

LEBANESE EXCELLENCE AWARD



ADVANCED CERTIFICATION SUBMISSION DOCUMENT



**LEBANESE EXCELLENCE AWARD
QUALIFICATION FILE
REFERENCE to LEBANESE QUALITY
MANAGEMENT MODEL**



<.....>
Organisation's name

Introduction

During the first stage of application you should have completed the **Application Form**. This form includes the basic information Lebanese Excellence Award LEA needs to register you as a potential applicant and serves as basis for administrative purposes, the Qualification file however has another purpose, the information in it is used to QUALIFY your organisation as an applicant for the Award process.

These guidelines have been produced to help organisations preparing their qualification file for LEA 2013. The process for LEA requires that you **present your own organisation's achievements and performance** across all results criterion parts in the Lebanese Quality Management Model LQMM

The areas and chapters in the Model are written in non-prescriptive terms, to allow you the freedom to put into your qualification file information, which is relevant to your specific context and cultural environment.

The **purpose** of the Qualification file is twofold:

- confirm that your organisation uses a mature management system;
- create the first set of information the Assessor teams receives to understand your organisation.

Content

Key Information

Key Information are those key facts about your organisation which help assessors to gain an overall view of your organisation and its strategic context. Please keep the same titles as we propose here, but feel free to cover the key elements the assessor team or your stakeholders need to understand the context in which your organisation operates.

Your Results

On these pages we ask you to present a set of outcomes for each chapter of the outcomes area of the LQMM (for reference please see LEA brochure). You can present up to 8 different outcomes on each page. Please do this in a way that best suits you and minimises the effort to produce this file by using existing charts, tables etc. To present these facts and figures you can use

- **charts** with trends, targets and comparisons
- **tables** with trends, targets and comparisons
- graphics or **pictures** to illustrate facts
- **text** to explain the scope of these outcomes, and the link to relevant approaches (the outcome to approach links)

To illustrate the importance of the outcomes you selected to present here, you can use a table with an overview of all outcomes, this to ease the understanding by the assessor team, in this table you can then describe the importance of each.

Design notes:

- Limitations in font size is a minimum of 9 points Arial (text and numbers should be easy to read)
- No less than 2 per Chapter of the LQMM model
- We recommend to use the same standard lay-out on each outcome page, this can be with 4 charts per page (2 columns, 2 rows), or 9 charts per page (3 by 3) as long as these charts are clear and legible

- Each page should have a header and/or footer that clearly identifies your organisation, the page number and version of the file

**Key information to understand an organisation, its context and its future directions
FACTS AND FIGURES (max 1 page)**

This may include:

- Name of the organisation
- Address of Main location
- Sector(s) of activities
- Mission (core purpose for existence of the organisation)
- Type of legal status
- Owners- Investors - relationship to Headquarters
- Organisational chart
- Key Financial figures
- Market capitalisation
- Number of employees – (managerial, supervisory, professional, non managers/'blue collar', sites)
- Geographic coverage
- Number of sites

HISTORY OF THE ORGANISATION AND PAST ACHIEVEMENTS (max ½ page)

CHALLENGES AND STRATEGY OF THE ORGANISATION (max. ½ page)

This may include:

- Vision (statement of the organisation's future)
- Business Strategy (What business are you in today/tomorrow?)
- Strengths – Weaknesses – Opportunity – Threats (in the context of the organisation's mission and vision as well as the capability and capacity to achieve strategy)
- Competitive advantage
- Key business Goals (that support the mission and the achievement of vision, the business strategy)
- Critical success factors

MARKETS, OFFERINGS AND CUSTOMERS (max. ½ page)

This may include:

- Current and future markets: description and figures (Market shares, significance for future...)
- Current and future customer segments: description, needs and figures (breakdown of revenue – profitability - significance for future)
- List those you consider as your key competitors (current and foreseen)
- Current and future offerings Product segments: description, features and figures (breakdown of revenue – profitability-significance for future)

OPERATIONS, PARTNERS AND SUPPLIERS (max ½ page)

This may include:

- Organisation structure and main functions
- Key resources and assets
- Key partners and suppliers – type and significance of relationships
- Society: Impact on the company and expectation from its members

MANAGEMENT STRUCTURE AND ACTIVITIES (max. ½ page)

This may include:

- Governance structure
- Values
- Key management meetings
- Performance management (how the organisation manages and improves its performance)

ENVIRONMENTAL MANAGEMENT APPROACH (at least ½ page) (the approach is not scored but it is considered a pass-fail prerequisite)

This may include:

- Certification to ISO 14001 environmental management standard
- Recycling
- Identification of environmental factors
- Methodology to conserve energy and water
- Approach to reduce garbage to landfill
- Approach to reduce scrap
- Using recyclable materials or producing recyclable products
- Using less chemicals
- Reducing greenhouse effect
- Reducing your CO2 environmental footprint etc

KEY OUTCOMES (per chapter)

List of “further” outcomes if available

Here (or in each outcome section) you can insert a table referring to outcomes available during the site visit for the Assessors but that could not be included in this file because of the limitations in space. You can do this by chapter at the relevant page or for all outcomes here at the end, it's up to you how you can present in the best way the achievements of your organisation.

The same can be said for the **links to the approaches and initiatives** or projects that have a clear impact on the performance of your organisation; you can group these cause-effect relationships here at the end for all outcomes presented in a matrix, or by chapter, or in a diagram before the actual outcomes.

PREFACE

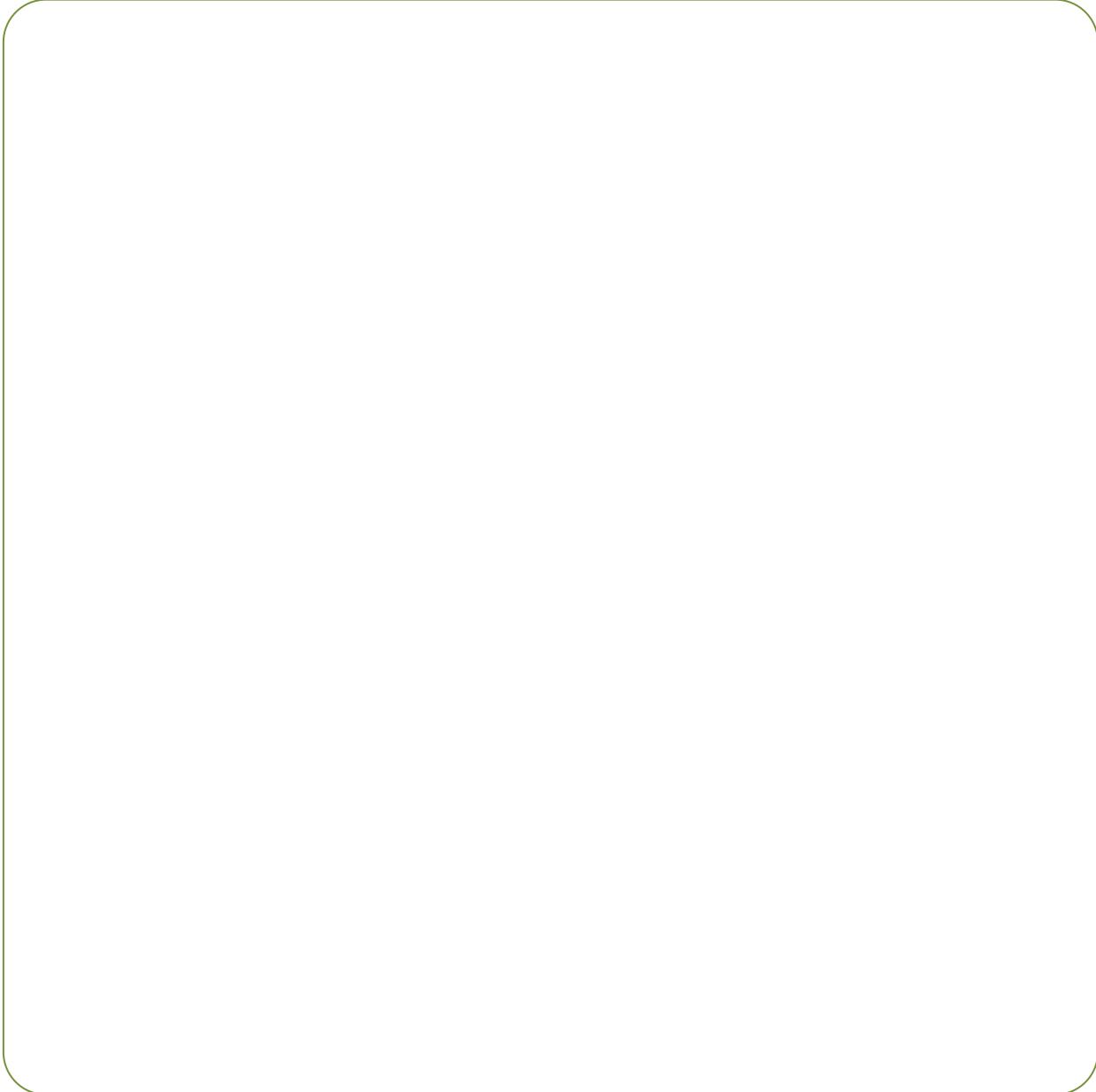
Using the guidance of the Lebanese Quality Management Model, please give some general information how your organisation understands and acts upon:

AREA 1

INFRASTRUCTURE MANAGEMENT

1.1 PLANNING OF THE FUTURE

1.2 MANAGING VALUABLE RESOURCES



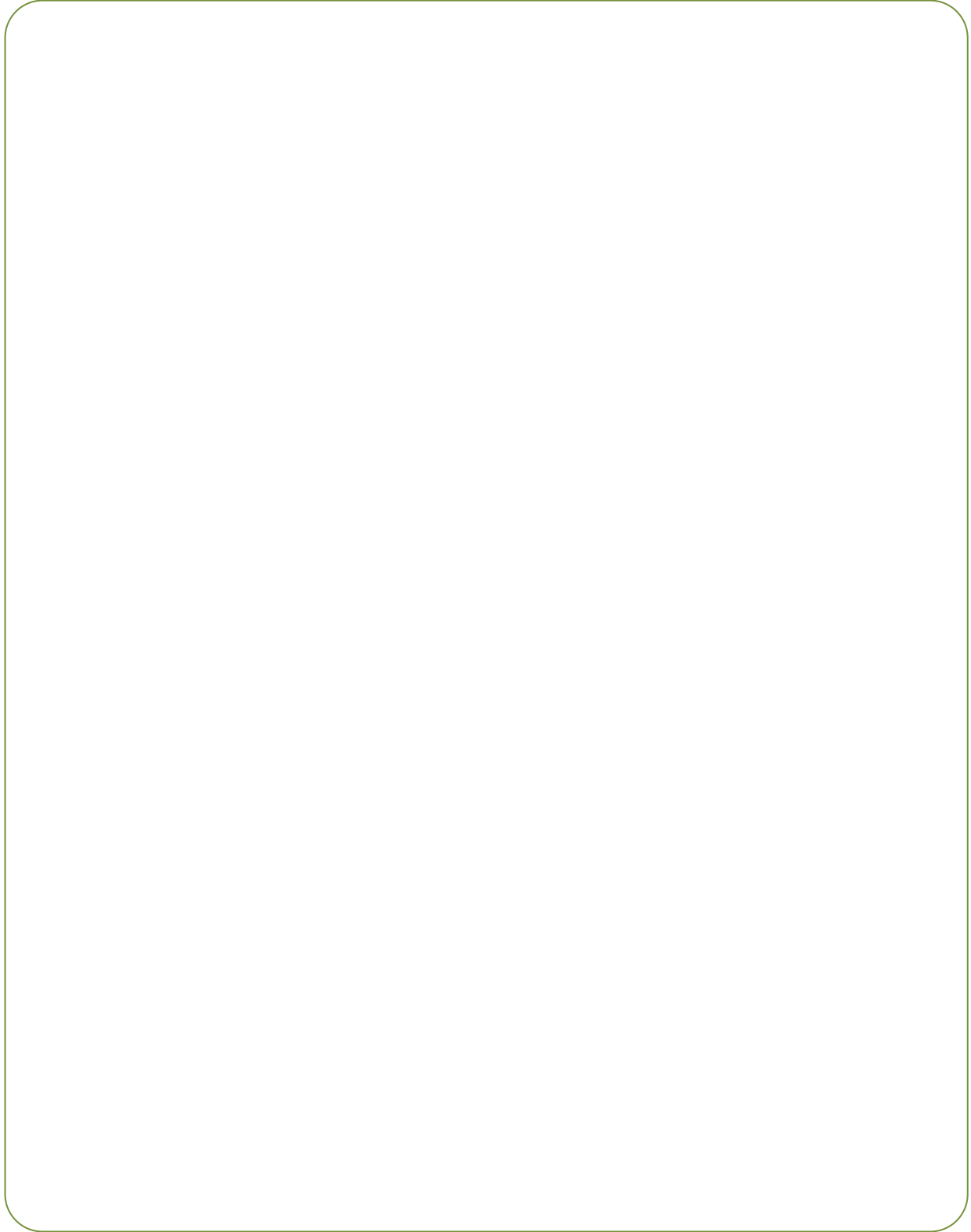
AREA 2

MANAGING THE HUMAN CAPITAL

2.1 LEADERSHIP

2.2 PLANNING FOR THE HUMAN CAPITAL

2.3 DEVELOPMENT AND MOTIVATION OF HUMAN RESOURCES



AREA 3

MANAGING PROCESSES AND DELIGHTING CUSTOMERS

3.1 MANAGEMENT OF THE OF THE PROCESSES

3.2 PRODUCTION AND DELIVERY OF PRODUCTS/SERVICES

3.3 FOCUS ON CUSTOMER CARE- DELIGHTING CUSTOMERS



1st APPROACH

Please describe one approach you have developed and that covers items relevant to chapter/s of the model.

Title of the Approach

Relevant Area/s

Relevant Chapter/s

Mature Applicable Approach

Aligned Approach

Activated Approach

Reviewed Approach

OUTCOMES

Please describe the outcomes related to the previous approach presented

OUTCOME 1

	YEAR 1	YEAR2	YEAR 3
Actual measure				
Benchmark				
Target				

Range

Clarifications

OUTCOME 2

	YEAR 1	YEAR2	YEAR 3
Actual measure				
Benchmark				
Target				

Range

Clarifications

Please describe other outcomes related to this Approach as well as other Approaches linked to these outcomes.

APPROACHES

OUTCOMES

2nd APPROACH

Please describe one approach you have developed and that covers items relevant to chapter/s of the model.

Relevant Area/s	Relevant Chapter/s
