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ANALYSIS OF THE SOFT ASPECT OF THE QUALITY MANAGEMENT IN THE EFQM MODEL

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1. **ABSTRACT**

Purpose: The purpose of this study is to know how private companies manage the social practices on quality management in their organizations. Therefore, in order to obtain the information, these practices will be analyzed by extracting the main information from a private company at the end of the current analysis. I will start with a theoretical review; there will be analysed how quality management has evolved, as well as a distinction between the soft and hard terms. Moreover, the social aspect of quality management will receive a great emphasis. It will also deepen the EFQM model and the so-called quality gurus.

Design/methodology/approach: The methodology followed in the study is the realization of a review of the literature about the quality management on the hard and soft aspects and also the implementation of the Model of Excellence by evaluating the soft aspects to a private company.

Findings: Regarding the soft aspects, once the analysis has been completed, it has been observed that the degree of involvement in these elements by the evaluated company has been satisfactory, because they are concerned about the social aspect of quality management to the extent of their possibilities.

Key words: soft aspect, social aspect, EFQM Excellence Model, Total Quality Management, European Foundation for Quality Management, business results, private enterprise, social dimension.

2. <u>INTRODUCTION</u>

In the last decades, the concept of quality for companies has grown in importance due to the business environment changes which are increasingly turbulent and complex. Therefore, it is very important for the companies to adapt to the new challenges in order to achieve a competitive advantage over the other ones. Some of the causes that made the companies to choose for a quality-oriented management system are: the markets globalization, increasingly demanding customers, accelerating technological change and the success of the pioneering forms of quality management. In addition, working from a quality-oriented perspective is not only to obtain improved products and services; it is also to increase the satisfaction of the customer, to reduce the costs and to increase the business profitability among other reasons (Lloréns Montes and Fuentes Fuentes, 2000).

However, to lead all the actions of a company towards a cultural oriented change to management of total quality must be taken into account two great factors that are: the technical/tangible aspect (hard slope of the term) and the social-cultural aspect intangible (soft slope of the term). Therefore, it should be considered that, both terms are related to each other because the technical aspect needs to be complemented with the social aspect to not restrict the implantation of the system (Camison, Cruz and González, 2006).

As I mentioned above, the importance of the management factors of total soft quality should be emphasized, because if an organization wants to succeed the implemented quality management system and the soft aspects are the way to orient it (Wilkinson, 1992 or Lagrosen and Lagrosen, 2005). Also, various authors such: as Powel (1995), Dow et al. (1999), Samson and Terziovski (1999) and Rahman and Bullock (2005) consider that the social aspect has a greater effect on organizational performance, as suggested also Terziovski et al. (2003). Moreover, the present study consider that for a quality management system to succeed in an SME is necessary to take into account various social aspects such as human resources or the continuous improvement (Quazi et al., 1998). Therefore, with all that mentioned above, it is a way of getting a greater commitment for a quality and continuous improvement culture, more satisfied customers, among others (Calvo-Mora, A., Picon, A., Ruiz, C. and Cauzo, L., 2014 or Gadenne, D. and Sharma, B., 2009).

This paper aims to know through self-assessment of EFQM model how the analyzed company is known and involved in different social aspects (soft aspects), housed in the quality management system. At the end of the self-assessment, the purpose is to get a score from the organization that shows the strengths and areas of improvement, as well as a basis to make the strategy and to establish the objectives. Thus, I will obtain relevant result of self-evaluation and various conclusions on the importance of quality management in enterprises.

The self-assessment of the European Model of Excellence will be carried out through the analysis of the private company Baby Essentials, S.L. It is a distribution organization of childcare products that works with brands known as Baby Ace. Therefore, an evaluation of the activities and results of the same will be carried out in comparison with the Reference Model.

The methodology will be the completion of the Questionnaire self-assessment Profile of the 2013 EFQM model to the aforementioned company Baby Essentials, S.L. It will be evaluated according to the score obtained from each one of the soft criteria of the model. In order to obtain the information necessary to score the model an interview will be carried out and also the answer to a questionnaire will be carried out by all the workers; as well as by observing all that has been examined during the external practices.

The parts that will shape this paper will be shown below as follows: first, a theoretical review that will deepen the concept of quality management to have a greater clarity about it, in addition to, the distinction between the dimension of quality from a technical side (hard aspects) and a social aspect (soft aspects). Next, a deeper research in the social aspect (soft aspects) as a quality management strategy will be made and finally, the relevant results will be shown on the analysis of the model, as well as the conclusions and discussion.

3. THEORETICAL FRAMEWORK

In this section, a theoretical review will be carried out. Firstly, about the management of quality from its origins to the so-called gurus quality, among other aspects. Another point to be dealt with is the distinction between soft and hard aspects of quality management. In the following points, the main protagonist will be the soft aspect of both sides. I will conclude the theoretical section with the exhibition of the European Model of Reference EFQM.

3.1. Quality Management

In the recent years, as it was briefly stated in the introduction, the term of quality has been of considerable importance, due to the many benefits that it brings to those companies that focus their businesses towards a quality management system, and also for the transcendence that exists in a globalized and changing world. Nowadays, it has to differentiate itself from the rest of companies in some way, having to reinvent constantly (Llorens Montes and Fuentes Fuentes, 2005).

If we talk about quality as a management philosophy, we must go back first to its origins and how the term evolved to what is now known as Total Quality Management. Since, in recent decades, it increased its importance as a source of competitive advantage collected by the companies. The origin of the term was much earlier, mainly, in the Industrial Era. Therefore, the process of development of quality management is associated with the economy advancement in which a series of stages can be distinguished. This will be presented below (Llorens Montes and Fuentes Fuentes, 2005 or Sangüesa Sánchez, Mateo Dueñas and Ilzarbe Izquierdo, 2006).

In addition, the attention should also be paid to the so-called gurus of quality, as they are closely linked to the stages with the contribution of each expert in the different phases of the evolution of the term quality.

The first stage that can be distinguished is a **quality approach to inspection**. However, up to 1900 there was no quality system and there were the artisans themselves who manufactured and sold their products. From the birth of the modern industrial era, factories began to appear to replace the artisan workshops as means of production. Then, we can talk about conformity with the specs and the division of labour, since they carried out the products under pre-established pattern. So, there was a certain uniformity of the products, and at the end of the process, they were revised to observe if they were according to these specifications. With the inspection that they were looking for was the detection of errors because, at that time, it was certain that the client valued the products made according to uniformity. The problem of a quality approach to inspection was neither prevention nor a plan of improvement but it assumed a high cost to produce in mass and could not be inspected all (Llorens Montes and Fuentes Fuentes, 2005 or Sangüesa Sánchez, Mateo Dueñas and

Ilzarbe Izquierdo, 2006). Another drawback of the stage was not the solution to everything nor to increase the number of inspections and this expert Deming (1982) was clear, as it state the case of an organization where they had three inspectors and did not work as they believed because they relax during the tasks (Camisón Zornoza, Cruz & González, 2007).

Between 1920 and 1940, W.A. Shewhart and the group of engineers of the Bell company that he directected had the idea that the used approach until that time was not efficient, as, inspecting all products to find errors did not seem to be the best method. Moreover, in addition to observing that there was variation in producing different pieces by the same worker and machinery, he thought that this variability should be studied by the principles of statistics and probability. Thus, with the intervention of the United States in the Second World War, they began to use techniques of **statistical control of the quality**, being a success at the end of the decade (Llorens Montes and Fuentes Fuentes, 2005 or Sangüesa Sánchez, Mateo Dueñas and Ilzarbe Izquierdo, 2006. What is more, the term of quality, that is implicit in this approach, is the statistical definition that they had by then Shewhart, Deming and Taguchi (Camisón Zornoza, Cruz & González, 2007). In this approach, to identify the common and special causes of variation, Deming instigated the use of the APC (statistical process control). In the same way as, the control charts used at this stage devised initially by Shewhart (Camisón Zornoza, Cruz and González, 2007).

In this phase, the famous trilogy for the management of quality of Juran appears to distinguish three interrelated processes (Camisón Zornoza, Cruz & González, 2007).

Some of the drawbacks of the approach to the statistical control of quality is that only statistical techniques were used to detect errors and apply in the production department of the companies.

From 1950, the **quality assurance approach** is introduced. It is the tipping point of the previous two stages. What is more, new elements appear in quality management, such as: quality costs, reliability engineering, total quality control and zero defects (Llorens Montes and Fuentes Fuentes, 2005 or Sangüesa Sánchez, Mateo Dueñas and Ilzarbe Izquierdo, 2006).

However, it is a new stage where they take into account that the errors do not occur repetitively, they focus on the processes to make products or services to reach the clients without defects. Moreover, they try to consider that the quality is not only the problem of a department of the company, but all departments would have to worry and coordinate to get the quality standards. Changing from a detection approach to one of prevention, the client was still not so accounted for and it was understood that quality was conformity with specifications (Llorens Montes and Fuentes Fuentes, 2005 or Sangüesa Sánchez, Mateo Dueñas and Ilzarbe Izquierdo, 2006). In addition, the limitations deriving from the previous

phase by the SCQ (statistical control of quality), were overcome with the new approach started by the gurus Juran and Feigenbaum. It should be noted that the previous experts mentioned together with Crosby, that it had at this stage a great protagonism (Camisón Zornoza, Cruz & González, 2007).

The last stage ends from the decade of the 80s, with the approach of **Total Quality Management (TQM)** as a competitive strategy. The origin of the concept was on the part of the expert in quality, Armand v. Feigenbaum (Aula virtual Universitat Jaume I, 2015). Where it is intended that quality is the responsibility of all members of the company, implanting the quality system at all levels of the company. In addition, it is a stage where they realized that was not enough only to produce flawless or carry out a statistical control, but also to determine the quality from the perspective of the client, looking for their satisfaction. A part of the aforementioned, was a period in which the changes in the approaches were introduced as: quality for interest of the senior manager for some it is a factor of competitiveness has a closer relationship with profitability is included in the development of strategic planning, considered to the client to define the term and defends the continuous improvement in the processes (Lloréns Montes y Fuentes Fuentes , 2005 or Sangüesa Sánchez, Mateo Dueñas and Ilzarbe Izquierdo, 2006).

Another concept that should be taken into account as one more stage of the aforementioned is, the **Business Excellence**. In the first 10 years of the 21st century, the concept of Total Quality Management has lost notoriety in industrialized territories around the world, emerging new terms such as Business Excellence, Organizational Excellence, Six Sigma and Lean. Although, the new terms have superseded the term Total Quality Management in this new era, it is noteworthy that the new concepts are encompassed in the theoretical framework of the Total Quality Management (Dahlgaard-Park, 2011). The characteristics of the new terms quoted above are; continuous improvement, culture, customer orientation, training of workers, innovation, learning, knowledge and strategy (Wang and Ahmed, 2001). Other authors such as Metaxas and Koulouriotis (2014) define the term of business excellence as a state of mind for workers, individuals and managers. Likewise, to achieve excellence there is no clear answer, as it is an open question for researchers and managers (Hermel and Pujol, 2013). Also, the objective of the organizations should be focused on the development of the organizational context in function of the external environment and the continuous adaptation (Dervitsiotis, 2007). On the other hand, Adebanjo (2001) suggests that when interest in the term Total Quality Management decreased, there was an increase in the importance towards Business Excellence and that; as there was a decrease in the importance of the term mentioned, there was also a high acceptance of the new concept of excellence. Finally, for Dale (2000), the emergence and importance of the term of Business

Excellence was simply a change in terminology. Next, a graph will be shown where you can observe the evolution of quality from 1900 to the present, as a summary of the above:

Graphic 1.Evolution of quality concept
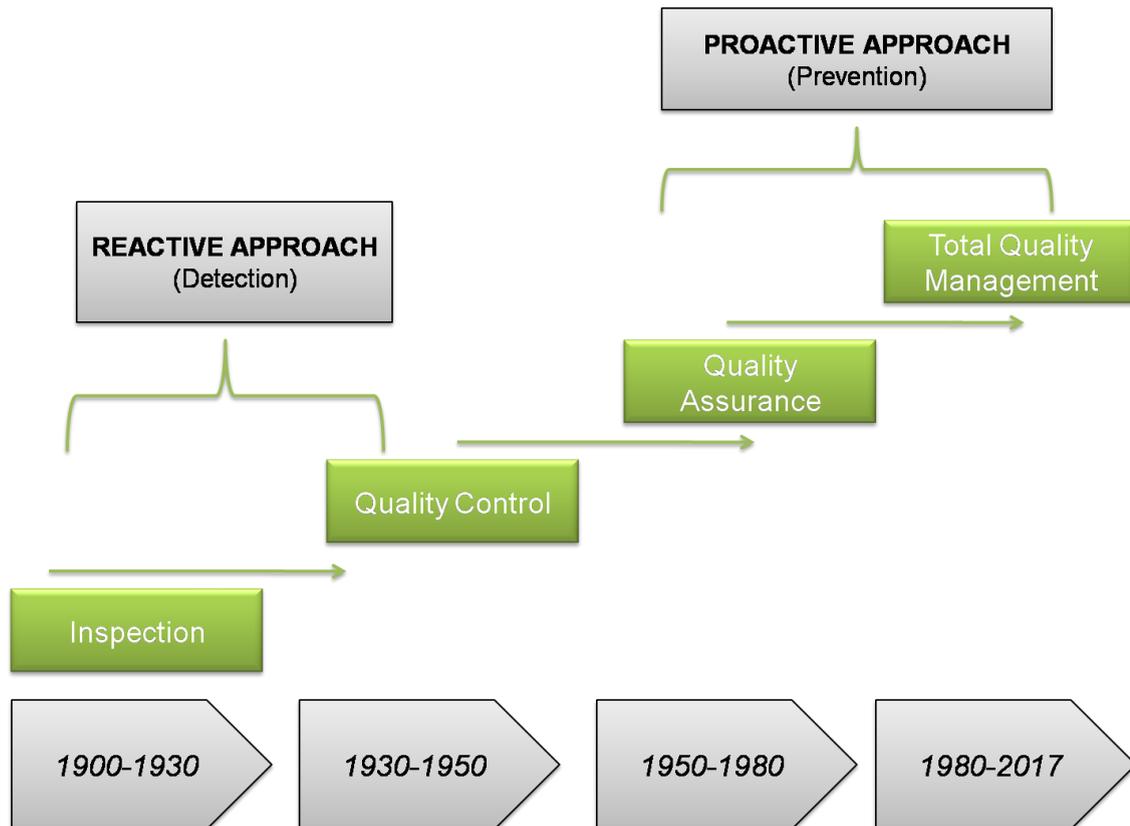
Source: Own elaboration.

As for the **Total Quality Management**, some authors provide different definitions about the concept, where each one of them focuses on their point of view. But certainly, what can be extracted from the literature is that, the total quality is a philosophy or approximation of direction that is distinguished by its three basic [1]**principles**: *the orientation to the costumer, the continuous improvement and the teamwork* (Llorens Montes and Fuentes Fuentes, 2005). In addition, a set of **practices** able to implement each of the principles are simple

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[1] On the one hand, it should be noted that the practices will be those activities with which the principles will be implemented. On the other hand, the techniquesare what try to make the practices effective. As an example, a principle such as customer orientation can lead to the organization's use of practices such as collecting information about the customer's needs and expectations, making them effective with techniques such as: market research, testing in selected markets before product launches, among others (Camison Zornoza, Cruz and González, 2007).

activities such as, collecting information from customers. So, the **techniques** that support the aforementioned practices are: Pareto analysis, statistical process control, among others. In the same way, the degree of intensity with which each principle is applied will depend on each company and the way in which it is directed, since each company will develop its particular approach towards Total Quality Management (Lloréns Montes and Fuentes Fuentes, 2005).

Among the principles previously named, **customer orientation** is the most significant of total quality and defends, that all products, processes and procedures must be aimed at satisfying the needs of customers. Therefore, it is of vital importance, among other things to know what the consumer wants. To this end, some of the practices that will be used are: the compilation of information on their expectations and to disseminate the response of them among all the members of the organization, management of complaints and surveys to clients (Llorens Montes and Fuentes Fuentes, 2005).

In terms of continuous improvement, the implementation of a quality management system is a process that has no end, since companies must have a culture based on a process of continuous improvement. To this end, it is understood that what should be done is to carry out a policy of constant and gradual improvement of the product, where the results of each improvement achieved are standardized. Therefore, most authors argue that the process of improving quality is achieved as follows: changing the standards, checking and replacing by others more suitable. And the practices to achieve it are, in the first place, with the deployment of policies throughout the company. The second, statistical thinking, where you can use tools such as control charts and lastly, standardization is considered a starting point in a process of continuous improvement. On the other hand, measurement systems such as the continuous improvement PDCA cycle can also be used (Llorens Montes and Fuentes Fuentes, 2005).

Here you can see an example of the PDCA cycle or the Deming cycle mentioned above where the four steps are collected to achieve improvement in quality:

Picture 1. PDCA cycle
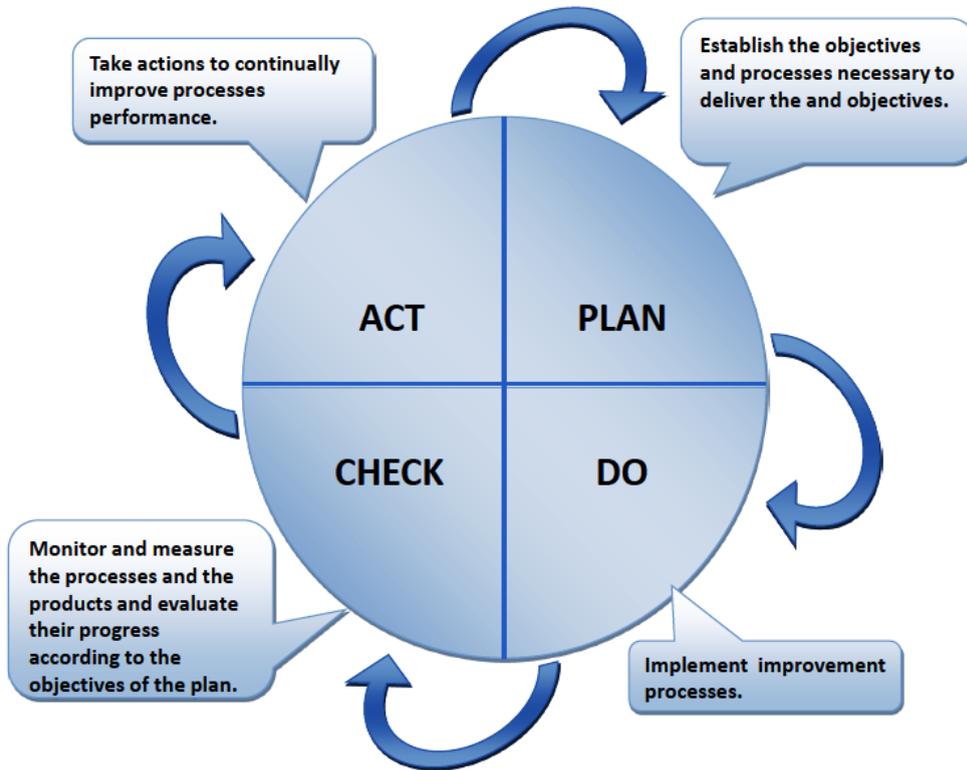
Source: ISO 9001 – Quality management knowledge centre (2014).

The last principle to be exposed is **teamwork** or people-orientation. It is essential that the companies give autonomy to the employees in the development of the activities, in addition to the formation and training; if what they want is to have an organization focused with the improvement of quality. Therefore, it must be taken into account that the quality not only corresponds to the production department, but to the whole company. In this way, the practices used will focus on people: the participation of all members of the organization, then sufficient power to make decisions; help the persons with relevant training, promotion and selection and teamwork (Llorens Montes and Fuentes Fuentes, 2005).

Consequently, the meaning given to quality management is a set of actions aimed at planning, organising and controlling the quality function in a company. Some of the aspects that the system considers are: definition of the quality policies of the company, establishment of the business objectives, planning in relation to the aforementioned objectives and establishments of necessary strategies and resources, motivate the personnel to achieve the objectives and to control the development of the program (Llorens Montes and Fuentes Fuentes, 2005).

To end the section on quality management, a review of the literature on one of the gurus of quality will be carried out. Those experts in quality with their contributions helped many companies and are seen as inspiring of total quality. Before entering into matter, it should be

emphasized that the intellectual origins were in the United States, the total quality was developed in Japan. Therefore, it is considered that it is a relationship between the Japanese systems and the total quality (Llorens Montes and Fuentes Fuentes, 2005 or Sangüesa Sánchez, Mateo Dueñas and Ilzarbe Izquierdo, 2006).

The first of the experts in quality that is going to be named is **Walter Shewhart**, known for being the first to apply statistical techniques in the industry and also as the **father of the Statistical Process Control (SPC)**, first implanted in Bell Telephone (USA).

On the other hand, **W. Edwards Deming** argued that an increase in quality did not mean a decrease in productivity, as it was an erroneous thought at that time. Contrary to what the rest of the people believed, Deming was certain that by improving the quality, the costs decrease because there are fewer repossessions. Moreover, there are also fewer mistakes and no waste of so many materials, among other benefits of the improvement.

It was certain that in order to achieve quality improvements, the product and the adequacy of the service had to be improved according to specifications in order to reduce the variability in the design of the production processes. It is clear that the quality improvement ranges from the reception of the raw material to the customer.

Deming's philosophy on the variability of the processes is a reduction in variability meant higher quality. What is more, he had the belief that quality statistical techniques such as Pareto diagram, histograms ... were to be known and applied by all the workers in the organization.

