



Confederation of Indian Industry



## CII-EXIM BANK AWARD FOR BUSINESS EXCELLENCE

AWARD & MODEL BROCHURE  
*for*  
SMALL AND MEDIUM BUSINESSES

Excellent Organisations achieve and sustain superior levels of performance that meet or exceed the expectations of all their stakeholders

The Confederation of Indian Industry (CII) works to create and sustain an environment conducive to the growth of industry in India, partnering industry and government alike through advisory and consultative processes.

CII is a non-government, not-for-profit, industry led and industry managed organisation, playing a proactive role in India's development process. Founded over 117 years ago, it is India's premier business association, with a direct membership of over 7000 organisations from the private as well as public sectors, including SMEs and MNCs, and an indirect membership of over 90,000 companies from around 250 national and regional sectoral associations.

CII catalyses change by working on the four pillars, namely, advocacy with government on policy issues, facilitating global reach for members through international networking, promoting excellence through sustainability, inclusiveness and social consciousness among Indian Industry, and, enhancing competitiveness of Indian Industry.

While 'competitiveness' is a comparative concept of the ability and performance of a firm, industry sector or country to sell and supply goods and/or services in a given market, 'excellence' refers to the outstanding practices in managing the organisation and achieving results based on fundamental concepts. Truly excellent organisations are measured by their ability to achieve and sustain outstanding results for their stakeholders.

To achieve outstanding results is hard enough – to sustain them in a world of increasing global competition, rapid technological innovation, ever changing working processes and frequent movement in the economic, social and customer environments is even harder. Some of the more important manifestations of these worldwide phenomena are being increasingly experienced in the form of the need for Creativity and Innovation, Sustainability, Inclusiveness, Corporate Governance, Organisational Agility, etc.

CII and the Export Import Bank of India have joined together, in 1994, for promoting excellence among Indian Industry through the CII-EXIM Bank Award for Business Excellence. The Award is based on the internationally recognised EFQM Excellence Model. This document, "Award & Model Brochure for Small and Medium Businesses", has been developed by CII to provide information to all concerned stakeholders on the details of the 'CII-EXIM Bank Award programme & The Excellence Model'.

Participating in the Award programme will benefit organisations in many ways, including,

- Providing an external perspective on the current status on the organisation's performance and practices
- Giving insight into organisational performance, beyond financial performance
- Measuring progress on the journey of excellence, and,
- Helping compare with best-in-class organisations

CII believes that organisations which will use the Excellence Model for internal improvements, and the CII-EXIM Bank Award programme for external validation, will truly be enabled in refining and improving their practices and performance, for achieving higher levels of excellence.

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CII-EXIM BANK AWARD  
FOR  
BUSINESS EXCELLENCE

SMALL AND  
MEDIUM BUSINESSES



## KEY DATES

30 April

Final date for receipt of Application Form by  
CII Award Secretariate.

15 June

Final date for receipt of the Position Report by  
CII Award Secretariate.

15 September - 10 October

Site visits, where applicable.

The announcement of results will be made at the National Quality Summit.  
(Two Senior officials from all Applicant Organisations are eligible to attend the Quality Summit, as Special Invitees).



# About the Trophy

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## Coveted.

The trophy was designed for three specific facets of all that Excellence, an organisation, stands for.

The three columns represent the organisation's people, processes and performance.

The orb or globe at the apex represents the synergy of an organisation wherein all the elements are harmoniously integrated at its pinnacle.

The columns are polished, reflecting continuous effort the best mantra for excellence and competitiveness, resulting an agile organisation. The gold sheen is representative of nobility.

The polished granite base upon which everything rests symbolises the unflinching commitment of the leadership.

The trophy was specifically designed by National Institute of Design, Ahmedabad.



CII-EXIM BANK AWARD  
FOR  
BUSINESS EXCELLENCE

## Aspired for.



## Foreword

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N Kumar  
Chairman  
CII Institute of Quality  
Bangalore

CII Institute of Quality has been promoting the cause of Quality over the last two decades through several initiatives. In the year 1994, Confederation of Indian Industry and EXIM Bank of India jointly promoted the EFQM based Business Excellence Model in India with an objective of enhancing the competitiveness of Indian Industry, to world-class level. Since its inception, the CII- EXIM Bank Award for Business Excellence has been encouraging the Indian Industry to strengthen their management systems, practices and capabilities to enhance and sustain their competitiveness and become world-class organisations. Several organisations both from private and public sectors have adopted The Excellence Model as a framework for the holistic management and greatly benefited by participating in the award assessment process.

Small and Medium Business (SMB) organisations form the backbone of Indian economy and play an important role in its socio economic growth. Besides being an important entrepreneurial engine, they are the largest employment generator. Small and Medium Business, either as suppliers to large OEM organisations or as providers of products and services to the market place, have made a significant contribution in this growth and adopted several good manufacturing and quality practices, such as 5S, ISO 9000, TS 16949, TPM, TPS etc to improve their productivity and competitiveness.

However, to sustain the competitiveness in the highly competitive local and global markets, SMB's need to develop their capability in other important areas of management e.g., product development, strategic planning, financial management, leadership and people. SMB organisations need to establish appropriate management framework, with clear purpose to build this capability. The Excellence Model provides a practical and holistic tool to achieve this objective.

I strongly urge the Small and Medium Business organisations to participate in the award this year and get benefit of an external feedback for improvement and also an opportunity for getting national recognition.



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# 1.0 About the Award

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Regardless of sector, size, structure or maturity, the Excellence Model is a practical and holistic tool to improve the quality of management in all organisational aspects enable organisations effectively address all the challenges. mentioned above. The model can be used in a number of ways:

- As a structure for the organisation's management system
- As a tool for Self-Assessment by measuring where they are on the path to excellence; helping them understand the gaps; and then stimulating solutions;
- As a framework for positioning existing initiatives, and identifying gaps;
- As an assessment criteria for reward and recognition.

The CII-EXIM Bank Award for Business Excellence has been instituted to achieve the following objectives:

- Provide and promote a holistic framework of management for Excellence
- Recognise outstanding Small and Medium Business organisations and present them as role models and encourage others to emulate
- Identifying and sharing best practices, performance and strategies
- Provide an external perspective to the organisations on their practices and performance through a comprehensive feedback report

The Award was formed to recognise and promote sustainable success and to provide guidance to those seeking to achieve it.

This is realised through a set of three integrated components:

- The Fundamental Concepts of Excellence: The underlying principles which are the essential foundation of achieving sustainable excellence for any organisation.
- The Excellence Model: A framework to help organisations convert the Fundamental Concepts and RADAR logic into practice.
- RADAR logic: A dynamic assessment framework and powerful management tool that provides the backbone to support an organisation as it addresses the challenges it must overcome if it is to realise its aspiration to achieve sustainable excellence.



## 2.0 Need for a Model

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Small and Medium Business organisations have several advantages due to their size and simplicity that makes them competitive. However, they also face several challenges to meet ever growing demands of competitive local and global markets.

Some of the common challenges irrespective of sector and location are as follows:

- How to manage their business in a more professional manner as they grow in size and complexities?
- How to integrate the operational and strategic management to build sustainable competitiveness and growth?
- How to assess the strengths of weaknesses of the organisation beyond financial and operational performance parameters and develop a road map for transformation?
- How to evaluate the effectiveness of various improvement initiatives and make appropriate interventions to achieve excellence?



