



Title: Introducing the New Model of Iran National Quality Award, known as Islamic World Quality Model (IWQM) and its differences from other Business Excellence Models

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Abstract

The present study focuses on introducing the new model of Iran National Quality Award (INQA), known as Islamic World Quality Model (IWQM) and mentioning its differences from the EFQM excellence model and previous version of INQA in terms of the minor and major changes been made in the model. At first, INQA and EFQM Models are separately investigated in brief in terms of their structures and their concepts. In the next step, the IWQM is compared with the last version of the EFQM model, released in 2020, and previous version of INQA in terms of slight and fundamental changes. It is mentioned that the slight changes include the number of models' criteria and sub-criteria, their weights on overall score and the importance of customers achievement on overall score, while the fundamental changes comprise focusing on the taking measures to make organizations more resilient against unforeseen and unusual conditions (such as sanctions, COVID-19 pandemic, global energy fluctuations), jihadi management and jihadi based thinking in doing duties, and the importance of the role of the leadership in organizations and making the decision.

Keywords: Iran National Quality Award; Islamic World Quality Model; INQA; IWQM; Business Excellence Models.



1. Introduction

Business excellence quality awards have an old background in some countries and even unions all over the world such as Japan, the USA, the European Union (EU) and Iran. The first excellence award, known as the Deming prize, was introduced by an American whose name was Deming in 1951. By seeing the positive impacts of the Deming prize on Japanese companies and its economy, Americans got enthusiasm to establish the similar excellence award in their country in 1988, although they had ignored the Deming ideas in their country at first. In the late 1990s, a group of large European organizations such as Siemens, BMW, Etc. with the aim to share their successful experiences to help other companies to improve their performances developed the European Foundation for Quality Management (EFQM) award. Based on the features of the model, the EFQM, among well-known business excellence models, could receive more attention to be applied as an inspiration for developing national quality awards in the counties all over the world. It should be mentioned that there are more than 70 excellence models and 90 excellence awards all over the world in such a way that majority of which were adopted from the EFQM excellence award. Particularly in Iran, the national quality award known as Iranian National Quality Award (INQA) has more than 20 years of experience in organizing the event. During this time period, the model has been revised several times and the new version of the model, known as Islamic World Quality Model (IWQM) was presented in 2022. Although, in the previous versions, the structure of EFQM excellence model was the basis of the model by considering some slight changes; in the current version of IWQM, the fundamental changes were applied in the model in order to adapt it into Islamic and Iranian patterns. The IWQM was structured based on the Muslim beliefs and values and was developed as a means to facilitate improving the level of quality in production and service industries of Muslim countries. This study is an attempt to investigate IWQM and mention its difference from the previous version of INQA and EFQM: 2013 and 2020.

This paper is organized as follows. The literature is reviewed on comparative studies of well-known excellence quality awards in Section 2. In Section 3, EFQM, INQA and IWQM are examined in terms of their structures, criteria and sub-criteria. Moreover, the difference between IWQM and EFQM, INQA are highlighted in terms of minor and major changes in Section 4. Finally in Section 5, the conclusion is presented.

2. Literature Review

Bou-Llusar et al. (2009) investigated to what extent the EFQM model reflects the assumption involved in TQM concepts. They compared results obtained by their study with those of another research study (Pannirselvam and Ferguson, 2001) for the case of MBNQA. In another research study by Mojdehi (2010), the EFQM and the previous model of INQA were reviewed in terms of their criteria. They showed that based on the assessments done on a real case organization, the overall scores regarding EFQM and INQA models were similar. They finally emphasized the point that countries should use their native models. Lee et al. (2013) compared six well-known quality awards such as Deming Award, EFQM, Malcolm Baldrige National Quality Award (MBNQA), Canadian Award, Australian Business Excellence Award, and China Quality Award in terms of their similarities and differences. Particularly, they showed that the number of MBNQA winners has steadily reduced while for EFQM it has been stable between 1988 and 2011. Moreover, Garza-Reyes et al. (2015) investigated a review on Russian Federation Government Quality Award (RFGQA) and compared it with MBNQA,



