

# Sustainable Quality Using the European Foundation for Quality Management (EFQM) Model of Excellence: The Case of the National Twafa Establishment for Pilgrims of South East Asian Countries (SEA)

Saud M. Mandurah

Department of Business Administration, King Abdulaziz University, Jeddah - 21589, Saudi Arabia

## Abstract

This paper aims to make a self-assessment using the European Foundation for Quality Management (EFQM) model of excellence to the National Twafa Establishment for Pilgrims of South East Asian Countries (SEA). The assessment was part of the internal environmental scanning necessary prior to the development of its strategic plan. It aimed to find the strengths/weaknesses/areas of improvements that need to be addressed in the strategic plan. The study also used the RADAR assessment methodology. The EFQM Excellence Model includes nine criteria. Five of them are ‘Enablers’ (Leadership, Strategy, People, Partnerships & Resources, Processes, Products, and Services). The other four are ‘Results’ (Customer Results, People Results, Society Results, Key/Business Results). The detailed assessment showed strength areas and 32 other areas of possible improvements. It also ranked SEA (234/1000) on the ladder of excellence which put SEA among the organizations that are committed to excellence. The assessment suggested a road map of initiatives for the strategic plan horizon that will rank SEA, eventually, among the World Excellence organizations while maintaining a sustainable quality.

**Keywords:** Twafa, Pilgrims’ Services, European Foundation for Quality Management (EFQM), Internal Environment Scanning, RADAR Assessment Methodology, Ladder of Excellence, and Sustainable Quality.

## 1. Introduction

A systematic assessment and identification of stronger areas and/or improvement areas is quite crucial for any organization as it could profoundly help to establish improvement plans that should be integrated in the organizational strategic plans (Porter & Tanner 1996; Ritchie & Dale 2000). The scientific literature generally reveals a positive relationship between the use of self-evaluation and company’s performance (Ahmed, Yang & Dale 2003; Brown & Van der Wiele 1995; Finn & Porter 1994; Samuelsson & Nilsson 22002, Van der Wiele 1995).

## 2. European Foundation for Quality Management (EFQM)

The European Foundation for Quality Management (hereafter EFQM) Excellence Model is a non-prescriptive framework based on nine criteria (see Figure 1). Five of these are “Enablers” and four are “Results”. The “Enablers” criteria cover what an organization does. The “Results” criteria cover what an organization achieves. “Enablers” cause “Results”. In this research, we have used this model in order to find the possible areas of strength and/or improvement for Twafa so as to enable it inculcate and integrate these into their improvement and/or strategic plans that will eventually enable it to emerge as a state-of-the-art organization dispelling significant quality excellence.

The EFQM Excellence Model initiatives, if expected to be applied to all establishments of hajj, could shift the whole dynamic of the hajj experiences; making it a better and a more enjoyable journey. Through the Enablers, the establishment could achieve better Results. The better the Enablers, the better the Results.

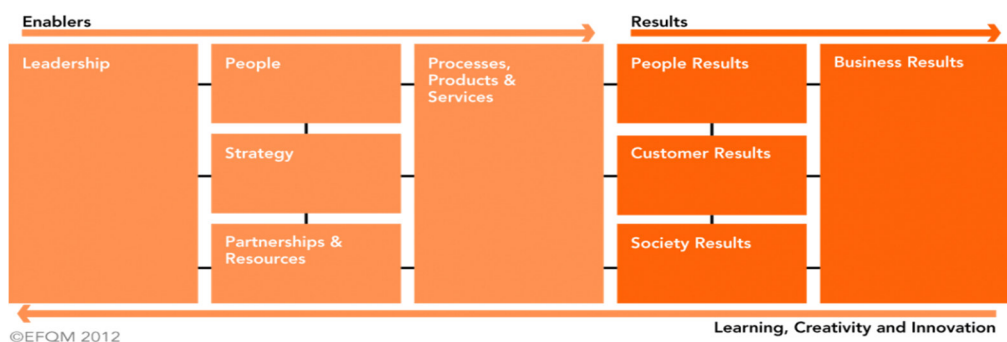


Figure 1. The EFQM Excellence Model  
 (<http://www.efqm.org/efqm-model/efqm-model-in-action-0>)

In this paper a self-assessment using the European Foundation for Quality Management (EFQM) model of excellence was conducted to the National Twafa Establishment for Pilgrims of South East Asia Countries (SEA). The paper described the history of Twafa, Hajj, Pilgrims services and the main operations of SEA. It then discusses how the self-assessment was conducted and a selection methodology of initiatives to improve services and put the organization among the World Excellence organizations while maintaining a sustainable quality.

