



Celebrating Canadian
business excellence

2018-2019

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The Canada's Best Managed Companies designation continues to be the preeminent mark of business excellence and a source of genuine pride for Canadian privately owned and managed businesses.

Over an incredible 26 year history, the program has fostered and celebrated Canadian business success. The network has continually become more powerful, innovative and broad, and we are extremely proud of that.

Canada's private companies have been, and will continue to be the engine of our economic growth, creating jobs through innovation and entrepreneurial energy. These companies compete with the best in the world to be adaptable and sustainable in an evolving global market.



2018 Best Managed New Winners



Key dates

PROGRAM LAUNCH

June 11, 2018

PHASE I DEADLINE

September 14, 2018

PHASE II, BEST MANAGED, GOLD STANDARD AND PLATINUM CLUB DEADLINE

October 19, 2018

CANADA'S BEST MANAGED COMPANIES WINNERS' EVENTS

April 16–17, 2019

How?

How can your company achieve the Best Managed designation? New candidates must go through a two-phase application process.

PHASE I

The online application

Companies complete a short application form online. Phase I applications should be completed and submitted by **September 14, 2018**.

To apply, visit www.bestmanagedcompanies.ca

PHASE II

The coaching process

Companies selected to move to Phase II are asked to complete a second, more detailed submission. You will be asked to describe how you develop strategy, demonstrate corporate strengths, excel in the marketplace, retain top talent and manage business risks. Questions align with the Best Managed program's four distinct pillars of evaluation.



STRATEGY



CAPABILITY



COMMITMENT



FINANCIAL

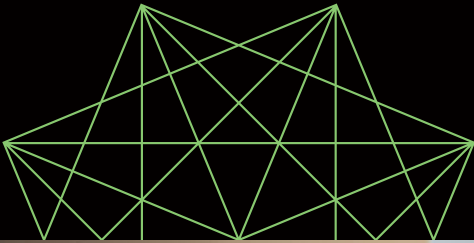
During Phase II, Deloitte and CIBC professionals will work with you on your approach to completing your submission, providing you with valuable coaching from some of Canada's top business advisors. Even if your company is not among the final winners, this is a great opportunity to gain insight and business expertise during the coaching process.

ALREADY BEEN NAMED ONE OF CANADA'S BEST MANAGED?

Companies currently part of the program will complete alternative applications corresponding to program level, also available online.

“ We work closely with CEOs through the application process to help them take their business to the next level. As advisors, our goal is to leverage our experience, sharing industry best practices to help applicants demonstrate a competitive edge.”

— Dino Medves, SVP and Head, Commercial Banking, CIBC





For Canada to become the undisputed best place to live and work over the next 25 years, our businesses must do more. Learning how Best Managed companies drive adaptability, productivity, and profitability will help companies to succeed in a time of rapid change."

— Lorrie King, Partner, Deloitte Private and Co-Leader, Canada's Best Managed Companies program

Who?

WHO CAN APPLY?

Companies wishing to apply must meet the following criteria:

- ◇ Revenue greater than \$15M CAD in the most recent year of operations
- ◇ Managing finances effectively, adapting to changing market conditions over the past three years
- ◇ Canadian-owned private company; or
- ◇ Canadian-owned portfolio company controlled by Canadian venture capital and Canadian private equity firms; or
- ◇ Canadian-owned closely held public company with fewer than 50% of their shares or units traded

Ineligible entities include Canadian-owned public companies with more than 50% of their shares or units traded; co-ops, credit unions, mutual or co-operative insurance companies; subsidiaries of a foreign owned parent; charities and not-for-profit; government/public sector.

For more information on eligibility, please contact bestmanagedcompanies@deloitte.ca.

What?

WHAT'S SO GREAT ABOUT BEING ONE OF THE BEST?

There are obvious benefits to winning any award but the Canada's Best Managed Companies award offers some unique opportunities.

THE BENEFIT OF APPLYING

That's right, you benefit even if you don't win!

- ◇ Coaching from Deloitte and CIBC professionals
- ◇ Detailed self-analysis of your business focused on strategic and operational issues
- ◇ Shine a light on current best practices and areas for improvement

THE BENEFIT OF WINNING

All the benefits of applying, plus more in store for winners!

