

BUSINESS EXCELLENCE CERTIFICATION APPLICATION GUIDE

Important Notification:

In the last 26 years of the Business Excellence (BE) initiative, over 2,000 organisations were recognised and attained the BE Awards and Certifications. Many leveraged this internationally benchmarked BE Framework to strengthen business fundamentals and have achieved robust standards in their management practices.

Following consultation with key stakeholders, it was concluded that the BE initiative has achieved its intended purpose and will be discontinued with effect from 30 September 2020.

Organisations who still wish to apply for the BE certification can submit their application by 30 September 2020. Site visits should be scheduled and completed latest by 30 November 2020.

For more details, please refer to Enterprise Singapore's website [here](#).

INTRODUCTION

- 1 Enterprise Singapore administers the following Business Excellence (BE) certifications with a validity of 3 years:
 - a. Singapore Quality Class (SQC);
 - b. Singapore Quality Class (SQC) with Niche:
 - i. Singapore Quality Class (SQC) with People
 - ii. Singapore Quality Class (SQC) with Innovation
 - iii. Singapore Quality Class (SQC) with Service
 - iv. Singapore Quality Class (SQC) with People and Innovation
 - v. Singapore Quality Class (SQC) with People and Service
 - vi. Singapore Quality Class (SQC) with Innovation and Service

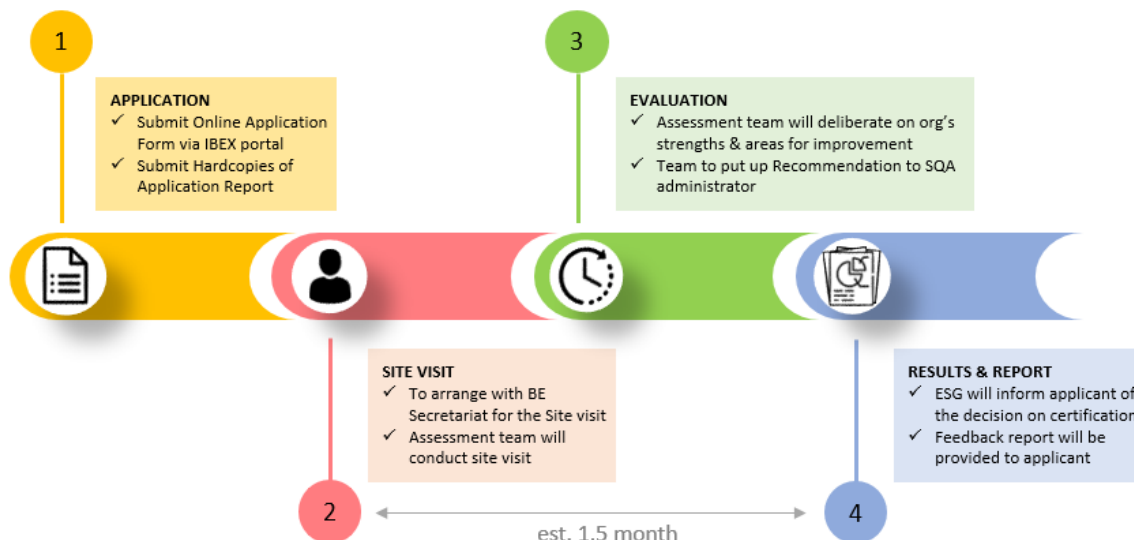
- 2 For SQC organisations that have made further improvement during their renewals, they will qualify for the Singapore Quality Class Star (SQC Star) certification, which holds a validity of 4 years. The list of SQC Star certifications are as follows:
 - a. Singapore Quality Class Star (SQC Star);
 - b. Singapore Quality Class Star (SQC Star) with Niche:
 - i. Singapore Quality Class Star (SQC Star) with People
 - ii. Singapore Quality Class Star (SQC Star) with Innovation
 - iii. Singapore Quality Class Star (SQC Star) with Service
 - iv. Singapore Quality Class Star (SQC Star) with People and Innovation
 - v. Singapore Quality Class Star (SQC Star) with People and Service
 - vi. Singapore Quality Class Star (SQC Star) with Innovation and Service

- 3 Organisations in Singapore, or their business units operating in Singapore, are eligible for BE certifications. For business units or subsidiary companies, they should:
 - a. Be entities with a clear organisational structure that is reflected in corporate literature, e.g. organisation charts, annual reports; and
 - b. Have a senior management team responsible for its management activities.

