

Article

How to Characterize Business Excellence and Determine the Relation between Business Excellence and Sustainability

Miriam Jankalová ^{1,*}  and Radoslav Jankal ² 

¹ Faculty of Operation and Economics of Transport and Communications, University of Žilina, Univerzitná 1, 010 26 Žilina, Slovakia

² Faculty of Management Science and Informatics, University of Žilina, Univerzitná 1, 010 26 Žilina, Slovakia; radoslav.jankal@fri.uniza.sk

* Correspondence: miriam.jankalova@fpedas.uniza.sk; Tel.: +421-41-513-3134

Received: 22 June 2020; Accepted: 28 July 2020; Published: 31 July 2020



Abstract: A descriptive attribute or characteristic of an object is called dimension. In the area of Business Excellence, this concept is associated with national quality awards and Business Excellence models. The aim of the paper is to identify the Business Excellence dimensions, on the grounds of comparative analysis of selected national quality award models, including determination of relations between the Business Excellence and Sustainability. Cross-cultural comparison of Business Excellence core values in the analyzed excellence models/national quality awards will be helpful in identification of the Business Excellence dimensions. The main findings of this study are: The basis for achieving Business Excellence is to respect the core principles of TQM (Total Quality Management); Business Excellence dimensions can be identified based on core values; Business Excellence can be characterized through dimensions; there is a relationship between the Business Excellence dimensions and the Sustainability dimensions. This study is based on information that was gathered through an extensive literature review (research publications and research studies (documents) about the national quality awards and Business Excellence models using Internet and research databases (Web of Science, Scopus, EBSCO) and the authors' own experience. Methods of analysis, comparison, selection, abstraction, induction, deduction, determination, and statistics were used. The paper is organized as follows: the methodology approach; the comparative review of the secondary data on Business Excellence core values in the analyzed models; discussion about the main findings, including the link between the Business Excellence dimensions and Sustainability dimensions.

Keywords: characteristic; attribute; dimension; excellence; model; core value

1. Introduction

A descriptive attribute or characteristic of an object is called a dimension and can be given different values. In the sense of the Foreign Language Dictionary, it represents size, scope, distance; in mathematics, the number of independent coordinates determining the position of a point in space; in geography, the length of time or the spatial dimension [1]. Nowadays, we encounter this concept in different spheres and at different levels of life—we talk about dimensions of quality of life, space, culture, personality, education, and globalization. In the area of Business Excellence, this concept is associated with national quality awards (NQA) and Business Excellence models—models with a fixed scale of criteria, on the basis of which individual companies can be assessed objectively but also compared.

1.1. Research Review

Theory and practice offer a variety of holistic models (transnational, national, regional), which are based on three pillars constituting the essence of Total Quality Management, namely the simultaneous observation of people, processes and results [2]. Examples are perhaps the three best known—the EFQM (European Foundation for Quality Management Excellence Model in Europe; in Japan, the model of the Deming Prize and the Baldrige Excellence Framework in the USA [2–15]. In addition to these models, there are also national and regional ones, which largely follow the models already mentioned, but by implementing their country/institution’s own perspective on the issue, they have become an important basis for assessing the state of Business Excellence in that country. In Talwar’s research [7–10], it is reported that most NQA models are based on the MBNQA (The Malcolm Baldrige National Quality Award) and the EFQM model [16]; the NQAs of 53 countries are based on MBNQA [17] and the EFQM model is being used in 26 countries [18]. It spells out that 50 Business Excellence models/national quality awards have adopted MBNQA, EFQM and the Deming Prize as their basis, and 31 models have their own unique framework ([10], Table ??).

Table 1. List of excellence models/national quality awards with own unique framework by Talwar (2011).

| Country | Excellence Model/Name of Award |
|-------------------|---|
| Australia | Australian Business Excellence Award |
| Belarus | Belarus Quality Award |
| Brazil | Brazil National Quality Award |
| Canada | Canada Awards for Excellence |
| Colombia | Colombia National Quality Prize |
| Costa Rica | Costa Rica Excellence Award |
| Cuba | Cuban National Quality Award |
| Cyprus | ECO-Q Recognitions |
| Fiji | Fiji National Quality Awards |
| Greece | ECO-Q Recognitions |
| India | Rajiv Gandhi National Quality Award |
| India | Golden Peacock National Quality Award |
| Israel | Israel National Industrial Quality Award |
| Japan | Deming Prize |
| Japan | Japan Quality Award |
| Jordan | King Abdullah II Award |
| Republic of Korea | Korean Quality Grand Award |
| Luxembourg | The Luxembourg Prize for Quality and Excellence |
| Malaysia | Prime Minister’s Quality Award |
| Mongolia | National Productivity Award |
| Mexico | Mexican National Quality Award |
| Morocco | Moroccan National Quality Prize |
| Shanghai (China) | Shanghai Quality Management Award |
| Singapore | Singapore Quality Award for Business Excellence |
| Spain | Premios Principe Felipe a la Excelencia Empresarial |
| South Africa | South African Business Excellence Award |
| Sweden | Quality in Northern Sweden |
| Taiwan | Taiwan National Quality Award |
| Uruguay | Uruguay National Quality Award |
| USA | Malcolm Baldrige National Quality Award |
| Wales | Wales Quality Award |

Source: [10].

Research undertaken on behalf of NIST (National Institute of Standards and Technology) by Musli Mohammad and Robin Mann (Date of research: 9–13 January 2010) showed that at that time there were 96 national awards, of which 30 had their own framework but were developed from MBNQA, EFQM and the Deming Prize, and only in 18 cases can we speak of a unique national model [19]. Due to the

ongoing review of models in line with the external environment made in 2015, Ahmed Abbas, Robin Mann and Nicky Campbell-Allen conducted a re-survey (Date of research: 14 July 2015) which focused on which countries/regions are managing Business Excellence awards and/or Business Excellence initiatives based on holistic Business Excellence frameworks that resemble in design or assessment methods internationally recognized Business Excellence frameworks such as the EFQM Excellence Model and the Baldrige Excellence Framework [20]. Of the 90 existing prizes applied as a framework, one of the known models = 43, developed from MBNQA and EFQM, and in one case from Australian Business Excellence Framework = 27 and unique frameworks appeared in 20 cases (Table 2).

Table 2. List of excellence models/national quality awards with own unique framework by Ahmed Abbas, Robin Mann and Nicky Campbell-Allen (2015).

| Country | Excellence Model/Name of Award |
|-------------|--|
| Argentina | National Quality Award of Argentina |
| Australia | Australian Business Excellence Award |
| Bolivia | Bolivian Award for Excellence |
| Brazil | Brazil National Quality Award |
| Brunei | Brunei Civil Service Excellence Award |
| Canada | Canada Awards for Excellence |
| Colombia | National Award for Excellence and Innovation in Management |
| Costa Rica | |
| Cuba | National Quality Award of Cuban Republic |
| El Salvador | Salvadoran Award for Quality |
| India | Rajiv Gandhi National Quality Award |
| Israel | Israel National Industrial Quality Award |
| Korea | Korean Quality Grand Award |
| Luxembourg | The Luxembourg Prize for Quality and Excellence |
| Mexico | National Quality Award of Mexico |
| Middle East | Arab Quality Award |
| Nepal | FNCCI National Business Excellence Award |
| Spain | Prince Philip Award for Business Excellence |
| Sweden | Swedish Quality Award |
| Taiwan | Taiwan National Quality Award |

Source: [20].

The latest research undertaken by Saad Ghafoor and Robin Mann (Last updated: 28 May 2018) reveals that 55 countries have a national Business Excellence award [13]. The results show that the EFQM Excellence Model is the most commonly used, particularly in Europe and the Middle East. 30 countries use the EFQM Excellence Model or models similar to it. The Baldrige Excellence Framework is also popular, with use in the United States and many countries in Asia. 19 countries use the Baldrige Excellence Framework or models similar to it. 15 awards programs use a unique model and one business excellence award in Sweden enables award applicants to choose between using the Baldrige Excellence Framework, EFQM Excellence Model or the Swedish Business Excellence Model (Table 3).

Table 3. List of excellence models/national quality awards with own unique framework by Saad Ghafoor and Robin Mann (2018).

| Country | Excellence Model/Name of Award |
|------------------------------|--|
| Argentina | National Quality Award of Argentina |
| Australia | Australian Business Excellence Awards |
| Bolivia | Bolivian Award for Excellence |
| Canada | Canada Awards for Excellence |
| Costa Rica | Costa Rica Excellence Award |
| Cuba | National Quality Award of Cuban Republic |
| Israel | Israel National Industrial Quality Award |
| Korea | Korean Quality Grand Award |
| Luxembourg | The Luxembourg Prize for Quality and Excellence |
| Mexico | National Quality Award of Mexico |
| Nepal | Nepal Business Excellence Awards |
| Sweden | Swedish Quality Award |
| Taiwan | Taiwan National Quality Award |
| United Arab Emirates | Abu Dhabi Award for Excellence in Government Performance |
| United Arab Emirates | Sheikh Khalifa Government Excellence Award |
| United Arab Emirates - Dubai | Dubai Government Excellence Awards |

Source: [21].

