



# Qimpro Benchmark

## Format for Submission of Organizational Profile

### P.1 ORGANIZATIONAL DESCRIPTION

Describe your organization's business environment and your key relationships with customers, suppliers, partners, and stakeholders. Within your response, include answers to the following questions:

#### P.1A ORGANIZATIONAL ENVIRONMENT

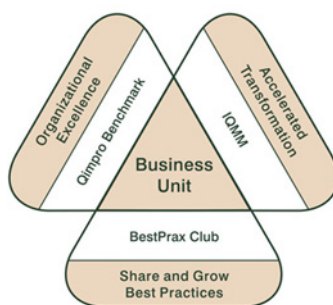
- (1) What are your organization's main products and services?  
What are the delivery mechanisms used to provide your products and services to your customers?
- (2) What is your organizational culture?  
What are your stated purpose, vision, mission, and values?
- (3) What is your employee profile?  
What are your categories and types of employees?  
What are their educational levels?  
What are your organization's workforce and job diversity, organized bargaining units, use of contract employees, and special health and safety requirements?
- (4) What are your major technologies, equipment, and facilities?
- (5) What is the regulatory environment under which your organization operates?  
What are the applicable occupational health and safety regulations; accreditation, certification, or registration requirements; relevant industry standards; and environmental, financial, and product regulations?

#### P.1B ORGANIZATIONAL RELATIONSHIPS

- (1) What are your organizational structure and governance system?  
What are the reporting relationships among your governance board, senior leaders, and parent organization, as appropriate?
- (2) What are your key customer and stakeholder groups and market segments, as appropriate?  
What are their key requirements and expectations for your products, services, and operations?  
What are the differences in these requirements and expectations among customer and stakeholder groups and market segments?
- (3) What role do suppliers and distributors play in your value creation and key support processes?  
What role, if any, do they play in your organizational innovation processes?  
What are your most important types of suppliers and distributors?  
What are your most important supply chain requirements?
- (4) What are your key supplier and customer partnering relationships and communication mechanisms?

#### NOTES:

- N1. Product and service delivery mechanisms to your customers (P.1A[1]) might be direct or through dealers, distributors, or channel partners.
- N2. Market segments (P.1B[2]) might be based on product or service lines or features, geography, distribution channels, business volume, or other factors that are important to your organization to define related market characteristics.



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- N3. Customer and stakeholder group and market segment requirements (P.1B[2]) might include on-time delivery, low defect levels, ongoing price reductions, electronic communication, and after-sales service.
- N4. Communication mechanisms (P.1B[4]) should be two-way and might be in person, via regular mail or e-mail, or by telephone. For many organizations, these mechanisms may change as marketplace requirements change.

## P.2 ORGANIZATIONAL CHALLENGES PROCESS

Describe your organization's competitive environment, your key strategic challenges, and your system for performance improvement. Within your response, include answers to the following questions:

### P.2A COMPETITIVE ENVIRONMENT

- (1) What is your competitive position?  
What is your relative size and growth in your industry or markets served?  
What are the numbers and types of competitors for your organization?
- (2) What are the principal factors that determine your success relative to your competitors?  
What are any key changes taking place that affect your competitive situation?
- (3) What are your key available sources of comparative and competitive data from within your industry?  
What are your key available sources of comparative data for analogous processes outside your industry?  
What limitations, if any, are there in your ability to obtain these data?

### P.2B STRATEGIC CHALLENGES

- What are your key business, operational, and human resource strategic challenges?
- What are your key strategic challenges associated with organizational sustainability?

### P.2C PERFORMANCE IMPROVEMENT SYSTEM

- How do you maintain an overall organizational focus on performance improvement, including organizational learning?
- How do you achieve systematic evaluation and improvement of key processes?

### NOTES:

- N1. Principal factors (P.2A[2]) might include differentiators such as price leadership, design services, e-services, geographic proximity, and warranty and product options.
- N2. Strategic challenges (P.2B) might include rapid technological change, disruptive technologies that rapidly revolutionize or make obsolete existing processes or products, reduced cycle times for product introduction, industry volatility, declining market share, changing marketplace, mergers and acquisitions, global marketing and competition, customer retention, changing or emerging customer or regulatory requirements, employee retention, an aging workforce, and value chain integration.
- N3. Performance improvement (P.2C) is an assessment dimension used in the scoring system to evaluate the maturity of organizational approaches and deployment.
- N4. Overall approaches to process improvement (P.2C) might include implementing a lean enterprise system, applying Six Sigma methodology, using ISO 9000:2000 standards, or employing other process improvement tools.

#### Contact

Suresh Lulla, CEO

### Qimpro Standards Organization

4B Sindhu House

Nanabhai Lane, Fort

Mumbai 400 001, India

Phone: (91-22) 6634 8701

Fax: (91-22) 2204 4421

Email: standards@qimpro.com

