

Assessor Workshop



**For the CII EXIM Bank Award for Business Excellence
based on the EFQM model**



Global Excellence Council Member

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CII Institute of Quality

Introductions & Expectations



CII over the years has forged a strong nationwide network working beyond facilitating growth and development of industry to address economic and societal challenges. CII has been a lead player in Indian industry's trajectory. With its origins in 1895, it has assumed a key position at the forefront of development, especially since liberalization in 1991. Committed to working closely with Government on policy issues, it is the interface between Government and industry for enhancing competitiveness and strategic global linkages.

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. These are areas where CII has pioneered industry engagement and is setting the pace for industry-community partnerships.

In the year 2020, CII marked a unique and prestigious milestone of completing 125 years of service to India and the Indian Industry.

CII Institute of Quality is the leading authority in Quality Enhancement among organisations and industries. Over the past century, CII has provided Indian Industry with the support, systems and tools to make a mark in the competitive world. CII IQ aims to enhance an organisation's competitiveness through the quality route.



Verticals of CII-IQ are:

- **Business Excellence**
- **Quality Management Systems**
- **Lean Six Sigma**
- **Total Productive Maintenance**

The CII Institute of Quality has been awarded 'GOLD' level of certification under the 'IGBC Green Existing Buildings' rating system on 25th November 2017 during the 25th Silver Jubilee National Quality Summit celebrations in Bangalore

Business Excellence

Our Partners



Export–Import Bank of India is a finance institution in India, established in 1982 under Export-Import Bank of India Act 1981. Since its inception, Exim Bank of India has been both a catalyst and a key player in the promotion of cross border trade and investment.



EFQM is an innovative, not-for profit organisation, fusing data-driven insights, curated learning and development and networking opportunities for the benefit of organizations worldwide

CII wishes to place on record its sincere thanks to EFQM and EXIM Bank of India for supporting the Excellence movement in India

Global Excellence Council



For details: <https://ciibizex.in/>

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

The Global Excellence Council (GEC) 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.

Program Schedule



Session 1

- Need for Transformation
- Introduction to the EFQM Model- Macro Insights
- Concept of D, E & R
- Criteria 1 & 2-Deep Dive

Session 2

- Execution- Overview
- Criteria 3 & 6
- Stakeholder Analysis-Group Work
- Criteria 4,5 and 7

Session 3

- Introduction to RADAR
- Award & Assessment Process
- Organizational Profile
- Key themes. Understanding the Business & Organisation
- Assessing Practices & Consensus process-Group Work

Session 4

- Understanding Linkages**
- Assessing Result-Group work**
- Scoring Process**

Session

- Scoring –Finer points
- Assessor Competencies
- Assessment: Code of Conduct
- Holistic View of the Model
- Summary

To enable participants to learn and appreciate the Excellence Model and apply in performing the following roles better :

- The Assessor
- The Change Agent
- The Practitioner

Program Objectives

contd..

To Prepare professionals as Assessors for the Assessment of



by Establishing a common understanding of :

- ❖ The Model criteria
- ❖ Consensus process
- ❖ Site visit process (Elaboration)
- ❖ The scoring process
- ❖ Feedback report writing

Methodology used for delivery

- Concise formal inputs by the Workshop facilitator
- Individual Learning
- Group exercise using the case study
- Peer learning

Please note:

The course is not a critique of the Award Model and procedures

Points for improvement and criticism will be noted for the review process



Disruptions

The Need for Transformation

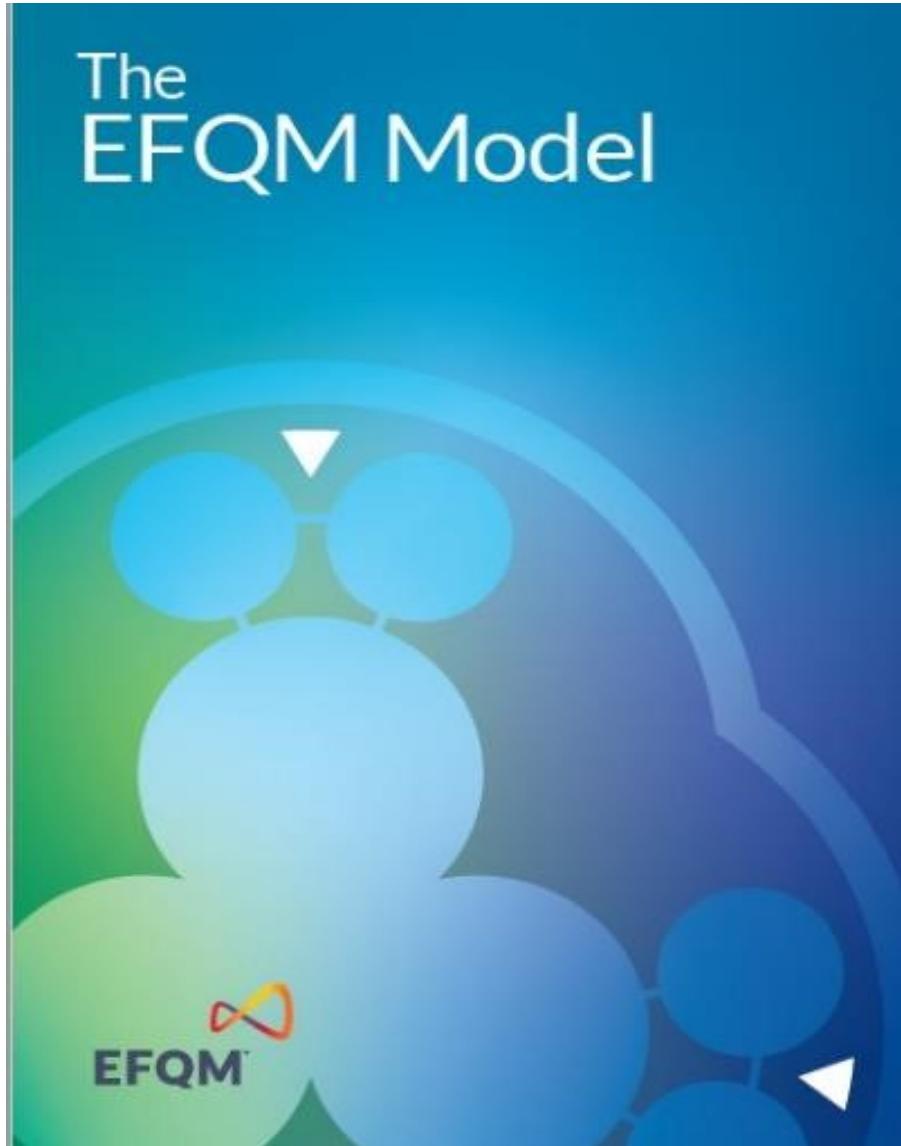
VUCA world



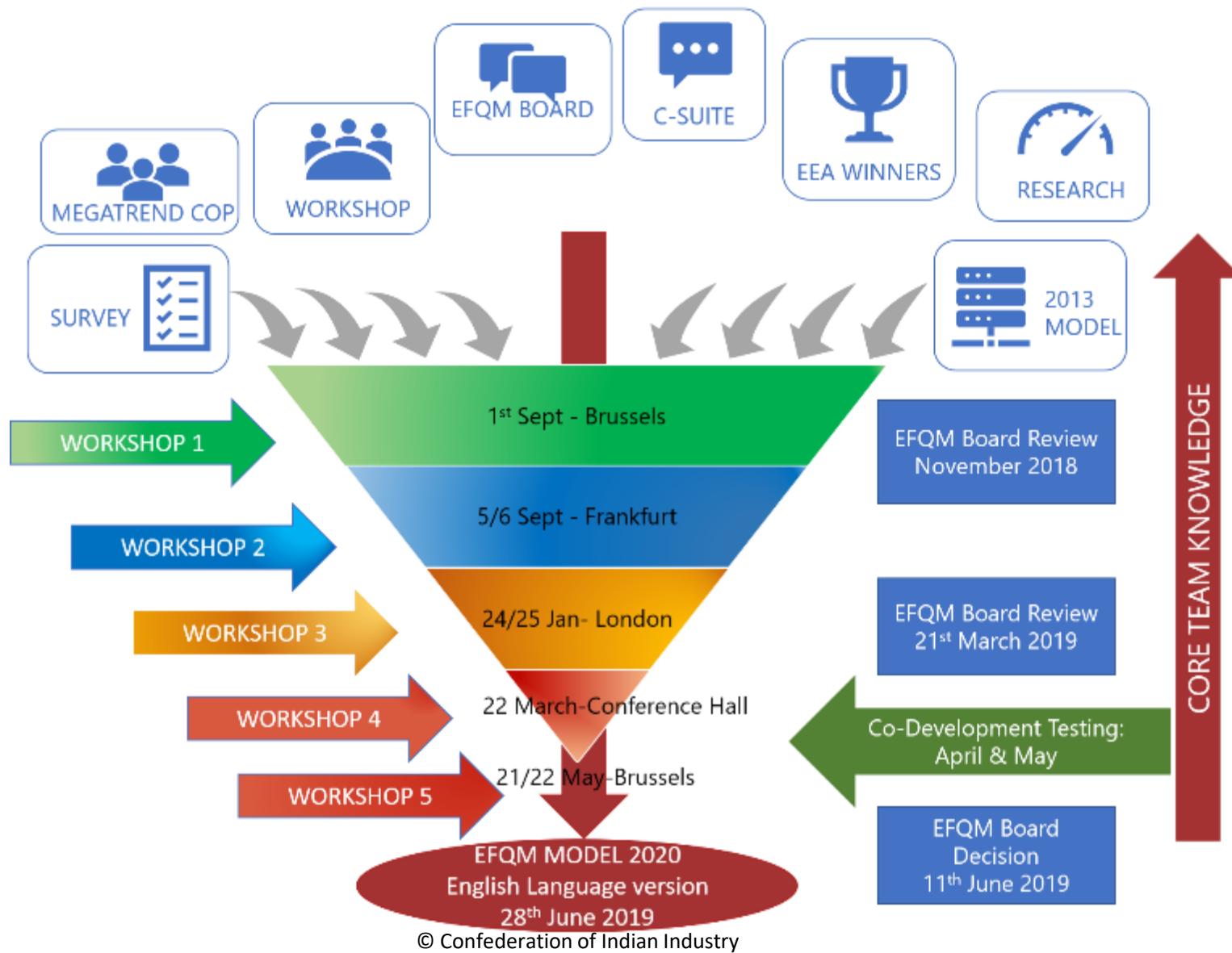


**You cannot do today's job with
yesterday's methods and still be in
business tomorrow**





The Model Evolution



Outstanding Organisations achieve and sustain levels of performance that meet or exceed the expectations of all the stakeholders



Four Dimensions

- Inclusive,
- Comprehensive,
- Predictable,
- Sustainable

Key Characteristics- Outstanding organisation

- Creating & delivering sustainable value proposition for its stakeholders considering the 3P(People, Planet, Profit) perspective in its eco system.
- Leadership style: Less hierarchical, Less command and more collaborative
- A people centric approach to create value leveraging diversity
- Manage for today and manage the change for tomorrow to be future ready
- Mindset for Creativity and innovation including disruptive thinking to generate value and enhanced performance
- Addressing Threats and opportunities in the Organization's ecosystem with Agility
- Develop a culture of co creation within the ecosystem



Macro View / Insights of the Model



The Ten Principles of the United Nations Global Compact



Source: <https://www.futurecobioscience.com/storage/photos/ten-principles-global-compact-med-739.png>

The Model Incorporates:

Human Rights

- Businesses should support and respect the protection of internationally proclaimed human rights.
- Make sure that they are not complicit in human right abuses.

Labour

- Business should uphold the freedom of association and the effective recognition of the right to collective bargaining.
- The elimination of all forms of forced and compulsory labour.
- The effective abolition of child labour.
- The elimination of discrimination in respect of employment and occupation.

Environment

- Business should support a precautionary approach to environmental challenges.
- Undertake initiatives to promote greater environmental responsibility.
- Encourage the development and diffusion of environmentally friendly technologies.

Anti Corruption

- Business should work against corruption in all its forms, including extortion and bribery.

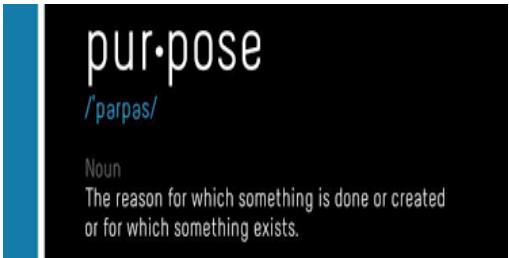
The Model Incorporates SDG's



Model focuses on

Purpose Driven Organisation

- **Inspirational Purpose**
- **Aspirational Vision**
- **Strategy that Delivers**
- **Winning Culture**



Organizational Culture

Aligned Organisation



Leveraging Creativity and Innovation



Data Analytics & Predictive Analysis



Governance Structure



Disruptions

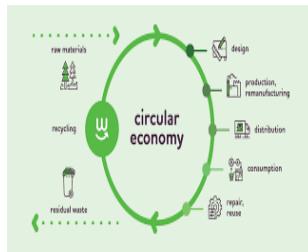
- Technology
- Business Model

Mega Trends

Stakeholders

Creating Sustainable Value

Model focuses on



The Ten Principles of the United Nations Global Compact

UN's 17 Sustainable Development Goals

Circular Economy

Benefits of adapting The EFQM Model



**Helps Define
Your Purpose**



**Helps Create
Your Culture**



**Helps Forge
Strong Leaders**



**Helps Transform
Your
Organization**



**Helps Address Unique
Organizational Challenges**



**Helps Foster
Agile Practices**



**Helps Forecast
The Future**



The EFQM Model



The EFQM model structure is based on the simple but powerful logic of asking three questions:

WHY

“**Why**” does this organisation exist? What purpose does it fulfil? Why this particular Strategy...

DIRECTION

HOW

“**How**” does it intend to deliver on its Purpose and its Strategy...

EXECUTION

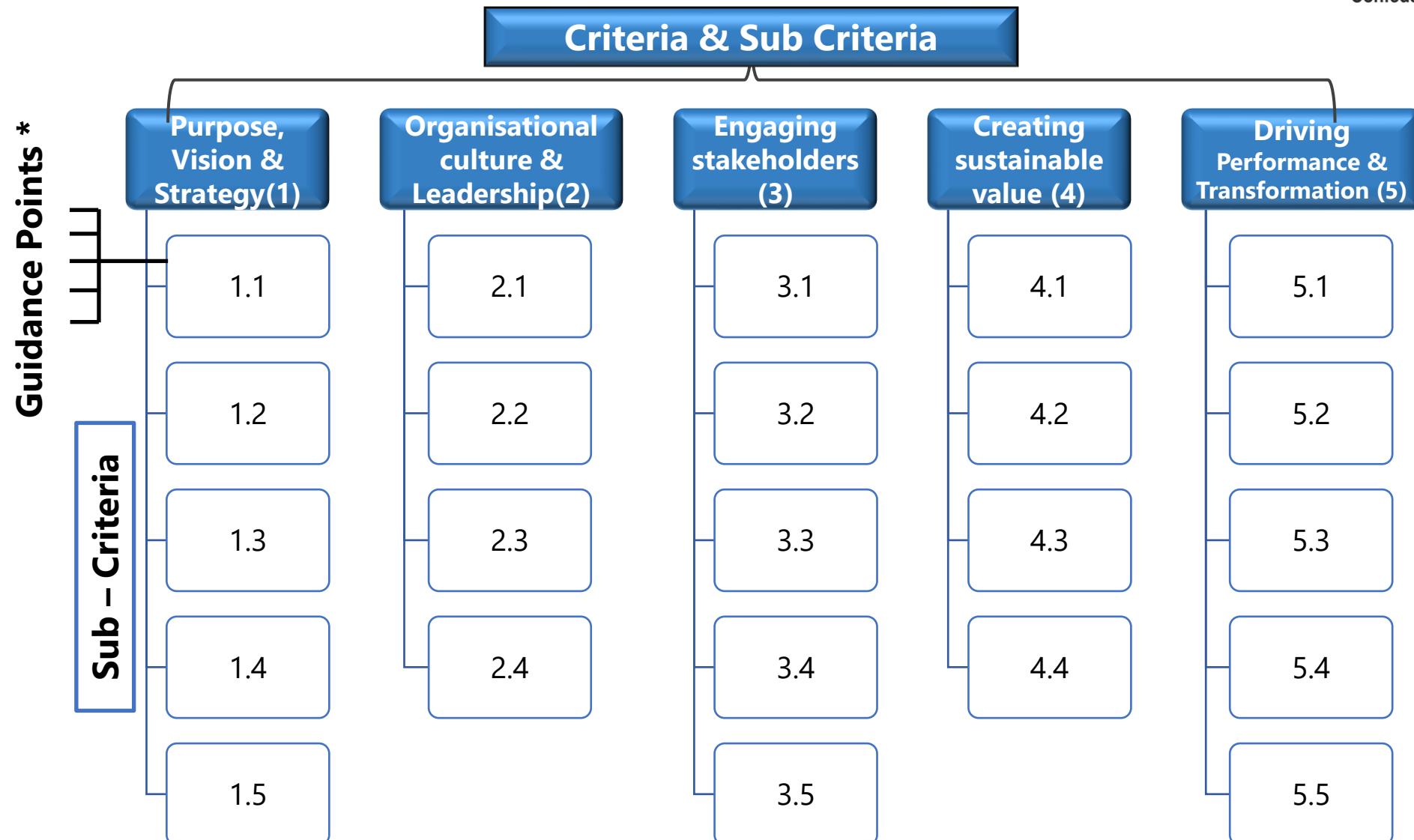
WHAT

“**What**” has it actually achieved to date?
“**What**” does it intend to achieve tomorrow...

RESULTS

The EFQM Model





Result Criteria

Stakeholder Perceptions(6)

Customer

People

Governing & Business stakeholders

Society

Partners & Suppliers

Strategic & Operational Results(5)

Purpose, Strategy & Creating Sustainable value

Economic & Financial Performance

Fulfilment of Key stakeholder expectations

Driving Performance & Transformation

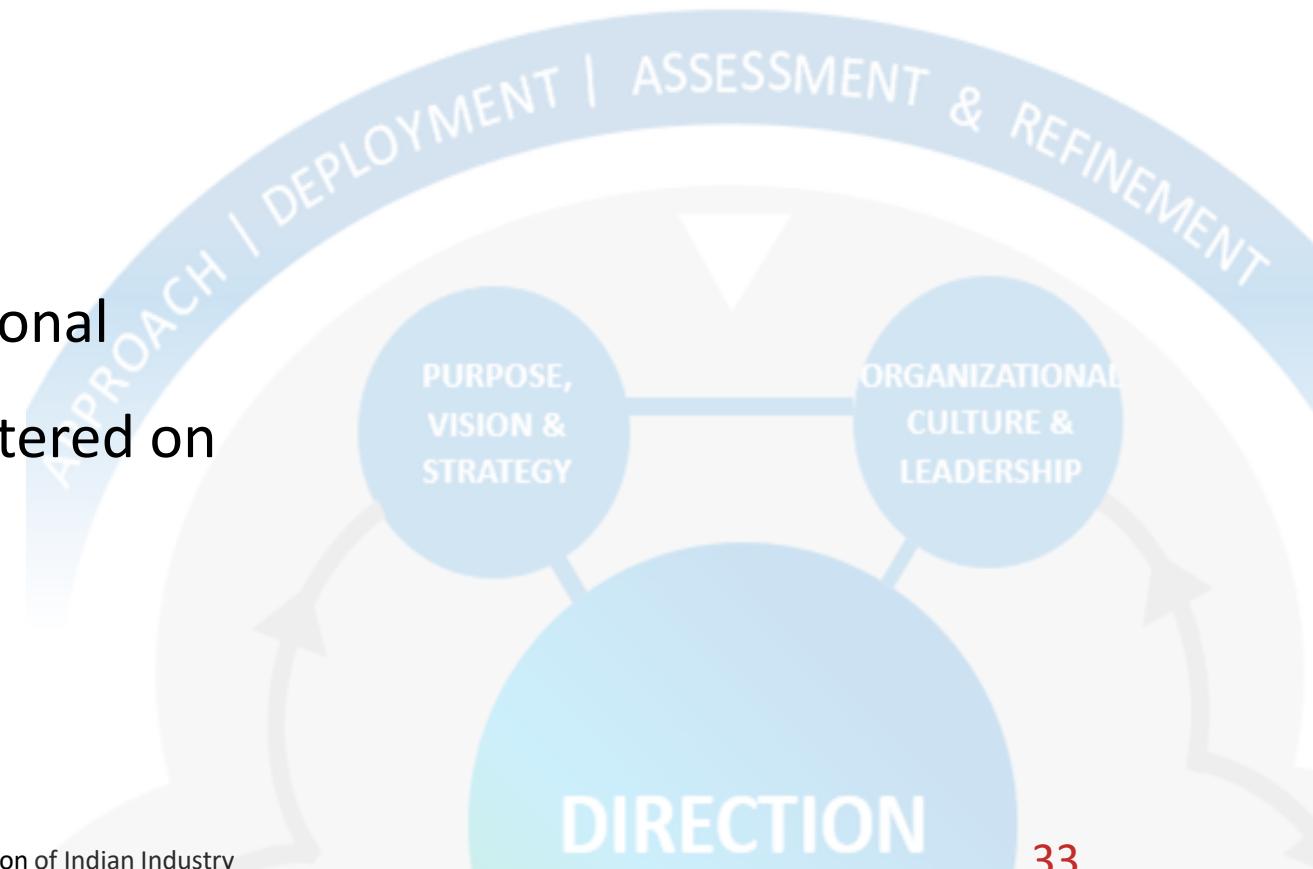
Predictive measures for the future



Positioning statement

For an organisation to achieve and sustain outstanding results that meet or exceed the expectations of its Stakeholders it is necessary, but not sufficient, for it to:

- Define an inspiring Purpose
- Create a Vision that is aspirational
- Develop a Strategy that is centered on Creating Sustainable Value
- Build a winning culture.



