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Introduction

Welcome to Phase I of the Best Managed Companies Programme application.

Congratulations on taking the first step to becoming one of Switzerland's Best Managed Companies! This phase of the application process is simple and quick to complete. You'll be required to enter basic company details to ensure eligibility for the programme.

Once your application is submitted, we will send each of the contacts (who are opted-in to receive programme communications) an email confirmation of receipt.

We look forward to working with your team and receiving your application by **27 March 2026**. If you have any questions please e-mail us at bestmanagedcompanies@deloitte.ch.

All sections of this application are required unless otherwise noted.

Eligibility

Please verify your eligibility for the Switzerland's Best Managed Companies Programme.

Headquarters location

(City and Canton)

Shareholding & organizational structure

Swiss-owned private company; OR

HQ or major decision center of applicant company domiciled in Switzerland
(for portfolio entities held by Private Equity or Venture Capital firms)

For more information on eligibility, please contact bestmanagedcompanies@deloitte.ch.

Do you identify as a family business?

A family business is a company that is majority-owned by one family and in which family members are in leading positions or have a significant influence in the company.

Please select the most appropriate answer

Yes

No

Are family members involved in the management of the business?

Yes

No

Has your company received funding from a venture capital/private equity firm, or family office?

Yes No

If yes, please indicate name of primary firm:

Please explain any changes in your organization’s ownership structure since you applied the last time.

If you’re a first year applicant, please input N/A.

Company revenues and number of employees

- Revenue must be at least CHF 50 million in most recent year of operations and reported in CHF
- Companies with revenues under CHF 50 million will be considered if they can show positive year over year growth trending towards CHF 50 million in the near term
- Most recent year is a forecast only
- Numbers representative of a 12 month period
- This information will be kept strictly confidential. For more information, please visit our privacy policy

	2025 (Forecast)	2024	2023
Revenue			
Company profit measured by EBITDA			
Employees at period end			

Ownership structure

Type of ownership	Percentage of ownership (%)
-------------------	-----------------------------

Family Owned	
--------------	--

Private Equity	
----------------	--

Employee Ownership	
--------------------	--

Sole Proprietor	
-----------------	--

Partnership	
-------------	--

Public	
--------	--

Other	
-------	--

TOTAL	
-------	--

Over the next 3-5 years, what are your expectations for the organization's ownership structure? Please select the most appropriate answer.

Partial sale of the enterprise	
--------------------------------	--

Remain as is	
--------------	--

Full sale of the enterprise	
-----------------------------	--

Secure Private Equity investment	
----------------------------------	--

IPO	
-----	--

Please provide your company's top three shareholders.

Name	Percentage of ownership (%)
------	-----------------------------

1.	
----	--

2.	
----	--

3.	
----	--

Company profile

Company legal name:

Company name:*
(as it should appear in print)

Company description In 100 words,
please provide a brief description of the
nature of the business. This description will
be used in media and print materials.

Address:

City:

Canton:

Postal code:

Business phone:

Website:

Twitter handle:

Instagram handle:

LinkedIn page:

Year of incorporation:

Company's D-U-N-S number**
(optional)

Preferred language: Please indicate
your company's preferred language for any
awards, certificates, and media releases for
public distribution.

* This will appear on any awards, certificates, and media releases for public distribution

** D-U-N-S, or data universal numbering system, is a unique 9-digit number recognized as the universal standard for identifying over 330 million businesses worldwide. For more information visit the Dun & Bradstreet website: <http://www.dnb.com>

Primary Industry:

Other (Please specify)

Secondary Industry:

Other (Please specify)

Geographic Sales Area

Approximate your sales by geographic segment in percentages. Total must equal 100%.

Percentage (%)

Switzerland

Europe, other (excluding
Switzerland)

North America

South America

Asia Pacific

Middle East

Africa

Other

Company ERP provider(s)

Please select all that apply.

INFOR

Microsoft

NetSuite

Oracle

Salesforce

SAP

Workday

Other (please specify)

Company Cloud provider(s)

Please select all that apply.

AWS

Dell

Google

HP

IBM

Microsoft

Oracle

None of the above

Other (please specify)

Company contacts

Instructions

Please help us understand your organization better by providing the appropriate company contacts. The following role-based information is required:

- Chief Executive Officer (CEO),
- Executive Assistant to CEO (EA to CEO),
- Marketing; and
- Members of your key management team.

For your key management team, please provide a company contact from Finance, Information/Technology, and Human Resources. Your key management team will be engaged in the application process, as required.

Please ensure you have appropriate consent to disclose this information. This information would be treated as confidential, and would not be shared publicly except at an aggregate level. For details regarding the handling of your information, please refer to our [Privacy Statement](#).

