Confederation of Indian Industry

एक्ज़िम बैंक
EXIM BANK
भारतीय निर्यात-आयात बैंक
EXPORT-IMPORT BANK OF INDIA



CII-EXIM BANK AWARD FOR BUSINESS EXCELLENCE

2016

AWARD APPLICATION BROCHURE

The Confederation of Indian Industry (CII) works to create and sustain an environment conducive to the development of India, partnering industry, Government, and civil society, through advisory and consultative processes.

CII is a non-government, not-for-profit, industry-led and industry-managed organization, playing a proactive role in India's development process. Founded in 1895, India's premier business association has around 8000 members, from the private as well as public sectors, including SMEs and MNCs, and an indirect membership of over 200,000 enterprises from around 240 national and regional sectoral industry bodies.

CII charts change by working closely with Government on policy issues, interfacing with thought leaders, and enhancing efficiency, competitiveness and business opportunities for industry through a range of specialized services and strategic global linkages. It also provides a platform for consensus-building and networking on key issues.

Extending its agenda beyond business, CII assists industry to identify and execute corporate citizenship programmes. Partnerships with civil society organizations carry forward corporate initiatives for integrated and inclusive development across diverse domains including affirmative action, healthcare, education, livelihood, diversity management, skill development, empowerment of women, and water, to name a few.

In its 120th year of service to the nation, the CII theme of **Build India - Invest in Development: A Shared Responsibility,** reiterates Industry's role and responsibility as a partner in national development. The focus is on four key enablers: Facilitating Growth and Competitiveness, Promoting Infrastructure Investments, Developing Human Capital, and Encouraging Social Development.

With 66 offices, including 9 Centres of Excellence, in India, and 8 overseas offices in Australia, Bahrain, China, Egypt, France, Singapore, UK, and USA, as well as institutional partnerships with 312 counterpart organizations in 106 countries, CII serves as a reference point for Indian industry and the international business community.

While 'competitiveness' is a comparative concept of the ability and performance of a firm, industry sector or country to sell and supply goods/services in a given market, 'excellence' refers to the outstanding practices in managing the Organisation and achieving results based on fundamental concepts. Truly excellence 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 in 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 Application Brochure', has been developed by CII to provide information to all concerned stakeholders on the details of the CII-EXIM Bank Award for Business Excellence.

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

Information on the EFQM Excellence Model is made available to the different stakeholders through another document, 'Excellence Model Brochure'.

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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ABOUT THE TROPHY

Coveted.

The trophy was designed for three specific facets of all that Excellence, in 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 in 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.



Aspired for.



CII-EXIM Bank Award for Business Excellence follows a very rigorous and professional assessment process. I am very happy that CII has maintained the rigour of the process and not succumbed to the temptation of diluting the evaluation process to enable more companies to get the award. In fact, companies are benefiting from trying to match the high standards demanded by the Award's model.

I strongly feel that any CEO who is in pursuit of Excellence must get an independent and holistic perspective on his organization through participation in the assessment process conducted by CII Institute of Quality.

Finally, I would like to suggest to all CEOs that they should seriously consider adopting the Business Excellence Model for sustained competitiveness.

Adi Godrej,
Past President, CII &
Chairman of Godrej Group.

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ABOUT THE AWARD

CII–EXIM Bank Award for Business Excellence

The Excellence Model is based on universally accepted standards and practices that are found in the European Quality Award, the US Malcolm Baldrige National Quality Award, Japan Quality Award and Australian Quality Award. The CII-EXIM Bank Award for Business Excellence encourages Organisations to strengthen their management systems, practices and capabilities to enhance and sustain their competitiveness to become World-Class Organisations. The Award is administered by CII.

Confederation of Indian Industry

The Confederation of Indian Industry (CII) works to create and sustain an environment conducive to the development of India, partnering industry, Government, and civil society, through advisory and consultative processes.

CII is a non-government, not-for-profit, industry-led and industry-managed organization, playing a proactive role in India's development process. Founded in 1895, India's premier business association has over 7200 members, from the private as well as public sectors, including SMEs and MNCs, and an indirect membership of over 100,000 enterprises from around 242 national and regional sectoral industry bodies.

CII charts change by working closely with Government on policy issues, interfacing with thought leaders, and enhancing efficiency, competitiveness and business opportunities for industry through a range of specialized services and strategic global linkages. It also provides a platform for consensus-building and networking on key issues.

Export Import Bank of India

Export-Import Bank of India is an apex financial institution set up in the year 1982 for financing, promoting and facilitating India's international trade. It has been playing a pioneering role in motivating Indian companies, to obtain international quality certification like ISO 9000, ISO 14000, CE/GS. In continuation of these efforts, it joined hands with CII to promote the Application of Excellence Model in India to enhance its global competitiveness.

Global Excellence Model Network

CII is a member of the network of Global Excellence Model (GEM) Organisations that include administrators of the US Malcolm Baldrige National Quality Award, the European Quality Award, the Australian Business Excellence Award, the Japan Quality Award, the South African Excellence Award and the SPRING, Singapore. This affiliation ensures that CII-EXIM Bank Business Excellence Framework reflects the world's best validated management principles and practices.

The CII-EXIM Bank Award for Business Excellence was established jointly by Confederation of Indian Industry (CII) and Export-Import (EXIM) Bank of India in 1994 to enhance the competitiveness of India Inc.

CII-EXIM BANK AWARD

Frequently Asked Questions

What is the CII-EXIM Bank Award for Business Excellence?

CII-EXIM Bank Award for Business Excellence, instituted jointly by the Confederation of Indian Industry and Export Import Bank of India in the year 1994, is the most prestigious Award in India for Excellence that an Indian company can aspire for.

