

2009



New Zealand Business Achievement Awards



Award Criteria

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CRITERIA CATEGORY POINTS BREAKDOWN

1. Leadership	120
2. Strategy & Planning	85
3. Customer and Market	85
4. Information & Analysis	90
5. Workforce	85
6. Processes	85
7. Results	450
(a) Products and Services	90
(b) Customer	90
(c) Financial and Market	90
(d) Workforce	90
(e) Business Effectiveness	90
Total Points	1000

YOUR ORGANISATION'S BUSINESS PROFILE

NB: This information does not form part of the evaluation and scoring.

1. Organisational Description

General

- Where is your business located?
- How long has the business been operating?
- What is the ownership structure (private or public, franchise, etc)?
- How is the business structured?

Business Environment

- What are your main products and/or services?
- How do you provide/deliver your products and services to your customers?
- How would you describe your vision for the business?
- How would you describe the behaviours/values that you wish your business to demonstrate?
- What is the make-up of your business's workforce, i.e., numbers and types of employees? Eg, full time, part time, contractors etc
- What equipment, facilities and technology do you use?
- What are your organisation's strengths and/or opportunities in terms of sustainable development (for example, use of recycled materials, carbon neutral activities, strong community involvement, employment of long term unemployed, employee share ownership scheme, product safety, resource efficiency etc)?
- What key regulations relate to your business? Please include as appropriate: OSH regulations; Health & Safety; accreditation requirements; certification requirements; registration requirements; environmental regulations; financial regulations; product regulations etc.

2. Organisational Relationships

Suppliers, Partners and Distributors

- What are your most important types of suppliers, partners and distributors?
- What part do the suppliers, partners and distributors play in your business?
- How do you communicate with your key suppliers, partners and distributors?
- List any other key relationships and how they contribute to your business.

3. Organisational Challenges

Competitive Environment

- What is your competitive position in your industry/sector?
- What are the principal factors that determine your success relative to your competitors?
- What are the key challenges facing your business?

CRITERIA CATEGORIES

1. LEADERSHIP

120 points

The leaders are the people in your business that are responsible for guiding and managing the business.

This section asks you to describe how the leaders set business direction, performance expectations, behaviours and how they monitor the performance of the business.

It also asks you to describe how the business ensures compliance with legal and regulatory requirements, public responsibility and how ethical behaviour is encouraged.

Aspects to consider:

1.1 Setting Direction and Behaviours

- a. How do you create a vision for the business, identify business opportunities and set overall business direction?
- b. How do you communicate and reinforce the vision/future direction and business objectives with everyone?
- c. What are the key behaviours / values for the business that everyone is expected to exhibit?

1.2 Establishing Performance Expectations

- a. How do you communicate and reinforce performance expectations with all employees?
- b. How do you encourage innovation?
- c. How do you encourage responsiveness to customer requirements in the business?
- d. How do you encourage continuous improvement and learning?

1.3 Monitoring Performance

- a. How do you monitor overall business performance?
- b. How do you take action to improve performance?

1.4 Public, Ethical, Regulatory and Legal Responsibilities

- a. How do you ensure the business meets its key legal and regulatory requirements?
- b. How do you ensure that all employees follow ethical business practices?
- c. How do you demonstrate a commitment to sustainable development (social, economic and environmental responsibility)?

2. STRATEGY AND PLANNING

85 points

Strategy and Planning is the process by which the future direction of the business is determined i.e. strategy. Planning involves determining the actions, responsibilities and resources that will ensure the business achieves its short- and long- term strategies.

In this section you are asked to describe how you establish strategy and plans, communicate these and monitor your performance to plan.

Aspects to consider:

2.1 Developing Future Directions

- a. How do you establish your business objectives and what are they?
- b. How do you conduct your business planning in order to meet your objectives?
- c. How do you take account of the needs of your customers and other stakeholders in your planning process?
- d. How do you take account of your competitors and their capabilities in your planning process?
- e. How do you take account of risks to your business including business strengths, weaknesses, opportunities and threats?

2.2 Communicating the Plans

- a. How you communicate your business plans to all relevant stakeholders of the business?
- b. How do you ensure that all employees understand and are committed to achieving these plans?

2.3 Monitoring Performance to Plan

- a. How do you monitor progress in achieving the plan and the business objectives?
- b. How do you ensure everyone is accountable for the results?

3. CUSTOMER AND MARKET

85 points

Customer and market focus asks you to describe how you determine the market requirements and expectations, determine the requirements and expectations of your customers, acquire new customers, build relationships with your customers, monitor customer perception of your success and develop future opportunities.

Aspects to consider:

3.1 Customer and Market Knowledge

- a. How do you segment your market and/or customer groups?
- b. How do you determine key customer requirements and their relative importance to customers?
- c. How do you ensure that your products and/or services meet key customer requirements?