Finally, Deming is known for establishing the **Shewhart Cycle or PDCA** or **Continuous Improvement Cycle** in addition to the 14 **points for quality management**. As for the 14 points, they emerged from the experience they had in different American and Japanese companies, in order to help the companies to survive in the long term. Therefore, according to Deming (1989), the points are:

1. Create constancy in the purpose of improving the product and service.

2. Adopt the new philosophy.

3. Stop depending on the inspection to achieve the quality.

4. End the practice of doing business on the basis of the price.

5. Constantly and always improve the production and service system.

6. Training implementation.

7. Adopt and implement leadership.

8. Discard fear.

9. Breaking down the barriers between the staffareas.

10. Eliminate slogans, exhortations and goals for the workforce.

11. Eliminate the numerical quotas for the workforce and the numerical objectives for the executives.

12. Eliminate barriers that deprive people of their right to be proud of their work.

13. Stimulating education and improving the world's best.

14. Act to achieve transformation.

On the other hand, **Juran** (1993) argues that quality is adequacy to use. This means, on the one hand, the quality of design, and on the other, the quality of manufacture or conformity. In this way, the adequacy of the use meant satisfying the needs of the client and not having deficiencies, unlike the one that was thought at the time that it was, that quality without conformity with the specifications, being adequate to use an unusual term in that decade.

Joseph Juran also focused on the role of managers in quality management and, on the other hand developed the **"Trilogy of Quality"**, which carries out three interrelated processes: quality planning, quality control and quality improvement:

Graphic 2.Juran´s trilogy
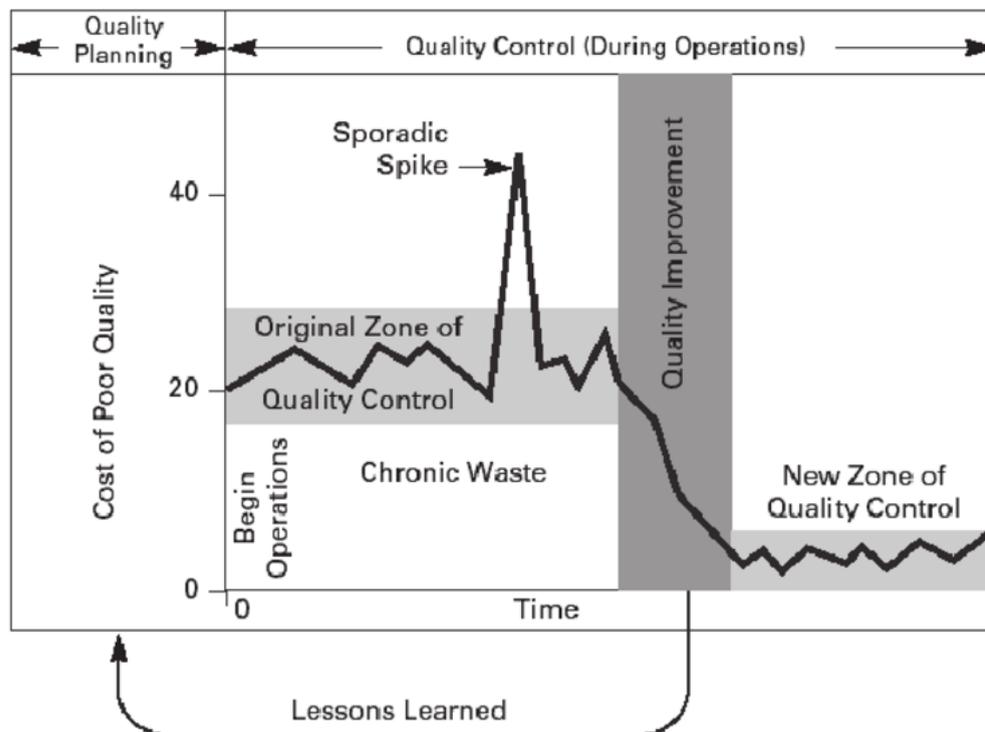
Source: ResearchGate (2013).

Another guru is Philip **Crosby**, who thinks that the quality does not cost, that what is expensive is the bad quality, the fact of not doing things well. Thus, for Crosby (1987a), quality improvement is based on: the **four principles** of quality management and the fourteen steps for quality improvement. As for the first aspect, the four principles would be the mentioned below:

- Quality defined as conformity with the specifications.
- The system to achieve quality is with prevention.
- The only standard of realization has zero defects.
- Quality is measured by the cost of doing things wrong.

However, the **steps to improve the quality** advocated by Philip Crosby are the following:

- Management commitment.
- Quality improvement equipment.
- Measurement.
- Cost of quality.
- Create awareness about quality.
- Corrective action.
- Plan the day of zero defects.
- Staff education.
- The day of zero defects.
- Set goals.
- Eliminate the causes of error.
- Recognition.
- Quality advice.
- Repeat the whole process.

The last of the experts in quality to be mentioned in the section is **Armand V. Feigenbaum**. He was the first to suggest the term of total quality control (TQC) and is an important guru for his tour in product quality control. In addition, Feigenbaum provides a real emphasis in that, in order to achieve a quality-conscious company, all the people who work in it must be involved in this. For this reason, quality is the responsibility of all; from designing products until they reach the customers to be satisfied with the result.

In addition to the previous ones, he also highlights the importance of quality for companies. It is a way to bring them profitability in an environment like the current one that is so competitive.

The conclusion that can be drawn from this section is that, the quality has evolved in recent decades towards a greater concern to satisfy the needs of the customer, as an element of

greater importance, among others. In addition, the approach to the consumer was already considered by some of the experts in quality mentioned above, as they Juran and Deming.

In relation to the so-called "gurus", most of them defend the motive of this work; the importance of people and social factors, such as: staff education, high management commitment, adopting and implementing leadership, stimulating education and self improvement, among others; they can be observed in the fourteen points of Deming, the steps for the improvement of the quality according to Crosby, among other experts. It is therefore possible to conclude that a large number of "gurus" have already stressed the importance of social elements in quality management.

On the other hand, the implementation of a quality management system will depend on the needs and characteristics of each company, but, having in common a number of principles and practices to be carried out in practice. Where, a large part of these principles are focused on social aspects such as customer orientation, people, learning, etc.

3.2. The distinction between the soft and hard dimensions of quality management

This section will deepen the soft and hard dimensions of quality management where numerous empirical analyses of different authors have extracted what they consider to be the elements of both sides and the founded differences. Therefore, we will delve into the research carried out by some authors on the two aspects mentioned, and in this way, we will be able to get an idea of which elements contain each of these slopes and to obtain more information about it.

There are a lot of studies that try to determine and investigate which are the critical factors of success in terms of quality management. In the case of Sila and Ebrahimpour (2003), they established a series of factors that were continually repeated, irrespective of the fact that the context was different and of other causes, which, the literature classified them according to their nature. Some of these elements are: teamwork, product and service design, process control, comparative evaluation, continuous improvement, etc. Therefore, different authors such as Black and Porter (1996), Ho et al. (). (2001), Prajogo and McDermott (2005), Samson and Terziovski (1999) classified them into two large blocks. First are the soft factors, which incorporate the social and behavioural aspects, such as organizational culture, human resources, leadership... Secondly, there are the hard factors that are linked to technical aspects of quality management. Some of the examples would be: continuous improvement, process management and control, quality planning, etc.

On the other hand, Gadenne and Sharma (2009), Huarng and Chen (2002), Jung and Wang (2006), Lewis et al. (2006) determined that the soft aspects such as, the shared vision of the organization, the culture of focus on the costumer ... are complicated aspects of measuring and observing. And the hard aspects are the techniques that help the implementation of the principles of total quality management in practice, as well as, an aid to make the pertinent decisions. Consequently, some of these aspects would be, the decision trees, the just in time philosophy, the cause-effect diagrams and the control charts.

According to Black and Porter (1995), sometimes differentiating between soft and hard factors is complicated, because it is not established a conformity to its content. On the other hand, Zairi and Alsughayir (2011), consider that the factors will be hard or soft depending on the author.

However, the authors Vouzas and Psyhogios, (2007) consider that the soft aspect is related to concepts and principles of management to provide power and culture to employees, as well as leadership and the hard side, are techniques and tools to improve the quality.

As for the soft aspects, Zairi and Thiagarajan (1997) were certain that, they are long-term difficulties and must be taken into account when an organization makes a plan to implement a Total Quality Management system. What is more, taking into consideration that the hard aspects should support the soft aspects for effective manipulate.

Researchers have also wanted to contribute to the differentiation of both aspects of Total Quality Management, referring to the soft side as aspects of behaviour (as already mentioned by some of the above-mentioned authors) and above all, to aspects that have to do with people such as: loyalty, training and education, teamwork, use of human capital...

On the other hand, Black and Porter (1996), define the hard aspects as, tools and systems that support the implementation of soft factors. It should be emphasized that other authors defend this hypothesis as it is previously named. Besides, Lewis et al. (2006a) establishes that the hard factors would be: zero defects, continuous improvement and innovation, process management, quality assurance, flexibility... Nevertheless, the soft aspects are easier to quantify, and for this reason, SMEs found it easier to manage the hard aspects than the soft ones because of their tangible character, which have been very debated in the literature about quality management (Rahman and Bullock, 2005; Lewis et al., 2006a,b).

The authors Lewis et al. (2006b) considered that the hard aspects were more admired on their implantation than the soft aspects.

The theoretical framework of total quality management classifies the previous aspects in two groups.

The first one (employee relations and leadership) focus more on human resource-based measures (soft elements), while in the second group (supplier/client relationships and process/product management), and focus more on the technological measures (hard elements) of Total Quality Management.

Rahman and Bullock (2005) in studies made about the impact of each dimension of Total Quality Management, classified as soft elements:

1. Workforce commitment.
2. Shared vision.
3. Customer focus.
4. Using teams.
5. Training employees.
6. Relationships with cooperative suppliers.

Likewise, Rahman and Bullock (2005) catalogue as hard elements:

1. Computer-based technologies.
2. The principles of "just in time" (JIT).
3. Use of technology.
4. Continuous improvement trainers.

Subsequently, a summary table of all the authors mentioned above will be reflected on what each of them values as soft aspects of the Total Quality Management:

Table 1.Summary table on the soft aspects of Quality Management by authors and researchers

Authors	Teamwork	Continuous Improvement	Organizational Culture	Human Resources (loyalty, training, employee empowerment, employee relations...)	Leadership	Shared Vision	Customer Focus	Commitment	Supplier Relations
Sila y Ebrahimpour	■	■							
Black y Porter, Ho et al., Prajogo y McDermott y Samson y Terziovski			■	■	■				
Gadenne y Sharma, Huarng y Chen, Lewis et al.						■	■		
Vouzas y Psyhogios				■	■				
Several researchers	■								
Rahman y Bullock	■			■		■	■	■	■
Theoretical Framework TQM				■	■				
Jung y Wang				■	■	■	■		■

Source: Own elaboration.

Conclusion that can be drawn on the distinction between the two sides is that, each author determines in his own way which are the soft and hard elements of Total Quality Management and extracts his own deductions on the correlation of both elements having in common some statements. For example, the soft factor is related to the behaviour, the human resources and the social aspects (intangible aspect) , and the hard side has to do with the technical aspects of quality management, with continuous improvement, process management and control and quality planning (tangible aspect). Moreover, they also emphasize that the hard side is needed for the implementation of soft principles systems and tools that support these elements. For the elements of the hard and soft dimensions of quality management, it can be observed that the hard aspects are collected in: the philosophy just in time and the seven tools (decision trees, cause-effect diagrams (Ishikawa diagram), histograms, control charts, Pareto charts, inspection templates and scatter diagrams). On the other hand, soft elements are composed of: leadership, employee empowerment, training and education (staff training), teamwork, customer-focused culture, employee relationships, training employees and shared vision.

Below you can see an image that summarizes the smooth aspects of Total Quality Management that have been found by previous authors and researchers:

Picture 2.Soft aspects of Quality Management found in common by various authors
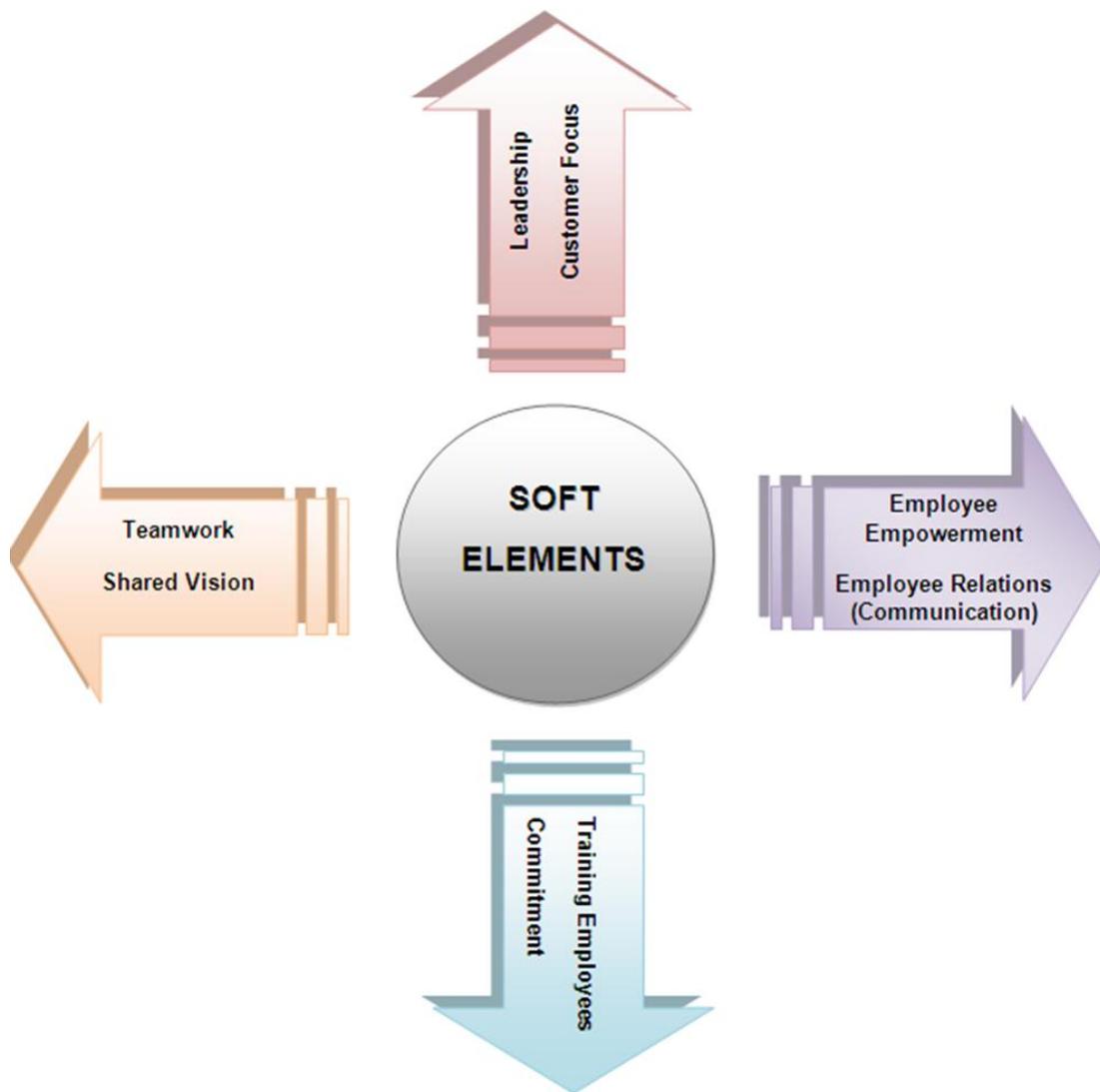
Source: Own elaboration.

3.3. Social issues in a quality management strategy

In the previous section was a distinction between the soft and hard side of the quality, referring to different elements of each aspect found by various authors in their research. Then, the soft aspect is the main protagonist of the section, where it is possible to observe its importance in numerous studies when it is compared with both aspects of Total Quality Management. It is a strategic element when companies implement a quality management system.

Thus, for authors such as Wilkinson (1992), it is vitally important to give employees more responsibility in everything related to quality within an organization and how significant it is, an optimal human resources management, as well as , leadership, all of them, soft factors. Since, he realized that quality not only depends on technical (hard) factors. In addition, this author considers that the soft aspects are those principles that should guide total quality management.

Therefore, for authors such as Wilkinson (1992), in an organization is very important to give to employees more responsibility in everything related to quality, how significant is; in other words soft factors (optimal management of human resources, as well as leadership). Since, he realized that the quality not only depends on the technical factors (hard) but also the soft aspects are those principles that should guide the management of the total quality.

The literature considers that the hard aspects are essential to support and carry out the implantation of the soft factors of the management of total quality. However, they have the certainty, that if you use the technical side separately, regardless of the social aspect, they cannot make it on its own and the results in the company will improve. Therefore, this means that a flexible and open culture is necessary and that the management is highly committed and the members of the organization are motivated, trained and involved with the change in quality, all of them, soft factors of the Total Quality Management (Black and Porter, 1995 or 1996; Rahman and Bullock, 2005).

However, there are researches such as Jiménez-Jiménez and Martínez-Costa (2009), which maintain that the soft aspects of the Total Quality Management are those that reveal the results of the company. Furthermore, other studies sustain the influence of the technical side in the business results but, by the indirect influence made on soft factors in these. (Irem et al., 2011; Samson and Terziovski, 1999).

According to a study conducted by Calvo-Mora et al. (2013), the results were obtained were, the management of human resources, leadership and a flexible culture focused towards continuous improvement (soft factors) are fundamental aspects for the success of the initiatives on Total Quality Management. All this mentioned and shared by the authors in the preceding paragraph and other authors such as the Lagrosen and the Lagrosen (2005),

consider that the responsibility towards the continuous improvement of the senior management and of all the workers of the company, is crucial to succeed a system of management of the total quality (soft factors).

To conclude the investigation carried out by Calvo-Mora et al. (2013), the organization needs to be oriented towards a culture of quality, learning and continuous improvement through leadership and proper management of human resources. This is the only way to improve the business results. Therefore, the aforementioned aspects correspond to the social aspect of quality management.

In other studies, the conclusions obtained are both the soft and the hard aspect and decisive for the success of the system of quality management and to obtain profitability within and outside of the organizations. But, it is worth highlighting the importance of the social aspect above the technique, because, the hard aspects have significance to a lesser extent than the soft factors (Photopoulos and Psomas, 2009).

On the other hand, and following the aforementioned research, Photopoulos and Psomas (2009), the results show that to improve the operation of any company and therefore the quality, the use of soft and hard aspects of the Total Quality Management is crucial, but, above all, focusing on the social aspects, as they already defended Lagrosen and the Lagrosen (2005). In addition, it would be necessary to adopt principles of quality management as, the focus on the customer and measure the satisfaction of it if you want to improve the quality of the company and with it, to satisfy the consumer. Also, it should be emphasized the significant effect of the implementation of the quality management system through soft factors, but not only because of the importance of consumer satisfaction, but also on the position of the organization in the market. In other studies such as Terziovski et al. (2003), they noted that the fundamental element that contributes most in organizational performance is the customer focus, which, as has been emphasized at other times, is a soft factor in quality management (Photopoulos and Psomas, 2009).

Other investigations, such as that of Powell (1995) revealed that the most related aspects to the triumph of the quality management system are those linked to workers empowerment and the commitment of high management (soft factors). Powel along with other researchers like, Dow et al. (1999); and Samson and Terziovski (1999), argued that soft factors have greater effect than the hard factors of Total Quality Management in organizational performance.

Current studies such as Demirbag et al. (2006a), observed as the previous case and in numerous investigations, the importance of the soft aspects of quality management, factors such as the formation, the relations with the employees and the participation of these in all the processes of the company.

On the one hand, according to the investigations of Edwards and Sohal (2003), they raised the success of the implantation in organizations of a system of quality management due to the adoption of practices related to the management of quality. Consequently, the study of these authors showed that, on many occasions the success of it is limited because the human factor (soft aspects) was not sufficiently accounted for, because this was due to the lack of participation and support of senior management, supervisors and intermediate managers in planning.

On the other hand, authors such as Rahman and Bullock (2005) noted that the most influential elements of organizational performance are the social aspects of quality management, such as, people management, supplier relationships, customer focus and shared vision. There are others who believe that organizational performance is based on other soft factors such as, commitment to management, consumer attention and employee participation, something that is defended by Abdullah et al. (2008).

In research on what are the key aspects to the success of implementing a quality management system in SMEs, the criteria found were: customer satisfaction, use of human resources, training and education, continuous improvement, quality strategic planning, performance measurement, process quality management, customer service, etc. (Antony et al. , 2002, Baidoun, 2003, Quazi and Padibjo, 1998). Among all these criteria, the vast majority are soft aspects, which are highly related to the implementation of a Total Quality Management system (Quazi et al., 1998). There is in the same manner, a study conducted by Sila and Ebrahimpour (2002), recognizing 25 critical factors, among which, the first 10 were, 7 soft factors, and the others 3, hard factors. It should be added that, the study was carried out according to the frequency of the critical factors that appeared in different articles analyzed. Therefore, it can be seen that the majority of the researchers indicate the importance of the soft factors of the management of quality.

Rahman and Bullock (2005) in their research noted that the soft factor of Total Quality Management had both direct and indirect consequences on performance, because of the effect on the hard factor of Total Quality Management. In the same way, they consider in the analysis that the soft factors have a series of functions. The first one is, the creation of an environment where it is possible to disseminate and implement the Total Quality Management without problems, and the second one, is to focus the performance on the companies in the same way as the practices of human resource influence an organization.

According with the aforementioned, in the study of Rahman and Bullock (2005), a series of conclusions were obtained. So, the extracted results, the soft factors of the Total Quality Management are highly related to the performance in a company.

In the investigations of the authors Dow et al. (1999) and Ahire et al. (1996), several common conclusions can be founded about the soft factors of Total Quality Management in the analyses carried out by these authors: the correlation between different soft factors commitment with the workforce, shared vision, empowerment and training of the workers, the participation of the employees, ... with the quality, the performance and the business performance.

To sum up, the conclusion about this section is that, most of the research and studies carried out by different authors, as well as the literature itself, the soft aspects of quality management have a core importance when companies want to implement a quality management system. The benefits of the subsequent implementation are varied, but to a greater or lesser extent, what almost all authors agree is that they are closely related to performance and organizational performance, among others. To succeed the implementation, we must take into account the human factor as a fundamental element, either by training and forming the employees, as for having them aware of everything that happens in the organization and by letting them participate. What is more, that management is highly involved and other aspects related to the social elements of Total Quality Management.

