

Manufacturing Strategy
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Module No. #06
Lecture No. #27
Business Excellence Awards

Welcome, friends. In our last few sessions, we were focusing specifically, on the role of Quality, in Business Excellence. We discussed about, the different meanings of quality. We discussed that, how quality can be defined, from two different angles. One, from the user's point of view. And, another, from the manufacturer's point of view. And, we also discussed, that how quality has moved, from the era of inspection, to now, Total Quality Management.

And, during this movement, from inspection to Total Quality Management, we have significant contribution, coming from various quality gurus. Specifically, we discuss the contribution of Deming, who gave a very different approach, to quality. The quality, which was a low level activity in the organisation, became a strategic activity, for the organisation. And, the quality revolution, which was propelled by the ideas of Deming, became a success mantra, for Japanese organisations.

Now, having understood, the contribution of Deming, what is TQM, the different ways of understanding quality, now finally, we need to understand, that how do we measure, that organisations have implemented quality or not. And, for that purpose, there are different types of Business Excellence Awards. Now, these Business Excellence Awards, are basically, measures the ability of the organisation, to implement the quality, in their systems.

And, different types of organisations, the associations, or even at the national level also, to recognise the efforts of, their companies, towards the quality commitment, these different types of Business Excellence Awards, were initiated. And, in this session, we will be discussing about, some of those important Business Excellence Awards, which are available, in different parts of the globe. So, first, we will like to discuss, one very popular Business Excellence Award, which started in USA. And, this is known as, Malcolm Baldrige National Quality Award.

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MALCOLM BALDRIGE NATIONAL QUALITY AWARD

An award established by the U.S. Congress in 1987 to raise awareness of quality management and recognize U.S. companies that have implemented successful quality management systems.

Now, this Malcolm Baldrige National Quality Award, was started by U.S. Congress, in 1987.
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MBNQA

- In 1987
 - Manufacturing
 - Service company
 - Small business

And, initially in 1987, there were only 3 sectors, which were included, in this award category. Manufacturing, Services, and Small & Medium Organisations. So, initially, only these 3 categories were awarded, for about 10, 12 years.

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MBNQA

- In 1987
 - Manufacturing
 - Service company
 - Small business
- In 1999
 - Education
 - Healthcare

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Then, in 1999, two categories were included, in this award categories. And, these were, Education and Healthcare.

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MBNQA

- In 1987
 - Manufacturing
 - Service company
 - Small business
- In 1999
 - Education
 - Healthcare
- In 2007
 - Government and non profit

6 categories

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And finally, in 2007, one more category was added, in this award categories. That is, Government and Non-Profit Organisations. So, finally today, there are 6 categories. And, in each of these categories, you have 3 awardees. One in manufacturing, there can be 3 awardees. In services, there can be 3 awardees. In a small business category, there can be 3 awardees.

Similarly, for education, healthcare, and non-profit organisations, 3 awardees each, are possible. So, 6 into 3, 18 awardees, get this Malcolm Baldrige Quality Award, every year. Now, this award is basically, to understand the meaning of quality. How are you able to develop, a quality system, for your organisation?

And, how are you able to implement, not only develop, but implement also, that quality system, in your organisation, so that you have, sustained excellence in your organisation. Now, when I talk of sustained excellence, so this award framework, is based on certain criteria. And, let us discuss, what are the specific criteria on which, this Malcolm Baldrige award is based. Now, the first important criteria, is the Leadership.

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The slide is titled "Baldrige Criteria for Performance Excellence". It lists two criteria:

- **Leadership:** How upper management leads the organization, and how the organization leads within the community. (Handwritten notes: "Internal" and "CSR" in red ink, with a bracket connecting them to the word "organization".)
- **Strategy:** How the organization establishes and plans to implement strategic directions. (Handwritten note: "wrt Quality" in red ink, underlining "strategic directions".)

At the bottom of the slide, there are logos for IIT Kharagpur and NPTEL ONLINE CERTIFICATION COURSE, and a page number "6".

