

PROPOSAL FOR A MODEL FOR MEASURING TELEVISION EXCELLENCE: X-TV

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Abstract

The theme of television quality is generally considered from the **sociological and communicative perspective**, but rarely from the **economic perspective**. This is a reflection of the difficulty in dealing with the multiplicity and complexity of definitions that the current literature offers. Among possible definitions are those which refer to:

1. **perceived quality,**
2. **expected quality,**
3. **requisite quality,**
4. **acquired quality,**
5. **ethical quality**
6. **delivered quality,**
7. **organisational quality.**

Many kinds of quality

The first definition refers to the quality **perceived** by viewers and is usually expressed as an index how much programmes are enjoyed. Although the index can be expressed in various ways to reflect viewers' judgements, it is always an index of enjoyment and uses a number of variables. These variable are: audience composition (demographics, location, educational level, income, consumption of goods and services in general and cultural in particular, etc) and expectations. The index tends to be heavily influenced by the existing television offer and thus the audience's dependence on a certain television diet which is not chosen but "imposed".

Expected quality refers to what the end user expects from the television schedule. It could be defined as the other side of the market study carried out by the broadcaster.

Requisite quality, in the Italian case, refers to the quality prescribed by the Service Contract between the government and RAI, which reflects all the political variables from which it is derived. However, it also evolves from a vision of quality as an absolute concept, not relative to the evolution of the medium, context or audience. It often tends towards the prescriptive, the pedagogical and the didactic.

“Acquired” quality is the quality that television products acquire through association with products considered of high cultural value: opera, theatre, serious music, etc. The archetype is the Franco-German channel Arte. Once again, the index is heavily influenced by its origins, in that the sense of the term “cultural” reflects the historical period in which it is employed.

On this subject, it is unacceptable that quality be considered synonymous with small audiences, or worse, only applied to genres generally considered “high” culture. It is a mistake exactly on the same level as pursuing large audiences at all costs. Consequently, as has been convincingly affirmed, any television product that allows people to express themselves, that involves sections of society, that stimulates the public, or is informative is worthwhile, whatever genre it belongs, even the lightest and most trivial. Even entertainment for its own sake has value. Well-made television is like a good film or a good book, it stimulates interest, becomes a topic of discussion and argument, and the more people who see it, the more this applies.

Ethical quality is composed of codes, often in the form of self-regulation, used to indicate the degree of protection of minors, or of the involuntary or passive viewer, from disturbing or excessively violent images.

Delivered quality, **in its simplest form**, concerns the total evaluation that the broadcaster gives its operator, in terms of meeting predetermined objectives (internal and external). In its most complex form, it is the index of satisfaction of all *stakeholders*.

Organisational quality is that of the broadcaster’s industrial and distribution “production line”. It reflects an industrial concept of quality which refers to the specific company structure in a determined context which evolves over time.

These different definitions of quality demonstrate:

- ❖ the complexity of the question,
- ❖ the subjectivity and imperfection of any form of measurement,
- ❖ that any definition of quality is conventional.

All this is rendered even more complex by the fact that the television product, like many cultural and entertainment products, is an **experienced product**. It is a product whose utility cannot be measured by the consumer before it is used. The consumer can assess the characteristics of a soap powder or a car and decide whether it meets his or her needs before deciding to buy. When it comes to television, the utility, the quality, can only be measured after consumption.

Quality, economics, management

In each case, whatever definition of television quality is used, it affects the creation, production, placing and distribution of the television product. In other words, **the search for quality has economic implications**, for costs, resources, their allocation and their sources (licence fee and advertising), corporate strategies, the relationship with the market and with the viewers, product suppliers, advertisers, and others. Thus, it involves the economic structure of the broadcaster. In the case of the public service broadcasters, it also involves the relationship with the State, through the licence fee, which finances the major costs involved in meeting the quality standards indicated in the broadcaster's accord with the state. For commercial broadcasters, the relationship is more complex. In its simplest form the advertiser pays for the programme's rating/share; in its more complex form, it evaluates the return on advertising investment in relationship to audience demographics (age, location, income level, etc.), audience loyalty and other parameters of relevance to the company.

On the other hand, the quality of a television product – whether programme, schedule, channel or broadcaster – cannot be considered a casual occurrence, something obtained outside a productive and creative process whose elements and processes can themselves be subjected to estimations of quality. And within this productive process, we must identify the fundamental variables and the reciprocal relationships of quality.

These observations demonstrate the difficulty in identifying a measurement model. In any case, this model should:

- ❖ cover all the definitions described above,
- ❖ consider quality as a direct result of the company organisation,
- ❖ identify the most important and decisive variables which determine the qualitative outcome of television programming.

These observations lead to the idea of identifying a measurement model of quality in the sense of the excellence of the management of the broadcaster, along the scientific line of Total Quality. In our hypothesis, modulated to the specific needs of television production, quality-excellence has been identified as a carefully weighted mix of three fundamental elements:

- ❖ customer satisfaction,
- ❖ capacity for technological and product innovation,
- ❖ capacity to obtain economic results

Customer satisfaction is the basic criterion for the delivery of services on the part of a company. In a competitive environment, even an oligopolistic market such as that of television, the only way for a company to maintain its market position or increase its share is to keep its customers and, if possible, increase them. This can only happen if the “customers” are satisfied with the services provided and, thus, hold that their quality meets expectations and is value for the price paid. Consequently, the

strict relationship between the overall quality of the product and customers satisfaction is a fundamental postulate of our analysis.

