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**Lean Business Ireland Awards 2023**

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| **Category:** | *Large Lean Business Of The Year* |
| **Entrant Organisation:** |  |
| **Size Organisation:** | *Large* |
| **Entry Overview (100-150 words):** |  |

**Entrant Submission**

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| **CRITERIA & WEIGHTING** | **ENTRANT CONTENT** (entrants should ensure that content is proportional to the respective criteria weighting) |
| *LEAN STRATEGY DEVELOPMENT & LEADERSHIP (10%: half-page)** Evidence of a strategic organisation and enterprise-wide approach to excellence.
* Evidence of Lean & CI Strategy alignment with recognised global best practices and frameworks.
* Evidence of strategic alignment of business systems and KPIs, and of purpose, people, and processes.
* Evidence of strategic emphasis on formative design and implementation support; and on stakeholder engagement, prioritisation, and analysis: most critically the Voice of Customer, both internal and external.
* Evidence of senior leadership team (SLT) buy-in and support; and vision and mission developed and clearly communicated enterprise-wide and with all stakeholders.
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| **CRITERIA & WEIGHTING** | **ENTRANT CONTENT** (entrants should ensure that content is proportional to the respective criteria weighting) |
| *LEAN STRATEGY DEPLOYMENT (10%: half-page)** Evidence of Hoshin Kanri thinking and practice.
* Evidence of Customer and Value focus.
* Evidence of effective Management and CI systems in place with aligned metrics and oriented to advancing and sustaining a culture of excellence.
* Evidence of effective People Development systems, and Knowledge and Learning systems, in place and aligned to the core strategy.
* Evidence of effective Visual Management systems across the organisation/enterprise, along with measurable progress reported across all departments/units/levels.
* Evidence of Leadership systems and Leader Standard Work focused on culture, behaviours, and respect for people and the work.
* Evidence of systemic and holistic deployment that is mindful of and positive towards the planet and wider community and society.
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| **CRITERIA & WEIGHTING** | **ENTRANT CONTENT** (entrants should ensure that content is proportional to the respective criteria weighting) |
| *OPERATIONALISATION & RESULTS (55%: 2-3 pages)** Evidence of an Enterprise-wide focus; Results-orientation; CI/Kaizen Projects; Scientific Thinking; Measurement, Analysis, and Reporting; Knowledge Management and Learning; and Respect and Recognition systems.
* Evidence of clearly defined Behavioural Standards linked to the core business and performance, as well as overall culture.
* Evidence of Lean Leadership, Employee Engagement, and Mentoring and Coaching.
* Evidence of active development of managers, supervisors, team leads, administrators, and shop-floor associates/operatives that is relevant to their work and, ideally, driven by their own 'pull' for their ongoing personal and professional development.
* Evidence of defined time and processes to capture ideas and opportunities for improvement, along with defined systems of work and a constant focus on the simplification of work and standardisation.
* Evidence of Value Stream analysis.
* Evidence of fulfilment on the Customer and Value focus.
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| **CRITERIA & WEIGHTING** | **ENTRANT CONTENT** (entrants should ensure that content is proportional to the respective criteria weighting) |
| *FUTURE PLANNING (25%: 1-page)** Evidence of a clear and sustainable CI strategy.
* Evidence of a balanced approach to the Socio and the Technical.
* Evidence of balanced and systemic integration of next-generation technologies and digitalisation.
* Evidence of alignment with and fulfilment of ESG/Sustainability/Circular Economy principles and priorities.
* Evidence of an ambitious and ongoing capability development and learning organisation strategy.
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