ANUGERAH KECEMERLANGAN INDUSTRI
INDUSTRY EXCELLENCE AWARD

The Anugerah Kecemerlangan Industri (AKI)
or Industry Excellence Award celebrates the
best of the best in the industry today.

Claim the prestigious AKI trophy and gain
business recognition with nationwide media
coverage and publicity.

Are
YOU
The Next
AKI Winner?

Contents

About The Awards

The Anugerah Kecemerlangan Industri (AKI) or Industry Excellence Award was introduced by the Ministry of International Trade and Industry (MITI) in 1991 to recognise outstanding Malaysian companies and to encourage continuous improvement in products and services rendered. Over the years, AKI has gained a reputation for being the nation's premier corporate recognition award.

In 2012, the AKI underwent a rebranding process to review its concept; award categories; the evaluation and assessment procedures; as well as the incentives for winners. As a result, the AKI returned in 2014 with several new and improved features. The Awards are now broadly categorised under two main sectors; manufacturing and services. The Most Promising Award is one such category that deserves mention. This is an award given in recognition of a company's development in various aspects with establishment age of the company not more than 5 years and its promise of exceptional growth in the future, through its vision and mission.

Starting 2016, a new category which is Open Category for Multinational Companies (from both manufacturing and services sectors) is introduced.

All winners of the categories will also be in the running for the exclusive Prime Minister's Award. This award which is AKI's premier award is given in recognition of overall industry excellence.

Now, AKI uses the Business Excellence Framework (BEF) as the benchmark criteria in the evaluation process. The BEF is used by many international organisations as a guide to promote outstanding practices in business by incorporating elements required for world class business excellence.

The AKI Assessors Committee is led by MITI and managed by the AKI Council which is appointed by MITI. The Council's chairman is assisted by Council members comprising senior Government officials as well as captains of industry. The Council is supported by an assessors committee.

The Council first determines the selection criteria and award categories. The assessors committee evaluates the participating companies and shortlists the front-runners in every category. Based on the report, the assessors committee will then recommend to the Council the shortlisted companies for each category. Lastly, the Council will select the winners after a final deliberation.

Objectives

The Anugerah Kecemerlangan Industri (AKI) was established to promote excellence and to stimulate healthy and positive competition within the industry. The AKI showcases the achievements of outstanding businesses in the manufacturing and services sectors with the key objectives to:

1

Recognise the most outstanding companies in the manufacturing and services industries

2

Recognise companies with business plans to increase value-added products or services

3

Recognise companies with best practices that render them as inspiring role models to other companies

Awards Categories

PRIME MINISTER'S AWARD
The winner of the Prime Minister's Award will be selected from among the winners of the categories below:

MANUFACTURING SECTOR AWARD

Category 1	Category 2	Category 3
Domestic company with sales turnover not exceeding RM50 million	Domestic company with sales turnover of RM50 million to RM100 million	Domestic company with sales turnover of more than RM100 million

SERVICES SECTOR AWARD

Category 1	Category 2	Category 3	Category 4
Domestic company with sales turnover not exceeding RM20 million	Domestic company with sales turnover of RM20 million to RM50 million	Domestic company with sales turnover of RM50 million to RM100 million	Domestic company with sales turnover more than RM100 million

OPEN CATEGORY AWARD
Open for *Multinational Companies (from manufacturing and services sector).

MOST PROMISING AWARD

1) Recognition to a company for the development of various aspects in the company and displaying exceptional promise of leadership and significant growth for the future through its vision and mission;
2) Positive flow in annual sales turnover and profit;
3) Establishment age of the company not more than 5 years.

'Multinational' refers to a foreign-owned company and brand with operations in multiple geographical locations. Malaysian-owned companies operating in multiple geographical locations are also eligible to apply.

Prizes and Benefits

1) Cash prize of RM500,000 for the winner of the Prime Minister's Award
2) A trophy and certificate
3) Publicity for winners:

   - Eligible to use the AKI logo for publicity purposes for 3 years from the date of receiving the award;
   - Included in publicity programmes for AKI;
   - Featured in MATRADE's publication (MATRADE website and Online News) and given space to advertise company products/services in MATRADE's export directory;
   - Company details published in AKI Winner's Book for distribution to all MITI and its Agencies as a promotional material; and
   - Publicity in MITI and Agencies websites.

