

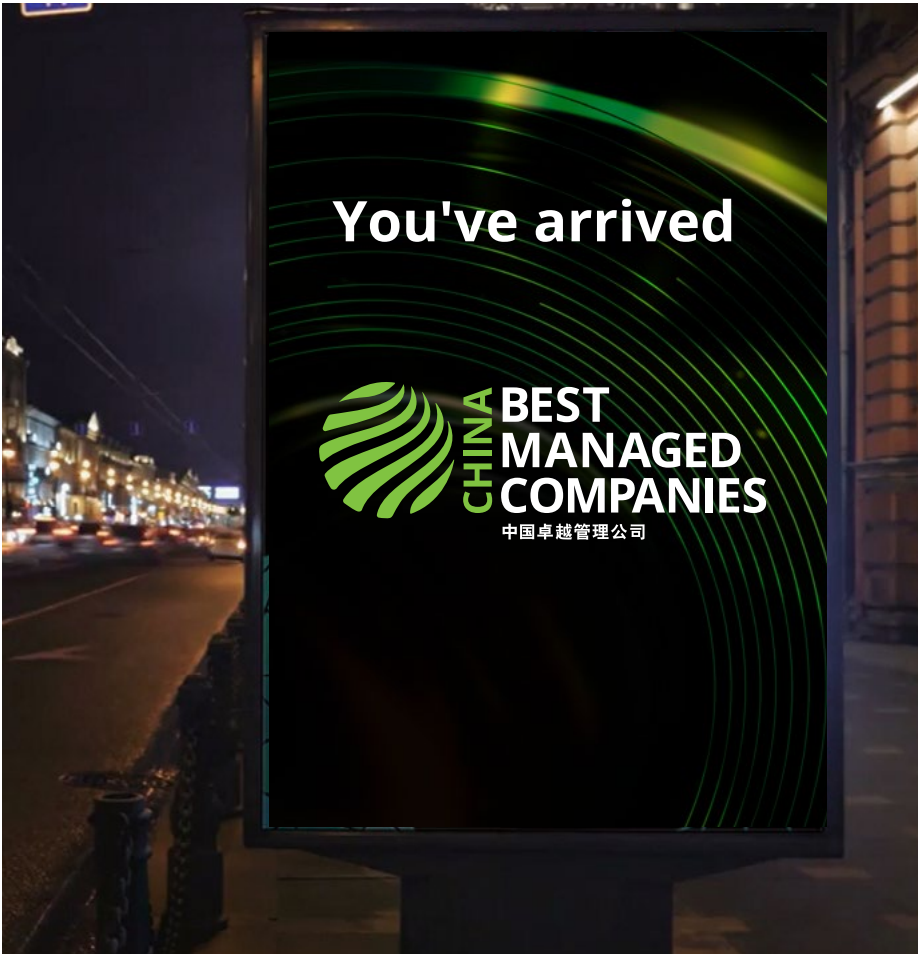


中国卓越管理公司项目(BMC)
参选手册
China Best Managed Companies
(BMC) Handbook

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关于BMC项目

中国卓越管理公司(以下简称为“BMC”)为德勤的全球项目,1993年创立于加拿大。我们的使命:旨在发现、见证具有先进管理理念和卓越管理水平的民营企业;

德勤中国作为全球最大的专业服务机构,联合香港科技大学商学院、《哈佛商业评论》中文版、各地区商会和专业协会等合作伙伴,进行严格筛选和辅导,确保评选活动的独立、公正、权威,项目为公益性质。

本项目将秉持独立性、公正性、权威性的原则,由合作伙伴以及权威专家组成的独立评审委员会进行独立评选,德勤提供全程的技术支持和专业的项目管理。我们希望在可见的将来,有一批中国民营企业成为具有全球竞争力的卓越管理公司。

About BMC

Deloitte Best Managed Companies (“BMC”) program is a global initiative. Founded in Canada in 1993. Our mission: to recognize and witness private companies that have advanced management concept and management excellence.

