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Variation in New Product Introduction Strategies Between International Markets

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Abstract
The purpose of this research was to identify whether new product introductory strategies very across a number of different dimensions but most importantly across geographic region. Four regions were used in this study including: USA, UK, japan/Korea and China. The analysis included an examination of whether new product strategies varied over time in each of the four geographic region, whether introductory strategies varied across the various regions, and finally whether or not they differed for a sample of product groups with any geographic region.

The data used in this study was from the Global New Product Database from Mintel and included thousands of product examples. The results of these studies showed that there was significant changes in the new product introductory strategies that were used both over time and between the various geographic region.

Introduction

New product introduction is a critical step in any new product development process (Beard and Easingwood, 1996) and arguably one of the most important activities in company's sales and profit growth. While specific data is not available it is often claimed that 50% of the profit is obtained from products that were not sold five years earlier. While substantiation of this is at best, it is generally accepted new product introductions are essential to the health food company.

There is an expansion in demand for new food products and beverages following trends set by innovation and consumer concerns about their health and environmental issues (Loebnitz and Bröring, 2015). Yet despite the huge amount of research on product development, marketing and promotional programs, the majority of new products result in costly and unpredictable failure (Van Kleef et al., 2005). Most recent report on new food product success indicates that 85% of new consumer packaged goods (CFG) fails within 2 years in the US (Watson, 2014; Nielsen, 2015). Investigation on consumer's perception is crucial to a successful introduction of new food products (Fletcher et al., 1990) and studies mainly focused on familiar foods rather than the novel ones (Martins and Pliner, 2005).

On the other hand, it is important to define a "new food product" either as "a product which is new to consumer" or as "an extension of an exciting product line". The first definition considers only 7-25% of launched food products as truly novel (Rudolph, 1995). However, second definition considers a slight variation in the size of the packaging, a new flavor, or a change in an ingredient, which makes the product more relevant and useful for the consumers (Lee and Schluter, 2002). The current study has adapted the second definition

consisting of a broader view of new food product in order to maximize the possible observation of new food products' introductory strategy.

Factors, such as changes in consumer taste, may also provide opportunities for food manufactures to introduce a new food item into the retail market. Consumer demand has shifted over the years from conventional food products to healthy foods beyond basic nutrition -functional foods- as primary purpose of functional food is to prevent disease rather than prevent being under nourished (Hardy, 2000). While the overall food industry is growing at only one percent per year, global functional foods between 2003 to 2010 reached to $24.2 billion from $9.9 billion (Nutritional Outlook, 2011). This would make the functional food market to $130 billion in 2016. This trends towards an expanded market of functional foods to be a direct response to changes in consumer demand. Introduction of new product is not always driven by consumer demand and competition among food manufacturers often appears to influence their decision in order to protect their market share by discouraging the competitors from entering the market and keeping a sufficient variety of products available to consumers (Chen et al, 2002).

Given the critical nature of new products to the success many food companies, a more quantitative and accurate estimation of new product introductory strategy which could impact the success and failure rate. Recent estimates of new product success has provided quantitative estimates of new product success by introductory strategy. (Salnikova, forthcoming). In this study overall success rates were higher than generally accepted and there was variation by introductory strategy. While there are no estimates of how the new product failure different between countries or regions this research will focus on whether there are differences between strategies to introduce new products from three regions: USA, Eu and Asia.

Methodology

This study use one of the largest studies of its kind as approximately over three years. Information for this study came from Mintel's Global New Product Database 2009 and 2011 GNPD collects and records innovations in the food and beverage industry with up to 62 data elements for each product. While this data base contains the 62 elements such as: product name, brand, company, country, product category and subcategory, positioning claims, whether the product is a private label or national brand, it also includes the type of strategy used for the new product introduction. Some analysis will also be conducted using specific product categories. Table 1 includes all the food categories identified in the data base.

The countries used in this analysis are:
1. USA
2. EU
3. Japan and South Korea combined
4. China

Table 1 GNPD food categories

1.   Bakery,
2.   Sweet Spreads,
3.   Breakfast Cereals,
4.   Dairy,
5.   Chocolate Confectionery,
6.   Sugar and gum Confectionery,
7.   Side Dishes,
8.   Fruit and Vegetables,
9.   Savory Spreads,
10.   Meals and Meal Centers,
11.   Processed Fish, Meat and Egg Products,
12.   Sauces and Seasonings,
13.   Desserts and Ice Cream,
14.   Snacks,
15.   Soup,
16.   Sweeteners and Sugar;

The various new product introduction strategies are defined by GNPD as the following:

1.   New Product: This launch type is dependent on the Brand field. It is assigned when a new range, line, or family of products is encountered.

2.   New Variety/Range Extension: This launch type is dependent on the Brand field. It is used to document an extension to an existing range of products on the GNPD.

3.   New Packaging: This launch type is determined by visually inspecting the product for changes, and also when terms like New Look, New Packaging, or New Size are written on pack.

4.   New Formulation: This launch type is determined when terms such as New Formula, Even Better, Tastier, Now Lower in Fat, New and Improved, or Great New Taste are indicated on pack.

5.   Relaunch: This launch type depends entirely on secondary source information (trade shows, PR, websites, press).

Hypotheses

There are two key elements related to the hypotheses. The first element is whether for each individual country there was a change over time in which strategy with you to introduce a new product. The second element was whether or not there were differences between the new product introductory strategies across the board geographic regions shown above. Hypothesis 1 tests the first element to see whether there appears to be changes over time in the same region while Hypothesis 2 tests whether there is a difference between geographic regions in terms of how they introduce new products.

H_{01}: There is no difference in the new product introductory positioning over a three-year period in each of the four geographic areas.

H_{02}: There is no difference in the new product introductory positioning across the four geographic areas.

H_{03}: There is no difference in the new product introductory positioning by category across the four geographic areas for the 4 categories with largest number of new products

Results H_{01}

Table 2 show the results of the analysis on new product introduction strategies across three years. One can see that there were differences across the years. In the case of the USA and Korea and Japan new formations, new products, and new variety declined while new packaging and Re-launch increase. The EU had a similar pattern except those EU companies used new variety more. China had much smaller decreases and increases in each strategy category showing more stability buy still significantly different. The chi square is shown at the bottom of the table.

H_{01} *is rejected* as it appears that there is a statistical difference between the various countries over the 3-year period. Note that the smallest Chi square was for China which has the least amount of change in their new product introduction strategies between 2009 and 2011

Results H_{02}

It appears there is a significant difference between the way the 4 countries introduce new products. Table 3 shows the frequency (both the raw and the percentage) in which each of the new product introductory strategies are used across the three years. One can see in table 3 the USA is using more **New Packaging** introductions and less **New Product** than expected.   The EU is doing somewhat the opposite with less than expected **New Packaging** and **Line Extension** and more **New Products** than expected. And J&K and China seemed to be less focused on **New Packaging** with much more launches of **New Formulation** and **New Variety** for J&K and of **New Product** for China. Note, only J&K introduces more than expected of **Relaunch**. Thus, H_{02} is rejected.

Table 2 H₀₁ : Differences in each region between 2009 and 2011 (Chi-sq.)				
	USA	EU	K&J	China
New Formulation	-48.70	-248.44	-381.66	-18.76
New Packaging	436.38	897.99	199.71	-15.87
New Product	-117.84	-1210.05	-89.52	-73.43
New Variety/Range Extension	-383.01	204.23	-44.29	96.58
Re-launch	113.17	356.27	315.77	11.48
Chi-sq	383.31	1029.02	902.59	33.49

Table 3 Frequency by Strategy by Region

2009-2011	USA, count	% within region	EU, count	% within region	J&K, count	% within region	China, count	% within region
New Formulation	776	1.90%	3692	3.20%	2449	8.60%	410	1.90%
New Packaging	8438	21.00%	15750	13.70%	3217	11.30%	2371	11.20%
New Product	**16439**	**41.00%**	**55924**	**48.60%**	8285	29.20%	**11633**	**54.80%**
New Variety/Range Extension	14007	34.90%	38228	33.20%	**12810**	**45.10%**	6762	31.90%
Re-launch	448	1.10%	1405	1.20%	1659	5.80%	44	0.20%
Total	40108	100.00%	114999	100.00%	28420	100.00%	21220	100.00%

Table 4 - Differences Between Observed and Expected Across the Regions (Chi-sq)

Observed-Expected	USA	EU	J&K	China
New Formulation	-659.29	-423.31	1431.97	-349.37
New Packaging	2605.16	-974.10	-916.07	-714.99
New Product	-1637.97	4093.09	-4524.11	2068.99
New Variety/Range Extension	-59.31	-2103.40	2842.80	-680.08
Re-launch	-248.59	-592.28	1165.41	-324.54

Chi-sq=10914.12184, p-value=0.00

Results H_{03a-d}

To further understand the differences in new product introduction strategies across the geographic regions analysis was done on 4 of the various food categories. As one can see in tables 5-8, there is statistically significant variation between the new product introductions across the 4 product groups. No pattern, in terms of actual versus expected, exists across the four regions. Thus, H_{03a} to H_{03d} are rejected.

Table 5 Frequency by Strategy by Region for Bakery Products

Bakery	USA, count	% within region	EU, count	% within region	J&K, count	% within region	China, count	% within region
New Formulation	119	2.20%	519	3.40%	147	5.30%	36	1.30%
New Packaging	1151	21.20%	1868	12.20%	352	12.70%	328	11.50%
New Product	1916	35.30%	**7101**	**46.50%**	732	26.40%	**1375**	**48.00%**
New Variety/Range Extension	**2198**	**40.50%**	5606	36.70%	**1368**	**49.40%**	1118	39.00%
Relaunch	48	0.90%	177	1.20%	169	6.10%	6	0.20%
Total	5432	100.00%	15271	100.00%	2768	100.00%	2863	100.00%

Chi-sq=1201.249789 , p-value=0.00

Table 6 Frequency by Strategy by Region by Breakfast Cereal

Breakfast Cereals	USA, count	% within region	EU, count	% within region	J&K, count	% within region	China, count	% within region
New Formulation	45	4.00%	107	5.20%	10	7.80%	7	2.10%
New Packaging	**429**	**37.90%**	355	17.30%	9	7.00%	32	9.40%
New Product	384	33.90%	**938**	**45.60%**	**58**	**45.30%**	148	43.40%
New Variety/Range Extension	245	21.60%	610	29.70%	44	34.40%	**153**	**44.90%**
Relaunch	30	2.60%	46	2.20%	7	5.50%	1	0.30%
Total	1133	100.00%	2056	100.00%	128	100.00%	341	100.00%

Chi-sq=283.1479764 , p-value=0.00

Table 7 Frequency by Strategy by Region by Dairy

Dairy	USA, count	% within region	EU, count	% within region	J&K, count	% within region	China, count	% within region
New Formulation	38	1.40%	480	3.20%	141	6.70%	53	2.60%
New Packaging	643	23.50%	2729	18.10%	257	12.20%	366	17.70%
New Product	**1200**	**43.80%**	**6776**	**45.00%**	631	29.90%	**925**	**44.60%**
New Variety/Range Extension	826	30.10%	4848	32.20%	**979**	**46.30%**	726	35.00%
Relaunch	35	1.30%	237	1.60%	105	5.00%	2	0.10%
Total	2742	100.00%	15070	100.00%	2113	100.00%	2072	100.00%

Chi-sq=580.8687741 , p-value=0.00

Table 7 Frequency by Strategy by Region by Side Dishes
Side

Side Dishes	USA, count	% within region	EU, count	% within region	J&K, count	% within region	China, count	% within region
New Formulation	25	1.60%	193	3.50%	29	6.00%	0	0.00%
New Packaging	254	16.70%	703	12.60%	79	16.20%	8	3.40%
New Product	664	43.70%	2727	48.90%	219	45.00%	183	78.90%
New Variety/Range Extension	563	37.00%	1888	33.80%	137	28.10%	41	17.70%
Relaunch	15	1.00%	69	1.20%	23	4.70%	0	0.00%
Total	1521	100.00%	5580	100.00%	487	100.00%	232	100.00%

Chi-sq=192.8907255   , p-value=0.00

Summary

There are a number of different conclusion that can be drawn from this analysis. One of the more important conclusions is that international market who are considering introducing a new product foreign market should be aware of the styles and frequency of the various new product strategies. While this study does not suggest one strategy is better than another, it does suggest that within the different international region some strategies are more common than others and differ from the home market.

The study also suggests strategies used introduce new products is dynamic and changes over time as to which strategy appears in vogue. Similar to the previous, it does not suggest one strategy should be used in place of another. It does suggest that marketers might wish to more seriously the value the new market situation when considering a new product, as what previously had been done may no longer be the most effective.

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A new management model: the case study of seven Italian multinational companies.

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Abstract

This case study aimed to investigate which are the main pillars of the management model and how the management model has changed in order to face the new business challenges. Our proposal integrates many of the latest best scientific and robust approaches on the theme with a practical research study conducted on seven Italian multinational companies. In particular, the concept and the elements that form the management model is missing for both academia and management. Thus, the findings of this research study is a framework for both academia and management, which fills the gaps identified in existing knowledge. In particular, this research study contributes to knowledge by: 1) providing and explaining which are the main pillars of the management model, 2) providing a new management model's framework able to deal with the new business challenges.

Key words: management model; management innovation; engagement; people management, organisational behaviour

Introduction

The business world is completely changed (Hamel, 2012). New technologies, a new generation of employees and new competitors from emerging economies are all factors that contribute to what is often called a iper-competitive VUCA (volatile, uncertain, complex and ambiguous) world (Bennett and Lemoine, 2014). This increasingly iper-competitive markets and the war for talent, oblige organisations to face significant challenges in the way they manage people (Goffee, 2006). The psychological contract is now different to what it once was. There is also clear evidence that expectations of employees differ from those of the past (Gratton, 2011). In such turbulent times, the way companies manage people may therefore be the 'deal–breaker' for organisations seeking sustainable competitive advantage (Vermeulen, 2010). Organisations want people to put in extra effort, passion and to generate innovative ideas to improve products and services. Managers need to recognise this shift and refrain from using a more participative management model (Kotter, 2013; Covey, 2004). Faced with this new changing business environment and this new millennials generation, there is a lot of experimentation underway in terms of how managers should act. A manager in the industrial-era, the so-called era Management 1.0, probably didn't have to pay much attention to what he was producing or to the people who were producing it (Hamel, 2008). His or her job was to follow orders, organize the work, coordinate the results, and ensure that the job got done as ordered. The focus was on the business model (Druker, 1999). In this new era one of the few sources of sustainable competitive advantage, as many scholars say, is to engage people in the development of the organization (Vlatka, 2014). In order to obtain a sustainable competitive advantage, it's not enough for companies to work on their business model exclusively. Instead, they have to work on their management models too. In particular, the purpose of our case study is

that to investigate the concept of management model, what it is, which are the main elements that constitute the management model and how to reinvent the management model in order to face the new business challenges. Our proposal integrates many of latest best scientific and robust approaches on the topic with a practical research study conducted on seven Italian multinational companies.

Literature review

Many leading management thinkers, such as Kotter (2013), Hamel (2012), Birkinshaw (2010), Gratton (2010), Vlatka (2015), Druker (1999), have recognised the need for a management shift moving from a mechanistic model of management towards a more participative model.

A management model can be defined as the choices by executives of a firm regarding how they define objectives, motive efforts, coordinate activities and allocate resources, in other words, how they define how work of management gets done (Birkinshaw, 2010). A management model should clearly express the choices made by the management team regarding decisions, systems, procedures, people and organisational structure. Fundamentally, a management model should clarify the main principles at the basis of every managerial call related to decision-making process, organisation, control, motivation, evaluation and information.