- ◇ **Exclusive** use of the Canada's Best Managed Companies designation
- ◇ **Extensive** national, regional and local media exposure
- ◇ **Access** to year-round networking opportunities with other exceptional business leaders
- ◇ **Strengthened** ability to attract and retain talent
- ◇ **Recognition** by over 2,000 business influencers at an exclusive gala celebration
- ◇ **Celebrate** the efforts and commitment of your entire company
- ◇ **Professional development** at the Canada's Best Managed Companies symposium featuring the latest in business leadership and cutting-edge thinking

Insights from Canada's Best Managed Companies

To learn how Best Managed companies are succeeding in the marketplace, visit www.canada175.ca/BestManaged.

To find out where your company ranks among Canada's Best Managed Companies, complete the **self-assessment tool**.

What's next?

Following the application and evaluation process, an independent panel of judges select the final recipients. The company's results are benchmarked against all other Best Managed companies finalists.

Best Managed judges recognize common best practices among Best Managed winners:

- ◆ Emphasis on culture and people
- ◆ Innovation
- ◆ Sustained performance
- ◆ Strong financial results



How are Best Managed applicants evaluated?

Best Managed companies exhibit a number of common attributes enabling sustained growth.



STRATEGY

Best Managed companies are highly strategic while adhering to the original vision and core values of the founder. They have a customer-centric strategy and know how they will compete to win. Best Managed companies go to great lengths to communicate strategy to everyone in the business, ensuring they understand the company's direction and how they contribute towards common goals.



CAPABILITY

Best Managed companies are thoughtful about assembling the capabilities they need to achieve their strategy. They recognize the people and teams required to do so and work hard to attract and retain them. As a Best Managed company, they are highly execution-oriented and regularly tackle change initiatives that will move the company forward strategically. Best Managed companies are thought of as both innovative and productive.



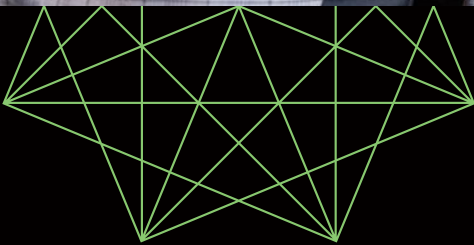
COMMITMENT

Best Managed companies stay committed to their goals and work on the intangibles, like leadership and alignment, which make the business highly successful. They invest in formal leadership development and broad learning and growth to build capacity. Succession planning is addressed, with plans in place for both leadership and ownership.



FINANCIALS

Best Managed companies consistently achieve top quartile performance and build systems and processes that support strategy and execution.



“Best Managed companies symbolize the best in Canadian business. The vision, innovation, focus and dedication amongst the Best Managed network sets the pace for private companies. We are privileged to celebrate their success.”

— Frank Vettese, Managing Partner & Chief Executive, Deloitte Canada

The network

You don't just win an award, you become part of an exclusive network.

BEST MANAGED NEW WINNER

One of the new winners selected each year.

BEST MANAGED WINNER

Years 2, 3

Award recipients that have re-applied and successfully retained their Best Managed designation for two additional years.

GOLD STANDARD WINNER

Years 4, 5, 6

After three consecutive years of maintaining their Best Managed status, these winners have demonstrated their commitment to the program and successfully retained their Best Managed status for 4-6 consecutive years.

PLATINUM CLUB MEMBER

Year 7 and following

Winners who have retained their Best Managed status for seven years or more.

Winners' events

Winners are invited to a day-long conference in Toronto, where leadership teams network, share ideas and gain unparalleled insight.

As the sun sets, the celebration begins. The gala is truly a display of elegance, where over 2000 guests are welcomed. Brilliant entertainers and exceptional food-and-wine pairings provide an ideal scene for the onstage celebrations.

Winners take the stage and are met with applause from Canada's business community. Years of hard work have paid off and all that remains is to enjoy the party.

