



SOUTH WALES CHAMBER OF COMMERCE
WELSH BUSINESS AWARDS
2017

WELSH BUSINESS AWARDS 2017

JUDGING CRITERIA

Success through Innovation

The generation of new ideas is critical to the success of any business. Businesses that innovate, gain ground on their competitors, keep staff motivated and operate more efficiently. Innovation can be a key differentiator between market leaders and their rivals.

With this award we are recognising businesses that have identified new ways to stay ahead of their competitors by developing new products and services, introducing new working practices or moving in to new markets.

The award winner will be able to clearly demonstrate a new initiative that they have undertaken in the last two years. They will be able to explain the reasons behind the need for the initiative, show the research conducted to establish the best way forward and discuss their plans for implementing the change. The successful business will also have seen the new initiative bring success to their business.

Assessment Scoring Guide

	Poor (0-2)	Basic (3-4)	Satisfactory (5-6)	Good (7-8)	Excellent (9-10)
<p>Briefly outline the initiative, implemented within the last year Max. 50 words</p>	<p>No obvious innovation. Little detail about the initiative</p>	<p>Indication that the business has created and captured a new product, process or business concept which is either new to market or new to the business</p>	<p>Business has clearly created and captured a new product, process or business concept which is new to the market but in its infancy stage</p>	<p>Business has clearly created and captured a new product, process or business concept which is new to market. Evidenced that there is take-up for the products or processes have been implemented and are achieving results</p>	<p>Evidence that the idea has been turned into successful commercial products, process, or service The initiative is radical and disruptive</p>

<p>Why was this initiative introduced?</p> <p>What business needs or requirements did it address?</p> <p>Outline the aims and objectives of the project.</p> <p>Max. 150 words</p>	<p>Little detail provided.</p> <p>All three questions not addressed</p>	<p>All three questions not addressed.</p> <p>Initiative was introduced to modify existing product, process or business concept</p>	<p>All three questions addressed.</p> <p>Initiative was introduced as an addition to existing product, process or business concept</p>	<p>All three questions addressed.</p> <p>Initiative is a new product, process or business concept</p>	<p>Detailed response to all three questions, demonstrating that the initiative clearly fills an untapped customer need and the innovation builds a new market.</p>
<p>What research was conducted before implementing this initiative and what did you learn?</p> <p>Max. 300 words</p>	<p>Little or no evidence of any research conducted</p>	<p>Evidence that some research was conducted.</p> <p>Limited or little evidence of conclusive results.</p> <p>No evidence that results were considered and shaped development.</p>	<p>Product development or market research described.</p> <p>Summary of results provided.</p>	<p>Description of product/process/concept research and needs assessment.</p> <p>Results of research explained and what impact this had on developing the initiative</p>	<p>Detailed response evidencing the product/process/concept development and the needs assessment conducted.</p> <p>Results of research clear and how this impacted elements of the marketing mix (product / process design, price point, packaging, market size, growth prospects, etc) outlined</p>
<p>How did you implement the initiative?</p> <p>Max. 300 words</p>	<p>Answers to this question are specific to the business and the initiative; consideration should be given to the detail of the implementation strategy. For example did the company consider/implement: visible and meaningful management support, changes to organisation structure and culture, marketing strategy, sales strategy, implementation and adoption of new processes, employee involvement and training, distribution channels, KPIs, etc</p>				

<p>What were the outcomes of the initiative? Did it deliver against the targets set and what impact did this have on the business as a whole? Max. 200 words</p>	<p>Little or no evidence of targets, outcomes and impact</p>	<p>Summary of targets outcome and impact provided but lacking specific detail</p>	<p>Results provided such as turnover growth, improved margins, improved efficiencies</p>	<p>Clearly defined KPIs that are relevant to the individual business and results provided</p>	<p>Clearly defined KPIs that are relevant to the individual business and results provided Evidence of systems in place to measure adoption rate and/or success of the new initiative</p>
<p>What plans do you have to take this initiative forward in the future? Max. 200 words</p>	<p>No plan or little detail provided</p>	<p>Limited evidence that plan put forward is achievable</p>	<p>Plan in place to accelerate and scale the initiative</p>	<p>Plan in place to sustain and evolve initiative</p>	<p>Plan in place which identifies and addresses the innovation life cycle</p>

Commitment to Skills & People Development

Businesses that develop the skills, experience and abilities of their workforce see improved service delivery and employee performance resulting in a return on investment through increased efficiency and profitability.

With this award we are recognising businesses that build a healthy, safe and fair workplace through placing an importance on developing the skills of their workforce, providing opportunities for their workforce to contribute to the development of the business and creating an environment that people enjoy working in.

The winner of the award will be able to set out their policies and targets on staff satisfaction, training and development, absenteeism, equality and diversity and health and safety. They will also be able to demonstrate the progress made towards these targets in the last year and how this has had a positive impact on the business as a whole.

