



# MCA Consulting Excellence

Declaration 2024

Confidential





Consulting Excellence is a fantastic initiative which provides a central framework for member firms to practise the highest standards of ethical behaviour, client service, and professionalism. It supports in enriching collaboration with our clients as part of our mission to identify and deliver Profit Potential and directly measurable results.

We have actively used the Management Consultancies Association's standards to inform our own values and behaviours, which underpin our approach to client engagements.

In this declaration, you will see how we at Vendigital, have implemented the 13 principles of Consulting Excellence across our business.



**Roy Williams, CEO**



# Introduction

## Our People and Culture



The Vendigital culture is **friendly**, **flexible** and highly **rewarding**. We're agile, transparent, and have a hands-on approach to working with our clients.



We have **strong values** and **high standards**. Our teams have the ability and passion to work at pace across our chosen industries.



Our colleagues are **high performers**, who are focused on **delivering results** to our clients' bottom-lines, while supporting their peers.



# Introduction

## Our Values

Our values were developed by our colleagues, with input from all teams. This has ensured buy-in from across the business. They were designed to closely follow and mirror the MCA Consulting Excellence principles.



**We always  
deliver**



**We love  
what we do**



**We are bold in  
our thinking**



**We do the  
right thing**

# Introduction

Our support for Consulting Excellence



# Ethical Behaviour



# Ethical Behaviour

## Overview



### ETHICAL BEHAVIOUR



**Consulting Excellence firms work with clients, partners, employees and other stakeholders in an ethical way. This means**

1. We are responsible and good citizens;
2. We conduct our business ethically;
3. We foster an ethical culture



### VALUES



**Commitment to Consulting Excellence and how that translates to our values**



We love  
what we do



We do the  
right thing

# Ethical Behaviour

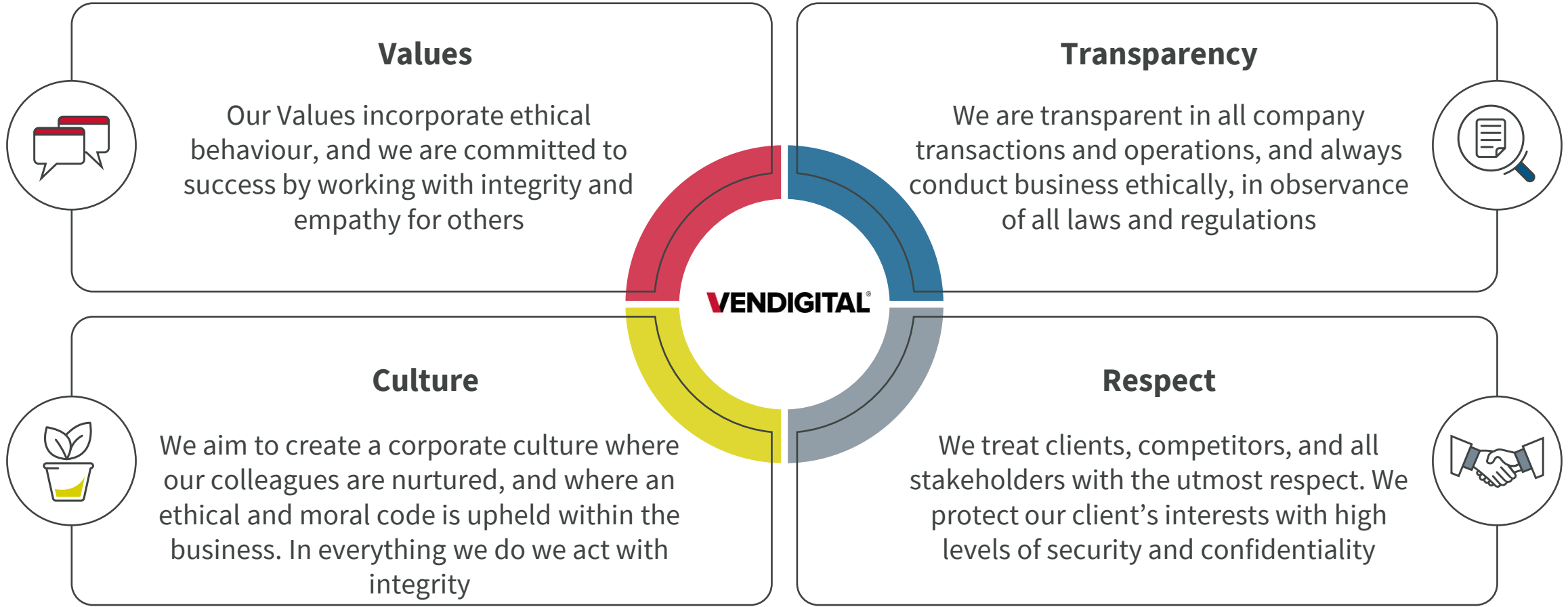
We are Responsible and Good Citizens





# Ethical Behaviour

We Conduct our Business Ethically, and Foster an Ethical Culture



# Client Service & Value

# Client Service & Value

## Overview



### CLIENT SERVICE & VALUE



**Consulting Excellence firms promote the highest standards of client service and value. This means:**

4. We provide excellent consulting services which deliver the outcomes the clients seek and need;
5. We are transparent with clients and respond to their concerns;
6. We always strive to improve the value we can deliver to our clients



