



Confederation of Indian Industry



# CII EXIM BANK AWARD FOR BUSINESS EXCELLENCE

2 0 2 5



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 around 9,000 members from the private as well as public sectors, including SMEs and MNCs, and an indirect membership of over 365,000 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.

Through its dedicated Centres of Excellence and Industry competitiveness initiatives, promotion of innovation and

technology adoption, and partnerships for sustainability, CII plays a transformative part in shaping the future of the nation. Extending its agenda beyond business, CII assists industry to identify and execute corporate citizenship programmes across diverse domains including affirmative action, livelihoods, diversity management, skill development, empowerment of women, and sustainable development, to name a few.

For 2024-25, CII has identified "Globally Competitive India: Partnerships for Sustainable and Inclusive Growth" as its Theme, prioritizing 5 key pillars. During the year, it would align its initiatives and activities to facilitate strategic actions for driving India's global competitiveness and growth through a robust and resilient Indian industry.

With 70 offices, including 12 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 about 300 counterpart organizations in almost 100 countries, CII serves as a reference point for Indian industry and the international business community.

# 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.

## **CII EXIM BANK AWARD FOR BUSINESS EXCELLENCE**

## Aspired for.



# 02

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SUSTAINABLE PERFORMANCE IS ACHIEVED  
BY AN ORGANISATION SETTING OUT AND EXECUTING,  
CLEARLY AND PURPOSELY, ITS STRATEGY AND THEN CONTINUALLY  
DELIVERING OUTSTANDING RESULTS THAT MEET OR  
EXCEED THE EXPECTATIONS OF ITS KEY STAKEHOLDERS



# CONTENTS

Global Guardians of Premier Excellence Models - Global Excellence Council	04
CII-EXIM Bank Award for Business Excellence – FAQ	05
Eligibility Criteria	06
How to Apply for the Award	07
How the Organisation is Assessed	12
Award Assessment Process	13
Recognitions	16
Application Form 2025	23
Acknowledgment	25
Winners so far	26
Business Excellence Maturity Assessment Programme	37

GLOBAL  
EXCELLENCE  
COUNCIL**Global Excellence Council**

The Global Excellence Council consists of Organisations that are recognised globally as the guardians of premier Excellence Models and Award processes in their specific geographical region/area or trading block. These not-for-profit Organisations provide mutual learning and sharing of good practices and initiatives, and maintain direct access to the private and public sectors. They place their Excellence mission above short-term commercial exploitation.

GEM Council members support and promote the interests and activities of GEM, participate in cross-national working groups and acknowledge the mutual benefits of sharing and learning activities. The ambition of the GEM Council is to ultimately secure membership from each significant geographical region/trading block across the globe.

**Global Excellence Council Mission Statement**

Through a formalised approach for sharing knowledge, experience and information, the members of GEM Council, as guardians of Premier Excellence Models and Award processes globally, enhance the value for their customers and other stakeholders by:

- Maintaining a leading edge position on Excellence Models
- Sensing business trends and external factors which impact the Excellence Models
- Creating a global fraternity in the field of Excellence
- Exploring opportunities for new products/activities
- Coordinating and sharing specific Excellence Award activities
- Agreeing consistent public communications on

**Organisational Excellence**

The first meeting of GEM Council took place in October 2000 with GEM founding members AQC (Australia), Baldrige Performance Excellence Program (USA), EFQM (Europe), JQA (Japan), SAEF (S. Africa; Defunct in 2005) and SPRING (Singapore). The GEM Council meets annually at the premises of one of its members.

**Current members of the Global Excellence Council**

- African Excellence Forum -AEF ( South Africa)
- Australian Organisational Excellence Foundation AOEF (Australia)
- Baldrige Performance Excellence Program (USA)
- CAQ (China)
- **CII-IQ (India)**
- DGEP (United Arab Emirates)
- EFQM (Europe)
- FUNDIBEQ (Iberian Peninsula and Latin America)
- IFCT (Mexico)
- JQA (Japan)
- Malaysia Productivity Corporation (Malaysia)

# CII AWARD FOR BUSINESS EXCELLENCE

## Frequently Asked Questions

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

CII-EXIM Bank Award for Business Excellence, instituted by CII 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 performance and transformation under seven different criteria, which are further divided into twenty five 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?

