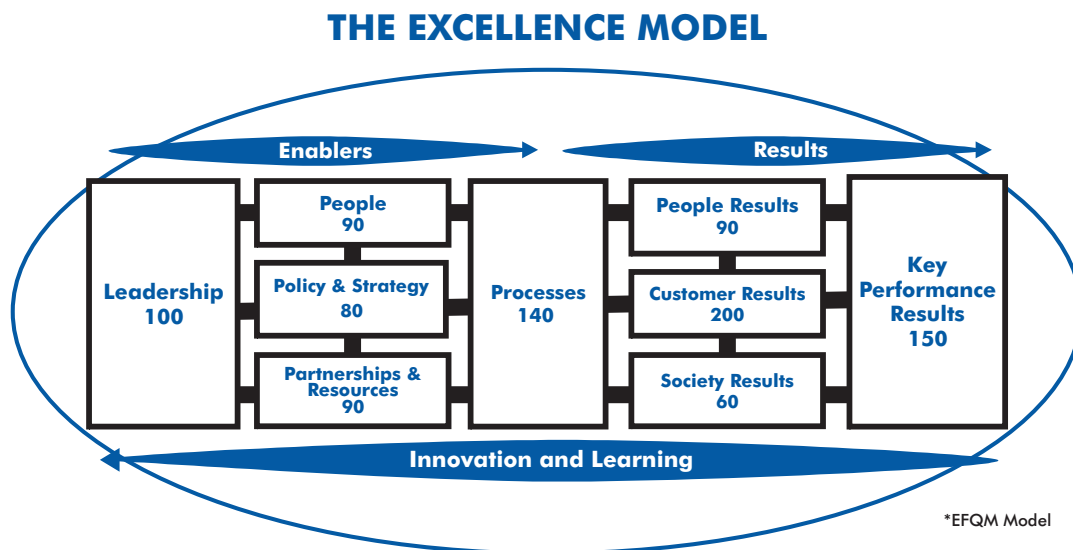


## 5.0 The Excellence Model

### 5.1 Overview

The Excellence Model is a non-prescriptive framework based on nine criteria. Five of these are 'Enablers' and four are 'Results'. The 'Enabler' criteria cover what an organisation does. The 'Results' criteria cover what an organisation achieves. 'Results' are caused by 'Enablers'.



**ENABLERS:** It covers how the organisation achieves its planned results through leadership, policy & strategy, people, partnerships & resources, and processes following PDCA (Plan, Do, Check, Act) approach. The details of each of five criteria are described on Pages 14 to 18.

**RESULTS:** The results cover what the organisations are achieving with respect to their key stakeholders. E.g., Customers, People, Society and Shareholders. The organisation is assessed on the results with respect to satisfaction of key stakeholders based on their

perceptions and the robustness of key processes to assure sustainability of good performance based on the key process outcomes. The details of each of four criteria are described on Page 19 to 23.

**MEASURING EXCELLENCE:** The excellence of enablers and results is measured based on the PDCA approach. The assessment guidelines are given in Page 13. The marks are given out of maximum 1000. The model above indicates maximum points for each criteria for the purpose of award assessment.

## 5.0 The Excellence Model

### 5.2 Assessment Guidelines

The following two tables are provided as guidance for applicant organisation to understand that the performances (results) and the practices (enablers) presented will be evaluated as per the points mentioned for “Results” and “Enablers” and score will be given for each criterion on the scale of “0 to 100”. The points on each criterion will be awarded as per the weightage given. Total points will be awarded out of maximum 1000 points..

