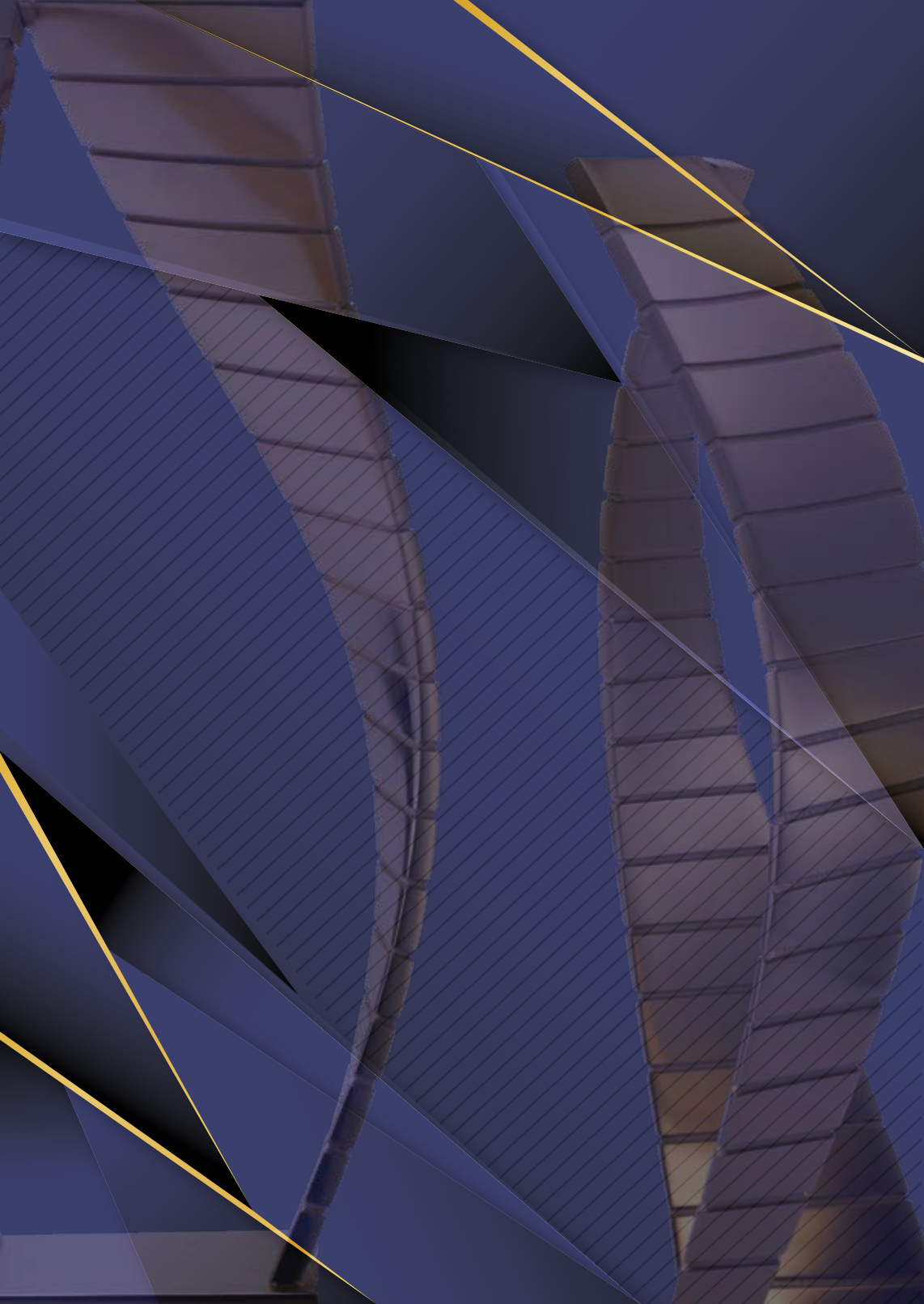




MINISTRY OF
INTERNATIONAL TRADE AND INDUSTRY



ANUGERAH
KECEMERLANGAN
INDUSTRI 2020
INDUSTRY EXCELLENCE AWARD



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

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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 Sector Awards and Services Sector Awards. Also in contention is the Most Promising Award given in recognition of a company's development in various aspects with establishment age of the company not more than five years and its promise of exceptional growth in the future, through its vision and mission.

