



CANADA'S
**BEST
MANAGED
COMPANIES**



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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 20+ 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.



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 30, 2016**.

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



Financials

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.



Key dates

Program launch

September 6, 2016

Phase I deadline

September 30, 2016

Phase II, Best Managed, Gold Standard and Platinum Club deadline

October 28, 2016

Canada's Best Managed Companies winners' events

April 18 - April 19, 2017





"As we coach CEOs through the application process, we help them focus on their strategic priorities. It's our job to leverage our experience as advisors, share industry best practices, and help applicants take their business to the next level."

*- Jon Hountalas, Executive Vice President,
CIBC Business and Corporate Banking*

WHO



Who can apply? Companies wishing to apply must meet the following criteria:

- ✓ Revenue greater than \$15M CAD in 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



"The power is in the network. Deloitte and Best Managed program partners are committed to helping Canadian private companies flourish at home and abroad"

- Mike Runia, National Co-Leader of Canada's Best Managed Companies Program and Managing Partner, Deloitte Private

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



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.





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:

www.bestmanagedcompanies.ca
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