

Celebrating Canadian business excellence



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The Canada's Best Managed Companies awards program celebrates the success of privately owned businesses across the country. This community of industry leaders is committed to pushing our nation into a new age of business excellence at a time when it matters most.

For over 30 years, the program has evolved into a network of over 490 companies with the ability to adapt quickly to the shifting landscape of global and Canadian business, invest in competitive excellence, and to never lose sight of their purpose.

Finding these traits in Canadian companies energizes our mission of creating a more prosperous future by celebrating high-performance businesses today.





// CIBC has participated in Canada's Best Managed Companies program for 30 years, during which our team has worked closely with owners of private companies to help them drive excellence in leadership by joining the network of Best Managed companies across Canada, where best practices and information are exchanged by top organizations across a number of industries."

— Blair Cowan, SVP and Head,
Commercial Banking, CIBC

How?

How can your company achieve the Best Managed designation? New candidates must go through an application process.

Eligibility and requalifying companies deadline

Company questionnaire

Companies must provide information to confirm eligibility and complete the Best Managed questionnaire.

Applications will be available during the application period only at www.bestmanagedcompanies.ca

Application deadline

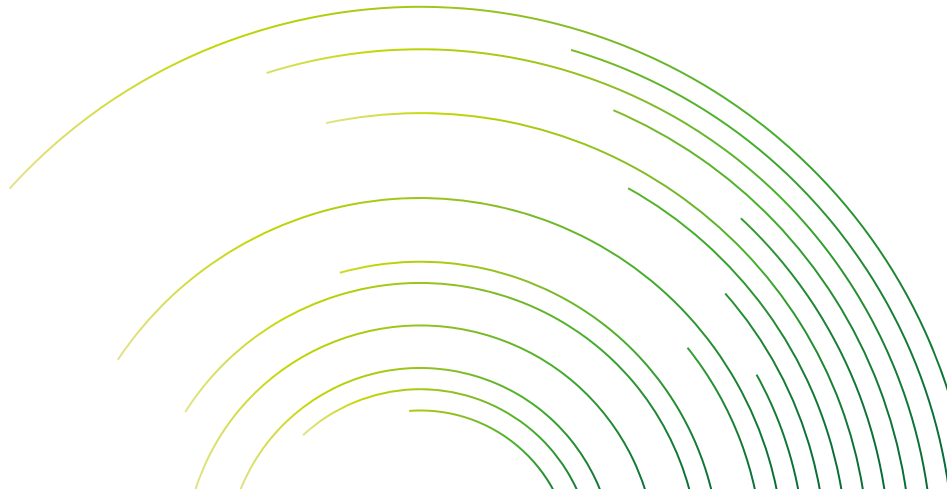
(First year applicants, Gold Standard, and Platinum Club)

The coaching process

Deloitte and CIBC professionals will facilitate a Best Managed Applicant Lab, helping you to complete your submission and providing valuable coaching. Even if your company is not among the final winners, this is a great opportunity to gain insights and business expertise during the coaching process.

Already been named one of Canada's Best Managed?

Companies currently part of the program will complete alternative applications corresponding to program level, also available online.





// While Canada's Best Managed Companies recognize uncertainty on the economic horizon, their focus hasn't wavered and they haven't been discouraged; they are relentlessly focused on growing their business to new heights and investing in the future. The contribution these companies provide to Canada cannot be overstated. Every year, Best Managed winners are raising the bar of excellence in Canadian business."

— Lorrie King, Partner and Co-Leader,
Canada's Best Managed
Companies program

Who?

Who can apply?

Companies wishing to apply must meet the following criteria:

- Revenue greater than \$50M CAD in the most recent year of operations
- Canadian-owned private company; or
- Canadian-owned portfolio company controlled by Canadian venture capital and Canadian private equity firms; or
- Canadian-owned closely held public company with fewer than 50% of their shares or units traded

Ineligible entities include Canadian-owned public companies with more than 50% of their shares or units traded; credit unions, mutual or co-operative insurance companies; subsidiaries of a foreign owned parent; charities and not-for-profit; government/public sector.