### 3. History of Twafa

Al Twafa first appeared in Makkah as an aid offered to the non-Arab Muslims, or to those who do not know the rituals and rites of Omrah and/or Hajj. It highlights the services provided by individuals that are called 'Mutawafeen.' A Mutawaf would wait for the pilgrims' ships to arrive as they could help the pilgrims by providing accommodation, meals and necessary information in order to facilitate them in performing Hajj or Omrah. They are responsible for finding the suitable accommodation for pilgrims, and help run their errands. Other responsibilities include helping coordinate the pilgrims. Al Mutawaf is usually expected to speak many foreign languages in order to effectively communicate with the pilgrims. Al Twafa is divided into individuals or families who volunteer to assist a certain group from a certain country who usually speak their language(s).

Serving 1.8 million pilgrims from more than 64 countries around the world lies directly on the Ministry of Hajj and its six National Twafa Establishments, the Zamazamah which is responsible for supplying zamzam drinking water for all pilgrims during their stay, and the United Offices which are responsible of collecting services fares. There are around 128 government establishments that share the burden of serving pilgrims (Ministry of Hajj, Ministry of Interior, National Twafa Establishment) (Figure 2).

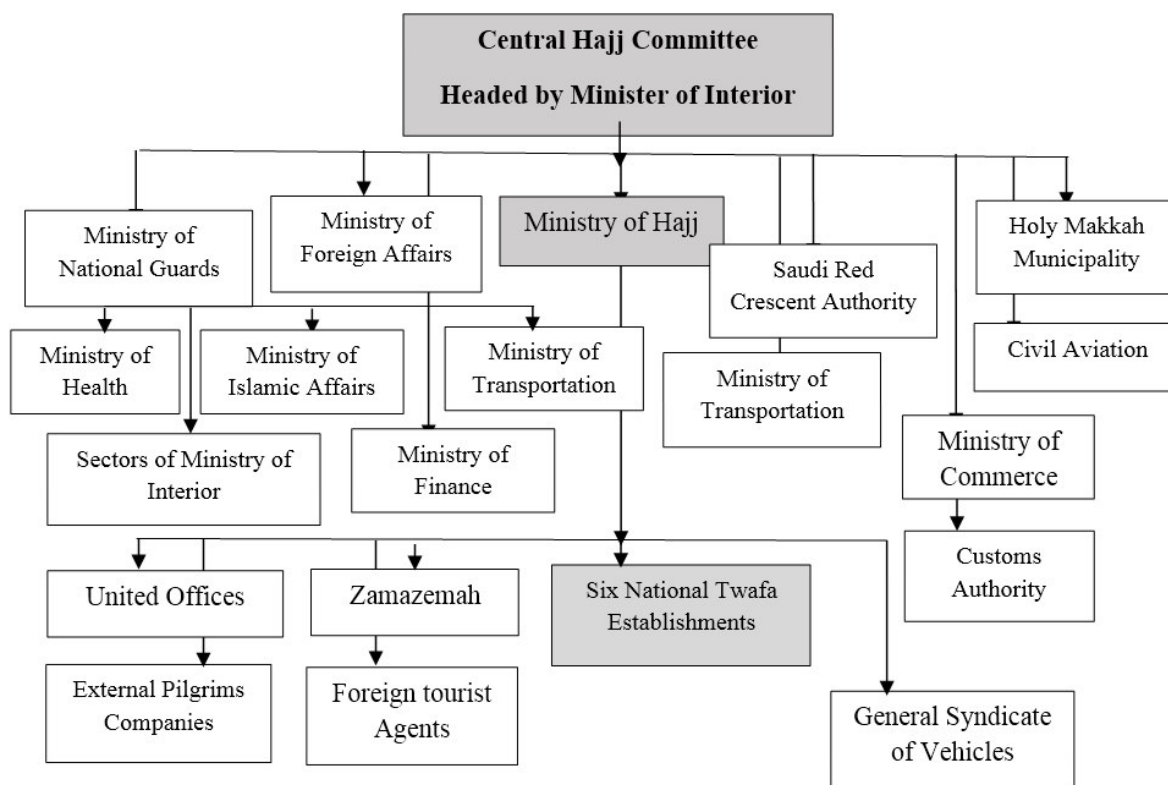


Figure 2. Ministries and Governmental Offices Responsible of Pilgrims Services

The National Twafa Establishment for Pilgrims of South East Asia (SEA) serve the pilgrims coming from Indonesia, Malaysia, Singapore, China, Thailand, Philippines, Brunei, Hong Kong, North and South Korea, Taiwan, Japan, Cambodia, and Fiji.

Each Twafa Establishment selects the working team of each field service groups (FSG) to provide the direct services to the establishment's pilgrims. The number of field service group ranges from 70 - 104 offices. Each FSG have 13 members and more than 20 workers (Figure 4). The number of pilgrims in each FSG ranges from 2500 to 3000.

