IMC RAMKRISHNA BAJAJ NATIONAL QUALITY AWARD

MANUFACTURING

Criteria for
Performance Excellence

Ramkrishna Bajaj
(1923-1994)

The younger son of Jamnalal and Jankidevi Bajaj, Ramkrishna was essentially a product of the freedom movement. Brought up under the personal guidance of Mahatma Gandhi and Acharya Vinobha Bhave since his childhood, he participated in the freedom struggle and spent more than three years in jail.

He became the Head of the Bajaj Group after the passing away of his elder brother, Kamalnayan Bajaj. He was more of a business leader than a businessman. For him, being a part of the nation-building process was as important as running his business. Concerned about morality in public life, he concentrated on making businessmen aware of the need to fulfil their larger social responsibilities. He was also known for his deep involvement in social work and philanthropy.

Apart from his socio-economic activities at the national and international levels, he established various foundations and institutions for promoting social welfare and Gandhian constructive activities. He was particularly concerned with ethics in business, business self-regulation, and consumer welfare. He was the President of FICCI, Indian National Committee of the International Chamber of Commerce and IMC. He was the Chairman and Founder of various industry and trade organizations such as the Council for Fair Business Practices and the National Center for Quality Management

LETTER FROM THE CHAIRMAN: IMC Ramkrishna Bajaj National Quality Award Trust

Welcome to the IMC Ramkrishna Bajaj National Quality Award (IMC RBNQA) Manufacturing Excellence Framework.

For over three decades, IMC RBNQA has helped organizations strengthen leadership, improve performance and foster a culture of excellence. Through this framework, organizations across industries have enhanced quality, built stronger processes and achieved sustainable business success.

The IMC RBNQA Manufacturing Excellence Framework is more than an award model. It is a practical management framework that enables organizations to assess their performance, benchmark against leading practices and build capabilities for long-term success.

Built on eight guiding principles, the framework promotes strong leadership, strategic thinking, customer focus, people development, operational excellence, innovation, data-driven decision- making and sustainability.

In today's rapidly evolving business environment, manufacturing organizations must remain agile and future-ready. By using this framework, they can strengthen quality, build customer trust, engage their workforce, encourage innovation and improve overall business performance while creating lasting value for all stakeholders.

I encourage you to use this framework not merely as an assessment model, but as a roadmap for learning, improvement and transformation. Organizations that embrace excellence as a way of working are better positioned to achieve sustainable growth, strengthen stakeholder confidence and build a lasting competitive advantage.

True excellence is not defined by the recognition received, but by the positive impact created for customers, employees, stakeholders and society. I hope this framework inspires your organization to pursue that excellence with purpose and commitment.

Best wishes,

Niraj Bajaj
Chairman, IMC RBNQA Trust

LETTER FROM THE DIRECTOR: BUSINESS EXCELLENCE IMC RBNQA Trust

Dear Applicant,

Thank you for your interest in the IMC Ramkrishna Bajaj National Quality Award (IMC RBNQA) Manufacturing Excellence Framework.

Over the years, I have had the privilege of interacting with organizations across industries and maturity levels. One common lesson stands out—organizations achieve lasting success when excellence becomes part of their everyday way of working and not just a periodic initiative.

The IMC RBNQA Manufacturing Excellence Framework has been designed as a practical guide to help organizations assess where they are today, identify opportunities for improvement and accelerate their journey towards higher levels of performance.

The framework encourages organizations to look at their business holistically—leadership, strategy, customers, workforce, performance measurement, operations and results. More importantly, it helps organizations understand the link between what they do and the results they achieve.

As you work through the framework, I encourage you to use it not merely as an award application document, but as a management tool for learning, improvement and transformation. The greatest value of the process lies in the insights gained, the discussions it generates and the improvement opportunities it uncovers.

There is no perfect organization. Every organization has strengths to build upon and opportunities to improve. The objective of this framework is to help organizations recognize both and create a roadmap for sustainable growth and business excellence.

Whether you are beginning your excellence journey or striving to reach the next level of performance, I hope this framework will serve as a valuable guide and catalyst for continuous improvement.

I wish you and your team success in your pursuit of excellence.

Best wishes,

Shailesh Ghodekar
Director - Business Excellence, IMC RBNQA Trust

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SECTION 1

Introduction

1.1 About IMC RBNQA

The IMC Ramkrishna Bajaj National Quality Award (IMC RBNQA) is one of India's most respected frameworks for organizational excellence.

For more than three decades, the IMC RBNQA has helped organizations across sectors improve performance, strengthen competitiveness and achieve sustainable success through a structured approach to business excellence.

Established by the IMC RBNQA Trust, the framework provides organizations with a systematic approach to assess their performance, identify strengths, uncover opportunities for improvement and accelerate their excellence journey.

Over the years, organizations from manufacturing, services, healthcare, education, public sector, overseas, small business and non-profit sectors have used the framework to strengthen leadership, improve customer focus, enhance workforce engagement, drive operational excellence and achieve superior results.

The IMC RBNQA framework is not merely an award model. It is a comprehensive management framework that helps organizations build excellence into the way they lead, plan, operate, learn and continuously improve.

1.2 Purpose of the Excellence Framework

The purpose of the IMC RBNQA Excellence Framework is to help organizations improve their overall performance and achieve long-term success.

The framework provides a structured approach to evaluate how an organization is led, how strategy is developed and executed, how customers are engaged, how people are developed, how operations are managed and how results are achieved.

It encourages organizations to adopt best practices, strengthen their capabilities, improve organizational effectiveness and create value for all stakeholders.

1.3 Benefits of Using the Framework

Organizations that use the IMC RBNQA Excellence Framework can benefit in many ways.

The framework helps organizations:

- Improve leadership effectiveness and organizational culture
- Strengthen strategic planning and execution
- Enhance customer satisfaction and loyalty
- Build an engaged, capable and high-performing workforce

- Improve operational efficiency, quality and productivity
- Drive innovation, learning and continuous improvement
- Strengthen governance, risk management and sustainability practices
- Improve business performance and competitiveness
- Benchmark against recognized excellence practices
- Create long-term value for customers, employees, society and other stakeholders

The framework provides a common language for excellence and helps align the entire organization towards shared goals and priorities.

1.4 Who Can Use the Framework

The IMC RBNQA Manufacturing Excellence Framework is designed for manufacturing organizations across all industry sectors.

It can be used by organizations involved in:

- Consumer Products
- Food and Beverage
- Chemicals and Petrochemicals
- Automotive and Auto Components
- Engineering and Industrial Products
- Electrical and Electronics
- Metals and Mining
- Textiles and Apparel
- Packaging
- Building Materials
- Process and Discrete Manufacturing
- Any other manufacturing sector

The framework is flexible and can be adapted to suit different organizational contexts, business models and levels of maturity.

Whether an organization is beginning its excellence journey or seeking to achieve world-class performance, the framework provides valuable guidance and direction.

1.5 Excellence as a Journey

Excellence is not a destination. It is a continuous journey of learning, improvement and innovation.

High-performing organizations understand that customer expectations, technology, markets and stakeholder needs continue to evolve. To remain successful, organizations must continuously adapt, improve and innovate.

The IMC RBNQA Excellence Framework encourages organizations to view excellence as an ongoing process rather than a one-time achievement.

Organizations that embrace this mindset build stronger leadership, develop more capable people, improve their processes, create greater value for customers and achieve sustainable results over the long term.

The true value of the framework lies not only in recognition, but in the organizational learning, capability building and continuous improvement that occur throughout the journey.

The pursuit of excellence is ultimately the pursuit of sustainable success.

SECTION 2

Guiding Principles of Excellence

The IMC RBNQA Excellence Framework is built on eight set of guiding principles that help organizations achieve sustainable success, create value for stakeholders, and continuously improve performance.

These principles provide the foundation for leadership, strategy, customer focus, performance measurement, workforce engagement, operational excellence, innovation, and business results. High-performing organizations integrate these principles into their culture, decision-making, and day-to-day operations.

1. Visionary Leadership

Successful organizations are guided by leaders who provide clear direction, inspire people, uphold ethical values, and create a culture of excellence. Leaders establish the organization's purpose, vision, and values while fostering accountability, innovation, learning, and long-term sustainability. They lead by example and build trust with employees, customers, partners, and society.

2. Customer and Stakeholder Focus

Organizations achieve lasting success when they understand and respond to the needs and expectations of customers and stakeholders. They actively listen to feedback, anticipate future requirements, and continuously improve products, services, and experiences. By creating value for customers, employees, partners, investors, regulators, and society, organizations build trust, loyalty, and sustainable growth.