Our work wants to make a new proposal of management model, which could help managers first to become aware of the characteristics of their current management models and, second, to define a concrete path for moving from their current management model towards a new one, better fitting for the new socio-economic challenges.

Our purpose is based on four main theoretical contributions.

Hamel (2009) says: "The evolution of management has traced a classic S-curve. After a fast start in the early twentieth century, the pace of innovation gradually decelerated and in recent years has slowed to a crawl. Management, like the combustion engine, is a mature technology that must now be reinvented for a new age". With this in mind, a group of 35 among the smartest management thinkers and executives met together in May 2008 in California to lay out a road map to reinvent management. The results are reported in the following list of actions:

- Ensure that the work of management serves a higher purpose.
- Fully embed the ideas of community and citizenship in management systems.
- Reconstruct management's philosophical foundations.
- Eliminate the pathologies of formal hierarchy.
- Reduce fear and increase trust.
- Reinvent the means of control.
- Redefine the work of leadership.
- Expand and exploit diversity.
- Reinvent strategy making as an emergent process.
- De-structure and disaggregate the organization.
- Dramatically reduce the pull of the past.
- Share the work of setting direction.
- Develop holistic performance measures.

- Stretch executive time frames and perspectives.
- Create a democracy of information.
- Empower the renegades and disarm the reactionaries.
- Expand the scope of employee autonomy.
- Create internal markets for ideas, talent, and resources.
- Depoliticize decision making.
- Better optimize trade-offs.
- Further unleash human imagination.
- Enable communities of passion.
- Retool management for an open world.
- Humanize the language and practice of business.
- Retrain managerial minds.
- Transcend trade-offs.

As Hamel suggests, making progress on these moon shots will help to de-bureaucratise organisations and to unshackle human capabilities. The goal, though, is to overcome the limits of today's management practices without losing the benefits they confer. Organizations must become a lot more flexible, innovative, and inspiring without getting any less focused, disciplined, or performance oriented.

Birkinshaw (2010) proposes a management model based on four main managerial dimensions: activities, decisions, objectives and motivation. For each of these four dimensions, Birkinshaw identifies the principles of the "old management model" and the "new management model", as show in Figure 1.

Figure 1: A Framework for reinventing management

Coordinating Activities	
Bureaucracy	Emergence
Making Decisions	
Hierarchy	Collective Wisdom
Motivating People	
Extrinsic	Intrinsic
Defining Objectives	
Alignment	Obliquity
Traditional Principles	**Alternative Principles**

Source: Birkinshaw (2010), Reinventing Management p. 38.

For the element Coordinating Activities, the root philosophy is "less is more". In fact most organisations have too much bureaucracy and can usefully rely on fewer formal processes for getting work done. The concept of emergence, as used by Birkinshaw, refers to the spontaneous coordination through the self-interest behaviours of independent actors. Making decisions is strictly linked to the concept of hierarchy. Hierarchy gives managers

direct accountability for the decisions they make and it provides them with legitimate authority over their subordinates. Until now, in a business setting, hierarchy ends up being a multi-layered concept with three overlapping elements: position, knowledge and action. Traditionally all of these three elements were fully aligned. But the reality today is that knowledge is dispersed throughout the company and individuals are often encouraged to take initiative beyond their formal role. The third element is Motivation. Motivation is the internal condition that activates behaviour and gives it direction. One key insight that has emerged is the distinction between intrinsic and extrinsic motivation. Intrinsic motivation comes from the rewards inherent to a task or activity. Extrinsic motivation comes from outside the person, money is the most obvious example. The new management model is geared more towards an intrinsic motivation coming from quality of work and involvement. The last element is related to the company's objectives and the principle of alignment. Alignment is the adjustment of an objective in relation to others objectives. In the business context this means that all the employees are working toward the same common objective. Birkinshaw points out that companies have at least five problems with the principle of alignment: individuals in companies often have different agendas, measures and incentives are blunt instruments, short-term targets drive out long-term objectives, shareholder demands are satisfied at the expense of other stakeholders and many employees in many companies don't really know where they are or should be going. So far, Birkinshaw's research has pointed out that we have to explore the potential of obliquity as an alternative principle and presented three different approaches to obliquity that firms have used: pursuing an indirect goal, pursuing a creative goal and taking a leap of faith.

As Vlatka (2015) says, the problem of the business management is that the conventional hierarchical approach based on a command and control system, is no longer a credible option for an unpredictable and rapidly changing global business environment. Conventional management approaches have been based on the Newtonian model which is mainly focused on hierarchical linearity, on a cultural system based on rules, strict command and control principles and formal relationship. Structures and process manage to create stability, repeatability and predictability, but this is happening in an unstable and chaotic world, which demands for innovation and change. So, people are asked to innovate in a system that is designed to produce the reverse. The emergent management model has to bring more innovation and engagement throughout the distribution of formal power and decision-making interaction thanks to informal networks, experimentation and learning processes. These statements ground on the assumption that management is about facilitating and enabling rather than directing and controlling.

A closer investigation into the key ideas of Druker (1999) reveals that his conception of management has been changing and can be summarise into the following principles:

Organisation decentralisation: old command and control systems must be replaced by power decentralization for better productivity and engagement.
- *Respect for employees*: people is the first resource in order to obtain a sustainable competitive advantage.
- *Importance of community*: organisations have to work for all their stakeholders; organisations should contribute to the wider community;
- *Customers first*: all employees must concentrate their attention in order to satisfy their clients' needs;
- R*esponsibility for a shared mission*: organisation, as each living being, exist for achieving a final purpose, a mission. Without a shadow of a doubt, profit is necessary for any

company to exist, but it has not an end in itself, it can't and must not be the ultimate purpose of the company.

- *Focus on distinctive competencies:* the main choices of "where to compete" and "how to compete" should be based on the company's distinctive competence. The distinctive competence is the sum of all the knowledge and skills accumulated by a company over the years. Moreover it represents also the recognition and appreciation by the clients on the market. In the course of time, the distinctive competence represents a real competitive advantage, as it becomes difficult to be imitated by competitors.

Research methods

Concerning the adopted research method, we have combined the contributions of the most robust publications on the theme with our research, which has been principally focused on identifying which are the main pillars that constitute the management model and how the management model is evolved in order to face the new management challenges. Making use of the technique of open-ended interviews, we attempted to refute or confirm the results of our previous research on the topic (D'Amato and Macchi, 2016). Our previous piece of work has involved a group of 220 executives with different organisational roles, coming from different realities in terms of industry, company's location and dimension. The group of 220 executives took part in a series of workshops of 25 people each, during the period 2014-2015. At the end of the project we had been able to identify six macro-clusters which represent the six main elements of the management model: control, motivation, objectives, decisions, information and learning.

The current research wants to deepen and strengthen the results obtained by the previous piece of work, adopting a different research method.

The current research is based on a series of open-ended interviews with seven CEOs of Italian multinational companies:

FESTO Italy - foundation: 1956, sales volume: €137,439,768, head count: 210 employees
EPSON Italy - foundation: 1987, sales volume: €220,072,262, head count: 160 employees
Angelini Group - foundation: 1919, sales volume: €1,500,000,000, head count: 1.400 employees
Dallara Automobili - foundation: 1972, sales volume: €53,161,362, head count: 140 employees
Binda Group - foundation: 1906, sales volume: €97,258,022, head count: 143 employees
Mapa Spontex Italy - foundation: 1952, sales volume: € 35,900,000, head count: 51 employees

We choose these company on the basis of the fact that they belong to different industries (automotive, pharmaceutical, consumer electronics, fashion, engines) and have different dimensions both in terms of revenue (from €35,000,000 to €1,500,000,000) and in terms of staff (from 50 people to 1,400 people).

As anticipated, in order to understand whether the interviewees confirmed the management model's pillars and in order to illustrate what a company has concretely to do for reinventing its management model in response to the environmental changes, we have decided to run a qualitative study based on seven open-ended interviews with the CEOs of the Italian multinational companies mentioned before. An open-ended interview is a way of gathering information from people. The interview is considered open-ended because, even

though the questions can be scripted, the interviewer usually doesn't know what the contents of the response will be. Open-ended interviews are classified into three groups, depending on how much structured they are: informal, semi-stuctured and structured. We have decided to use a structured form of open-ended interview, which is the most restrictive typology. In structured interviews, the interviewer has to repeat exactly the same question on a specific topic to each interviewee. Questions need to be previously defined and carefully worded to avoid ambiguity or specific undesired connotations. One advantage of open-ended interviews is that, in addition to fulfilling the original interview's objective, they can lead interviewers and researchers to new directions, letting them see perspectives and opportunities they didn't consider before. Participants have the chance to clarify what they mean too, providing their reasons and motivations. A possible disadvantage of open-ended interviews is the fact that generally they don't provide quantifiable data. But, it doesn't represent any impediment for our research aim of a new management model definition, which grounds on qualitative data.

To run the interviews, we have followed the characteristic phases of an open-ended interview (Turner III, 2010):

Open-ended questions

Questions have been worded so that respondents could expound on the topic in a conversional way, not just answering "yes" or "no". Many questions began with "why" or "how," which gives respondents freedom to answer using their own words.

Semi-structured format

In spite of giving respondent enough freedom to express their views, key questions had to be pre-planned, in order to fulfil the aim of understanding which are, from the interviewed CEOs' perspective, the main elements which compose the new management model.

Seek understanding and interpretation

All the interviews have been conducted by two interviewers, who employed their active listening skills to reflect upon what the speakers were saying. The interviewers should try to interpret what was being said and should seek clarity and understanding throughout the interview.

Recording responses

All the interviews were collected between November 2015 and July 2016. They lasted about 90 minutes each and have been taped and transcribed. The responses have been integrated with written notes collected by the interviewers. Written notes include observations of both verbal and non-verbal behaviours, as they occur, and immediate personal reflections and impressions about the interview.
In Table 1 we have collected the most interesting extracts from CEOs' interviews and we have clustered them on the basis of the main pillars of the management model (D'Amato, Macchi 2015).

Table 1: Results of CEO's interviews

FESTO Italy Foundation: 1956 Sales volume: €137,439,768 People: 210	EPSON Italy Foundation: 1987 Sales volume: €220,072,262 People: 160	Angelini Group Foundation: 1919 Sales volume: €1,500,000,000 People: 1.400	Dallara Automobili Foundation: 1972 Sales volume: €53,161,362 People: 140	Binda Group Foundation: 1906 Sales volume: €97,258,022 People: 143	Mapa Spontex Itay Foundation: Sales volume: €35,900,000 People: 51
INTERVIEWS' CLUSTER					
MOTIVATION					
"In Festo values make the company speed change."	"First of all we have defined our mission, vision, golden rules and strategic intents."	"First we have clearly defined the mission, vision and values of the Group."	"In Dallara we have clearly shared the idea of future we want to create."	"Everybody should increase their ability of seeing beyond their own task and a high accountability level is required."	"This is mission of today's boss: trying to make people feel part of the project."
WORKING ENVIRONMENT					
"We have built an environment where people are able to give their best."	"Our managers must take charge of creating a winning situation."	"We invest a lot of money in order to create a calm and positive environment where people could work at their best."	"We have created a coherent social environment which enables people to feel good."	"There is no doubt that feeling good in the working environment helps to generate ideas."	"We have created an environment where people can express themselves and work at their best"
INFORMATION					
"We say everything."	"We declare goals, plans and results."	"Our company communicates its plans, where it is going and all its difficulties with the right balance."	"In Dallara all our people have to share strategy and information."	"I am in favour of information disclosure. Knowing things as they are generates less anxiety."	"Information will be more and more shared and this is the key of the new management model."
OBJECTIVES					
"All of our people work constantly with the idea of managing the present and creating the future."	"We ask our people to work today, while constantly projecting the future."	"We don't have only short term goals but also long term objectives."	"Our company has 3 month, 3 years and 30 years objectives."	"We work with the idea to manage the present and to create the future."	"Our company has both short, medium and long term goals."
DECISIONS					
"In our company everyone is involved in the creation of the strategy."	"Strategy is a top down approach constantly open to bottom up contributions".	"Here, strategy is a top down process which is strongly influenced by a bottom up approach."	"Being able to take decisions without having all the information."	"Our strategic process is a teamwork activity."	"The game is always a team game" "Being able to integrate our intuition with something concrete is fundamental"
COORDINATION/CONTROL					
"Here, control systems are in everyone's hands. Control systems must be built together with the people who will use them."	"I prefer controlling without (too much) interfering."	"Control system are principally based on the concept of helping people to work better."	"The control system must help people to improve their performance".	"Here, every role is supposed to have a greater level of entrepreneur-ship."	"The control system must help us to know if we are on the right path".
LEARNING/GROWTH					
"We have our Training School and a Master Program for the new people entering the company."	"We involve people in training activities (courses, workshop, conferences) constantly, in order to develop their full potential."	"We invest a lot in developing the core competences at all levels."	"In Dallara, a manager is «someone» who evaluates me and helps me to find my place in the future."	"We encourage people to learn on the job organising meeting and workshop weekly".	"Each people has his/her personal development plan."

Research results

The main outcome of the research is that of having identified the main pillars of the management model and how they have evolved in the course of time, which is something that was missing for both academia and management, till this time (Table 2). Combining the contributions of the most recent and robust researches on the topic with our research, we managed to identify the six possible dimensions of the new management model: decisions, control, objectives, motivation, information and learning. That is also a relevant confirmation of the conclusions of our prior research (D'Amato, Macchi 2016).

All the interviewed CEOs, in fact, recognised the six mentioned elements as essentials of their everyday activity of both business and people management.

Table 2: From the old to the new management model

Management model's dimensions	Old management model	New management model
DECISIONS	Top down approach Only one leader	Top down & bottom up approach Participative leadership
COORDINATION & CONTROL	Essentially based on control Boss control employees	Based to help people to work better People & team more self-directed
OBJECTIVES	Top Down Approach Short term orientation	Top down & bottom up approach More focus on medium and the long term
MOTIVATION	Extrinsic & based on rewards and benefits	More intrinsic and based on involvement and job quality
INFORMATION	Reserved to few people	Available to all the stakeholders
LEARNING/ GROWTH	Left to individuals Only for few people Knowledge is power	Planned For everybody Shared knowledge/organisational learning

Source: Authors' results

These dimensions have dramatically changed in time. As previously mentioned, current companies' needs and challenges are very different from the ones of 50 years ago, when the traditional managerial principles theorised by Taylor and Ford were still successfully applied. Our interviewees attested that, the continuous evolution and improvement of the six management model's dimensions is mandatory for companies which are determined to maintain their competitive advantage and go on generating new value in time.

Decisional processes can't rely only on hierarchical principles anymore, they should be based on new concepts of shared responsibility and shared company knowledge, instead. Decision making could be implemented with a double approach: top-down for strategic decisions, bottom-up for more operative ones, in order to get employees more involved and committed. Coordination and control policies are shared too, since people and teams should become more self-directed and self-managed. Similarly, the definition of objectives

bases itself on a double top-down and bottom-up approach: while vision and strategic aims still rely on top management, operative tasks should be set with the help of all those employees who are directly involved in targeted activities. Moreover, objectives can't be uniquely monetary and focused on the short term. We suggest to widen the referring time horizon and to include a greater sensitivity towards social aims. Motivation is strongly personal and related to individual needs and perceptions. It can't be only influenced by economic aspects therefore; it should be determined by a higher level of commitment and a higher job quality instead. Information need to be shared and transparently communicated inside the company. Employees should be provided with all the pieces of information they need to perform their job at their best. A final mention is due to the learning and growth processes which have to be planned at the organisational level, devoted to all employees and enlarged to cross-functional competences. This last element is crucial, since learning represents the essential engine for companies to grow and improve continuously. Their capability to learn and their willingness to call past certainties into question support companies in creating new value and survive in such a complex environment, as the current one.

