

**Be bold. Never settle.**  
Australia's Best Managed  
Companies 2019



# Contents

01	Introduction	3	06	Learn from the best	12
02	Foreword	4	07	The best of 2019	13
03	A global program	5		ActronAir	14
04	From the coaches	6		Alto Group	15
	Strategy	7		InfoTrack	16
	Culture and commitment	8		Intrepid Travel Group	17
	Capabilities and innovation	9		King Living	18
	Governance and financials	10		Motorama	19
05	This year's judges	11		Northern Territory Airports	20
				True Alliance	21
			08	Highlights from the Symposium and Gala	22



# BE BOLD. NEVER SETTLE.

Best Managed Companies shines a spotlight on Australia's most outstanding private businesses and the exceptional performance that drives them.

What does it take to be the best?

Some might say resilience, others point to vision. But it all comes down to breaking the mould.



01

02

03

04

05

06

07

08

**PASSION.**  
**VISION.**  
**RESILIENCE.**  
**AMBITION.**



Natalie Faull  
Australia's Best Managed Companies lead



**These are just a few of the attributes exhibited by the outstanding private businesses we have in Australia.**

**But what else does it take to be *the best*?**

Deloitte has a long history of working with private companies in Australia. We've seen firsthand the challenge in setting yourself apart in a world that is advancing all the time. Staying relevant and unique is critical.

Our Best Managed Companies program uses a tried and tested framework for determining success, developed from the 25-year legacy of Deloitte Canada's program. It focuses on four pillars, which work as a barometer across a business: strategy, culture and commitment, capabilities and innovation, and governance and financials.

In the first year of running our Australian program, we're proud to name eight outstanding winners who join the alumni of Best Managed Companies from around the world. Not only do they come from a raft of different industries,

but we're thrilled to see representation that spans across our country.

Looking at our winners, what is clear is that best isn't a one-dimensional horizon. Our program is unique in that it looks for outstanding achievement across all elements of a business and rewards this effort.

For our inaugural Best Managed Companies program, we were hoping to not only showcase the achievement of these businesses, but the measures their peers should be striving for. With our list of winners and the examples they set, I'm pleased to say we've achieved this.

There is also a deeper importance at play. Australia's future prosperity depends on private businesses and their bold ambition. In uncovering the behaviours, drivers and passion underlying business success, Deloitte aims to educate and support private businesses to achieve even more.

**Congratulations to all of our Australia's Best Managed Companies winners.**

- 
- 
- 01
- 02**
- 03
- 04
- 05
- 06
- 07
- 08

A global program

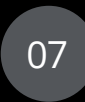
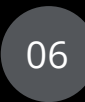
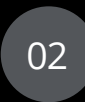
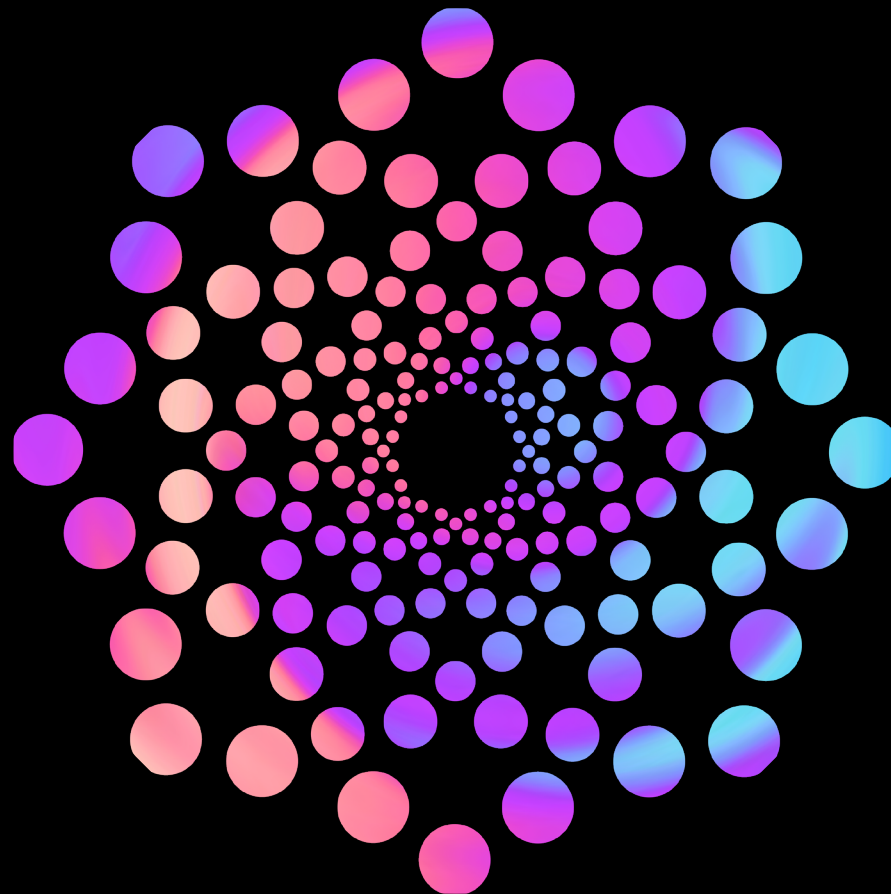