## 3.0 The Fundamental Concepts of Excellence

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### Achieving Balanced Results

Excellent organisations meet their Mission and progress towards their Vision through planning and achieving a balanced set of results that meet both the short and long term needs of their stakeholders and, where relevant, exceed them.

### Adding Value for Customers

Excellent organisations know that customers are their primary reason for being and strive to innovate and create value for them by understanding and anticipating their needs and expectations.

### Leading with Vision, Inspiration & Integrity

Excellent organisations have leaders who shape the future and make it happen, acting as role models for its values and ethics.

### Managing by Processes

Excellent organisations are managed through structured and strategically aligned processes using fact-based decision making to create balanced and sustained results.

### Succeeding through People

Excellent organisations value their people and create a culture of empowerment for the balanced achievement of organisational and personal goals.

### Nurturing Creativity & Innovation

Excellent organisations generate increased value and levels of performance through continual and systematic innovation by harnessing the creativity of their stakeholders.

### Building Partnerships

Excellent organisations seek, develop and maintain trusting relationships with various partners to ensure mutual success. These partnerships may be formed with amongst others, customers, society, key suppliers, educational bodies or Non-Governmental Organisations (NGOs).

### Taking Responsibility for a Sustainable Future

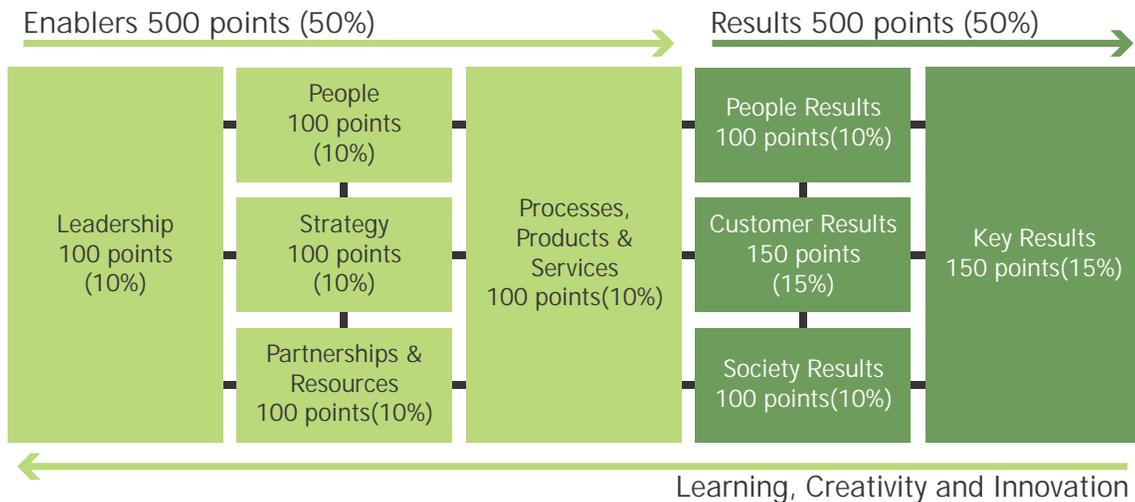
Excellent organisations embed within their culture an ethical mindset, clear Values and the highest standards for organisational behavior, all of which enable them to strive for economic, social and ecological sustainability.



## 4.0 The Excellence Model

### 4.1 Overview

The Excellence Model is a non-prescriptive framework based on nine criteria. Five of these are 'Enablers' and four are 'Results'. The 'Enabler' criteria cover what an organisation does. The 'Results' criteria cover what an organisation achieves. 'Results' are caused by 'Enablers'.



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**ENABLERS:** It covers how the organisation achieves its planned results through leadership, strategy, people, partnerships & resources, and processes, products & services following PDCA (Plan, Do, Check, Act) approach. The details of each of five criteria are described on Pages 14 to 23.

**RESULTS:** The results cover what the organisations are achieving with respect to their key stakeholders. e.g., Customers, People, Society and Shareholders. The organisation is assessed on the results with respect to satisfaction of key stakeholders based on their perceptions

and the robustness of key processes to assure sustainability of good performance based on the key strategic outcomes. The details of each of four criteria are described on Page 24 to 31.

**MEASURING EXCELLENCE:** The excellence of enablers and results is measured based on the PDCA approach. The assessment guidelines are given in Pages 12 and 13. The marks are given out of maximum 1000. The model above indicates maximum points for each criteria for the purpose of award assessment.

## 4.0 The Excellence Model

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### 4.2 Assessment Guidelines

The following two tables are provided as guidance for applicant organisation to understand that the performances (results) and the practices (enablers) presented will be evaluated as per the points mentioned for “Results” and “Enablers” and score will be given for each criterion on the scale of “0 to 100”. The points on each criterion will be awarded as per the weightage given. Total points will be awarded out of maximum 1000 points..

Analysis of RESULTS
<p>RELEVANCE AND USABILITY:</p> <p>The results</p> <ul style="list-style-type: none"><li>▪ Are consistent with business plans</li><li>▪ Are in line with needs and expectations of relevant stakeholders</li><li>▪ Are appropriately segmented, timely and accurate</li><li>▪ Measure all relevant practices for planning and execution using relevant indicator(s)</li><li>▪ Cover all relevant performance parameters for now and future</li></ul>
<p>PERFORMANCE:</p> <p>The results</p> <ul style="list-style-type: none"><li>▪ Show positive trends or sustained good performance</li><li>▪ Have appropriate targets for Key Results. If yes, are the targets achieved</li><li>▪ Are favourable with external comparisons</li><li>▪ Show linkages to practices to ensure sustainability</li></ul>

Note: The excellence in management is evaluated based on the principles of PDCA (Plan, Do, Check, Act).



## 4.0 The Excellence Model

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### 4.2 Assessment Guidelines

Analysis of ENABLERS
<p>APPROACH</p> <ul style="list-style-type: none"><li>▪ Is having a clear purpose</li><li>▪ Is stakeholder based</li><li>▪ Supports the business plans and other approaches as appropriate</li><li>▪ Is systematic, measurable, flexible, and innovative</li><li>▪ Incorporates improvements, as appropriate</li></ul>
<p>DEPLOYMENT</p> <p>Approach:</p> <ul style="list-style-type: none"><li>▪ Is implemented in all potential areas across the organisation</li><li>▪ Is implemented to its full potential/capability</li><li>▪ Is systematic, flexible as appropriate and carried out in a planned manner</li></ul>
<p>ASSESSMENT &amp; REFINEMENT</p> <p>Approach and its deployment:</p> <ul style="list-style-type: none"><li>▪ Is measured for efficiency and effectiveness regularly</li><li>▪ Provides learning opportunities and external comparisons</li><li>▪ Is improved based on outputs from learning &amp; creativity and performance measure</li></ul>

Note:

The excellence in management is evaluated based on the principles of PDCA (Plan, Do, Check, Act).



# 4.0 The Excellence Model

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## 4.3 Model Criteria

### 1. LEADERSHIP

100 points

Definition: Excellent organisations have leaders who shape the future and make it happen, acting as role models for its values and ethics and inspiring trust at all times. They are flexible, enabling the organisation to anticipate and react in a timely manner to ensure the ongoing success of the organisation.

- Leaders develop the Mission, Vision, Values, and ethics and act as role models.
- Leaders define, monitor, review and drive the improvement of the organisation's management system and performance.
- Leaders engage with external stakeholders.
- Leaders reinforce a culture of excellence with the organisation's people.
- Leaders ensure that the organisation is flexible and manages change effectively.