Therefore, any organization that implants a system like the one mentioned previously and wants to obtain a performance of it, will have to worry about everything related to the social and behavioural aspects and have to take into account the technical aspects.

3.4. <u>The EFQM Model</u>

The models are a reference for the organizations that want to implement a Total Quality Management system. In this section, we will start analyzing and delving into different models of quality management. Those main models that allow an effective implementation of the management of the total quality in a company, for the best known and used as forms of presentation to the candidacy to a prize of excellence in quality, or simply to use them as basis for the implantation of the system. Then, an analysis will be carried out on the quality management model, used as reference in this study, the EFQM model of European excellence will be analyzed in depth to provide more detail about it. As the last point of this section, we will conclude by examining the social aspect of the Total Quality Management in the model of excellence of the European Foundation for Quality Management (EFQM), mentioned in the previous point, because in the current study we try to obtain information and to analyze the model from the social approach of quality management.

3.4.1. Quality Management Models

This is the models used as reference for companies in the implementation of the Total Quality Management systems as follows: the model of the quality experts, the model of ISO 9000 standards and the models of the quality awards. The first one, is a small compilation of different gurus of the quality made in the previous sections. Next, the model of ISO standards and quality awards, I will explain and delve a little more about them. Although it should be emphasized that in the EFQM model of excellence, being one of the quality awards, it will be exhibited at the next point.

In the first place, it will begin by exposing and developing different models of the quality awards, which are created with the purpose of promoting and encouraging organizations to use quality programs, being companies that promoted the chosen ones to carry it out. The benefits of these types of models are that, the required criteria of these awards have become a form of implantation and evaluation of the quality management systems of the different organizations (Llorens Montes and Fuentes Fuentes, 2001). Therefore, the main awards of excellence in quality are listed below: **Deming Award, National Quality Award Malcolm Baldrige, European Quality Award (EFQM Excellence Model) and the Ibero-American Model of excellence in management**:

3.4.1.1. <u>National Quality Award Malcolm Baldrige (MBNQA)</u>

This prize was created in 1987 and was named in this way by its promoter the secretary of commerce in the United States at that time. It is about managing total quality, is the most recognized model among American companies. The award establishes a series of criteria, which refer to those candidate companies that achieved outstanding levels and

improvements in everything related to quality in their organizations, in addition to the involvement and training of all workers in the improvement of the organization. Moreover, the prize consists of three categories: manufacturing, services and SMEs. In each of them you can reward up to two organizations (Llorens Montes and Fuentes Fuentes, (2001) or Camisón Zornoza, Cruz and González Cruz, (2007)).

For the evaluation, the candidate companies have to demonstrate their achievements and improvements in a total of seven areas. In addition, as has been commented, not only serve the criteria to introduce you to the prize, but, with it the companies carry out a self-assessment and feedbacks of what the company's candidates are doing. The criteria are divided into seven categories related to each other, and each one has a different weight, being some of these of greater importance (Camisón Zornoza, Cruz and González Cruz, 2007). Therefore, the model consists of **three elements**:

1. **Organization profile**: environment, challenges and relationships.

2. **System operations**. Where the six criteria are encompassed (located in the centre of the figure) and the results to be achieved:

   - Criterion 1. Leadership.

   - Criterion 2. Strategic planning.

   - Criterion 3. Customer and market focus.

   - Criterion 5. Focus on human resources.

   - Criterion 6. Process management.

   - Criterion 7. Business/Organizational results.

3. **System Fundamentals**.

   - Criterion 4. Measurement, analysis and knowledge management.

Next, it will be possible to observe how the previously explained in a representation of the model Malcolm Baldrige

Picture 3.Malcolm Baldrige Total Quality Management Model

Source: NIST (2015).

Organizations that want to present themselves to the award will have to provide detailed information about the seven criteria explained above. Accordingly, the prize evaluation process will consist of four **phases** (Camisón Zornoza, Cruz and González Cruz, 2007):

- **First phase**. Independent review.
- **Second phase**. Consensus review.
- **Third phase**. Review in the organization.
- **Fourth phase**. Selection of the final beneficiaries.

3.4.1.2. The Deming Prize Model

The award was created in 1951 and has had a high impact since because of the great influence on the development of quality control and management in Japan. What is more, its purpose was to be a tool to change and improve the way in which the companies are managed in Japan. Nowadays, the award provided to those Japanese companies that contribute significantly to the development of quality control and direction and it is for the

companies that want to opt for the prize as a way to learn more about quality (Camisón Zornoza, Cruz and González Cruz, 2007).

Picture 4.Currency Deming Prize

Source: NIST (2015).

Furthermore, it should be added that, the candidates for the prize are not obliged to carry it out according to a pre-established model. However, each company can perform a self-assessment in the form that it most conveniently creates, establishing its own objectives and how to achieve them. Therefore, no criteria is set to follow, nor conducting a test, but, each company establishes and implants the total quality management system from its perspective. Although, in order to be able to match it with the other prizes, criteria is established as a form of approximation between models (Camison Zornoza, Cruz and González Cruz, 2007).

Prize categories include: The Deming Prize for Individuals, the Deming Award for Distinguished Services for Outreach and Promotion, the Deming Prize and the Deming Grand Prize (Juse.or.jp, 2017).

The Deming Prize Committee is responsible for evaluating it, since they are concerned with naming the winner and evaluating whether what the candidates established in line with their situation, as well as whether the activities that they are doing are also in accordance with the circumstances; allowing them to achieve the goals in the future. In addition, the winner companies have to make every three years a report about the state of their practices on total quality management, being this way, a way for the Deming Prize committee to keep track of those companies awarded at the time. Likewise, the Commission of the JUSE (Japanese Union of Scientists and Engineers) has the power to evaluate the criteria and to choose to the next **categories** (Camisón Zornoza, Cruz and González Cruz, (2007) and Llorens Montes and Fuentes Fuentes, (2008)):

1. Company policy and planning.

2. Organization and direction.

3. Quality control education and dissemination.

4. Collection, transmission and use of information about quality.

5. Analysis (statistical tools).

6. Standardization.

7. Control.

8. Quality assurance.

9. Results (effects).

10. Futures plans.

3.4.1.3. The Ibero-American Model of Excellence in Management

The Ibero-American Model was created in 1999 to be used by public and private companies. It is able to be applied to any sector or size. The model is a supranational one that tries to be a reference for different national models of the latin countries. The end of it is to evaluate how different companies are managed by observing their strengths, different areas of improvement, as well as to obtain information for the development and the strategic planning. For this reason, it is a document that refers to the Ibero-American Quality Award and to accommodation. The method of evaluation is the REDER sheet and an Ibero-American Glossary about quality and excellence (User, 2017). In addition, it is noteworthy that the model has a close resemblance to the EFQM Model of Excellence (Camison Zornoza, Cruz and González Cruz, 2007).

On the other hand, the Ibero-American Foundation for the Management of Quality (FUNDIBEQ), as the possessor of the model is the one that is updated at any time; it also develops and publishes in a free way (User, 2017).

The model consists of nine criteria, which are divided into five facilitating processes and four results criteria. In the same way, each criterion is divided into different subcriteria, each having a different weight. Consequently, the **criteria** are the following (Camison Zornoza, Cruz and González Cruz, 2007):

1. Leadership and style of management.

2. Policy and strategy.

3. Development of people.

4. Resources and associates.

5. Customers.

6. Customer results.

7. Results of people's development.

8. Results of society.

9. Global results.

Picture 5.Ibero-American Model of Excellence in Management
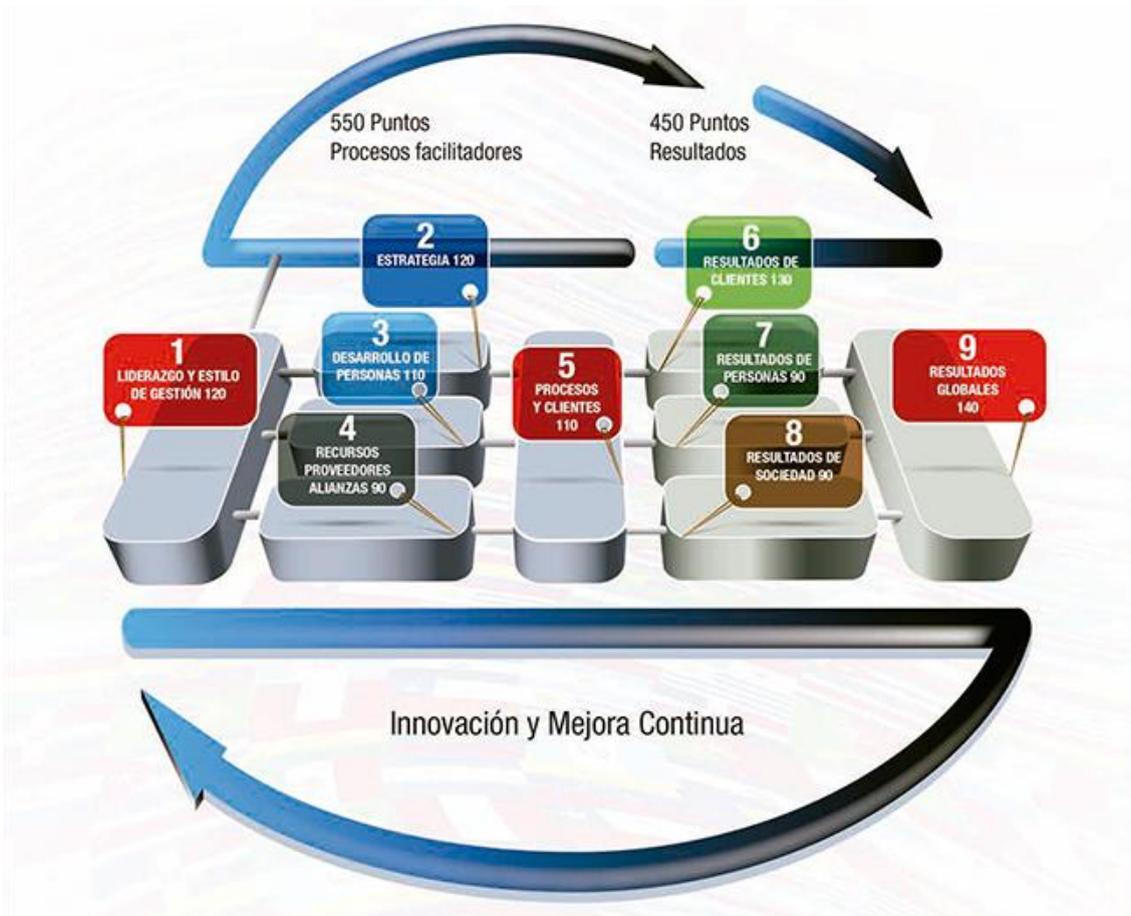
Source: User (2017).

As regards the prize-evaluation process, the candidate organizations have to submit information on those nine criteria. For this reason, the **phases** of this process are (Camisón Zornoza, Cruz y González Cruz, 2007):

- o Evaluation of the reporter.
- o Evaluation visit.
- o Meeting of the international jury.
- o Delivery of the Ibero-American Quality Award.

Picture 6.Evaluation process Ibero-American model
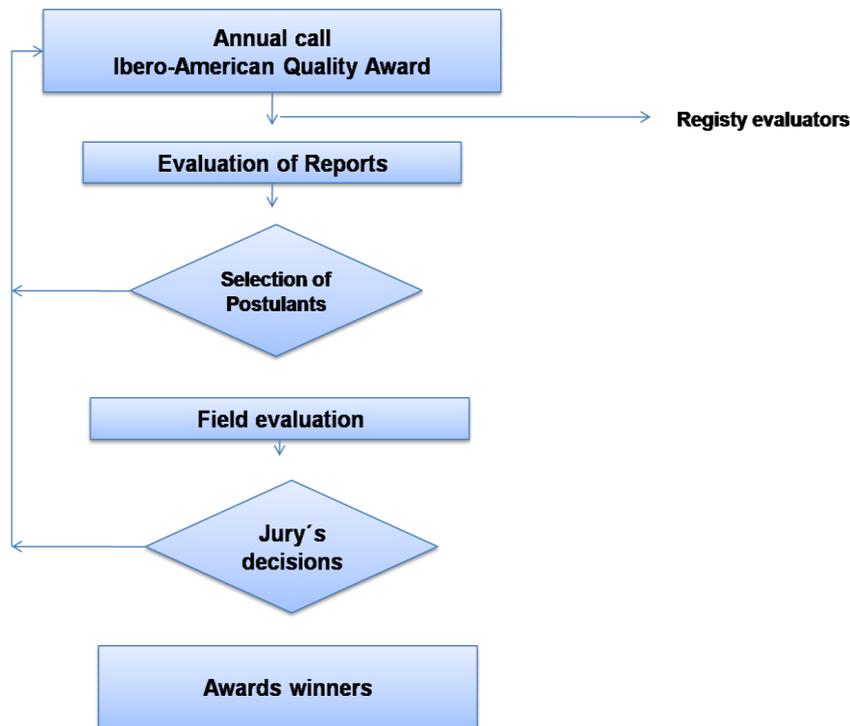
Source: User (2017). Adaptation.

3.4.1.4. International Organization for Standardization (ISO)

In 1946, delegates from 25 countries come in London to establish an international organization. Later, in 1947, the International Organization of Standardisation (ISO) began its activity (Aula virtual Universitat Jaume I, 2015).

With regard to ISO 9000 standards, they have a historical perspective, as they have their background in the NATO-issued standards to evaluate their suppliers about aviation. Therefore, these standards were acquired by Standard British Institution (SBI) for later elaboration with ISO 9000 standards. In 1987, the first publication was made by the technical committee of ISO and from that moment on, the rules have been revised on several occasions; the last one in 2015. Since then, this family of standards has had a high growth. It is considered the most widely used standard management (Aula virtual Universitat Jaume I, 2015).

In the same way, they should be noted that are the most widely used in whole Europe and form a framework of reference to carry out a system of quality assurance by different organizations. They also promote aspects such as: the products of a company conform to a series of specifications according to the consumer's perspective, formalize the processes of work of an organization to increase the efficiency, evaluate the possible risks of a company and show that it has certifying capacity. On the other hand, it should be noted that the

organizations should use reference models such as ISO 9000 to avoid an incomplete or imprecise implementation of the quality system (Aula virtual Universitat Jaume I, 2015).

However, the standards of ISO 9001 evolved over the years. In the first instance, the ISO 9001:1987 standards were included (the ISO 9001, 9002 and 9003) only if they had more regard to the procedures in an organisation. Then, the ISO 9001:1994 standards were shown, where preventive actions were already taken into account in an organization and in the norm itself. Later, there were ISO 9001:2000 standards, which already had a process approach and a continuous improvement cycle (PDCA). At that time, the ISO 9002 and 9003 were repealed by the ISO 9000 family (ISO 9000, 9001, 9004 and ISO 19011:2002), in which was an evolution of the term "conformance" to "performance". Then, ISO 9001:2008 appeared and finally, ISO 9001:2015, nullified ISO 9001:2000 and increased compatibility with another standard (ISO 14001:2004) by creating a common structure with different standards and allowing the companies to conduct a risk and a proper analysis (Aula virtual Universitat Jaume I, 2015). Below, you can see an image that reflects the evolution of the ISO 9001 standards from 1987 to the present day:

Picture 7.Evolution of ISO 9001
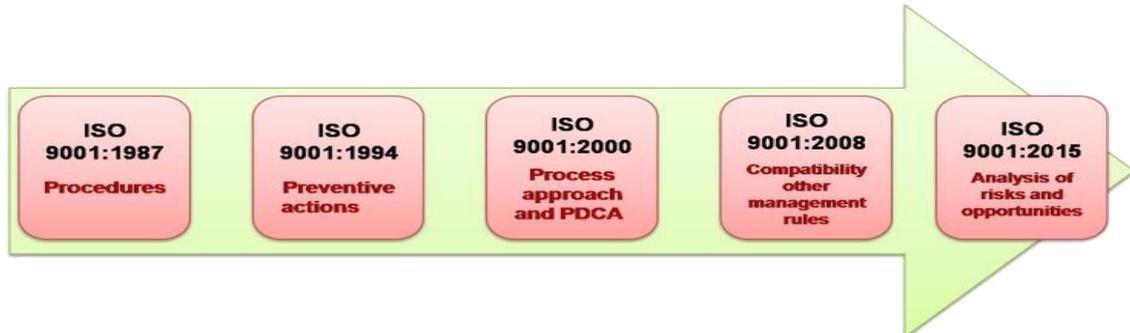
Source: Topic, "Las Normas ISO 9000" (Academic notes AE1039-Quality Management). Adaptation

The rules governing the implementation of companies; quality management systems are the ISO 9000 family, which will be developed below. The first one is the ISO 9000:2015 standard, which serves as a vocabulary for interpreting the ISO 9001 requirements. Therefore, it contains the same things: definitions, principles of quality management and terminology. Secondly, there are the ISO 9001:2015 which contain a number of requirements in order to implement a quality system. Moreover, it is the only standard of the family that can be certified. What is more, it is not an obligation on the part of any company to do so (Iso.org, 2015). Thirdly, ISO 9004:2009 was used as a quality management approach and to manage the sustainable success of a company. Finally, the ISO 19011:2011 is used for audits of quality management systems (Aula virtual Universitat Jaume I, 2015).

Regarding ISO 9001:2015 standard, it has a number of aspects or requirements that must be fulfilled by those organizations that want the certification on the implemented quality management system. Moreover, it is also a working method that allows demonstrating that a company is suitable to meet the needs of consumers and other parties. The requirements that must have a quality management system are exposed in a series of chapters accommodated in the standard. The last seven ones are the following (Aula virtual Universitat Jaume I, 2015):

1. Chapter 0. Introduction.

2. Chapter 1. Object and field of application.

3. Chapter 2. Normative references.

4. Chapter 3. Terms and definitions.

5. **Chapter 4. Context of the organization.**

6. **Chapter 5. Leadership.**

7. **Chapter 6. Planning.**

8. **Chapter 7. Support.**

9. **Chapter 8. Operation.**

10. **Chapter 9. Performance evaluation.**

11. **Chapter 10. Improvement.**

Picture 8.Structure of ISO 9001:2015

0 Introducción
1 Objeto y campo de aplicación
2 Referencias normativas
3 Términos y definiciones
4 Contexto de la organización
    4.1 Comprensión de la organización y su contexto
    4.2 Comprensión de las necesidades y expectativas de las partes interesadas
    4.3 Determinación del alcance del sistema de gestión de la calidad
    4.4 Sistema de gestión de la calidad y sus procesos
5 Liderazgo
    5.1 Liderazgo y compromiso
    5.2 Política
    5.3 Roles, responsabilidades y autoridades en la organización
6. Planificación
    6.1 Acciones para abordar riesgos y oportunidades
    6.2 Objetivos de la calidad y planificación para lograrlos
    6.3 Planificación de los cambios
7 Apoyo
    7.1 Recursos
    7.2 Competencia
    7.3 Toma de conciencia
    7.4 Comunicación
    7.5 Información documentada
8 Operación
    8.1 Planificación y control operacional
    8.2 Requisitos para los productos y servicios
        8.2.1 Comunicación con el cliente
        8.2.2 Determinación de los requisitos para los productos y servicios
        8.2.3 Revisión de los requisitos para los productos y servicios
        8.2.4 Cambios en los requisitos para los productos y servicios

8.3 Diseño y desarrollo de los productos y servicios
    8.3.2 Planificación del diseño y desarrollo
    8.3.3 Entradas para el diseño y desarrollo
    8.3.4 Controles del diseño y desarrollo
    8.3.5 Salidas del diseño y desarrollo
    8.3.6 Cambios del diseño y desarrollo
8.4 Control de los procesos, productos y servicios suministrados externamente
    8.4.2 Tipo y alcance del control
    8.4.3 Información para los proveedores externos
8.5 Producción y provisión del servicio
    8.5.1 Control de la producción y de la provisión del servicio
    8.5.2 Identificación y trazabilidad
    8.5.3 Propiedad perteneciente a los clientes o proveedores externos
    8.5.4 Preservación
    8.5.5 Actividades posteriores a la entrega
    8.5.6 Control de los cambios
8.6 Liberación de los productos y servicios
8,7 Control de las salidas no conformes
9. Evaluación del desempeño
    9.1 Seguimiento, medición, análisis y evaluación
        9.1.2 Satisfacción del cliente
        9.1.3 Análisis y evaluación
    9.2 Auditoría interna
    9.3 Revisión por la dirección
        9.3.2 Entradas de la revisión por la dirección
        9.3.3 Salidas de la revisión por la dirección
10. Mejora
    10.2 No conformidad y acción correctiva
    10.3 Mejora continua
Anexo A Aclaración de la nueva estructura, terminología y conceptos
Anexo B Otras normas internacionales sobre gestión de la calidad y sistemas de gestión de la calidad

Source: Topic, "Las Normas ISO 9000" (Academic notes AE1039-Quality Management).