- Recognition at a National CII Platform
- Outside in perspective from the Assessments identifying blind spots
- New Focus areas to facilitate growth
- Fit for future- Sustainability Meter
- Effectiveness & Efficiency improvements across processes
- Embedding a culture of stakeholder focus linked to Business results

### What is expected of Award Recipients?

Award & Role Model 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 Excellence Summit, an annual flagship event and a series of 'Winners' Conferences' held in the major cities of the country.

In addition, the Award 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.

06

# CII EXIM BANK AWARD FOR BUSINESS EXCELLENCE 2025

## 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 (recently concluded financial year or calendar year, as applicable.)

Run as an Independent Profit Centre with a full set of accounts (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 of the operating unit applying 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. The Organisation should be in existence for a minimum of three years.
3. Number of Operating Units/SBUs of a Large Business Organisation eligible for participation in the Award Programme is a maximum of 10 (Ten).
4. Refer pages 13 - 15 of the Award Application Brochure for the Award Assessment Process and Levels of Recognition.
5. 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.
6. \*For all information relevant to Small & Medium Business Organisations, please refer 'Award & Model Brochure for Small & Medium Businesses.
7. Annual Sales / Revenue is considered for the recently concluded full financial year/calendar year with respect to the last date for Receipt of Application.
8. Regarding the eligibility criteria and the award process, the decision of CII Award Secretariat will be final.

### Time Table for the Year 2025

30 April 2025

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

15 June 2025

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

01 July - 30 September 2025

Onsite Assessment, where applicable.

The Announcement of Results will be made at the Excellence Summit during November 2025.  
(Three Senior Officials from all Applicant Organisations are eligible to attend the National Excellence Summit, as Special Invitees).



# HOW TO APPLY FOR THE AWARD

## 07 AWARD APPLICATION BROCHURE

### 1. Time Table for the year 2025

#### 30 April 2025

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

#### 15 June 2025

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

#### 01 July - 30 September 2025

Onsite Assessment, where applicable.

### 2. Application Form

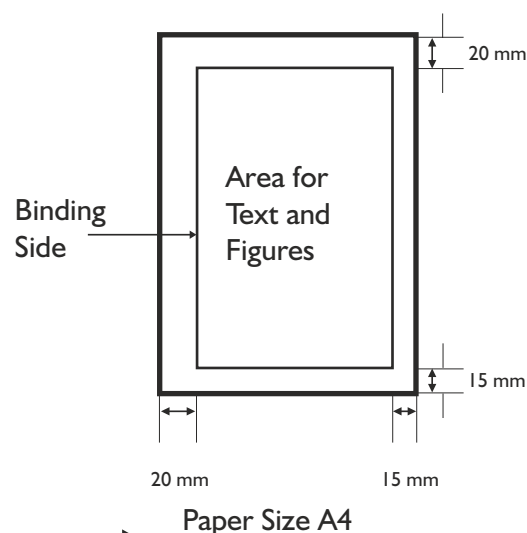
Check the eligibility and appropriate category before filling the Application Form (Refer page 6). The Application Form is given on pages 23 and 24 of this Brochure. The Position Report is to be formatted in line with the criteria of the EFQM Model. The Application Form should be completed and forwarded to CII to review 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.
- A4 Size Paper, Two side printing is preferred, provided the contents in both pages are legible and has no shadow effect of the other side printing
- Numbered pages loosely-bound (spiral bound) (for ease of processing)
- The Position Report should include the following:
  - Organisation Profile , not exceeding 5 pages(Refer section 3d)
  - Sub criteria details from 1.1 to 5.5 along with results of criteria 6 & 7
  - Result Overview - 1 Page
  - Key external factors - 1 Page
  - Table of Contents (section 3.3c)
  - Glossary of Terms (section 3.3f)
  - Note: Any additional details in excess of the prescribed pages, indicated above, will not be taken into account.
  - Please leave the maximum margin on each page as per the details
- Copy of the Application form

- Copy of the organization structure, if not part of the main document



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 23 and 24 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:

**Op I. 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

## AWARD APPLICATION BROCHURE

### 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.

# 10

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AWARD FOR  
BUSINESS  
EXCELLENCE  
2 0 2 5

## 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?

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.