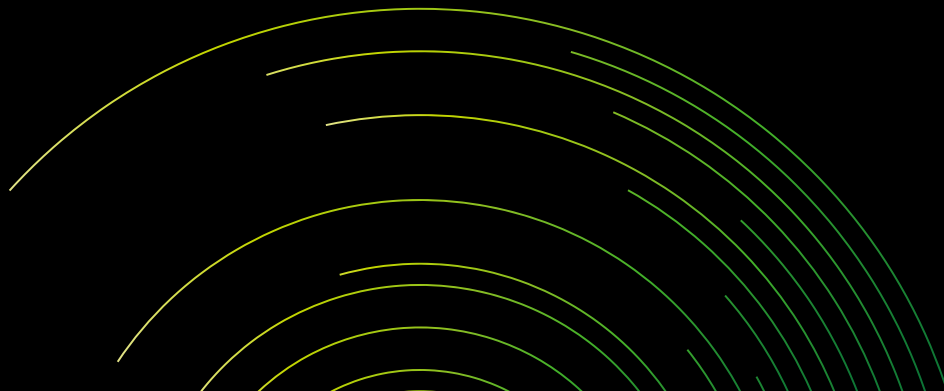
For more information on eligibility, please contact
bestmanagedcompanies@deloitte.ca.





// Best Managed companies succeed in a constantly changing economic landscape and sustain outstanding performance. They embody the best in Canadian business. The vision, innovation, agility and dedication amongst the Best Managed network sets the pace for private companies."

— Anthony Viel, Chief Executive Officer, Deloitte Canada



What?

What's so great about being one of the best?

There are obvious benefits to winning any award but the Canada's Best Managed Companies award offers some unique opportunities.

The benefit of applying

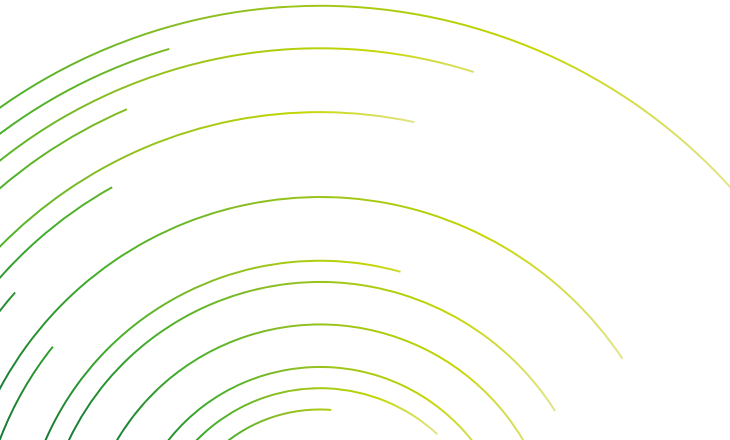
That's right, these benefits are for all applicants!

- In-depth analysis of your business and how it benchmarks against "the best"
- Comprehensive lab experience, facilitated by Deloitte and CIBC experts, for key members of your team to assess your company's alignment with the four pillars of the Best Managed program (strategy, capabilities and innovation, culture and commitment, governance and financials)
- Access to coaches of various backgrounds who will challenge you and facilitate meaningful management discussions
- Detailed insights about your application based on the Best Managed Companies global best practices

The benefit of winning

All the perks of applying, and then some!

- **Increased market visibility and credibility** through exclusive use of the national and global Best Managed Companies brand
- **Exclusive use of the Best Managed designation** for sales and marketing opportunities, RFPs, award applications, and other organizational tenders
- **Strengthened ability to attract and retain top talent** using the trusted Best Managed credential
- **Rich networking opportunities** with other business leaders and sponsors at exclusive events throughout the year
- **Extensive media exposure** at the national, regional, and local levels
- **Professional development** opportunities throughout the year
- **Celebration** of the entire company's efforts at the winners' events attended by business professionals
- **Membership in a global network** of Best Managed Companies, a world-renowned stamp of quality for private companies



What's next?