Given this relationship, an analysis of the clientele, which aims to define the typology of possible customers and the relationship between them and the company, is the primary precondition for elaborating company strategies and policies that aim to maximise customer satisfaction.

We must keep in mind the full range of customers that the broadcaster must serve. The concept of *stakeholder* with a varying ability to influence a company's important decisions must not be separated from the concept of the "customer" with whom the company has an explicit or implied contractual relationship that necessarily carries with it economic implications.

The clients of the public service broadcaster

For the public broadcaster in particular, 5 types of "customers" have been identified, and the concept of "value for money" applied to each type.

- ❖ The regulator: the State, the Media Authority, and the self-regulation codes. The State awards the concession and, on the basis of the 1994 convention, has a contract with RAI to perform as a public service broadcaster. Furthermore, the State signs a three-year Service Contract with RAI, which outlines the contents and means of delivery of the public broadcasting service. Parliament is asked to supervise the service delivered, the criteria of audience interest and the fulfilment of the Service Contract. The Media Authority controls that RAI conforms to national and European legislation regarding public service broadcasting. In terms of relations between customers, the State is a very important customer both for the company and for the citizen, whereas it may serve as an obstacle for advertisers and shareholders. Their satisfaction derives from the management and the product..

- ❖ The advertiser: 50% of RAI's income comes from advertising. RAI cannot survive without advertisers, whose interests lie in increasing the total number of viewers, segmenting them and communicating their message to them. Their satisfaction derives largely from the product and the management.

- ❖ Viewers, in the sense of TV consumers in search of information, entertainment and relaxation, are the primary targets of interest of the TV company and advertiser. Viewer satisfaction is the *raison*

d'être of a public service broadcaster. Their satisfaction is essentially connected to the product.

- ❖ Citizens, in the sense of the client of a public service broadcaster: the primary target of a public service broadcaster, as well as the fundamental point of reference for the regulator (as vehicle for communicating consensus or dissent to the administration). Their satisfaction is connected to the product.

- ❖ Future small shareholders: those who buy shares in the broadcasting company as an investment. Their interest is financial and their expectations relate mainly to the company's health and profitability. Their interest is strictly tied to the product and the management.

There is a two-way relationship between the company – which must produce and distribute contents that satisfy the quality expectations of the customers - and these 5 types of clientele.

In particular, the importance of the individual relationships must be evaluated by the company leadership when defining company strategies, as a function of the economic and regulatory context in which the company operates, and keeping in mind the partnership that the company has at the time and the productive processes.

Nevertheless, there are other relationships within the context of reference that influence strategic decisions. These are the inter-relations between the 5 types of clients identified.

Directly proportional:

- ❖ Advertiser / viewer: an increase in the average audience increases the satisfaction of the advertiser;
- ❖ Citizen / regulator: an increase in the satisfaction of the citizen increases the satisfaction of the regulator;
- ❖ Advertiser / shareholder: an increase in the satisfaction of the advertiser, increases income and thus the dividend;

Inversely proportional:

- ❖ Regulator / advertiser: the satisfaction of the regulator (given that there are ceilings to the amount of advertising carried by a channel) is inversely proportional to the satisfaction of the advertiser who would like more space.

These observations give rise to a line of research into what we will define “TV Excellence ” (X-TV):

Hypothesis 1: quality is the fundamental determinant of customer satisfaction

Hypothesis 2: customer / company relationships are based on economic variables

Thesis 1: economic evaluations influence customer satisfaction

Thesis 2: economic and quality variables are strongly correlated

Therefore, quality, is the key element for determining whether the system of economic relationships between the subjects involved works with a minimum common denominator.

A model which aims to improve quality must, therefore, pay particular attention to economic variables, which – as we have shown – play a fundamental role in determining quality itself.

Therefore, a model based on the principles of TQM would seem particularly suitable. These principles aim to improve the level of quality - and thus of customer satisfaction – by identifying company strategies based on controlling the elements that make up the economic variables themselves.

Before identifying the guiding principles of the TQM approach, it is worth specifying the dynamics and functional aspects that led to the development of TQM. In particular, we need to examine the continuous changes in the economic and political scenario that a complex organisation like a company must confront.

A company must identify, generate and adapt its strategies in relationship to the constraints and opportunities within which it operates. The major economic and social transformations and the processes of the progressive globalisation of the market mean companies must constantly question their management models. They need to identify a series of responses, if they are to give their clients the best possible service, and must minimise the negative influence of the continuous changes taking place around them.

Obtaining a high degree of customer satisfaction thus becomes a primary objective for the company’s very survival. Consequently, quality, the essential means for satisfying the end user, becomes an indispensable organisational principal.

2. TOTAL QUALITY MANAGEMENT

In the Western industrial world, the 1990s could be considered a period of real **revolution**. The form of industrial organisation which had existed until then was turned upside down, if not completely invalidated, changing for ever the strategic priorities of the company.