EFQM, and Deming prize. They specified that although the RFGQA model has the framework of the EFQM business model, they have differences in terms of internal business processes. They also found that the difference identified (RFGQA) between the RFGQA and two models such as Deming prize and MBNQA are fundamental. Furthermore, Gomez Gomez et al. (2017) examined whether the implementation of EFQM excellence has the same influence as TQM on organizations. They concluded that both systems could lead to similar results although they are not the same. In addition, Toma and Marinescu (2018) presented a comparison between three excellence awards such as MBNQA, EFQM, and Australian Business Excellence Framework. They highlighted the importance of the role of MBNQA, as an inspiration, to develop other two models. They mentioned that the basic concepts and principles of the considered model have been kept the same with insignificant changes in a recent research study; Sulisty et al. (2021) considered the national business excellence award in 11 Southeast Asian countries. They found that most of these countries have adopted the MBNQA framework as the basis of their models and highlighted their differences and similarities in terms of their purposes, categories and criteria score point in overall score.

The literature review indicated that a number of studies have been done with the aim to compare the well-known business excellence awards and highlighted the differences in terms of different aspects. Therefore, in this study we are going to introduce the new version of IWQM: 2022 and mention the changes have been made in the model compared to the previous version of INQA. Moreover, we are going to compare the model with EFQM: 2020 and highlight their differences in terms of various aspects such as slight and basic changes.

3. EFQM and INQA Excellence Awards:

3.1. EFQM Excellence Model

The term 'EFQM' stands for European Foundation for Quality Management. The model was introduced for the first time in 1991 in the European Union by a number of large-scale organizations such as Siemens, BMW, etc. The model was adopted from the Malcolm Baldrige model and has been revised and updated several times.

In EFQM: 2013, the new concept included in the model was risk based thinking. In risk based thinking, in contrast to considering the possible weaknesses points of the organizations, the uncertainty and potential opportunities should be identified and possible solutions should be considered to confront them in case they are necessary. As can be seen in Figure 1, the EFQM: 2013 model has nine criteria, five of which including 1) Leadership, 2) Human Resources, 3) Strategy, 4) Trade partners and Resources, and 5) Process, which are categorized as Enablers, and four of them such as 1) Result of Human Resource, 2) Customers, 3) Social and 4) Key results of action as Results. It should be noted that Enablers are defined as the basic concepts in order to facilitate obtaining the Results.

