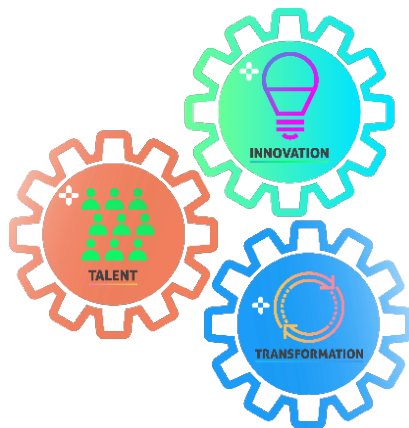


Talent, Transformation & Innovation

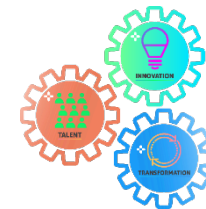


TTI Department: Client Guide to IDA Ireland's Training Grant

Date: 2021

IDA Ireland Training Grant

Supporting Transformation in our Client Companies



What is included here?

- Objectives
- Criteria
- Process
- Eligibility Criteria
- The Application Form (Parts I-III)
- Assessment & Validation

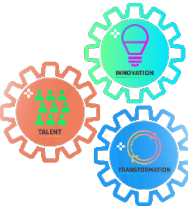
Appendices

- I. IDA Client Transformation Pathway – Overview
- II. The Innovation+ Diagnostic Score Card
- III. IDA Transformation Supports

IMPACT GROWTH
Scale PEOPLE **Resilience**
Environment **Capability Uplift**
Ambition Innovation **Scope**
TRANSFORM Technology
Productivity

Delivering on the Transformation agenda in IDA's Strategy:

Driving Recovery and Sustainable Growth 2021-2024



Training & Transformation

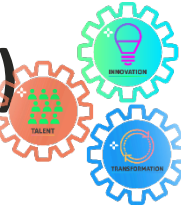
IDA sees investment in training by client companies as central to their ability to transform and future proof their businesses.

The Training Grant is a key component of the Transformation Pillar of IDA's new Strategy.

It is envisaged that companies availing of training grants will implement training plans that:

- uplift the skills capability across the **entire** organisation
- increase the company's **productivity, resilience and innovative** capacity
- provide the company with the talent to take advantage of **emerging technologies** and business models
- enhance the company's **competitiveness** and enable them to win new investment and/or functions for the Irish site.
- increase the national pool of highly skilled, high value talent and prepare employees for the **future of work**.

Objectives, Focus and Strategic Challenges addressed (by Training Grant)



Training Grant / Objective:

- To support clients to deliver strategic initiatives to drive **productivity enhancements**, embrace **new technologies** and **business models** to secure the **future viability** of MNC operations in Ireland.

Training Grant / Priority Areas for Capability Uplift:

1. Organisational Agility & Resilience
2. Innovation
3. Sustainability & Climate Action
4. Digitalisation

Training Grant / Addressing Strategic Challenges

- External Competition
- Labour costs/ Enhancing Work Practices
- Staff Retention and Talent Management
- Business Growth
- Customer Satisfaction & Customer Retention
- New Business Leadership
- M&A
- Transition to Carbon Neutral Operations
- Updated Corporate Strategy
- Need for Resilience and Agility
- Adoption of New Technologies and Work Practices

Building Skills Capability Across the IDA Client Base



Digitalisation

Examples: Data analytics, IoT, Robotics, AI, Cloud computing skills, Machine Learning or Modelling skills, Big Data Management, AR/VR



Innovation

Examples: Management skills for leadership and for identifying insights and opportunities, creation of ideas, developing and validating concepts and new solutions to realise value.



Sustainability & Climate Action

Examples: Understanding environmental risks and opportunities, reducing carbon emissions, enhancing resource efficiency and management, pollution prevention, control and legislation.