Now, Leadership comes, from the idea of Total Quality Management. In Total Quality Management, in our previous sessions, we have already discussed, that how, top management commitment, is a very important aspect, of implementing quality, or implementing the enlightened view of quality, in the organisation. So, this Leadership role, is very, very important. And therefore, the first thing to be measured, in this kind of award, is not starting from the lower level, but it starts from the, top level of the organisation, that is the Leadership.

Now, what it says, that how top management leads the organisation, and how the organisation leads, within the community. So, there are, two aspects. One aspect is, how the top management is leading the organisation. That is the internal environment. And then, what is the contribution, or how your organisation, is leading the society. So, there are different types of issues, which we call as, environmental sustainability, or we talk of, social sustainability.

So, these things are related, to this particular aspect, that how organisation is leading, within the community. So, how organisations specifically handling, the aspects of environmental

sustainability, aspects of social sustainability, so that, there is a positive contribution, from this organisation, in the society, in the community. Or even, terms like CSR also, can be remotely related, with this aspect of Leadership, that we are working, not only for our self, but we have a very important role to play, in the community.

And, that is, another dimension of Leadership. So, Leadership. One dimension is taken from, the TQM, that it is the top management commitment, to implement the quality. And, at the same time, your organisation should lead the community, should give new direction, which are in the interest of the society. So, all these things are the part of, Leadership criteria. The second criteria is strategy. Now, the strategy means, that how the organisation establishes, and plans, to implement the strategic directions.

Now here, since this whole award idea, is resting on the pillar of Quality Management, so the strategic direction, which is seen in this particular award, is with respect to, quality. Now, what type of strategy, with respect to quality, you are making. So, the strategies related to Quality Management strategy, related to quality implementation, are the important things, to be evaluated, under strategy aspect.

Now, what does it mean? That, how organisations are making, strategy related to quality. Now, as we have discussed in our previous sessions, that when we are talking of Total Quality Management, we are more interested in prevention, rather in detection. So, the idea is prevention more, detection less. And, when we are able to improve our process capabilities, then we are able to prevent, rather requirement of detection.

So, how to improve the process capabilities? Now, strategies to implement the process capability, or strategies to implement things like Kaizen, things like Six Sigma, things like, where our process capabilities can be improved, where variations can be reduced, all these are the strategies, which are part of our quality excellence.

So, we need to see, that how these strategies are developed, so that, the whole organisation can understand, the meaning of quality related aspects, that organisation is focusing, on implementing the quality initiative tools. So, that is the second important aspect, of this Malcolm Baldrige Award. Then, third important pillar, of this award, is the customers.

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Baldrige Criteria for Performance Excellence

- III • **Customers:** How the organization builds and maintains strong, lasting relationships with customers.
- IV • **Measurement, analysis, and knowledge management:** How the organization uses data to support key processes and manage performance.

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Now, in customers, what we say that, how the organisation builds, and maintains, a strong lasting relations, with the customer. Now, the focus of a strong continued relations with your customer, is based on quality. That, through quality products, through quality services, we can maintain, a long sustained relation, with our customers. So, if we are thinking, that we need to provide, quality of design, we need to provide, quality related to availability, we need to provide, quality related to maintainability.

So, all these things, the eight attributes given by Garvin, if we remember, so, we will see that, we will be able to achieve, long sustained relations, with our customers. If you purchase, a product. And, that product fails, within, let us say, very small duration. The company promised you, that product will work, without failure for 1 year. But, product fails, in 6 months. So, you will have, a poor satisfaction. And, next time, you may be switched to, another product. You purchased a product of Company A, next time, you can purchase, Company B's product.

And, if it happens, you are not having, lasting relationship, with your customer. So, quality can play an important role, in getting the lasting relations, with your customer. If we follow, if we are able to concentrate, on 8-Dimensions of Quality, probably, we can have, a strong and lasting relationships, with our customers. Without focusing, without understanding, the importance of those 8-Dimensions of Quality, it is not possible to develop, a strong and lasting relations, with our customers.

