

Golden Peacock Business Excellence Award (GPBEA)



Guidelines-cum-Application Form

“The set of questionnaire towards Self-Appraisal Report has been prepared with due diligence to ensure & improve the effectiveness of whole system and further to accelerate the pace of your organizational improvement system.”

ISSUE – 2026

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WINNING WORKS WONDERS

Winning the Golden Peacock Business Excellence Award (GPBEA) leads to wide ranging benefits, for all types of business or trade, from multinationals to small family-run concerns.

- *The Award logo is recognition of the symbol of excellence in Business Excellence and a sign of a successful competitive organization.*
- *National and local publicity strengthens customer / client base.*
- *It enhances staff morale and motivation and commitment to Business Excellence is reinforced at corporate level.*
- *The Award would give the 'Brand' a competitive edge, in today's rapidly changing market-place.*

GOLDEN PEACOCK BUSINESS EXCELLENCE AWARD

AWARD SCHEME

Golden Peacock Awards Secretariat (GPAS) has great pleasure in inviting applications for the **Golden Peacock Business Excellence Award (GPBEA)**. Golden Peacock Business Excellence Award seeks to characterize validated best management practices, as a basis for accelerating the rate of organizational improvement. Business Excellence Award Scheme has been instituted by the Institute of Directors in 2013 to encourage Business Excellence improvement, in both manufacturing as well as service organizations in India, including:

- * Public and private undertakings;
- * All sectors of industry, service and commerce;
- * Government and Semi-Government departments;
- * Trade and professional associations; and
- * Educational, Healthcare, Hospitality and Research Establishments.

Golden Peacock Business Excellence Award will be presented to organizations in different industrial and business sectors, adjudged to have made the most significant achievement, in the field of Business Excellence.

The Award

Golden Peacock Award, named after India's national bird "**Peacock**", is awarded annually. Each winner receives a trophy together with a certificate. The award winners may use the Golden Peacock Award Logo with year on their printed and promotional materials. Selected organizations may be awarded a Commendation Certificate by the Jury.

Why This Award?

'**Golden Peacock Business Excellence Award**' has been instituted to stimulate and help organizations to rapidly accelerate the pace of stake-holder oriented improvement process. It is a powerful self-assessment process and a way to build an organizations' brand equity on '**Business Excellence**'. The preparation for the award helps to inspire and align the entire work force and management functions to this end. The knowledge gained by the organization in describing and self-assessing its operations, would lead to improved organizational performance in this field.

Who can Apply?

Any organization of India or any other Country/Nationality (interested in benchmarking their processes in their respective business sectors), engaged in trade, business, production or rendering services, irrespective of any size/volume or a Government entity/department, can apply for this Award.

a) Eligible Organizations

1. Public Sector Units (PSUs).
2. Private Sector Organizations.
3. Government/Municipal Organizations, Government Undertakings & Public Utility Services.

b) Unit Eligibility Criteria

Manufacturing/Service Organizations or Divisions of Organizations (Self-Accounting Profit/Cost Centres), in the Private and Public Sectors, and Government Organizations may apply for the '**Golden Peacock Business Excellence Award**'. The operations of the applicant organization must be carried out independently, meaning that responsibilities, authorities, results etc., are clearly defined, and suitably covered in the organization's Annual Report. The details of operations of the applicant must reasonably correspond to the Award criteria, which are verifiable at the time of evaluation.

Industrial Sectors

'Golden Peacock Business Excellence Award' will be considered in separate industrial sectors, at the discretion of the Jury. You may mention your specific industrial sector, in the appropriate application column in Annexure-1 – Application Form.

Rules & Regulations

- **Decision of the Award Jury is final and no correspondence or appeal will be accepted on the Jury's decision.**
- Award Secretariat reserves the right to declare more than one organization as the winner, and could also withhold award(s), if the required standard is not met.
- Award for each sub-sector may be given, even if there is only one application in any of the categories, provided it meets the qualification criteria (as decided by the Jury).
- Finalist Award applicants may be invited to make a brief presentation to the Jury and/or one of the assessors may be nominated to confirm or verify the facts at site. Such travel and stay expenses, if any, will be borne by the applicant.
- Award Secretariat accepts no liability for any loss resulting from the disclosure of information concerning an applicant to Assessors or Jury members, though all reasonable precautions will be taken to maintain secrecy.
- Award Secretariat cannot undertake to return documents or supplementary material submitted with an application.
- Award Secretariat reserves the right to alter the Award Scheme, at any time, without notice.

