

Small/Mid-Size Company of the Year



PURPOSE OF COMPETITION

The Deal Awards are the latest addition to the ncjMedia event and exhibition portfolio. The awards will recognise the outstanding talents of our professional and financial community in helping to make these deals happen but they also celebrate the strategic skills of executives both in the private and public sectors.

JUDGING CRITERIA

This award is for companies with a pre-deal turnover of less than £20m and is designed to ensure that excellent deals of all sizes are given appropriate recognition by the North East business community.

ENTRY CRITERIA

The awards are open to companies situated within the circulation areas of The Journal and Evening Gazette.

All deals will have taken place between 1st April 2007 and 31st March 2008.

Entrants may enter more than one category.

Following submission of your nomination you may be contacted by our researchers, Durham University Business School and be asked to provide further information to assist our judges.

All additional material must clearly state company details and award category applied for.

The judges decision is final and no correspondence will be entered into.

All entries must be received by 5pm on Friday 4th April 2008. You can submit your entry via email to kirsty.tarn@ncjmedia.co.uk or by post to Kirsty Tarn, Events Manager, Regional Events & Exhibitions, ncjMedia Ltd, Groat Market, Newcastle upon Tyne, NE1 1ED. For further enquiries contact Kirsty Tarn, Events Manager on (0191) 201 6072.

GENERAL

All financial information will be treated in the strictest confidence and will not be disclosed to anyone other than the panel of judges and its advisors. Please provide enough relevant information to enable the assessors to form a clear picture of your achievements.

ALL SUBMISSIONS TO BE RECEIVED BY 5PM FRIDAY 4TH APRIL 2008

CONTACT DETAILS

Company name:.....

Address:.....

Postcode:.....

Email & website address:.....

Telephone:.....

Name of contact dealing with submission:.....

Authorisation of Chairman/Chief Executive:.....

Date of submission:.....

COMPANY DETAILS

Date of formation:.....

Is the business a partnership or limited company?.....

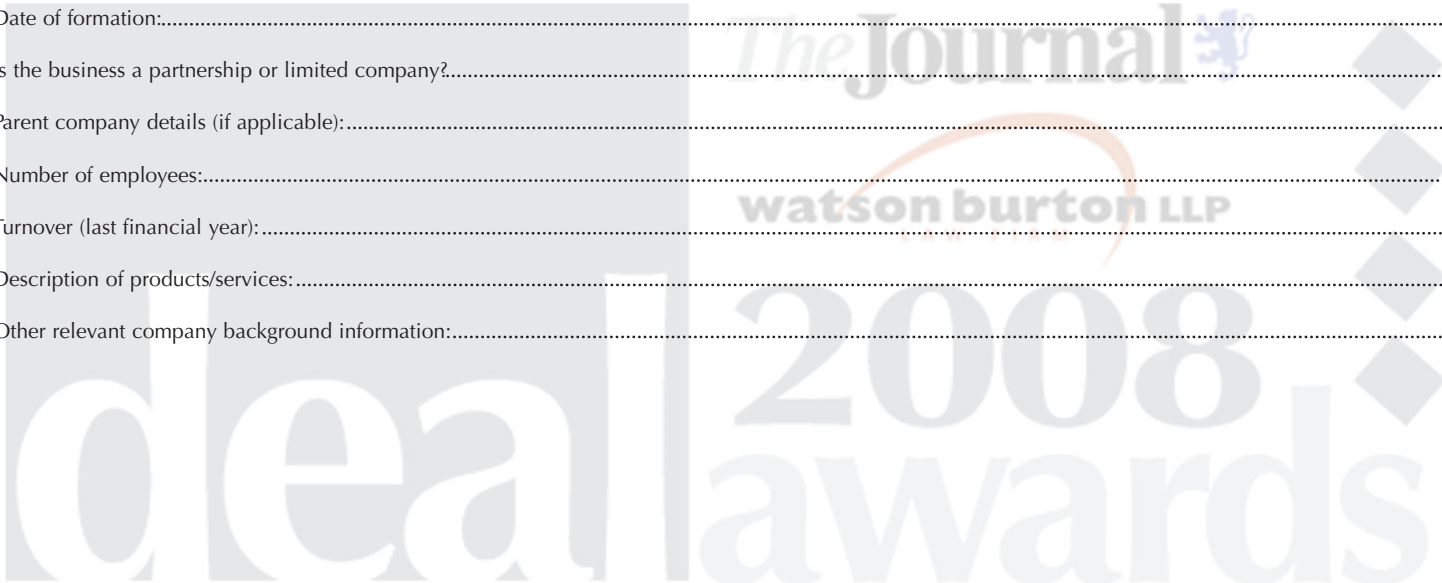
Parent company details (if applicable):.....

Number of employees:.....

Turnover (last financial year):.....

Description of products/services:.....

Other relevant company background information:.....



AWARD INFORMATION (Please answer the following questions in detail, providing as much information as possible to support your entry)

1. How does the deal fit in with the company strategy?
2. Have forecast benefits been achieved?
3. What was the most important part of the whole process?
4. What was the most satisfying part of the deal?
5. How much luck was involved?
6. In 100 words or less, please explain why this was an award-winning deal?