CEO*

First name:

Last name:

Email:

Phone:

Gender:	Male	Female	Non-binary	Prefer not to answer
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Founder:	Yes	No
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Years as CEO:

EA to CEO*

First name:

Last name:

Job title:

Email:

Phone:

Gender:	Male	Female	Non-binary	Prefer not to answer
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Marketing (i)

Level:

First name:

Last name:

Job title:

Email:

Phone:

Gender: ☐ Male ☐ Female ☐ Non-binary ☐ Prefer not to answer

Key management team (i):

Additional contact

Level:

First name:

Last name:

Job title:

Email:

Phone:

Gender: ☐ Male ☐ Female ☐ Non-binary ☐ Prefer not to answer

Key management team (i):

Key Management Team (i)

If selected, contacts will be identified as part of your company's Key Management Team. Minimum of 4 contacts need to be identified.

Marketing (i) User will be included in a distribution list for any marketing, communications, and media-related inquiries

Additional contact

Level:

First name:

Last name:

Job title:

Email:

Phone:

Gender: ☐ Male ☐ Female ☐ Non-binary ☐ Prefer not to answer

Key management team (i):

Additional contact

Level:

First name:

Last name:

Job title:

Email:

Phone:

Gender: ☐ Male ☐ Female ☐ Non-binary ☐ Prefer not to answer

Key management team (i):

Key Management Team (i)

If selected, contacts will be identified as part of your company's Key Management Team. Minimum of 4 contacts need to be identified.

Business challenges

1. What are the top three most significant key advantages of your business units or core businesses in the marketplace? *Please select up to three.*

A) Strategy

Superior business strategy

Strong marketing and sales programme

Innovative business model

Other (Please specify):

B) Capabilities and Innovation

Exceptional or unique products or services

Excellent customer relationship management

Lower cost provider/structure

Superior physical resources (e.g. raw materials, machines, energy)

Excellence in technology and innovation

Enhanced level of sustainability

Other (Please specify):

C) Culture and Commitment

Encouragement of employee innovation

Supportive corporate culture

Committed and engaged workforce

Social impact of purpose driven organization

Other (Please specify):

D) Governance and Financials

Leadership team

Commitment of family and/or owners

Superior financial performance

Other (Please specify):

2a. What are the biggest challenges in growing the value of your company?

Please select all that apply.

A) Strategy

- Building corporate infrastructure
- Developing a strong marketing and sales strategy
- Maintaining good customer service
- International expansion
- Outdated business model
- Other (Please specify):

B) Capabilities and Innovation

- Developing new products/services
- Outdated IT systems
- Outdated production facilities
- Monetizing digital services and products
- Defending against cyber attacks
- Other (Please specify):

C) Culture and Commitment

- Finding, hiring and retaining qualified employees
- Maintaining an engaged corporate culture
- Developing a management team
- Leadership succession planning
- Other (Please specify):

D) Governance and Financials

- Raising capital for growth
- Reducing company cost
- Dealing with regulatory issues
- Other (Please specify):

2b. Considering your answers in question 2a, in which dimension of excellence do you see overall the biggest challenges? *Please select the most appropriate answer.*

Strategy

Capabilities and Innovation

Culture and Commitment

Governance and Financials

3a. What is your primary growth strategy? *Please select the most appropriate answer.*

International expansion

Focus on margin

Domestic expansion

Development of new products and services

Outsourcing of non-core functions

Other (please specify)

3b. And what is your company's strategic method? *Please select all that apply.*

Mergers and acquisitions

IPO

Partnership and strategic alliance

Private equity

Organic growth

Launching new start-ups

Other (please specify)

Programme referral

1. How did your company find out about the Best Managed Companies Programme?

Please select all that apply.

Your company is a current Best Managed winner

Your company is a previous Best Managed applicant (not a winner)

Word of mouth by a current Best Managed winner

Word of mouth by a current Best Managed applicant

Contacted by Deloitte

Deloitte homepage

Deloitte newsletter/marketing material

Direct mail

Social media

Other programme partner (Please specify):

Online advertising (Please specify):

Other (Please specify):

2. What are reasons your company is applying to this year's Best Managed Companies Programme? *Please select all that apply.*

Employee morale

Brand awareness

Recruiting

More attention from financial community

Media recognition

Benchmarking

Community relations

Join the global network of Best Managed Companies

Other (specify):

Consent

Privacy & confidentiality

For details regarding the handling of your information, please refer to our [Privacy Statement](#). Contact Switzerland's Best Managed Companies programme lead if you have any questions or concerns at bestmanagedcompanies@deloitte.ch.

Certification

I certify that the information contained in this application is accurate, and that I have obtained all necessary authorisations, including consents, to permit handling of this information in accordance with the Switzerland's Best Managed Companies programme privacy and confidentiality notice.

I certify that I have read the above information and it is correct.

Agree

Disagree

Deloitte.

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