1.2. Research Findings

Comparing the results of research by Talwar (2011) [10], with the results of research by Ahmed Abbas, Robin Mann and Nicky Campbell-Allen (2015) [20], as well as research by Saad Ghafoor and Robin Mann (2018) [21] and our own review of the national quality awards, we came to the following research findings:

Research findings 1:

Two models (The Baldrige Excellence Framework, The EFQM Excellence Model) are used as global frameworks for most national quality awards in the world (in either unchanged or modified form).

The Baldrige Excellence Framework and the EFQM Excellence Model are the subject of research from this group.

Research findings 2:

According to Talwar's research (2011) [10], 31 national quality awards have their own unique framework; according to research by Ahmed Abbas, Robin Mann and Nicky Campbell-Allen (2015) [20], a unique framework was found in 19 cases, and based on research by Saad Ghafoor and Robin Mann (2018) [21], 16 awards programs use a unique model. The differences are due to data collection itself based on information gathered through literature review using internet and research databases. Many websites of national quality awards have only limited information in their public domains, which made the review of national quality awards more difficult.

The models presented in Table 4 are the object of comparative analysis presented in this paper. Their selection took into account the research conducted by Talwar (2011) [10], by Ahmed Abbas, Robin Mann and Nicky Campbell-Allen (2015) [20], by Saad Ghafoor and Robin Mann (2018) [21] and our own review of the national quality awards based on information gathered through the internet in their public domains [22–49] at the time of the study.

The relevance of studying relationships between various national quality awards and their frameworks notes that the Business Excellence cannot be defined in relation to only one dimension. Even though the characteristic of the Business Excellence and the term “dimension” is clear enough, researchers often replaced the term “dimension” by terms such as “principle, core theme, or item”. Nevertheless, their meaning in the context of Business Excellence is different.

The aim of this paper is to identify the Business Excellence dimensions, on the grounds of comparative analysis of selected NQA models, including determination of relation between the

Business Excellence and Sustainability. Cross-cultural comparison of Business Excellence core values in the analyzed excellence models/national quality awards will be helpful in identification of the Business Excellence dimensions and in understanding how countries view excellence practices.

The paper is organized as follows: Section 2 describes the methodology approach; Section 3 comparatively reviews the secondary data on Business Excellence core values in the analyzed models; Section 4 discusses the main findings, including the link between the Business Excellence dimensions and Sustainability dimensions; Section 5 are the main findings and implications summarized.

Table 4. List of excellence models/national quality awards that have become the object of comparative analysis presented in this paper.

| Country | Excellence Model/Name of Award |
|--------------|---|
| Argentina | National Quality Award of Argentina |
| Australia | Australian Business Excellence Awards |
| Bolivia | Bolivian Award for Excellence |
| Brazil | The Management Excellence Model |
| Canada | Canada Awards for Excellence |
| Chile | Chilean Business Excellence Framework |
| Costa Rica | Costa Rica Excellence Award |
| Cuba | National Quality Award of Republic of Cuba |
| El Salvador | Model for Excellence Management of the Salvadoran Quality Award |
| Europe | The EFQM Excellence Model |
| Fiji | The Fiji Business Excellence Awards |
| Israel | Israel National Industrial Quality Award |
| Luxembourg | The Luxembourg Prize for Quality and Excellence |
| Malaysia | Malaysia Business Excellence Framework |
| Mexico | National Quality Award of Mexico |
| Saudi Arabia | King Abdul Aziz Quality Award |
| Singapore | Singapore Business Excellence Framework |
| South Korea | Korea National Quality Award |
| Sweden | Swedish Quality Award |
| USA | The Baldrige Excellence Framework |

Source: Authors.

2. Materials and Methods

The fulfilment of the aim of this paper is preceded by:

- Analysis of research studies about the national quality awards and Business Excellence models (see Section 1).
- Analysis of Business Excellence core values in the analyzed excellence models/national quality awards (see Appendix A, Table A1, Section 3).

Analysis of research studies about the national quality awards and Business Excellence models

The analysis of research studies is organized point-by-point (to discuss points about the national quality awards and Business Excellence models according to research by Talwar (2011) [10]; Mohammad and Mann (2010) [19]; Abbas, Mann and Campbell-Allen (2015) [20]; Ghafoor and Mann (2018)) [21]. The results of these findings are presented in Table 4 (these models are inputs for the comparative analysis of the secondary data on Business Excellence core values and for the identification of the Business Excellence dimensions). Methods of analysis, comparison, selection, and induction were used.

Analysis of Business Excellence core values in the analyzed excellence models/national quality awards

The analysis of Business Excellence core values in the selected excellence models/national quality awards is presented as comparative reviews of the fundamental concepts (core values) in text-by-text (to discuss all analyzed excellence models/national quality awards). The results of these findings are stated in Appendix A, Table A1.

In relation to the interpretation of the comparative analysis, it is necessary:

- to determine the number of core values and concepts in the selected excellence models/national quality (see Section 3, Table 5),
- to organize a large amount of information related to core values according to their relationship to groups; a suitable tool is an affinity diagram (see Section 3, Table 6).

Table 5. Number of core values and concepts of excellence models/national quality awards that have become the object of comparative analysis.

| Country | Excellence Model/Name of Award | Number of Core Values |
|--------------|---|-----------------------|
| Argentina | National Quality Award of Argentina | 9 |
| Australia | Australian Business Excellence Awards | 9 |
| Bolivia | Bolivian Award for Excellence | 11 |
| Brazil | The Management Excellence Model | 7 |
| Canada | Canada Awards for Excellence | 7 |
| Chile | Chilean Business Excellence Framework | 8 |
| Costa Rica | Costa Rica Excellence Award | 11 |
| Cuba | National Quality Award of Republic of Cuba | 9 |
| El Salvador | Model for Excellence Management of the Salvadoran Quality Award | 11 |
| Europe | The EFQM Excellence Model | 8 |
| Fiji | The Fiji Business Excellence Awards | 11 |
| Israel | Israel National Industrial Quality Award | 11 |
| Luxembourg | The Luxembourg Prize for Quality and Excellence | 8 |
| Malaysia | Malaysia Business Excellence Framework | 12 |
| Mexico | National Quality Award of Mexico | 8 |
| Saudi Arabia | King Abdul Aziz Quality Award | 9 |
| Singapore | Singapore Business Excellence Framework | 9 |
| South Korea | Korea National Quality Award | 11 |
| Sweden | Swedish Quality Award | 5 |
| USA | The Baldrige Excellence Framework | 11 |
| | Minimum | 5 |
| | Maximum | 12 |
| | Average | 9,25 |
| | Median | 9 |
| | Lower quartile | 8 |
| | Upper quartile | 11 |

Source: Authors.

Table 6. Core values and concepts of excellence.

| Core Value | Appearance in Models |
|---------------------------------------|----------------------|
| The focus on customers and the market | 20 |
| Visionary leadership | 20 |
| Sustainable development | 19 |
| Wellbeing and inclusion | 19 |
| Creativity and innovation | 19 |
| Sustainable results | 15 |
| Information and knowledge | 13 |
| Agility and flexibility | 13 |
| Policy and strategy | 13 |
| Systems thinking | 10 |
| Process management | 9 |
| A learning organization | 9 |
| Successful partnerships | 7 |
| Ethics and transparency | 3 |
| Quality management | 3 |

Source: Authors.

The position characteristics—minimum, maximum, average, median, lower and upper quartile are used. By the calculation, the following Excel functions are used: MIN—Returns the smallest number in a set of values; MAX—Returns the largest value in a set of values; AVERAGE—Returns the average (arithmetic mean) of the arguments; MEDIAN—Returns the median of the given numbers. The median is the number in the middle of a set of numbers; QUARTILE—Returns the quartile of a data set (First quartile (25th percentile) and Third quartile (75th percentile)).

The Business Excellence dimensions are identified by extending the connection between the selected core values and TQM principles (Figure 1). A suitable tool is a systematic diagram. Methods of analysis, selection, and determination were used.

This study is based on information that was gathered through an extensive literature review (research publications and research studies (documents) about the national quality awards and Business Excellence models using Internet and research databases (Web of Science, Scopus, EBSCO) and the author's own experience (results from own research projects (project manager M.J.)—VEGA 1/0916/15 Business Excellence status assessment in relation to the corporate social responsibility concept).

3. Results

Aforementioned in Section 1 were defined inputs (see Table 4) which would be used for comparative analysis of the secondary data on Business Excellence core values in the analyzed models (see Appendix A, Table A1). It is helpful in identification of the Business Excellence dimensions and in understanding how countries view excellence practices.

In relation to the interpretation of the comparative analysis of selected excellence models/national quality awards, it is necessary to define the following sets of questions:

- Q1: How many core values and concepts in the context of excellence models/national quality awards can be identified?
- Q2: How can the Business Excellence dimensions be identified?

Q1: How many core values and concepts in the context of excellence models/national quality awards can be identified?