FOR MORE INFORMATION

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Deloitte Canada Chair, Glenn Ives

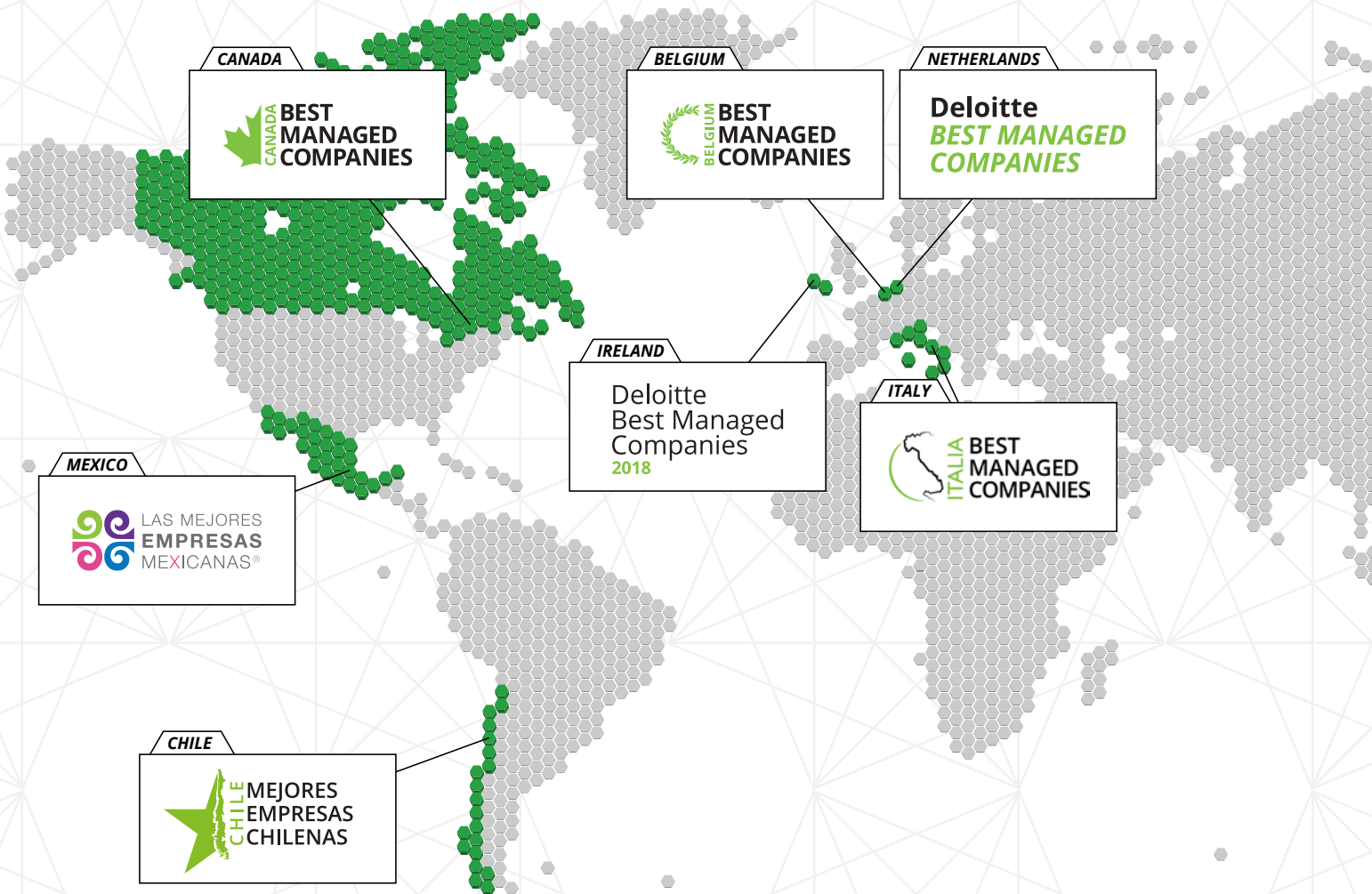
Global recognition

Drawing from the proven success of the Canada's Best Managed Companies, additional Deloitte member firms have initiated similar programs, strengthening the brand internationally while creating a global network of Best Managed companies.



What we aspire to do is to build a network of the very best private companies in Canada and connect that network to the very best private companies on the planet. That's powerful."

— Peter Brown, Partner, Deloitte Private and Co-Leader, Canada's Best Managed Companies program



Program sponsors