| RESULTS   |  |
|---|--|
| <p>Do the results</p> <ul style="list-style-type: none"> <li>Cover all relevant performance parameters for now and future</li> <li>Measure all the relevant practices for planning and execution using relevant indicators</li> </ul> | <ul style="list-style-type: none"> <li>Show positive trends.</li> <li>Have appropriate targets. If yes, are the targets achieved</li> <li>Have external comparisons and is it doing well</li> <li>Show the linkages to the practices to assure sustainability</li> </ul> |

| ENABLERS  |   |
|---|---|
| <p><b>Approach</b></p> <p>Is the approach:</p> <ul style="list-style-type: none"> <li>Sound and stakeholder based</li> <li>Supporting business plans and linked to other approaches</li> <li>Systematic, measurable, flexible, and innovative</li> </ul> <p><b>Deployment</b></p> <p>Is the deployment of the approach:</p> <ul style="list-style-type: none"> <li>Implemented in all potential areas across the organisation</li> <li>Implemented to its full potential /capability</li> <li>Systematic and carried out in a planned manner</li> </ul> | <p><b>Assessment &amp; Review</b></p> <p>Is the approach and its deployment:</p> <ul style="list-style-type: none"> <li>Measured for effectiveness regularly</li> <li>Providing learning opportunities and external comparisons</li> <li>Improved based on outputs from learning and performance measure</li> </ul> <p><i>Note:</i> The excellence in management is evaluated based on the principles of PDCA (Plan, Do, Check, Act).</p> |

# 5.0 The Excellence Model

## 5.3 Model Criteria

### 1. LEADERSHIP 100 points

**Definition:** Excellent Leaders develop and facilitate the achievement of the mission and vision for the organisation. They develop organisational values and systems required for sustainable success and implement these via their actions and behaviours. During periods of change they retain a constancy of purpose. Where required, such leaders are able to change the direction of the organisation and inspire others to follow.

This criterion deals with the visible and demonstrated behaviour of the senior officers of the organisation with a view to influence the behaviour of others in the organisation. This behaviour of senior officers is expected to be manifested in five aspects of leading the organizations like inspirational leadership, institution building, external networking, internal working and change management.

Briefly describe the Leadership practices covering:

- How CEO and other managers involve themselves in setting long-term direction, frame policies and guidelines on quality, environment, safety, organizational management and structure, finance, health etc?
  - How CEO and other managers involve themselves in developing and reviewing quality, environment and other management systems like ISO 9000, ISO 14000, business planning, budgeting, finance management etc?
  - How CEO and other managers involve themselves in developing improvement systems like quality circles, small group activity, cross functional teams, kaizen teams, suggestion schemes, waste elimination, 5S, process re-engineering etc?
  - How CEO and other managers involve themselves with organisations' customers and suppliers? How customer and supplier visits, interactions, meetings are planned? Who all meet the customers and suppliers? What are the issues covered in the interactions? How customers and suppliers are rewarded and recognized?
  - How CEO and other managers involve themselves
- with their local industry associations, welfare associations, local authorities? How these interactions are planned? Who all interact and what are the issues addressed?
  - How CEO and other managers meet and interact with people, unions? How these interactions are planned? Who all interact and what are the issues addressed?
  - How CEO and other managers reward and recognize their people? How CEO and other managers support, encourage and motivate people for good ideas, achievements, suggestions etc?
  - How CEO and other managers involve themselves in planning, financing, executing and managing organisation wide major improvement activities like TQM, TPM, Six Sigma, Lean, Cluster Activity, QMS?

□ While describing the practices you may give information on the above points as relevant to your business. Very briefly, describe who all are involved, when and how often, the manner in which it is implemented, and the improvements made during the last 3 years.

□ A practice followed by the organisation may cover several points mentioned above and each point need not be answered separately. It may also have linkages with the points mentioned in other criteria. You may give the cross references of the relevant practices and results described in other criteria and avoid rewriting the same.

Note:

## 5.0 The Excellence Model

### 5.3 Model Criteria

#### 2. POLICY AND STRATEGY

80 points

**Definition:** Excellent Organisations implement their mission and vision by developing a stakeholder focused strategy that takes into account the markets and the sector in which it operates. Policies, plans, objectives, and processes are developed and deployed to deliver the strategy.

This criterion deals with how organisations plan and shape their future based on the needs and expectations of their customers, suppliers, collaborators, employees and other interested parties. While doing so organisations also fully understand their capabilities and make factual choices with respect to their future. Organisations prepare themselves for unforeseen eventualities and need for appropriate mid course corrections. Organisations also develop a common understanding on the areas crucial to their business and communicate the same to all key personnel concerned.