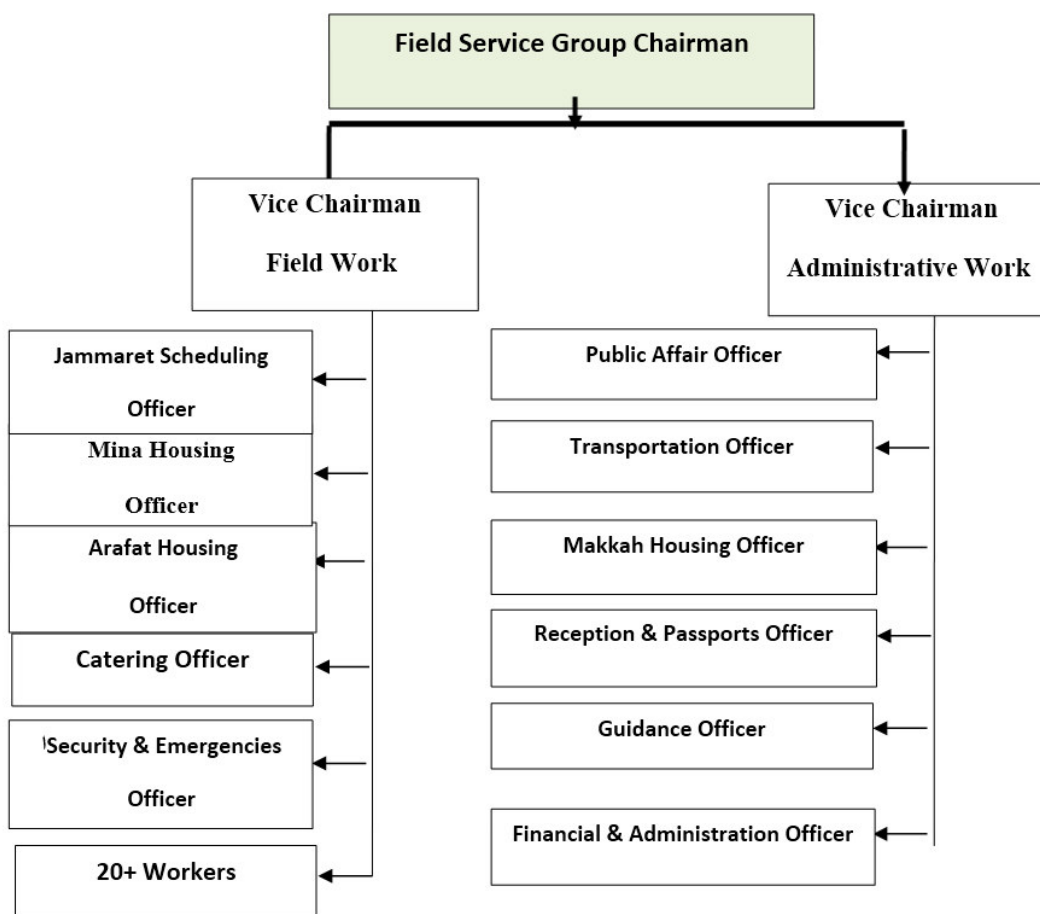


Figure3: Organization Chart of Field Service Group (FSG)

The pilgrims arrive one month before hajj and stayed in Saudi Arabia for about two months. Their services started a few months prior in their countries to require the hajj visa and to register for the required level of services. Table 1 illustrates the pilgrims service elements from their arrival to departure.

Table1. Pilgrims Services Elements

N	Location	Services	Procedures
1	Makkah one month before Hajj	Checking Pilgrims Housing	<ul style="list-style-type: none"> <li>Inspecting Pilgrims' buildings in Makkah</li> </ul>
2	Mina one month before Hajj	Checking Pilgrims Tents and other services	<ul style="list-style-type: none"> <li>Inspecting Pilgrims' tents in Mina</li> </ul>
3	Ports of Arrivals Jeddah or Madinah	Reception at Ports (United Offices)	<ul style="list-style-type: none"> <li>Welcoming Pilgrims</li> <li>Finishing Arrivals Requirements ( customs, luggage and passports)</li> <li>Collecting Services Fares</li> <li>Issuing Transportation tickets of all trips</li> <li>Grouping Pilgrims</li> <li>Organizing Pilgrims departures dates</li> </ul>
4	Ports of Arrivals Jeddah or Madinah	Buses Departures ( Buses Guidance Office)	<ul style="list-style-type: none"> <li>Collecting Pilgrims Passports for each bus</li> <li>Loading Pilgrims on Buses</li> <li>Sending Bus information to guidance centers</li> <li>Provide guiders with proper maps to next service point</li> <li>Unloading pilgrims with luggage and passports at service point</li> </ul>

