



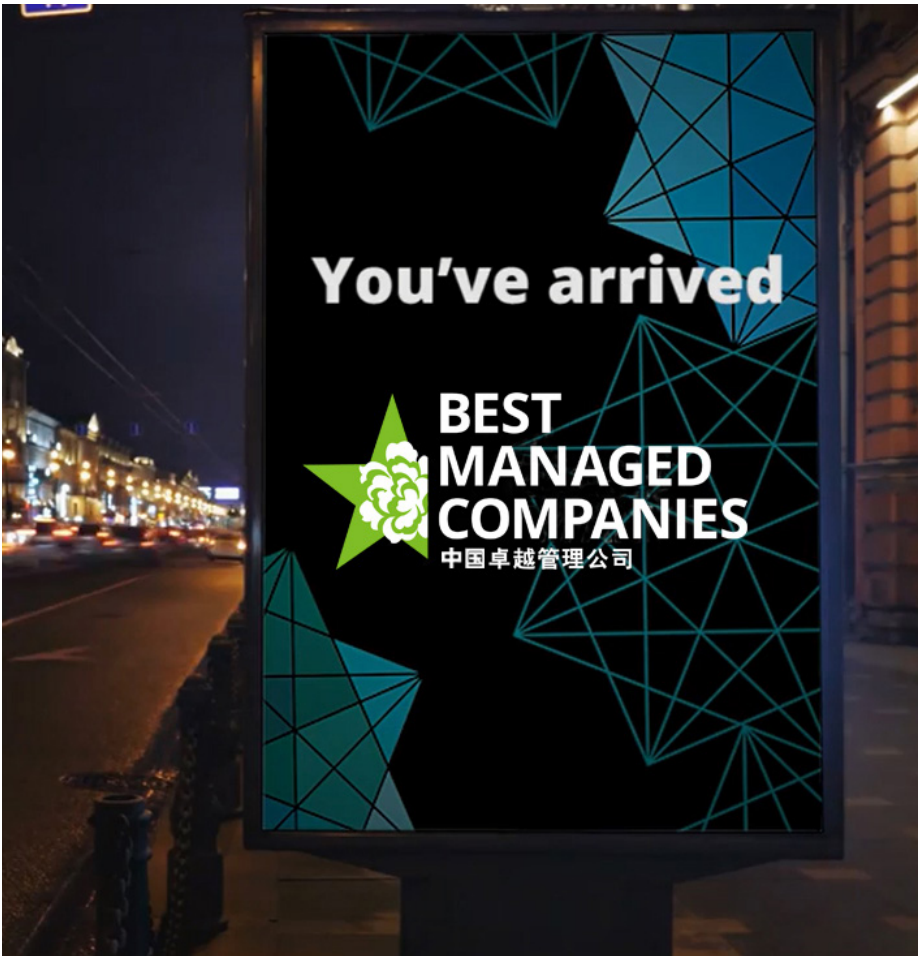
中国卓越管理公司项目(BMC)  
参选手册  
China Best Managed Companies  
(BMC) Handbook



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## 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 Bank of Singapore, 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.

## 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,联合新加坡银行、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。

# 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：  
BCM 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 3 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