Additionally, the Award for Open Category for Multinational Companies (from both manufacturing and services sectors) is also offered to foreign-owned company and brand with operations in multiple geographical locations as well as Malaysian-owned companies operating in multiple geographical locations.

For AKI 2020, a new category will be introduced, namely the Industry4WRD Excellence Award which is aimed to increase awareness and give recognition to companies that has successfully adopted Industry 4.0 technologies and processes. All winners of the various 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.

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

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

1. PRIME MINISTER'S AWARD

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

2. MANUFACTURING SECTOR AWARD

Category 1

Domestic company with sales turnover not exceeding RM50 million

Category 2

Domestic company with sales turnover of RM50 million to RM100 million

Category 3

Domestic company with sales turnover of more than RM100 million

3. SERVICES SECTOR AWARD

Category 1

Domestic company with sales turnover not exceeding RM20 million

Category 2

Domestic company with sales turnover of RM20 million to RM50 million

Category 3

Domestic company with sales turnover of RM50 million to RM100 million

Category 4

Domestic company with sales turnover more than RM100 million

4. OPEN CATEGORY AWARD

Open for *Multinational Companies (from manufacturing and services sector)

5. 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

6. INDUSTRY4WRD EXCELLENCE AWARD

Recognition to a company that has successfully implemented Industry 4.0 technologies and processes.

* '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

Incentives for AKI 2020 Winners

1. **Trophy and RM500,000 cash prize for Prime Minister's Award.**
2. **Trophies for winners of Services Sector & Manufacturing Sector Awards, Open Category Award, Most Promising Award, and Industry4WRD Excellence Award.**
3. **Cash prize of RM5,000 for Manufacturing Sector and Services Sector Category 1 winners.**
4. **Invitation as a speaker in 'Domestic Investment Seminars' organized by MIDA and exemption of participant's fee (except for Most Promising Award and Industry4WRD Excellence Award).**
5. **One (1) exemption of rental fee for MIDA's Hall (Dewan Perdana and Banquet Hall) in a year period after AKI – for Manufacturing Sector and Services Sector Category 1 winners.**
6. **One (1) exemption of rental fee for exhibition space in 'Domestic Investment Seminars' organized by MIDA in a year period after AKI (except for Most Promising Award and Industry4WRD Excellence Award).**
7. **MPC Training programmes worth up to RM50,000 for scheduled programmes for a period of three (3) years of receiving the award for Manufacturing and Services Category 1 and Industry4WRD Excellence Award winners.**
8. **Consideration of financing rate at 3% per annum by MIDF Development Finance Division, subject to:**
 - i. **Winners of Manufacturing Sector Award;**
 - ii. **Local companies with at least 51% equity shares held by Malaysian in operation for more than two (2) years;**
 - iii. **Financing offering starting from RM100,000 to RM20 million only applicable for the purchase of machineries or/and industrial equipment, or/and computer software and hardware; and**
 - iv. **Incentives offered are valid within two (2) years from date of award presentation.**
9. **One (1) full-page ad insertion in MSI's newsletter worth RM4,000 for Prime Minister's Award winner.**

- 10. For Services Sector & Manufacturing Sector Awards, Open Category Award, and Most Promising Award winners:**
- a. Placement of winners corporate advertisement at the following platforms (for winners of Services Sector & Manufacturing Sector Awards, Open Category Award, and Most Promising Award):**
 - i. MIDA's website for three (3) months;**
 - ii. MIDA's Internal LCD Billboard (LCD TVs at Common Areas in MIDA's Building) for six (6) months; and**
 - iii. MIDA's e-Newsletter (more than 18,000 registered subscribers within and outside of Malaysia);**
 - b. A one-off financing processing fee waiver by MIDF Development Finance Division;**
 - c. Participation in customised human capital development program under MARii with value not exceeding RM100,000 within 12 months from AKI Award presentation for each winner;**
 - d. Access to design and simulation facilities (CAD / CAE) under MARii not exceeding RM400,000 within 12 months from AKI Award presentation;**
 - e. Access to MARii's end-to-end solution services for the purpose of improving quality and productivity for manufacturing or services, worth not exceeding RM100,000 within 12 months from AKI Award presentation;**
 - f. Ten (10) days of training on MIMOS' technologies (valued at RM30,000) subject to MIMOS terms and conditions;**
 - g. Exemption from participation fee to one (1) standard exhibition booth for one (1) International Trade Fair by MATRADE valid up to two (2) years after the AKI Award presentation; or**
 - h. Exemption from participation fee to one (1) participant for one (1) Export Acceleration Mission (EAM) organized by MATRADE, subject to a maximum of three (3) cities valid up to two (2) years after the AKI Award presentation;**
 - i. Exemption from the participation fee for exhibition space at MECC for one (1) exhibition session, valid up to two (2) years after the AKI Award presentation;**
 - j. Exemption from the participation fees for seminar/workshop programmes organized by MATRADE, valid up to two (2) years after the AKI Award presentation;**
 - k. Featured in special session with MATRADE in local media; one (1) session per winner, valid up to two (2) years after the AKI Award presentation; and**
 - l. Featured in MATRADE's social media; one (1) post per winner, valid up to two (2) years after the AKI Award presentation.**