Non-Disclosure & Confidentiality

Names of applicants, commentary and scoring information developed for review of applications are regarded as proprietary, and are kept confidential. Such information is available only to individuals directly involved in the assessment and administrative processes.

Golden Peacock Awards Secretariat will take all reasonable precautions to ensure that applications and the information provided therein are treated in strict confidence. However, in no way Golden Peacock Awards Secretariat can be held responsible for any loss of confidentiality to a third party, nor held liable for any damage (to goods or persons) or financial loss incurred through the breach of confidentiality or otherwise by the applicants or any third party.

Golden Peacock Awards Secretariat reserves the right, subsequent to the Award Presentation, to publish salient details of the Innovative methods/processes/Improvement initiatives/Schemes of the Award Winners, for the purpose of sharing of knowledge to raise the general industry standards.

Application Fees

A. Application Fee for Indian Organization: Rs. 69,500/- plus 18% GST as applicable

B. Application Fee for Overseas Organization: USD 1200 plus 18% GST as applicable

The Application Fee should accompany the Application. The Application Fee is required to be paid on or before the due date of submission of application.

APPLICATION WILL NOT BE CONSIDERED WITHOUT THE APPLICATION FEE.

The Application Fee can be paid through the following payment modes:

i) Demand Draft/Cheque in favour of 'Institute of Directors', payable at New Delhi.

OR

ii) through Bank Transfer as per the following details:

Bank Name:	Union Bank of India	MICR Code:	110026324
	M-3, Greater Kailash Part-II,	IFSC CODE:	UBIN0902861
	New Delhi-110048, India	PAN No.:	AAABI0002J
	Tel. No. 011-29210959	SWIFT CODE:	UBININBBNGK
Account Name:	Institute of Directors	GSTIN:	07AAABI0002J1Z9
Account No.:	510101006113450		
A/C Type:	Current A/C		

OR

iii) through Credit Card by logging on to <https://goldenpeacockaward.com/>

Note:

1. Overseas Applicants may also make the payment towards the Application Fee in convertible Indian National Rupees (INR), as applicable on the day of payment.
2. In order to initiate the payment process before the submission of application, Original Tax Invoice/Proforma Invoice will be generated Only upon Request from an applicant organization.
3. TDS on the Application Fee may be deducted as per Income Tax Act 1961.
4. Applicable GST (18% GST, as on date) is not applicable for Foreign Applicants, if the Payment is being made into the IOD Bank Account. This is subject to payment being made in Foreign Currency only.
5. Applicable GST (18% GST, as on date) shall apply on all other payment modes.
6. In case of a Vendor Registration requirement by an applicant organization, the relevant documents may be sent to the GPA Secretariat for appropriate action.

Procedure for Sending Application

1. The completed Application (Annexures 1, 2 & 3) along with all the Supporting Materials, MUST be shared in SOFT COPY format through EMAIL to INFO@GOLDENPEACOCKAWARD.COM Only, covering the following:
 - a. Table of Contents
 - b. Annexure 1 – Application Form
 - c. Annexure 2 – Business Overview – To provide a summary of the applicant's business.
 - d. Annexure 3 – Self-Appraisal Report
 - e. Supporting Materials (Share the List of the Supporting Materials attached with the application)
2. If the file size of the application is heavy and cannot be sent through Email, then the applicant organisation may send the Soft Copy of the application along with all the Supporting Materials through www.wetransfer.com / Google Drive / One Drive or any other platform, as convenient to the applicant organization, to INFO@GOLDENPEACOCKAWARD.COM Only.

