

Deloitte Best Managed Companies awards in association with Bank of Ireland

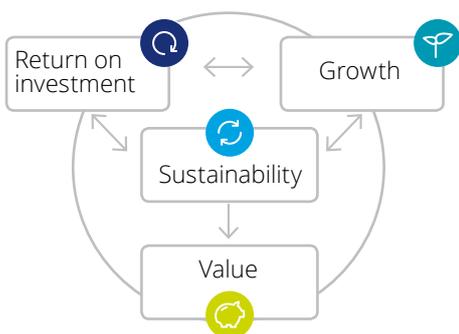
Congratulations! You have progressed to Phase II of Deloitte Best Managed Companies Awards 2019

Deloitte Best Managed Companies 2019

2019 Phase II application template

Welcome to Phase II in our search for the 2019 Deloitte Best Managed Companies. This phase challenges candidates to demonstrate how their organisation is meeting and mastering their growth strategy and making their company more valuable. Balancing growth through investments that provide meaningful returns, and constructing a sustainable organisation, is fundamental to growing the value of your business.

The Value Cycle



The Phase II process helps us to understand how you have developed a strategic plan to grow your business in key areas.

For those selected as Best Managed Companies, the benefits include:

- Exclusive use of the Deloitte Best Managed Companies designation, an important marketing tool for your business both nationally and internationally
- Excellent public recognition and profile through our media partner, The Sunday Business Post, including a special Deloitte Best Managed Companies Supplement
- Extensive coverage in national and local media
- An enhanced ability to attract and retain top talent
- The award recognises the entire company, not just one individual
- Professional development at a symposium, run in conjunction with the Irish Management Institute
- Recognition by other business leaders at an exclusive black tie gala awards ceremony
- Provides your company with a new business competitive edge
- Rich networking opportunities throughout the year
- An opportunity to requalify as a Deloitte Best Managed Company for a further two years after winning the award initially and retain all of the winners' benefits, leading to the Gold Standard Award in the 4th year and Platinum Club in the 7th year

The application template on page 6 provides a guide on how to best structure your Phase II submission. The deadline to submit your Phase II application is **5pm on Friday, 23 November 2018.**

A draft submission should be emailed to your coaches for review and discussion. Prior to submitting your final version you may also email it to your coach.

Two hard copies of the final submission should be sent by registered post to:

Claire Galvin

Deloitte Ireland LLP
29 Earlsfort Terrace
Dublin 2

A softcopy should also be submitted by email to iebmc@deloitte.ie.

As part of the adjudication process, an independent judging panel will review the submissions and identify the winning companies for 2019.

The submission deadline is 5pm on Friday 23 November 2018

Evaluation guide

Deloitte and Bank of Ireland coaches will help you through this rewarding process

For Phase II applicants

This document is designed to assist you and your company in preparing your Phase II submission. It will also help your company understand how your Phase II submission will be evaluated by the independent Best Managed Companies judging panel. This guide should be read in conjunction with the Phase II application template.

Phase II application template

A. The company profile section asks for some key facts about your business.

B. The growth and sustainability section requires you to outline how you address the key challenges that will impact the sustainability of your business. We use a model that comprises strategy, capability and commitment to help you frame your discussion about your business.

As you complete these sections, useful questions to reflect upon could include:

- What is it we are trying to tell the reader about our business?
- Why do we believe it is important?
- Why does it make us different from our competitors?

B1. Strategy: Today's business environment is becoming increasingly dynamic. The pace of technological development is accelerating, customers have increasing amounts of power in the market, and competition is now global. As the pace of change increases, it becomes even more critical for companies to have a defined strategy to achieve sustainable growth. The key focus of such a strategy is the company's "value cycle"- the unique proposition that a company uses to create and achieve long term growth and sustainability.

Section B1 asks you to outline your strategic plan and its key initiatives and how this plan has been reassessed in light of the current economic conditions, and how it differentiates your company from its competitors.

B2. Capability: Companies will face many obstacles as they endeavour to develop in a highly constrained business environment. To deal with the pressures to act faster than competitors and keep pace with customers' changing needs, companies need to tackle the critical challenges they will face across the growth cycle. Organisations may also encounter a shortage of vital resources when attempting to build their organisation to effectively execute their strategy.

A company who is able to build the necessary capabilities required to achieve sustainable growth can position itself to successfully exploit its value.

Section B2 asks you to explain what your company does well. You are asked to take the capability challenges and tell us why your capabilities are strategic (i.e. are linked to your strategic plan), how your company develops these capabilities and why they are important to the success of your business.