Conclusions and limitations

Combining the contributions of the forefront scientific researches on the topic and the results of our study, we managed to identify the six main dimensions of the management model: decisions, control, objectives, motivation, information and learning. These elements have fundamentally changed in the course of time, in order to cope with the new VUCA business world. The old management model was invented to perform the wide variety of tasks demanded by the large industrial organisations to allow the companies of that time to deliver standardised, mass-produced outputs for a rapidly-growing market. However, nowadays the organizational and market needs have profoundly changed. Decisional processes should be enlarged in favour of allowing all the employees to add value. This is another crucial point: companies today are too much focused on the short term and on shareholders' requests. Quarter economic results seem to be their unique relevant scope. Surely it is fundamental to pay attention and stay tuned to them, but at the same time companies must be sure to have objectives which are oriented to their stakeholders and sustainable in the long run too. Motivation can't depend uniquely on money. Motivation is related to the inner part of people and it increases when employees feel committed and proud of being part of the team, when they perceive the quality of their work and its relevance for the achievement of the defined organisational objectives. Information sharing, good communication and transparency are key elements, with a positive impact on motivation too; when people are aware of being informed about what is going on inside their company, they feel part of the organisational life and feel considered, they are therefore more motivated to run the so-called extra mile for the company itself. The present study is not free from limitations. The very first limitation of this work is related to the small number of companies involved and to the fact that all the companies are located in Italy. Therefore, the considered framework is quite limited, which makes it difficult to generalise from the obtained results of the interviews. Nevertheless, it is worth to underline the fact that all the interviewed CEOs, in spite of working in Italy, have responsibilities abroad and and manage people in different countries, which provide them with a wider perception, not strictly limited to the national boundaries .

Therefore, in order to strengthen and back up the findings and conclusions of this study, it is essential to enlarge the sample, involving companies, coming from different industries and countries.

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Open Skies? The Middle East's arrival into the American Air Travel Market

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Abstract

This case is about the ongoing feud between three "legacy carrier" airlines based in the United States and a trio of new competitors who have recently arisen from the Persian Gulf region of the Middle East. The US3 (American Airlines, United Airlines, Delta Air Lines) are displeased with their loss of market share on international routes as result of the ME3's (Emirates, Etihad Airways, Qatar Airways) aggressive addition of direct routes to US airports in recent years.

This case provides a detailed backstory of the air travel industry's policy foundations, growth and change during recent historical periods, and the modern competitive landscape resulting from the ME3's success. The case also provides comparison of the US3's and the ME3's vastly different business models and an account of the feud as it has progressed to the present day.

In a classroom setting, this case will foster discussion about the merits of both sides' charges against the other and examine the broader economic context of the ME3's arrival in the United States. The case provides a window of better understanding of the strategy the airline companies may follow, given the situations as they are now. Some of the possible discussion questions are provided at the end of the case. Through the narrative accounts and the quantitative data provided in the exhibits, students should gain an understanding of the strategic differences between the groups and the business decisions that have brought the stakeholders to this present-day disagreement.

The case culminates in the question of whether the United States government, under pressure from the US3 to instigate discussions with Qatar and the UAE, should act in the interests of the US3 airlines, despite other sectors of the U.S. economy's not sharing in the US3's allegations and grievances.

Keywords: Air travel; open skies; legacy carrier; Porter's five forces; environmental competitiveness;

Introduction

The airline industry has grown remarkably over a period of time and so has the market. The airline industry is acting in a competitive market—at home and abroad. The management of airline companies, therefore, has to steer through the competition very strategically. Porter (2008) provided a model of five forces: competition in the industry, potential of new entrants into the industry, power of suppliers, power of customers and threat of substitute products, which could help to identify the type of strategy the company could follow. The authors argue that, as the industry is ever-evolving in different ways—national, international, low-cost carrier or discount carrier, cargo, regional etc.—the airline

company's option would be to find a suitable, appropriate strategy for the management of the company to follow.

Theories on strategy area document that competitive advantage as a way of explaining how management decisions or market factors lead to better economic performance. As customers now have become more demanding in terms of their needs, tastes and preferences, the importance of customer satisfaction hardly needs any emphasis in competitive markets (Valmohammadi and Beladpas, 2014). Therefore, environmental competitiveness, among others, runs through management strategy deliberations (Hansen and Schaltegger, 2016). Rust et al. (2004) documented that a unified strategic framework enabling a competing marketing strategy could help provide anticipated return, including financial.

This case on the airline industry contributes to the literature on how companies in the airline industry could be more competitive and how the industry could better focus to serve the customers. Also, the case would provide a very good instrument for generating interesting classroom discussion.

Background to the case

The catering manager at Atlanta's historic Fox Theater scanned the inbox on the morning of May 17, 2016. The previous night had been a late one for Cecilia and her catering team, as the theater was booked for an exclusive party hosted by Qatar Airways. The ritzy bash celebrated the Middle Eastern airline's upcoming launch of daily flights between Atlanta and Doha, Qatar, their global hub. The party's VIP guests had enjoyed an evening of food, drink, and a headlining concert by global megastar Jennifer Lopez.

The catering manager opened an email from a friend, a pilot for Delta Air Lines. Delta was one of the United States' leading carriers and the single largest employer in the city of Atlanta. The catering manager also knew that the company had generously sponsored the Fox Theater for over 20 years. As the manager read the email, her jaw dropped. According to local media, Delta had decided to cut all sponsorship ties with the Fox because the theater had agreed to host the launch event for rival Qatar Airways. The catering manager read the following statement from Delta's chief legal officer:

"When the CEO of Qatar first told the world that they would be flying to Atlanta, what he told the world was that he was going to start a flight from Doha to Atlanta… to rub salt in the wounds of Delta. So we were very surprised and disappointed when we learned that the Fox Theater—an organization that we've supported for years, an organization that has called us its official airline—we were shocked and surprised when we learned that they were hosting the coming out party for Qatar."

The Fox Theater had become caught in the middle of a tense feud between America's three dominant airlines and a trio of new competitors from the Middle East's Persian Gulf region. The American group, henceforth referred to as the **US3**, includes American Airlines, United Airlines, and Delta Air Lines. The Middle East three, noted henceforth as the **ME3**, are Emirates, based in Dubai, UAE; Etihad Airways, based in Abu Dhabi, UAE; and Qatar Airways, based in Doha, Qatar (see Exhibit A).

As the ME3 have added routes to the United States from their global hubs in the Middle East, the US3 have found the lucrative transatlantic air travel business more competitive

than ever before. With a uniquely luxurious product offering, the ME3 have posed a serious threat to the US3 and their long-term alliance partners in Europe. The US3, in a 2015 co-published white paper, charged the ME3 with benefitting from "$40 billion in subsidies and other unfair government-conferred advantages" that have created an inequitable competitive environment. Emirates and the other ME3 members shot back at these claims with white papers of their own, bluntly dismissing the US3's complaints as factually incorrect. With the ME3's ambitions for US expansion not slowing down, the US3 called on their own government to revisit the bilateral agreements that the US signed with the United Arab Emirates and Qatar. Is the playing field unfair, or have new competitors simply stepped up with a superior product? Is America's broader economy gaining anything from the arrival of ME3 air service?

The history of commercial air travel

The first commercial flight ever operated was in the United States in 1914. On the first day of that year, Tony Jannus flew a Boniest flying boat from St. Petersburg, Florida, to Tampa, Florida, ushering in the era of passenger air travel. In the years following that historic event, American engineers and businesspeople would lay the groundwork for the modern industry known today. One notable example was William Boeing, who helped create the Boeing Airplane Company, a leading commercial aircraft manufacturer, and an airmail service that would later become United Airlines (Iatrou, 2014).

Freedoms, Open Skies Agreements, and Deregulation

As the industry grew, the need for international regulatory bodies arose. The International Civil Aviation Organization (ICAO) is an autonomous specialized agency of the United Nations that develops standards, policies, and safety protocol for its global membership. A wide range of fundamental rules, rights, and regulations for commercial air travel were signed by ICAO's founding states at the 1944 Convention on International Civil Aviation, commonly known as the Chicago Convention. This included the Freedoms of the Air, which codify the specific types of air services permitted between two or more nations (see Exhibit B and Exhibit C) (International Civil Aviation Organization, 2016).

The Freedoms of the Air serve as building blocks for nations who sign bilateral agreements to liberalize air service between them. The goal of such agreements is to reduce or abolish government interference in the capacity, route, and pricing decisions of airlines. This results in lower ticket prices, more choice for consumers, and a more competitive environment. The United States passed the Airline Deregulation Act in 1978, formalizing a commitment to ease restriction in the country's domestic and international air travel markets (Litan, 2015).

Today, over 70% of international departures from American soil land in one of the 120 countries that have a full Open Skies agreement with the United States. Open Skies refers to the most liberal version of these bilateral agreements, and typically allow all five of ICAO's Freedoms of the Air.

According to the US State Department, Open Skies agreements "expand cooperative marketing opportunities between airlines, liberalize charter regulations, improve flexibility for airline operations, and commit both governments to high standards of safety and security. They also facilitate countless new cultural links worldwide (United States

Department of State, 2016)." The USA finalized Open Skies agreements with Qatar and the UAE in 2002.

The legacy of the US3

The US3 in their current form are some of the world's foremost legacy carriers, a term that generally refers to airlines formed around the birth of commercial aviation and long before deregulation transformed the industry in 1978. The US3 are all publicly traded companies based in the United States, and all three are listed on the S&P 500 stock market index.

America's Air Travel Industry

Today, the United States of America is the world's largest market for air travel, with 657 million passengers flying to, from, or within the country in 2015 (Cooper, 2016). The US3 provide both domestic and international service from hub airports and secondary destinations across the United States and beyond. The US3 carried 37.5% of the total international air traffic to and from the United States in 2015, with US-based airlines and foreign airlines each carrying an equal 50% of the year's total traffic (see Exhibit D).

The terrorist attacks of September 11, 2001, had a devastating impact on airlines and ushered in a historically tumultuous decade for commercial aviation, especially in the United States. US-based airlines, already financially strained before the attacks, suffered $19.6 billion in losses over 2001 and 2002, and $57.7 billion between 2001 and 2005. Shortly after 9/11, the US Air Transportation Safety and System Stabilization Act was passed, providing US-based airlines with $5 billion in loss compensation related to the terrorist attacks and an additional $10 billion in future loan guarantees.

Bankruptcies and Mergers

All three of the US3 declared Chapter 11 bankruptcy in the years following 9/11, and all three underwent a massive merger with another domestic carrier in the years following their restructuring.

United entered bankruptcy protection in 2002, emerging in 2006. During bankruptcy, the airline aggressively renegotiated labour contracts and terminated employee pensions. This constituted the largest corporate pension default in US history. United Airlines, while maintaining their brand, merged operations with Continental Airlines to form the world's largest carrier in 2011.

Delta entered Chapter 11 in 2005. The company's expenses were out of control, and its annual losses were in the billions and climbing. Key issues included jets too large to turn a profit on domestic routes and unreasonably high labour costs. Some senior pilots were earning salaries of $300,000 annually. Delta exited bankruptcy in 2007, and in 2009 merged with Northwest Airlines. The combined entity retained the Delta name and realized billions in savings as a result.

Years later, in 2012, American would enter Chapter 11. The airline was also dealing with massive expenses and turned to sweeping labour reductions as part of its cost-saving measures. Thirteen thousand jobs across the entire operation were cut as part of an effort to reduce annual operating costs by $2 billion. As part of American's exit from bankruptcy

in 2013, the airline merged with US Airways to create another mega-carrier similar to the post-merge entities of United and Delta.

The merged and restructured US3 retained their dominant positions in the American air travel market as the industry returned to a healthy state of profitability in the late 2000s.

The rise of the ME3

In contrast to the US3, the ME3 are very young companies that have risen quickly as major players in the airline industry. The ME3 are all state-owned entities. Qatar and the United Arab Emirates are governed by monarchies, and some management roles in the ME3 are filled by members of their respective ruling families.

Emirates

Emirates began in 1985 when British airline executive Maurice Flanagan partnered with members of the ruling Al-Makhtoum family of Dubai to create an airline for the fast-growing city. The airline received $10 million in startup capital from the monarchy and began operations in October 1985 with two leased aircraft and three destinations: Karachi, New Delhi, and Mumbai (Emirates, 2016).

Today the airline operates over 3600 weekly flights to 154 cities in 82 countries around the globe, all served from the opulent Terminal 3 at Dubai International Airport, which became the exclusive home for Emirates flights in 2008.

The company sponsors athletic clubs and high-profile events in key markets worldwide, including the FIFA World Cup and the Arsenal Football Club in London. They also sponsor multiple high-profile football and cricket clubs in Europe and Asia. The company currently estimates its brand value at $7.7 billion USD, the most valuable airline brand in the world. It has built a strong reputation for quality among elite business and leisure travelers, propelling it to its top position among the ME3.

Qatar Airways

Qatar Airways began operations in 1994 as a regional carrier for the state of Qatar. The ruling Al-Thani family re-launched the airline in 1997 with ambitions to become a global carrier at the forefront of service excellence.

The airline has successfully grown its network to over 150 destinations around the globe. Qatar Airways has received consistent accolades for its superior onboard product, including the Airline of the Year award from Skytrax in 2011, 2012, and 2015. In 2014, the airline moved into its new home at Hamad International Airport, a brand new, $15.5 billion USD facility outside Qatar's capital of Doha.

Etihad Airways

In July 2003, Etihad Airways was created by royal decree in the emirate of Abu Dhabi. Operations commenced in November 2003, making it the youngest of the ME3. The airline serves 117 destinations worldwide in 2016, bringing with it $7.4 billion USD in core economic contribution for Abu Dhabi as well as $2.2 billion USD in tourism-related revenues (Etihad Airways, 2016).

Etihad Airways has pioneered some of the most innovative onboard products the industry has ever seen for first- and business-class passengers. The airline launched "The Residence" in December of 2014 onboard its Airbus A380 aircraft. The Residence is a three-room cabin that can accommodate one or two passengers. It includes a private living room, a bedroom with a double bed, and a bathroom with a shower (Etihad Airways, 2014).

Strategic Comparisons

Of the roughly 1,700 routes that the US3 and ME3 operate, the rival groups overlap on only two of them (Dow, 2015). While they may not compete directly on many routes, they do compete to attract the millions of passengers who travel between the United States and the various populated regions of the Middle East, Central Asia, Africa, and the Indian Subcontinent.

Strategic Geography

The ME3's fortunate geographical location is a key factor in their successful hub-and-spoke network strategy. Because 66% of the world's population can reach Dubai, Abu Dhabi, or Doha by plane in eight hours or less (and 33% in four hours or less), the ME3 offer travellers access to hundreds of destinations with only a single convenient stop. Furthermore, the ME3's push into the United States connects the world's largest travel market with the vast population centres of Asia and Africa more directly than ever (Molavi, 2015). (See Exhibit E and Exhibit F.)

Product

The US3 have struggled to maintain a quality product for their passengers, and these struggles have been further compounded by the legacy of their mergers and restructuring efforts. Their problems with inconsistent service levels, outdated airport facilities, and aging aircraft interiors have been widely documented by frustrated passengers and employees. In a 2016 letter to American's CEO, the union representing American's pilots said that the "American Airlines product is outright embarrassing and we're tired of apologizing to our passengers" (Zhang, American Airlines pilots: We are tired of apologizing for our embarrassing company , 2016). In 2016, Trip Advisor had American and United as the world's 7th and 11th worst-ranked airlines, respectively (Smith, 2016).

Conversely, the ME3 have brought the flight experience to luxurious new heights. With a focus on service, amenities, and state-of-the-art aircraft, the ME3 have consistently won praises and awards for the experience they offer to customers. Their innovative products in first and business class have become the preferred standard for the wealthiest travelers and an aspirational experience for the mass market of economy class flyers around the world.