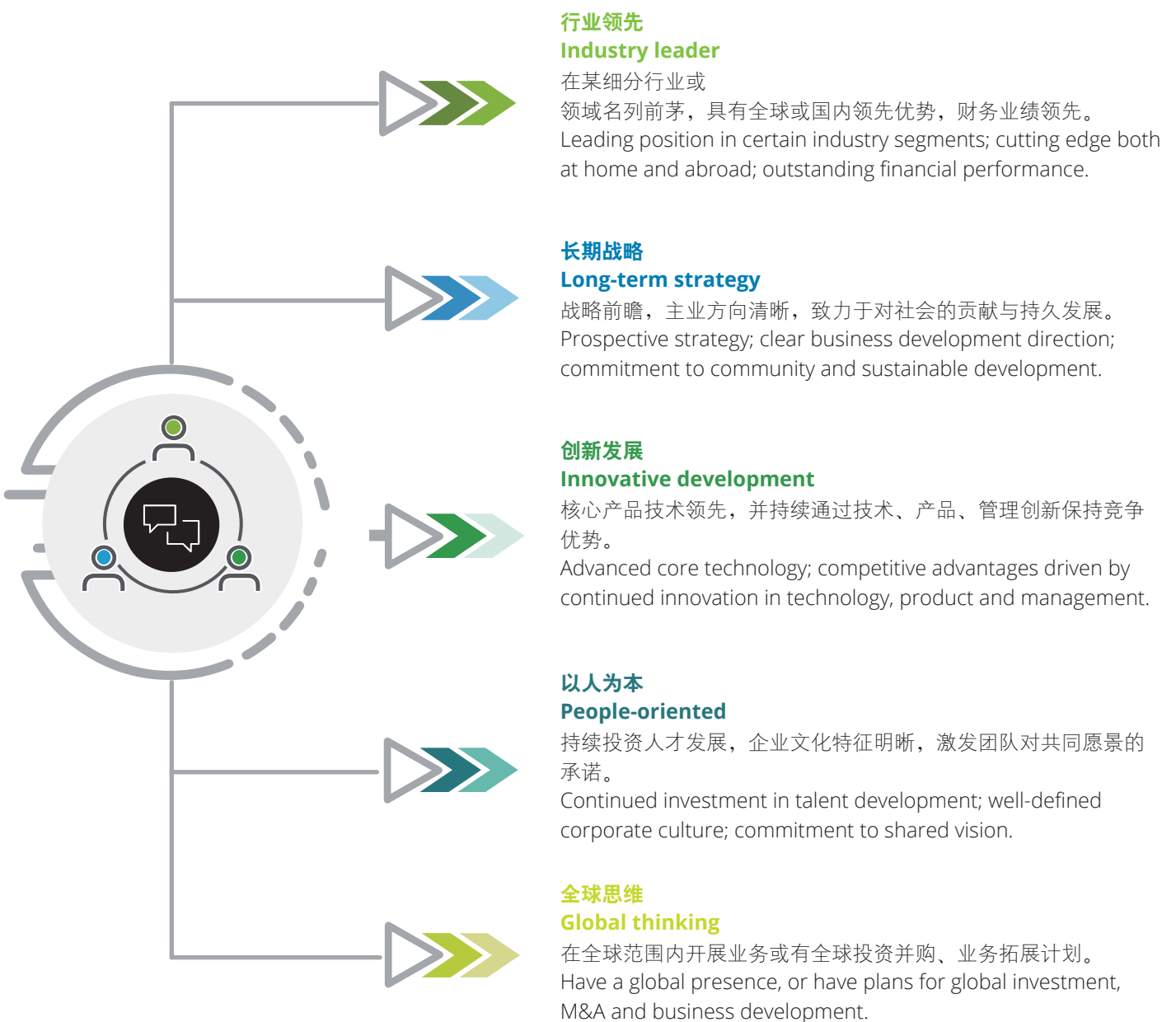
### For the winners:

- 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).



# 2022年度中国卓越管理公司获奖企业名单

## 2022 China Best Managed Companies

### 2022中国卓越管理公司新晋获奖企业

### 2022 China BMC New Winners

#### 企业名称

北京东方雨虹防水技术股份有限公司  
江苏恒立液压股份有限公司  
绝味食品股份有限公司  
老百姓大药房连锁股份有限公司  
隆基绿能科技股份有限公司  
山东五征集团有限公司  
上海良信电器股份有限公司  
深圳正威(集团)有限公司  
闻泰科技股份有限公司  
溢达集团

(按企业首字母拼音顺序排序)

#### Company Name

Beijing Oriental Yuhong Waterproof Technology Co.,Ltd.  
Jiangsu Hengli Hydraulic Co., Ltd.  
Juewei Food Co., Ltd  
Laobaixing Pharmacy Chain Joint Stock Company  
LONGi Green Energy Technology Co.,Ltd.  
Shandong Wuzheng Group Co., Ltd.  
Shanghai Liangxin Electrical Co.,Ltd.  
Amer International Group Limited.  
Wingtech Technology Co.,Ltd  
Esquel group.