This criterion deals with the visible and demonstrated behaviour of the senior officers to influence the behavior of others in the organisation. This behaviour of senior officers is expected to manifest in five aspects of leading the organisations like inspirational leadership, institution building, external networking, internal networking and change management. Leaders need to be ethical, be able to anticipate and react to changes in a timely manner and manage them effectively.

#### Briefly describe the Leadership practices covering:

- How CEO and other managers involve themselves in setting and communicating their core purpose, long-term direction, organisational policies and guidelines on ethical behavior, quality, environment, safety, organisational management and structure, finance, health etc?
- How CEO and other managers involve themselves in developing and reviewing quality, environment and other management systems like ISO 9000, ISO 14000, business planning, budgeting, finance management, performance management etc?
- How CEO and other managers involve themselves in developing improvement initiatives like quality circles, small group activity, cross functional teams, kaizen teams, suggestion schemes, waste elimination, 5S, process re-engineering etc? How employees are encouraged to come out with new ideas and ways of thinking and innovation?
- How CEO and other managers encourage suppliers and other stakeholders to suggest new and innovative ideas, ways and means to improve products, services, processes and systems?
- How CEO and other managers involve themselves with organisations' customers, suppliers and other external stakeholders. How customer and supplier visit, interactions, meetings are planned? Who all meet the customers and suppliers? What are the issues covered in the interactions? How customers and suppliers are rewarded and recognized?



## 4.0 The Excellence Model

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### 4.3 Model Criteria

- How CEO and other managers involve themselves with their local industry associations, welfare associations, and local authorities? How these interactions are planned? Who all interact and what are the issues addressed?
- How CEO and other managers reward and recognize their people? How CEO and other managers support, encourage, motivate and inspire people for good ideas, achievements, suggestions etc?
- How CEO and other managers involve themselves in planning, financing, executing and managing organisation wide major improvement activities like TQM, TPM, Six Sigma, Lean, Cluster Activity, and QMS?
- How CEO and other senior managers use available facts, data and information, previous experience and consider the impact of their decisions?
- How CEO and other managers make their organisations adopt major changes to the ways of working effectively with speed?

Note:

- While describing the practices, you may give information on the above points, as relevant to your business. Very briefly, describe who all are involved, when and how often, the manner in which it is implemented, and the improvements made during last 3 years.
- A practice followed by the organisation may cover several points mentioned above and each point need not be answered separately. It may also have linkages with the points mentioned in other criteria. You may give the cross references of the relevant practices and results described in other criteria and avoid rewriting the same.



# 4.0 The Excellence Model

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## 4.3 Model Criteria

### 2. STRATEGY 100 points

Definition: Excellent Organisations implement their Mission and Vision by developing a stakeholder focused strategy. Policies, plans, objectives, and processes are developed and deployed to deliver the strategy.

- Strategy is based on understanding the needs and expectations of both stakeholders and the external environment.
- Strategy is based on understanding internal performance and capabilities.
- Strategy and supporting policies are developed, reviewed and updated.
- Strategy and supporting policies are communicated, implemented and monitored.

This criterion deals with how organisations plan and shape their future based on the needs and expectations of their customers, suppliers, collaborators, employees and other interested parties. While doing so organisations also fully understand their internal capabilities and make factual choices with respect to their future. Organisations prepare themselves for unforeseen eventualities and need for appropriate mid course corrections. Organisations also develop a common understanding on the areas crucial to their business and communicate the same to all key personnel concerned.

Briefly describe the Practices relating to strategy formulation covering:

- How the organisation gathers and collects inputs and information regarding customers, people, suppliers, community and investors' present and future needs and expectations?
- How the organisation reviews, analyses and draws meaningful interpretation from the data, figures and results covering operational performance parameters like productivity, quality, delivery, cost and use it for developing its business plans?
- How the organisation gathers, understands and uses information about their competitors, products, processes, supplier capabilities, technology and market data performance in the business planning? How strengths and weaknesses, relative to competitors, are understood? How their performance is compared with

relevant benchmarks to understand relative strengths and areas for improvement?

- How the organisation develops and prepares its annual, medium (2-3 years) and long term (3-5 years) plans and define the Key Results? How the outputs from the analysis and understanding of the data and information gathered by the organisation, as described above is used in the development, review and improvement of business plans?
- How the organisation sets the targets relating to innovation and improvement based on previous levels of achievement?
- How the organisation communicates the plans/goals, sets targets and aligns individual and team objectives at different levels? How customers, suppliers and partners are informed about the plans?



## 4.0 The Excellence Model

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### 4.3 Model Criteria

- How does the organisation address the impact of its products and operations on the natural resources in its business plans?
- How the organisation reviews the implementation of its annual, medium and long term plans? How the plans are modified or updated, as needed?
- What reporting mechanism is used by the organisation to track the execution of its business plans?

Notes:

- While describing the practices, you may give information on the above points, as relevant to your business. Very briefly, describe who all are involved, when and how often, the manner in which it is implemented, and the improvements made during last 3 years.
- A practice followed by the organisation may cover several points mentioned above and each point need not be answered separately. It may also have linkages with the points mentioned in other criteria. You may give the cross references of the relevant practices and results described in other criteria and avoid rewriting the same.



## 4.0 The Excellence Model

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### 4.3 Model Criteria

#### 3. PEOPLE 100 points

Definition: Excellent organisations value their people and create a culture that allows the mutually beneficial achievement of organisational and personal goals. They develop the capabilities of their people and promote fairness and equality. They care for, communicate, reward and recognise, in a way that motivates the people, builds commitment and enables them to use their skills and knowledge for the benefit of the organisation.

- People plans support the organisation's strategy.
- People knowledge and capabilities are developed.
- People are aligned, involved and empowered.
- People communicate effectively throughout the organisation.
- People are rewarded, recognized and cared for.

This criterion deals with how an organisation develops its human resource, policies, strategies and action plans. This criterion also deals with how an organisation plans and implements its recruitment, manpower planning, training, skill building and other human resource related activities. The criterion also covers matters relating to employee benefits, communication, feedback, learning opportunities, best practices, rewards, recognitions, safety and other related aspects.

#### Briefly describe Practices relating to People covering:

- How the organisation plans and prepares people related policies, programmes and action plans for recruitment, training, compensation, career progression etc?
- How the organisation involves, gathers and understands their people's views and uses it for improving their policies, programmes and action plan?
- How the organisation understands what skills are required now and what skills the people already have and what skills will be required in next few years to achieve organisation goals?
- How the organisation plans, prepares and provides training to their people including on the job training to meet these skill requirements?
- How the organisation develops, encourages and supports its people to take decisions, address problems and work with higher sense of responsibility and accountability?
- How the organisation enables and encourages people to suggest, give ideas, experiment new ways and methods of processing, production, assuring quality, resolving complaints, equipment maintenance, housekeeping, automation, product development etc?



## 4.0 The Excellence Model

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### 4.3 Model Criteria

- How the organisation collects, compiles, displays, communicates and shares best methods, examples, achievements, new methods of operations with its people for example, kaizens, pictures, boards, shop floor discussions, charts, library etc?
- How the organisation ensures work-life balance for their employees?
- How the organisation discusses, shares any operational, financial, or any other related issues and problems with and among its people?
- How the organisation rewards and recognizes its people, managers, contract workers, senior executives for good work, good results, ideas, suggestions etc?
- How the organisation plans, prepares and implements people related benefits like incentives, facilities, and health schemes?
- How the organisation encourages, supports and implements activities relating to safety, health, environmental etc for creating awareness and taking care of its people?