The Award is based on a comprehensive model focusing on the Organisation's practices and performance under nine different criteria, which are further divided into thirty-two parts. It is not given for specific products or services. To be an Award winner, a company must demonstrate excellence in results with respect to its various stakeholders (customers, employees, society and share holders) through excellence in processes and people.

Why was the Award established?

The Award was established to promote the awareness of Excellence as an increasingly important element in competitiveness. Not only does it recognise excellent businesses, but also increases the understanding of the elements critical for Excellence. To accomplish this, the Award promotes information sharing of successful performance strategies and the benefits derived from pursuing these strategies.

How do Organisations apply?

The first step is to submit a brief form to establish that the Organisation is eligible to apply for the Award. Once eligibility has been determined, the second step consists of preparing and completing an Application Form and Position Report. The Position Report should summarise the Organisation's Practices and Results in response to the Award Criteria for Excellence.

What does an Organisation receive in return?

Each Applicant gains an outside perspective on its business based on around 1,000 hours of review by a team of business experts. The results of this review are distilled in a detailed feedback report (about 40 pages), outlining strengths and opportunities for improvement based on the Award Criteria. Organisations as part of their strategic planning processes to focus on their customers and to improve productivity, as well as to help energise and guide their Organisational improvement programmes often use Feedback Reports. The Award Winning Organisations can use the logos of the CII-EXIM Bank Award in corporate literature, which clearly establishes the winners as members of the most successful group of Organisations in India.

What is expected of Award Recipients?

Award Recipients are required to share information on their successful performance and quality strategies with other Indian Organisations. Recipients are not required to share proprietary information, even if such information was part of the Award Application. The principal mechanism for sharing information is the National Quality Summit, an annual flagship event and a series of 'Winners' Conferences' held in the major metros of the country.

In addition, the Award/Prize Recipients are required to make 'Soft Copy' of the Position Report available to CII before 31 December of the same year (suitably editing proprietary information, if any) for sharing among the interested Organisations.

ELIGIBILITY CRITERIA

All Organisations operating in India and Overseas units of Indian Organisations are eligible to apply for the Award. The Applicant must have been actively in business at least for the past three years.

The following types of Organisations are eligible to participate:

- **Large Business Organisations**
- **Operating Units of Large Business Organisations**
- **Small and Medium Business Organisations***

Large Business Organisations

Whole Organisations or part of Organisations run as Business units satisfying all the following characteristics:

Annual Sales/Revenue is more than **Rupees One hundred crore** (applicable as per the financial year 2015-2016)

Run as an Independent Profit Centre with a full set of accounts (publicly published balance sheet)

The unit has a broad range of support functions/policies, which it has autonomy over HR, Finance, IT etc

In addition, the unit may demonstrate its independence by using a name/brand unique to that of the parent Organisation

Operating Units of Large Business Organisations

Operating units are part of a parent organisation, with the following characteristics:

Annual sales/revenue of a parent organisation, should be more than Rupees one hundred crore

Annual sales/revenue should be a minimum of **Rupees fifty crore**

The unit is dependent on the parent organisation in some areas like HR, Finance, IT etc.

Small and Medium Business Organisations*

Whole Organisations with Annual Sales / Revenue less than Rupees One Hundred Crore

Notes

1. Any Organisations operating in India and its Overseas Units may apply for the Award.
2. Award Recipients are not eligible to re-apply for the Award for a period of Three years. However, the Award recipients can apply for the Assessment and feedback any year, but will not be eligible to receive the Award for that year. The Application will proceed through the stages of the Award Assessment Process, but the Applicant will receive only a feedback report, outlining its Strengths & Opportunities for Improvement based on the Criteria for Performance Excellence.
3. The Organisation should be in existence for a minimum of three years.
4. Number of Operating Units/SBUs of a Large Business Organisation eligible for participation in the Award Programme is a maximum of 10 (Ten).
5. Refer pages 12-15 of the Award Application Brochure for the Award Assessment Process and Levels of Recognition.
6. It is expected that a minimum of 3 to 5 Senior Management Personnel of the Organisation should have undergone the 'Three day Workshop on Assessment for Business Excellence for Large Business Organisations / Operating Units' prior to submission of the Position Report.
7. *For all information relevant to Small & Medium Business Organisations, please refer 'Award & Model Brochure for Small & Medium Businesses.
8. Annual Sales / Revenue is considered for the recently concluded full financial year with respect to the last date for Receipt of Application.
9. Regarding the eligibility criteria and the award process, the decision of CII Award Secretariat will be final.

Time Table for the Year 2016

30 April 2016	Final Date for Receipt of Application Form by CII Award Secretariat.
15 June 2016	Final Date for Receipt of the Position Report by CII Award Secretariat.
15 July - 10 October 2016	Onsite Assessment, where applicable.

The Announcement of Results will be made at the National Quality Summit during 10 - 11 November 2016.
(Three Senior Officials from all Applicant Organisations are eligible to attend the National Quality Summit, as Special Invitees).

HOW TO APPLY FOR THE AWARD

1.Time Table for the year 2016

30 April 2016

Final Date for Receipt of Application Form by CII Award Secretariate.

15 June 2016

Final Date for Receipt of the Position Report by CII Award Secretariate.

15 July - 10 October 2016

Onsite Assessment, where applicable.

2. Application Form

Check the eligibility and appropriate category before filling the Application Form (Refer page 6). The Application Form is to be found on pages 17 and 18 of this Brochure. **The Position Report is to be formatted in line with the 32 sub criteria of the Excellence Model 2013.** The Application Form should be completed and forwarded to CII to arrive by the date shown in the Time Table (Note: Also a second copy of the Application Form is required as a part of the Position Report - see below).

