

BUSINESS EXCELLENCE AWARDS APPLICATION GUIDE

INTRODUCTION

- Enterprise Singapore administers the following Business Excellence (BE) Awards:



- **SINGAPORE QUALITY AWARD (SQA)**
The Singapore Quality Award recognises organisations for outstanding management capabilities and achieving superior results.
- **INNOVATION EXCELLENCE AWARD (IEA)**
The Innovation Excellence Award recognises organisations for outstanding innovation capabilities.
- **PEOPLE EXCELLENCE AWARD (PEA)**
The People Excellence Award is the highest accolade given to organisations for people excellence.
- **SERVICE EXCELLENCE AWARD (SEA)**
The Service Excellence Award recognises organisations for outstanding service capabilities.
- **SINGAPORE QUALITY AWARD WITH SPECIAL COMMENDATION (SQA SC)**
The Singapore Quality Award with Special Commendation recognises past awards winners for scaling greater heights of excellence and sustained global leadership. It is the pinnacle award for business excellence.

- 2 The assessment of the organization, using the BE framework is based on a 1,000 point scale.
- 3 **Singapore Quality Award / Niche Awards** - Organisations must be scored at least 700 out of a 1000 point-scale to attain the SQA or niche award (SEA, PEA or IEA). The niche awards assessments will include additional criteria statements embedded into the framework.
- 4 **Singapore Quality Award with Special Commendation** - Only past SQA winners or niche awards winners* are eligible for the SQA SC. Organisations must have shown further improvement and be scored at least 800 out of a 1000 point-scale to attain the SQA SC.
**Only applicable to 2017 niche award winners and later*

ELIGIBILITY & CRITERIA

- 1 Only organisations registered and operating in Singapore are eligible for BE Awards.
- 2 Organisations may apply for only one (1) award per award cycle. Each award cycle starts from November and ends in October of the following year.
- 3 All BE Awards have a validity of five years. Organisations can reapply for the same award one year before the expiry.

For Example, an organisation that receives the PEA in 2015, can reapply for PEA in 2020 (Nov 2019 – Oct 2020 Cycle)

- 4 Award winners can apply for a different Award (except SQA SC) one year after winning an award.

For Example, an organisation that receives the SQA in 2015, can apply for IEA in 2017 (Nov 2016 – Oct 2017 Cycle)

- 5 Past award winners applying for SQA SC application can do so on the last valid year (5th Year) to the 6th Year after winning the previous award. Any other cases will be evaluated on a case-by-case basis.

For Example, an organisation that receives the SQA in 2015, can apply for SQA SC in 2020 (Nov 2018 – Oct 2019 Cycle), and up to a latest of 2021 (Nov 2020 – Oct 2021 Cycle).

- 6 Organisations can only attain a maximum of two BE Niche awards within their validity period.

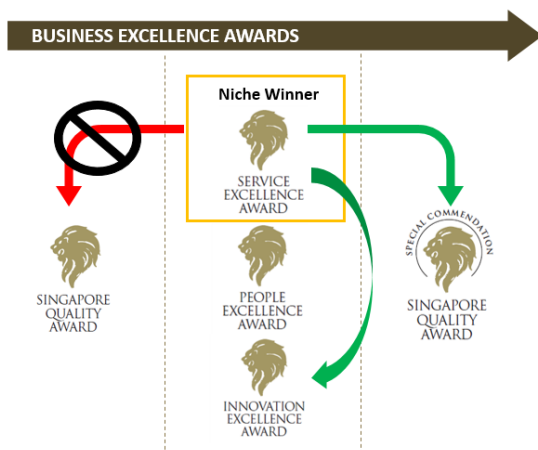
7 The Business Excellence initiative encourages organisations to strive for continuous improvement and should progressively apply for the next level of awards.

a. SQA Winner



An SQA winner can:
 i) Reapply for SQA
 ii) Apply for any Niche Award
 iii) Apply for SQA SC

b. Niche Award Winner



A niche award winner can:
 i) Reapply for the same niche Award
 ii) Apply for another niche award (maximum of two)
 iii) Apply for SQA SC