Note:

- While describing the practices, you may give information on the above points, as relevant to your business. Very briefly, describe who all are involved, when and how often, the manner in which it is implemented, and the improvements made during last 3 years.
- A practice followed by the organisation may cover several points mentioned above and each point need not be answered separately. It may also have linkages with the points mentioned in other criteria. You may give the cross references of the relevant practices and results described in other criteria and avoid rewriting the same.
- People include all those working on regular, part time or on contract/casual basis.



## 4.0 The Excellence Model

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### 4.3 Model Criteria

#### 4. PARTNERSHIPS AND RESOURCES

100 points

Definition: Excellent organisations plan and manage external partnerships, suppliers and internal resources in order to support strategy and the effective operation of processes. They ensure that they effectively manage their environmental and societal impact.

- Partners and suppliers are managed for sustainable benefits.
- Finances are managed to secure sustained success.
- Buildings, equipment, materials and natural resources are managed in a sustainable way.
- Technology is managed to support the delivery of strategy.
- Information and knowledge are managed to support effective decision making and to build the organisational capability.

This criterion deals with how organisations plan, procure, maintain, improve and utilise its key assets like finances, equipment, infrastructure, materials, natural resources and IT hardware to support its day to day operations and execution of annual and long term plans. This criterion also deals with how organisations manage and acquire basic and business subject related critical know how. It also relates to matters concerning supplier/vendor selection, prioritising and building long-term relationships, developing and improving suppliers and partners as appropriate, as well as information and knowledge aspects to fully support their business and achieve long-term benefits.

Briefly describe Practices relating to Partnerships and Resources covering:

- How the organisation identifies its important suppliers and partners and develop them? What are the practices to monitor their performance, provide feedback, to involve them in joint improvement projects etc., for long term mutual benefits?
- How the organisation monitors and reviews budgets, fund utilisation, costs, statutory compliances, input prices and their impact on business etc?
- How the organisation understands, plans, decides and implements activities relating to finances and funds, budgeting, investments for expansions and new facilities, auditing and reporting? In doing so, is continued success the objective?
- How the organisation manages its equipment, machinery and utilities, its building and other physical infrastructure for effective utilisation and conserve natural resources? For e.g., 5S, SMED, TPM, Preventive Maintenance?
- How the organisation manages and reduces the inventory and wastages through out its supply chain (suppliers, in plant, in transit, sales & distribution and customer end)?



## 4.0 The Excellence Model

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### 4.3 Model Criteria

- How the organisation acquires, absorbs, implements and improves know how and technology in all areas of its work? e.g., product development, production, sales & marketing, servicing, HR, finance & accounts etc. How the know how is managed to support the organisation's business plans?
- How the organisation understands, plans and provides information and knowledge to its people, customers and suppliers? e.g., Facilities like IT hardware, software, tools like ERP, SAP, BaaN, Oracle etc.? How the data, information and knowledge are managed to facilitate effective decision making at various levels in the organisation?

Note:

- While describing the practices, you may give information on the above points, as relevant to your business. Very briefly, describe who all are involved, when and how often, the manner in which it is implemented, and the improvements made during last 3 years.
- A practice followed by the organisation may cover several points mentioned above and each point need not be answered separately. It may also have linkages with the points mentioned in other criteria. You may give the cross references of the relevant practices and results described in other criteria and avoid rewriting the same.



## 4.0 The Excellence Model

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### 4.3 Model Criteria

#### 5. PROCESSES, PRODUCTS AND SERVICES

100 points

Definition: Excellent organisations design, manage and improve processes, products and services to generate increasing value for customers and other stakeholders.

- Processes are designed and managed to optimise stakeholder value.
- Products and services are developed to create optimum value for customers.
- Products and services are effectively promoted and marketed.
- Products and services are produced, delivered and managed.
- Customer relationships are managed and enhanced.

This criterion deals with how organisations plan, design and establish an effective and efficient process management system that enables them to improve their ability to provide its customers products and services better than their competitors. The criterion also deals with how organisations plan, implement and effectively manage process improvements and changes. The criterion also deals with matters relating to product design and development, marketing, promoting and selling of products and services, producing and building quality in products and services, procuring of materials and delivering products and services, as appropriate, to its customers. Further, the criterion also deals with interacting and engaging with its customers to know their needs and expectations, gather and use their ideas, joint improvement programmes, complaint handling and other related aspects.

Briefly describe Practices relating to Processes, Products and Services covering:

- How the organisation plans, develops and manages its management, operational and other support processes? Who are involved in their implementation? How performance measures and targets are set for control and improvement?
- How the organisation identifies, plans and implements improvements in its processes through use of tools like waste elimination, six sigma, problem solving methods, TPM, Lean, ISO 9000, TS 16949, ISO 14000 etc?
- How the organisation identifies new business opportunities and develops ideas for new products and services, for its existing and new customers/markets?
- How the organisation identifies, plans, and develops new products and implements product modifications? How customers and suppliers are involved in this process?
- How the organisation identifies the uniqueness of its processes, products and services, including the balancing of the needs of different stakeholders, in comparison with competition and leverages effectively for market positioning, targeting customers etc.?



## 4.0 The Excellence Model

### 4.3 Model Criteria

- How the organisation manages and compares with competitors its operational activities, such as:
  - Pre-production activities: e.g., Production planning and scheduling, procuring, tooling etc.
  - Production activities: e.g., production, quality assurance, calibration etc.
  - Post-production activities: e.g., delivery, installation, after sales service etc.
- How the organisation plans, meets, visits and interacts with its customers, distributors, and retailers, as applicable to address their day-to-day requirements? What issues, problems and concerns are addressed? How the ideas and outcomes of these meets and interactions are used for product and process improvements?
- How the organisation measures customer satisfaction? Also how experiences of customers are monitored and reviewed? How complaints are captured and resolved? How the organisation uses the information on customer satisfaction, field failures and complaints for learning and improvement?

Note:

- While describing the practices, you may give information on the above points, as relevant to your business. Very briefly, describe who all are involved, when and how often, the manner in which it is implemented, and the improvements made during last 3 years.
- A practice followed by the organisation may cover several points mentioned above and each point need not be answered separately. It may also have linkages with the points mentioned in other criteria. You may give the cross references of the relevant practices and results described in other criteria and avoid rewriting the same.
- Customers include OEMs, and end users, as applicable.



# 4.0 The Excellence Model

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## 4.3 Model Criteria

### 6. CUSTOMER RESULTS

150 points

Definition: Excellent organisations

- Develop and agree a set of performance indicators and related outcomes to determine the successful deployment of their strategy and supporting policies, based on needs and expectations of their customers.
- Set clear targets for key results based on the needs and expectations of their customers, in line with their chosen strategy.
- Demonstrate positive or sustained good customer results over at least 3 years.
- Clearly understand the underlying reasons and drivers of observed trends and the impact these results will have on other performance indicators and related outcomes.
- Anticipate future performance and results.
- Understand how the key results they achieve compare to similar organisations and use this data, where relevant, for target setting.
- Segment results to understand the experience, needs and expectations of specific customer groups.

This criterion deals with levels of achievement with parameters selected and tracked by the organisation to monitor, understand, predict and improve the performance of the Organisation and to understand the impact of these parameters on the customer's perceptions. The criterion also deals with levels of achievement with respect to customer's experiences and perceptions about organisation's performance.

Briefly describe the results organisation is achieving with respect to its customers. The customers include OEM, and end users, as applicable.