3. Position Report

3.1 Position Report should be:

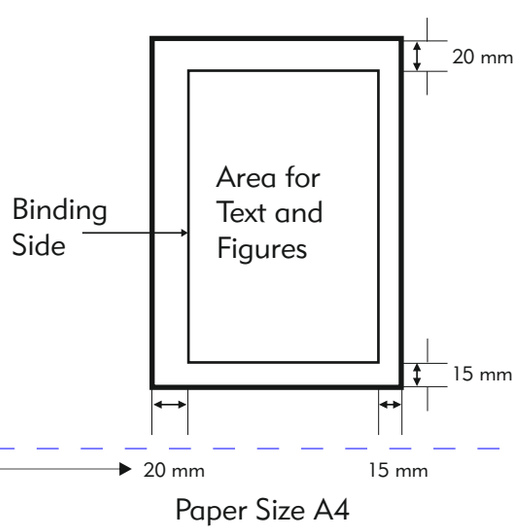
- in type-script
- in English
- text in 11 point Arial Font and figures in 9 point Arial Narrow.
- numbered pages loosely-bound **(spiral bound)** (for ease of processing)
- no more than 75 pages (sides) of A4 in total length **(one side printing only).**

Note the 75 pages will include:

- Table of Contents (section 3.3c)
- Organisational Profile (section 3.3d)
- Support Material (section 3.3e)
- Glossary of Terms (section 3.3f)

Further, any pages in excess of 75 submitted will not be taken into account in assessing the Application.

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



Paper Size A4

HOW TO APPLY FOR THE AWARD

3.2 Nine (9) identical copies of the Position Report

3.3 The Position Report should be divided into the following sections:

a. Title Page

The name of the Organisation or Business entity making the Application, its address and the Date of the Application.

b. Application Form

Please include a completed copy of the Application Form and have the Highest-Ranking Official of the Organisation sign it. The signature indicates that all the information contained in the Application is correct, that fee will be paid, and that all requirements of the submission and the eligibility rules have been met.

The Application Form is to be found on pages 17 and 18 of this Brochure.

c. Table of Contents

Please give the Table of Contents with page number.

d. Organisational Profile

The Organisational Profile is a summary of upto four pages of information about the Applicant and its Business, and should address the following key areas:

Op1. Organisational Environment

i. **Introduction / Overview**

Provide a brief history about the Organisation including Parent Organisation, as applicable (in not more than 500 words)

ii. **Legal Status of the Organisation and Investor Profile**

Briefly provide information about the Legal status & Investor profile

Example: Private Ltd., Public Ltd., Proprietary, NGO etc

Number of Investors, Major Investors, % Shareholding etc., as applicable

iii. **Mission, Vision and Values**

What are the stated Purpose, Vision, Mission, and Values?

iv. **Product / Service Offerings**

a) What are the main product/service offerings of the Organisation?

b) What is the delivery/distribution mechanism you use to deliver your products/services to the customer?

v. **People/Employee/ Workforce Profile**

a) Provide details about People*/ Employee/Workforce profile, groups and segments (*For People, refer definition given under Glossary of EFQM Excellence Model)

b) What are their educational levels? Educational requirements for different employee groups/segments

c) What are the Organisation's workforce and job diversity focus/details

d) What are your organised bargaining units (Union Representation), use of contract employees

e) What are your Organizations Special Health and Safety Requirements?

vi. **Assets**

What are your major

a) Technologies

b) Equipment

c) Infrastructure/ Facilities

d) Any other Assets

vii. **Regulatory Requirements**

a) What is(are) the regulatory environment under which the Organisation operates?

b) What are the key applicable occupational health and safety regulations?

c) What are the applicable accreditation, certification, or registration requirements?

d) What are the Industry standards, environmental, financial and product regulations?

HOW TO APPLY FOR THE AWARD

Op2. Organisational Relationships

a) Organisational Structure

What is the Organisational Structure and Governance System? What are the reporting relationships among Board of Directors, Senior Leaders, and the Parent Organisation, as appropriate?

b) Customers and Stakeholders

What are your Key Customer and Market Segments, as appropriate?

What are their Key requirements and expectations for the products and services?

What are the differences in these requirements and expectations between Customers, Stakeholder groups and Market Segments?

c) Suppliers and Partners

What role do Suppliers, Service Providers, Partners and Distributors play in value creation process & enhancing Competitiveness? What are the most important types of Suppliers, Service Providers, Partners and Distributors?

What are the Key Suppliers and Customer Partnering relationship and Communication mechanisms (two-way)?

What role, if any, do these suppliers/partners play in contributing and implementing Innovations in your Organisation?

What are your key Supply-chain requirements?

Op3. Competitive Environment

a) Competitive Position

What is your Competitive Position?

What is the applicant's relative size and growth in the Industry or the markets, you serve?

What are the types of key collaborators and competitors for the Organisation?

What are the Principal Factors that determine the Applicant's success in relation to its competitors?

How many and what type of competitors do you have?

b) Competitiveness Change

What key changes, if any are affecting your competitive situation, including changes that create opportunities for Innovation and Collaboration, as appropriate?

c) Comparative Data

What key sources of comparative and competitive data are available from within & outside your industry?

What limitations, if any, affect your ability to obtain or use these data?

OP4. Strategic Context

What are the key strategic challenges and advantages in the area of business, operations, human resources and societal responsibilities?

What are the factors critical for the success of the Organisation's strategies?

What are the currently identified key threats and opportunities?

What are the key expectations of the society and their likely impact on the Organisation?