# FROM THE COACHES.

Being the best is about looking ahead – keeping the energy and momentum across a business. Our program evaluates applicants across four fundamental areas to ensure they're always moving forward with impact.

Our Australia's Best Managed Companies 2019 coaches share how leading businesses are approaching each of these pillars and how it's driving their success.



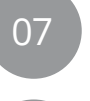
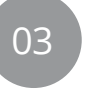
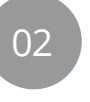
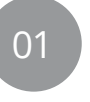


## **STRATEGY**

'A Best Managed Company has a strong and articulated vision. This incorporates stakeholder input, appreciating the significant insights they have learnt through customer research, supplier relationships and employee engagement. By keeping stakeholders at the core of its strategy development and execution, these companies remain agile.

This is incredibly important: the environment in which businesses operate will always be ambiguous and unpredictable, yet full of vast opportunity for fast movers and companies with a strong foundation. Agility in strategy execution is a competitive advantage that requires strong leadership, KPIs and financial metrics that objectively measure strategic progress.

For this reason, strategy development in Best Managed Companies is iterative in nature, consistently revisited to match changing operating conditions. It's always formulated and centred on the company's core competitive strengths – and is highly customer centric.'





## **CULTURE AND COMMITMENT**

'Culture is ultimately what makes a Best Managed Company. It's the tone set at the top and it emanates from there. But if it's not working, if it's not right, then companies won't be as effective across all of the other pillars as they might have been.'

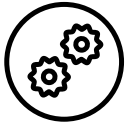
Successful companies use culture to propel them forward. They have a clear vision and ask the right questions: what are we trying to achieve here? What do we stand for?

Once you understand your ethos, you can work on your ambition.

For this reason, leadership is critical. A good leader surrounds themselves with the best people. They don't try to cover up their weaknesses; they rely on their staff to fill those gaps.'







## **CAPABILITIES AND INNOVATION**

'The reality is, if you're going to try and foster innovation within your organisation and encourage your employees to submit new ideas, you need to make sure you bring it to life. If you do nothing with it, what's the purpose of actually doing it? A Best Managed Company will have a defined process on how they foster innovation and will have specific initiatives to ensure it helps the business to grow.'

Innovation should be subject to the regular day-to-day business processes – from ideation and into testing, through to development and launch. It must be part of the same business lifecycle as any other product or service development.

A big misconception with innovation is that it needs to be technological. Some of the best ideas are often process or procedurally-driven – it can certainly be innovative if it makes a real difference.'





## **GOVERNANCE AND FINANCIALS**

'If a company sets the right foundation, they're easily able to grow – it sets them up for the future. But a growing business with a shaky foundation will come unstuck.

It comes down to having financial discipline. The businesses that invest in the future will be successful. If they're challenging their return, questioning their margin and continue to adapt, they'll do well.

They also need to have a good governance structure.

Most, if not all, Best Managed Companies will have an advisory board of external directors or expertise they can tap into through their non-executive external directors. This provides a structure and methodology to know where their weaknesses are, and to be able to focus on addressing them.'



# THIS YEAR'S JUDGES.

A panel of independent experts from some of Australia's most successful businesses select the Best Managed Companies winners, based on our rigorous selection criteria.



**MARK**  
**COUTER**

**Business Bank**  
**General Manager**  
Commonwealth Bank  
of Australia



**ERIC**  
**JELINEK**

**Head of Qantas**  
**Business Rewards**  
Qantas



**SEAN**  
**BEDFORD**

**Partner Engineer**  
Google Cloud Platform



**NATASHA**  
**HAWKER**

**Founder & Director**  
Employee Matters



- 
- 
- 01
- 02
- 03
- 04
- 05**
- 06
- 07
- 08

# LEARN FROM THE BEST.

What does it take to be the best?