These aforementioned requirements are contemplated by the standard within a continuous improvement PDCA cycle, which is a quality management system according to ISO 9001 and will be represented later (Aula virtual Universitat Jaume I, 2015):
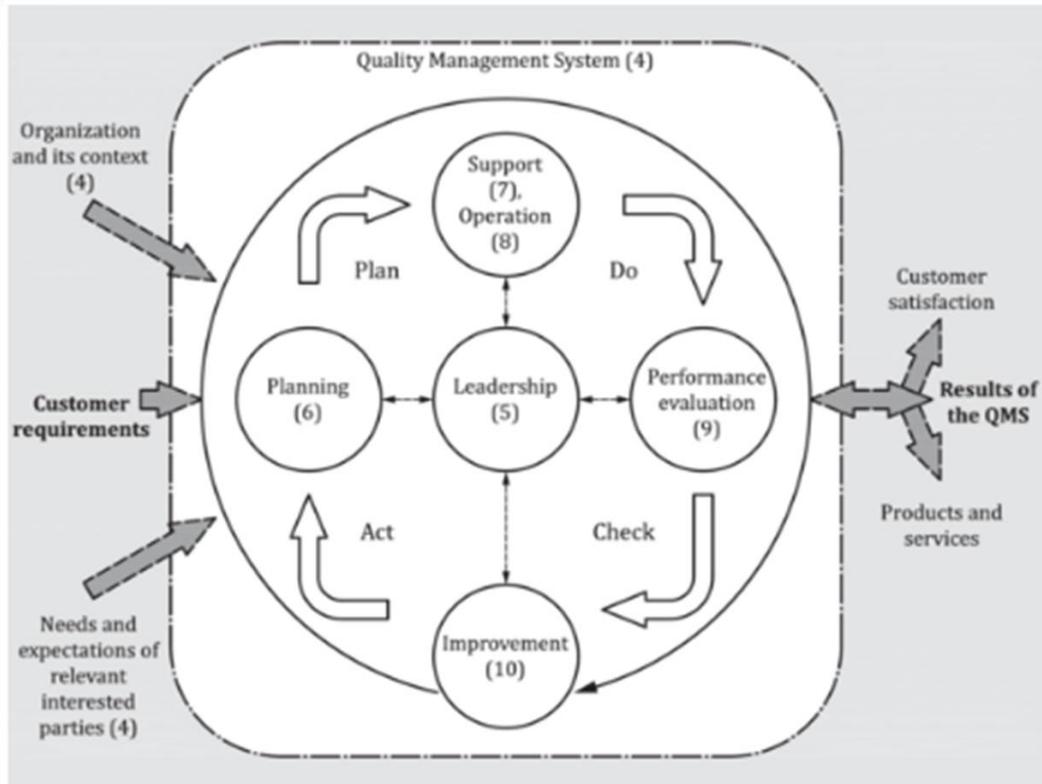
Source: (Iso.org, 2015).

3.4.2. Description of the EFQM Model

Once the section pertaining to the quality management models is completed, the second section, which is related to the main model of this study, will be developed.

The European Quality Management model was created in 1990 by the European Quality Management Foundation as a way of evaluating those companies that aspired to the European Quality Award. For this reason, the European Quality Award provides a large number of benefits to the award-winning companies, as they obtain a detailed report by experts on the subject and is also an acknowledgement of excellence (Camison Zornoza, Cruz and González Cruz, 2007).

On the other hand, the version of the prize that is currently in known is the one of the 2013 (Aula virtual Universitat Jaume I, 2015).

The objectives of this model can be seen below:

- o Perform a self-assessment.
- o Perform a self-assessment by a third party.
- o Perform benchmarking activities.
- o As a basis for presenting to the European Quality Award (Camisón Zornoza, Cruz y González Cruz, 2007).

It should be noted that the objectives mentioned above will be to use the first one (to carry out a self-assessmentt). Since, the goal of the analysis is the self-evaluation of the EFQM model in a private organization.

As for the **elements** contained in the EFQM model, it will delve into the nine criteria (facilitating agents and results). In the second instance, the **nine criterions (Facilitating Agents and Results)** will be explained the **eight fundamental concepts** and finally, the **logical scheme RADAR** (Aula virtual Universitat Jaume I, 2015).

Picture 10.Elements of the EFQM Excellence Model (2013)

Source: (EFQM, (2012) and Topic, "Las Normas ISO 9000" (Academic notes AE1039-Quality Management)).

The EFQM's model of excellence consists of nine elements that form the model where the Facilitating Agents and the Results are housed. It should be noted that the criteria are interrelated with each other and have a dynamic character between them. In relation to the aspects related to the results, they allude to what the organization has achieved and is still getting in terms of the overall performance of the company, its customers, the people and the society. On the other hand, the aspects are related neither with "how" nor with "what". In addition, the Facilitating Agents like "the results" are divided into a series of subsections with areas to evaluate, performance indicators, among others (Camison Zornoza, Cruz and González Cruz, 2007).

The arrows that are observed within the model underlying the dynamic nature of this, where innovation and learning are the key points for the results of the organization (Camisón Zornoza, Cruz and González Cruz, 2007).

Moreover, each element will have an importance that has established the same one, establishing the same evaluation between the agents and the results. The percentages are the weight given to each one of the criteria, being different among them and depending on the importance (Camison Zornoza, Cruz and González Cruz, 2007).

The criteria with which the model is evaluated has a prescriptive character. This means that the model has evidence that in order to achieve excellence it can be done in various ways. Thus, that organizations have to distinguish the criteria of the model as important areas in which they should pay greater attention, but not as areas of compulsory compliance (Camison Zornoza , Cruz and González Cruz, 2007).

Therefore, as regards the criteria of the model, in the first place, the Facilitating Agents will be exposed, and subsequently to these, the Results (Aula virtual Universitat Jaume I, 2015):

- o **Criterion 1: Leadership**

The need for high management commitment when the values and behaviour are developed they must to achieve success. On the other hand, the **subcriteria** that can be found within criterion 1 is as follows:

- 1. a. Leaders who create the vision, mission, values and ethical principles, acting as a reference.
- 1. b Leaders who oversee, revise, define and drive the improvement of the company's system and also the performance.
- 1. c. Leaders involved with stakeholders outside the company.
- 1. d. Leaders who consolidate the culture of excellence among the members of the organization.
- 1. e. Leaders who carry out organizational change and ensure that it is a flexible organization.

- o **Criterion 2: Policy and strategy**

In order to enunciate the strategy in the company has been valued the needs of the consumers, community and other groups of the organization. In addition, it must be implanted, reviewed and announced to all members. Criterion's 2 **subcriteria** is:

- 2. a. Strategy based on the needs of stakeholders and the environment.
- 2. b. Strategy based on how organizational performance and capabilities are.
- 2. c. Both the strategy and support policies are created, reviewed and updated.
- 2. d. The strategy and support policies of communication implement and oversee.

- o **Criterion 3: People**

Let the knowledge and potential of the members sprout to continually improvement. In addition, it must be implanted, reviewed and announced to all members. Criterion's 3 **subcriteria** is:

- 3. a. Management plans for people who support the business strategy.
- 3. b. Develop members ' knowledge and capacities.

- 3. c. People who know organizational needs are involved and have responsibilities.
- 3. d. People communicating effectively in the company
- 3. e. People are rewarded, acknowledged and given an attention.

o **Criterion 4: Alliances and resources**

Mobilization of a number of resources and the establishment of external alliances. For the **subcriteria**, it should be noted that they are aimed at the criteria 8 and 9 concerning the results:

- 4. a. Managing partners and suppliers for a continuous benefit.
- 4. b. Management of economic and financial resources for continued success.
- 4. c. Management of buildings, equipment, materials and material resources.
- 4. d. Manage the technology to carry out the strategy.
- 4. e. Manage information and knowledge.

o **Criterion 5: Processes**

Manage and improve the products, processes and services to provide consumers and other stakeholders with increased value. In the **subcriteria**, all of these are related and addressed to criteria 6 and 9 of the model:
-
- 5. a. Processes designed and managed to optimize value for stakeholders.
- 5. b. Products and services are created to provide consumers with optimum value.
- 5. c. Products and services are promoted and brought to market effectively.
- 5. d. Products and services are created, distributed and promoted.
- 5. e. Relationships with managed and improved consumers.

o **Criterion 6: Results in clients**

It is necessary to measure whether the results are being achieved relative to the clients. The **subcriteria** is as follows:

- 6. a. Measures that have to do with consumers ' perception of the organization, such as; surveys, meetings, among others.

- 6. b. Indicators of the organization to measure the relationship with consumers, such as: prizes won frequency of orders, among others.

- o **Criterion 7: Results in people**

It is necessary to know if the people who work in the company feel motivated and satisfied in their jobs. With regard to **subcriteria**:

- 7. a. Measures to know the perception of workers in the enterprise, such as information through satisfaction surveys, evaluate the working environment, among others.
- 7. b. Internal indicators that measure the relationship with the internal members of the organization, like: achievements, implication, among others.

- o **Criterion 8: Results in society**

Analyze the image of society in terms of the company in relation to the environment, the quality of life or the care of natural resources. Regarding **subcriteria**:

- 8. a. Measure the perception that society with the company: involvement in the community, activities that reduce or avoid discomfort, among others.
- 8. b. Indicators that measure the company's relationship with society, such as; the number of actions the company has taken to solve environmental problems, the number of social events, among others.

- o **Criterion 9: Key results**

Measurement to observe the accomplishments that the organization is achieving in terms of the objectives and performance. The s**ubcriteria**:

- 9. a. Results where the degree of achievement of the objectives related to the interest groups providing funding is observed. These can be: economic and financial results, management and budget control, among others.
- 9. b. Operational indicators of the process in order to carry out activities that improve key results, such as key process performance indicators, etc.

Picture 11.EFQM Model Criteria
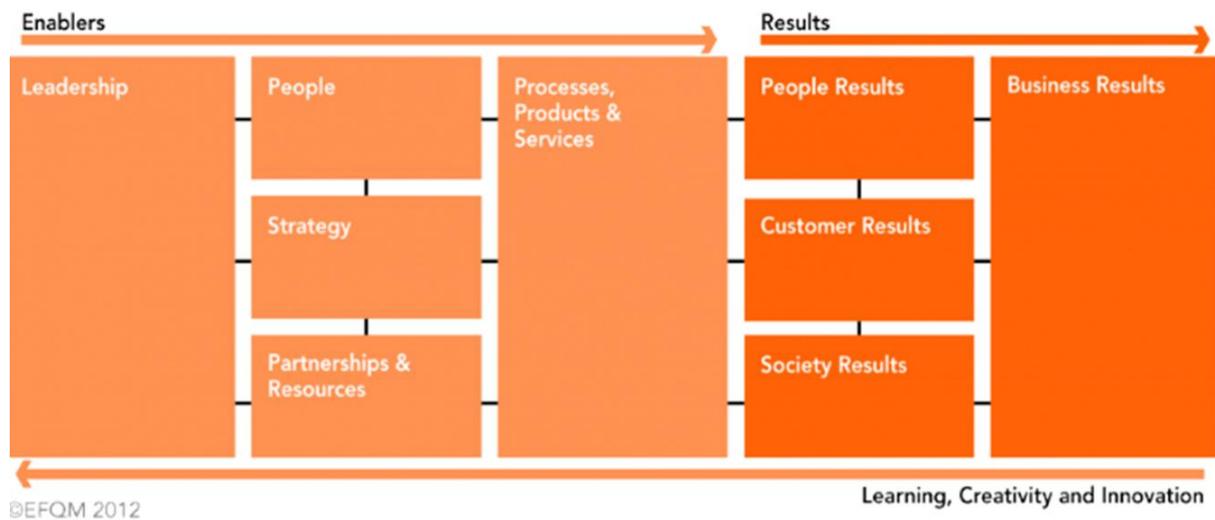
Source: (EFQM, 2012).

As for the **fundamental concepts of excellence**, they draw the basis for achieving continuous excellence in any company. They can also be used as a support to explain the attributes of an excellent organisational culture or, as a general language for managers. In the same way, each concept is fundamental and the organization can achieve maximum profitability if it integrates them all in their culture. Therefore, the fundamental concepts are the following (EFQM, 2012):

1. **Adding value for customers**. The excellent organizations consistently add value to customers with understanding, anticipating and meeting their needs

2. **Creation of a sustainable future**. Excellent organizations provide a positive impact on the world through improved performance, environmental advancement, among others.

3. **The development of organizational capacity**. Excellent companies increase their capacities thanks to efficient management.

4. **Harnessing creativity and innovation**. Excellent companies provide high value and performance levels because of continuous improvement and continuous innovation.

5. **Leader with vision, inspiration and integrity**. Excellent organizations have leaders who inspire and shape the future.

6. **Managing with agility**. Excellent companies are able to effectively and efficiently identify opportunities and threats.

7. **To succeed through the talents of people**. The excellent companies take into account the workers and create a culture focused on the attainment of organizational and personal objectives.

8. **Maintain outstanding results**. Excellent organizations achieve both long-term and short-term results that meet the needs of stakeholders.

Picture 12.Fundamental Concepts
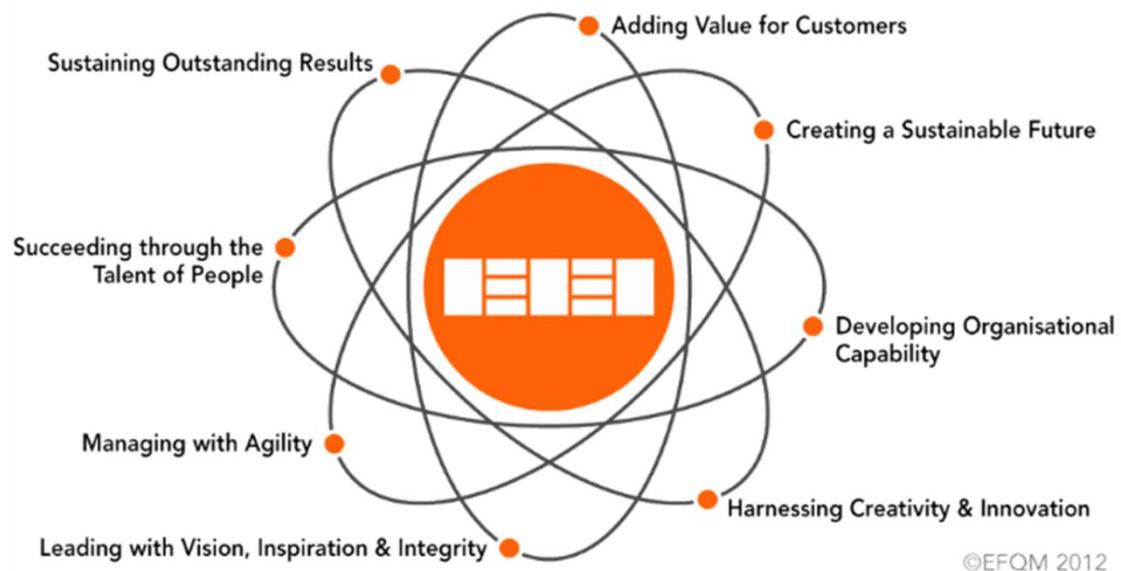
Source: (EFQM, 2012).

Finally, **the RADAR logical scheme (Assess, Approaches, Deploy, Evaluate and Refine)** which is used as a simulation self-assessment system for presenting the prize. In the same way, it is possible to do a subsection and that is that the EFQM model can be focused in several ways, one is, carrying out a **self-assessment PROFILE questionnaire**, and the other is, a **simulation of presentation to the prize** where the RADAR is used. The last one will be explained in the following lines (Aula virtual Universitat Jaume I , 2015).

Following the logical scheme RADAR, it is a management instrument which evaluates the performance of an organization in a structured way (Aula virtual Universitat Jaume I, 2015).

Picture 13.RADAR
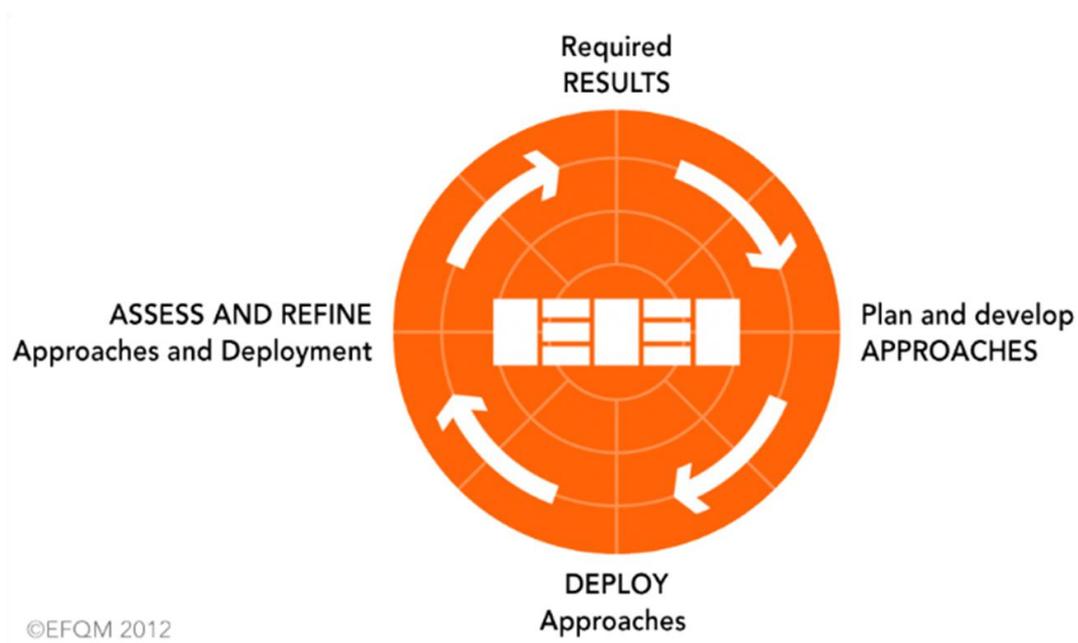
Source: (EFQM, 2012).

As for the evaluation of RADAR, it is based on four dimensions, which are (Aula virtual Universitat Jaume I, 2015):

- **Results**: What are the results that you want to achieve as part of the strategy.
- **Approach**: To plan and create different solidly-based and integrated approaches to achieve the results.
- **Deployment**: Systematically deploying approaches to ensure implementation.
- **Assess and Refine**: To evaluate, revise and improve the approaches that have been deployed by monitoring and analysing the results achieved and the learning activities.

To perform a solid analysis, the elements of the RADAR can be divided into a set of attributes [2](solidly *based, integrated, implanted, systematic, measurement, learning and creativity, improvement and innovation, performance, relevance and usefulness*), which are an orientation of what is expected to be carried out by the organization. In the first place, an **Evaluation of the Facilitators** would be carried out, and secondly, the **Evaluation of the Results**.

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[2] It should be noted that the first seven (solidly grounded, integrated, implemented, systematic, measurement, learning and creativity and improvement and innovation) correspond to Facilitating Agents, and the last seven (performance, relevance and utility) belong to Results Agents, 2012).

To begin with, the first evaluation should focus on the approaches adopted, how they have been deployed and how the company evaluates and reviews its efficiency and effectiveness over time. A second evaluation would then be carried out, where, first, its relevance to the organizational strategy is considered and if it is useful in reviewing progress on the key objectives. Then, the performance of the results themselves would be observed (EFQM, 2012).

Picture 14.Assessing Enablers and Results (RADAR)
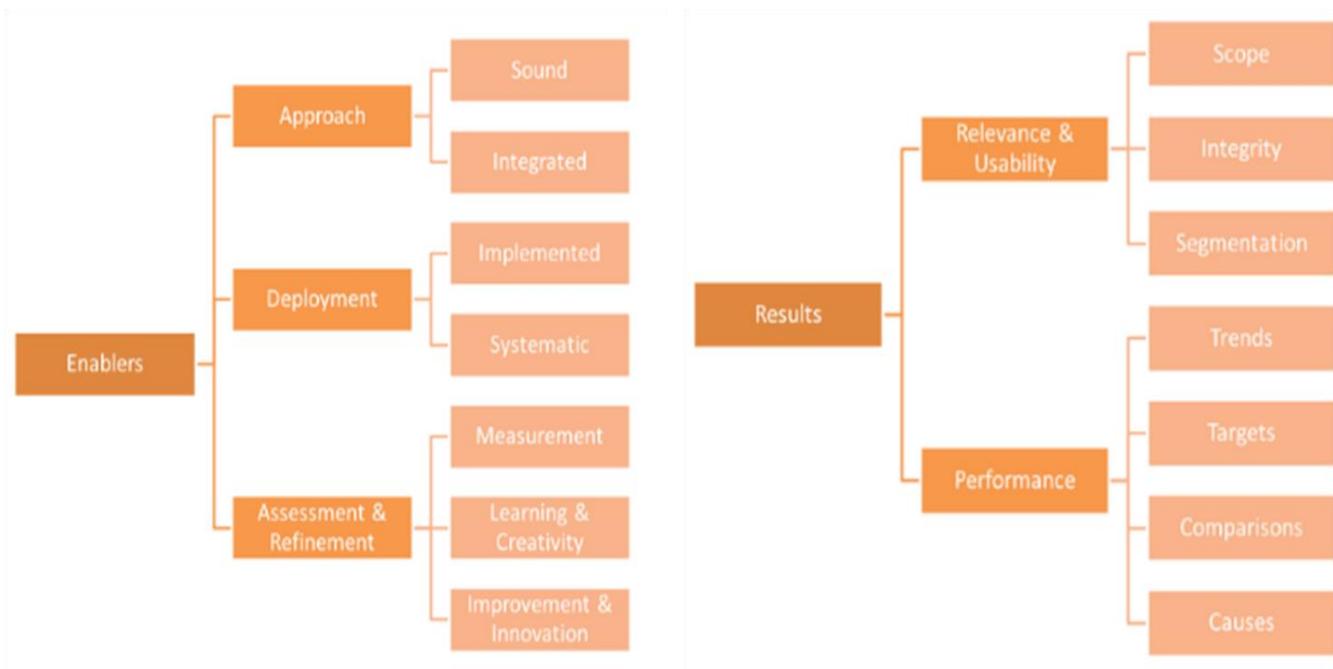
Source: (EFQM, 2012).

As for the **Profile Questionnaire**, this house 90 questions which are included in the 9 criteria of the EFQM model (5 Facilitators and 4 Agents Results) of each of the 90 questions of the questionnaire (125 sheets), a maximum stitch of up to 100 points can be obtained and each criterion of the model has a weighting of 10% for the case of the facilitating agents, and 15% or 10% for the agents results (depends on the criterion) of the total score. From the total valuation of the model, one can obtain the degree of excellence of each company according to the levels of recognition of the CIG or the EFQM **(commitment to the excellence, 300 +, 400 + or 500 +)**. The objective of the profile questionnaire is to make it easier for companies to evaluate all relevant sections in order to analyze the quality and performance of the activities of these organizations (Clubexcelencia.org, 2017). In the case of this study, all the criteria of the model are not going to be used; only those concerning the soft elements of the quality management **(18 questions)**, which will encompass the **first 3**

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criteria of the model (Facilitating agents). It should be added that by not using all the criteria, one takes into account in the study that this aspect limits it, because they gained results will be based on only 3 of the 9 available criteria in the model. Therefore, as there is a relationship between the Facilitating Agents and Agents Results, the results will not be the same as if they were counted with all of them.