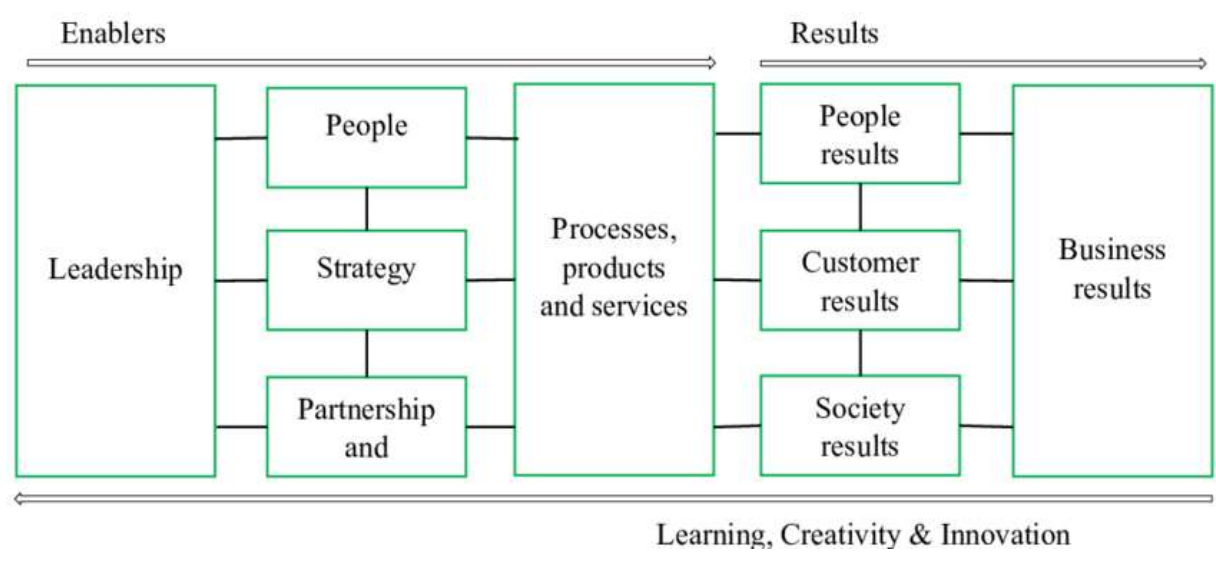


Figure 1. Graphical model of EFQM: 2013

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The EFQM: 2013 was reviewed in terms of its structure and concepts and the new version was released in 2020 as EFQM: 2020. Based on Figure 2, the EFQM: 2020 is based on three components (i.e., Direction, Results and Execution) including 7 criteria such as 1) Purpose and Strategy, 2) Culture and Leadership, 3) Stakeholder Engagement, 4) Sustainable Value Creation, 5) Performance and Transformation, 6) Stakeholder Perception, and 7) Strategic and Operational Performance.



Figure 2. Graphical model of EFQM: 2020

3.2. INQA models

The quality award in Iran has been held under the title of National Quality Award of Iran since 2001. For this purpose, various quality award models including Malcolm Baldrige, European Quality Foundation, and National Deming Award were investigated and finally the constitution of Iran National Quality Award was proposed in the relevant technical committee. The initial structure of the model was approved in the 120th meeting of the Council of the Iran National Quality Award and then it was notified to the Iran National Standards Organization in order to be implemented. At first the EFQM model was considered as the basis of the model and this award was held in 4 consecutive years. In 2006 and 2007, in order to propose a new model with a different structure, the annual award ceremony was cancelled. In the next year a new model which was called Iran National Quality Award (INQA) was introduced as the model of the award. Figure 3 shows the graphical model of INQA. Based on this Figure, the model comprises 7 criteria including 1) Leadership, 2) Process, 3) Customers results, 4) Performance results, 5) Environmental and social results, 6) Employees, and 7) Resources with 100, 200, 250, 150, 100, and 100 score points, respectively. The award based on the new model was held until 2018.

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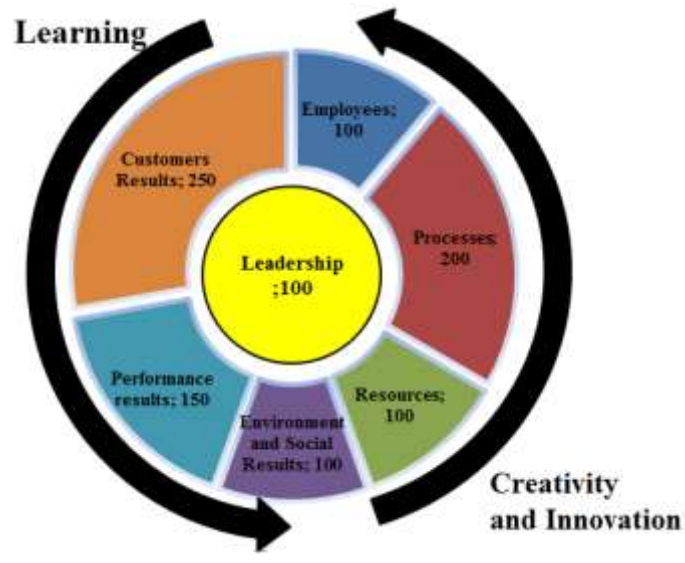


Figure 3. Graphical model of INQA

Unfortunately, due to Covid-19 outbreak and to protect participants from Covid-19 transmission, the Iranian quality award was not held in 2019. The new model of the award, known as Islamic World Quality Model (IWQM), was introduced in 2022 based on the principles, conditions, and rules in Iran. Figure 4 shows that there are three main components in IWQM, including 1) Leadership, Thought and Attitudes, and Strategies, 2) Information and Knowledge, Capitals and Interactions, and Process Management, and 3) Achievements. Table 1 presents the score points of the criteria and sub criteria of IWQM in details.