Many traditional industrial elements were sacrificed in this revolution. Two of the most striking examples were **profit**, which had always been considered a strategic priority, and **efficiency** of production, which had always been considered an operational priority. Today, these are increasingly viewed as **derived** priorities.

However, these transformations are merely the outward manifestations of less visible but much deeper changes in the economic and social context in which business operates. **Profit** is now considered a variable derived from a new strategic priority, the concept of **consolidated clientele**.

Even **staff efficiency** has become less important as an operational priority, often becoming of marginal importance. In most industries, direct labour costs represent no more than 10-15% of the company's total costs.

It thus becomes clear why this period is considered a real industrial revolution, since our managerial culture has been accustomed to viewing short-term profit as the company's most important objective and the efficiency of human resources as the most important operational objective.

This revolution can be divided into three phases of evolution:

- ❖ A phase of strategic evolution
- ❖ A phase of organisational evolution
- ❖ A phase of cultural evolution.

These phases have given rise to definitions which have entered into common usage internationally, becoming an efficient and immediate way to define what are otherwise very complex phenomena.

As regards the strategic evolution phase, we refer to Company-Wide Quality Control, known in Italy as Total Quality.

As regards the organisational evolution phase, we use concepts like **Just-in-Time** or **Kanban**, for improving relations with suppliers and the Integrated Factory for reducing the levels of hierarchy.

For the cultural evolution phase of Participatory Management, we put the emphasis on Involvement Strategies.

History of the concept of quality

Overview

The concept of quality has always been closely connected to the idea of the product, which was considered to be of quality if it was attractive, well made, durable and valuable.

Then clients began to take part in the debate on quality, moving the emphasis onto needs, in order to define a product as qualitatively satisfying, and reflecting the expectations of the end user.

Meanwhile, the concept of quality began to be extended to the company's entire structures, operating processes and services. Quality with a capital 'Q' began to assume the meaning it has today: *total client satisfaction*.

The quality/product relationship

Once quality began to be considered as *total client satisfaction*, the concept was naturally widened and we entered a new era, in which all the passages and various procedures had to be taken into account. This is why today the principle of quality also covers operational processes, services and structures.

Quality Control Phase

The concept of Quality has roots that go back a long way.

Quality has always been considered in production, when we speak about materials and their resistance and durability. However, attention was still limited to the product until the 1950s. If certain characteristics were missing, a product was excluded. This system was the product of statistical quality control. Later, thanks to improved technical precision, an attempt was made to guarantee increasingly high quality with less waste and it was this that led to the search for the prevention of manufacturing errors.

Quality guarantee phase (1960-70s)

After the Second World War, new horizons opened and quality was no longer considered a mere technical factor of production. The range of control and attention was further widened from the product (the final grade on a much wider scale) to the various factors which, it was discovered, could exert a decisive influence on the quality of the final product. The way work was organised within the company began to visibly change, leaving space and time for human factors, for the organisation and processes. Quality had to be guaranteed by taking various factors into account. The concept of guaranteeing quality dates back to this period.

Quality management phase (1980s)

In this period in Europe, the known paradigms were well and truly overturned and concepts and ideas developed and applied in Japan from the 1950s began to hold sway. These new currents of thought took into consideration models that were not limited simply to the product, but encompassed all the processes of the organisation. The premise lay in describing all the activities (internal and external) as processes that could be continually improved.

Quality thus begins to effectively involve all sectors, with their various tasks and personnel. Evaluation criteria were created that corresponded to the organisation in its entirety, in terms of strategy, research and operations. The principal responsibility for quality was entrusted to management, which had to put the company in a position where everyone could participate in quality in the sense of a global process. Thus, Total Quality Management was born and it definitely changed the approach to quality, which was no longer controlled or guaranteed, but produced.

This philosophy is the basis of the modern concept of Quality Management which, no longer being tied to a particular product, can be applied to any kind of organisation, from multinational manufacturers to small family businesses.

1990-2000: the years of certification/business excellence

In the 1980s, international management standards (for example, ISO) and certificates were established for the first time. Since the 1990s quality management has been increasingly integrated with management as a whole, in order to create *business excellence*. (Cf. "Qualitative systems").

EVOLUZIONE DELL'APPROCCIO QUALITATIVO.



Culture of quality

Each project, programme and institution represents a more or less complex dynamic system composed of:

- ❖ People of various values, attitudes and stereotypes
- ❖ Spaces, objects, tools and resources
- ❖ Individual and collective activities, habits and rituals

A culture of quality is able to flourish if all the members of a team participate in the evolution of the process of quality and enjoy the full support of the responsible institution.

Characteristics of a culture of quality

The characteristics of a culture of quality are:

- ❖ All members are motivated to do their job to the best of their ability. Everyone develops and maintains high qualitative needs due to their work
- ❖ Activities are directed at achieving continuously re-examined and duly recognised objectives
- ❖ Everyone is willing to learn from success, errors and problems
- ❖ There is creativity in the search for innovative solutions which can be put to good use

Quality as cultural transformation

Approaches

The process of continuous improvement as linked to quality actions can be confronted in two ways:

- ❖ Paradigm of satisfaction: you take what there is and assume that it is sufficient
- ❖ Paradigm of optimisation: you specify what is available and try to continuously optimise

The optimisation approach is naturally distinguished by its orientation towards pre-established quality standards and thus can consider processes and single events.