(Sorted by alphabetical order of company initials)

### 中国卓越管理公司连续两年获奖企业

### China BMC Winners for two consecutive years

#### 企业名称

安踏体育用品有限公司  
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  
恒隆地产有限公司  
红星美凯龙家居集团股份有限公司  
联泓新材料科技股份有限公司  
南京天加环境科技有限公司  
汽车之家  
汤臣倍健股份有限公司  
通威太阳能有限公司  
永辉超市股份有限公司  
朝云集团有限公司

(按企业首字母拼音顺序排序)

#### Company Name

ANTA Sports Products Limited  
Blue Focus Intelligent Communications Group Co.Ltd  
Fuyao Glass Industry Group Co., Ltd.  
GUANGDONG HEC TECHNOLOGY HOLDING CO., LTD  
Hang Lung Properties Limited  
MACALLINE  
LEVIMA ADVANCED MATERIALS CORPORATION  
NANJING TICA CLIMATE SOLUTIONS CO., LTD.  
AUTOHOME  
BYHEALTH.,LTD  
Tongwei Solar Co., Ltd  
Yonghui Superstores Co., Ltd.  
Cheerwin Group Limited

(Sorted by alphabetical order of company initials)

### 中国卓越管理公司连续三年获奖企业

### China BMC Winners for three consecutive years

#### 企业名称

复星国际有限公司  
家家悦集团股份有限公司  
科大讯飞股份有限公司  
拉卡拉支付股份有限公司  
三六零安全科技股份有限公司  
深圳华大基因股份有限公司  
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  
旭辉控股(集团)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

Fosun International Limited  
Jiayayue Group Co., Ltd.  
iFLYTEK Co., Ltd.  
Lakala Payment Co., Ltd.  
360 Security Technology Inc.  
BGI Genomics Co., Ltd.  
Shenzhen YUTO Packaging Technology Co., Ltd.  
New Hope Dairy Co., Ltd.  
Joy Wing Mau Corporation Limited  
CIFI Holdings (Group) Co., Ltd.  
Intime Retail (Group) Company Limited

(Sorted by alphabetical order of company initials)

### 中国卓越管理公司连续四年获奖企业

### China BMC Winners for four consecutive years

#### 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  
杰克科技股份有限公司  
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  
烟台杰瑞石油服务集团股份有限公司  
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.  
Jack Sewing Machine 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.  
Yantai Jereh Oilfield Services Group Co., Ltd.  
China Education Group Holdings Limited

(Sorted by alphabetical order of company initials)

# “卓越管理标准”全球框架

## Global framework of Best Managed criteria

28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:  
28 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**