Airline Alliances

Each of the US3 has decades-long relationships with different partner airlines around the world. United, Delta, and American are founding members of their respective airline alliances: Star Alliance, SkyTeam, and Oneworld. The largest of the three, Star Alliance, includes United, Air Canada, Lufthansa, Air New Zealand, and Singapore Airlines. SkyTeam brings Delta together with partners that include Air France, KLM, Korean Air, and

Aeromexico. Oneworld includes American, British Airways, Japan Airlines, and Australia's Qantas.

Members of airline alliances can often sell seats on each other's planes, codeshare their services on key routes, and offer reward incentives across the loyalty programs of their members. Flight segments on different partner airlines can also be combined on a single ticket, allowing seamless connections for passengers. The three alliances have created extensive global networks for the US3 and their partners, airlines that might otherwise be able to serve only a specific geographical area.

Before the rise of the ME3, the bulk of the transatlantic air travel market was controlled by alliance partnerships like American Airlines/British Airways, Delta/Air France, and United/ Lufthansa. Travel between the United States and destinations in Africa, Central Asia, or the Middle East generally required making a connection in Europe or the United Kingdom using one of the US3's alliance partners.

Only one of the ME3 has adopted the conventional strategy of joining one of the three major alliances: Qatar Airways joined the Oneworld alliance in 2013, and the cooperative advantages of the relationship have proven fruitful for American Airlines. Passengers connecting from Qatar Airways to American make up 42% of all traffic connecting from US-bound ME3 flights onto all US-based airlines (see Exhibit G).

Emirates, the largest of the ME3, has built a significant global reach from its Dubai hub and has opted to independently build a dominant empire of its own rather than grow with the help of formal alliance partners. On the issue of alliances, Emirates' Senior Vice President of Commercial Operations opined that "[the airline's] ability to react in the marketplace is hindered because you need a consensus from your alliance partners" (Heasley, 2010).

Etihad has taken the unique approach of creating its own alliance, Etihad Airways Partners, by strategically acquiring a minority equity stake in fledgling airlines around the world. Etihad owns a 29% stake in Germany's Airberlin, a 49% stake in Italy's Alitalia, and a 24% stake in India's Jet Airways. They also recently acquired a 20% stake in Virgin Australia, a 40% stake in Air Seychelles, and a 49% stake in Air Serbia (Etihad Airways, 2016).

Aircraft Fleet

As a consequence of their various mergers, the US3 operate large, diverse fleets of wide-body and narrow-body aircraft. This has impeded the US3's efforts to offer a more consistent onboard product across its network, especially when it comes to first- and business-class offerings.

United and American, both with ageing fleets are opting for aggressive renewal with newly manufactured planes.

Delta seeks second-hand aircraft being retired from other airlines' fleets and purchases them at steep discounts. They then leverage their strength in maintenance and tune up the planes for entry into Delta service. This is a cornerstone of Delta's prudent cost management strategy and has contributed to their leading profitability position among the US3.

The ME3 operate some of the youngest fleets of any airline in the world. Their fleet strategy emphasizes new wide-body jets that offer maximum fuel efficiency, state-of-the-art onboard amenities, and leading environmental emissions performance. The ME3 plan to continuously renew their fleet with new aircraft to maintain their industry-leading fleet ages (see Exhibit H).

United States–based Boeing, one of the two leading aircraft manufacturers in the world, is currently building hundreds of new aircraft for the ME3. Qatar Airways intends to buy 100 new planes from Boeing, with a list price value of $18.6 billion (Boeing, 2016). Emirates currently has 176 Boeing 777 aircraft on order, and Etihad will be the launch customer for the new generation of long-range 777 aircraft, called the 777X series.

Labor

The US3 are bound to collective agreements that dictate the employment terms of their various labor groups. Pilots, flight attendants, ground staff, and other labor groups have had union representation for decades. Delta, American, and United operate with much higher labor costs as a consequence, and significant operational constraints exist as a direct result of unionized labor standards.

Conversely, the ME3 do not have any union organization among their workforces. They employ thousands of pilots and flight attendants and can enforce employment terms that are highly favorable for the airline. Emirates flight attendants, for instance, are recruited from around the world. They sign contracts for three years of service and are provided free shared housing in Dubai for the length of their employment. The job is highly sought after by young people worldwide, as it offers a glamourous lifestyle as a part of a globally respected travel brand.

The feud

The ME3 began adding nonstop routes to the United States in 2004, when Emirates launched service between Dubai and New York's John F. Kennedy International Airport (JFK). Over the course of the next decade, the ME3 would all connect their hubs to a growing number of large American cities (See Exhibit I and Exhibit J). The US3 did not make a public issue of this expansion during this period. The feud's unofficial catalyst was Emirates' decision to exercise its 5th Freedom rights under the US-UAE Open Skies agreement; the airline launched flights from JFK to Milan, Italy, in 2013, with the same flights continuing on from Milan to Dubai. This put Emirates in direct competition with the US3's profitable transatlantic routes to Europe. With a high-profile brand and an award-winning onboard product, Emirates' growing presence in the American market began to make the US3 anxious about future market share losses.

The US3, rivals in their own right, joined together in early 2015 to form the Partnership for Open and Fair Skies. They published a 55-page white paper that decried an unfair competitive environment caused by the ME3's use of "massive government subsidies."

The white paper identified specific aspects of the ME3's airline operations and deemed them to be funded unfairly or in contravention of the Open Skies Agreements between the United States and Qatar/UAE. These aspects included the hedging of fuel costs, labor cost disparity, and others.

On the partnership's website, the US3 deny that the ME3 are providing any benefit to the United States economy. They assert that "while the three Gulf carriers are taking significant market share from U.S. and third country airlines, they are not meaningfully creating new demand, which is the only way there would be net benefits for U.S. jobs and the U.S. economy in the long term."

Each member of the ME3 responded separately to the US3's white paper. Emirates, in a 210-page rebuttal, dismissed the US3's claims as false, and they insisted their success was not the result of government subsidy, but of innovation and attention to the needs of the consumer.

"Emirates has earned a profit for twenty-seven straight years, because Emirates (1) is committed to world-class customer service, (2) is well-managed, and (3) has pioneered an innovative aviation model: long-haul to long-haul service that reduces costs and travel times and provides unrivaled global connectivity for international travelers, particularly in the heavily populated but underserved countries in the Indian Subcontinent and Africa (Emirates' response to claims raised about state-owned airlines in Qatar and the United Arab Emirates, 2015)."

Qatar Airways echoed the sentiments of Emirates in their own response document. The airline opined that while the US3

"attempt to cloak their claims in pro-competitive rhetoric, the reality is that they object to the emergence of new competitors that are harnessing changes in aircraft technology to efficiently carry traffic to Qatar, the Gulf Region and the Indian subcontinent, markets that they have largely ignored over the years. While it is understandable why the [US3) might wish to have 100% of this traffic move over the inefficient and congested hubs of their European alliance partners, US aviation policy has been expressly designed to encourage innovation and the introduction of new service options."

The US3 clarified that they were in support of maintaining Open Skies agreements but were acting to restore "genuine Open Skies with respect to Qatar and the UAE, by addressing their trade-distorting subsidy practices in this sector" (Restoring open skies: the need to address subsidized competition from state-owned airlines in Qatar and the UAE, 2015). Despite this clarification, the US3 have continued to actively lobby the United States government to act to prevent further ME3 expansion to United States airports.

Questions
(1)   Is it in the US government's interests to request consultations with the UAE and Qatar, as the US3 are lobbying it to do?
(2)   Have the ME3 broken any laws to get to where they are?
(3)   Are all sectors of America's economy suffering as a result of the ME3's American expansion?
(4)   What else can the US3 do to address the threat of their new competitors?
(5)   Was the strategy followed by the US3 in the situations they were in then appropriate? If not, what strategy should/could they have followed?
(6)   What are your comments on the fairness of the operations by the US3 and ME3 in the case?
(7)   What are the serious challenges that the airline industry encounters at present?
(8)   In the context of the above, would corporate responsibility have a role to play?

EXHIBIT A – US3 AND ME3 HEADQUARTERS AND HUB AIRPORTS

	Emirates (EK)	Etihad Airways (EY)	Qatar Airways (QR)
Headquarters	Dubai, United Arab Emirates	Abu Dhabi, United Arab Emirates	Doha, Qatar
Hub airport	Dubai Int'l Airport (DXB), Dubai, UAE	Abu Dhabi Int'l Airport (AUH), Abu Dhabi, UAE	Hamad Int'l Airport (DOH), Doha, Qatar
	American Airlines (AA)	**United Airlines (UA)**	**Delta Air Lines (DL)**
Headquarters	Fort Worth, Texas, USA	Chicago, Illinois, USA	Atlanta, Georgia, USA
Hub airports	Los Angeles Int'l Airport (LAX), Los Angeles, CA	Los Angeles Int'l Airport (LAX), Los Angeles, CA	Los Angeles Int'l Airport (LAX), Los Angeles, CA
	John F. Kennedy Int'l Airport (JFK), New York, NY	Newark Liberty Int'l Airport (EWR), Newark, NJ	John F. Kennedy Int'l Airport (JFK), New York, NY
	LaGuardia Airport (LGA), New York, NY	O'Hare Int'l Airport (ORD), Chicago, IL	LaGuardia Airport (LGA), New York, NY
	O'Hare Int'l Airport (ORD), Chicago, IL	Denver Int'l Airport (DEN), Denver, CO	Cincinnati/Northern Kentucky Int'l Airport (CVG), Hebron, KY
	Charlotte Douglas Int'l Airport (CLT), Charlotte, NC	George Bush Intercontinental Airport (IAH), Houston, TX	Detroit Metropolitan Airport (DTW), Detroit, MI
	Dallas/Fort Worth Int'l Airport (DFW), Dallas, TX	San Francisco Int'l Airport (SFO), San Francisco, CA	Hartsfield–Jackson Atlanta Int'l Airport (ATL), Atlanta, GA
	Miami Int'l Airport (MIA), Miami, FL	Washington Dulles Int'l Airport (IAD), Washington, DC	Logan Int'l Airport (BOS), Boston, MA
	Philadelphia Int'l Airport (PHL), Philadelphia, PA	Narita Int'l Airport (NRT), Tokyo, Japan	Minneapolis–Saint Paul Int'l Airport (MSP), Minneapolis, MN
	Phoenix Sky Harbor Int'l Airport (PHX), Phoenix, AZ	Antonio B. Won Pat Int'l Airport (GUM), Guam	Salt Lake City Int'l Airport (SLC), Salt Lake City, UT
	Ronald Reagan Washington National Airport (DCA), Washington, DC		Seattle–Tacoma Int'l Airport (SEA), Seattle, WA

IJMC

EXHIBIT B – ICAO'S FREEDOMS OF THE AIR - DIAGRAM
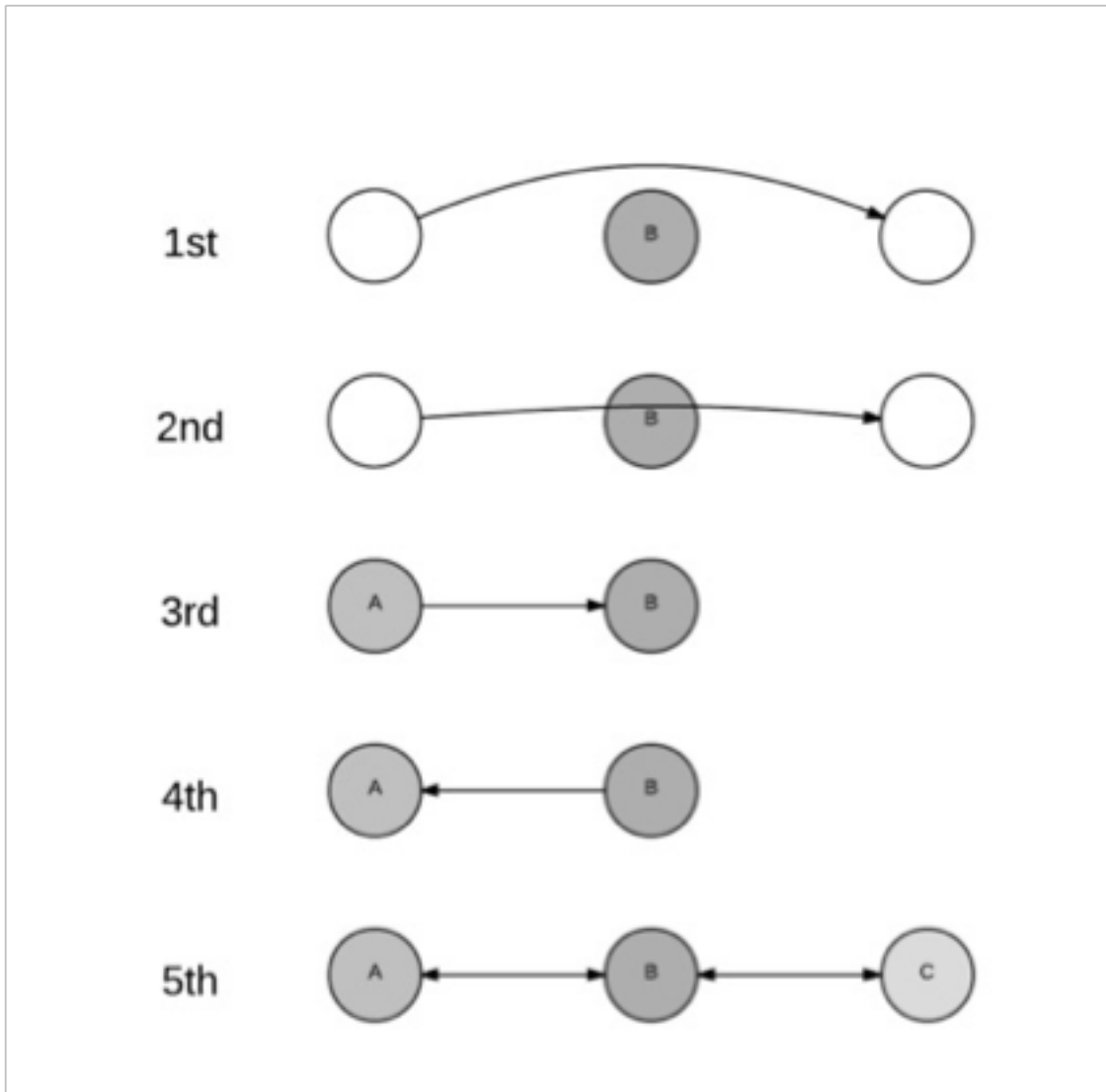
By Synchronism (Using online software from www.lucidchart.com) [GFDL (http://www.gnu.org/copyleft/fdl.html) or CC BY-SA 3.0 (http://creativecommons.org/licenses/by-sa/3.0)], via Wikimedia Commons

EXHIBIT C – ICAO'S FREEDOMS OF THE AIR – DESCRIPTIONS AND EXAMPLES

Freedom	Description	Example
1st	the right to fly over a foreign country without landing	Rome – Dublin by an Italian company, overflying France
2nd	the right to refuel or carry out maintenance in a foreign country without embarking or disembarking passengers or cargo	Toronto – New Delhi by a Canadian company, stopping for fuel in Istanbul
3rd	the right to fly from one's own country to another	Melbourne – Vancouver by an Australian company
4th	the right to fly from another country to one's own	Moscow – Shanghai by a Chinese company
5th	the right to fly between two foreign countries on a flight originating or ending in one's own country	Singapore – Los Angeles – Mexico City by a Singaporean company

