





# 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 in 2017?		
Has the company been established for at 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 company?		
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\*

Company trading name\*

VAT number

Street name and number\*

Postcode\*

City\*

Telephone\*

Email\*

Website

Year of incorporation\*

*All fields marked with \* are required*

# Introducing your business - Part 1

Brief description of the company's business activity (max. 1024 characters)\*

# 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.

# Strategy

In order to foster growth, it is required that clear choices have been made and the focus of the company is defined. Therefore is a clear strategic plan available?\* Yes      No

*Please note – For those companies who successfully get through to Phase II of the process, the strategic choices made will not be challenged, only the process of development, government and communication.*

A robust process to renew and evolve the strategy on a regular basis is required for a Best Managed Company, therefore could you indicate the key characteristics of the strategy development process:

The strategy plan is reviewed on a regular basis?\* Yes      No

A robust process is in place to review/renew the strategy?\* Yes      No

Externals are involved in the strategy development process (directors, consultants,...)?\* Yes      No

The strategy is shared and communicated throughout the different levels in the organisation?\* Yes

Who are the main stakeholders involved in the strategy development process (max. 1024 characters)\*

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

Organic growth

Acquisition

*All fields marked with \* are required*

# Capability

An intentional approach to innovation leads often to sustainable growth for a Best Managed Company. 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. 1024 characters)\*

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

Does the company encourage employees to keep knowledge and skills up to date (e.g. trainings) ?\*

Yes

No

Do you believe that sufficient processes and systems are in place to secure an aligned decision taking in the organisation?

Yes

No



# Commitment

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

2015 FTE *	
2016 FTE *	
2017 FTE *	

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        |   |

To what extent has the number of FTE's evolved? Was this in line with the market evolution?  
(max. 1024 characters)\*

Is there a solid process in place for performance review and talent development?\*

Yes       No

Could you briefly elaborate on the members of your management team, more precisely on the different competencies in the management team? (max. 1024 characters)\*

Is there a solid process in place for performance review and talent development?\*

Board of Directors       Advisory Board       No

*All fields marked with \* are required*

# Financials

Within the Best Managed Companies framework we are looking for companies with a clear growth pattern in turnover and EBITDA (consolidated numbers) over the last three years. The information will be kept strictly confidential.

## Reported revenue (consolidated on Belgian group level):

Year	Amount (in Euro)
2015 (€)*	e.g. 1.000.000,00
2016 (€)*	e.g. 1.000.000,00
2017 (€)*	e.g. 1.000.000,00

## Reported EBITDA:

Year	Amount (in Euro)
2015 (€)*	e.g. 1.000.000,00
2016 (€)*	e.g. 1.000.000,00
2017 (€)*	e.g. 1.000.000,00

All fields marked with \* are required

# Export sales

Please provide details of total export sales (sales generated outside Belgium) 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)
2015 (€)*	e.g. 1.000.000,00
2016 (€)*	e.g. 1.000.000,00
2017 (€)*	e.g. 1.000.000,00

To what extent has the turnover of the company evolved over the last 3 to 5 years? Was this in line with the market evolution? (max. 1024 characters)\*

What tools have been set up/actions taken to ensure you can closely follow-up the operations/ financials of your organisation (which leads to growth and maintaining a 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 \*

## Programme contact

Tick if the same as

Contact Details CEO/MD

Contact Details Finance

Salutation \*

First Name \*

Last Name \*

Job Title \*

Business Direct Dial \*

Business Email \*

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

Deloitte

Econopolis

Direct call

Direct email

Word of mouth

Newspaper ad

Social media

Other (please specify below)

*All fields marked with \* are required*

# Terms of entry

The information you provide (company or other) will be used by Deloitte and Econopolis to evaluate your company application to Belgium's Best Managed Companies programme according to the published [eligibility criteria](#).

Should your company become a Best Managed Company, Deloitte will further 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.

## **Privacy statement**

The Belgium's Best Managed Companies programme coaches and recognises privately controlled and managed companies in the country that are operating at the highest levels of business performance.

- How we process your data. The information you provide, including financial data and contact information, will be processed as per the purpose statement above. When processing your data, we will comply with all applicable privacy laws.
- Why we process your data. We will retain your contact information so we can provide you with the Belgium's Best Managed Companies programme updates and information on other Deloitte upcoming events and activities.
- On which legal ground do we process your data. We will process your personal data based on the legitimate interest to update you about the Fast 50 programme, and to inform you about Deloitte's activities.
- What information do we collect. The personal information that we will collect might include your name, email address, mobile number, job level, and company address.
- To whom will we transfer your data. We will use your data within our network particularly in regards to Belgium's Best Managed Companies partnerships.
- Where will we store your data. We will store your contact information in our Deloitte's CRM platform.

## **Your rights in relation to personal data:**

If you do not agree, under the new European laws you are allowed to contact us in order to request deletion of your contact information or in order to submit a complaint concerning the processing of your data.

If you wish to exercise your rights under applicable privacy laws or if you have any questions regarding the Best Managed Companies programme, please send an email to [bebestmanaged@deloitte.be](mailto:bebestmanaged@deloitte.be) or call +32 02 800 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 application for Phase I. 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 the handling of this information by Deloitte, in accordance with applicable law and the Best Managed Companies programme's Terms and Conditions.

# Sign up confirmation

## **You have completed the entry.**

You will shortly receive a copy of your submission by email. We will be in touch with you in due course to let you know whether you have been shortlisted for Phase II, starting in October.

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.

For more information please go to the [Belgium's Best Managed Companies website](#).

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

In collaboration with:

**Deloitte.**  
Private

