





Must be **returned** to by
Friday 27th October 2017

Company coached:

Coach name:

Please complete the following commentary based on a) your various interactions with the company as a coach and b) the completed Phase II application - received from the company.

Deloitte coach:

Bank of Ireland coach:

Company name:

Company contact:

Tel:

What is the nature of their industry/business?

Overall impressions of your company's management capabilities

Scoring criteria

	Characteristics/example	Points
Strategy		Please tick one of the options below
A) General		
A best managed company has a broad, well-developed strategic plan including market positioning, competitive benchmarking tactics and action steps. New product/service development, core competencies (what the company does best) and the processes deriving value from alliances and/or acquisitions are all addressed.	The company has an extensive, well-developed strategic plan incorporating market positioning, competitive benchmarking tactics and action steps.	10
		9
	The strategic plan is known to most stakeholders and considers the key challenges of developing winning products/services, core competencies and how they are exploited, company's weaknesses and the process for deriving value from alliances and/or acquisitions.	8
		7
	The plan clearly outlines how the company differentiates itself from its competitors.	
	The company has a solid strategic plan incorporating key challenges and has developed a roadmap to what success looks like.	6
		5
		4
		3
	The company has a limited/non-existent or informal plan. Limited communication throughout the organisation.	2
		1
B) Response to monetising strategic relationships		Please tick one of the options below
A Best Managed Company understands that strategic relationships is key to long term value creation by contributing to the generation of reliable and profitable revenue streams.	The company has identified its key strategic relationships and demonstrates how it protects and enhances these as part of its strategy. The company understands threats to those relationships and can show examples of how it reacts to threats and builds and monetises relationships. (Eg Actively creating barriers to entry or exit)	5
		4
Strategic Relationships can be customers, suppliers, agents, business partners, key contacts in industry, government or the relevant interest groups.	The company is aware of its strategic relationships and has plans in place to protect and grow them. (Eg loyalty schemes or incentives to protect customer relationships)	3
		2
	The company is aware of its key relationships (eg customers and suppliers) but does not have a detailed strategy to protect and monetise key relationships. (eg they have designated sales people but do not actively build on the relationship)	1

Characteristics/example	Points
C) Specific	
Tick as appropriate/1 mark for each characteristic	
The company	1 mark for each
- has a pre-existing documented and executable strategy	1
- has an active Board, which includes non-executive directors	1
- assesses risks and appropriate responses	1
- reviews its strategy at least annually	1
- performs a regular SWOT analysis and updates their strategy as required	1
- ensures management meet at least annually to review and develop the strategic focus	1
- has a strategy which is communicated throughout the organisation	1
- has actively considered organic growth versus growth through acquisition	1
- demonstrates their understanding of their competitors' strategies	1
- demonstrates their understanding of how their industry is developing and that the company has evolved to meet the changing environment	1
Total	out of 25

Feedback - Outline at least 3 specific strengths and 3 specific areas for improvement/insight for use in debriefing session after judging

Strengths

- 1.

- 2.

- 3.

Areas for improvement

- 1.

- 2.

- 3.

	Characteristics/example	Points
Capability		Please tick one of the options below
A) General		
Best managed companies address the challenges of:	Each of the three challenges is effectively understood and related back to the strategic plan of the company.	15
- building and sustaining customer focused approach	Each challenge has a specific plan to address the issue and the company can demonstrate how it has effectively managed that challenge with measurable, successful outcome data.	14
- raising capital and managing finances		13
- optimising the use of R&D and technology	The company's approach to each of the issues is innovative/ employs best practices and is demonstrated by examples.	12
Each of the three challenges are thoroughly understood and related back to the strategic plan. Each challenge is specifically addressed by an action plan and the company can clearly demonstrate success with quantitative data.	The company adequately addresses the key challenges with reasonable success, which can be demonstrated and measured. Effective management of the issues is tied to the strategic plan.	11
		10
		9
	The company is unable to give compelling examples of overcoming challenges.	8
		7
		6
	The company addresses the key challenges on an informal basis. The company does not see the management of these issues as strategic.	5
		4
		3
		2
		1
B) Specific		
Tick as appropriate/1 mark for each characteristic		
The company		1 mark for each
- has a documented plan to target specific clients or sectors		1
- has a documented plan for customer focused R&D/ market analysis and bringing new products to market		1
- performs independent market research to get feedback on their product/brand		1
- can show how their product compares to competitor's products		1
- actively uses key performance indicators specific to their business (revenue per employee, margin per product, market share etc.)		1
- has attracted the appropriate mix of debt and equity in financing the business		1
- assesses return on investment by reference to their cost of capital		
- uses unified communications, blogs, intranets or websites to communicate internally and/or externally		1
- uses bespoke or heavily tailored software or technology to give it a competitive advantage		1
- has a detailed technology plan indicating plans to use technology to make operations more efficient or profitable		1
	Total	out of 25

Capability

Feedback - Outline at least 3 specific strengths and 3 specific areas for improvement/ insights for use in debriefing session after judging

Strengths

1.

2.

3.

Areas for improvement

1.

2.

3.

