



A
SME CORP MALAYSIA - MINDEF
COLLABORATION

SME COMPETITIVENESS RATING FOR ENHANCEMENT
(SCORE)

MANUFACTURING AND
MAINTENANCE, REPAIRING & OVERHAUL (MRO)
MODEL

ABOUT SCORE
(MENGENAI SCORE)

The SME Competitive Rating for Enhancement (SCORE) was introduced as an assessment tool to measure the level of growths of enterprises. (SME Competitive Rating for Enhancement (SCORE) telah diperkenalkan sebagai satu kaedah untuk mengukur keupayaan Enterpris Kecil dan Sederhana (EKS)

OBJECTIVE (OBJEKTIF)

- **To evaluate and track SME's capabilities and performance in management, operation management, technology adoption, certification initiatives, financial capability and marketing capability.** (Menilai dan memantau keupayaan serta prestasi syarikat EKS di dalam pengurusan, pengurusan operasi, penggunaan teknologi, persijilan, keupayaan kewangan dan keupayaan pemasaran;)
- **To facilitate the linkage of SMEs to large companies and identify suitable intervention to enhance the development of SMEs; and** (Menghubungkan syarikat EKS yang layak dengan syarikat-syarikat besar dan multinasional serta mengenalpasti bantuan yang bersesuaian untuk meningkatkan prestasi syarikat EKS; dan)
- **To develop baseline data on SMEs to rate their current state and to monitor their progress through periodic surveillance.** (Mengumpul maklumat mengenai syarikat EKS untuk dinilai keadaan semasanya, dan memantau perkembangan syarikat EKS melalui pemantauan secara berkala).

BENEFITS (FAEDAH)

SCORE will assist SME CORP in: (SCORE dapat membantu untuk:)

- **Addressing weaknesses of SMEs as more focused approach and provide integrated, hand-holding assistance to SMEs;** (Mengenalpasti kelemahan syarikat EKS dengan menggunakan pendekatan yang lebih fokus supaya syarikat EKS dapat dibimbing untuk meningkatkan keupayaan mereka;)
- **Facilitating linkages of potential SMEs with large companies/ MNCs / retailers ; and** (Memudahkan rantaian di antara syarikat EKS yang berpotensi dengan syarikat – syarikat besar dan syarikat multinasional; dan)
- **Assisting SMEs in a better coordinated and structured form as SME CORP can concentrate on improving the capacity building of 3-Star companies and below, while the 4 and 5-Star companies can be groomed and launched into international market.** (Memberikan bantuan kepada syarikat EKS dengan lebih teratur di mana SME CORP akan dapat memberikan tumpuan kepada penambahbaikan terhadap keupayaan syarikat EKS yang mendapat kurang dari 3 bintang. Manakala manakala syarikat yang mendapat 3 bintang dan ke atas akan dipilih untuk menyertai misi perdagangan antarabangsa dan program rantaian industri.)

PROCESS (PROSES)

Data Collection

The process of data collection on current status of SMEs will be conducted through auditing activities, such as on-site visits and interviews with the operating personnel of respective SMEs. (Proses pengumpulan maklumat berkenaan status terkini EKS dilakukan menerusi aktiviti pengauditan, seperti lawatan ke premis dan temuramah bersama kakitangan EKS terbabit.)

Data Analysis

The collated data will be analysed and converted into numerical values and classified into seven (7) parameters. The tabulated scores will then be plotted to display the consolidated scores on to a Radar Diagram as a visual representation of the SMEs' rating. (Maklumat yang telah dikumpulkan akan dianalisa dan ditukar ke nilai angka berpandukan kepada parameter-parameter yang yang digunakan. Markah yang diperolehi akan diplotkan dalam bentuk diagram Radar supaya lebih mudah difahami.)

**SMALL AND MEDIUM ENTERPRISES CORPORATION MALAYSIA
(SME CORP)**

Level 20, West Wing, Menara MATRADE
Jalan Khidmat Usaha, Off Jalan Duta
50480 Kuala Lumpur
Tel: 03-6207 6000 Fax: 03-6201 6564
www.smidec.gov.my

MINISTRY OF DEFENCE (MINDEF)

Jalan Padang Tembak
50634 KUALA LUMPUR
Tel: 03-26921333 Fax: 03-26911757
www.mod.gov.my

SME Competitiveness Rating for Enhancement (SCORE)

MANUFACTURING & MAINTENANCE, REPAIRING & OVERHAUL MODEL

(Pembuatan dan Penyelenggaraan, Membaiki dan Membaikpulih model)