1. 1 Define Purpose & Vision

1.2 Identify and Understand stakeholder needs

1.3 Understand the Ecosystem, own Capabilities & Major Challenges

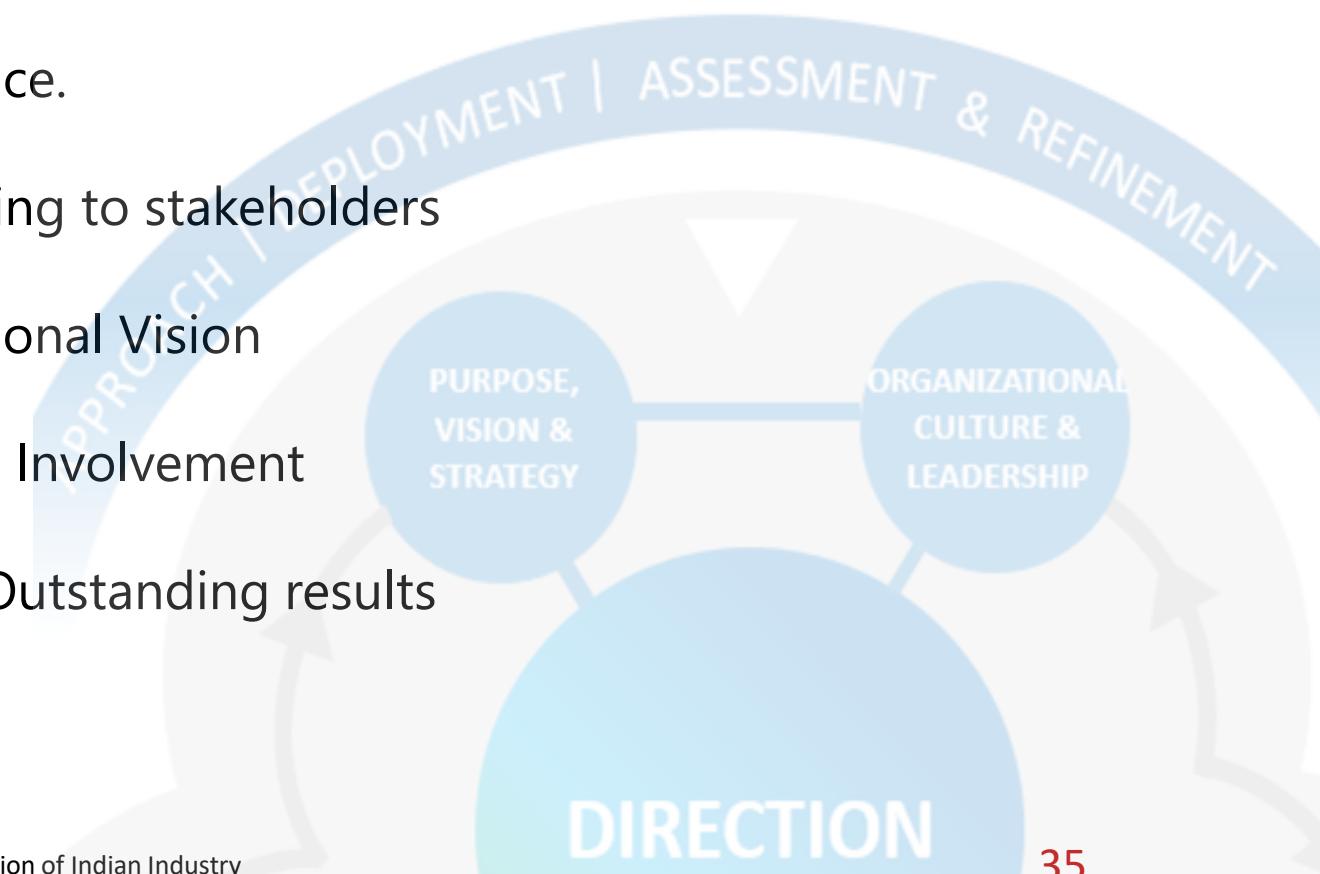
1.4 Develop Strategy

**1.5 Design and Implement a Governance &
Performance Measurement System**



1. 1 Purpose & Vision –

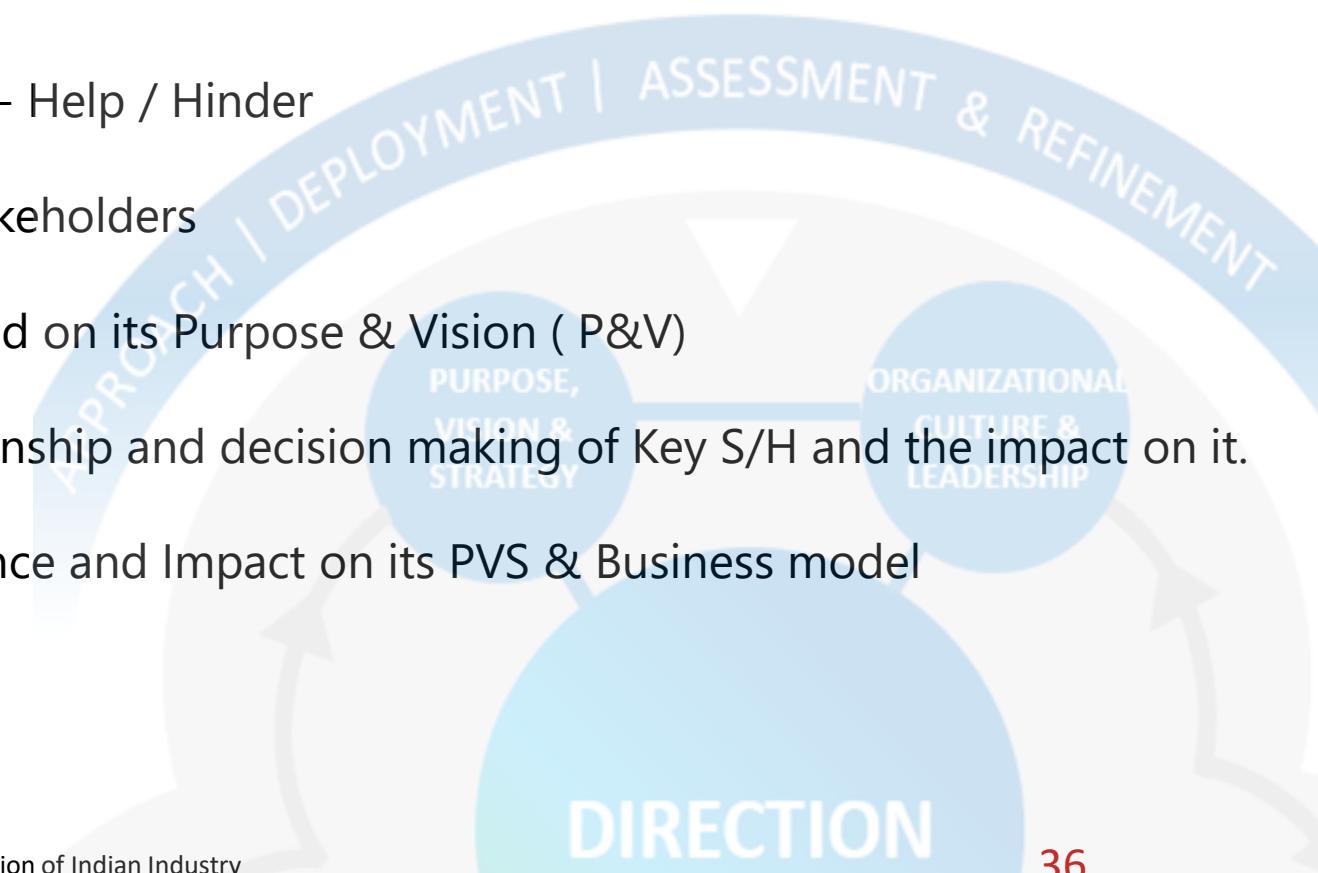
- **Understand:** Importance & relevance.
- **Define:** Inspiring Purpose - Appealing to stakeholders
- **Use:** Purpose for creating a Aspirational Vision
- **Involve:** Stakeholders- Connect & Involvement
- **Identify:** Areas for Sustainable & Outstanding results



Criterion 1: Purpose, Vision & Strategy

1.2 Identify and Understand stakeholder needs-

- **Identify** S/H and prioritize Key stakeholders- Help / Hinder
- Understands how its P &V affects its Key stakeholders
- **Identify:** Key S/H needs & Expectations based on its Purpose & Vision (P&V)
- **Analyses** factors influencing behavior, relationship and decision making of Key S/H and the impact on it.
- **Studies** and understands Key S/ H Competence and Impact on its PVS & Business model





Identify your Key Stakeholders and Prioritize Give a weightage on 0-100 % scale.

Multiple stakeholders can have same weightage score

SI No	Stakeholder	Weightage %
1	Customer	20%
2	Investor/Share Holder/Owner	
3	Employees/People	
4		

Criterion 1: Purpose, Vision & Strategy

1.3 Understand Eco system, Own Capabilities & Major Challenges

- **Research** & Understand: Ecosystem, Megatrends, Link to UNSD goals & Global compact
- **Analyses**: Different Scenarios for response and impact on its PVS.
- **Knows** the potential of its current capabilities to impact its PVS
- **Investigates and understands** Current and future market place dynamics for the impact on PVS
- **Assess** & evaluate Data, info & knowledge across ecosystem for today and future



Criterion 1: Purpose, Vision & Strategy

1.4 Develop Strategy

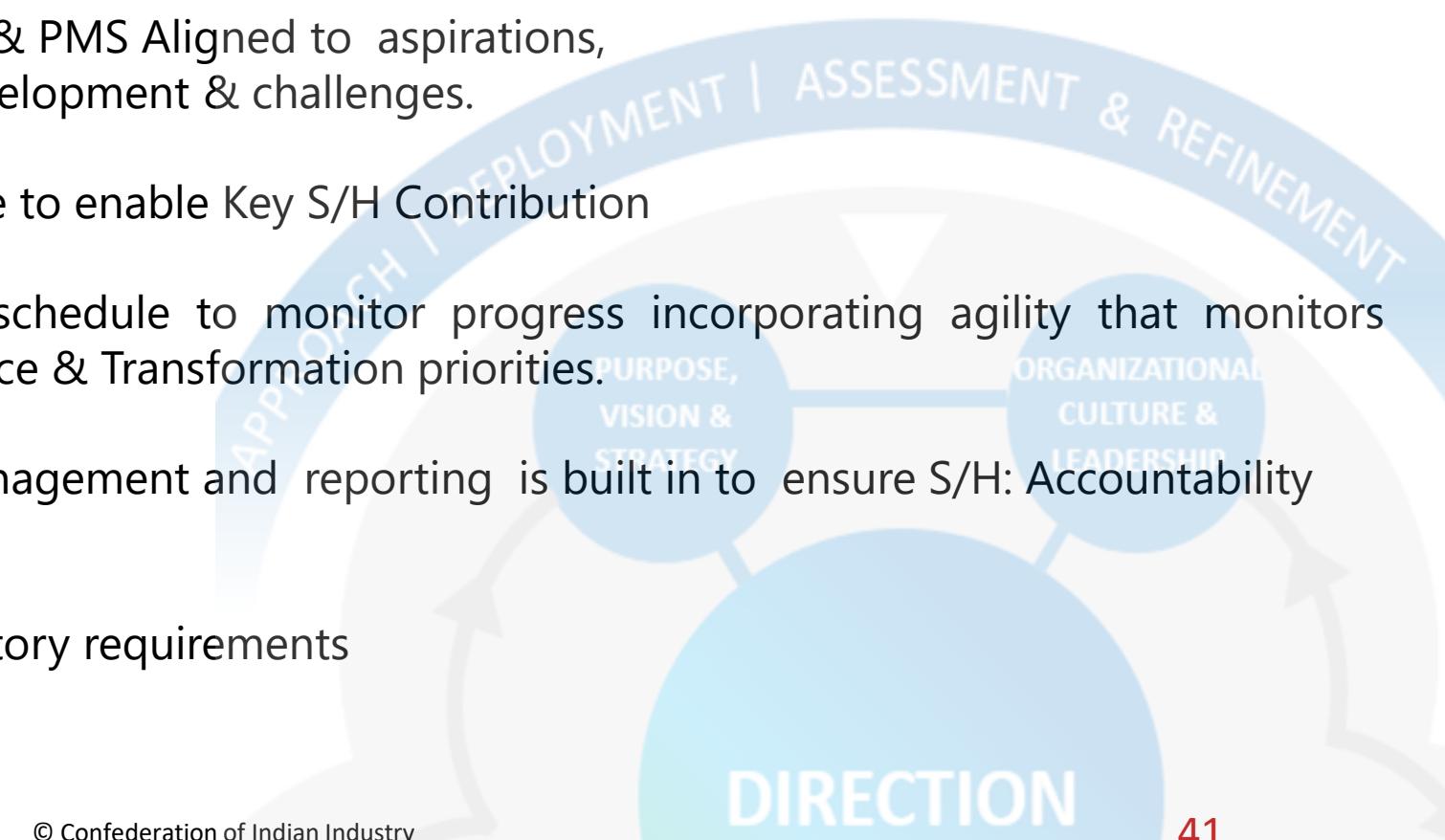
- **Develop** strategy and related priorities with an action plan and pace aligned to eco system
- **Translate** Strategy and related priorities into performance targets and transformation initiatives
- **Involvement** of Key S/H to enable engagement, deployment and communication-Strategy
- **Develop** Business models that fit the PVS.
- **Update**, Adapt... strategic priorities to based on learning from all sources



Criterion 1: Purpose, Vision & Strategy

1.5 Design & Implement a Governance & Performance Management System

- **Design** & implement a governance & PMS Aligned to aspirations, addressing strategy, ecosystem development & challenges.
- **Puts** in place a Governance structure to enable Key S/H Contribution
- **Defines** & implements a Review schedule to monitor progress incorporating agility that monitors strategy implementation, Performance & Transformation priorities.
- **Ensures** Perf & Transformation management and reporting is built in to ensure S/H: Accountability and Transparency.
- **Makes** sure that all legal and regulatory requirements



Criterion 2: Organisational Culture & Leadership

2.1 Steer the Organization's Culture & Nurture values

2.2 Create the Conditions for Realising the Change

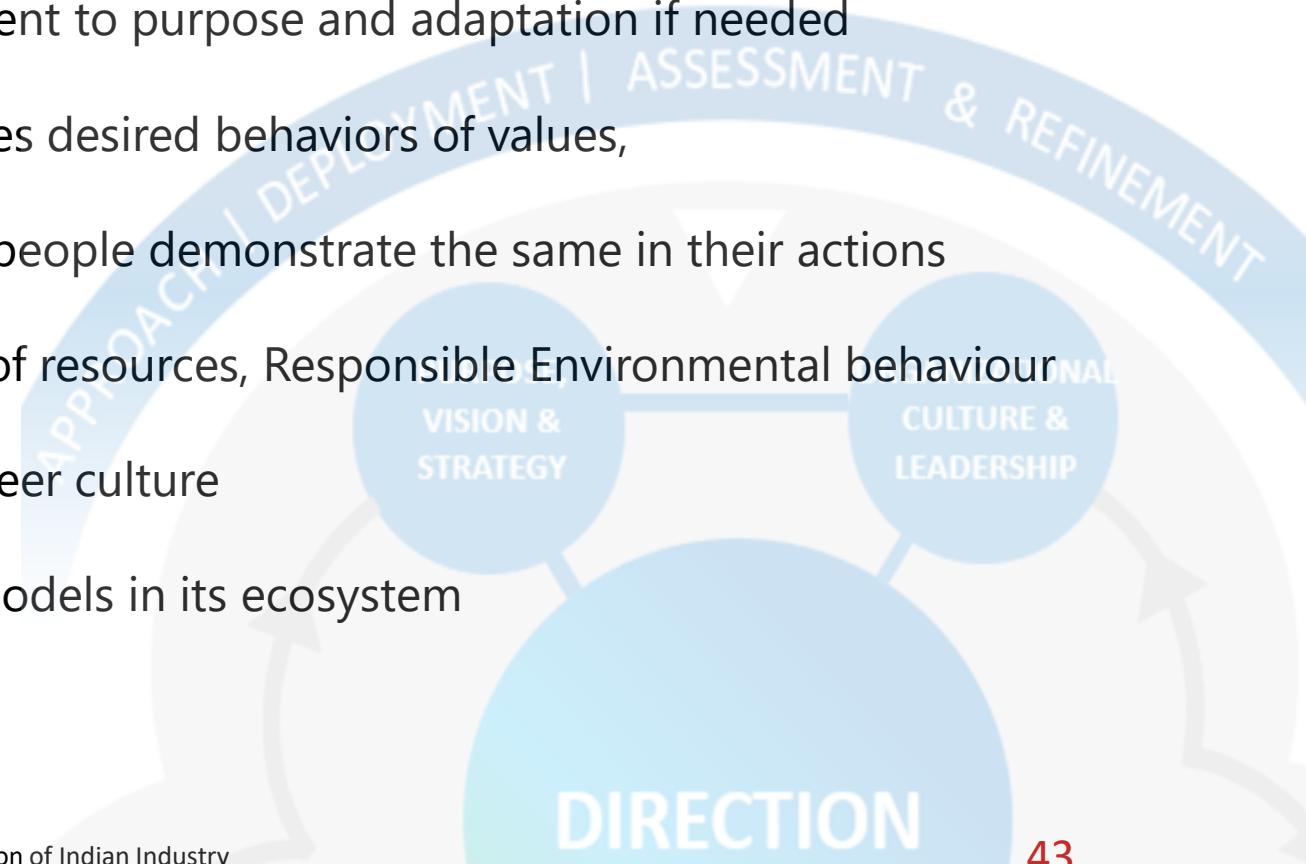
2.3 Enable Creativity & Innovation

2.4 Unite Behind & Engage in Purpose, Vision & Strategy

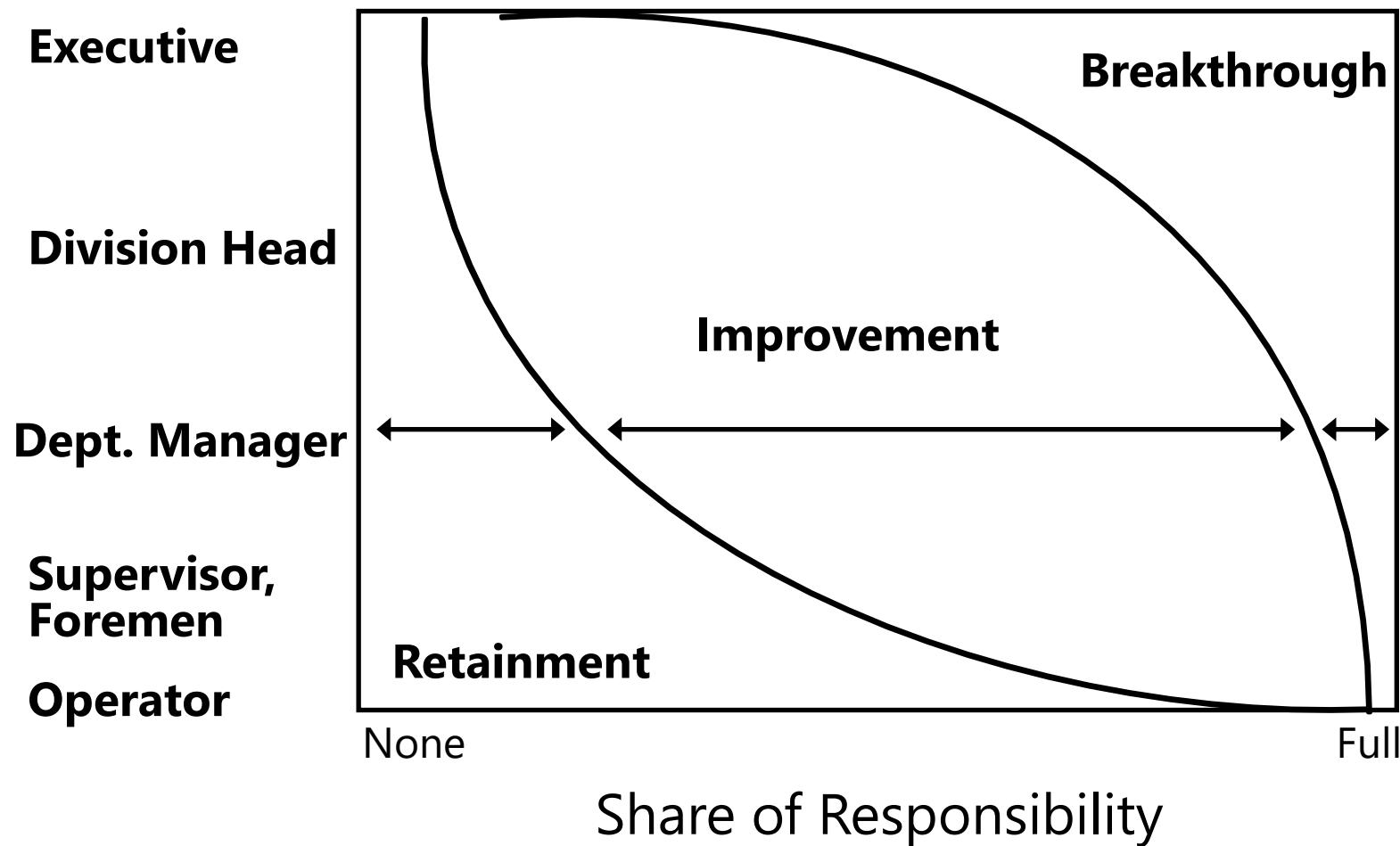


2.1 Steer the Organization's Culture & Nurture values

- **Understands** and steers Culture for alignment to purpose and adaptation if needed
- **Nurtures** values, Walk the talk- demonstrates desired behaviors of values,
- **Demonstrates** desired behaviors and make people demonstrate the same in their actions
- **Expresses** and promotes concern- Scarcity of resources, Responsible Environmental behaviour
- **Aligns** Appraisals, R & R to its values to steer culture
- **Identifies**, recognizes and promotes role models in its ecosystem



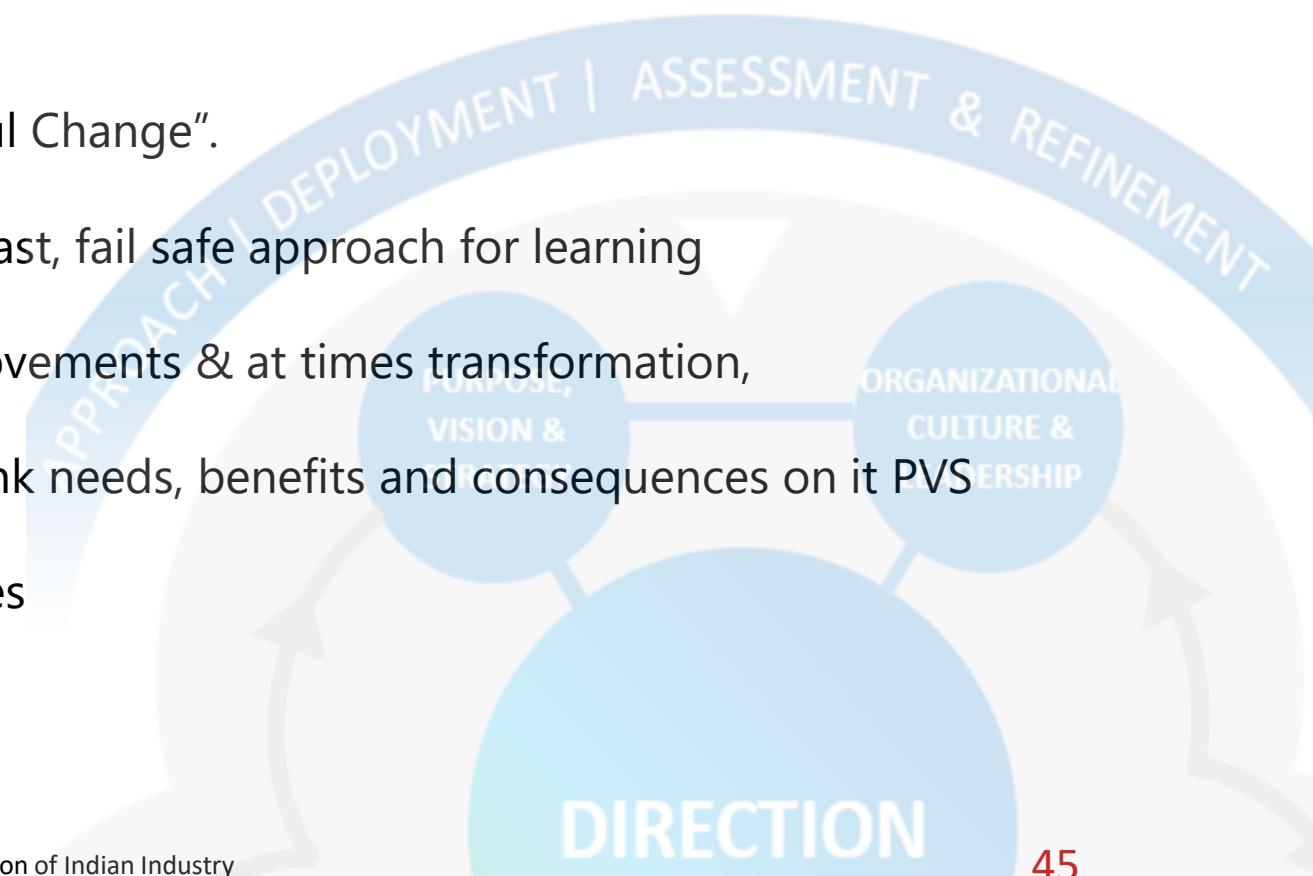
Functions of Management



Source : Prof Tsuda

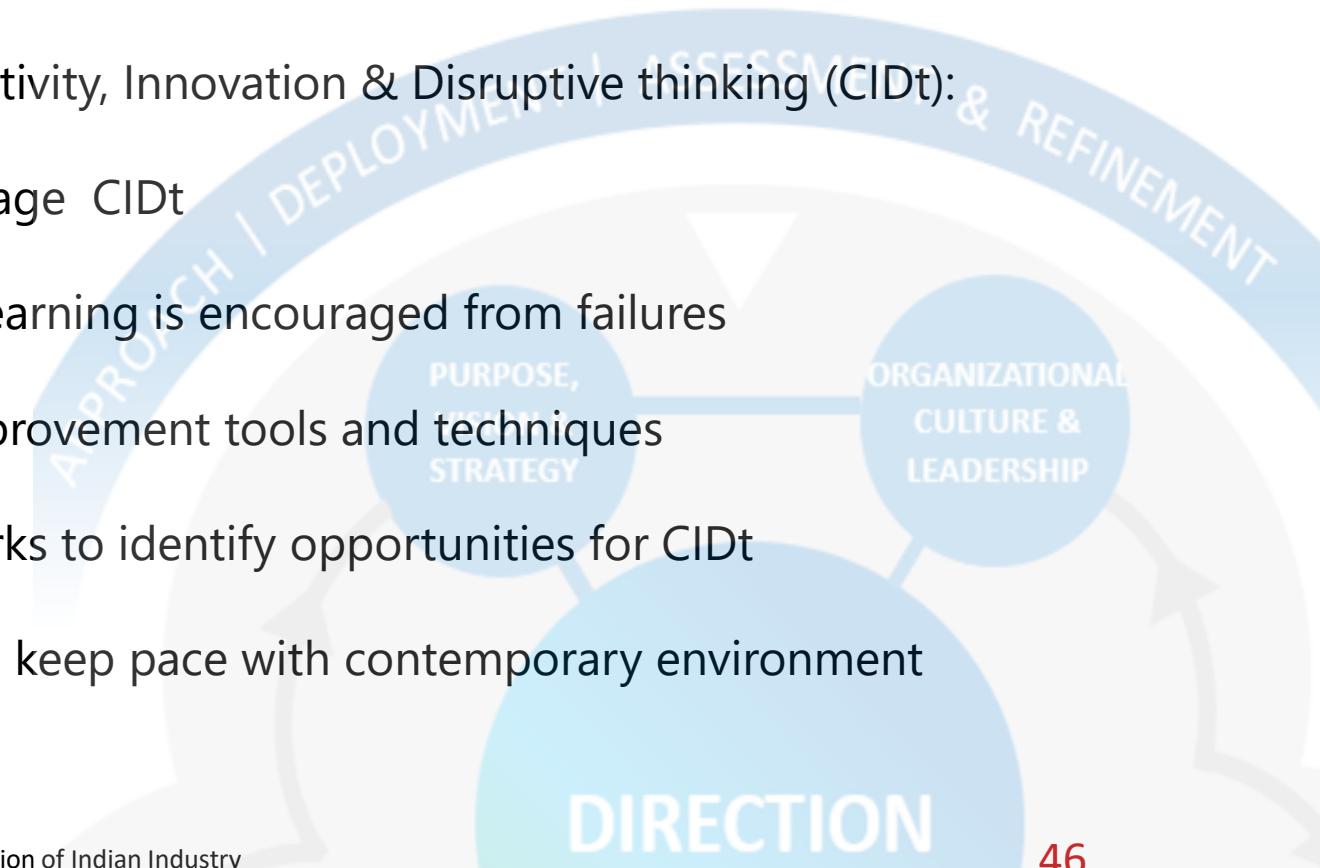
2.2 Create conditions for Realizing Change

- **Works** with Key stakeholders for a "Successful Change".
- **Create** a Culture of "No fear for failure", Fail fast, fail safe approach for learning
- **Facilitate** spirit of learning ,Encourage Improvements & at times transformation,
- **Determine** & demonstrate pace of change, link needs, benefits and consequences on it PVS
- **Learns** from change management experiences



2.3 Enable Creativity & Innovation

- **Understands** importance and benefits of Creativity, Innovation & Disruptive thinking (CIDt):
- **Sets** ambitious Goals and targets that encourage CIDt
- **Enables** a culture where CIDt is encouraged, learning is encouraged from failures
- **Develops** a culture for expertise for using improvement tools and techniques
- **Engages** with Learning & collaborative networks to identify opportunities for CIDt
- **Seeks** External benchmarking opportunities to keep pace with contemporary environment



2.4 Unite behind and Engage in Purpose, Vision & Strategy

- **Invests** in PVS Communication to S/H to create trust, confidence and commitment
- **Encourages** & appreciates feedback and concerns on its PVS
- **Conveys** to Key S/Hs their Impact , contribution, Alignment & engagement- PVS
- **Ensures** that key S/H know the importance of alignment to the PVS.
- **Recognize**, Celebrate and share success with key stakeholders to reinforce desired behavior.



