

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**

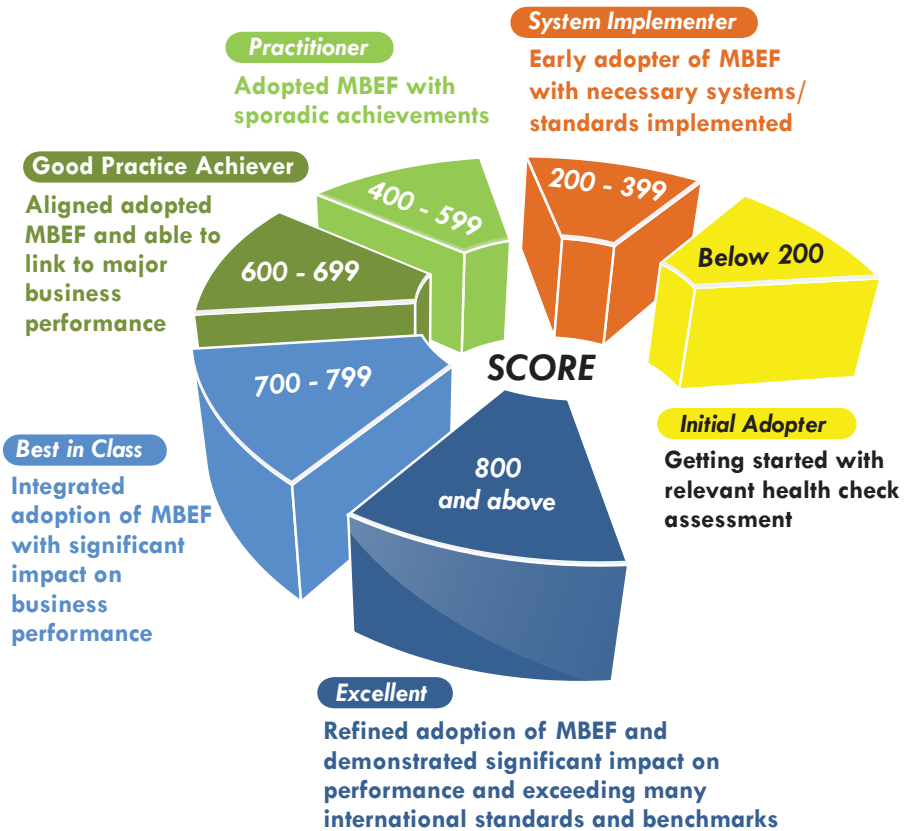
Organisation is scored using the previous scales and weights based on points allocated to each of sub-criterion.

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