Name of Company : <i>(Nama Syarikat)</i>		Date of Incorporation : <i>(Tarikh Penubuhan)</i>	
ROB / ROC :	Professional Board's Registration No:	Ministry Of Finance Registration No.: <i>(Nombor pendaftaran Kementerian Kewangan)</i>	
Ownership(milikan)			
Bumiputera		Non-Bumiputera <i>(Bukan Bumiputera)</i>	
100%		100%	
51% and above <i>(51% dan keatas)</i>		51% and above Malaysian <i>(51% dan keatas Malaysia)</i>	
Women Owned Company <i>(Syarikat pemilikan wanita)</i>			
100%			
51% and above <i>(51% dan keatas)</i>			
Industry Group (Please tick (√) wherever relevant) <i>(Group industri (sila tanda) (√) mana yang berkenaan)</i>			
<input type="checkbox"/> Electrical & Electronics - including Telecommunication	<input type="checkbox"/> Automotive		
<input type="checkbox"/> Machinery & Engineering	<input type="checkbox"/> Maritime		
<input type="checkbox"/> Chemical & Petrochemical	<input type="checkbox"/> Aerospace		
<input type="checkbox"/> Textiles, Apparels & Leather	<input type="checkbox"/> Weapon		
<input type="checkbox"/> Information & Communication Technology (ICT)	<input type="checkbox"/> Food Beverages & Tobacco		
<input type="checkbox"/> Manufacturing Related Services (MRS)	<input type="checkbox"/> Metal / Metal Products		
<input type="checkbox"/> Plastic Products	<input type="checkbox"/> Rubber Products		
<input type="checkbox"/> Pharmaceutical Products	<input type="checkbox"/> Others – Please Specify : _____		
<input type="checkbox"/> Maintenance, Repairing & Overhaul (Please State) : _____			
Assistance Received? (Penerima bantuan)			
<input type="checkbox"/> SMIDEC Grant (Please State: _____) <i>(Geran SMIDEC (Sila Nyatakan)</i>			
<input type="checkbox"/> Others <i>(Lain-Lain) (Sila Nyatakan)</i> (Please State: _____)			
Address (HQ) <i>(Alamat (HQ))</i> :		Tel Num.	
_____		Fax Num.	
_____		E-mail	
_____		Website	
Address (Factory / Outlet / Workshop) : <i>Alamat (Kilang / Kedai / Bengkel) :</i>		Tel Num.	
_____		Fax Num.	

INFORMATION ON COMPANY'S PRODUCT(S)/SERVICE(S)

Informasi Berkenaan Produk(S) / Service (S) Syarikat

Finished Products / Services : <i>(Produk Akhir / Perkhidmatan)</i>	
Product Description / Category : <i>(Huraian mengenai Produk / Kategori):</i>	Product / Service Features and Advantages : <i>(Produk / Ciri-ciri Perkhidmatan dan Faedahnya)</i>
List of Product Components / Raw Materials : <i>(Senarai Bahagian-bahagian Produk / Bahan Mentah)</i>	
Certification and Testing Carried Out : <i>(Persijilan dan Pengujian yang Dilaksanakan)</i>	

Finished Products / Services : <i>(Produk Akhir / Perkhidmatan)</i>	
Product Description / Category: <i>(Huraian mengenai Produk / Kategori)</i>	Product / Service Features and Advantages : <i>(Produk / Ciri-ciri Perkhidmatan dan Faedahnya)</i>
List of Product Components / Raw Materials : <i>(Senarai Bahagian-bahagian Produk / Bahan Mentah)</i>	
Certification and Testing Carried Out <i>(Persijilan dan Pengujian yang Dilaksanakan)</i>	

Finished Products / Services : <i>(Produk Akhir / Perkhidmatan)</i>	
Product Description / Category: <i>(Huraian mengenai Produk / Kategori)</i>	Product / Service Features and Advantages : <i>(Produk / Ciri-ciri Perkhidmatan dan Faedahnya)</i>
List of Product Components / Raw Materials : <i>(Senarai Bahagian-bahagian Produk / Bahan Mentah)</i>	
Certification and Testing Carried Out: <i>((Persijilan dan Pengujian yang Dilaksanakan)</i>	

DETAILS OF EXISTING MAIN CUSTOMERS (C) AND SUPPLIERS (S)

Butiran –Butiran Pelanggan (C) Dan Pembekal (S) Utama Sedia Ada

	Name, Location & Telephone No. Please indicate (C) for customers and (S) for Supplies. <i>(Nama, Tempat & No. Telefon. Sila Tandakan (C) bagi Pelanggan dan (S) bagi Pembekal)</i>	Products <i>(Produk)</i>	Value / Year <i>(Nilai / Tahun)</i>	
			Government <i>(Kerajaan)</i>	Non-Government <i>(Bukan-Kerajaan)</i>
1				
2				
3				
4				
5				
6				
7				
8				
9				
10				
11				
12				

Vendor Development Program Joined :
(Program Pembangunan Vendor Yang Disertai)

Name of Large Company Involved in the Program :
(Nama Syarikat Besar Yang Terlibat Dalam Program)