TQM

Orientations

The concept of orientation derives from Total Quality Management, one of the most complete strategies for the company on the quality front. To satisfy the need for "Total" quality, efforts towards continuous improvement also involve clients, collaborators and public opinion (environment/society).

Customer orientation

This means orienting one's activities towards clients' wishes, demands and expectations. Thus, the definition of quality (according to P.B. Crosby) becomes *conformance to requirements*. The expectations and needs of the customers must be noted, as well as the relative evaluation.

Employee orientation

Collaborators within the institution are evaluated on the basis of their problem solving potential and the motto: *everyone is responsible for quality*.

Social and environmental orientation

TQM also takes into account society's needs and demands.

Examples of TQM: The Deming, Baldrige and EFQM models

The Company-Wide Quality Control

After World War II, Japanese industry was in a dire condition, both due to the enormous amount of destruction and to its inability to impose its products on international markets.

A country poor in raw materials like Japan was forced to compensate for the economic imbalance caused by large-scale importation with an equal capacity to export. However, the extremely poor quality of Japanese goods made this impossible.

Therefore, immediately after the War, the **JUSE** – Japanese Union of Scientists and Engineers – was established. One of its first acts was to develop the “Quality Control Basic Course” and offer it to a substantial number of companies.

The decisive event in reversing the trend was the arrival in Japan in 1950 of W. E. Deming, who was employed by the Japanese government to hold courses dedicated to statistical methods and their usage.

Some years later, JUSE invited another American expert, J. M. Juran, to hold courses on Quality Control aimed specifically at management. Juran placed particular emphasis on the concept of **breakthrough**, where quality assumes a role of strategic priority for the company.

This concept became the nucleus of the theory of **Company-Wide Quality Control**. Another fundamental contribution came from the critical reworking of the concept of Total Control of quality by Dr. Ishikawa. In fact, it was he who intuited the need for Japanese companies to promote a radical change in the way they regarded all their employees and the structure of the company organisation.

The Kaizen

This is the most important concept in Japanese management.

In the last 30 years, it has been the basis of the philosophy of the system and instruments that have allowed Japanese business to design, produce and sell competitive products.

Western executives were reprehensibly slow in taking advantage of the instruments developed by Japanese industry, frequently arguing that their success could not be exported to the West because it was the fruit of cultural, political and social conditions specific to Japan.

In order to destroy this “received wisdom” it is worth looking at one of the most important examples of the application of Japanese management strategies in the United States.

In 1976, the Japanese company Matsushita took over Quasar (Motorola) a Chicago factory producing television sets. Maintaining the same number of direct workers and halving the number of indirect workers, in two years Matsushita managed to double production, improve manufacturing quality by 20 times and to reduce the cost of interventions under guarantee by 16 times.

The qualitative results were the most surprising because they could be directly correlated to the work process which, being largely manual, directly impacted on staff behaviour and attitudes.

Given that the percentage of defects in TV sets in the Western company was around 160% (1.6 defects for each TV set) reducing it by 20 times took Motorola to levels of quality comparable to Japanese levels (0.08 defects for each TV set). At the same time, it demonstrated that it was possible to obtain a positive attitude from Western workers and not just Japanese.

The difference, therefore, lies not in the nationality but in the mentality!

Kaizen is a way of thinking, an ideology. Its values are assimilated at every social level and in all activities.

Every day, in newspapers, radio and television we see and hear the word Kaizen (which means continuous improvement) used in the most diverse contexts.

For example, we hear declarations from government functionaries on the “Kaizen” of the commercial balance with the United States”, politicians stating “Kaizen in diplomatic relations with country X”, and workers and management discussing “Kaizen in industrial relations” etc.

The statement of the vice-president of the Cabot Corporation, William Manly, is interesting in this regard. At the end of seminar on the concept Kaizen, he said: “I thought there were two main religions in Japan: Buddhism and Shinto. Now I see that there is a third: Kaizen requires as much commitment from top-down as from bottom up”.

Since top-down management style requires a planning approach (definition of objectives and elaboration of the means to achieve them) and the bottom-up style requires an analytical approach (with the emphasis on experience), training techniques have to be modified. Lower levels must be supplied with analytical instruments such as **the seven tools**, while the higher levels have to be trained in planning approaches such as **policy deployment**.

When these two approaches are combined at all levels they become potent instruments for implementing the Kaizen strategy, responding to its fundamental principles, that include a philosophy oriented at customer satisfaction, the **PDCA cycle**, relations with suppliers based on co-operation and enormous involvement on the part of the company personnel.

The key difference between the way of conceiving the change in Japan compared to the West lies in the Kaizen philosophy.

The essence of Kaizen is relatively simple and clear: Kaizen means improvement. More than that, it means a continuous improvement that involves everyone, from top management to workers. This philosophy presupposes that ways of living need to be constantly improved and this applies to ways of working as much as to social, personal or family life.