### 4. Elaboration of Direction, Execution 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.

### 5. Glossary of Terms

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

### 6. 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

# HOW TO APPLY FOR THE AWARD

## AWARD APPLICATION BROCHURE

### 7. 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. Travel, Boarding and Lodging and other administrative arrangements to be organized and settled directly by the Applicant.
4. Accommodation to be made in a minimum 4 Star rated Hotel or Equivalent.
5. Travel to be Organized by Air wherever Air connectivity is available.
6. Other incidental expenses such as base location travel, incurred by the Assessors, in connection with the Onsite Assessment, is also to be borne by the Applicant.
7. CII will provide further guidelines in this area, which needs to be adhered to by all applicant to ensure Safety and Comfort of Assessment team
8. Overseas travel to the Assessors will be by Air in Business Class.
9. Overseas Units of Indian Organisations need to make all payments in US\$.
10. Fee payable as per the Annual Sales/Revenue of the Applicant @ existing rates at the time of invoicing.
11. Any Government taxes and levies, will be charged, additionally at actuals, as is prevalent and applicable.
12. All payments are to be made through Online or crossed, at par, cheque or demand draft, favouring “Confederation of Indian Industry” and payable at Bangalore .
13. All payments are **Non-Refundable** and **Non-Adjustable**.

### Fee Structure

Annual Sales/Revenue (Rs)	Application Fee	Onsite Assessment Fee
	Domestic Applicants (Rs)	Domestic Applicants (Rs)
Below 250 Cr.	330000 plus 18% GST	330000 plus 18% GST
250-499 Cr.	470000 plus 18% GST	470000 plus 18% GST
500-999 Cr.	585000 plus 18% GST	585000 plus 18% GST
1000-2499 Cr.	645000 plus 18% GST	645000 plus 18% GST
2500-4999 Cr.	670000 plus 18% GST	670000 plus 18% GST
5000-9999 Cr.	690000 plus 18% GST	690000 plus 18% GST
10000 Cr. & Above	740000 plus 18% GST	740000 plus 18% GST

The Applicant has to bear travel, accommodation and out of pocket expenses.

Complimentary 2-Day Virtual Common Session for Application Writing for all the applicants will be conducted during 2nd week of May 2025.

# 12

CII EXIM BANK  
AWARD FOR  
BUSINESS  
EXCELLENCE  
2 0 2 5

## HOW THE ORGANISATION IS ASSESSED

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

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

The EFQM model is built on Direction & Execution for achieving results.

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

The Direction & Execution Criteria are concerned with how results are being achieved.

For the details about the scoring . maxim number of points for each criterion and sub criterion weights, please refer the EFQM 2025 model as well as the Guideline shared by CII. Any change in points/weights/scoring process, the guidelines shared by CII will be final for the purpose of this award

Direction, Execution & Results are valued at 200. 400 & 400 respectively.