It follows from the analysis (Table 5) that individual models are based on an average of 9 core values. The most core values (12) were identified in the Malaysia Business Excellence Framework, at least in the Swedish Quality Award (5). Overall, we identified 15 core values, of which 10 are common to at least 10 excellence models/national quality awards (Table 6).

When identifying core values, we are also focused on their characteristics (we consider the fact that although some core values are named differently from one model to another, they mean the same). The characteristics of the identified core values listed in Table 6 are based on a detailed analysis of the core values of each model [22–49]:

- **The focus on customers and the market** The knowledge of the current and future needs of customers and market is the starting point in the search for organizational excellence. Such needs must be clear to all members of the organization. The perception of quality judged by the customer focuses on those characteristics or attributes of the product or service that add value, raise their satisfaction, determine their preferences and make them faithful to the brand. The management oriented to the satisfaction of the customers requires to be aware of the technological development, to know the offers of the competitors and to respond quickly and flexibly to their needs and expectations. The achievement of customer satisfaction is therefore fundamental to increase the competitiveness of the organization, which becomes a strategic issue.
- **Visionary leadership (Leading with Vision and Integrity; Leading with Vision, Inspiration and Integrity)** Excellent organizations have leaders who shape the future and make it happen, acting as role models for its values and ethics. A visionary leader creates a vision for the organization and inspires the entire organizational community to remain committed to realizing the vision. Leaders present as a role model for others to follow and take necessary actions to transform the

vision into reality. They co-create the future with stakeholders and set the direction for achieving excellence. Leaders see the organization, its products, services and processes as parts of a larger whole, and work actively to improve society, the environment and the economy. Leaders utilize and develop the collective competence and diversity of the organization and its co-workers.

- **Sustainable development** High performing organizations anticipate and invest for the future. Leaders are committed to responsible and sustainable business practices. Understanding and balancing these priorities provide key stakeholders and customers with confidence in the organizations' sustainability. Excellent organizations 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. They demonstrate with concrete measures their commitment with the protection of the environment, ethical behavior in its business and with the concepts of eco-efficiency and sustainable development, exceeding the simple fulfilment of the legal and regulatory requirements in force. The activities that the organization could carry out in this regard may include improvements in education, health, environment, conservation of resources, community service, development of organizational and business practices, the sharing of non-confidential information, etc.
- **Wellbeing and inclusion (Appreciation of people as the main strategic factor; Employees' Learning, Participation, and Wellbeing; Valuing people)** The quality is built by people. A precondition of a successful organization are motivated co-workers who feel appreciated and respected. Everyone sees their role in the whole and has a clear mandate to contribute to the organization's development. A successful organization values its workforce members and the other people who have a stake in the organization. Not only internal members but also external partners should be identified as important talents that will lead to the success of the organization. Engaging people's enthusiasm, resourcefulness and participation improves organizational performance. Development and wellbeing of employees enhances their performance and working relationships and improves organizational outcomes. An organization needs a highly educated and trained workforce to adapt to changes in today's challenging business environment. Wellbeing of employees is important since it affects their job performance and retention. The organization ensures the integration of all its personnel through the creation of a shared identity and by responding to their physical and emotional needs in the workplace, as well as in the communities in which they live.
- **Creativity and Innovation (Harnessing Creativity and Innovation)** Excellent organizations generate increased value and levels of performance through continual improvement and systematic innovation by harnessing the creativity of their stakeholders. In business, innovation is critical for an organization's survival and growth product from competitors. Consumer requirements are constantly changing. In order to meet the challenges, organizations need to improve existing processes and management to realize higher efficiency and productivity. To this end, employees need to be passionate about innovation. Senior leaders should be able to guide, inspire, motivate, and encourage the entire workforce to contribute, develop, and learn to be innovative. The ability to innovate is the advantage that makes today the difference between competing and aspiring enterprises to lead, excel and reach global performance. Innovation is making meaningful changes to improve products, services, processes, operations, and business models to create new value for stakeholders. Innovation develops organizational performance into new dimensions and requires understanding of strategic opportunities and risks. Innovation should be done in all systems and processes of all departments and operational activities. Companies committed to quality seek to create an environment conducive to the development of innovation and creativity as key elements for the introduction of improvements.
- **Sustainable results (Management orientation to results; Sustaining Outstanding Results; Focus on results and creating value)** An organization's performance should be measured based on the results it produces. The organization should be showing sustainable results on many

fronts such as results related to customers, financial and market, people and processes. All these results would be used to gauge the extent to which the organization has progressed to achieve its vision and mission. The excellent organizations strive to achieve superior results that are sustainable, comprehensive and positive. This is a natural result of the policies, regulations and practices that are applied regularly in all sectors of the establishment. These organizations are characterized by the importance of measuring the institutional and individual performance. High performing organizations are poised for market leadership and growth. They achieve outstanding financial and customer results while meeting the interests of employees and other stakeholders. They balance short-term gains and long-term returns. By creating value for all stakeholders, the organization creates trust and contributes to the community.

- **Information and knowledge (Fact-based management)** 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. Key processes, various types of perceived performance, competitors, and industry trends must be measured and analyzed. Organizations need a lot of data and information from various internal and external channels, and forms to manage performance. Well-selected metrics and indicators provide important guidance for an organization to perform well-aligned activities to achieve its goals. Effective use of the facts, data and knowledge leads to improved decisions. An organization often possesses huge amounts of data. In its information value-chain, data are transformed into information, then knowledge, and then wisdom. Therefore, effective information management is an overarching goal of any organization. Without this anchor activity, an organization may not run smoothly. Information is necessary to carry out day-to-day activities such as dealing with customers, suppliers, partners, and other stakeholders. It is important to have the right information available to the right people at the right time to make the right decisions. Decisions based on opinion or assumptions have a higher risk of being ill-informed decisions.
- **Agility and flexibility (Managing with Agility)** The rapid and flexible response, ability to change in a timely manner, in response to new demands from stakeholders and changes in context has become a key factor in a global and competitive market. Excellent organizations are widely recognized for their ability to identify and respond effectively and efficiently to opportunities and threats. Competition demands organizations to execute with consistency and respond to changes with agility. This requires flexibility in their operations to manage change and skills in assessing rewards and risks. Success in today's ever-changing, globally competitive environment demands agility—a capacity for rapid change and flexibility.
- **Policy and strategy** The organization should include in the strategic planning process certain success factors such as the expectations of customers, new business opportunities and the formation of associations/alliances, technological development, attracting customers and new markets, the changing legal requirements, the expectations of the State and the community and the strategic changes made by competitors. The organization ensures the fulfilment of its vision and mission. Vision should be understood not only as a business goal of an organization, but also as a broad sense of value that includes the mission and social values of the organization and the values of the lives of its members. The organization should actualize its vision and mission by developing a well-defined strategy that takes into account the challenges and risks it faces. The strategy map should be result-oriented and based on the present and future needs and expectations of all the stakeholders as well as based on information from performance measures, research, learning, and other related external activities.
- **Systems thinking (Systems perspective)** Systems thinking means viewing an organization as a wholesome entity and managing all the parts of an organization as a unified whole to achieve mission and strive toward vision. Senior leaders of an organization should take steps to align the objectives of various units in the organization. The action plans of various units are integrated so that the overall objectives of the organization are achieved. Systems thinking helps senior leaders

to synergize the core competencies of an organization. All people work in a system. Outcomes are improved when people work on the system and its associated processes. An organization operates as an organizational system and will view the environment in which it operates as a system. It engages people and their ideas to manage, simplify and optimize its system of processes to improve the outcomes.

- **Process management (Management of processes)** An organization is a network of interdependent value-adding processes, and improvement is achieved through understanding and changing these processes to improve the total system. All activity developed by the company can be defined in terms of processes, that is, the combination of human and material resources in a series of repetitive and systematic activities to obtain a product or service that meets the customer's requirements. Success in management is based on the systematic measurement of results and the continuous introduction of improvements. Process orientation stimulates preventive work. The basic causes of problems are identified, and fact-based decisions are taken. The processes are designed to create predictable results, while there is the capacity to rapidly adjust to the changed needs of customers and stakeholders. Processes must be managed in order to search for efficiency and effectiveness in the activities, in order to add value to the organization and stakeholders.
- **A learning organization (Organizational learning)** Organizational learning is a systematic process, related to continuous improvement and permanent innovation of products, production processes and management processes. It produces diversity of advantages and benefits for the organization: better products and services, raising the satisfaction of citizens, customers and strategic allies, development of new business opportunities, cost reduction, response time and cycle times and increased productivity and improvement of the performance of the organization in the fulfilment of its public responsibilities.
- **Successful partnerships** The company seeks the development of long-term relationships with its suppliers and members of its networks, based on mutual trust and adequate integration, thereby generating improvements and added value to its customers and suppliers. Effective supplier management makes suppliers "partners" in the organization's strategy to satisfy an ever-changing marketplace. A competitive advantage may depend on a long-term strategic relationship with a few suppliers. This may entail tenable and tangible benefits to an organization.
- **Ethics and transparency** Organizations should stress ethical behavior by all workforce members in all stakeholder transactions and interactions. Senior leaders should be role models of ethical behavior. The management should take the lead in ethical behavior to lead the members. The Code of Ethics is the foundation of organizational culture and values and is the basis for leading the organization in the right direction. Transparency is the foundation of diverse activities, leading to the dedication of members, and the basis of customer and various stakeholder relationships. Organizations should pay strict adherence to the principles and practices of non-discrimination of any nature, including gender, age, race, creed or eventual disabilities.
- **Quality management** Quality is planned and designed. The organization carries out systematic activities to continuously improve the quality of its processes, products and services as well as analyze the key components of processes, including research and development, design, production and evaluation of the resulting product or service.