Entry Requirements

Participation in all award categories (except in the Open Category) is open to all domestic companies that fulfil the requirements below:

- Winners of awards in the manufacturing and services sectors recognised by MITI and accorded by any other Ministry/agency or the private sector (awards won within 3 years from the date of current AKI);

- Open for companies to participate after being identified by MITI or nominated by Trade Associations and Chambers of Commerce;

- Company is duly incorporated in Malaysia in accordance with the Companies Act, 1965;

- Has been in operations for at least 3 years continuously;

- Submitted audited financial statements for the past 3 consecutive financial years

* Subsidiaries of large companies may apply as separate entities if able to provide supporting documents to prove distinct organisational corporate identity as reflected in corporate literature

Evaluation Process

OUTREACH
Open for Registration

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CLOSING DATE
Short listing companies

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HEAD HUNTING EXERCISE

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1st COUNCIL MEETING

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1st ASSESSORS COMMITTEE MEETING

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ASSESSMENT

↓

2nd ASSESSORS COMMITTEE MEETING

↓

2nd COUNCIL MEETING

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AWARD CEREMONY

Terms & Conditions

Applications will be disqualified if the Terms and Conditions of entry are not adhered to.

- Applications that are incomplete and/or received post-deadline will be automatically rejected.

- If any information provided by the applicants is subsequently discovered to be fraudulent or false or if there is a material misstatement or omission, both the application and the applicant will be automatically disqualified. The same shall apply to any information given by winners whereby the award given will be automatically revoked.

- The judges' decision is final. No appeal will be allowed and/or entertained. The applicants shall not resort to court proceedings to review the judges' decision.

- The Participation Forms must be signed off by the duly authorized highest ranking officer of the company.

- All submitted materials will not be returned and shall remain the property of the Organiser.

- The Organiser will not be responsible for entries damaged or lost through the post. Proof of posting is not proof of receipt.

- The Organiser reserves the right to use non-confidential information and the companies' logos provided by the applicants/ winners alike in all publications and collaterals related to the Awards.

- Applicants shall not submit more than one Participation Form.

- Winners of the Awards will be announced on the night of the Awards Ceremony. The Organiser reserves the right to photograph applicants and winners during the Awards Ceremony, and use these photographs and names of the applicants and winners at any time, without prior notice or consent.

- All decisions made by the Organiser pertaining to the Awards shall be final and binding.

How To Apply

You need to provide the information (softcopy in thumb drive) for a team of assessors from the Assessor Committee to evaluate your organisation. Your submission should consist of the following:

1. Online Participation Form (www.miti.gov.my)
2. Company's corporate logo in AI format
3. An Organisation Chart(s)
4. A copy of audited financial statement or annual report for the last three years
5. PDF file of the submission report (refer to Submission Guidelines)

Application should be submitted to:

AKI Secretariat
AKI & Outreach Division
Level 15, Menara MITI
Ministry of International Trade & Industry (MITI)
No. 7, Jalan Sultan Haji Ahmad Shah
50480 Kuala Lumpur
Tel: 03-6200 0460 / 0466 / 0457 / 0461
E-mail: allaki@miti.gov.my

Business Excellence Framework (BEF) For AKI Assessment

The business excellence framework i a globally recognised comprehensive plan to ensure productivity, quality, and sustainability for any organisation. The BEF helps an organisation assess how well it is performing, more importantly, helps identify improvement opportunities. The framework addresses the criteria of leadership, planning, information, customers, people, process, and results. The BEF describes the elements essential to sustain organizational performance.

More than 83 countries have adopted BEF and used by 96 award administrators across the globe to promote organizational excellence. Among them are national awards in USA, Japan, Singapore, Australia, New Zealand, European countries and Latin American countries. In Malaysia, BEF has been used in the evaluation of the AKI participating organization.