N	Location	Services	Procedures
5	Makkah by Field Service Groups	Reception	<ul style="list-style-type: none"> <li>• Welcome pilgrims</li> <li>• Collecting pilgrims passports</li> <li>• Distribute ID cards and bracelets to pilgrims</li> <li>• Distribute zamzam drinking water to pilgrims</li> <li>• Unloading pilgrims luggage to their assigned residences</li> <li>• Finishing pilgrims accommodations process</li> </ul>
6		Passports	<ul style="list-style-type: none"> <li>• Cross checking passports and numbers with arrived pilgrims to Makkah</li> <li>• Entering passports data to the proper computer system and locking passports in a safe</li> <li>• Providing the required passports for pilgrims departures (later on )</li> </ul>
7	National Twafah Establishments SEA	Housing	<ul style="list-style-type: none"> <li>• Cross checking availability all government regulations regarding pilgrims residences</li> <li>• Availability of water</li> <li>• Availability of safety, sanitation and security materials</li> <li>• Cross checking elevators safety</li> </ul>
8	Field Service Groups	Catering First meal	<ul style="list-style-type: none"> <li>• Provide first meal to pilgrims on time ( quality and quantity )</li> <li>• cross checking meals before serving</li> <li>• The proper serving of the meals</li> </ul>
9		Arrival Twaf at Grand Mosque	<ul style="list-style-type: none"> <li>• Grouping pilgrims</li> <li>• Provide guidance</li> <li>• Transporting pilgrims to Grand Mosque</li> <li>• Provide guide for Twaf ritual</li> <li>• Grouping pilgrims</li> <li>• Returning pilgrims their residences</li> </ul>
10		Health & Lost Affair sector	<ul style="list-style-type: none"> <li>• Readiness of health&amp; lost field teams</li> <li>• Provides cars &amp; communication equipments to field teams</li> <li>• Provides health&amp; lost centers with cars &amp; communication equipments</li> <li>• Provide enough and proper Ambulances</li> <li>• The presence of health teams in local hospitals</li> </ul>
11		Reception	<ul style="list-style-type: none"> <li>• Welcoming Pilgrims to holy places</li> <li>• Cross checking readiness of all services in pilgrims tents</li> </ul>
12	Holy Sites	Holy Sites Housing	<ul style="list-style-type: none"> <li>• Welcoming Pilgrims to their assigned tents</li> <li>• Cross checking readiness of all services in pilgrims tents ( sleeping mattress, water, light, cleaning teams and toilets )</li> </ul>
13	Holy Sites By SEA and Field Service Groups	Catering	<ul style="list-style-type: none"> <li>• Cross checking readiness of the kitchen and equipments, right food materials, quantities and quality</li> <li>• Washing water</li> <li>• Drinking water</li> <li>• Hot water</li> <li>• Right meals schedules</li> <li>• Cleanness of tents</li> </ul>
		Health & Lost Affair	<ul style="list-style-type: none"> <li>• Readiness of health&amp; lost field teams in holy places</li> <li>• Provides cars &amp; communication equipments to field teams</li> <li>• Provide enough and proper Ambulances</li> <li>• The presence of health teams in local hospitals</li> </ul>
	Mina By SEA and Field Service Groups	Jamarrat service ( stoning rituals)	<ul style="list-style-type: none"> <li>• Cross checking the jamarrat schedules</li> <li>• Grouping pilgrims into small groups</li> <li>• Provide guides to pilgrims</li> <li>• Provide written materials about stoning rituals</li> <li>• Provide enough teams for jamarrat schedules</li> </ul>

In order to provide the services to their Pilgrims, SEA is handling many operations. Figure 4 illustrates its main operations of the establishment.