Q2: How can the Business Excellence dimensions be identified?

The identification of the Business Excellence dimensions depends on the analysis of core values and concepts in the selected excellence models. It was therefore preceded by:

- determination of the term 'dimension' (see Section 1),
- determination of the number of core values and concepts in the selected excellence models/national quality awards (see Section 3, Table 5, Table 6).

Explanation: It follows from the definition of the term 'dimension' that it is a descriptive attribute or characteristic of Business Excellence. If we perceive Business Excellence as "a systematic application

of principles and tools of the quality management in managing the organization with the objective to improve the performance of processes based on the satisfaction of customers and value for stakeholders, such as owners, management, subjects within supply-customer relationships, public service” [50,51], then the fundamental principles of Business Excellence can be taken to be the basic principles of Total Quality Management (TQM) [52]. The fundamental principles of Business Excellence are presented by the core values and concepts in the selected excellence models/national quality awards (see Table 6). The basic principles of Total Quality Management are namely the simultaneous observation of people, processes and results [2]. The results of this connection are stated in Table 7.

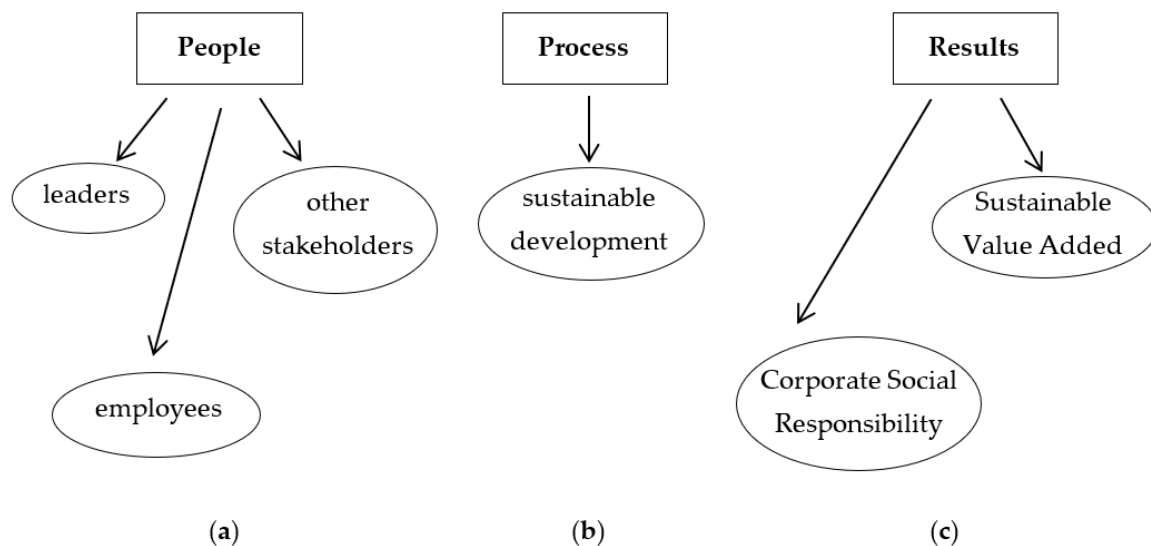


Figure 1. Dimensions of Total Quality Management. (a) People like stakeholders (according to EFQM (2010): “Person, group or organization that has a direct or indirect stake or interest in the organization because it can either affect the organization or be affected by it. Examples of external stakeholders are owners (shareholders), customers, suppliers, partners, government agencies and representatives of the community or society. Examples of internal stakeholders are its people or groups of people” [53]); (b) Process Management with regard to sustainable development in compliance with the following principles: systems thinking, fact-based management, managing with agility and flexibility, organizational learning; (c) Results in the form of Corporate Social Responsibility and Sustainable Value Added (in a sustainable business, the value proposition provides measurable ecological or social value together with economic value [54]; Sustainable value measures corporate sustainable performance in monetary terms [55]).

As described in Table 7, the connection between the core values and TQM principles is marked and comprises of three main elements of TQM—people, processes and results. By extending this connection, three main Business Excellence dimensions can be identified as follows:

- The first dimension “Total Quality Management” Total Quality Management is the basis of Business Excellence and covers all areas of the business. Figure 1 represents an extended view of the Business Excellence based on three main elements of TQM—people, processes and results.
- The second dimension “Innovation Potential” Innovation potential is the ability of a company to use the knowledge and experience of its employees to increase its competitiveness. It shows itself as the ability to develop or improve product and service concepts, respectively, by social or functional conceptions that add value to the customer. This is summed up by Bocken et al. (2014): “Innovations that create significant positive and/or significantly reduced negative impacts for the environment and/or society, through changes in the way the organization and its value-network create, deliver value and capture value (i.e., create economic) or change their value propositions” [54].

- The third dimension “Creativity” Creativity is an important criterion for Business Excellence because it is a vital stimulus for improvement and innovation. Urban has stated: “If all companies are high-quality and low-cost, creativity will be the differentiating factor” [52].

Table 7. Connection between the core values and TQM (Total Quality Management) principles.

| Core Value | TQM Principle |
|---------------------------------------|---------------|
| The focus on customers and the market | People |
| Visionary leadership | People |
| Sustainable development | Process |
| Wellbeing and inclusion | People |
| Creativity and innovation | Process |
| Sustainable results | Results |
| Information and knowledge | Process |
| Agility and flexibility | Process |
| Policy and strategy | Process |
| Systems thinking | Process |
| Process management | Process |
| A learning organization | Process |
| Successful partnerships | People |
| Ethics and transparency | People |
| Quality management | Process |

Source: Authors.

4. Discussion

The main findings of this study are:

- **FINDINGS 1: The basis for achieving Business Excellence is to respect the core principles of TQM.**

A core definition of Total Quality Management (TQM) describes a management approach to long-term success through customer satisfaction. In a TQM effort, all members of an organization participate in improving processes, products, services, and the culture in which they work [56]. It becomes part of the working culture of the organization and contributes to continuous improvement [57]. In other words, TQM implies the application of quality management principles to all aspects of a company (e.g., products, services, customers, suppliers, etc.) and their integration within the business processes [58].

To guide organizations toward Total Quality Management, various models have been developed such as the European Foundation for Quality Management Excellence Model (EFQM Model) [59]. The same opinion is found in [26,60,61] and in [62], it is reported that the EFQM Excellence Model has been used by managers and academics as a proxy for the implementation of Total Quality Management.

Higher performance helps companies to attain Business Excellence. As there are various ways to adopt the term “excellence” in managerial contexts, there are also many definitions [50,51,63] (an example of a definition related to an organization is seen in the EFQM Excellence Model [63]). However, the term “excellence” is generally associated with meanings of “extraordinarily good” or “performing outstandingly”. When something is excellent, then we can assume that it is in the state of quality, in the condition of excelling, or in the state of superiority [63]. Thus, the achievement of business organizational excellence is at the core of TQM as the latter represents a multidimensional concept that includes numerous elements, such as: primary focus on quality, internal and external customers’ satisfaction, continuous improvement, systemic vision, robust design, shared responsibility, quality control, teamwork, statistical thinking, supplier integration, education and training, cultural change, strategic processes, etc. [64].

Finally, between Total Quality Management and Business Excellence the relation exists—the achievement of Business Excellence is conditioned by respect of core principles of TQM, namely the simultaneous observation of people, processes and results.

• **FINDINGS 2: Business Excellence dimensions can be identified based on core values.**

To understand Business Excellence, it is necessary to understand the core values and concepts from which Business Excellence Models were derived [63]. Business Excellence core values and concepts are the attributes, beliefs and/or behaviors that Business Excellence organizations exhibit. They are the foundations of Business Excellence and are embedded into the fabric of successful organizations [53].

Defining core values is important to the overall success of a business; core values are what support the vision and shape the culture of an organization; they are the light guiding each financial, marketing, product, service, and employee decision and the cornerstone of identity and brand [65]. Talwar (2009) concluded that the core values of models can be described as “business values” [9]. Core values as the precondition for Business Excellence are reported in [66] and it is assumed here that if core values are neglected in the policy deployment process, it will never be possible to achieve Business Excellence.