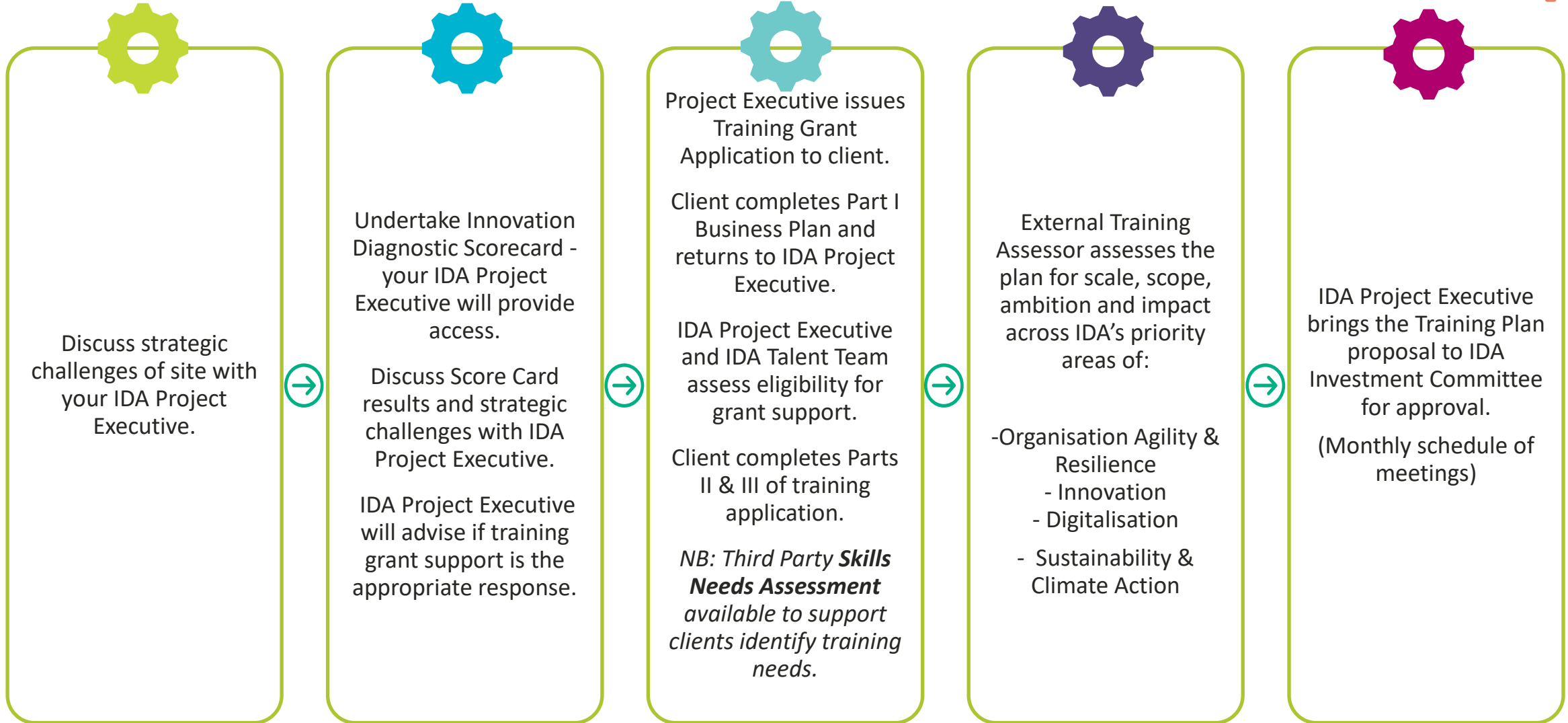
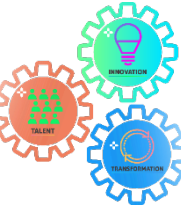


Organisational Agility & Resilience:

Examples: Skills to lead with digital, remote and distributed team building, operation and management, high performing teams, team resilience and performance.

Across the entire IDA Ireland client base

Training Grant Application Process



Part 1/3: The Business Plan

Address business challenges through an ambitious training plan of scale that **uplifts capability across all levels of the organisation** and improve the productivity, resilience and innovation of the company.

Thinking about all areas of your business and examining:

- How **disruptive technology** will support the site in its next phase of development or create new business models.
- Current issues and **long term challenges or risks** faced by the business.
- The role and importance of the **Irish site within the global strategy**.
- The Irish site's **strategic objectives** and **business drivers** over the medium-long term.
- The potential for **transformative change** to meet business challenges and create future opportunities to win new investment/markets.
- The **key strategic challenges** to the site and how addressing these challenges will support the site in the next development phase or create a pathway to growth.