The following is a summary table with all the models of quality management, in which it has been deepened throughout this paragraph:

Table2.Comparison models Quality Management

COMPARASION MODELS QUALITY MANAGEMENT					
Models	Creation	Country Application	Evaluation Model	Model Evaluation Process	Importance Soft Factors
ISO	1947	Global	Requirements under ISO 9001: 2015. Demonstration suitable company	Audit (4 stages)	Depending on model area
Deming Prize	1951	Japan	Significant contribution to the development of quality control and management	No pre-established model, criteria as an approach	High
MBNQA	1987	U.S	Demonstration of achievements and improvements in 7 areas (not only serves to present the prize)	Delivery of detailed information of the 7 criteria (4 phases)	High
Ibero-American Excellence Management	1999	Latin Countries	Evaluation management companies to observe strengths and areas for improvement	Presentation information 9 criteria (4 phases)	High (Similarity with EFQM)
EFQM	1999	Europe	Detailed report experts and recognition excellence (not just for award presentation)	Questionnaire Profile Self-Assessment or Simulation Presentation Award (RADAR)	High

Source: Own elaboration.

3.4.3. The social side of Quality Management in the EFQM Model

Once the EFQM excellence model has been exhibited and there is an idea about it, it will be analyzed the social aspect of quality management in the model, isolating at this point to the technical aspect.

In the next lines of this section, it will be possible to observe a large number of authors in their research on this model. They draw their own conclusions about the social aspect, being a fundamental element to be taken into account by any organization that uses the model as a framework of reference to implement a quality management system. A fact, which was already, demonstrated its importance in previous sections delved about the importance of the social aspect as a strategic element.

Therefore, Calvo-Mora et al. (2013) consider that the EFQM model does not differentiate between (soft) and technical (hard) social aspects. However, other researches, such as those of the authors Bou-Llusar et.al. (2009) or Brown (2002), consider that the social aspect is in Criterion 1. Leadership and in Criterion 3. People, who are facilitating agents of the model should also emphasize that some criteria are difficult to distinguish, because it is not known for sure whether they are soft or hard. Likewise, the literature establishes as soft factors the leadership (Criterion 1), the direction committed with a culture based on the excellence and the continuous improvement, in addition to the management of the human resources (Criterion 3). On the other hand, we find Criterion 2. Strategy, which contains soft and hard elements controversial in the classification of this factor because it has social and behavioural elements, as can be seen in subcriteria 2a. It refers to understanding the needs and expectations of interest groups such as employees, clients, ... and the 2d subcriteria refers to how the processes used by the company are aimed at satisfying the needs of relevant stakeholders. Although there are authors such as Lewis et al., (2006), Rahman and Bullock, (2005) who believe that Criterion 2 is a hard factor.

Following the study carried out by the previous authors, the results found are that the EFQM model is ideal for use as a reference framework for the implantation of a quality system. Although, for the company in order to implement it to succeed, it must take into account certain soft aspects such as: management leadership, human resource management and a flexible culture. A fact also argued by other authors like the Lagrosen and the Lagrosen (2005), was the emphasis on the commitment of the senior management and of the employees with the continuous improvement, all of them, also soft factors.

On the other hand, in previous sections will be listed the soft elements stated by Rahman and Bullock (2005), of these we can find the comparison with other authors and studies, some differences, since not all of them agree with the same aspects as social or technical

For this reason are found discrepancies in the results. Therefore, the soft elements of the management of the total quality observed by the aforementioned authors are:

1. Workforce commitment.

2. Training employees.

3. Cooperative relationships with suppliers.

4. Shared vision.

5. Customer focus.

6. Using teams.

Of the previous soft elements, first of all we find the **workforce commitment** which would correspond to Criterion 1. Leadership, although found in subcriteria 1a, 1d and 1e. Since the commitment of the labour force is related to, among other things, a clear communication from top to bottom with the employees, promoting change and carrying out a culture of trust and innovation, flexibility and training of employees, all these aspects are in the EFQM Criterion 1 when insisting on the role of the leader as a reference model by sharing the organizational culture; the vision and mission among the employees, encouraging the generation of new ideas, among others. But also, it would be within Criterion 3 people since the organization should be concerned about providing all the information and communication necessary to the employees.

As for the second soft element, **training employees** is clearly encompassed within the model of excellence in Criterion 3. People. It is everything related to the management of human resources within an organization, those aspects that have to do with the training and training of the members that make up the company; an element already classified as soft by the literature and by authors like Bou-Llusar et.al. (2009) or Brown (2002).

With regard to **cooperative relations with suppliers**, as the third point of the list, it would be one of the cases of controversy that can be observed since Rahman and Bullock (2005) consider that it is a soft element. However, other authors such as Bou-Llusar et.al. (2009), would classify this aspect as hard as they encompass it in Criterion 4. Alliances and Resources. It should be noted that, in the study carried out, the aspect mentioned as a soft element will not be used.

On the other hand, the **shared vision** it is an element that would be classified as soft and in the EFQM model would be within Criterion 2. Strategy mainly in subcriteria 2a and 2d, which correspond to the soft part of the criterion, as previously commented and this was defended by Calvo-Mora, A., Picon, A., Ruiz, C. and Cauzo, L. (2013). Since Rahman and Bullock (2005) in their research refer to the shared vision as to the written statement of the strategy,

declaration and support of the mission by employees, among other elements. Although, in this analysis it would be considered as a soft element.

Another case of controversy is the **costumer focus**. In the list presented above, Rahman and Bullock (2005) classify it as a soft element but other authors such as Bou-Llusar et.al. (2009), believe that this is a hard element that would be within Criterion 5. Processes. Therefore, the orientation or focus on the customer will be considered as a soft element that could be found in Criterion 1. Leadership, more specifically in subcriteria 1b and 1C; and in Criterion 2. Strategy, but mainly in the 2nd and 2d subcriteria.

The last of the list is the **using teams**. This element would be classified as soft to defend it by the author himself, Rahman and Bullock (2005), and another one would join Bou-Llusar et.al. (2009). In addition, the EFQM model would be included in Criterion 3 people. In sum, in subcriteria 3a and, as this subcriteria aligns personal and team objectives and empowers people to know how to work in an alliance climate.

All in all, the conclusion of this section is that some elements of those mentioned caused doubts if they are hard or soft elements of the Total Quality Management. What is sure is that: Criterion 1. Leadership and Criterion 3. People are considered soft elements, and with respect to Criterion 2. Strategy, it has become clear that the social aspects are in the subcriteria 2a and 2d; isolating the rest of the subcriteria, as they are hard elements. On the other hand, as the Criteria 4. Alliances and Resources and Criterion 5. Processes, products and services, would be classified as hard elements as authors such as Bou-Llusar et.al. (2009) consider in their investigations these criteria as technical.Therefore, the soft elements used in this study have been selected in relation to all the information collected from different authors and researches, considering as social elements those that are most repeated in the studies of different researchers on quality management that was already mentioned in previous sections when it valued the importance of soft elements with respect to the hard ones. A table with the soft elements of quality management found in the facilitating agents of the EFQM model can be observe as follows:

Table 3. Soft elements found in the EFQM Model Criteria

Soft Items	EFQM Criteria
Leadership	Criteria 1
Employee Empowerment (loyalty, reward and recognition...)	Criteria 1 and Criteria 3-(3e)
Training Employees	Criteria 3-(3b)
Using Teams	Criteria 3-(3a and 3c)
Shared Vision	Criteria 1 and Criteria 2-(2a and 2d)
Customer Focus	Criteria 1-(1b and 1c) and Criteria 2-(2a y 2d)
Workforce Commitment	Criteria 1 and Criteria 3
Employees Relations (Communication)	Criteria 3-(3d)

Source: Own elaboration

4. METHODOLOGY

The methodology employed in this analysis is the use of the EFQM Excellence Model Profile Questionnaire, which will be assessed to the selected company and only the soft criteria of the management of the total quality. On the one hand, criteria 1, 2 and 3 will be necessary. We have to bear in mind that the criteria 1 and 3 shall be used in completely full. On the other hand, criterion 2 will only require subsections 2a and 2d (Calvo-Mora, A., Picon, A., Ruiz, C. and Cauzo, L. 2013). Therefore, it will be a matter of valuing a private company to obtain a model score and to know to what extent the organization is concerned about the social aspects of quality management, as well as the acquisition of information concerning the parts of the company that need to be improved or the strengths it has. So, thanks to this analysis we can obtain information about the performance of the company in the indicated aspects. As I already mentioned in the previous paragraphs, the purpose of this paper is to conduct an analysis of how a company organization works by using the criteria model and to know what degree of excellence in quality management has the company.

To obtain the score, the **Self-Assessment Questionnaire Excellence Profile 2010** was used corresponding to the club of Excellence in Management (CEG) and the EFQM of 2013, where one could observe those criteria of the model necessary to carry out the self-assessment; as well as the tables corresponding to each criterion with the evidences, areas to be addressed and the scores. Regarding the questions asked in the questionnaire, they are those provided by the questionnaire profile mentioned above, but taking into account the organization that was chosen to be analyzed. Therefore, they have been written according to the information needed to obtain the score of that certain model but with the peculiarities of a small company.

The private company to which the questionnaire is going to be done is **Baby Essentials SL**., an organization located in the village La Vall d´Uixó (Castellón) that distributes products of childcare. It represents brands such as: Baby Ace, Baby Luxe and Shom (Roberto Verino). In addition, it has 5 departments (management, administration, marketing, R&D and technology department), in which 12 people work, with a total of 8 employees who work regularly in the organization. Therefore, the profile questionnaire will be applicable in all the departments mentioned above, since Baby Essentials is an SME and by dimension can be applied to the whole organization without difficulty. There is not a large number of an employee or processes.

Finally, to be able to rate the Questionnaire Profile, it will be necessary to obtain the maximum information from Baby Essentials the company related to each criterion. Therefore, a **questionnaire with 18 questions** of closed answers to the criteria to be valued will be prepared, and this will be sent to all the workers of the organization to observe the different opinions of each one. Moreover, there will be a **survey** with open answers to get

more information. Finally, the **monitoring** of the person who manage the present analysis; because all the time he has done the external practices and could be able to have documentation of the organization, as well as, the experiences of how the tasks have been carried out in Baby Essentials.

4.1. <u>Application Scope</u>

On the one hand, as it is mentioned in the previous section, Baby Essentials is a distributor of childcare products and began its activity in 2008, wanting to give babies a wide variety of articles that have quality, safety and an innovative and modern design with affordable prices. In addition, in Baby Essentials the parents are important and they take into account that each one can have different needs. That is why the company's philosophy is that all the articles must fulfil with the European regulations to offer security and also, to make parents feel that they are buying the best products.

On the other hand, an important aspect to emphasize is that, is an organization concerned and committed to reconciling family life and the working life. Within the company, schedules are flexible, hour's bank or day-care, among others. Baby Essentials has the Conciliate Foundation to raise awareness of society, businesses and institutions about the need for reconciling working and family life.

The analysis of the EFQM Model profile questionnaire will be carried out throughout the organization. In this way, the profile questionnaire will be applied to the 5 departments of the company, where in each one is a responsible to manage the administration. However, there is an exception; since in the R&D section there is no responsible in charge. In each department there are a number of employees in both staff and internships. Therefore, the company is hierarchically structured as follows: in the first place and occupying the highest place in the pyramid is Marcela de Hoyo Navarro as manager, the departments of administration, marketing, R&D and technology departments. In the first place, the responsible would be Eva Martínez Marín, in the second department the responsible is Sergio Escriche; in the third one, there would be no responsibility because each employee would respond to his duties and would have as supervisor the manager or the administrative Eva Martínez Marín. In the last department, the person in charge is David Esbri.

Below, it is the company chart in order to have a clearer idea of what has been explained earlier:

Graphic 3.Organization Chart Baby Essentials SL
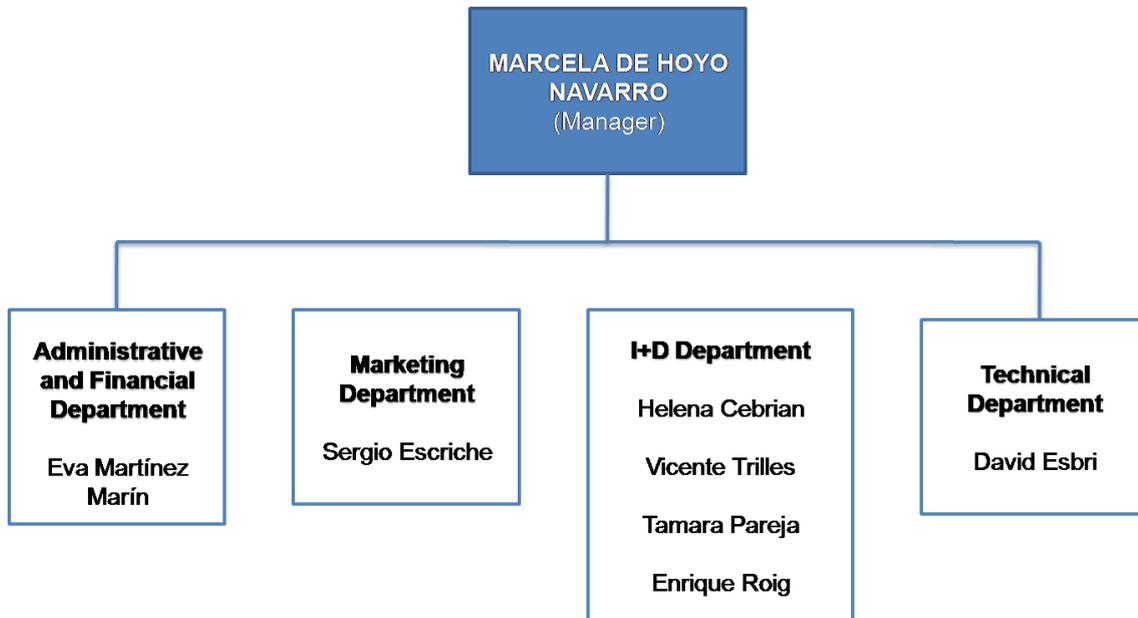
Before the analysis was carried out, it was valued in the first place which areas of the organization were wanted to evaluate as well as those persons responsible for providing the necessary information. What is more, how to make the questionnaires and other methods to obtain the information that was needed, since it is necessary to be based on the Questionnaire Profile that one has as sample. Therefore, the person or persons who will evaluate the organization is responsible for carrying out this analysis due to the stay for a certain time in the company. Regarding the areas of the company to be analyzed, as I discussed above, there will be all the areas comprises in the organization, because as a small company the analysis cannot focus on a single department or several departments. Thus, there is not brief information. Similarly, the persons responsible for providing the necessary information will be those who are currently employed in Baby Essentials, both in the workforce and in the internship due to the small number of workers to do so simply those responsible for the department was the realization of the minimum questionnaires, thus obtaining less information. Therefore, it has been considered that it was more convenient to do it to with all the staff, because it could obtain a more objective opinion by not dealing only with those people who are more closely united with the organization, as is the case of the manager. In the case of the interview, the people selected were those who are more involved with the organization by the positions they occupy and have a greater idea of it like the head of the administration department and the manager. However, due to the availability, the interview was made only to the manager.

In sum, the evaluation of the Profile Questionnaire will be carried out to all the departments of Baby Essentials company and in order to be able to punctuate the questionnaire, an interview, a questionnaire and the observation will be made. The people from whom the information will be obtained are: all the workers in the case of the questionnaires, and on the other hand, the interview made to the manager who has a more objective vision of the company.

4.2. <u>Application method</u>

As it was mentioned in the previous section, in order to evaluate and obtain the pertinent conclusions about how excellent the Baby Essentials organization is, the use of the EFQM Model Profile Questionnaire will be necessary. Therefore, the Self-Assessment Questionnaire Excellence Profile 2010 that provides the Club of Excellence in Management (CEG) will be used in this study. As for the CEG, it is a non-profit business association that was created in Spain in 1991 by the 21 executives of the most important national companies. For CEG, it is very important to encourage the companies to carry out the self-evaluation of the EFQM model. So, they can identify their strengths, areas of improvement and to take into account a process of continuous improvement.

In relation to the soft elements to be used, as well as the criteria of the EFQM model and the areas of the questionnaire that will be necessary in the study, it is going to proceed to explain what will be needed in this study to carry out the analysis to the selected company.

It will proceed to use **eight soft elements** (*leadership, employee empowerment, training employees, using teams, shared vision, customer focus, workforce commitment and employee relationships(communication)*), where each of these will be linked to a EFQM model criteria and will use sections of the Questionnaire Profile according to each soft element.

Therefore, with regard to **leadership** as the first soft element, it will correspond with Criterion 1 of the model and questions **1.1, 1.2, 1.5, 1.7, 1.8, 1.9 and 1.10** of the Questionnaire Profile shall be used. They are considered to be the most related to the soft element analyzed. So, the other issues would not be necessary in the study.

The next soft element will be related to Criterion 3, mainly with **subcriterion 3e**. In this case, two sections of the questionnaire will be necessary, those related to the questions about the people **(Criterion 3 (3.1, 3.2, 3.5, 3.6, 3.9 and 3.10))** and the ones that have to do with the leadership **(Criterion 1 (1.7 and 1.8))**. This is because these issues are highly related to the social aspect that is being analysed.

On the other hand, the **training employees** will correspond to Criterion 3, although especially to subcriterion **3b** and the necessary questions shall be **3.2 and 3.3** of the criterion mentioned.

As far as the **using team** is concerned, **subcriteria 3a and 3c** of criterion three will be required. Therefore, the sections that will be required of the Questionnaire Profile are; questions **3.4, 3.5 and 3.10**. It should be noted that some issues will be repeated by several soft elements, as these questions present aspects related to them, as would be the case with the using teams and employee empowerment, as both use question 3.10.

With regard to **shared vision**, Criteria 1 and 2 will be needed, although, in the case of the latter, more specifically the **2a and 2d subcriteria**. In this soft element, it is necessary both criteria because the shared vision is present in both. In addition, the issues to be used in the Questionnaire Profile are; on the one hand, those relating to question **1.1** (leadership), and on the other hand, questions **2.1, 2.2 and 2.10 (**strategy).

With regard to **customer focus**, Criteria 1 and 2 will be useful, although in the case of the first, more individually, the **subcriteria 1b and 1 c**. As for the second, **subcriteria 2a and 2d** . The subcriteria mentioned above have been selected because they contain the contents of the evaluated element. The questionnaire questions to be used are in the first instance, question **1.5**(leadership) and in the second instance, issues 2.1 **and 2.2** (strategy).

The **work force's commitment** will be enshrined in Criteria 1 and 3, where the questions to be used in the study will be **1.8** (leadership) for the first criterion and the **3.8** (people) for the second one.

Finally, regarding the **employee relations (communication)**, the criterion selected will be 3, although expressly the use of the **3d subcriterion**. Therefore, the pertinent questions will be those relating to people; the issues **3.7 and 3.8**.

What is more, a summary table of previous explanation will follow to get a general idea:

Table 4.Relationships between soft elements, EFQM model criteria and sections of the questionnaire

Soft Element	EFQM Model Criteria	Sections Questionnaire Profile
LEADERSHIP	Criteria 1	Leadership Questions (1.1, 1.2, 1.5, 1.7, 1.8, 1.9 and 1.10)
EMPLOYEE EMPOWERMENT (loyalty, reward and recognition...)	Criteria 1 and Criteria 3-(3e)	-Leadership Questions (1.7 and 1.8) - People Questions (3.1, 3.2, 3.5, 3.6, 3.9 and 3.10)
TRAINING EMPLOYEES	Criteria 3-(3b)	People Questions (3.2 and 3.3)
USING TEAMS	Criteria 3-(3a y 3c)	People Questions (3.4, 3.5 and 3.10)
SHARED VISION	Criteria 1 and Criteria 2-(2a and 2d)	-Leadership Questions (1.1) - Strategy Questions (2.1, 2.2 and 2.10)
CUSTOMER FOCUS	Criteria 1-(1b and 1c) and Criteria 2-(2a and 2d)	-Leadership Questions (1.5) - Strategy Questions (2.1 and 2.2)
WORKFORCE COMMIMENT	Criteria 1 and Criteria 3	-Leadership Questions (1.8) - People Questions (3.8)
EMPLOYEE RELATIONS (COMMUNICATION)	Criteria 3-(3d)	-People Questions (3.7 and 3.8)

Source: Own elaboration

On the one hand, the **questions from Questionnaire Profile**, the analysis will use a total of 18 questions, which will correspond to 7 leadership issues, 2 on strategy and 8 for people-related. It is important to point out that, the ones selected in each criterion are those that have been considered more consistent with the evaluated company, since there were issues such as Criterion 1 related to measurement, the deployment of the strategy ... and those would not be useful in the study because the organization does not use certain practices. Therefore, in order to have a correlation of numbers, when making the annex in relation to the necessary questions of the Questionnaire Profile, the questions that were not useful were ignored and the numbers were placed correlatively. Furthermore, in the previous

summary table, we can see in Criterion 1, some numbers in the questions that are different from those relating to the final annex.

On the other hand, each criterion will begin with a small summary about it, where it is specified that it encompasses each one of them. Next, a series of questions related to the selected Criterion (e.g. 3.1, 3.2, ..) and in each of these will be observed, some areas to be addressed in order to have a greater clarity of what the issue refers to and how to rate the company. Each question in the three criteria holds a table at the end to be scored by the organization.

Some examples of the issues raised in Criterion 3 People will be presented later. It should be noted that the other questions will be in the annex at the end of the study (model EFQM Questionnaire Profile). With the questions raised can be scored the tables of the model because of the gained necessary evidence:

3. People

It is a soft criterion that corresponds with Criterion 3 of the EFQM model. It is represented in those excellent organizations that value the people who integrate them and create a culture that allows achieving the personal objectives and the organizational ones, benefiting both parties. They care about the members of the organization, promote the internal communication, reward and give recognition to the efforts, develop the capacities of the people and promote the equality and the equity, among other aspects.

