



# ENTRY WRITING GUIDELINES

## Part 1 – General

Introduces the criteria and the drafting process

## Part 2 – Section by Section

Provides examples of headings, content and tables/charts that could be used

### 1. General

1.1 The Entry Criteria have been derived from research which shows that the following things make organisations great:

- Visionary leadership
- Customer driven excellence
- Organisational and personal learning
- Valuing employees and partners
- Agility
- Focus on the future
- Managing for innovation
- Management by fact
- Social responsibility
- Focus on results and creating value
- Systems perspective.

Therefore in essence, your entry should show the extent to which you operate this way.

**Note that these things are especially important for businesses during times of recession!**

1.2 The Criteria focus on business results. However it is also important to present why the results are as they are, and how they are changing. A winning entry is not necessarily the business with the best results now, but one that is pursuing excellence and aiming for great results in the future. Criteria Sections 1 - 6 ask for information on these 'why' and 'how' aspects – to support the results presented in Section 7.

## 1.3 Your entry should try to cover 'ADLI':

Approach	Describe the systematic processes you use. "How" you do things in each of the Sections 1 - 6. (Most of the prompt questions in the sections start with "how"!)
Deployment	Show whether each approach is used in one, several, or all parts of the business. <b>Aim to show consistent implementation.</b> You can use tables and cross-referencing to show concisely how a process applies in several areas.
Learning	Show how you evaluate your results and use the information to introduce improvements – the continuous improvement cycle.
Integration	Show how your business is focussed on key processes and improvements which have greatest impact on achievement of plans and business performance.

## 1.4 Make sure you include factual evidence. Anecdotes and one-off examples won't count much with the judges.

The emphasis should be on showing that you use systematic approaches to running the business, i.e. repeatable, predictable, and using data for evaluation, improvement and learning.

## 1.5 Get started by:

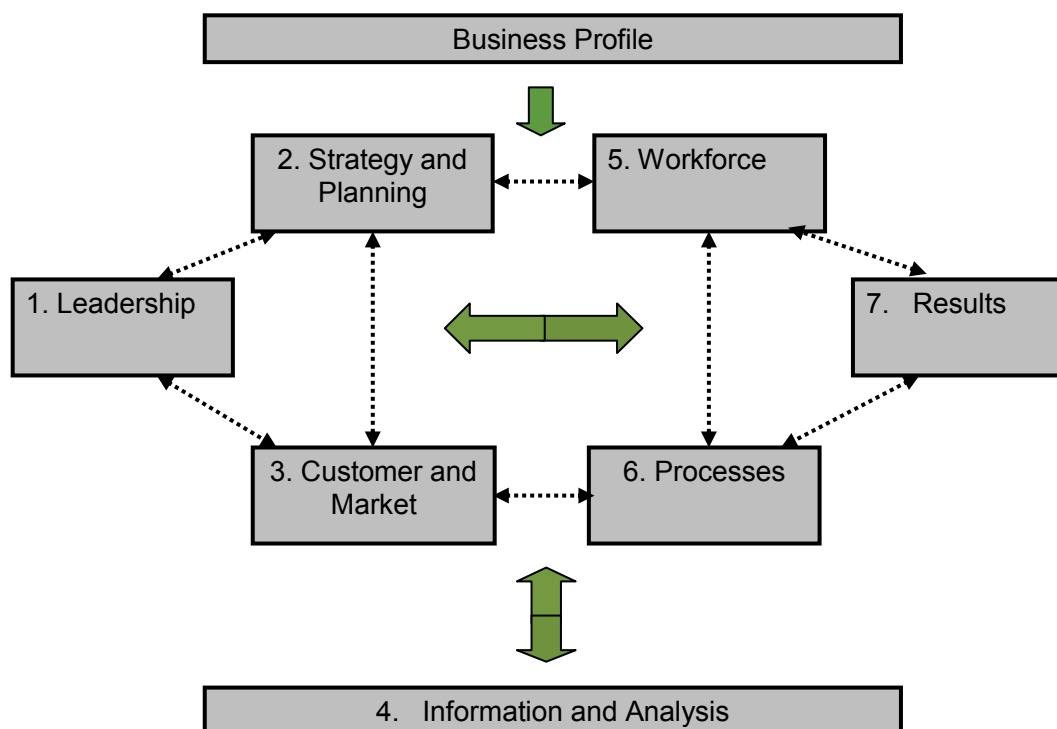
- Identifying the two or three key economic drivers of your business. Is it *quality*, *exclusiveness* (no-one else offers what you do), *local availability* (e.g. a vet), *technical expertise*, *outstanding customer service etc*?
- Brainstorm a list or mind-map of your business strengths and successes – the things you are most proud of. These are what you want to highlight in your entry. (Later on this can be expanded into a full SWOT analysis).
- Go through the whole Entry Criteria document and highlight the key words (verbs) that indicate what you need to include in your entry.  
eg From Section 3 – Customer and Market:

How do you *segment* your market and/or customer groups?

