



Confederation of Indian Industry



CII-EXIM BANK AWARD FOR BUSINESS EXCELLENCE 2 0 2 2



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 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, with over 9000 members from the private as well as public sectors, including SMEs and MNCs, and an indirect membership of over 300,000 enterprises from 294 national and regional sectoral industry bodies.

For more than 125 years, CII has been engaged in shaping India's development journey and works proactively on transforming Indian Industry's engagement in national development. 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, livelihoods, diversity management, skill development, empowerment of women, and sustainable development, to name a few.

As India marches towards its 75th year of Independence in 2022, CII, with the Theme for 2021-22 as Building India for a New World: Competitiveness, Growth, Sustainability, Technology, rededicates itself to meeting the aspirations of citizens for a morally, economically and technologically advanced country in partnership with the Government, Industry and all stakeholders.

With 62 offices, including 10 Centres of Excellence, in India, and 8 overseas offices in Australia, Egypt, Germany, Indonesia, Singapore, UAE, UK, and USA, as well as institutional partnerships with 394 counterpart organizations in 133 countries, CII serves as a reference point for Indian industry and the international business community.

CII AWARD FOR BUSINESS EXCELLENCE

2 0 2 2

SMALL AND MEDIUM BUSINESSES



KEY DATES

30 April 2022

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

15 June 2022

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

15 July - 15 October 2022

Site visits, where applicable.

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

ABOUT THE TROPHY 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

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 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.

CII Institute of Quality has adopted the comprehensive Excellence Model for SMBs considering the emerging ecosystem demands but the document submission and the Assessment processes are kept simple with a view to facilitate larger participation of the SMBs, in terms of effort and total costs.

We 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

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 and address 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

2.0 Need for a Model

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 Excellence Model and RADAR

3.1 Overview

The New Excellence Model released in October 2019 continues to set the management agenda for any organisation wanting a long term, sustainable future. The model has 5 criteria covering Direction and Execution and 2 criteria on results, both perceptins and performance.



EFQM Model booklet released during October 2019

[Click Here to Download](#)

4.0 Frequently Asked Questions

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 Direction, Execution and Results. 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 Application document 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. Easy to understand and use guidance material is also available from CII Institute of Quality.

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.

5.0 Eligibility Criteria

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 / Revenue of less than rupees one hundred crores.

Small and Medium Business organisations are grouped as follows:

Group A: _____

Small and Medium Business organisations with Annual Sales / Revenue upto rupees twenty five crores

Group B: _____

Small and Medium Business organisations with Annual Sales / Revenue more than rupees twenty crores and upto rupees fifty crores

Group C: _____

Small and Medium Business organisations with Annual Sales / Revenue more than rupees fifty 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 'Workshop on Assessment for Business Excellence for Small & Medium Businesses' prior to submission of the position report.

6.0 How to Apply for the Award

I. INSTRUCTIONS

Each Applicant is required to submit following details about its organisation in a document, not exceeding 40 pages in total. This document should contain:

A. An Organisation Profile, describing the key facts about the organisation and its business

B. Direction and Execution Practices, in order to achieve the results

C. Organisation Performance ('Results') relating to its Stakeholders perceptions and Strategic & Operational Performance

A. ORGANISATION PROFILE

- I. 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:
 - No. of locations
 - 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
- II. Please describe briefly the key improvement methodologies followed

B & C. ELABORATION OF PRACTICES AND RESULTS

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

This information must be closely aligned with the 7 Award Assessment Criteria.

6.0 How to Apply for the Award

GLOSSARY OF TERMS

Please give the description of all terms and abbreviations used in the Position Report.

NON-DISCLOSURE AND CONFIDENTIALITY

Names of Applicants, comments and scoring information developed during the review of Applications are regarded as proprietary by CII and are kept confidential. Such information is available only to those individuals directly involved in the assessment and administrative process. CII will not release information on successful strategies of Award Recipients and other Applicants without the written approval of the Applicant.