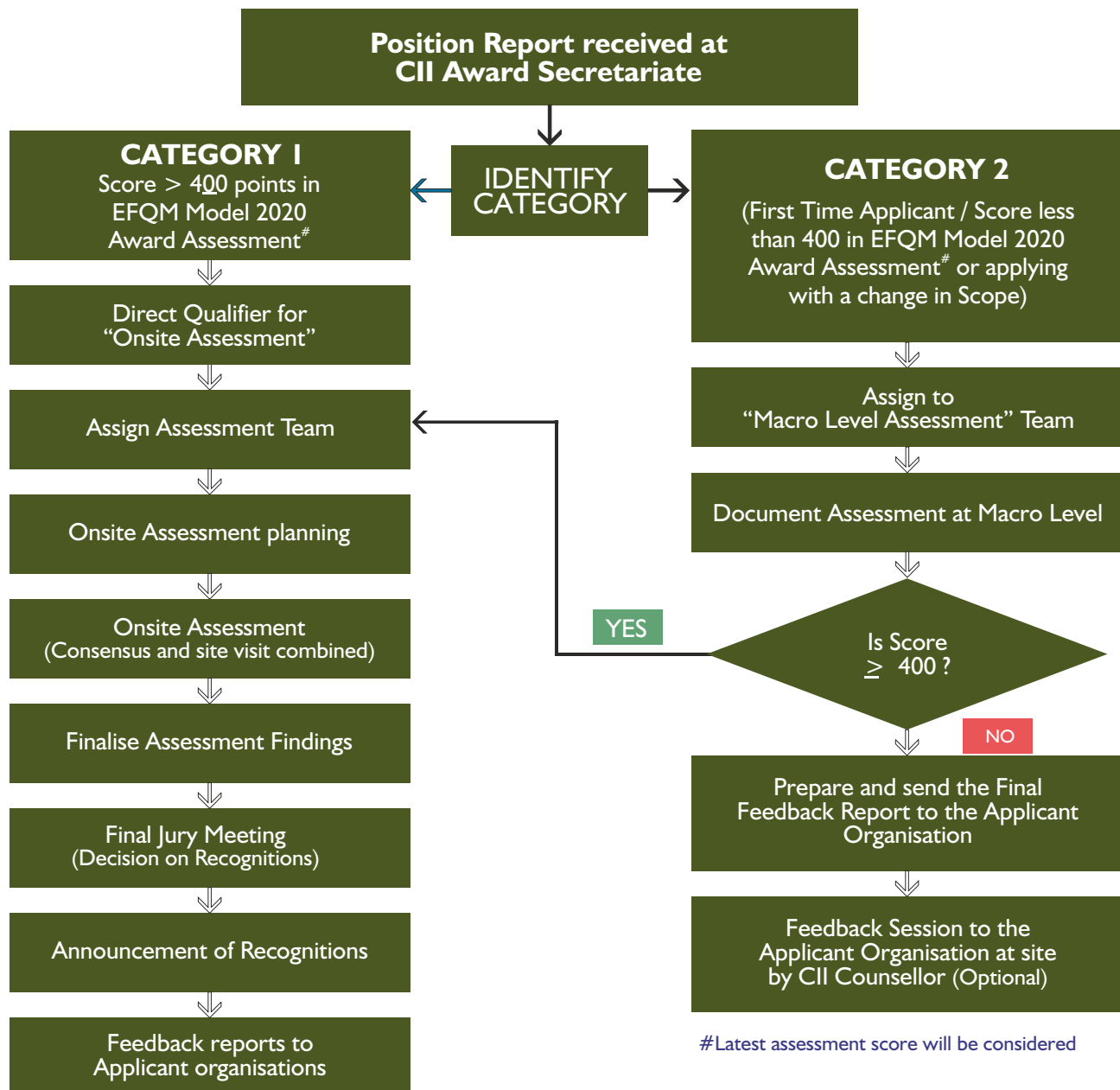
The Assessment will be based on the EFQM Model 2025



# AWARD ASSESSMENT PROCESS

The Award Assessment process  
is shown below

Flow Chart: CII Award for Business Excellence



14

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AWARD FOR  
BUSINESS  
EXCELLENCE  
2 0 2 5

# 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 Model Award Assessment\* (in the year 2020 or after) will qualify for an Onsite Assessment comprising Consensus and Onsite Assessment.

Category 2: First Time Applicant / Score less than 400 in EFQM Model Award Assessment\* (in the year 2020 or after) 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/Opportunities 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 and other levels of Recognitions.

## Award Presentation

The CII Award for Business Excellence and other levels of Recognitions 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, a meeting(virtual mode -tele/video) can be organized with Senior assessor to discuss the Feedback Report.

\* Latest Score will be considered



# RECOGNITIONS

## 1. Levels of Recognition for Excellence

There are three levels of recognition, starting from 'GOLD PLUS' and going up to the AWARD, based on the score assigned by the applicant. The Highest level, the Commendation as ROLE MODEL ORGANISATION, is based on the demonstration of the role model dimension(s) by the contenders (i.e.. Award Winners).

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.

Jury Commendation for Role Model Organisation is presented to applicants that demonstrate Role Model Practices and Performance in one or more areas, as leaders in their category. Past Award Winners, in subsequent participation come up to the award level, are considered if they move up to the next score band. This is given over and above the Award, and hence is the highest-level recognition in this program. There can be multiple applicants, getting this recognition, if they meet the criteria.