Notes:

Product and Service Delivery mechanisms to your customers might be direct or through Dealers, Distributors, Collaborators, or Channel Partners.

Market segments might be based on Product or Service lines or features, geography, distribution channels, business volume, or other factors that are important to your Organisation to define related market characteristics.

Customer and Stakeholders group and market segment requirements might include on-time delivery, low defect levels, ongoing price reductions, electronic communication, rapid response and after sales service.

Customers are the users and potential users of your products, programs and services.

HOW TO APPLY FOR THE AWARD

OP5. Performance Improvement System

What are the key elements of your Performance Improvement System, including your processes for evaluation and improvement of Key organizational projects and processes?

What is the overall approach the Applicant uses to maintain an Organisational focus on performance improvement and to guide systematic evaluation and improvement of key processes?

What is the overall approach to Organisational learning and sharing the knowledge within the Organisation?

e. Elaboration of Practices and Results

This section comprises the vast majority of the application and will generally has been derived from self-assessment of the Organisation's activities.

This information must be closely aligned with the 32 Award Assessment Sub-Criteria. The Criteria are carefully and deliberately phrased in non-prescriptive terms, to allow the Organisation the freedom to present self-assessment information which is relevant to its business situation.

HOW TO APPLY FOR THE AWARD

6. Fee and Costs

1. The fee for participating in the Award Programme is payable in two instalments – the Application Fee and the Onsite Assessment Fee. See "Fee Structure" below.

2a. The Application Fee is payable along with the Application Form.

2b. The Onsite Assessment Fee is payable, by the Applicants who qualify for the Onsite Assessment.

3. Actual expenditure on Travel, Boarding and Lodging, and other Incidental Expenses, incurred by the Assessors, in connection with the Onsite Assessment, is also to be borne by the Applicant.

4. Overseas travel to the Assessors will be by Air in Business Class.

5. Overseas Units of Indian Organisations need to make all payments in US$.

6. Fee payable as per the Annual Sales/Revenue of the Applicant @ Rs 67/US$, as conversion.

7. Any Government taxes and levies, will be charged, additionally at actuals, as is prevalent and applicable.

8. All payments are to be made through crossed, at par, cheque or demand draft, favouring "CII Institute of Quality" and payable at Bangalore .

9. All payments are Non-refundable and Non-adjustable.

Fee Structure

Annual Sales/Revenue (Rs)	Application Fee		Onsite Assessment Fee	
	Domestic Applicants (Rs)	Overseas Applicants (US$)	Domestic Applicants (Rs)	Overseas Applicants (US$)
Below 250 Cr.	200000 plus service tax	4000	225000 plus Service Tax	4800
250-499 Cr.	300000 plus Service Tax	6500	325000 plus Service Tax	7000
500-999 Cr.	375000 plus Service Tax	8000	425000 plus Service Tax	10000
1000-2499 Cr.	400000 plus Service Tax	9000	475000 plus Service Tax	10500
2500-4999 Cr.	425000 plus Service Tax	9500	500000 plus Service Tax	10800
5000-9999 Cr.	450000 plus Service Tax	9800	520000 plus Service Tax	11000
10000 Cr. & Above	500000 plus Service Tax	10200	530000 plus Service Tax	11200

HOW THE ORGANISATION IS ASSESSED

A team of Assessors, all of whom have undergone training, to ensure a high level of consistency in scoring, will examine the Position Report.

Assessors are drawn from the ranks of experienced practicing managers from Indian Organisations .

The Position Report will be assessed and scored on a scale of 0 - 1000 points, **using the Excellence Model, based on the EFQM Excellence Model 2013.** (This document can be obtained from CII)

Essentially the Model requires that:

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

The nine boxes in the model correspond to the Criteria, which are used to assess an Organisation's progress towards Excellence. For convenience, we use Results and Enablers to group criteria.

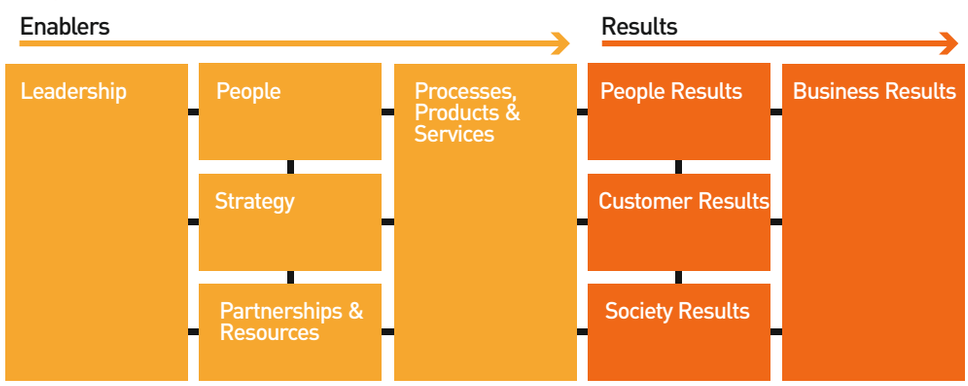
The Results Criteria are concerned with what the Organisation has achieved and is achieving.

The Enablers Criteria are concerned with how results are being achieved.

For the purpose of meaningful Assessment for the Award, a relative value must be ascribed to the nine criteria within the model. The figures in the model show the maximum number of points that may be given to each of the criterion and the equivalent percentages.