All Assessors are bound by a Code of Conduct. Assessors are required to keep the information gained through the Assessment Process as confidential and not share it with others except other Assessors of their team and Award Secretariat, without the written approval of the Applicant.

CII will take all reasonable action to ensure that Applications and information therein are treated in strict confidence. However, in no way can CII be held responsible for any loss of confidentiality

to a third party. Moreover, CII cannot be held liable for any damage (to goods, or persons, financial or consequential losses) incurred through the breach of confidentiality or otherwise.

6.0 How to Apply for the Award

2. GENERAL GUIDELINES

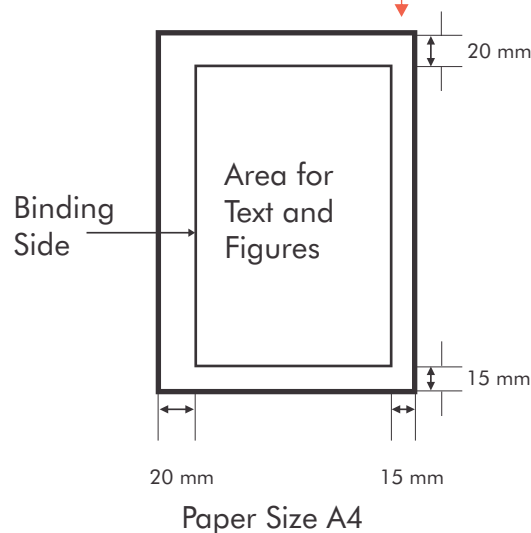
1. Please read carefully the instructions before completing the application document
2. Five (5) Copies of the filled in application document are required to be submitted to the CII-IQ Award Secretariat
3. Each copy of the application document should not exceed 40 pages including all the supporting documents.
4. Each page of the application document should be of A4 size only.
5. Please include table of contents, glossary of terms and abbreviations for providing clarity.

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 40 pages.
- Note that this may include:
 - Table of contents
 - Organisational Profile
 - Support material

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 40 pages for total number of pages.
- Glossary of terms
 - Further, any pages in excess of 40 submitted will not be taken into account in assessing the application. Please leave the minimum margin on each page as per the details



7.0 Award Assessment Process

- Step 1** Eligible Small and Medium Business organisations submit Application Form
- Step 2** Selection of Assessors
- Step 3** Submission of Application Document as per specified norms; Screening of the Document and Qualification
- Step 4** Combined Application Document Review, On-site Assessment and Scoring
(On-Site assessment may be done through digital or a combination of digital & physical, based on the prevailing conditions related to pandemic)
- Step 5** Review of Feedback Report and Scores by Jury
- Step 6** Jury decides Award and Certificates to be Awarded
- Step 7** Feedback Report is sent to participating organisations
- Step 8** Follow up visit to participating organisations on request

8.0 Levels of Recognition

There are three levels of recognition, starting from 'GOLD PLUS' 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.

Awards are presented 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 Awards Winners. There are Two Levels of Commendations:

- **PLATINUM**
- **GOLD PLUS**

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.



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SMALL AND
MEDIUM
BUSINESSES

WINNERS 2021

Gold Plus

- RSJ Inspection Services Ltd

WINNERS 2020

Gold Plus

- RSJ Inspection Services Ltd

WINNERS 2018

Platinum

- BSI Group India Pvt Ltd
- Yashoda Super Speciality Hospital, Kaushambi

Gold

- Imerys Steelcasting India Pvt. Ltd.

WINNERS 2017

Commendation for Strong Commitment to Excel

- Imerys Steelcasting India Pvt Ltd

Commendation for Significant Achievement

- PSG Institute of Management

WINNERS 2016

Commendation for Strong Commitment to Excel

- Humming Bird Digital Private Ltd
- Inteliment Technologies (India) Private Limited

Commendation for Significant Achievement

WINNERS 2015

Commendation for Strong Commitment to Excel

- ASE Structure Design Pvt Ltd

WINNERS 2013

Prize

- Indelox Services Pvt. Ltd.