MALAYSIA BUSINESS EXCELLENCE FRAMEWORK
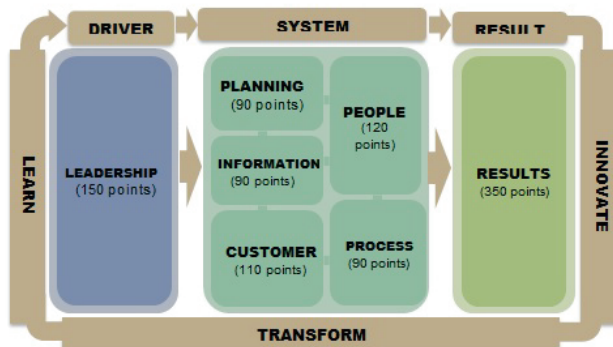
BUSINESS EXCELLENCE FRAMEWORK GUIDELINES PRINCIPLES
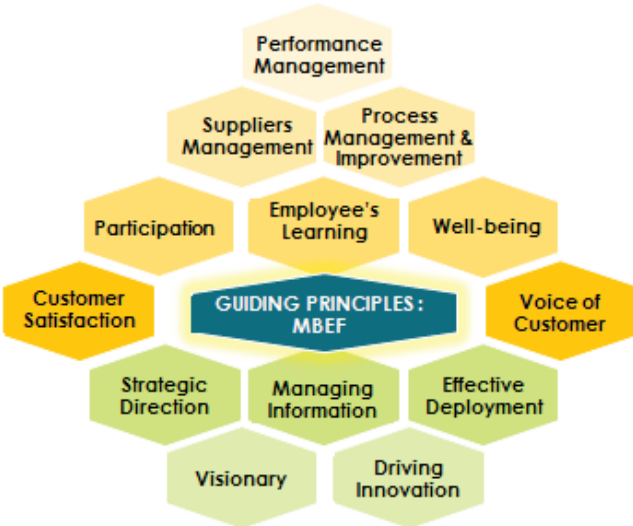
Submission Guidelines

The submission report should consist of:

1) Organisational Profile (maximum 5 pages)

2) Business Excellence Criteria (maximum 50 pages) i.e. Leadership, Planning, People, Information, Customer, Process and Results.

Organisational Profile (Maximum 5 pages)

The profile should contain the following:

1.0 ORGANISATIONAL DESCRIPTION (minimum 5 pages)

1.1 Organisational Environment	1.2 Organisational Relationships
1.1.1 Product/Service offerings – main products/ service offerings and mechanisms used to deliver offering.	1.2.1 Governance structure and system – organisation chart and governance system with reporting relationships.
1.1.2 Vision, mission, values and company core competencies.	1.2.2 Key market segments; customers and stakeholders groups; their key requirements and expectations on products, support services and operations.
1.1.3 Workforce Profile – workforce group, education, type of employment (permanent, contract, part time) etc.	1.2.3 Key suppliers/partners – key suppliers/ partners and role in your works system; suppliers' innovation initiatives/ contribution in enhancing your competitiveness, key communication mechanisms to get suppliers' commitment, key supply chain requirements.
1.1.4 Technologies, Equipment/Facilities – major facilities, technologies and equipment used.	
1.1.5 Regulatory/Legal environment – regulatory under which you operate, which include industry standards/ code of conduct or customer requirements.	

2.0 ORGANISATIONAL SITUATION

2.1 Competitive Environment	2.2 Strategic Context	2.3 Performance Improvement System
2.1.1 Competitive position, size and growth.	2.2.1 Key strategic advantages and challenges in business, operations and workforce.	2.3.1 Key elements of performance improvement system and evaluation process.
2.1.2 Key changes affecting competitive position and opportunity to innovate.		
2.1.3 Industry data for benchmarking and improvement.		

BUSINESS EXCELLENCE CRITERIA (MAXIMUM 50 PAGES)

Total Score: 1000 points

Note:

a) Please describe the approach/method, deployment, learning/review for improvement and integration (align with organisational needs) for Criteria 1 to 6.
b) For Criteria 7, please provide data/ information on performance level, trends, comparisons (performance relative to competitors' performance or benchmarks) and integration (anticipate future growth which supports organisation-wide goals).

1. LEADERSHIP (150 points)

Leadership addresses how leaders develop and facilitate the achievement of an organisation's vision and missions. It also relates to the leaders effort to develop values required for long term success. Effective leadership is crucial to the overall organisational growth by developing policies and strategies that drives people to achieve organisational objectives. It is also crucial for the leaders to manage resources and external partnerships effectively. Emphasis is placed on how the senior leaders communicate with the employees, enhance their skills, and how they are involved in organisational learning and in developing future leaders. The category includes Visionary & Promote innovation and Governance & Sustainability.

1.1 Visionary & Promote Innovation (90 points)

This item examines how the actions of senior leaders create a sustainable and high performing organisation. The senior leaders also show their commitment to improvement and innovation with the focus to the business, customers and community.

For this, describe how senior leaders are responsible to:

1.1.1   Develop the organisation's vision, missions, values and ethics that focus on key stakeholders, learning and innovation.

1.1.2   Communicate the vision, missions, values and ethics to stakeholders (employees, customers, suppliers/ partners and other external parties).