AKI 2020

Entry Requirements

1

Open to all companies incorporated in Malaysia in accordance with the Companies Act, 1965

2

Has been in operation for at least three (3) years continuously

3

Submitted audited financial statements for the past three (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*

AKI 2020 Process



OPEN FOR SUBMISSIONS
Outreach Session | Handholding Workshop



SUBMISSION FROM COMPANIES



CLOSING DATE



EARLY EVALUATION
Pitching Sessions | Site Visits



FINAL EVALUATION
AKI 2020 Assessors | AKI 2020 Council



FINALISATION OF WINNERS



AWARD CEREMONY

Terms & Conditions

- **Submissions from applicants must be signed off by the duly authorized highest ranking officer of the company.**
- **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 Organiser may impose third-party internal auditing on applicants.**
- **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 entry per company/ organisation.**
- **Winners of the Awards will be announced on the night of the Award 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. No appeal will be allowed and/or entertained. The applicants shall not resort to court proceedings to review the judges' decision.**
- **Applications will be disqualified if the Terms and Conditions of entry are not adhered.**

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



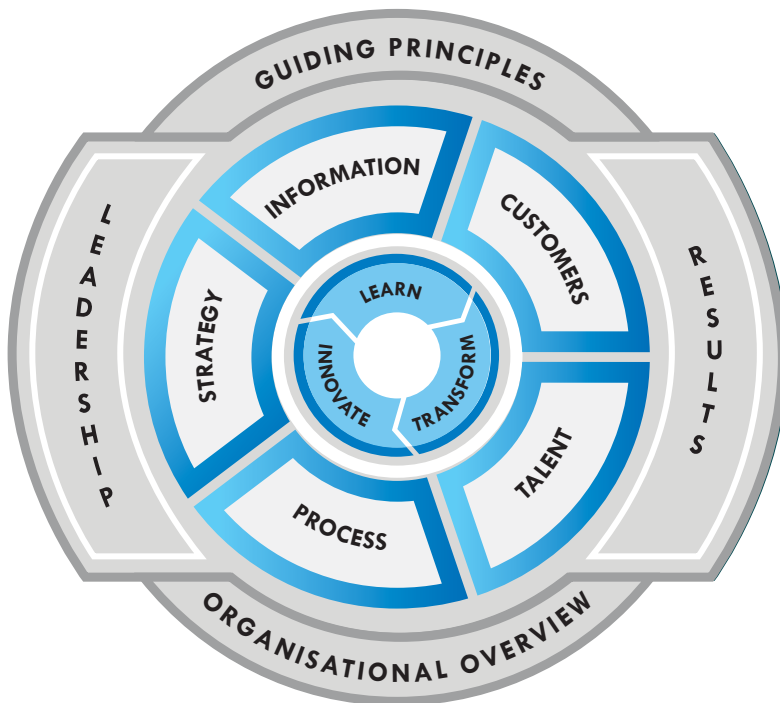
Application should be submitted to:

**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 / 0462 / 0461
E-mail: allaki@miti.gov.my
AKI Webpage: <https://www.miti.gov.my/aki>**

Malaysia Business Excellence Framework (MBEF) for AKI Assessment

The Business Excellence Framework (BEF) is 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 and helps identify improvement opportunities. The framework addresses the criteria of leadership, strategy, information, customers, workforce, process, and results as elements essential to sustain organisational performance. More than 83 countries have adopted BEF and used by 96 award administrators across the globe to promote organisational excellence. Among them are national awards in USA, Japan, Singapore, Australia, New Zealand, European countries, and Latin American countries.