During a conference on “Total Quality” in 1991 Italian trade unionists asked: “What do Japanese workers gain from Total Quality?” The reply that the Japanese trade unionists gave was significant: “It enriches our spirit, it improves us... as well as money, it is also important that workers are content with their work. We have to work all our lives. So let’s find a way to enjoy the work”.

Even more significantly: “Producing things of good quality makes consumers happy, and workers are consumers too. And if the company beats its competitors by using Total Quality we don’t lose our jobs and there is more money for the workers”.

Putting the worker back in the centre of the management strategy as an essential element of the process of continuous improvement is a real revolution in the mentality and management tools of industrial organisation.

Continuous product improvement is not obtained through greater controls over the finished product because that is not a valid, economic solution.

- ❖ Instead, it is necessary, to **control, manage and improve operating processes** using statistical methods to collect as much data as possible, involving as many people as possible. “Do things right the first time” and “Don’t produce opinions out of thin air, but use facts and data” are two slogans that represent the substance of this principle;
- ❖ Training in the techniques of quality control must be targeted, continuous and involve all company personnel.

- ❖ If Company-wide Quality Control is to be successful, it is essential to mobilise as much of the company's resources as possible and orient and motivate them towards improvement and problem solving. This makes employees feel they are participating "from inside" the company organisation;
- ❖ The top – management must express its **leadership in function of "quality above all else"**, communicating the coherent policy of improvement adopted and the organisational responses established. It is particularly important to reduce the levels of hierarchy and stress communication at all levels, in order to accommodate decisions from the bottom

DEMING WHEEL (PDCA CYCLE)

At the end of the 1950s, the Japanese realised that making quality products did not simply mean testing. This occurred after the process was completed and, thus, defective pieces could only be thrown away. Furthermore, improving quality meant increasing inspections and, therefore, increasing costs.

"Waste" and "higher costs" were not words they wanted to hear. So, they put their faith in American experts like W.E.Deming.

He introduced Japan to an instrument known as the **Deming Wheel**, which was to become fundamental for guaranteeing a progressive improvement in quality.

This instrument is based on the assumption that achieving maximum quality means constant interaction between research, planning, production and sales.

To improve quality and satisfy customers, the four stages must operate constantly, maintaining quality as the principal criterion.

Later, the idea of making the Deming Wheel turn continuously to generate continuous improvement was extended to all stages of management, and each of the four spokes of the wheel corresponds to a precise activity.

The Japanese have reinvented the **Deming Wheel**, calling it the **PDCA cycle**, creating a method that can be applied to all phases and situations.

The PDCA Cycle begins with a diagnosis of the current situation using one of the seven tools: **data collection**.

Then, the first stage of the cycle begins. The first is **P = Plan**, improving the situation using other instruments (Pareto charts, Cause/Effect Diagrams, histograms, control charts etc.). The second stage is **D = Do**, applying the plan, the third stage is **C = Check**, to see if the desired improvement has taken place, and the fourth stage is **A = Action** standardising the results obtained, preventing the repetition of negative actions and institutionalising continuous improvement by keeping the PDCA cycle turning.

Thus, PDCA is a process through which new standards are fixed only to be questioned and replaced with new, better plans.

It is worth underlining that the efficiency of the managerial tools in the PDCA cycle depends on correct self-diagnosis in order to determine the starting point and ensure that the result obtained is standardised.

There can be no improvements without standards.

W.E. Deming's 14 points for management change

1. Create constancy of purpose to improve products and services, to become competitive and stay in the market, creating jobs.
2. Adopt the new philosophy. We are in a new economic environment. Western management must take up the challenge and take responsibility for instituting change.
3. Cease dependence on inspection as the means to obtaining quality. Eliminate the need for large-scale inspection, building quality in at the product planning stage.
4. Do not award business based on price alone. Aim for lowest total cost. Use a single supplier for any one item, and establish mutual confidence and aid between purchaser and vendor.
5. Improve every system of production and service constantly and forever. Improving quality and productivity leads to a reduction in costs.
6. Institute training on the job. It should become a daily part of the job.
7. Institute leadership. Management must provide a setting where workers and machines can improve the quality of work.
8. Drive out fear. Involve everyone in the company's success.
9. Break down barriers between departments and categories. Researchers, planners, sales staff and production must work as a single team in order to prevent any potential problem.
10. Eliminate slogans, exhortations and targets like zero defects or productivity growth. They create the opposite reaction. It is not people who make the most mistakes it is the processes they are working within.
11. Eliminate numerical objectives and replace with leadership and motivation.
12. Remove barriers to pride of workmanship. Abolish merit systems and management by objectives.
13. Institute education and self-improvement.
14. Take action to accomplish the transformation. Transformation is everyone's job

3. THE EUROPEAN FOUNDATION FOR QUALITY MANAGEMENT (EFQM)

The EFQM in Brussels arose from the TQM philosophy. Its goal was to help European industry to create better products and services through the effective use of advanced managerial practices.

