



Congrats on taking the first step to becoming one of Belgium's Best Managed Companies! This phase of the application process is simple and quick to complete. You'll be required to enter basic company details to ensure eligibility for the programme.

2018 Best Managed applications will be available online on **Thursday, September 21, 2017**, but you are welcome to use this template to begin preparing your responses offline in advance. Please note that all submissions **must be made online** at [www.bestmanaged.be](http://www.bestmanaged.be) – hard copy and/or pdf applications are not permitted.

We look forward to working with your team and receiving your application by the deadline, **October 31, 2017**. Feel free to contact us at [bebestmanaged@deloitte.be](mailto:bebestmanaged@deloitte.be) or +32 2 800 23 19 should you have any questions.

# Eligibility

## **Please note the following eligibility criteria are applicable:**

(as described on [www.bestmanaged.be](http://www.bestmanaged.be))

- Turnover in excess of €10 million
- Established for at least 5 years
- Over 25 full time employees
- Majority stake (> 60%) owned by Belgian resident persons or entities
- HQ or major decision centre in Belgium
- Fully compliant from a tax, legal and ethical perspective
- Managing finances effectively, adapting to changing market conditions, over the past three financial years

The following companies are excluded: credit institutions, banks, insurance companies, co-ops, SEC (Securities and exchange commission) regulated companies (e.g. SEC registrants and their affiliates), Belgian subsidiaries of foreign multinationals, government-owned entities/public sector agencies, charities and not-for-profit organisations and their affiliates and subsidiaries are excluded.

If you have any questions, please contact [bebestmanaged@deloitte.be](mailto:bebestmanaged@deloitte.be) .

For more information about the Terms and Conditions, please consult the website [www.bestmanaged.be](http://www.bestmanaged.be) .

# Pre Requisites\*

|  | Yes | No |
|--|-----|----|
| Is your company owned, managed and controlled in Belgium (incorporated in Belgium)?                    |     |    |
| Is the majority stake (more than 60%) owned by a Belgian resident or entity?                           |     |    |
| Is your company's decision centre located in Belgium?  |     |    |
| Does your company employ more than 25 employees (FTE)?   |     |    |
| Is the turnover in excess of €10 million?  |     |    |
| Has the company been established for a least 5 years?  |     |    |
| Has it demonstrated superior financial performance over the past 3 years (relative to industry peers)? |     |    |
| Is your company a subsidiary of a foreign owned parent?  |     |    |
| Is your company a credit union, bank, insurance company or co-op?                                      |     |    |
| Is your company, parent undertaking or subsidiaries a charity or not-for-profit organisation?          |     |    |
| Is your company government-owned or a public sector agency?  |     |    |
| Are you compliant from a tax, legal and ethical perspective?   |     |    |

# Company Information

|                         |                      |
|-------------------------|----------------------|
| Company legal name*     | <input type="text"/> |
| Company trading name*   | <input type="text"/> |
| VAT number              | <input type="text"/> |
| Street name and number* | <input type="text"/> |
| Postcode*               | <input type="text"/> |
| City*                   | <input type="text"/> |
| Telephone*              | <input type="text"/> |
| Email*                  | <input type="text"/> |
| Website                 | <input type="text"/> |
| Year of incorporation*  | <input type="text"/> |

*All fields marked with \* are required*

# Introducing your business - Part 1

Brief description of the company's business activity (max. 250 words)\*

# Introducing your business - Part 2

Has the company received capital from institutional investors?\*      Yes      No

If 'Yes', what percentage of your capital originates from these institutional investors?

If 'Yes', please name the primary investors.

# Company Revenues

Please provide details of revenues and net profits (consolidated numbers) over the last three years of trading in the proposed format. The information will be kept strictly confidential. \*

## Reported revenue:

| Year      | Amount (in Euro)                       |
|-----------|--|
| 2014 (€)* | <input type="text"/> e.g. 1.000.000,00 |
| 2015 (€)* | <input type="text"/> e.g. 1.000.000,00 |
| 2016 (€)* | <input type="text"/> e.g. 1.000.000,00 |

## Reported EBITDA:

| Year      | Amount (in Euro)                       |
|-----------|--|
| 2014 (€)* | <input type="text"/> e.g. 1.000.000,00 |
| 2015 (€)* | <input type="text"/> e.g. 1.000.000,00 |
| 2016 (€)* | <input type="text"/> e.g. 1.000.000,00 |

# Export sales

Please provide details of total export sales reported over the last three years of trading (if applicable) in the proposed format. The information will be kept strictly confidential.

| Year      | Amount (in Euro)                       |
|-----------|--|
| 2014 (€)* | <input type="text"/> e.g. 1.000.000,00 |
| 2015 (€)* | <input type="text"/> e.g. 1.000.000,00 |
| 2016 (€)* | <input type="text"/> e.g. 1.000.000,00 |

*All fields marked with \* are required*

# Strategy

Does your company have a strategic plan?\*

Yes

No

*Please note – For those companies who successfully get through to Phase II of the process, the company's written strategy will form a key element of the judging process along with how the strategy is implemented.*