A niche award winner cannot:
 i) Apply for SQA during the validity of their Niche award

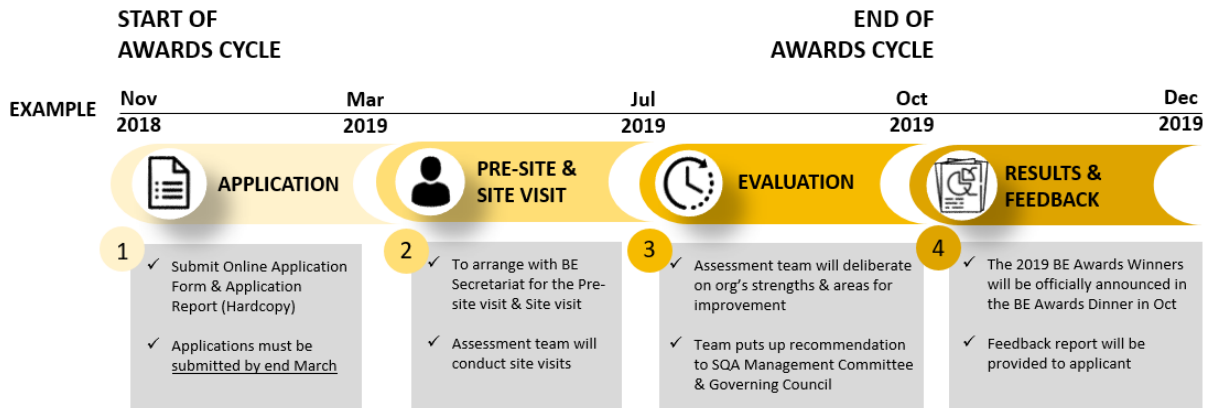
c. SQA SC Winner



An SQA SC winner can only reapply for SQA SC during the validity of the award.

APPLICATION AND ASSESSMENT PROCESS

- 8 The overall application and assessment process for the BE Awards is shown in the diagram below. The BE Awards follows a yearly Awards Cycle shown in the diagram below.



8.1 Step 1: Application (by end March)

Application Form - Applicant submits the online application form via the Integrated Business Excellence System (IBEX) portal and make payment of the Application Fee. Details of the Online Application Form can be found in **Annex 1**.

Application Report - Within one (1) week of submission of the online application, the organisation is to submit the hardcopy and soft copy of the application report to the BE Secretariat. More details on the Application Report can be found in **Annex 2**.

8.2 Step 2: Pre-Site Visit & Site Visit

Enterprise Singapore will contact the organisation's Management Representative (MR) to arrange for the *Pre-Site Visit* (~0.5 - 1 day) & *Site Visit* (~3 consecutive days) by the assessment team.

Enterprise Singapore will provide the Site Visit Agenda by the Assessment Team Leader before the Site Visit. A typical *Site Visit Agenda* is shown in **Annex 3**.

The organisation is to prepare the following items on top of the Application report:

- i. A complete *Staff List* of all employees under the organisation's payroll, including full-time, part-time and contract staff. Further details about the *Staff List* can be found in **Annex 4**.
- ii. To prepare and have ready various items and documentation for citing during the *Document Review* segment of the *Site Visit*. Further details about the Document Review can be found in **Annex 5**.

8.3 Step 3: Evaluation

The assessment team will convene separately after the Site Visit to evaluate the findings and make their recommendation to the Singapore Quality Award Management Committee (SQA MC) on the outcome of the assessment.

The SQA MC will then put up their recommendation to the Singapore Quality Award Governing Council (SQA GC) who will approve and endorse the BE Award winners for the year. The details of the SQA MC & SQA GC can be found [here](#).

8.4 Step 4: Results & Feedback

Subsequently, the organisation will be informed of the result and the official announcement would be made during the annual BE Awards Dinner held in October.

A *Feedback Report* showing the strengths and areas for improvement will be sent to the organisation separately after the BE Awards Dinner. A feedback session with the assessment team is also available to the applicant if they wish to clarify on any portion of the feedback report.