So, customer is another important thing. But, right now, we talk everything, in terms of

quality. Then, another important criteria is, measurement analysis and knowledge management. Now, how are you managing the data, to support your key processes, and your performance. Now, in the present context, this point has become, even more important. Because, data is coming, from variety of sources. Lot of unstructured data is also coming.

So, how to measure, how to analyse that data, and use that information, for improving our performance. So, what type of system you have, to capture the data? What type of system, you have, for analysing the data? And, once you get, some information after analysis of data, how you use that information, for improving your processes, so that, you can improve your quality continuously.

So, there has to be, a proper system, which you need to show, to the jury, to the evaluators, that yes, this is the system through which, we are collecting data, this is the system through which, we are analysing the data. And then, this is the system through which, we are able to take this output of analysis, for improving our processes. So, that is the complete thing, which is the Point Number 4, to get your Malcolm Baldrige Award.

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Baldrige Criteria for Performance Excellence

- **Workforce:** How the organization empowers and involves its workforce.
- **Operations:** How the organization designs, manages and improves key processes. *Max Value addition*
- **Results:** How the organization performs in terms of customer satisfaction, finances, human resources, supplier and partner performance, operations, governance and social responsibility, and how the organization compares to its competitors. *Heat Treatment Annealing*

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Then, another important point, that is the Point Number Fifth, that is related to, workforce. That, how the organisation empowers, and involves its workforce. Again, you remember, your concepts of Total Quality Management, where we continuously talk of, empowered employees. So, same thing, we are talking here, about the workforce. That, we need to have a system, where we empower our employees.

And, even you can go to the, old things like, Principles of Management given by Henry Fayol, where the issues related to delegation of authority were discussed. So, that is about the empowerment of your employees, where we are talking of, delegation of authority. And, it is not simply delegation of authority, for doing some task. It is for taking their inputs, for improvement of the organisation. We involve our workforce, in the decision-making activities.

So, we need to show, for this award purpose, that what is the system, through which, we are involving our employees, in the decision-making activities. So, whether we have a system of quality circles, then we need to show, some kind of evidence, that yes, the meetings of quality circle is taking place, at such a regular interval, so that, you can exhibit, you can create, some kind of evidence, that these workers, these employees are involved, in the decision-making in the organisation.

So, that is the Point Number Fifth, that how the organisation empowers, and involves its employees, in the decision-making activities, in the creative activities, related to organisation. Then, another important criterion, Criteria Number 6, that is the operations. Now, how operations are being handled? How the organisations design, manage, and improve, key processes? So, now, in your organisation, we have continuously discussed, that there are processes, which are important, where you are adding, lot of value, to your input to get into output.

And, there are processes, where not much value addition is taking place. So, those processes, which are actually responsible for, significant value addition in your input, are the key processes. So, the definition of key processes is that, where maximum value addition is taking place. So, like, if I am, in a steel factory. And, in steel factory, there are various processes, which are taking place, one input to, output. Now, one process, which is known as, heat treatment.

Heat treatment is a process. And, under heat treatment, if I am doing annealing, which is primarily responsible, for changing the characteristics of my input. The kind of mechanical properties, which I want in my final output, is largely depends, on the heat treatment. May be, the annealing kind of process, will determine that, how much tensile strength will be there, how much hardness will be there. And, based on that, you get the price, or you get your

output.

So, there may be, various process. One process may be, pickling process, where you are just cleaning the sheet. So, that process is simply, cleaning process. There may be one process, where you are slitting the sheet, into the desired dimensions. But, this process, annealing, where you are changing the mechanical properties, where you can infuse, some new type of crystal, structures, into that, that is most important value addition process.

So, it can be, key process, in your entire manufacturing cycle. There can be similar example, whether you go to assembly line, whether you go to fabrication shop, whether you go to tool room, wherever you go, you will be able to understand, that what is a key process, and what is not so important process.

Now, in the case of operations, the issue is that, how do we organise, the design of these key processes, how do we manage these key processes, and what is the system of improving, these key processes. Because, these key processes are key, for the output. So, we continuously need to target, whenever we are talking of continuous improvement, we need to continuously target, these key processes, for getting our improved output.