Execution

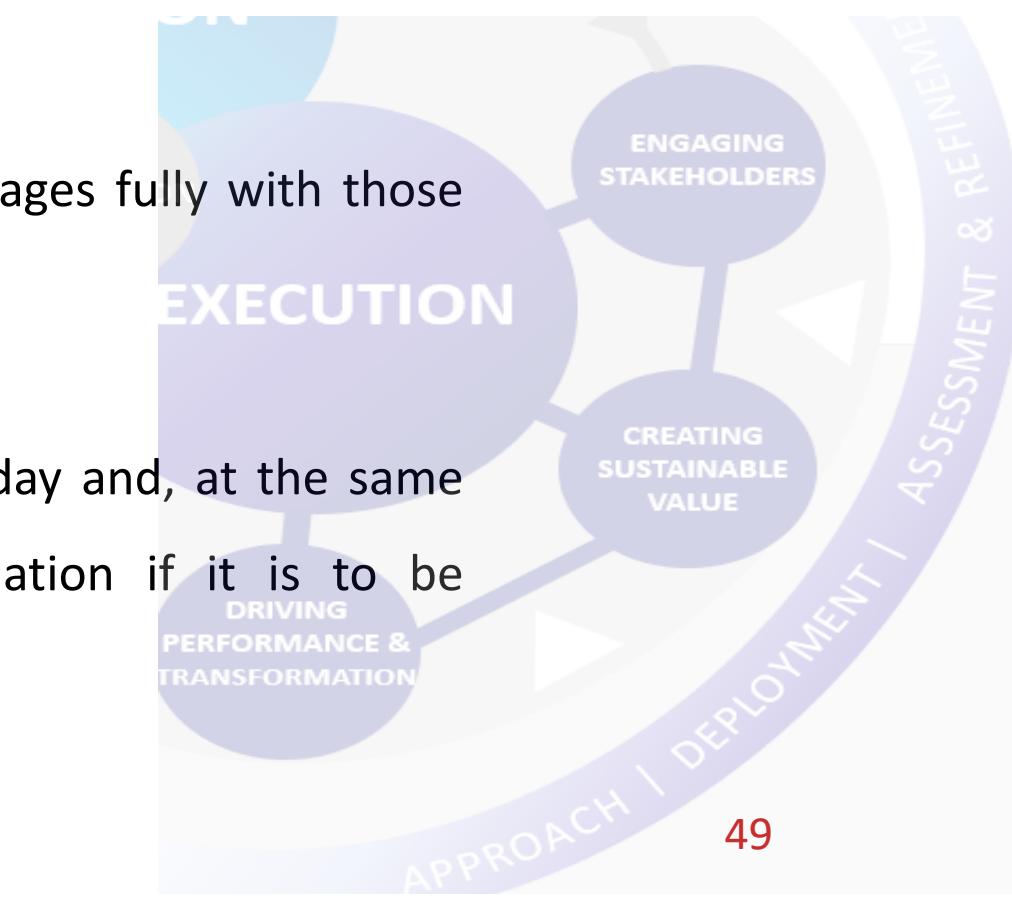


EXECUTION

Positioning statement

The Direction, prepares the way forward for the organisation, but it then needs to execute its Strategy effectively and efficiently, ensuring that it:

- Knows who the stakeholders are in its ecosystem and engages fully with those that are Key to its success
- Creates Sustainable Value
- Drives the levels of performance necessary for success today and, at the same time, drives the necessary improvement and transformation if it is to be successful in the future.



3. Engaging Stakeholders
4. Creating Sustainable Value
5. Driving Performance & Transformation



Criterion 3: Engaging stakeholders

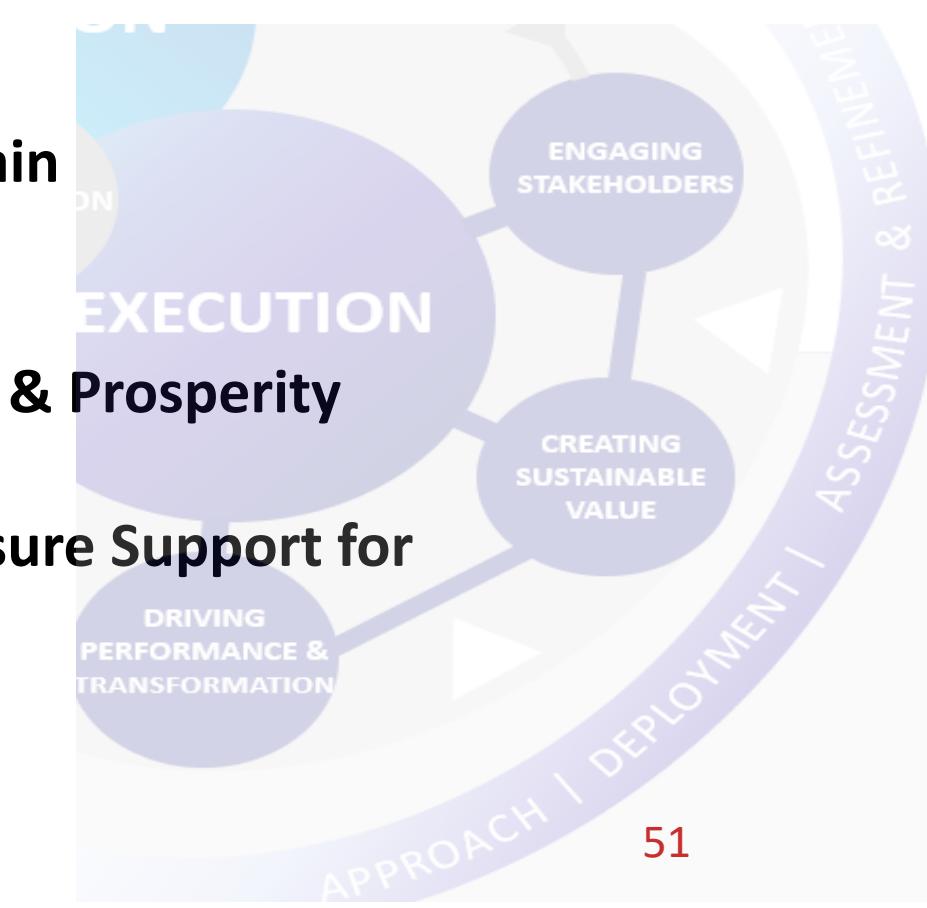
3.1 Customers – Build Sustainable relationships

3.2 People- Attract, Engage, Develop & Retain

**3.3 Business & Governing Stakeholders-Secure &sustain
ongoing support**

3.4 Society – Contribute to Development , Well-Being & Prosperity

**3.5 Partners & Suppliers- Building Relationships & Ensure Support for
Creating Sustainable Value**



3.1 Customers – Build Sustainable relationships

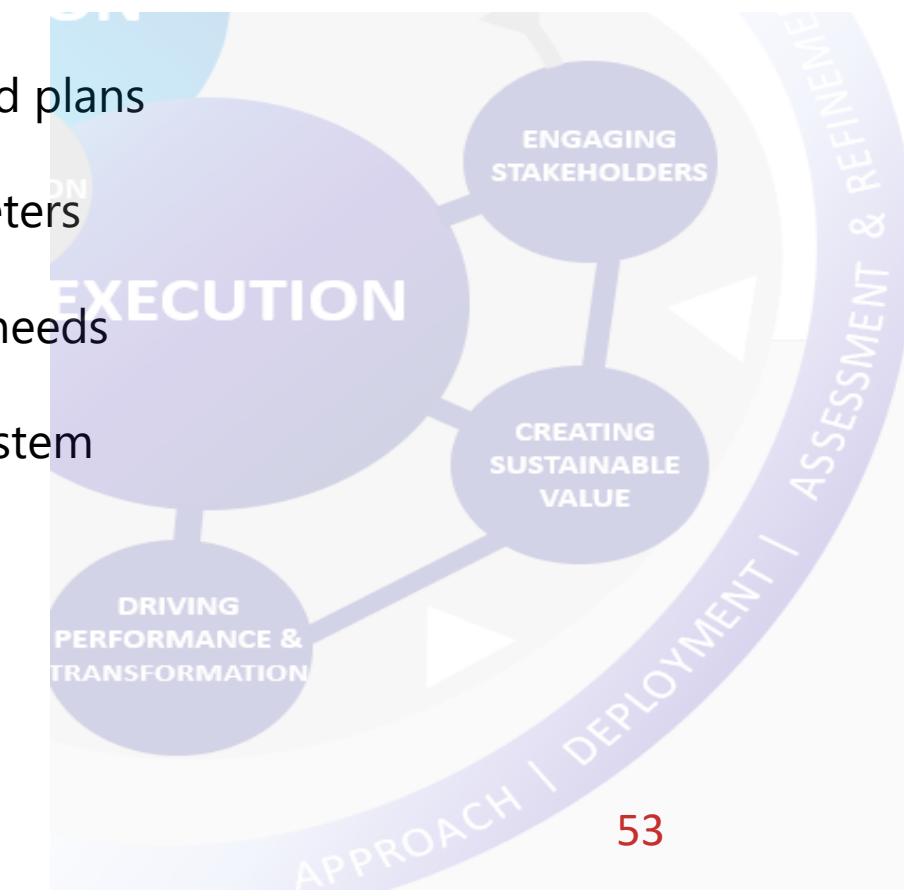
Customers Include Direct, Indirect, users, touchpoints at different stages, prosumers and influencers who are recipients of **Products / services and solutions**

- **Identify & classify** customers based on defined criteria
- **Maintain** relationship at all stages... including no tangible interaction phase
- **Understand** the communication & Contact needs
- **Establish:** Easy to use communication channels- Agility

3.2 People – Attract, Engage, Develop & Retain

People: Individuals / Groups of people engaged by the Organisation

- **Develop** a people strategy aligned to Organisational strategy and plans
- **Adapts**: Needs & expectations- Current and future on all parameters
- **Enables**: People based on PVS for change and developmental needs
- **Empowers**: Communication, sharing, experiences with the ecosystem
- **Creates**: Ambience to thrive with well being supported
- **Ensures**: Proactively guided, rewarded, recognized and cared for



3.3 Business & Governing stakeholders – Secure & sustain ongoing support

Individuals / groups to whom Organization is accountable for its fiscal, legal, ethical and general stewardship requirements.

Biz: Owners, shareholders, Investors, Funding Organisations

Governing: Govt, statutory & regulatory, Public authority etc.

- **Identifies** its Key Business & Governing stakeholders, understands their expectations,
- **Involves** them in transformation ambitions and strategic direction
- **Forge** Mutually beneficial relationships
- **Makes** itself transparent and accountable establishing trust with this group.

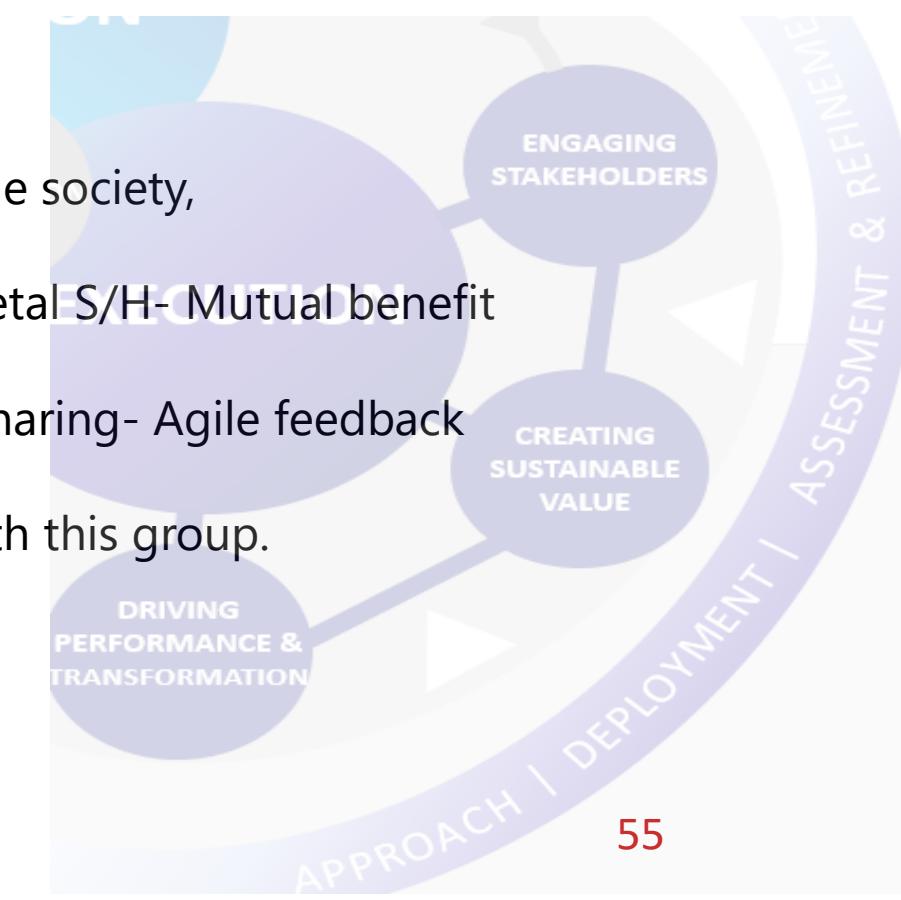


Criterion 3: Engaging stakeholders

3.4 Society– Contribute to Development, Well being and Prosperity

Individuals / Organisations outside the Organisation
Immediate community / Wider society

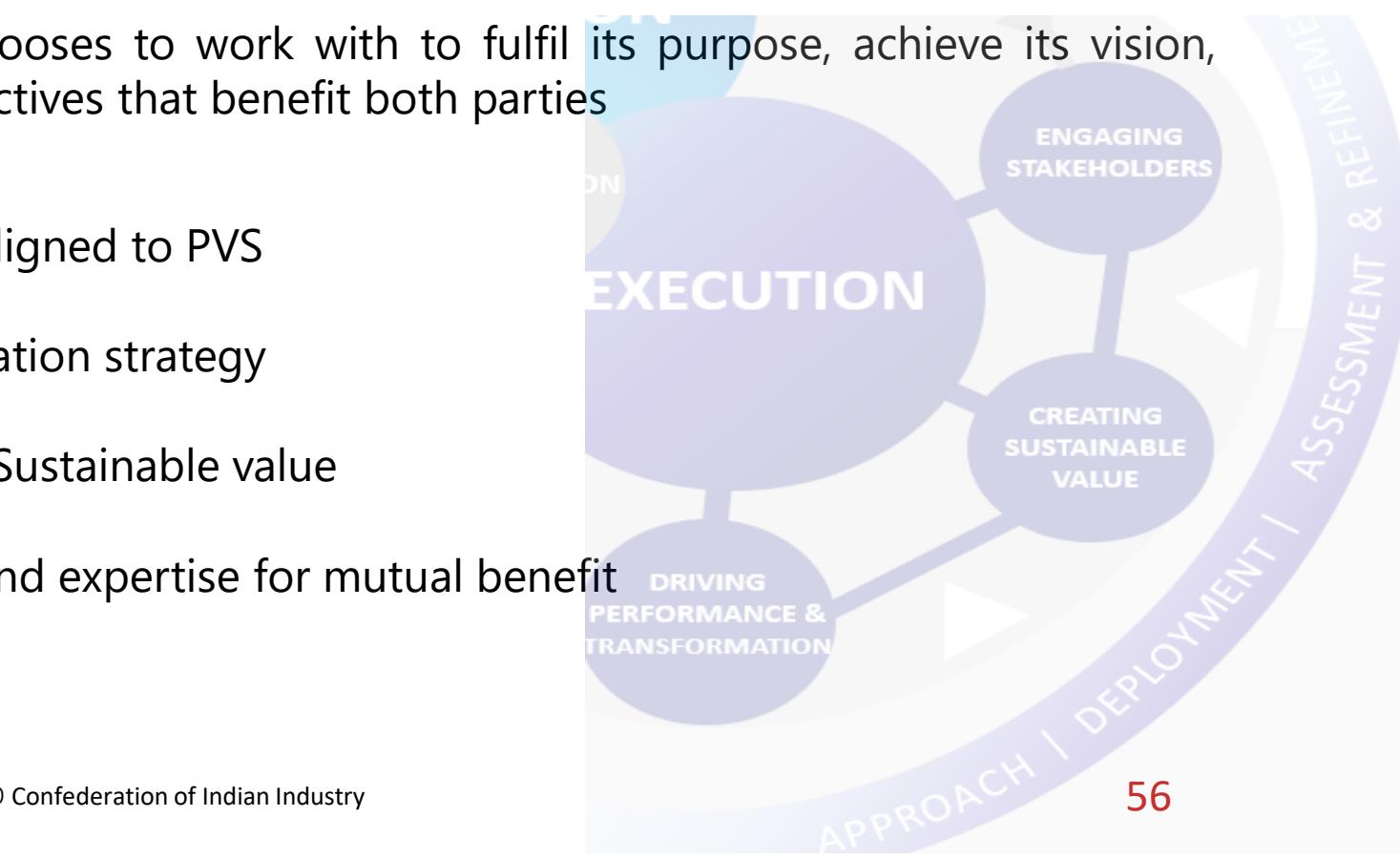
- **Uses** PVS to develop an understanding of its contribution to the society,
- **Establishes** Develops and maintains relationship with key societal S/H- Mutual benefit
- **Utilizes:** Easy to use communication channels for Experience sharing- Agile feedback
- **Makes** itself transparent and accountable establishing trust with this group.



3.5 Partners & Suppliers – Build relationships & Ensure support for creating Sustainable value

External parties that the Organization chooses to work with to fulfil its purpose, achieve its vision, deliver the strategy and reach shared objectives that benefit both parties

- **Segments:** Key partners and suppliers aligned to PVS
- **Ensures:** Alignment of them to Organisation strategy
- **Build:** Trusting relationship for creating Sustainable value
- **Works:** Proactively to leverage culture and expertise for mutual benefit



Weighting Factors (see table below)

- The exact value of the weighting factor to be applied for each of the Criterion parts within C3 & C6 will be the decision of the organisation
- To avoid, for example, an Applicant for the EFQM Global Award (EGA), deciding to allocate the 200 points for Stakeholder Perceptions as follows:
 - o 150 points (75%) to Customer Perceptions,
 - o 50 points (25%) to People Perceptions
 - o 0 points for the other three, recognised Stakeholder groups
- A minimum and maximum weighting factor for the five recognised Stakeholder groups will be introduced as follows:
 - o None of the five recognised Stakeholder groups can be scored below 10% of the maximum number of points available
 - o None of the five recognised Stakeholder groups can be scored above 40% of the maximum

Examples	Customer 3.1 & 6.1	People 3.2 & 6.2	Business & Governing 3.3 & 6.3	Society 3.4 & 6.4	Partner 3.5 & 6.5	Totals
1	20%	20%	20%	20%	20%	100%
2	15%	15%	15%	15%	40%	100%
3	20%	30%	15%	20%	15%	100%
4	40%	30%	10%	10%	10%	100%
5	35%	25%	15%	10%	15%	100%

* Guidelines are Indicative, May change based on the sector and relative stakeholder importance

Exercise

Identify the stakeholders,
use the power/influence Vs
Interest matrix, Prioritize
the stakeholders



Criterion 4: Creating Sustainable Value

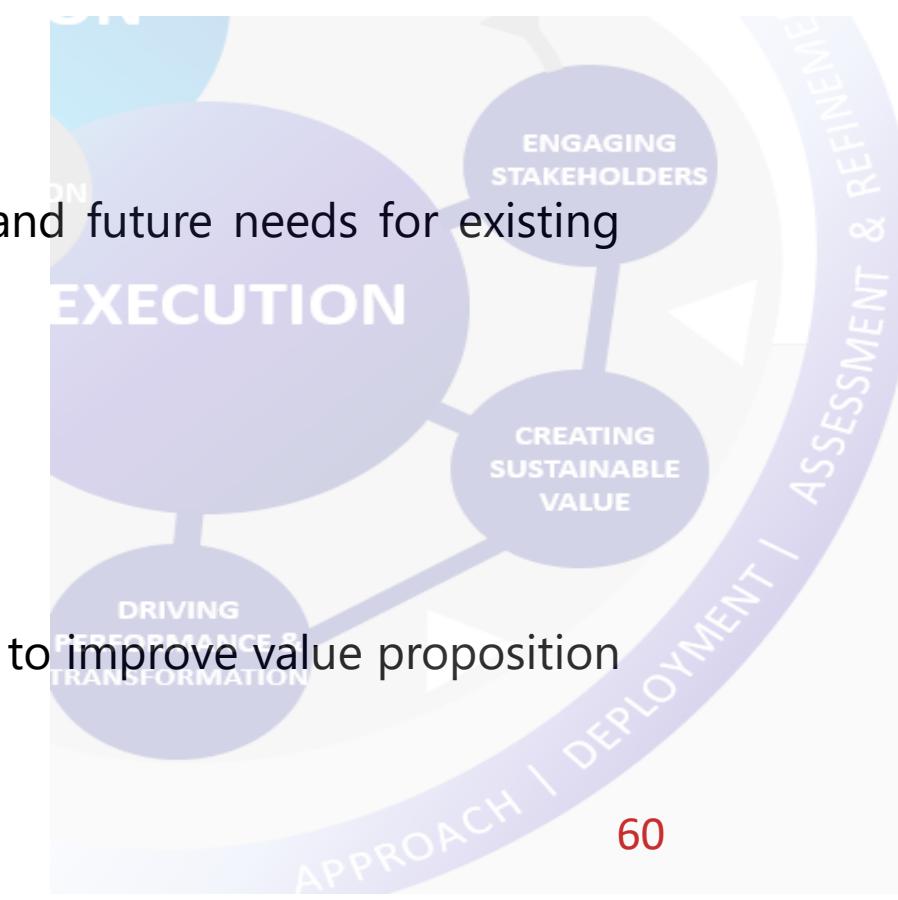
- 4. 1 Design the Value & How it is created**
- 4.2 Communicate & Sell the Value**
- 4.3 Deliver the Value**
- 4.4 Define & Implement the Overall Experience**