### VALUES



**Commitment to Consulting Excellence and how that translates to our values**



We always deliver



We love what we do

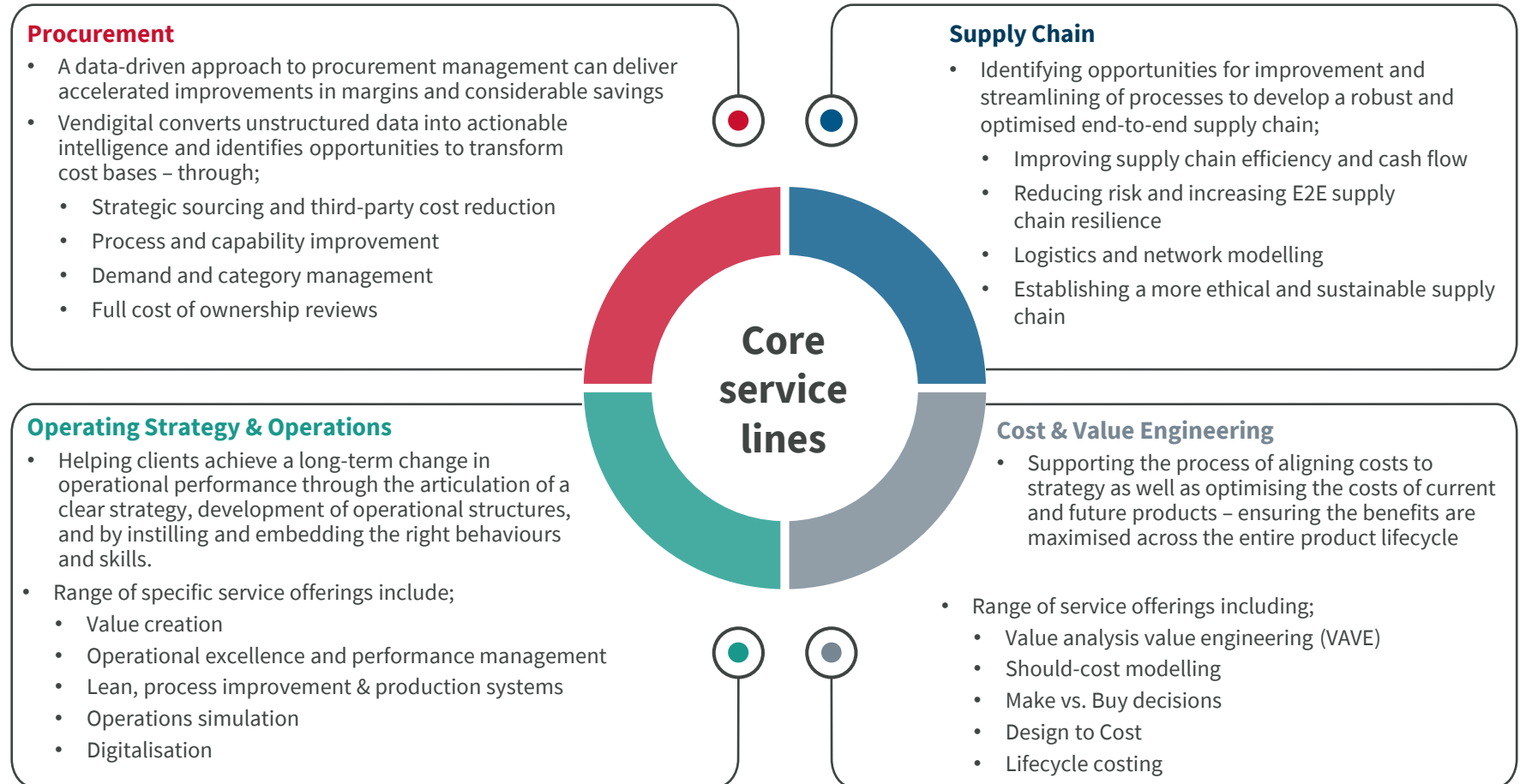


We are bold in our thinking

## Delivering data-led accelerated cost transformation

- Rapidly converting clients' unstructured data into operational intelligence to deliver quantifiable operational improvements, Vendigital helps clients:
- Make operational changes, at speed, by providing operational capability and transformation expertise
- Improve product margins by providing reduction opportunities for the costs involved across product design, bill of materials and service delivery
- Derive actionable insights from cost and operational data by developing a single source of truth

## Vendigital's core consultancy offering delivers long-term improvements across procurement, supply chain, cost and value engineering, and operations.



# Client Service & Value

We Provide Excellent Services - and Deliver Them!



With deep industry knowledge and our experienced, motivated team, we aim to deliver tangible and sustainable results to our clients. Read our case study; [The golden rule for successful change management](#)



We have developed a framework and skills matrix covering every aspect of client interaction. All colleagues have training against this skills matrix to ensure service excellence. Please read more about our **Skills Matrix in Appendix 2**



We work closely with our clients to determine project outcomes, and then deliver consulting services that exceed their expectations

## CLIENT TESTIMONIAL



We wanted to industrialise our highly innovative product as quickly as possible to make the most of a thriving EV marketplace, but we lacked the internal processes and capabilities required. Vendigital's consultants had a deep-level understanding of our product and its marketplace and supported us in professionalising our functions and building our cost engineering know-how on the road to industrialisation. 