The customer results to be provided may cover the following parameters, as appropriate and any additional parameters that the organisation may be tracking. The perceptions of customers could be gathered as appropriate through surveys, interviews, interactions etc.

- Awards/Recognition/Accolades by the Customers
- Performance Ratings given by the Customer
- Perceptions of Customers about organisation's products, services and image
- New Customers added/Customers lost
- Duration of relationship across customer portfolio
- Effective recommendations
- New and/or Lost business
- Defect, Error and rejection rates for new/ongoing products (Customer site, field)



## 4.0 The Excellence Model

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### 4.3 Model Criteria

- Delivery performance, premium freight paid
- Number of product improvements
- New products launched
- Customer Line stoppages
- Customer Complaint resolution time
- Number of Complaints, Repeat Complaints, Warranty Claims

Note:

- The figures, data and numbers may be provided, along with targets, comparisons, as line graphs, bar charts or tables covering last three years. The feedback received from the customers through vendor ratings, audits, perception surveys and/or visits to be provided along with the analysis and action taken.



## 4.0 The Excellence Model

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### 4.3 Model Criteria

#### 7. PEOPLE RESULTS 100 points

Definition: Excellent organisations

- Develop and agree a set of performance indicators and related outcomes to determine the successful deployment of their strategy and supporting policies, based on needs and expectations of their people.
- Set clear targets for key results based on the needs and expectations of their people, in line with their chosen strategy.
- Demonstrate positive or sustained good people results over at least 3 years.
- Clearly understand the underlying reasons and drivers of observed trends and the impact these results will have on other performance indicators and related outcomes.
- Anticipate future performance and results.
- Understand how the key results they achieve compare to similar organisations and use this data, where relevant, for target setting.
- Segment results to understand the experience, needs and expectations of specific groups within their organisation.

This criterion deals with levels of achievement with internal parameters selected and tracked by the organisation to monitor, understand, predict and improve the performance of the organisation and to understand the impact of these parameters on the employee's perceptions. The criterion also deals with levels of achievement with respect to employee's perceptions about organisation's performance.

Briefly describe the results organisation is achieving with respect to its people. The people include managerial, supervisory and non-supervisory staff. Appropriate result parameters should be provided for the part time and casual employees.

The people results to be provided may cover the following parameters, as appropriate and any additional parameters that the organisation may be tracking. It includes the results of People satisfaction gathered, as appropriate through personal interactions, interviews with people representatives and or feedback through surveys.

- People Satisfaction on the parameters important to them. e.g., Work Environment, Training and Development, Communication, Involvement, Career Progression, Fairness, Leadership, Reward and Recognition etc.
- Skills Available Vs. Requirements (Functional & Headcount)
- Employee Productivity Improvement
- External Awards and Recognitions



## 4.0 The Excellence Model

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### 4.3 Model Criteria

- Number of suggestions, muda elimination, kaizens per employee per year
- Number of improvement teams (Quality Circles, Small Group Activity etc.)
- Training Man Hours per Employee per Year
- Individual & Team recognitions and awards
- Measurable benefits of Improvement activities
- Absenteeism
- Accident rates and their severity
- Grievances, Man hours lost due to employee unrest
- Staff turnover
- Complaints/grievance on the accuracy and timelines of administrative and accounts services e.g., payments, leave records, appraisals etc

Note:

- Data, figures and results relating to the above parameters may be provided, along with targets, comparisons, for the last three years, in form of line graphs, tables, charts etc.



## 4.0 The Excellence Model

---

### 4.3 Model Criteria

#### 8. SOCIETY RESULTS 100 points

Definition: Excellent organisations

- Develop and agree a set of performance indicators and related outcomes to determine the successful deployment of their societal and ecological strategy and related policies, based on the needs and expectations of the relevant external stakeholders.
- Set clear targets for key results based on the needs and expectations of their external stakeholders, in line with their chosen strategy.
- Demonstrate positive or sustained good society results over at least 3 years.
- Clearly understand the underlying reasons and drivers of observed trends and the impact these results will have on other performance indicators and related outcomes.
- Anticipate future performance and results.
- Understand how the key results they achieve compare to similar organisations and use this data, where relevant, for target setting.
- Segment results to understand the experience, needs and expectations of specific stakeholders within society.

This criterion deals with levels of achievement with internal parameters selected and tracked by the organisation to monitor, understand, predict and improve the performance of the organisation and to understand the impact of these parameters on the society perceptions. The criterion also deals with levels of achievement with respect to society perceptions about

Briefly describe the results organisation is achieving with respect to society.

The results to be provided may cover the following parameters, as appropriate and any additional parameters that the organisation may be tracking. It could also cover data received as feedback from Society, through meetings, interactions, newspaper articles, citations, media etc.

- Accolades and awards from the Government and or Social organisations

- Media coverage on contribution to community welfare
- Benefits to community e.g., education, health, economic well being and social equity
- Savings due to Reduce, Recycle, and Reuse of resources
- Certification of ISO 14000, ISO 18000, OHSAS
- Import/export performance



## 4.0 The Excellence Model

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### 4.3 Model Criteria

- Reduction in Health risks and accidents (relating to community)
- Reduction in Noise
- Hazards (safety)
- Reduction in pollution, toxic emission and other hazards
- Efficient usage of utilities, natural resources e.g., gases, water, electricity
- Disposal of scrap, garbage

Note:

- Data, figures and results relating to the above parameters may be provided, along with targets, comparisons, for the last three years, in form of line graphs, tables, charts etc.



## 4.0 The Excellence Model

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### 4.3 Model Criteria

#### 9. KEY RESULTS

150 points

Definition: Excellent organisations

- Develop and agree a set of key financial and non-financial results to determine the successful deployment of their strategy, based on the needs and expectations of their key stakeholders.
- Set clear targets for key results based on the needs and expectations of their key stakeholders, in line with their chosen strategy.
- Demonstrate positive or sustained good key results over at least 3 years.
- Clearly understand the underlying reasons and drivers of observed trends and the impact these results will have on other performance indicators and related outcomes.
- Anticipate future performance and results.
- Understand how the key results they achieve compare to similar organisations and use this data, where relevant, for target setting.
- Segment results to understand the performance levels and strategic outcomes achieved within specific areas of the organisation.

This criterion deals with levels of achievement with internal parameters selected and tracked by the organisation to monitor, understand, predict and improve the performance of the organisation and to understand the impact of these parameters on the strategic outcomes.

Briefly describe Key Results for the last three years.

The results to be provided may cover the following parameters, as appropriate and any additional parameters that the organisation may be tracking.

