



Family Business
Australia

FAMILY BUSINESS OF THE YEAR AWARDS

Application Form 2010



Can you just imagine?



The glow of pride you will feel...
Announcing to your customers...
Showing your clients, friends and family...
Informing investors, stakeholders and staff...
That all your hard work has paid off...
And your family business has been named...

Family Business of the year! Or that you have in the family... The Next Generation Achiever of the year.. or even, the winner of the coveted Jason Lea Award for entrepreneurship!

The Family Business of the Year Awards program seeks to celebrate the achievements of Australian family businesses, and their contribution to our lives, our culture and the Australian economy.

The awards are open to all Australian businesses that are substantially owned and operated by a family or group of families.

While the program identifies and celebrates a winner in May 2010, in each of four generational categories in every state, the state winners become automatic finalists in the search for the four national winners,

announced at National Conference on the Gold Coast in September 2010.

Businesses entering must have a solid record of financial performance and stability and be actively involved in the community and committed to the ideals of family business.

We are also seeking the family business person with a 'can do' attitude who personifies the attributes held dear by FBA's late National Chairman, Jason Lea. Nominate here for the Jason Lea Award!

And finally – the inaugural Next Generation Achiever Award for the most

inspiring, aspiring young entrepreneur in the family business! Nominate here for the Next Generation Award, and win family business education to the value of \$2000.

Why should you enter or nominate someone in your business?

It is a great opportunity to authorise a health check on your family business; explore the commonly held Family Business Best Practices, and spot the areas in your business needing attention.

Past winners of the awards have received positive nation wide publicity, highlighting their products and services, and paying tribute to their staff. Based on research that proves that consumers are twice as likely to use the services of, or purchase from, a family owned company, our winners have gone on to use their achievement in marketing campaigns and marketing material.

The Australian national winners will be announced at a glittering awards dinner at the 2010 National Conference at Sanctuary Cove on the Gold Coast.

2009 1st Generation winner, the Taylor family from Townsend Building Services





FAMILY BUSINESS OF THE YEAR AWARDS

Application Form 2010

Section 1

Entry Details and Business Description

Family business name _____
Contact person _____
Position _____
Contact phone number _____
Contact mobile number _____
Email _____
Website address _____
Postal address _____

Note: Applicant will be nominated by FBA for the category that corresponds with the generation of the family member who holds the most senior managerial position in the family business.

When was the applicant's business started and by whom?

Generation of the family member currently holding the position of MD/CEO (please circle)
1st 2nd 3rd 4th 5th please specify _____

If the MD/CEO is NOT a family member, indicate generation of family member(s) who hold a controlling ownership interest in the business

Which of the following applies to your family business?

- Small (fewer than 25 employees)
- Medium (26 to 99 employees)
- Large (100 or more employees)

Type of business, and industry sector? _____

Number of full time employees (including family members)? _____

Business turnover for each of the past three years? _____

Key measures of business performance over the past three years? _____

Has the business been profitable in the most recent year? _____

List awards, achievements, and TQM accreditation (if any) _____



Winners of the 2009 4th Generation and Over Award; the Lionel Samson Family Group



Section 2 Family Tree and Family Business History (Weighting 15%)

Please provide a comprehensive Family Tree (or Genogram) covering a minimum of two (2) generations of members of the managing/owning family, setting out the following details for each family member:

- Name
- Age
- Relationship to senior generation
- Position/role in the business (if any)
- Whether family member has an ownership interest in the business
- Whether family member is a Director of the company, and
- Number of years the family member has been involved in the business on a full time basis

(Note: It is important that you provide all the above-mentioned details for each family member in the Family Tree.)

Please provide a brief description and history (approximately 500 words) of your family business including details such as:

- Family culture, values, vision, mission statement, founder influence
- When and how the business became a family business, and role of the family in the business.
- Guiding principle for the family business:
'What is best for the family or what is best for the business?'

Section 3 Family Business Best Practices (Weighting 75%)

As the weighting indicates, this is the main section in the Application Form. It is designed to enable each applicant to address the following overarching question: How do your managerial practices for family members reflect 'best practice'?

(NOTE: You may either answer this question in your own words providing as comprehensive an answer as possible, or you may use the following items as a mini checklist in the drafting of your answer.

FAMILY MEMBERS IN MANAGERIAL POSITIONS

- 3.1 Documented policies for entry into and exit from the business. (Specify policies)
- 3.2 Criteria for family members joining the business. (Specify criteria)
- 3.3 Is outside experience required prior to joining the business?
- 3.4 Are family members paid market rate salaries? Specify how these are determined.
- 3.5 Describe how decisions about promotions and appointments of family members are made.

COMMUNICATION, GOVERNANCE AND OUTSIDE ADVICE/INPUT

- 3.6 Do you hold family meetings (or other processes) to facilitate discussion/resolution of issues?
- 3.7 Do you have a Board of Directors that includes non-family Directors? How often does it meet?
- 3.8 Does the family have a process (such as a Code of Conduct) to guide the relationships and behaviour of family members in the business? (This question is primarily for 2nd and subsequent generation family businesses.)
- 3.9 Is there a mechanism to ensure that all family members have a say in the running of the business e.g. a family council? (This question is primarily for 2nd & subsequent generation family businesses.)

PLANNING

- 3.10 Describe your greatest challenges as a family business and what steps are you taking to meet them
- 3.11 Do you have a written business or strategic plan? Explain how this was developed.
- 3.12 Do you have contingency plans to deal with serious illness/incapacity/ loss/divorce of key family members involved in the business?