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Title of the Approach

Mature Applicable Approach

Aligned Approach

Activated Approach

Reviewed Approach

OUTCOMES

Please describe the outcomes related to the previous approach presented

OUTCOME 1

	YEAR 1	YEAR2	YEAR 3
Actual measure				
Benchmark				
Target				

Range

--

Clarifications

--

OUTCOME 2

	YEAR 1	YEAR2	YEAR 3
Actual measure				
Benchmark				
Target				

Range

--

Clarifications

--

Please describe other outcomes related to this Approach as well as other Approaches linked to these outcomes.

APPROACHES

OUTCOMES

3rd APPROACH

Please describe one approach you have developed and that covers items relevant to chapter/s of the model.

Title of the Approach

Relevant Area/s	Relevant Chapter/s
------------------------------	---------------------------------

Mature Applicable Approach

Aligned Approach

Activated Approach

Reviewed Approach

OUTCOMES

Please describe the outcomes related to the previous approach presented

OUTCOME 1

	YEAR 1	YEAR2	YEAR 3
Actual measure				
Benchmark				
Target				

Range

Clarifications

OUTCOME 2

	YEAR 1	YEAR2	YEAR 3
Actual measure				
Benchmark				
Target				

Range

Clarifications

Please describe other outcomes related to this Approach as well as other Approaches linked to these outcomes.