When The Business Plan (Part I) is complete submit to your Project Executive who will advise next steps

Ireland. Right place **Right time**



Application for Training Plan Support PART 1 OF 3 – BUSINESS PLAN

Prior to undertaking an application for training, IDA Ireland recommend the completion of the IDA Ireland Innovation Scorecard Diagnostic Tool to help develop this training plan.

This part of the application is used to summarise the company's business plan and to give the context for the proposed project. The document is intended as a summary to set the context for the support.

1. COMPANY DETAILS

Parent Company – Ultimate Owner	
Registered Company Name	
Company Registration Number	
Company Business Address	
Company Web Address	

Contact details

Contact Name	
Contact Job Title	
Contact Email Address	
Contact Phone number	
IDA Project Executive name	

2. PARENT COMPANY PROFILE

2.1. COMPANY OVERVIEW

- Briefly outline history of Parent Company, location of Headquarters, other global legal entities and ownership details including principal stakeholders (Board and Leadership structure will also suffice). Ensure all global subsidiaries are included here or other R&D/production plants in the company

2.2. OVERVIEW OF COMPANY ACTIVITIES – PRODUCTS AND SERVICES AND GENERAL MARKETS SERVED

- What are the current activities, sector and sub-sector and the reach of the Parent Company?
- What Division does your Irish operation sit within?

2.3. OVERVIEW OF PARENT COMPANY VISION AND STRATEGY

- This should show a link to the training being undertaken at the Irish site and show how the Irish activities link to the Corporate plan

2.4. FINANCIALS FOR PARENT COMPANY

- If possible, append a copy of the last three years revenues for the parent and the global headcount. Show the source of funding for their internationalisation strategy, particularly for Ireland, if possible or a copy of the most recent audited accounts

Part 2/3: The Training Plan

Provide a detailed plan of the proposed training, with training solutions clearly linked to the objectives and challenges set out in the Business Plan.

There **MUST** be a significant element of **non-routine training** that will have a **transformative effect** on the company.

Clients are asked to consider training needs in the following areas:

- Management, Leadership and Supervisory Training
- Change Management and Innovation
- Environmental Sustainability / Climate Change Resilience
- Specialised technical skills, equipment or software (such as robotics, data analytics) that are being introduced beyond the normal business of the company
- Training that increases the technology capability (digital uplift) of the Irish site(s) and links with the Corporate Digital/Technology Strategy
- Training that increases the agility of the site to respond to customer needs.

Skills Needs Assessment:

IDA is collaborating with a third party who will undertake a Skills Needs Assessment for the Irish site. This is a free service. IDA recommends following this approach as it will provide valuable insight into where current and future skills gaps may exist for the site and ensure the training identified meets these gaps.



Application for Training Plan Support PART 2 OF 3 – TRAINING PLAN

This part of the application should only be completed after Part 1 has been assessed.

The purpose of this document is to provide a detailed plan for the proposed training. The goal is to have a plan that could be used throughout the delivery of the training plan. It should ideally be written by the person who will lead the project. This is not a business or marketing document and should not repeat anything already covered in the Business Plan. The questions should be treated as prompts and can be ignored if not relevant.

Company Name	
Project Title	Training Plan for xxxxx
Contact Name	
Contact Email Address	

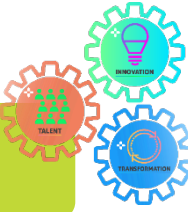
7. TRAINING PLAN

Training Aid is available for **non-routine training of staff** in support of the high-level project objectives. This excludes any training that is a normal part of the company's business or is required to comply with law/regulations.

(a) Using the table below as a guide, give details of the training plan general content and focus. Programmes should be transformative and link clearly to the challenges you want to address. The following should also be considered:

- Management, Leadership and supervisory training on change and innovation
- Training on Environmental Sustainability / Climate Change Resilience
- Training on specialised technical skills, equipment or software (such as robotics, data analytics) that are being introduced as part of the project, other than the normal business of the company
- Training that increases the technology capability (digital uplift) of the organisation and links with the Parent digital/technology strategy
- Training that increases the agility of the site to respond to their customer needs
- Training Plan should be holistic and considers the wider organisation capability requirements outside of the non-routine training - if there is a need to introduce a new capability to the operations function, how does this impact on other areas of the business value chain

Training Grant Eligibility Criteria & Costs



Applicant Eligibility

- In general, training support will be provided for existing employees.
- Training for newly recruited staff is eligible but must provide genuine upskilling. New starter, on the job, onboarding, orientation training etc is ineligible unless exceptional circumstances apply.
- Training grants cannot be awarded for training required to comply with national mandatory standards on training.