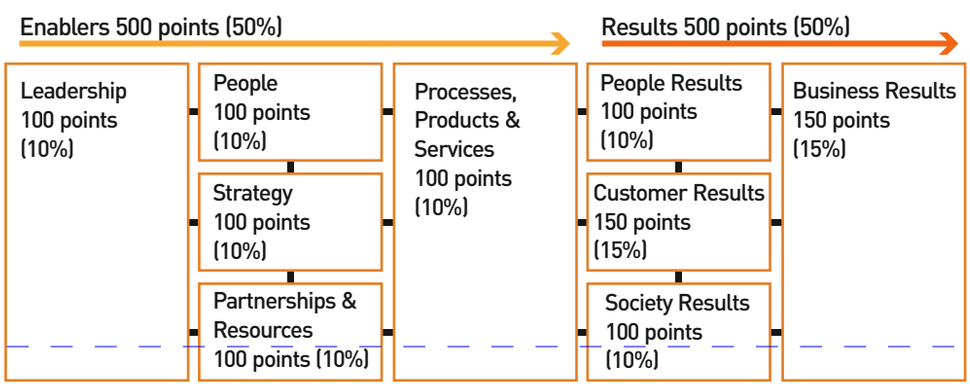
Enablers and Results are valued at 500 points each.

EFQM Excellence Model 2013



© EFQM 2012

Criteria wise weightage for Award Assessment

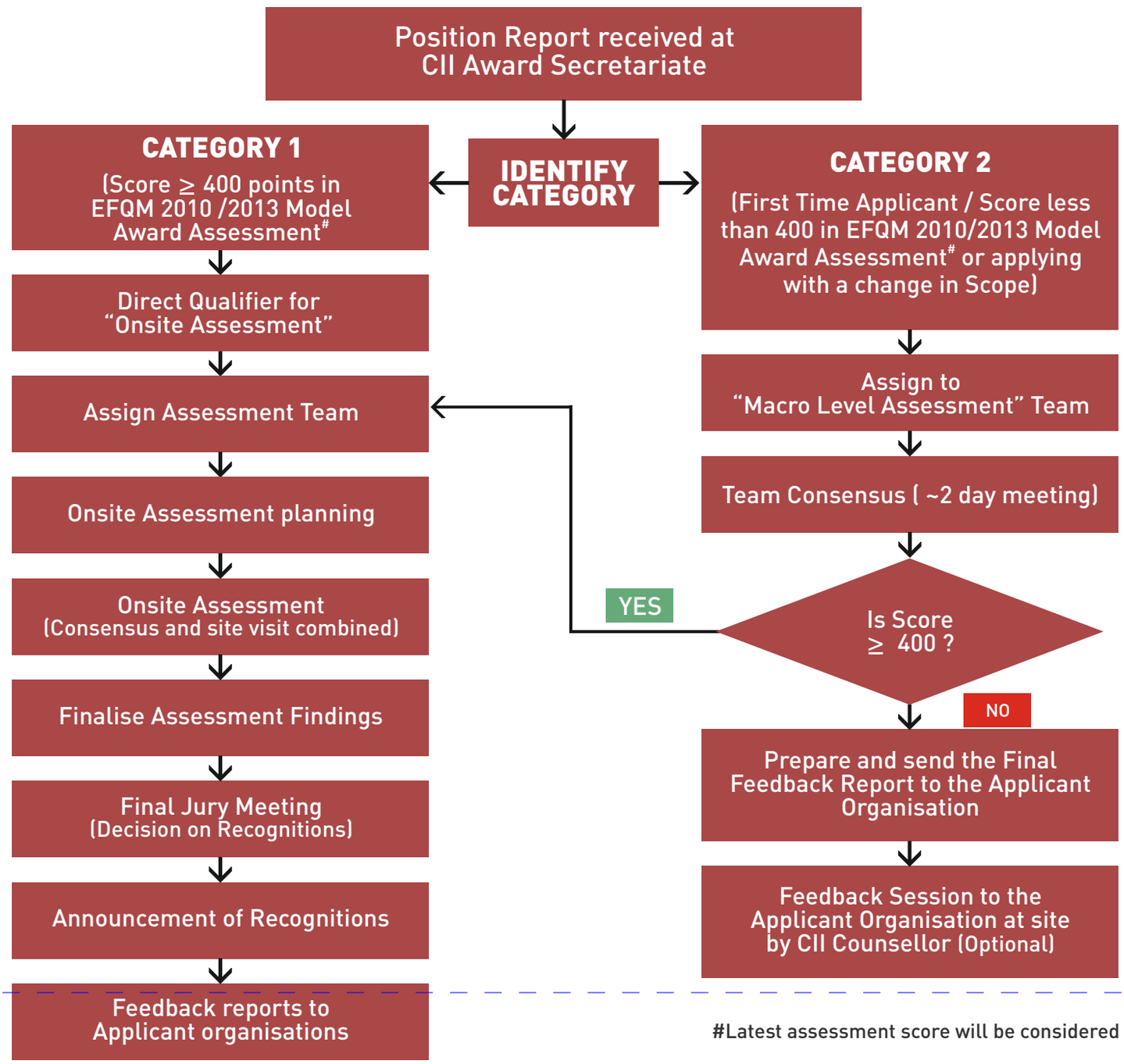


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AWARD ASSESSMENT PROCESS

The Award Assessment process is shown below

Flow chart: CII-EXIM BANK Award for Business Excellence



#Latest assessment score will be considered

AWARD ASSESSMENT PROCESS

Organisations order Application Brochure	Potential Applicants check the eligibility criteria for entry and requirements of the Award Secretariate and send in Application Form with the applicable fee.
Selection of Assessors	Senior Managers from Industry are selected as Assessors. They go through a comprehensive training programme on understanding the award criteria and assessment process.
Applicant Submits Position Report	Applicants send 75 Page Position Report in the prescribed format to CII.
Initial Screening Process for Onsite Assessment	**Category 1:** Applicants who have scored **400 or above** in EFQM 2010/2013 Model Award Assessment[#] **will qualify** for an **Onsite Assessment** comprising Consensus and Onsite Assessment. **Category 2:** First Time Applicant / Score less than 400 in EFQM 2010/2013 Model Award Assessment[#] or applying with a change in Scope Category 2 applicants will go through a **Macro Level Assessment** by a team of assessors. Applicants scores **400 or above** in Macro Level assessment **will qualify** for an **Onsite Assessment,** comprising of Consensus and Onsite Assessment. Applicants whose score is **below 400** in the Macro Level Assessment, **will not qualify** for an **Onsite Assessment** and **get a Feedback Report** at Criteria Level identifying Strengths/Opportunites for Improvement.
Document Assessment and Pre-consensus tele-conferences by Assessment Team	Assessment team is appointed for each Applicant Organisation. Assessors individually list Strengths, Opportunities for Improvement and Scores. Series of Pre-Consensus tele-conferences will be conducted to discuss and reach general consensus on findings.
Onsite Assessment	Assessment team carry out Onsite Assessments, which is a combination of Consensus meeting for ~2 days and Site visit (3-4 days). Post site visit, Assessment team prepare the final report including scoring and sends to CII.
Jury Meeting	Distinguished Individuals from business and academia are appointed as Jurors. Jurors are trained on the Award Model and the Process. Based on the reports from Onsite Assessment Teams, Jurors decide on the winners of the Award, Prize and other Commendations.
Award Presentation	The CII-EXIM Bank Award for Business Excellence, Prizes and Commendations are presented to the participating Organisation as per the Jury's decision.
Feedback Report	CII Award Secretariate sends the Feedback Report to all the Applicant Organisations identifying the strengths/opportunities for improvement. Score ranges are also given for each criterion. On request, Senior Assessor visits applicant to discuss Feedback Report .

[#] **Latest Score will be considered**

RECOGNITIONS