NOTE: PLEASE USE SEPARATE SHEETS IF SPACE IS INSUFFICIENT
(Nota: Sila gunakan helaian yang lain sekiranya ruangan yang disediakan tidak mencukupi)

OPERATION (*Operasi*)

Machine / Equipment / Software Utilisation
(*Penggunaan Mesin / Peralatan / Perisian*)

Name & Types of Machine / Equipment / Software : (<i>Nama dan Jenis Mesin / Peralatan / Perisian</i>)	
Activity : (<i>Aktiviti</i>)	
Capability : (<i>Keupayaan</i>)	No. of Machine / Equipment / Software: (<i>Bilangan Mesin / Peralatan/ Perisian</i>)

Name & Types of Machine / Equipment / Software : (<i>Nama dan Jenis Mesin / Peralatan / Perisian</i>)	
Activity : (<i>Aktiviti</i>)	
Capability : (<i>Keupayaan</i>)	No. of Machine / Equipment / Software: (<i>Bilangan Mesin / Peralatan/ Perisian</i>)

Name & Types of Machine / Equipment / Software : (<i>Nama dan Jenis Mesin / Peralatan / Perisian</i>)	
Activity : (<i>Aktiviti</i>)	
Capability : (<i>Keupayaan</i>)	No. of Machine / Equipment / Software: (<i>Bilangan Mesin / Peralatan/ Perisian</i>)

NOTE: PLEASE USE SEPARATE SHEETS IF SPACE IS INSUFFICIENT
(*Nota: Sila gunakan helaian yang lain sekiranya ruangan yang disediakan tidak mencukupi*)

Area 1: Business Performance <i>(Bahagian 1 : Prestasi Perniagaan)</i>	
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1. Total Annual Sales <i>(Jumlah Keseluruhan Jualan Tahunan)</i>	
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- Less than RM1.0 Million *(Kurang dari RM 1.0 Juta)*
- Between RM 1.1 – RM5.0 Million *(Di antara RM 1.1 Juta – RM 5.0 Juta)*
- Between RM5.1 – RM10.0 Million *(Di antara RM 5.1 Juta – RM 10.0 Juta)*
- Between RM10.1 – RM25.0 Million *(Di antara RM 10.1 Juta – RM 25.0 Juta)*
- More than RM25.0 Million *(Lebih dari RM RM 25.0 Juta)*

2. Average of 3 years growth rate <i>(Purata 3 tahun kadar pertumbuhan)</i>	
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- Less than 5.0% p.a *(Kurang dari 5% setahun)*
- Between 5.1 – 10.0% p.a *(Di antara 5.1 – 10.0% setahun)*
- Between 10.1 – 15.0% p.a *(Di antara 10.1 – 15.0% setahun)*
- Between 15.1 – 20.0 p.a *(Di antara 15.1 – 20.0% setahun)*
- Between 20.1 – 25.0% p.a *(Di antara 20.1 – 25.0% setahun)*

3. Export (%) against total sales <i>(Peratus eksport berbanding nilai keseluruhan jualan)</i>	
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- Between 0 - 20.0% p.a *(Di antara 0 – 20.0% setahun)*
- Between 20.1 – 40.0% p.a *(Di antara 20.1 – 40.0% setahun)*
- Between 40.1 – 60.0% p.a *(Di antara 40.1 – 60.0% setahun)*
- Between 60.1 – 80.0% p.a *(Di antara 60.1 – 80.0% setahun)*
- More than 80.0% p.a *(Lebih dari 80.0% setahun)*

4. How does the company market the products / services? <i>(Bagaimana syarikat memasarkan produk / perkhidmatan?)</i>	You may tick more than one <i>(Boleh pilih lebih dari satu)</i>
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- Website / Internet *(Laman Web / Internet)*
- Defence Exhibitions *(Pameran Pertahanan)*
- Government to Government *(Kerajaan ke Kerajaan)*
- Media / Press (Electronic / Printed Material) *(Media / Akbar) (Elektronik / Bahan Bercetak)*
- Others (Please specify) *(Lain-Lain - Sila Nyatakan) :* _____

5. Type of contract awarded? (Jenis kontrak yang telah diterima?)	You may tick more than one (Boleh pilih lebih dari satu)
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- Direct Tender (Tender Terus)
 Restricted Tender (Tender Terhad)
 Open Tender (Tender Terbuka)

Customer Satisfaction (Kepuasan Pelanggan)	
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6. Does the organization has managers/staffs dedicated to Customer Relationship Management (CRM)? (Adakah syarikat mempunyai pengurus / pekerja yang dilantik untuk menguruskan Pengurusan Hubungan Pelanggan?)(CRM)	
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- Yes (Please circle) (Ya – Sila bulatkan yang berkenaan) : MD / CEO / GM / PR Manager / PRO
 No (Tiada)