APPLICATION FEE

9 The application fee for a Business Excellence (BE) Award assessment is SGD\$3,000 (excl. GST) for the three days of site visit or otherwise informed. All fees paid are subjected to prevailing Goods and Services Tax (GST)

10 For organisations with more than 2,000 staff and/or have a complex organisational structure, the application fee may vary with the number of extra site visit days. The fee chargeable for each extra day of site visit is SGD \$1,000 (excl. GST) per day.

11 The application fee is valid for 6months and is not refundable should the organisation decide to cancel the application.

12 Payment can be in the following forms:

12.1 Cheques

- a) Payment by cheques shall be crossed and made payable to “Enterprise Singapore”.
- b) When making a cheque payment, the organisation is to specify the Bill Reference Number, at the back of the cheque.
- c) The organisation is required to mail the cheque to the Business Excellence Secretariat.

12.2 Interbank Fund Transfer

Please use the following information:

Bank account	032-001110-1
Account name	Enterprise Singapore
Bank code	7171
Branch code	032
Bank name	The Development Bank of Singapore (DBS)
Branch	Great World City
Swift code	DBSSSGSG

12.3 Request for Electronic-Invoice

Should an organisation like to request for an invoice, they will be directed to a link which can be found on the 'Acknowledgment' page. Under the 'Invoice Address To' section, the organisation is required to fill in: -

- a) Company Name
- b) Customer Reference No.
- c) Address
- d) Contact Person
- e) Department
- f) Telephone
- g) Fax

FURTHER INFORMATION

- 13 For further information, please contact:

Business Excellence Secretariat

Enterprise Singapore
2 Fusionopolis Way
#15-01, Innovis
Singapore 138634

Tel: +65 6279 3811

Email: be@enterprisesg.gov.sg

Website: www.enterprisesg.gov.sg/business-excellence

TERMS AND CONDITIONS

- 14 The terms and conditions governing the Business Excellence (BE) Awards are listed in the [Online Application Portal](#).

ONLINE APPLICATION FORM

Organisations applying for Business Excellence (BE) Awards are required to submit an [Online Application Form](#). The Online Application Form would require the Management Representative to submit and key-in the following details:



1) Assessment Type Selection

Indicate the award that your organisation is applying for in the 'Award Type' field.

* indicate a compulsory field

Award Type: *	<input type="checkbox"/> Singapore Quality Award with Special Commendation (for past SQA Winners only) <input type="checkbox"/> Singapore Quality Award (SQA) <input type="checkbox"/> People Excellence Award (PE Award) <input type="checkbox"/> Innovation Excellence Award (I-Award) <input type="checkbox"/> Service Excellence Award (SE Award)
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[Return To Get Started](#) [Next](#)

2) Award Information

Indicate whether your organisation has previously obtained any BE certification or Award.

* indicate a compulsory field

Singapore Quality Award (SQA)	
Has your organisation previously obtained any BE certification or Award?	<input checked="" type="radio"/> Yes <input type="radio"/> No
If yes, please indicate your current SQC Certificate No.	<input type="text"/>



[Back](#) [Next](#)

3) Organisation Details

Organisations are to fill in the required information into their respective fields

* indicate a compulsory field

The application submission will take approximately 10-15 minutes to complete. There is no "save as draft" function provided.

Organisation Particulars			
Name of Organisation: *	<input type="text"/>	Former Name: (if applicable)	<input type="text"/>
UEN:  (if applicable)	<input type="text"/>	Employee Size: * 	<input type="text"/>
Company Address: *	<input type="text"/> <input type="text"/> <input type="text"/> Singapore <input type="button" value="v"/> Postal Code: <input type="text"/>		
Mailing Address: *	<input type="checkbox"/> Same as Company Address <input type="text"/> <input type="text"/> <input type="text"/> Singapore <input type="button" value="v"/> Postal Code: <input type="text"/>		
Organisation Type: *	<input type="radio"/> Public Sector <input checked="" type="radio"/> Private Sector		

Organisation Information Required

- Name of Organisation*
- Former Name (if applicable)
- UEN (If applicable)
- Employee Size*
- Company Address*
- Mailing Address*
- Organisation Type* (Public Sector / Private Sector)
- Industry*
- Organisation Size* (SME / Large Enterprise / MNC / NPO)
- Website

(* indicates a compulsory field)

CEO's Particulars

- Salutation
- Family Name
- Full Name
- Designation
- Telephone
- Email
- Fax

4) Subsidiary Details

Subsidiary details should be provided/listed, only if the subsidiaries are to be included within the scope of the award assessment.