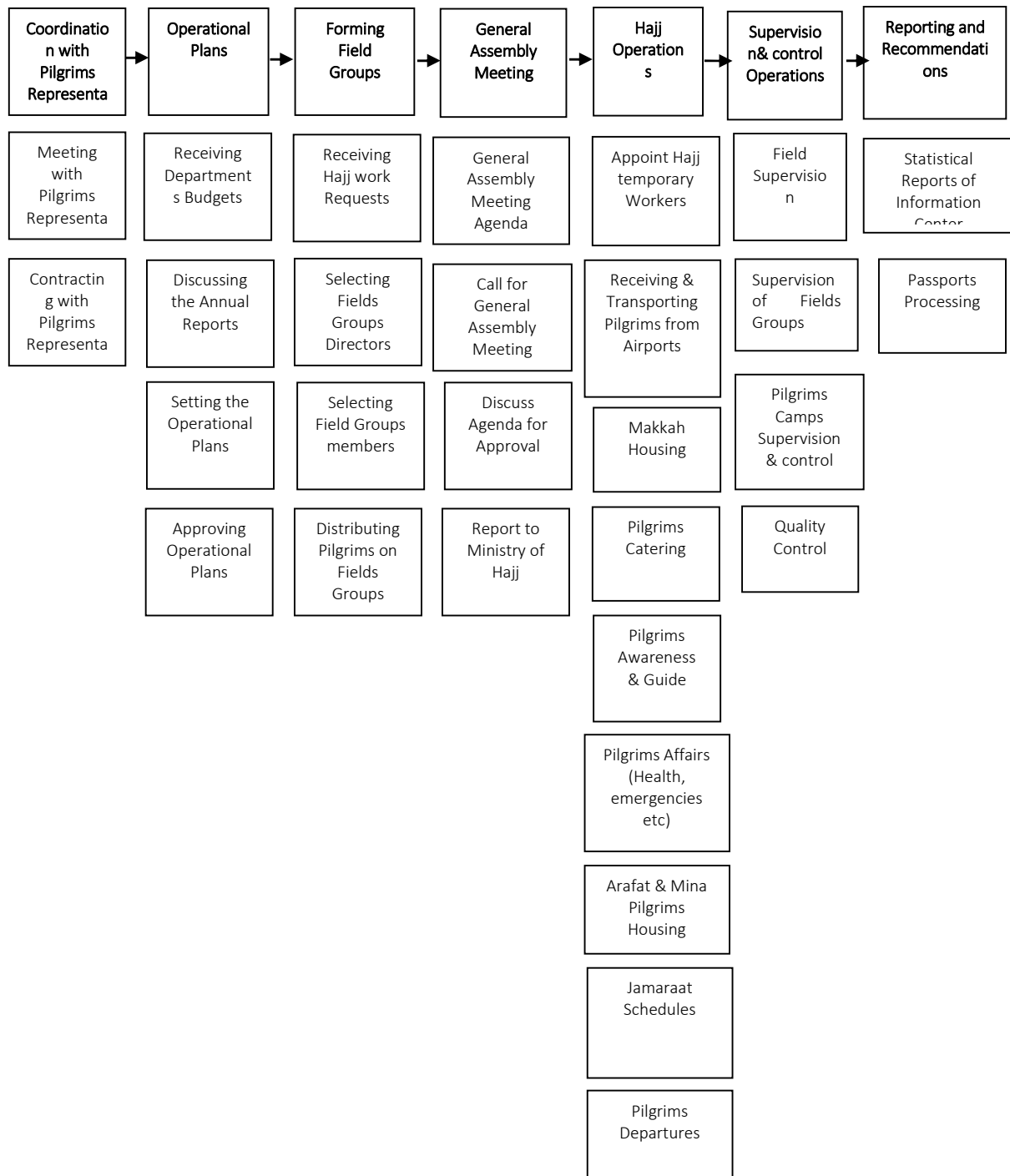


Figure 4. SEA Main Operations

#### 4. Methods

The assessment team, headed by the author, surveyed and interviewed employees at all levels of management and reviewed the quality management system (QMS). The process took about 160 working hours. Table 2 summarizes the detailed assessment report.