Criterion 4: Creating Sustainable Value

4. 1: Design the Value & How it is created

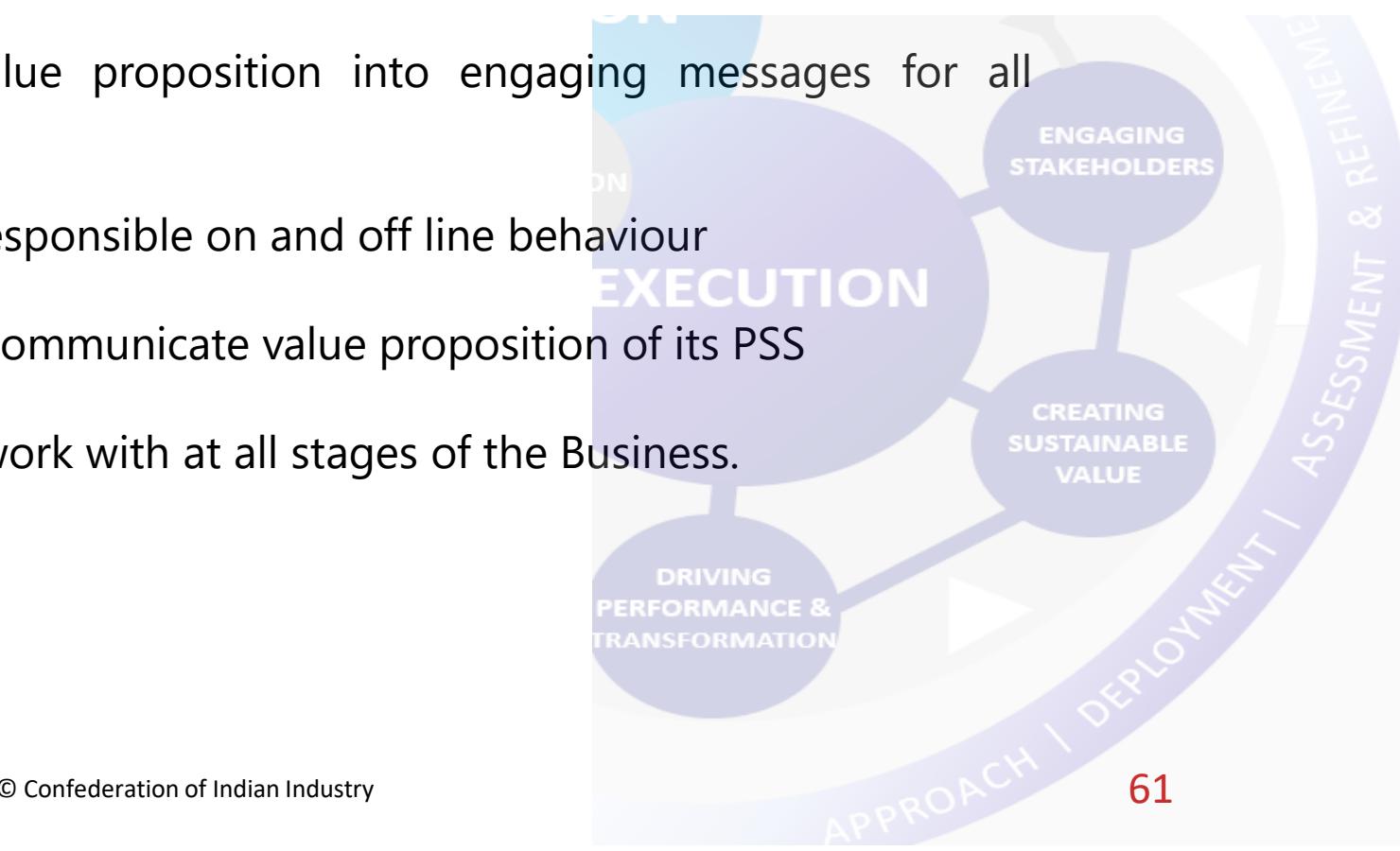
- **Understands** its differentiators w.r.t competition & uses it for value creation.
- **Involves** Key stakeholders in co creation for value generation
- **Develops:** Product/ service/ solution portfolio to meet current and future needs for existing and potential target groups aligned to purpose
- **Designs** value considering Life cycle management approaches
- **Uses** qualitative and quantitative methods (data, survey, research) to improve value proposition & value creation



Criterion 4: Creating Sustainable Value

4.2 Communicate and sell the value

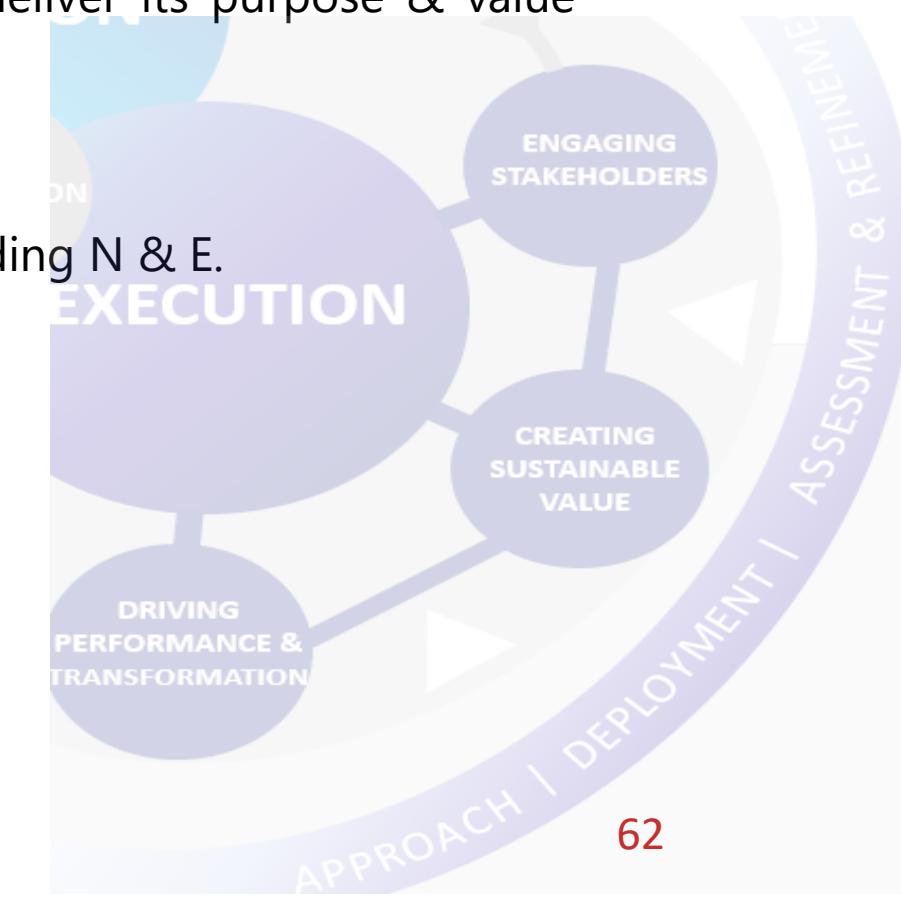
- **Expresses** differentiators and value proposition into engaging messages for all customer and target groups
- **Leverages** power of networking. Responsible on and off line behaviour
- **Uses** strategies and approaches to communicate value proposition of its PSS
- **Makes** it easy for target groups to work with at all stages of the Business.



Criterion 4: Creating Sustainable Value

4.3 Deliver the Value

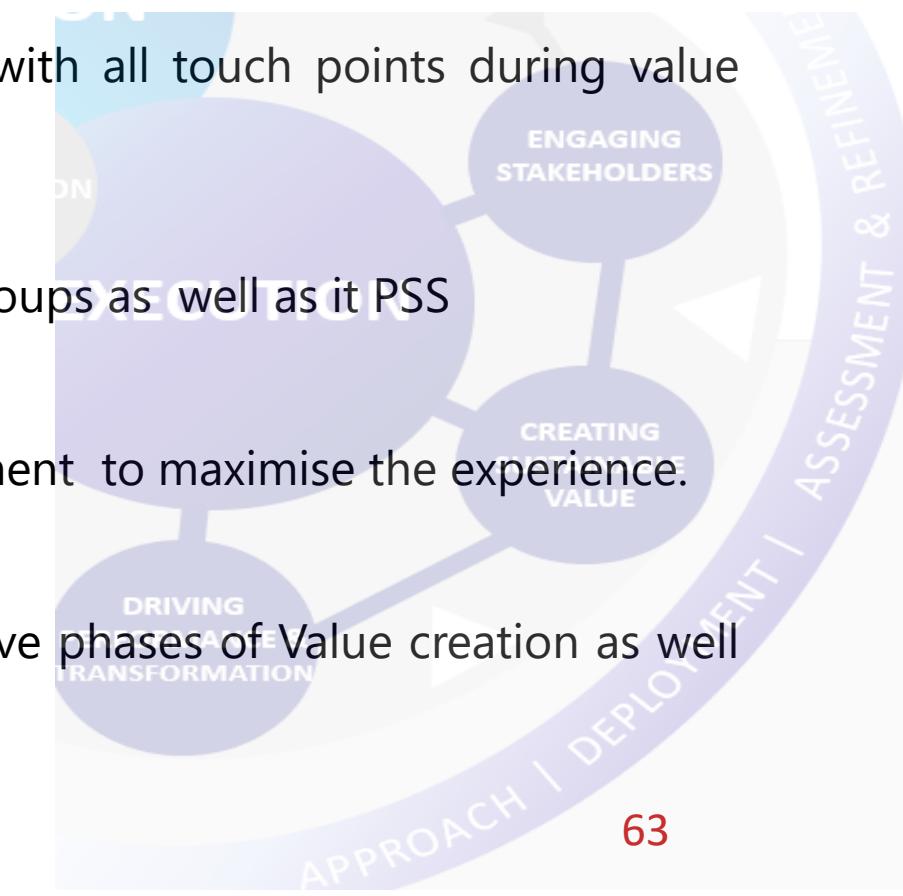
- **Implements** effective and efficient ways to create value to deliver its purpose & value proposition.
- **Delivers** sustainable value through its PSS by meeting / exceeding N & E.
- **Delivers** its PSS minimizing negative social and Env impact.
- **Advises** its target groups on responsible use of its PSS



Criterion 4: Creating Sustainable Value

4.4 Define and Implement the Overall experience

- **Uses** insights for defining and implementing the overall experience
- **Puts** in place a consistent, seamless and effective progression with all touch points during value creation.
- **Takes** advantage to design personalised experiences for target groups as well as it PSS
- Makes sure that people have resources, competence & empowerment to maximise the experience.
- **Designs**, implements and uses timely feedback systems to improve phases of Value creation as well as PSS



Criterion 5: Driving Performance & Transformation

5.1 Drive Performance & Manage Risk



5.2 Transform the Organisation for the Future

5.3 Drive Innovation & Utilise Technology

5.4 Leverage Data, Information & Knowledge

5.5 Manage Assets & Resources

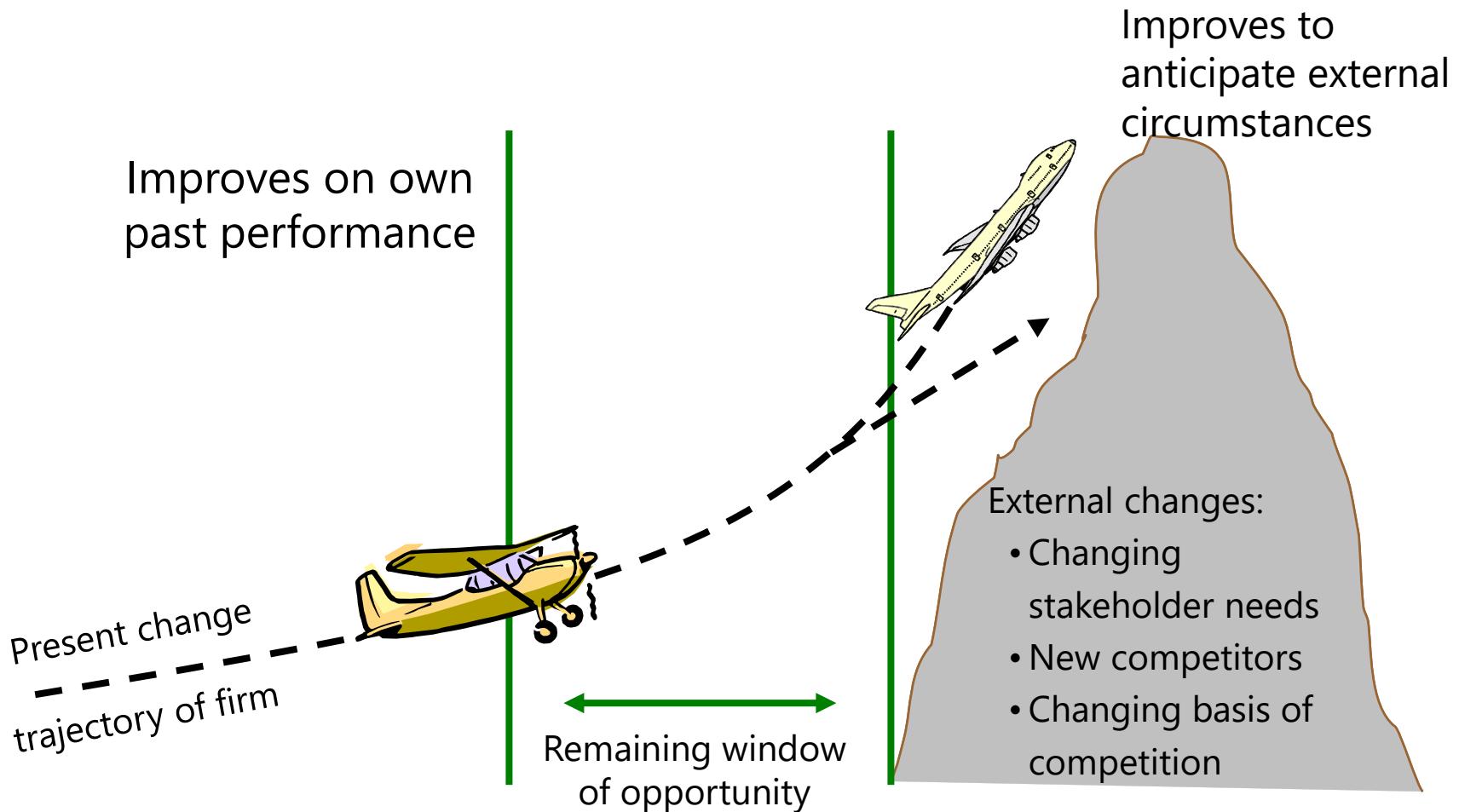


5.1 Drive Performance & Manage Risk

- **Uses:** Performance Mgmt System: Link between PVS & Results
- **Uses PMS:** Informed, effective and responsive fact based improvements
- **Manages:** Projects & Improves Process
- **Identifies:** Risks and potential impact on strategic Priorities
- **Develops:** Plans to manage & mitigate strategic, functional & cultural risks,



Organizational Transformation - The Strategic Imperative



Source : Mr. Arun Maira, BCG

Criterion 5: Driving Performance & Transformation

5.2 Transform the Organisation for the future

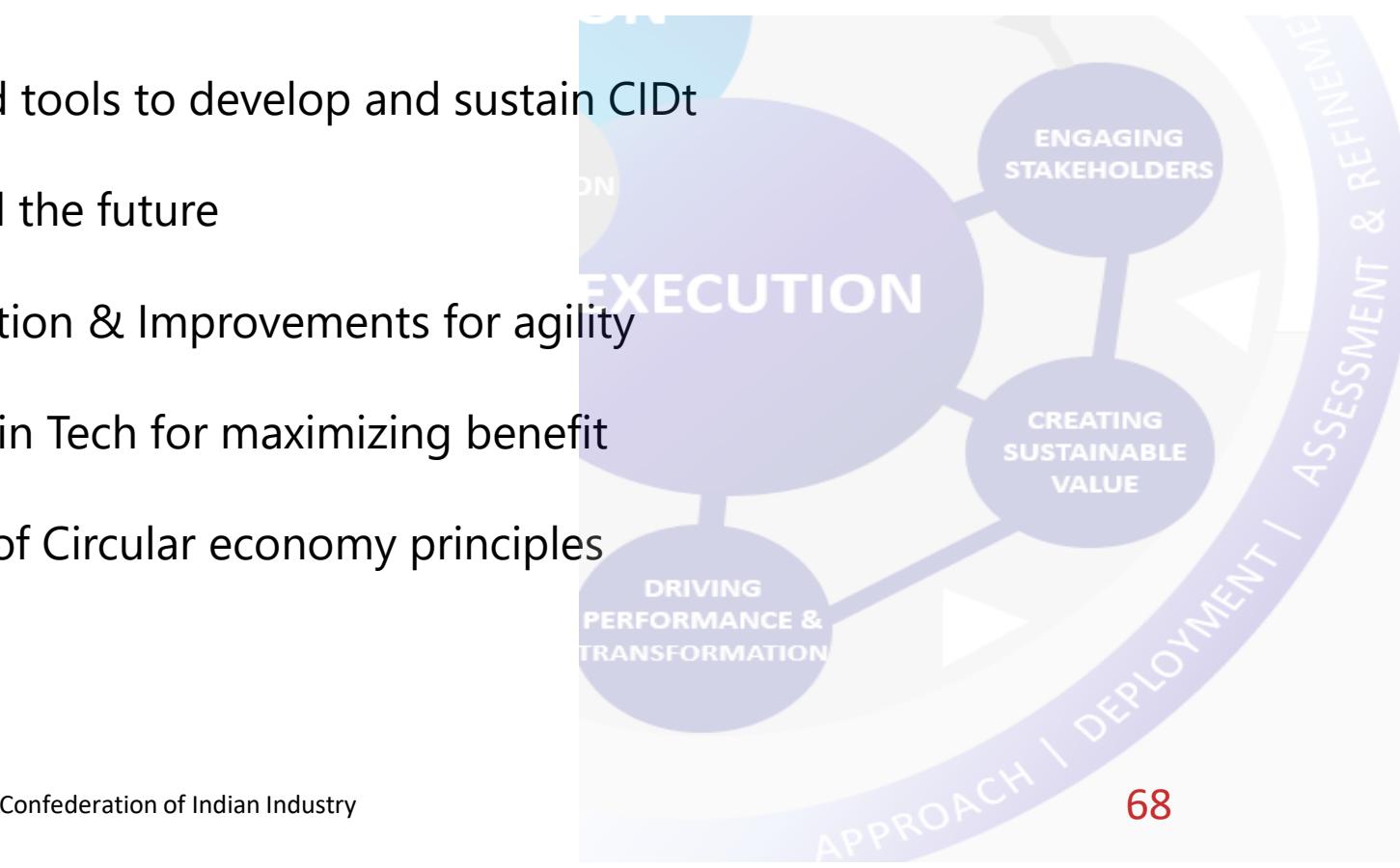
- **Identify:** Transformation & Change needs aligned to Purpose, Strategy, CSV, Results
- **Adapts:** Strategy and Biz models for today & tomorrow
- **Build:** Organisation structure to deliver PVS,
- **Establish & Utilize:** Agile working approaches- stability for today
- **Restructures:** Value creation Processes based on needs.



Criterion 5: Driving Performance & Transformation

5.3 Drive Innovation & Utilize Technology

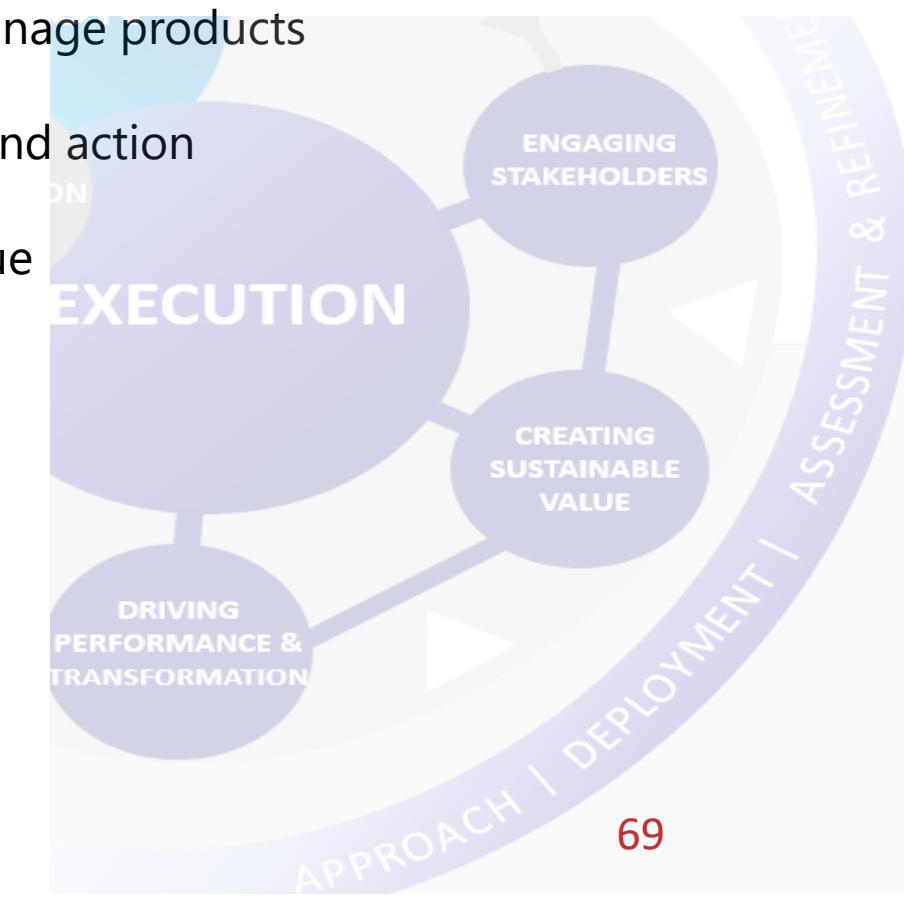
- **Provides:** Capabilities, resources and tools to develop and sustain CIDt
- **Leverages:** Innovations for today and the future
- **Evaluates:** Technology for Value creation & Improvements for agility
- **Introduces:** Relevant developments in Tech for maximizing benefit
- **Evaluates & manages:** Application of Circular economy principles



Criterion 5: Driving Performance & Transformation

5.4 Leverage Data, Information & Knowledge

- **Ensure:** It identifies data to support transformation plans and manage products
- **Uses:** Advanced Analytics to extract value from data for insights and action
- **Converts:** Data to Info to Knowledge for creating Sustainable value
- **Makes use :** Knowledge from S/H ecosystem for CSV
- **Ensure:** Ethical use of data, info & Knowledge
- **Secures,** Protects and maximizes Knowledge & IP



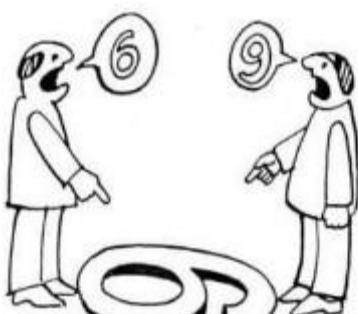
Criterion 5: Driving Performance & Transformation

5.5 Manage Assets & Resources

- **Use** financial resources in a balanced way for current success and future investment
- **Responsible use** of critical assets, resources, tangible and intangible assets vital for strategy, performance & transformation
- **Discovers ways** to Maximize the value of its assets and resources to suit short & long term Organization & Market demands.
- **Manage** obsolescence, disposal considering circular economy principles