3. Workforce Engagement and Development

People are the driving force behind organizational success. High-performing organizations create an inclusive, safe, and supportive environment where employees (including contract employees) feel valued, empowered, and motivated to contribute their best. They invest in learning, development, well-being, recognition, and career growth while encouraging collaboration, diversity, and teamwork.

4. Learning, Innovation and Agility

Organizations must continuously learn, innovate, and adapt to changing business environments. Learning from experience, sharing knowledge, encouraging new ideas, and responding quickly to emerging opportunities and challenges enable organizations to remain competitive and future-ready. Innovation should be encouraged at all levels and across all functions of the organization.

5. Operational Excellence

Operational excellence is achieved through well-designed processes, efficient execution, continuous improvement, and effective management of resources. Organizations focus on quality, productivity, reliability, safety, and customer value while minimizing waste and improving performance. Strong operational systems create a foundation for sustainable growth and competitiveness.

6. Data-Driven Decision Making

Effective decisions are based on facts, data, analysis, and organizational knowledge. High-performing organizations measure what matters, monitor performance, identify trends, benchmark against others, and use insights to improve results. Reliable information enables better planning, faster decision-making, and improved organizational performance.

7. Ethics, Sustainability and Social Responsibility

Organizations have a responsibility to operate with integrity, transparency, and accountability. They comply with legal and regulatory requirements, protect the environment, support communities, and contribute positively to society. Sustainability considerations are integrated into business decisions to ensure long-term value creation for current and future generations.

8. Delivering Value and Results

The ultimate objective of organizational excellence is to create sustainable value and achieve superior results. High-performing organizations consistently deliver strong customer, workforce, operational, financial, innovation, and societal results. They balance the needs of all stakeholders while ensuring long-term success and organizational sustainability.

These guiding principles form the foundation of the IMC RBNQA Excellence Framework and are embedded throughout the assessment categories. Together, they provide a practical roadmap for achieving performance excellence, innovation, sustainability, and long-term organizational success.

SECTION 3

How to Use the Framework

3.1 Purpose of the Assessment

The IMC RBNQA Excellence Framework helps organizations understand their current level of performance and identify opportunities for improvement.

The assessment is not only about recognition. It is a structured process that helps organizations identify strengths, address improvement opportunities, learn from best practices and improve overall business performance.

Organizations can use the framework to:

- Assess their current level of excellence
- Identify strengths and opportunities for improvement
- Align strategy, people, processes and results
- Improve customer and stakeholder satisfaction
- Strengthen workforce capability and engagement
- Drive innovation and continuous improvement
- Improve competitiveness and long-term sustainability

The framework can be used for self-assessment, organizational improvement and participation in the IMC RBNQA assessment process.

3.2 Integrated Process and Results Approach

Excellent organizations focus on both what they do and what they achieve. Strong results come from effective processes, and effective processes should lead to better results. For this reason, the framework evaluates both:

Process

How the organization plans, manages, deploys, reviews and improves its systems, processes and practices.

Results

What outcomes the organization achieves for customers, employees, stakeholders and the business. Organizations should demonstrate a clear connection between their approaches and the results achieved.

3.3 Assessment Philosophy

The framework is based on the belief that excellence is a journey of continuous improvement. Organizations achieve sustainable success when leadership, strategy, customers, workforce, operations and results work together effectively.

The assessment focuses on:

- Leadership and governance
- Strategy and execution
- Customer understanding and engagement
- Workforce capability and involvement
- Operational excellence and innovation
- Information, knowledge and digital effectiveness
- Sustainability and social responsibility
- Business and stakeholder results

The purpose of the assessment is not simply to assign a score, but to help organizations learn, improve and strengthen long-term performance.

3.4 Assessment and Scoring System

The assessment evaluates both the effectiveness of organizational approaches and the results achieved.

The Organizational Profile provides important context regarding the organization's business environment, challenges, opportunities and strategic priorities and is considered throughout the assessment.

Assessment is based on two dimensions:

A. Process Evaluation (ADLI)

Process evaluation examines the maturity and effectiveness of organizational approaches.

ADLI Dimension	What Examiners Look For
Approach	Is there a clear and systematic method?
Deployment	Is it implemented across relevant areas?
Learning	Is it regularly reviewed, improved and innovated?
Integration	Is it aligned with strategy and business objectives?

B. Results Evaluation (LeTCI)

Results evaluation examines the performance achieved by the organization.

LeTCI Dimension	What Examiners Look For
Levels	What performance has been achieved?
Trends	Is performance improving over time?
Comparisons	How does performance compare with targets, benchmarks or competitors?
Integration	Do the results reflect key business priorities and objectives?

3.5 Scoring Guidelines

Process Scoring Guidelines

Process scores reflect the maturity and effectiveness of the organization's approaches and how consistently they are implemented, reviewed, improved and aligned with business objectives.

In evaluating process items, examiners consider the extent to which approaches are systematic, deployed across relevant areas, improved through learning and innovation, and integrated with the organization's strategy and operational requirements.

Higher scores indicate greater maturity, broader deployment, stronger alignment and a sustained focus on continuous improvement.

Score	Maturity Level	Objective Description
0%	Emerging	No systematic approach evident. Little or no deployment.
10%		Initial activities evident. Approach is largely reactive and limited in scope.
15%		Basic approach exists in isolated areas. Limited deployment and improvement.
20%		Early-stage approach with some deployment. Minimal evidence of learning and alignment.
25%	Developing	Basic approach is defined and deployed in some key areas.
30%		Approach is repeatable and deployed in several areas. Early evidence of review exists.
35%		Approach is deployed across important areas with some improvements being made.
40%		Approach is established in key areas and shows reasonable alignment with business objectives.
45%	Established	Systematic approach deployed across many key areas. Regular reviews occur.
50%		Approach is consistently deployed and improved in most key areas.
55%		Good deployment and evidence of learning. Most business requirements are addressed.
60%		Systematic approach is effective, regularly reviewed and aligned with business priorities.
65%	Mature	Approach is systematic and deployed in most key areas. Evidence of periodic improvement exists. Some gaps remain.
70%		Approach is consistently deployed across most relevant areas. Regular reviews and improvements are evident. Minor gaps remain.
75%		Approach is deployed across nearly all relevant areas. Continuous improvement and learning are evident. Strong alignment with strategy.
80%		Approach is fully deployed across almost all areas. Continuous improvement and cross-functional integration are evident. Very few gaps remain.

Score	Maturity Level	Objective Description
85%	Role Model	Fully integrated approach. Innovation and learning are embedded. Strong alignment across the organization.
90%		Approaches demonstrate leading practices. Learning and innovation are systematic and proactive.
95%		Role-model approaches with extensive integration, learning and innovation. Very few improvement opportunities remain.
100%		Best-in-class practices. Fully integrated, innovative and continuously improved with no significant gaps evident.

Results Scoring Guidelines

Results scores reflect the organization's performance levels, trends, comparisons and alignment with key business objectives and stakeholder requirements.

In evaluating results items, examiners consider the relevance of the measures reported, the performance achieved, improvement trends over time, comparisons with targets, benchmarks or competition, and the extent to which the results support the organization's strategic priorities.

Higher scores indicate stronger and more sustained performance, positive trends, favourable comparisons and clear evidence that the organization is achieving its desired outcomes.

Score	Maturity Level	Objective Description
0%	Emerging	No relevant results reported.
10%		Results reported for a few measures only. No trend, target or comparison information provided.
15%		Results reported for limited areas. Trend data is incomplete or less than 3 years. No meaningful comparisons available.
20%		Results available for some key measures. Limited trend information. Comparisons absent.
25%	Developing	Results available for some important measures. Trends available for a few measures. Limited evidence of target achievement.
30%		Results available for several measures. Some positive trends evident. Comparisons available for a few measures.
35%		Results cover important business areas. Trend and target information available for some measures.
40%		Results reported for multiple key measures. Positive trends evident in some areas. Limited benchmark or competitor comparisons available.

Score	Maturity Level	Objective Description
45%	Established	Results available for most key measures. Three-year trends available for many measures. Some targets achieved.
50%		Results cover most important business requirements. Positive trends evident in several areas. Comparisons available for some key measures.
55%		Most key measures show stable or improving performance. Several targets achieved. Results support business priorities.
60%		Results available across most key areas with trend, target and comparison information for many measures.
65%	Mature	Results reported for most strategic and operational measures. Majority of measures show positive trends. Most targets achieved.
70%		Results reported for nearly all important measures. Positive trends evident in most measures. Benchmark or competitor comparisons available for key measures.
75%		Results demonstrate sustained improvement across most key measures. Majority of targets achieved or exceeded. Results support strategic objectives.
80%		Results reported for nearly all key measures with positive trends, target achievement and relevant comparisons. Few performance gaps remain.
85%	Role Model	Comprehensive results available across all major business areas. Most measures show sustained positive trends and target achievement.
90%		Results demonstrate sustained performance improvement across almost all key measures. Comparisons show performance at or above benchmark levels in many areas.
95%		Results consistently meet or exceed targets across nearly all key measures. Benchmark comparisons indicate leading performance in several areas.
100%		Comprehensive results across all key measures. Sustained positive trends, consistent target achievement and benchmark leadership demonstrated. No significant performance gaps evident.