Briefly describe the Practices relating to Policy & Strategy covering:

- How the organisation gathers and collects inputs and information regarding customers, people, suppliers, community and investors needs and expectations of the present and future?
  - How the organisation reviews, analyses and draws meaningful interpretation from the data, figures and results covering operational performance parameters like productivity, quality, delivery, cost and use it for developing its business plans?
  - How the organisation gathers, understands and uses information about their competitors, products, processes, technology and market data performance in the business planning? How strengths and weaknesses, relative to competitors, are understood?
  - How the organisation develops and prepares its 1, 3 or 5 year plans as applicable? How the outputs from the analysis and understanding of the data and information gathered by the organisation, as described above is used in the development, review and improvement of business plans?
- How the organisation communicates these plans and goals and sets targets for its people at different levels? How customers and suppliers are informed about the plans?
  - How the organisation reviews the implementation of its annual, medium (2-3 years) and long-term (3-5 years) plans? How the plans are modified, changed or updated as needed?
  - What reporting mechanism is used by the organisation to track the execution of its business plans?

- Note:
- While describing the practices you may give information on the above points as relevant to your business. Very briefly, describe who all are involved, when and how often, the manner in which it is implemented, and the improvements made during the last 3 years.
  - A practice followed by the organisation may cover several points mentioned above and each point need not be answered separately. It may also have linkages with the points mentioned in other criteria. You may give the cross references of the relevant practices and results described in other criteria and avoid rewriting the same.

# 5.0 The Excellence Model

## 5.3 Model Criteria

### 3. PEOPLE

90 points

**Definition:** Excellent organisations manage, develop and release the full potential of their people at an individual, team-based and organisational level. They promote fairness and equality and involve and empower their people. They care for, communicate, reward and recognise, in a way that motivates the staff and builds commitment to use their skills and knowledge for the benefit of the organisation.

This criterion deals with how an organisation develops its human resource, policies, strategies and action plans. This criterion also deals with how an organisation plans and implements its recruitment, manpower planning, training, skill building and other human resource related activities. The criterion also covers matters relating to employee benefits, communication, feedback, learning opportunities, best practices, rewards, recognitions, safety and other related aspects.

Briefly describe Practices relating to People covering:

- How the organisation plans and prepares people related policies, programmes and action plans for recruitment, training, compensation, career progression etc?
- How the organisation gathers and understands their people's views and use it for improving their policies, programmes and action plan?
- How the organisation understands what skills are required now and what skills the people already have and what skills will be required in next few years to achieve organisation goals?
- How the organisation plans, prepares and provides training to their people including on the job training to meet these skill requirements?
- How the organisation encourages and supports its people to take decisions, address problems and work with higher sense of responsibility and accountability?
- How the organisation enables and encourages people to suggest, give ideas, experiment new ways and methods of processing, production, assuring quality, resolving complaints, equipment

maintenance, housekeeping, automation, product development etc?

- How the organisation collects, compiles, displays, communicates and shares best methods, examples, achievements, new methods of operations with its people for example kaizens, pictures, boards, shop floor discussions, charts, library etc?
- How the organisation discusses, shares any operational, financial, or any other related issues and problems with and among its people?
- How the organisation rewards and recognizes its people, managers, contract workers, senior executives for good work, good results, ideas, suggestions etc?
- How the organisation plans, prepares and implements people related benefits like incentives, facilities, and health schemes?

□ While describing the practices you may give information on the above points as relevant to your business. Very briefly, describe who all are involved, when and how often, the manner in which it is implemented, and the improvements made during the last 3 years.

□ A practice followed by the organisation may cover several points mentioned above and each point need not be answered separately. It may also have linkages with the points mentioned in other criteria. You may give the cross references of the relevant practices and results described in other criteria and avoid rewriting the same.

□ People include all those working on regular, part time or on contract/casual basis

Note:

## 5.0 The Excellence Model

### 5.3 Model Criteria

#### 4. PARTNERSHIPS AND RESOURCES

90 points

**Definition:** Excellent organisations plan and manage external partnerships, suppliers and internal resources in order to support its policy and strategy and the effective operation of processes. During planning and whilst managing partnerships and resources, they balance the current and future needs of the organisation, community and the environment.