3.2 Customer Relationships

- a. How do you seek and obtain new customers?
- b. How do you satisfy existing customers and ensure that you retain loyal customers?
- c. How do you ensure that everyone throughout the business understands and responds to customer needs?
- d. How do you increase repeat business and positive referrals?
- e. How do you collect, manage and respond to customer complaints and feedback?

3.3 Customer Satisfaction

- a. How do you determine whether or not your customers are satisfied?
- b. How do you use / have you used customer feedback / customer satisfaction information to improve your business?

4. INFORMATION AND ANALYSIS 90 points

Information and analysis of this information is the foundation of a performance-oriented business. It means having a fact based measurement system with the use of information and data (knowledge) to support key business activities, to make decisions based on fact, as well as analyse the performance of the business.

In this section you are asked to define the key information and data used by the business, how this is analysed and made available to others both inside and outside the business.

Aspects to consider:

4.1 Key Information and Data

- a. How do you determine which key business information and data you will use to manage the business and to track performance?
- b. How do you collect, collate and analyse the information and data to track the performance of the business?
- c. How do you use this information and data to support daily operations and make business decisions?

4.2 Managing and Using Information

- a. How do you ensure that information and data is reliable, accurate and made available in a timely fashion?
- b. How do you ensure that the systems used to store and manage information and data are reliable, user friendly and kept current with business needs and directions?
- c. How is information and data made available to customers, suppliers and partners, as appropriate?
- d. How is information and data made available to employees for decision-making in their daily activities?

5. WORKFORCE

85 points

Excellent businesses encourage their people to develop and use their full potential while contributing to the achievement of the business's short and long term goals.

In this section you are asked to describe how the work and jobs are organised, how training and education provides the skills and knowledge required and how the employee work environment is measured and improved to ensure satisfied committed employees.

Aspects to consider:

5.1 Organising Work and Jobs

- a. How do you structure work and jobs in the business?
- b. How do you recruit, hire and induct new employees?
- c. How do you motivate your employees and develop a culture that promotes customer focus, high performance and innovation?
- d. How do you involve employees in decisions relating to their work?
- e. How do you manage and monitor employee performance?

5.2 Training and Education

- a. How do your training and development activities both of employees and leaders support the achievement of the business's plans and objectives?
- b. How does training and development support and enable employees to develop their full potential?
- c. How do you motivate and develop your workforce to become involved in social, economic and/or environmental responsibility activity?

5.3 Work Environment

- a. How do you establish and maintain a safe and healthy work environment and provide support for all employees?
- b. How do you monitor the level of well being, satisfaction and engagement of all employees?

6. PROCESSES

85 points

Processes are the way things are done to carry out the business.

Key Processes are those processes that "touch" the customer and may include the design, development, manufacture and delivery of products and/or services to customers or suppliers.

6.1 Work System Design

- a. What are the core competencies of your business?
- b. What are your key processes that enable you to provide products and/or services to your customers?
- c. Describe how these key processes were designed and implemented.
- d. Describe how you determine the key customer requirements for these key processes.
- e. How do you manage your internal support processes, (eg, HR, Finance, IT etc) to ensure they meet your business needs and allow you to meet your customers needs?
- f. How does the organisation ensure that it does not put any stakeholders at risk when developing new products and / or services, (for example, using ingredients in food manufacture that have any uncertainty, for example additives that have been banned in other countries such as food colouring in children's food, or referring clients to use services that are likely to have ethical, social or environmental risks).

6.2 Work Process Management & Improvement

- a. Do you have specific measures to monitor the performance of the key processes and to ensure that they meet the key requirements?
- b. How do you identify improvement opportunities and find ways to increase the efficiency and effectiveness of your key processes?
- c. How prepared are you for a potential disaster or workplace emergency? Address how you would ensure continuity of operations.

7. RESULTS

450 points

The results are the outputs from the business activities.

In this section you are asked to describe the business's performance and improvement in five key areas – products and services, customer, financial and market, workforce and business effectiveness. You are asked to provide the actual results and where possible the trends (performance over time).

7.1 Products and Services

90 Points

- a. Describe your current performance levels and trends, for areas of product and/or service performance that are important to your customers.

7.2 Customer

90 Points

- a. Describe your current levels and trends for customer growth and retention.
- b. Describe your current levels and trends for customer satisfaction
- c. Describe any other relevant customer measures / indicators that you use

7.3 Financial and Market

90 Points

- a. Describe your current levels and trends of relevant financial performance.
- b. Show any other relevant results for measures/indicators of financial and market performance.

7.4 Workforce

90 Points

- a. Describe your current levels and trends for workforce satisfaction.
- b. Show any other relevant results for measures/indicators relating to your workforce.

7.5 Business Effectiveness

90 Points

- a. Describe your current performance levels and trends for key business processes.
- b. Describe your current performance levels and trends related to business efficiency and effectiveness.
- c. Describe your current levels and trends for measures / indicators of regulatory, legal, health & safety, compliance, etc.,
- d. Summarise your organisation's results in relation to sustainable development issues and impacts identified as most important by your stakeholders and the organisation