3.6 Assessment Principles

Higher scores should be given when there is evidence of:

- Clear and systematic approaches
- Consistent implementation across relevant areas
- Regular review and improvement of processes
- Good alignment with business goals and priorities
- Positive and sustained results over time
- Achievement of targets and objectives
- Relevant comparisons with benchmarks, competitors or industry standards
- Clear connection between what the organization does and the results it achieves

Examiners should:

- Evaluate the overall response and not individual examples alone
- Focus on facts, data and evidence provided
- Consider both the quality of approaches and the results achieved
- Look for consistency, deployment and sustainability

Examiners should not:

- Award higher scores based only on plans, intentions or future commitments
- Rely on isolated examples or one-time achievements
- Assume effectiveness without supporting evidence

SECTION 4

Point Values by Categories & Items

Category & Item		Points
P	**Organizational Profile**	
P.1	Organizational Description	Non-scored
P.2	Organizational Situation	Non-scored
1	**Leadership**	**120**
1.1	Leadership and Organizational Culture	[70]
1.2	Governance, Ethics and Societal Responsiblity	[50]
2	**Strategy**	**85**
2.1	Strategy Development	[45]
2.2	Strategy Execution and Agilty	[40]
3	**Customers**	**85**
3.1	Customer Understanding and Market Insights	[40]
3.2	Customer Engagement and Experience	[45]
4	**Performance Knowledge and Digital Excellence**	**90**
4.1	Performance Measurement, Analytics and Improvement	[45]
4.2	Information, Knowledge and Digital Excellence	[45]
5	**Workforce**	**85**
5.1	Workforce Environment and Capability	[40]
5.2	Workforce Engagement and Development	[45]
6	**Operational Excellence and Innovation**	**85**
6.1	Operational Excellence	[45]
6.2	Continuous Improvement, Innovation and Business Continuity	[40]
7	**Organizational Results**	**450**
7.1	Leadership and Governance	[60]
7.2	Customer	[90]
7.3	Workforce	[90]
7.4	Operational and Innovation	[100]
7.5	Financial and Strategy	[80]
7.6	Sustainability and Social Responsibility	[30]
TOTAL POINTS		**1000**

SECTION 5

Organization Profile

Purpose

The Organizational Profile provides an overview of the organization, its products and services, workforce, customers, operations, business environment, and strategic context. It helps examiners understand the organization's operating environment, key strengths, challenges, and factors influencing its success.

P.1 Organizational Description

a. Organizational Environment

(1) Products and Services

Provide a brief overview of:

- Major products and services
- Key customer groups and market segments served
- Business model and delivery channels
- Sustainability and environmental initiatives related to products and services

(2) Purpose, Direction and Culture

Describe:

- Mission
- Vision
- Values
- Organizational culture
- Core competencies and key strengths
- Commitment to safety, sustainability and social responsibility

(3) Workforce

Provide information on:

- Workforce size and composition
- Key employee groups and categories
- Skills and competency requirements
- Employee engagement drivers
- Workforce health, safety and well-being initiatives
- Diversity, equity and inclusion practices

(4) Assets and Infrastructure

Describe major organizational assets, including:

- Facilities and locations
- Equipment and technologies
- Digital and information systems
- Intellectual property and knowledge assets

(5) Regulatory and Compliance Requirements

Describe key:

- Applicable laws and regulations
- Industry standards
- Certifications and accreditations
- Health, safety and environmental requirements
- Product, service and financial compliance obligations

b. Organizational Relationships

(1) Leadership and Governance

Describe:

- Organizational structure
- Governance framework
- Leadership system
- Roles and responsibilities of senior leaders
- Accountability and reporting mechanisms

(2) Customers and Stakeholders

Identify:

- Key customer groups and market segments
- Key stakeholders
- Important customer and stakeholder requirements
- Service and support expectations
- Emerging societal and sustainability expectations

(3) Suppliers, Partners and Collaborators

Describe:

- Key suppliers, partners and collaborators
- Their role in delivering products and services
- Their contribution to innovation and continuous improvement
- Their role in supporting sustainability initiatives
- Key supply chain requirements and expectations

P.2 Organizational Situation

(1) Competitive and Business Environment

Describe:

- Position in the industry or market
- Growth trends and business outlook
- Major competitors
- Key differentiators
- Customer and market trends
- Technology and digital transformation trends
- Regulatory, economic and industry developments
- Sustainability and environmental developments

(2) Benchmarking and Comparative Information

Describe:

- Key sources of benchmarking and comparative data
- Industry reports, surveys and external databases used
- Challenges in obtaining comparative information

(3) Key Organizational Challenges and Advantages

Describe the most significant factors influencing the organization's current and future success.

Key Challenges

May include:

- Market and competitive pressures
- Customer expectations
- Technology and digital transformation
- Workforce capability and availability
- Supply chain and operational risks
- Regulatory and compliance requirements
- Sustainability and environmental challenges

Key Advantages

May include:

- Strong brand reputation
- Customer loyalty and relationships
- Technical expertise
- Skilled workforce
- Innovation capability

- Operational excellence
- Strategic partnerships
- Financial strength

(4) Performance Improvement System

Describe how the organization continuously improves performance and drives innovation.

Include:

- Improvement methodologies used
- Performance review and management processes
- Best practice sharing
- Innovation and digital transformation initiatives
- Sustainability improvement programs

Explain how improvement opportunities are identified, prioritized, implemented, reviewed and sustained across the organization.

The Organizational Profile should provide a concise but comprehensive understanding of the organization and its operating environment. It serves as the foundation for assessing leadership, strategy, customers, workf orce, operations, innovation and results throughout the IMC RBNQA Excellence Framework.

SECTION 6

Criteria for Performance Excellence

1 Leadership (120 points)

1.1 Leadership and Organizational Culture (70 Points)

Purpose

This item examines how senior leaders provide direction, build a positive organizational culture, engage stakeholders, develop future leaders, and drive long-term organizational success.

a. Vision, Values and Culture

1. Describe how senior leaders establish and communicate the organization's Mission, Vision and Values.
2. Explain how these are understood and practiced across the organization and how leaders demonstrate commitment to them through their actions and decisions.
3. Describe how leaders promote ethics, quality, safety and sustainability, and create a culture that encourages excellence, innovation, learning and continuous improvement.
4. Explain how sustainability and environmental responsibility are incorporated into everyday business activities and decision-making.

b. Communication and Stakeholder Engagement

1. Describe how senior leaders communicate and engage with employees, customers, suppliers, partners and other stakeholders.
2. Explain how they encourage open communication, listen to feedback, and promote transparency throughout the organization.
3. Describe how important decisions, priorities and organizational changes are communicated and how leaders motivate employees to contribute towards organizational goals.
4. Explain how leaders encourage employee involvement, teamwork, innovation and continuous improvement.

c. Driving Organizational Success

1. Describe how senior leaders create an environment that supports achievement of the organization's Mission, Vision and strategic objectives.
2. Explain how they promote customer focus, employee engagement, agility, accountability, learning and innovation throughout the organization.

3. Describe how future leaders are identified and developed, how succession planning is managed, and how organizational performance is reviewed and improved.
4. Explain how leaders balance the needs of customers, employees, shareholders, partners, society and other stakeholders while ensuring long-term success and sustainability.

1.2 Governance, Ethics and Societal Responsibility (50 Points)

Purpose

This item examines how the organization ensures effective governance, ethical conduct, regulatory compliance, risk management, sustainability and contribution to society.

a. Governance and Leadership Accountability

1. Describe how the organization is governed and how accountability is maintained at all levels.
2. Explain the governance structure, roles and responsibilities of senior leaders and the governing body, and how they oversee strategy, performance, financial management and risk.
3. Describe how organizational performance is reviewed, risks are identified and managed, and transparency and responsible decision-making are promoted.
4. Explain how senior leaders are evaluated, developed and prepared for future leadership responsibilities through succession planning.

b. Ethics, Compliance and Sustainability

1. Describe how the organization promotes ethical behaviour and ensures compliance with legal, regulatory and industry requirements.
2. Explain how business, operational, environmental and sustainability-related risks are identified, assessed and managed.
3. Describe the systems, policies and processes used to promote ethical conduct, protect stakeholder interests and encourage responsible business practices across the organization and supply chain.
4. Explain how ethical concerns, compliance issues and violations are reported, investigated and addressed.
5. Describe how sustainability and environmental considerations are integrated into business decisions and operations.

c. Societal and Community Contribution

1. Describe how the organization contributes to the social, environmental and economic well-being of the communities in which it operates.
2. Explain how community needs are identified and how community development, social responsibility and environmental initiatives are planned and implemented.
3. Describe how employees are encouraged to participate in community activities and how the organization promotes environmental awareness, resource conservation and sustainable practices.