This criterion deals with how organisations plan, procure, maintain, improve and utilize its key assets like finances, equipment, infrastructure, materials, IT hardware to support its day to day operations and execution of annual and long term plans. This criterion also deals with how organisations manage and acquire basic and business subject related critical know how. It also relates to matters concerning supplier/vendor selection, prioritizing and building long-term relationships, developing and improving suppliers as appropriate as well as information and knowledge aspects to fully support their business and achieve long-term benefits.

Briefly describe Practices relating to Partnerships and Resources covering:

- How the organisation plans, develops and implements supplier related activities like identification of important suppliers, performance monitoring and providing feedback, supplier development, joint improvements, joint development projects etc?
  - How the organisation understands, plans, decides and implements activities relating to finances and funds, budgeting, investments for expansions and new facilities, auditing and reporting?
  - How the organisation monitors and reviews budgets, fund utilization, costs, statutory compliances, input prices and their impact on business etc?
  - How the organisation manages its equipment, machinery and utilities, its building and other physical infrastructure for effective utilization? For e.g., 5S, SMED, TPM, Preventive Maintenance?
  - How the organisation manage and reduces the inventory and wastages through out its supply chain (suppliers, in plant, in transit, sales & distribution and customer end)?
- How the organisation manages issues of safety, health, environment and ergonomics?
  - How the organisation acquires, absorbs, implements and improves know how and technology in all areas of its work? E.g., product development, production, sales & marketing, servicing, HR, finance & accounts etc.
  - How the organisation understands, plans and provides information and knowledge to its people, customers, suppliers and other key people? E.g., Facilities like IT hardware, software, tools like ERP, SAP, BaaN, Oracle etc.?

Note:

- While describing the practices you may give information on the above points as relevant to your business. Very briefly, describe who all are involved, when and how often, the manner in which it is implemented, and the improvements made during the last 3 years.
- A practice followed by the organisation may cover several points mentioned above and each point need not be answered separately. It may also have linkages with the points mentioned in other criteria. You may give the cross references of the relevant practices and results described in other criteria and avoid rewriting the same.

# 5.0 The Excellence Model

## 5.3 Model Criteria

### 5. PROCESSES 140 points

**Definition:** Excellent organisations design, manage and improve processes in order to fully satisfy, and generate increasing value for, customers and other stakeholders.

This criterion deals with how organisations plan, design and establish an effective and efficient process management system that enables them to improve their ability to provide its customers products and services better than their competitors. The criterion also deals with how organisations plan, implement and effectively manage process improvements and changes. The criterion also deals with matters relating to product design and development, marketing and selling of products and services, producing and building quality in products and services, procuring materials and delivering products and services, as appropriate, to its customers. Further, the criterion also deals with interacting and engaging its customers to know their needs and expectations, joint improvement programmes, complaint handling and other related aspects.

Briefly describe Practices relating to 'Processes' covering:

- How the organisation plans, develops and manages its management, operational and other support processes? Who are involved in their implementation? How performance measures and targets are set for control and improvement?
- How the organisation identifies, plans and implements improvements in its processes through use of tools like waste elimination, six sigma, problem solving methods, TPM, Lean, ISO 9000, TS 16949, ISO 14000 etc?
- How the organisation identifies new business opportunities and develops ideas for new products and services, for its existing and new customers/markets?
- How the organisation identifies, plans, and develops new products and implements product modifications? How customers and suppliers are involved in this process?
- How the organisation manages operational activities, such as:
  - Pre-production activities; e.g., Production planning and scheduling, procuring, tooling etc.
  - Production activities; e.g., production, quality assurance, calibration etc.
- How the organisation plans, meets, visits and interacts with its customers, distributors, and retailers, as applicable to address their day-to-day requirements? What issues, problems and concerns are addressed? How the ideas and outcomes of these meets and interactions are used for product and process improvements?
- How the organisation measures customer satisfaction? How complaints are captured and resolved? How the organisation uses the information on customer satisfaction, field failures and complaints for learning and improvement?