3. Please **DO NOT** mark any other email id of IOD and GPA Secretariat due to Security and Confidentiality reasons. GPA Secretariat will not be responsible for any data leakage if the application is being sent to any other email id apart from INFO@GOLDENPEACOCKAWARD.COM
4. Kindly ensure that the GPA Secretariat must be able to **Download** the application from the shared platform.
5. This application will be based on **GPBEA** Guidelines and criteria. The criteria consist of a set of questions which when answered, sequentially, duly supported by the objective evidence, would help in assessing the extent of excellence achieved by the applicant.
6. Answers to every question must be provided at the designated place. Any reference to the Supporting Material must be pointed out with specific reference to the respective Supporting Material with specific Page Number, etc.
7. Answer to a question cannot be just a Reference to any Supporting Material. Just mentioning that “Refer to Supporting Material for the answer” is not sufficient and relevant.
8. **Support material:** Support material may be derived from self-assessment of the organization’s activities. This information must be closely aligned with the Award assessment criteria. The criteria are carefully and deliberately phrased in non-prescriptive terms, to allow you the freedom to present self-assessment information, which is relevant to your specific situation.
9. Support Material is a document that adds value to the response, for help in assessment. Cross-referencing of the support material is necessary. Please ensure that the support material is properly numbered as Enclosure I, II/Supporting Document I, II/Attachment I, II/Appendix I, II, etc., and specify that reference number in your response.
10. Supporting Materials are REQUIRED to be submitted Separately.
11. Please Do Not provide Web Links/Hyperlinks as Supporting Material.
12. Please Do Not provide any Image Links as Supporting Material.
13. All Supporting Materials have to be submitted in the form of a Downloaded Copy.
14. **Annexure-1 MUST be duly SIGNED on each page of Annexure 1 only. Application will not be considered without the signature of the Highest-Ranking Official/Authorized Signatory.**
15. Logo of the organization - Attach a High-resolution soft copy separately.
16. Hard Copy Submission is NOT required.
17. The Application Fee should accompany the Application. The Application Fee is required to be paid on or before the due date of submission of application. **APPLICATION WILL NOT BE CONSIDERED WITHOUT THE APPLICATION FEE.**
18. Please DO NOT attach the foregoing Award Scheme details with your completed application (Annexure 1, 2 & 3).
19. There is no WORD/PAGE LIMIT for compiling the Application, but providing precise information will be more effective.
20. Precise information in response must be provided in the application. Detailed information can be given as supporting materials with proper cross-referencing.

APPLICATION FORM – GPBEA**Instructions:**

- 1. Annexure-1 MUST be duly SIGNED on each page of Annexure 1 only. APPLICATION WILL NOT BE CONSIDERED WITHOUT THE SIGNATURE OF THE HIGHEST-RANKING OFFICIAL/AUTHORIZED SIGNATORY.**
- 2. In case, the Highest-Ranking Official is not present to sign the document, any other Authorized Signatory may also sign on his/her behalf.**
- 3. Please mention the Payment Details under Point No. 9 of Annexure-1. APPLICATION WILL NOT BE CONSIDERED WITHOUT THE APPLICATION FEE.**

1. Full name of Applicant Organization: _____
Address: _____
Website: _____

2. Name of Contact Person (Mr./Ms.): _____ Designation: _____
Telephone (Office): _____ (Mobile): _____
E-mail: _____
Contact Address (if different from above): _____

3. Name of the Highest-Ranking Official of the Organization (Mr./Ms.): _____
Designation: _____
Telephone (Office): _____ (Mobile): _____
E-mail: _____
Contact Address (if different from above): _____

4. Location of Principal Sites: _____

5. Name of the Parent Organization, if any: _____
Address: _____
Telephone (Office): _____ E-mail: _____

6. Industrial Sector the applicant organization falls under: _____

7. Logo of the organization (**Please attach a High-Resolution Logo in JPEG Format separately**): _____

8. Is the applicant organization listed in any stock exchange?

Yes

☐

No

☐

If yes, please give the Name(s) of Stock Exchange(s): _____

Signature of Highest-Ranking Official/Authorized Signatory

Name: (Mr./Ms.)

Designation:

Email:

9. PLEASE MENTION THE PAYMENT DETAILS [(paid by either of the following) APPLICATION WILL NOT BE CONSIDERED WITHOUT THE APPLICATION FEE]:

(A) **Cheque at Par or Demand Draft** payable to **Institute of Directors, New Delhi**

Bank: _____ Cheque/Draft No. _____ Dated: _____

(B) **Through Bank Transfer (UTR Number):** _____

(C) **Credit Card:** Please log on to <https://goldenpeacockaward.com/> for online payment.

(D) **GSTIN Number of your company (Also specify, if unregistered):** _____

10. Declaration

I do hereby declare that

- (a) We shall fully abide by the rules and regulations of the **Golden Peacock Business Excellence Award** Scheme, and understand and accept that the decision of the Award Jury is final in all respects, and that no correspondence or appeal will be accepted on Jury's decision.
- (b) The organization has faced no Penal action during the last 2 years, nor any case is pending against it for any corporate or other statutory compliance failure.
- (c) The organization is eligible to take part in this competition, and all information and accompanying documents, are correct.