2 Strategy (85 points)

2.1 Strategy Development (45 Points)

Purpose

This item examines how the organization develops its strategy, identifies future opportunities and challenges, and establishes strategic objectives to support long-term success, growth and sustainability.

a. Strategy Development Process

1. Describe how the organization develops and reviews its strategy.
2. Explain how customer insights, market trends, competitive information, operational performance, financial data and other relevant information are used during the strategic planning process.
3. Describe how future opportunities, risks, emerging trends, technology developments, regulatory changes, sustainability considerations and changing stakeholder expectations are identified and incorporated into strategic planning.
4. Explain how the organization encourages innovation, evaluates new opportunities, manages strategic risks and responds to changing business conditions.
5. Describe how future capabilities, core competencies, workforce requirements and operating models are identified to support long-term success.

b. Strategic Objectives

1. Describe the organization's key strategic objectives and the timelines established to achieve them.
2. Explain the major goals, targets and priorities associated with each strategic objective.
3. Describe significant changes planned in products, services, customers, markets, operations, technology, workforce, suppliers, partnerships or business models to support future growth and success.
4. Explain how strategic objectives address key organizational challenges, build on strengths and core competencies, support innovation and growth, and balance short-term and long-term priorities.
5. Describe how stakeholder expectations, sustainability considerations and long-term business success are incorporated into strategic objectives.

2.2 Strategy Execution and Agility (40 Points)

Purpose

This item examines how the organization translates strategy into action, aligns people and resources, monitors progress and adapts to changing business conditions.

a. Action Plan Deployment

1. Describe how the organization converts strategic objectives into short-term and long-term action plans.
2. Explain how action plans are communicated and implemented across functions, locations and work units to ensure alignment and execution.
3. Describe how employees, suppliers, partners and other stakeholders contribute to achieving strategic objectives.
4. Explain how financial, human, technological and other resources are allocated to support key initiatives.
5. Describe how workforce capability and capacity are developed to support strategy execution and future needs.
6. Explain how risks associated with action plans are identified and managed and how sustainability considerations are incorporated into key initiatives.

b. Performance Monitoring and Organizational Agility

1. Describe how the organization monitors progress against strategic objectives and action plans.
2. Explain the key performance measures, targets, forecasts and benchmarks used to assess progress and performance.
3. Describe how performance reviews are conducted and how performance information is used to identify gaps, drive improvement and support decision-making.
4. Explain how the organization monitors changes in the business environment, evaluates emerging opportunities and risks, and responds to changing customer, market, technology, regulatory and sustainability requirements.
5. Describe how priorities, resources and action plans are adjusted when required to ensure continued success.

3 Customers (85 points)

3.1 Customer Understanding and Market Insights (40 Points)

Purpose

This item examines how the organization understands customer needs, expectations and market opportunities, and uses these insights to improve products, services and customer experience while supporting business growth.

a. Customer and Market Understanding

1. Describe how the organization gathers information about current, potential and former customers, as well as market trends, competitor activities and industry developments.
2. Explain how customer feedback is collected through surveys, complaints, digital channels, social media and direct interactions.
3. Describe how the organization listens to customers throughout their journey and uses customer and market insights to understand changing needs, expectations and emerging preferences.
4. Explain how customer feedback, market intelligence and industry trends are used to identify opportunities, improve customer experience and support business growth.

b. Customer Segmentation and Product Offerings

1. Describe how the organization identifies and segments its customers and markets.
2. Explain how customer groups and market opportunities are prioritized and how the different needs of customer segments are understood.
3. Describe how customer and market information is used to develop, improve or customize products and services.
4. Explain how new products, services or solutions are introduced to attract new customers, strengthen existing customer relationships and support business growth.
5. Describe how sustainability and environmental considerations are incorporated into products, services and business offerings, where appropriate.

3.2 Customer Engagement and Experience (45 Points)

Purpose

This item examines how the organization builds strong customer relationships, delivers positive customer experiences, measures customer satisfaction and engagement, and uses customer feedback to improve performance and support business growth.

a. Customer Relationships and Experience

1. Describe how the organization attracts, acquires and retains customers while building long-term relationships and customer loyalty.
2. Explain how the organization strengthens its brand image and reputation and supports customers throughout their lifecycle.
3. Describe how customer requirements and expectations are translated into products, services and support processes that create a positive customer experience.
4. Explain how the organization provides consistent and effective customer interactions across different channels, touchpoints and business functions.
5. Describe how sustainability and responsible business practices are incorporated into customer interactions, where appropriate.

b. Voice of Customer, Satisfaction and Service Recovery

1. Describe how the organization measures customer satisfaction, dissatisfaction and engagement.
2. Explain how customer feedback is collected through surveys, social media, digital platforms, complaints and direct interactions.
3. Describe how the organization collects customer feedback, manages complaints and uses customer insights to improve products, services and customer experience *
4. Explain how customer confidence is restored when service or product failures occur and how recurring issues are prevented.
5. Describe how Voice of Customer information and market insights are used to support strategic planning, business decisions and continuous improvement

**** Refer Annexure 2***

4 Performance Knowledge and Digital Excellence (90 points)

4.1 Performance Measurement, Analytics and Improvement (45 Points)

Purpose

This item examines how the organization measures performance, uses data and analytics for decision-making, reviews progress, and drives continuous improvement and innovation to achieve its strategic objectives.

a. Performance Measurement and Analytics

1. Describe how the organization identifies, selects and monitors key performance measures that support its strategic objectives and operational requirements.
2. Explain how performance is tracked across key areas such as customers, workforce, operations, finance, innovation and sustainability.
3. Describe how benchmarking, comparative information, targets and analytics are used to assess performance and identify improvement opportunities.
4. Explain how the organization ensures that accurate, reliable and timely information is available to support decision-making at all levels.

b. Performance Review, Improvement and Innovation

1. Describe how the organization reviews and evaluates its overall performance.
2. Explain how trends, risks, opportunities and gaps are analysed to support decision-making and future planning.
3. Describe how performance review findings are used to identify improvement and innovation opportunities.
4. Explain how improvement priorities are established and how improvement and innovation initiatives are implemented across the organization.
5. Describe how employees, suppliers, partners and other stakeholders contribute to improvement and innovation efforts, where appropriate.
6. Explain how future requirements, emerging opportunities and business challenges are considered while planning improvement initiatives.

4.2 Information, Knowledge and Digital Excellence (45 Points)

Purpose

This item examines how the organization manages data, information, knowledge, digital capabilities and organizational learning to support decision-making, innovation, continuous improvement and long-term success.

a. Information and Digital Management

1. Describe how the organization collects, manages, protects and uses data and information to support business operations and decision-making.
2. Explain how the organization ensures the accuracy, reliability, integrity, security and availability of its data and information.
3. Describe how employees and relevant stakeholders are provided timely and user-friendly access to information required for their work.
4. Explain how digital technologies, information systems, analytics and automation are used to improve operational effectiveness, customer experience and business performance.
5. Describe how the organization ensures the reliability and effectiveness of its information technology and digital systems.

b. Knowledge Management and Organizational Learning

1. Describe how the organization captures, retains and manages organizational knowledge.
2. Explain how knowledge, expertise and best practices are shared across teams, functions and locations.
3. Describe how learning from customers, suppliers, partners, benchmarking and business experiences is incorporated into organizational knowledge.
4. Explain how best practices, lessons learned and innovation successes are identified, shared and adopted across the organization.
5. Describe how organizational learning is used to improve products, services, processes, capabilities and business performance.
6. Explain how leaders encourage learning, knowledge sharing, innovation and continuous improvement throughout the organization.