Awards are presented to Organisations that demonstrate Excellence in the management of Quality as their fundamental process for continuous improvement.

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 recognition based on maturity level, 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 500+ 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.

***Repeat applicants who are previous award winners will be considered for the 'Role Model Award' if their scores advance to the next 25-point band or higher and also demonstrate role model dimensions as mentioned under "Jury Commendation for Role Model Organisation."***

***In case of Fatal accidents the organization shall be considered only upto platinum level irrespective of the overall score band.***

***Organisations winning the Award (600+ scores) consecutively for 3 years shall be conferred 'Sustained Excellence Award'***



\* Jury Commendation for Role Model Organisation:

This commendation is awarded to applicants from the Award Winners of the current cycle, who demonstrate exemplary role model practices and performance in one or more areas, distinguishing themselves as leaders in their category. It is presented in addition to the award and represents the highest level of recognition in the program. Multiple applicants may receive this commendation if they meet the defined criteria.

# 16

CII EXIM BANK  
AWARD FOR  
BUSINESS  
EXCELLENCE  
2 0 2 5

## WINNERS 2024

### CII-EXIM Bank Award for Business Excellence 2024 Recognition Winners List

#### Recognition Level

##### Award Winner

- Bharat Electronics Limited, Panchkula
- Heavy Electrical Equipment Plant (HEEP)- Haridwar, Bharat Heavy Electricals Limited

##### Platinum

- Heavy Electrical Plant - Bhopal, Bharat Heavy Electricals Limited
- Bharat Electronics Limited, Pune
- Talcher Super Thermal Power Station - NTPC Limited
- Bosch Automotive Electronics India Pvt.Ltd.
- Jhajar Power Limited (An Apraava Energy Group Company)
- Power Sector-Project Engineering Management ; Bharat Heavy Electricals Limited
- Transformer Plant - Jhansi, Bharat Heavy Electricals Limited
- Engineering Business - Patancheru Plant, J K Fenner (India) Limited
- Vindhyachal Super Thermal Power Station, NTPC Limited
- Heavy Power Equipment Plant- Hyderabad, Bharat Heavy Electricals Limited
- Boiler Auxiliaries Plant (BAP) - Ranipet, Bharat Heavy Electricals Limited

##### Gold Plus

- Jindal Power Limited(JPL), Tamnar

##### Platinum - SMB Category

- Humming Bird Digital Private Limited
- RSJ Inspection Service Limited

# WINNERS 2023

## CII-EXIM Bank Award for Business Excellence 2023 Recognition Winners List

### Recognition Level

#### Award Winner

- High Pressure Boiler Plant (HPBP), Bharat Heavy Electricals Limited
- Alumina Refinery, National Aluminium Company Limited
- Hyderabad Unit, Bharat Electronics Limited

#### Platinum

- Boiler Auxiliaries Plant (BAP), Bharat Heavy Electricals Limited
- Bosch Automotive Electronics India Pvt. Ltd.
- Jhansi Unit, Bharat Heavy Electricals Limited
- Power Sector-Project Engineering Management, Bharat Heavy Electricals Limited
- Fertilisers Business in Crop Nutrition SBU, Coromandel International Limited
- Electronics Division, Bharat Heavy Electricals Limited
- Panchpatmali Bauxite Mine, National Aluminium Company Limited
- Heavy Electrical Equipment Plant, Bharat Heavy Electricals Limited
- Heavy Electrical Plant, Bharat Heavy Electricals Limited
- Heavy Power Equipment Plant, Bharat Heavy Electricals Limited

#### Gold Plus

- Jhajjar Power Limited, (An Apraava Energy Group Company)
- IPD & Export AM Business, J.K.Fenner India Limited
- Power Sector -Northern Region, Bharat Heavy Electricals Limited
- Mahyco Private Limited
- Power Sector - Eastern Region, Bharat Heavy Electricals Limited
- Severn Glocon Valves Private Limited
- Smelter Plant, National Aluminium Company Limited

#### Gold Plus - SMB Category

- Soil Institute of Management (Unit of Grow Talent Co. Ltd.)

