

**Deloitte.**  
Private

 **SOUTHEAST ASIA**  
**BEST MANAGED COMPANIES**  
SINGAPORE



**Best Managed Companies 2021**

Celebrating the best private businesses  
in Singapore and across the world

"The Deloitte Best Managed Companies Award gives us validation that our strategy is right, it helps our employer brand and it helps when we present to prospective customers."

**John Purdy**  
CEO, Ergo  
Best Managed Companies winner, Ireland

"Any midsize company that really wants to pursue an operational improvement model should participate. Everyone wins: customers, employees, suppliers and the community."

**Javier Vega**  
CEO, Pegaso Tecnologia  
Best Managed Companies winner, Mexico

"We most valued the benchmarking experience and expert view from the outside on the functioning of our company."

**Milan Rufer**  
CEO, Akeso Holding  
Best Managed Companies winner, Czech Republic



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## Celebrating Singapore's private sector

### **What**

Best Managed Companies is an awards program recognising privately held companies for their organisational success and achievement. The program provides a distinct framework for management teams to challenge themselves and benchmark against some of the best private companies in the world.

Best Managed winners are recognised at an awards ceremony and invited to a regional symposium where they can network with other outstanding private sector leaders and hear from business educators and industry professionals specialising in private enterprise.

The Best Managed Companies global awards program is currently active in the Americas, Europe, Australia, China and now Singapore and across Southeast Asia. The designation is a well-regarded international stamp of quality recognising the best private companies.

### **Why**

We want to recognise and celebrate the hard work, passion, and pioneering ideas that emanate from private companies. Through the awards program, we are sharing best practice, supporting company and sector growth, and building a community of the best private companies in Singapore and across the world.

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## What's in it for your company?

### **For applicants:**

- Gain an independent view of your business from industry experts
- Benchmark against some of the best private companies from across the world
- Learn of practical solutions that Best Managed leaders apply to drive initiatives within their business
- Explore growth opportunities during one-on-one coaching sessions with private enterprise specialists (for those who meet the Phase 1 eligibility requirements)

### **For winners:**

- Enjoy exclusive use of the Best Managed Companies' designation
  - Join a community of Best Managed companies from across the world
  - Strengthen your ability to attract and retain great talent
  - Network with other exceptional private company business leaders from across Southeast Asia
  - Attract business and enhance your value proposition in tenders
  - Access a range of business forums and discovery sessions
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## Who can apply?

To enter the awards program, companies must satisfy the following eligibility criteria:

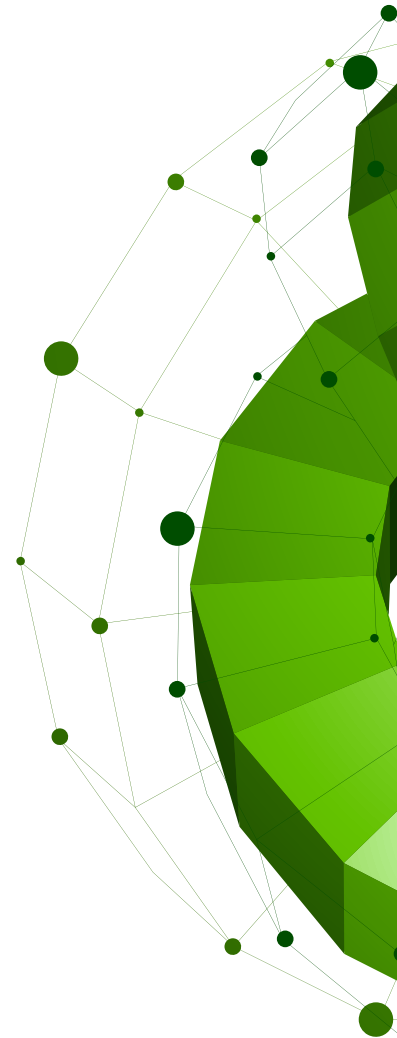
- In operation for at least 5 years
- Annual revenue should be at least USD 25million (in the most recent accounting year)
- Majority stake (>50%) owned by residents of Singapore