S. M. Dahlgaard-Park (2015) called the term “core values” as the critical success factors for attaining excellence. According to [63], the critical success factors have different names and contents in the various excellence models; for example, in the European model, they are called “the fundamental concepts of excellence”; in the U.S. model, they are called “core values and concepts”. S. M. Dahlgaard-Park (2015) concluded that when assessed as qualified for getting an excellence award or other excellence recognitions, companies’ applications are checked for integrating core values and concepts into the excellence model in use [63]. Based on the definitions of the term Critical Success Factors (CSF) [60,67,68], including the methodology of their creation, Critical Success Factors arise from five important sources or areas that influence an organization (according to John F. Rockart) and these areas differ from each other, given that different situations lead to different Critical Success Factors [67].

Finally, in the area of Business Excellence, this concept is associated with national quality awards and Business Excellence models. Core values identified in each Business Excellence model are the same for each type of business; they are the center of Business Excellence and impact on all the Business Excellence processes and results.

• **FINDINGS 3: Business Excellence can be characterized through dimensions.**

A dimension is a descriptive attribute or characteristic of an object. Therefore, the term ‘dimension’ cannot be replaced by terms such as ‘principle, core theme, or item’, as their meaning in the context of Business Excellence is different.

- The term ‘principle’ means “a basic idea or rule that explains or controls how something happens or works” [69].
- The term ‘theme’ means “a subject of discourse, discussion, meditation, or composition; topic; a unifying or dominant idea, motif” [70]; the term ‘core’ means “the basic and most important part of something” [71].
- The term ‘item’ means “one of several things to be considered, to do, or to choose from” [72].

This fact can also be found in [26,73,74], where the description clearly suggests that these are not Business Excellence dimensions, e.g., Porter and Tanner (2004) determined the following core themes of Business Excellence [73]:

- Leadership (The specific leadership behaviors of setting a clear direction and values for the organization, creating customer focus, and empowering the organization and its people in the pursuit of excellence are key to all excellence approaches);
- Customer focus (The voice of the customer is critical in designing the product or service ‘offer’, and in designing the processes that impact on the customer);

- Strategic alignment (An excellence approach can be differentiated from many TQM-type programs, where a lack of strategic integration frequently results in bolt-on quality programs);
- Organizational learning, innovation and improvement (Stimulating individual and organizational learning, innovation and improvement through the effective sharing of knowledge and information is a critical element in an excellence approach);
- People focus (An organization's success is highly dependent upon the knowledge, skills, creativity and motivation of its people. This 'people potential' is best harnessed through shared values supported by a culture of trust and empowerment);
- Partnership development (Organizations need to develop longer-term strategic and mutually beneficial partnerships with a range of external partners, including customers, suppliers and education organizations. Successful longer-term partnerships focus on delivering sustained value for the partners);
- Fact-based processes management (The focus of all excellence approaches is on designing processes to meet customer requirements, systematically managing processes on the basis of facts and improving processes on the basis of customer feedback and feedback from the process itself. Process capability is based on the ability of the organization's processes to meet customer requirements);
- Results focus (Excellence is concerned with creating value for all the key stakeholders, including customers, employees, suppliers and partners, the public and the community at large. Balancing the needs of all these key stakeholders is a critical part of developing successful strategies);
- Social responsibility (Responsibility to the public, ethical behavior and good citizenship are important in an excellence approach and are critical to the longer-term interest of the organization).

According to [74], it is reported that the Business Excellence Framework is underpinned by the Business Excellence Principles of successful organizations:

- Principle 1—Clear direction and mutually agreed plans enable organizational alignment and a focus on achievement of goals.
- Principle 2—Understanding what customers and other stakeholder's value, now and in the future, enables organizational direction, strategy and action.
- Principle 3—All people work in a system. Outcomes are improved when people work on the system and its associated processes.
- Principle 4—Engaging people's enthusiasm, resourcefulness and participation improves organizational performance.
- Principle 5—Innovation and learning influence the agility and responsiveness of the organization.
- Principle 6—Effective use of facts, data and knowledge leads to improved decisions.
- Principle 7—Variation impacts predictability, ability and performance.
- Principle 8—Sustainable Performance is determined by an organization's ability to deliver value for all stakeholders in an ethically, socially and environmentally responsible manner.
- Principle 9—Leaders determine the culture and value system of the organization through their decisions and behaviors.

Finally, we identified the Business Excellence dimensions (not principles, core themes, or items)—in other words, the Business Excellence characteristics that are founded on the TQM concept and its thinking.

● **FINDINGS 4: There is a relationship between the Business Excellence dimensions and the Sustainability dimensions.**

The most common translation of sustainability into business on a corporate level is the triple bottom line, which consists of three sustainable dimensions: people, planet, and profit (Elkington, 1997) [54]. They are explained as follows [54,75]:

- People—the social dimension refers to equity for all human beings and their opportunities in gaining access to resources with regard to basic needs such as water, food, and development through improved living conditions such as health care and education.
- Planet—the environmental dimension refers to the ecosystem of the Earth and to reductions of human-created footprints and ecological imbalances in terms of pollution, the ozone layer, greenhouse gases, non-biodegradable waste, deforestation, overfishing, and so on.
- Profit—the profit dimension emphasizes that production of goods and services is a prerequisite to improve the living conditions globally.

The term ‘sustainability’ is demonstrated by many authors [76]. According to Scottish Enterprise, the term ‘sustainability’ covers environmental issues, wider corporate social responsibility (CSR), the long-term continuity, and economic survival of business [77]. According to R. B. Pojasek, sustainability is only one of several terms now being used to denote the same concept; other terms include corporate social responsibility (CSR), social responsibility, corporate citizenship, corporate responsibility, environmental sustainability, and sustainable development [76,78]. The term ‘Business Excellence’ is about doing your best; excellent organizations achieve and sustain outstanding levels of performance that meet or exceed the expectations of all their stakeholders [76,79].

What is the relationship between these aforementioned terms? Arabia CSR Network (2016) states that the sustainability of an organization can be achieved only through excellent results in both the CSR and Business Excellence field [50]. EFQM (2015) shares this opinion, saying that the commitment to sustainability is demonstrated by integration of CSR and Business Excellence [50].

Finally, the achievement of Business Excellence is at the core of Total Quality Management [73]. As discussed by Lascelles, Dale (1991), one level of TQM adoption is termed “Award winners” [80]. The types of quality awards extend from international, national, regional, branch-wise and in-company quality awards. An example of an international quality award is the European Quality Award (see EFQM), which was developed in order to sustain business excellence efforts among organizations within a European context [81]. Excellence models appear in many different forms and other authors recognized that current Business Excellence models do address sustainability [76,82–86].

As Business Excellence cannot be achieved without TQM, Sustainability cannot be achieved without Business Excellence. Therefore, based on the Business Excellence dimensions defined in Section 3, the sustainability can be characterized. The fundamental difference to Business Excellence is in the application of a long-term perspective to the needs of future stakeholders. For the purposes of this study, the long-term continuity is the dimension of sustainability, which extends the proposed Business Excellence dimensions.

5. Conclusions

In an era of dynamic markets, globalization, telecommunication and volatile stock markets, the board of directors of listed companies have grown familiar with the pressure of shareholders. Nowadays, CEOs discuss corporate responsible behavior and sustainability more often and they feel the pressure of external stakeholders. The business environment is beginning to accept that prosperity, profitability and shareholder value alone do not represent the value of the company. The companies’ ability to grow and to improve continuously is also determined by its social competences, ethical responsibility and environmental contributions. This shift of focus leads to a reorientation of the concept of Business Excellence [87].

Many governments around the world have supported or initiated quality performance and excellence awards to measure the business performance of organizations applying Total Quality Management principles in different areas. Given these considerations, many organizations have shown interest in global excellence frameworks such as the Baldrige or European Foundation for Quality Management (EFQM) models for quality. A study conducted by the New Zealand Centre for Organisational Excellence Research reported that there are currently about 61 excellence frameworks

around the world [12,15]. However, according to [15], many excellence frameworks are based on popular awards, such as the Baldrige Award, and EFQM Award (see Section 1.2.).

The research problem was not several national quality awards and their frameworks, but the fact that the identification of Business Excellence dimensions helps organizations to achieve sustainable excellence within the organization and in relation to the external environment. Therefore, the aim of this paper is to identify the Business Excellence dimensions, on the grounds of comparative analysis of selected NQA models, including determination of relation between Business Excellence and Sustainability. The decision to analyze the widest possible number of national quality awards and their frameworks (20 models) was in order to obtain more relevant information necessary to identification the Business Excellence dimensions.

The main findings of this study are:

- the basis for achieving Business Excellence is to respect the core principles of TQM,
- Business Excellence dimensions can be identified based on core values,
- Business Excellence can be characterized through dimensions,
- there is a relationship between the Business Excellence dimensions and the Sustainability dimensions.

The limiting factor in the number of NQA models was the possibility of obtaining detailed information about the core values that were needed for the analytical part. Future research in this field could, for example, be focused on the frameworks or initiatives that could support any company in the development of a sustainability strategy.