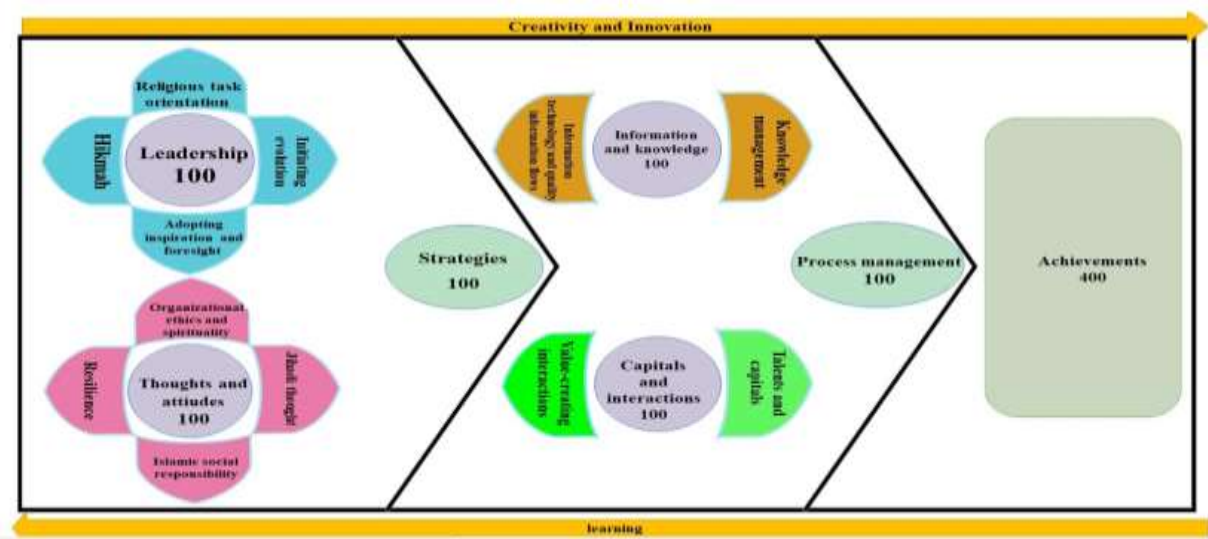


Figure 4. Graphical model of IWQM

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Table 1. Criteria and sub-Criteria score points of IWQM

	No.	Criterion	Criterion weight	Sub-Criterion	Number of sub-Criterion	Sub-Criterion weight
Enablers 600	1	Leadership	100	Religious task orientation	5	25
				Initiating evolution	6	25
				Adopting inspiration and Foresight	5	25
				Hikmah	5	25
	2	Thoughts and Attitudes	100	Organizational ethics and Spirituality	5	25
				Jihadi thought	5	25
				Islamic social	5	25



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				responsibility		
				Resilience	5	25
	3	Strategies	100	Strategies	8	100
	4	Information and knowledge	100	Information technology and quality information flows	12	50
				Knowledge management	5	50
	5	Capitals and Interactions	100	Talents and capitals	8	50
				Value-creating interactions	6	50
	6	Process management	100	Process management	7	100
Results and achievements 400	7	Achievements	400	Customers' achievements	10	100
				Human capital achievement	16	70
				Environmental achievement	10	50
				Society achievement	13	50
				Suppliers' and Business partners' achievements	10	50
				Organizational achievement	20	80
1000			1000		166	1000

4. Discussion



This section is dedicated to mentioning the changes have been made in IWQM and stating the differences of the model resulting from these changes compared to EFQM: 2020 and the previous version of INQA in terms of minor and major changes.