So, what are the systems, we need to show, we need to show our log books, we need to show our other kind of database, that show, that yes, this is the system through which, our key processes are improved. Then finally, the seventh, or the last criteria, of this Malcolm Baldrige award, is the Results. That, we are doing so many things, from Leadership to operations, so what is the result.

So, in the case of result, we see that, how the organisation performs, in terms of customer satisfaction, finances, human resource, suppliers, partner's performance, operation performance, governance, and social responsibility. And, how the organisation compares, to its competitors. So, you see, that the idea is that, if we are able to produce quality products, if we are able to improve the quality of our system, so you see, in whole of this nowhere, in result category, we have mentioned the word, quality.

But, we understand, that all these things, like customer satisfaction, the financial performance of the organisation, human resource performance of the organisation, supplier performance,

partner performance, the operational performance, the governance, and the social responsibility, and our ability to compete with other competitors, all these things will improve, if we are able to institute, a proper Quality Management system, in our organisation.

So, the root of all these things, or the seed of all these things, is in Quality Management systems. If you have, a proper Quality Management system, obviously, you can show to jury, that how my customer satisfaction is improving. So, you must have, some idea of customer satisfaction measurement, that how can you measure, the customer satisfaction. How your financials are improving? How the attrition rate is decreasing? That is, one indicator of human resource performance.

How you are able to attract, best suppliers, for you? How you are able to maintain, a good relation with your partners? And, how your, overall governance and social responsibility, is improving? And, vis-à-vis, what is your standing, in the competitive market? So, all these things are, you can say, various dimensions, of checking your business performance.

And therefore, this is the final criteria, that whether it is Leadership, whether it is empowered employees, whether it is other kind of initiatives, you are taking, but all these things should culminate, in improving my, these various aspects of business. So, on my dashboard, if these things are appearing in green, it means, I am able to take advantage of quality, for improving my business performance.

So, that is in detail, we discuss about, Malcolm Baldrige award, that what are the categories, and how these awards are decided. Then, another very important award, this Malcolm Baldrige award, was given for US organisations, normally.

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Golden Peacock Business Excellence Award (GPBEA)

Institute Of Directors in November 2012 started this award to encourage Business Excellence improvements in both manufacturing as well as service organizations in India including :

- Public and private undertakings
- All sectors of industry, service and commerce
- Government and Semi-Government departments
- Trade and professional associations
- Educational, Healthcare, Hospitality and Research Establishments

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But, in India also, now keeping this understanding of, quality in our organisations. And, we are going in a global environment. Therefore, in India also, Institute of Directors, established in year 2012, another very important award. These awards were given, earlier also. But, Golden Peacock Business Excellence Award, was started in year 2012. So, that became, another very interesting award, to be discussed, in this session. That is, Golden Peacock Business Excellence Awards.

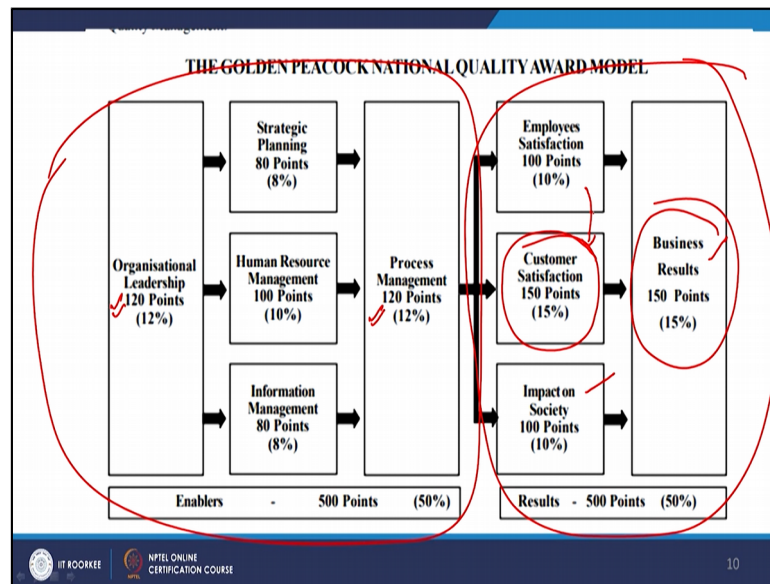
Golden Peacock, or Institute of Directors, give around, 18 different types of awards. So, Business Excellence Award, started in year 2012. There were many awards, which were prior to this Business Excellence Awards. And, some of the awards are given for, institutional categories. And, some of the awards are given for the, individual category also. So, these are the awards, which are given, to both again, manufacturing and service organisations in India

