



Canada's Best Managed Companies

Application Guide

Thank you for your interest in Canada's Best Managed Companies!

By applying for this award, you gain invaluable insights into your business across the program's four pillars, benefit from expert-guided analysis and coaching, resulting in an enriched growth journey. Winning not only extends these advantages but also elevates your company's visibility, talent attraction, networking opportunities, media exposure, and grants access to an esteemed global network, all under the prestigious Best Managed credential.

This guide is designed as a tool to help support you through the application process.

Please note the application deadlines on our website at www.bestmanagedcompanies.ca, and reach out to bestmanagedcompanies@deloitte.ca if you have any further questions.

We look forward to receiving your application and working with your team.



Be one of Canada's best

The Canada's Best Managed Companies designation is the pre-eminent mark of business excellence for privately owned and managed Canadian businesses.

For more than 30 years, the program continues to foster and celebrate Canadian business success. Join a network of more than 490 Canadian companies and 48 partnered programs around the world.

Companies are evaluated on their ability to communicate their responses clearly and succinctly.

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

Applications must be submitted through the [online portal](#).



How?

Canada's Best Managed program application process

Once your company has met all of the eligibility requirements, you will receive a notification granting access to begin your application process.

The Canada's Best Managed Companies application process provides an opportunity to showcase your company's Strategy, Culture & Commitment, Capabilities & Innovation, and Governance & Financials.

You will be assigned experienced coaches from Deloitte and CIBC, to support your application submission as well as facilitate a Best Managed Applicant Lab. You can expect this application process to require more time than the eligibility process.

Applicant Lab Experience:

Optimize your application and gain valuable organizational insights and identify key successes and growth opportunities in your current business practices.

Book your Best Managed Lab experience:

Through our applicant lab, Deloitte and CIBC facilitators will help you focus on key elements of what it takes to be Best Managed. In a few short hours, collaborate with your executive team to complete over 80% of your application

Lab bookings can start once your application is complete (September – November)

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 benefits 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

How are Best Managed applicants evaluated?

Four Pillars of a Best Managed Company

Best Managed companies are evaluated based on four pillars:



Strategy



**Capabilities
and Innovation**



**Culture
and Commitment**



**Governance
and Financials**

Each pillar plays a crucial role in determining whether a company qualifies as a Best Managed company. *This section describes each pillar in more detail, and examples of some of the questions you will see on your application.*



Strategy

Best Managed companies have strong business models and formulate strategies that are consistent with the company's internal strengths and that correspond to external opportunities

They take into consideration that good strategy is about exploiting on the company's capabilities, satisfying customers and being better than the competition. Best Managed companies ensure high-quality strategic decisions by maintaining focus and depending on strong strategy execution

Best Managed companies have well-developed strategic plans that encompass market positioning, competitor differentiation, tactics, and action steps

When completing this section of the application, consider sharing the following information:



Communicate your unique value proposition, differentiation from competitors, and how you plan to win



Highlight how your strategy has adapted to the current economic environment and how you ensure future adaptability



Explain how you monitor and ensure effective execution of your company's strategy



Describe how your strategy is communicated throughout the organization



Capabilities and Innovation

Best Managed companies are thoughtful about assembling the resources and capabilities they need to achieve their strategic goals. This could include physical resources, employee skills and capabilities, technologies, as well as organizational processes.

When completing this section of the application, consider sharing the following information:



Share how your company focuses on innovation and productivity, such as through new products, services, or market strategies



Detail the capabilities you are developing to execute your strategy effectively



Explain how your company drives the execution of its plans



Describe your business organization and the rationale behind its structure



Culture and Commitment

Best Managed companies show a strong and distinct corporate culture, stay committed to their goals and work on the intangibles, such as leadership and alignment that make the business highly successful. Explain how your company manages and engages talent and ensures alignment to a common goal by answering the questions.

When completing this section of the application, consider sharing the following information:



Highlight your organization's distinct culture and how you build and nurture it



Discuss how management and employees are compensated to ensure alignment with company goals



Explain any investments in leadership development



Outline strategies or best practices used to engage and retain employees



Provide insights into your company's long-term plan for business continuity and the steps taken to execute and develop it



Mention any external awards won for success or community involvement



Governance and Financials

Best Managed companies have a corporate governance structure that supports the business systems and improves operational performance. They consistently achieve top quartile performance and build systems and processes that support strategy and execution. Show us how your company effectively and efficiently manages finances within your strategy by completing the table and answering the questions.

When completing this section of the application, consider sharing the following information:



Explain how your company effectively manages finances and produces financial reports in a timely manner



Outline your company's approach to managing risk



Describe the metrics used to measure company performance



Share how you manage financial relationships and partnerships



ESG indicators actively integrated into company reporting

Tips

- Make the best use of the Deloitte/CIBC coaches assigned
- Schedule a weekly/bi-weekly call and explain any bottlenecks or challenges you are facing while completing the application form
- Book your Best Managed Lab Experience: Connect with your coaches to book your lab early
 - Lab bookings run between September and November
 - Labs can be held on-site at your office or Deloitte/CIBC offices
 - Executive participation is strongly recommended-Executive participation is strongly recommended-Include as many of the c-suite team as possible (CEO, Founder, COO, CFO, HR/Talent leader)
 - Output will include discussion from the lab that can be used to complete the application
- Collaboration with the executive teams helps complete a substantial portion of the application





Best of luck with your application!

If you have any questions or need further assistance, contact

bestmanagedcompanies@deloitte.ca

About Deloitte Canada

At Deloitte, our Purpose is to make an impact that matters. We exist to inspire and help our people, organizations, communities, and countries to thrive by building a better future. Our work underpins a prosperous society where people can find meaning and opportunity. It builds consumer and business confidence, empowers organizations to find imaginative ways of deploying capital, enables fair, trusted, and functioning social and economic institutions, and allows our friends, families, and communities to enjoy the quality of life that comes with a sustainable future. And as the largest 100% Canadian-owned and operated professional services firm in our country, we are proud to work alongside our clients to make a positive impact for all Canadians.

Deloitte provides industry-leading consulting, tax and legal, financial advisory, audit and assurance, and risk advisory services to nearly 90% of the Fortune Global 500® and thousands of private companies. We bring together world-class capabilities, insights, and services to address clients' most complex business challenges.

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