1.1.3   Translate organisation values into policies, practices and behaviours.

1.1.4   Nurture a desired culture that supports innovation, learning and achievement of the organisation's objectives.

1.1.5   Undertake initiative to achieve a desired culture.

1.1.6   Evaluate measure and improve their personal leadership and involvement in meeting organisational vision, mission, values and ethics.

1.1.7   Ensure senior leaders involvement to develop its future leaders for organisational sustainability.

1.2 Governance & Sustainability (60 points)

This item examines the key aspects of the organisation governance system in which it examines the accountability aspects for actions taken by the leadership as well as independence in audit.

Governance in an organisation is established to ensure that proper long-term shareholders and stakeholders interests are protected and promoted. Also in ensuring sustainability, the organisation needs to incorporate the social and environmental risks into the governance system.

For this, describe how senior leaders are responsible to:

1.2.1   Establish system for governance with a clearly defined purposes and roles.

1.2.2   Ensure management accountability for the organisation's actions and independence in audits.

1.2.3   Effectively evaluate top management performance from the perspective of key stakeholder interests and take appropriate actions as required.

1.2.4   Regularly review governance system to ensure that it meets key stakeholders' interests.

1.2.5   Participate in succession planning and the development of future organisational leaders.

1.2.6   Develop policies and practices in relation to its contribution to the community and environmental in which it operates.

1.2.7   Inculcate a culture that supports involvement of employees and key stakeholders in achieving the goals.

1.2.8   Evaluate and improve CSR initiatives to the community and environment.

2. PLANNING (90 points)

Strategic planning addresses an organisation's strategic objectives and action plans, deployment of the plans and change of plans if circumstances require a change, and how progress is measured and sustained.

2.1 Strategy Development and Deployment (90 points)

This item examines the organisation's approach to develop its strategy and strategic objectives for future, focus into consideration on organisation's strengths, weaknesses, opportunities and threats. This item also covers the extent to which the organisation applies a suitable approach and what it does to deploy it. An action plan drawn out for an improvement is implemented in relevant areas to get the desired results. In an excellent organisation, the action plans is implemented in relevant areas and in a systematic way.

For this, describe how the organisation:

2.1.1 Identifies strategic challenges and develop strategic plans using internal and external information (employees, customers, partners, suppliers, stakeholders and competitors).

2.1.2 Establishes both short term and long term organisational plans and goals.

2.1.3 Develops organisation goals based on customers' requirements and relevant benchmarks.

2.1.4 Get employees to participate in the strategic planning processes.

2.1.5 Deploys and disseminates action plans aligned to strategies and goals.

2.1.6 Allocates resources (financial, human and other resources) to support the accomplishment of the action plans.

2.1.7 Set targets for employees that are linked to strategies and goals.

2.1.8 Manages risks associated with action plans for business sustainability.

2.1.9 Measures and reviews organisation's performance against plans.

2.1.10 Reviews the relevance of the plans with respect to external changes.

2.1.11 Evaluates and improves organisation's strategic planning processes.

3. INFORMATION (90 points)

Objective decision-making in an organisation requires data and information. Senior leaders should ensure that all the necessary data are collected pertaining to the core activities of the organisation, in particular its performance measurement data and also manage knowledge in the organization.

3.1 Management of Knowledge (90 points)

This item examines how the organisation manages information that interlinks all the functional areas of an organisation. The collected information includes data on customer satisfaction, supplier partnership results, employee performance, and market performance. Another aspect of the present category is to highlight how the organisation creates knowledge, and how knowledge is disseminated and used to improve the organisation's effectiveness, efficiency, and performance.

For this, describe how the organisation:

3.1.1   Selects and gathers information to support decision making and improve organisational performance.

3.1.2   Ensures performance data is interpreted correctly and presented using appropriate format or medium.

3.1.3   Uses information to generate knowledge for planning, decision making, continuous improvement and innovation.

3.1.4   Identifies and shares best practices throughout organisation to improve performance.

3.1.5   Ensures hardware and software is reliable, secured and user-friendly to support the application of knowledge.

3.1.6   Evaluates and improves the management of information and knowledge.

3.1.7   Uses comparative and benchmarking information to improve organisational performance.

4. CUSTOMERS (110 points)

The organisations that place customers at the centre of their business model are the ones which garner substantial customer support and their ongoing patronage. These organisations use various avenues to collect customer needs and expectations, their feedback on product performance, their complaints and suggestions. The present category addresses customer engagement as an important outcome of an overall learning and performance excellence strategy. It also determines customer and market requirements, builds relationships with customers, and determines their satisfaction.