7. How important is customer satisfaction to the organisation? (Sejauh manakah pentingnya kepuasan pelanggan kepada organisasi?)	
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- It's a high priority (Diberikan keutamaan yang tinggi)
 It's a mid-level priority (Diberikan keutamaan)
 It's a low priority (Kurang diberi keutamaan)
 Not important (Tidak penting)

8. How does the company gain feedback from the customers? (Bagaimanakah syarikat menerima maklumbalas dari pelanggan?)	You may tick more than one) (Boleh pilih lebih dari satu)
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- None (Tiada)
 By e-mail (Dari Emel)
 Regular survey (Tinjauan tetap)
 Others (please specify) (Lain-Lain) (Sila Nyatakan): _____

9. What is your response time in relation to customer's feedback? (Berapa masa yang diambil bagi memberi maklumbalas kepada pelanggan anda?)	
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- Within 1 day (Dalam 1 hari)
 Within 1 week (Dalam 1 minggu)
 Within 1 month (dalam 1 bulan)
 More than 1 month (Lebih dari 1 bulan)

10. How does the company utilize the feedback from the customer? <i>(Bagaimanakah syarikat menggunakan maklumbalas dari pelanggan)</i>	You may tick more than one <i>(Boleh pilih lebih dari satu)</i>
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- Pricing strategy *(Strategi penetapan harga)*
- Product Improvement / Development *(Penambahbaikan / Pembangunan Produk)*
- Product Promotion *(Promosi Produk)*
- Product Distribution Channel *(Cawangan Pengagihan Produk)*
- Others (please specify) *(Lain-lain - Sila Nyatakan) :* _____

After Sales Service <i>(Khidmat Selepas Jualan)</i>	
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11. Do you fulfill your Service Level Agreement (SLA)? <i>(Adakah anda memenuhi Perjanjian Tahap Perkhidmatan (SLA) anda?)</i>	(Not applicable for manufacturing sector)
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- Most of the time *(Paling diutamakan)*
- Sometimes *(Kadangkala)*
- Seldom *(Jarang)*
- Never *(Tidak pernah)*

12. What are your helpdesk facilities, if any? <i>(Apakah kemudahan kaunter pertanyaan anda, jika ada?)</i>	(Not applicable for manufacturing sector)
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- 24 hours standby service *(24 jam khidmat bantuan)*
- Dedicated Customer Service Outlet *(Kedai Khusus Perkhidmatan Pelanggan)*
- Web based support (24/7) *(Pangkalan web sokongan)(24/7)*
- Automated support (voice activation) *(Sokongan berautomasi)(pengaktifan suara)*
- No facilities available *(Tiada kemudahan yang disediakan)*

Area 2 : Financial Capability <i>(Bahagian 2 : Keupayaan Kewangan)</i>	
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13. Value of Current Assets : _____ <i>(Nilai Aset Semasa)</i>	
14. Value of Current Liabilities : _____ <i>(Nilai Tanggungan Semasa)</i>	
15. Value of Shareholder's Equity : _____ <i>(Nilai Tanggungan Semasa)</i>	

16. Value of Total Assets : _____ (Nilai Jumlah Aset)	
17. Gross Profit : _____ (Keuntungan Kasar)	
18. Nett Profit : _____ (Keuntungan Bersih)	
19. Retained Earnings : _____ (Baki Pendapatan Di Bawa Kehadapan)	

20. Does the company keep financial information and have specific personnel / department handling it? (Adakah syarikat menyimpan maklumat kewangan dan mempunyai pekerja yang dilantik atau bahagian yang ditugaskan untuk menguruskannya?)	
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Yes (Please State) (Ya - Sila Nyatakan) : _____)

No (Tidak)

21. Total Assets Value for Maintenance, Repair & Overhaul (MRO) purpose for Ministry of Defence (MINDEF) (Jumlah Nilai Assets untuk Penyelenggaraan, Membaiki dan Membaikpulih (MRO) untuk Kementerian Pertahanan) (MINDEF)	
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Please State : _____
(Sila Nyatakan)

Area 3 : Technical Capability (Bahagian 3 : Keupayaan Teknikal)	
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22. Please fill the table below (Sila isi jadual di bawah)	Information only (Maklumat sahaja)
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Staff Type (Jenis Kakitangan)	Management (Pengurusan)		Implementation & Support (Pelaksanaan Dan Sokongan)	
	Ex-serviceman (Bekas anggota tentera)	Civilian (Awam)	Ex-serviceman (Bekas anggota tentera)	Civilian (Awam)
Full Time Staff (Kakitangan Sepenuh Masa)				
Outsourced (Contractors) (Sumber luar - kontraktor)				
Others (Please specify) (Lain-Lain – Sila Nyatakan)				