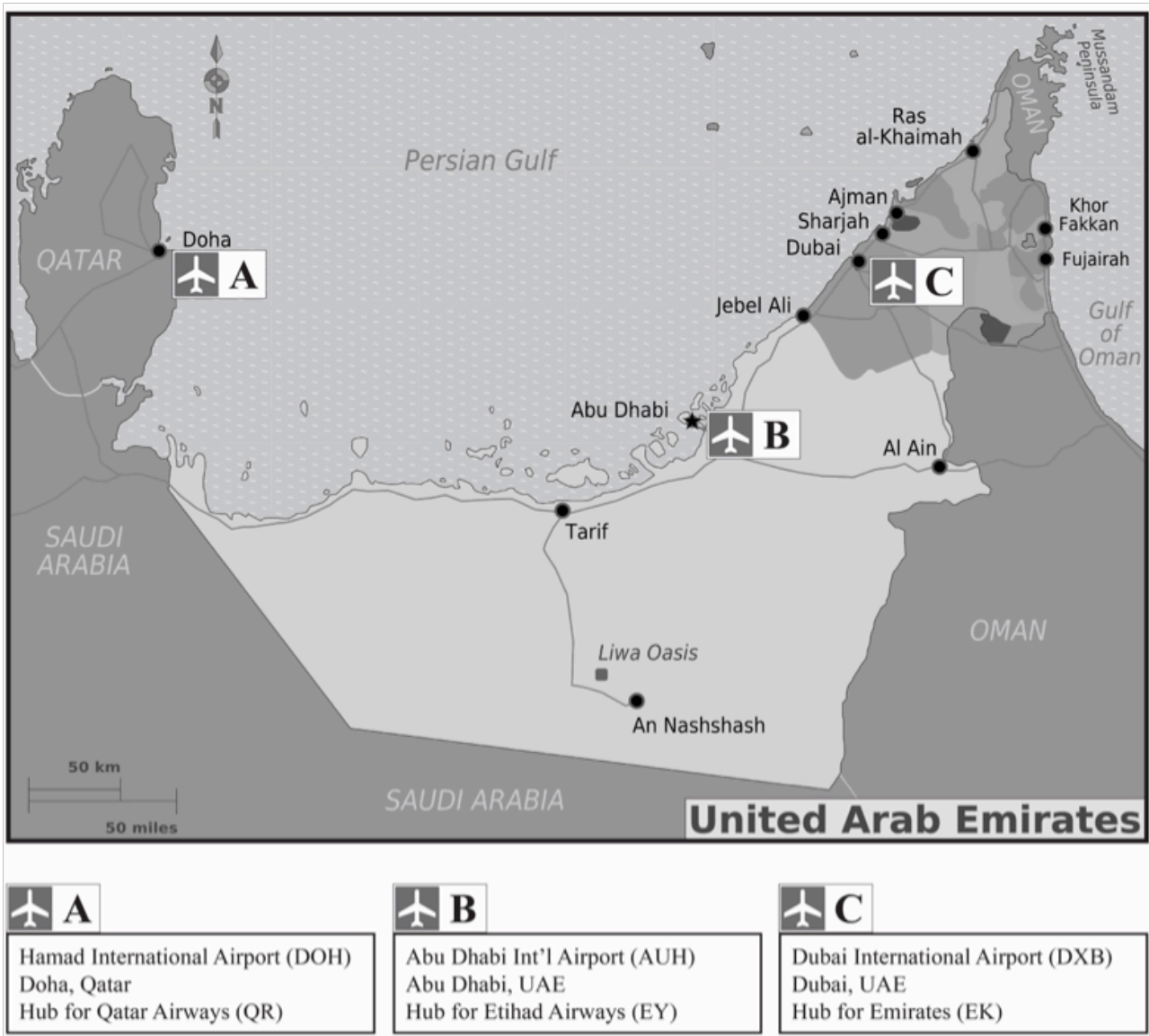**EXHIBIT D - INTERNATIONAL AIR TRAFFIC TO/FROM THE U.S. - 2015**

	Passengers (millions)	% Change over 2014	Market Share (%)
United (UA)	30.504	-0.1%	14.6%
Delta (DL)	24.118	4.5%	11.5%
American (AA)	24.049	8.2%	11.5%
TOTAL US3	78.671	3.7%	37.6%
Total USA-based airlines	104.601	2.4%	50.0%
Emirates (EK)	3.077	33.1%	1.5%
Etihad (EY)	1.272	20.3%	0.6%
Qatar (QR)	1.172	39.2%	0.6%
TOTAL ME3	5.521	33.3%	2.6%
Total Foreign Airlines	104.51	9.7%	50.0%
Total	209.1	6.0%	100.0%

Source: International Trade Administration – U.S. Department of Commerce
http://travel.trade.gov/tinews/archive/tinews2016/20160219.asp

EXHIBIT E – THE MIDDLE EAST REGION (PERSIAN GULF REGION IN BOX)

Source: By TownDown [GFDL (http://www.gnu.org/copyleft/fdl.html), GFDL (http://www.gnu.org/copyleft/fdl.html) or CC-BY-SA-3.0 (http://creativecommons.org/licenses/by-sa/3.0/)], via Wikimedia Commons

EXHIBIT F – MAP OF HUB AIRPORTS IN THE PERSIAN GULF REGION

Source: By Ksamahi (Own work) [CC BY-SA 3.0 (http://creativecommons.org/licenses/by-sa/3.0)], via Wikimedia Commons

EXHIBIT G – CONNECTING PASSENGER NUMBERS FROM THE ME3 TO THE US3 - 2014

Connecting To:	Connecting From:			Total	Share
	Emirates (EK)	Etihad Airways (EY)	Qatar Airways (QR)		
American (AA)	43853	105258	304743	453854	62%
United (UA)	22503	7684	13954	44141	6%
Delta (DL)	27629	4410	1799	33838	5%
JetBlue (B6)	80616	31864	23222	135702	18%
Others	58527	2259	2422	63208	9%
Total	233128	151475	346140	730743	
Share	32%	21%	47%		

Source: OAG Traffic Analyzer

http://www.oag.com/blog/delivering-passengers-gulf-carriers-importance-us-airlines

EXHIBIT H – ME3 and US3 FLEET SIZE, MIX, AND AGE

	Emirates (EK)	Etihad Airways (EY)	Qatar Airways (QR)	American Airlines (AA)	United Airlines (UA)	Delta Air Lines (DL)
Number of Aircraft in Fleet	245	125	166	930	728	838
Nimbler of Aircraft model types	2	9	9	11	8	13
Average Fleet Age	5.2 years	6 years	6.1 years	10.4 years	14.1 years	17 years

EXHIBIT I – ME3 EXPANSION OF SERVICE TO US AIRPORTS – BY YEAR

	Emirates (EK) launches service from Dubai (DXB) to:	Etihad Airways (EY) launches service from Abu Dhabi (AUH) to:	Qatar Airways (QR) launches service from Doha (DOH) to:
2004	New York City, NY (JFK)		
2005			
2006		New York City, NY (JFK)	
2007	Houston, TX (IAH)		New York City, NY (JFK)
			Washington, D.C. (IAD)
2008	Los Angeles, CA (LAX)		
	San Francisco, CA (SFO)		
2009		Chicago, IL (ORD)	Houston, TX (IAH)
2010			
2011			
2012	Dallas, TX (DFW)		
	Washington, D.C. (IAD)		
	Seattle, WA (SEA)		
2013	New York City, NY (JFK) via Milan, Italy (MXP)	Washington, D.C. (IAD)	Chicago, IL (ORD)
2014	Chicago, IL (ORD)	Los Angeles, CA (LAX)	Dallas, TX (DFW)
	Boston, MA (BOS)	San Francisco, CA (SFO)	Miami, FL (MIA)
		Dallas, TX (DFW)	Philadelphia, PA (PHL)
2015	Orlando, FL (MCO)		
	Fort Lauderdale, FL (FLL)		Los Angeles, CA (LAX)
2016			Boston, MA (BOS)
			Atlanta, GA (ATL)

Source: Emirates Annual Reports, Etihad Annual Reports, Qatar Annual Reports

EXHIBIT J – ME3 EXPANSION AND SERVICE FREQUENCY TO US AIRPORTS – BY AIRPORT

	Emirates (EK) to Dubai (DXB)		Etihad Airways (EY) to Abu Dhabi (AUH)		Qatar Airways (QR) to Doha (DOH)	
	Weekly flights as of August 8th 2016	Entry year	Weekly flights as of August 8th 2016	Entry year	Weekly flights as of August 8th 2016	Entry year
John F. Kennedy International Airport (JFK), New York City, NY	21	2004	14	2006	14	2007
John F. Kennedy International Airport (via Milan Malpensa International Airport, Milan Italy)	7	2013				
Los Angeles International Airport (LAX), Los Angeles, CA	14	2008	7	2014	7	2016
Chicago O'Hare International Airport (ORD), Chicago, IL	7	2014	7	2009	7	2013
Dallas/Fort Worth International Airport (DFW), Dallas, TX	7	2012	3	2014	7	2014
Washington Dulles International Airport (IAD), Washington, D.C.	7	2012	7	2013	7	2007
George Bush Intercontinental Airport (IAH), Houston, TX	7	2007			6	2009
Boston Logan International Airport (BOS), Boston, MA	14	2014			6	2016
San Francisco International Airport (SFO), San Francisco, CA	7	2008	7	2014		
Orlando International Airport (MCO), Orlando, FL	7	2015				
Seattle Tacoma International Airport (SEA), Seattle, WA	14	2012				
Hartsfield-Jackson Atlanta International Airport (ATL), Atlanta, GA					7	2016
Miami International Airport (MIA), Miami, FL					6	2014
Philadelphia International Airport (PHL), Philadelphia, PA					5	2014

Source: OAG Traffic Analyzer

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Framework for Effective Excellence Model Implementation in Police Organisations
Case Study in Abu Dhabi Police

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Abstract

Total quality management (TQM) and excellence philosophies have been important themes in management and business research for the past few decades due to their potential to affect a range of organisationally and individually desired outcomes (Crosby, 1979; Deming, 1986; Juran, 1988; Kumar, Choisne, Grosbois & Kumar, 2009; Boon, Arumugam, Safa & Bakar, 2007). Moreover, many quality programmes such as the European Foundation for Quality Management (EFQM) and the Malcolm Baldrige National Quality Award (MBNQA) have been established to promote implementing TQM concepts in different sectors, such as manufacturing, service, and non-profit organisations. The TQM principles and the EFQM excellence model have been adopted by several national quality awards, including the Abu Dhabi Award for Excellence in Government Performance (ADAEP) (ADAEP, 2013a).

Introduction and background

Abu Dhabi police was established in the Emirate of Abu Dhabi in 1957. Since then, the organisation has been developed rapidly in accordance with the national growth of the country. The TQM concepts were first introduced to the organisation in 2000, and in 2007 the Abu Dhabi police initially started to adopt the excellence programme through its participation in the ADAEP award (ADAEP, 2013c). So far, the organisation has been honored the award two times in 2007 and 2009 which gives an indication of strong commitment to adopt the excellence model in the organisation.   This commitment has developed the vision of ADP which is "to provide high standard policing services to sustain safety, and security for all citizens, expatriates and visitors." (Abu Dhabi police, 2013). In this regard, the research aims to point out the key critical success factor experienced in ADP's excellence journey since 2000. Further, literature review chapter of this paper highlights the key benefits of implementing the TQM and excellence model. Indeed, intensive research has been conducted to assess the impact of implementing the excellence model in several organisations, several researchers found a positive relationships between adopting excellence model and business performance and outcomes. They also identified key critical success factors CSFs and proposed frameworks for effective TQM and excellence implementation. However, these studies lack investigations into the adopting of excellence model in police sectors. Hence, there is a need to examine the highlighted CSFs and introduce new possible CSFs that can fit with police context, and the findings of such an examination will be used to develop the conceptual framework for effective excellence implementation in police organisations.

Review of Literature

TQM and excellence initiatives have been considerably influenced by the quality movement in Japan, led by well-known quality management experts such as Deming, Crosby, Juran, and Feigenbaum (Dale *et al*, 2007, p.58). In addition, Japanese private sectors have contributed to the quality development; many works and ideas of a number of Japanese experts, including Ishikawa, Shinko, and Taguchi, have been published and applied in the West (Hur, 2009, p.847; Dale *et al*, 2007, p.58). The quality philosophy has led to the establishment of many quality awards in the world, such as the Deming Prize in Japan in 1951, the European Quality Award developed by the EFQM in 1991, and the MBNQA in the US in 1987.

More recently, the emphasis has been to shift away from the TQM and toward the excellence model (Dale *et al*, 2007, p.534). New terminology was introduced by the EFQM after revising the model and making a noticeable switch in language from TQM to organisational excellence in 1999 (Tutunco & Kucukusta, 2007, p.1084). The EFQM excellence model has since been adopted in many quality awards programmes, such as the ADAEP (ADAEP, 2013a). The quality models of these awards consist of many criteria embracing TQM principles. For example, in the design of its nine categories, the EFQM adopted eight fundamental concepts of excellence (EFQM, 2014).

Several organisations in both the public and private sectors have reported successful TQM implementation (Hur, 2009, p.847, cites Martinez-Lorente, Dewhurst & Dale, 1998; Nyhan & Malowe, 1995, p.333).

Further, the establishment of these quality bodies played a remarkable role in flourishing quality management concepts and encouraged quality researchers to participate in developing the new era of quality management. Oakland (1989) was among TQM pioneers, in fact, he was the first to write a book with a title total quality management. Further, he defined TQM as a cross functional approach involving the entire organisation to improve business effectiveness and flexibility.

Since then, the TQM concept has been a key subject in quality management theory and intensive research conducted to investigate this concept and several TQM's definitions and principles were introduced   (Conti, 1993; Dahlghaard et al, 1994; Boaden, 1996; Bounds et al., 1994)

For example, Dahlgaard et al (1994) defined TQM as a systematic approach to achieve total quality by involving constant commitment of employees. What is more, they introduced five TQM principles as follows;

1-   Leadership commitment.
2-   Customer focus.
3-   Continuous Improvements.
4-   People involvement
5-   Focus on Facts (process and measurement).

However, it can be argued that there is no clear agreement of TQM definition and principles in academia. Intensive research conducted to study the concept around the world and within different cultures and industries. Further, several researchers found and highlighted similar TQM principles as follows:

1. Top management commitment

2. Continuous Improvement
3. Customer focus
4. Total involvement, development, and empowerment of employees
5. Management by process and scientific approach
6. Process focus
8. Learning and innovation
9. Partnership development
10. Social responsibilities

What is more, the EFQM has reviewed the fundamental concepts of the excellence model and made some changes in the previous terminologies. The new principles were introduced in 2012 (EFQM, 2014). Figure 1 below illustrates the new principles of the EFQM excellence model.