Continued



Section 3 *continued* Family Business Best Practices (Weighting 75%)

BUSINESS CONTINUITY AND SUCCESSION

- 3.13 Do you intend the business to remain 'in the family'?
- 3.14 Do you have a succession plan that addresses issues of both management and ownership succession including the fair and equitable distribution of family assets, and the issue of business ownership control?
- 3.15 Are other family members involved in succession planning discussions?
- 3.16 Do you have leadership training or mentoring programs for younger family members?

Section 4 Good Corporate Citizenship (Weighting 10%)

Details of community or industry involvement and philanthropic or charitable activities

Guiding Note: Please give the judges as much insight as possible into the type of civic and philanthropic initiatives your business has been involved in, why that particular avenue was taken, and what the aims and objectives are for that involvement. This is not an enquiry into how much you have donated to charity, but more to establish how the business is involved in your community or society at large. (Maximum of 500 words.)

Note: Winners need to be willing to be interviewed, and also, to present at 'Meet the Winners' events in their home state.

Section 5 Next Generation Achiever Award

(This section is Optional)

This is awarded to a member of the Next Generation currently working in the family business.

This may be filled in by someone other than the nominee, but the questions assume the first person.

The winner will receive a sponsorship from the Australian Centre for Family Business to the value of \$2000, towards his or her choice of family business related education.

- 5.1 Detail to the selection panel, from a life-cycle perspective (i) your family, (ii) yourself, and (iii) your family business.
 - 5.1.1 Include a description of your position in the family business, and how you came to be there.
 - 5.1.2 What does your position description entail, how are your KPIs measured and how is your remuneration determined/reviewed?
- 5.2 Describe how you prepared for entry into the family business, including education, previous experience, experience in similar industry etc
- 5.3 Describe initiatives that you have either (i) introduced, (ii) have tabled, or (iii) are in an advanced stage of thought development, which the Next Gen award would assist you in further developing or implementing in your family business
 - 5.3.1 What have you brought to the business? This may include, but not necessarily all, innovation, improved processes, thought leadership etc.

Note: The candidate's family business must be entered in the award program. If a national winner in the past four years, the nomination must be accompanied by a copy of the winning entry.



Section 6

FBA Innovation and Entrepreneurship Award, in honour of Jason Lea

(This section is Optional)

Do you or an individual member of your family epitomise the qualities demonstrated by Jason Lea?

This may be filled in by someone other than the nominee, but the questions assume the first person.

The Jason Lea Award was awarded for the first time in 2006, in memory of Family Business Australia's late National Chairman, Jason Lea.

Enter to win the Jason Lea Perpetual Trophy. The individual winner will also receive free registration to attend the 2010 Family Business Australia National Conference (please note this is not transferable).

This is an award for an individual and not for the business as a whole. The winner will clearly be an ideas person who either shows great entrepreneurial potential or has demonstrated entrepreneurship. He or she will have a strong commitment to excellence and family business best practices, a 'can do' attitude, and a capacity for hard work. Jason was enthusiastic, supported the 'small end of town', and believed in the value of a positive attitude.

Tell us about your candidate for the Jason Lea Award in no more than 500 words. The candidate's business must be entered in the award program this year.

Note: If entering online, please add photographs, supporting documentation such as awards, certificates, etc as attachments.



Winner of the Jason Lea Award Dena Blackman with FBA, Chairman David Haymes

Disclaimer

Disclaimer: *If successful in the 1st, 2nd, 3rd or 4th and beyond generation State Family Business of the Year Awards, I understand that this entry will be automatically included in the judging of the 2010 National Family Business of the Year Awards with the winners being announced at the National Family Business Australia Conference and Awards Dinner being held at Sanctuary Cove on the Gold Coast.*

Privacy Clause: *The information collected by Family Business Australia Ltd ABN 61 083 076 000 will be used for administrative and contact purposes, and will be provided to the judging panel at the state and national levels for the purpose of judging this entry. The contact details of nominees for the FBA national awards may be provided to major sponsors and media sponsors. Personal information will not be used or disclosed for any other purposes. You may access this information by contacting us.*

Confidentiality Clause: *All judges acting on behalf of FBA on state and national judging panels, and all interviewers acting on behalf of FBA, will sign confidentiality agreements to protect the commercial information submitted by entrants of the 2010 Family Business of the Year Awards program.*

Please print name _____

Signature _____

Date _____



Rules of Entry

Note: If entering online, please add photographs, supporting documentation such as awards, certificates, etc as attachments.

- 1 All entrants will enter in one of four generational categories (see section 1)
- 2 Previous national winners may not enter the Family Business of the Year Awards in the same category for a period of four years. State winners who did not win at the national level may re-enter at any stage.
- 3 2010 State winners automatically become finalists in the 2010 national awards program.
- 4 A nomination must be submitted by 15th December, 2009. Entries close on 1st April, 2010.
- 5 All questions must be answered under the headings provided. Unanswered questions will attract zero percentage points.
- 6 The submission must be presented in two parts; the main document which contains the answers to the questions and an appendix which contains your supporting documentation. These should be typed and formatted as follows:
 - 7 Page size: A4 (297 x 210mm). All pages must be numbered and indexed.
 - 8 Font: 12 pt Times New Roman or Arial.
 - 9 Format: text must not represent more than 10 pages of total submission, excluding cover sheet, table of content and images. Supporting documentation should be relevant to specific question and be cross-referenced.
- 10 Layout: State the question, then the answer.
- 11 Binding: Entry must be bound. A4 ring binder or wire/plastic binding or book style staple.
- 12 The cover page must contain
 - (I) Category entered
 - (II) Business name and contact of entrant.
- 13 Four (4) high resolution A5 colour jpegs on CD-Rom, or four (4) quality photographs, illustrating your business to accompany entry (Please caption each photograph with business name or name of family members pictured).
- 14 Three (3) copies of your entry must be submitted.

Please post or fax or email your application to the following chapter representative in your state by 1st April 2010

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