- Note:
- While describing the practices you may give information on the above points as relevant to your business. Very briefly, describe who all are involved, when and how often, the manner in which it is implemented, and the improvements made during the last 3 years.
  - A practice followed by the organisation may cover several points mentioned above and each point need not be answered separately. It may also have linkages with the points mentioned in other criteria. You may give the cross references of the relevant practices and results described in other criteria and avoid rewriting the same.
  - Customers include OEMs, and end users as applicable.

## 5.0 The Excellence Model

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### 5.3 Model Criteria

#### 6. CUSTOMER RESULTS

200 points

**Definition:** Excellent organisations comprehensively measure and achieve outstanding results with respect to their customers.

This criterion deals with levels of achievement with parameters selected and tracked by the organisation to monitor, understand, predict and improve the performance of the Organisation and to understand the impact of these parameters on the customer's perceptions. The criterion also deals with levels of achievement with respect to customer's perceptions about organisations performance.

Briefly describe the results organisation is achieving with respect to its customers. The customers include OEM, and end users as applicable.

The customer results to be provided may cover the following parameters as appropriate and any additional parameters that the organisation may be tracking. The perceptions of customers could be gathered as appropriate through surveys, interviews, interactions etc.

- Awards/Recognition/Accolades by the Customers
- Performance Ratings given by the Customer
- Perceptions of Customers about organisation's products, services and image
- New Customers added/Customers lost
- Duration of relationship across customer portfolio
- Effective recommendations
- New and/or Lost business

- Defect, Error and rejection rates for new/ongoing products (Customer site, field)
- Delivery performance, premium freight paid
- Number of product improvements
- New products launched
- Customer Line stoppages
- Customer Complaint resolution time
- Number of Complaints, Repeat Complaints, Warranty Claims

Note: □ The figures, data and numbers may be provided, along with targets, comparisons, as line graphs, bar charts or tables covering atleast three years. The feedback received from the customers through vendor ratings, audits, perception surveys and/or visits to be provided along with the analysis and action taken.

## 5.0 The Excellence Model

### 5.3 Model Criteria

#### 7. PEOPLE RESULTS

90 points

**Definition:** Excellent organisations comprehensively measure and achieve outstanding results with respect to their people.

This criterion deals with levels of achievement with internal parameters selected and tracked by the organisation to monitor, understand, predict and improve the performance of the organisation and to understand the impact of these parameters on the employee's perceptions. The criterion also deals with levels of achievement with respect to employee's perceptions about organisations performance.

Briefly describe the results organisation is achieving with respect to its people. The people include managerial, supervisory and non-supervisory staff. Appropriate result parameters should be provided for the part time and casual employees.

The people results to be provided may cover the following parameters as appropriate and any additional parameters that the organisation may be tracking. It includes the results of People satisfaction gathered as appropriate through personal interactions, interviews with people representatives and or feedback through surveys.

- People Satisfaction on the parameters important to them e.g., Work environment, training and development, communication, involvement, career progression, fairness, leadership, reward and recognition etc.
- Skills Available Vs. Requirements (Functional & headcount)
- Employee Productivity Improvement
- External awards and recognitions
- Number of suggestions, muda elimination, kaizens per employee per year
- Number of improvement teams (Quality Circles, Small Group Activity etc.)

- Training Man Hours per Employee per Year
- Individual & Team recognitions and awards
- Measurable benefits of Improvement activities
- Absenteeism
- Accident rates and their severity
- Grievances, Man hours lost due to employee unrest
- Staff turnover
- Complaints/grievance on the accuracy and timelines of administrative and accounts services e.g., Payments, leave records, appraisals etc.

Notes

- The figures, data and numbers may be provided, along with targets, comparisons, as line graphs, bar charts or tables covering atleast three years.

## 5.0 The Excellence Model

### 5.3 Model Criteria

#### 8. SOCIETY RESULTS

60 points

**Definition:** Excellent organisations comprehensively measure and achieve outstanding results with respect to society.

This criterion deals with levels of achievement with internal parameters selected and tracked by the organisation to monitor, understand, predict and improve the performance of the organisation and to understand the impact of these parameters on the society perceptions. The criterion also deals with levels of achievement with respect to society perceptions about organisation's performance.