Figure1

©EFQM 2012
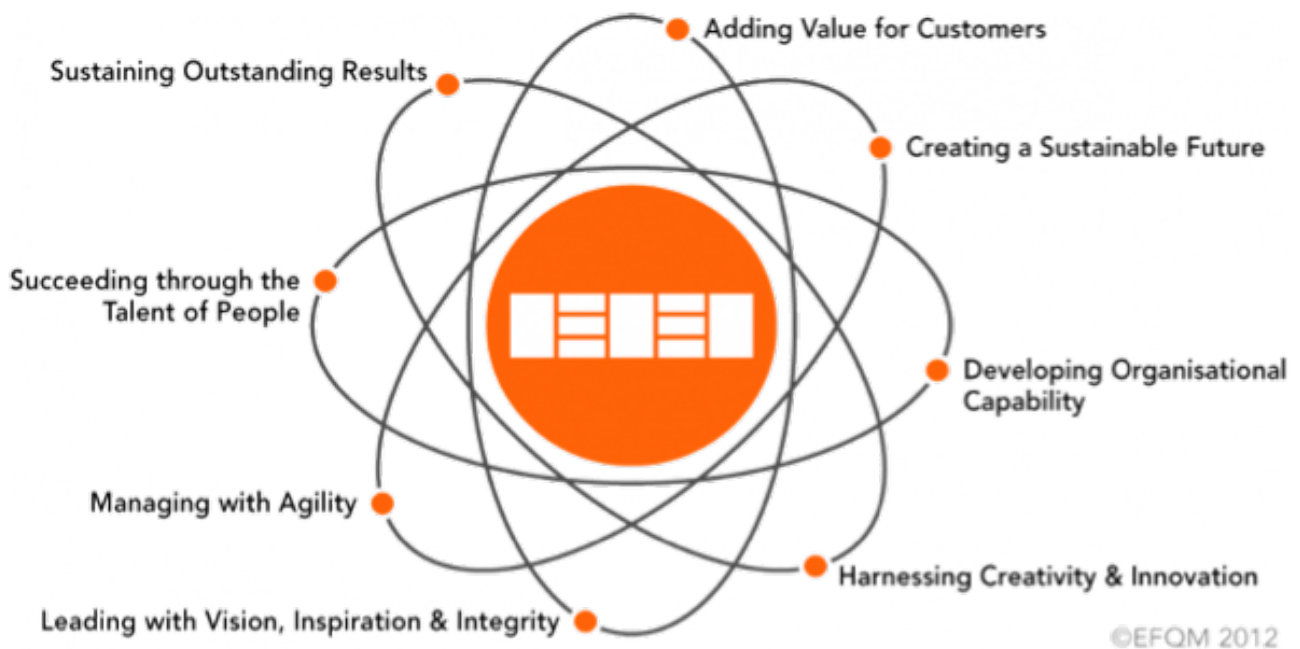
It's noted that the new EFQM fundamental concepts have been refined and the new terminologies adopts new principles such as sustainability and innovation.

Moreover, in the design of its nine categories model, the EFQM excellence model has adopted the eight fundamental concepts of excellence stated above (EFQM, 2014).

Moreover, intensive research has been conducted to develop frameworks for effective excellence implementations. Such frameworks have been developed based on the TQM critical success factors found in these researches. The study of (Karuppusami & Gandhinathan, 2006) investigates, using Pareto analysis,the CSFs of TQM according to the descending order of frequencies of occurrences in 37 different TQM empirical studies resulted in compilation of 56 CSFs. They found that top management support, supplier management, process management, customer focus, training and employees relations are the most frequent factors in reviewed studies. In addition, similar results found by (Nitin,

Dinesh & Paul, 2011). Their study compares the findings and the frameworks suggested by different researchers which related to 26 different CSFs of TQM implementation, They found that Top Management Support, Education & Training, Customer Orientation, and Information, Evaluation & Analysis, Employee Empowerment & Involvement are the most CSFs used on these frameworks.

Moreover, Kanji (2008) proposed the Global Excellence Measurement System (GEMS), which is basically a framework for excellence performance measurement contains two models; the first named as Kanji's Business Excellence Model (KBEM), which is developed base on internal CSFs, and the second model is Kanji's Business Scorecard (KBS), which considers the external factors (see Figure 2 below).

Figure 2
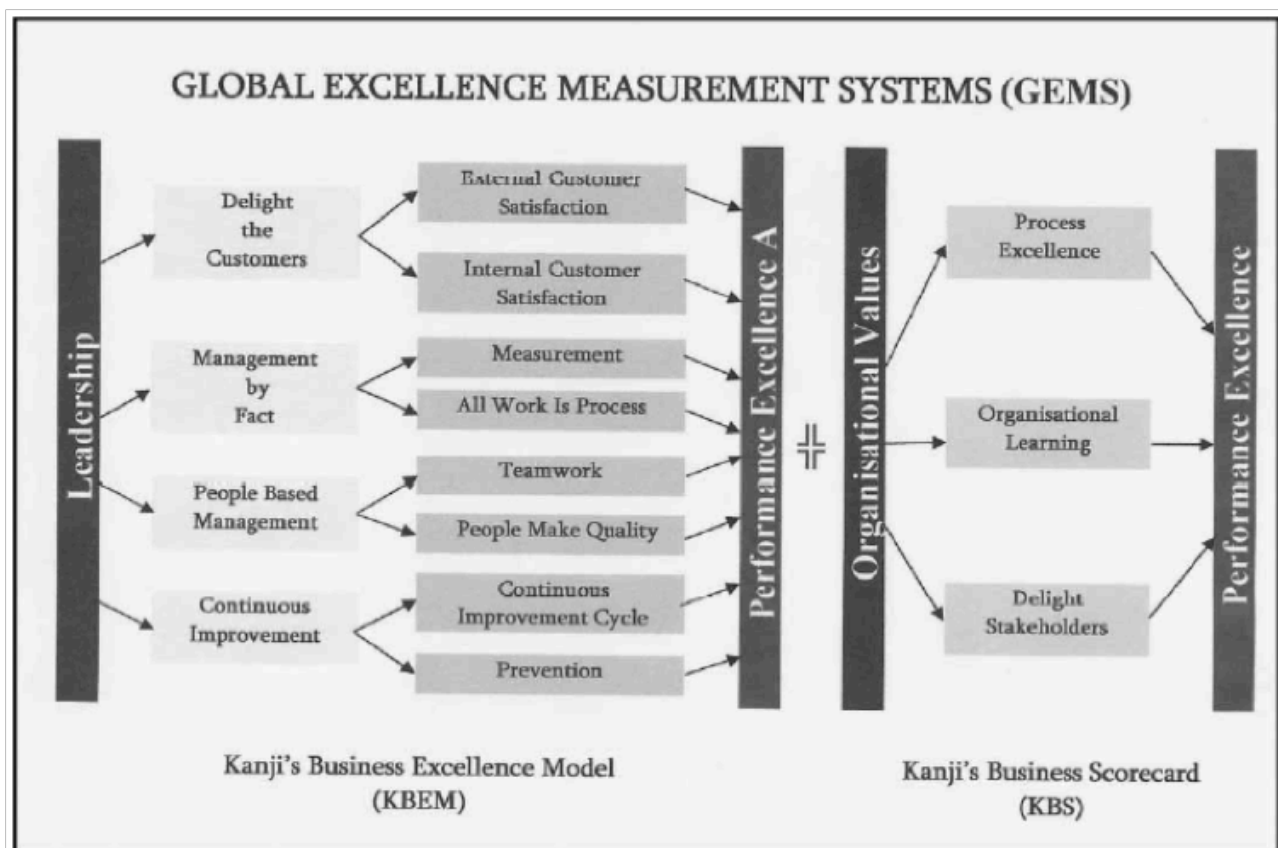
Further, Zairi and Alsughayir (2011) followed a similar approach in their research and proposed 12 CSFs from 9 different empirical studies. The 12 factors are Leadership, Customer focus, Employee focus, Process management, Managing partnerships/ suppliers, Strategic plan/mission statement/goals, Quality management plan/structures, Knowledge-based management, Use of measurement/improvement tools, Social responsibility/ external interface, Product design management, Innovation/continuous improvement focus, Organisational culture-related factors, Good communications, Teamwork and Resource management. Furthermore, they defined such factors as *'structural critical factors of excellence (SCFEs)'*. What is more, based on these SCFEs and the core CSFs which are the most common TQM criteria in many national quality awards such as EFQM , Deming Prize, Japan Quality Award, , Australian Quality Award, Dubai Quality Award, and Singapore

Quality Award, they proposed a framework and a road map for implementing TQM (See Figure 3 below).

Figure 3
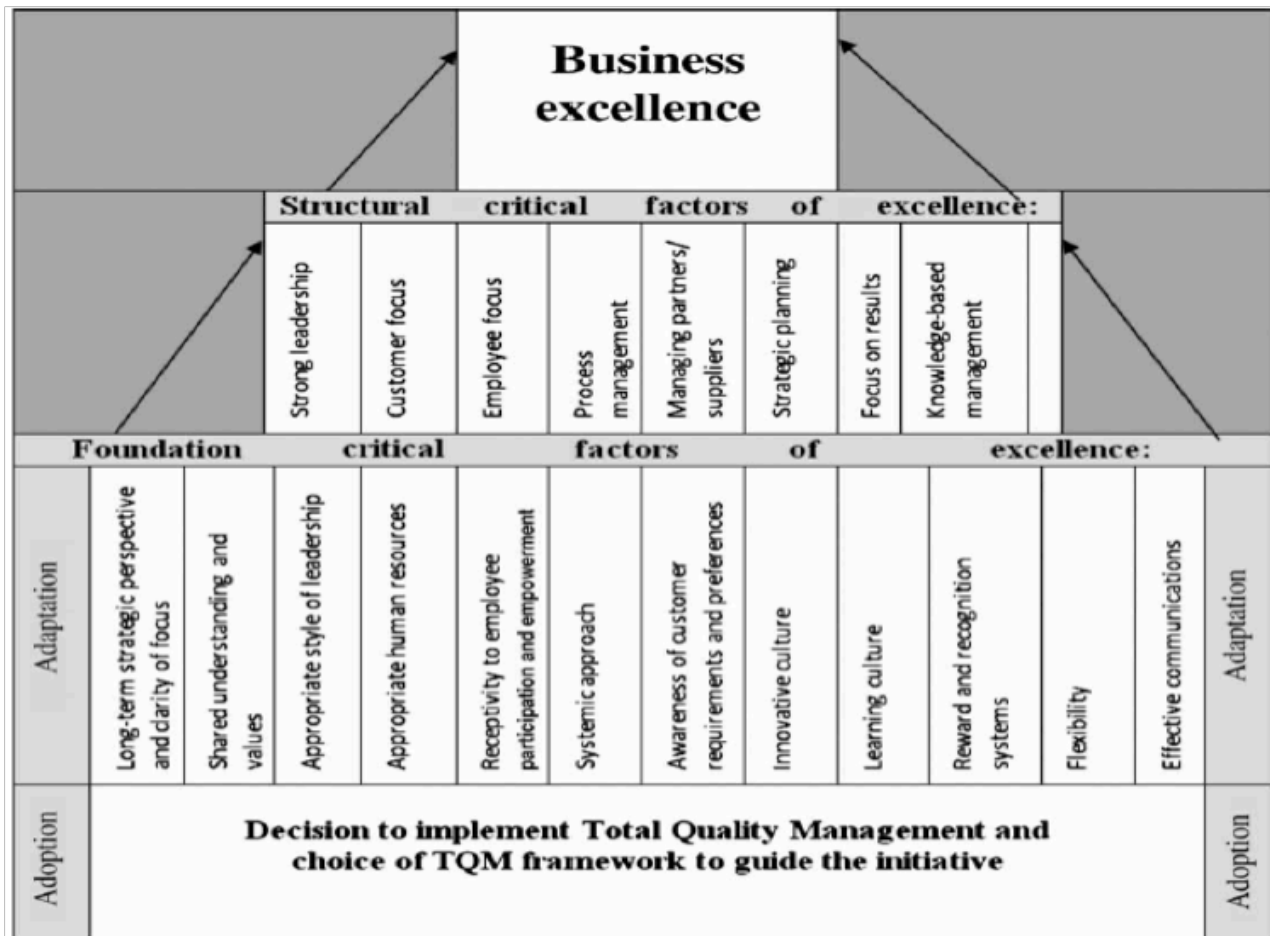
Moreover, Nitin *et al* (2011) has conducted a similar study following the same approach of the previous study in which they investigated the key CSFs adopted by 10 national quality awards including the ones studied by (Zairi & Alsughayir, 2011). They found that strategic quality planning, process flow management, education & training, customer orientation, employee empowerment & involvement, internal quality results, external quality results, top management support, reward & recognition, and information, evaluation & analysis are the best ten CSFs getting highest score. These CSFs are to some degree similar to what's proposed by (Zairi & Alsughayir, 2011). Furthermore, Nitin *et al* (2011) have reviewed 14 empirical studies and highlighted ten CSFs which have got the highest frequency of occurrence. These factors are top management support, education & training, customer orientation, information, evaluation & analysis, employee empowerment & involvement, supplier quality management, process flow management, product design, benchmark, strategic quality planning. Such finding, however, didn't consider some key factors found in (Zairi & Alsughayir, 2011) study such as Innovation culture, learning culture, reward and recognition and effective communications. Hence, the literature sounds confusing to determine what CSFs needed in implementing TQM. On top of this, it is difficult to find the suitable CSFs for police organisations.

Police Culture

As stated earlier, the highlighted studies didn't consider the organizational culture of police organizations. In fact, most have suggested generic frameworks for orgainsations wishing to implement TQM regardless their industries size or culture, and there is '*a need to tailor the practice of TQM to specific organisational or cultural contexts in order to ensure its success'*. (Zairi &Alsughayir, 2011). Furthermore, Nitin *et al* (2011) add Implementation of TQM in an organization would require business systems taking into consideration the factors prevalent in that organization. They suggest that a 'Flexible Systems Methodology' would be demanded for effective TQM implementation. In this regard, several studies have investigated police experiences in quality programs. For example, in a project for improving service quality in a Spanish police service, Tari (2006) emphasized the importance of top management commitment, people involvement and process management in the quality initiatives carried out by police. What is more, in their study, Kiely and Peek (2002) found a relationship between British police culture and implementing quality initiatives, they indicated several factors which impact on such implementations in police organisations such as, top management support, missions and values, relationships with public and reputation, recognition, communication and training. However, they stated that lack of time and 'blame' culture, which they found existed in the British police, may act against such implementation. Further, Elefalk (2001) indicated that defining objectives and indicators amongst police staff is important for performance improvements. Also, Naghshbandi, Yousefi, Zardoshtian and Moharramzade (2012) consider environmental factors and expectations are essential before implementing TQM in police. Their findings showed that military force staff's readiness was high to adopt TQM. In addition, Jones (1998) stated that police staff *"became more organic and tolerant of risk taking'*. However, he considered police hierarchical structures as barriers to service improvements.

In addition, Alhaqbani (2013) examined several organisational factors to determine the key facilitators for TQM implementation within Saudi culture. He found that management commitment and leadership, employee job satisfaction, training, and continuous improvement are key elements for implementing TQM in Saudia Arabia public sector. However, the study   indicated that saudi employees prefer working in teams and favor informal communications between organisation members.

Several studies conducted to investigate police culture and highlighted general themes which could exist at any police environment. Chatterton (1979) found that police has "self-determination" and autonomy culture when performing police duties. Further, a sense of mission, duty, challenge and solidarity is a common notion of police forces when they do their tasks such as crime investigation and chasing (Reiner, 1992). In addition, Holdaway (1977) reviewed the concept of community policing and the introduction of "Practical Professionalism" founded in police routine in the UK urban which played a significant role in changing the police culture from the traditional ways of policing to a community-oriented activities.

Customer perception is a key element of the excellence model.   In this regard, several studies have investigated the public perception and opinion about policing (Rosenbaum, Schuck, Costello, Hawkins, & Ring, 2005; Scaglion & Condon, 1980; Skogan, 2005; Weitzer & Tuch,2005; Akhtar *et al*, 2011). These studies have considered such perceptions as a bit stereotypical. In other words, people's attitude against police is affected by the way police treat them, and such an attitude is difficult to change (Surette, 1998). In addition,

Chu *et al* (2010) consider quality of police services, customer orientation, police image, quality teams and planning as key factors to increase public satisfaction.

