

Business Excellence Award 2026



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If you are:

- Committed to Excellence
- Follow a path of continuous improvement
- A Small Medium Company (SME – under 250 employees)
- A Social Enterprise Organisation
Based in Ayrshire

Then:

- Apply for this prestigious Award

Entry:

- Is free to enter
- Is open to any SME or Social Enterprise based in Ayrshire
- Recognises involvement in Investors in People, ISO 9000, ISO 14000, Chartermark, SQMS, Innovation and other improvement programmes
- **Ensuring public confidence** – Should you be successful in your application, is there anything about your business conduct which, if brought into the public domain, may cause embarrassment or disrepute to the organisation. Failure to disclose such information could result in your award being revoked.

Finalists:

- Take part in a review of self-assessment evidence which will take approximately two hours
- Will be invited to the Ayrshire Chamber of Commerce Annual Dinner
- Receive a certificate

The Winner:

- Receives the Business Excellence Ayrshire Award and the recognition it brings
- Can use the Award Winners logo on promotional material

Confidential:

- Name of applicants, commentary and scoring information developed during this award process are kept confidential

Scoring Matrix

- **Not Yet = 0**
- **Planning = 1**
- **In Progress = 2**
- **Almost complete = 3**
- **Fully Complete = 4**

The fundamentals of excellence:

- Adding value for customers
- Creating a sustainable future
- Developing organisational capability
- Harnessing creativity and innovation

- Leading with vision, inspiration and integrity
- Managing with agility
- Succeeding through the talent of people
- Sustaining outstanding results



Applicant Overview

Name of applicant organisation:

Address:

Telephone:

Email:

Person Dealing with application:

Highest ranking official:

Number of staff based in Ayrshire:

Signature:

All information within this application is correct and provided in the spirit of continuous improvement.

The non-disclosure and confidentiality clause is accepted.

If selected for a company visit, we undertake to review our self-assessment evidence with the judges.

Applicant Details

Use this space below to tell us about your organisation, you may wish to include a brief history of the company and its achievements.
(Maximum word count is 500)

Leadership

Excellent organisations have leaders who give clear direction to shape the future path of the business and act as role models at all times. They are flexible, inspire trust and provide support for the ongoing success of the organisation.

Where do you stand today? (insert a tick in the box that reflects it)

	Not Yet	Planning	In Progress	Almost Complete	Fully Completed	Please use the space below to describe how your organisation manages each of these aspects, noting specifically what you do best. (maximum word count per box 70)	Judges Scoring
Leaders have developed and shared the Mission and Vision of the organisation.							
Leaders have deployed a set of values and code of ethics within the business.							
Leaders act as role models and inspire the team by living the values of the organisations.							
Improvements are monitored, reviewed and championed by leaders. This can include external suppliers and stakeholders.							
Leaders assure the organisation is able to face change effectively.							
Note here any actions suggested for improvement that could be considered.							

Team

Excellent organisations develop the capabilities of their team within a culture of openness. They care for, communicate, reward and recognise team members to achieve company and personal targets.

Where do you stand today? (insert a tick in the box that reflects it)

	Not Yet	Planning	In Progress	Almost Complete	Fully Completed	Please use the space below to describe how your organisation manages each of these aspects, noting specifically what you do best. (maximum word count per box 70)	Judges Scoring
We have a clearly documented business plan for the people / skills we need for today and the future.							
We develop our team's skills and knowledge to enhance targets.							
Our people understand how they can impact on the Mission, Vision and Values of the business.							
A culture exists that encourages participation at all levels whilst ensuring creativity is recognised and rewarded appropriately.							
Internal communication methods works well in all directions. All necessary information is shared at regular defined intervals and there is evidence it has been clearly understood by all.							
Note here any actions suggested for improvement that could be considered.							

Strategy

Excellent organisations develop Strategy to implement their Mission and Vision. Policies, plans, objectives and processes are deployed to deliver this strategy.

Where do you stand today? (insert a tick in the box that reflects it)

	Not Yet	Planning	In Progress	Almost Complete	Fully Completed	Please use the space below to describe how your organisation manages each of these aspects, noting specifically what you do best. (maximum word count per box 70)	Judges Scoring
The Company Strategy is based on the thorough understanding of the needs and expectations of the stakeholders relating to the current and future direction of the company.							
Strengths and weaknesses of the business have been fully analysed and improvement plans have been incorporated.							
It is based on our present and future capabilities and our internal operational performance.							
The business strategy and how it is planned to be achieved is regularly and clearly communicated to all team members.							
Strategy is regularly reviewed and improved, taking into account potential changes in the market, economic and environment conditions.							
Note here any actions suggested for improvement that could be considered.							

Partnerships & Resources

Excellent organisations develop external partnerships and internal resources to support their Strategy.