Therefore, the questions that should be asked to the private company Baby Essentials SL to obtain a stitch would be the following:

3.1 The company is involved with policies of remuneration, reorganization, promotions, recognitions, conciliation...? To score the questionnaire about different questions we have to consider some areas to be addressed, like:

3.2 Are people in the organization and their representatives (trade unions or others) involved in the development and review of people's management policies and plans? Is selection, career development or mobility managed to ensure fairness and equal opportunities?

3.3 Are the skills and competencies needed to achieve mission, vision, and strategic objectives identified? Are there training and development plans to help then to get the needed skills and abilities?

4.3. <u>Qualification Method</u>

As for the score of the Profile Questionnaire, in order to qualify which score is given to each question of the three criteria selected, it is necessary to observe the evidence of each issue

and in this way we can assess each issue. The evidence will be those observed in the company selected for self-assessment, in this case Baby Essentials SL. In addition, depending on the degree of evidence, the score of each question will be higher or lower.

Each question in the three criteria will have a table with the **evidences** and the different **scores**. Therefore, the table will be divided into 5 blocks of less to greater degree of evidence and the maximum score for each issue will be of 100 points for those organizations that are excellent in terms of the evaluated question. Therefore, in each block the score will increase from five to five to the highest score.

One of the problems that have been found when it comes to scoring each question has been some issues that were valued were intangible and in the case of Baby Essentials, being a small company, many of the practices that are carried out are not formalized and are expressed at the moment in an informal way. Also, when obtaining the pertinent information to be able to score the questionnaire, it was a difficulty to have to elaborate the questionnaires and other tools based on the needed information and with a structure offered by the CEG where neither could ask completely open questions.

Once all the questions of the questionnaire have been valued, to be able to apply to the evaluated company a seal of real excellence and to know the degree of excellence with respect to the quality that they have, it is necessary to rely on the stamps given when an organization is presented to the prize. Therefore, the maximum score that could be obtained if a company were excellent in all aspects is 900 points, as there are 9 criteria (5 Facilitators and 4 Agents Results) and each with a score of 100 points. Thus, the seals of excellence would be: the first of them the 300+, which would need a third of the total score obtained, for the next seal, 400+, it is necessary to obtain 44% of the total score and finally, the 500+ seal that would have to get 55% of the final score.

In the case of this study, as it is only going to be carried out of the soft aspects as I mentioned above, the different seals of excellence will have to be applied based on the number of criteria to be used. In this way, as only 18 questions will be available, the maximum score that can be obtained is of **1800 points**, weighted by 10% which is what each criterion of the model is valued. What is more, a totally excellent organization will be able to obtain in the present study a maximum of 180 points. The seals of excellence according to the study carried out would be with a score of approximately **60 points**, **the 300+ seal (1/3 of 180)**, **the next 400+ seal**, when obtained from **79 points (44% of 180)** and finally, **the 500+ seal** with a score of **99 points (55% of 180)**.

The following table is an example of one of the questions in Criterion 3 People, which can be observed as a summary of the evidence and the different scores:

Table 5.Example first question Criterion 3 according to the evidences and scores

EVIDENCES					
				– Automated management system.	– All previous requirements are met on a sustained basis at least 3 annual cycles.
			55 – Process of management of personnel formalized, documented and that contemplates the totality of its implications as; remuneration policies, promotions, compensation, etc.		
		– There is a process of personnel management that includes remuneration policies, promotions, compensation, etc. But scarcely formalized and documented.			
	– Management process of nonexistent or incipient personnel.				

| 0 | 5 | 10 | 15 | 20 | 25 | 30 | 35 | 40 | 45 | **50** | 55 | 60 | 65 | 70 | 75 | 80 | 85 | 90 | 95 | 100 |

SCORES

Source: Questionnaire Profile CEG (Club Excellence Management).Adaptation.

5. RESULTS

Once obtained the scores from different questions of the Questionnaire Profile and obtaining all the information of the questionnaires carried out, interviews and the observation of the time of stay in the company, the relevant results can be assessed and extracted by the application of the EFQM model to the Baby Essentials SL organization.

On the particular results of each question, we will start with **Criterion 1. Leadership**; which consists of **7 questions (1.1-1.7)** and then, each of them will be discusses as well as the results of the other two criteria. As for the outcome of the first question (1.1) leadership, a score of **35 points** has been obtained. This is because in the company it is clear who the leaders are and they try to communicate the vision, the business culture ... to all the members of the company. However, the vision is not documented in a formal process. Therefore, in Baby Essentials are leaders like the manager or supervisors of each department but are not called leaders because they perform the function without being a formalized or structured process. The workers carried out by the tasks of each day and without the need of each leader to say what to do or how to do it.

Table 6.Results question 1.1

QUESTION	SCORE
1.1	35

Source: Own elaboration

Regarding the **question 1.2** also on leadership, the score is in the first block of **10 points**, because as it was discussed in the organization there are leaders but do not act under guidelines or a formal process. For this reason, when I asked for this fact, most people answered that rarely the leaders measured how they are acting or the rest of the employees evaluated them. This is due to the fact that in Baby Essentials the leaders act like this for being the people who have the most time in the company and in which when they have a problem they go to them.

Table 7.Results question 1.2

QUESTION	SCORE
1.2	10

Source: Own elaboration

The third **question** on Leadership **(1.3)** is one of which results have been achieved close to excellence, since the score has been **80 points**. This is due to the fact that in the organization there is a culture very prone to the generation of new ideas, to promote creativity and that each person can be responsible for how to carry out their tasks with total freedom. But the maximum of excellence (100 points) has not been put, since it has not been possible to establish that the organization has been for 3 complete cycles. As has been commented, it is a company where there is no measurement process of how they are acting or that there are formalized processes in all areas.

Table 8.Results question 1.3

QUESTION	SCORE
1.3	80

Source: Own elaboration

The **question** of leadership **1.4**, baby Essentials obtained **55 points**, since in the company each employee has marked objectives to fulfil and if they are fulfilled, they are recognized the merits to the people. Nevertheless, this recognition is not a formalized system in which its efficacy is measured. So, it has not been valued with 60 points that would be the maximum of the block where it is located. This means that, all employees are recognized for their efforts but are expressed in an informal manner and the leaders do not measure these acts.

Table 9.Results question 1.4

QUESTION	SCORE
1.4	55

Source: Own elaboration

With regard to **question 1.5**, the score has been **25 points**, because in the company the changes that are made are by the experiences and the experience of the day to day and not because we analyze what is happening in the environment. If it is true, all the available resources have to make the changes effective. Although, these are sometimes are not enough, because of the limitations of a small business.

Table 10.Results question 1.5

QUESTION	SCORE
1.5	25

Source: Own elaboration

As for the penultimate **question** on Leadership **(1.6),** the score has been **35 points** since; Baby Essentials is aware and worries about the issues that have to do with their most relevant external interest groups. Although, this cannot be carried out with everyone, because of the restrictions on the resources that a smaller company has. However, within their constraints, they are very familiar with what their customers, agents, need and try to improve it every day:

Table 11.Results question 1.6

QUESTION	SCORE
1.6	35

Source: Own elaboration

With regard to the last question **(1.7)**, the score for the company has been **50 points**. This is due to the fact that the organization sets targets and evaluates the results but not formally. In addition, the changes are communicated mainly internally and not to all the affected groups of interest because, as has been commented, it is a small company and they do what they can, within its limits. Nor has it been possible to put a higher score because they do not have mechanisms in which they know the opinion of all of them:

Table 12.Results question 1.7

QUESTION	SCORE
1.7	50

Source: Own elaboration

Once you have delved into the particular results of each question, a general assessment of the first criterion for leadership will be provided. What can be highlight is that the organization is clear about who are its leaders, even if they are not named in this way. In

addition, the leaders will be prepared people who know every peculiarity of the organization and that they help at all times to each one of the members like it is the case of unemployed people selected by their spirit of leadership, but because they are people who have been in the company for quite some time. Also, it has been possible to observe some problems when these leaders can be evaluated by others and this can be improved in the future, since the organization moves by acting by experience and by a fluent and informal communication. On the other hand, in none of the questions of self-assessment of the Questionnaire Profile has obtained an excellent score on quality. Thus, no question has been achieved a score by the organization to suggest that they meet the requirement of excellence for three complete cycles. It is true that in some matters they have approached levels closer to excellence, but in global the company is not placed in higher than common scores. This fact may be due to the limitations in size of the company even though they wish to be at higher levels. This is not possible sometimes because of the limited resources and restrictions that can be found. Nevertheless, even with this peculiarity, the organization has obtained a positive valuation and the company could be able to get one of the Hallmarks of Excellence.

The following questions which will be delved into the results are those relating to **Criterion 2. Strategy** and consists of **2 questions (2.1-2.2)**. As for the first **question (2.1)**, the score has been **30 points**, because it knows the needs and expectations of its stakeholders, as has been commented, but it obtains all the information with the means available to the company; either through phone calls, e-mail, calls to agents, among others. Nevertheless, it does not have systematized processes to put in history all the groups of interest nor has systems only to carry out the collection of information:

Table 13.Results question 2.1

QUESTION	SCORE
2.1	30

Source: Own elaboration

The **last question** about Criterion 2. Strategy, the score would be **40 points**. As has been commented on several occasions, the company communicates internally everything necessary to be aware of employees and then, they communicate to other relevant stakeholders. However, it does not use structured systems to know each one what kind of information to give. Therefore, it has been difficult to establish whether the company was between 30 or 40 points, since the first two blocks are fulfilled but once entered in the third block a large number of aspects no longer:

Table 14.Results question 2.2

QUESTION	SCORE
2.2	40

Source: Own elaboration

The first findings on the criterion concerning the strategy are that, the scores have not been extremely high (rather low scores), because they are related to the interest groups and in that the vision, strategies and other activities of the company go according to their stakeholders. This appear because, Baby Essentials cares about all of them, but always within their possibilities and even though they would like to do more but sometimes it is not possible. Some of the examples that they carry out are: call to customers to ask them about one of the products in terms of whether it is sold, if it is not possible to sell to what the cause might be, phone the customers once they send them a new catalog to ask for their opinion of it and if it is in good condition or if they have any suggestions to give about it. On the other hand, it is also in constant contact with the commercials of the zones to know at all times the novelties in terms of the clients, like, the opinion that they have in this respect these agents of how the company is acting. Therefore, the company is more or less aware of what their interest groups need but do not use formal channels to collect all the information or use methods to predict what they may need in the future, as the strategy does not make it according to these.

The last questions for which the results will be examined are those concerning **Criterion 3. People**, which are a total of **9 questions (3.1-3.9)**. With regard to **question 3.1**, the score has been **50 points** since, the evaluated organization has formalized and written remuneration and conciliation policies. Although other aspects such as staff promotions or reorganizations are not formally carried out. Therefore, it has been thought opportune to obtain this score because, it depends on which procedures are more formal and others not so much. Finally, it has been decided to give them the evaluation to try to be objective between the information that has been obtained by the observation and on different staff opinions:

Table 15.Results question 3.1

QUESTION	SCORE
3.1	50

Source: Own elaboration

With regard to the second **question** on People **(3.2)**, it is the most distant result of excellence as regards this criterion, since the score has been **10 points**. This is because, when we look at the policies that have to do with the interests of these, there are the leaders who are responsible for implementing the changes and usually do not ask for the opinion of the staff. The company also does not take the Union into consideration. Normally, if there is any change in policies, it is usually communicated to the person or persons involved through informal communication:

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Table 16.Results question 3.2

QUESTION	SCORE
3.2	10

Source: Own elaboration

The next **question** to consider is the **3.3**, getting the company a score of **30 points**. In Baby Essentials skills and competencies are identified to achieve each person's goals in terms of the help they receive from leaders. This does not mean that in the organization they are put in place by identifying what the needs of each person are, but if someone needs help to achieve the goals, they only have to communicate it to their superior. In terms of training, people are not trained in a formalized and written programme. Nevertheless, they started out of practice and have been taught and trained at the beginning only, it is not something that they will continue to do later on.

Table 17.Results question 3.3

QUESTION	SCORE
3.3	30

Source: Own elaboration

As for the next **question (3.4)**, it has been a bit complicated to value and rate; because the organization evaluates that the objectives are fulfilled and carry out improvement actions but not as a formal process. In the company, the objectives for now, are individual and not by group. Moreover, in Baby Essentials, in relation to the evaluation of the objectives, what they

do is to consider whether each person has fulfilled the tasks and objectives that had been established to them, and if not, they will be helped to get it. Here, it is not a written procedure and therefore **50 points**have been gained:

Table 18.Results question 3.4

QUESTION	SCORE
3.4	50

Source: Own elaboration

Another question to consider is **question 3.5**, in which the Baby Essentials organization has a culture of generating new ideas among employees, delegation of responsibilities... But it should be noted that, even as an organization that provides freedom among its members, there is no documented and formal process. Therefore, the score has been **50 points**.

Table 19.Results question 3.5

QUESTION	SCORE
3.5	50

Source: Own elaboration

As for the following **question (3.6)**, it is one of the questions about the people with better valuation and with a score closer to the excellence **(70 points)**. The organization is concerned that employees improve processes but do not use formal tools or procedures, but the company's way of getting workers to do so is to provide them flexibility. So, they can make the improvements without pressure and as each one considers appropriate. On the other hand, there are no formal improvement teams for each area or a specific topic; but in Baby Essentials when there is a problem or any topic to be treated the workers are prone to help each other and say it freely. Moreover, as has already been said, creativity and membership are encouraged mainly in the R&D department. They perform the design tasks and the staff can be more creative and innovative than in other areas of the company. Although, it is noteworthy that they have not received a higher score because almost everything they do is informally, they do not have systems to help them or documented procedures:

Table 20.Results question 3.6

QUESTION	SCORE
3.6	70

Source: Own elaboration

Regarding **question 3.7**, the score obtained has been **45 points** since the communication in Baby Essentials is from top to bottom, being an informal communication process where the workers can communicate their opinions to the management and not only are the higher commands that transmit the information from above. If it is true, that each worker has a guideline to carry out his or her tasks provided by the management, but from there they have freedom:

Table 21.Results question 3.7

QUESTION	SCORE
3.7	45

Source: Own elaboration

The next and penultimate **question** about the People **(3.8)**, the valuation has been highly positive with respect to the policies of conciliation because, as I previously commented, the company has a foundation of conciliation and also in the company it takes into account the adapted schedules and the total flexibility for all the subjects related to the personal life. For example, if a person needs to leave early to take his or her child to the doctor, the organization does not require another day to recover the hours. For this reason, workers usually appreciate these gestures and another day they do more hours in the company to compensate. As for the policies that have to do with the people (remuneration, transfers...), they are focused on the needs of the employees but they tend to be formal practices that are not usually aligned with the strategy.

Table 22.Results question 3.8

QUESTION	SCORE
3.8	40

Source: Own elaboration

Finally, regarding to the **last question (3.9)**, it was next to the second question on people of the least valued and with a reduced degree of excellence. This is due to the fact that the organization has a safe environment where it complies with the regulations but without worrying because the workers are taking courses on risk prevention or the organization carrying out other activities to improve. On the other hand, the organization has individual recognitions but only when they meet the expectations or objectives. This means that, if a worker performs the tasks in an excellent way or has been largely involved it is communicated in an informal way to the liking of the management but has no benefits than the rest, neither has a better evaluation, nor a different remuneration or the company has a system of recognitions for each worker.

Table 23.Results question 3.9

QUESTION	SCORE
3.9	10

Source: Own elaboration

It should be noted that the results have not been close to excellence but it is a criterion highly valued by the organization to which it has been evaluated. Baby Essentials company is highly concerned about its employees, but it still cannot implement more structured policies or certain activities that need more resources. Some of the examples found on the criterion about people are; that the members of the organization can adjust their schedule to their personal life and an example of this is that those people in the organization with children have a flexible timetable adapted to their needs. Moreover, people have the freedom to innovate and to be creative, because in the company even if they are at a higher level, they listen everyone´s opinions and choose to help them to achieve the goals in their own way. On the other hand, the company has a foundation to defend and promote the reconciliation of professional and personal life, for this reason, it can be seen reflected in the ways in which the organization is to proceed. Also, it is a place where they have no problem in selecting staff of practices, teaching them and then if it is possible to hire them. Although, it should be noted that in some respects some shortcomings such as; the absence of an evaluation of the staff, the lack of promotion as a company with reduced positions and departments, remuneration in kind or other character, etc.

In order to reflect more clearly the above scores, a table with the assessments of each question of Profile Questionnaire of the three soft criteria evaluated and the totals obtained will be observed:[3]

Table 24.Scores per question

QUESTION	SCORE
1.1	35
1.2	10
1.3	80
1.4	55
1.5	25
1.6	35
1.7	50
2.1	30
2.2	40
3.1	50
3.2	10
3.3	30
3.4	50
3.5	50
3.6	70
3.7	45
3.8	40
3.9	10
Subtotal	**715**
Total (10%)	**71.5=+-72**

Source: Own elaboration.

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[3] To get the subtotal it was proceeded to add all the scores of each question. Then, with the score obtained from the subtotal, 10% is applied, because each criterion is weighted in a fixed percentage. Once the final score (71´5 points) has been obtained, it is rounded upward to obtain an integer number (72 points).

The total score obtained from each question in the Profile Questionnaire has been **72 points**. Therefore, the conclusion that is extracted is that the Baby Essentials company would be positioned in the **First Seal of Excellence (300 +)**; although skimming the seal of Excellence 400 + because it is only 7 points apart. It is shown that the organization, despite being small in size is concerned about the social aspects of quality management even if it is not at very high levels.

6. <u>DISCUSSION AND CONCLUSIONS</u>

Once the last part of this analysis has been entered, a discussion will be made about the results obtained, like the conclusions drawn about it.

In the first sections of the theoretical review, as it was previously mentioned, the quality management evolved where craftsmen were responsible for manufacturing and selling their products, without having a formal quality management system up to the present moment where it is synonymous with business excellence. Moreover, the importance of the term in the last decade is because organizations observed that it is a source of competitive advantage over the rest of competitors. In this present way of observing the quality, there are a number of key aspects that must be taken into consideration and this is one of the subjects of study in this analysis. Therefore, the elements would be the soft and technical aspect of quality management. The differences from the two aspects mentioned in previous sections were, on the one hand, that the soft aspect (intangible element) is related to the social elements and of behaviour (human resources, leadership, employee empowerment, training employees, using teamwork, etc). On the other hand, the hard element (tangible element) is related to technical aspects such as; process management and control, quality planning, "just in time" philosophy and the 7 tools (Black and Porter, 1996; Ho et al., 2001; Prajogo and McDermott, 2005; Rahman and Bullock, 2005; and Samson and Terziovski, 1999). In addition, authors such as Gadenne and Sharma (2009), Huarng and Chen (2002), Jung and Wang (2006), Lewis et al., (2006) emphasized the importance of technical aspects to implement quality management principles in practice and to make the necessary decisions. It should be noted that in relation to the social aspect and the subject of analysis, it is essential for those companies that want to successfully implement a quality management system (Antony et al., 2002; Baidoun, 2003; Quazi and Padibjo, 1998; Powell, 1995). Likewise, it has enormous benefits like to be related with organizational performance and performance (Rahman and Bullock, 2005).

However, the soft and technical elements that have just been mentioned were specified those models of the quality that served as the basis for implementing a system of Total Quality Management. The majority is in the same way; highly committed to the social

aspects of quality. Delved in the five models that were considered most relevant, the EFQM model of excellence was selected to carry out the present study where it was intended to obtain results of an organization on excellence in quality.

As regards the EFQM model, it is characterized by having 9 criteria grouped in 5 Facilitating Agents (leadership, people, policy and strategy, associations and resources and processes). On the other hand, 4 Agents Results (results in costumers, results in people, results in society and results in the company). The Facilitating Agents focus on the operation of the company and the Agents Results in obtaining the achievements related to the groups of interest of the organization (Carlos Bou-Llusar et al., 2005). Moreover, as I mentioned above, this analysis tries to evaluate the social aspects, isolating the technical elements. So, authors like Calvo-Mora et al.(2013) stated that the EFQM model did not differentiate between soft and hard elements though others such as Bou-Llusar et. al. (2009) or Brown (2002), insist that the social aspect is found in the Facilitating Agents of the model and more specifically in Criterion 1. Leadership and Criterion 3. People. In contrast and in relation to Criterion 2. Strategy, has been found in literature and investigations quite controversially, this is due to the fact that there are authors who consider this criterion as soft and others as Lewis et al., (2006), Rahman and Bullock, (2005) who state it as a hard factor. Consequently, subcriterion 2a "The strategy is based on understanding the needs of stakeholders and the external environment" and the 2d subcriterion "The strategy and its support policies are communicated, implanted and monitored," will have the consideration of a soft element in the analysis being carried out (EFQM, 2012).

Nevertheless, the objective of the analysis will be to carry out a self-evaluation of the model, since, it is intended to carry out the Questionnaire of excellence Profile to a private organization in order to obtain results on the excellence in quality of it.

At the time that they identified the soft elements that would be used in the analysis and related to the three criteria of the EFQM model that correspond to these elements, the evaluation was carried out to the private company Baby Essentials S.L. As already specified, to obtain the necessary information were used certain methods like the realization of a questionnaire, and then scored the Profile Questionnaire of the model. The limitations that were encountered while analyzing the company were first of all, as being a small-sized company many of the procedures and practices that are carried out are in accordance with their dimensions and their restrictions. Moreover, it is not the same to evaluate a large company to one of small size with a total of 12 employees approximately. Secondly, the difficulty in drawing up the questionnaires and other methods for collecting information, since most of the practices carried out by the company are done informally without the need to use programs or systems of measurement. Therefore, it was sometimes complicated to adhere to the structure of the profile questionnaire and the characteristics of the company itself.

Thirdly, that on most occasions I had to evaluate aspects that are intangible, for example, the assistance received from management in everything related to the staff that is done informally, and this was largely complicated to evaluate as they were aspects that could not be measured or quantified. Finally, at certain times it has been difficult for the members of the organization to answer the questionnaires because of the lack of knowledge in certain aspects that are not used in a small organization like in the case of a larger one.