23. How many Professional / Engineer / Skilled workers in the company? <i>(Berapa ramaikah pekerja Profesional / Jurutera / Mahir di dalam syarikat?)</i>	
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- 1 - 4 Professional / Engineer / Skilled workers *(1 – 4 Profesional / Jurutera / Pekerja Mahir)*
- 5 - 8 Professional / Engineer / Skilled workers *(5 – 8 Profesional / Jurutera / Pekerja Mahir)*
- 9 - 12 Professional / Engineer/ Skilled workers *(9 – 12 Profesional / Jurutera / Pekerja Mahir)*
- 13 - 16 Professional / Engineer/ Skilled workers *(13 – 16 Profesional / Jurutera / Pekerja Mahir)*
- More than 16 Professional / Engineer/ Skilled workers *(Lebih dari 16 Profesional / Jurutera / Pekerja Mahir)*

24. Type of process technology utilised <i>(Jenis teknologi yang digunakan)</i>	
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Own *(sendiri)*

If own, is the technology patented? *(Sekiranya teknologi sendiri, adakah teknologi itu dipatenkan)*

Types of IPR <i>(Jenis IPR)</i>	Granted <i>(Telah diperolehi)</i>	Applied <i>(dalam proses permohonan)</i>	No <i>(Tiada)</i>
Patent <i>(Paten)</i>			
Industrial Design <i>(Reka Bentuk Perindustrian)</i>			

or

Licensed *(Dilesenkan)*

If licensed, please tick below. *(Jika Dilesenkan, sila tanda di bawah)*

- Off the shelf *(Pembelian terus)*
- Customised by supplier *(Ditetapkan oleh pembekal)*
- Customised by Company *(Ditetapkan oleh syarikat)*

25. Does the company have other factory/ workshop facilities and where is the location? <i>(Adakah syarikat mempunyai kilang lain / kemudahan bengkel dan di mana lokasinya?)</i>	
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Yes *(Ya)* Peninsular Malaysia *(Semenanjung Malaysia)* No. Of Factory / Workshop *(No. Kilang / Bengkel)* : _____

East Malaysia (Sabah & Sarawak) No. Of Factory/ Workshop *(No Kilang / Bengkel)* : _____

No *(Tiada)*

<p>26. Does the company have ability to service and repair for engine component's weapon, electric, mechanical, machines, equipments, tools and others? <i>(Adakah syarikat mempunyai keupayaan untuk memberi perkhidmatan dan membaiki untuk komponen enjin senjata, elektrik, mekanikal, mesin, peralatan-peralatan, barang-barang dan lain-lain?)</i></p>	
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Yes (Please State) *(Ya - Sila Nyatakan)* : _____

No *(Tidak)*

<p>27. How does the company carry out testing for products and component like engine, avionics, electric and others? <i>(Bagaimana syarikat menjalankan ujian untuk produk-produk dan komponen seperti enjin, avionik, elektrik dan lain-lain?)</i></p>	
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In house *(Dalam)*

Outsource local *(Sumber luar setempat)*

Outsource International *(Sumber luar antarabangsa)* Please state *(Sila nyatakan)* : _____

<p>Area 4 : Operational Management <i>(Bahagian 4 : Pengurusan Operasi)</i></p>	
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<p>28. Capital Investment Per Employee (CIPE) <i>(Jumlah Pelaburan per Setiap Pekerja)</i></p>	
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Property, Plant & Equipment *(Harta, Loji & Peralatan)* : _____
(divide by) (dibahagi dengan)

Number of Full-Time Employee *(Bilangan Pekerja Sepenuh Masa)* : _____

Below RM37,000 per worker *(Kurang dari RM 37,000 per pekerja)*

Between RM37,001 – 42,000 per worker *(Di antara RM37,001 – 42,000 per pekerja)*

Between RM42,001 – 47,000 per worker *(Di antara RM42,001 – 47,000 per pekerja)*

Between RM47,001 – 52,000 per worker *(Di antara RM47,001 – 52,000 per pekerja)*

More than RM52,000 per worker *(Lebih dari RM52,000 per pekerja)*

<p>29. Automation Level <i>(Tahap Automasi)</i></p>	
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Manual (If yes, ignore 25 and 26) *(Manual – Sekiranya ya, abaikan soalan 25 dan 26)*

Semi-Automated *(Semi-Automasi)*

Fully-Automated **(Not applicable for the MRO sector)** *(Automasi Penuh) (Tidak boleh digunakan untuk sektor MRO)*

30. Machine / Equipment / Software Utilisation in Overall Process (Penggunaan Mesin / Peralatan / Perisian di dalam keseluruhan proses)	
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- | | |
|--------------------------|---|
| <input type="checkbox"/> | Less than 20.0% (Kurang dari 20.0%) |
| <input type="checkbox"/> | Between 20.1 – 40.0% (Di antara 20.1 – 40.0%) |
| <input type="checkbox"/> | Between 40.1 – 60.0% (Di antara 40.1 – 60.0%) |
| <input type="checkbox"/> | Between 60.1 – 80.0% (Di antara 60.1-80.0%) |
| <input type="checkbox"/> | More than 80.0% (Lebih dari 80.0%) |