Can be:

- a privately-owned company
  - a portfolio of companies controlled by a venture capital or private-equity firm
  - family offices
- HQ or major decision-making centre in Singapore
  - Fully compliant with the prevailing legal, tax and ethical frameworks within the operating countries

The following organisations are ineligible:

- Public companies where the majority stake (>50%) is not privately-held by residents or entities within Singapore
  - Foreign multinationals and their subsidiaries
  - Credit institutions / insurance companies / banks / co-ops
  - Government-owned entities / public sector agencies
  - Charities and not-for-profit enterprise
  - Partnerships / JVs
  - Large private equity funds (>USD 250m fund size)
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## The application process

### **Applicants must complete a two-phased application:**

#### **Phase I – The online application**

- This first phase verifies eligibility and should only take 30-90 minutes to complete the online form with the information on-hand.

#### **Phase II – The applicant lab experience**

- Shortlisted companies will work with coaches from Deloitte to complete their Phase II submission. Based on a set of well-defined management principles, expert coaches work with applicants in a one-to-one session to understand their business, provide insights, and help them benchmark against some of the strongest and most progressive private companies in the world.

#### **Outcomes and awards**

- An independent jury will score the different companies based on the global Best Managed Companies framework.
- Winners will be invited to celebrate their company's success at an awards ceremony and attend a regional Best Managed symposium alongside other outstanding leaders in the private sector.

**All submissions are confidential and the program is compliant with Deloitte's privacy and confidentiality policies.**

#### **Is there a program application fee?**

There is no cost to participate in the program.

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## How are applicants evaluated and selected?

Following the application and evaluation process, an independent jury selects the winners.

The Best Managed evaluation framework is consistent across the world and based on more than 25 years of the awards' history - working with companies - supporting their growth and observing best practice.

### What makes a Best Managed company?

Companies tend to exhibit the following attributes to enable sustained growth:

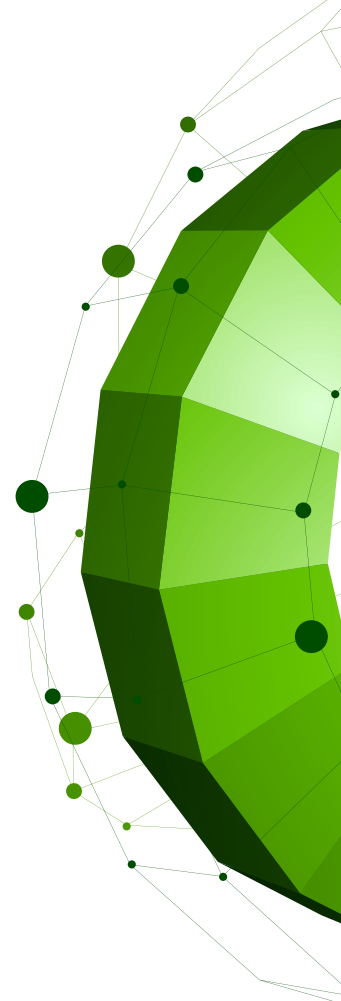
**Strategy** — they have a formal methodology for strategy development; their strategy reflects all stakeholders; they have the right capabilities and metrics in place to execute their strategy; and they clearly and consistently communicate the strategy to all levels of the organisation.

**Capabilities and innovation** — they develop valuable capabilities and resources; are highly execution-oriented; are focused on productivity and innovation; and are conscious of hiring the right people to execute their business model and strategy.

**Culture and commitment** — they 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** — they install strong governance structures; use KPIs to manage progress; maintain a strong balance sheet; and apply the financial discipline required to drive revenue growth, improve operating margin, and increase asset efficiency.

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## Contact and application

We invite you to enter Best Managed Companies.

**Phase I applications close on 31 December 2020.**

**Companies can visit our [website](https://bestmanaged.awardsplatform.com/) and apply online at <https://bestmanaged.awardsplatform.com/>**

If you require further information, we would be delighted to speak with you.



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