Police oriented CSFs for effective TQM and excellence implementation

In a nutshell, the below table summarises the literature based core CSFs for TQM and excellence implementation in police organisations. It also includes a set of police oriented CSFs that adds a value to the previous TQM frameworks and can make the implementation of the TQM more effective within police context

		Critical Success Factor	Study
Core CSFs for TQM Implementation	1	Vision and strategy	Beaumont, Sohal, & Terziovski, 1997; Das, Paul, Swiersek, & Laosirihongthong, 2006; Feng, Prajogo, Tan, & Sohal, 2006
	2	Leadership commitment and support	Bass, 1990; Collins & Porras, 1996; Manz & Sims, 1991; Sarros & Woodman, 1993; Grover, Agrawal & Khan, 2006; Sila, 2007
	3	Process and performance management	Wong, 2013; Chung et al, 2008; Carpinetti, Buosi, & Gerolamo, 2003; Kilmann, 1995
	4	Continuous improvement, learning, creativity and innovation	Jonsson & Lesshammar 1999; Bititci et al. 2000; O'Mara et al. 1998; Prajago & Sohal, 2001; Al-Omaim, Zairi & Ahmed, 2003; Wiengarten et al, 2013
	5	People focus	Turkyilmaz, Akman, Ozkan & Pastuszak, 2011; Hur, 2009; Al-Nofal, Zairi & Ahmed, 2010; Hatala, 2006; Al-Shibani, Ganjian & Soetanto, 2010; Salameh, Alzyadat & Alnsour, 2011
	6	Customer focus	Karuppusami & Gandhinathan, 2006; Nitin, Dinesh & Paul, 2011; Handfield et al, 1998; EFQM, 2015
	7	Partnerships/ suppliers management	Sila & Ebrahimpour, 2005; Nitin et al, 2011; Zairi & Alsughayir, 2011
	8	Resources management	EFQM, 2015; ADAEP, 2015; SKEGP, 2015
	9	Result orientation	EFQM, 2015; ADAEP, 2015; SKEGP, 2015
Police Oriented CSFs	10	Solidarity, autonomy and teamwork	Chatterton, 1979; Chu et al, 2010; Reiner, 1992
	11	Public perception and police image	Kiely & Peek, 2002; Chu et al, 2010; Rosenbaum, Schuck, Costello, Hawkins, & Ring, 2005; Scaglion & Condon, 1980; Skogan, 2005; Weitzer & Tuch,2005; Akhtar et al, 2011
	12	Internal and external communication	Chu et al, 2010; Reiner, 1992

Result analysis

This research study utilized the ADP online survey to get valuable feedback from ADP employees of different genders, ages, work experience and in a variety of diverse career positions. The sample size was originally 500, however, the survey participants who

completed the questionnaire totaled 483. This research study identified 14 Critical Success Factors (CSFs) for Total Quality Management (TQM) and excellence implementation in police organizations. These CSFs were taken from experts within the published academic literature review who have previously identified these elements as crucial to reaching organizational excellence showing the highest quality of overall organizational performance.

The survey examined these CSFs within the ADP organizational context. The questionnaire survey was developed based on these CSFs. Each question covers a specific CSF and asks the survey participants how well they feel each CSF has been successfully implemented into the ADP organization. The survey results and analysis were then transferred to MS Excel spreadsheets and exported into the SPSS program to be calculated to produce SPSS charts in various categories.

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Age * Vision_Strategy_Excellence	480	99.4%	3	0.6%	483	100.0%
Age * Leadership_Excellence_ Culture	478	99.0%	5	1.0%	483	100.0%
#_Years_Working * Vision_Strategy_Excellence	480	99.4%	3	0.6%	483	100.0%
#_Years_Working * Leadership_Excellence_ Culture	478	99.0%	5	1.0%	483	100.0%

Crosstab

			Vision_Strategy_Excellence					Total
			1	2	3	4	5	
Age	From 18 to 29 years	Count	0	0	1	2	2	5
		Expected Count	.1	.1	.5	1.7	2.6	5.0
		Residual	-.1	-.1	.5	.3	-.6	
		Count	5	4	7	45	56	117
		Expected Count	2.0	2.9	11.2	39.0	61.9	117.0
		Residual	3.1	1.1	-4.2	6.0	-5.9	
	From 30 to 39 years	Count	3	6	28	84	147	268
		Expected Count	4.5	6.7	25.7	89.3	141.8	268.0
		Residual	-1.5	-.7	2.3	-5.3	5.2	
	Over 40 years	Count	0	2	10	29	49	90
		Expected Count	1.5	2.3	8.6	30.0	47.6	90.0
		Residual	-1.5	-.3	1.4	-1.0	1.4	
Total		Count	8	12	46	160	254	480
		Expected Count	8.0	12.0	46.0	160.0	254.0	480.0

Age * Vision_Strategy_Excellence

These research survey results explain the majority of the responses from the sample group related to analyzing the ADP Vision_Strategy_Excellence category and Leadership_Excellence_Culture category broken down by employees in the survey sample group's Age and #_Years_Working in ADP. The crosstab case processing summary shows the total sample group responses for all questions equaled 483 out of the original 500 sample group. This crosstab age group breakdown chart shows that the 18 to 29 years section of the sample group totaling 117 members showed 101 responses of agreed or strongly agreed (86%) to how the ADP organization successfully implements a vision and strategy promoting excellence.

The 30 to 39 years section of the sample group totaling 268 members showed 231 responses of agreed or strongly agreed (86%) to how the ADP organization successfully implements a vision and strategy promoting excellence. The over 40 years section of the sample group totaling 90 members (some members in the overall sample group did not respond to their age) showed 78 responses of agreed or strongly agreed (87%) to how the ADP organization successfully implements a vision and strategy promoting excellence. The correlation of all three sections of the sample group from totally different age groups showing almost exactly the same responses shows how ADP has been very effective in integrating excellence throughout all departments to all employees.

In the Chi-Square Tests below, the Asymp. Sig. 2-sided test displayed of 480 valid cases of survey respondents who answered the questionnaire, the Pearson Chi-Square showed 420 participants (88%) replying and a likelihood ratio of 392 members (82%) agree or strongly agree ADP supports excellence in their vision and strategy.

Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	12.326[a]	12	.420
Likelihood Ratio	12.690	12	.392
N of Valid Cases	480		

a. 10 cells (50.0%) have expected count less than 5. The minimum expected count is .08.
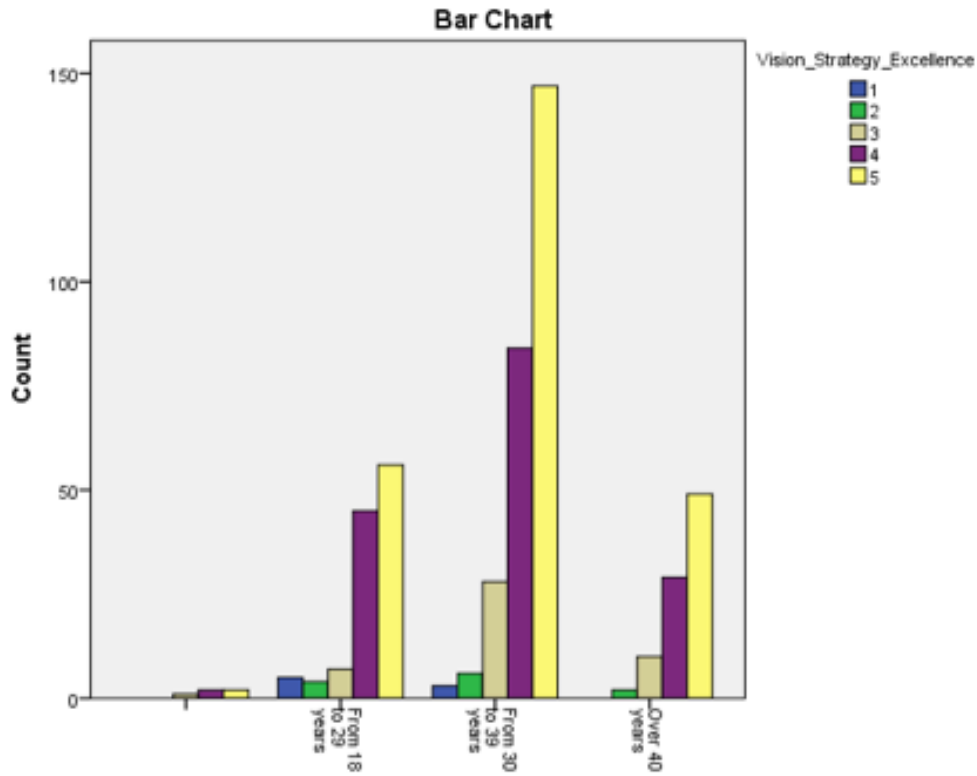
The bar chart above provides a visual representation of these calculations of combined responses, with #4 purple and #5 yellow lines symbolizing agree and strongly agree according to the age group breakdowns and their replies. Combining #4 and #5 totals shows the overall agreement per age group category that ADP successfully implements their vision and strategy of excellence throughout the organization.

Crosstab

			Leadership_Excellence_Culture					Total
			1	2	3	4	5	
Age		Count	0	1	0	2	2	5
		Expected Count	.1	.2	.6	1.5	2.6	5.0
		Residual	-.1	.8	-.6	.5	-.6	
	From 18 to 29 years	Count	2	5	9	34	65	115
		Expected Count	1.4	4.8	13.0	35.6	60.1	115.0
		Residual	.6	.2	-4.0	-1.6	4.9	
	From 30 to 39 years	Count	3	10	35	85	135	268
		Expected Count	3.4	11.2	30.3	83.0	140.2	268.0
		Residual	-.4	-1.2	4.7	2.0	-5.2	
	Over 40 years	Count	1	4	10	27	48	90
		Expected Count	1.1	3.8	10.2	27.9	47.1	90.0
		Residual	-.1	.2	-.2	-.9	.9	
Total		Count	6	20	54	148	250	478
		Expected Count	6.0	20.0	54.0	148.0	250.0	478.0

In the crosstabs tests on leadership excellence culture above, the age group breakdown showed a total of 478 replies. The 18-29 year olds totaling 115 replies showed 99 responses (86%) agreed or strongly agreed that ADP promotes leadership excellence in its organizational culture. The 30-39 year olds totaling 268 replies showed 220 responses (82%) agreed or strongly agreed that ADP promotes leadership excellence in its organizational culture. The over 40 year olds totaling 90 replies showed 75 responses (83%) agreed or strongly agreed that ADP promotes leadership excellence in its organizational culture. These results imply that the management in ADP supports continuous improvement to strive toward performance excellence, which promotes a strong work ethic that is a positive role model for all other employees.

The Chi-Square Tests above on leadership excellence culture by age breakdown show the Pearson Chi-Square Asymp. Sig. 2-sided test at 856 and a likelihood ratio of 900 out of 478 valid responses. The bar chart below provides a visual representation of these calculations of combined responses, with #4 purple and #5 yellow lines symbolizing agree and strongly agree according to the age group breakdowns and their replies. Combining #4 and #5 totals shows the overall agreement per age group category that ADP successfully implements leadership excellence throughout their organizational culture.

The crosstab test related to vision strategy and excellence shows an analysis of the survey results broken down by employee # of years working in ADP. Of the 62 total employees working in ADP from 1-5 years, 57 participants (92%) responded that they agree or strongly agree that the organization has been very efficient in developing the vision and strategy of excellence. Out of 110 employees working in ADP from 6-10 years, 93 participants (85%) responded that they agree or strongly agree that the organization has been very efficient in developing the vision and strategy of excellence. Out of 224 employees working in ADP from 11-20 years, 194 participants (87%) responded that they agree or strongly agree that the organization has been very efficient in developing the vision and strategy of excellence. Out of 76 employees working in ADP more than 20 years, 65 participants (86%) responded that they agree or strongly agree that the organization has been very efficient in developing the vision and strategy of excellence.

Age * Leadership_Excellence_Culture
Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	7.031ᵃ	12	.856
Likelihood Ratio	6.309	12	.900
N of Valid Cases	478		

The Chi-Square Tests above on vision strategy excellence by # of years working in ADP breakdown show the Pearson Chi-Square Asymp. Sig. 2-sided test at 163 and a likelihood ratio of 178 out of 480 valid responses. The bar chart above on vision strategy excellence broken down by # of years working in ADP breakdown shows the majority of responses are strongly agree from almost all groups, with only the 1-5 years group having slightly higher agree replies and a total of almost 60 for both agree and strongly agree. Almost 200 respondents from the sample group from the 11-20 years group agreed or strongly agreed, with over 90 participants from the 60-10 years group also showing agreed or strongly agreed. The over 20 years totaled over 65 respondents putting agree or strongly agree.
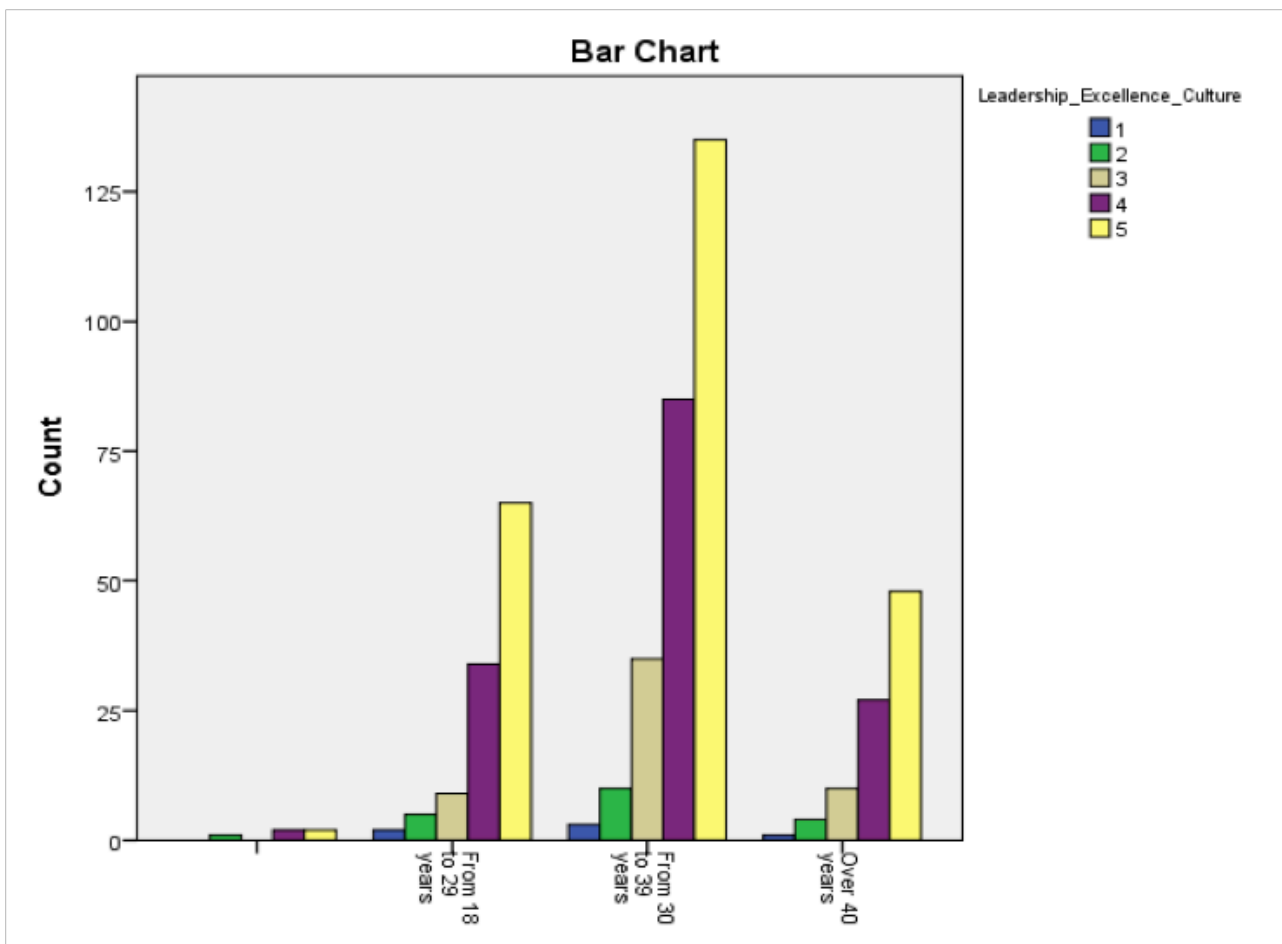
Crosstab