Worldwide, Deloitte is the biggest professional service institution. Partnering with Business School of Hong Kong University of Science and Technology, Harvard Business Review China and Commerce Chambers and professional associations of all regions, we conduct rigid selection and coaching, ensuring the independence, integrity and authority of this election, for nonprofit purpose.

The decisions are made by our strategic partners and Independent Review Committee comprising widely acclaimed experts to ensure the independence, fairness and authority of the program. Deloitte will provide technology support and professional project management throughout the process. In the foreseeable future, we hope to see a number of Chinese private companies with global competitiveness rise to the top level of business performance.

中国卓越管理公司 (BMC) 项目于2018年首次举办,已成功举办六届。第六届2024年66家中国BMC获奖企业交出了亮眼的成绩单:**2023年总营收约2.9万亿元,平均营收437亿元,平均净利润28亿元**。这些成绩的背后,是中国卓越企业**战略定位引领,坚持全球思维、创新发展、卓越运营、以人为本**。目前,66家企业中,有12家为全球细分领域前三,36家为全国前三。中国BMC获奖企业中涌现了更多“隐形冠军”。

六年来,中国BMC颁奖盛典在六个城市举办,得到各地方政府的大力扶持。每一年的独特主题,不仅反映了当年中国企业热议发展的关键词,而且反映了主办城市的文化底蕴与特色,展现了中国各个地方民企蓬勃发展的不同风貌。获奖企业以显著提升经营效率、持续强化核心竞争力、大规模变革商业模式,从而有力促进地方经济增长,并为各地头部企业提供了携手共赢、交流创新的机遇。

Launched in 2018, the China Best Managed Companies (BMC) program has been operating in China for 6 years. The 66 BMC winners in 2024 have delivered outstanding results: in 2023, they generated a total revenue of approximately RMB 2.9 trillion, with an average revenue of RMB 43.7 billion and an average net profit of RMB 2.8 billion. These achievements are underpinned by the strategic positioning of China's best companies, their commitment to global thinking, innovation, operational excellence, and a people-centric approach. Among the 66 winners, 12 are among the top three players globally in their respective sectors, and 36 rank in the top three in China. The BMC program has identified numerous "hidden champions" in China.

Over the past six years, the China BMC gala has been successfully held in six different cities, receiving strong support from local governments. Each year's unique theme highlights the key trends for Chinese companies and reflects the culture and traditions of the host city, showcasing the diversified management features of private enterprises across China. The winners have significantly improved their operational efficiency, continuously strengthened their core competitiveness, and led the industry with disruptive new business models. These efforts have driven local economic growth and provided opportunities for leading enterprises in various regions to collaborate and innovate for the future.

This demonstrates that the China BMC program is not just a competition among companies; it is also a platform for disseminating and practicing the concept of outstanding management.



2019 深圳



“生命”的故事 The story of “life”

“生命的故事——深圳”讲述企业
“四季绽放，生生不息”的成长法则

“The Story of Life – Shenzhen”: the
growth cycle of enterprises as they
“**Thrive through the Seasons.**”

2020 杭州



“水”的故事 The story of “water”

“江河湖海——杭州”以水之韧性代
表企业在不确定时代的坚韧发展，
“至真至美，上善若水”

Rivers, Lakes, and Seas – Hangzhou”:
the resilience of water symbolizes
the tenacious development of
enterprises in uncertain times, “**As
Resilient as Water.**”

2021 成都



“芙蓉”的故事 The story of “hibiscus”

“芙蓉三弄——成都”以成都古今之
变，表明企业“创变未来，融蓉与共”

“Three Alleys of Hibiscus – Chengdu”:
reflecting the changes in Chengdu
from ancient China to the present
day, focusing on “**Shaping the
Future through Innovation &
Integration.**”

2022 北京



“牡丹”的故事 The story of “peony”

在疫情最困难也是拨云见日的时期，
“牡丹花开~北京”期待企业能“聚
力共拓，齐享未来”

“Peony Blossoms – Beijing”: Chinese
companies are “**Stronger Together
for Our Shared Future**” after the
pandemic.