Aristotle stated that it is not enough to know about excellence, we must try to have and use it. In the 21st century, it is impossible to rely exclusively on financial parameters to measure, monitor, and sustain an organization's success. Up to 75% of a company's value can no longer be measured by standard accounting techniques. A standard accounting technique, for example, will describe how a firm prepares and presents its business income, expenses, assets, and liabilities. Further, due to competition at a global level in all spheres of business activity, organizations that want to survive and lead in an industry today must continuously improve their processes, services, and products to achieve a competitive advantage, or, in other words, its Business Excellence. Thus, in these increasingly competitive business environments, Business Excellence allows organizations to assess their competitive strengths, understand and manage their performance, develop and implement strategic plans, and, above all, find opportunities to learn [15,88].

Author Contributions: All authors contributed to writing the paper. M.J. documented the introduction, literature review; methodology; discussion. M.J. and R.J. analyzed and interpreted the data. M.J. and R.J. summarized the paper. M.J. finalized the submitted manuscript. M.J. and R.J. read and approved the final manuscript. All authors have read and agreed to the published version of the manuscript.

Funding: The paper was conducted within the project VEGA 1/0653/18 offered by The Ministry of Education, Science, Research and Sport of the Slovak Republic.

Conflicts of Interest: The authors declare no conflict of interest.

Appendix A

Table A1. Comparative analysis of selected excellence models/national quality awards.

| Excellence Models/National Quality Awards | Core Values |
|---|--|
| National Quality Award of Argentina | <ol style="list-style-type: none"> 1. The focus on customers and the market 2. The social responsibility of the company 3. Leadership of driving 4. Quality management 5. The administration of the processes 6. Creativity and innovation 7. The development and commitment of people 8. Relations with suppliers and members of marketing networks 9. The orientation towards results |
| Australian Business Excellence Awards | <ol style="list-style-type: none"> 1. Leadership 2. Customers 3. Systems thinking 4. People 5. Continuous improvement 6. Information and knowledge 7. Variation 8. Corporate and social responsibility 9. Sustainable results |
| Bolivian Award for Excellence | <ol style="list-style-type: none"> 1. Systemic thinking 2. Organizational learning 3. Disposition to innovation 4. Leadership and constancy of purposes in the productive and commercial cycle 5. Process orientation and systematization of information 6. Vision of the future for adaptation and competitiveness 7. Generation of value and generation of comparative or competitive advantages 8. Valuing people and generating opportunities 9. Knowledge about the client and the market 10. Development of external relationships 11. Responsibility with Mother Earth and society |
| Brazil – The Management Excellence Model | <ol style="list-style-type: none"> 1. Systemic thinking 2. Organizational learning and innovation 3. Transformative leadership/transformational leadership 4. Commitment to stakeholders 5. Adaptability 6. Sustainable development 7. Guidance by processes/processes' orientation 8. Value generation/value creation |

Table A1. Cont.

| Excellence Models/National Quality Awards | Core Values |
|--|--|
| Canada Awards for Excellence | <ol style="list-style-type: none"> 1. Leadership through involvement 2. Primary focus on stakeholders/customers and the marketplace 3. Cooperation and teamwork 4. Prevention-based process management 5. Factual approach to decision-making 6. Continuous learning and people involvement 7. Focus on continuous improvement and breakthrough thinking 8. Fulfil obligations to all stakeholders and society |
| Chilean Business Excellence Framework | <ol style="list-style-type: none"> 1. Leadership and commitment of senior management 2. Management oriented towards customer satisfaction 3. Appreciation of people as the main strategic factor 4. Permanent improvement of productivity and quality 5. Flexibility and responsiveness 6. Continuous improvement of planning and decision systems 7. Assessment of public responsibility, protection of the environment and the social character of the organization 8. Management orientation to results 9. Adherence to non-discrimination |
| Costa Rica Excellence Award | <ol style="list-style-type: none"> 1. Leadership and commitment of senior management 2. Management oriented to the satisfaction of the citizens 3. Personal and organizational learning 4. Valuing human talent and strategic partners 5. Agility and flexibility 6. Orientation towards the future 7. Permanent innovation 8. Fact-based management 9. Social responsibility 10. Public service 11. Systems perspective |
| National Quality Award of Republic of Cuba | <ol style="list-style-type: none"> 1. Customer satisfaction 2. Impact on society 3. Leadership 4. Policy and strategy 5. Better results 6. Innovation and continuous improvement 7. Management of human resources 8. Management of processes 9. Management of information and resources |

Table A1. Cont.

| Excellence Models/National Quality Awards | Core Values |
|---|---|
| Model for Excellence Management of the Salvadoran Quality Award | <ol style="list-style-type: none"> 1. Leadership and commitment of senior management 2. Management oriented to the satisfaction of the citizen/client 3. Personal and organizational learning 4. Evaluation of staff and strategic allies 5. Agility and flexibility 6. Orientation towards the future 7. Permanent innovation 8. Fact-based management 9. Social responsibility 10. Orientation to results and creation of value 11. Systems perspective |
| The EFQM Excellence Model | <ol style="list-style-type: none"> 1. Adding Value for Customers 2. Creating a Sustainable Future 3. Developing Organizational Capability 4. Harnessing Creativity and Innovation 5. Leading with Vision, Inspiration and Integrity 6. Managing with Agility 7. Succeeding through the Talent of People 8. Sustaining Outstanding Results |
| The Fiji Business Excellence Awards | <ol style="list-style-type: none"> 1. Visionary leadership 2. Customer-driven excellence 3. Organizational and personal learning 4. Valuing workforce members and partners 5. Agility 6. Focus on the future 7. Managing for innovation 8. Management by fact 9. Societal responsibility 10. Focus on results and creating value 11. Systems perspective |
| Israel National Industrial Quality Award | <ol style="list-style-type: none"> 1. Leadership and personal example of senior management 2. Focusing on customers and the market 3. Emphasis on process management 4. Emphasis on the systemic approach to management 5. Continuing improvement and innovation in all sectors of the organization's work 6. Investing in employees and managers and increasing their involvement in management and organizational activity 7. Managing and making decisions based on facts and data 8. Creating a "partnership for success" with interested parties 9. Investment in long-term planning, based on strategic analysis 10. A learning organization that is flexible and responsive to changes in the market and the environment 11. The organization initiates and implements a social responsibility policy |

Table A1. Cont.

| Excellence Models/National Quality Awards | Core Values |
|---|--|
| The Luxembourg Prize for Quality and Excellence | <ol style="list-style-type: none"> 1. Adding Value for Customers 2. Creating a Sustainable Future 3. Developing Organizational Capability 4. Harnessing Creativity and Innovation 5. Leading with Vision, Inspiration and Integrity 6. Managing with Agility 7. Succeeding through the Talent of People 8. Sustaining Outstanding Results |
| Malaysia Business Excellence Framework | <ol style="list-style-type: none"> 1. Visionary Leaders 2. Driving Innovation 3. Strategic Direction 4. Effective Deployment 5. Managing Information 6. Providing Values to Customers 7. Employees' Learning, Participation, and Wellbeing 8. Process-Driven Efficiency 9. Valuing Suppliers and Partners 10. Adopting Systems Approach 11. Societal Responsibility 12. Performance-Driven |
| National Quality Award of Mexico | <ol style="list-style-type: none"> 1. Transformational leadership 2. Generation of value to the client 3. Strategic approach 4. Orientation to change, innovation and continuous improvement 5. Social commitment 6. Wellbeing and inclusion 7. Knowledge 8. Agility |
| King Abdul Aziz Quality Award | <ol style="list-style-type: none"> 1. Operations Management 2. Leadership with inspiration and good example 3. Successful Partnerships 4. Attention to human resources 5. Learning and continuous improvement 6. Focus on beneficiaries 7. Achieve superior and sustainable results 8. Enhance creativity and harness innovation 9. Adopting community (social) responsibility |
| Singapore Business Excellence Framework | <ol style="list-style-type: none"> 1. Leading with Vision and Integrity 2. Creating Value for Customers 3. Driving Innovation and Productivity 4. Developing Organizational Capability 5. Valuing People and Partners 6. Managing with Agility 7. Sustaining Outstanding Results 8. Adopting an Integrated Perspective 9. Anticipating the Future |

Table A1. Cont.

| Excellence Models/National Quality Awards | Core Values |
|---|---|
| Korean Quality Grand Award | <ol style="list-style-type: none"> 1. Systems perspective 2. Visionary leadership 3. Customer-focused excellence 4. Valuing people 5. Organizational learning and agility 6. Focus on success 7. Managing for innovation 8. Management by fact 9. Societal responsibility 10. Ethics and transparency 11. Delivering value and results |
| Swedish Quality Award | <ol style="list-style-type: none"> 1. Create value with customers and stakeholders 2. Lead for sustainability 3. Involve motivated co-workers 4. Develop value-creating processes 5. Improve operations and innovate |
| The Baldrige Excellence Framework | <ol style="list-style-type: none"> 1. Systems perspective 2. Visionary leadership 3. Customer-focused excellence 4. Valuing people 5. Organizational learning and agility 6. Focus on success 7. Managing for innovation 8. Management by fact 9. Societal contributions 10. Ethics and transparency 11. Delivering value and results |

Source: [22–49].