Assessment Scoring Guide

	Poor (0-2)	Basic (3-4)	Satisfactory (5-6)	Good (7-8)	Excellent (9-10)
<p>How have you developed the skills of your workforce in the past year? <i>Max. 200 words</i></p>	No clear answer to the HOW question	Some explanation of the activities undertaken	A clear answer of HOW including explanation of activities. A structured approach to skills development	A structured approach based on evidence of need, e.g. a Skills audit. Diverse and complimentary development methods e.g external and in house	As "Good" assessment with something more. That is, something unique / different / particularly innovative and unexpected driving exceptional results

<p>How do you ensure that training and development opportunities are offered equally throughout the workforce? <i>Max. 200 words</i></p> <p>In the past year, what opportunities have you provided to the workforce to contribute to the development of the business? <i>Max. 200 words</i></p>	<p>Little or no evidence of “opportunity for all”</p> <p>Little or no evidence of opportunities for workforce contribution.</p>	<p>Reasonable explanation and evidence of “opportunity for all” but examples may be focussed on one or two parts of the organisation only</p> <p>Specific and discrete opportunities to contribute with evidence that views of the workforce have been considered and implemented</p>	<p>Clear explanation of how all staff can access training and developmental needs.</p> <p>A defined budget and strategy to develop skills and people.</p> <p>Specific examples of opportunities for workforce contribution and a mechanism that enables regular contribution across the workforce.</p>	<p>As “satisfactory” assessment plus evidence of a culture of people and skills development, i.e. not just a one-off initiative.</p> <p>A flexible approach to suit different people in different parts of the organisation.</p> <p>Clear evidence that staff have an active say in the way the business develops. This should be more than a mechanism and should evidence where a listening and contributory culture is promoted</p>	<p>As “Good” assessment with something more. That is, something unique / different / particularly innovative and unexpected driving exceptional results.</p> <p>As “Good” assessment with something more. That is, something unique / different / particularly innovative and unexpected driving exceptional results. A clear and regular correlation between workforce contribution and business performance</p>
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<p>What steps have you taken over the past year to create an environment that people enjoy working in? How do you monitor this? <i>Max. 250 words</i></p>	<p>Little or no evidence of specific steps taken to monitor or improve staff satisfaction or enjoyment at work.</p>	<p>Some evidence and examples of specific initiatives that have been implemented to improve the working environment and enjoyment for staff</p>	<p>Changes to the workplace environment or working practices and processes clearly designed to increase enjoyment at work.</p> <p>Also there should be evidence of a mechanism that monitors staff satisfaction</p>	<p>Evidence that management recognise the benefits staff who enjoy their work bring and a clear strategy to monitor and improve staff enjoyment.</p> <p>As well as specific initiatives there should be evidence of a culture of improving job satisfaction</p>	<p>As “Good” assessment with something more. That is, something unique / different / particularly innovative and unexpected driving exceptional results in business performance including, staff retention rates or other external recognition that this is an enjoyable work environment.</p>
<p>What impact have the skills and people development strategies you have implemented in the past year had on the business as a whole? <i>Max. 200 words</i></p>	<p>Little or no explanation of the effect skills and people development strategies have had on the business.</p>	<p>Some explanation of how the strategies implemented have had a direct and positive impact on the business.</p>	<p>A clear explanation and correlation between implementing specific strategies and an improvement in business performance</p>	<p>A clear correlation and return on investment of implementing the strategies. This should include “hard” evidence such as financial performance</p>	<p>A clear correlation between implementing these strategies and a significant improvement in business performance. Not only in terms of financial measures but also customer care, external perceptions and the overall company brand image</p>
<p>What plans do you have to continue and develop these strategies in the</p>	<p>No plans to either continue or develop these strategies.</p>	<p>Plans to only continue what is being done now.</p>	<p>Clear explanation of plans to review, continue and develop new strategies for skills</p>	<p>Clear evidence that the company has benefitted from these strategies and are</p>	<p>Ambitious plans to continue and build upon existing strategies that</p>

<p>future? <i>Max. 200 words</i></p>			<p>and people development.</p>	<p>clearly committed to their staff development now and in the future to include ideas about staff engagement and a variety of developmental methods providing opportunity for all.</p>	<p>underline a commitment and a very strong culture of people and skills development. Also new and innovative and unexpected strategies to implement.</p>
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Excellence in Marketing & Communications

Being able to stand out in a crowded market can make all the difference to the success of a business, especially when entering a new market or launching a new product.

With this award we are recognising the work that Welsh businesses and organisations have undertaken in the last year to market themselves and their products.

This will be awarded to a business whose marketing campaign demonstrated an innovative and creative approach, achieved measurable results, irrespective of budget, and enabled the business to stand out.

Assessment Scoring Guide

	Poor (0-2)	Basic (3-4)	Satisfactory (5-6)	Good (7-8)	Excellent (9-10)
<p>Briefly outline the marketing campaign, implemented in the last year, on which this entry is based. <i>Max. 50 words</i></p>	A poor explanation that exceeds the limited word count.	Either a poor explanation or one that exceeds the word count	A clear and succinct explanation of the marketing campaign within the word count.	A clear and succinct explanation of the marketing campaign within the word count describing an interesting and exciting campaign worthy of recognition	As “Good” assessment but with a new and innovative angle, perhaps untried in this sector or one that is complex and difficult to implement.
<p>What were the aims and objectives of this campaign? <i>Max. 150 words</i></p>	No definable aims or objectives stated.	Some explanation of the aims and objectives but perhaps vague without a clear understanding of what success will look like	A clear overriding objective that is easy to understand and its know what success will look like	As well as a clearly defined overall objective the company has also specified SMART objective.	As “Good” assessment but with specific reference to getting a return on the investment of the marketing campaign.