Eligible Costs

- Trainees' salaries and overheads
- Trainers' salaries and indirect costs for training hours.
- Trainer and trainees' costs directly related to the training can include travelling expenses, materials and supplies directly related to the training.
- Contractor's staff time is claimed under Consultancy categories if time is invoiced by a Consultancy company or recruitment agency. Contractors who are paid through the payroll of the grantee can sometimes be claimed under trainee salaries and regarded as existing employees.
- The cost of any tangible assets can only be included for the extent and for the period they are used for the project.

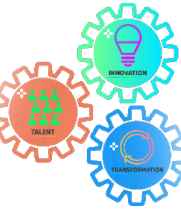
Ineligible Costs

- Government subsidised training courses such as SkillNet, Solas etc. are ineligible for grant purposes however, these courses should be included as part of the Training Plan Application to reflect the full ambition of the training proposed or the site. The Assessor will at assessment stage, categorise these courses as ineligible for the purposes of the grant calculation. They will be included when assessing the scale, scope and capability uplift of the site.
- Accommodation costs are excluded, except for those trainees with disabilities..

Assessment & Validation Process

Upon submission of Parts I-III an external Training Assessor appointed by IDA will assess the Training Plan. The Training Grant Application is assessed under a number of areas including:

- Level of **scale, scope and capability uplift** that is likely to occur.
- How much the training plan will **positively impact the company's ability to change and transform** on key areas of business such as:
 - **People & Performance**
 - **Technology**
 - **Business Growth**
 - **Environment**
 - **Innovation**
 - **Agility to respond to emerging needs of the global business**
- How clearly the company can outline the expected business outcomes resulting from the investment. Client company to provide key metrics on the measurement of progress towards and achievement of the business outcomes.



IDA TRAINING GRANT PROPOSAL ASSESSMENT REPORT

Company Name:	
Company Contact:	
Position:	
Project Title:	
Name of External Assessor:	
Date of Assessment:	
IDA Project Executive:	

1. SCALE, SCOPE AND AMBITION OF THE TRAINING PLAN

- Create a narrative on the extent to which the training plan addresses the business challenges and key objectives outlined in the Client Business Plan, i.e. to some extent; to a large extent; fully?
- What is the level of training provision in the areas of transformative digital skills (i.e. skills such as AI, robotics that are additional to business as usual technical skills), leadership & management, innovation and environmental sustainability?
How is this measured? Trigraph suggestions on what might be included in an excellent transformational training proposal
- Comment on the balance between certified and non-certified training.
- To what extent does the training plan incorporate functions across the organisation and provide for organisation wide capability uplift outside of non-routine training?
- Comment on whether the Training identified is **sufficient** to achieve future proofing of the site for the next 5 years under the following priority areas, provide rationale for selection:

	To some extent	To a large extent	Fully
Leadership & Management			
Innovation			
Environmental Sustainability			
Digitalisation			

2. IMPACT OF THE TRAINING PLAN ON THE ORGANISATION

- What is the level of capability uplift that will occur across the Low/Medium/high – and comment
- How will the training plan positively impact the company's ability to respond to emerging needs of the global business as: People, Performance, Technology, Innovation, Environment of the Global Business?
- Will delivery of the training plan develop the sites ability to attract and retain talent in a learning and development environment.

3. TRAINING PLAN IMPLEMENTATION

- Comment on the performance outputs, are they clear, meaningful and measurable?
- Are there milestones in place for the delivery of the training plan?

4. INCENTIVE EFFECT

- Are the impact measures and performance outcomes **sufficient** to clearly demonstrate and validate the success of the training plan?
- Comment on the achievability of the project
- Are there any risks, uncertainties or challenges that will hinder the completion of the programme delivery?

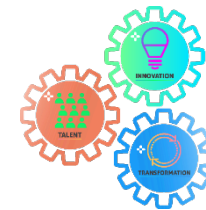
5. COST ANALYSIS

- Justification of costs
- Comment on disallowed costs (for communication to the client)

6. ASSESSOR RECOMMENDATION

Including consideration of additional information that informed your decision, such as exceptional mitigating circumstances.