5 Workforce (85 points)

5.1 Workforce Environment and Capability (40 Points)

Purpose

This item examines how the organization develops a capable workforce and provides a safe, healthy and supportive work environment that enables employees to contribute effectively to organizational success.

a. Workforce Planning and Capability

1. Describe how the organization plans and manages its workforce to meet current and future business needs.
2. Explain how workforce capability, capacity and competency requirements are identified and aligned with organizational strategy and future direction.
3. Describe how employees are recruited, selected and onboarded, and how diversity, equity and inclusion are promoted across the workforce.
4. Explain how employees are prepared for changes in technology, business processes, work systems and evolving business requirements.
5. Describe how workforce growth, changing workforce needs, restructuring and workforce transitions are managed while maintaining organizational effectiveness.

b. Workplace Environment and Employee Well-being

1. Describe how the organization provides a safe, healthy, secure and supportive work environment.
2. Explain how workplace health, safety, accessibility and employee well-being are managed and continuously improved.
3. Describe the policies, benefits, facilities and support services available to employees and how these are tailored to different workforce groups.
4. Explain how physical, mental and emotional well-being are promoted and how employee feedback is used to improve the workplace and overall employee experience.

5.2 Workforce Engagement and Development (45 Points)

Purpose

This item examines how the organization engages, develops and empowers employees to achieve high performance, support organizational success and build future leadership capability.

a. Workforce Engagement, Performance and Recognition

1. Describe how the organization creates an environment that promotes employee engagement, involvement and commitment.
2. Explain how employee engagement, satisfaction and well-being are measured and how employee feedback is used to improve the workplace and employee experience.
3. Describe how open communication, teamwork, collaboration and a culture aligned with the Mission, Vision and Values are promoted.
4. Explain how employee performance is managed, how expectations are established and reviewed, and how performance is aligned with organizational goals.
5. Describe how employees are recognized and rewarded for their contributions and how innovation, continuous improvement and employee involvement are encouraged.

b. Learning, Leadership and Career Development

1. Describe how workforce learning and development needs are identified and aligned with current and future business requirements.
2. Explain how employees are provided with training, coaching, mentoring and development opportunities to enhance their knowledge, skills and capabilities.
3. Describe how leadership capability is developed, how future talent is identified and nurtured, and how career development and succession planning are managed for key positions.
4. Explain how learning and development activities support employee growth, workforce engagement, business performance and long-term organizational success.
5. Describe how the effectiveness of learning and development programs is evaluated and improved.

6 Operational Excellence and Innovation (85 points)

6.1 Operational Excellence (45 Points)

Purpose

This item examines how the organization designs, manages and improves its products, services, processes and supply network to consistently deliver value to customers, improve operational performance and support long-term success.

a. Product, Service and Process Management

1. Describe how the organization identifies customer, business and regulatory requirements and translates them into products, services and work processes.
2. Explain how products, services and processes are designed, managed and improved to meet customer expectations, quality standards and business objectives.
3. Describe how innovation, technology, organizational knowledge and risk management are incorporated into operational processes.
4. Explain how quality, safety, sustainability and environmental considerations are integrated into day-to-day operations and improvement activities.
5. Describe how key operational and support processes are monitored, controlled and continuously improved to enhance efficiency, productivity, reliability and customer satisfaction.

b. Supply Network and Operational Performance

1. Describe how the organization selects, develops and manages suppliers, partners and collaborators to support customer requirements and business objectives.
2. Explain how supplier performance is monitored and improved and how collaboration is encouraged across the supply network.
3. Describe how the organization ensures reliable, efficient and flexible operations to meet changing business and customer needs.
4. Explain how operational risks are identified and managed and how sustainability and environmental responsibility are promoted across the supply network.
5. Describe how operational performance is reviewed and improved to ensure consistent delivery and long-term success.

6.2 Continuous Improvement, Innovation and Business Continuity (40 Points)

Purpose

This item examines how the organization improves performance, fosters innovation, manages risks and maintains continuity of operations in a changing business environment.

a. Continuous Improvement and Innovation

1. Describe how the organization identifies opportunities to improve products, services, processes and overall business performance.
2. Explain how employees, customers, suppliers, partners and other stakeholders contribute ideas for improvement and innovation.
3. Describe how improvement and innovation opportunities are evaluated, prioritized and implemented.
4. Explain how resources are allocated and how successful improvements and innovations are integrated into normal business operations.
5. Describe how customer feedback, benchmarking, lessons learned and best practices are used to strengthen continuous improvement and innovation efforts.

b. Safety, Digital Security and Business Continuity

1. Describe how the organization provides a safe, healthy and secure environment for employees, customers and other stakeholders.
2. Explain how information systems, digital assets and critical business information are protected from operational and cybersecurity risks.
3. Describe how potential risks, disruptions and emergencies are identified, assessed and managed.
4. Explain how the organization prepares for and responds to incidents, cyber threats, emergencies and business disruptions.
5. Describe how continuity plans are developed, tested and reviewed to ensure reliable operations and effective recovery when unexpected events occur.
6. Explain how employees, suppliers, partners and other stakeholders contribute to organizational preparedness and continuity.

SECTION 7

Organizational Results

Organizational Results (450 Points)

Purpose

This category examines the performance results achieved by the organization in all key areas of the business. It evaluates whether the organization's leadership, strategy, customer focus, workforce practices, operational systems and improvement efforts are producing sustained and meaningful outcomes.

Results Presentation Requirements

For each key result presented, organizations should provide, where applicable:

- Current performance level
- Minimum three years of trend data.
- Targets or goals
- Benchmark, competitor or industry comparison
- Segmentation by customer group, business unit, location or other relevant categories
- Brief explanation of significant improvements, gaps or challenges

Results Selection Guidelines

The measures listed under each Results category are intended to be illustrative and not prescriptive.

Organizations are encouraged to present the results that are most relevant to their industry, business model, strategy, customers, workforce, operations and key stakeholder requirements.

Applicants are not expected to report every measure listed in the framework. Instead, they should select the measures that best demonstrate organizational performance and achievement of strategic objectives.

Organizations may include additional measures that are important to their success, including industry-specific, customer-specific, operational, financial, digital, innovation, sustainability or regulatory performance indicators.

7.1 Leadership and Governance Results (60 Points)

Purpose

This item examines the outcomes achieved through leadership effectiveness, governance practices, ethical conduct, compliance and risk management.

The measures listed below are examples of commonly used indicators. Organizations may present other relevant measures that better reflect their business and strategic priorities.

1. Leadership Effectiveness

a. Leadership effectiveness survey scores

b. Leadership communication effectiveness

c. Leadership credibility and trust

2. Governance and Compliance

a. Governance effectiveness

b. Regulatory compliance performance

c. Internal and external audit results

d. Closure of audit findings

3. Ethics and Risk Management

a. Ethical conduct indicators

b. Code of conduct compliance

c. Ethics-related concerns and resolutions

d. Enterprise risk management effectiveness

4. Reputation and Stakeholder Confidence

a. Stakeholder trust and confidence

b. Corporate reputation measures

c. Industry recognitions and awards

7.2 Customer Results (90 Points)

Purpose

This item examines customer-focused performance and marketplace outcomes.

The measures listed below are examples of commonly used indicators. Organizations may present other relevant measures that better reflect their customers, markets and business priorities.

1. Customer Satisfaction and Experience

   a. Customer Satisfaction Score (CSAT) **

   b. Customer Experience measures

   c. Service quality ratings

   d. Customer perception measures

2. Customer Loyalty and Engagement

   a. Customer retention rate

   b. Repeat business rate

   c. Net Promoter Score (NPS)

   d. Customer loyalty indicators

3. Complaint Management and Service Recovery

   a. Complaint rate

   b. Complaint closure performance

   c. First-time resolution rate

   d. Complaint recurrence rate

4. Market Performance

   a. Market share

   b. Customer acquisition

   c. Brand awareness and reputation

   d. Market growth

** *Refer Annexure 3*

7.3 Workforce Results (90 Points)

Purpose

This item examines workforce capability, engagement, well-being and leadership development outcomes.

The measures listed below are examples of commonly used indicators. Organizations may present other relevant workforce measures that support their strategy and business requirements.

1. Workforce Engagement and Satisfaction

a. Employee engagement scores

b. Employee satisfaction scores

c. Employee participation levels

2. Workforce Stability

a. Attrition rate

b. Retention rate

c. Absenteeism rate

d. Workforce turnover

3. Learning and Development

a. Training hours per employee

b. Learning effectiveness

c. Competency improvement

d. Professional certifications and qualifications

4. Leadership Development and Succession

a. Internal promotion rate

b. Leadership pipeline strength

c. Succession readiness for key positions

d. Leadership development outcomes

5. Health, Safety and Well-being

a. Safety performance indicators

b. Employee well-being measures

c. Health and wellness participation

d. Workplace safety compliance

6. Diversity, Equity and Inclusion

a. Diversity representation

b. Inclusion survey results

c. Workforce diversity indicators

7.4 Operational and Innovation Results (100 Points)

Purpose

This item examines operational performance, innovation outcomes, digital effectiveness and business continuity results.