In Malaysia, the Malaysia Business Excellence Framework (MBEF), developed by the Malaysia Productivity Corporation (MPC) is used in the evaluation of the AKI-participating organisation.



* For further readings on MBEF, please log on to www.miti.gov.my/aki

Submission Guidelines

The submission report should consist of:

- 1) **Organisational Overview (maximum 5 pages)**
- 2) **Malaysia Business Excellence Criteria (maximum 50 pages) i.e. Leadership, Strategy, Information, Customers, Workforce, Process, and Results**

1. ORGANISATIONAL OVERVIEW (Maximum 5 pages)

What is Organisational Overview

- Organisational Overview details basic information about what is relevant and important to your business.
- A snapshot of your organisation, key influences on how it operates, and key challenges encountered.
- Information in the Organisational Overview will be deployed as a basis for performance improvement efforts.

Organisational Overview should describe the following:

- | | |
|---|--|
| 1. Company history (when it started and important achievements and milestones). | 8. Customers, stakeholders, and target market. |
| 2. Vision, mission, values, and strengths. | 9. Market analysis and position. |
| 3. Products and services provided to meet the customer needs. | 10. Competition and trends. |
| 4. Governance structure and governance system. | 11. Suppliers and partners. |
| 5. Legal and regulatory requirements | 12. Competitive advantage (what sets organisation apart in the marketplace to succeed) |
| 6. Workforce profile. | 13. Challenges encountered. |
| 7. Machines, equipment, and technologies used. | 14. System to improve performance including system to improve work processes. |

2. MALAYSIA BUSINESS EXCELLENCE CRITERIA (Maximum 50 pages)

Criteria 1: LEADERSHIP (150 POINTS)

The Leadership criteria addresses how leaders develop and facilitate the achievement of an organisation's vision and mission. It also relates to the leader 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. 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 criteria include organisation governance system, societal responsibilities, and support for its key communities.

1.1 Visionary & Promote Innovation (90 points)

Describe how senior leaders are responsible to:

- 1.1.1 Develop the organisation's vision, mission, and values that focus on all stakeholders, learning, and innovation.
- 1.1.2 Communicate the organisation's vision, mission, and values to all stakeholders.
- 1.1.3 Create an environment for business success currently and in the future.
- 1.1.4 Involve in succession planning process and development of future leaders.
- 1.1.5 Review and improve the effectiveness of personal leadership and involvement in meeting organisational vision, mission, values, and ethics.
- 1.1.6 Lead the organisational transformation in meeting the new economic challenges and business trends.

1.2 Governance and Community Support (60 points)

Describe how senior leaders are responsible to:

- 1.2.1 Ensure effective governance system, legal, and regulatory compliance are established and reviewed.
- 1.2.2 Ensure accountability for organisation's actions and independence in audits.
- 1.2.3 Develop and implement Corporate Social Responsibility (CSR) policies and practices for community and environment in which it operates.
- 1.2.4 Review and improve CSR policies and practices for the benefit of community and environment.

Criteria 2: STRATEGY (90 POINTS)

The Strategy criteria addresses the development of 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 (45 points)

Describe how the organisation:

- 2.1.1 Identifies strategic challenges using a robust strategic planning process taking into consideration reliable data and knowledge (employees, customers, partners, suppliers, stakeholders, and competitors).
- 2.1.2 Establishes risks management system and identifies strategies to mitigate the identified risk
- 2.1.3 Develops strategic plan and sets strategic objectives taking into consideration business challenges, the need to transform organisation while leveraging on core competencies, and competitive advantages.
- 2.1.4 Establishes short, medium, and long-term plans and goals.

2.2 Strategy Deployment, Implementation and Review (45 points)

Describe how the organisation:

- 2.2.1 Deploys and disseminates plans aligned to strategies and goals.
- 2.2.2 Allocates resources (financial, talents, and other resources) to support the accomplishment of the plans
- 2.2.3 Sets, monitors, and review key performance indicators (KPIs) for employees that are linked to strategies and goals.
- 2.2.4 Measures, reviews, and enhance organisation's performance against plans.
- 2.2.5 Reviews the relevance of the plans with respect to external changes.