For Further Information contact your IDA Project Executive:

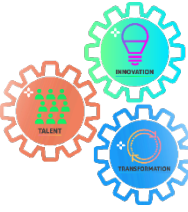


Name:

Email:

Contact Number:

APPENDICES

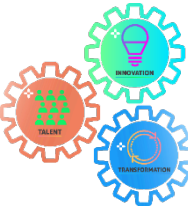


I. IDA Client Transformation Pathway Overview

II. The Innovation Diagnostic Score Card

III. IDA Transformation Supports

Appendix I: IDA Client Transformation Pathway Overview



Examples of Drivers for Change/Strategic Challenges

- External site competition
- Rising labour costs/inefficient work practices
- Staff retention and talent mgt
- business growth
- Customer Satisfaction
- New Business Leadership
- M&A
- Political Climate
- Environmental
- Corporate Strategy
- Need for Resilience and agility

Enablers

- Digitalisation
- Operational Excellence
- Research, Development
- Talent Development
- Innovation
- Customer Experience (Cx)
- Re-designed Business/ Manufacturing Models to Green

IDA Solutions

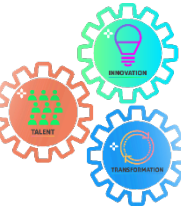
- RD&I Grant/Feasibility
- Training Grant
- De Minimus Aid
- Go Green/Env. Aid
- Business Development Programme
- Innovate Programme
- Mentoring

Impact Measurement

- Transformation, Recovery & Sustainable Growth
- New mandate
- New higher value product portfolio
- Medium term stability/ security of Irish site

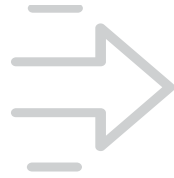
Increasing Resilience, Productivity and Innovative Capacity
Driving Recovery and Sustainable Growth

Appendix II: The Innovation+ Diagnostic Scorecard

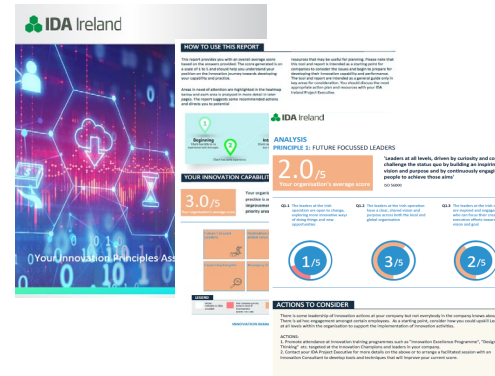


Two on-line Innovation Diagnostic Tools – determines level of maturity

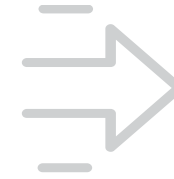
Early Stage
For organisations at the very start of their innovation journeys



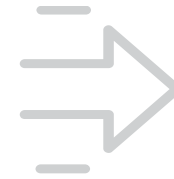
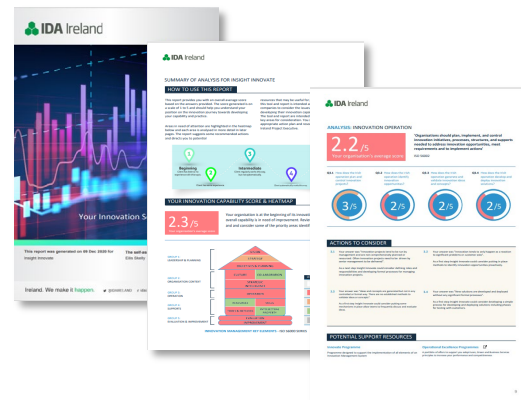
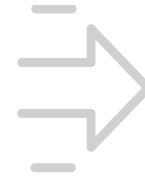
Innovation Principles Questionnaire



Intermediate
For organisations that have some experience and are ready to plan for their next steps



Innovation Management Scorecard

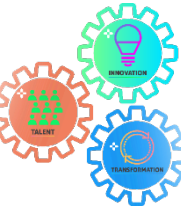


Consultancy support for clients to explore concepts further

Applicable & available to all clients – small and large

Appendix III: IDA Transformation Supports

IDA Grant Programmes



IDA Ireland
Innovate Programme Offer

www.idaireland.com

Programmes in partnership with Enterprise Ireland.