The measures listed below are examples of commonly used indicators. Organizations may present other relevant operational and innovation measures aligned to their business model and industry.

1. Product and Service Quality

a. Product quality performance

b. Service quality performance

c. Defect and error rates

d. Customer complaint trends

2. Operational Performance

a. Productivity

b. Process efficiency

c. Cycle time

d. Lead time

e. Capacity utilization

f. Resource utilization

3. Cost and Delivery Performance

a. Cost of Poor Quality (COPQ)

b. On-time delivery

c. Cost reduction achievements

d. Inventory performance

4. Supply Network Performance

a. Supplier quality performance

b. Supplier delivery performance

c. Supply chain reliability

d. Supply chain responsiveness

5. Innovation Performance

a. Improvement projects completed

b. Innovations implemented

c. Revenue from new products or services

d. Innovation benefits realized

6. Digital and Business Continuity Performance

a. System availability

b. Automation and digital transformation outcomes

c. Cybersecurity performance

d. Business continuity readiness

e. Recovery effectiveness

7.5 Financial and Strategy Results (80 Points)

Purpose

This item examines the organization's financial health and achievement of strategic objectives.

The measures listed below are examples of commonly used indicators. Organizations may present other financial and strategic measures relevant to their business.

1. Financial Performance

a. Revenue growth

b. Profitability

c. EBITDA or equivalent financial measures

d. Cash flow

e. Return on Investment (ROI)

f. Return on Capital Employed (ROCE)

2. Strategic Performance

a. Achievement of strategic objectives

b. Strategic initiative success rate

c. Business growth

d. Market expansion

e. New business development

3. Future Readiness

a. Investment in technology

b. Investment in workforce development

c. Investment in innovation

d. Capability-building initiatives

7.6 Sustainability and Social Responsibility Results (30 Points)

Purpose

This item examines environmental, social and sustainability performance outcomes.

The measures listed below are examples of commonly used indicators. Organizations may present other sustainability and social responsibility measures relevant to their commitments and stakeholder expectations.

1. Environmental Performance

a. Energy consumption and efficiency

b. Water consumption and conservation

c. Waste reduction and recycling

d. Carbon emissions and carbon footprint

e. Resource utilization efficiency

2. Social Responsibility Performance

a. Community development initiatives

b. Employee volunteering and participation

c. Beneficiaries impacted

d. Social investment outcomes

3. Sustainability Performance

a. Achievement of sustainability goals

b. ESG performance indicators

c. Sustainable sourcing performance

d. Planet-friendly initiatives and outcomes

SECTION 8

Application Guidelines

8.1 Eligibility Requirements

The IMC RBNQA Excellence Framework is open to organizations from Manufacturing, Services, Healthcare, Education, Small Business, Public Sector, Non-Profit and other sectors.

To participate, an organization should:

- Have been in operation for a minimum of three years
- Demonstrate a structured approach to managing its business and operations
- Be willing to share information required for assessment
- Commit to participating in the assessment and site visit process
- Comply with applicable legal, regulatory and ethical requirements

Specific eligibility requirements, application categories and participation criteria may be revised from time to time by the IMC RBNQA Trust.

8.2 Application Process

Organizations interested in participating should complete the application process within the timelines communicated by the IMC RBNQA Trust.

The application process typically includes:

Step 1: Eligibility Determination

- Submission of the Eligibility Determination Form
- Review and confirmation of eligibility by the IMC RBNQA Trust

Step 2: Application Submission

- Submission of the Application Report **(Max 75 pages)** based on the Excellence Framework

Step 3: Assessment

- Independent review by trained examiners
- Consensus assessment and evaluation

Step 4: Site Visit Assessment

- Site visit for shortlisted organizations, where applicable

Step 5: Final Review and Recognition

- Review by the Judges Panel
- Determination of recognition level

Applicants should ensure that all information submitted is accurate, complete and supported by appropriate evidence.

8.3 Report Preparation Guidelines

The Application Report **(Max 75 pages)** should provide a clear and accurate description of the organization's approaches, practices and performance results against the requirements of the Excellence Framework.

Organizations should:

- Address all relevant requirements of the framework
- Provide factual and evidence-based information
- Demonstrate systematic approaches and deployment
- Present relevant performance results, trends and comparisons
- Show linkage between approaches and results
- Highlight key strengths, innovations and improvement initiatives
- Use charts, tables and graphics where appropriate

The report should focus on how the organization operates, how performance is measured and improved, and what results have been achieved.

The objective is not to produce a lengthy report but to provide a meaningful and balanced picture of organizational performance and excellence.

8.4 Assessment Process

Each application is evaluated by a team of trained and qualified examiners.

The assessment evaluates both organizational approaches and organizational results using the IMC RBNQA evaluation methodology.

The assessment process typically includes:

- Independent review of the application report
- Consensus review by the examiner team
- Identification of strengths and opportunities for improvement
- Development of assessment findings
- Recommendation for site visit assessment, where applicable

Throughout the process, examiners maintain strict standards of confidentiality, objectivity and professionalism.

8.5 Site Visit Process

Organizations shortlisted for the next stage may undergo a site visit assessment.

The purpose of the site visit is to:

- Verify and clarify information presented in the application report
- Gain a deeper understanding of organizational practices and systems
- Interact with leaders, employees and other relevant stakeholders
- Review key processes, facilities and performance results
- Validate observations and findings from the document review

The site visit is not an inspection, audit or compliance review. It is an opportunity for examiners to better understand the organization and ensure an accurate and balanced assessment.

8.6 Feedback Report

One of the most valuable outcomes of participation in the IMC RBNQA process is the Feedback Report.

The Feedback Report provides an independent assessment of the organization's strengths and opportunities for improvement.

The report typically includes:

- Key strengths and good practices
- Opportunities for improvement
- Observations related to organizational effectiveness and performance
- Insights to support future improvement and innovation efforts

The Feedback Report is intended to help organizations learn, improve and accelerate their excellence journey.

All assessment findings remain strictly confidential and are shared only with the applicant organization.

8.7 Recognition Levels and Awards

Organizations demonstrating excellence may receive recognition based on their level of maturity, performance and overall assessment score.

Recognition levels may include:

- IMC RBNQA Trophy
- Performance Excellence Trophy
- Certificate of Merit
- Commendation Certificate

The recognition process celebrates organizations that demonstrate excellence in leadership, strategy, customer focus, workforce engagement, operational excellence, innovation and results.

While recognition is an important milestone, the primary purpose of the IMC RBNQA Excellence Framework is to encourage continuous learning, organizational improvement and sustainable success.

SECTION 9

Glossary of Key Terms

Action Plans

Action plans are the specific initiatives and activities undertaken to achieve strategic objectives. They define what needs to be done, by whom, by when, and with what resources.

Agility

Agility is the ability of an organization to anticipate, respond and adapt quickly to changing customer needs, market conditions, technology developments and emerging risks.

Alignment

Alignment means ensuring that the organization's vision, strategy, goals, processes, measures, resources and people are working together in the same direction to achieve organizational objectives.

Analysis

Analysis is the systematic examination of data and information to understand performance, identify trends, determine root causes and support effective decision-making.

Anecdotal Information

Anecdotal information is based on isolated examples or activities rather than systematic approaches and measurable evidence. Organizations should demonstrate consistent processes and results rather than relying only on examples.

Approach

Approach refers to the methods, systems and processes used to achieve desired outcomes. Effective approaches are systematic, repeatable and appropriate to the organization's needs.

Benchmarks

Benchmarks are examples of superior performance or best practices used for comparison and learning to improve organizational performance.

Business Continuity

Business continuity refers to the organization's ability to continue delivering products and services during and after disruptions such as natural disasters, cyber incidents, supply chain interruptions or other emergencies.

Capability

Capability refers to the knowledge, skills, competencies, technologies and resources required to perform work effectively and achieve organizational objectives.

Capacity

Capacity refers to the organization's ability to perform work and meet demand using available people, equipment, facilities, technology and other resources.

Climate Change

Climate change refers to long-term changes in weather patterns and environmental conditions that may create risks and opportunities for organizations and society.

Collaborators

Collaborators are individuals or organizations that work together with the organization to achieve shared goals, projects or initiatives.

Continuous Improvement

Continuous improvement is the ongoing effort to enhance products, services, processes and systems to improve performance, quality, efficiency and customer satisfaction.

Core Competencies

Core competencies are the organization's unique strengths, capabilities, expertise or technologies that provide a competitive advantage and support long-term success.

Customer

A customer is any individual or organization that purchases, uses, receives or benefits from the organization's products or services.