<p>What research was conducted to determine the details of the campaign, e.g. marketing methods, timescales, budget? <i>Max. 300 words</i></p>	<p>No evidence of research, or planning and / or no parameters defined.</p>	<p>Some evidence that the campaign was based on need and that project parameters were defined.</p>	<p>Evidence that this was a considered and evidence based need and that the approach was based on sound marketing principles with a defined budget.</p>	<p>Clear evidence that a robust analysis underpinned this campaign that employed appropriate marketing and business principles and that this is usual for the business.</p>	<p>As “Good” with evidence of new and innovative approaches to research and marketing methods.</p>
<p>How did you implement the campaign? <i>Max. 300 words</i></p>	<p>Little or no explanation of the implementation plan, or where that actual implementation failed, including being late and/or over budget</p>	<p>Some explanation of the implementation that was broadly on time and in budget and / or the implementation was mostly done by a third party.</p>	<p>Explanation of a structured and logical implementation plan that was largely conducted by the company rather than mostly through a third party.</p>	<p>A clear explanation of a structured plan but also evidence that the implementation came in as expected particularly on time and within budget and was entirely the work of the company.</p>	<p>As “Good” assessment, but where implementation was done under difficult circumstances, especially quickly, or using particularly innovative methods.</p>
<p>What were the outcomes of the campaign? Did it deliver against the targets set and what impact did this have on the business as a whole? <i>Max. 200 words</i></p>	<p>Little or no explanation or evidence that targets were set and / or monitored.</p>	<p>Evidence that targets were set and monitored but the campaign failed to meet those targets</p>	<p>Explanation of the overall outcomes of the campaign plus evidence that targets were set, monitored and achieved giving a positive impact on the business.</p>	<p>Clear explanation that the outcomes and targets were exceeded and a clear and measurable impact on business performance is evidenced.</p>	<p>As “Good” assessment but where the outcomes and impact have significantly exceeded expectations or where the campaign has been recognised beyond the normal industry sector, or has been considered</p>

					exemplary by other agencies.
<p>What plans do you have to continue and/or develop this campaign in the future? <i>Max. 200 words</i></p>	No plans to continue or develop this or similar campaigns.	Some plans to continue and / or develop the campaign	A clear plan to build on and better the existing campaign. Maintaining appropriate monitoring around impact and ROI	Evidence that this campaign is intended to be part of a bigger or broader marketing or communications strategy and the next stage is already, or about to be, implemented.	As “Good” assessment but where there is a significant and ambitious development already in place to build on this campaign.

Commitment to Customer Service

Good customer service is an integral part of any successful business. Whether a company’s customers are ordinary consumers or mega-corporations, treating them with respect and care is one of the best ways to strengthen a company's reputation and boost the bottom line.

With this award we are recognising those Welsh businesses that truly have customer service at the heart of their business and strive to go that bit further for their customers.

This award will be presented to a business that has implemented a new initiative to improve customer service in the last year. They will have clearly set out customer service standards and explain the steps they have taken to achieve these standards. They will also be able to demonstrate the impact that this has had on the business financially and in terms of customer feedback.

Assessment Scoring Guide

	Poor (0-2)	Basic (3-4)	Satisfactory (5-6)	Good (7-8)	Excellent (9-10)
<p>Briefly outline the customer service initiative, implemented in the last year, on which this entry is based. <i>Max. 50 words</i></p>	A poor explanation that exceeds the limited word count.	Either a poor explanation or one that exceeds the word count	A clear and succinct explanation of the customer service initiative within the word count.	A clear and succinct explanation of the customer service initiative within the word count describing an interesting and exciting campaign worth of recognition	As “Good” assessment but with a new and innovative angle, perhaps untried in this sector or one that is complex and difficult to implement.
<p>Why did you decide to implement an initiative to improve customer service? Outline the aims and objectives you set out to achieve. <i>Max. 150 words</i></p>	No clear driver for the initiative or no defined aims and objectives	Some rationale or evidence behind the initiative and definable aims and objectives.	The rationale behind this initiative is evidence based and the aims and objectives were clearly defined	As well as clearly defined aims and objectives the company has also specified SMART objective with a mechanism to measure customer service levels	A Clear driver, succinct aims and objectives that get buy-in across the business with SMART objectives and a clear picture of what success looks like