How do you *determine* key customer requirements and their relative importance to the customer?

How do you *ensure* that your products and/or services *meet* key customer requirements?

1.6 The seven Sections of the Entry Criteria are interrelated. The diagram and explanation below outline this interrelationship.



**Business Profile:**

Sets the context for the way your business operates. Whilst it carries no points, it presents how your business environment, organisational relationships and challenges serve as a background for the other sections.

**Sections 1, 2, and 3:**

Form a "Leadership Triad". These together emphasise the importance of leadership, focus on strategy, planning and customers. Senior leaders set your business direction, and seek out future opportunities.

**Sections 5, 6, and 7:**

Form a "Results Triad". Your workforce and key processes accomplish the work of the organisation – which yields your performance results.

All actions in the business point towards Results. These are a composite of product/service, customer and market, financial, workforce, and internal operational results. The horizontal arrow in the middle links the leadership triad to the results triad – a linkage critical to the organisation's success. In particular it indicates the central relationship between Leadership and Results. The two headed arrows indicate the importance of feedback from results to the other areas.

**Section 4:**

Information and Analysis serves as a foundation for your whole business management system. It is critical to the effective management of your organisation; and supports a fact-based, knowledge-driven approach to improving performance and competitiveness.

- 1.7 The sequence of drafting the sections of your entry should be planned out. We suggest starting with Section 3. This is easiest for most businesses since people are usually very aware of the approaches they use to find and keep customers.

**Recommended order of completion:**

Section	Comment
Section 3: Customer and Market	Easiest to start with; and provides a base on which other sections can be built.
Section 1: Leadership	Drafting this section next will help, because it tells how leadership gives the direction for the things in the other sections to happen.
Section 2: Strategy and Planning	We suggest you include a SWOT analysis of your business, and then show that you have strategic plans for utilising your strengths; improving your weak areas; taking advantage of your opportunities; and mitigating your threats.
Section 7: Results	Do this next as the remaining sections will probably need to refer to Section 7 - Results. This will avoid duplication, and minimise your page usage. The available template for your financial results will help here.
Section 5: Workforce Section 6: Processes	These sections follow on well here. Remember that Section 6 is about the processes you have for designing and managing your processes
Section 4: Information and Analysis	During the drafting so far, points about information gathering and analysis will have cropped up, and now is the time to gather these into one section, and ensure that appropriate cross-references are made to it. This section is one where you can focus on the key drivers of the business, and the measures you use to monitor them. <i>eg if innovation is a key driver of your business, what information do you collect and analyse to measure your innovation performance?</i>
Business Profile	This section carries no points towards your overall score, but it's useful for setting out the key drivers and important issues that the judges should be aware of. You can also use it for referring to later, again to save page space.

**Final tips:**

- Be aware of the points available for each section, and put your effort into the entry accordingly

<b>Section</b>	<b>Points</b>
Business Profile	0
Section 1 - Leadership	12
Section 2 – Strategy and Planning	8.5
Section 3 – Customer and Market	8.5
Section 4 – Information and Analysis	9
Section 5 – Workforce	8.5
Section 6 – Processes	8.5
Section 7 – Results	45

- Make good use of bullet points to keep your entry concise.
- Use cross-referencing. Put information in the most appropriate section, and refer to it from the others.
- Finally, whilst your business may not have processes and evidence to report on every aspect of every section, take care not to miss out any important information that you do have.

## 2. Section by Section

- The guidance that follows consists of examples of headings, content and tables/charts that could be used.
- These do not constitute a model entry and entrants should take care to draft content that is specific and relevant to their own business.

### 2.1 Section 1 – Leadership

Description of the processes the business owner/leader(s) use to create the vision and direction of the business, and to communicate it to employees and stakeholders.

Support page:

- Mission or vision statement
- Articles or other evidence about the business leader(s)' vision, or corporate citizenship, or social responsibility

### 2.2 Section 2 – Strategy and Planning

Description of the processes you use for planning the future direction of the business (long term goals), and the shorter term (one year) operational goals.