Based on your strategy, what do you think gives your company a distinct advantage in the marketplace?  
(max. 250 words)\*

Does the company see its main growth being organic or through acquisition over the coming years?\*

Organic growth

Acquisition



# Capability

How important is innovation as an enabler for delivering your strategy and achieving growth?\*

Critical

Not critical

Please briefly explain why innovation is critical or not (max. 250 words)\*

Is the company involved in strategic partnerships to ensure access to critical capabilities?\*

Yes

No

Does the company have specific programmes, policies or initiatives to attract people?\*

Yes

No

*All fields marked with \* are required*

# Commitment

Please provide details of staff numbers (in FTE) over the last 3 years of trading:

|            |                      |
|------------|----------------------|
| 2014 FTE * | <input type="text"/> |
| 2015 FTE * | <input type="text"/> |
| 2016 FTE * | <input type="text"/> |

How do you ensure you have the right people to drive your business?

Please tick all that apply.

- |   |   |
|---|---|
| <input type="checkbox"/> Employee bonus/profit sharing scheme | <input type="checkbox"/> Graduate recruitment programme |
| <input type="checkbox"/> Share option scheme                  | <input type="checkbox"/> Documented succession plan     |
| <input type="checkbox"/> Appropriate training                 | <input type="checkbox"/> Workforce analytics            |
| <input type="checkbox"/> Formal appraisal scheme              | <input type="checkbox"/> Other (please specify below)   |
| <input type="checkbox"/> Work-life balance initiatives        | <input type="text"/>                                    |

# Financials

What tools have been set up/actions taken to ensure you grow and maintain strong P&L and balance sheets? Please tick all that apply.

- Financial reporting systems (i.e. management dashboards)
- Forecasting tools
- Financial analytics based upon predefined key metrics
- Business Intelligence (BI) solution implemented for (customised) reporting
- Other (please specify below)

# Contact

## Contact details CEO/MD

Chief Executive Officer/  
Managing Director \*

Founder

Non-founder

Salutation \*

First Name \*

Last Name \*

Job Title \*

Business Direct Dial \*

Business Email \*

Gender \*

Years as CEO/FD \*

## Finance contact

Tick if the same as "Contact Details CEO/MD"

Salutation \*

First Name \*

Last Name \*

Job Title \*

Business Direct Dial \*

Business Email \*

Gender \*

*All fields marked with \* are required*

## Programme contact

Tick if the same as

- Contact Details CEO/MD
- Contact Details Finance

|                        |                      |
|------------------------|----------------------|
| Salutation *           | <input type="text"/> |
| First Name *           | <input type="text"/> |
| Last Name *            | <input type="text"/> |
| Job Title *            | <input type="text"/> |
| Business Direct Dial * | <input type="text"/> |
| Business Email *       | <input type="text"/> |

How did you find out about this programme? Please tick all that apply:

- Deloitte
- Solvay Brussels School of Economics and Management
- Econopolis
- Direct call
- Direct email
- Word of mouth
- Newspaper ad
- Social media
- Other (please specify below)

# Terms of entry

## **Purpose statement**

The information you provide (company or other) will be used by Deloitte, Econopolis and Solvay Brussels School of Economics and Management (ULB) to evaluate your company application to Belgium's Best Managed Companies programme according to the published eligibility criteria on [www.bestmanaged.be](http://www.bestmanaged.be). The information you provide (company or other) will be used by Deloitte, Econopolis and Solvay Brussels School of Economics and Management (ULB) to evaluate your company application to Belgium's Best Managed Companies programme according to the published.

Should your company become a Best Managed Company, Deloitte will use your information so as to:

- Include your company's website link and/or logo on the Best Managed Companies website [www.bestmanaged.be](http://www.bestmanaged.be) and on the media channels with which Deloitte will collaborate for the promotional/media campaign.

We will comply with the Belgian Privacy Act of 8 December 1992 and will not disclose confidential information or contact information without your prior consent.

If you have any questions regarding the Best Managed Companies programme, please email [bebestmanaged@deloitte.be](mailto:bebestmanaged@deloitte.be) or call +32 2 800 23 19.

Please note that your company cannot be considered for the Best Managed Companies programme until you confirm by ticking the box below that the information you provided is accurate and complete and that you have obtained all necessary authorisations, including consents, to permit the handling of this information in accordance with the Terms and Conditions of the Best Managed Companies programme.

Pressing "Submit" will finalise your registration. You will not be able to log in to make any further changes. If you do not wish to submit your form, close the page and your form will be saved so you can come back to it a later date.

- I hereby confirm that the information I provided in the framework of the Best Managed Companies programme may be used for the purposes mentioned above;
- I hereby confirm that the information I provided is accurate and complete and that I have obtained all necessary authorisations, including consents, to permit handling of this information by Deloitte, in accordance with applicable law and the Best Managed Companies programme's Terms and Conditions.

In collaboration with:

**Deloitte.**  
Private