<p>What research was conducted to determine the details of the initiative? <i>Max. 300 words</i></p>	<p>Little or no research undertaken</p>	<p>Some research undertaken but mostly based on internal perceptions</p>	<p>The need for the initiative is evidence based and the research has determined the type of initiative required.</p>	<p>Robust research undertaken including direct customer engagement through e.g. focus groups, satisfaction questionnaires.</p>	<p>As “Good” assessment but where the research was particularly far reaching or innovative in its approach</p>
<p>How did you implement the initiative? <i>Max. 300 words</i></p>	<p>Little or no explanation of the implementation plan, or if the initiative failed</p>	<p>Some explanation of the implementation plan or if the initiative didn’t quite meet its objectives</p>	<p>Explanation of a structured and logical implementation plan including reference to budget and timescales</p>	<p>A clear explanation of a structured plan but also evidence that the implementation came in as expected particularly on time and within budget.</p>	<p>As “Good” assessment, but where implementation was done under difficult circumstances, especially quickly, or using particularly innovative methods.</p>
<p>What were the outcomes of the initiative? How did you monitor outcomes against the targets set and what impact did this have on the business as a whole? <i>Max. 200 words</i></p>	<p>Little or no explanation or evidence that targets were set and / or monitored.</p>	<p>Evidence that targets were set and monitored but the initiative failed to meet those targets</p>	<p>Explanation of the overall outcomes of the campaign plus evidence that targets were set monitored and achieved giving a positive impact on the business.</p>	<p>Clear explanation that the outcomes and targets were exceeded and a clear and measurable impact on business performance is evidenced.</p>	<p>As “Good” assessment but where the outcomes and impact have significantly exceeded expectations or where the initiative has been recognised beyond the company’s industry sector</p>

<p>What plans do you have to continue and/or develop this initiative in the future? <i>Max. 200 words</i></p>	<p>No plans to continue or develop this or similar initiatives</p>	<p>Some plans to continue and / or develop the initiative</p>	<p>A clear plan to build on and better the existing initiative. Maintaining appropriate monitoring around impact and ROI. An indication that great customer service is recognised by the company as essential for a successful business.</p>	<p>Evidence that this initiative is not just a one-off and the company has a culture of providing great customer service across all its operations.</p>	<p>As “Good” assessment but where the company could be considered exemplary in its delivery of great customer service in a way that transcends its own sector.</p>
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Excellence in Community Relations

To make Wales a prosperous nation, businesses need to work with their communities to increase opportunities for local people and support the most vulnerable in society.

With this award we are recognising businesses that work with local schools and organisations, encourage volunteering and charitable giving and invest in community and third-sector projects.

The successful business will be able to clearly demonstrate how they support the local community, help increase the employment opportunities of local people, particularly young people, and how they operate ethically and transparently. They will evidence how they treat their customers and suppliers fairly and manage the impact of products and services on vulnerable people and the community at large.

Assessment Scoring Guide

	Poor (0-2)	Basic (3-4)	Satisfactory (5-6)	Good (7-8)	Excellent (9-10)
<p>Outline the initiatives you have implemented in the last year to contribute to your local community. <i>Max. 250 words</i></p>	<p>One or few initiatives with little community impact and limited engagement by the staff.</p>	<p>Few initiatives with moderate impact and / or engagement with staff.</p>	<p>More than one initiative addressing the needs of different community stakeholders involving significant numbers of staff.</p>	<p>Evidence that the company has a sustained and on-going commitment to community relations with an allocated budget and company-wide involvement</p>	<p>As “Good” assessment but with examples that go above and beyond best practice in community relations and where the community impact has been especially high.</p>

<p>How have you increased employment opportunities for local people, particularly young people? <i>Max. 250 words</i></p>	<p>No increase to employment</p>	<p>Little employment opportunities at this time but an engagement strategy that will provide local and young people with employment opportunities when they arise</p>	<p>Examples of specific initiatives to recruit from the local work force including young people. This could include apprenticeship schemes, school engagements and bespoke training programmes etc</p>	<p>Clear examples where the company initiatives have resulted in permanent employment opportunities for local and young people</p>	<p>Unusual or innovative initiatives leading to local / young people recruitment and/ or where significant jobs have been created and filled from the local community / young people</p>
<p>Explain the policies and procedures that you have in place to ensure the business operates ethically and transparently. <i>Max. 250 words</i></p>	<p>No defined policies and procedures</p>	<p>Some policies and procedures exist.</p>	<p>Policies and procedures exist that are appropriate to the business and its community. Evidence that the business use the policies to inform their community activities.</p>	<p>A range of corporate social responsibility procedures exist and are used and reviewed regularly and there is also a discernible culture of community engagement which runs across the whole of the business.</p>	<p>Community Engagement procedures and policies underpin the operation of the entire business. The company is considered an exemplar in community relations</p>
<p>What impact have your initiatives had on the business as a whole? <i>Max. 200 words</i></p>	<p>Little or no impact</p>	<p>Moderate impact on a part of the business</p>	<p>Evidence of a clear impact on business performance such as employee engagement, community perception etc.</p>	<p>Evidence of a significant impact across the business including a correlation to business (financial) performance, brand and reputation.</p>	<p>As “Good” assessment but where the business impact has been far reaching, exceeded expectations and / or had an unexpected, significant positive consequence.</p>

<p>What plans do you have to continue and/or develop these initiatives in the future? <i>Max. 200 words</i></p>	<p>No plans to continue or develop this or similar initiatives</p>	<p>Some plans to continue and / or develop the initiative</p>	<p>A clear plan to build on and better the existing initiative. Maintaining appropriate monitoring around impact and ROI. An indication that great community relations are an important consideration for businesses.</p>	<p>Evidence that these initiatives are not stand alone and are integral to the company's beliefs and so will continue into the future.</p>	<p>A clear roadmap to include ambitious and highly impactful projects that will benefit the local community.</p>
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Excellence in Environmental Management

Businesses need to play their part in developing an environmentally sustainable Wales.