Criteria 3: INFORMATION (90 points)

Objective decision making in an organisation requires relevant and accurate data. 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. The Information criterion examines how the organisation manages information that interlinks all the functional areas of an organisation. Data should be collected on customer satisfaction, supplier partnership results, employee performance, and market performance. Another aspect is how the organisation creates knowledge, and how knowledge is disseminated and used to improve the organisation's effectiveness, efficiency, and performance.

3.1 Information Management (45 points)

Describe how the organisation:

- 3.1.1 Selects and gathers information to support decision making and improve organisational performance.
- 3.1.2 Ensures data accuracy, validity, reliability, and currency.
- 3.1.3 Uses information to generate knowledge for planning, decision making, continuous improvement, and innovation.

3.2 Knowledge Management (45 points)

Describe how the organisation:

- 3.2.1 Identifies, implements, and shares best practices both internally and externally to improve performance.
- 3.2.2 Ensures information technology systems are reliable, secured, and user-friendly to relevant employees, suppliers, partners, and customers.
- 3.2.3 Evaluates and improves the management of knowledge transfer in the organisation.

Criteria 4: CUSTOMERS (110 points)

Organisations that place customers at the centre of their business model are the ones that garner substantial customer support and their on-going patronage. These organisations use various avenues to collect customer needs and expectations, feedback on product/service performance, their complaints and suggestions. The Customer criteria 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 Customer Needs and Expectation (50 points)

Describe how the organisation:

- 4.1.1 Identifies customer/market needs and expectations for product/service offerings.
- 4.1.2 Seeks immediate and actionable customer feedback on the quality of product/service offerings, customer experiences, and customer support.
- 4.1.3 Establishes appropriate methods to capture actionable information on product/service offerings from potential customers.
- 4.1.4 Incorporates customer/market needs, expectations, and feedback into customisation of product/service offerings and strategies to enter new market, to attract new customer, or to expand relationships with current customers.

4.2 Customer Engagement (60 points)

Describe how the organisation:

- 4.2.1 Determines customer satisfaction, dissatisfaction, and engagement.
- 4.2.2 Ensures the measurements of customer satisfaction, dissatisfaction, and engagement capture valuable information for improvement, innovation, and immediate recovery.
- 4.2.3 Manages relationship with customers to retain customers and enhance brand images.
- 4.2.4 Manages and enhances customer support and communication.
- 4.2.5 Ensures customer complaint management system is effective.
- 4.2.6 Uses knowledge of customers, customer groups, market segments, former customers, and potential customers to develop a more customer centric culture and support decision making.

Criteria 5: WORKFORCE (120 points)

The Workforce criteria addresses how an organisation manages, develops, and releases the knowledge and full potential of its workforce at an individual, team-based and organisation-wide level. It looks at how an organisation continuously improves their workforce capabilities and capacities to support its policies and strategies and ensure effectiveness of its processes.

5.1 Workforce Management (55 points)

Describe how the organisation:

- 5.1.1 Identifies workforce capabilities and capacities needs that meet organisational vision, mission, strategies, action plan, and goals.
- 5.1.2 Assess diversity of workforce and develop actions to address their requirements.

- 5.1.3 Reviews workforce requirements to address organisational challenges and business trends.
- 5.1.4 Manages and implements effective career progression for its workforce.
- 5.1.5 Evaluates, reviews, and improvises the effectiveness and efficiency of learning and development system related to workforce engagement.

5.2 Workforce Engagement (65 Points)

Describe how the organisation:

- 5.2.1 Develops initiatives to promote conducive working environment, well-being, satisfaction, and engagement.
- 5.2.2 Assesses and improves workforce well-being, satisfaction, and engagement.
- 5.2.3 Establishes organisational culture that encourage workforce engagement through involvement in improvement initiatives or teamwork activities.
- 5.2.4 Implements a performance appraisal system that is aligned to action plans and goals.
- 5.2.5 Establishes recognition and reward system based on productivity performance.
- 5.2.6 Evaluates and improves performance appraisal system, recognition, and reward system to support organisational performance.