Results



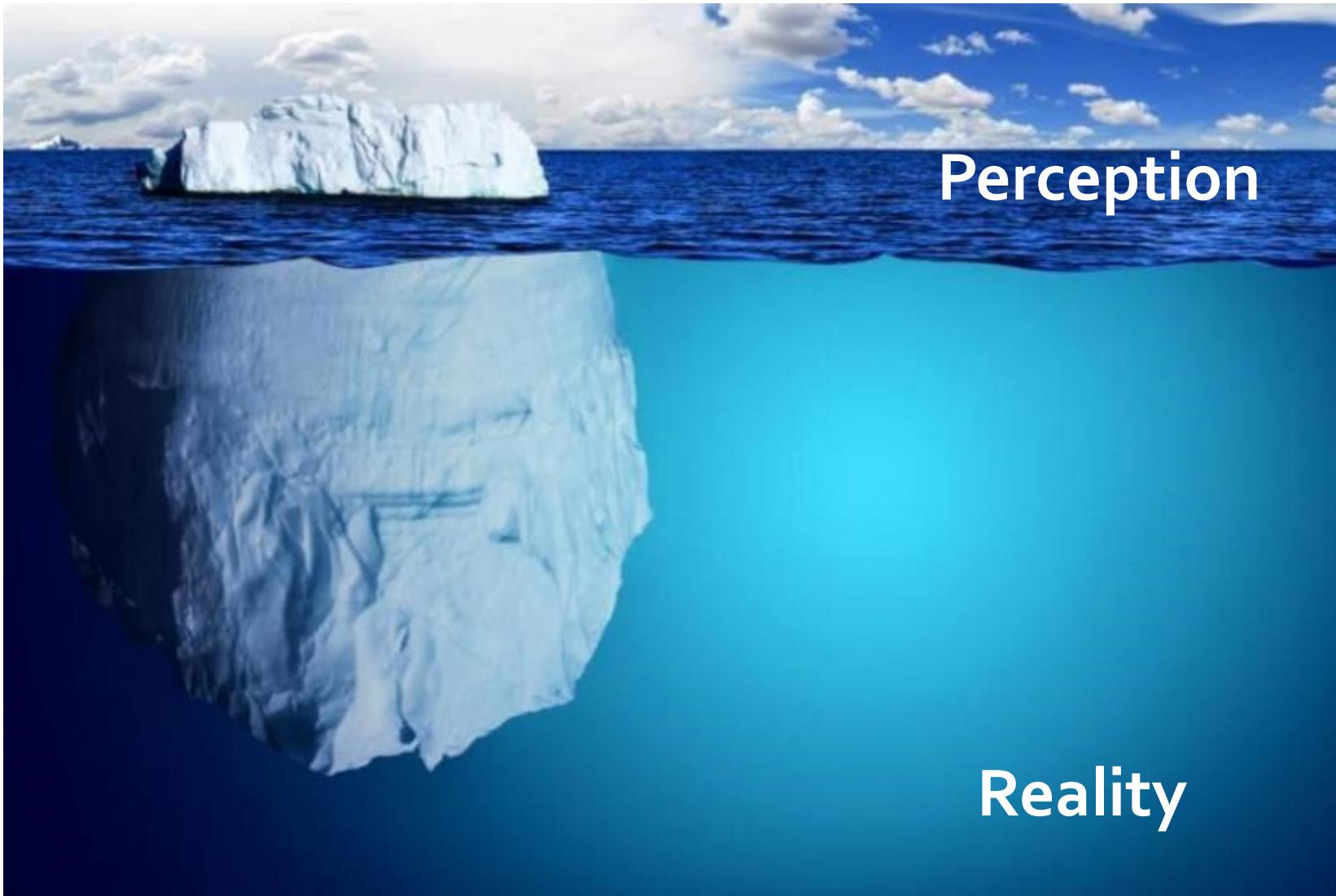
Positioning statement

What the organisation has achieved in relation to what has been described in the Direction & Execution sections, including the forecast for the future. In practice we find that an outstanding organisation provides results data for:

- Stakeholder Perceptions
- Creating Sustainable Value
- Driving Performance & Transformation



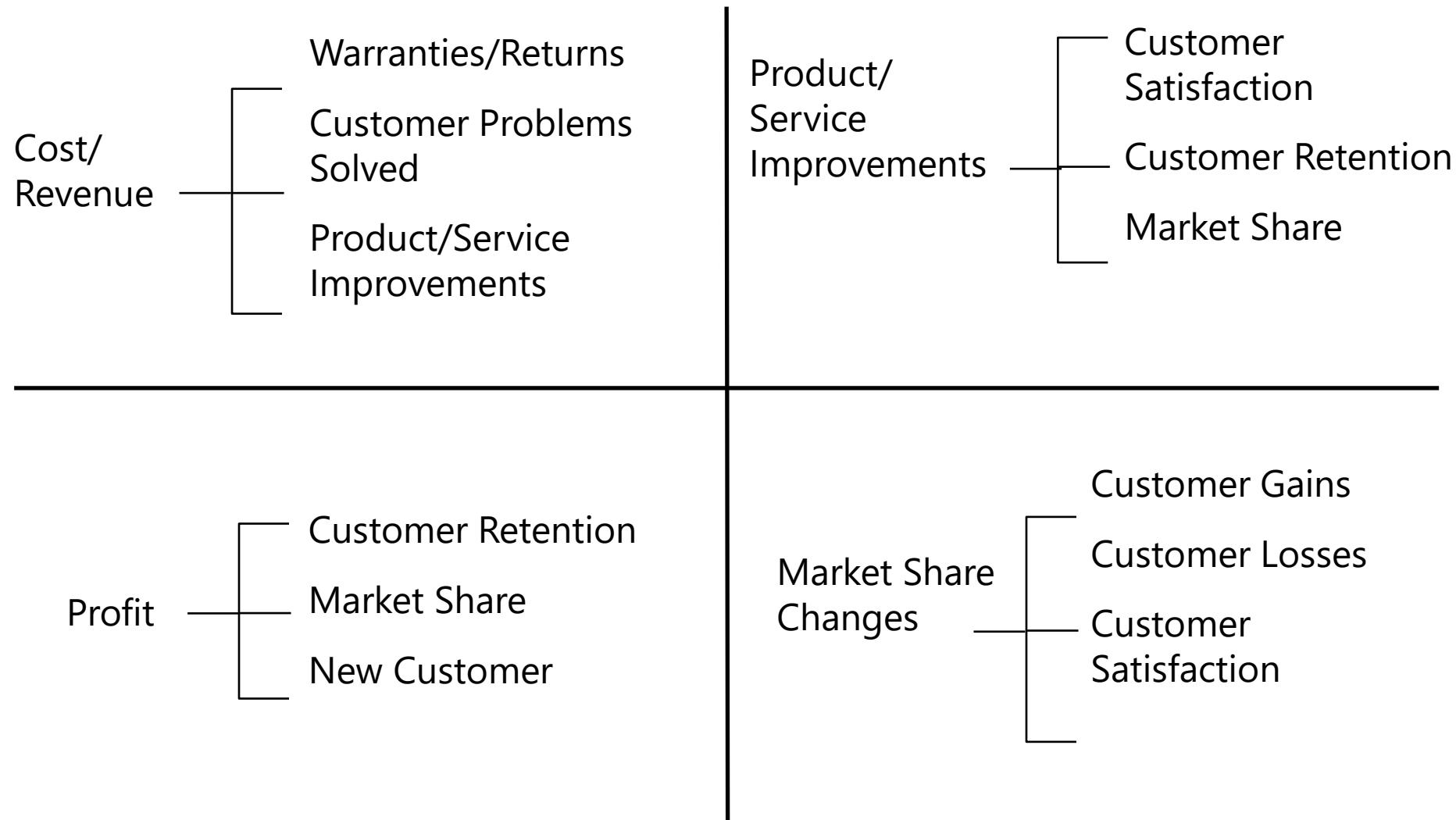
Perception & Reality



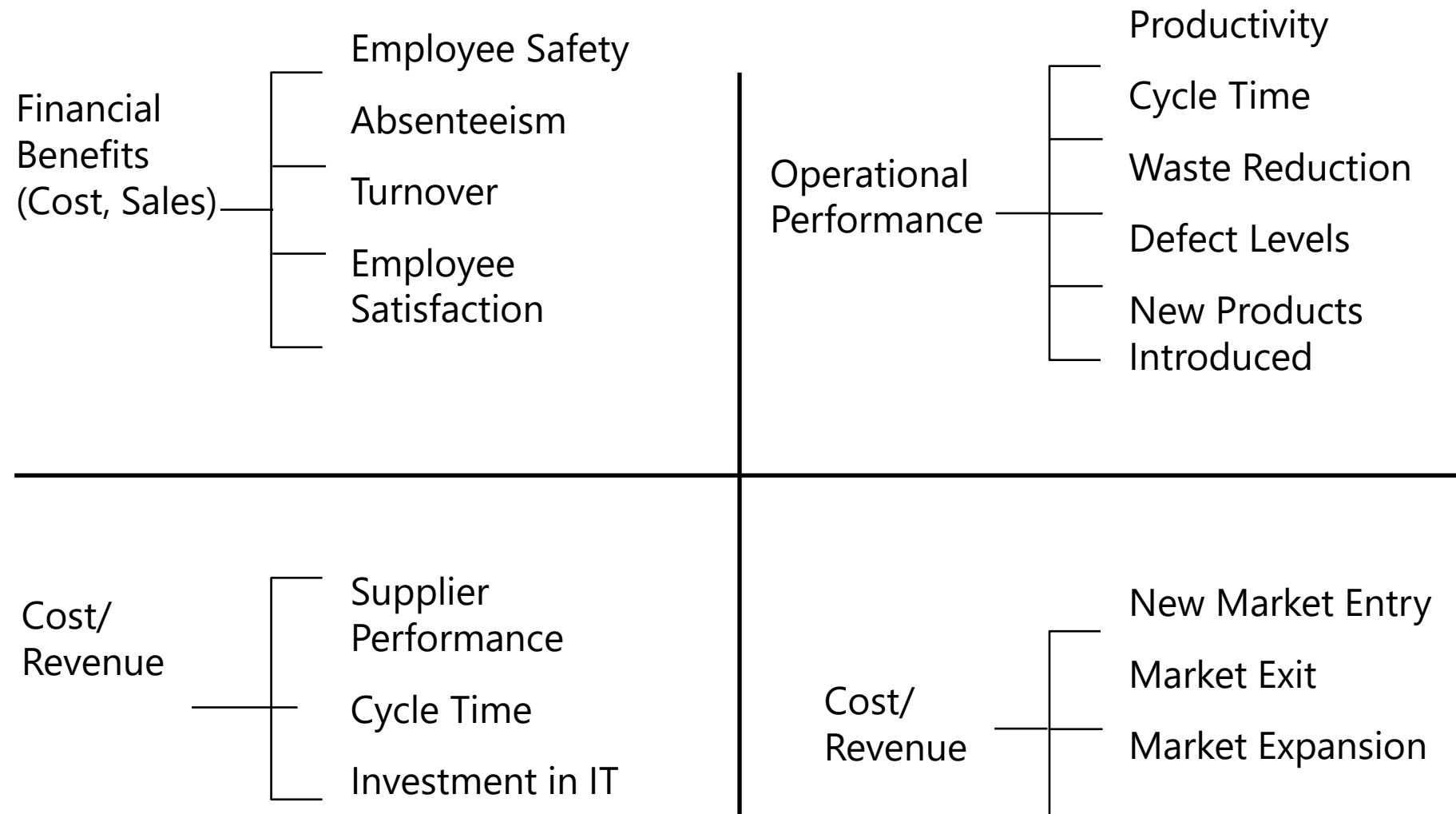
LEAD & LAG Indicators

Performance & Perceptions

Understanding Lead & Lag Indicators – Some Examples

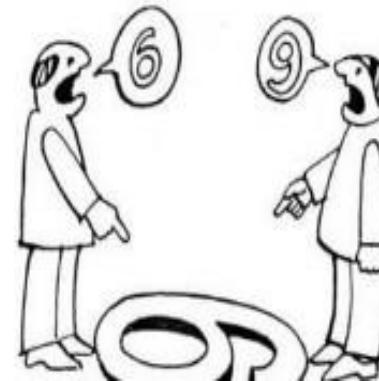


Understanding Results – Some Examples

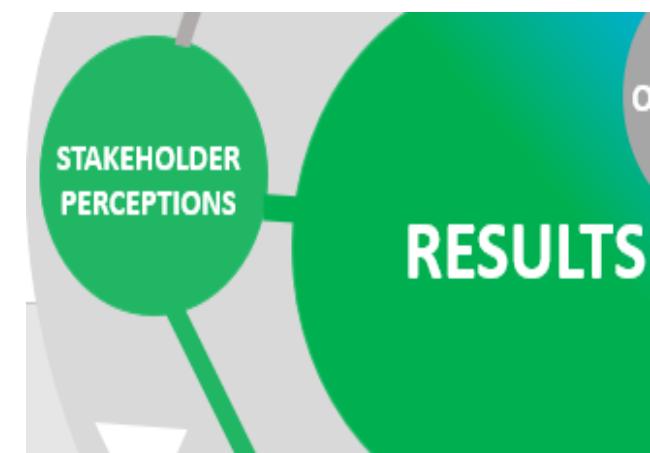


6. Stakeholder Perceptions

- Results based on feedback from Key stakeholders about their personal experiences of dealing with the organizations-their **PERCEPTIONS**
- Past as well as current Key Stakeholders
- Sources include
 - ✓ Surveys
 - ✓ Focus Groups
 - ✓ Ratings
 - ✓ Press/social Media Coverages
 - ✓ External Recognition
 - ✓ Advocacy
 - ✓ Structured Review Meetings
 - ✓ Investor Reports
 - ✓ Complaints/Compliments



- ✓ Shaped by the environmental & social Impact & reputation



Criterion 6: RESULTS

Examples of Key Stakeholder Perception Results and topics to be covered ***could include, but are not listed in any priority order or limited to: Criterion 6***

- Customer Perception Results
- People Perception Results
- Business & Governing Stakeholders Perception Results
- Society Perception Results
- Partners & Suppliers Perception Results

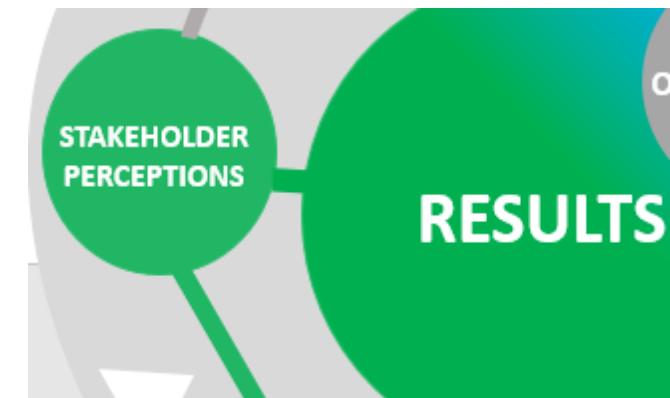
New Areas of soliciting perceptions may include areas such as

- Transparency & openness
- Communication channel effectiveness
- Use of Innovation
- Sustainability



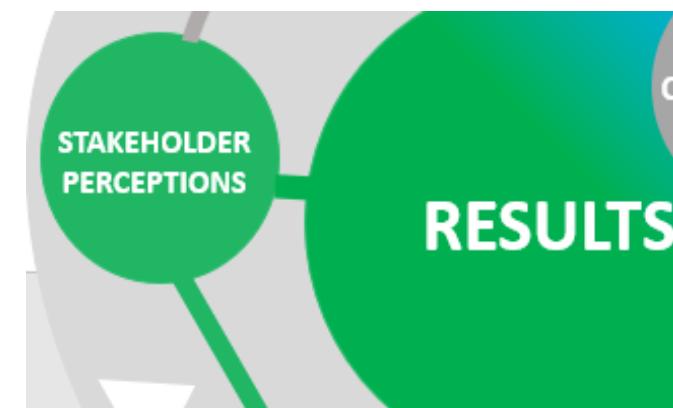
6. Stakeholder Perceptions**6.1 Customer Perception Results**

- What the perceptions of the Customers are in relation to, for instance
 - ✓ Delivery of the overall Customer Experience
 - ✓ Culture of the Organisation, Attitude, and level of commitment to the customer by People
 - ✓ Branding and Reputation, including social and environmental performance
 - ✓ Products, Services and solutions offered
 - ✓ Use of Innovation to improve the organizations Processes, products , services and Solutions
 - ✓ Usage of Technology to help deliver sustainable value
 - ✓ Delivery and after sales support
 - ✓ Effectiveness and efficiency of communications channels used



6. Stakeholder Perceptions**6.2 People Perception Results**

- What the perceptions of the People are in relation to, for instance
 - ✓ Culture of the Organisation
 - ✓ Experience of Working for the organization
 - ✓ Experience of managing change
 - ✓ Commitment and achievements –Gender balance, parity, diversity, inclusion
 - ✓ Way of adapting future ways of working-eg Co Existence of People working alongside robots, use of Artificial Intelligence, Augmented and Virtual Reality
 - ✓ Support for family and personal life
 - ✓ Support, Empowerment, recognition and development
 - ✓ Working Environment, pay and benefits
 - ✓ The management and improvement of personal performance
 - ✓ Reputation of the organisaiton , including as a leader in the eco system
 - ✓ Communication
 - ✓ Talent attraction and engagement
 - ✓ Strategy execution process, contribution and degree of confidence



6. Stakeholder Perceptions**6.3 Business & Governing Stakeholders Perception Results**

- What the perceptions of the Business and Governing Stakeholders are: eg- Owners, shareholders, investors, funding organisations, government departments, regional and local bodies(statutory & regulatory) , public authorities or parastatal institutions, in relation to,
for instance
 - ✓ Financial Management, Security and Sustainability of the organisation
 - ✓ Governance structure, transparency, accountability, and ethical behavior of the organisation
 - ✓ Social and environmental responsibility of the organisation
 - ✓ Management of Risk and Complaisance
 - ✓ Branding and Reputation
 - ✓ Products ,services and Solutions offered and its approach to innovation in these areas
 - ✓ Ability of the organisation to see the big picture, megatrends and deal successfully
 - ✓ Overall experience of dealing with the organisation

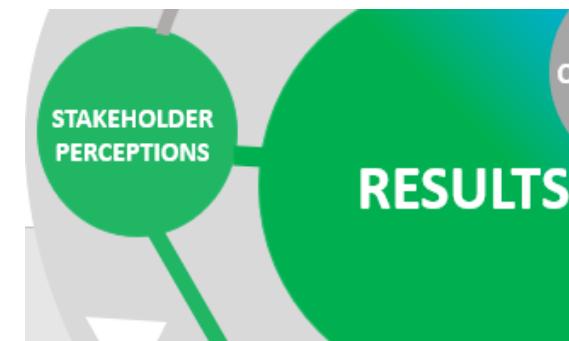


6. Stakeholder Perceptions**6.4 Society Perception Results**

What the perceptions of the Society are, be it local , national or international , in relation to,

for instance

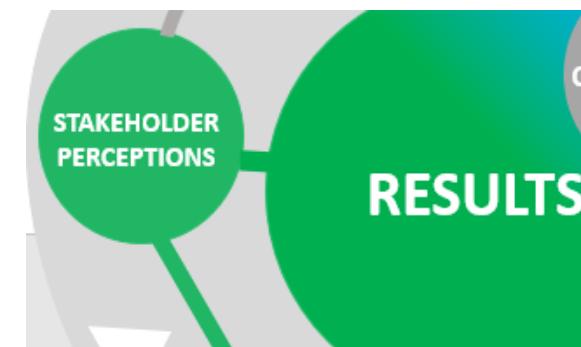
- ✓ Ability to meet the expectation of its society
- ✓ Governance impact, Degree of transparency & ethical behavior
- ✓ Impact of organisations operation on the community
- ✓ Sustainability of organization's contribution to community-economic, social and environmental practices
- ✓ Organisation's Commitment to move towards circular economy
- ✓ Commitment & achievement in reducing inequality, increasing diversity & inclusion and Gender balance



6. Stakeholder Perceptions**6.5 Partners & Suppliers Perception Results**

What the perceptions of the Key Partners & Suppliers in relation to,
for instance

- ✓ The experience of dealing with the organisation
- ✓ Commitment and achievement of the organisation to co-create and working towards mutual benefit
- ✓ Rate of Implementation of new technologies
- ✓ Social Commitment of the organisation
- ✓ Commitments and achievement to move towards circular economy
- ✓ Management & Improvement of Key Partners and Suppliers performance
- ✓ Communication & Relationship management
- ✓ Governance structure, Transparency and ethics
- ✓ Sustainability of relationship with Key Partners & suppliers



Criterion 7: Strategic & Operational Performance

Positioning statement

This Criterion concentrates on results linked to the organisation's performance in terms of:

- The ability to fulfil its Purpose, deliver the Strategy and Create Sustainable Value
- Its fitness for the future.

These results are used by the organisation to monitor, understand and improve its overall performance and to forecast the impact this performance will have on both the perceptions of its Key Stakeholders as well as its future strategic ambitions.



In practice, we find that an outstanding organisation:

- Uses both financial and non-financial indicators to help it measure its Strategic and Operational Performance.
- Understands the linkages between Key Stakeholder Perceptions and actual performance and is able to predict, with a high degree of certainty, how future performance will evolve.
- Considers the current and future needs and expectations of its Key Stakeholders when deciding on the most appropriate performance indicators to match its Strategic & Operational objectives.
- Understands the cause and effect relationships that impact on performance and uses the results achieved to stay informed and influence its current Direction & Execution.
- Uses the results currently being achieved to forecast its future performance with an expected degree of certainty.

Criterion 7: Strategic & Operational Performance

Strategic and Operational Performance indicators could include the reported results and forecasts used to show how well the organisation is achieving its strategic goals and the reported indicators and forecasts show how well the organisation is achieving its operational targets.