Following the application and evaluation process, an independent panel of judges select the winners.

Best Managed judges recognize common best practices among Best Managed winners:

- Emphasis on culture and people
- Innovation
- Sustained performance
- Strong financial results



How are Best Managed applicants evaluated?

Best Managed companies exhibit a number of common attributes enabling sustained growth.



Strategy

Best Managed companies are highly strategic while adhering to the original vision and core values of the founder. They have a customer-centric strategy and know how they will compete to win. Best Managed companies go to great lengths to communicate strategy to everyone in the business, ensuring they understand the company's direction and how they contribute towards common goals.



Capabilities and Innovation

Best Managed companies are thoughtful about assembling the capabilities they need to achieve their strategy. They recognize the people and teams required to do so and work hard to attract and retain them. As a Best Managed company, they are highly execution-oriented and regularly tackle change initiatives that will move the company forward strategically. Best Managed companies are thought of as both innovative and productive.



Culture and Commitment

Best Managed companies stay committed to their goals and work on the intangibles, like leadership and alignment, which make the business highly successful. They invest in formal leadership development and broad learning and growth to build capacity. Succession planning is addressed, with plans in place for both leadership and ownership.



Governance and Financials

Best Managed companies consistently achieve top quartile performance and build systems and processes that support strategy and execution.

The network

You don't just win an award, you become part of an exclusive network.

Best Managed New Winner

One of the new winners selected each year.

Best Managed Winner

Years 2, 3

Award recipients that have re-applied and successfully retained their Best Managed designation for two additional years.

Gold Standard Winner

Years 4, 5, 6

After three consecutive years of maintaining their Best Managed status, these winners have demonstrated their commitment to the program and successfully retained their Best Managed status for 4-6 consecutive years.

Platinum Club Member

Year 7 and following

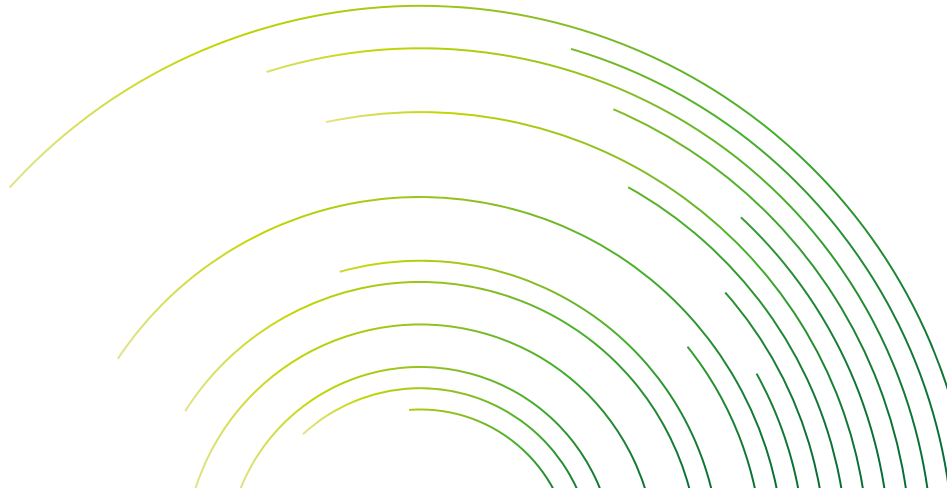
Winners who have retained their Best Managed status for seven years or more.

For more information

www.bestmanagedcompanies.ca

bestmanagedcompanies@deloitte.ca

[#bestmanaged](https://twitter.com/bestmanaged)





// What we aspire to do is to build a network of the very best private companies in Canada and connect that network to the very best private companies on the planet. That's powerful."

— *Derrick Dempster, Partner and Co-Leader,
Canada's Best Managed Companies program*

Program sponsors

Deloitte.
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