History

The EFQM was founded in 1988 by the presidents of 14 major European companies (Bosch, BT, Bull, Ciba-Geigy, Dassault, Electrolux, Fiat, KLM, Nestlé, Olivetti, Philips, Renault, Sulzer, Volkswagen) with the endorsement of the European Commission. It is the model upon which the European Quality Award is based. The impetus for this powerful management network - which now has more than 800 members - was the need to develop a European framework for quality improvement along the lines of the Malcolm Baldrige Model in the USA and the Deming Prize in Japan. Both these awards had demonstrably improved service and manufacturing quality in the organisations that used them. The European Model for Business Excellence - now called the EFQM Excellence Model - was introduced in 1991 as the framework for organisational self-assessment and as the basis for judging entrants to the European Quality Award, presented for the first time in 1992.

EFQM is driven by a vision of helping to create strong European organisations that practise the principles of Total Quality Management (TQM) in the way they do business and in their relationships with their employees, shareholders, customers and the communities in which they operate.

Mission

- ❖ to stimulate and assist organisations throughout Europe to participate in improvement activities leading ultimately to excellence in customer satisfaction, employee satisfaction, impact on society and business results
- ❖ To support the managers of European organisations in accelerating the process of making Total Quality Management a decisive factor for achieving a global competitive advantage.

With the help of EFQM and through the example of its members, organisations in Europe have come to accept that TQM is a way of managing activities to gain efficiency, effectiveness and competitive advantage. This ensures longer-term success, meeting the needs of customers, employees, financial and other stakeholders, as well as the community at large.

The implementation of a Total Quality Management programmes can achieve significant benefits such as increased efficiency, reduced costs and greater satisfaction, all vital for better business results.

The EFQM Model is based on nine key principles:

- ❖ Leadership (behaviour of management team - to promote a global culture of quality management)
- ❖ Policy and strategy (so that the organisation formulates policy and strategy measures)
- ❖ People orientation (so that all employees work to their full potential)
- ❖ Resources (so that the organisation makes the most effective and efficient use of its resources)
- ❖ Processes (so that the organisation improves its processes)
- ❖ Customer results (what must the organisation do to satisfy its customers?)
- ❖ People results (what must the organisation do to satisfy its employees?)
- ❖ Company results (what must the organisation do to satisfy the needs of the community?)
- ❖ Key Performance Results (what fixed company objectives must the organisation meet and how does it respond to the needs of interested individual or bodies?)

ISO 9000 - 9004 standards

Referring to the quality system, the ISO 9000 series of standards (from ISO 9000 to 9004) apply European regulations regarding responsibility for damaged products (1990). ISO 9000 and 9004 indicate the choice and application of standards ISO 9001 to 9003 and explain every element of the QS system.

DIN ISO 9000

The DIN/ISO 9000 standard is the basis of the general measures of quality guarantee.

DIN ISO 9001 to 9003

Determines the quality management standards an organisation must meet to be certified.

DIN ISO 9004

DIN ISO 9004 lays down four fundamental principles:

- ❖ Every activity is a process
- ❖ Every company has a network of processes
- ❖ All processes must be observed and carried out in an acceptable manner
- ❖ Therefore, they are divided into small steps and constantly improved

It also clarifies the meaning of various recurring concepts in the discussion of quality:

- ❖ Today we talk of guaranteeing quality through a system of quality management
- ❖ The concept of quality management is used when attention is focussed on the structure, organisational and economic aspects

Management is responsible for managing quality within an institution.

4. HYPOTHESIS FOR A MEASUREMENT MODEL OF TELEVISION EXCELLENCE: X-TV

“Everything that can be known has a Number; for it is impossible to grasp anything with the mind or to recognise it without this.” Philolaus, Pythagorean philosopher, 6th century B.C.

Television excellence

The analysis of quality has always considered that the basic element is the level of client satisfaction in its various forms.

The TQM, the benchmark for all models measuring company excellence, has taken a further step forward, adding satisfaction of stakeholders and an evaluation of the factors, productive processes and company results to the concept of quality.

This evolution has given rise to a measurement model of television excellence, X-TV, designed by Open T for the Prix Italia 2003.

The aim is to subject it to testing and validation by the Prix Italia’s international partners.

QTV television quality

- ❖ Perceived quality
- ❖ Expected quality
- ❖ Delivered quality
- ❖ Requisite quality
- ❖ Acquired quality
- ❖ Ethical quality

The particularity of QTV, compared to other sectors, is that its customers:

- ❖ Are also *stakeholders*
- ❖ Belong to diverse typologies with diverse needs,
- ❖ Their needs diverge even further depending on the type of television: public, commercial or *pay-TV*.

The audience of a public service broadcasting company can be identified as:

- ❖ The viewer, the target of the total offer
- ❖ The citizen, the target of services
- ❖ The state regulator, who has awarded the concession and the right to collect the licence fee
- ❖ The advertiser (the other side of the balance sheet)
- ❖ The employees
- ❖ Production and technology partners

Each of these obviously carries a different weight.

From television quality (QTV) to Excellence (X-TV)

Our hypothesis is that television excellence is the evolution of the concept of Television Quality. Television excellence dynamically encompasses the level of satisfaction of all *stakeholders*, the level of innovation and the company's economic performance in a single measure.