With this award we are recognising businesses that operate in a low-carbon, resource efficient and sustainable way with the aim of reducing their environmental impact as a whole.

This award will go to a business that can show how, over the last two years, it has reduced the use of energy and raw materials and increased the reuse, recycling and redirection of products and effluents to increase the span of their useful life. Consideration will also be given to initiatives to develop environmentally friendly products and services.

Assessment Scoring Guide

	Poor (0-2)	Basic (3-4)	Satisfactory (5-6)	Good (7-8)	Excellent (9-10)
<p>What initiatives have you implemented over the last two years to reduce your environmental impact? <i>Max. 200 words</i></p>	Few or no initiatives with only minor impact	Few initiatives with moderate impact	Several initiatives addressing different aspects of the environmental agenda including both energy consumption and waste management	As "Satisfactory" Assessment but also achievement of an environmental accreditation such as Green Dragon award	As "Good" but where specific initiatives can be identified that are particularly innovative in their approach and / or have had a significant environmental impact.
<p>Why did you decide to implement these initiatives? What business need or requirement did they aim to address? Outline the aims and</p>	Motivated by a reduction in costs or a legislative requirement only	Cost and / or legislation the prime motivator but a clear acknowledgement of the environmental benefit	The initiative was driven by genuine environmental concerns that exceed minimum regulatory requirements. Cost benefits whilst welcome, are a	The main driver is a cultural one driven from the top of the organisation and accepted throughout. The company has a	Driven from the workforce within a culture committed to the highest environmental and sustainability standards.

<p>objectives. <i>Max. 150 words</i></p>			<p>secondary consideration</p>	<p>clear environmental conscience.</p>	
<p>What research was conducted to determine the details of the initiatives? <i>Max. 200 words</i></p>	<p>Little or no research undertaken</p>	<p>Some research undertaken but mostly based on internal perceptions</p>	<p>The need for the initiative is evidence based including industry bench marking and the research has determined the type of initiative required.</p> <p>Use of 3rd party environmental specialists is acceptable</p>	<p>Robust research undertaken that forms part of an overall environmental impact assessment programme</p>	<p>As “Good” assessment but where the research was particularly far reaching or innovative in its approach</p>
<p>How did you implement the initiatives? <i>Max. 200 words</i></p>	<p>Implemented in a random or hap-hazard way</p>	<p>Some evidence of a project plan but delayed implementation or failure of the initiative to deliver the desired outcomes.</p>	<p>Evidence of a clear project plan that was implemented in a timely fashion and began delivering the desired results in accordance with projections.</p> <p>Where appropriate, the company maximised its direct involvement with the project.</p>	<p>Quick and Successful implementation of the initiative across all relevant areas of the business with maximum involvement of the company and its staff.</p> <p>Results and benefits exceeded expectations and / or were achieved ahead of schedule</p>	<p>As “Good” assessment, but where the implementation phase was delivered in an exceptional way and / or in particularly difficult circumstances. This could include the use of ground breaking technology or new and innovative processes, particularly if these technologies can have broader environmental</p>

					impacts beyond this company
<p>What were the outcomes of the initiatives? How did you monitor outcomes against the targets set and what impact did they have on the business as a whole? <i>Max. 200 words</i></p>	<p>Little or no explanation or evidence that targets were set and / or monitored.</p>	<p>Evidence that targets were set and monitored but the initiative failed to meet those targets</p>	<p>Explanation of the overall outcomes of the initiative plus evidence that targets were set, monitored and achieved giving a positive impact on the environment.</p>	<p>Clear explanation that the outcomes and targets were exceeded and a clear and measurable impact on environmental performance is evidenced.</p> <p>The initiative can be considered “Best Practice” within the industry</p>	<p>As “Good” assessment but where the outcomes and impact have significantly exceeded expectations or where the initiative has been recognised within or beyond the company’s industry sector as exemplary.</p>
<p>What plans do you have to continue and/or develop these initiatives in the future? <i>Max. 200 words</i></p>	<p>No plans to continue or develop this or similar initiatives</p>	<p>Some plans to continue and / or develop the initiative</p>	<p>A clear plan to build on and better the existing initiative. Maintaining appropriate monitoring around on-going environmental impact.</p> <p>An indication that reviewing and improving sustainability and environmental impact is important for a successful business.</p>	<p>Evidence that this initiative is not just a one-off and the company has an embedded culture of minimising the impact its operations have on the environment ensuring future initiatives will follow</p>	<p>As “Good” assessment but where the company could be considered exemplary in its activities not just in its own sector but across industry.</p>

Start Up Business of the Year

Wales needs to be a country that fosters a culture of entrepreneurship where new businesses are given the encouragement and support they need to grow and become a successful, sustainable business. With this award we are recognising the hard work of entrepreneurs in starting new businesses.

The award is open to businesses based in Wales that have been trading for less than 12 months (dated from first invoice sent) at 30 September 2017.

The winner of the award will be able to demonstrate a clear rationale for starting the business and that in-depth market research was conducted beforehand. They will also need to show strong commercial performance and financial results since trading commenced and be able to demonstrate how they overcame the challenges they have faced. The successful business will also be able to explain their vision for the future and show potential for growth.