31. Production Rate (Kadar Pengeluaran)	
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- | | |
|--------------------------|---|
| <input type="checkbox"/> | Less than 20.0% (Kurang dari 20.0%) |
| <input type="checkbox"/> | Between 20.1 – 40.0% (Di antara 20.1 – 40.0%) |
| <input type="checkbox"/> | Between 40.1 – 60.0% (Di antara 40.1 – 60.0%) |
| <input type="checkbox"/> | Between 60.1 – 80.0% (Di antara 60.1 – 80.0%) |
| <input type="checkbox"/> | More than 80.0% (Lebih dari 80.0%) |

32. Rejection Rate (Kadar Produk Rosak)	
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- | | |
|--------------------------|---|
| <input type="checkbox"/> | Less than 5.0% (Kurang dari 5.0%) |
| <input type="checkbox"/> | Between 5.1 – 10.0% (Di antara 5.1 – 10.0%) |
| <input type="checkbox"/> | Between 10.1 – 20.0% (Di antara 10.1 – 20.0%) |
| <input type="checkbox"/> | Between 20.1 – 30.0% (Di antara 20.1 – 30.0%) |
| <input type="checkbox"/> | More than 30.0% (Lebih dari 30.0%) |

33. Delivery time for past government / MINDEF projects within 3 years? (Masa penghantaran untuk projek kerajaan / MINDEF dalam masa 3 tahun terdahulu?)	
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Total government / MINDEF project(s) / within 3 years : _____
(Jumlah keseluruhan projek kerajaan / MINDEF dalam masa 3 tahun)

Please state numbers of project(s) in the box :
(Sila nyatakan bilangan projek di dalam kotak)

- | | |
|--------------------------|---------------------------------|
| <input type="checkbox"/> | Ahead of time (Cepat dari masa) |
| <input type="checkbox"/> | On time (Menepati masa) |
| <input type="checkbox"/> | Delay (Tertangguh) |
| <input type="checkbox"/> | Terminated (Ditamatkan) |

34. Level implementation of Standard Operating Procedure (SOP) Manual? <i>(Tahap pelaksanaan Standard Prosedur Piawaian Pengendalian (SOP)?)</i>	
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- Comprehensive (*Komprehensif*)
 Cover core areas (*Meliputi kawasan teras*)
 Basic (*Asas*)
 None (*Tiada*)

35. Utilisation of Standard Operating Procedures (SOP)? <i>(Penggunaan Standard Prosedur Piawaian Pengendalian (SOP)?)</i>	
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- Fully enforced – monitored regularly (*Dikuatkuasa sepenuhnya - pemantauan yang kerap*)
 Partially enforced (*Sebahagiannya dikuatkuasa*)
 As a guideline only (*Seperti tertakluk dalam garis panduan sahaja*)
 Not utilised (*Tidak digunakan*)

36. Does the company utilise ICT in its operation? <i>(Adakah syarikat menggunakan ICT dalam pengendalian operasi?)</i>	
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- Yes (*Ya*)
 No (*Tidak*)

37. What kind of ICT software does the company utilise? <i>(Apakah jenis perisian ICT yang digunakan oleh syarikat?)</i>	You may tick more than one (<i>Boleh pilih lebih dari satu</i>)
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- Project Management Tool (e.g Primavera, Microsoft Project)
(Alat Pengurusan Projek - e.g Primavera, Microsoft Project)
 CAD / CAM
 Accounting system (*Sistem perakaunan*)
 Inventory system (*Sistem simpanan*)
 Document control (*Kawalan dokumen*)
 Human Resource software (*Perisian sumber manusia*)
 QS software (e.g MasterBuild) (*Perisian QS*) (*Cth: MasterBuild*)
 Remote Project Monitoring (*Projek Kawalan Jauh*)
 Virtual reality software (*Perisian realiti maya*)
 Office tool (*Alat pejabat*)
 Others : Please specify (*lain-lain - Sila nyatakan*) : _____

38. Risk management practice in place? (<i>Amalan pengurusan risiko</i>)	You may tick more than one (<i>Boleh pilih lebih dari satu</i>)
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- Insurance policy (*Polisi insuran*)
 Dedicated professional (*Profesional berdedikasi*)
 Dedicated unit (*Unit berdedikasi*)
 Risk assessment tool (*Alat penilaian risiko*)
 Software (*Perisian*)

Area 5: Innovation & Quality System <i>(Bahagian 5: Inovasi & Sistem Kualiti)</i>	
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39. Types of Manufacturer (Company) <i>(Jenis pengeluar – Syarikat)</i>	
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- Original Equipment Manufacturer (OEM) *(Pembuatan Peralatan Asli)*
- Original Design Manufacturer (ODM) *(Pembuatan Reka Bentuk Asli)*
- Own Brand Manufacturer (OBM) *(Jenama Pembuatan sendiri)*