And, Public, Private Organisations can also participate. All sectors of industries, service and commerce, can participate. Government department, semi-government departments, can also participate. Trade and professional associations, can also participate. Educational, healthcare hospitality, research establishments, can also participate, for Golden Peacock Business Excellence Awards.

So, you can see that, as we discuss in case of Malcolm Baldrige, so large number of categories are there. Similarly, almost, all types of organisations can participate, for this Golden Peacock Award. So, this peacock word, is taken from the National Bird of India. Therefore, this is known as, Golden Peacock Business Excellence Award. Now, they have a

typical framework, for giving this award.

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So, this figure is taken, from the manuals of Golden Peacock Award framework. And, you can see that, there are two phases, in which, this award is being decided. That, one phase is related to, Enablers. And, it contributes for 50% of your overall evaluation. And, second phase is of Results. So, same thing. As, we discussed in case of Malcolm Baldrige, there are large number of Enablers, from Leadership to Operations.

And, then finally, Results. So, the weightage is different, in that case. But here, this framework is more applicable for, India's case. So, I am giving you, this detailed framework here. That, the figure is having, Enablers for 500 points, and Results for 500 points. And, let us see, that in Enablers, what are the different things, which are contributing, for these 500 points.

So, the organisational Leadership, this is the most important thing. So, as in the previous case also, we started with the Leadership. Here also, Leadership is the most important thing. And, it is having, 120 points. Out of overall, 1000 points, the 120 points are given, for the Leadership initiatives only. Then, the planning. This was there, in that Malcolm Baldrige award also. The Human Resource Management.

How you are doing, the human resource management, particularly the empowerment of your employees, giving chances of their participation, in the decision-making activities. And, how you are creating, a learning organisation. All these things, are the part of your, human

resource management. Then, information management. It is again, related to that, how you are acquiring the data, how you are processing the data, and how you are using the data, for improving the quality.

So, that is related to, information management. And, the process management again, the same thing like, how you are handling, designing, or maintaining your key processes. So, that is related to, process management. So, you see that, in this enabling stage, the Leadership and process management, both are having, very significant weightage, of 120 each. And, with the help of, strategic planning, human resource management, and information management, you are able to achieve this, process management.

Now, after this enabling stage, we come to that, result stage. So, in the result stage, there are four important categories. One is, the overall, that is the business related results, where we talk of, many things like, financials, etcetera. But, apart from that, we have three important categories. One is related to, commitment to society, or you can say, the social responsibility of the business.

So, issues related to, social sustainability, issues related to CSR, may go into the, impact on society. Then, the customer satisfaction, and employee satisfaction. Obviously, customer is the most important. And, some of the issues, related to employee satisfaction, also go into the customer satisfaction. Because, your employee is internal customer. So, therefore, you see that, customer satisfaction is given, more points, than the employee satisfaction. And, finally, the business result.

So, out of these overall thing, you see that, the most important thing is, the customer satisfaction. Because, it has 150 points, out of, your entire score, 15% weightage is given to the customer satisfaction. And similarly, 15% weightage is given to the, business performance. But, business performance is coming, because of customer satisfaction. So, I particularly feel, that customer satisfaction, if you are able to drive your customer properly, you get the most important outcome of your, this entire Golden Peacock framework.