- 4 Organisations may only apply for one certification at one time and can only hold one certification (listed in 1 or 2) at a time.

APPLICATION AND ASSESSMENT PROCESS

- 5 The overall application and assessment process for the BE certification is shown in the diagram below. The full details can be found in **Annex 1**.



5.1 Step 1: Application

The Online Application Form is screened for eligibility and completeness. Details of the Online Application Form can be found in **Annex 2**. At the point of online application, the organisation is to submit the soft-copy of its Application Report. The organisation must also make payment of the Application Fee.

5.2 Step 2: Site Visit

Enterprise Singapore will contact the organisation's Management Representative (MR) to arrange for the *Site Visit* by the assessment team, who will clarify and verify the submission.

Enterprise Singapore will provide the Site Visit Agenda by the Assessment Team Leader before the Site Visit. The Site Visit is typically conducted over 2 consecutive days, unless otherwise informed by the Secretariat. A typical *Site Visit Agenda* is shown in **Annex 3**.

The organisation is to prepare the following items:

- Four (4) hardcopies of the *Application Report*, to be submitted to Enterprise Singapore within one (1) week of submission of the Online Application Form. Do note that these reports will not be returned to the applicant unless it is requested at the point of submission. Please inform the BE secretariat through email. Further details about the *Application Report* can be found in **Annex 4**.
- 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 5**.
- 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 6**.

5.3 Step 3: Evaluation

The assessment team will convene separately after the Site Visit to evaluate the findings and make recommendations to Enterprise Singapore on the outcome of the assessment.

5.4 Step 4: Results & Report

Subsequently, the organisation will be informed of the result. A *Feedback Report* showing the strengths and areas for improvement will be sent to the organisation separately.

APPLICATION FEE

7 The application fee for a Business Excellence (BE) certification assessment is SGD \$2,000 (excl. GST) for the two days of site visit or otherwise informed.

8 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.

9 Payment can be in the following forms:

i. Request for Electronic-Invoice / Interbank Transfer

Organisations that require an E-invoice will be able to request for one via the link provided in the confirmation email sent to the MR contact provided.

Details for interbank transfer will be provided in the E-invoice as well.

After confirming the section "Invoice Address To" in the link, the organisation is required to fill in the following fields: -

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

ii. 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.

9 All fees paid are subjected to prevailing Goods and Services Tax (GST), and are not refundable should the organisation decide to cancel the application.

FURTHER INFORMATION

10 For further information, please contact:

Business Excellence Secretariat

Enterprise Singapore

230 Victoria Street

Bugis Junction Office Tower

Level 14

Singapore 188024

Tel: +65 6279 3733

Email: be@enterprisesg.gov.sg

Website:

www.enterprisesg.gov.sg/quality-standards/business-excellence

TERMS AND CONDITIONS

11 The terms and conditions governing the Business Excellence (BE) certifications are described in **Annex 7**.

BE CERTIFICATION APPLICATION AND ASSESSMENT PROCESS

No	Key Step	Description
1	Submit <i>Online Application Form</i>	Applicant submits the Online Application Form via the IBEX portal (Step 3: Submit Application Form) ¹ .
2	Submit Hardcopies of <i>Application Report</i>	Applicant submits hardcopies of the <i>Application Report</i> to the BE Secretariat ² .
3	Review Application	BE Secretariat will review the <i>Online Application Form</i> and <i>Application Report</i> for eligibility and completeness.
4	Arrange <i>Site Visit</i>	BE Secretariat will liaise with the organisation's appointed Management Representative (MR) to arrange for a <i>Site Visit</i> by the assessment team ³ .
5	Conduct <i>Site Visit</i>	Assessment team will conduct <i>Site Visit</i> , which will be at least one month after the date of submission of the <i>Online Application Form</i> and <i>Application Report</i> .
6	Review Findings	Assessment team will convene separately to evaluate the findings and make recommendations to Enterprise Singapore on the outcome of the assessment.
7	Inform Applicant of Decision	Enterprise Singapore will inform applicant of the decision on certification, typically one month after the conducting of the <i>Site Visit</i> .
8	Provide <i>Feedback Report</i>	Enterprise Singapore will provide applicant with a detailed <i>Feedback Report</i> , highlighting their strengths and areas for improvement.

¹ All applications for Business Excellence assessment must be submitted by 30 September 2020.

² Hardcopies of the application report should be delivered to the secretariat office within 7 working days.

³ Site visit assessments should be scheduled and completed latest by 30 November 2020.

ONLINE APPLICATION FORM

Organisations applying for Business Excellence (BE) certifications 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:-

a. Submit Application Report

1. At the first sub-step, the organisation is required to submit the soft-copy of the Application Report before proceeding to the other sub-steps. The organisation is encouraged to use the Application Report Template as the basis for the submission.

b. Certification Information

1. Indicate the certification(s) that the organisation would be applying for in the 'Certification Type' field.
2. Organisations are to select the mode of certification; be it **new** or **renewal**.

If the organisation is applying for the certification for the first time, the mode of certification is categorised as 'new'.

In the event that the organisation is renewing the certification that has been applied before, the mode of certification is categorised as 'renew'.

c. Organisation Details

1. Organisations are to fill in the required information into their respective fields
 - a) Name of Organisation*
 - b) Former name (if applicable)
 - c) UEN (if applicable)
 - d) Employee Size*
 - e) Company Address*
 - f) Mailing Address*
 - g) Organisation Type * (Indicate 'Public Sector' or 'Private Sector')
 - h) Industry*
 - i) Organisation Size*
 - j) Website

(* indicates a compulsory field)

In addition to filling in the organisation particulars, the organisation is required to provide the particulars of the Chief Executive Officer (CEO) or equivalent into the online application form:-

- a) Salutation
- b) Family Name
- c) Full Name
- d) Designation
- e) Telephone
- f) Telephone Ext
- g) Email
- h) Fax
- i) Mobile
- j) Department

d. Subsidiary Details

Subsidiary Details should be provided/listed, only if the subsidiaries are to be included within the scope of the certification.

If there are no subsidiaries to be included, the fields in the Subsidiary Details tab are to be left empty.

If the organisation wishes to include subsidiaries within the scope of the certification, the following details are to be included: -

- a) Subsidiary Name*
- b) UEN (if applicable)
- c) Employee Size of Subsidiary*
- d) Organisation Type* (Indicate 'Public Sector' or 'Private Sector')
- e) Industry*

Proceed to click on the button 'Add Subsidiary' after filling in the necessary details.

e. 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 certification process. An Alternate Contact is to be appointed as well.

1. Management Representatives (MR). The required fields include;

- a) Salutation
- b) Family Name
- c) Full Name

- d) Designation
- e) Telephone
- f) Telephone Ext (If applicable)
- g) Mobile
- h) Fax
- i) Email

2. Alternate Contact. Some of the required fields include;

- a) Salutation
- b) Family Name
- c) Full Name
- d) Designation
- e) Telephone
- f) Telephone Ext (if applicable)
- g) Mobile
- h) Fax
- i) Email

f. Site Visit Dates

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

g. Confirmation

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

h. Acknowledgement

After confirmation, the organisation 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 four (4) hardcopies of the Application Report (and other supplementary materials, if applicable) by the specified due date. These hardcopies are to be submitted to:

Business Excellence Secretariat
Enterprise Singapore
230 Victoria Street
Bugis Junction Office Towers, Level 14
Singapore 188024

i. Payment

In addition, details of the payment will be indicated on the page. The organisation is required to take note of the payment details. Payment can be made either through

1. 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

2. 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.