# 18

CII EXIM BANK  
AWARD FOR  
BUSINESS  
EXCELLENCE  
2 0 2 5

## WINNERS 2022

### CII-EXIM Bank Award for Business Excellence 2022 Recognition Winners List

#### Recognition Level

##### Award Winner + Role Model Organization

- Ghaziabad Unit, Bharat Electronics Ltd.

##### Award Winner

- Godrej Construction

#### Platinum

- Alumina Refinery
- National Aluminium Co. Ltd.
- Heavy Electrical Bhopal Unit BHEL
- Heavy Power Equipment Plant Hyderabad Unit, BHEL
- Heavy Electrical Equipment Plant Haridwar Unit, BHEL
- High Pressure Boiler Plant Tiruchirappalli Unit BHEL
- Hindustan Zinc Limited
- SEG Automotive India Private Limited

#### Gold Plus

- Project Engineering Management Noida Unit, BHEL
- Power Sector - Northern Region Noida Unit, BHEL
- Boiler Auxiliaries Plant Ranipet Unit, BHEL
- Electronic Division, Bangalore Unit, BHEL
- Captive Power Plant, National Aluminium Co. Ltd.
- Engineering Business, Pashamylaram Plant, J.K. Fenner (India) Limited
- Panchpatmali Bauxite Mine, National Aluminium Co. Ltd.

# WINNERS 2021

## CII-EXIM Bank Award for Business Excellence- 2021 Recognition Winners List

### Recognition Level

#### Award Winner

- Godrej Precision Engineering, Godrej and Boyce Mfg. Co. Ltd
- Godrej Construction, Godrej & Boyce Mfg. Co. Ltd.
- Dolvi Works, JSW Steel Limited
- Kirloskar Ferrous Industries Limited

#### Platinum

- Chennai Unit, Bharat Electronics Limited
- Hyderabad Unit, Bharat Electronics Limited
- Heavy Electrical Equipment Plant, Haridwar Unit, BHEL
- Heavy Electrical Plant, Bhopal Unit, BHEL
- ALUMINA REFINERY, National Aluminium Co. Ltd.

#### Gold Plus

- Heavy Power Equipment Plant, Hyderabad Unit, BHEL
- High Pressure Boiler Plant, Tiruchirappalli Unit, BHEL
- Panchpatmali Bauxite Mine, National Aluminium Co. Ltd.
- RSJ Inspection Service Limited (SMB)

# 20

CII EXIM BANK  
AWARD FOR  
BUSINESS  
EXCELLENCE

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# WINNERS 2020

## CII-EXIM Bank Award for Business Excellence- 2020 Recognition Winners List

### Recognition Level

#### Award Winner

- Godrej Precision Engineering , Godrej & Boyce Mfg. Co. Ltd., Mumbai

#### Jury Commendation for CONSISTENT PROGRESSIVE PERFORMANCE

- Kirloskar Ferrous Industries Ltd, Koppal

#### Platinum

- Heavy Electrical Equipment Plant, Haridwar, Bharat Heavy Electricals Ltd
- HERE Technologies, Mumbai
- Kirloskar Ferrous Industries Ltd, Koppal
- Alumina Refinery, Damanjodi, National Aluminium Company Ltd

#### Gold Plus

- Panchpatmali Bauxite Mine, National Aluminium Company Ltd
- Smelter Plant Angul, National Aluminium Company Ltd
- RSJ Inspection Service Limited (SMB)

WINNERS  
2019CII-EXIM Bank Award for Business Excellence- 2019  
Recognition Winners List

## Recognition Level

## Award Winner + Role Model Organization

- Appliances Division, Godrej & Boyce Mfg. Co. Ltd.

## Award Winner

- Kirloskar Oil Engines Limited

## Platinum

- Ace Designers Limited
- Alumina Refinery, National Aluminium Company Limited
- CESC Limited
- Dolvi Works, JSW Steel Limited
- Fertilisers SBU, Coromandel International Limited
- Ghaziabad Unit, Bharat Electronics Limited
- Hyderabad Unit, Bharat Electronics Limited
- Godrej Precision Engineering, Godrej and Boyce Mfg. Co. Ltd
- Kirloskar Ferrous Industries Limited

## Gold Plus

- Mathura Refinery, Indian Oil Corporation Limited
- Patancheru Plant, J K Fenner (India) Limited
- Rubber Processing Machinery Business Unit, Larsen & Toubro Limited

**Training Services**

- One day Appreciation programme on Business Excellence
- Three Day Assessor Training on Business Excellence
- 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 for enabling OEMs to help Key suppliers put practices and processes in place.