	Characteristics/example	Points
Commitment		Please tick one of the options below
A) General		
The company understands the value of people and the importance of their commitment to the company's vision.	The company has an extensive and innovative process for developing top talent, building culture and commitment. There is more than one example of significant value created.	15
		14
The organisation communicates a clear vision of the long-term ambition of the owners to its workforce.		13
		12
		11
		10
	The company has good and innovative processes for developing top talent, building culture and commitment. There are good examples of value created.	9
		8
		7
		6
	The processes for leadership/talent development are vague, with limited examples.	5
		4
		3
		2
		1
B) Specific		
Tick as appropriate/1 mark for each characteristic		
The company		1 mark for each
- has considered succession planning for senior executive roles		1
- provides an appropriate bonus scheme to remunerate management		1
- has some form of share incentives/profit participation for management as part of their remuneration		1
- ensures all staff receive regular formal feedback on their performance		1
- gives senior functional management training to build on their general management skills		1
- provides tailored training to all staff on the basis of their performance assessment		1
- actively promotes management's engagement in thought leadership and ensures the company is represented in industry and trade organisations		1
- has documented HR policies and procedures commensurate with the size of the company		1
- has an environmental/CSR policy (corporate social responsibility) or demonstrates same		1
- through its management and shareholders gives due consideration to its long-term goals (organic growth/trade sale/acquisition)		1
Total		out of 25

Commitment

Feedback - Outline at least 3 specific strengths and 3 specific areas for improvement/ insights for use in debriefing session after judging

Strengths

1.

2.

3.

Areas for improvement

1.

2.

3.

	Characteristics/example	Points					Score
Financials Specific		Please tick one of the options below					
Return on Investment	0 – 10% (1-2) 11 – 20% (3-4) 21% + (5)	5	4	3	2	1	
Revenue growth*	Flat or Negative (1-2) 0 – 15% (3-4) 16% + (5)	5	4	3	2	1	
Profit growth*	Flat or Negative (1-2) 0 – 15% (3-4) 16% + (5)	5	4	3	2	1	
Balance sheet strength	Assess net assets, appropriate leveraging and working capital management.	5	4	3	2	1	
Budgeting and forecasting process	Assess importance and complexity of budgeting and forecasting to the business and on decision making process	5	4	3	2	1	
* Must demonstrate superior performance to industry average/peers.						Total	out of 25

Feedback - Outline at least 3 specific strengths and 3 specific areas for improvement/ insights for use in debriefing session after judging

Strengths

- 1.
- 2.
- 3.

Areas for improvement

- 1.
- 2.
- 3.

Score summary	General	Specific	Total
Strategy			
Capability			
Commitment			
Financials	NA		
			Overall score:

Please summarise impressions from your interview with this applicant company.

Please indicate any issues that arose during the interview process, which would be detrimental to the company's eligibility of winning Best Managed status (i.e., no real effort in preparing for the interview, low growth, deteriorating financial results, only one significant client, lawsuits, etc.).

Consistency review

Reviewed by:

Scoring agreed: YES NO

Date:

Agreed score:

Comment

Judging panel review

Reviewed by:

Scoring agreed: YES NO

Date:

Agreed score:

Comment

Notes

Scoring criteria

Contacts



Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited, a private company limited by guarantee, and its network of member firms, each of which is a legally separate and independent entity. Please see www.deloitte.com/ie/about for a detailed description of the legal structure of Deloitte Touche Tohmatsu Limited and its member firms.

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited ("DTTL"), a UK private company limited by guarantee, and its network of member firms, each of which is a legally separate and independent entity. Please see www.deloitte.co.uk/about for a detailed description of the legal structure of DTTL and its member firms.

Bank of Ireland Group is one of the largest financial services groups in Ireland. The Group provides a broad range of banking and other financial services. These services include: current account and deposit services, overdrafts, term loans, mortgages, business and corporate lending, international asset financing, leasing, instalment credit, invoice discounting, foreign exchange facilities, interest and exchange rate hedging instruments, life assurance, pension and protection products. All of these services are provided by the Group in Ireland, with selected services being offered in the UK and internationally.

The Group has the largest network of retail branches and ATM outlets in Ireland, as well as partnerships in the UK with the Post Office and the AA, engaged in the provision of consumer financial services. Corporate Banking and Global Markets conduct the Group's international business, with offices in Dublin, London and the US, as well as branches in Paris and Frankfurt.

The Bank of Ireland Group is incorporated in Dublin, Ireland. Our Group Head Office is located at 40 Mespil Road, Dublin 4, D04 C2N4, Ireland.

Deloitte provides audit, tax, consulting, and financial advisory services to public and private clients spanning multiple industries. With a globally connected network of member firms in more than 150 countries, Deloitte brings world-class capabilities and high-quality service to clients, delivering the insights they need to address their most complex business challenges. Deloitte has in the region of 200,000 professionals, all committed to becoming the standard of excellence.

This publication contains general information only, and none of Deloitte Touche Tohmatsu Limited, Deloitte Global Services Limited, Deloitte Global Services Holdings Limited, the Deloitte Touche Tohmatsu Verein, any of their member firms, or any of the foregoing's affiliates (collectively the "Deloitte Network") are, by means of this publication, rendering accounting, business, financial, investment, legal, tax, or other professional advice or services. This publication is not a substitute for such professional advice or services, nor should it be used as a basis for any decision or action that may affect your finances or your business. Before making any decision or taking any action that may affect your finances or your business, you should consult a qualified professional adviser. No entity in the Deloitte Network shall be responsible for any loss whatsoever sustained by any person who relies on this publication.

Dublin
Deloitte & Touche House
Earlsfort Terrace
Dublin 2
T: +353 1 417 2200
F: +353 1 417 2300

Cork
No.6 Lapp's Quay
Cork
T: +353 21 490 7000
F: +353 21 490 7001

Limerick
Deloitte & Touche House
Charlotte Quay
Limerick
T: +353 61 435500
F: +353 61 418310

Galway
Galway Financial Services Centre
Moneenageisha Road
Galway
T: +353 91 706000
F: +353 91 706099

Belfast
19 Bedford Street
BT2 7EJ
Belfast, Northern Ireland
T: +44 (0)28 9032 2861
F: +44 (0)28 9023 4786

deloitte.ie