- Total Revenue/Turnover/Export (if any)
- Profitability Investment and asset related information
- Budgetary Performance (performance against the budgets)
- Percentage of business share with key customers
- Volumes
- Percentage of revenue from new products and businesses
- Time to introduce new products
- Process performance (quality, cost, cycle times)
- Cash flow



## 4.0 The Excellence Model

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### 4.3 Model Criteria

- Working Capital/Turnover
- Customer Outstanding
- Inventory levels (raw materials, work in progress, finished items)
- Value added per employee
- Value added per total employee cost
- Floor space utilization
- Supplier performance (quality, delivery, price, joint improvements)
- Internal resources:
  1. Equipments and Materials (defect rates, scrap generation, equipment availability, utilisation, yields, changeover times)
  2. Technology, Information & Knowledge (product improvements, new products, new technologies introduced, no. of work stations added, usage of IT infrastructure, IPRs if any)

Note:

- Data, figures and results relating to the above parameters may be provided, along with targets, comparisons, for the last three years, in form of line graphs, tables, charts etc



## 5.0 RADAR

### 5.1 RADAR Tool – Enablers

Elements	Score Attributes	0%			25%					50%					75%					100%				
Approach	<ul style="list-style-type: none"> <li>Has a clear rationale and is based on stakeholder needs</li> <li>Supports business plans and is linked to other approaches</li> <li>Has a systematic process, is measurable, flexible and innovative</li> <li>Incorporates improvements, as appropriate</li> </ul>	No evidence or anecdotal			Some evidence					Evidence					Clear evidence					Comprehensive evidence				
TOTAL for Approach		0	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	100		
Elements	Score Attributes	0%			25%					50%					75%					100%				
Deployment	<ul style="list-style-type: none"> <li>Approach is implemented in all potential areas</li> <li>Approach is implemented to its full potential/capacity</li> <li>Approach is carried out in a systematic and planned manner</li> <li>Approach has ability to manage changes</li> </ul>	No evidence or anecdotal			Implemented in ¼ of relevant areas					Implemented in ½ of relevant areas					Implemented in ¾ of relevant areas					Implemented in all relevant areas				
TOTAL for Deployment		0	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	100		
Elements	Score Attributes	0%			25%					50%					75%					100%				
Assessment and Refinement	<ul style="list-style-type: none"> <li>Approach and its deployment are regularly measured for efficiency and effectiveness</li> <li>Internal and external learnings are used</li> <li>Approach and deployment are improved based on learning &amp; creativity and performance</li> </ul>	No evidence or anecdotal			Some evidence					Evidence					Clear evidence					Comprehensive evidence				
TOTAL for Assessment and Refinement		0	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	100		
OVER ALL TOTAL		0	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	100		
		Anecdotal			Basic					Competitive					Advanced					World Class				

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# 5.0 RADAR

## 5.2 RADAR Tool – Results

Elements	Score Attributes	0%			25%					50%					75%					100%				
Relevance and Usability	<ul style="list-style-type: none"> <li>Results are consistent with business plans</li> <li>Are in line with needs and expectations of relevant stakeholders</li> <li>Results are appropriately segmented, timely and accurate</li> <li>Results measure all relevant practices for planning and execution using relevant indicator (s)</li> <li>Results cover all relevant performance parameters for now and future</li> </ul>	Relevance not established or anecdotal information			Results presented and relevance established for about ¼ of the areas involved					Results presented and relevance established for about ½ of the areas involved					Results presented and relevance established for about ¾ of the areas involved					Results presented and relevance established for all of the areas involved				
		TOTAL for Relevance and Usability			0	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95
Elements	Score Attributes	0%			25%					50%					75%					100%				
Performance	Trends: <ul style="list-style-type: none"> <li>Show positive trends or sustained good performance</li> <li>Have appropriate targets for Key Results. If yes, are the targets achieved</li> <li>Are favourable with external comparisons</li> <li>Show linkages to practices to ensure sustainability</li> </ul>	No Results or anecdotal information			Positive trends and/or sustained good performance for about ¼ of results over atleast 3 years					Positive trends and/or sustained good performance for about ½ of results over atleast 3 years					Positive trends and/or sustained good performance for about ¾ of results over atleast 3 years					Positive trends and/or sustained good performance for all results over atleast 3 years				
	Targets: <ul style="list-style-type: none"> <li>Targets are set for Key Results</li> <li>Targets are achieved</li> <li>Targets are appropriate</li> </ul>	No Targets or anecdotal information			Appropriate and achieved for about ¼ of Key Results					Set, appropriate and achieved for about ½ of Key Results					Set, appropriate and achieved for about ¾ of Key Results					Set, appropriate and achieved for all Key Results				
	Comparisons: <ul style="list-style-type: none"> <li>Comparisons are available for Key Results</li> <li>Comparisons are appropriate</li> <li>Comparisons are favourable</li> </ul>	No Comparisons or anecdotal information			Established, favourable and appropriate Comparisons for about ¼ of Key Results					Established, favourable and appropriate Comparisons for about ½ of Key Results					Established, favourable and appropriate comparisons for about ¾ of Key Results					Established, favourable and appropriate comparisons for all Key Results				
	Causes: <ul style="list-style-type: none"> <li>Results are caused by approach</li> </ul>	No confidence on causes/ anecdotal information			Enabling effect visible for about ¼ of results and some evidence that performance will be sustained					Enabling effect visible for about ½ of results and evidence that performance will be sustained					Enabling effect visible for about ¾ of results and clear evidence that performance will be sustained					Enabling effect visible for all results and comprehensive evidence that performance will be sustained				
	TOTAL for Performance		0	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	100	
OVER ALL TOTAL		0	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	100		
		Anecdotal			Basic					Competitive					Advanced					World Class				

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## 6.0 Frequently Asked Questions

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### Why was the Award established?

The Award was established to promote Excellence as an increasingly critical component for competitiveness. Besides recognition, it facilitates understanding of elements vital for excellence like performance strategies and benefits accrued thereby.

### Who can participate?

All Indian organisations are eligible to apply for the Award. The applicant must be actively in business at least for the past three years.

### Why should Small and Medium Business organisations participate?

Small and Medium Business organisations are confronted with new set of challenges and concerns. There is a need to establish an appropriate management framework with a clear purpose and adopting a new approach to effectively managing businesses.

### Why Excellence Model?

The Model enables an organisation to establish a common basis and thinking across all the functions and allows an easy and effective positioning and integration of existing improvement initiatives.

### Why Excellence approach?

Excellence approach requires equal attention and focus on performance and practice. Besides, it enables, looking beyond financial performance and establishing an overall organisational focus. It also allows an easy integration of organisational activities into a business management system.

### How to apply?

The first step is to convey the intent to apply by completing and submitting the 'Application Form' to CII Institute of Quality. Thereafter, an Position report explaining practices followed and the results achieved should be submitted in prescribed and easy to adopt format.

### What do you gain by participating?

Each participating organisation will receive a detailed feedback containing 'Strengths' and 'Opportunities for Improvement' based on the Award criteria. Selected participants will receive recognition in line with Award norms.

### What support is provided?

CII Institute of Quality offers training, counselling, assessment and advisory services on various areas including Business Excellence.

### What are the Business Excellence related services?

Besides training, CII Institute of Quality offers to counsel and work with Small and Medium Business organisations in action planning for improvement and undertaking Self Assessment to attain higher levels of performance.

### What are the Small and Medium Business specific services?

CII Institute of Quality also facilitates the formation of clusters of Small and Medium Business organisations and assist those keen on pursuing a journey on Excellence, as a SMB specific initiative.



## 7.0 Eligibility Criteria

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All Indian organisations are eligible to apply for the Award. The Applicant must be actively engaged in business for at least three years.

For Award purposes, Small and Medium Business organisations means whole organisations with annual sales turnover of less than rupees one hundred crores.

Small and Medium Business organisations are grouped as follows:

### Group A:

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Small and Medium Business organisations with annual sales turnover upto rupees ten crores

### Group B:

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Small and Medium Business organisations with annual sales turnover more than rupees eleven crores and upto rupees twenty five crores

### Group C:

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Small and Medium Business organisations with annual sales turnover more than rupees twenty six crores and upto rupees fifty crores

### Group D:

Small and Medium Business organisations with annual sales turnover more than rupees fifty one crores and upto rupees one hundred crores

It is expected that a minimum of Two Senior Management personnel of the Organisation should have undergone the 'Two Day Workshop on Assessment for Business Excellence for Small & Medium Businesses' prior to submission of the position report.