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 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 Organisation gets an external perspective on their practices and performance. A team of trained assessors with diverse and extensive experience assesses each Applicant Organisation. The assessors spend around 1000 man-hours to identify strengths and opportunities for improvement. A detailed feedback report is sent to all the Applicant Organisations 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.



WINNERS 2015

CII-EXIM Bank Award for Business Excellence- 2015 Recognition Winners List

Large Business Organisations and their Operating Units

Prize Winner

- Bhilai Steel Plant
  Steel Authority of India Limited
- Rallis India Limited
  (A Tata Enterprise)

Commendation for Significant Achievement

- CESC Limited
- Rourkela Steel Plant Steel Authority of India Limited
- Lawkim Motors Group
- Godrej & Boyce Mfg Co Ltd
- Kirloskar Ferrous Industries Limited
- Bokaro Steel Plant Steel Authority of India Limited
- Godrej Precision Engineering, Godrej & Boyce Mfg Co Ltd
- Durgapur Steel Plant Steel Authority of India Limited
- Godrej Construction, Godrej & Boyce Mfg. Co. Ltd
- JSW Steel Limited, Vijaynagar Works
- Kirloskar Oil Engines Limited
- Godrej Security Solutions, Godrej & Boyce Mfg. Co. Ltd
- Triveni Turbine Limited
- Raychem RPG (P) Ltd
- Appliance Division, Godrej & Boyce Mfg. Co. Ltd
- Godrej Interio, Godrej & Boyce Mfg. Co. Ltd

Commendation for Strong Commitment to Excel

- Wendt (India) Limited
- JSW Steel Limited, Salem Works
- Robert Bosch Engineering and Business Solutions Private Limited
- Godrej Prima, Godrej & Boyce Mfg. Co. Ltd

Commendation for Strong Commitment to Excel (SMBs)

- ASE Structure Design Pvt Ltd

WINNERS 2014

CII-EXIM Bank Award for Business Excellence- 2014 Recognition Winners List

Large Business Organisations and their Operating Units

Award

- Godrej Locking Solutions & Systems Godrej & Boyce Mfg. Co. Ltd.

Prize

- Bosch Limited, Diesel Systems business – Jaipur
- National Stock Exchange of India Ltd.

Significant Achievement

- Bharat Electronics Limited, Ghaziabad
- Bhilai Steel Plant, Steel Authority of India Limited
- Durgapur Steel Plant, Steel Authority of India Limited
- Godrej Appliances, Godrej & Boyce Mfg. Co. Ltd.
- Godrej Construction, Godrej & Boyce Mfg. Co. Ltd.
- Godrej Interio, Godrej & Boyce Mfg. Co. Ltd.
- Godrej Precision Engineering, Godrej & Boyce Mfg. Co. Ltd.
- Godrej Security Solutions, Godrej & Boyce Mfg. Co. Ltd.
- JSW Steel Limited, Vijayanagar Works
- Kirloskar Brothers Limited, Small Pumps Business
- Kirloskar Oil Engines Limited, Kirloskar Pneumatic Company Limited
- Rashtriya Ispat Nigam Limited, Visakhapatnam Steel Plant
- Raychem RPG (P) Ltd.
- Tata Housing Development Co. Ltd
- Triveni Turbine Limited

Strong Commitment to Excel

- Ace Designers Limited
- Bokaro Steel Plant, Steel Authority of India Limited
- CESC Limited
- Domestic Textiles Business, The Aditya Birla Group
- Godrej Prima, Godrej & Boyce Mfg. Co. Ltd.
- Godrej Material Handling, Godrej & Boyce Mfg. Co. Ltd.
- Hindalco Industries Limited, Taloja
- Kalpataru Limited
- Kirloskar Ferrous Industries Limited
- Madura Fashion & Lifestyle (A Division of Aditya Birla Nuvo Ltd.)
- Magdalla Cement Works (A unit of UltraTech Cement Ltd.)
- Rourkela Steel Plant, Steel Authority of India Limited
- Triveni Engineering & Industries Ltd., Gear Business Group