2023 苏州



“创新”的故事 The story of “innovation”

按照苏州“双面绣”，一面传统，一
面现代，阴阳相生，相得益彰。象征
企业在传承中不断求变，“卓越进
化，焕然一新”

“Double-sided Embroidery – Suzhou”:
One side is traditional, and the other
side is modern, symbolizing the
harmonious coexistence of Yin and
Yang in China and representing the
“**Driving Innovation Journey to
Excellence.**”

2024 广州



“敢”的故事 The story of “being bold”

借用广州——千年商都“敢为人先”
的精神气质，呼吁民企在当下时期坚
定信心，勇于突破，“新质新程，敢
进敢为”

“Dare to Lead – Guangzhou”:
encouraged by the pioneering spirit
of Guangzhou, Chinese companies
continuously pursue
“**New Competence. Bold
Commitment.**”

获奖企业获得全球广泛关注，使更多投资者、合作者、客户了解到企业“卓越的故事”，助力推动行业突围与升级。我们诚邀更多优秀企业加入BMC项目，在迈向全球领先行业的征程中，实现持续、高质量的成长与飞跃。

The winners received more attention from their investors, partners, and customers globally for their “stories of excellent management.” We sincerely invite more leading companies to join the BMC program, embarking on a journey towards global industry leadership, achieving continuous and high-quality growth, and making significant leaps forward.

参选价值

Why participate

所有优秀参选企业无论是否获奖都将有所收获：
BMC program is highly beneficial to all participants!



参选企业：

- 借助“卓越管理标准”全球框架评价检验公司管理现状，是否能支持未来增长与多元化的致胜方略
- 由咨询专家基于BMC问卷对公司战略和运营问题进行深入剖析
- 通过参与“卓越管理CEO实验室”使公司主要管理层达成共识，明确为支持增长需强化的关键能力

For the participants:

- Leverage global framework of Best Managed criteria to examine whether existing management is aligned with future growth and diversified strategies
- Guidance from Deloitte experts to have a detailed analysis on your business based on strategic and operational issues in BMC questionnaire
- Participate in Best Managed CEO Lab to ensure consensus among the executives, and identify key capabilities to be enhanced for growth



奖项设立：

- 当年获奖者将被授予“年度卓越管理公司”
- 连续五年获奖，授予“卓越管理公司金奖”
- 连续七年获奖，授予“卓越管理公司白金奖”

Award levels:

- “Best Managed new winner” (new winners of this year)
- “Gold Standard winner” (winners that have maintained their Best Managed status for 5 consecutive years)
- “Platinum Club member” (winners that have maintained their Best Managed status for 7 consecutive years)



获奖企业：

- 获得当年“年度卓越管理公司”标识的使用权
- 与中国卓越管理民企进行对标；见证管理团队管理优异成果
- 彰显国内外影响力，促进境内外融资、收并购、人才招聘与市场拓展
- 高媒体曝光度；帮助企业提炼自身管理特色并可作为管理典范案例录入年度中国民企卓越管理白皮书
- 与全球和中国卓越民营企业进行深度合作与交流

For the winners:

- Use of the Best Managed Companies certificate for that year
- Benchmark your organization against best managed private companies in China. Gain insights into years of management excellence of strong private enterprises
- To witness the continuous achievement of companies and to enhance their market reputation
- Extensive media exposure
- To engage in reciprocal communication with extraordinary private companies in nationwide and worldwide

卓越管理公司具备的特征

Who can win

获奖企业具备以下所有特征, 缺一不可:
BMC winners must possess all of these characteristics:



参选入门条件 Eligibility criteria

公司运营五年以上，过去五年财务状况良好，为**细分行业的头部企业**，管理卓越
Established for at least 5 years, with strong financial performance over the past five years.

最近一会计年度的营业收入**≥人民币10亿元**。
Turnover in the most recent accounting year **no less than RMB1 billion**.