* indicate a compulsory field

Subsidiary Name:	<input type="text"/>		
UEN: <i>(if applicable)</i>	<input type="text"/>	Employee Size of Subsidiary:	<input type="text"/>
Organisation Type:	<input type="radio"/> Public Sector <input checked="" type="radio"/> Private Sector		
Industry:	<input type="text" value="Please Select"/>		
<input type="button" value="Add Subsidiary"/>			

The following details are to be included:

- Subsidiary Name
- UEN (if Applicable)
- Employee Size of Subsidiary
- Organisation Type (Public Sector / Private Sector)
- Industry

Proceed to click on the button "Add subsidiary" after filling in the necessary details.

If there are no subsidiaries to be included, the fields are to be left empty.

5) Management Representative

After entering the required details for the Organisation as well as its Subsidiaries (if applicable), the organisation would need to appoint a Management Representative, who will serve as the first point of contact during the entire award assessment process. An Alternate Contact is to be appointed as well.

* indicate a compulsory field

Salutation: *	<input type="text" value="Please Select"/>	Family Name: *	<input type="text"/>
Full Name: *	<input type="text"/>	Designation: *	<input type="text"/>
Telephone: *	<input type="text"/>	Telephone Ext: <i>(if applicable)</i>	<input type="text"/>
Mobile:	<input type="text"/>	Fax:	<input type="text"/>
Email: *	<input type="text"/>	Contact Level: *	<input checked="" type="radio"/> Main Contact <input type="radio"/> Alternate Contact
<input type="button" value="Add MR"/>			

Details Required are:

- Salutation
- Family Name
- Full Name
- Designation
- Telephone & Telephone Extension
- Mobile
- Fax
- Email

6) Site Visit Dates

The pre-site visit and 3-day site visit will be held in the period of June to July.

The organisation is to pick 3 sets of dates where the CEO and senior management team of the organisation are available for the pre-site visit and another 3 sets of dates for the site visit.

The exact dates is to be confirmed with the ESG representative.

7) Confirmation

A summary of all information provided will be shown. Organisation is to verify the information, read through and acknowledge the terms and conditions and submit the information.

A system-generated email will be sent to the email of the Management Representative on the confirmation of the application details.

8) Acknowledgement

After confirmation, the organisation will be provided an Application Reference Number and is able to view its submitted application details. The organisation can then print a copy of the application form by clicking on the 'View Submitted Application Details' button shown in the 'Acknowledgement' page.

The organisation will be reminded to submit the application report within one week of submitting the application form. Details can be found in Annex 2.

APPLICATION REPORT

The Application Report is a document that provides information on the organisation and its systems, processes and results that address the criteria requirements stated in the Business Excellence (BE) standard. Upon submitting the Online Application, the organisation must also submit the following to the BE Secretariat within one week:

- a) Ten (10) hardcopies of the Application Report (and other supplementary materials, if applicable). Examples include:
 - Organisational Profile & Organisation Chart
 - Chart(s) to illustrate the relationship with the parent organisation and/or other subsidiaries where applicable
 - Definition of Terms and Abbreviations used in the Application Report
- b) One (1) softcopy of the Application Report and supplementary materials in a flashdrive or CD/DVD

These are to be submitted to:

Business Excellence Secretariat
Enterprise Singapore
2 Fusionopolis Way
#15-01, Innovis
Singapore 138634

Format

The report can be in a word document format, preferably not exceeding 150 pages.

The organisation may structure the report to consist of 8 chapters, one for the Organisational Profile, and one each for the 7 Categories of the Business Excellence (BE) framework; Leadership, Customers, Strategy, People, Processes, Knowledge and Results.

