



**Confederation of Indian Industry**

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Principal Counsellor & Head, Business Excellence  
CII Institute of Quality

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**Dr Harry Hertz, Director**  
**Baldrige Performance Excellence Program**  
**100 Bureau Drive, Stop 1020**  
**Gaithersburg, MD 20899-1020**

**Dear Dr. Hertz,**

I am writing to congratulate the community and staff of the Baldrige Performance Excellence Program on the occasion of the Baldrige Program's 25th anniversary.

As a member of the Global Excellence Model (GEM) Council and a partner of the Baldrige Program, the Confederation of Indian Industry (CII) is delighted to congratulate you on your successful completion of 25 years of yeoman service to the Excellence community. The Baldrige Program has always been a forerunner in the propagation of Excellence and will continue to be so in the future with new initiatives and value adds to all its stakeholders. We cherish our association with Baldrige and thank you for the thoughtful insights during the GEM Council meetings.

The Business Excellence team at CII wishes you a joyous anniversary celebration and much success in the years to come and we look forward to walking with you on the journey of Excellence.

Sincerely,

**C V Subrahmanyam**