公司性质为**民营企业**（包括风投和私募股权机构投资的公司，家族企业，或民营资本控股的上市公司）。
Private companies (including portfolios invested by VC/PE companies, family businesses and privately-owned listed companies).

公司总部在中国大陆或港澳地区。只有分公司或者分支机构在中国大陆或者港澳地区的公司不符合条件(除非企业在中国大陆或港澳地区上市并且独立进行股票交易)。
Headquartered in Chinese mainland, Hong Kong or Macau. Branches and subsidiaries in Chinese mainland, Hong Kong or Macau are regarded as ineligible entities (except they are listed in Chinese mainland, Hong Kong or Macau, and trade shares independently).

Deloitte.
Private

HKUST
BUSINESS SCHOOL
香港科技大学
WORLD CLASS IN ASIA

Harvard
Business
Review
哈佛商业评论

Deloitte.
Private

2024年度中国卓越管理公司获奖企业名单

2024 China Best Managed Companies

第六届中国卓越管理公司新晋获奖企业榜单

2024 BMC New Winners

企业名称

比亚迪股份有限公司
长江精工钢结构(集团)股份有限公司
达利食品集团有限公司
福建圣农发展股份有限公司
金发科技股份有限公司
联想(北京)有限公司
名创优品集团控股有限公司
上海九如城企业(集团)有限公司
深圳市艾比森光电股份有限公司
神州数码集团股份有限公司
TCL中环新能源科技股份有限公司
唯品会(中国)有限公司
扬子江药业集团有限公司
阳光电源股份有限公司
优合集团有限公司

(按企业首字母拼音顺序排序)

Company Name

BYD Co.,Ltd.
Changjiang Jinggong Steel Building (Group) Co., Ltd.
DALI FOODS GROUP COMPANY LIMITED
Fujian Sunner Development Co., Ltd.
Kingfa Sci. & Tech. Co, Ltd.
Lenovo (Beijing) Co., Ltd.
MINISO Group Holding Limited
JORU GROUP
Shenzhen Absen Optoelectronic Co.,Ltd.
Digital China Group Co.,Ltd.
TCL Zhonghuan Renewable Energy Technology Co.,Ltd.
Vipshop (China) Co.,Ltd.
Yangtze River Pharmaceutical Group Co.,Ltd.
Sungrow Power Supply Co.,Ltd.
Optimize Integration Group Co, Ltd.

(Sorted by alphabetical order of company initials)

第六届中国卓越管理公司新金奖(连续5年获奖)企业榜单

2024 BMC New Gold Winners

企业名称

科大讯飞股份有限公司
三六零安全科技股份有限公司
深圳市裕同包装科技股份有限公司
新希望乳业股份有限公司
鑫荣懋果业科技集团股份有限公司
银泰商业(集团)有限公司

(按企业首字母拼音顺序排序)

Company Name

iFLYTEK Co., Ltd.
360 Security Technology Inc.
Shenzhen YUTO Packaging Technology Co., Ltd.
New Hope Dairy Co., Ltd.
Joy Wing Mau Fruit Technologies Corporation Limited
Intime Retail (Group) Company Limited

(Sorted by alphabetical order of company initials)

第六届中国卓越管理公司金奖（连续6年获奖）企业榜单

2024 BMC Gold Winners

企业名称

爱康健康科技集团有限公司
创维集团有限公司
大全集团有限公司
孩子王儿童用品股份有限公司
海底捞国际控股有限公司
恒安国际集团有限公司
龙湖集团控股有限公司
山东威高集团医用高分子制品股份有限公司
山鹰国际控股股份公司
深圳迈瑞生物医疗电子股份有限公司
深圳市汇川技术股份有限公司
通策医疗股份有限公司
新东方教育科技集团有限公司
中国教育集团控股有限公司

(按企业首字母拼音顺序排序)