This indicators include , but not limited to , the following examples

- *Achievements in delivering Purpose, Strategy & Creating Sustainable Value*
- *Fulfillment of Key Stakeholder Expectations*
- *Economic & Financial Performance*
- *Achievement in Driving Performance & Transformation*
- *Predictive Measures for the Future*



Criterion 7: Strategic & Operational Performance

The indicators could include, but are not limited to, the following examples:

Achievements in delivering Purpose, Strategy & Creating Sustainable Value

- Achievement of key strategic targets & key performance indicators
- Achievement of transformation goals

Fulfilment of Key Stakeholder Expectations

- Product and service delivery indicators
- Customer service
- Complaints handling
- Market share
- Training and career development
- People performance management, appraisal
- Environmental & societal activities
- Health and safety performance
- Partner and supplier performance

Economic & Financial Performance

- Revenue
- Profit
- Cash flow
- Inventory turnover
- Earnings Before Interest, Taxes, Depreciation, and Amortisation (EBITDA)
- Investments/Return on Investment
- Project cost
- Budget adherence
- Efficiency in the use of financial resources

Achievement in Driving Performance & Transformation

What the perceptions of its Society are, be it local, national or international, in relation to, for instance:

- Performance indicators
- Key process indicators (efficiency, effectiveness)
- Change Management performance
- Innovation achievements

Predictive Measures for the Future

- Analysis of performance patterns & data sets
- Projections of existing results
- Leading & lagging indicator dynamics
- Future forecasts

Fulfillment of Key Stakeholder Expectations *

Customer	People	Society	Partners Suppliers	Business & Governing SH
Delivery & Quality Performance	Skills, Competencies	Engagement	Delivery & Quality Performance	Performance & planned Objectives & Results
Complaint Management	Care & Welfare	Environmental parameters	Timely Payment	POSH
Engagement	Engagement	Sustainability	Communication effectiveness	Audit compliance
End to End Experience	Reward & Recognition	Community support & Impact	Collaborative approach	Stakeholders reporting
Innovation	Career aspirations		Recognition	Board Constitution
Value			Engagement	Grievance handling

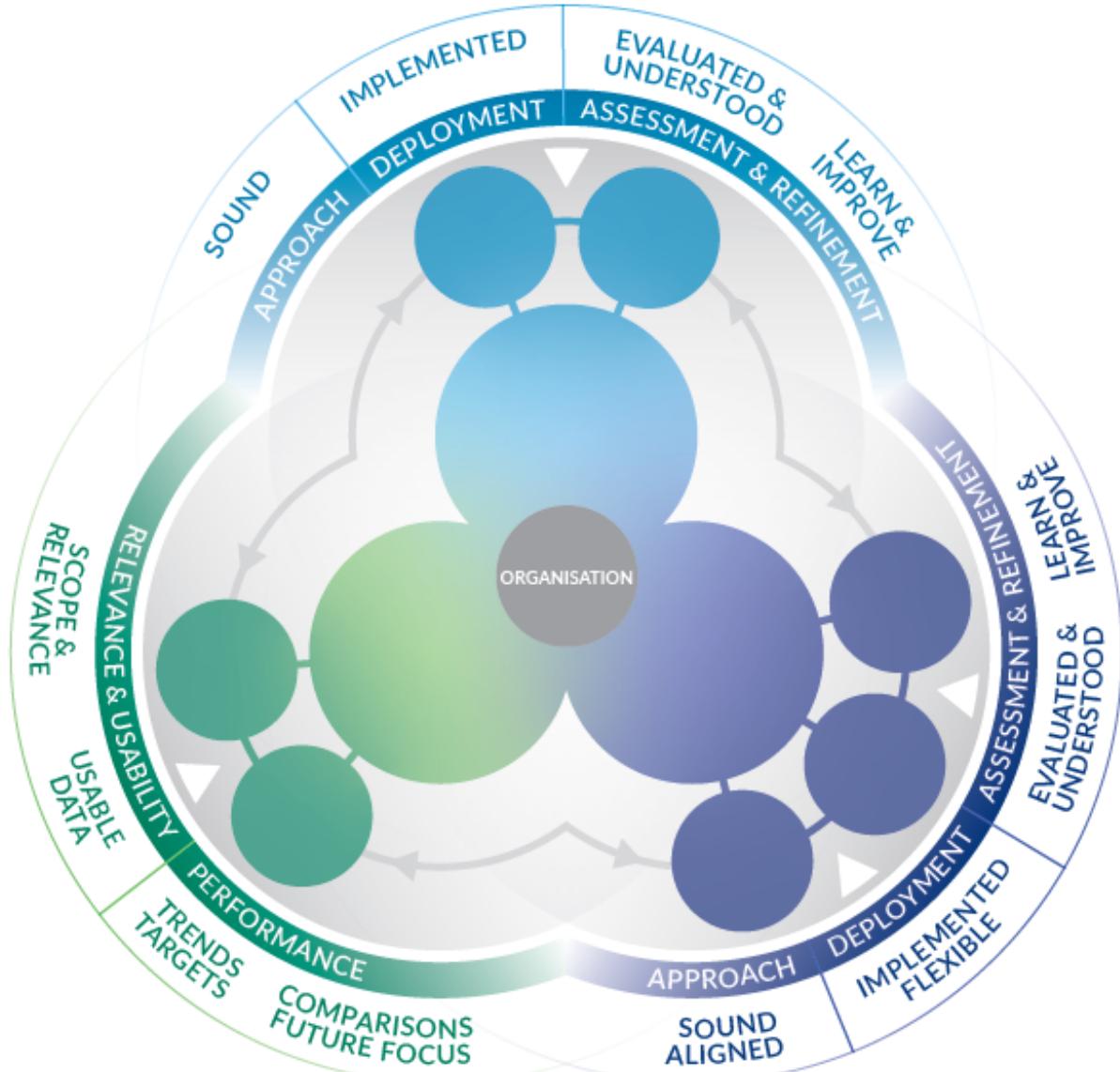
Strategic Objectives	Driving Performance	Driving Transformation	Predictive Measures for Future
Status & Outcome of identified strategic objectives	Productivity , Quality, Cost, Delivery ,Safety,	Digital, Artificial Intelligence etc., aiding future	Use of Analytics – Performance Patterns & Data Sets
	Continuous Improvement Projects, Lean, Six sigma etc.	Major Change management initiatives impacting the future	Projections of existing results
	Lead indicators associated with Customer, people, Partners, Biz S/H, Suppliers, Society supporting the fulfilment of S/H Expectation	Business Model changes, Org structure	Lead & Lag Indicator Dynamics
	Cost reduction initiatives	Technology Leap for future	Future Forecasts - Scanning trends, macro indicators and related extrapolation
	Supplier related projects, IT		

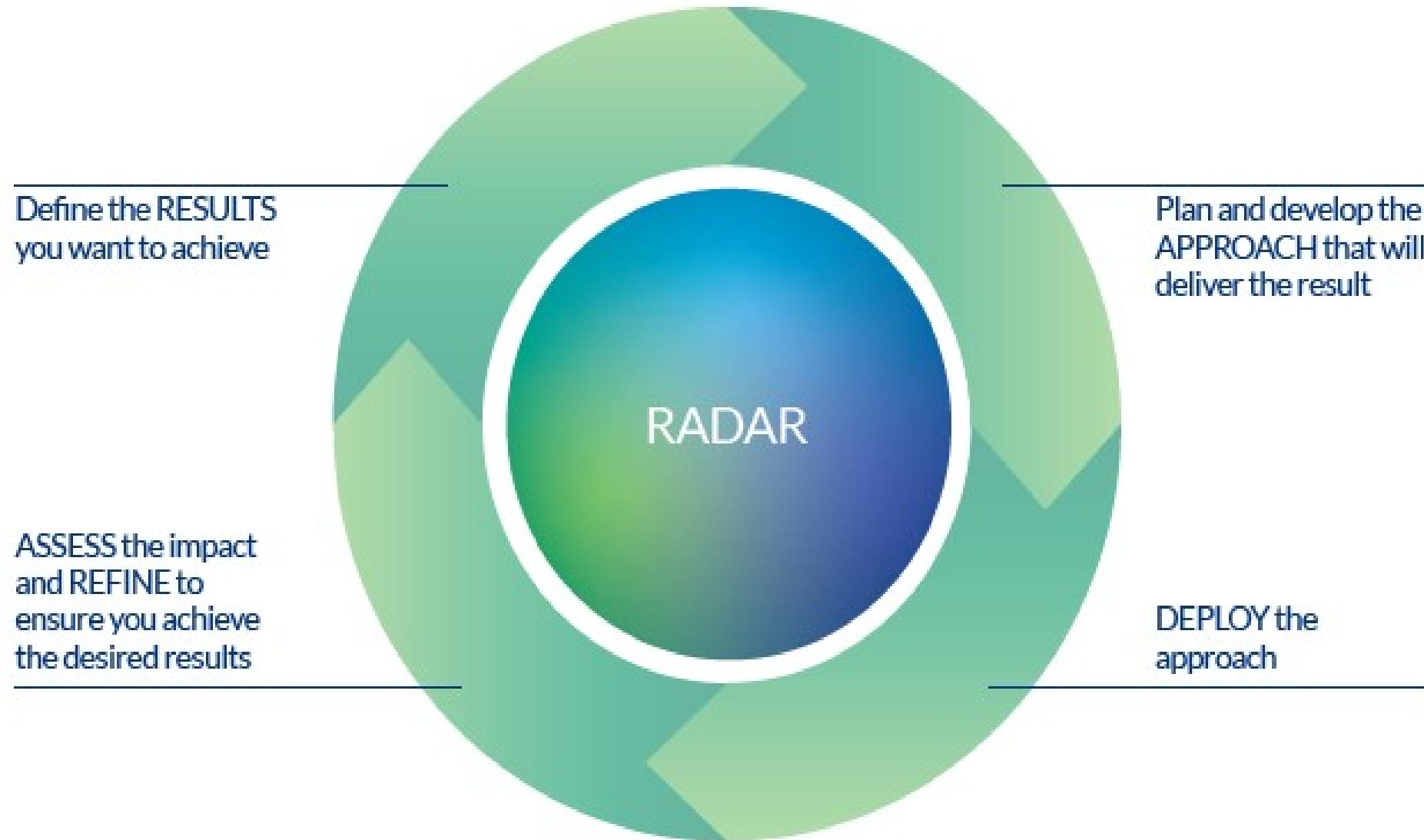
RADAR for

Direction, Execution & Results



The EFQM Diagnostic Tool: The RADAR





Matrix Chart 1: Analysis of Direction

Elements	Attributes	Description
Approach	Sound	The Approach has a clear rationale, aims to fulfil and respond to Key Stakeholder needs, is described appropriately and is designed to be fit for the future.
	Aligned	<i>N.B. Not applied to Direction</i>
Deployment	Implemented	The Approach is Deployed in relevant areas in an effective and timely manner.
	Flexible	<i>N.B. Not applied to Direction</i>
Assessment & Refinement	Evaluated & Understood	Feedback on the effectiveness & efficiency of the Approach and its Deployment are collected, understood and shared.
	Learn & Improve	Findings from emerging trends analysis, measurement, learning and benchmarking are used to inspire creativity and generate innovative solutions to improve performance in appropriate timescales.

Scoring: RADAR for Direction

		Inability to achieve	Ability to achieve						Comprehensive ability to achieve	Outstanding ability to achieve	
			Limited ability to achieve	40%	50%	60%	70%	80%			
Approach	Sound	0%	10%	20%	30%	40%	50%	60%	70%	80%	90% 100%
Deployment	Implemented	0%	10%	20%	30%	40%	50%	60%	70%	80%	90% 100%
Assessment & Refinement	Evaluated & Understood	0%	10%	20%	30%	40%	50%	60%	70%	80%	90% 100%
	Learn & Improve	0%	10%	20%	30%	40%	50%	60%	70%	80%	90% 100%
Overall score (not higher than the score for 'Sound')		0%	10%	20%	30%	40%	50%	60%	70%	80%	90% 100%

N.B. RADAR for Direction: Please see Section 3.4 for more information on scoring.

Matrix Chart 2: Analysis of Execution

Elements	Attributes	Description
Approach	Sound	The Approach has a clear rationale, aims to fulfil and respond to Key Stakeholder needs, is described appropriately and is designed to be fit for the future.
	Aligned	The Approach supports an organisation's Direction and is integrated with other relevant approaches.
Deployment	Implemented	The Approach is Deployed in relevant areas in an effective and timely manner.
	Flexible	The Execution enables flexibility and adaptation.
Assessment & Refinement	Evaluated & Understood	Feedback on the effectiveness & efficiency of the approach and its deployment are collected, understood and shared.
	Learn & Improve	Findings from emerging trends analysis, measurement, learning and benchmarking are used to inspire creativity and generate innovative solutions to improve performance in appropriate timescales.

Scoring: RADAR for Execution

		Inability to achieve	Limited ability to achieve			Ability to achieve			Comprehensive ability to achieve		Outstanding ability to achieve	
Approach	Sound	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%	100%
	Align	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%	100%
Deployment	Implemented	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%	100%
	Flexible	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%	100%
Assessment & Refinement	Evaluated & Understood	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%	100%
	Learn & Improve	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%	100%
Overall score (not higher than the score for 'Sound')		0%	10%	20%	30%	40%	50%	60%	70%	80%	90%	100%

Matrix Chart 3: Analysis of Results

Elements	Attributes	Description
Relevance & Usability	Scope & Relevance	A set of results that clearly link to the Purpose, Vision & Strategy of the organisation are identified. The selected set of Results is reviewed and improved over time.
	Usable Data	Results are timely, reliable, accurate and appropriately segmented to provide meaningful insights that support performance improvement and transformation.
Performance	Trends	Positive trends or sustained outstanding performance over the strategic period/cycle.
	Targets	Relevant targets are set in line with the Strategy and are consistently achieved.
	Comparisons	Relevant external comparisons suitable to position own performance in line with the strategic direction are made and are favourable.
	Future Focus	Based on current cause & effect relationships, analysis of data sets, performance patterns & predictive measures, the organisation understands the drivers for outstanding performance in the future.

Scoring: RADAR for Results

		Inability to achieve	Limited ability to achieve			Ability to achieve			Comprehensive ability to achieve		Outstanding ability to achieve	
Relevance & Usability	Scope & Relevance	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%	100%
	Usable Data	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%	100%
Performance	Trends	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%	100%
	Targets	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%	100%
	Comparisons	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%	100%
	Future Focus	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%	100%
Overall score (not higher than the score for 'Scope & Relevance')		0%	10%	20%	30%	40%	50%	60%	70%	80%	90%	100%

APPROACH	Guidance	The applicant needs to achieve:
Sound	The approach has a clear rationale, aims to fulfil and respond to Key Stakeholder needs, is described appropriately and is designed to be fit for the future.	<ul style="list-style-type: none">• There is a clear reason to support the choice of the approach in place – what was the rationale behind choosing and/or adopting a specific approach, for instance, by means of research, learning or benchmarking?• The approach is appropriately described for those needing to understand it e.g. is it visualised, did the 'ways of working' change over time?• The approach is focussed on the Key Stakeholder expectations and everyone involved in the execution of it (both Strategic and Operational e.g. those who benefit from it and also those who use the approach).• The approach already shows signs of maturity or is a proven practice, e.g. because the changes made became smaller over time, or the approach has been shown to work also in abnormal or difficult circumstances.• The approach is designed to be fit for the future and can be adapted to changing circumstances.
Aligned	The approach supports an organisation's direction and is integrated with other relevant approaches.	<ul style="list-style-type: none">• The approach is designed to deliver the desired results (now and in the future), and it is aligned with the organisation's direction.• There is a visible/logical link with the Strategy, and the approach supports one or more strategic objectives.• The people choosing the approach are aligning it with one or more facets of the Strategy, while also considering dependencies from and/or impact on other approaches.

DEPLOYMENT

Implemented	The approach is deployed in relevant areas in an effective and timely manner.	<ul style="list-style-type: none">• The extent to which the approach has been used and is put into practice. This may relate to different levels within an organisation's hierarchy; different locations; the number of actual implementations based on the approach; the number of employees actively involved or the various products, services and solutions being offered.• There is an awareness of the further potential for deployment in-depth and/or breadth.• Some facts & figures exist to show how often the approach is used, how the use has varied over time and why.
Flexible	The execution enables flexibility and adaptation.	<ul style="list-style-type: none">• There is a plan and timing for the actual deployment that allows flexibility and adaptation according to changing circumstances.• Example(s) exist where the circumstances required temporary or definitive evolutions, small or big.

ASSESSMENT & REFINEMENT

Evaluated & Understood	Feedback on the effectiveness & efficiency of the approach and its deployment is collected, understood and shared.	<ul style="list-style-type: none">• There is a view for the specific approach on the effectiveness (achieving the desired output) and efficiency (cost in resources/time/money).• There is a way to know how frequently measuring and collecting feedback should be done e.g. what is a good fit.• Feedback is analysed, understood and shared with relevant stakeholders in and outside the organisation.
Learn & Improve	Findings from emerging trends analysis, measurement, learning and benchmarking are used to inspire creativity and generate innovative solutions to improve performance in appropriate timescales.	<ul style="list-style-type: none">• Actions to understand future emerging trends and their potential impact are taken.• There is knowledge resulting from learning activities and comparisons to understand if the approach can be considered as 'outdated', 'normal', 'better' or 'outstanding'.• There is an awareness of the potential for further improvement (incremental or radical breakthrough e.g. continuous improvement/change/transformation).• The measurement and learning from above lead to real improvements and are visible in the results.• There is a way to select and only act on the best ideas and proposals, not on all of them, e.g. based on the understanding of the limitations in time, resource and capabilities when translating ideas to practice.

RELEVANCE & USABILITY	Guidance	The applicant needs to achieve:
Scope & Relevance	A set of results that clearly link to the Purpose, Vision & Strategy of the organisation are identified. The selected set of results is reviewed and improved overtime.	<ul style="list-style-type: none">• The organisation is clear about what it needs to measure/achieve/manage to deploy its Strategy and understand its impact on Key Stakeholder Perceptions and Strategic/Operational Performance (understand how the selection and prioritisation of results is decided upon).• The prioritised measures/results used are meaningful within the context of the Direction and Strategy.• When using the results to understand 'the footprint', impact and performance of the organisation, what is the way to make a difference between the essential, not so essential and non-important results to look at?• What kind of understandable and useful insights exist on how the various results are related to each other?• If both the effectiveness and efficiency aspects exist, is there awareness of how these correlate/inter-relate?• How is the set of results reviewed and adapted when Strategic/Operational changes occur?
Usable Data	Results are timely, reliable, accurate and appropriately segmented to provide meaningful insights that support performance improvement and transformation.	<ul style="list-style-type: none">• The speed, consistency, completeness or any other quality aspects of the data and information used as source are appropriate for the organisation.• Data, including predictive measures, is gathered and turned into information and insights to aid decision making and drive performance improvement and transformation.• What is the reason for a specific segmentation when analysing performance/achievements?

PERFORMANCE		
Trends	Positive trends or sustained outstanding performance over the strategic period/cycle.	<ul style="list-style-type: none">• What is the clock speed of the sector/operating environment the organisation is active in?• What the trend evolution over time demonstrates - is the performance improving, stabilising or degrading in line with the strategic objectives and operational targets?• A specific trend is stronger, comparable or weaker than other relevant trends in the sector - how steep or fast?
Targets	Relevant targets are set in line with the Strategy and are consistently achieved.	<ul style="list-style-type: none">• For a selected key result a desired level to be achieved exists, is aligned with the Strategy and is understood by relevant key stakeholders.• When this desired future performance level for a key result is clear - what is or was the rationale behind agreeing to that specific level?• How close in reality these desired levels of performance are achieved or surpassed, or not at all, and how this impacts adapting the targets for the future.
Comparisons	Relevant external comparisons suitable to position own performance in line with the strategic direction are made and are favourable.	<ul style="list-style-type: none">• If there is (starting with strategic direction results) an awareness of similar measures used by 'others', within or outside of the sector or organisation.• To what extent the information to compare with is valid, can be trusted, is easy to use etc. to position their own performance.• What does the comparison say about a specific measure? Is it a bit or much better, maybe even 'the best', or just in the same range, or a bit/a lot worse, and how it impacts target setting?• Note: competitor and industry averages may be used, but for outstanding organisations, these will also show comparisons with best-in-class or world-class - they can show they 'are the benchmark', they perform at a level others would like to be at.
Future Focus	Based on current cause & effect relationships, analysis of data sets, performance patterns & predictive measures, the organisation understands the drivers for outstanding performance in the future.	<ul style="list-style-type: none">• What are the insights gained concerning cause-effect relationships? e.g. how the approach has made a significant difference, and which result would never have been achieved without one or more specific actions, projects, initiatives etc.• For which results is there a high level of trust and strong ability to convince others that the gains achieved in performance will be sustained? What is the probability it will further improve or stabilise?• What are the relevant predictive measures given the sector and operating environment of the organisation?• How are predictive measures used to understand future performance?• Comprehension of the KPI linkages and hierarchy e.g., the relationship of upstream and downstream indicators.

Scoring Guidelines

Criterion 1,2,4,5 : All sub criteria within these criteria are with equal weightage

- Each of the 5 Criterion parts in Purpose, Vision & Strategy contribute 20% of the 100 points allocated to Criterion 1
 - a. 1a = 20 points
 - b. 1b = 20 points
 - c. 1c = 20 points
 - d. 1d = 20 points
 - e. 1e = 20 points
- Each of the 4 Criterion parts in Creating Sustainable Value contribute 25% of the 200 points allocated to Criterion 4
 - a. 4a = 50 points
 - b. 4b = 50 points
 - c. 4c = 50 points
 - d. 4d = 50 points

In criterion 7 (Strategic & Operational Performance) there are no criterion parts and so the 200 points available are allocated at the level of criterion 7

The exact value of the weighting factor to be applied for each of the Criterion parts within C3 & C6 will be the decision of the organisation, but it must comply with the minimum and maximum weighting rules for the five recognised Stakeholder groups as shown below:

Criterion 3 & 6

- None of the five recognised Stakeholder groups can be scored below 10% of the maximum number of points available.
- None of the five recognised Stakeholder groups can be scored above 40% of the maximum number of points available.
- Between the lower threshold of 10% and the upper threshold of 40%, organisations can decide on using weighting factors in 5% bandwidths.

Examples	Customer 3.1 & 6.1	People 3.2 & 6.2	Business & Governing 3.3 & 6.3	Society 3.4 & 6.4	Partner 3.5 & 6.5	Totals
1	20%	20%	20%	20%	20%	100%
2	15%	15%	15%	15%	40%	100%
3	20%	30%	15%	20%	15%	100%
4	40%	30%	10%	10%	10%	100%
5	35%	25%	15%	10%	15%	100%

APPROACHES	Description	Inability to achieve	Limited ability to achieve	Ability to achieve	Comprehensive ability to achieve	Outstanding ability to achieve							
Sound	The approaches have a clear rationale, aim to fulfill and respond relevant stakeholder needs, are described appropriately and are designed to be fit for the future.												
Aligned	Not used for Direction												
DEPLOYMENT	Description	Inability to achieve	Limited ability to achieve	Ability to achieve	Comprehensive ability to achieve	Outstanding ability to achieve							
Implemented	The approaches are deployed in relevant areas in an effective and timely manner.												
Flexible	Not used for Direction												
ASSESSMENT & REFINEMENT	Description	Inability to achieve	Limited ability to achieve	Ability to achieve	Comprehensive ability to achieve	Outstanding ability to achieve							
Evaluated & Understood	Feedback on the effectiveness & efficiency of the approaches and their deployment are collected, understood and shared.												
Learn & Improve	Findings from emerging trends analysis, measurement, learning and benchmarking are used to inspire creativity and generate innovative solutions to improve performance in appropriate timescales.												
Overall Score		Scale	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%	100%

RADAR for EXECUTION

APPROACHES	Description	Inability to achieve	Limited ability to achieve	Ability to achieve	Comprehensive ability to achieve	Outstanding ability to achieve							
Sound	The approaches have a clear rationale, aim to fulfill and respond relevant stakeholder needs, are described appropriately and are designed to be fit for the future.												
Aligned	The approaches support an Organisation's direction and are integrated with other relevant approaches.												
DEPLOYMENT	Description	Inability to achieve	Limited ability to achieve	Ability to achieve	Comprehensive ability to achieve	Outstanding ability to achieve							
Implemented	The approaches are deployed in relevant areas in an effective and timely manner.												
Flexible	The execution enables flexibility and adaption.												
ASSESSMENT & REFINEMENT	Description	Inability to achieve	Limited ability to achieve	Ability to achieve	Comprehensive ability to achieve	Outstanding ability to achieve							
Evaluated & Understood	Feedback on the effectiveness & efficiency of the approaches and their deployment are collected, understood and shared.												
Learn & Improve	Findings from emerging trends analysis, measurement, learning and benchmarking are used to inspire creativity and generate innovative solutions to improve performance in appropriate timescales.												
Overall Score		Scale	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%	100%

RADAR for RESULTS

RELEVANCE & USABILITY	Description	Inability to achieve	Limited ability to achieve	Ability to achieve	Comprehensive ability to achieve	Outstanding ability to achieve							
Scope & Relevance	A set of results that clearly link to the purpose & strategy of the organisation are identified. The selected set of results is reviewed and improved overtime												
Usable Data	Results are timely, reliable, accurate and appropriately segmented to provide meaningful insights that support performance improvement and transformation												
PERFORMANCE	Description	Inability to achieve	Limited ability to achieve	Ability to achieve	Comprehensive ability to achieve	Outstanding ability to achieve							
Trends	Positive trends or sustained outstanding performance over the strategic period/cycle.												
Targets	Relevant targets are set in line with strategic intent and are consistently achieved												
Comparisons	Relevant external comparisons suitable to classify own performance in line with the strategic direction are made and are favourable.												
Future Focus	Based on current cause & effect relationships, analysis of data sets, performance patterns & predictive measures, the organisation understands the drivers for outstanding performance in the future												
Overall Score		Scale	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%	100%



Weighting Factors (see table below)

- The exact value of the weighting factor to be applied for each of the Criterion parts within C3 & C6 will be the decision of the organisation
- To avoid, for example, an Applicant for the EFQM Global Award (EGA), deciding to allocate the 200 points for Stakeholder Perceptions as follows:
 - o 150 points (75%) to Customer Perceptions,
 - o 50 points (25%) to People Perceptions
 - o 0 points for the other three, recognised Stakeholder groups
- A minimum and maximum weighting factor for the five recognised Stakeholder groups will be introduced as follows:
 - o None of the five recognised Stakeholder groups can be scored below 10% of the maximum number of points available
 - o None of the five recognised Stakeholder groups can be scored above 40% of the maximum

Examples	Customer 3.1 & 6.1	People 3.2 & 6.2	Business & Governing 3.3 & 6.3	Society 3.4 & 6.4	Partner 3.5 & 6.5	Totals
1	20%	20%	20%	20%	20%	100%
2	15%	15%	15%	15%	40%	100%
3	20%	30%	15%	20%	15%	100%
4	40%	30%	10%	10%	10%	100%
5	35%	25%	15%	10%	15%	100%

* Guidelines are Indicative, May change based on the sector and relative stakeholder importance

Organizational Profile:

Key Factors & Themes-

Understand the Business

Know the Applicant



Organizational Profile- Macro Factors

- ✓ Mega Trends
- ✓ GDP
- ✓ Price index
- ✓ Inflation index
- ✓ Forex, Policies
- ✓ Technology
- ✓ Geo political



Organizational Profile- Business Context

- ✓ Business phase
- ✓ Business drivers
- ✓ Capital sensitivity
- ✓ People competence
- ✓ Technology impact
- ✓ Risks & Opportunities
- ✓ Entry barriers
- ✓ Margins
- ✓ Customer profile
- ✓ Investment profile



Margin



Organizational Context

- ✓ Ownership & shareholding pattern
- ✓ Purpose
- ✓ Vision
- ✓ Values
- ✓ Age of business
- ✓ Asset quality, People quality
- ✓ Net worth, Competitive landscape
- ✓ Eco system impact, Technology position
- ✓ Market positioning, geographical spread
- ✓ Strategic partners, Cost structure, Core competence
- ✓ Position in the strategic cycle
- ✓ Strategic priorities and challenges
- ✓ Customer Value Proposition



$$\text{ASSETS} - \text{LIABILITY}$$

$$= \text{NET WORTH}$$



Performance & Transformation

Initiatives for the Present,
Initiatives for the future,

- Sourcing
- Expansion
- Offerings
- Continuous Improvement

Deriving Key themes / Characterizing the Organisation

(Indicative Example)

- Aspiration to be a Global leader
- Technology Intensive Business
- Business in the Growth phase - Organisation Lagging the Market
- Ageing workforce
- High dependence on Suppliers
- Volatile Raw material prices
- Seasonal demand
- Demanding OEM's
- Demanding Compliance & environmental regulations

Assessing Strategy

Sub criteria 1.4

Read the abstract and the requirements of the Excellence model and identify the Strengths & OFI's.