Assessment Scoring Guide

	Poor (0-2)	Basic (3-4)	Satisfactory (5-6)	Good (7-8)	Excellent (9-10)
<p>What is the background to starting the business? <i>Max. 200 words</i></p>	Not scored				
<p>Explain the business planning process that was undertaken, including research, support required and obtained, specialist knowledge? <i>Max. 250 words</i></p>	<p>Little or no planning or market research undertaken prior to starting the business</p>	<p>Some market research undertaken and / or a business plan written</p>	<p>Significant and Robust research into markets, competitors, pricing, customer demand etc. undertaken. This fed into a fully costed business plan. Professional advisors were used if appropriate</p>	<p>Research undertaken that has identified a gap in the market rather than a “me to” business. This has flowed through to the business plan where the business’ USP is clearly identified and can be exploited.</p>	<p>As “Good” assessment but with other dimensions, e.g around the development of a new product that has taken extensive development to bring to market or research into overseas markets or non-traditional distribution channels</p>

<p>How do you measure business performance against the organisation's vision and objectives? <i>Max. 250 words</i></p>	<p>There are no visions and objectives or they are not reviewed</p>	<p>There are stated vision and objectives but it is not clear if they will be effectively reviewed.</p>	<p>There is a clear mechanism to measure business performance in place.</p>	<p>Not only is there a clear system of performance measurement but there is a defined process for taken action where performance is not being met.</p>	<p>As "Good" assessment but with innovative ways to measure the performance and take action.</p>
<p>What challenges did you face during the start-up process and how did you overcome them? <i>Max. 250 words</i></p>	<p>Little or no challenges reported and / or they were overcome by accident rather than through a considered plan of action.</p>	<p>Some challenges identified but no clear evidence of a logical and proactive response to them.</p>	<p>Clear recognition that business faces many challenges. Evidence of resilience in the face of those challenges coupled with a logical approach to overcoming them, including using others for help and advice.</p>	<p>Some major challenges identified and evidence of using innovative approaches to overcome them particularly if these are logically thought through, effectively implemented and can apply to other start-ups</p>	<p>As "Good" assessment but where there is particular or extreme adversity due to the individuals' background, type of business being started or the operating and competitive arena the business is in.</p>
<p>What plans do you have to develop and grow the business in the future? <i>Max. 200 words</i></p>	<p>No intention to grow or develop the business or desire is there but no growth plan is in place.</p>	<p>Intend to grow the business but the plan is not achievable and / or not comprehensive enough.</p>	<p>A plan exists that is steady yet achievable and is underpinned by robust analysis and logical assumptions.</p>	<p>The plan is ambitious but believable as there is evidence of some big wins, clear market opportunities or significant backers. The business is operating in a growth and / or niche sector</p>	<p>As "Good" but the growth trajectory has already been established during the first year. Major orders are secured, recruitment is underway and the</p>

				whose prospects are good.	prospects look especially bright.
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Growth Business of the Year

Growing businesses are an important part of a successful economy for a number of reasons; they provide job security for staff, they help increase employment in the community and they positively impact on their whole supply chain.

With this award we will be recognising the businesses, large or small, that can demonstrate marked growth in sales, profits, products offered and/or staff in the last year.

The successful business will be able to describe the strategy they took to help them grow including the research and preparation as well as implementation. They will also be able to demonstrate how growth in some areas of the business has helped the business overall.

Assessment Scoring Guide

	Poor (0-2)	Basic (3-4)	Satisfactory (5-6)	Good (7-8)	Excellent (9-10)
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<p>Provide an overview of the strategies you have implemented to grow sales, profits, products and/or staff in the last year? <i>Max. 250 words</i></p>	<p>Poor explanation of the growth strategies.</p>	<p>Some explanation of growth strategies with reference to developing products and markets to maximise potential.</p>	<p>A clearly articulated and logical strategy to grow the business in all aspects with appropriate levels of risk and financial exposure</p>	<p>An ambitious strategy which nonetheless has been achieved. There is evidence that the company is committed to growth and has a strategic framework that they use effectively.</p>	<p>As “Good” assessment but where there has been an exceptionally successful strategy; taken a particularly innovative approach; or has been transformational for the business (e.g. in a turnaround scenario)</p>
<p>What research was conducted into methods of growing the business and how did you decide on the strategies chosen? <i>Max. 250 words</i></p>	<p>Growth not a result of a defined plan, rather it has occurred naturally.</p>	<p>Some research into market opportunities has been undertaken but this has not necessarily informed a growth strategy for the business.</p>	<p>The strategy is based on robust and appropriate market research. Sales projections should be measured and achievable.</p>	<p>The business has researched innovative ways to grow potentially through diversification or disruptive processes and products.</p>	<p>The research is not only innovative but could be applied across other sectors.</p>
<p>How did you implement the strategies? <i>Max. 250 words</i></p>	<p>Little or no explanation of the implementation plan.</p>	<p>Some explanation of the implementation plan</p>	<p>Explanation of a structured and logical implementation plan including reference to budget and timescales and utilising internal</p>	<p>A clear explanation of a structured plan but also evidence that the implementation came in as expected particularly on time and within budget.</p>	<p>As “Good” assessment, but where implementation was done under difficult circumstances, especially quickly, or</p>