4.1 Voice of Customers, Engagement & Satisfaction (110 points)

This item relates to the term 'Voice of Customers' or VoC as used in business to represent customer feedback and their stated as well as unstated needs and expectations. This item also addresses the question on how the company develops relationship with their customers. Strategy must be in place to retain the existing customers and win new customers.

For this, describe how the organisation:

4.1.1   Determines the key customers, markets and segments.

4.1.2   Determines current and future customers' needs and expectations, including competitors' customers using well-defined approach.

4.1.3   Determines customers' satisfaction and dissatisfaction.

4.1.4   Ensures the measurement of customer satisfaction and dissatisfaction capture actionable information.

4.1.5   Establishes appropriate listening posts and methods according to different customers and market segments.

4.1.6   Seeks immediate and actionable feedback from customers on the quality of products, customer supports and transactions.

4.1.7   Establishes effective customer engagement, complaint and feedback mechanism or system to build customer loyalty.

4.1.8   Assesses and improve overall organisational quality performance to delight customers.

4.1.9   Manages effective customers' relationship.

4.1.10 Incorporates customers' needs and complaints into strategic and improvement plans.

4.1.11 Ensures continuous improvement of the customers' engagement system.

5. PEOPLE (120 points)

The present category addresses how an organisation manages, develops, and releases the knowledge and full potential of its people at an individual, team based and organisation-wide level. It looks at how the organisation plans these activities in order to support its policies and strategies and the effective operation of its processes.

5.1 Planning & Involvement (55 points)

This item examines how an organisation improves basic employee capabilities and identifies capabilities that are necessary for achieving organisational objectives and meeting strategic challenges. It also looks at employee involvement through programmes or activities that provide opportunities to the employees to participate in decision making in relation to their jobs. This item examines how the organisation engages, compensates and rewards the workforce, and assesses workforce engagement results to achieve higher performance

For this, describe how the organisation:

5.1.1 Establishes human resource plan aligned to organisational vision, missions, strategies, action plans and goals.

5.1.2 Reviews human resource plan to address organisational challenges.

5.1.3 Develops strategies to strengthen employees' involvement initiatives.

5.1.4 Establishes mechanisms to encourage employees' involvement in innovation initiatives.

5.1.5 Evaluates and improves the strategies and mechanisms deployed to strengthen employees' involvement.

5.2 Benefits & Well-being (35 points)

This item addresses two distinct issues, namely employee benefits and the well-being of the employees. It also examines how the organisation identifies employee satisfaction and dissatisfaction and based on the results, tries to create a work environment that ensures greater safety and security.

5.2.1 Develops initiatives to promote employees well-being and satisfaction.

5.2.2 Assesses employees' well-being and satisfaction.

5.2.3 Evaluates and improves organisation approaches to enhance employees' well-being and satisfaction.

5.2.4 Implements performance appraisal system that is aligned to organisational objectives and goals.

5.2.5 Establishes recognition and reward system based on productivity.

5.2.6 Evaluates and improves performance appraisal, recognition and reward system.

5.3 Learning and Development (30 points)

Continuous education and learning through various types of training programs is essential for all types of organisations. This item examines an organisation's system for enabling and encouraging the workforce to contribute effectively and to the best of their ability.

For this, describe how the organisation:

    5.3.1   Identifies and develops employees' capabilities and capacities at all levels to meet organisational current and future requirements.

    5.3.2   Manages and implements effective career progression for its employees.

    5.3.3   Evaluates reviews and improvises the effectiveness of learning and development programmes as well as career progression system.

6 Process (90 points)

All products/services are produced/ delivered through some processes. Naturally, process design affects quality of a product/service. Therefore, the present item asks organisations to look into its processes in order to support its policies and strategies and fully satisfy and generate increasing value for its customers and other stakeholders.

6.1 Process Management (50 points)

The item examines how does the company design, manage and improve key work processes. It also look at how key stakeholders, especially, customers' requirements are used to design work processes and how processes are redesigned in view of the changing scenarios. Key work processes may include customer support, complaints resolution, product design and delivery, financing, and supplier contacts.