3. Request for Electronic-Invoice

Should an organisation require an invoice, they could request it through the link 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

SITE VISIT AGENDA

Sample 2-Day Site Visit Agenda

Programme – Day 1	Time
Arrival of Assessment Team	8.45 am – 9.00 am
Meeting with Management Representative	9.00 am – 9.15 am
Presentation by Senior Management (or Category Owners)	9.15 am – 1.00 pm
Lunch	1.00 pm – 1.45 pm
Site/facility tour	1.45 pm – 2.30 pm
Document Review 1	2.30 pm – 3.30 pm
Interviews with Departmental Directors / Heads	3.30 pm – 4.30 pm
Interviews with Senior Managers / Managers	4.30 pm – 5.30 pm
End of Day 1	5.30 pm

Programme – Day 2	Time
Document Review 2	9.00 am – 10.30 am
Interviews with Senior Managers / Managers	10.30 am – 11.30 am
Interviews with Managers / Senior Officers	11.30 am – 12.30 pm
Lunch	12.30 pm – 1.30 pm
Interviews with Junior Officers	1.30 pm – 2.30 pm
Interviews with Front-line Staff	2.30 pm – 3.30 pm
Interviews with all Category Owners	3.30 pm – 4.30 pm
Assessment Team Meeting	4.30 pm – 5.30 pm
Closing Meeting	5.30 pm – 5.45 pm
End of Assessment	5.45 pm

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 centralised 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 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 may choose to sit in for the Closing Meeting. Minimally, the Management Representative must be present. During the Closing Meeting, the assessment team will not be declaring the outcome of the assessment, but will share some preliminary observations with the organisation. The organisation will be informed of the assessment outcome from Enterprise Singapore via a system-generated email to the Management Representative.

The organisation is to 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 company's name or title/designation of the assessors on placards and/or labels.

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 Form, the organisation must also submit four (4) hardcopies of the Application Report to the BE Secretariat. Do note that these reports will not be returned to the applicant unless it is requested at the point of submission. Please inform the BE secretariat through the following email address (be@enterprisesg.gov.sg).

The report may take the following format; -

- Word Document, not exceeding 100 pages, or
- PowerPoint Slides, not exceeding 200 slides.

Alternatively, the organisation may also use the [Application Report Template](#). The Application Report Template consists 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 of Certifications Only] The Application Report should also include actions taken to close the gaps identified from the previous certification assessment.

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

TERMS AND CONDITIONS FOR BUSINESS EXCELLENCE (BE) CERTIFICATION

Enterprise Singapore administers the Business Excellence programme, which comprises the Singapore Quality Class (SQC) and SQC Star certifications. These terms and conditions are applicable to all applicants and BE certified organisations.

1. APPLICATIONS

- a. Organisations interested in participating in the business excellence assessments will be able to access the Application Guide, Application Report Template and the Online Application Form on the Enterprise Singapore website.
- b. By submitting the application in accordance with the Application Guide, the organisation represents and warrants that all information contained in the application form, application report and the documents submitted in support of the application is true, complete and accurate.
- c. Enterprise Singapore will not process applications which contain any misrepresentation by the organisation or on which the organisation has provided false, misleading, incomplete or insufficient information.
- d. Enterprise Singapore reserves the right to reject any application submitted without the need to give any reasons for the rejection. All decisions of Enterprise Singapore in this regard are final and shall not be subject to any review.
- e. The organisation shall appoint a management representative in connection with all matters in relation to the business excellence assessment(s) and shall name the management representative in the application form. The management representative shall be the contact point for the organisation in respect of all matters in relation to the business excellence assessment(s).

2. ASSESSMENT

- a. Enterprise Singapore shall require a site visit to the organisation's premises for the purpose of assessing the organisation's management systems, practices and performance to verify the organisation's submission in the application report. Enterprise Singapore will decide on the number of days required for such site visits.