Our judging panel found three key themes among our Australia's Best Managed Companies 2019 winners:



## INNOVATION WITH INTENT

Best Managed Companies are using innovation to reinvent their businesses and stay focused on the next step.

Technology is a key part of this, with a number of companies investing in data analytics and digital to set the scene for future success.

These companies are being strategic about their approach to innovation: building their own IP where it makes sense and collaborating with others where necessary.



## STAFF IN FOCUS

Winning companies had a strong focus on talent as a driver of future growth.

This includes building diverse teams, investing in leadership development and upskilling staff across the organisation, with novel practices such as role swap programs.

Culture is critical across all Best Managed Companies, creating a workplace that staff can contribute to and develop within.



## CLEAN AND GREEN

Our judges were impressed with the number of companies focused on sustainability as a key priority for future growth.

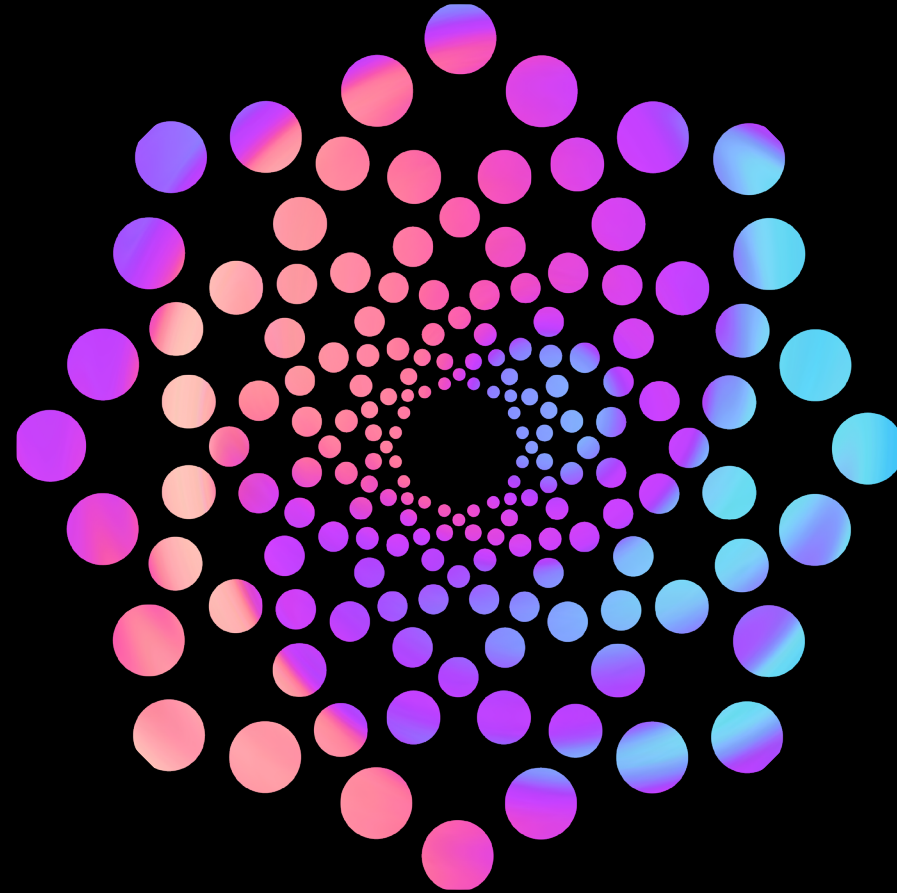
Innovation in green products and services was a clear trend, positioning these businesses as leaders in a new economy.

Sustainability also extended to community reinvestment for a number of businesses, where respect for and contribution to their local area was front and centre.



# THE BEST OF 2019.

ActronAir  
Alto Group  
InfoTrack  
Intrepid Travel Group  
King Living  
Motorama Group  
Northern Territory Airports  
True Alliance



01

02

03

04

05

06

**07**

08



**YEAR OF INCORPORATION**

1984

**NUMBER OF EMPLOYEES**

340

**ABOUT**

ActronAir is passionate about designing and engineering the most comfortable and efficient air conditioners in the world.

As Australia’s largest locally owned air conditioning manufacturer, ActronAir has spent more than 35 years designing, manufacturing and supplying air conditioners specifically built for Australia’s unique climate conditions.