Table 2: SEA Detailed Assessment Report

	EFQM Criteria	Current status 2014
<b>1</b>	<b>Leadership ( 100 pts )</b> <span style="float:right">7(100/15) =</span>	<b>47</b>
1.1	Leaders develop the mission, vision, values and ethics and act as role models	2
1.2	Leaders define, monitor, review and drive the improvement of the organization's management system and performance.	1
1.3	Leaders engage with external stakeholders	2
1.4	Leaders reinforce a culture of excellence with the organization's people	1
1.5	Leaders ensure that the organization is flexible and manages change effectively	1
<b>2</b>	<b>Strategy ( 100 pts )</b> <span style="float:right">3(100/4)=</span>	<b>25</b>
2.1	Strategy is based on understanding the needs and expectations of both stakeholders and the external environment	1
2.2	Strategy is based on understanding internal performance and capabilities	0
2.3	Strategy and supporting policies are developed, reviewed and updated	1
2.4	Strategy and supporting policies are communicated, implemented and monitored	1
<b>3</b>	<b>People/ worker ( 100 pts )</b> <span style="float:right">3(100/15)=</span>	<b>20</b>
3.1	People plans support the organization's strategy.	0
3.2	People's knowledge and capabilities are developed.	1
3.3	People are aligned, involved and empowered.	0
3.4	People communicate effectively throughout the organization	1
3.5	People are rewarded, recognized and cared for.	1
<b>4</b>	<b>Partnerships and Resources ( 100 pts )</b> <span style="float:right">4(100/4)=</span>	<b>33</b>
4.1	Partners and suppliers are managed for sustainable benefit.	0
4.2	Finances are managed to secure sustained success.	1
4.3	Buildings, equipment, materials and natural resources are managed in a sustainable way	1
4.4	Technology is managed to support the delivery of strategy.	2
<b>5</b>	<b>Processes, Products and Services ( 100 pts )</b> <span style="float:right">5(100/15)=</span>	<b>33</b>
5.1	Processes are designed and managed to optimize stakeholder value.	1
5.2	Products and services are developed to create optimum value for customers	1
5.3	Products and services are effectively promoted and marketed.	1
5.4	Products and services are produced, delivered and managed.	1
5.5	Customer relationships are managed and enhanced.	1
<b>6</b>	<b>Customer Results (150 pts )</b> <span style="float:right">1(150/6)=</span>	<b>25</b>
6.1	Customers' perceptions of SEA	1
6.2	Performance Indicators of	0
<b>7</b>	<b>People Results ( 100 pts )</b> <span style="float:right">1(100/6)=</span>	<b>17</b>
7.1	People's perception of SEA	1
7.2	People's Performance Indicators	0
<b>8</b>	<b>Society Results ( 100 pts ) )</b> <span style="float:right">1(100/6)=</span>	<b>17</b>
8.1	Society's perceptions of SEA	1
8.2	Society's Performance Indicators	0
<b>9</b>	<b>Key Business Results ( 150 pts ) )</b> <span style="float:right">1(150/6)=</span>	<b>25</b>
9.1	Business Outcomes of SEA	1
9.2	Business Performance Indicators of SEA	0
	<b>TOTAL POINTS</b>	<b>242</b>

(3: Comprehensive Evidence, 2: Evidence, 1:Little evidence, 0: No evidence)

## 5. Discussion

SEA had acquired the ISO 9001:2008 certificate from 2009 to 2014. During that period the quality management system (QMS) changed from version 1 to version 3. Having the ISO 9001 all these years showed that SEA was committed to excellence and how that had helped in the self assessment using EFQM model. The EFQM assessment score (231/1500) on the excellence ladder has confirmed that SEA is indeed among the organization that is committed to excellence. However, an assessment (Table 2) has revealed certain areas of strength and/or improvements that, if taken a good care of, could lead to a further enhancing in quality excellence. In the following sections, we take a brief look at these areas.

### 5.1. SEA Areas of Strength

The establishment (SEA) enjoys the reputation of best in performance amongst the other five National Twafah Establishments. Ministry of Hajj has always considered SEA policies as the best amongst the other five establishments. Furthermore, SEA Leadership has a good vision that was shown in their work strategies and policies, and they seek continuous development, especially the development of administrative systems. They developed the organizational structure to ensure the effectiveness and efficiency of corporate performances and took advantage of modern technology by designing an Enterprise Resource Planning system (ERP) by late 2014.

The Board of Directors has designed a standardized selection system to appoint the members of the field service groups and the process was automated and posted on SEA's Website.

### 5.2. Areas of Improvements

The detailed assessment shown in Table 2 also revealed areas that require improvements in each criteria (any sub-criteria with less than 3 in score). The mention table revealed thirty two areas of improvements in all nine criteria. For instance, the areas of improvements regarding leadership, areas of improvements were highlighted in the following;

- The publication and/or sharing of vision, mission, and goals with all concerned departments is not sufficient, hence need to be enhanced. Also it was noted the absence of proper documentation, improving/adapting the policies and strategies of the organization proved challenging as it became quite difficult to measure, assess and/or review the organizational performance vis-à-vis goals.
- The organization's policy guide and procedures, which was based in accordance with ISO 9001, was not applied to all departments. The use of the relevant working forms was also limited.
- It was found that decisions based on proper research are few and undocumented and lack systematic use of change and risk management.
- There were no scheduled meetings between the leadership and the departments or between the different departments. Most communications were conducted by internal email.

### 5.3. Selecting Improvement Initiatives

The process of selecting improvement initiatives depends on different criteria such as ease of implementing budgets, implementation time, solving a repeated problem, and the availability of supervision. A panel of departments' managers used a Delphi method to rank each initiative. The results are summarized in Table 3.