B3. Commitment: Commitment and leadership is of increasing importance as companies evolve. Conveying the company's vision and strategic plan throughout the organisation becomes more complicated. As companies grow, they become much more hierarchical. The layers of management grow and the vision may become unclear. Companies have to ensure that everyone understands the company direction so that the whole organisation can be committed to and work towards the same growth goals. Attracting and developing top talent to lead and build a culture of commitment to the company's vision is critical to the success of any organisation.

Section B3 asks you to explain how you find top talent and develop leadership and commitment in your business. In addition, you are asked to consider the long-term plan for your business.

C. Return on investment: The return on investment section asks you to demonstrate your financial strength across a range of areas for years 2015, 2016 and 2017 and it asks you to calculate your historical ROI (return on investment).

This guide is intended to give your company an overview of what the Best Managed Companies judging panel will be looking for in the Phase II application. It outlines the characteristics of what would warrant an 'excellent', 'good' or 'fair' evaluation for each of the questions and will help your company in preparing its submission. However, please bear in mind it is only a guide to help you. The judging process is extensive to ensure that all submissions are evaluated on a consistent basis.

As always, your coaches are available at any time to help you.

	Evaluation	Characteristics/example
Strategy		
<p>The company has a broad, well-developed strategic plan including market positioning, competitive benchmarking tactics and action steps. New product/service development, core competencies (what your company does best) and the processes deriving value from alliances and/or acquisitions are all addressed.</p>	Excellent	<p>The company has an extensive, well-developed strategic plan incorporating market positioning, competitive benchmarking tactics and action steps.</p> <p>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 and the process for deriving value from alliances and/or acquisitions.</p> <p>The plan clearly outlines how the company differentiates itself from its competitors.</p>
	Good	<p>The company has a solid strategic plan incorporating key challenges and has developed a roadmap to what success looks like.</p>
	Fair	<p>The company has a limited/non-existent or informal plan. There is limited communication throughout the organisation.</p>
Capability		
<p>Each of the three challenges is thoroughly understood and relates back to the strategic plan as set out in Section B2. Each challenge is specifically addressed by an action plan and the company can clearly demonstrate success with quantitative data.</p>	Excellent	<p>Each of the three challenges is effectively understood and relates back to the strategic plan of the company.</p> <p>Each challenge has a specific plan to address the issue and the company can demonstrate how it has effectively managed that challenge with measurable results. The company's approach to each of the issues is innovative and employs best practices.</p>
	Good	<p>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.</p>
	Fair	<p>The company addresses the key challenges on an informal basis. The company does not see the management of these issues as strategic.</p>

	Evaluation	Characteristics/example
Commitment		
The company understands the value of people and the importance of their commitment to the company's vision. The organisation communicates a clear vision of the long term ambition of the owners to its workforce.	Excellent	The company has an extensive and innovative process for developing top talent, building leaders, culture and commitment. There is a clear vision of the long-term plan for the company.
	Good	The company has good and innovative processes for developing top talent, building culture and commitment. There are good examples of value created.
	Fair	The processes for leadership/talent development are vague, with limited examples.
Performance metrics and financials		
Return on investment		0 – 10% (Fair) 11% – 20% (Good) 21% + (Excellent)
Revenue growth*		Flat or Negative (Fair) 0 – 15% (Good) 16% + (Excellent)
Profit growth*		Flat or negative (Fair) 0 – 15% (Good) 16% + (Excellent)
Balance sheet strength		Net liability position (Fair) Neutral (Good) Strong net asset position (Excellent)
Budgeting and forecasting process		Budget process in place (Fair) Monthly reconciliation of budget to actual (Good) Demonstrating link between strategy, actions and forecast (Excellent)

Phase II application template

Please use this template as a guide when forming your submission

The value of an expert coach
Having prepared an initial draft of your submission, Phase II companies will work with coaches from Deloitte and Bank of Ireland to conduct a detailed analysis of key strategic and operational issues to ensure you have fully documented your company's strengths.
This three-part template provides a framework to help you prepare your final submission. At each step you are encouraged to include any supporting documentation you believe to be relevant. Your coaches are here to help you achieve the best possible result.
A. Company profile
Company name
Shareholders and organisational structure
Year of incorporation
Company locations
Markets served: local, regional, national, international
Name of auditor
Name of legal advisor
Name of banker(s)
Key management team contact information
B. Growth and sustainability
B1. Strategy
How does a Best Managed Company define its strategy? The company has a broad, well-developed, strategic plan including market positioning and competitive benchmarking. New product/ service development, core competencies (what your company does best) and the processes deriving value from alliances and/or acquisitions are all addressed.
This segment of the application is to be answered in three parts. The objective is to communicate your company's unique offering to the marketplace and why this contributes to the value of your company.
1. Please provide an overview of the following: (Approx 750 words) a) Your business model b) Your business planning process and c) how both are communicated throughout your organisation.
2. a) How do you monetise strategic relationship or contacts? (Approx 500 words)
3. How does your strategic plan differentiate you from your competitors? (Approx 750 words)
Please include comments addressing the following:
1. Core competencies
2. Developing innovative, winning products/services
3. Alliances and acquisitions/organic development (as applicable)
4. Sales and marketing plan