**Award/Prize Winning Position Reports:**

(Rs 5000/- per copy, inclusive of GST and courier charges)

- Bharat Electronics Limited
- Godrej Precision Engineering, Godrej & Boyce Mfg. Co. Ltd  
Godrej Construction, Godrej & Boyce Mfg. Co. Ltd.  
Dolvi Works, JSW Steel Limited  
Kirloskar Ferrous Industries Limited
- Godrej Precision Engineering, Godrej & Boyce Mfg Co Ltd  
(Award Winner of 2020) Appliances Division, Godrej & Boyce Mfg Co Ltd.  
(Award Winner + Role Model Organization of 2019)
- Kirloskar Oil Engines Ltd  
(Award Winner of 2019)
- Bengaluru Unit, Bharat Electronics Limited.  
(Award + Role Model Organization of 2018)
- Appliances Division, Godrej & Boyce Mfg Co Ltd.  
(Award Winner of 2018)
- Godrej Interio, Godrej & Boyce Mfg Co Ltd.  
(Award Winner of 2017)
- Godrej Appliance, Godrej & Boyce Mfg Co Ltd.  
(Prize Winner of 2017)
- Raychem RPG (P) Ltd.  
(Prize Winner of 2017)
- Bhilai Steel Plant, SAIL  
(Prize Winner of 2016)
- National Stock Exchange of India Ltd.  
(Prize Winner of 2016)
- Bosch Limited, Diesel Systems business – Jaipur  
(Prize Winner of 2016)
- Rallis India Ltd.  
(Prize Winner of 2015)

For more details, please contact:

**Sudha S**  
Deputy Director

Award Secretariat  
Confederation of Indian Industry  
CII Institute of Quality  
Near Bharat Nagara, 2nd Stage,  
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Confederation of Indian Industry

# CII-EXIM Bank Award for Business Excellence – Year 2025

**INSTITUTE  
of QUALITY**

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

1.1 Address

Pin Code: 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)

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  $\geq$  400 points in  
EFQM 2013 Model Assessment<sup>#</sup>)

(First Time Applicant / Score less than 400 in EFQM 2020  
Model Assessment<sup>#</sup> or applying with a change in Scope)

<sup>#</sup> 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 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 and accompanying Position Report are correct. I accept the Time Table, the Non-Disclosure, Confidentiality Clause and fee & cost structure. (Refer the below notes and page 10 and page 11 of the award application brochure for more details)

Please find below the application fee payment details:

Payment of Rs..... through online..... Dated.....

Date \_\_\_\_\_

(Signature of Highest Ranking Official & Company Seal)

## Time Table for the Year 2025

30 April 2025

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

15 June 2025

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

01 July - 30 September 2025

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.
- 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. (Refer Award Application brochure - page 10 and 11 for further details on Non Disclosure Clause, Fee and Cost)

Address for correspondence:

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Deputy Director  
Award Secretariat  
Confederation of Indian Industry  
CII Institute of Quality  
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# ACKNOWLEDGE- MENT

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

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.

# 26

CII AWARD FOR  
BUSINESS  
EXCELLENCE

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## WINNERS OF OTHER LEVELS OF RECOGNITIONS