Table 3: Selecting Improvement Initiatives

	Initiative	Strategy is based on understanding internal performance and capabilities	Lack of clear system that links incentives and promotions with job appraisal	Lack of system to measure customer opinion and know their needs and aspirations	Design a system to measure People's Performance Indicators	Design and Activate Business Performance Indicators	Partners and suppliers are managed for sustainable benefit
Criteria							
1	Ease of implementing	6	8	7	10	10	6
2	Initiative Budget	5	5	8	9	7	8
3	Implementing time	9	9	7	6	8	6
4	availability of supervision	6	7	9	8	8	7
5	Initiative related to customer	9	9	6	6	9	6
6	Initiative related to the society	5	6	8	7	9	5
7	Initiative related to strategic objectives	10	8	9	9	9	9
8	Satisfy a government regulation	5	6	4	4	5	6
	Total Score	55	58	58	59	65	53



The selected initiatives were distributed on the strategic plan horizon as shown in Table (4)  
 Table 4: Proposed Improvement Initiatives of all EFQM pillars over the Strategy Plan Horizon

	2014	2015	2016	2017	2018
<b>Leadership (100 pts)</b>	47	47	60	73	86
Leaders develop the mission, vision, values and ethics and act as role models	2	2	2	3	3
Leaders define, monitor, review and drive the improvement of the organization's management system and performance.	1	1	2	2	3
Leaders engage with external stakeholders	2	2	2	2	2
Leaders reinforce a culture of excellence with the organization's people	1	1	2	2	3
Leaders ensure that the organization is flexible and manages change effectively	1	1	1	2	2
<b>Strategy(100 pts)</b>	25	33	40	57	74
Strategy is based on understanding the needs and expectations of both stakeholders and the external environment	1	1	1	2	3
Strategy is based on understanding internal performance and capabilities	0	1	1	2	3
Strategy and supporting policies are developed, reviewed and updated	1	1	2	2	2
Strategy and supporting policies are communicated, implemented and Monitored	1	1	2	2	2
<b>People/ worker( 100 pts )</b>	20	33	46	52	72
People plans support the organization's strategy	0	1	1	2	3
People's knowledge and capabilities are developed.	1	1	2	2	2
People are aligned, involved and empowered.	0	1	2	2	2
People communicate effectively throughout the organization	1	1	1	1	2
People are rewarded, recognized and cared for.	1	1	1	1	2
<b>Partnerships and Resources(100 pts)</b>	33	41	49	57	82
Partners and suppliers are managed for sustainable benefit.	0	1	1	2	2
Finances are managed to secure sustained success.	1	1	2	2	3
Buildings, equipment, materials and natural resources are managed in a sustainable way	1	1	1	1	2
Technology is managed to support the delivery of strategy.	1	2	2	2	3
<b>Processes, Products and Services(100 pts )</b>	33	40	53	60	73
Processes are designed and managed to optimize stakeholder value.	1	1	2	2	3
Products and services are developed to create optimum value for customers	1	1	2	2	2
Products and services are effectively promoted and marketed.	1	2	2	2	2
Products and services are produced, delivered and managed.	1	1	1	2	2
Customer relationships are managed and enhanced.	1	1	1	1	2
<b>Customer Results(150 pts)</b>	25	50	100	125	125
Customers' perceptions of SEA	1	1	2	3	3
Performance Indicators of	0	1	2	2	2
<b>People Results( 100 pts)</b>	17	34	68	68	84
People's perception of SEA	1	1	2	2	2
People's Performance Indicators	0	1	2	3	3
<b>Society Results( 100pts)</b>	17	34	51	68	94
Society's perceptions of SEA	1	1	2	2	3
Society's Performance Indicators	0	1	1	2	2
<b>Key Business Results(150 pts)</b>	25	50	75	100	125
Business Outcomes of SEA	1	1	2	2	2
Business Performance Indicators of SEA	0	1	1	2	3

(3: Comprehensive Evidence, 2: Evidence, 1:little evidence, 0: No evidence)



Table 5 shows the effect of forecasted improvements of the initiatives over time in term of scores on the excellence ladder.

Table 5: Forecasted Scores of Objective Performance of all EFQM pillars over Strategic Plan Horizon

	2014	2015	2016	2017	2018
Leadership (100 pts)	47	47	60	73	86
Strategy (100 pts)	25	33	40	57	72
People/ worker (100 pts)	20	33	46	52	72
Partnerships and Resources(100 pts)	33	41	49	57	82
Processes, Products and Services (100 pts)	33	40	53	60	73
Customer Results (150 pts)	25	50	100	125	125
People Results (100 pts)	17	34	68	68	84
Society Results (100 pts)	17	34	51	68	84
Key Business Results (150 pts)	25	50	75	100	125
<b>Total</b>	<b>242</b>	<b>362</b>	<b>542</b>	<b>660</b>	<b>803</b>

Figure 5 shows the RADAR chart indicating the forecasted Objective Performance of all EFQM pillars over Strategy Plan Horizon.