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



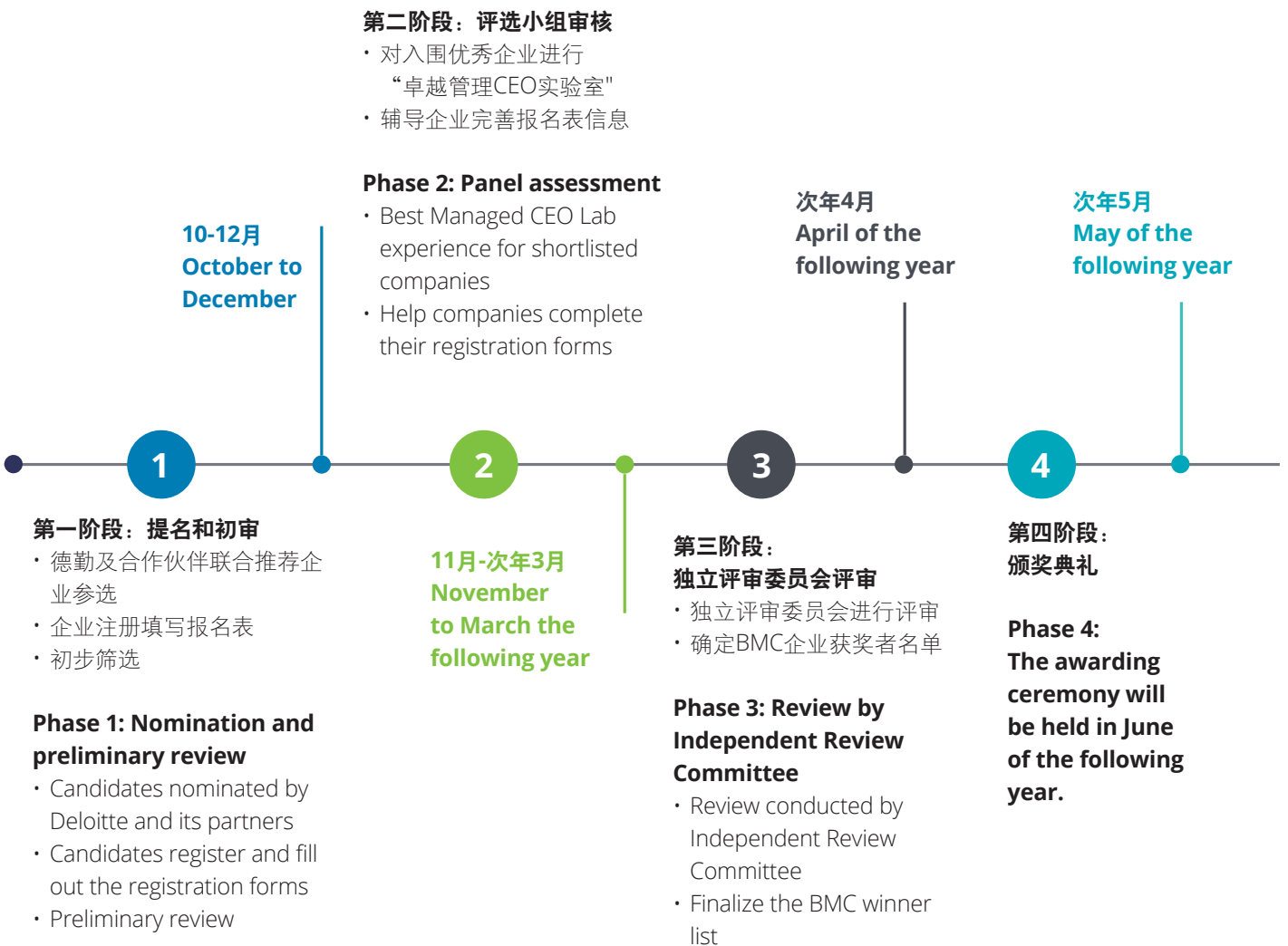


# 评选流程

## 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，聚焦主业
- 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 underpinning key business
- 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