Support page:

- Copy of a SWOT analysis
- Section of the business strategic plan
- Example of some long and short term goals

### 2.3 Section 3 – Customer and Market

a) Analysis of customer and market knowledge using a table. This example is for a building supplies business (in italics):

<b>Market segment</b>	<b>Customer types/groups</b>	<b>Key customer requirements – prioritised</b>	<b>Products/Services to meet customer requirements.</b>
		How you determine these – surveys, research, etc.  (Note: Measures covered in Section 4)	(Note: Processes for this covered in Section 6)
<i>Residential builders etc.</i>	<i>1. Builders (prime target) 2. Plumbers 3. Electricians</i>	<i>1. Delivery 2. Product range 3. Large stocks 4. Competitive price</i>	<i>1. Daily service 2. Products/stocks to meet 95% of requests 3. Prices benchmarked against competitors</i>
<i>Domestic DIY</i>	<i>1. Experienced  2. Occasional/ repair &amp; maintenance</i>	<i>1. Product range - materials 2. Product range - tools 3. Expertise/advice 4. Accessible locations 5. Competitive price</i>	<i>1. Products/stocks to meet 95% of requests</i>
<i>Etc</i>			

b) Marketing and promotional processes – new customers, retention and repeat business. Methods of collecting, analysing and acting on information about customer satisfaction.

Support page:

- Table of customer feedback processes eg:

<b>Type of assessment</b>	<b>Market</b>	<b>Frequency of use</b>	<b>Key data gathered</b>
<i>Survey questionnaire</i>	<i>Residential builders etc</i>	<i>10 major customers – twice per year</i>	<i>Counter/phone service Range of product Delivery service</i>
<i>Till conversations</i>	<i>Domestic DIY</i>	<i>Selected regular customers – 3 key questions</i>	<i>Find everything you wanted? Suitability for the job? Our knowledge/ advice helpful?</i>
<i>Etc</i>			

- Summary of findings from these

## 2.4 Section 4 – Information and Analysis

Description of how you decide which information to collect, how frequently, and what you do with it. How do you ensure its reliable etc? This section needs to focus on the key aspects of the business and which information is critical. The judges are looking for consistent fact-based decision making in the business.

Support Page:

- Table of Information collected and its purpose:

<b>Type of data</b>	<b>How collected</b>	<b>Frequency of collection</b>	<b>Purpose</b>
<i>Enquiries – requests unfulfilled</i>	<i>Phone - Logged At till - Logged</i>	<i>Analysed weekly</i>	<i>Identify any potential new products or services</i>
<i>Stock turnover</i>	<i>Sales/stock system</i>	<i>Analysed weekly</i>	<i>Input to financial analysis. Stock management and reordering</i>
<i>Staff attendance &amp; wages costs</i>	<i>Attendance records Wages system</i>	<i>Daily &amp; weekly</i>	<i>Management of attendance, overtime etc Staff cost control</i>
<i>Etc</i>			

## 2.5 Section 5 – Workforce

Descriptions of your approach to organising work, recruiting, motivating, training and developing staff and policies on employee welfare, health and safety. This can be cross-referred to Section 7.4 – Workforce Results.

Support Page:

- Excerpt(s) from staff handbook, such as policies on training and development; job descriptions and appraisal; health and safety; etc.

## 2.6 Section 6 – Processes

Processes are the way things are done to carry out the business. This section asks you to describe the way you design, develop and manage these processes, whilst taking customer requirements into account. This also includes describing how you monitor and improve these processes. One such process for example is a regular audit, which amongst other things should point out how your processes can be improved

Support Page:

- Summary or extract from a procedure manual, QMS, or recent audit.
- Records of a quality circle or continuous improvement process.

## 2.7 Section 7 – Results

This section lends itself to graphs, charts and tables, showing results and trends. Trends, in particular over the last three years, will help to show the future direction of the business. The five subsections score a maximum of nine points each. Here are some examples of what could be included:

- 2.7.1 Products and Services  
Sales results by type of product or service,
- 2.7.2 Customers  
Satisfaction rates, retention rates, referral rates, comparisons of these with competitors' rates if known.
- 2.7.3 Financial and Market  
This is where the template could be used. Information should include sales, turnover, net profit, return on capital etc.
- 2.7.4 Workforce  
Measures of employee satisfaction, learning and development, innovation and suggestion rates, safety/accident rates, turnover, absenteeism, promotion rates, grievances, etc
- 2.7.5 Business Effectiveness  
Productivity, percentage on-time delivery, through-put/turn round times, response times, material utilisation/waste reduction, resource/machinery utilisation, carbon emissions/environmental, regulatory compliance, etc

Support Page:

- Financial Data spreadsheet using the template provided
- Other charts or graphs that are too large to be easily set in amongst the text