Extremely briefly, it states that:

$$\mathbf{XTV} = \mathbf{QTV} + \mathbf{Inn} + \mathbf{Prf}$$



The Sources of the X-TV Model

QUALITY MANAGEMENT

Controllo della
Qualità

Garanzia della
Qualità

TQM

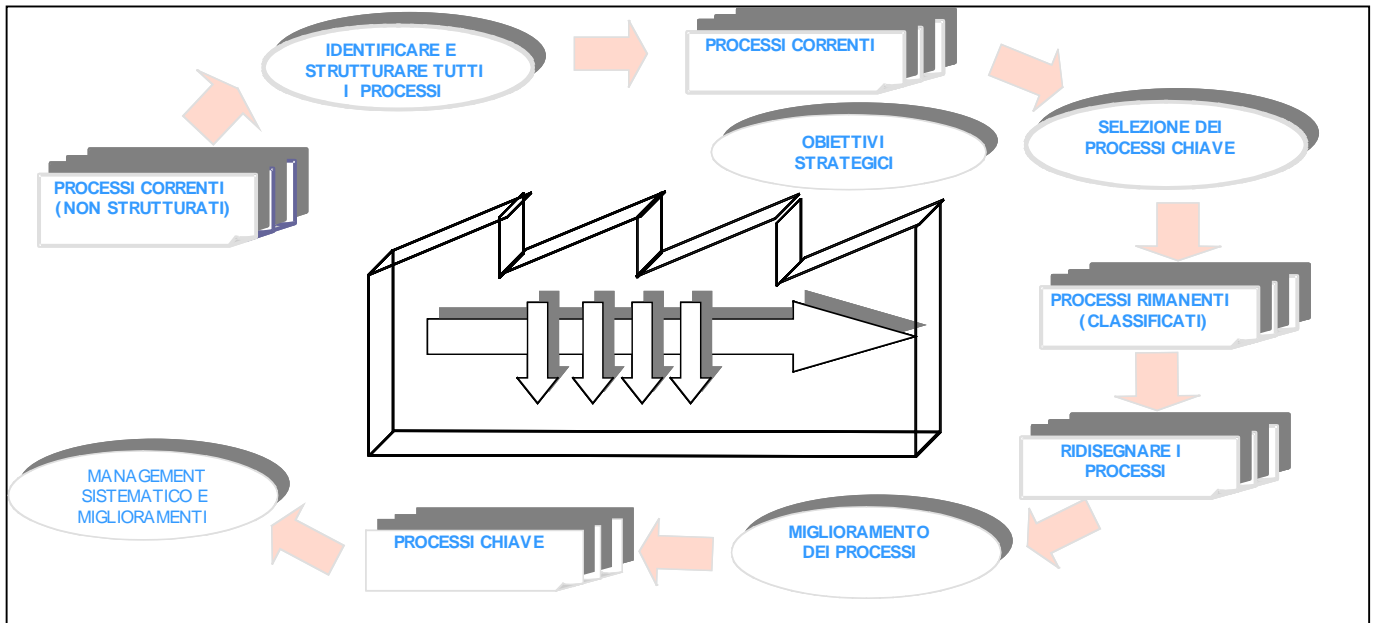
CONCETTO DI QUALITÀ

Verificare le caratteristiche del
prodotto/ servizio

Garantire lo standard di qualità di u
prodotto/ servizio

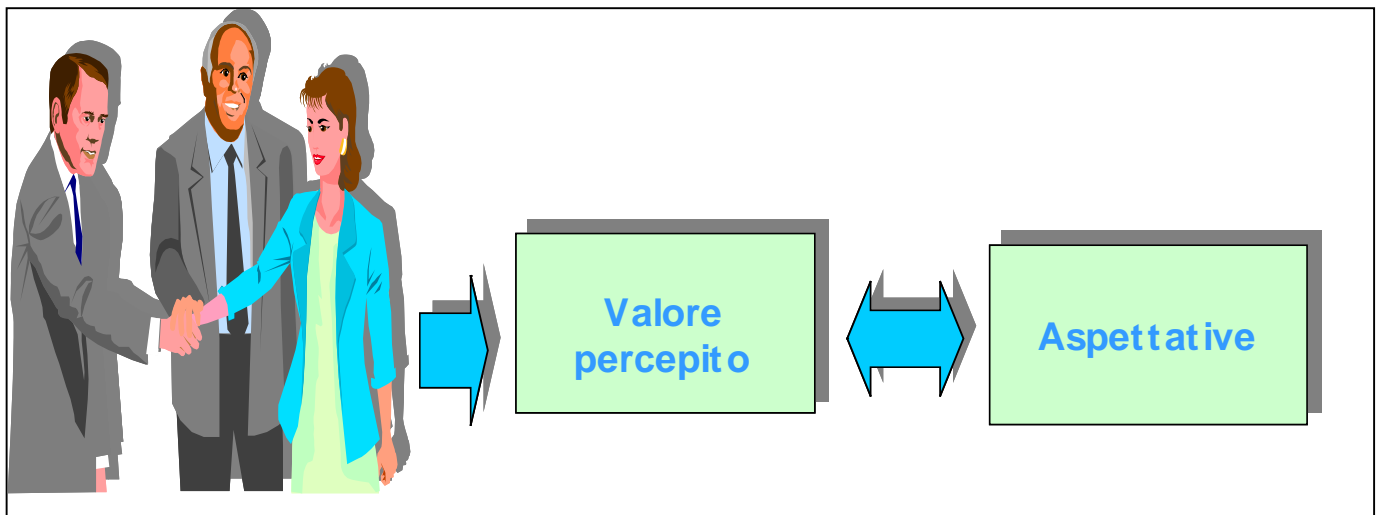
Integrare QUALITA' nell'intero proc
management