So, this is another way, through which you can understand the, Malcolm Baldrige. And, this is the Indian version of that, Malcolm Baldrige award, which is started by Institute of Directors, in year 2012. This Golden Peacock Award, is actually based on certain core values.

13 core values, they define. So, one is like, customer driven quality.

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Core Values

- Customer Driven Quality
The objective of all organisations is to satisfy their customers' stated or implied needs. All employees must consider it their task to satisfy the needs of both their external and internal customers. Customer is the final arbiter who takes into account the issues that influence royalty.
- Committed Leadership
In order to create a system that focuses on the customer, personal, active and visible commitment is required from every manager. The leadership must set the direction and define and follow up the goals by creating opportunities for the employees to achieve the same. Leaders develop the organisations culture, and drive the organisation towards excellence.

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That is one very important core value, that the quality, we discuss that, there are two ways of quality. One is, as per the user. And, another is, as per the, manufacturer. So, the focus of quality should be on the, customer driven quality.

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- 3. • Participation by Everyone
A prerequisite for a successful organisation is that every employee feels that he/she is trusted by the organisation to perform and develop his or her tasks. Consequently, everyone must be aware of the goals, have the means to attain them and be aware of the results achieved.
- 4. • Competence Development
Skilled employees are a prerequisite for the success and competitiveness of an organization. Therefore every employee should have the opportunity for improvement and further development in a way that benefits both the individual and the organisation.
- 5. • Long-Range Perspective
The organisation must focus on long-term development and competitiveness. A sustainable process of improvement leads to improved productivity and effectiveness, a better environment, increased customer satisfaction and long-range profitability.

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Then, continuously, whenever we will be discussing about quality related issues, Committed Leadership is another important value. Then, third one is, participation by everyone. That, all your employees, because it is an extension of TQM, therefore we talk that, all your employees should be able to contribute, in the development of organisation. So, that is the participation by everyone

Then, this is related to, human resource management, that how are you developing the competencies, of your employees. Then, we also need to have, a long-range perspective. It is required, that organisations should be able to focus, on long-range, rather on short-term. Many a time, we look for the, short-term gains. But, short-term gains, will not give you, sustained excellence. So, the value is, long-range perspective.

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• Social Responsibility
Every organization has a public responsibility that extends beyond laws and regulations. The organization and the employees must see their processes, products and services as part of a much broader totality and actively contribute to improving society and the environment.

• Process Orientation
The activities of the organisation should be seen as processes that create value for the customers. Process orientation stimulates an analysis and improvement in the work flow and working of the organization and lays the foundation for customer-oriented operational development. Decisions must be based on reliable facts and figures.

• Prevention (rather detection)
It pays to prevent faults from occurring and eliminate risks in processes, goods and services. It is also vital to involve customers and suppliers in this process.

• Continuous Improvement
Competitiveness requires continuous improvements and renewal of all aspects of the business. The basis of this is a methodical process of improvement that permeates all level of the organization and an organisational culture that stimulates creative suggestions and

new ideas.
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Then, another important thing is, social responsibility. That, what is the impact of your business, on the society. We just saw, in the framework also, some points are given, for the social impact. Then, process orientation. How are we able to focus, on key processes? How are we designing, and managing, our key processes? That is the process orientation.

Then, since we are living, in TQM era, so focus is more on prevention, rather detection. Detection is the time of, Inspection Raj. But now, we have moved, from Inspection Raj, to Total Quality Management era. And therefore, focus is more, on prevention. Then, continuous improvement. We continuously look for, improving our key processes. So, what are the systems, for that.

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- 10 • **Learning From Others** The organisation must acquire knowledge in all areas about what can be achieved. This requires comparisons to be made with those that can be considered to be the best in a certain process, regardless of the trade or sector they happen to belong to.
- 11 • **Faster Response** In all businesses, shorter response times and more rapid reactions to the needs of the customers are decisive. This applies to development, production and delivery of goods and services, as well as to administrative processes.
- 12 • **Partnership** Partnership Development is the key to success in today's business. It is essential that, through co-operation, different skill areas are combined among staff and among customers, suppliers, partners, owners and principals.
- 13 • **Results Focus** The organisations performance measurements need to focus on key results balancing and satisfying the interests of all stake - holders.