Company Name

iKang Healthcare Group, Inc.
Skyworth Group Co., Ltd.
Daqo Group Co., Ltd.
Kidswant Children Products Co., Ltd.
Haidilao International Holding Ltd.
Hengan International Group Co., Ltd.
Longfor Group Holdings Limited
Shandong Weigao Group Medical Polymer Company Limited
Shanying International Holding Co., Ltd.
Shenzhen Mindray Bio-Medical Electronics Co., Ltd.
Shenzhen Inovance Technology Co., Ltd.
Topchoice Medical Corporation
New Oriental Education & Technology Group Inc.
China Education Group Holdings Limited

(Sorted by alphabetical order of company initials)

第六届中国卓越管理公司连续获奖企业榜单

2024 BMC winners for consecutive years

企业名称

安东油田服务集团
安踏体育用品有限公司
宝时得科技(中国)有限公司
北京东方雨虹防水技术股份有限公司
北京蓝色光标数据科技股份有限公司
福耀玻璃工业集团股份有限公司
广东东阳光科技控股股份有限公司
广东海大集团股份有限公司
广联达科技股份有限公司
恒隆地产有限公司
江苏恒立液压股份有限公司
绝味食品股份有限公司
君乐宝乳业集团有限公司
老百姓大药房连锁股份有限公司
联泓新材料科技股份有限公司
隆基绿能科技股份有限公司
南京天加环境科技有限公司
汽车之家
山东五征集团有限公司
山东薛记食品科技有限公司
上海复星医药(集团)股份有限公司
上海良信电器股份有限公司
深圳传音控股股份有限公司
深圳市大疆创新科技有限公司
汤臣倍健股份有限公司
通威太阳能有限公司
闻泰科技股份有限公司
溢达集团
永辉超市股份有限公司
永卓控股有限公司
朝云集团有限公司

Company Name

Anton Oilfield Services Group
ANTA Sports Products Limited
Positec Technology (China) Co., Ltd.
Beijing Oriental Yuhong Waterproof Technology Co., Ltd.
Blue Focus Intelligent Communications Group Co., Ltd.
Fuyao Glass Industry Group Co., Ltd.
GUANGDONG HEC TECHNOLOGY HOLDING CO., LTD.
GUANGDONG HAID GROUP CO., LTD.
Glodon Co., Ltd.
Hang Lung Properties Limited
Jiangsu Hengli Hydraulic Co., Ltd.
Juewei Food Co., Ltd.
Junlebao Dairy Group
Laobaixing Pharmacy Chain Joint Stock Company
LEVIMA ADVANCED MATERIALS CORPORATION
LONGi Green Energy Technology Co., Ltd.
NANJING TICA CLIMATE SOLUTIONS CO., LTD.
AUTOHOME
Shandong Wuzheng Group Co., Ltd.
Shandong Xueji Food Technology Co., Ltd.
Shanghai Fosun Pharmaceutical (Group) Co., Ltd.
Shanghai Liangxin Electrical Co., Ltd.
SHENZHEN TRANSSION HOLDINGS CO.,LTD.
DJI
BYHEALTH.,LTD.
Tongwei Solar Co., Ltd.
Wingtech Technology Co., Ltd.
Esquel Group
Yonghui Superstores Co., Ltd.
EVERRISING HOLDINGS CO.,LTD.
Cheerwin Group Limited

“卓越管理标准”全球框架

Global framework of Best Managed criteria

30余年通过对数千家BMC获奖企业的评价,我们使用与不断改进“卓越管理标准”全球统一框架,强调卓越管理的四大基石,它们不可或缺,相互联动:
More than 30 years of research into over a thousand BMC winners based on a constantly improved global framework of Best Managed criteria have boiled down to four inseparable and interconnected cornerstones of management excellence that we strongly endorse.