Business Excellence
Training Calendar 2016

	PROGRAMME / EVENT	Duration (days)	JAN	FEB	MAR	APR
	CII-IQ Business Excellence Assessor Training	3	20-22 Lonavala (Mixed)		16-18 Chennai (Mfg)	20-22 Mumbai (Service)
	Business Excellence Practitioners Workshop	3		10-12 Pune		
	New Workshop on Excellence in Strategy Deployment	3		1-3 Bangalore		
	BE Excellence Competition	2				
	Regional Summit	2				
	National Business Excellence Conclave	2				
	CII Domestic Mission	3				
	CII International Mission	5				

Open Programmes

Competition

Events

Mission

MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
18-20 Goa (Mixed)	15-17 Bangalore (Mixed)		22-24 Delhi				7-9 Mysore (Mixed)
			10-12 Chennai				
							30 Nov -2 Dec Mumbai
9-10 Hyderabad	22-23 Chandigarh	7-8 Pune	18-19 New Delhi (National Level)				
	16-17 New Delhi	14-15 Mumbai	18-19 Indore				
9-10 Chennai							
	27-30 Pune		24-27 Bangalore				
23-27 Germany							

For further details, please contact:

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FURTHER SUPPORT

We at the CII Institute of Quality (CII IQ) at the Business Excellence vertical offer a host of services on the journey of Business Excellence for Organizations in pursuit of higher levels of maturity.

We at CII-IQ, train & consult, assess Organizations based on the EFQM Excellence model, which encompasses all facets of the business processes spanning Leadership, Strategy, People, Partnership & Resources, Processes, Products and Services and Results associated with the same. Based on our work over two decades in the area of Business Excellence in the Indian Industry, listed below for your ready reference, are the various interventions from CII IQ.

Web Based Self Assessments

Organizations wanting to do a quick diagnosis can opt for web based self assessments. Please log on to www.cii-iq.in and click on the scroll link titled "Self Assessment" to answer a set of questions after registering yourself.

On completion of the questionnaire, you will get a snapshot of the findings. Please note this score is an indicative ball park score and may not reflect the actual score. This can be a good primer for understanding the various facets of Excellence and is recommended for Organizations who do not have any exposure to Excellence models and wanting to test the waters. Note, that this service is free of charge. This can be attempted by an individual or a group, led by an individual.

Facilitated Self Assessments

Organizations wanting to understand the Model in brief before attempting the questionnaire are encouraged to take up this intervention.

The process involves a Counsellor from CII who will brief the senior leadership of the Organization across different domains with an introduction to the Excellence concept, model etc and help understand the questions before attempting to score the same.

This can be attempted by a group of senior functionaries from different domains. This Assessment would broadly take around four hours. The concerned Counsellor will study the responses and prepare a formal report on the outcome within a week of the assessment, indicating priority areas for action. While the scores are indicative at a macro level, the outcome is more likely to reflect the actual condition, due to the common understanding of the subject across the team.

The Organization will receive a Self Assessment booklet and an Original copy of the Excellence Model on the day of the assessment. This would be a paid service. This is recommended for Organizations who are keen on embarking the Business Excellence journey as a priority initiative.

Joint Assessments

Organizations at higher levels of maturity can opt for this assessment wherein trained assessors within the Organization will be complemented by a pair of Counsellors from CII Business Excellence vertical, so as to have an ideal mix of internal and external inputs along with the process rigour. This would enable the Organizations to prepare well for the external assessments and move faster towards enhanced maturity levels.

It is compulsory that the participating Assessors of the Organization should have undergone the latest edition of the Assessor Training Program. The same position report prepared for the Awards can be used.

This is a paid service.

External Assessments

Organizations wanting to apply out of the scope of the Award for a comprehensive assessment can opt for this service.

The Process involves the Applicant bringing out a 40 page document detailing key practices and key results based on the Excellence Model. Guidelines will be provided by the Counsellors. A team of external Assessors (Practicing managers from Industry) led by the CII Counsellor will lead the Assessment. A formal report will be given by CII at a criteria level indicating the scores, maturity level based on the document, as well as the site visit. Action planning with a roadmap will also be arrived at the conclusion of the Assessment.

Timing of this assessment is flexible and can be planned anytime during the year. This would be recommended for Organizations wanting a deeper study of Processes, Practices and Results for performance improvement with an external perspective, but not wanting to participate in the Awards/ recognitions.

This is a paid service.

Award Assessments

Organizations challenging the CII-EXIM Award for Business Excellence for recognition at External forums can opt for the Award Assessment. It is recommended/ desirable that Organizations having a strong internal assessment process or an alternate process can apply directly, so as to get an external view of its processes.

Participants at different levels of recognition are felicitated at the Annual Quality Summit held in the august presence of around 700 + quality professionals including CEO's during November/December every year.

For details of the calendar please visit www.cii-iq.in and click on Business Excellence for the latest schedules.

Strategy Assessments

Organizations before formulating the annual business plans can avail of this assessment service which is a short, but deep assessment of Strategic Management Practices of the Organization. A small write up of 10 pages on the above practice with the Organizational profile will used by a team of three CII Counsellors to assess the maturity of Strategy Management Practices based on the EFQM Excellence Model. Guidelines will be provided for arriving at the abstract.