References

1. Slovník Cudžích Slov [Foreign Language Dictionary]. Available online: <http://slovníkcudzichslov.sk/slovo/dimenzia> (accessed on 21 December 2018).
2. Jankalová, M. Business Excellence evaluation as the reaction on changes in global business environment. *Procedia Soc. Behav. Sci.* **2012**, *62*, 1056–1060. [CrossRef]
3. Bohoris, G.A. A comparative assessment of some major quality awards. *Int. J. Qual. Reliab. Manag.* **1995**, *12*, 30–43. [CrossRef]
4. Puay, S.H.; Tan, K.C.; Xie, M.; Goh, T.N. A comparative study of nine national quality awards. *TQM Mag.* **1998**, *10*, 30–39. [CrossRef]
5. Miguel, P.A.C. *A Report on Comparing Worldwide Quality and Business Excellence Awards—Part 1: Systems of Operations, Core Values and Assessment Criteria*; Baldrige National Quality Program at NIST, Technology Administration, US Department of Commerce: Washington, DC, USA, 2004; p. 30.
6. McDonald, I.; Zairi, M.; Idris, M.A. Sustaining and transferring excellence. *Meas. Bus. Excell.* **2002**, *6*, 20–30. [CrossRef]
7. Hughes, A.; Halsall, D.N. Comparison of the 14 deadly diseases and the business excellence model. *Total Qual. Manag.* **2002**, *13*, 255–263. [CrossRef]
8. Talwar, B. Evolution of “Universal Business Excellence Model” incorporating Vedic philosophy. *Meas. Bus. Excell.* **2007**, *11*, 4–20. [CrossRef]
9. Talwar, B. Comparative study of core values of excellence models vis-à-vis human values. *Meas. Bus. Excell.* **2009**, *13*, 34–46. [CrossRef]
10. Talwar, B. Business excellence models and the path ahead. *TQM J.* **2011**, *23*, 21–35. [CrossRef]

11. Talwar, B. Comparative study of framework, criteria and criterion weighting of excellence models. *Meas. Bus. Excell.* **2011**, *15*, 49–65. [CrossRef]
12. BPIR.com. New Research Shows 61 Countries with National Business Excellence Awards. Available online: <https://blog.bpir.com/latest-news/new-research-shows-67-countries-with-national-business-excellence-awards/> (accessed on 21 December 2018).
13. BPIR.com. Latest Research Reveals 55 Countries have a Business Excellence Award. Available online: <https://blog.bpir.com/business-excellence/latest-research-reveals-55-countries-have-a-business-excellence-award/> (accessed on 21 December 2018).
14. Doulatbadi, M.; Yusof, A. Self-Assessment and Quality Awards Models: A review of practice and process. In Proceedings of the International Conference on Industrial Engineering and Operations Management, Bandung, Indonesia, 6–8 March 2018; Available online: <http://ieomsociety.org/ieom2018/papers/710.pdf> (accessed on 21 December 2018).
15. Lasrado, F.; Pereira, V. *Achieving Sustainable Business Excellence: The Role of Human Capital*; Palgrave Macmillan: Cham, Switzerland, 2018; p. 256.
16. Tan, K.C.; Wong, M.F.; Mehta, T.; Khoo, H.H. Factors affecting the development of national quality awards. *Meas. Bus. Excell.* **2003**, *7*, 37–45. [CrossRef]
17. Searle, M. Presentation by SAI Global. In Proceedings of the 13th Quality Summit of CII, Bangalore, India, 10–11 November 2005.
18. Koura, K.; Yoshizawa, T. International development of quality award. In Proceedings of the International Conference on Quality (ICQ'05), On-Site Program & Abstract Collection, Tokyo, Japan, 13–16 September 2005. No. 0027, 267.
19. Mohammad, M.; Mann, R. National Quality/Business Excellence Awards in Different Countries. Available online: <https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=1&cad=rja&uact=8&ved=2ahUKEwiOzN7D9OXiAhXBKIAKH5WCjgQFjAAegQIARAC&url=https%3A%2F%2Fwww.nist.gov%2Fdocument%2Fnationalqualitybusinessexcellenceawardsindifferentcountriesxls&usg=AOvVaw2dKWxPA00MDL2T4kyqV8SW> (accessed on 21 December 2018).
20. Abbas, A.; Mann, R.; Campbell-Allen, N. National Business Excellence Awards and Initiatives. Available online: <https://blog.bpir.com/wp-content/uploads/2015/04/List-of-Active-National-Business-Excellence-Awards.pdf> (accessed on 21 December 2018).
21. Ghafoor, S.; Mann, R. National Business Excellence Awards and Initiatives. Available online: <https://blog.bpir.com/wp-content/uploads/2018/05/National-Business-Excellence-Awards-and-Initiatives-2018.pdf> (accessed on 21 December 2018).
22. Bases Y Condiciones Premio Nacional a la Calidad. Available online: http://fpnc.org.ar/wp-content/files/PNC_2019_BASES_Y_CONDICIONES.pdf (accessed on 1 July 2019).
23. SAI Global. *GB02–2011 The Australian Business Excellence Framework*; SAI Global: Sydney, Australia, 2011.
24. Premio Nacional a la Excelencia. Modelo Boliviano de Trayectoria. Available online: <http://premio.produccion.gob.bo/download/file/57> (accessed on 1 July 2019).
25. Um Guia de Referência da Gestão para Excelência. Available online: <http://www.fnq.org.br/aprenda/metodologia-meg/modelo-de-excelencia-da-gestao> (accessed on 25 June 2019).
26. Business Excellence Models. Available online: <https://www.bpir.com/total-quality-management-business-excellence-models-bpir.com.html> (accessed on 18 June 2019).
27. Modelo Chileno de Gestión de Excelencia. Available online: <http://www.chilecalidad.cl/#!products/cfvg> (accessed on 8 July 2019).
28. Modelo de Gestión de Excelencia. Available online: http://media.wix.com/ugd/62a27a_17affa25b64d1917f8a5b51dd72525fa.pdf (accessed on 8 July 2019).
29. Bases del Premio Nacional a la Calidad. Costa Rica 2018–2019. Available online: <https://documentos.mideplan.go.cr/share/s/W-hwAtCnTU-vylm2DR9ZnQ> (accessed on 20 June 2019).
30. Premio Nacional de Calidad de la República de Cuba. Available online: <http://www.nc.cubaindustria.cu/index.php/component/jdownloads/send/7-archivos-de-interes/89-bases-del-premio-nacional-de-calidad> (accessed on 15 February 2019).
31. Modelo para una Gestión de Excelencia. Guía para Postulación. 2019. Available online: <http://premiocalidad.presidencia.gob.sv/descargar/3470/> (accessed on 9 July 2019).