Customer Engagement

Customer engagement reflects the strength of the relationship between customers and the organization and is demonstrated through loyalty, repeat business, advocacy and long-term relationships.

Customer Experience

Customer experience is the overall perception customers develop through their interactions with the organization across all touchpoints.

Cycle Time

Cycle time is the total time required to complete a process or deliver a product or service.

Data-Driven Decision Making

Data-driven decision making is the use of facts, data, information and analysis to make business decisions rather than relying on assumptions or opinions.

Deployment

Deployment refers to the extent to which an approach is consistently applied across relevant functions, departments, locations and work units.

Digital Transformation

Digital transformation is the use of digital technologies, data and automation to improve customer experience, business processes, operational performance and organizational effectiveness.

Diversity

Diversity refers to the variety of backgrounds, experiences, perspectives, skills and characteristics within the workforce.

Effectiveness

Effectiveness refers to how well a process, activity or system achieves its intended purpose and desired outcomes.

Employee Engagement

Employee engagement reflects the level of commitment, involvement and motivation employees have toward their work and the organization.

Empowerment

Empowerment means giving employees the authority, information and confidence to make decisions and take actions within their areas of responsibility.

Ethical Behaviour

Ethical behaviour refers to acting with honesty, integrity, fairness and accountability in all organizational activities and decisions.

Evidence of Effectiveness

Evidence of effectiveness refers to measures, indicators, trends, outcomes or examples that demonstrate whether an approach is achieving its intended purpose and delivering desired results.

Goals

Goals are desired future outcomes or performance levels that an organization intends to achieve.

Governance

Governance is the system through which an organization is directed, controlled and held accountable to ensure transparency, compliance, ethical conduct and effective risk management.

High Performance

High performance refers to consistently achieving superior levels of quality, productivity, innovation, customer satisfaction and business results.

Innovation

Innovation is the introduction of new or improved products, services, processes, technologies or business models that create value for customers and stakeholders.

Innovation Management

Innovation management is the systematic process of identifying, evaluating, developing and implementing innovative ideas and opportunities.

Key Performance Indicator (KPI)

A Key Performance Indicator (KPI) is a measurable indicator used to assess progress toward strategic objectives and desired business outcomes.

Knowledge Management

Knowledge management is the process of capturing, organizing, sharing and applying knowledge, expertise and best practices to improve organizational performance.

Mission

Mission defines the organization's purpose, whom it serves and the value it creates.

Organizational Learning

Organizational learning is the process of acquiring, sharing and applying knowledge to improve performance, innovation and future success.

Performance Excellence

Performance excellence is an integrated approach to managing an organization that improves effectiveness, drives innovation and delivers superior and sustainable results.

Resilience

Resilience is the ability of an organization to withstand disruptions, recover quickly and continue operating effectively under changing conditions.

Risk

Risk is the possibility that an event or situation may affect the organization's ability to achieve its objectives.

Stakeholders

Stakeholders are individuals or groups that are affected by or can influence the organization's activities, decisions or performance.

Strategic Objectives

Strategic objectives are the key long-term priorities that an organization seeks to achieve to fulfill its mission and realize its vision.

Sustainability

Sustainability is the ability of an organization to achieve long-term success while balancing economic performance, social responsibility and environmental stewardship.

Systems Perspective

A systems perspective means managing the organization as an interconnected set of people, processes, resources and stakeholders working together to achieve common goals.

Value Creation

Value creation refers to the benefits generated for customers, employees, shareholders, partners, society and other stakeholders through the organization's products, services and activities.

Vision

Vision describes the desired future state of the organization and provides long-term direction and inspiration.

Voice of Customer (VOC)

Voice of Customer (VOC) refers to the collection and analysis of customer needs, expectations, preferences, feedback and experiences used to improve products, services and customer satisfaction.

Workforce

Workforce refers to all individuals who contribute to the organization's work, including employees, contract workers, temporary staff and others performing work on behalf of the organization.

Workforce Well-being

Workforce well-being refers to the physical, mental, emotional and social health of employees and their ability to work productively and safely.

Work Processes

Work processes are the key activities and tasks through which the organization creates and delivers products, services and value to customers and stakeholders.

Annexure 1: Examples of Evidence of Effectiveness

The measures listed in this Annexure are illustrative and are intended to help organizations prepare their Application Report.

These examples provide guidance on the type of evidence that organizations may include in their Application Report to demonstrate the effectiveness of their approaches and the results achieved.

Organizations are not required to report every measure listed. They should select the measures that are most relevant to their business, strategy and key priorities. Additional measures that better reflect the organization's performance and achievements may also be included.

1.1 Leadership and Organizational Culture

A. Vision, Values and Culture

- Leadership effectiveness
- Awareness and adoption of Mission, Vision and Values
- Employee understanding of organizational goals and priorities
- Organizational culture and employee alignment
- Ethics and compliance performance
- Health, safety and well-being performance
- Sustainability and environmental initiatives
- Employee participation in improvement activities

B. Communication and Stakeholder Engagement

- Employee engagement and involvement
- Communication effectiveness
- Customer and stakeholder satisfaction
- Employee participation in improvement initiatives
- Employee suggestions and idea generation
- Cross-functional collaboration
- Innovation participation
- Stakeholder involvement and feedback

C. Driving Organizational Success

- Progress towards strategic objectives
- Organizational performance improvements
- Customer-related improvements
- Employee engagement and retention
- Innovation achievements
- Leadership development outcomes
- Succession readiness
- Business growth and sustainability initiatives
- Achievement of key organizational goals

1.2 Governance, Ethics and Societal Responsibility

A. Governance and Leadership Accountability

- Governance effectiveness
- Leadership effectiveness

- Financial stewardship and audit performance
- Risk management effectiveness
- Compliance performance
- Leadership development outcomes
- Succession readiness
- Achievement of governance objectives

B. Ethics, Compliance and Sustainability

- Regulatory and legal compliance
- Ethical conduct and responsible business practices
- Risk reduction and risk management effectiveness
- Resolution of compliance and ethics-related issues
- Sustainability achievements
- Environmental performance improvements
- Resource conservation initiatives
- Climate and sustainability initiatives

C. Societal and Community Contribution

- Community impact and outreach programs
- Social responsibility achievements
- Employee participation in community initiatives
- Education, health or environmental awareness programs
- Environmental and sustainability contributions
- Benefits created for society and local communities
- Partnerships supporting community development
- Recognition for social responsibility initiatives

2.1 Strategy Development

A. Strategy Development Process

- Effectiveness of the strategic planning process
- Identification of growth opportunities
- Identification of innovation opportunities
- Strategic risk management outcomes
- Readiness for future challenges and opportunities
- Ability to respond to changing business conditions
- New business, market or product opportunities identified
- Strategic planning review effectiveness

B. Strategic Objectives

- Progress towards strategic objectives
- Achievement of key goals and targets
- Outcomes of strategic initiatives
- Business growth and expansion achievements
- Transformation and change management outcomes
- Innovation and business development outcomes
- Achievement of long-term priorities
- Sustainability and future-readiness initiatives

2.2 Strategy Execution and Agility

A. Action Plan Deployment

- Successful implementation of action plans
- Achievement of key milestones
- Resource utilization effectiveness
- Workforce readiness and capability development

- Execution of strategic initiatives
- Timely completion of key projects
- Cross-functional collaboration
- Achievement of planned outcomes

B. Performance Monitoring and Organizational Agility

- Progress against strategic goals and targets
- Improvement actions implemented
- Responsiveness to changing business conditions
- Speed and effectiveness of decision-making
- Successful adaptation to new opportunities and challenges
- Organizational agility and flexibility
- Effectiveness of performance reviews
- Business continuity and resilience

3.1 Customer Understanding and Market Insights

A. Customer and Market Understanding

- Understanding of customer needs and expectations
- Customer insights generated and utilized
- Market opportunities identified
- Improvements resulting from customer feedback
- New customer acquisition initiatives
- Market expansion opportunities
- Understanding of market trends and competitor activities
- Effectiveness of customer listening mechanisms

B. Customer Segmentation and Product/ Service Offerings

- Product and service improvements
- New product and service introductions
- Customer acceptance of new offerings
- Customer growth and retention
- Market expansion achievements
- Competitive advantages created through customer-focused offerings
- Success of customized offerings
- Revenue or growth from new offerings

3.2 Customer Engagement and Experience

A. Customer Relationships and Experience

- Customer retention
- Customer loyalty
- Brand reputation
- Customer support effectiveness
- Customer experience improvements
- Customer relationship strength
- Repeat business
- Customer advocacy and referrals