For this, describe how the organisation:

6.1.1   Identifies key products and its requirements according to customers' and stakeholders' requirements.

6.1.2   Incorporates critical requirements of customers and stakeholders during the design or enhancement of processes.

6.1.3   Establishes the work processes to meet key requirements of the customers, stakeholders and meeting requirements of safe working environment and emergency preparedness.

6.1.4   Measures and improves the performance of the work processes.

6.1.5   Determines the key support processes and their key requirements.

6.1.6   Identifies key measures of the key support processes.

6.1.7   Designs and improves key processes for higher productivity, cost reduction, quality of products and services for enhancement of customer satisfaction.

6.2 Partnering Suppliers (40 points)

Supplier quality may significantly affect the quality of the products/ services produced/ delivered by organisations. The present item asks how the organisation selects and evaluates its suppliers and how to ensure that the suppliers supply good quality materials on a continuous basis.

For this, describe how the organisation:

6.2.1   Identifies and selects qualified suppliers and partners that fit into the organisation's strategy.

6.2.2   Establishes an effective communication system for supplier and partners' continuous improvement.

6.2.3   Evaluates supplier and partners' performance to ensure requirements are met.

6.2.4   Provides organisation requirements and performance feedback to suppliers and partners.

6.2.5   Partnering with suppliers and partners to improve their capabilities in meeting business requirements.

7 RESULTS (350 points)

For companies, it is the results which ultimately matters. The items of the present category are concerned with what an organisation has achieved or achieving.

7.1 Customer Result (85 points)

The following questions should be answered:

7.1.1   Indication of customers' engagement and satisfaction determined.

7.1.2   Performance trends and targets of customers' engagement and satisfaction measured, benchmarked and met.

The organisation is to provide numerical data in answering all the above questions. The organisation also is to provide a detailed account of voice of customer programs and customer engagement activities.

7.2 Process Result (50 points)

Here, demonstrate efficiency and effectiveness results of your various work systems and processes. In particular, furnish the non-financial performance results.

The following statistics are required:

7.2.1   Key indicators for process performance determined.

7.2.2   Performance trends and targets for process measured, benchmarked and met.

7.3 People Result (75 points)

This item elicits employee satisfaction and engagement results.

The following statistics should be furnished.

7.3.1   Key indicators for people performance determined.

7.3.2   Performance trends and targets for people measured, benchmarked and met.

7.4 Financial and Market Results (95 points)

Financial and market results form the core part among all other results. It is the main yardstick in judging a company's performance in the marketplace.

Under the present item, the following results should be presented:

7.4.1   Key indicators for financial and market performance determined.

7.4.2   Performance trends and targets for financial and market measured, benchmarked and met.

7.4.3   Productivity performance measured and benchmarked.

AKI Scoring System

The scoring of responses to criteria items are based on two evaluation dimensions: Process and Results.

Process refers to the methods the organisation uses and improves to address the criteria requirements of Business Excellence Framework (Criteria 1-6): Leadership, Planning, Information, Customer, People and Process. The four factors used to evaluate process are:

(i) **Approach** refers to
- methods used to accomplish the process
- appropriateness of the methods to the Item requirements and the organisation's operating environment
- effectiveness of use of the methods
- the degree to which the approach is repeatable and based on reliable
- data and information i.e. systematic

(ii) **Deployment** refers to the extent to which
- the approach is applied in addressing Item requirements relevant and important to the organisation
- the approach is applied consistently
- the approach is used (executed) by all appropriate work units

(iii) **Learning** refers to the extent to which
- approaches are refined through cycles of evaluation and improvement
- breakthrough change and innovation are encouraged
- refinements and innovations are shared with other relevant work units and processes in the organisation

(iv) **Integration** refers to the extent to which
- approach is aligned with identified organisational needs in the Organisational Profile and other Process Items
- measures, information and improvement systems are complementary across processes and work units
- plans, processes, results, analyses, learning and actions are harmonised across processes and work units to support organisation-wide goals

Scoring Interpretation

SCORE	BAND	INTERPRETATION
800 and above	Excellent	Refined adoption of BEF and demonstrated significant impact on performance and exceeding many international standards and benchmarks
700 - 799	Best in Class	Integrated adoption of BEF with significant impact on business performance
600 - 699	Good Practice Achiever	Aligned adopted BEF and able to link to major business performance
400 - 599	Practitioner	Adopted BEF with sporadic achievements
200 - 399	System Implementer	Early adopter of BE with necessary systems/ standards implemented
Below 200	Initial Adopter	Getting started with relevant health check assessment

www.miti.gov.my