author believes that EFQM business excellence model contain all necessary criteria testifying the business excellence, and therefore this model should be used as the most suitable tool to prove it.

Conclusions

Business excellence models are the instruments, which help the companies improve the performance and the general business performance and efficiency of the country.

In terms of the application of the criteria of business excellence model, most companies show common features. Meanwhile the differences stand out in the approach. Namely, one part of the models relates to the satisfaction of the customers and the other relates to business results.

Core values of European business excellence model contain many aspects that are important for the contemporary business practice aimed at achieving the excellence: processes, employees, orientation to customers, added-value creation, and responsibility for the sustainable future.

Core values of business excellence model of America are similar to the core values of the European business excellence model. However, they conserve certain specifics accentuating different results in comparison to the EFQM model focused on customers' satisfaction.

The Deming Quality Award evaluates the ability of the company to assess the current situation, the aims and tasks, improvement of the operations, and transformations in the framework of the company. The Award does not require rigid compliance with the criteria.

Core values of some model are divided into separate categories like customers' satisfaction, the establishment of partnerships, the responsibility towards the society, and environmental commitment with a proper explanation. They are more suitable because they represent the requirements of each core value for users of the model and other interested stakeholders better.

Most Asian countries, except Japan, apply the models that combine the business excellence models of the USA and/or Europe (including the Singapore excellence model) when awarding the Deming Quality Award. Besides, there are also countries, which have elaborated unique models applied for the assessment of performance excellence.

The company wishing to achieve the excellence in performance can apply the EFQM business excellence model to assess the current situation in the company, to plan the improvements, and to implement the principles of excellence based on compliance with the set criteria.

Due to the constant changes in the business environment, one must review and transform the Business Excellence models regularly according to the current situation or conditions that influence the excellence/performance of the company. Therefore, the models are subject to continuous improvement by their developers to ensure a trustworthy tool for quality management.

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