IDA Ireland
Lean/Green Business Offer

Programmes in partnership with Enterprise Ireland.

IDA Ireland
Lean for Global Business Services (GBS) Offer
Automation & Transformation

Programmes in partnership with Enterprise Ireland.

IDA Ireland
Go Green Offer

Programmes in partnership with Enterprise Ireland.

BUSINESS DEVELOPMENT PROGRAMME

Why engage with this programme?
 IDA Ireland is keen to support companies develop their operations in Ireland to greatly improve their strategic influence and impact on an international level.

The Business Development Programme is intended to assist in funding the cost of consultants to work with a company's Irish leadership team in addressing your strategic issues.

This programme supports companies by:

- Creation of a strategic direction and vision for the Irish site that adds value to HQ;
- Development of implementation options to drive the strategy forward;
- Identification of a transformation agenda as companies experience their existing activities becoming obsolete;
- Responding to high risk situations.

Who is involved and how?
 Discuss your current challenges with your IDA Ireland Project Executive to see if this programme could help. Your Project Executive will seek support from IDA Ireland.

WHAT ARE THE OUTCOMES ON COMPLETION?

- A clearly set out vision and strategy for presentation to HQ;
- Implementation options for the activities and opportunities identified;
- A Transformation Agenda where current activities are no longer an option.

An Action Plan to deal with high risk situations identified.

HOW THE PROGRAMME IS GRANT AIDED

The % of funding by IDA Ireland is approved on a case by case basis up to a maximum grant of €50,000 on consultancy costs. Determined by the numbers of days you need to work with the consultant. Consultant costs of up to €1,200 per day (excluding VAT) are eligible for grant aid. You can apply for this programme at any time by contacting your IDA Project Executive or contact clientservices@ida.ie

Ireland. We make it happen. @IDAIRELAND www.idaireland.com IDA Ireland

IDA Ireland
Business Asset Grant

IDA Ireland is providing a Business Asset Grant to support client companies to replace old equipment with new or acquire new technology upgrades. The purpose is to help clients increase their capacity and capability to deliver to new and existing markets.

IDA uses a 'scorecard' framework to help you articulate the potential for this investment in line with your overall company strategy (performance measures & targets). This 'scorecard' forms the basis of the application for funding.

The scorecard looks at:

- Company Vision & Strategy - Overall vision and long term perspective
- Customer Need - Customer driven needs
- Capacity to Deliver Externally - Supply chain capacity, channels to market, sales & marketing capability
- Capacity to Deliver Internally - People, processes and enabling technologies/processes
- Performance Measures and Targets - Financial, customer, internal management processes, and organisational capacity/capability

Business Asset Investment
 Companies engaged in both services and manufacturing activities can access this grant. It's all about support to improve overall organisational performance to help companies deliver their existing products and services to new markets and new products and services to existing markets.

Programmes in partnership with Enterprise Ireland.

IDA Ireland
R&D Supports for Small Multinational Companies

Programmes in partnership with Enterprise Ireland.

IDA Ireland
Mentor Programme

IDA Ireland in partnership with Enterprise Ireland is providing a Mentor opportunity to IDA client companies.

The purpose is to support leaders to identify and overcome obstacles to the development and growth of their activities in Ireland. Mentors in our network can provide tailored advice, guidance and support, to help you accelerate growth and build management capability.

Mentors are senior executives, drawn from the private sector, with a proven track record in business. They act as a confidential sounding board, advising you as the Mentee on key operational and strategic issues.

The Network is regularly refreshed with CEOs and senior executives with high levels of achievement and with proven skills in marketing, strategic development, organisation development, R&G, funding, building corporate relationship and influencing across the global footprint.

Mentors come from a variety of sectors such as software, services, life sciences, environment, engineering and consumer products.

Companies approved for a Mentor assignment are presented with a shortlist of experienced suitable Mentors. The final choice of Mentor is made by you. If you have a number of issues, for example in both finance and marketing and need different skills to overcome these issues, more than one Mentor can be involved in an assignment. Every effort is made to match the Mentor to your specific needs.

Programmes in partnership with Enterprise Ireland.