**Ben Boycott - Chief Operating Officer, Protean Electric**

# Client Service & Value

We are Transparent with Clients and Respond to their Concerns



Our clients are served by a team of skilled industry experts and consultants, each of whom are authorities in their specific fields




We respond quickly and positively to client demands, maintaining clear, open, and accessible channels of communications



With an inclusive and personal approach, our consultants are trusted advisors, working collaboratively with our clients throughout an engagement

## CLIENT TESTIMONIAL



Marshall are committed to building extraordinary futures for our customers, our communities, our people and our planet . We outlined this with our pledge to be carbon net zero by 2030. In Marshall Land Systems, we wanted to accelerate our progress towards our net zero target with industry standard and recognised methods for carbon profiling. The comprehensive data and depth of analysis provided by Vendigital has given us the tools to analyse and baseline our embedded product carbon, which is critical to helping us make the changes necessary to meet our challenging target. 

**Ollie Raymond - Head of Product Engineering,  
Marshall Land Systems**



# Client Service & Value

We Strive to Constantly Improve the Value we Deliver



We value and seek to promote innovation, actively encouraging breakthrough thinking that helps transform our client's business




We see our consultancy projects as an opportunity to learn and contribute to future improvements



We have invested in data and technology solutions that add value and enable new ways of working

## CLIENT TESTIMONIAL



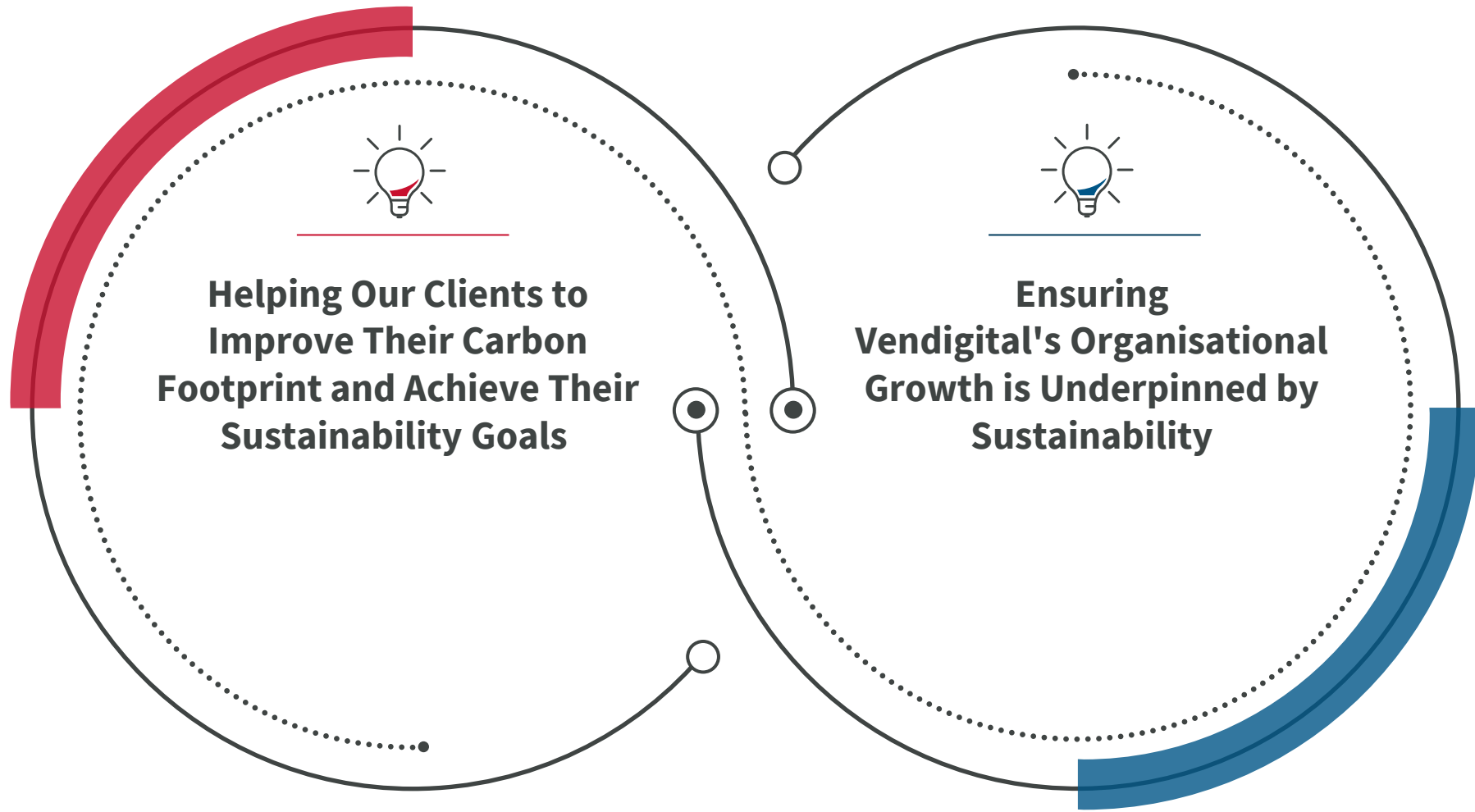
What I appreciate most about Vendigital, is not what they do, but how they go about doing it. They take the time to understand our sector, immediate and long-term needs, and provide a tremendous degree of transparency in their thinking and solutions - and they do exactly what they say they'll do. They drive outcomes, with full traceability, and we can directly see the impact to our bottom-line. We've been very proud to highlight their work as a success story at our quarterly Investor Relations reviews. 