Evaluation of the Productive Processes

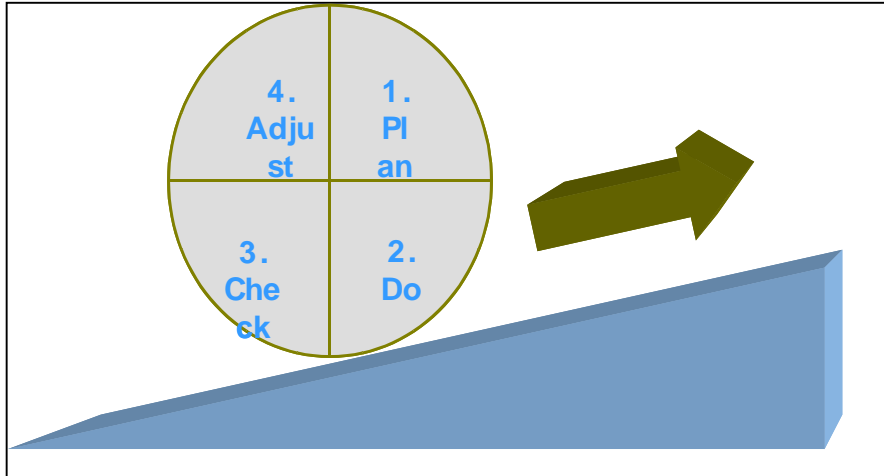


Evaluation of Customer Satisfaction

The “customers” are the final judges of the product/service. Market share (absolute, specific, estimated) and loyalty are the focus of the activity



Evaluation of Capacity for Innovation



Evaluation of a Broadcaster's Capacity for Innovation

The evaluation of a broadcaster's capacity for innovation takes two elements into account:

The broadcaster's technological and content innovation

The planning skill and tendency to innovate, in each of the crucial sectors of the company, including the ability to self-assess and adjust, depending on choices and processes. Once again, the company's attitude to the theme in question is evaluated.

Performance evaluation

Performance evaluation considers the data and trends of the company's economic performance.

Assesses data relating to specific periods of time (a year), both as regards evolution over time and in absolute terms, as well as in relation to other important variables for the market.

Apart from the data, it considers the broadcaster's attitude and approach to drawing up strategies, policies and projects in all company sectors, to the extent that they affect economic results.

All the information and Evaluation points thus obtained are useful for formulating a qualitative judgement of the broadcaster's economic performance.

The structure of the X-TV model

The model is constructed on the postulate that the analysis of the excellence of a broadcaster (X-TV) is based on a mix of 3 fundamental components:

customer satisfaction;
innovation;

economic performance.

Each of these three fundamental components, can be divided into:

- a first fundamental value that refers to the precise data and dynamic over time of the three components,
- a second complementary value that refers to the internal and external factors and the company processes that influence the three components.

Thus, in brief:

- ❖ Quality, measured using different indices and systems, must be related to the capacity for innovation and the economic and management performance;
- ❖ Quality, Innovation and Performance achieve Results in function of the Factors and Processes that support them;
- ❖ Factors and Processes are in turn influenced by Results, triggering more or less virtuous circles in function of the direction they assume;
- ❖ All these elements determine the excellence of a broadcaster (X-TV) (or a channel, structure, schedule etc.).

The X-TV will be measured on a decimal scale that could range from 1 (minimum value) to 100 (maximum value) and the result will fall into one of five bands:

0-20: low; 21-40 average-low; 41-60 average; 61-80 average-high; 81-100 high;

The weight of each component has been defined in the experimental phase by a focus group composed of television experts from RAI and the university.

The distribution of the fundamental and complementary values per component derived from them is represented in the following matrix:

Componenti	Customer satisfaction	Performance economico finanziaria	Innovazione	Risultato dell X-TV
Fondamentali	35	21	14	70
Complementari	15	9	6	30
Totali	50	30	20	100

The structure of the X-TV model

The X-TV Evaluation of broadcasters is carried out through a series of questions (evaluation points) which refer to the components in their two declinations. In this model there are a total of 224 evaluation points, distributed as follows:

Componenti	Customer satisfaction	Innovazione	Performance Economico Finanziaria	Punti di valutazione per X-TV
Fondamentali (Dati e Dinamiche)	24	24	14	62
Complementari (Fattori e Processi)	58	42	62	162
Totale	84	66	76	224

Benchmarking – The Prix Italia X-TV Prize

The model developed has the innovative characteristic of allowing the benchmarking of different broadcasters.

We propose that the Prix Italia and its partners test this model and use it as a platform for awarding an annual Prize for television excellence: the Prix Italia X-TV Prize.

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