Criteria 6: PROCESS (90 points)

All product/service are produced/delivered through some processes. Naturally, process design affects quality of product/service. Therefore, the Process criteria 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 (70 points)

Describe how the organisation:

- 6.1.1 Determines key product and work process requirements.
- 6.1.2 Incorporates requirements of customers and stakeholders, new technology, and knowledge or risks to consider during the product design or enhancement of work processes.
- 6.1.3 Ensures the operation of work processes meet its requirements and performance indicators or measures.
- 6.1.4 Determines key support processes and ensures that these processes meet business requirements.
- 6.1.5 Improves work processes and support processes to reduce cost, enhance efficiency, and effectiveness.
- 6.1.6 Ensure security and cybersecurity of assets, data and information in all business operations.
- 6.1.7 Provides a safe operating environment and safety system that address accident prevention, disaster and emergency preparedness, inspection, and recovery.

6.2 Supply Network Management (20 Points)

Describe how the organisation:

- 6.2.1 Identifies and selects network of qualified suppliers/partners that fulfil organisation's objectives and strategies.
- 6.2.2 Ensures supply-network agility in responding to changes in business requirements.
- 6.2.3 Provides organisation's expectations, evaluate, and provide performance feedback to suppliers/ partners to help them improve their performance.

Criteria 7: RESULTS (350 points)

Results Criteria is about what an organisation has achieved in all areas addressing in Criteria 1 to 6.

7.1 Leadership Result (70 points)

The following questions should be answered:

- 7.1.1 Key indicators for leadership performance determined.
- 7.1.2 Establish trends, target performance and benchmark monitored & analysed.

7.2 Customer Result (70 points)

The following questions should be answered:

- 7.2.1 Indication of customers' satisfaction and engagement determined.
- 7.2.2 Establish trends, target performance and benchmark monitored & analysed.

7.3 Process Result (70 points)

The following statistics are required:

- 7.3.1 Key indicators for process performance determined.
- 7.3.2 Establish trends, target performance and benchmark monitored & analysed.

7.4 Workforce Result (70 points)

The following statistics should be furnished:

- 7.4.1 Key indicators for talent performance determined.
- 7.4.2 Establish trends, target performance and benchmark monitored & analysed.

7.5 Financial and Market (70 points)

The following results should be presented:

- 7.5.1 Key indicators for financial, market and productivity performance determined.
- 7.5.2 Establish trends, target performance and benchmark monitored & analysed.

Calculation of the score

For Criteria 1 to Criteria 6:

Below is the explanation on the scoring used in the assessment for Criteria 1 to 5:

- Fully deployed initiatives to the organisational needs
- Refinement and innovation backed by analysis and sharing throughout organisation
- Well integrated organisational alignment with current and future organisational needs

SCALE 5

Organisation has refined the adoption of MBEF and demonstrated significant impact in their business

SCALE 4

Organisation has integrated the adoption of MBEF with significant improvement to all major functional/operational areas of the organisation initiative

- Well deployed initiatives to the overall organisational needs
- Evidence of refinement of evaluation, improvement, and organisational learning including innovation
- Integrated organisational alignment with current and future organisational needs

- Well implemented initiatives to all functional/operational areas of the organisation
- Evidence of systematic review and improvement process are in place
- Evidence of systematic and overall alignment of organisational needs are identified

SCALE 3

Organisation has aligned and adopted MBEF to major business

SCALE 2

Organisation has adopted MBEF with sporadic achievement

- Implemented initiatives to all functional/operational areas of the organisation
- Evidence of structured review process
- Evidence of structured alignment

- The degree of implementation is not systematic, integrated, and consistent
- Evidence of early stages of review being done
- Evidence of early stages of alignment

SCALE 1

Organisation has started MBEF initiatives

SCALE 0

Organisation does not have such initiatives

- No evidence of any systematic approach deployed in the organisation
- No evidence of any review done
- No evidence of organisational alignment

For Criteria 7:

Below is the explanation on the scoring used in the assessment for Criteria 7:

Scale 0: Organisation does not provide results or poor results

- **No evidence of results or poor results**
- **Trend is not provided, or show unfavourable trends**
- **No comparative information**
- **Results does not show evidence of successful deployment of strategy**