**Chris Bryant, CPO, Meggitt PLC**

# Sustainability

# Sustainability

## Our Key Drivers



Sustainability is multidimensional. We adopt a **holistic but focused approach to decarbonisation**, through **four macro impact levers**, delivered by Vendigital or via our Siemens family.

#### Decarbonisation levers



**Innovation in product** and **business model design**



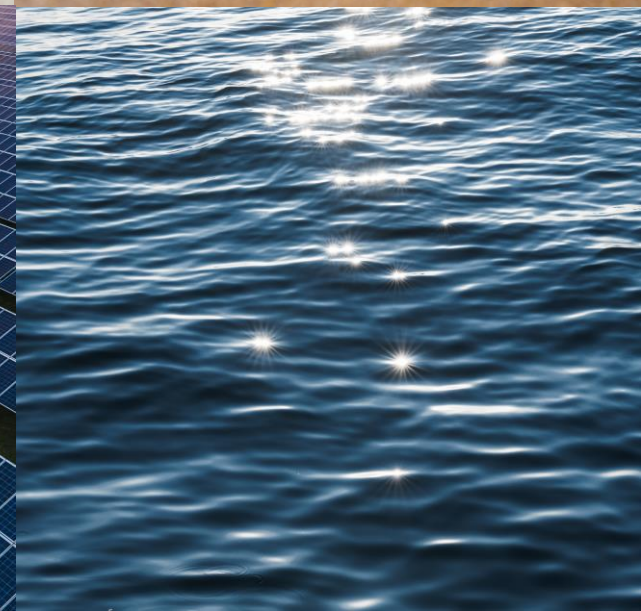
Technological and **operational improvements**



**Green supply-chain design** and **sustainable sourcing**



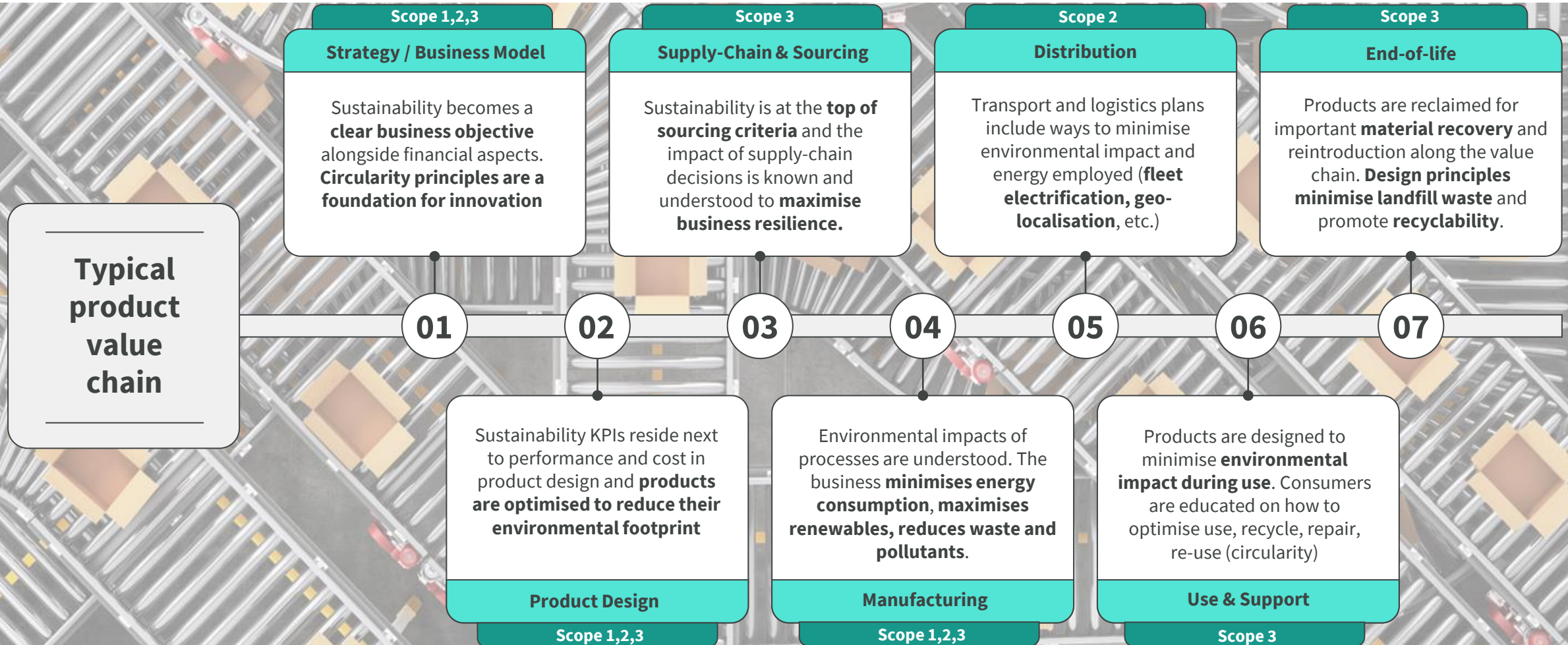
**Green buildings** and **factories**





# Sustainability in the value chain

Our aim is to help clients think about sustainability at every step of the product lifecycle



# Professional Development



# Professional Development

## Overview



### CLIENT SERVICE & VALUE



**Consulting Excellence firms develop the capabilities of their consultants, provide career opportunities, and support the welfare of all their employees. This means:**