32. EFQM Model. 2013. Available online: <http://www.efqm.org/index.php/efqm-model-2013/> (accessed on 18 June 2019).
33. What are the Fundamental Concepts of Excellence? Available online: <https://www.efqm.org/index.php/knowledge-base/what-are-the-fundamental-concepts-of-excellence/> (accessed on 18 June 2019).
34. Fiji Business Excellence Awards. Available online: https://www.fnu.ac.fj/quality_awards/fiji-business-excellence-awards (accessed on 4 July 2019).
35. Fiji Business Excellence Awards Framework. Available online: https://www.fnu.ac.fj/quality_awards/images/events/FBEA_Framework_-_2019.pdf (accessed on 4 July 2019).
36. Management, Quality and Business Excellence. Available online: http://www.qualityaward.co.il/images/stories/2018/kriteryonim_2018.pdf (accessed on 20 June 2019).
37. Regulations. Available online: <http://www.qualityaward.co.il/takanon.html> (accessed on 20 June 2019).
38. Quality Management and Business Excellence, Assessment and Feedback Track. Available online: <http://www.qualityaward.co.il/maslol.html> (accessed on 20 June 2019).
39. Prix Luxembourgeois de la Qualité et de l'Excellence. Available online: http://www.mlqe.lu/wp-content/uploads/2018/04/PLQE-2018_-Pr%C3%A9sentation_VF_internet.pdf (accessed on 24 June 2019).
40. AKI Booklet. Available online: https://www.miti.gov.my/miti/resources/BOOKLET_AKI_2018.pdf (accessed on 4 July 2019).
41. Certification, Recognition and Award. Available online: <http://www.mpc.gov.my/recognition-and-award/#1461481771832-82fddc3d-85a5> (accessed on 4 July 2019).
42. Modelo Nacional para la Competitividad. 2018. Available online: <http://www.pnc.org.mx/modelo-nacional-para-la-competitividad-descarga/> (accessed on 24 June 2019).
43. Principios. Available online: <http://www.pnc.org.mx/principios/> (accessed on 24 June 2019).
44. King Abdul Aziz Quality Award. Available online: https://kaqa.org.sa/wp-content/uploads/2017/10/%D9%86%D9%85%D9%88%D8%B0%D8%AC-%D8%A7%D9%84%D8%AA%D9%85%D9%8A%D8%B2_%D8%A7%D9%84%D8%A5%D8%B5%D8%AF%D8%A7%D8%B1-%D8%A7%D9%84%D8%AB%D8%A7%D9%86%D9%8A.pdf (accessed on 10 July 2019).
45. Business Excellence Framework. Available online: https://www.enterprisesg.gov.sg/-/media/esg/files/quality-and-standards/business-excellence/be_framework.pdf?la=en (accessed on 4 July 2019).
46. Korea National Quality Award Guidebook. 2019. Available online: <http://knqa.ksa.or.kr/sites/knqa/files/%EA%B5%AD%EA%B0%80%ED%92%88%EC%A7%88%EC%83%81%20%EA%B0%80%EC%9D%B4%EB%93%9C%EB%B6%81.pdf> (accessed on 24 June 2019).
47. SIQ Management Model. 2019. Available online: <https://web2.questback.com/media/questmedia.ashx?mid=886686&sp=2vo8OUIsbjNcAIVMhYFQJg2&thumb=0> (accessed on 24 June 2019).
48. Baldrige Excellence Builder. Key Questions for Improving Your Organization's Performance. Available online: <https://www.nist.gov/sites/default/files/documents/2017/02/09/2017-2018-baldrige-excellence-builder.pdf> (accessed on 18 June 2019).
49. Baldrige Excellence Builder. Available online: <https://www.nist.gov/sites/default/files/documents/2019/02/06/2019-2020-baldrige-excellence-builder.pdf> (accessed on 8 July 2019).
50. Jankalová, M.; Vartiak, L. Identification of bases for evaluation of the Business Excellence status in relation to the CSR concept. *Int. J. Qual. Res.* **2017**, *11*, 315–330.
51. Ritchie, L.; Dale, B.G. Self-assessment using the business excellence model: A study of practice and process. *Int. J. Prod. Econ.* **2000**, *66*, 241–254. [CrossRef]
52. Dahlgaard, J.J.; Dahlgaard, S.M.P.; Norgaard, A. *Statistical Process Monitoring and Optimization*, 1st ed.; Leadership Profiles and the Implementation of Total Quality Management for Business Excellence; CRC Press: Boca Raton, FL, USA, 1999; pp. 45–76.
53. Mann, R.; Mohammad, M.; Agustin, M.T.A. Understanding Business Excellence: An Awareness Guidebook for SMEs. Available online: <https://www.apo-tokyo.org/wp-content/uploads/sites/3/2014/07/Understanding-Business-Excellence.pdf> (accessed on 18 January 2020).
54. Aagaard, A. Identifying Sustainable Business Models through Sustainable Value Creation. In *Sustainable Business Models*, 1st ed.; Aagaard, A., Ed.; Palgrave Macmillan: Cham, Switzerland, 2019; pp. 3–6. ISBN 978-3-319-93274-3.
55. Jankalová, M.; Kurotová, J. Sustainability Assessment Using Economic Value Added. *Sustainability* **2020**, *12*, 318. [CrossRef]

56. What is Total Quality Management (TQM)? Available online: <https://asq.org/quality-resources/total-quality-management> (accessed on 10 January 2020).
57. Pearson, S. Total Quality Management (TQM): Definition and Principles. Available online: <https://tallyfy.com/total-quality-management-tqm/> (accessed on 10 January 2020).
58. Dale, B.G. *Managing Quality*, 4th ed.; Blackwell Publishing: Oxford, UK, 2003.
59. Van Schoten, S.; de Blok, C.; Spreeuwenberg, P.; Groenewegen, P.; Wagner, C. The EFQM Model as a framework for total quality management in healthcare: Results of a longitudinal quantitative study. *Int. J. Oper. Prod. Manag.* **2016**, *36*, 901–922. [CrossRef]
60. Jankalová, M. Conceptions Based on Definition of Business Factors of Successfulness for the Support of Reaching the Excellence of Enterprise Subjects. In Proceedings of the 1st World Congress on Administrative and Political Sciences (ADPOL), Antalya, Turkey, 28 November–1 December 2012; Procedia Social and Behavioral Sciences. Elsevier: Amsterdam, The Netherlands, 2013; Volume 81, pp. 531–535.
61. Jankalová, M. Methodical basis of the Business Excellence status assessment. In Proceedings of the 2nd World Conference on Business, Economics and Management (BEM), Antalya, Turkey, 25–28 April 2013; Procedia Social and Behavioral Sciences. Volume 109, pp. 546–551.
62. Gómez, J.G.; Costa, M.M.; Lorente, A.R.M. EFQM Excellence Model and TQM: An empirical comparison. *Total Qual. Manag. Bus. Excell.* **2017**, *28*, 88–103. [CrossRef]
63. Dahlggaard-Park, S.M. *The SAGE Encyclopedia of Quality and the Service Economy*; SAGE Publications Ltd.: London, UK, 2015; pp. 214–218.
64. Toma, S.G.; Naruo, S. Total Quality Management and Business Excellence: The Best Practices at Toyota Motor Corporation. *Amfiteatru Econ.* **2017**, *19*, 566–580.
65. Business Values. Available online: <http://www.visionstoexcellence.com/business-values/> (accessed on 18 January 2020).
66. Dahlggaard, S.M.P.; Dahlggaard, J.J.; Edgeman, R.L. Core values: The precondition for Business Excellence. *Total Qual. Manag.* **2010**, *9*, 51–55. [CrossRef]
67. Critical Success Factors. Available online: <https://www.toolshero.com/strategy/critical-success-factors/> (accessed on 22 January 2020).
68. Critical Success Factors (CSF). Available online: <http://www.businessdictionary.com/definition/critical-success-factors-CSF.html> (accessed on 22 January 2020).
69. Cambridge Dictionary. Available online: <https://dictionary.cambridge.org/dictionary/english/principle> (accessed on 25 January 2020).
70. DICTIONARY.COM. Available online: <https://www.dictionary.com/browse/theme> (accessed on 22 January 2020).
71. Cambridge Dictionary. Available online: <https://dictionary.cambridge.org/dictionary/english/core> (accessed on 25 January 2020).
72. Cambridge Dictionary. Available online: <https://dictionary.cambridge.org/dictionary/english/item> (accessed on 25 January 2020).
73. Porter, L.; Tanner, S. *Assessing Business Excellence*; Elsevier Butterworth-Heinemann: Oxford, UK, 2004; pp. 6–7.
74. Continuous Improvement. Available online: <https://www.portstephens.nsw.gov.au/your-council/about-council/our-organisation/councillor-development-program/our-council/organisational-performance> (accessed on 25 January 2020).
75. Bansal, P. Evolving Sustainability: A Longitudinal Study of Corporate Sustainable Development. *Strategic Manag. J.* **2005**, *26*, 197–218. [CrossRef]
76. Jankalová, M.; Jankal, R. Sustainability assessment according to the selected Business Excellence Models. *Sustainability* **2018**, *10*, 3784. [CrossRef]
77. Scottish Enterprise. Sustainable Business Models. Available online: <https://ecoknights.org.my/images/doc/Sustainable-Business-Models.pdf> (accessed on 27 January 2020).
78. Pojasek, R.B. Understanding Sustainability: An Organizational Perspective. *Environ. Qual. Manag.* **2012**, *21*, 93–100. [CrossRef]
79. EFQM. *EFQM Framework for Sustainability*; EFQM: Brussels, Belgium, 2015.
80. Lascelles, D.M.; Dale, B.G. Levelling out the future. *Total Qual. Manag.* **1991**, *2*, 325–330. [CrossRef]
81. Hansson, J.; Eriksson, H. The impact of TQM on financial performance. *Meas. Bus. Excell.* **2002**, *6*, 44–54. [CrossRef]

82. Pojasek, R.B. A framework for business sustainability. *Environ. Qual. Manag.* **2007**, *17*, 81–88. [[CrossRef](#)]
83. Jankalová, M. Approaches to the Evaluation of Corporate Social Responsibility. *Procedia Econ. Finan.* **2016**, *39*, 580–587. [[CrossRef](#)]
84. Jankalová, M.; Jankal, R. The assessment of corporate social responsibility: Approaches analysis. *Entrep. Sustain. Issues* **2017**, *4*, 441–459. [[CrossRef](#)]
85. Abuhejleh, A.; Yehia, S. EFQM Framework for Corporate Social Responsibility in Healthcare Sector. *Int. J. Bus. Quant. Econ. Appl. Manag. Res.* **2014**, *1*, 46–67.
86. Asif, M.; Searcy, C.; Garvare, R.; Ahmad, N. Including sustainability in business excellence models. *Total Qual. Manag. Bus. Excell.* **2011**, *22*, 773–786. [[CrossRef](#)]
87. Hardjono, T.W.; Marrewijk, M. The Social Dimensions of Business Excellence. *Corp. Environ. Strategy* **2001**, *8*, 223–233. [[CrossRef](#)]
88. Zdrilić, I.; Dulčić, Ž. Business Excellence as a success factor for the performance of large Croatian enterprises. *Management* **2016**, *21*, 145–162.



© 2020 by the authors. Licensee MDPI, Basel, Switzerland. This article is an open access article distributed under the terms and conditions of the Creative Commons Attribution (CC BY) license (<http://creativecommons.org/licenses/by/4.0/>).