9.0 Winners so far

Commendation Certificate for Significant Achievement

- Pushpak Products India Private Limited

WINNERS 2012

Prize

- Nicco Parks & Resorts Limited

Strong Commitment to Excel

- Pushpak Products India Pvt Ltd
- Satish Injecto-Plast Pvt Ltd
- SSA Business Solutions (P) Ltd
- Inteliment Technologies (India) Pvt Ltd
- Moonlight Engineering Co.
- Wendt (India) Limited

WINNERS 2011

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

WINNERS 2010

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

10.0 Acknowledgement

Confederation of Indian Industry acknowledges the support and co-operation extended by the EFQM for institutionalizing CII-EXIM Bank Award for Business Excellence.

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.

11.0 Further Support

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.

12.0 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 are given below.

Fee Structure 2022

Annual Sales / Revenue (Rs.) for SMBs	Application Fee	Site Visit Fee
	Domestic Applicants	Domestic Applicants
Below 25 Cr.	` 55000 (plus 18% GST)	` 55000 (plus 18% GST)
25-49 Cr.	` 80000 (plus 18% GST)	` 80000 (plus 18% GST)
50-99 Cr.	` 100000 (plus 18% GST)	` 100000 (plus 18% GST)

Note:

- * Payable before the site visit. **(Non-Refundable & Non-Adjustable)**
- * In addition, the expenditure on travel, boarding and lodging of the assessors is to be borne, at actuals

All payments to CII are to be made through online or by crossed Demand Draft / on par Cheque, in favour of "**Confederation of Indian Industry**" and payable at Bengaluru.

13.0 APPLICATION FORM

CII EXIM BANK AWARD FOR SMALL AND MEDIUM BUSINESSES

1.0 * Name of Applicant Organisation

1.1 * Address

Pincode:

GST No:

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)

Pincode:

GST No:

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 12 for Eligibility Criteria)

13.0 APPLICATION FORM

SMALL AND MEDIUM BUSINESSES

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 programme and accept that the decisions of the CII are final. I confirm that my organisation is eligible to take part in this programme and that all information in this application form is and accompanying position reports are correct. I accept the timetable, the non-disclosure, confidentiality clause and fee & cost structure.

Please find below the application fee payment details:

Payment of Rs..... Dated.....

Note: Contact CII Secretariat for NEFT details.

Date _____

(Signature of Highest Ranking Official & Company Seal)

The Time Table for the Year

15th May	Final date for receipt of Application Form by the CII Award Secretariate.
15th June	Final date for receipt of the Position Report by CII.
15th July - 15th 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.
- All Assessors are bound by a Code of Conduct and are required to sign a Non Disclosure Agreement with CII. There will not be any separate NDA with Organization by Assessors or by CII and no such request can be processed.
- Team formation: Team may consist of working professionals, Freelancers & Consultants and the final composition of the the team is under discretion of the Award Secretariat and no specific request can be accepted in this regard.
- Boarding, Lodging & Travel Expenses to be organized and settled by the applicant for the on-site visit.

Address for correspondence:

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SMALL AND
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BUSINESSES

CII Institute of Quality



CII Institute of Quality is the leading authority in Quality Enhancement among organization and industries. Over the past century, CII has provided Indian Industries with the support, systems and tools to make a mark in the competitive world. It is realized that the best way to enhance an organizations competitiveness is through the quality route.

What started as the Total Quality Management Division (TQMD) in the mid-eighties has now evolved as CII Institute of Quality. As a champion of the Quality movement, CII-IQ is powered by the responsibility of enriching the lives of its members, improving their workplaces and

making the world a better place by applying quality tools, techniques and systems. CII-IQ provides the best of its kind training and consulting services to organizations to help improve their performance and set a standard of excellence.

CII IQ has tied up with several international organizations to bring their best practices in India. It has helped several organizations improve their Total Quality Management Systems besides helping them win recognitions.

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