Where do you stand today? (insert a tick in the box that reflects it)

	Not Yet	Planning	In Progress	Almost Complete	Fully Completed	Please use the space below to describe how your organisation manages each of these aspects, noting specifically what you do best. (maximum word count per box 70)	Judges Scoring
Partners and suppliers have been chosen and are appropriately managed based on sustainable mutual benefit.							
Finances are controlled and managed to maximise the best use of resources for sustained success.							
The use of physical assets such as buildings, equipment and materials are managed for optimal performance.							
We continually reduce the impact of potential business inefficiencies and monitor our impact on the environment							
Current and future technology is used appropriately to support both process and strategy. Where appropriate information and data is managed to enhance knowledge and optimise decision making.							
Note here any actions suggested for improvement that could be considered.							

Processes

Excellent organisations design, maximise and improve processes, products and services to generate increasing value for customers and other stakeholders.

Where do you stand today? (insert a tick in the box that reflects it)

	Not Yet	Planning	In Progress	Almost Complete	Fully Completed	Please use the space below to describe how your organisation manages each of these aspects, noting specifically what you do best. (maximum word count per box 70)	Judges Scoring
Products and services are developed to meet the needs of, and provide optimal value for customers and stakeholders.							
Market research and customer surveys are used to identify improvements to develop further business opportunities.							
Business processes are documented and reviewed regularly. Process flows are managed to highlight continuous improvement opportunities.							
Customer delivery performance is closely tracked and managed effectively.							
Products, services and processes are regularly evaluated or benchmarked against other associated businesses or appropriate models.							
Note here any actions suggested for improvement that could be considered.							

People Results

Excellent organisations monitor the perception, performance and satisfaction of their team members to achieve outstanding results.

Where do you stand today? (insert a tick in the box that reflects it)

	Not Yet	Planning	In Progress	Almost Complete	Fully Completed	Please use the space below to describe how your organisation manages each of these aspects, noting specifically what you do best. (maximum word count per box 70)	Judges Scoring
A range of indicators have been identified covering team members performance and perception of the business.							
People satisfaction is formally measured with a view to incorporate improvements.							
We have formal engagement by leadership in directing actions towards achieving desired employee performance.							
Positive trends can be shown over time covering the key people satisfaction targets.							
Team member's performance results are benchmarked or compared with appropriate organisations or models.							
Note here any actions suggested for improvement that could be considered.							

Customer Results

Excellent organisations monitor both internal performance and customer perceptions to ensure progress towards targets.

Where do you stand today? (insert a tick in the box that reflects it)

	Not Yet	Planning	In Progress	Almost Complete	Fully Completed	Please use the space below to describe how your organisation manages each of these aspects, noting specifically what you do best. (maximum word count per box 70)	Judges Scoring
A range of indicators have been identified covering internal performance and customer perceptions.							
Surveys are held regularly to monitor customer satisfaction.							
Complaints are monitored and form part of the business's regular management reporting structure.							
Internal performance results are matched and compared to external results.							
Positive trends can be shown over time covering the key customer targets.							
Note here any actions suggested for improvement that could be considered.							

Society Results

Excellent organisations monitor the environmental performance and impact on society to meet the expectation of all stakeholders.

Where do you stand today? (insert a tick in the box that reflects it)

	Not Yet	Planning	In Progress	Almost Complete	Fully Completed	Please use the space below to describe how your organisation manages each of these aspects, noting specifically what you do best. (maximum word count per box 70)	Judges Scoring
A range of indicators have been identified to monitor the environmental performance of business processes.							
The generic impact of business operations is closely monitored with regard to the local community.							
Regulatory compliance including Health & Safety is managed at a high level.							
A process is in place to measure the external perception of the organisation including external awards and media coverage.							
Positive trends can be shown over time covering the environmental and societal performance.							
Note here any actions suggested for improvement that could be considered.							

Business Results

Excellent organisations achieve and sustain results which meet or exceed the expectations of their business plan.

Where do you stand today? (insert a tick in the box that reflects it)

	Not Yet	Planning	In Progress	Almost Complete	Fully Completed	Please use the space below to describe how your organisation manages each of these aspects, noting specifically what you do best. (maximum word count per box 70)	Judges Scoring
A range of financial and non-financial result indicators have been identified to secure delivery of the strategy and business plan. This information is compulsory and will be treated in strictest confidence.							
Financial health is continually measured and is regularly communicated to the team members within the organisation.							
Productivity and overall operational performance is segmented to individual teams/sectors with realistic targets.							
We have indicators measuring our market and sales performance.							
Positive trends can be shown over time covering the key business plan targets.							
Note here any actions suggested for improvement that could be considered.							

Please sign and return by 28th November 2025 to:

dmcpherson@ayrshire-chamber.org

If you would like further information, please contact:

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Previous Business Excellence Winners



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