Date

Signature of Highest-Ranking Official/Authorized Signatory

Name: (Mr./Ms.)

Designation:

Email:

(In case, the Highest-Ranking Official is not present to sign the document, any other Authorized Signatory may also sign on his/her behalf.)

BUSINESS OVERVIEW

(All Business Overview questions in Annexure-2 are to be answered sequentially and point-wise.)

Instructions:

1. Supporting Materials are **REQUIRED** to be submitted Separately.
 2. Please Do Not provide Web Links/Hyperlinks as Supporting Material.
 3. Please Do Not provide any Image Links as Supporting Material.
 4. All Supporting Materials have to be submitted in the form of a Downloaded Copy.
-

Organizational Description

- Full Name of Applicant Organization
- Location
- Brief Description of the Applicant Organization (in about 50 words)
- Ownership
- Year of Establishment (of the applicant unit and not of parent company)
- Organization's main products/services
- Annual Turnover – covering last 2 financial years
- Total Number of employees **(of the applicant unit and not of parent company)**
- Industrial Sector of the applicant organization
- Name of Parent Organization (if applicable) *
- Is the organization listed in any stock exchange? If yes, please give the Name(s) of Stock Exchange(s).
- Stock Exchange:
 - Minimum & Maximum values, during last two financial years (year-wise).
 - Dividends during the last two financial years (year-wise).
- VISION, MISSION and VALUES of the organization.

** If the applicant is an independent self-accounting subsidiary or a unit of a larger company, a brief description should be given of the organizational relationship to the 'parent' organization. Briefly describe how the applicant's products and services relate to those of the parent and/or other units of the parent organization.*

GOLDEN PEACOCK BUSINESS EXCELLENCE AWARD SELF-APPRAISAL REPORT

(All Self-Appraisal Report questions in Annexure-3 are to be answered sequentially and point-wise, even if some repetition is involved.)

Information to facilitate the compiling of the application:

- i. The **performance data** should cover the **previous two (2) completed financial years**. Applicants are also required to enclose the relevant information / data / supporting documents, for assessment, wherever necessary.
- ii. The term '**stakeholder**' should be understood to include not only customers / clients and shareholders, but also suppliers, employees, community and the government, wherever appropriate.
- iii. This is a **common questionnaire** for **all the business sectors**. If any particular question is not applicable / relevant to your industry / organization, please answer it as "**Not Applicable**" (**NA**) and provide justification for why it is "Not Applicable" (NA). Just writing NA is an incomplete response.

NOTE:

1. **Supporting Materials are REQUIRED to be submitted Separately.**
2. **Please Do Not provide Web Links/Hyperlinks as Supporting Material.**
3. **Please Do Not provide any Image Links as Supporting Material.**
4. **All Supporting Materials have to be submitted in the form of a Downloaded Copy.**

SECTION A - VISIONARY LEADERSHIP

A.1 Role of Corporate Board (If there is no Board, role of Top Leadership with their details)

- A.1.1 How is the Board accountable for effectiveness of Management Systems and processes?
- A.1.2 How does the Board promote process approach and risk-based thinking in the organization?
- A.1.3 How does the Board accomplish organization's objectives, improve performance and attain its vision?
- A.1.4 How does the Board set direction for the organization and ensure strategy and system policies are compatible with its long-term sustainability?

A.2 Effectiveness of Senior Executive Leadership

- A.2.1 How do Leaders and Senior Executives promote continual improvement and innovation in the organization?
- A.2.2 How do Senior Executives ensure that 'sustainability needs' and 'risk mitigation' measures, are integrated with organization's business processes?
- A.2.3 How do Senior Executives act as role models and develop future leaders? Give examples.
- A.2.4 How do Leaders ensure that the organization is flexible and manages change effectively? Give examples.

SECTION B - STRATEGIC PLANNING

B.1 Strategy for Mission and Vision

- B.1.1 How does the organization implement its vision and mission, *via* a clear stakeholder focused strategy, supported by relevant policies, plans, objectives, targets and processes?