			resources appropriately.		using particularly innovative methods.
<p>Explain the growth experienced in sales, profit, products and/or staff as a result of the strategies implemented. How did you monitor outcomes against the targets set and what impact did the strategies have on the business as a whole?</p> <p><i>Max. 200 words</i></p>	<p>Growth is steady but quite limited. Outcomes are not monitored and / or targets were not set. Impact on the business is not clearly explained.</p>	<p>Growth may be quite good but there is not a clear correlation between the growth and a particular strategy. Business impact is only partly explained and / or is not overly impressive</p>	<p>Evidence of a clear correlation between the strategies implemented and the impact on the business. Expressed in turnover, profit and employee numbers. There should be a reference to monitoring performance and strategic review (and adjustment where necessary)</p>	<p>As “Satisfactory” but the growth is particularly good and is impacting on all aspects of the business including employee numbers. Also, there is a clear growth culture being evidenced and it is apparent that through developing new products and markets then further growth is likely.</p>	<p>Growth is exceptional. The rate and scale of growth experienced to date is clearly down to the strategies it has implemented. The company is expected to continue to grow in turnover, employee numbers and profitability due to its innovative approach, culture and strategic leadership</p>
<p>What plans do you have to develop and grow the business in the future?</p> <p><i>Max. 200 words</i></p>	<p>No intention to grow or develop the business or desire is there but there are no defined plans in place.</p>	<p>Intend to grow the business but the plan is not achievable and / or not comprehensive enough.</p>	<p>A plan exists that is steady yet achievable and is underpinned by robust analysis and logical assumptions.</p>	<p>The plan is ambitious but believable as there is evidence of some big wins, clear market opportunities or significant backers. The business is operating in</p>	<p>As “Good” but the growth trajectory has already been established during previous years. Major orders are secured, recruitment is</p>

				a growth and / or niche sector whose prospects are good.	underway and the prospects for further growth look especially bright.
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Success through Overseas Trade

Developing Wales’ export base, through more businesses exporting for the first time and existing exporters moving into new markets, is essential for Wales’ long-term economic growth.

With this award we are recognising businesses that have expanded in to a new overseas market in the last two years and used this opportunity to innovate, develop products, grow and provide employment.

The award is open to all businesses based in Wales who export either goods or services.

The winner of this award will be able to clearly demonstrate how they researched opportunities and the process they went through to find new customers or grow their existing overseas customer base including innovative marketing and making connections. They will also be able to show how sales have grown, products have been developed and how challenges were overcome.

Assessment Scoring Guide

	Poor (0-2)	Basic (3-4)	Satisfactory (5-6)	Good (7-8)	Excellent (9-10)
<p>What initiatives have you implemented over the last two years to enter a new overseas market? <i>Max. 200 words</i></p>	<p>Little or no proactive initiatives.</p>	<p>Some in-house research into international market opportunities but done on an ad hoc basis. Possibly a speculative in-market visit.</p>	<p>Formal market research undertaken likely to be through in-market specialists and / or agencies such as UKTI. Likely to include exhibiting at trade shows or investigating distributor opportunities</p>	<p>As “Satisfactory” assessment but across several international markets. Have made some export sales in these new markets already.</p>	<p>Fully resourced initiatives have already established a customer base in market. Goods or services are being exported to new markets and growth potential looks promising</p>

<p>Why did you decide to enter this market? What research was conducted to consider different markets and how was the chosen market selected? <i>Max. 150 words</i></p>	<p>Little or no research. Market was identified because of an order from that market.</p>	<p>Some research undertaken and / or market opportunity came about via existing customer base.</p>	<p>Robust research undertaken to include market potential and competitor analysis. This market was compared against other international markets.</p>	<p>A Clear market opportunity presented itself which when combined with objective market research determined that this was an appropriate market to enter</p>	<p>This market forms part of a bigger internationalisation strategy that the company is currently embarked on.</p>
<p>How did you implement the initiatives? <i>Max. 200 words</i></p>	<p>Implemented in a random or hap-hazard way</p>	<p>Some evidence of a logical implementation process.</p>	<p>Evidence of a clear project plan that was implemented in a timely fashion and began delivering the desired results in accordance with projections. Where appropriate, the company might have used an in-market agent or distributor. Success in the market led to increased sales.</p>	<p>Quick and Successful implementation of the initiative with maximum involvement of the company and its staff. Product launches exceeded expectations and / or were achieved ahead of schedule which led to growth in sales, profit and employment.</p>	<p>As “Good” assessment, but where the market was approached in an innovative or exceptional way and / or in particularly difficult circumstances due to the market in question.</p>