Scale 1: Organisation provide a few results

- **A few evidences of good results**
- **Evidence of some trend data, with some unfavourable trends**
- **No comparative information**
- **A few evidences of execution of action plan**

Scale 2: Organisation provide good results

- **Evidence of good results**
- **Evidence of some trend data, and most trends are favourable trends**
- **Early stage of comparative information**
- **Results are reported for most measured indicators**

Scale 3: Organisation provide good results in line with strategy

- **Evidence of good results**
- **Favourable trends of results**
- **Some comparative information**
- **Results are reported for most measured indicators**

Scale 4: Organisation provide good to excellent results

- **Evidence of good to excellent results**
- **Favourable trends or sustained results for over at least three years**
- **Many trends and levels are benchmarked against relevant comparative information for target setting**
- **Results are reported for all measured indicators in line with strategy**

Scale 5: Organisation provide excellent results

- **Evidence of excellent results**
- **Favourable trends or sustained results for over at least three years**
- **Benchmark by others in many areas**
- **Results and projections are reported for all key indicators and evidence of successful deployment of strategy**

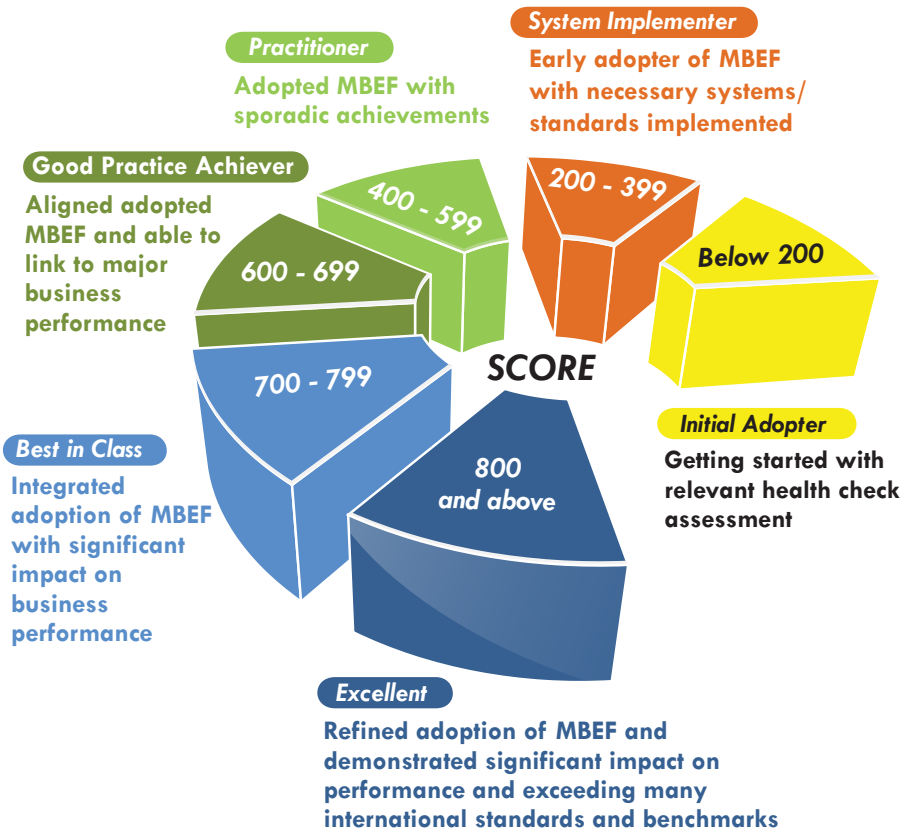
Organisation is scored using the previous scales and weights based on points allocated to each of sub-criterion.

For example, sub-criteria 2.1 Strategy Development is allocated total of 45 points, and there are four items under this sub-criterion. If the organisation scored 2 in item 2.1.1, the calculation for this item is:

$$\frac{2}{(4 \times 5)} \times 45 \text{ points} = 4.5 \text{ points for item 2.1.1}$$

4 is total number of items in sub-criterion 2.1
5 is the maximum scale allocated

Accumulated sub-criterion points for all seven criteria will be the overall points or score from 0 to 1000 points. Based on the total points, the organisation will be categorised using the following Malaysia Business Excellence Barometer.



* For further readings on MBEF, please log on to www.miti.gov.my/aki

Notes

Notes

Notes