In relation to the obtained score, Baby Essentials obtained an appraisal that placed him in the First Seal of Excellence (300 +), but at the same time very close to the next seal. It can be observed that the scores in different questions were not of an excellent organization in all the fields, but of a company concerned about the social elements with certain limitations. Therefore, the most relevant conclusions that can be extracted are, as far as leadership is concerned, that the organization is clear about who are its leaders. They have that category because they are the people who are for a long time in the company and are in charge of managing each department. This means that, the leaders have not been elected to the end the meaning of the term, nor to help each person achieve their goals, but the company's own routine and experience have given them that category. In addition, employees do not evaluate leaders for the company to have information on how they are managing their activities and practices; as well as for leaders to get the "feedback". Therefore, in the organization, a great number of examples of excellence in that criterion cannot be fulfilled by the limitations that have been commented. It is considered that if they want to continue to grow in a culture based on excellence they should be more concerned about selecting people who can take care of guiding the rest and being an example to the members. They have to worry about each department to have a leader figure according to the place. Within the possibilities of the company, one has the certainty that they could carry out more activities related to the leadership. For example, having people who are involved in communicating the vision and mission of the company to guide the course of the members, it is not necessary to make a big investment. Although, it is very positive that they have a culture based on the generation of new ideas in any area of the company, as this provides greater comfort to employees when they are performing tasks.

Another of the issues to consider in the study is those related to the interest groups of the organization both internal and external. The conclusions that can be drawn are that, it is highly positive that although the company does not have great resources to obtain the expectations and needs of its interest groups, it still tries by other means to obtain the information. Moreover, it is believed that if they continue on the same path as so far, they should consider using other methods to be able to grow in that regard. It is true that the score obtained in relation to these aspects has not been very high, but it is because the model rate to a greater extent that there are methods or tools available to obtain more

information or even to have an idea of what might be the trend in the needs of these in the future.

As for communication, it is an informal process where specific channels are not used and in the analysis it is valued that the communication is in all directions, where the organization is willing to listen to the opinions of its employees. Although, according to a small company, they do not have any plans or act without any rule or procedure.

To finish with the conclusions regarding everything related to the people, the organization has formal procedures in relation to hiring, training ... but it does not carry out any specific procedures to manage the careers of the people, nor personnel evaluations, among other aspects. It is considered, that to be a highly concerned organization by its staff, as has already been demonstrated in the previous section, does not imply to carry out practices to incentivize its employees or to increase the performance of these. Therefore, they are positively valued to be involved in providing schedules adapted to their needs or to be concerned about conciliation, but they could still obtain greater staff performance. Once the company has been evaluated and the results have been obtained, it is certain that the company has a highly involved staff with the tasks and continuous improvement. However, their skills of these are not exploited or they do not perform enough practices to increase the capacities of each one. It will be necessary in the future if they want to continue growing to choose to focus also on the workers and not only to manage the company to obtain benefits. Furthermore, as it is shown in the analysis, the proper management of human resources is essential when a quality management system is implemented.

Once the analysis has been completed and it has been observed how the company unfolds in the day-to-day, the recommendations given to them to improve in the future are on the one hand to exploit one of their strengths which is the human factor, since it is a company that cares about the staff, but that still makes practices more akin to organizations with a more mechanical structure. For this reason, it is considered that they could begin by conducting assessments (e.g. 360º assessments) to employees where they can observe their concerns and also how the company could improve once the conclusions have been drawn. On the other hand, it is also believed as to the people that they would have to offer them career plans where they can accede to better positions or incentives according to each one of them. In this way, they would also have an incentive to work more efficiently. Everything that has been said can be done with the resources available to the organization and without the need for a large investment. In addition, having employees who work in a place that is considered and happy in their posts they will report increases in the benefits of the company as they perform their tasks with greater performance. However, I would also recommend that what they were doing in recent months of making phone calls to customers and other practices, the make a couple of times a year; because it was possible to obtain

information about the company and also, increased the benefits because a greater number of orders that were made. Thus, it is shown that the customers are pleased that the company cares about them and listen to their opinions, as well as the complaints and that the organization tries to improve to the extent of its possibilities. To finalize the recommendations, they would be urged that the same thing they were doing with customers also did with other external stakeholders such as agents. Although, the organization is constantly communicating with them, we would have to listen more carefully and to take into account everything they want to express. In addition and in relation to the agents, the company would have to cover those territories where they still have no commercial and on the other hand, alleviate those problems that have in large areas where there is only one agent and by the distance cannot visit all its customers.

All in all, the organization even with its size restrictions must continue to worry about achieving excellence and continue to act in such a way that to obtain higher levels; since it is an organization that has shown that it is not necessary to have large dimensions to worry about the social aspects of quality.

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8. ANNEXES

8.1. Questionnaire

Self-assessment questionnaire EFQM Model- Baby Essentials S.L.

This questionnaire is completely anonymous and necessary to obtain information about the private company Baby Essentials S L. Therefore, they are strongly urged to respond as honestly as possible, as the information obtained can be of great help in improving the organization in the future. Thank you very much for your help.

1. Can the company clearly identify leaders? And act as a frame of reference for other employees?

◯

Yes, in the company the leaders are clearly identified and they act as a reference for the rest.

◯

No, the company cannot identify who the leaders are.

◯

There is a certain idea of who it may be but it is not entirely clear.

◯

Leaders are identified but are not acting as such.

2. Consistent with the previous question, do leaders review and improve the effectiveness of their behaviours and develop a culture of shared leadership? Do they ensure that people in the organization act with integrity and ethical behaviour?

◯

There are no leaders, therefore not carrying out any of the above questions.

◯

Some leaders measure the effectiveness of their actions sporadically.

◯

There are surveys where staff evaluates leaders.

◯

There is a systematic process where leaders are evaluated, in addition to the ethical behaviour of all.

○

Leaders self-evaluate and ask to be evaluated by the rest.

3. Do leaders lead an entrepreneurial culture, generate new ideas and continually improve?

○

There are no leaders; therefore they do not carry it out.

○

Leaders have generated a culture of little involvement.

○

Some leaders in their areas have generated.

○

There is an entrepreneurial culture, generation of new ideas, continuous improvement...

4. Do leaders support the members of the organization to achieve their goals and objectives, recognizing their efforts?

○

There are no leaders, therefore no.

○

No targets are assigned to workers and there is no recognition.

○

Support of the leaders to the workers but in few occasions and not many recognitions.

○

There is an achievement recognition system.

5. Do leaders make timely changes to fit the organization, making the right decisions?

◯

    There are no leaders, the decisions are passed on to the workers and they make the right decisions.

◯

    Little involvement of leaders.

◯

    Changes are identified and managers support it with the necessary resources.

◯

    Identification of the changes by the analysis that has been performed. Managers generate change.

◯

    All leaders make timely changes in a systematic way.

6. Do leaders lead the organization and respond promptly?

◯

    There are no leaders; therefore the guide is on the part of everyone.

◯

    It responds slowly and the changes are not communicated.

◯

    The changes are communicated to the first levels of the organization (management, senior positions...).

◯

    Changes are communicated to all stakeholders, learning and responding quickly.

7. Are leaders involved in understanding and responding to the needs of external stakeholders (customers, suppliers, etc.)?

◯

    There are no leaders. The needs are known by the customers.

○

We know the needs of those customers, suppliers ... more important. Some agreements to improve.

○

The needs of everyone are known. Improvement agreements with more regularity.

○

Formal process where the information of the external groups is collected.

8. Does the company identify its stakeholders (employees, customers, suppliers, etc.), with clear needs?

Question instructions: Employees are internal stakeholders, so you have to answer if you think the company is clear about what your needs and expectations are.

○

There is no identification or collection of information.

○

Know your stakeholders and what your expectations and needs are.

○

It has systematic processes for recognizing stakeholders and knowing expectations.

○

It has systematic processes for recognizing stakeholders and knowing both current and future expectations

9. Are the stakeholders (employees, customers, etc.) informed of the company's strategy and support policies?

○

Activity does not exist.

○

The organization only communicates internally.

○

It has processes to know what information to give each stakeholder.

◯

All stakeholders are covered.

10. Does the company carry out policies remuneration, promotion, recognition, reconciliation...?

Questioning Instructions: If the company performs some type of procedure such as conciliation, consider whether that process is formal or informal. This means, if it is structured and figured in some type of standard or program of the company; or on the contrary, it does, but it is more informal.

◯

It does not carry out any kind of policy or practice.

◯

It carries out some processes but little structured and formalized.

◯

It carries out a formal and formal personnel management process.

◯

Personnel management process where it carries out these policies and in an automated way.

11. Are workers, unions...involved in personnel management processes (compensation policies, promotions, etc.), management of careers, selection process, etc.?

Question instructions: If the company manages the remuneration policies and other practices informing the personnel at all times, being an equality of all the employees. If he did not involve the unions but the employees, he also contested.

◯

Staffs are only occasionally involved.

◯

Leaders and unions are involved, and the selection and contracting criteria are equitable.

○

All employees are involved with satisfaction surveys and there are career plans for all members.

○

Systematic processes involving all people in the development of people policies.

12. Are the skills and competencies of the employees identified, carrying out training and development plans?

Question instructions: Here also it is collected that the company worries to select personnel in practices and to form people.

○ Non-existent process and unspecified training plans.

○

Identification of skills in certain positions and very limited training plans.

○

Identification of skills for all people and training plans for almost all members.

○

Training and development plans for all people with the appropriate needs of each one.

13. Do individual goals and team objectives are agreed upon and reviewed, and is the performance of each person evaluated?

Question instructions: If there are no teams, think individually, that is, if the company takes into account the performance of each person.

○ Only sporadically.

○

Annual performance evaluation.

○

The objectives achieved are evaluated and improvement actions are carried out.

○

Systematic evaluation of the objectives achieved with improvement plans.

14. Does the organization provide employees with autonomy to make decisions?

○

Staff with little autonomy and decision making.

○

Flexibility and autonomy only under supervision.

○

Flexibility and autonomy depending on the levels of the organization.

○

Formal process where it guarantees the autonomy and the flexibility to make decisions. And support is provided.

15. Is it supported that employees review and improve processes, where they can innovate and be creative?

Question instructions: Any area of the company where employees are allowed to innovate and be creative. It can be in your own workplace, letting people innovate and do things differently.

○

Little involvement of employees in improving processes.

○

There is not a high degree of employee involvement and reactive behaviour.

○

Abundant examples of creativity, improvement equipment, high degree of involvement of employees,..

○

Initiatives and suggestions have provided improvements and behaviours are proactive.

16. Are people's communication needs identified and understood, using policies or channels of communication?

Question instructions: The way people communicate in the company, whether that communication is formal (manager to employees), or if there is informal communication where information can also be passed from employees to management.

○

Formal communication actions.

○

Only downlink communication and communication plans of only the most relevant.

○

There is no formal communication procedure but people communicate informally.

○

Process of identifying communication needs and effective communication plans.

17. Does the company carry out remuneration, promotion ... policies along with the company's strategy for greater involvement of staff? Are there reconciliation practices?

○

Never carry them out together. Little conciliation.

○

The remuneration policies, promotions, .. are adapted to the strategy of the company. Basic standards of reconciliation.

○

Formal policy to promote conciliation.

○

Formal process where remuneration policies and other practices go hand in hand with strategy. Formal conciliation policy well valued by workers.

18. Does the company have a culture of support and recognition between individuals and teams? Is the business environment safe and healthy?

Question instructions: If there is no equipment, answer individually.

○ Only occasional acknowledgments. It complies with the rules of risk prevention.

○ Sporadic recognition of individuals and equipment.

○ Acknowledgments systematized and oriented to the achievement by the people.

○ Systematic process of adequate recognition of all staff.

8.2. **Results of the questionnaire in pie charts**

Question 1
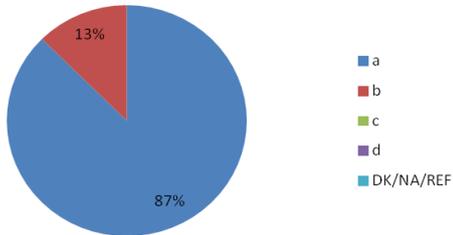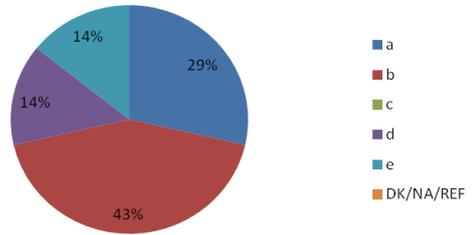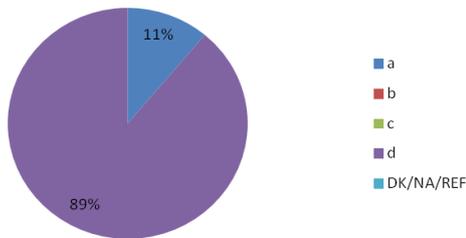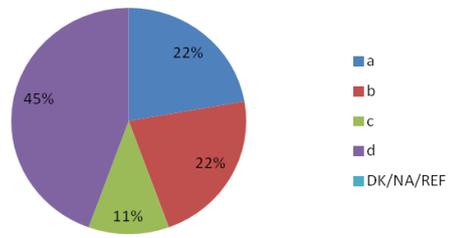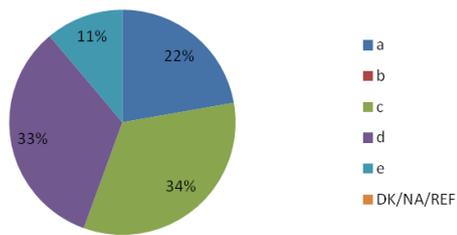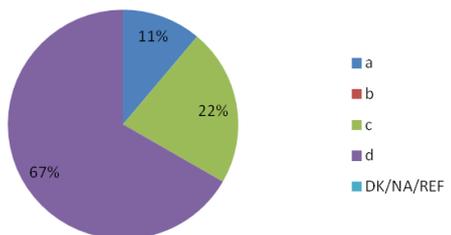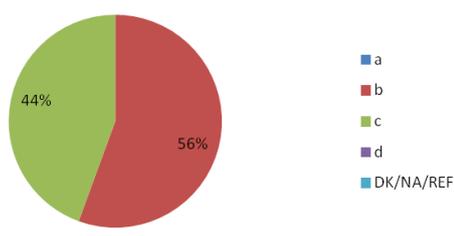
Legend:
- a
- b
- c
- d
- DK/NA/REF

13%
87%

Question 2

Legend:
- a
- b
- c
- d
- e
- DK/NA/REF

14%
29%
14%
43%

Question 3



Legend:
- a
- b
- c
- d
- DK/NA/REF

11%
89%

Question 4

Legend:
- a
- b
- c
- d
- DK/NA/REF

22%
45%
22%
11%

Question 5

Legend:
- a
- b
- c
- d
- e
- DK/NA/REF

11%
22%
33%
34%

Question 6

Legend:
- a
- b
- c
- d
- DK/NA/REF

11%
22%
67%

Question 7

Legend:
- a
- b
- c
- d
- DK/NA/REF

44%
56%

Question 8

Legend:
- a
- b
- c
- d
- DK/NA/REF

100%

Question 9

- a
- b
- c
- d
- DK/NA/REF

Question 10

- a
- b
- c
- d
- DK/NA/REF

Question 11

- a
- b
- c
- d
- DK/NA/REF

Question 12

- a
- b
- c
- d
- DK/NA/REF

Question 13

- a
- b
- c
- d
- DK/NA/REF

Question 14

- a
- b
- c
- d
- DK/NA/REF

Question 15

- a
- b
- c
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Question 16

- a
- b
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- d
- DK/NA/REF

84
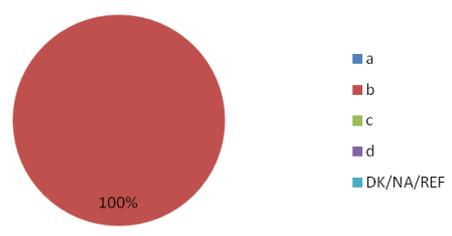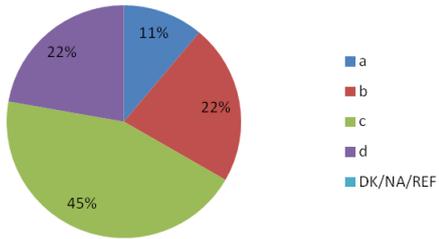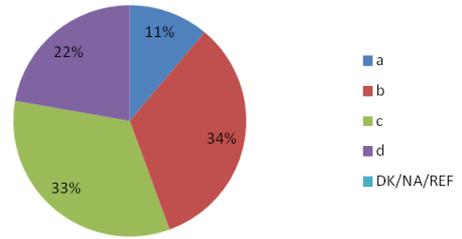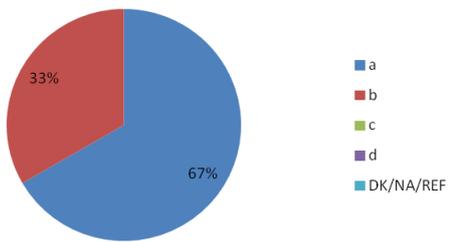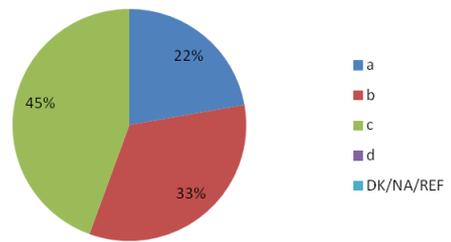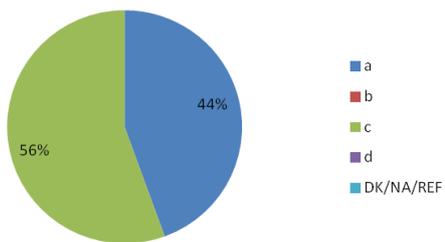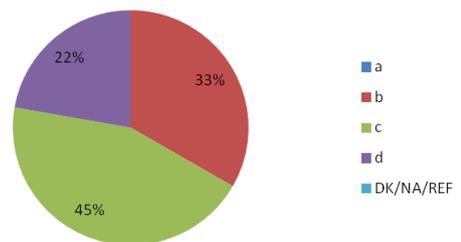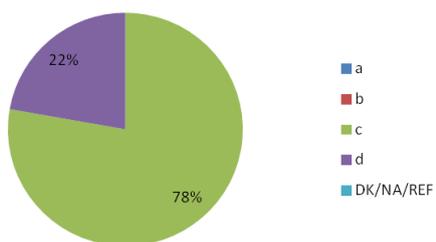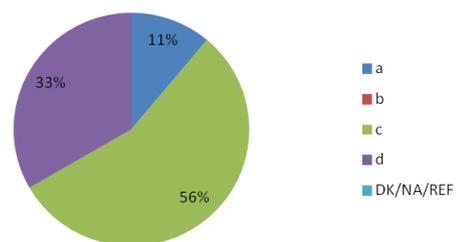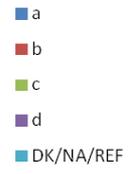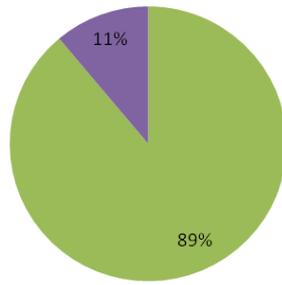
Question 17

Question 18
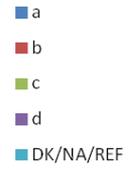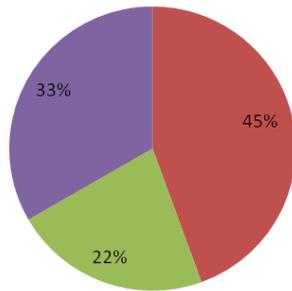
8.3. <u>Interview</u>

Does Baby Essentials clearly identify the leader or leaders?

Marcela de Hoyo: *"Yes, leaders in Baby Essentials can be identified."*

And if so, do they act as a reference for other employees?

Marcela de Hoyo: *"Yes".*

If there were no leaders, do you think that role can be played by another person or others without saying it formally?

Marcela de Hoyo: *"Yes, but only temporarily."*

Should there be a leader or leaders, do you think they take into account how they behave and try to improve?

Marcela de Hoyo: *"Yes, they keep it in mind at all times."*

Do they make sure that the workers act correctly?

Marcela de Hoyo: *"Yes, but trusting the worker."*

Are the needs of external stakeholders (customers, suppliers, etc.) known by the leader or leaders, or is this known by employees in the normal course of the day?

 Marcela de Hoyo: *"In the normal course of days."*

And is there any kind of procedure to improve the needs of the above mentioned stakeholders?

Marcela de Hoyo: *"We try to continuously improve within the means we have."*

Does the company have an entrepreneurial culture where new ideas can be developed, fostering a culture of innovation?

Marcela de Hoyo: *"Yes".*

And if it is done, are leaders or other people doing it?

Marcela de Hoyo: *"Innovation and new ideas are always encouraged, from all sectors of the company".*

Are employees being supported to achieve their goals and are they recognized for their efforts?

 Marcela de Hoyo: *"Yes".*

How would it take place and by whom?

Marcela de Hoyo: *"There is continuous support of listening and consensus, where the opinion of the head of the department is essential. We are at this stage of growth and supported by the means we have. "*

Are the relevant changes made to suit the organization?

Marcela de Hoyo: *"Yes".*

Would these changes be made by the leader or leaders, or would the management team perform?

Marcela de Hoyo: "Changes in the organization usually come from leaders."

When do you have to make some kind of change in the organization to direct the direction of this, it is carried out quickly and as quickly as possible?

Marcela de Hoyo: *"Yes".*

Who will implement these changes?

Marcela de Hoyo: *"The leaders".*

Is the organization clear about its stakeholders (customers, employees, etc.), as well as their expectations and needs?

Marcela de Hoyo: *"Yes".*

How do you find out the expectations and the needs?

Marcela de Hoyo: *"Through commercials, stores and social networks."*

If the company implements a new strategy or any type of practice, is it communicated to stakeholders (employees, suppliers, etc.)?

Marcela de Hoyo: *"Yes".*

Does the organization have a policy of remuneration, conciliation, promotions...

Marcela de Hoyo: *"Yes".*

If yes, are they formalized or do they simply communicate to people?

Marcela de Hoyo: *"Theme conciliation is formalized. The rest simply communicates. "*

Are staffs involved when the company executes people management plans, career plans, promotion or any other aspect of interest to each individual?