7. We undertake training and professional development planning each year
8. We promote strong core consulting capabilities and specialisms in our consultants and teams
9. We support our employees' career progression, professional development, and welfare



### VALUES



**Commitment to Consulting Excellence and how that translates to our values**



We always deliver



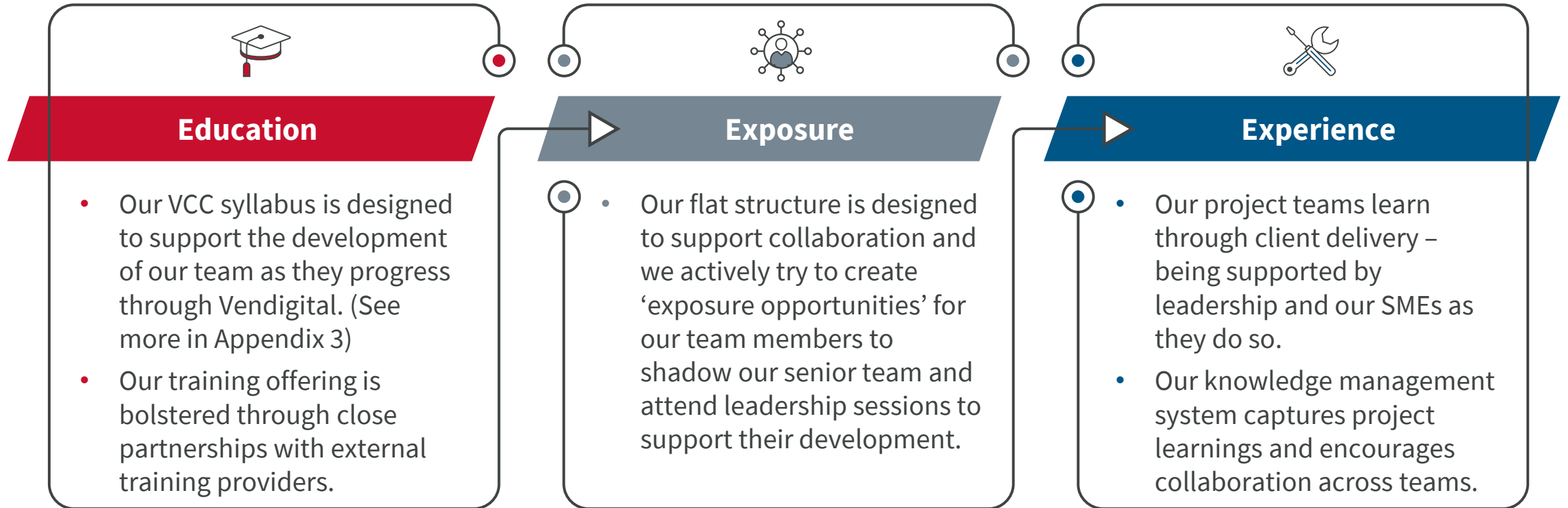
We love what we do



We do the right thing

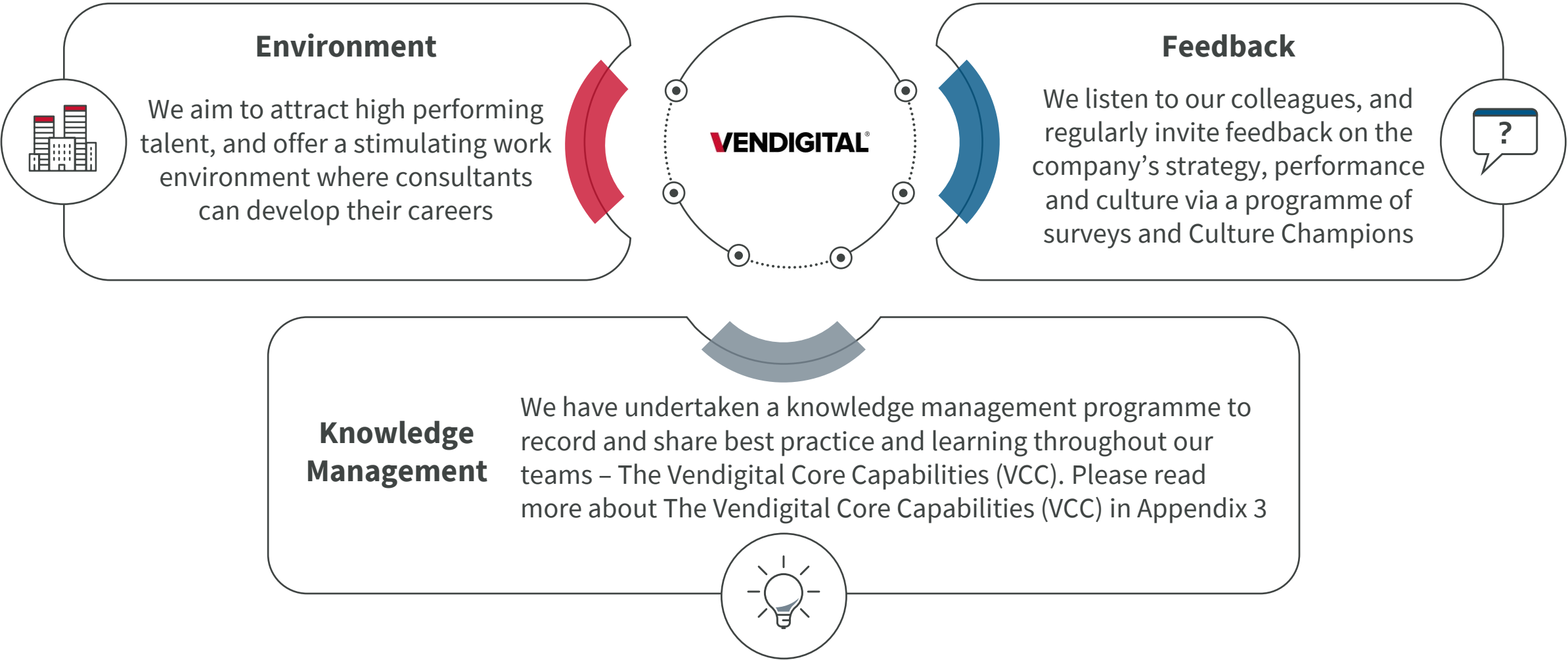
# Professional Services

We Undertake Training and Professional Development Planning



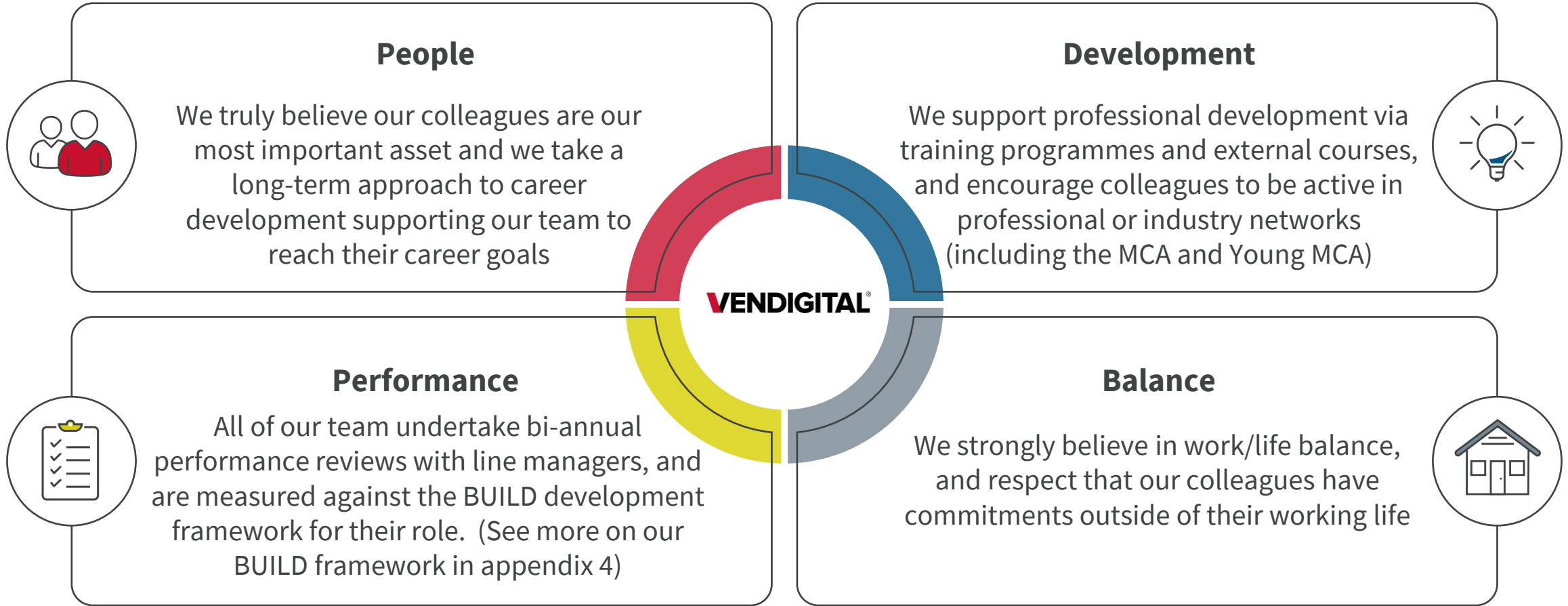
# Professional Services

We Promote Strong Capabilities and Specialisms Within our Teams



# Professional Services

We Support our Staff



# Professional Services

## Staff testimonials



**Beibei,  
Managing Consultant**



*Vendigital has a customer-centric, highly flexible approach to better tailor to customer needs. The atmosphere is collaborative, while senior management makes a conscious effort of being approachable and open to suggestions. Different voluntary champion groups, such as Mental Health, Culture, Excel etc., work actively to nurture and enhance the workforce.*



**Tom,  
Data Science and Insights Lead**



*It's important for me to work at a company where I can do something I enjoy, whilst also being supported both professionally and personally. There has been a wealth of opportunities to work across many different and exciting clients, alongside internal CSR initiatives.*



**Luke,  
Senior Technology Consultant**



*I have been at Vendigital for 5 years and have worked across multiple projects and sectors. This continues to present an exciting challenge and every project is unique. The team within Vendigital are fantastic, everyone is incredibly supportive and has a genuine passion for what they do. This environment, as well as the many opportunities to engage directly with clients, allows for huge personal growth.*

# Professional Services

## Staff testimonials



**Martin,  
Managing Consultant**



I joined from the automotive industry, and didn't have a management consultancy background. I've enjoyed developing my knowledge and skills within Vendigital's supportive and inspiring culture. Every day brings new challenges, identifying and solving our client's complex business problems.