APPROACHES

OUTCOMES

4th APPROACH

Please describe one approach you have developed and that covers items relevant to chapter/s of the model.

Title of the Approach

Relevant Area/s

Relevant Chapter/s

Mature Applicable Approach

Aligned Approach

Activated Approach

Reviewed Approach

OUTCOMES

Please describe the outcomes related to the previous approach presented

OUTCOME 1

	YEAR 1	YEAR2	YEAR 3
Actual measure				
Benchmark				
Target				

Range

--

Clarifications

--

OUTCOME 2

	YEAR 1	YEAR2	YEAR 3
Actual measure				
Benchmark				
Target				

Range

--

Clarifications

--

Please describe other outcomes related to this Approach as well as other Approaches linked to these outcomes.

APPROACHES

OUTCOMES

5th APPROACH

Please describe one approach you have developed and that covers items relevant to chapter/s of the model.

Title of the Approach

Relevant Area/s

Relevant Chapter/s

Mature Applicable Approach

Aligned Approach

Activated Approach

Reviewed Approach

OUTCOMES

Please describe the outcomes related to the previous approach presented

OUTCOME 1

	YEAR 1	YEAR2	YEAR 3
Actual measure				
Benchmark				
Target				

Range

Clarifications

OUTCOME 2

	YEAR 1	YEAR2	YEAR 3
Actual measure				
Benchmark				
Target				

Range

Clarifications

Please describe other outcomes related to this Approach as well as other Approaches linked to these outcomes.

APPROACHES

OUTCOMES

6th APPROACH

Please describe one approach you have developed and that covers items relevant to chapter/s of the model.

Title of the Approach

Relevant Area/s

Relevant Chapter/s

Mature Applicable Approach

Aligned Approach

Activated Approach

Reviewed Approach

OUTCOMES

Please describe the outcomes related to the previous approach presented

OUTCOME 1

	YEAR 1	YEAR2	YEAR 3
Actual measure				
Benchmark				
Target				

Range

Clarifications

OUTCOME 2

	YEAR 1	YEAR2	YEAR 3
Actual measure				
Benchmark				
Target				

Range

Clarifications

Please describe other outcomes related to this Approach as well as other Approaches linked to these outcomes.

APPROACHES

OUTCOMES

7th APPROACH

Please describe one approach you have developed and that covers items relevant to chapter/s of the model.

Title of the Approach

Relevant Area/s

Relevant Chapter/s

Mature Applicable Approach

Aligned Approach

Activated Approach

Reviewed Approach

OUTCOMES

Please describe the outcomes related to the previous approach presented

OUTCOME 1

	YEAR 1	YEAR2	YEAR 3
Actual measure				
Benchmark				
Target				

Range

Clarifications

OUTCOME 2

	YEAR 1	YEAR2	YEAR 3
Actual measure				
Benchmark				
Target				

Range

Clarifications

Please describe other outcomes related to this Approach as well as other Approaches linked to these outcomes.

APPROACHES

OUTCOMES

8th APPROACH

Please describe one approach you have developed and that covers items relevant to chapter/s of the model.

Title of the Approach

Relevant Area/s

Relevant Chapter/s

Mature Applicable Approach

Aligned Approach

Activated Approach

Reviewed Approach

OUTCOMES

Please describe the outcomes related to the previous approach presented

OUTCOME 1

	YEAR 1	YEAR2	YEAR 3
Actual measure				
Benchmark				
Target				

Range

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Clarifications

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OUTCOME 2

	YEAR 1	YEAR2	YEAR 3
Actual measure				
Benchmark				
Target				

Range

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Clarifications

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Please describe other outcomes related to this Approach as well as other Approaches linked to these outcomes.

APPROACHES

OUTCOMES

APPENDICES

In the next 2 pages, you may insert any chart or figure you believe is relevant to support your application