

**Switzerland's Best
Managed Companies**
Recognising Swiss
business excellence

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Are you one of Switzerland's Best Managed Companies?

Dynamic times call for strong leadership. As a leader, you know that better than anyone else. But, do you also know how well your organisation is managed? And what could possibly be done better? Participate in Best Managed Companies and get answers to these questions. The Best Managed Companies programme shines a spotlight on Switzerland's most outstanding private businesses and the exceptional performance that drives them.

A rigorous and independent process ensures that participating companies are evaluated based on a proven global framework. Within the framework your company's management abilities and practices are assessed, in the domains of strategy, capabilities, commitment and financials.

You will receive an independent view of your business, and benchmarking against 'the best' private companies. Being recognised as Best Managed, you become part of a select community and receive a reputational boost through increased public visibility. Are you up for the challenge?



What makes the Swiss Best Managed Companies programme unique?

- It focuses on Swiss privately owned and managed companies
- Recognises overall business performance and sustained growth
- Recognises the efforts of the entire organisation
- Measures more than financial performance
- Gives insights into best practices, which are shared during the coaching process



Who can apply?

Follow these eligibility criteria

To enter the programme, the companies must meet the following eligibility criteria:



Privately held



HQ or major decision centre in Switzerland
(operations can be abroad)



Compliant from legal, tax and ethical perspective



Have a (financial) track record of at least three years



Turnover in excess of CHF 100mio.

not applicable for companies in the health care industry such as biotech, life science, medtech, dentaltech, and suppliers etc.

Could be:



Privately owned Swiss company



Swiss portfolio company controlled by private equity firms independent of latter's domicile

The following organisations are ineligible:

Credit institutions, banks, insurance companies, companies with equity shares traded at a regulated stock exchange at time of initial acceptance to the programme, Swiss subsidiaries of foreign multinationals, government-owned entities/public sector agencies, charities and not-for-profit organisations and their affiliates and subsidiaries.

In doubt, please contact us to support you along the process.

How the Best Managed Companies programme works

A three step process to uncover achievements and improvement potentials

The Best Managed Companies programme aims to find the best managed, privately owned companies in Switzerland. The programme evaluates your company's management capabilities and practices and recognises overall business performance and growth. This is how the programme works.

Phase I

The online application

This first phase verifies eligibility and should only take 30 minutes with the information at hand. Applications for the Swiss Best Managed Companies programme 2021 will close on 15 January 2021.

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 programme's four distinct pillars of evaluation: strategy, capabilities, commitment and financial.

During phase II, Deloitte will work with you on your approach to completing your submission, providing you with valuable coaching from some of Switzerland's top business advisors. Even if your company is not among the ones meeting the challenging benchmark, this is a great opportunity to gain insight and business expertise during the coaching process. Deadline for submission of Phase II is 15 March 2021.

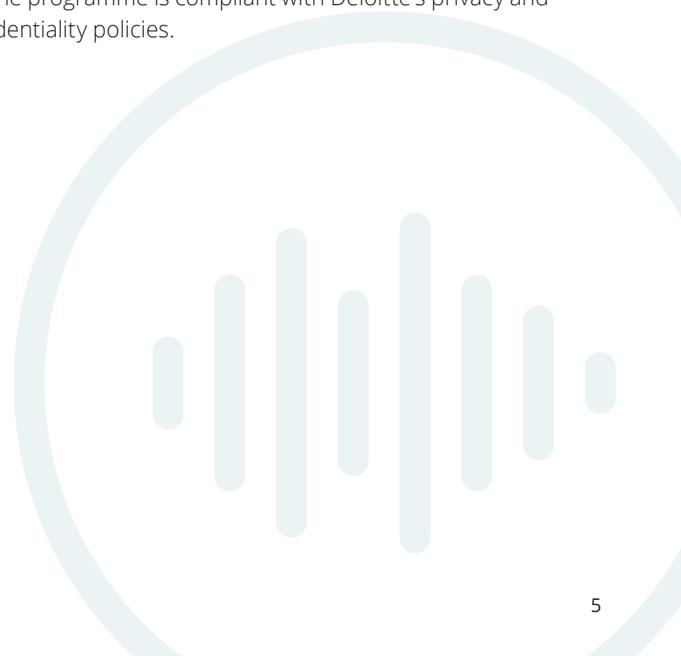
Phase III

Celebration and networking

An independent jury will score the different companies based on the global Best Managed Companies framework criteria. They will be notified of their success in the course of April 2021. All companies recognised will be invited to celebrate their company's success at the Best Managed Companies Gala event on 27 May 2021.

And even when the festivities are over, you will remain part of our global Best Managed community of around 1,000 Best Managed Companies. You are encouraged to participate in national and global meetings on a diverse range of topics.

Throughout the process all submissions are confidential, and the programme is compliant with Deloitte's privacy and confidentiality policies.



How are Best Managed applicants evaluated?

Strategy

Alignment & implementation



1. Clear choices are made & focus defined
2. Clear communication through the company and process to ensure alignment
3. A rigorous approach to assess and adapt the strategy on a regular basis by leadership team

Capabilities

Assets & innovation



1. Attracting & retaining the right person in the right place
2. Processes & systems in place to secure aligned decision taking
3. Intentional approach to innovation that leads to sustainable growth

Commitment

Talent engagement & leadership



1. Solid processes for performance review & talent development
2. Leadership development programmes
3. Continuity of business ensured by a thoughtful succession plan
4. Deep attention to building a 'one-team' culture, creating alignment and maintaining commitment to the vision

Financial

Business insights & governance



1. Strong reporting of what is relevant to steer the company
2. Good risk management and controls in place
3. A healthy balance sheet
4. Top quartile financial performance with sustainable growth

What's so great about being one of the best?

Key benefits

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

The benefit of applying

- Valuable insights: coaching from Deloitte professionals
- Benchmarking: Shine a light on current practices and areas for improvement with detailed feedback report
- Foundations for future success: Detailed self-analysis of your business focused on strategic and operational issues

The benefit of being recognised as Best Managed Company

All the benefits of applying, plus more in store for being recognised as one of the Best Managed:

- Reputational boost: with clients, customers and employees – current and future, through national media exposure and gained exclusive use of the Best Managed Companies designation. The logo can be used on business cards, recruiting materials, advertising and company assets (think vehicles, retail stores, web site and packaging)

- Network: Become part of an international business community of around 1,000 of the best-run companies to share ideas and do business with.
- Celebrate: Invitation to Best Managed events, including recognised companies' celebration during Best Managed Companies Gala night on 27 May 2021 to celebrate the efforts and commitment of your entire company.

If you have any other questions, please feel free to contact us via the contact details on the back cover.



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