Writing Guidelines

Applicants are advised to read the criteria requirements carefully and should focus on information and data that directly addresses the criteria and key business requirements. The Application Report should also avoid reiterating words from the criteria and the use of too many acronyms.

A well-written Application Report includes clear and appropriate information, with examples on the organisation's approach and deployment. Where appropriate, descriptors of any step-by-step processes, or flowcharts with examples, should be included for illustration. Anecdotal or incomplete information should not be included. All responses should be concise, factual and supported with data where appropriate.

The Results Category requires results to demonstrate progress (performance trends), achievement (performance levels) and comparisons of performance with that of competitors and/or benchmarks, where possible.

[For Renewal cases Only] The Application Report should also include actions taken to close the gaps identified from the previous certification or award assessment.

PRE-SITE VISIT & SITE-VISIT SAMPLE AGENDA**Sample 0.5 Day Pre-Site Visit Agenda**

Time	Day 1
8.45am – 9.00am	Arrival of Assessment Team
9.00am – 10.30am	Discussion with Organisation on Application Report
10.30am – 11.30pm	Discussion with selected category owners
11.30 – 12.00pm	Debrief and Summary of Additional Preparation required for Actual Site Visit, and firming up site visit plan / logistics

Sample 3-Day Site Visit Agenda

Time	Day 1
AM	Arrival of Assessment Team
	Introduction to Organisation and its Operating Context
	Presentation by Senior Management (respective category owners) on all 7 categories (Part 1)
12.00pm – 1.00pm	Lunch & Assessment Team Discussion
PM	Interview with CEO
	Interviews with Senior Management (CFO, COO, CTO, etc)
	Interviews with Departmental Directors / Heads
	Interviews with Senior Manager / Manager (8 pax)
	Document Review and Assessment Team Discussion
	End of Day 1

Time	Day 2
AM	Arrival of Assessment Team & Document Review
	Presentation by Senior Management (respective category owners) on all 7 categories (Part 2)
12.00pm – 1.00pm	Lunch & Assessment Team Discussion
PM	Interviews with Category Owners
	Interviews with Staff
	Interviews with Divisions/Departments
	Document review and Follow-up of outstanding issues
	Assessment Team Discussion
	End of Day 2

Time	Day 3
AM	Arrival of Assessment Team & Document Review
	Interviews with Benchmarking Teams
	Project / Outlet Showcase
12.00pm – 1.00pm	Lunch & Assessment Team Discussion
PM	Interviews with Various Departments
	Interviews with Middle Management
	Assessment team meeting
	Closing meeting
	End of assessment

Each Site Visit constitutes of the following major components:

- a. Presentation by Senior Management / Category Owners
The presentation should be organised according to the Organisational Profile and the 7 Categories of the business excellence standard. Senior management is to highlight key points and initiatives to the assessment team. Preferably, the CEO should be available to preside over the entire presentation.
- b. Document Review
Documentary evidence mentioned in the Application Report will be reviewed for verification and clarification. Assessors may request to cite or view additional information or documents on-site, beyond what the organisation has initially prepared.
- c. Staff Interviews
Interviews will be conducted in groups of 5-15 people across different levels. Interviews are usually centralized at the headquarters of the organisation, subject to location availability and other considerations.
- d. Project/Outlet Showcase (Optional)
The organisation may also wish to propose the showcasing of project(s) and/or visits to specific outlets or project sites to highlight unique activities and initiatives.
- e. Assessment Team Meeting
The assessment team will have a private caucus to discuss their observations of the organisation's strengths and areas for improvement.
- f. Closing Meeting
The CEO and/or Senior Management Team is encouraged to sit in for the Closing Meeting. Minimally, the Management Representative must be present. During the Closing Meeting, the assessment team will not be providing the outcome of the assessment, but will share some preliminary observations with the organisation. The organisation will receive the final outcome from Enterprise Singapore via a system-generated email to the Management Representative.

The organisation is to also take note of the following: -

- a. Only the organisation's staff is allowed to be present during the conducting of the assessment. Consultants and other external partners are prohibited from partaking and/or observing the assessment.
- b. The organisation is not permitted to print the assessor's company, title or designation on the placards and/or labels. Printing of the assessor's name only is allowed.

