



2020 Sweden's Best Managed Companies

Recognising Swedish business excellence

Sweden's Best Managed Companies

About

The Best Managed Companies programme is developed to recognise private companies operating at the highest levels of business performance. A rigorous and independent process ensures that participating companies are evaluated based on a proven global framework. Within the framework the management abilities and practices are assessed (in the domains of strategy, capabilities and innovation, culture and commitment and governance and financials). Launched in Sweden in September 2018, the Best Managed Companies has a growing international presence, with similar programmes in 20 countries around the globe, including Canada, Mexico, Ireland, China, Australia, the Netherlands, Chile and the US.

What makes Sweden's Best Managed Companies programme unique?

- It focuses on private Swedish 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 application process

Who can apply?

Companies wishing to enter the programme must satisfy the following eligibility criteria:

- Turnover in excess of SEK 250 million
- Established for at least 5 years
- Over 50 full-time employees
- Majority stake (> 50%) owned by Swedish resident persons or entities
 - Could be
 - privately owned Swedish company
 - Swedish portfolio company controlled by private equity firms or a listed company if managed autonomously
- HQ or major decision center in Sweden (operations can be abroad)
- Fully compliant from legal, tax and ethical perspective
- Managing finances effectively, adapting to changing market conditions, over the past three financial years

The following organisations are **ineligible**:

Credit institutions, banks, insurance companies, co-ops, listed companies, Swedish subsidiaries of foreign multinationals, government-owned entities/public sector agencies, charities and not-for-profit organisations and their affiliates and subsidiaries.

The application process

Applicants must complete a two-phased application:

Phase I – The online application

This first phase verifies eligibility and should only take 10-15 minutes with the information at hand. Applications will be open until October 18, 2019.

Phase II – The screening and reviewing process

This is an in-depth review of your company where our trained coaches guide you through the process in the form of a lab. Processes discussed during the lab will be consolidated into application for Phase II. Deadline for submission of Phase II is December 6, 2019.

- An independent jury will score the different companies based on the global Best Managed Companies framework criteria. Companies will be notified of their success during February 2020.
- All successful companies will be invited to celebrate together at an award ceremony at Fotografiska in Stockholm on March 26, 2020.
- All submissions are confidential and the programme is compliant with privacy and confidentiality policies.

How are Best Managed applicants evaluated?

Following the application and evaluation process, an independent jury selects the final participants. The company's results are benchmarked against all other Best Managed Companies finalists. Best Managed companies exhibit a number of common attributes enabling sustained growth.



Strategy

Most BM companies have a **formal methodology** for strategy development, ensure the strategy reflects **all stakeholders**, have the right **capabilities and metrics** in place to execute their strategy, and **clearly and consistently communicate** the strategy to all levels of the organization.



Capabilities and innovation

BM companies develop valuable **capabilities and resources**, are highly **execution-oriented**, are focused on **productivity and innovation**, and are thoughtful about hiring the **right people** to execute their business model and strategy.



Culture and commitment

BM companies build a **strong corporate culture** and legacy, actively develop their people and leadership team, provide a **holistic** compensation system, create an inclusive culture and address **continuity** issues within the company.



Governance and financials

BM companies install **strong** governance structures, use **KPIs** to **manage** their progress, maintain a **strong balance sheet**, and apply the **financial discipline** required to drive **revenue growth**, improve **operating margin**, and increase **asset efficiency**.

What's in it for your company?

- **Brand exposure** – winners gain 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 sites and packaging).
- The opportunity to be part of a **global initiative** – with Best Managed Companies programmes in other countries, the designation is a well-regarded international stamp of quality for best managed private companies, because Best Managed companies want to do business with Best Managed companies.
- **Increased talent attraction and retention** – people want to work for Best Managed companies.
- **Networking opportunities** among Best Managed applicants and programme sponsors.
- **Benchmark** your organisation against other strong private companies.
- Invitations to Best Managed events, including the award ceremony in Stockholm in mid-March 2020, to **celebrate the efforts** and commitment of your entire company.
- Even if you do not become a Best Managed, applicants have said that the **submission process is a valuable experience**. It is an opportunity to gather the management team, reflect upon the company's strategy and business plan and understand its strengths and weaknesses. Coaches provide valuable insight along the way.

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