			Vision_Strategy_Excellence					Total
			1	2	3	4	5	
#_Years_Working		Count	1	0	1	1	5	8
		Expected Count	.1	.2	.8	2.7	4.2	8.0
		Residual	.9	-.2	.2	-1.7	.8	
	From 1 to 5 years	Count	2	2	1	29	28	62
		Expected Count	1.0	1.6	5.9	20.7	32.8	62.0
		Residual	1.0	.4	-4.9	8.3	-4.8	
	From 11 to 20 years	Count	1	6	23	76	118	224
		Expected Count	3.7	5.6	21.5	74.7	118.5	224.0
		Residual	-2.7	.4	1.5	1.3	-.5	
	From 6 to 10 years	Count	3	2	12	31	62	110
		Expected Count	1.8	2.8	10.5	36.7	58.2	110.0
		Residual	1.2	-.8	1.5	-5.7	3.8	
	More than 20 years	Count	1	2	9	23	41	76
		Expected Count	1.3	1.9	7.3	25.3	40.2	76.0
		Residual	-.3	.1	1.7	-2.3	.8	
Total		Count	8	12	46	160	254	480
		Expected Count	8.0	12.0	46.0	160.0	254.0	480.0

The bar chart above on leadership excellence culture shows that the 1-5 years group replied with almost 38 strongly agrees, the 11-20 years group replied with almost 118 strongly agree, the 6-10 years group showed 60 strongly agree, and the over 20 years group showed over 30 strongly agrees. The Chi-Square Tests above on leadership excellence culture by # of years working in ADP breakdown show the Pearson Chi-Square Asymp. Sig. 2-sided test at almost 23 and a likelihood ratio of almost 19 out of 478 valid responses. The crosstab chart below shows that out of the 478 respondents, 52 out of 61 from the 1-5 years group (85%), while 193 out of 224 from the 11-20 years group (86%), 89 out of 109 from the 6-10 years group (82%), and 58 out of 76 from the over 20 years group (76%) all agreed or strongly agreed that leadership excellence is implemented well into the ADP organizational culture.

Analysis of CSFs, Survey Questions & Results

The researcher assessed the research survey outcomes from the ADP sample group respondents to determine which CSFs have been effectively integrated into the ADP organization and which ones require more extensive research and strategy adjustments to be developed more in the future. These CSFs #1-14 and their research outcomes are being developed into this innovative strategic framework for effective implementation of an excellence model in police organizations with the ADP organization being the case study analyzed for this research project.

The research results from the SPSS charts and Excel charts have been broken down into statistical percentages that represent the most important outcomes from the ADP sample group. The SPSS charts exemplify the most positive overall results of the survey research from the majority of the ADP sample group respondents. However, besides showing the most positive outcomes, the Excel charts signify many of the lower scores in a much clearer format to make it easier to examine the underlying reasons why respondents replied in this way.

As an experienced ADP officer for over 15 years working with many of the sample group respondents, I have the unique insider knowledge and understanding that most other researchers would never have. I have not only interacted with many of these participants on an interpersonal basis and worked on several team projects with them, but I also have had to communicate with the ones working in my department and other divisions just to obtain information or gain knowledge about certain reports. This has allowed me to have a special connection with many of the respondents so that I have a deep understanding of some of the difficulties they have endured and various obstacles they have had to overcome working in ADP.

An overall analysis of the research results shows numerous causal explanations related to why many of the sample group respondents answered with low scores for certain CSFs. In regard to the percentage of ADP employees who feel the individual CSFs are being successfully implemented, the yellow Excel charts show how they were broken down by the sample group age groups to see where the major differences were in opinions.

In my personal opinion as a semi-expert of the ADP workforce and the researcher conducting this research study of extensive relevant literature review and primary and secondary research, there are very clear reasons why certain sample group respondents replied as they did for this project. Some of the CSFs are more important than others for the ADP, despite them being part of the excellence framework, especially those directly related to employee or organizational performance, leadership, culture, teamwork and communication. An assessment is explained on the most significant chart outcomes to show those that the ADP needs to show more improvement on in the future.

The vision strategy excellence charts showed the younger generation of ADP employees from 18-29 year olds replied with 100% strongly agreed, while the 30-39 and over 40 year olds (mainly division managers under 50 year old) answered only 90% per group. The main reason for these types of responses is that the younger age group is vulnerable and easily susceptible to highly-influential older, more experienced senior managers in ADP. They are young and inexperienced and believe everything they are told about what is being done to become one of the world's leading police organizations with a clear vision and strategy of how excellence in performance can be effectively incorporated into the workplace.

However, the middle and older age groups that make up the majority of the entire police force and are involved in most of the major projects that are just being started due to their seniority. They know the difficulties and barriers to success which come with developing new strategies and integrating innovative approaches to improving performance just to reach efficient levels, much less strive for excellence. They also realize that it takes a really long time (usually 1-2 years) to get total senior manager consensus on any strategy, approve the required budgets for HRM training programs, and successfully implement any strategy throughout all divisions. They replied at 90% because they respect that there is a

very clear vision and strategy in place, however, they also know that achieving total successfulness in its implementation is not an easy task.

The leadership excellence culture charts show that the younger age group again scored 100% because they respect the managers as being persuasive leaders focused on developing an organizational culture of performance excellence. The middle and older age groups replied at only 80%, since they realize that although the ADP does have an established organizational culture due to the reputable experience of the senior management, their leadership has recently undergone a major restructurization where they totally split the UAE Ministry of Interior (MOI) (now focusing mainly on upgrading non-criminal categories like leadership, training, strategies, regulations, policies and procedures), and the ADP General Headquarters (GHQ) (focusing mainly on upgrading criminal categories like crime solving, prevention and reduction).

This recent reorganization took over two years and created a lot of chaos and uprising due to the major changes which took place. Many of the police employees who worked with both sets of senior management are now in totally different positions and some are not happy with the changes. There have also been a lot of layoffs of experienced police officers and transfers to different departments with new duties and commissioned officers who were not given their expected promotions, raises and new titles that they deserved due to new policy guidelines. For these reasons, the older, more experienced police officers may feel slightly resentful to senior managers for making these decisions since it means a long time until the organizational culture will be fully functional and able to focus on performance excellence again.

The performance management quality charts show the younger age group scoring only 60% as they have undergone some of their first annual employee performance appraisal reviews. Many of these younger police officers did not obtain the high marks they expected due to their performance being rated as lower quality of efficiency and productivity than managerial expectations according to the new policy guidelines. These stricter regulations have shocked some of the ADP Emirati commissioned police officer employees since they have usually been given promotions and raises every two years. The new policies are now requiring much higher performance appraisal reviews that will result in promotions often taking up to four years, which means a lot fewer salary increases over time.

This has resulted in the younger age group who are mainly single Emirati police officers to gain awareness of the need to learn how to budget their salaries or do without their many recreational travel plans, activities and purchases that they have gotten used to. The middle age group scored 80% and the older age group scored 100% because they have all been married with children for years and already know how to budget their salaries. These groups were also aware of the major changes being made since they worked with senior managers for a long time to incorporate the new policies (often against their own judgment).

The continuous improvement innovation performance age group comparison chart shows the younger age group of 18-29 and older over 40 year old group scoring 100%, while the 30-39 year old middle group scored 80%. These high scores show that the survey participants know the organization is focusing on HRM training programs for employees to show continuous improvement using innovative methods of upgrading overall performance.

The employee focus results chart shows scores for the younger age group were 90% while the middle group rated this category 80% and the older group ranked it at 60%. These varied results show the organization is focusing on improving employee efforts and performance and the older age group may feel they are being compelled to improve computer and IT skills or be replaced by younger employees who have these skills.

The customer satisfaction TQM chart shows the younger group at 80% while the middle and older groups rated it 60%, which is a low score that reflects there are not a lot of employees who understand how to integrate quality into performance strategies to improve customer satisfaction. This symbolizes that overall quality in customer services may not be as high as projected or wanted by management and they have been pressuring employees to really start improving in their daily interaction with customers or suffer the consequences. This has caused a lot of stress on the middle and older age groups since they usually only deal with other Emiratis and global clients in meetings, not having to focus on many of the innovative new IT and online customer services which they have not been trained on.

The partnership supplier performance chart shows the younger group does not feel there is a lot of success in this category since they do not have access to these clients and may not know how the alliances work. The middle group are the ones who have direct access to partners and suppliers and can better rate their interaction and performance so they rated it at 80%. The older group may not have anything to do with this category at all or have had negative experiences since they ranked it very low at 40%.

The excellence resource management chart shows the young group rating it low at 60% because they do not really understand what it signifies and they do not have anything to do with budgeting or manpower resources. The middle and older groups rated it at 100% and 80% because they are directly involved with many of these resource meetings and know that a lot of strategic planning goes into its implementation.

The leaders organizational excellence chart shows a low rating from the young group at 40% due to them not being directly related to any of the strategic planning and not recognizing the major importance of ADP trying to become a world-class police organization. The middle and older groups are specifically involved in these meetings and rated it at 80% and 100% since they realize its significance.

The excellence organizational results chart shows 60% for the young group since they are not sure about how to measure overall results, only 20% for the middle group because they are upset with the restructurization forcing all the new changes on them at once that they have to adapt to, and 80% for the older group since they are just happy to still have their jobs after all the changes were made.

The teamwork quality chart shows only 20% for the young group since they have never really been taught about teambuilding or working on projects together before. The middle and older groups rated it 60% since they are experienced with teamwork but feel their worth and opinions are undervalued because they are not always taken into consideration during strategic planning and policy development.

The excellence public perception image chart shows the young group rating it at 100% and the middle group at 80% for its strong corporate brand identity that is respected worldwide. However, the older group rated it at 60% because they may feel it is more

important to care about how the employees view the organization than how the public views it due to all their many years of hard work and employee commitment and loyalty to ADP.

The communication TQM chart shows the young and middle group rating it at 40% because they are not experienced communicators, do not know how to share knowledge and may not understand TQM. The older group rated it at 100% because their whole life is represented by where they work, what title they have and who their work friends are so they are expert communicators among ADP with high quality interpersonal relationships sharing knowledge on a daily basis.

The next set of pink Excel charts explain the percentage of ADP employees who feel the individual CSFs are successfully implemented broken down by work experience in number of years working for ADP. Most of these charts showed much higher overall results by category, so the assessment focuses mainly on the lower rankings to see where improvement is needed in ADP.

The performance management quality chart shows low scores of 60% for the 1-5 and over 20 years working in ADP due to these being the most vulnerable experience groups where the least experienced group is less qualified and have to show continuously higher performance or they will be replaced by more experienced workers, and the more experienced group has to keep up with new technologies or they will be replaced with younger workers with innovative IT skills. The score was 80% for 6-10 years and 100% for 11-20 years because they have the qualifications and IT skills to show continuously high performance to feel the most job security. The over 20 years also rated the continuous improvement innovation performance at 60% due to feeling their job security was in jeopardy if they did not keep up with new technologies and innovations.

The leaders organizational excellence chart shows a very low score of 40% for 1-5 years working in ADP, mainly due to them not feeling the management has been working hard enough to recover from the recent restructurization. They have had the worst experiences since the ADP has been going through so many changes since they started working there and they are supposed to know what they are doing without much supervision or assistance from more experienced employees. With little guidance, they feel lost and overwhelmed and blame the senior managers. Those with more experience working in ADP remember how organized it was before so they are more tolerant and patient as they wait for senior management to get the organization back on track and productive again.

The continuous improvement innovation performance chart showed the over 20 years working in ADP rating 60% due to not being involved in the new innovation adoption process. They may not have the IT and computer skills to know how to work with the mobile podcasts, social networking and other new technologies so they will not show continuous improvement and feel their jobs are threatened for the future.

The CSF Ranking--Comparisons Between Variables chart shows the individual Most Successful CSFs and Least Successful CSFs ranked according to the research study variables related to the ADP survey sample group breakdown. An analysis of the overall rankings showed these below as the Most Successful CSFs implemented as part of the Excellence and TQM Framework ranked in order for all ADP variable categories of which ones require the least amount of improvement:

o   CSF1) Vision_Strategy_Excellence—the ADP organizational vision and business strategy promote excellence in all areas, departments and divisions and all policies, regulations, systems and processes

o   CSF2) Leadership_Excellence_Culture—the ADP management provides leadership that promotes excellence throughout the entire organizational culture so employees respect managers and the way they display positive role model behavior

o   CSF13) Excellence_Public_Perception_Image—the ADP has made it a priority to ensure excellence in organizational performance to improve the public's perception and brand image of the organisation.

An analysis of the overall rankings showed these below as the Least Successful CSFs implemented as part of the Excellence and TQM Framework ranked in order for all ADP variable categories of which ones require the most amount of improvement:

o   CSF4) Continuous_Improvement_Innovation_Performance—the ADP organization has developed continuous improvement and innovation in performance training and motivational programs that encourage employees to work harder to upgrade their individual performance using creative methods and approaches

o   CSF 14) Communication_TQM—the ADP is attempting to upgrade the overall quality of their communication within all departments of the organization to be more informed and increase knowledge-sharing among all employees

o   CSF10) Excellence_Organizational_Results—the ADP encourages all employees to try to improve in all methods of performing their duties so that the entire organizational performance will be upgraded to the level of excellence

Conclusion

This research project provides a detailed explanation of a proposed excellence framework for promoting and implementing performance excellence and higher quality work habits within police organizations. The proposed excellence framework can be a beneficial part of the ADP organization because it provides 14 CSFs that will develop the strategic direction of where they want to be in the future. This excellence framework can be successfully implemented into the ADP organization by researching the results from this study and learning from the survey participants' feedback.

The CSFs provide a useful guideline for which areas the ADP can begin to focus on where improvements are needed. The CSFs emphasize excellence related to many different components of the ADP organization, including performance, quality and leadership. These key aspects of the CSFs display the underlying priorities of the ADP organization and what strategies they want all employees to become involved in. The CSFs related to excellence in performance are important because they can help ADP learn how to strive to improve overall organiztional performance. ADP's mission focuses on becoming a world-class police organization and one of the international leaders within this industry.

The TQM aspect of the excellence framework represents the overall quality of performance for both individual employees and the organization as a whole. It is critical that organizations like ADP focus on the overall development of all employees and instilling quality into all elements of organizational performance. TQM is crucial for ADP to integrate into their organizational strategies because they have several areas where quality can be added to increase overall efficiency, productivity and higher performance.

The CSFs related to leadership are significant to ADP because they promote how the organization's management wants to be positive role models for all employees. These CSFs allow managers to provide strategic examples of how to develop continuous performance improvement so employees can see what they need to do to upgrade their own individual performance.

Some of the CSFs are already implemented fairly well into ADP, as shown by the positive responses from the survey sample group. The sample group responses provided valuable insight into how many of the employees feel as they represent different age groups and number of years working in ADP. Since the majority of the sample group respondents are males between the ages of 30-39 years old, this group represents a large portion of ADP. The responses from this group are especially useful for understanding how most of the ADP employees feel about the excellence framework and how effective it is at being promoted by the organization. The excellence framework symbolizes how essential it is for organizations like ADP to unify their organizational culture and promote striving for excellence in all areas of performance.

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