**‘This award gives us the assurance that the most fundamental areas of our business measure up to stringent international standards.**

**This is absolutely essential to enable us, as an Australian manufacturer, to compete successfully with the major multinationals in our industry.’**

**Norman Windell**  
Managing Director, ActronAir







**YEAR OF INCORPORATION**

1968

**NUMBER OF EMPLOYEES**

700

**ABOUT**

The Alto Group was started in 1956 by George Altomonte as a petrol station and workshop in Chatswood. Today, the business is a leading family-owned organisation with interests across motor vehicle retail, property, rural and finance operations.

Its focus is on providing excellent customer and employee experience, epitomised by its company philosophy, ‘everything we do is driven by you.’



**‘In the everyday grind of running a business, it is important time is taken to reflect on the bigger picture of what we are trying to achieve and why. The program reinforced to us the benefits of ensuring our staff are totally engaged in what we are seeking to achieve so they, in turn, can provide our guests with an out of the ordinary experience.**

**I believe the success of our business is our team engagement. Unless our people love the company and the people they work for, how can we possibly expect any of our guests to love it?’**

**Anthony Altomonte**  
CEO, Alto Group





**YEAR OF INCORPORATION**

2000

**NUMBER OF EMPLOYEES**

290

**ABOUT**

InfoTrack is the leading innovator in legal technology. It provides an integrated platform that enables clients to find, analyse, organise and communicate information efficiently and effectively.

InfoTrack has been at the forefront of helping businesses through technology innovation for over 19 years and has a deep understanding of the legal conveyancing industry, with over 8,000 legal clients across Australia.



**‘InfoTrack has a unique culture built on the connection between our people, technology and service. Life at InfoTrack is fun, fast-paced, innovative and founded on the ethos that happy team members equate to happy clients. Our people are our most precious asset, so we surround ourselves with high performers who put effort over obligation every single day.**

**We work as a team and are quick to celebrate each other’s successes. We empower all employees to be immersed in the process of strategy formulation. With this formula, there is no limit to what we can achieve for our clients and our industry.’**

**John Ahern**  
CEO, InfoTrack

INTREPID TRAVEL GROUP



YEAR OF INCORPORATION

1989

NUMBER OF EMPLOYEES

> 2,300

ABOUT

As the world’s largest adventure travel company, Intrepid’s mission is to ‘change the way people see the world’ by delivering sustainable, experience-rich products.

Not only is Intrepid committed to giving customers a travel experience they’ll love, but also using the power of travel to benefit the places and people they visit.



**‘Intrepid was founded on the idea that a travel company could benefit both travellers and the places and people they visit. That sense of purpose has helped to fuel our growth and, 30 years later, we have more than 2,300 staff and leaders in more than 90 countries.**

**Our people are the key to our success. We are united by shared values and a passion for what we do. Best Managed Companies are committed to continuous improvement. That’s why entering these awards has been so worthwhile – it will help us to be better.’**

**James Thornton**  
CEO, Intrepid Travel Group





**YEAR OF INCORPORATION**

1977

**NUMBER OF EMPLOYEES**

780

**ABOUT**

Since 1977, King Living has been at the forefront of Australian furniture design. With a reputation that’s built on steel, King Living creates contemporary, award-winning furniture that’s made to last.

The company’s key to success has been its strategy of designing, manufacturing, retailing and servicing its own products, ensuring greater customer engagement and quality control.



**‘A Best Managed Company is one with a leader who is capable of finding talented people and allowing them to shine.’**

**Anna Carrabs**  
CEO, King Living





**YEAR OF INCORPORATION**

1960

**NUMBER OF EMPLOYEES**

550

**ABOUT**

From humble beginnings as a BP service station in 1960, the Motorama Group has grown to be one of Queensland’s largest family-owned automotive retailers, with multi-franchise dealerships across the south side of Brisbane.

A values-driven company, Motorama has a focus on providing exceptional customer experience, epitomised in its vision statement: ‘customers for life’.



**‘Participating in the Australia’s Best Managed Companies program is confronting at first. It’s a lot like conducting a 360 degree review on yourself, because it forces you to think harder about your company’s strategy, innovation, culture and governance.**

**But it’s been a very worthwhile process. Motorama works hard to be a values-driven business. Our people are our biggest asset and our success is achieved through our team.’**

**Mark Woelders**  
CEO, Motorama Group

NORTHERN TERRITORY AIRPORTS



YEAR OF INCORPORATION

1998

NUMBER OF EMPLOYEES

88

ABOUT

Through innovation, strategic planning and long-term commitment, NT Airports now welcomes more than three million passengers a year to the NT, across its three airports in Darwin, Alice Springs and Tennant Creek.