我们使用的卓越管理框架经历了多年的变革,但始终不变的是所有成功企业都必须拥有的四大基石:
While our framework has evolved over the years, what remains unchanged are the four-pillar value drivers for any successful company:



战略
Strategy



企业执行的能力
Execution capabilities



**领导和员工对企业一
流的承诺**
**Leadership
and employee
commitment
to corporate
excellence**



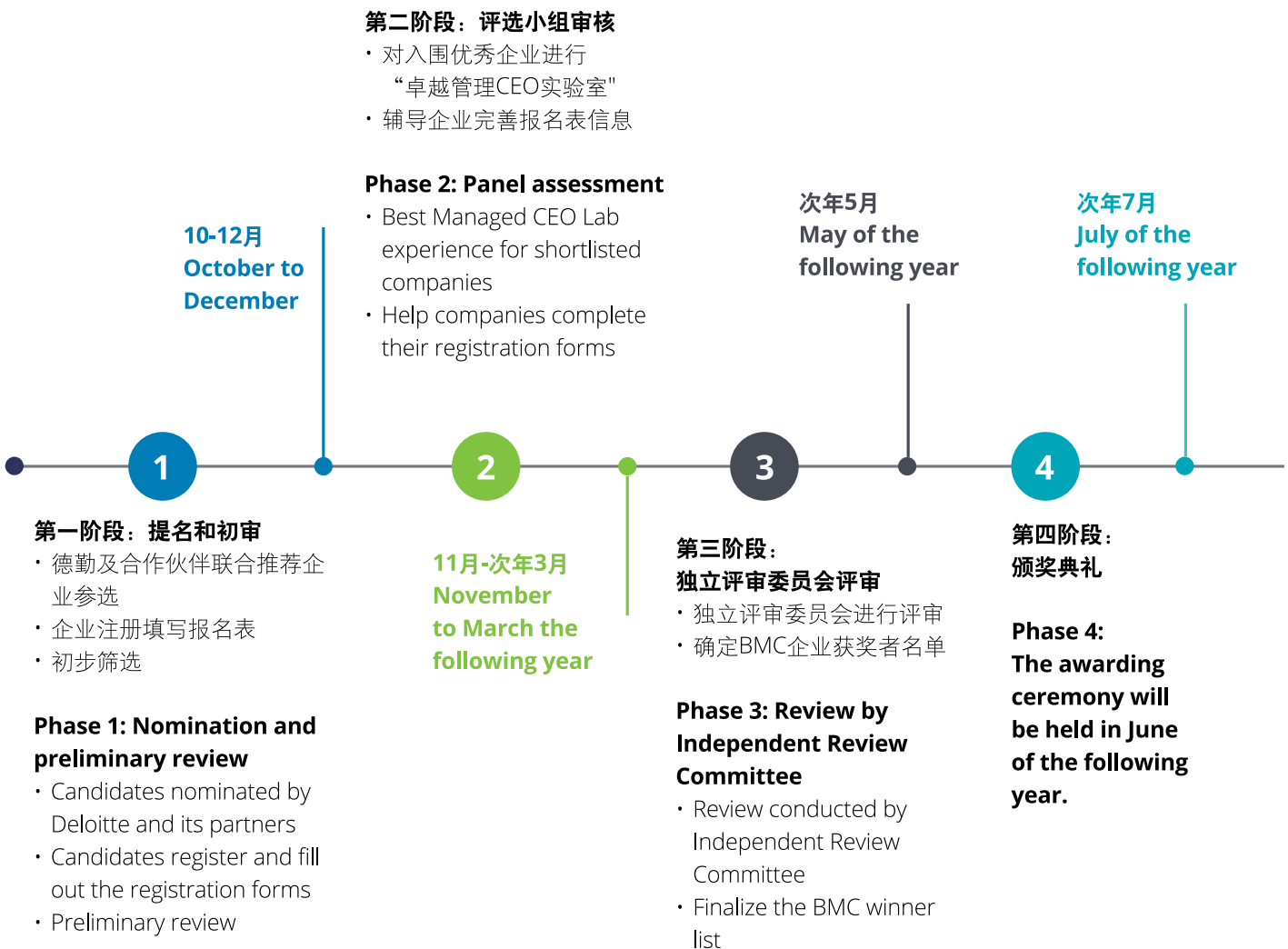
以及出色的财务实力
**Robust financial
strength**



评选流程

Review and selection process

评选时间表与重要日期：
Timeline and key dates for selection:



评选标准

Best Managed criteria



战略 Strategy

- 战略方向清晰，持续领先竞争对手并引领行业发展
- 强有力的周期性战略复盘流程
- 简而明的团队战略沟通与战略执行
- 细分领域行业排名优异
- Well-defined strategies continuously outpacing competitors and leading the industry's development
- In-depth reflection upon strategies on a regular basis
- Efficient team communication and strategy execution
- Leader in certain industry segments



能力 Capabilities

- 聚焦生产力提升
- 资源整合能力强
- 创新与数字化商业落地性强
- 品牌价值位居前列
- 全球化运作能力强
- 风险智能
- Higher productivity
- Strong resource integration capability
- Strong capability to commercialize innovative digital solutions
- Leading position in brand value
- Strong global operation
- Risk intelligence



承诺 Commitment

- 持续投资的人才发展
- 个性化的、灵活的和全局性的奖励机制
- 着力打造“团队一致”的企业文化
- 有未来领导培养与继任机制
- 企业社会责任体系
- Continued investment in talents
- Individualized, flexible, and holistic incentive mechanism
- Enhanced corporate culture centered on “Work As One”
- Future leadership development and succession plan
- Social Enterprise



财务实力 Financial strength

- 业绩出色
- 透明高效的财务管理
- 资产效率高
- 有效制衡的公司治理机制
- 税务管理到位
- Excellent financial performance
- Transparent and effective financial management
- High asset efficiency
- Well balanced corporate governance mechanism
- Effective tax management

卓越管理CEO实验室

Best Managed CEO Lab

沉浸式的一日体验，将协助企业从“内观、前瞻、协同”3个视角帮助企业总结卓越管理实践。
An immersive one-day experience designed to help leaders summarize Best Managed practices from introspective, prospective and collaborative aspects.



主要讨论领域

- 战略与愿景
- 运营与精益化、资源整合、创新、风险智能等
- 领导力、人才发展、企业文化等
- 治理架构、财务管理及财务和经营状况等

Major topics for discussion

- Strategy and vision
- Operation and lean management, resource integration, innovation, risk intelligence, etc.
- Leadership, talent development, corporate culture, etc.
- Governance structure, financial management, financial and operational performance, etc.



日程安排

- 会议之前，请完成自我评估。请结合本次评选要求，完成参选报名表，对企业整体管理状况及每个领域的具体实践，包括优秀的方面和有差距需改善的方面进行陈述。
- CEO及高管团队必须主导陈述材料并参加当天的会议
- 评委介绍评选要求
- 交流讨论，确认或修改报名表内容，明确企业管理改善计划
- 就专题领域分别进行深度讨论
- 验证有关材料

Agenda

- Participants will be asked to complete self-rating before the meeting. Then they need to fill out the registration form as required, and give a presentation on overall management and specific practice, including advantages and areas for improvement
- CEO and executive team must lead the presentation and attend the meeting
- Coaches introduce requirements of the review and selection process
- Exchange ideas to confirm or revise information of registration form, and clarify management improvement plan
- Have in-depth discussions on specialized topics
- Validate related materials

独立评委会成员由德勤与合作伙伴代表
共同组成

The third session of Independent Review
Committee comprises representatives from
Deloitte and partners

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德勤中国主席
Deloitte China
Chairman

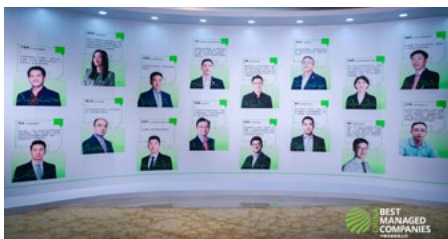


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院院长
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中文版总经理
General Manager
of Harvard
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2024中国卓越管理公司颁奖盛典 China Best Managed Companies Award Dinner 2024



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