40. Type of Intellectual Property Rights (IPR) owned for Product / Service <i>(Jenis Hak Harta Intelek yang diperolehi oleh syarikat bagi produk / perkhidmatan)</i>	
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Type of IPR <i>(Jenis IPR)</i>	Granted <i>(Telah diperolehi)</i>	Applied <i>(Dalam proses permohonan)</i>	No <i>(Tiada)</i>
Patent <i>(Paten)</i>			
Trade Mark <i>(Tanda Niaga)</i>			
Copyright <i>(Hakcipta)</i>			
Industrial Design <i>(Reka Bentuk Industri)</i>			
Others <i>(Lain-Lain)</i>			

For others (Please specify) : _____
(Untuk lain-lain – Sila nyatakan)

41. Product & process improvement activity <i>(Aktiviti penambahbaikan produk & proses yang dijalankan)</i>	You may tick more than one <i>(Boleh pilih lebih dari satu)</i>
--	---

- Purchase of machinery *(Pembelian mesin)*
- Development of new product (over 3 years) *(Pembangunan produk baru – dalam masa 3 tahun terkini)*
- Upgrading of existing machine & process improvement *(Menaik taraf mesin dan proses sedia ada)*
- Process efficiency (i.e Wastage, Energy Saving) *(Kecekapan proses – seperti bahan buangan, penjimatan tenaga)*
- Product & process diversification *(Kepelbagaian produk)*

42. Product & process improvement capability <i>(Keupayaan peningkatan produk & proses)</i>	
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	Design & Development <i>(Rekabentuk & Pembangunan)</i>	Research & Development <i>(Penyelidikan & Pembangunan)</i>	Testing <i>(Pengujian)</i>	Expertise <i>(Kepakaran)</i>
In-House <i>(Dalaman)</i>				
Joint / Collaboration <i>(Gabungan / Kerjasama)</i>				

43. Does the company practice continuous improvement activities / tools? <i>(Adakah syarikat mengamalkan aktiviti / kaedah penambahbaikan yang berterusan?)</i>	
--	--

Yes (Please state) *(Ya - Sila nyatakan)* : _____

No *(Tiada)*

44. Basic Compliance <i>(Pematuhan asas)</i>	You may tick more than one <i>(Boleh pilih lebih dari satu)</i>
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- NATO Standard *(Standard NATO)*
- Military Standard *(Standard tentera)*
- Original Equipment Manufacturer (OEM) Specifications *(Pengilang Kelengkapan Asal : Spesifikasi)*
- Department of Civil Aviation (DCA) specifications *(Jabatan Penerbangan Awam : Spesifikasi)*
- Joint Aviation Regulation (JAR) specifications *(Peraturan Penerbangan Bersama)*
- Technical Airworthiness Certification (TAC) *(Persijilan teknikal Layak Terbang)*
- ISO 9001: 2000
- Free Trade Agreement (FTA) *(Perjanjian Perdagangan Bebas)*
- Others (Please specify) *(Lain-Lain - Sila nyatakan)* : _____

45. Awards received (Over the last 3 years) <i>(Anugerah yang pernah diterima oleh syarikat (Dalam 3 tahun terkini)</i>	
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- International (please state) : _____
- Regional (please state) : _____
- National (please state) : _____
- Government Approved Awards (please state): _____
- Client Appreciation Awards (please state) : _____

Area 7: Management Capability <i>(Bahagian 7 : Keupayaan Pengurusan)</i>	
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46. Does the company have a clear and inspiring vision? <i>(Adakah syarikat mempunyai visi yang jelas serta memberi inspirasi?)</i>	
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- Yes, it is fully understood throughout the organisation *(Ya, ia difahami sepenuhnya oleh organisasi)*
- Yes, but only certain sections are aware *(Ya, tetapi seksyen tertentu sahaja yang sedar)*
- Yes, it has just been formulated *(Ya, ia baru sahaja dibentuk)*
- No, it is not in place *(Tidak, ia tidak diatur)*

47. Does the company have a mission to fulfil the vision? (Adakah syarikat mempunyai misi untuk memenuhi visi?)	
--	--

- Yes, it is fully understood throughout the organisation (Ya, ia difahami sepenuhnya oleh organisasi)
- Yes, but only certain sections are aware (Ya, tetapi seksyen tertentu sahaja yang sedar)
- Yes, it has just been formulated (Ya, ia baru sahaja dibentuk)
- No, it is not in place (tidak ia tidak diatur)