## 8.0 How to Apply for the Award

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### 1. INSTRUCTIONS

Each Applicant is required to submit following details about its organisation in a report, not exceeding 30 pages in total. This report should contain:

- A. An Organisation Profile, describing the key facts about the organisation and its business
- B. Organisation Performance ('Results') relating to its Customers, People, Society and Business Performance
- C. Organisation Practices ('Enablers') in place and improvements made to these practices, in order to achieve the results

#### A. ORGANISATION PROFILE

##### No. of Locations :

- 1. Please provide a summary of up to three pages (maximum) of information about the organisation and your business. The summary may cover the following, as applicable:
  - Products/Services- Types, Categories, Numbers
  - Customers - Main Customers/Customer segments, Share of Business
  - Suppliers - Main Suppliers, Numbers
  - Annual Sales - Domestic, Exports
  - Distributors, if any - Numbers, Locations
  - Competitors - Main Competitors
  - People - Numbers, Managerial, Supervisory and Workers, Casuals

- Organisation Structure - include or attach chart
- Statutory, regulatory requirements applicable - List details
- Collaborations, if any- List details
- Certifications held - List details
- Technologies -List main technologies
- Awards/Recognitions - List details
- Main Production/Delivery Processes - List details
- Key Business Challenges - List details
- IT Facilities - List details
- Any challenging or adverse business situations overcome successfully
- 2. Please describe briefly the key improvement methodologies followed



## 8.0 How to Apply for the Award

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### B. ORGANISATION PERFORMANCE (RESULTS)

1. Applicants are required to present results achieved with respect to Customers, People, Society and Business Performance; (refer pages 24 to 31)
2. Results may be presented in the form of line graphs, bar charts, tables, numbers, figures, data as appropriate
3. While presenting organisation performance on customers, people, society and Key Business /Performance related areas please list the parameters and present the trends along with, targets and comparisons where applicable for at least past three years.
4. While presenting the results on Customers, People, Society related and Key Business / Performance please consider the definitions and explanations for these under section " Model Criteria: (refer pages 24 to 31) Provide the data on the parameters relevant to your business; the list is only for illustration. You may however, include additional parameters as appropriate for your business.
5. While presenting results with respect to Customers, People, Society related and Key Business /Performance,(refer pages 24 to 31) and give your responses to the parameters listed in relevant sections.

### C. ORGANISATION PRACTICES (ENABLERS)

1. Applicants are required to present a brief description of the organisation practices addressing leadership, strategy, people management, partnerships and process management; (refer pages 14 to 23)
2. The description of the practices should relate to how the results with respect to customers, people, society related and Key Business / Performance referred to above are planned and implemented in line with their needs and expectations;
3. Applicants are required to briefly describe the improvements and innovations made to the organisation practices during the course of their implementation over last three to four years to achieve present and future requirements of their stakeholders. Please read carefully and consider the examples, illustrations provided under Organisation Practices. Applicants may add additional practices relevant for their business.
4. Also briefly describe how and at what time intervals do the CEO and other managers review the effectiveness of organisation practices and make necessary changes.
5. As appropriate, the applicants may provide the linkage between the practices and the results achieved through cross references in relevant sections.



# 8.0 How to Apply for the Award

## 2. General Guidelines

1. Please read carefully the instructions before completing the position report.
2. Five (5) Copies of the filled in position report are required to be submitted to the CII-IQ Award Secretariate.
3. Each copy of the position report should not exceed 30 pages including all the supporting documents.
4. Each page of the position report should be of A4 size only.
5. Please include table of contents, glossary of terms and abbreviations for providing clarity.
6. All the sheets including the accompanying documents, placed in an orderly manner with references, may be loosely bound.
7. Please read each section carefully and respond to the points raised therein briefly.
8. Please describe the details in English, typescript, text in Arial point 11 and figures in 9 point Arial narrow. The pages may be numbered.
9. While presenting the results and describing the practices, the applicants may keep in view the relative weightages and importance of the different Model Criteria so as not to exceed the limit of 30 pages for total number of pages.

## 3. Position Report

### 3.1 Position Report should be:

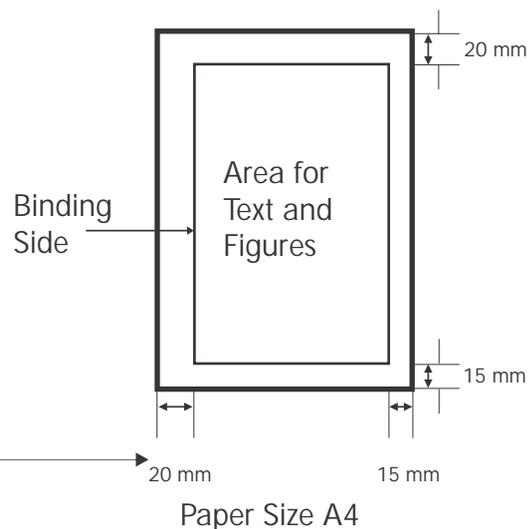
- in type-script
- in English
- text in 11 point Arial font and figures in 9 point Arial narrow.
- numbered pages loosely-bound (spiral bound) (for ease of processing)
- a nominal size of 20 pages (sides) of A4 in total length (one side printing only). At any case, not more than 30 pages.

Note that this may include:

- Table of contents
- Organisational Profile
- Support material
- Glossary of terms

Further, any pages in excess of 30 submitted will not be taken into account in assessing the application.

Please leave the minimum margin on each page as per the details



## 9.0 Award Assessment Process

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### Step 1

Eligible Small and Medium Business organisations submit Application Form

### Step 2

Selection of Assessors

### Step 3

Submission of Position Report as per specified norms;  
Screening of the Report and Qualification

### Step 4

Combined Position Report Review, On-site Assessment  
and Scoring

### Step 5

Review of Feedback Report and Scores by Jury

### Step 6

Jury decides Award, Prize and Certificates to be Awarded

### Step 7

Feedback Report is sent to participating organisations

### Step 8

Follow up visit to participating organisations on request



# 10.0 Levels of Recognition

## 1. Levels of Recognition for Excellence

There are four levels of recognition, starting from the commendation certificate for strong commitment and going up to the Award. These levels signify the various milestones, which the organisations can aim for as they progress on their journey towards excellence. Therefore, organisations at different levels of competitiveness can benefit from participating in the award process.

The Award criteria used for assessing the applications is based on the EFQM Excellence Model, and hence provides a mechanism to benchmark against world-class organisations, which are using TQM to drive Excellence.

CII-EXIM Bank Award for Business Excellence is presented to organisations judged to be 'Role Models'.

Prizes are awarded to organisations that demonstrate excellence in the management of Quality as their fundamental process for continuous improvement – the leaders in their respective category.

Organisations are commended which have made good progress on their journey towards Excellence, but fall short of the level set for Prize Winners. There are two levels of commendations:

Significant Achievement on the journey towards Excellence.

Strong Commitment to Excel on the journey towards Excellence. (This level is lower than the significant achievement level).

Apart from getting an opportunity for peer recognition, each company gets an external perspective on their practices and performance. A team of trained assessors with diverse and extensive experience assesses each applicant company. The assessors spend around 1000 man-hours to identify strengths and opportunities for improvement. A detailed feedback report is sent to all the applicant companies that gives an objective and comprehensive assessment of the current status of the organisation and forms a sound basis for developing organisation-wide consensus on strategy for reaching higher levels of competitiveness.