B.2 Strategic Planning Process

- B.2.1 How has the organization integrated ESG with its strategic planning process? Provide details.
- B.2.2 How does the organization involve stakeholders in its strategic planning process in order to keep it dynamic? Give details.
- B.2.3 (a) How does the organization monitor progress of its competitive strategic journey for sustainability?
(b) How does the organization establish milestones and review progress?
(c) How does the organization keep track of changes in the external environment and respond to those changes?
- B.2.4 Is the organization employing Artificial Intelligence in its business processes?
- B.2.5 How organization is embracing Industrial Internet of Things (IIoT) OR Digital Transformation of business in the New Normal?

B.3 Creativity and Innovation

- B.3.1 How does the organization encourage and reward people for innovative ideas? Provide details of a few innovative ideas.
- B.3.2 How does the organization link innovation with growth? Give examples.

SECTION C - CORPORATE GOVERNANCE

C.1 Board Composition and Leadership

- C.1.1 Does the present Board structure fully meet the requirements of the Companies Act, 2013, and the SEBI (Listing Obligations and Disclosure Requirements) Regulation, 2015? Explain with the present composition.
- C.1.2 How does the Board guide and sustain the organization, by communicating with the executive management and encouraging high performance?

C.2 Corporate Governance

- C.2.1 Provide an overview of the organization's Corporate Governance Structure.
- C.2.2 Describe the organization's Governance System. How does the organization address its responsibilities to the public, ensure ethical behavior, and practice good corporate citizenship?

C.3 Supply Chain Management

- C.3.1 How are outsourced processes controlled for sustainable mutual benefits? Give examples.
- C.3.2 What are the criteria used to select and qualify suppliers?
- C.3.3 Give details of resilience in supply chain, with focus on achievement of key business objectives and goals.
- C.3.4 How is organization focusing on Supply Chain Digital Transformation? Provide details.

C.4 Effectiveness of Internal Audit

- C.4.1 How does the Board plan, organize and follow up improvement of Corporate Governance system through strict quarterly internal audits, with the team led by a suitable Independent Director?
- C.4.2 Please provide evidence to justify that the 'Internal Audit Reports' are seriously followed up. Give examples.

C.5 Risk Management

- C.5.1 Has the organization adopted the 'Enterprise Risk Management' (ERM) System? Give details.
- C.5.2 Provide details of 'Sustainability Risk Assessment Matrix/Mechanism' applied by the organization to assess the sustainability-based risks emerging from energy, environment, health, safety, information and cyber security, social and the other governance aspects, which could threaten the existence of the organization.
- C.5.3 Provide details of the significant direct and indirect risks identified, emerging out of the operations of the organization, and the measures taken by it to mitigate the adverse risks, based on the organization's described risk appetite.
- C.5.4 How has the organization incorporated 'ISO 31000 Risk Management Principles' in its strategy?
- C.5.5 How are cyber security risks being managed by the organization?

C.6 Legal and Statutory Compliance

- C.6.1 Provide an assessment of compliance with legal requirements (Companies Act, 2013), applicable to various processes & operations of the organization.
- C.6.2 Has the organization been involved in any litigation, involving breach of corporate law, during the last two financial years? Provide details, if any.
- C.6.3 Is section 135 of Companies Act 2013, relating to 2% mandatory CSR spending requirement, applicable to the organization? If yes, how has it been complied with regard to budgeted amounts and actual amounts spent year-wise during the last two financial years? If not, what action has been taken.
- C.6.4 How do leaders ensure compliance to legal, regulatory and ethical requirements for protection and preservation of environment?
- C.6.5 Provide details of number of non-compliances reported by regulatory authorities and total penalty imposed paid on account of such non-compliances.

C.7 Business Excellence through Corporate Governance

- C.7.1 How is Business Excellence measured in terms of good governance? Provide details.

SECTION D - PROCESSES, PRODUCTS AND SERVICES

D.1 Process Design and Management

- D.1.1 How does the organization design, manage and improve its processes in order to support its policy and strategy and generate continually increasing value and satisfaction for its customers and other stakeholders?
- D.1.2 How does the organization resolve interface issues, inside the organization and with external partners, for effective management of end to end structured and strategically aligned processes?
- D.1.3 How does the organization manage benchmarking of 'best in class' processes and results?

D.2 Development of Products/Services

- D.2.1 How are key customer requirements captured and translated into design inputs?
- D.2.2 How does the organization establish value superiority, through price- performance analysis?
- D.2.3 What practices do you follow for management of Product Safety related to products and manufacturing processes?

D.3 Development of Processes

- D.3.1 How are process effectiveness, efficiency and process capability measured?
- D.3.2 What practice does the organization follow for controlling the operation of critical processes?
- D.3.3 What practices does the organization follow to focus on implementation of actions to prevent human errors?