3. SITE VISITS

- a. Enterprise Singapore will notify the organisation in advance of the date(s) of any site visit(s).
- b. During the site visit, the organisation shall provide all reasonable assistance to Enterprise Singapore's representatives and/or the assessors to gain access to the organisation's premises for the purpose of assessing the organisation and obtaining relevant information in connection with organisation's participation in the business excellence assessment(s). The organisation's appointed management representative and relevant staff required must be present during the site visit. All relevant documents and materials must be made available to Enterprise Singapore's representatives and assessors at all times during the site visits.

- c. Consultant(s) engaged by the organisation to help them prepare for the BE Certification shall not be allowed to participate in such site visits.
- d. The organisation shall provide all necessary facilities to Enterprise Singapore's representatives and/or assessors for the purpose of carrying out the assessment work during such site visits.
- e. The organisation shall take all necessary steps and precautions to ensure the safety of the Enterprise Singapore representatives and assessors during such site visits. This includes the provision of any personal protective equipment if required.
- f. If the organisation does not allow the site visit(s) to take place within six months from the date of application, the application fee will be forfeited.

4. CERTIFICATIONS

- a. Subject to the terms and conditions herein, organisations that meet the minimum assessment criteria, as verified by assessors appointed by Enterprise Singapore, will qualify for the business excellence certification.
- b. Organisations that do not meet the assessment criteria, will not be given the BE Certification. The decision of Enterprise Singapore on the BE Certification is final and shall not be subjected to any review.
- c. The BE certificate shall remain the property of Enterprise Singapore and must be returned to Enterprise Singapore in the event that the certificate is withdrawn or rescinded.
- d. The BE Certification is not transferable.
- e. In the event that a BE Certified organisation has a change in its legal entity status, its current BE certification will no longer be valid. The organisation shall also have to inform Enterprise Singapore of the change.
- f. The BE Certification shall be valid for a period of three (3) years for SQC and four (4) years for SQC Star or such other periods as stated in the BE certificate and may be considered for renewal upon expiry on such terms and conditions as Enterprise Singapore deems fit.
- g. Enterprise Singapore reserves the right not to grant the renewal of the BE Certification. All decisions made by Enterprise Singapore in this regard are final and shall not be subjected to any review.
- h. During the validity of the BE Certification, Enterprise Singapore may conduct a mid-term review with the organisation to ensure that it maintains an acceptable level of performance in accordance to the standards of the business excellence. The mid-term review may require site visit(s) in which event, the provisions of Clause 3 shall apply.
- i. The BE Certification may be withdrawn by Enterprise Singapore at any time if:
 - i) in Enterprise Singapore's opinion, the organisation has failed to maintain the required level of performance in accordance to the standards of the business excellence;

- ii) the organisation fails to comply with or is in breach of any of the terms and conditions herein;
 - iii) the organisation fails to provide reasonable assistance to Enterprise Singapore's representatives and/or the assessors during site visits for the purpose of assessing the organisation's management systems, practices and performance or make available its relevant staff and/or documents and materials during such site visits;
 - iv) the organisation has provided false, misleading or incomplete information to Enterprise Singapore or has made any misrepresentations to Enterprise Singapore; or
 - v) the organisation should make any arrangement for the benefit of creditors, or if it goes into liquidation (other than for the purpose of reconstruction or amalgamation), or if a receiver or manager is appointed over any of its property, or if it ceases or threatens to cease to carry on business; or
 - vi) there exist any circumstances, which in Enterprise Singapore's sole opinion, renders the organisation undeserving of the BE Certification; or
 - vii) any action on the part of the organisation, which in Enterprise Singapore's sole discretion, creates bad publicity or is a reputational risk to the BE Certification.
- j. Upon withdrawal of the BE Certification, the organisation shall:
- i) return the BE certificate to Enterprise Singapore within 7 days from the date of withdrawal;
 - ii) immediately cease the usage of the relevant BE certification Logo (as hereinafter defined) on all its materials and destroy all such materials in its possession; and
 - iii) cease holding itself as a BE Certification recipient.