**Julie,  
Director**



*Since joining Vendigital, they have invested time and resources in my development as well as providing me with multiple opportunities to lead and deliver complex projects, the outcomes of which transform client businesses and deliver amazing results. There is a very collaborative working environment which empowers everyone to achieve to their highest potential.*



**Artur,  
Principal Consultant**



*I joined Vendigital from the Automotive industry and was immediately supported in developing my skillset and knowledge. It was refreshing to see the real teamwork and shared passion for the job. As I've progressed through my career I've been given the opportunity to take on more responsibilities and shape my own future with the leadership team.*



**Helena,  
Senior Consultant**



*For me, the culture of a business is extremely important. The sense of community that Vendigital offers is like no other company I've worked for. There is a clear, positive ethos around leadership and mentoring. I feel empowered by my peers and seniors to challenge myself and collaborate with others to grow and develop my own skillset as well as the projects I work on.*





# Diversity and Inclusion

# Professional Services

## Overview



### CLIENT SERVICE & VALUE



**Consulting Excellence firms are committed to diversity and inclusion within their workplace and workforce. This means:**

- 10. We respect and embrace diversity and inclusion and understand the importance and positive benefit of people from different backgrounds working for our companies and our clients.
- 11. We recruit and retain people from a diverse talent pool and strive to build cultures where difference is valued, respected and celebrated at all levels. Furthermore we are committed to developing diverse future leaders and ensuring their progression in the industry.
- 12. We support industry efforts to improve progress on diversity and inclusion, implementing best practice and monitoring diversity of the consultancy sector workforce over time. This includes encouraging the collection of data to assess the effectiveness of D&I policies and participating in the MCA annual report.