D.3.4 What practices does the organization follow for Temporary Change Control in case of deviation from primary process control?

D.4 Delivery of Products/Services, Feedback and Improvement

D.4.1 How does the organization capture delivery performance? What systems does it have to ensure timely and defect-free delivery of products/services?

D.5 Comparative Information and Data

D.5.1 How does the organization determine needs of comparative information and select appropriate sources and benchmark companies?

D.5.2 How does the organization collect reliable information and integrate it with its information system?

D.5.3 (a) How does the organization ensure accuracy, integrity and security of its organizational data, information and knowledge? Provide details.

(b) How does the organization use its information base to establish competitive strategy and stretch goals, to achieve performance break-through?

SECTION E - HUMAN RESOURCE MANAGEMENT

E.1 HR Policies and Strategies

E.1.1 How does the organization manage, develop and realize the full potential of its people at individual and organization-wide levels, to support its policy and strategy, and effective operation of its processes?

E.2 Skills & Competency Enhancement

E.2.1 How does the organization engage and empower employees to respond to situations affecting customers, with flexible work practices?

E.2.2 Are training and development videos and e-/web-based learning methodologies being widely used in the organization? Provide examples.

SECTION F - CUSTOMER FOCUS

F.1 How does the organization ensure that its employees coming in contact with the customers are specifically trained to be responsive and courteous?

F.2 Innovate and Create Value for Customers

F.2.1 How does the organization define segmentation of market and customer groups?

F.3 Customer Relationship

F.3.1 How does the organization periodically review customer perception through various surveys, feedback, market share analysis, and use customer complaints as opportunities to enhance customer relationship?

F.3.2 (a) Number of total customer complaints/feedback received during the last two financial years.

(b) Total outstanding at the end of each year for the last two financial years.

(c) What is the average customer complaint resolution time?

(d) Has there been repeat complaints during the last two financial years? Give details.

SECTION G - SUSTAINABILITY

G.1 Overall

G.1.1 Describe the systems and processes by which the organization measures and deploys the leading indicators of its sustainability with regard to environmental, social and governance (ESG) viability?

G.1.2 How does the organization create and deliver value for all stakeholders?

G.1.3 Does the organization have a 'Sustainability Policy'? If yes, attach a copy. If no, please explain the reason.

G.1.4 Does the organization publish an Annual Report on 'Sustainability', as per GRI-4 guidelines? If yes, attach a copy. If no, please explain the reason.

G.2 Environmental Dimensions of Sustainability Concerns

- G.2.1 How does the organization ensure compliance to environment related legal, regulatory and ethical requirements?
- G.2.2 **Energy:** What were the results of energy saving measures taken during the last two financial years?
- G.2.3 **Emissions, Effluents, and Waste:**
(a) Initiatives taken to reduce greenhouse gas emissions and reductions achieved.
- G.2.4 **Compliance:** Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations during the last two financial years, if any.

G.3 Human Rights and Social Responsibility

- G.3.1 Please provide details of CSR projects and amount spent by the organization on these community/environmental projects for the society, during the last two financial years.

SECTION H - BUSINESS RESULTS

H.1 Performance Review

- H.1.1 How, and how often, does the organization review its overall integrated performance in relation to its plans?
- H.1.2 How does the organization plan and measure the performance in its 'Key Result Areas' (KRAs), consistent with the strategy and policy of the organization as well as needs and expectations of customers?

H.2 Financial Results

- H.2.1 How does the organization measure result related to capital resource utilization and employee productivity?
- H.2.2 What has been the organization's revenue and profit before tax (PBT) and growth trend, for the last two financial years?
- H.2.3 How has the organization's market share grown over the same last two financial years?

H.3 Annual Report

- H.3.1 Enclose a copy of the organization's latest 'Annual Report'.

SECTION I – GENERAL

- I. 1 Describe in 1000 words the outstanding and unique contributions/attributes that in your opinion give an edge to your organization over your competitors.
- I. 2 Describe the impact of Business Excellence initiatives on the performance of the organization.

NOTE:

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- 2. Please Do Not provide Web Links/Hyperlinks as Supporting Material.**
- 3. Please Do Not provide any Image Links as Supporting Material.**
- 4. All Supporting Materials have to be submitted in the form of a Downloaded Copy.**

******END******