Marcela de Hoyo: *"Do not".*

Are the skills and competences of each person identified?

Marcela de Hoyo: *"Yes".*

Do they use training plans so that people learn and can be promoted?

Marcela de Hoyo: *"No, the company is young and is in the middle of growing."*

Are different goals set for workers?

Marcela de Hoyo: *"Some tasks are set to be fulfilled".*

Do you measure the performance of each person according to the objectives to be met and thus, be able to improve?

Marcela de Hoyo: *"Yes".*

Is there complete freedom for staff to make their own decisions and have autonomy?

Marcela de Hoyo: *"Yes".*

Can people be involved in the processes of the company, being totally creative and enabling innovation in the ways of acting?

Marcela de Hoyo: *"Yes".*

How is the way in which all its members communicate in the company?

Marcela de Hoyo: *"Direct".*

Is there a channel?

Marcela de Hoyo: *"Verbal communication".*

Is communication formal or informal?

Marcela de Hoyo: *"Informal".*

Do the objectives of the company align with the policies that have to do with the management of people, thus maintaining the involvement of all?

Marcela de Hoyo: *"Most of them are involved in the objectives of the company, but there is no formal procedure."*

Does the organization have any type of practice related to the reconciliation of family and work life?

Marcela de Hoyo: *"Yes, there is a bank of hours available to workers and flexibility in the choice of timetable."*

8.4. Profile Questionnaire (EFQM Model)

1. Leadership.

It is a soft element corresponding to Criterion 1 of the EFQM Model, which recognizes those excellent organizations that have leaders that shape the future and make it a reality, acting as a model of reference for their values and ethical principles and inspiring confidence. Therefore, the questions that would have to be asked to the private company Baby Essentials SL to obtain a score would be the following:

1.1. Have leaders established and communicated clear direction and strategic direction? Have you identified who are the leaders of the organization and what should be your leadership style? Do your leaders act as reference models? To rate the questionnaire about the different questions, you have to take into account some areas to address, which are:

➢ Leaders have developed and documented the mission, vision and values of the organization, which constitute the culture.
➢ Leaders' behaviour is consistent with mission, vision and values and ensures their knowledge and understanding.
➢ They maintain a receptive attitude towards the people of the organization, favouring the communication and attending their opinions and suggestions.

- The definition of who the leaders are is unclear. There is no formal document that expresses the organizational culture.	- There is a clear definition of who the leaders are and what their leadership should be based on. - The attitude of most leaders is consistent with mission, vision and values, driving their deployment and is a model of reference. - The mission, vision and values are defined, documented and communicated to all employees and major stakeholders.	- The strategic direction and orientation is defined, documented and communicated to all stakeholders and to all levels of the organization. - The attitude of most leaders is consistent with mission, vision and values, driving their deployment and is a model of reference. - There are particular strategic frameworks for the highest levels of the organization, in line with the overall strategic framework.	- The attitude of ALL leaders is consistent with the mission, vision and values drive their deployment and are a model of reference. - ALL levels of the organization have particularized strategic frameworks, in line with the global strategic framework.	- All previous requirements are met on a sustained basis at least 3 annual cycles.
0 / 5 / 10	15 / 20 / **25** / 30 / **35**	40 / 45 / **50** / 55 / 60	65 / 70 / **75** / 80 / 85	90 / 95 / **100**

1.2.   Do leaders review and improve the effectiveness of their behaviours as leaders and develop a culture of shared leadership? Do they ensure that people in the organization act with integrity and ethical behaviour? To rate the questionnaire about the different questions, you have to take into account some areas to address, which are:

➢ Leaders know and review the competencies required to be a leader in their organization.
➢ They strive to develop a culture of shared leadership.

> ➢ They strive to develop the competencies of each leader.

- Some leaders measure the effectiveness of their leadership action sporadically and non-systematized.	- There are surveys or other tools for measuring the perception of people where their opinion about the performance of leaders is evaluated. - Some leaders have personal improvement plans. - An ethical code of conduct has been developed.	- The main leaders evaluate their personal leadership with direct opinion of each and every person in the organization and have personal plans for improvement. - There is a culture of shared leadership. - It is ensured that the code of ethical conduct is complied with.	- There is a systematic process for measuring the personal effectiveness of each leader and the ethical behaviour of leaders and other people.	- All previous requirements are met on a sustained basis at least 3 annual cycles.

0	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	100

1.3. Do the leaders generate an entrepreneurial culture, of involvement and belonging, continuous improvement and responsibility to the results? Do they foster a culture that supports the generation and development of ideas and ways of thinking that drive innovation and development? To rate the questionnaire about the different questions, you have to take into account some areas to address, which are:

> ➢ Leaders delegate responsibilities so that people can take responsibility.
> ➢ It is monitored if the employees exercise the level of delegated and agreed authority.

> ➢ Mechanisms or programs are used to motivate people to participate in improvement activities, allocate resources and evaluate and review the effectiveness of actions.

		- Some leaders have generated in their areas an environment of involvement and ownership, delegation and assumption of responsibilities, continuous improvement and accountability to results. - Improvement activities are encouraged in some areas with low resource allocation or punctuation. - In some areas new ideas are generated and innovation is promoted.	- Most of the leaders have generated an entrepreneurial culture, of involvement and belonging, delegation and assumption of responsibilities, continuous improvement and responsibility to the results. - Continuous improvement, the generation of new ideas and innovation are systematized. Sufficient resources are allocated.	- There is an entrepreneurial culture, of involvement and belonging, delegation and assumption of responsibilities, continuous improvement and accountability to the results throughout the organization.	- All previous requirements are met on a sustained basis at least 3 annual cycles.

- Leaders have generated a culture of little involvement, delegation and continuous improvement

- It only participates sporadically in improvement activities.

0	5	10	15	20	**25**	30	35	40	45	**50**	55	60	65	70	**75**	**80**	85	90	95	**100**

1.4. Do leaders support people to realize their plans, goals and goals, recognizing their efforts in a timely and appropriate manner? To rate the questionnaire about the different questions, you have to take into account some areas to address, which are:

> Leaders use the recognition system appropriately.

> The recognition system is regularly reviewed and its effectiveness measured.

> Leaders participate and engage directly in acts of recognition, using them to enhance motivation and involvement.

0	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	100

- No targets are assigned to people.
- Informal acknowledgments.

- Support of the leaders little systematized.

-Acknowledgments sporadic and with little public repercussion by the majority of the leaders.

- Frequent, relevant and publicly recognized awards by all leaders.

- There is a system of recognition that ensures that the surveys are timely, proportional to the achievements and with full impact.

- All previous requirements are met on a sustained basis at least 3 annual cycles.

1.5.   Do the leaders understand and impel the necessary changes to adapt the organization? Do they make informed and timely decisions? To rate the questionnaire about the different questions, you have to take into account some areas to address, which are:

- ➢ The managers plan the implementation of the changes, guaranteeing investment and resources.
- ➢ Leaders make informed and timely decisions, based on available information, prior experience and analysis of the impact of their decisions.
- ➢ Leaders encourage and support the people in the organization to participate actively in the working groups created to facilitate the implementation of the changes.

- Changes produced by error detection. - There is only sporadic involvement on the part of the leaders. - Scarce or nonexistent resources.	- Identification and selection of changes in the organization as a result of the analysis of the environment and internal returns. - Managers support changes with sufficient resources.	- Identification and selection of changes as a result of the understanding of all internal and external phenomena. - The people responsible for the unit facilitate the management of all changes as a result of the understanding of internal and external phenomena. - Managers lead the changes by ensuring the necessary resources.	- All leaders conduct a systematic management of change.	- All previous requirements are met on a sustained basis at least 3 annual cycles.

0	5	10	15	20	**25**	30	35	40	45	**50**	55	60	65	70	**75**	80	85	90	95	**100**

1.6. Are leaders personally involved in the processes of understanding, anticipating and responding to the needs and expectations of external stakeholders (customers, partners and suppliers, among others)? To rate

the questionnaire about the different questions, you have to take into account some areas to address, which are:

➢ There are regular and formal contacts with customers, suppliers and partners to know their expectations and opinions.
➢ A system is implemented and developed to identify and channel relevant information, segmented if necessary, from external stakeholders.
➢ Regarding external stakeholders, it reviews the effectiveness of information systems, management of partnerships and joint participation in improvement actions.

- The needs of the customers are known.	- The needs and expectations of the most important customers, partners and suppliers are known and understood. - There are some agreements and plans for joint improvement.	- The needs and expectations of all customers, partners and suppliers are known and understood. - Regular agreements and improvement plans are established.	- There is a formal, documented and systematic process with clear and defined criteria for the collection and channelling of information from all external stakeholders.	- All previous requirements are met on a sustained basis at least 3 annual cycles.

0	5	10	15	20	**25**	30	<mark>**35**</mark>	40	45	**50**	55	60	65	70	**75**	80	85	90	95	**100**

1.7. Do leaders review, adapt, and correct the course of the organization, when necessary, inspiring trust at all times? Do they maintain a sustained

advantage by learning quickly and responding promptly? To rate the questionnaire about the different questions, you have to take into account some areas to address, which are:

➢ Leading change plans aspiring trust.

➢ Leaders adapt and anticipate the changing circumstances of the sector.

➢ It learns and responds quickly to maintain the advantage of the organization.

- Some objectives are defined for the most important changes. - It responds slowly. - Changes are not reported.	- Quantifiable, concrete and achievable objectives are defined for the most important changes. - The changes are communicated to the first levels of the organization.	- Objectives are defined and results are evaluated for all changes. - Changes are cascaded to all stakeholder groups involved. - There are mechanisms to ensure that they understand them and to know their opinions on them.	- There is a formal, documented and systematic process with clear and defined criteria for the definition of objectives, evaluation and revision of the results, and to undertake improvement actions according to them. - It learns and responds quickly.	- All previous requirements are met on a sustained basis at least 3 annual cycles.
0 5 10	15 20 **25** 30 35	40 45 **50** 55 60	65 70 **75** 80 85	90 95 **100**

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2. Strategy

With respect to the soft part, the second element corresponds to Criterion 2 of the EFQM Model; and corresponds to all those excellent companies that implement their mission and vision by developing a strategy focused on their stakeholders. Therefore, the questions that would have to be asked to the private company Baby Essentials SL to obtain a score would be the following:

2.1.   Does the company identify its stakeholders, and establish their needs and expectations?

> ➤ It has identified its relevant internal and external stakeholders (customers, employees, suppliers, society, etc.).
> ➤ It has developed communication channels, tools or sources to capture the needs and general expectations of each stakeholder group.
> ➤ Anticipates scenarios of future scenarios to understand trends in the needs and expectations of each stakeholder.

- Identification and collection nonexistent.	- Know who your stakeholders are and know what your most important needs and expectations are. - It selects and collects information by addressing some of the most relevant segments in key stakeholders.	- It has systematic processes to identify and update most of its stakeholders and key segments. - The above set covers most of what is necessary to carry out its mission and move towards its vision.	- Both the processes to identify their stakeholders and their segments, as well as the processes to capture their needs and expectations, cover practically all stakeholders and their key segments. It addresses both current and future needs and expectations. - The above set covers most of what is necessary to carry out its mission and move towards its vision.	- All previous requirements are met on a sustained basis at least 3 annual cycles.

0	5	10	15	20	**25**	**30**	35	40	45	**50**	55	60	65	70	**75**	80	85	90	95	**100**

2.2.   Do they communicate their strategy and support policies to stakeholders effectively?

➢ It establishes a communication scheme that contemplates what type of information related to strategy should be communicated to which interest groups, depending on the needs and interests of the same and the organization itself.

- ➢ Develop communication channels or use the usual channels to communicate that each stakeholder should know their strategies, objectives, policies and plans.

- ➢ It communicates the strategy in a timely manner according to the different needs and ensures its understanding.

- Non-existent or anecdotal activity.	- The organization internally communicates the part relating to objectives and plans of its strategy to the key levels of responsibility as part of the deployment actions.	- It has structured processes to decide what types of information related to strategies, policies, objectives and plans should be communicated to which stakeholders, according to their needs and those of the organization itself. - The scope covers the most relevant stakeholders. - It uses channels and general communication actions, or specific for each interest group.	- The scope of the process represents all aspects of your mission, strategy, and plans necessary for progress toward your vision. - The scope covers all the interest groups of the organization. - It broadly evaluates the degree of understanding of stakeholders, aspects of their mission, strategy, and communicated plans.	- All previous requirements are met on a sustained basis at least 3 annual cycles.
0 5 10	15 20 **25** 30 35	<mark>**40**</mark> 45 **50** 55 60	65 70 **75** 80 85	90 95 **100**

3. People

It is a soft criterion that corresponds to Criterion 3 of the EFQM Model, which is represented in those excellent organizations that value the people who integrate them and create a culture that allows achieving personal and organizational goals, benefiting both parties. They care about the members of the organization, promote internal communication, reward and recognize the efforts, develop people's capacities and promote equality and equity, among other aspects. Therefore, the questions that would have to be asked to the private company Baby Essentials SL to obtain a score would be the following:

3.1. The company is involved with remuneration policies, reorganization, promotions, recognition, conciliation...? To rate the questionnaire about the different questions, you have to take into account some areas to address, which are:

➢ A management plan for its staff is in line with the overall strategy.
➢ The personnel management plan specifically covers the aspects of recruitment, professional development, remuneration, promotions, recognition, reconciliation ...
➢ There are short-term and long-term objectives in the management plan.

0-10	15-35	40-60	65-85	90-100
- Management process of nonexistent or incipient personnel.	- There is a process of personnel management that includes remuneration policies, promotions, compensation, etc. But scarcely formalized and documented.	- Process of management of personnel formalized, documented and that contemplates the totality of its implications as; remuneration policies, promotions, compensation, etc.	- Automated management system.	- All previous requirements are met on a sustained basis at least 3 annual cycles.

0	5	10	15	20	**25**	30	35	40	45	**50**	55	60	65	70	**75**	80	85	90	95	**100**

3.2.   Are the people of the organization and their representatives (trade unions or others) involved in the development and review of policies and management plans for individuals? Is the selection, career development or mobility managed to guarantee equity and equal opportunities? To rate the questionnaire about the different questions, you have to take into account some areas to address, which are:

➢ It analyzes the information obtained and is used to develop and improve the human resources management plan and / or relevant improvement actions.
➢ It investigates which are the aspects of the management of people that most affect and value the employees.

> ➤ The participation of employees and leaders in the survey processes or other methods of collecting information is strengthened.

- Staff is only occasionally involved.	- Employee leaders and representatives (trade unions or others) are involved, their opinions are collected through surveys or other methods and analyzed, and the result of the analysis is included in the definition of the people management plan. - Defined selection and recruitment criteria that ensure the principles of equity and equal opportunities. Incipient career plan, or only at the managerial level.	- All employees are involved through surveys of satisfaction or opinion and are considered the totality of their contributions in the definition of the people management plan. - Complete career plan for all employees.	- There is a formal, documented and systematic process, with clear and defined criteria by which all people are involved in the development of people's policies. - Systematic process of selection and development of careers.	- All previous requirements are met on a sustained basis at least 3 annual cycles.
0 5 **10**	15 20 **25** 30 35	40 45 **50** 55 60	65 70 **75** 80 85	90 95 **100**

3.3. Are the skills and competencies needed to achieve mission, vision and strategic objectives identified? Are there training and development plans to help get the necessary skills and capabilities? To rate the questionnaire

about the different questions, you have to take into account some areas to address, which are:

➤ There is a system for assessing knowledge and skills.
➤ Training and development plans are put in place to adapt staff capacity to current or future needs.
➤ There is a description of the skills and competencies needed for the present and future time and achieve the mission, vision and strategic objectives.

			- Identification of skills and competencies for all people. - Training and development plans for most staff and covering most of the needs.	- Training and development plans for ALL people and covering all needs.	- All previous requirements are met on a sustained basis at least 3 annual cycles.	
- Non-existent or incipient process. - Training actions are carried out without specific plans.	- Identification of generic skills and competencies of key positions. - Identification of very specific training and development needs with very limited training and development plans.					

0	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	100

3.4. Do individual, team, and team objectives and objectives align and align with those of the organization? Is the performance of the people and the results achieved evaluated and actions for improvement agreed? To rate the questionnaire about the different questions, you have to take into account some areas to address, which are:

➢ There is a clear and systematic procedure for assigning objectives.
➢ Identify the resources people need to achieve the objectives.
➢ Improvement actions are agreed upon as a result of performance analysis.

- Only sporadically.	- Evaluation of the performance of the people at least annually and proposal of corrective actions only in case of breach of objectives.	- The results obtained by the individuals or teams are evaluated, compared with the objectives and corrective actions or assistance plans are established.	- There is a systematic process of establishing and reviewing objectives, as well as evaluating performance and proposing improvement actions.	- All previous requirements are met on a sustained basis at least 3 annual cycles.

0	5	10	15	20	**25**	30	35	40	45	<mark>**50**</mark>	55	60	65	70	**75**	80	85	90	95	**100**

3.5. Does the organization ensure that it assumes responsibility and facilitates the autonomy to develop professionally the people who work for it? To rate

the questionnaire about the different questions, you have to take into account some areas to address, which are:

➢ Managers and middle managers are trained to develop and implement guidelines that empower people to act responsibly and autonomously.
➢ There is a system to facilitate delegation and accountability.
➢ Autonomy is provided to assume responsibilities and to develop professionally.

				- All previous requirements are met on a sustained basis at least 3 annual cycles.
			- There is a formal and documented process with clear and defined criteria that guarantees the necessary flexibility and autonomy in support of professional development. - The staff appreciates the degree of assumption of responsibilities.	
		- Flexibility and autonomy associated with all levels of the organization. - Systematic actions of motivation towards the delegation and assumption of responsibilities.		
	- Flexibility and autonomy associated only to levels of command and supervision. - Isolated actions of motivation towards the delegation and assumption of responsibilities.			
- The staff has little autonomy and independence and there is a strict control.				
0 5 10	15 20 **25** 30 35	40 45 **50** 55 60	65 70 **75** 80 85	90 95 **100**

3.6. Is the involvement and support of people involved in reviewing and improving the effectiveness and efficiency of processes? Do you value your dedication, talent and creativity? Is there a culture of entrepreneurs that

makes innovation possible? To rate the questionnaire about the different questions, you have to take into account some areas to address, which are:

➤ The participation of improvement teams is encouraged and supported.
➤ There are channels to present initiatives, suggestions and improvements.
➤ Creative and innovative attitudes and activities are encouraged and supported.

			- There is a formal and documented process that guarantees systematic support for initiatives and improvement actions. - Proactive behaviour. - Initiatives and suggestions have produced substantial improvements.	- All previous requirements are met on a sustained basis at least 3 annual cycles.
	- High involvement in the review and improvement of processes. - Reactive behaviour. - Improvement teams with isolated performances and participation. - Incipient channelling of initiatives and suggestions for improvement.	- High involvement in the review, improvement and optimization of the efficiency and efficiency of the processes. - Improvement teams with a long history of improvement and great participation. - Participation processes are systematized. - Abundant examples of creativity and innovation.		
- Little involvement in process improvement				

0	5	10	15	20	**25**	30	35	40	45	**50**	55	60	65	<mark>**70**</mark>	**75**	80	85	90	95	**100**

3.7. Do the communication needs and expectations of the people identify and understand the communication strategy and its communication policies,

plans and channels? To rate the questionnaire about the different questions, you have to take into account some areas to address, which are:

➢ The needs and expectations of communication of the people are identified.
➢ An internal communication plan based on communication needs is available.
➢ It develops the communication strategy and its policies, plans and channels of communication.

- Actions of formal and non-systematized communication of leaders.			- Basic communication plan with communication channels that transmit the most relevant information. - Downlink communication with little feedback.					- Effective process of identification of communication needs and development of communication plan according to them.					- Systematic process of identification of communication needs and elaboration of effective communication plans that follow a formalized communication strategy.					- All previous requirements are met on a sustained basis at least 3 annual cycles.		
0	5	10	15	20	**25**	30	35	40	**45**	50	55	60	65	70	**75**	80	85	90	95	**100**

3.8. Does the company ensure that its compensation, benefits, transfers, layoffs and other labour issues policies align with its strategy and policies to

promote and maintain the level of involvement? Are there practices to facilitate reconciliation? To rate the questionnaire about the different questions, you have to take into account some areas to address, which are:

➢ The policies of people management, work systems and permits, facilitate the responsible reconciliation between personal and work life.

➢ The formal process of defining the people management plan expressly refers to remuneration policies, benefits, transfers, dismissals and other labour issues.

➢ It recognizes and welcomes the diversity and cultural environments of staff fostered integration activities.

	- Personnel policies in relation to remuneration, benefits, transfers, dismissals and other labour matters are adapted to the needs of the strategy. - Basic standards of reconciliation		- There is a formal policy to promote reconciliation between personal and work life. - Diversity is fostered by fostering integration.		- There is a formal, documented and systematic process, with clear and defined criteria to ensure the full alignment of personnel policies with the strategy. - The conciliation system is well valued by the staff.		- All previous requirements are met on a sustained basis at least 3 annual cycles.	
- Policies are rigid or there are sporadic actions.								

0	5	10	15	20	**25**	30	35	<u>**40**</u>	45	**50**	55	60	65	70	**75**	80	85	90	95	**100**

3.9. Is a culture of support and recognition promoted between individuals and teams? Is there a safe and healthy environment? To rate the questionnaire about the different questions, you have to take into account some areas to address, which are:

➢ The efforts of the people are recognized in time by management and other leaders.

➢ Recognition actions encourage involvement. In particular, the achievement of objectives, improvement actions and behaviour towards values are recognized.

➢ The management system for the prevention of occupational risks guarantees a safe and healthy environment.

					- All previous requirements are met on a sustained basis at least 3 annual cycles.
				- There is a systematic process of adequate and timely recognition to all individuals and teams.	
			- Acknowledgments systematized and oriented to the achievement of objectives and to the improvements.		
		- There are sporadic and collective acknowledgments with little appreciation. - Prevention management is integrated in the management of processes and led by the management.			
- There are only occasional acknowledgments. - It complies with basic regulations on prevention.					

0	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	100