SMALL/MID-SIZE COMPANY ACQUISITION – PLEASE ANSWER THE FOLLOWING QUESTIONS

7. How was the target identified and what was the rationale behind it?
8. Why was acquisition chosen, as opposed to joint venture or alliance?
9. Was this part of a programme of acquisitions, or a stand alone move?
10. Was there a prior relationship with the target?
11. (a) What is the source of expected revenue enhancements, synergies or cost savings you expect to achieve from the acquisition?
(b) How much overlap is there between the two businesses?
12. What other aspects of the deal are expected to add value to the combined organisation?
13. What impact on revenues, earnings and growth rates were forecast when assessing the target's value?
14. What were the main areas of risk identified prior to the acquisition?
15. (a) Does this represent a move into new markets (geographically or by sector)?
(b) Does this increase or decrease the market risk of the business?
16. (a) At what stage did you involve external advisers?
(b) Who are they, and what were their contributions?
17. (a) How did you arrive at a valuation of the target?
(b) Was the target profitable?
(c) What was the expected growth rate?
18. Did anyone in particular contribute strongly to the success of the deal?
19. (a) How did you successfully bid for the target?
(b) Were there other bidders?
(c) What premium, over book value was paid for the target?
20. (a) What was the intended level of integration post-acquisition?
(b) What were the critical success factors or key objectives of the implementation phase?
(c) How closely to predicted cost/time/quality objectives have these objectives been met?
(d) What problems were encountered during implementation and how were these resolved?

SMALL/MID-SIZE COMPANY SALE – PLEASE ANSWER THE FOLLOWING QUESTIONS

21. What was the reason for the sale?
22. Was the sale from a position of strength or weakness?
23. What was the key selling point of the business?
24. (a) Was the company capable of continuing successfully on its own?
(b) Why was a sale preferable to raising finance or organic growth?
25. Does the company now have better prospects under the new owner? Why?
26. How important was the timing of the deal?
27. How was the company valued?
28. (a) What value above book value was achieved?
(b) How does this value look with hindsight?
29. How were potential buyers contacted?
30. How was the deal structured?
31. In what ways were the best outcomes for management and employees (and other stakeholders where applicable) considered?
32. (a) In what way were external advisers useful?
(b) What was their most important contribution?

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33. (a) In what way were external advisers useful?
(b) What was their most important contribution?

34. Did anyone in particular contribute to the success of the deal?

SMALL/MID-SIZE COMPANY MBO/MBI – PLEASE ANSWER THE FOLLOWING QUESTIONS

35. What were the reasons for the MBO/MBI and how was the deal initiated?

36. (a) Were there alternative bidders or an alternative sale strategy by the parent company for the potential MBO/MBI?
(b) How did you arrive at the valuation of the company?

37. What was the value of the first bid?

38. What was the value of the last bid?

39. How much was paid over book value?

40. (a) How was the deal structured?
(b) In what way was it innovative?

41. Who were/are the main backers of the MBO/MBI?

42. What stake has the management team got in the MBO/MBI?

43. (a) What is the structure of equity incentives for staff?
(b) How important was this in gaining support for the MBO/MBI?

44. (a) How is the strategy of the company different now from pre- MBO/MBI?
(b) Has this added value to the business?

45. How is the company performing post- MBO/MBI, on an operating cash flow basis/sales revenue basis/profitability/growth rate?

46. Is there any difference in the ability to fund projects?

47. (a) Have you entered into any partnership, JV deals since the MBO/MBI?
(b) How are these benefiting the company, and would they have been possible without the MBO/MBI?

48. What level of involvement in decision-making is there from the financial backers?

49. What negative impact has there been on the business as a result of the MBO/MBI?

50. (a) How did you select your advisors?
(b) In what ways were the advisors particularly useful, and did anyone in particular contribute to the success of the MBO/MBI?

51. What was their most important function in getting the deal done?

SUPPORTING INFORMATION

What other information is relevant in support of your application for this award? (If you are shortlisted as a finalist for the award, a summary of your company will appear in The Journal/Evening Gazette. Along with the above you can use this section to include any general background information which you would be happy to see in print).

WHICH OTHER CATEGORIES ARE YOU ENTERING (IF ANY)?

Acquisition of the Year

Sale of the Year

MBO/MBI of the Year

Emerging Dealmaker of the Year

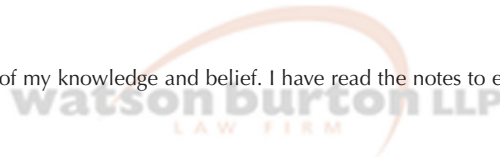
Dealmaker of the Year

ASSURANCE

In submitting this entry, I certify that the particulars given are correct to the best of my knowledge and belief. I have read the notes to entrants printed on the front of this form and the rules and guidelines printed on the separate sheet.

Signature: _____ Date: _____

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