- Individual observation
- Consensus Observations



- Read the Organisation profile
- Identify around 5- 8 key themes (for the entire assessment).
- Select the themes applicable to the relevant sections & the associated sub-criteria.
- Read the relevant Direction / Execution / Result sub criterion from the model booklet & identify the key requirements.
- Read the abstract to pick out areas addressing the requirements. Synthesize the observations.
- Identify relevant deployment areas in line with the Organisation Profile.
- Write the ST's (Strengths) & OFI's (Opportunities for Improvement)
- Retain, merge or edit after discussions. (Do not delete any observations. Color the dropped ones / park it for further use.)
- Identify which attribute of the RADAR is addressed.
- *Put up these as statements in a paragraph.*

Consensus Process: Key Points

- List down the individual STs & OFIs
- Discuss & debate on all the STs & OFIs as a team constructively
- Retain or merge or edit or park based on a discussion.
- Finalize the agreed STs & OFIs based on the consensus

Note-

- ✓ *The statements can be based on the extract & the discussions/the site-visit*
- ✓ *Try to incorporate the attributes of the RADAR in the statements to the extent possible.*

Approach covers what an organization does or plans to do, and the reasons for it, for each sub-criterion. The score awarded will take account of the:

- a. Appropriateness of methods, tools and techniques used
- b. Existence of well defined and developed processes
- c. Focus on stakeholder requirements
- d. Support to strategy and flexibility
- e. Integrated with other approaches appropriately

Scoring Matrices: Enablers Criteria-Approach

Anecdotal	Basic	Competitive	Advanced	World Class
< 20	20 – 40	40 - 60	60– 80	80 - 100

- Who, what, when, how, how often, where, tools/ techniques, metrics, Needs of stakeholders (B,C,A,WC) addressed
- Informal to well documented for the whole process as enabler for consistent deployment and A&R
- Extent of alignment with other approaches (other sub-criteria), supports changes in environment and strategy
- Improvements identified and incorporated over time

This covers what an organization does to deploy the approach. The score awarded will take account of whether the approach is:

- Implemented vertically and horizontally in all relevant areas, processes, products and services
- Is structured and enables flexibility and Organizational agility

Scoring Matrices: Enablers Criteria- Deployment

Anecdotal	Basic	Competitive	Advanced	World Class
< 20	20 – 40	40 - 60	60– 80	80 - 100

- Extent of coverage in the relevant areas as per KFs Implementation plan and means to support achievement of planned performance goals
- Implementation plan enables progressive achievement of goal (early outcomes)

Deployment Spread (Contextual)

Leaders

- First Line (Top)
- Second Line (Middle)
- Third Line (Lower)

Partners

- Key Suppliers for Products and Services
- Institutions
- Technology Providers
- Distributors
- NGOs
- Academia

Customers

- Key Customers
- Distributors
- Retailers
- Institutions
- OEMs
- End Users

Processes

- Product/Service
- Business
- Support

Shareholders

- Financial Institutions
- Major Equity Holders
- Any Joint Venture

Employees

- Top Management
- Middle Management
- Supervisors
- Workers/Staff
- Contract Labor

Enablers – Assessment & Refinement

**This covers what an organization does to assess and review the approach and the deployment of the approach.
The score awarded will take account of whether:**

- a. Appropriate measurement of the approach and deployment has been identified and undertaken
- b. Creativity and learning activities are undertaken
- c. Output from measurement, creativity and learning, emerging trends and benchmarking is analyzed and used to identify, prioritize, plan and implement improvements and innovation in appropriate timescales.

Scoring Matrices: Enablers Criteria – A&R

Anecdotal	Basic	Competitive	Advanced	World Class
< 20	20 – 40	40 - 60	60– 80	80 - 100

Evaluated & Understood	<ul style="list-style-type: none">Ad-hoc to regular reviews, Frequency of reviewsSubjective to objective evaluationProcess outputs(indicators), Perceptions of direct SH,Other related organization results
Learn & Improve	<ul style="list-style-type: none">Informal to formal, Daily Work Management, Audits,Training, Consultants/External Experts,Study Groups, Self Assessment, Benchmarking
	<ul style="list-style-type: none">Ad-hoc to SystematicIncremental, Significant, Innovative/ Unique

Feedback statements Guidelines



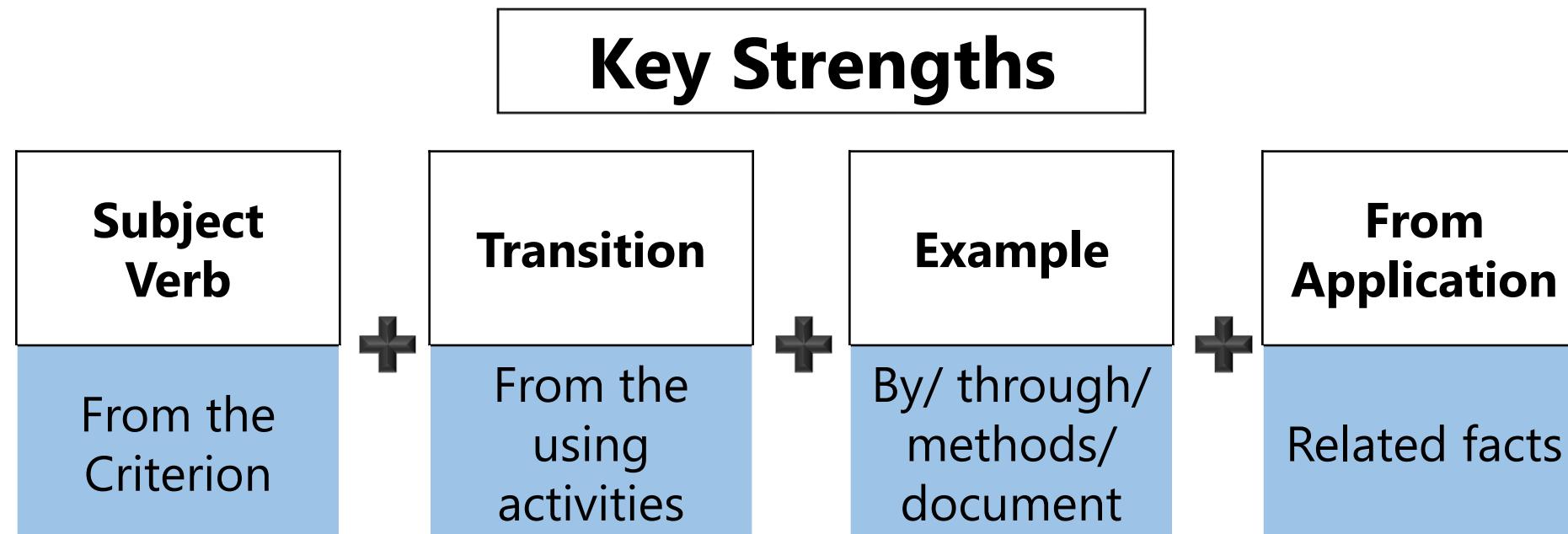
Unacceptable Feedback statements

- One liners (too cryptic)
- Questions / Judgmental statements
- Prescriptive

Feedback Comments - General Guidelines

- Use single complete thought
- Non-prescriptive
- 1 – 3 complete sentences
- Non – judgmental
- Address central criteria requirement
- Draws linkages to the organizational profile or to other criterion
- Relevant and important to applicant based on KFs
- Should not conflict with other comments

Enabler Comments - Basic Format



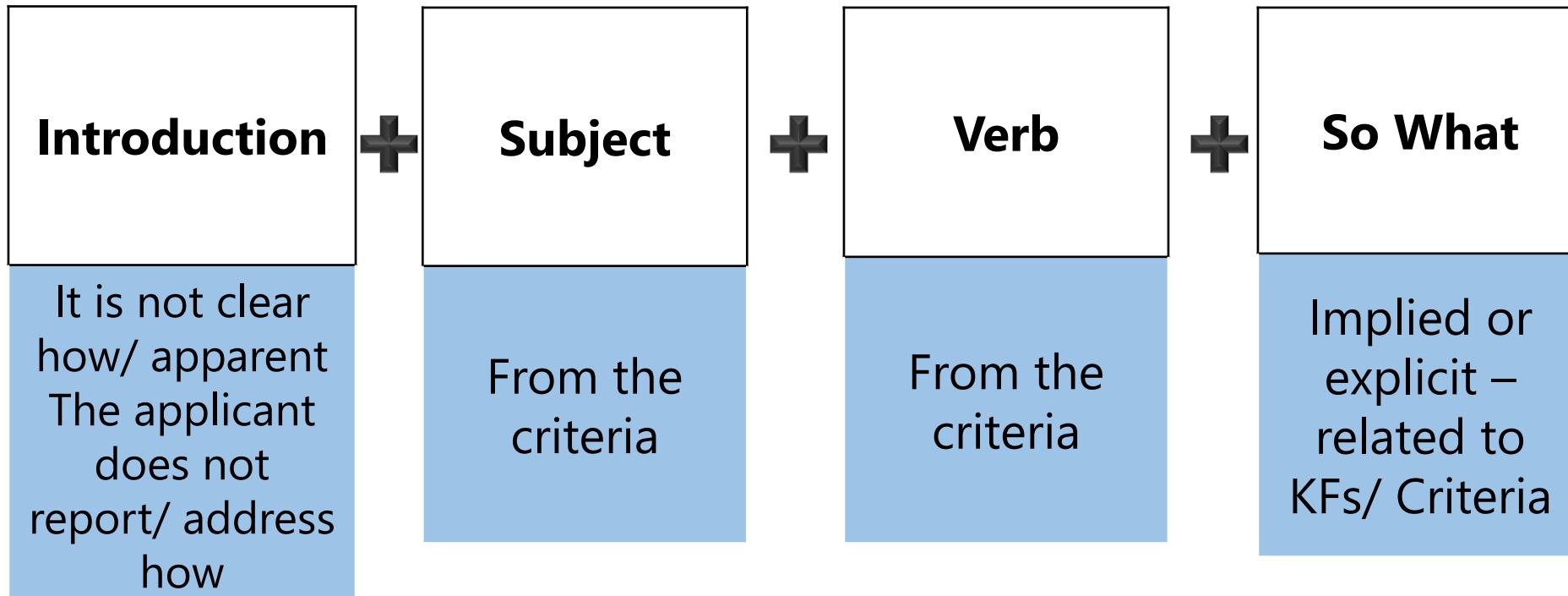
"So What" - Optional

Direction & Execution Statements- Key Strengths

The applicant (**subject**) gathers and understands (**verbs**) key customer requirements and their relative importance to customers' purchasing decisions through (**transition**) *third-party surveys administered annually to all four customer segments*. The survey parameters have been refined based on change in the product profile recently.

Direction & Execution Statements-Basic Format

Opportunities for Improvement

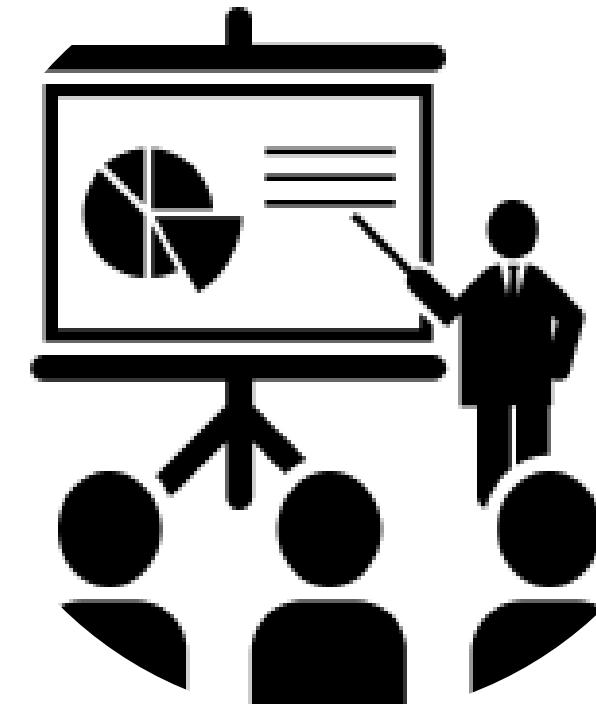


"So What" - Highly desirable

Direction & Execution Statements-Key OFIs

It is not clear how senior leaders (subject) interact (verb) with the applicant's key communities for their improvement. The specific participation of the senior leaders in the numerous community activities (e.g., Akshara, Sanjivini, Local Panchayat , and partnerships with First Response a local NGO) is not addressed. Thus, the degree to which the senior leaders serve as **role models of good citizenship, a core value** of the applicant, is not apparent (explicit so what).

Presentation & Discussion



Consider the following:

- Relevance to Strategy, Stakeholder Needs/ Expectations
- Current and future competitive advantage
- Relevant deployment spread based on the business
- Dependability of Measurements particularly for perception measures e.g. sample size, methodology, bias free, stakeholders expectations
- Explanation about the dips in the performance
- Appropriate range of parameters
- Use of Segmented Results
- Results presented based on Strategic cycles

Evaluate the Performance on the following attributes:

- The existence of positive trends and /or sustained good performance over the strategic cycle
- Whether targets are set and consistently achieved for key results inline with strategic priorities.
- Comparisons with Relevant external organisations are made and are favorable for key results inline with strategic goals.
- The Future focus on the results based on established cause and effect relationship, data sets and predictive analysis.

Trends, Targets, Comparisons, Alignment with processes give deeper insight to organization's Performance

Results Statement – Elements

- Subject – The applicant or the result(s)
- Timeframe – (in, from/ to)
- Numbers – at #, from #
- Linkages to Key Themes
- Segmentation
- Comparison to what?
- Gaps (Target, Benchmarks)
- So what

Results Statement - Example (Strengths)

AC Nielsen Survey results on 20 Thought leaders indicate an increase in ratings of the applicant from 4 to 3 from 2018-2020. Also *Aon Hewitt best employers survey of 2019* ranks them at 15th place in the top 25 Indian cos as a best employer. HR Practices have also been recognized and awarded by agencies such as Greentech, NHRD, HT power jobs etc

Results Statement - Example (OFI)

While the applicant shows overall customer satisfaction for product quality in the year 2020, trends are not presented to track the rate of improvement (Figure – 6.1-1). In addition, the *data is not segmented by key customer groups* (e.g., industrial, commercial). Thus, it is not clear how the applicant identifies variation in its customer satisfaction performance over time from sector to sector, and targets opportunities for improvement.

- **No segmentation** - It is not evident how the applicant is able to identify improvement opportunities unique to key product or customer segments or how the company can capitalize on relative strengths for intra- company learning.

- **No comparison data** - It is not apparent how the applicant is fully able to assess the relative strength of its results and set meaningful targets.

- **No competitive data** - It is not clear how the applicant determines it is gaining or maintaining competitive advantage in this area.

Some Results “So What’s”

contd..

- **No data on some KEY requirements/processes/etc.** - It is not evident how the applicant tracks progress in these areas/manages and improves. (efficiency, effectiveness and reliability measures).

- **No targets** - It is not clear how the applicant is able to assess the gap in performance with respect to its plan and use it for corrective and learning activities.

Variability amongst Assessors

- Scoring is not an exact science
- Variation is to be expected
- An initial 3:1 variation in scoring is not unusual
- Assessor Perceptions are different
- Assessor understanding and application of the criteria are different
- Assessor understanding of RADAR are different

Assessing Strategic & Operational Performance

Sub criteria 7

- Read the abstract and the requirements of the EFQM model and identify the Strengths & OFI's.

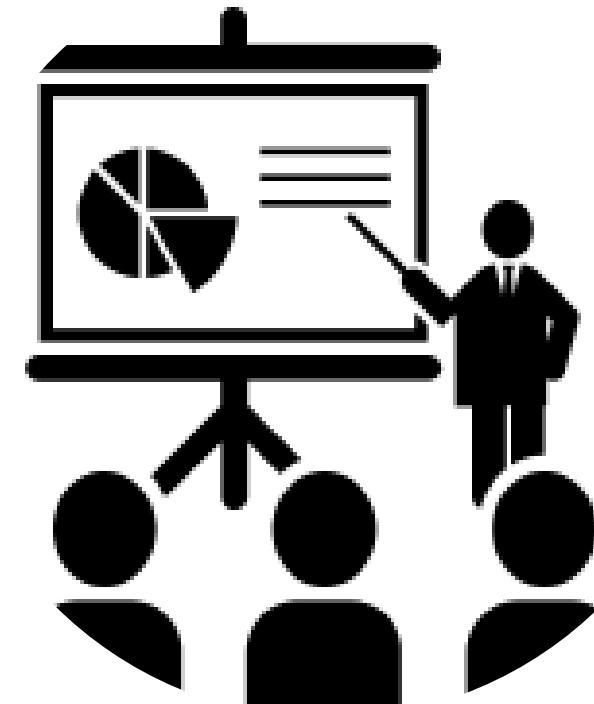
- Individual observation
- Consensus Observations



Group Work- Guidelines

- Read the Document
- Identify the Results associated with the assigned category under Criterion 7
- Assess the data given and identify the Key themes and the Radar attributes connected to each statement
- Prepare the ST'S & OFI'S for the assigned Result category.
- Retain, merge, edit or Park for discussion
- Use the above for scoring

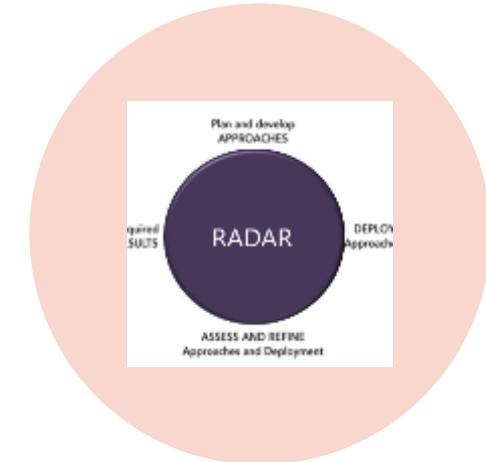
Presentation & Discussion



How to look out for potential ST's & OFI's



The Extent To Which The Requirements Of Sub-criterion Is Addressed (Look At Verbs, Intent Of Sub-criterion Along With The Key Themes)



To What Extent The RADAR Elements And Attributes Are Covered Or Not Addressed Or Has Gaps (A, D, A&R; R&U,P)

- Score Direction, Execution & Results separately
- Least Count is in a band of 5
- Consider all S & OFI's with an Overall Perspective
- Decide the degree of evidence to arrive at the appropriate band . Start from 50
- Consider each attributes of (S A I F EU LI / S, U, T, T,C,F) individually for scoring the sub criterion once

Direction & Execution

- Based on the above compute S/1, I/1, EU+LI/2- Direction
- Based on the above compute S+A/2, I+F/2, EU+LI/2- Execution
- These give you the score of A, D, A&R
- Overall score = A +D+ A&R/3

Overall score should not exceed the score of the Approach and is also limited by the max score for soundness attribute for Direction & Execution

Results

- Similarly, compute $S+U/2$ for R & U, $(T+T+C+F)/4$ for Performance
- Overall Score: $(R&U+P)/2$



Overall score cannot exceed the score of the Scope & Relevance attribute

Exercise

Linking the sub-criterion,
RADAR and Quality of
Statements



Hints for Efficient Team Working

1. Choose a lead, presenter & time-keeper in your team
2. Rotate duties at each round
3. Listen to all members
4. Document your observations
5. Arrive at a consensus

Exercise 1: Feedback Statements

Steps:

- Identify the statement under Direction/ Execution/ Result as applicable.
- Identify the Sub criterion from the EFQM Model booklet.
- Identify the Element (A/D/A&R)/ (R&U/P)
- Classify it as either a Strength/Opportunity for Improvement
- Discuss on the quality of Statements

Statement 1: Faster product introduction and time to market reduction have been identified as strategic challenges as well as one of the important future objectives of unit. However, a systematic process of creating a framework of measurements to monitor progress in-line with this objective is not present. For example: Results have been reported only for number of new products introduced however time to introduce these products or time to adopt new technology vis a vis competitors is not being tracked

Statement 2: The Organization has identified TOC as a way of creating breakthrough changes in the Operations. The strategic think tank reviews the progress of these initiatives and supports this in the area of materials management, maintenance etc by way of improvement initiatives.

	Sub Crit.	A	D	A&R	R&U	P	S / OFI
St 1 Ans							
St 2 Ans							

Statement 3: A Customer engagement matrix ensures that distributors, retailers, institutional, international customers, end users are connected by way of co communication, co sharing, co consulting for various activities Leaders at different levels communicate with customers by personal letters, weekly letters, escalation system etc.

Statement 4: While the Unit provides some examples of Technology Development with Partners, it is not evident how it creates synergy by working together with its large cross-section of suppliers and partners to improve its own processes.

Statement 5: Even though the Unit conducts simultaneous ESS & OCS at 2 year frequency, a systematic employee listening process across segments is not present which may limit the unit's ability to take corrective and preventive actions on employee issues resulting in lower scores in ESS.

	Sub Crit.	A	D	A&R	R&U	P	S / OFI
St 3 Ans							
St 4 Ans							
St 5 Ans							

Statement 6: Organization brings out annually its Sustainability report and reviews its waste management, carbon footprint etc. initiatives using Reduce, Recycle & Reuse principles across the organization.

Statement 7: While results presented are based on product categories, results are not presented based on customer segments (Plant Hirer, Contractor, Corporate /Institutions) without which the Organization may not be able to focus on issues relevant to each customer segment and improve upon them.