<p>What challenges did you experience and what steps did you take to overcome them? <i>Max. 200 words</i></p>	<p>Little or no challenges reported and / or they were overcome by accident rather than through a considered plan of action.</p>	<p>Some challenges identified but no clear evidence of a logical and proactive response to them.</p>	<p>Clear recognition that business faces many challenges. Evidence of resilience in the face of those challenges coupled with a logical approach to overcoming them, including using others for help and advice.</p>	<p>Some major challenges identified and evidence of using innovative approaches to overcome them particularly if these are logically thought through, effectively implemented and can apply to other exporters</p>	<p>As “Good” assessment but where there is particular or extreme adversity due to the market in question (e.g. cultural, language, security); type of product or service; or the competitive arena in that particular country.</p>
<p>What were the outcomes of the initiatives? How did you monitor outcomes against the targets set and what impact did they have on the business as a whole? <i>Max. 200 words</i></p>	<p>Not able to define the specific outcomes or the net effect on the business was negligible.</p>	<p>Company has monitored sales and business impact in this market but it has led to only moderate growth of the business</p>	<p>Clear, definable outcomes that have led to overall growth in the business. By operating in this new market the business has been able to increase profitability and employment opportunities.</p>	<p>Good business growth creating new jobs and enabling new product development.</p>	<p>Exceptional Business growth as a result of entering this market.</p>
<p>What is your strategy for continuing to trade internationally – both growing existing markets and entering new markets? <i>Max. 200 words</i></p>	<p>No defined strategy or a reactive approach to international markets</p>	<p>Some strategic approach to new international markets but with limited resources allocated to developing those markets.</p>	<p>A clearly defined, resourced and appropriate strategy to increase trade in existing markets and enter new ones. The strategy should be measured and achievable. It should</p>	<p>As “Satisfactory” assessment but with a clear focus on developing staff in the company through, e.g. overseas postings, language development,</p>	<p>An ambitious yet achievable international strategy that makes best use of third parties and innovative techniques for international expansion. The company’s approach</p>

			include specific initiatives such as multi lingual websites.	international trade training.	should be such that it could be considered Best Practice across industries
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Young Entrepreneur of the Year

For the Welsh economy to continuously grow we need to be continuously developing new entrepreneurs.

With this award we will be recognising the young people who are successfully running their own business and have taken their business forward in the last year.

This award will be presented to someone aged between 16-30 who demonstrates entrepreneurial flair, exceptional vision and leadership.

Assessment Scoring Guide

	Poor (0-2)	Basic (3-4)	Satisfactory (5-6)	Good (7-8)	Excellent (9-10)
<p>What is your background? <i>Max. 150 words</i></p>	Not Scored				
<p>Provide an overview of the business/es that you currently run including activities, office locations, size, countries in which you trade and performance over the last three years (or since start-up if shorter). <i>Max. 200 words</i></p>	Not Scored				

<p>What are your values and how do you embed them within your business/es and workforce? <i>Max. 150 words</i></p>	<p>No or poorly articulated values and / or no strategy to embed them</p>	<p>Some defined but possibly superficial values without the clarity of how they might be embedded in the company.</p>	<p>Clearly articulated values that are appropriate to the business with a believable explanation of how they might be embedded.</p>	<p>Impressive and original values that are still achievable coupled with an innovative way in which they will be embedded</p>	
<p>Why did you decide to start up your business/es? What challenges did you experience and how did you overcome them? <i>Max. 200 words</i></p>	<p>Little or no explanation supporting the decision to start a business. Little or no challenges reported and / or they were overcome by accident rather than through a considered plan of action.</p>	<p>Some reasoning behind the decision to start a business. Some challenges identified but no clear evidence of a logical and proactive response to them.</p>	<p>Good, sound rationale for wanting to start a business. Clear recognition that business faces many challenges. Evidence of resilience in the face of those challenges coupled with a logical approach to overcoming them, including using others for help and advice.</p>	<p>Good, sound rationale for wanting to start a business. Some major challenges identified and evidence of using innovative approaches to overcome them particularly if these are logically thought through, effectively implemented and can apply to other start-ups</p>	<p>As “Good” assessment but where there is particular or extreme adversity due to the individuals’ background, type of business being started or the operating and competitive arena the business is in.</p>
<p>Outline up to three key milestones or successes that you have achieved within the last year. <i>Max. 200 words</i></p>	<p>Insignificant milestones noted</p>	<p>Some significant milestones noted demonstrating progress in establishing a business.</p>	<p>Clear, logical and significant milestones that have demonstrated resilience and an entrepreneurial approach that belies the age or experience of the applicant.</p>	<p>As “Satisfactory” assessment but where the milestones are particularly significant in terms of the level of challenge, value of a contract, rate of growth etc.</p>	<p>As “Good” assessment but where these successes have been achieved in the face of particular adversity or through a particularly innovative approach.</p>

<p>What are your future plans for your business/es and your own professional development? <i>Max. 200 words</i></p>	<p>No Plan in place</p>	<p>A plan in place but may not be achievable or not address both the business and the individual.</p>	<p>A clearly articulated plan that provides for growth in the business and the individual.</p>	<p>A good growth plan that balances aspiration and pragmatism. Seeking external support and advice and looking for role models and CPD opportunities from beyond the usual sources.</p>	<p>As “Good” assessment but where the plan includes something innovative, unusual or unexpected that will positively enhance the growth potential of the business and individual.</p>
<p>Summarise why you believe you should be the winner of this category <i>Max. 150 words</i></p>	<p>There is limited guidance to be given here. The applicant should be scored according to the way they articulate a case for being the winner within the specified word count. So a succinct yet compelling case should be made that projects the applicants passion for his / her business as well as their own resilience and entrepreneurial spirit. Provide a score between 0 and 10 on the basis of the extent that you have been convinced they should win.</p>				