Briefly describe the results organisation is achieving with respect to society.

The results to be provided may cover the following parameters as appropriate and any additional parameters that the organisation may be tracking. It could also cover data received as feedback from Society, through meetings, interactions, newspaper articles, citations, media etc.

- Accolades and awards from the Government and or Social organisations
- Media coverage on contribution to community welfare
- Benefits to community e.g., education, health, economic well being and social equity
- Savings due to Reduce, Recycle, and Reuse of resources
- Certification of ISO 14000, ISO 18000, OHSAS
- Import/export performance
- Reduction in Health risks and accidents (relating to community)
- Reduction in Noise
- Hazards (safety)

- Reduction in pollution, toxic emission and other hazards
- Efficient usage of utilities e.g., Gases, water, electricity
- Disposal of scrap, garbage

Note: □ The figures, data and numbers may be provided, along with targets, comparisons, as line graphs, bar charts or

## 5.0 The Excellence Model

### 5.3 Model Criteria

#### 9. KEY PERFORMANCE RESULTS

150 points

**Definition:** Excellent organisations comprehensively measure and achieve outstanding results with respect to the key elements of their policy and strategy.

This criterion deals with levels of achievement with internal parameters selected and tracked by the organisation to monitor, understand, predict and improve the performance of the organisation and to understand the impact of these parameters on the performance outcomes.

Briefly describe Key Performance Results for at least three years.

The results to be provided may cover the following parameters as appropriate and any additional parameters that the organisation may be tracking.

- Total Annual Sales / Revenue / Export (if any)
- Profitability, Investment and asset related information
- Budgetary performance (performance against the budgets)
- Percentage of business share with key customers
- Volumes
- Percentage of revenue from new products and businesses
- Time to introduce new products
- Process performance (quality, cost, cycle times)
- Cash flow
- Working capital/Turnover
- Customer outstanding(s)
- Inventory levels (raw materials, work in progress, finished items)

- Value added per employee
- Value added per total employee cost
- Floor space utilization
- Supplier performance (quality, delivery, price, joint improvements)
- Internal resources:
  - Equipments and Materials (defect rates, scrap generation, equipment availability, utilization, yields, changeover times)
  - Technology, Information & Knowledge (product improvements, new products, new technologies introduced, no. of work stations added, usage of IT infrastructure, IPRs if any)

Note:

- The figures, data and numbers may be provided, along with targets, comparisons, as line graphs, bar charts or tables covering at least three years.