Minor changes:

1. IWQM includes 7 criteria, 20 sub-criteria, and 166 guidelines which are different from the previous version of the model with 7 criteria, 25 sub-criteria and 74 guidelines.
2. Based on Table 2, the criteria in IWQM are different with different score points compared to INQA. However, the overall score has remained the same in both models.

Table 2. criteria score point of IWQM and INQA

Criteria: IWQM	point	Criteria :INQA	point
Leadership	100	Leadership,	100
Thought and attitudes	100	Resources	100
Strategies	100	Process	200
Information and knowledge	100	performance results	150
Capitals and interactions	100	Environmental and social results	100
Process management	100	Customers results	250
Achievements.	400	Employees	100
Total score	1000	Total score	100

3. Based on Table 1, the customers' achievement, as the main sub-criteria of achievements, has the most score points along with process management as well as strategies, which shows the importance of customers' satisfaction in overall score.

Major changes:

1. *The main role of Leadership in the model:*

Table 3 shows the score points of the components of the considered models (such as EFQM: 2013, EFQM: 2020; INQA, IWQM). Accordingly, the main point is that the Leadership in IWQM has scored the most points (i.e., 300 points) in comparison with other three models, which indicates its important role in making final decisions to obtain the results and guiding others to achieve the predefined Strategies. Moreover, it should be mentioned that the bullet points of any sub-criteria of three criteria (i.e., Leadership, thoughts and approach, strategies)



with 300 score points start with the terms “Leaders” and state the main part of leaders in taking important action to achieve the desired goal.

Table 3. A comparison between the models in terms of score points

Row number	Model	Leadership	Process	Results	Overall score
1	EFQM:2013	200	300	500	1000
2	INQA	100	400	500	1000
3	EFQM:2020	200	400	400	1000
4	IWQM	300	300	400	1000

2. *Jihadi management:*

Jihadi management, as the second sub-criterion of thoughts and attitudes, is introduced for the first time in the model. This ideology, which is specific to Islam, is a revolutionary program promising radical social changes in the Muslim world. According to this new sub criterion mentioned in the model, it is emphasized on being patient and persevering until the desired results are achieved. Moreover, religious self-belief, risk taking, and sacrifice to the work of God are intensively highlighted as main principles to overcome problems and obstacles.

3. *Resilience:*

Another new concept which is involved in the model, as the fourth sub-criterion of thoughts and attitudes, is making the organizations resilient against unforeseen crises (such as sanctions, COVID-19 pandemic, global energy fluctuations). It is mentioned that the organizations should take crucial measures in order to keep the degree of preparedness to confront unforeseen crises by periodically identifying the possible risks. Moreover, these actions are not only limited to before the occurrence of the disaster but they also refer to recovery measures after the occurrence of catastrophic events.

5. Conclusion

In This study, the background of Iran national quality award was reviewed and its differences from EFQM and the previous version of INQA were mentioned. As it was mentioned, in the current version of the Iranian model of quality award, the model has been fundamentally different from the previous versions, which was directly extracted from EFQM. As it was mentioned, changes were applied in the model in order to adapt the model into the Islamic and Iranian patterns. These modifications were categorized as: slight and fundamental modifications, which are listed as follows:



- **Slight changes**

- 1) Different criteria, sub-criteria, and guidelines
- 2) Different score points
- 3) The importance of customers' achievement in the overall score

- **Fundamental changes**

- 1) The main role of Leadership in the model
- 2) Jihadi management
- 3) Resilience

Moreover, based on some new criteria mentioned in the IWQA, those companies and firms dealing with sanctions in Iran should apply some serious actions to be resilient and profitable in the harsh conditions of sanctions. This can be a guideline for those countries that are now or will be facing in the future the same situations to make their companies and firms aware of taking serious actions in order to save their businesses. Finally, it should be mentioned that the new model of IWQM is a good attempt in IRAN and should be a pattern for other countries to consider their current conditions in their countries in order to development of their national quality model without imitating well-known excellence models such as EFQM, Deming prize, Etc.

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