Statement 8: The unit does competitor analysis at some SBU and product segment level, however, a consistent and systematic approach across different SBU's for doing same is not evident

	Sub Crit.	A	D	A&R	R&U	P	S / OFI
St 6 Ans							
St 7 Ans							
St 8 Ans							

Statement 9: The ESS levels have been showing consistent improvement over last two years after showing a dip in the previous two years. The performance parameters have been determined based on the data of all employee segments. The performance on competence its competitive advantage, is best in the industry for two of its four employee segments

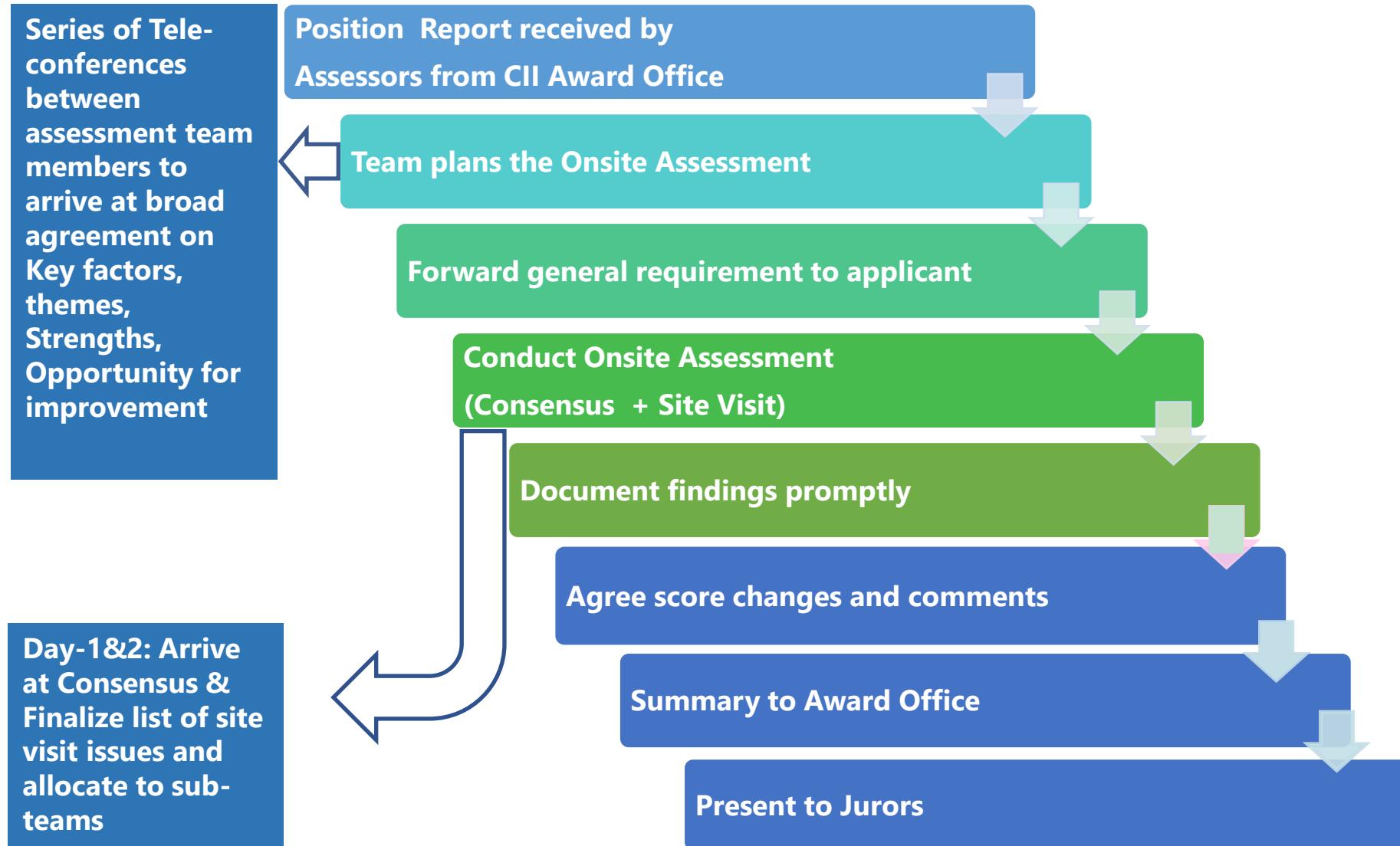
Statement 10: The organization is a 100% Vendor dependent assembly unit with over 3000 vendors and so has designed three different surveys to monitor various aspects of the Supplier relationship from different view points and time frames, after analyzing the result of surveys for last three years and practices of benchmark Organizations

	Sub Crit.	A	D	A&R	R&U	P	S / OFI
St 9 Ans							
St 10 Ans							



Award Assessment Process

The Assessment Process



The Assessment Process

- Key Themes & CII facilitated Context setting call
- Individual Assessment of all the criterion- entire team
- Tele-consensus
- Site visit scheduling & detailing the Assessment schedule
- Pre site visit scoring & Reporting- Submission to Award Admin
- Onsite Consensus & Site visit questionnaire
- Onsite Assessment
- Leadership presentation
- Post site visit consensus, Scoring & Reporting.

Assessment Process- General Approach

- Read the whole application end-to-end; take an overall perspective of the application; Understand the Business, Identify the Key factors, Arrive at the Key themes
- Assess the application, by criterion-part, in terms of
 - Strengths
 - Opportunities for improvement
- Give a Score, using the Scoring Matrices, by considering:
 - Strengths
 - Opportunities for improvement
- List any Site Visit Issues and Key Themes

Key Steps for Assessment

Read Position Report and identify KF's & Derive Key Themes



Understand the Purpose & Business Strategy- Crit 1.1, 1.4, 1.2, 1.3 & 1.5 & 7



Engage S/H Crit 3 & Crit 6 (S/H perceptions& corresponding results under 7



Assess CSV (Crit4) & Results in Crit 7 & 6



Assess 5 & 2 and corresponding results in 7 &6

Schedule for Onsite Assessment

(Indicative)

Indicative Site Visit Schedule (Contextual)						
CII Assessment of M/s.....			Team A	Team B	Team C	
			Flexi	Flexi	Flexi	
Date	Day	Time				
Saturday		---	Arrival of all outstation assessors in Mumbai			
Day 1	Sunday	9.30 to 11.00	Company presentation @ Hotel/ Guest house			
		10.00 onwards	Consensus discussions continue			
		1930 to 2100	Finalize SVIs, Take printouts, Pre scoring			
Day 2	Monday	9.00 to 1130	Disc with Senior Mgmt Team (Opening meeting) Incl Biz plng / Strategy session - Common Process management, IMS, BE - Common			
		11.45 to 12.45	Corp HR & IR	NPD	Mktg (Dom)	
		12.45 to 1.30		R & D / Engg	Export Mktg	
		1.30 to 2.30	LUNCH			
		2.30 to 3.30	Plant HR	IT	Cust Satisfaction survey	
		4.30 to 5.30		KM	Service	
Day 3	Tuesday	9.00 to 10.30	Plant visit (All)			
		10.30 to 11.30	Health, Safety	Global Sourcing	Ops Initiatives	
		11.00 to 12.30	Societal initiatives		Customer Mgmt, KAM etc	
		12.00 to 1.30	CSR Field Visit	Finance		
		1.30 to 2.00	Lunch			
		2.30 to 3.30	Maintenance	Mgmt staff- FGD	Branch managers meet	
		3.30 to 4.30	Union	Young Mgmt staff - FGD	Customer Visit	
		4.30 to 5.30	Contract workmen	Corporate communications		

Schedule for Onsite Assessment

(Indicative) contd..

Day 4	Wednesday	AM	Pune	Jamnagar	Supplier Visit		
		PM					
Day 5	Thursday	9.30 to 10.30	Customer Visits / Concalls Supplier & Partner Visit / Concall / Skyp		Spare Time for any unfinished Depts /clarifications		
		10.30 to 11.30					
		11.30 to 12.15					
		12.15 to 01.15					
		Afternoon	Team internal meeting				
Day 6	Friday	Morning	Team internal meeting				
		4.00 PM	Closing meeting and Presentation				
Day 7	Saturday	---	Departure of Assessors				

- To confirm the validity of the application
To clarify any unclear aspects of the application including, particularly the level of deployment, to take account of what is seen
- To gain a sense of the atmosphere in the organization and test whether applicant could be a role model
- To validate score

Consensus Process:

Key Points

- First two days of the 'Onsite Assessment' is allocated for Consensus process to agree/modify tele consensus findings
- Agree on a common view on Strengths and Opportunities for Improvement, with inputs from all team members

Consensus Process: Key Points

- Then score individually
- The Consensus score is an agreed score that, within an acceptable margin, all members in team can own
- Build Consensus on 'Vital Few' Site Visit Issues
- The 'Consensus process' removes emotional defense of own score

Site Visit Planning

(Indicative)

		CSR Visit																
		Supplier Visit																
	Cust call																	
	FGD-Employees																	
	Admin																	
	Plant Maint																	
	CIO																	
	Head- Sourcing																	
	Head – R &D																	
	CFO																	
	Head- Strategy																	
	CMO																	
	CHRO																	
	cOO																	
	MD & CEO																	
	Site Visit Issue																	
	Application Ref.																	
	ST/OFI																	
SUB-CRIT	1.1																	
	1.2																	
	5.5																	
	6																	
	7																	

Run a macro enabled file / use filters to prioritize site visits as Low, Medium & High to arrive at a list of Site visit issues from all sub criteria. Flag one / multiple questions to different people cutting across functions. (All OFIs must be site visited)
– Ensure completion of all listed as High

Feedback Process



Feedback Report – Content

- Description of assessment process
- An Executive Summary (Overview) of the assessment findings- 2 to 4 pages
- For each sub-criterion:
 - ❖ Strengths
 - ❖ Opportunities for improvement

Feedback Report – Content

- Score band (%) for each criterion 0-10%, 11-20% etc.
- Total score is represented in the bands of 25 points each like 400-424 / 550-574 and so on
- Benchmark score band at the criteria level and overall are also indicated to measure relative performance of the applicant. (based on the CII EXIM Award program)

- Feedback comments must help the applicant in understanding the Strengths and OFIs vital for its business, and review the strategy for improvement
- Comments must be supported by facts (from application + site visit)
- All OFIs (about 100 for 23 direction & Execution sub-criteria and the 2 result criteria) need not be addressed as independent projects as they have inter-linkages of cause and effect. Highlight those key OFIs which will have the larger impact on the organization at that stage of development maturity.

- The applicant needs to understand the linkages amongst the criterion and its key themes while developing its action plan for improvement.
- Comments must be linked to Key factors & Key themes, and not in conflict with others

Score Profile- 2013 Model

% Score Criterion	0-10	11-20	21-30	31-40	41-50	51-60	61-70	71-80	81-90	91-100					
Leadership						*									
Strategy					*			*							
People							*		*						
Partnership & Resources						*									
Processes, Products and Services					*			*							
Customer Results						*			*						
People Results					*				*						
Society Results						*					*				
Business Results						*				*					
Score Range	<300	300-349	350-399	400-449	450-499	500-549	550-599	* 600-649	650- 699	700-749	750-799	800-849	850-899	900-949	950-1000

Score Profile- 2020

% Score Criterion	0-10	11-20	21-30	31-40	41-50	51-60	61-70	71-80	81-90	91-100					
Purpose, Vision & Strategy															
Organisational Culture & Leadership															
Engaging stakeholders															
Creating Sustainable value															
Driving Performance & Transformation															
Stakeholder perceptions															
Strategic & Operational Performance															
Score Range	<300	300-349	350-399	400-449	450-499	500-549	550-599	600-649	650- 699	700-749	750-799	800-849	850-899	900-949	950-1000

Status of Organization

Scores	Description
<300	Several quality initiatives started; Lacking focus on results
300-399	Many activities (Enablers); Doing things right; Loose linkages with Results
400-499	Competitively managed; Quality initiatives have taken roots; Leading to good results
500-599	Doing the right things; Potential for becoming outstanding company
600-699	Amongst outstanding companies; Potential for World Class
>700	Genuine World Class; Excellence approaches leading to excellent results

Levels of Recognition



* A Jury Special commendation will be awarded to Applicants who meet the Role modelling requirements beyond the 600 level

Logon to **ciibizex.in** for more details

- Schedule Adherence
- Business Understanding
- Analytical Skills
- Synthesis Skills
- Comprehension of the Model
- Application of Model
- Flexibility
- Articulation
- Humility
- Diligence
- Dignity
- Fairness
- Empathy

Certification & Re-certification

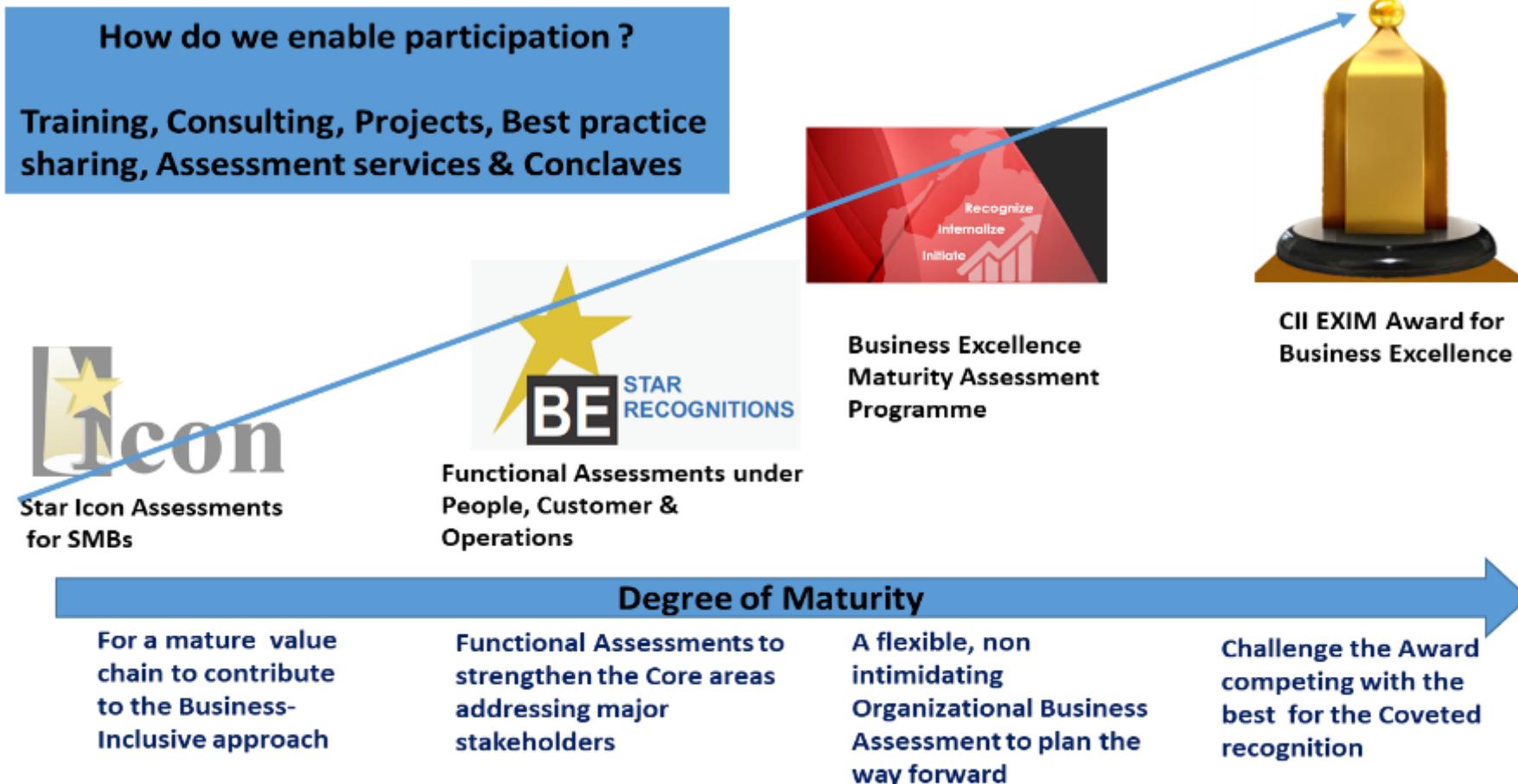
- An Assessor post training will be designated as a Provisional Assessor.
- An Assessor has complete a CII administered assessment to be designated as a formal Assessor.
- A minimum of one assessment has to be completed in a time span of 3 years to continue the status.
- In case of not being able to participate in assessment for various reasons, the Internal assessment details and data may be submitted for validation and continued certification which is based on the discretion of CII based on the process.

- Ratings are based on the feedback of the Applicants, Assessors and Award Admin.
- The parameters include hard and soft skills which are a part of the feedback form.
- Assessor rating which is in vogue currently will be converted into a Star Rating.
- Those of them in the 6 & 7 star levels will be a part of the CII Elite panel Assessors. (*To get into the Elite panel an Assessor should have 2 consecutive ratings of 6 Star or above*).
- Those getting a rating of 3 and below will be eased out of the Assessor data base

The Path to Excellence



Business Excellence Roadmap for Competitiveness



For SMBs (below 100 crores) & for Supply base of Large Organizations



One day Assessments focusing on Business Value
add with recognitions in a CII flagship event

For more details, kindly logon to www.ciibizex.in

2- Day deep dive Functional Assessments for Process and Result maturity



For more details, kindly logon to www.ciibizex.in

BE STAR- CII –IQ OPERATIONAL Excellence framework



A process walk by 2 Assessors who give a feedforward on the above areas for enhanced performance

For more details, kindly logon to www.ciibizex.in

BE STAR- CII –IQ PEOPLE Excellence framework



A process walk by 2 Assessors who give a feedforward on the above areas for enhanced performance

For more details, kindly logon to www.ciibizex.in

BE STAR- CII –IQ CUSTOMER Excellence framework

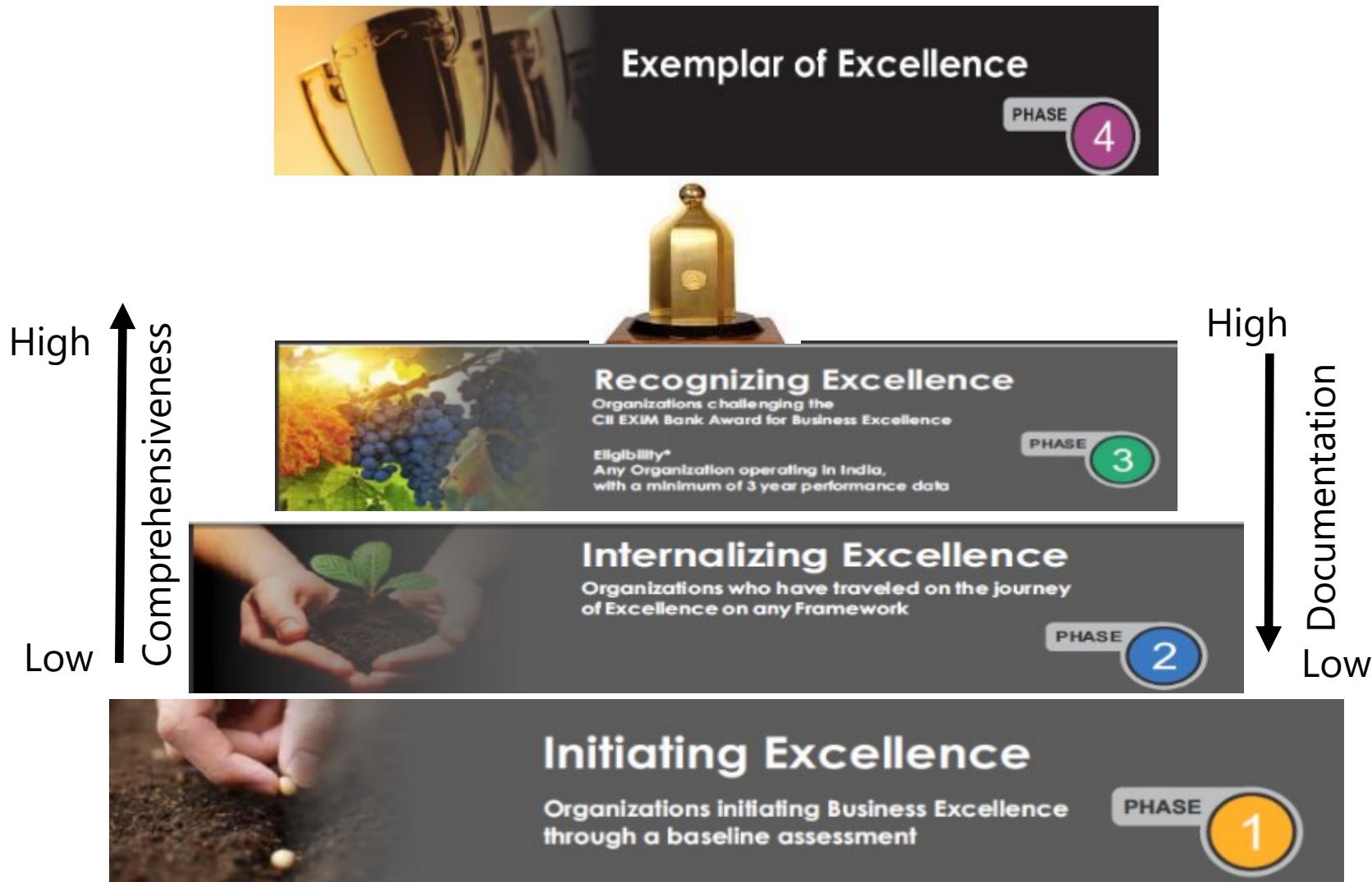


A process walk by 2 Assessors who give a feedforward on the above areas for enhanced performance

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Assessment Categories



Benefits of Business Excellence

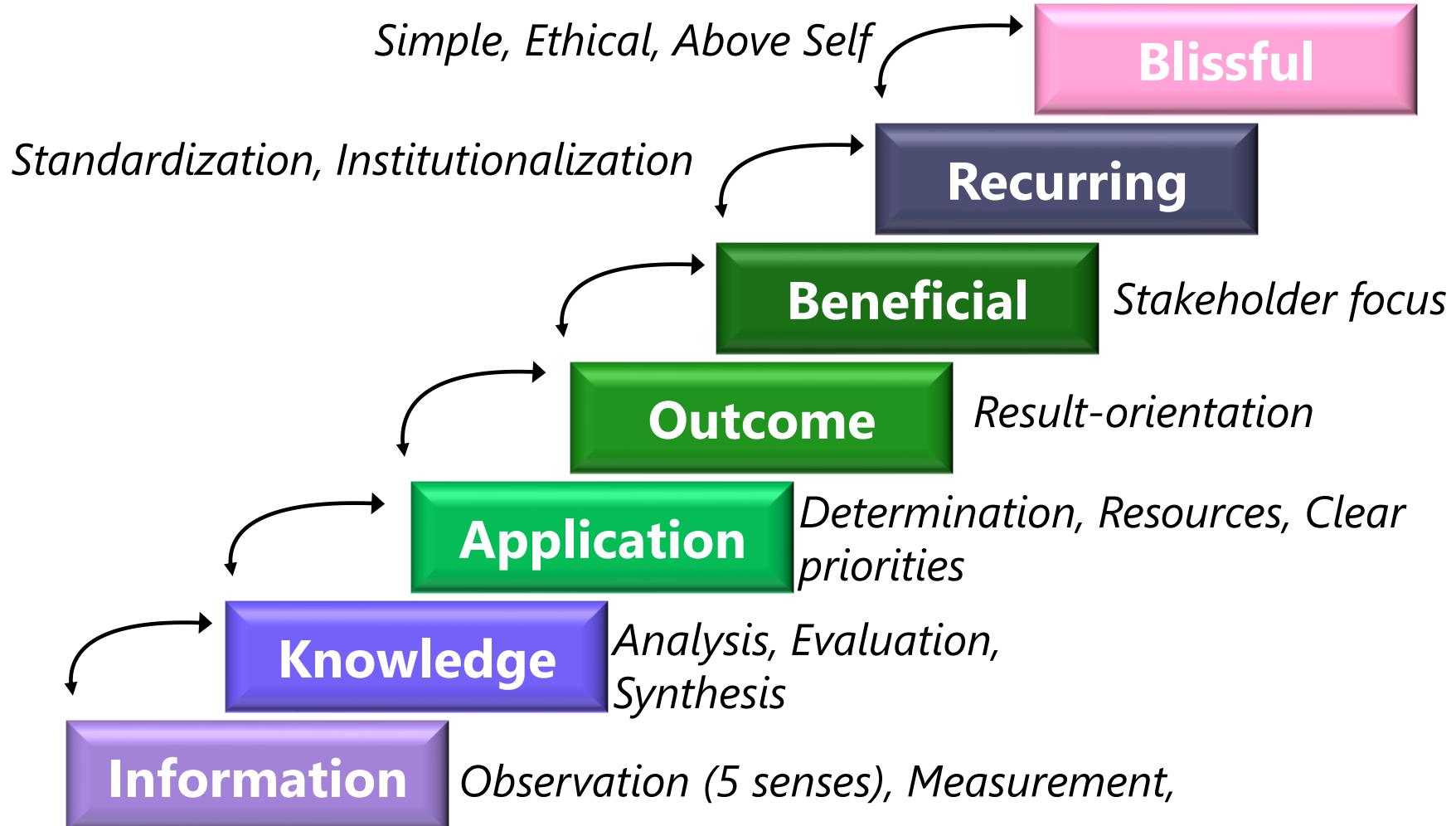
(Improvements obtained by practitioners)



Confederation of Indian Industry

- Enhanced Customer Satisfaction: 30%- 40%- **Customer Focus**
- Business Results: Revenue & Profitability up by 20% - **Strategic focus**
- Cost reduction up to 25% - 40% - **Operations focus**
- Reduction in Defects & Cost of poor quality up to 40 % - **Quality focus**
- New products / Services introduced: Revenue enhancement up to 30 % - **Development focus**
- Supply chain effectiveness up by 40% (Reduced inventory, lead times, batch sizes etc.)- **Supply Chain focus**
- Enhanced Asset utilization (OEE increase up to 85%)- **Asset Management**
- People Satisfaction up by 20% - **People focus**
- Energy savings & Water conservation: up to 40%- **Resource focus**
- Time to market: Cycle time reduction by 40%- **Market focus**
- Community engagement impact: Up to 60%- **Societal focus**

Seven Steps to Excellence





Questions?

Any clarifications on the Webinar and the contents, Please get in touch with us at

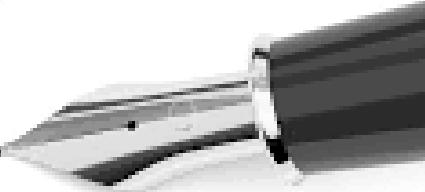
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Thank
you



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