B. Voice of Customer, Satisfaction and Service Recovery

- Customer satisfaction
- Customer engagement
- Net Promoter Score (NPS), where applicable
- Complaint resolution effectiveness
- Customer recovery and retention
- Improvements driven by customer feedback
- Business improvements resulting from Voice of Customer insights
- Reduction in recurring customer issues

4.1 Performance Measurement, Analytics and Improvement

A. Performance Measurement and Analytics

- Availability and reliability of performance information
- Use of analytics and benchmarking
- Timeliness of performance reporting

- Improved visibility of organizational performance
- Data-driven decision-making
- Achievement of performance targets
- Effectiveness of performance dashboards and reviews
- Quality of business insights generated

B. Performance Review, Improvement and Innovation

- Improvement initiatives completed
- Innovation outcomes achieved
- Performance improvements realized
- Responsiveness to business challenges
- Readiness for future opportunities
- Improvement in key business measures
- Successful implementation of improvement projects
- Benefits realized from innovation initiatives

4.2 Information, Knowledge and Digital Excellence

A. Information and Digital Management

- Data quality and reliability
- Information accessibility
- Effectiveness of digital systems
- User satisfaction with information systems
- Information security performance
- Digital transformation achievements
- System availability and uptime
- Automation and digital adoption outcomes

B. Knowledge Management and Organizational Learning

- Knowledge sharing effectiveness
- Adoption of best practices
- Learning and capability development
- Improvements resulting from knowledge transfer
- Innovation enabled through learning
- Organizational learning outcomes
- Cross-functional sharing of knowledge and expertise
- Replication of successful practices across the organization

5.1 Workforce Environment and Capability

A. Workforce Planning and Capability

- Workforce capability and capacity
- Recruitment effectiveness
- Employee retention and stability
- Workforce diversity and inclusion
- Workforce readiness for future needs
- Availability of critical skills and competencies
- Workforce productivity
- Success of workforce planning initiatives

B. Workplace Environment and Employee Well-being

- Health and safety performance
- Employee well-being
- Workplace environment effectiveness
- Employee satisfaction with support systems
- Workplace culture and employee experience
- Reduction in workplace incidents and absenteeism
- Employee health and wellness participation
- Workplace safety and compliance performance

5.2 Workforce Engagement and Development

A. Workforce Engagement, Performance and Recognition

- Employee engagement
- Employee satisfaction and well-being
- Employee retention
- Employee participation and involvement
- Performance management effectiveness
- Recognition and reward effectiveness
- Employee contribution to improvement and innovation
- Teamwork and collaboration effectiveness

B. Learning, Leadership and Career Development

- Learning and development effectiveness
- Improvement in workforce skills and capabilities
- Leadership development outcomes
- Strength of leadership pipeline
- Succession readiness
- Career growth and advancement
- Training participation and completion
- Internal promotions and talent development
- Professional certifications and competency development
- Readiness of employees for future roles and responsibilities

6.1 Operational Excellence

A. Product, Service and Process Management

- Product and service quality performance
- Process effectiveness and efficiency
- Productivity improvements
- Cost reduction and resource optimization
- Customer satisfaction and service performance
- Quality, safety and sustainability improvements
- Reduction in defects, errors or rework
- Improvement in cycle time and turnaround time

B. Supply Network and Operational Performance

- Supplier and partner performance
- Supply chain effectiveness
- Delivery and service performance
- Operational reliability and flexibility
- Supplier development outcomes
- Sustainability improvements across the supply network
- On-time delivery performance
- Supply continuity and responsiveness
- Supplier quality improvements

6.2 Continuous Improvement, Innovation and Business Continuity

A. Continuous Improvement and Innovation

- Improvement initiatives completed
- Innovation projects implemented
- New products, services or solutions introduced
- Productivity and efficiency improvements
- Cost savings and business benefits
- Customer and stakeholder benefits
- Business growth resulting from innovation

- Competitive advantages created through innovation
- Adoption of best practices and new technologies

B. Safety, Digital Security and Business Continuity

- Safety and health performance
- Reduction in accidents and incidents
- Information security and cybersecurity performance
- System reliability and availability
- Emergency preparedness effectiveness
- Business continuity performance
- Organizational preparedness and risk management effectiveness
- Recovery performance during disruptions
- Compliance with safety and security requirements

Annexure 2: Illustrative Example of a Process Response (ADLI)

Example: 3.2 Customer Engagement and Experience

Requirement

3.2 b 3) Describe how the organization collects customer feedback, manages complaints and uses customer insights to improve products, services and customer experience.

Example Response

3.2 b 3) The organization collects customer feedback through customer satisfaction surveys, customer visits, complaint management systems, social media monitoring and key account reviews. A centralized Customer Relationship Management (CRM) system captures and tracks all complaints and feedback. Complaints are categorized based on severity and assigned to responsible functions for investigation and closure. Monthly reviews are conducted by senior management to analyse complaint trends, identify recurring issues and prioritize improvement actions. Root Cause Analysis (RCA) is conducted for significant complaints and learnings are shared across relevant functions. Customer satisfaction and complaint closure performance are reviewed as part of monthly business reviews and are linked to departmental objectives. Improvements resulting from customer feedback include reduction in complaint response time, enhancement of service processes and introduction of new customer support initiatives.

How an Examiner may evaluate ADLI

ADLI Dimension	What the Examiner Looks For
Approach	Is there a systematic process for collecting feedback and managing complaints?
Deployment	Is the process implemented across all customers, locations and functions?
Learning	Are complaint trends reviewed and improvements made?
Integration activities?	Is customer feedback linked to business reviews, objectives and improvement

This example is intended only to illustrate how a response may be structured.

Annexure 3: Illustrative Example of a Result Response (LeTCI)

Example : 7.2 Customer Results

Requirement

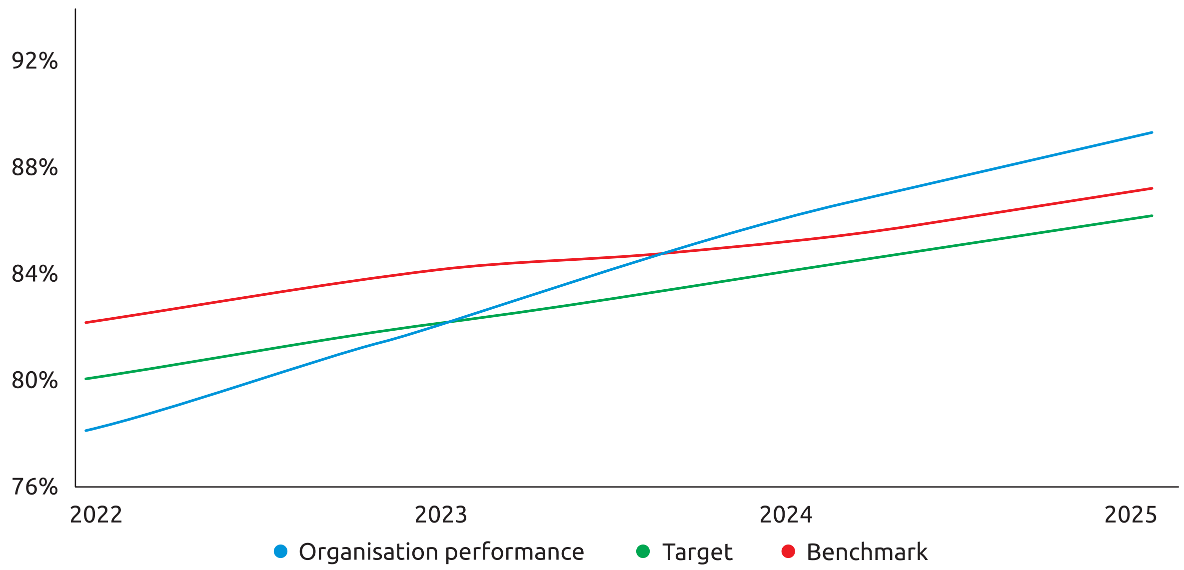
7.2 1.Customer Satisfaction and Experience

a) Customer Satisfaction Score (CSAT)

Example Response in form of graph

Customer Satisfaction Trend

Illustrative results graph showing performance, target and benchmark.



How this result demonstrates LeTCI

- **Level:** Current performance is 89% in 2025.
- **Trend:** Performance improved from 78% in 2022 to 89% in 2025.
- **Comparison:** Performance is compared with both internal target and external benchmark.
- **Integration:** Customer satisfaction is a key measure linked to customer focus and business performance.

How an Examiner may evaluate LeTCI

LeTCI Dimension	What the Examiner Looks For
Levels	What is the current performance?
Trends	Is performance improving over time?
Comparisons	How does performance compare with targets and benchmarks?
Integration	Is the measure important to customers and business objectives?

This example is intended only to illustrate how results may be presented and evaluated.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