STAFF LIST

The Staff List should include all employees under the organisation's payroll, including full-time, part-time and contract staff. The following details should be included and sent to the BE Secretariat: -

- Name/Salutation
- Title/Designation
- Department/Division
- Branch/Outlet (If applicable)
- Years of Service
- Terms of Service: Full-time / Part-time / Contract (If available)
- Nationality (If available)

The assessment team will pre-select staff to be interviewed from this staff list. The assessment team leader will work with the Management Representative (MR) to work out logistical arrangements. Staff who are not available for interview, due to work requirements, medical leave etc. may be swapped with other suitable personnel.

Key staff, including the CEO, senior management team, and other key decision makers should be available for interview during and right after the presentation segment.

DOCUMENT REVIEW

Documentary evidence mentioned in the Application Report will be reviewed for verification and clarification. Assessors may request to cite or view additional information or documents on-site, beyond what the organisation has initially prepared.

The list below only serves as a guide with regard to the types and kinds of documents that the assessment team may wish to cite. It is not exhaustive, and organisations may provide additional relevant documents, where applicable.

LEADERSHIP / STRATEGY	1	Documents to show communication of mission, vision and quality values to employees
	2	List of activities of senior management relating to quality values and customer focus e.g. committee/task force chaired by senior executives, customer visits (visit schedule, if possible), training/talks conducted by senior executives, giving recognition to staff, etc.
	3	Organisation newsletters
	4	Management reports and minutes of management meetings
	5	Records of meetings/communication/dialogue sessions with employees/ customers/ suppliers by senior executives
	6	Records of strategic planning process
	7	Corporate plans and goals
	8	Departmental plans and goals

CUSTOMERS	1	Market intelligence/market research reports
	2	Evidence of feedback channels for customers
	3	Customer survey questionnaire sample, report and results (3 year trend data)
	4	Documents on complaint resolution process
	5	Documents relating to customer requirements for different segments
	6	Records of meetings/communication sessions with customers
	7	Service recovery plans/procedures
	8	Customer satisfaction results/trends

PEOPLE	1	HR plan/write-up on HR planning process
	2	Documentation on training needs analysis and review of training plans
	3	Documents/evidence of evaluation of training
	4	Employee opinion survey sample and follow-up
	5	Documents tracking turnover rates/absenteeism/grievances
	6	Performance appraisal documents - samples
	7	Documents on benchmarking of compensation packages
	8	Documents on employee involvement activities
	9	Documents highlighting the contribution of employee involvement activities to organisational productivity and quality objectives e.g. cost savings

PROCESSES	1	Documents on design process
	2	Documents on process control e.g. QC reports, control charts, SPC, etc.
	3	Procedures for handling of critical variances in key processes
	4	ISO 9001 quality manuals, quality procedures
	5	Quality audit reports (external audits for ISO certifications)
	6	Evidence of process improvements through audits/employee involvement activities, etc.
	7	Documents on supplier quality e.g. incoming QC, supplier ratings, supplier audits, etc.
	8	Evidence of feedback/communication with suppliers on requirements, supplier performance,

KNOWLEDGE	1	Documents on information management framework or information system architecture
	2	Reports on key performance indicators
	3	Documents relating to data integrity/consistency/accessibility
	4	Documents to show dissemination of key data and information to employees
	5	Benchmarking studies

RESULTS	1	Customer survey questionnaire results (3 year trend data)
	2	Customer satisfaction results/trends
	3	Training indicators/results for each employee group
	4	Employee opinion survey results
	5	Documents tracking turnover rates/absenteeism/grievances
	6	Documents on employee involvement results/trends
	7	Documents highlighting the contribution of employee involvement activities to organisational productivity and quality objectives e.g. cost savings
	8	Employee recognition results
	9	Documents on key results tracked at organisational level
	10	Business results/profitability/market share trends
	11	Results for performance of key support areas
	12	Other results/trend data for key indicators
	13	Product quality/reliability results
	14	Service quality results
	15	Cost reduction results for the organisation and suppliers
	16	Cycle time reduction results
	17	Time to market results
	18	Comparative data and benchmarks/trends