48. Does the company have a well structured management team? (Adakah syarikat mempunyai struktur pengurusan yang baik?)	
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- Yes, they have (Board of Directors, Managing Director / CEO, Manager and below)
- Yes, (but only CEO, Managers and below) (Ya tetapi hanya CEO, Managers dan kebawah sahaja)
- Yes, it has just been formulated (Ya, ia baru sahaja dibentuk)
- No, it is not in place (Tidak, ia tidak diatur)

49. Does the company implement reward system for employee's good performance? (Adakah syarikat melaksanakan sistem ganjaran untuk prestasi baik pekerja?)	
--	--

- Yes (please state) (Ya - Sila Nyatakan) : _____
- _____
- No (Tidak)

50. Does the company have a strategy to ensure the company's growth? (Adakah syarikat mempunyai strategi bagi memastikan pertumbuhan syarikat?)	
--	--

- Yes, it is practiced (Ya, ia dipraktikkan)
- Yes, it is being formulated (Ya, ia baru sahaja dibentuk)
- Yes, it is not in place (Tidak, ia tidak diatur)

51. Does the company encourage the usage of information technology? (Bolehkah syarikat menggalakkan penggunaan teknologi maklumat?)	
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- Yes, they advocates the usage (Ya, peguambela mereka pengananya)
- Yes, at a satisfactory level (Ya, pada satu tahap yang memuaskan)
- Yes, but in limited way (Ya, tetapi terhad)
- No, it is not in place (Tidak, ia tidak diatur)

52. Does the company recognize innovation as an important aspect of business and for all its processes – innovation is part of the culture? <i>(Bolehkah syarikat mengenali inovasi seperti satu aspek penting perniagaan dan bagi semua proses-prosesnya - inovasi merupakan sebahagian dari budaya?)</i>	
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- Yes, they practice innovation as part of their culture
(Ya, mereka mempraktikkan inovasi bagai ia sebahagian dari budaya)
- Yes, they are aware of the importance of innovation
(Ya, mereka sedar kepentingan inovasi)
- No, they don't *(Tidak)*

53. Allocated budget for innovation activities against Sales Turnover <i>(Bajet yang diperuntukkan untuk aktiviti-aktiviti inovasi pada perolehan jualan)</i>	
--	--

- Less than 1.0% p.a *(Kurang dari 1.0% setahun)*
- 1.1 – 2.0% p.a
- 2.1 – 3.0% p.a
- 3.1 – 4.0% p.a
- 4.1 – 5.0% p.a

54. Does the management believe that training of all employees is a key element for performance improvement strategy? <i>(Bolehkah pengurusan percaya dengan melatih semua kakitangan merupakan satu elemen penting untuk strategi perbaikan prestasi?)</i>	
--	--

- Yes, they already have a comprehensive training programme implemented
(Ya, mereka telah melaksanakan satu program latihan komprehensif.)
- Yes, they do have training programme in place, but is it not structured
(Ya, mereka mempunyai program latihan, tetapi tidak sistematik)
- Yes, but they do not implement it *(Ya, tetapi tidak dilaksanakan)*
- No, it is not in place *(tiada)*

55. Number of training days per worker per year <i>(Bilangan hari latihan pekerja setahun)</i>	
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- More than 10 days *(Lebih dari 10 hari)*
- Between 6 – 10 days *(Antara 6-10 hari)*
- Between 1 – 5 days *(Antara 1-5 hari)*
- None *(Tiada)*

I hereby declare that the particulars furnished in this form are correct and true to the best of my knowledge.
(Saya dengan ini mengisytiharkan yang butir-butir yang terdapat dalam borang ini adalah betul dan benar berdasarkan pengetahuan saya)

Signature : _____
(Tandatangan)

Name : _____
(Nama)

Designation : _____
(Jawatan)

Date : _____
(Tarikh)

Company Stamp : _____
(cop syarikat)

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SME CORP's/ MINDEF's Officer : _____
(Pegawai SME CORP/ MINDEF)

Date (Tarikh) : _____

Note to officers: Please ensure that the relevant supporting documents are attached to the participation form:
(Nota kepada pegawai-pegawai: Sila memastikan yang dokumen-dokumen sokongan berkaitan itu adalah terlekap borang penyertaan:)

- a. Form 9, 24 and 49 (complete set) (Borang 9, 24 Dan 49 (Set lengkap))
- b. Latest company's audited account (complete set – latest 3 years)
(Syarikat terbaru akaun diaudit (Set lengkap - Terbaru 3 tahun)
- c. Local Authority Licence (Lesen Pihak Berkuasa Tempatan)
- d. All related certification / award etc (e.g ISO certification etc)
(Semua sijil yang berkaitan anugerah-anugerah dan sebagainya (e.g persijilan ISO dan sebagainya)
- e. For enterprise, only c & d are applicable. Please attach company's account statement instead of a & b.
(Untuk enterpris, hanya c& d adalah boleh digunakan. Sila lampirkan penyata akaun syarikat daripada satu d&b)