5. USE OF THE BUSINESS EXCELLENCE CERTIFICATION (BE) LOGO

- a. Only organisations that have been awarded the BE Certification are entitled to use the relevant business excellence certification logo (BE Logo) that they are certified for in accordance with the provisions set out therein the Business Excellence Identity Guide. The BE logo shall always be used in conjunction with the said organisation's name.
- b. A copy of the guide on the use of the BE Logo ("Business Excellence Identity Guide") is available online. The terms contained therein shall be deemed part of these terms and conditions.
- c. The BE Logo may be used on letterheads of the organisation, and in advertisements and materials used for advertising and promotion of the organisation provided always that:
 - i) the BE Logo shall be used strictly in accordance with the terms and conditions as contained in the Guide;
 - ii) the BE Logo shall not be used in any way as to imply that Enterprise Singapore certifies the products and/or services of the organisation.

- d. The organisation shall seek Enterprise Singapore's prior written approval in the event it wishes to use the BE Logo in a manner not provided for in the Guide or inconsistent with the terms and conditions therein. Such written approval must be obtained before the materials are used and/or released to the public.
- e. The organisation shall immediately discontinue the use of the BE Logo upon expiry or withdrawal of the Certification.

6. UNDERTAKINGS OF THE ORGANISATION

- a. The organisation shall furnish to Enterprise Singapore all relevant information and documentation relating to the organisation's management systems, practices and performance for the purpose of Enterprise Singapore's evaluation of the organisation's participation in the business excellence assessment(s).
- b. The organisation shall also keep a record of all feedback, complaints and remedial actions, if any, relating to its management systems, practices and performance and make such record available to Enterprise Singapore, when requested.
- c. The organisation undertakes to inform Enterprise Singapore in writing of management and organisational changes including changes to any of the following:
 - i) Organisation Name and Address;
 - ii) Chief Executive Officer or the officer of similar position in the organisation;
 - iii) Management Representative; and/or
 - iii) Organisation structure;
 - iv) Ownership/Control.
- d. The organisation undertakes and warrants that all information provided to Enterprise Singapore, whether during the application process or any time thereafter, shall be true, complete and accurate.

7. FEES

- a. Enterprise Singapore is entitled to charge the organisation such fees as it may from time to time determine in relation to organisation's participation in the business excellence assessment(s).
- b. The issuance of certificates will be issued subject to payment of such fees.
- c. An administrative fee of SGD \$25 (excl. GST), or such other sum as may be determined by Enterprise Singapore from time to time, shall also be payable for:
 - i) the re-issuing of a certificate due to change of organisation's name and/or location;
 - ii) issue of duplicate copy of each certificate.
- d. All fees paid by the organisation pursuant to its participation in the business excellence assessment(s) are non-refundable.

8. CONFIDENTIALITY

- a. All information and documents supplied by the organisation under the business excellence assessment(s) will be kept confidential. Enterprise Singapore

however shall not be liable to the organisation for any damages or loss suffered by the organisation as a result of any breach of this provision.

- b. The organisation expressly consents that to Enterprise Singapore using the information and documents supplied by the organisation for industry benchmarking purposes. The benchmarking shall be done on an aggregate basis and the identity of the organisation will not be revealed in such benchmarking.

9. LIMITATION OF LIABILITY

- a. Enterprise Singapore shall in all events not be liable to the organisation for any expenses, loss or damages suffered by the organisation caused by the organisation's participation in the business excellence assessment(s). In the event that Enterprise Singapore is found liable to the organisation by the operation of law, the maximum amount of Enterprise Singapore's liability shall be limited to the fees paid by the organisation hereunder.

10. INDEMNITY

- a. The organisation agrees and shall indemnify Enterprise Singapore against all loss and expenses suffered by Enterprise Singapore including but not limited to all claims by any third parties against Enterprise Singapore arising from the organisation's participation in the business excellence assessment(s).

11. GOVERNING LAW

- a. The terms and conditions herein shall be governed by and construed in accordance with the laws of Singapore.