## OVER THE YEARS...

- Ace Designers Limited
- Air-Conditioning & Refrigeration Service Division, Blue Star Ltd
- ASE Structure Design Pvt Ltd.
- Angelique International Limited
- Apollo Hospitals, Chennai
- AVB Group of Companies
- B M Birla Heart Research Centre
- Bharat Electronics Limited
- Bharat Heavy Electronics Limited
- Brigade Group
- CESC Limited
- Crompton Greaves Limited
- Fortis Hospital
- Godrej Group of Companies
- Grundfos Pumps India Private Limited
- Hindalco Industries Limited
- Humming Bird Digital Private Limited
- Imerys Steelcasting India Pvt Ltd
- Indelox Services Private Limited
- Infotech Enterprises Limited
- Inteliment Technologies (India) Private Limited
- J.K. Fenner (India) Limited
- JCB India Limited
- JSW Steel Coated Products Ltd
- JSW Steel Limited
- Kalpataru Limited
- Kirloskar Group of Companies
- L&T Group of Companies
- Maruti Suzuki India Limited
- Moolchand Medcity
- Murugappa Group of Companies
- NTPC Limited
- Overseas Infrastructure Alliance (India) Pvt Ltd.
- PSG Institute of Management
- Pushpak Products India Pvt Limited
- Rashtriya Ispat Nigam Limited
- Raychem RPG (P) Ltd.
- Robert Bosch Eng. & Business Solutions Pvt Ltd.
- Satish Injecto-Plast Private Limited
- Shreekrupa Enterprises
- SSA Business Solutions Private Limited
- Steel Authority of India Limited
- Subros Limited
- Susira Industries Limited
- T V Super Filter Industries
- TATA Group of Companies
- Tractors and Farm Equipment Limited (TAFE)
- Thinksoft Global Services Limited
- Triveni Engineering & Industries Limited
- Triveni Turbine Limited
- TTK Healthcare TPA Private Limited
- Weir Minerals India Private Limited
- Wendt (India) Limited
- YES Bank
- SEG Automotive India Pvt Ltd
- Hindustan Zinc Ltd
- and many more....

# **Business Excellence**

## Maturity Assessment Programme

**Digital  
Assessment**



Seed...  
Nurture...  
Harvest...

**Recognize**

**Internalize**

**Initiate**



Pursue The Path of....

**BUSINESS EXCELLENCE**

...Profit From It

# Initiating Excellence

Organizations initiating Business Excellence through a baseline assessment

PHASE

1

*Assessments can be scheduled on mutually convenient dates throughout the year*

## Process steps

A 2 day dip-stick assessment by two Assessors interacting with key personnel of the organization to understand their process and performance maturity.

This would involve a walkthrough of Business, Support and Management processes with the associated results based on excellence framework requirements. This category of assessment does not require any formal documentation.

## Output

- Baseline score of organizational maturity on a 1000 point scale
- Prioritized action plan and roadmap with milestones

## Support

CII will facilitate Organizations to progress on the suggested roadmap through hand holding visits, customized training through appropriate frameworks.

On completion of this phase, Organizations can progress to the Internalizing Phase. Initiators would generally take 12 - 15 months to move to the next phase.

**Recognized for Adoption of Excellence  
At CII Flagship Event 2025**

# Internalizing Excellence

For Organizations on the journey of Excellence on any Framework

PHASE

2

*Assessments can be scheduled on mutually convenient dates throughout the year*

## Process steps

Assessors with rich industry experience will interact with all functions of the organization considering the Business Strategy and Operating Context, to identify key strengths and opportunities for improvement. There are two categories to opt as given below.

CATEGORY 1	CATEGORY 2	TURNOVER
Document less Assessment	Minimal documentation 20 - 30 page Format	<100 Crores SMB Organizations
2 - 3 day Assessment*	3 - 4 day Assessment*	
2 Assessors	2 Assessors	
<b>Recognition</b> Silver: Score of 300 & above	<b>Recognition</b> Silver: Scores between 300- 399 Gold: Scores 400 & above	>100 Crores Large Organizations

### NOTE:

These category of Assessments do not fall under the Award Scheme. However, Organizations will be felicitated based on the score obtained under the relevant category. Companies running their own internal assessments can also opt for recognitions when the assessments are administered by the CII IQ team. Assessment can be based on any Excellence framework.

*\*Assessment Days will vary depending on the Business Size and complexity*

## Output

- Action oriented Management Report
- Way forward with Milestones
- Criteria wise report of strengths and key opportunities for improvement aligned to Excellence Framework requirements

**Silver / Gold Category Recognitions  
At CII Flagship Event 2025**





## ABOUT 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.

### Contact

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# CII INSTITUTE OF QUALITY