NT Airports is a major leader of economic growth and sustainability in the Territory, and is an integral part of the local communities in which it operates.



**‘NT Airports is honoured to be selected as one of Australia’s Best Managed Companies. Being involved in this program allowed us to reflect on our achievements, skills and satisfaction of our workforce, and customer satisfaction.**

**NT Airports promotes a culture of innovation, focusing on constant improvements, and is willing to take well-considered risks to grow and diversify our business.**

**Businesses like ours firmly believe we have a real responsibility to contribute to both the local economy and the community. The program provided an opportunity to review our values and goals, and be proud of the growth of the company.’**

**Ian Kew**  
CEO, Northern Territory Airports







true alliance

**YEAR OF INCORPORATION**

1983

**NUMBER OF EMPLOYEES**

724

**ABOUT**

Established in 1982 with the launch of Reebok, True Alliance is one of the largest distributors of fashion, sportswear and outdoor clothing in the Australian and New Zealand markets.

A family-owned business and custodians of 18 global brands, True Alliance is focused on adding value and executing global strategies of each brand at a local level.



**‘We have very much enjoyed the Australia’s Best Managed Companies program, as it facilitated some rare self-reflection and allowed us to articulate what it is that makes us a great private business.**

**A clear and inclusive strategy backed by robust process and world-class systems is what allows us to succeed, but it’s our team that makes us excel.’**

**David Smith**  
CEO, True Alliance



Highlights from the Symposium and Gala





- A circular button with a white house icon on a dark background.
- A circular button with a white list icon on a dark background.
- A circular button with the number "01" in white on a dark background.
- A circular button with the number "02" in white on a dark background.
- A circular button with the number "03" in white on a dark background.
- A circular button with the number "04" in white on a dark background.
- A circular button with the number "05" in white on a dark background.
- A circular button with the number "06" in white on a dark background.
- A circular button with the number "07" in white on a dark background.
- A circular button with the number "08" in white on a dark background.



[www.bestmanagedcompanies.com.au](http://www.bestmanagedcompanies.com.au)



01

02

03

04

05

06

07

08





This publication contains general information only, and none of Deloitte Touche Tohmatsu Limited, its member firms, or their related entities (collectively the “Deloitte Network”) is, by means of this publication, rendering professional advice or services. Before making any decision or taking any action that may affect your finances or your business, you should consult a qualified professional adviser. No entity in the Deloitte Network shall be responsible for any loss whatsoever sustained by any person who relies on this publication.

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited (“DTTL”), its global network of member firms, and their related entities. DTTL (also referred to as “Deloitte Global”) and each of its member firms and their affiliated entities are legally separate and independent entities. DTTL does not provide services to clients. Please see [www.deloitte.com/about](http://www.deloitte.com/about) to learn more.

#### About Deloitte

Deloitte is a leading global provider of audit and assurance, consulting, financial advisory, risk advisory, tax and related services. Our network of member firms in more than 150 countries and territories serves four out of five Fortune Global 500® companies. Learn how Deloitte’s approximately 286,000 people make an impact that matters at [www.deloitte.com](http://www.deloitte.com).

#### About Deloitte Asia Pacific

Deloitte Asia Pacific Limited is a company limited by guarantee and a member firm of DTTL. Members of Deloitte Asia Pacific Limited and their related entities provide services in Australia, Brunei Darussalam, Cambodia, East Timor, Federated States of Micronesia, Guam, Indonesia, Japan, Laos, Malaysia, Mongolia, Myanmar, New Zealand, Palau, Papua New Guinea, Singapore, Thailand, The Marshall Islands, The Northern Mariana Islands, The People’s Republic of China (incl. Hong Kong SAR and Macau SAR), The Philippines and Vietnam, in each of which operations are conducted by separate and independent legal entities.

#### About Deloitte Australia

In Australia, the Deloitte Network member is the Australian partnership of Deloitte Touche Tohmatsu. As one of Australia’s leading professional services firms, Deloitte Touche Tohmatsu and its affiliates provide audit, tax, consulting, and financial advisory services through approximately 8,000 people across the country. Focused on the creation of value and growth, and known as an employer of choice for innovative human resources programs, we are dedicated to helping our clients and our people excel. For more information, please visit our web site at [www.deloitte.com.au](http://www.deloitte.com.au)

Liability limited by a scheme approved under Professional Standards Legislation.

Member of Deloitte Asia Pacific Limited and the Deloitte Network.

© 2019 Deloitte Touche Tohmatsu.

MCBD\_City\_10/19\_359430397