**Deloitte.**  
Private



德勤中国主席  
Deloitte China  
Chairman

新加坡银行私人银行业务  
香港总监  
Head of Greater  
China, Hong Kong,  
Bank of Singapore



香港科技大学商学  
院院长  
Dean of HKUST  
Business School

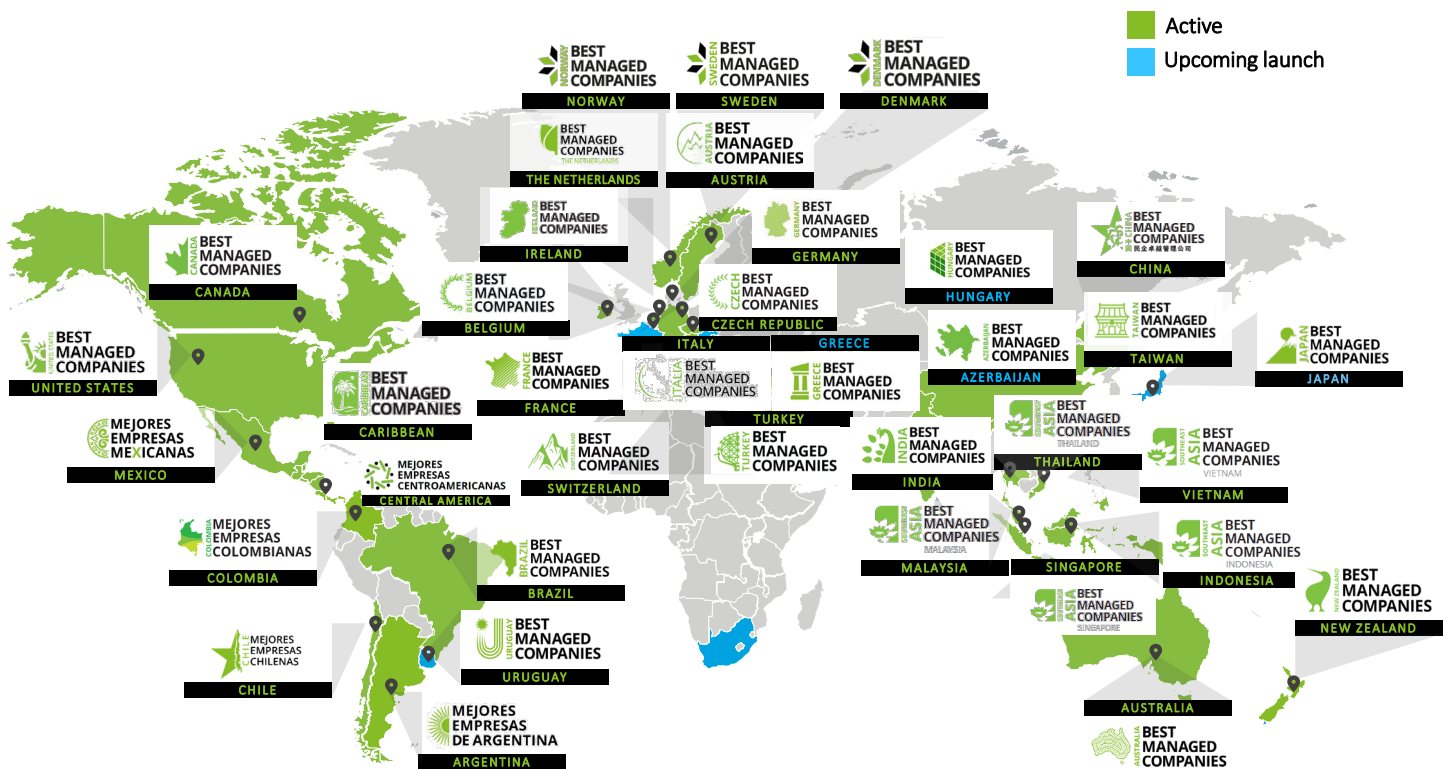


《哈佛商业评论》  
中文版总经理  
General Manager  
of Harvard  
Business Review  
China

# 2022中国卓越管理公司颁奖盛典 China Best Managed Companies Award Dinner 2022



# 卓越管理公司全球认证 BMC Global Recognition



# BMC项目中国管理团队

## BMC China management team

许柯

**Frank Xu**

领导合伙人

德勤中国客户服务领导合伙人

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**Deloitte Private China**

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**Gui Yan**

总监

中国卓越管理公司项目

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