A two or three day assessment will culminate in a presentation of the findings on the final day which will help the organization to refine its Business planning practices.

This is a paid service.

Training Services

- One day Appreciation programme on Business Excellence
- Three Day Assessor Training on Business Excellence (with EFQM Case study)
- Three Day Practitioners' Workshop on Business Excellence*
- Customized Two day Excellence Programme on various Functions. (e.g.,Mfg, Sales & Mktg etc)

All programmes are offered in open / in- house format. Prices would vary depending on the programme.

* Practitioners' programme is directed at functional managers for understanding how to achieve Excellence in their functions and align with other functions and Organizational strategy.

Counselling Services

Counselling is provided for Implementation of Business Excellence based on a customized roadmap developed by the CII Counsellors following an assessment of the Organization and considering the priorities and expectations of the Organization.

Fee would be charged on a man day basis and other expenses on actual.

OEM Clusters

"Clusters for Business Excellence" with a set syllabus, timelines and modular content is available for OEM Supplier clusters in batches of five for enabling OEMs to help Key suppliers put practices and processes in place.

Award/Prize Winning Position Reports:

(Rs 5000/- per copy)

- Bhilai Steel Plant, SAIL (Prize Winner of 2015)
- Godrej Locking Solutions and Systems, Godrej & Boyce Mfg Co Ltd.
  (Prize Winner of 2013 and Award Winner of 2014)
- Bosch Limited, Diesel Systems business – Bangalore / Nashik
  (Award Winner of 2009 and 2013)
- National Stock Exchange of India Ltd.
  (Prize Winner of 2014)
- Bosch Limited, Diesel Systems business – Jaipur
  (Prize Winner of 2013 and 2014)
- Rallis India Ltd.
  (Prize Winner of 2012 and 2015)
- Crompton Greaves Ltd.
  (Prize Winner of 2010)
- The Tinplate Company of India Ltd.
  (Prize Winner of 2008 and 2010)

For more details, please contact:

N. Deep
Director
Award Secretariat

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CII Institute of Quality
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ACKNOWLEDGEMENT

Confederation of Indian Industry acknowledges the support and co-operation extended by the EFQM for institutionalising 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, Process Consultants, Senior Assessors, Assessors and Organisations supporting the Award Administration and their contribution in propagating Excellence in India Inc.

Application Form 2016

Confederation of Indian Industry

CII-EXIM Bank Award for Business Excellence – Year 2016

एक्ज़िम बैंक EXIM BANK भारतीय निर्यात-आयात बैंक EXPORT-IMPORT BANK OF INDIA

1.0 *Name of Applicant Organisation
(as it should appear in the Certificate)
.....

1.1 Address
.....

.....

.....Pin Code:.....

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 *Type of Organisation (Please tick in the appropriate box)

a Large Business Organisation ☐ **b Operating Units** ☐

4.5 *Are you a member of CII: Yes ☐ No ☐

4.6 *Scope of Assessment (Geography / Businesses etc.)
.....

4.7 *Applicant Category (Please tick in the appropriate box)

Category 1 ☐ **Category 2** ☐

(Score ≥ 400 points in EFQM 2010/ 2013 Model Assessment#

(First Time Applicant / Score less than 400 in EFQM 2010 / 2013 Model Assessment# or applying with a change in Scope)

 # Latest Score will be considered

*** Mandatory (to be filled)**

Note: (Refer Page 6 for Eligibility Criteria)

Give the following information if Applicant is not a "Whole Organisation":

5.0 Name of Parent Organisation
.....

5.1 Address
.....

5.2 Telephone
.....

5.3 Fax
.....

5.4 Name of the Highest Ranking Official of Parent Organisation
.....

5.5 Designation
.....

5.6 Total Number of Employees
.....

5.7 Annual Sales / Revenue (in Rs. Cr.)
.....

5.8 Describe the relationship between the Applicant and the Parent Organisation and provide an Organisation Chart showing the relationship

.....
.....

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 Report are correct. I accept the Time Table, 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 2016

30 April 2016	**Final Date for Receipt of Application Form by CII Award Secretariat.**
15 June 2016	**Final Date for Receipt of the Position Report & soft copy by CII Award Secretariat.**
15 July - 10 October 2016	**Onsite Assessment, 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
Director
Award Secretariat

Confederation of Indian Industry
CII Institute of Quality
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Near Bharat Nagara, 2nd Stage,
Viswaneedham Post, Bangalore - 560 091

Tel: 080 - 2328 6085 / 9391 / 7690
Fax: 080 - 2328 9388 / 2358 0314
Website: www.cii-iq.in

The CII-IQ's Team

CII's primary goal is to develop Indian Industry and to ensure that government and society as a whole, understand both the needs of industry and its contribution to the nation's well-being. To achieve this goal, we are always looking out for talented, wanting to learn team players who are ambitious, love challenges and have a passion to excel!

A core team consisting of Counsellors with experience in the fields of Quality and Productivity, supported by a backup team with its eyes and ears firmly in the marketplace, forms the mainstay at CII-IQ. Collectively, the team has several thousand man-hours of experience. Their exposure to international practices and different industry sectors, honed by internal training comes to the fore as they advise, train, manage and guide various organisations. Where required, external faculty members from India or abroad assist in providing services and research.

Objectives

- Promoting awareness of Quality for enhancing the Competitiveness of India Inc.
- To provide education, training and counseling services in 'soft technologies', relevant to the Quality process.
- Recognizing excellent organizations and presenting them as role models.
- Providing a platform for the sharing of best practices, performance and strategies for enterprise competitiveness.
- To conduct research in select thrust sectors for the development of implementation models on Quality.



Confederation of Indian Industry

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