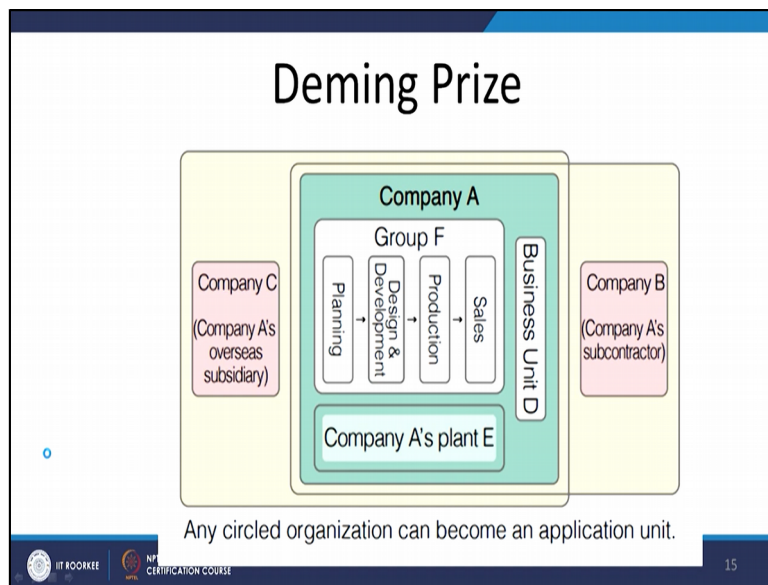
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Then, learning from others. That is also, one of the key value, where you learn from your suppliers, you learn from your other partners, and even you learn from your competitors. So, learning from others, is also an important value, in this model. Then, since market is continuously moving, it is a very complex dynamic market. So, we need to have, the system of faster response.

If we are not able to change faster, then it will be not good for our business. So, Results will not be appropriate. So, faster response is also desired. It is also needed, for business excellence. Then, developing, long-term strategic partnership, with your suppliers, with your customers. That is also, very much essential, in this case. And, the final thing is, the focus should be on, Results. That, how all these things, are helping me, in improving the performance of the business.

So, whether it is related to financials, whether it is related to customer satisfaction, all those things are taken into, the result. So, these are 13 core values, on which, this Golden Peacock award is based. Then, quickly, we will also discuss, the third important award, that is the Deming Prize.

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This Deming prize was started by Japanese organisations. Because, Edward Deming, he contributed immensely, in the development of Japanese organisation. So, initially, this Deming award, started for Japanese organisations. But, later on, this Deming award is available, for all the global players. And therefore, you see, this particular diagram shows that, how, any company, and even a particular department of a company, can also apply.

Like, you see that, there is a Company A. And, there are Company B, and Company C. Company B is a subcontractor, of Company A. And, Company C is some overseas subsidiary, of Company A. Then, there is a Plant of Company A. And, there are different business unit, D. And, within a Plant, there are sales, production, design development, planning kind of other functions, available into this. So, all these encircled units, can separately apply for Deming prize.

So, the scope of Deming prize is, much wider, as compared to Malcolm Baldrige award. In Malcolm Baldrige award, we have 6 defined categories. And, in each category, only 3 awardees are possible. But, in case of Deming prize, all those organisations, who get more than a particular threshold value, a particular passing marks, you can say, they all are eligible to get Deming prize, for that particular year.

And, because the idea of quality came from Japan, so this award is also becoming popular, day by day. And, many Indian organisations are also getting, the Deming prize. And, it is considered to be one of the star, in their profiles. So, this is another important Business

Excellence Award, which is available to Indian organisations also. So, with this, we come to end of the session, where we discussed about, three very important Business Excellence Awards. And, that is a kind of measurement, of instituting quality, in our organisation. With this, thank you, very much.