B. Growth and sustainability *continued*

B2. Capability

How does a Deloitte Best Managed Company describe its capabilities?

Each of the three challenges listed below is 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. This section will be answered in three parts. For each of the three key capability challenges, outline how your company develops best practices in addressing them. Your response should demonstrate your competitive strategy and how your company addresses these challenges and achieves measurable results, under the following headings:

1. Building and sustaining a customer-focused approach to sales and marketing (Approx 500 words)

2. Raising capital and managing finances (Approx 500 words)

3. Capitalising on the use of research and development and technology (Approx 500 words)

B3. Commitment

How does a Deloitte Best Managed Company demonstrate its commitment?

The company understands the value of people and the importance of their commitment to the company's vision. The organisation communicates a clear vision of the long-term ambition of the owners to its workforce.

Developing talent and leaders in the organisation is one of the most important challenges in building a sustainable and valuable company. Critical to the success of any organisation is management's ability to lead, communicate its vision through the organisation and attract and retain talent to build a culture supportive of that vision.

This section is to be answered in three parts.

1. What is your company doing today to build its next group of leaders? (Approx 500 words)

2. What strategies and best practices are you using to: (Approx 500 words)

a) engage and retain employees and

b) be a socially responsible and sustainable company? For example, how you've made a positive impact with your local and/or global community, what are the environmental or sustainable practices that your company is committed to?

3. What is your company's long-term plan for the business (e.g. growth, succession, exit) and what steps is it taking to execute this? (Approx 500 words)

C. Return on investment

Financial strength for 2017 must be demonstrated across a range of areas. Please include your most recent audited financial statements as well as your internal financial results, dating back no more than three months.

	2017	2016	2015
Sales			
Export sales (if applicable)			
Percentage sales growth			
Income before tax			
Tax charge			
Income after tax			
Adjustment for one-off or discretionary items (as applicable)			
<ul style="list-style-type: none"> • Other • Other • Other 			
Adjusted income after tax			
Net current assets			
Total net assets (excluding shareholder loans)			
Debt debt should include all third party financing including bank loans and finance leases but excluding shareholder loans			
Equity equity should include retained earnings, share capital, share premium and shareholder loans			
Number of employees			
Return on investment			

Supplementary information	
<p>You may want to provide us with quantitative and/or qualitative data showing company performance against specific competitors, or competitors grouped as an industry. Examples could include, but are not limited to: market share, sales per employee or other industry specific metrics, salaries or other costs as a percentage of sales. Source material could include publicly available data from websites, industry trade financials, newspapers or public company reports. You may also wish to include your company brochure with your final submission. This information may be submitted together with your application as supporting documentation.</p>	
Privacy & confidentiality	
<p>Information submitted to the Deloitte Best Managed Companies awards programme will not be shared with anyone other than your coaches, programme sponsor and members of the Best Managed Judging Panel, except with prior and explicit permission. For clarity, information shared with the media sponsor is limited to contact information and information about awards status. We also take steps to protect the information provided to us. Steps include password-protecting access to applicant profiles on our website and other technological and organisational measures to protect information against loss and misuse, including contractual safeguards in agreements with sponsors and members of the Best Managed Judging Panel. Information may be disclosed to law enforcement, regulatory or other government agencies or third parties, where necessary or desirable, to comply with legal or regulatory obligations or requests.</p> <p>For further information about the handling of your information, please email ieBMC@deloitte.ie</p>	
Declaration	
<p>I confirm to the best of my knowledge that the information contained in this application is accurate and that I have obtained all necessary authorisations, including consents, to permit handling of this information in accordance with the Deloitte Best Managed Companies awards programme's terms and conditions. (Terms and conditions are available on our website at www.deloittebestmanaged.ie)</p> <p>Form completed by: _____</p> <p>Tel: _____</p> <p>Email: _____</p> <p>Date: _____</p>	

Two hard copies of the final submission should be sent by registered post to:

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A soft copy should also be submitted to ieBMC@deloitte.ie

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