Table 6: Ladder of Excellence according to EFQM

Organization Rank	Score (0-1000)
Beginners to Excellence	1 - 199
Committed to Excellence	200 - 399
Recognized to Excellence	400 - 599
World Excellence	600 – 1000

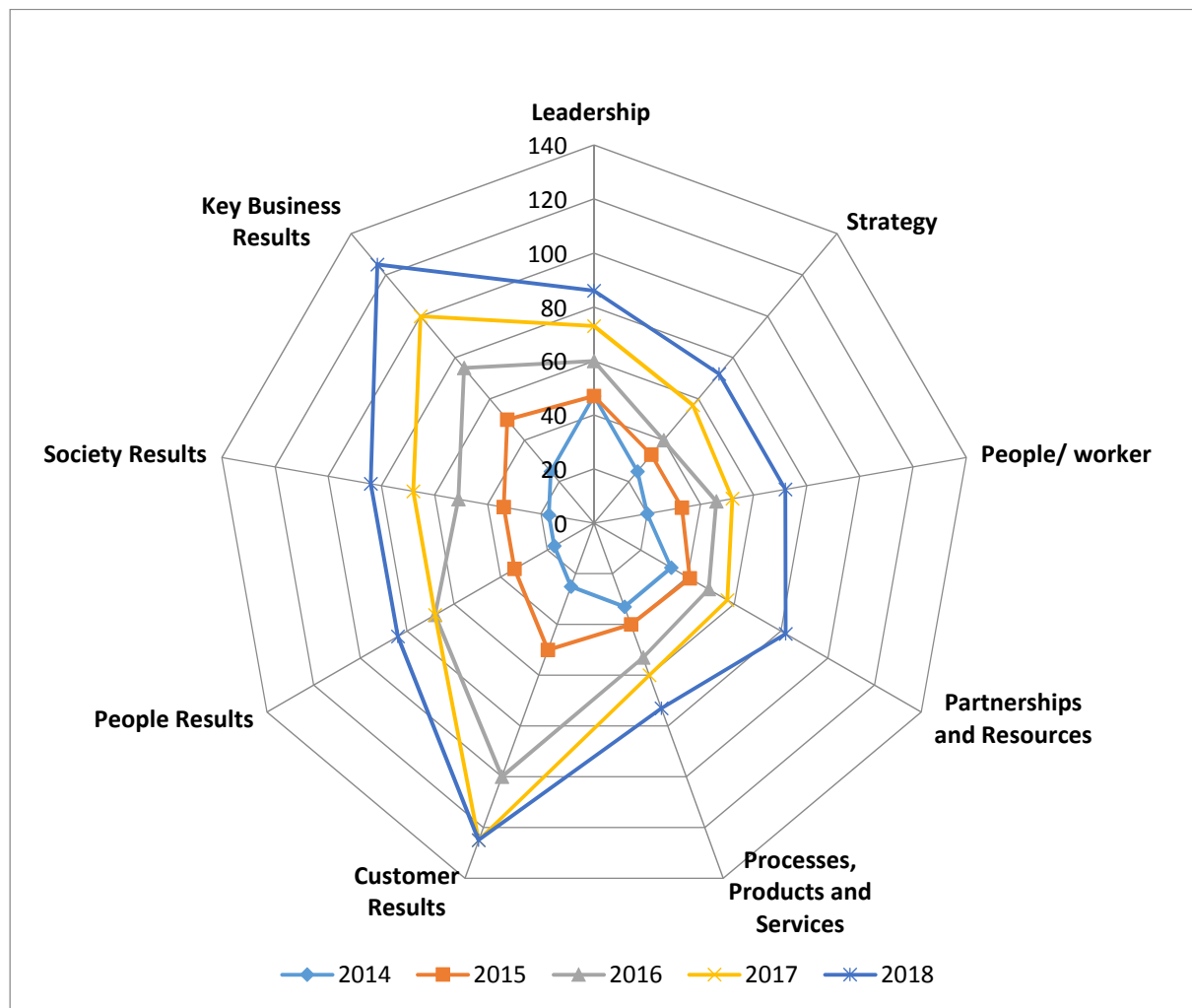


Figure 5: RADAR chart Indicating Objective Performance of all EFQM pillars over Strategy Plan Horizon

## 6. Conclusion

- Having the ISO 9001:2008 for 5 years has spread quality culture in SEA that helped in conducting the self-assessment using EFQM model successfully.
- Attaching improvement initiatives with scores on the excellence ladder maintained a sustainable quality for SEA.
- The self assessment was a necessary part of the internal environment scanning prior to the development of SEA strategic plan.
- Multiple criteria decision-making (MCDM) can be used in selecting improvement initiatives to give priorities, but SEA preferred the Delphi method instead.
- Providing comprehensive evidences requires accurate documentations which were partially absent in the case of SEA.

## Acknowledgements

The author, while he was working as a board member at SEA (2009-2014) supervising the department of Training, Quality and Development would like to thank **Mr. Zuhair A. Sadoy**, Board Chairman of SEA for his kind help in providing the necessary information for this research.

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