## 5.0 The Excellence Model

### 5.4 Scoring Matrix – Enablers

| Elements             | Score Attributes  | 0%                            | 25%   | 50%  | 75%  | 100%   |  |                    |  |  |                 |  |  |                    |  |  |
|----------------------|---|-------------------------------|---|--|--|--|--|--------------------|--|--|-----------------|--|--|--------------------|--|--|
| Approach             | Is sound (has a clear rationale) and is based on stakeholder needs<br>Supports business plans and is linked to other approaches<br>Has a systematic process, is measurable, flexible and innovative | No or anecdotal evidence      | Some evidence   | Evidence   | Clear evidence   | Comprehensive evidence   |  |                    |  |  |                 |  |  |                    |  |  |
|                      | Total   | 0 5 10                        | 15 20 25 30 35  | 40 45 50 55 60   | 65 70 75 80 85   | 90 95 100  |  |                    |  |  |                 |  |  |                    |  |  |
| Elements             | Score Attributes  | 0%                            | 25%   | 50%  | 75%  | 100%   |  |                    |  |  |                 |  |  |                    |  |  |
| Deployment           | approach is implemented in all potential areas<br>approach is implemented to its full potential / capacity<br>approach is carried out in a systematic and planned manner                            | No evidence of implementation | Some evidence of systematic implementation in about 1/4 of relevant areas | Evidence of systematic implementation in about 1/2 of relevant areas | Clear evidence of systematic implementation in about 3/4 of relevant areas | Comprehensive evidence of systematic implementation in all of the relevant areas |  |                    |  |  |                 |  |  |                    |  |  |
|                      | Total   | 0 5 10                        | 15 20 25 30 35  | 40 45 50 55 60   | 65 70 75 80 85   | 90 95 100  |  |                    |  |  |                 |  |  |                    |  |  |
| Elements             | Score Attributes  | 0%                            | 25%   | 50%  | 75%  | 100%   |  |                    |  |  |                 |  |  |                    |  |  |
| Assessment & Review  | approach and its deployment are regularly measured for effectiveness<br>internal and external learnings are used<br>approach and deployment are improved based on learnings and performance         | No or anecdotal evidence      | Some evidence   | Evidence   | Clear evidence   | Comprehensive evidence   |  |                    |  |  |                 |  |  |                    |  |  |
|                      | Total   | 0 5 10                        | 15 20 25 30 35  | 40 45 50 55 60   | 65 70 75 80 85   | 90 95 100  |  |                    |  |  |                 |  |  |                    |  |  |
| <b>Overall Total</b> |   | 0 5 10                        | 15 20 25 30 35  | 40 45 50 55 60   | 65 70 75 80 85   | 90 95 100  |  |                    |  |  |                 |  |  |                    |  |  |
|                      |   | <b>Anecdotal</b>              |   |  | <b>Basic</b>   |  |  | <b>Competitive</b> |  |  | <b>Advanced</b> |  |  | <b>World Class</b> |  |  |

# 5.0 The Excellence Model

## 5.5 Scoring Matrix – Results

| Elements             | Score Attributes   | 0%                                  | 25%   | 50%   | 75%   | 100%   |
|----------------------|--|-------------------------------------|---|---|---|--|
| <b>Results</b>       | <b>Trends:</b><br>trends are positive and/or there is sustained good performance                                       | No results or anecdotal information | Positive trends an/or satisfactory performance for about ¼ of results over at least 3 Years | Positive trends sustained an/or good performance for about ½ of results over at least 3 Years | Positive trends sustained an/or good performance for about ¾ of results over at least 3 Years | Positive trends an/or good performance for all results over at least 3 Years |
|                      | <b>Targets:</b><br>targets are achieved<br>targets are appropriate   | No results or anecdotal information | Achieved and appropriate for about ¼ of results   | Achieved and appropriate for about ½ of results   | Achieved and appropriate for about ¾ of results   | Achieved and appropriate for all results                                     |
|                      | <b>Comparisons:</b><br>results compare well with others and/or<br>Results compare well with acknowledged 'World Class' | No results or anecdotal information | Favourable comparisons for about ¼ results  | Favourable comparisons for about ½ results  | Favourable comparisons for about ¾ results  | Favourable comparisons for all results                                       |
|                      | <b>Causes</b><br>results are caused by approach  | No results or anecdotal information | Cause and effect visible for about ¼ results  | Cause and effect visible for about ½ results  | Cause and effect visible for about ¾ results  | Cause and effect visible for all results                                     |
| Total                |  | 0 5 10                              | 15 20 25 30 35  | 40 45 50 55 60  | 65 70 75 80 85  | 90 95 100  |
| Elements             | Score Attributes   | 0%                                  | 25%   | 50%   | 75%   | 100%   |
| <b>Scope</b>         | results address all the relevant practices   | No or anecdotal results             | Results address ¼ of relevant areas and activities  | Results address ½ of relevant areas and activities  | Results address ¾ of relevant areas and activities  | Results address all of relevant areas and activities                         |
|                      | results are appropriately segmented e.g. by customer, by business  |                                     |   |   |   |  |
| Total                |  | 0 5 10                              | 15 20 25 30 35  | 40 45 50 55 60  | 65 70 75 80 85  | 90 95 100  |
| <b>Overall Total</b> |  | 0 5 10                              | 15 20 25 30 35  | 40 45 50 55 60  | 65 70 75 80 85  | 90 95 100  |
|                      |  | <b>Anecdotal</b>                    | <b>Basic</b>  | <b>Competitive</b>  | <b>Advanced</b>   | <b>World Class</b>   |