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An analysis of UAE Quality Winners : A case study

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Abstract

Purpose: Nations have been globally engaged in developing national quality frameworks or awards during the last three decades. Today more than 80 countries have their own award criteria, although they are mostly based on international renowned quality and excellence awards. Indeed such quality and business excellence frameworks reportedly assure link to organization's economic performance as well many other tangible and intangible benefits. The purpose of this paper is to present the analysis of quality award winners in the UAE.

Design/Methodology/Approach: This research is based on information gathered by means of document analysis extracted from the Dubai Quality Award office in the form. The data were further analyzed based on DQA criteria

Findings: The enablers that drive the organizations towards performance excellence in the case of the ten winning UAE organizations are discussed. The common enablers across the organizations that have emerged are discussed as well.

Originality/Value: This paper is based on direct results obtained by the Dubai Quality Award Office.. It is the first study in this respect to analyze the results. The results of this research should be useful for many organizations planning to embark on the excellence journey.

Keywords: Quality & Business Excellence Awards, Organizational Performance, Performance Excellence,

Introduction

The most well-known international Quality awards are: the European Foundation for Quality Management (EFQM) Excellence Award in Europe, the Baldrige Performance Excellence Program (Malcolm Baldrige National Quality Award) in the USA and Deming Prize in Japan; over the last two decades the MBNQA and EFQM have been adopted, assimilated, and developed in the local context of different countries (Mann et al., 2011). It is also apparent in quality and excellence research that adoption of Total Quality Management dimensions is studied through Business Excellence Models and Awards (Ebrahimi et al., 2014). These models have become an important tool for improving organizational performance and indeed are established at the national level in most developed and developing countries (Miguel, 2015).

Most of the Organization for Economic Cooperation and Development countries has their own National Quality Awards to encourage competitiveness of domestic companies (Moon et al., 2011). The investment in business excellence initiatives has the greatest payoff for organizations that have pre-existent fundamentally strong quality management systems (Meers and Samson, 2003; Adebajo, 2001). Interestingly, to date, there has been no single developed country without a national standards system for setting and implementing national standards, because such a system is essential to the socio-technical development of a nation (Choi et al., 2014). Additionally, ISO 9001 is by many authors generally recognised as the first step on the path towards excellence (Van der Wiele et al., 2000a; Van der Wiele et al., 2000b). This also complies with the findings (Boys et al., 2004) who showed that the family of ISO 9000 standards must be considered as the foundation on which organisations build their excellence.

In 1951, the Deming Prize was founded in Japan; in 1988, the Malcolm Baldrige National Quality Award (MBNQA) was launched in the USA; in 1991, the European Excellence Award (EEA) was established. The Quality and excellence award systems based on business excellence models are using standardized criteria, internal and external assessment and scoring methodology which enable international benchmarking and comparisons (Pipan et al., 2011). The existing BEMs have, in most cases, been developed or supported by national bodies as a basis for award programmes and for the widespread adaption of the principles and methods of TQM and business excellence (Dahlgaard et. al, 2013)