# 11.0 Winners so far

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## WINNERS 2011

### CII - EXIM Bank Award for Business Excellence 2011 Small and Medium Businesses

#### RECOGNITION RECIPIENTS

Commendation for Significant Achievement

- Moonlight Engineering Company
- PSG Institute of Management

Commendation for Strong Commitment to Excel

- Humming Bird Corporate Travel and Stay Private Limited
- Satish Injecto-Plast Private Limited
- Shreekripa Enterprises
- Wendt (India) Limited

## WINNERS 2010

#### RECOGNITION RECIPIENTS

Commendation for Significant Achievement

- NICCO Parks & Resorts Limited
- Indelox Services Private Limited
- Moonlight Engineering Company
- Weir Minerals India Private Limited

Commendation for Strong Commitment to Excel

- Thinksoft Global Services Limited
- Moolchand Medcity

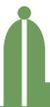


## 12.0 Acknowledgement

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Confederation of Indian Industry acknowledges the support and co-operation extended by the EFQM for institutionalizing CII-EXIM Bank Award for Business Excellence. The support includes providing training on the Model, guidance for administrative practices to administer the Award and permission for printing of Award Application Brochure along with its copyright status in India.

The Award Secretariate thankfully acknowledges the support extended by the Jurors, Senior Assessors, Assessors and organisations supporting the Award administration and their contribution in propagating Excellence in India Inc.



## 13.0 Further Support

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The following support services are available from the CII Institute of Quality for understanding the requirements of the Model, and to develop and implement improvement action plan.

- a) Workshop on the Excellence Model
- b) Business Excellence Facilitators Workshop
- c) Workshop on Assessment for Excellence
- d) Training and Development Programmes:

Several training programmes are available on systems, good management practices, tools and techniques for performance improvement.

- e) Counselling Services:

CII IQ Counsellors work with Small and Medium Business organisations in self assessment and action planning for improvement.

- f) Cluster Services:

CII IQ also facilitates the formation of clusters of Small and Medium Business organisations and assists those keen on pursuing a journey for Excellence.

Please visit [www.cii-iq.in](http://www.cii-iq.in) for further details.

For details, please contact:

N. Deep  
Deputy Director  
Award Secretariate

Confederation of Indian Industry  
CII Institute of Quality  
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Fax : 080 - 2328 9388 / 2358 0314

Mobile : +91 98453 53135

email: [n.deep@cii.in](mailto:n.deep@cii.in)

Website : [www.cii-iq.in](http://www.cii-iq.in)



## 14.0 Fee and Cost

The SMB organisations are required to pay the fees in three stages. First, a nominal 'Application Fee' is payable at the time of submission of the Application Form, demonstrating the intent to participate. In the second stage, an additional 'Site Visit Fee' is payable, after the Application is screened and the applicant qualifies for the 'Site Visit'. Third stage of payment involves the reimbursement of travel and accommodation expenses of the assessors at actuals, before they depart the site.

Further, the SMB organisations have been classified under four groups, based on their annual sales turnover, for payment of application and site visit fees. The fee details for the application and site visit for the four groups A, B, C and D are as follows:

### APPLICATION FEE

Group	Domestic Applicants (Rs)	Annual Sales / Revenue (Rs)
A	10000 plus Service Tax	Upto 10 Cr
B	15000 plus Service Tax	> 11-25 Cr
C	25000 plus Service Tax	> 26-50 Cr
D	30000 plus Service Tax	> 51-100 Cr
<b>Note:</b> <ul style="list-style-type: none"> <li>* Payable along with the Application Form (<b>non-refundable</b>) by 30th April</li> <li>* Service tax extra, as applicable</li> </ul>		

### SITE VISIT FEE

Group	Domestic Applicants (Rs)	Annual Sales / Revenue (Rs)
A	50000 plus Service Tax	Upto 10 Cr
B	65000 plus Service Tax	> 11-25 Cr
C	95000 plus Service Tax	> 26-50 Cr
D	120000 plus Service Tax	> 51-100 Cr
<b>Note:</b> <ul style="list-style-type: none"> <li>* Payable before the site visit.</li> <li>* Service Tax extra, as applicable</li> </ul>		

All payments to CII are to be made by crossed Demand Draft / Cheque (at par), in favour of "CII Institute of Quality", payable at Bangalore.





Confederation of Indian Industry

# CII-EXIM Bank Award for Business Excellence – Year \_\_\_\_\_



भारतीय निर्यात-आयात बैंक  
EXPORT-IMPORT BANK OF INDIA

Application Form

- 1.0 \* Name of Applicant Organisation  
.....  
.....
- 1.1 \* Address  
.....  
.....  
.....
- 2.0 \* Name of the Contact Person  
.....
- 2.1 \* Designation  
.....
- 2.2 Telephone ..... \* Mobile .....
- 2.3 Fax .....
- 2.4 \* Email .....
- 2.5 Contact Address (if different from above)  
.....  
.....
- 3.0 \* Name of the Highest Ranking Official  
.....
- 3.1 \* Designation  
.....
- 3.2 Telephone ..... \* Mobile .....
- 3.3 Fax .....
- 3.4 \* Email .....
- 4.0 \* Products and Services offered  
.....  
.....
- 4.1 \* Number of Locations/Sites  
.....
- 4.2 \* Total number of Employees  
.....
- 4.3 \* Annual Sales / Revenue (in Rs. Cr.)  
.....
- 4.4 Are you a member of CII:

\* Mandatory (to be filled)

(Refer Page 35 for Eligibility Criteria)



I agree to share information on 'Good Management Practices' successfully implemented over the years, in my organisation, with the assessment teams, for sharing with other member organisations.

I agree, on behalf of my organisation, to abide by the rules of the CII-EXIM Bank Award for Business Excellence competition and accept that the decisions of the CII are final. I confirm that my organisation is eligible to take part in this competition and that all information in this application form is and accompanying position reports are correct. I accept the timetable, the non-disclosure and confidentiality clause and fee and cost structure.

Please find enclosed cheque/DD No. .... dated ..... for Rs. ....  
(Rupees .....) drawn in favour of CII Institute of Quality,  
payable at Bangalore.

Date \_\_\_\_\_

(Signature of Highest Ranking Official & Company Seal)

#### The Time Table for the Year

30th April	Final date for receipt of Application Form by the CII Award Secretariate.
15th June	Final date for receipt of the Position Report by CII.
10th September - 10th October	Site visits, where applicable.

#### Notes

- Attach this form duly filled and signed with the Position Report also.
- The photocopy of this Application Form may be used wherever necessary.

Address for correspondence

N. Deep  
Deputy Director  
Award Secretariate

Confederation of Indian Industry  
CII Institute of Quality  
(Sponsored by ABB Ltd.)  
Near Bharat Nagara, 2nd Stage, Viswaneedham Post, Bangalore - 560 091

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Website : www.cii-iq.in





## CII Institute of Quality

The Centre of Excellence in Bangalore, known as the CII Institute of Quality and sponsored by ABB Limited, is spread over 4 acres of scenic land on the western outskirts of the Garden City. The Institute of Quality is a modern piece of architecture blending with environment in which it is located and engineered to make an eco- friendly building

The principal objective of the CII Institute of Quality is to enhance the competitiveness of Indian Industry and all the key sectors of the economy, which impact on the country's growth. The training programmes at the Institute addresses the needs of the manufacturing sector, the service industry, the world of education and governance.





**Confederation of Indian Industry**

CII Institute of Quality  
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