### VALUES



**Commitment to Consulting Excellence and how that translates to our values**



We always deliver



We love what we do



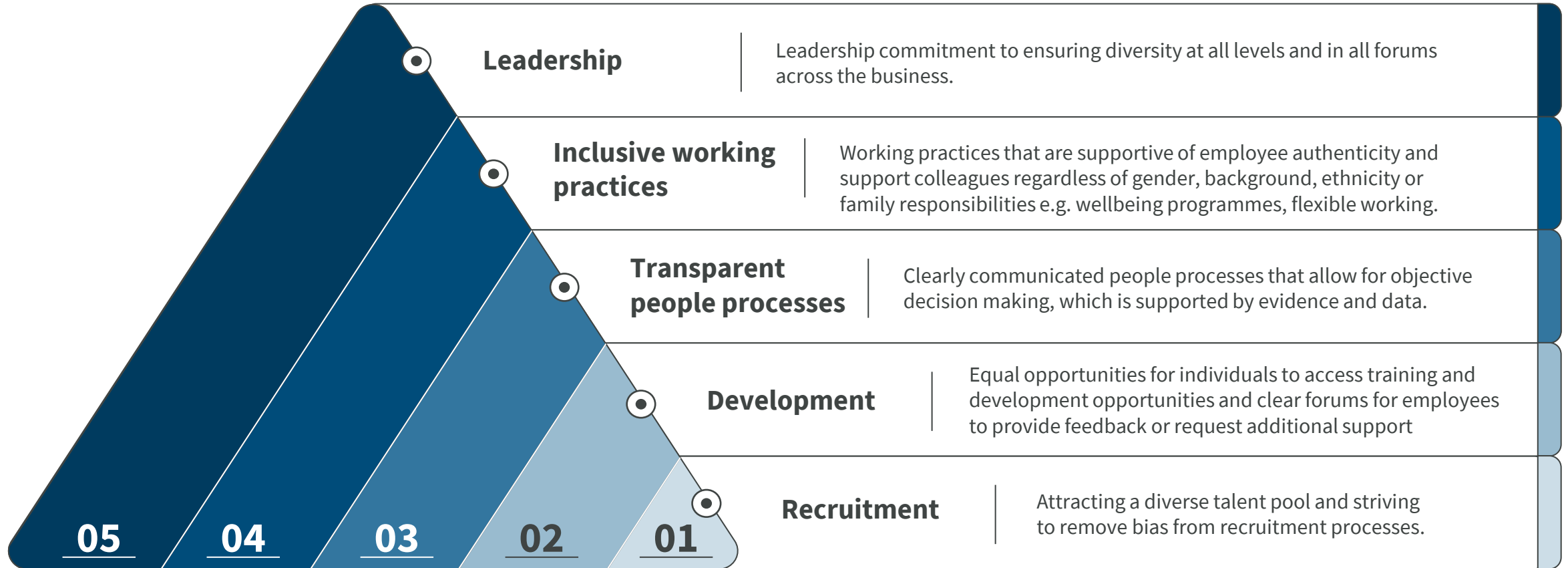
We do the right thing



We are bold in our thinking

# Vendigital – Pillars of Diversity and Inclusion

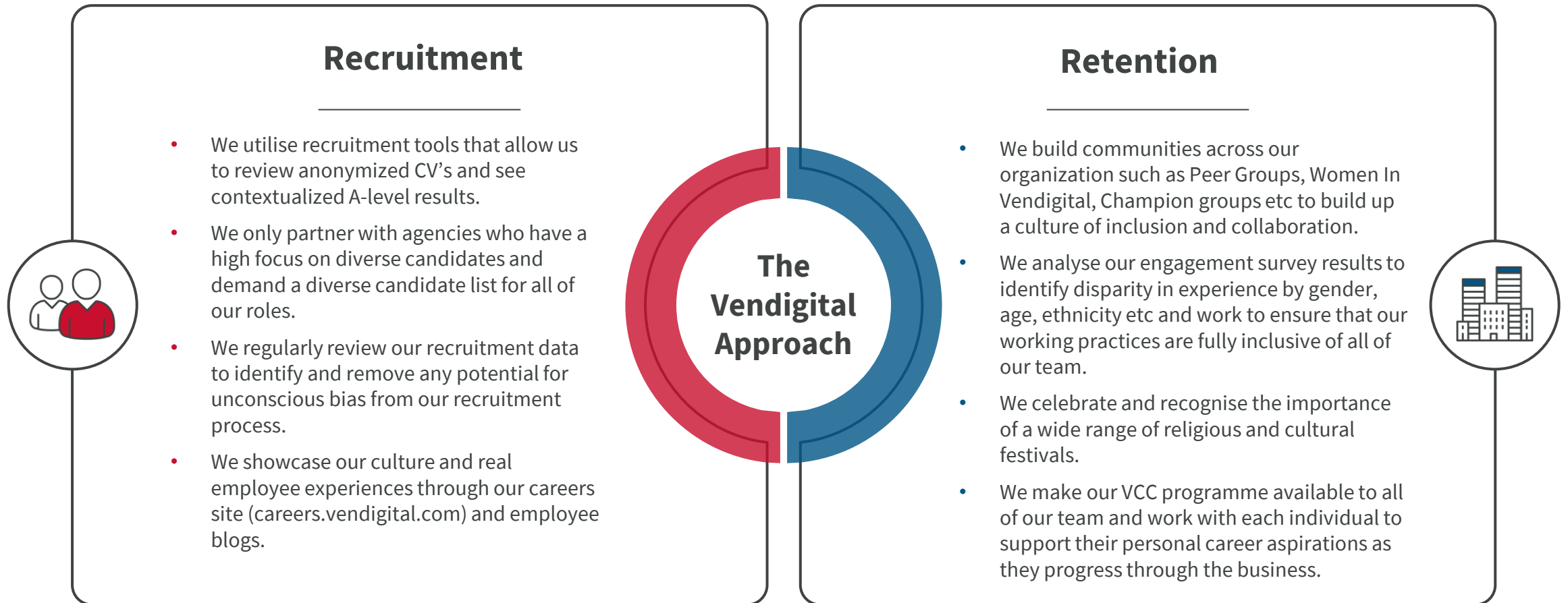
We respect and embrace Diversity and Inclusion



**Embracing diversity and ensuring inclusivity creates a consistently high-trust workplace experience for everyone. Diversity of thought and experience is essential for building high performing consulting teams that are innovative and can challenge the status quo.**

# Building A Diverse Team

We recruit and retain people from a diverse talent pool



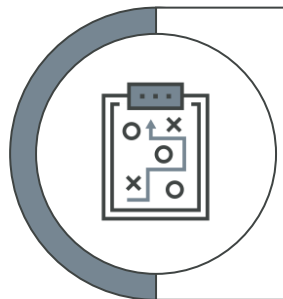
# Diversity and Inclusion Impact

We support industry efforts to improve progress on diversity and inclusion



## Engaging with Industry Bodies

Alongside our involvement with the MCA diversity and inclusion committees, we are also engaging with industry bodies to support diversity and inclusion initiatives across the sectors in which we operate.



## Sharing Best Practice with Our Clients

We actively support our Clients to develop a more diverse and inclusive environment and share our expertise and experiences freely with our Client stakeholders.



## Building Partnerships with Universities and Social Mobility Organisations

We have built partnerships with Universities, providing project and placement opportunities to students. We also give time to mentor and train students to support their career development and to introduce them to consulting as a career.



**MCA Women in Consulting Committee**



**MCA Diversity & Inclusion Committee**

# Thank you

**Roy Williams**

CEO

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## **Appendix 1 – Corporate Social Responsibility (CSR)**

# Appendix 1 - Corporate Social Responsibility

Why it's Important



Corporate Social Responsibility [CSR] is a business approach that contributes to sustainable development by delivering economic, social, and environmental benefits for all stakeholders.



The FT



# Appendix 1 - Corporate Social Responsibility

Vendigital and CSR

**For Vendigital, CSR reflects our values, increases visibility, and unites our team**



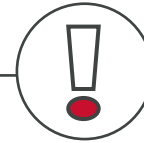
## **We always deliver**

- For society, for us, for the environment



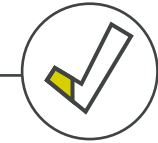
## **We love what we do**

- Enabling our colleagues to do what they love



## **We are bold in our thinking**

- CSR is strategic and integral to our success
- We make sustainability profitable




## **We do the right thing**

- Support our colleagues
- Support the society we're in
- Believing in sustainability as a virtue
- We have a moral imperative

At Vendigital, we have brought together different teams and functions to engage in initiatives that raise awareness for and develop our activities in the CSR sphere. This group sits across all areas of our business ensuring that we are responsible to ourselves, our community, and our wider network.

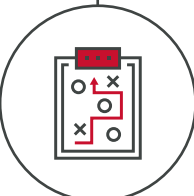
# Appendix 1 - Corporate Social Responsibility

Vendigital and CSR



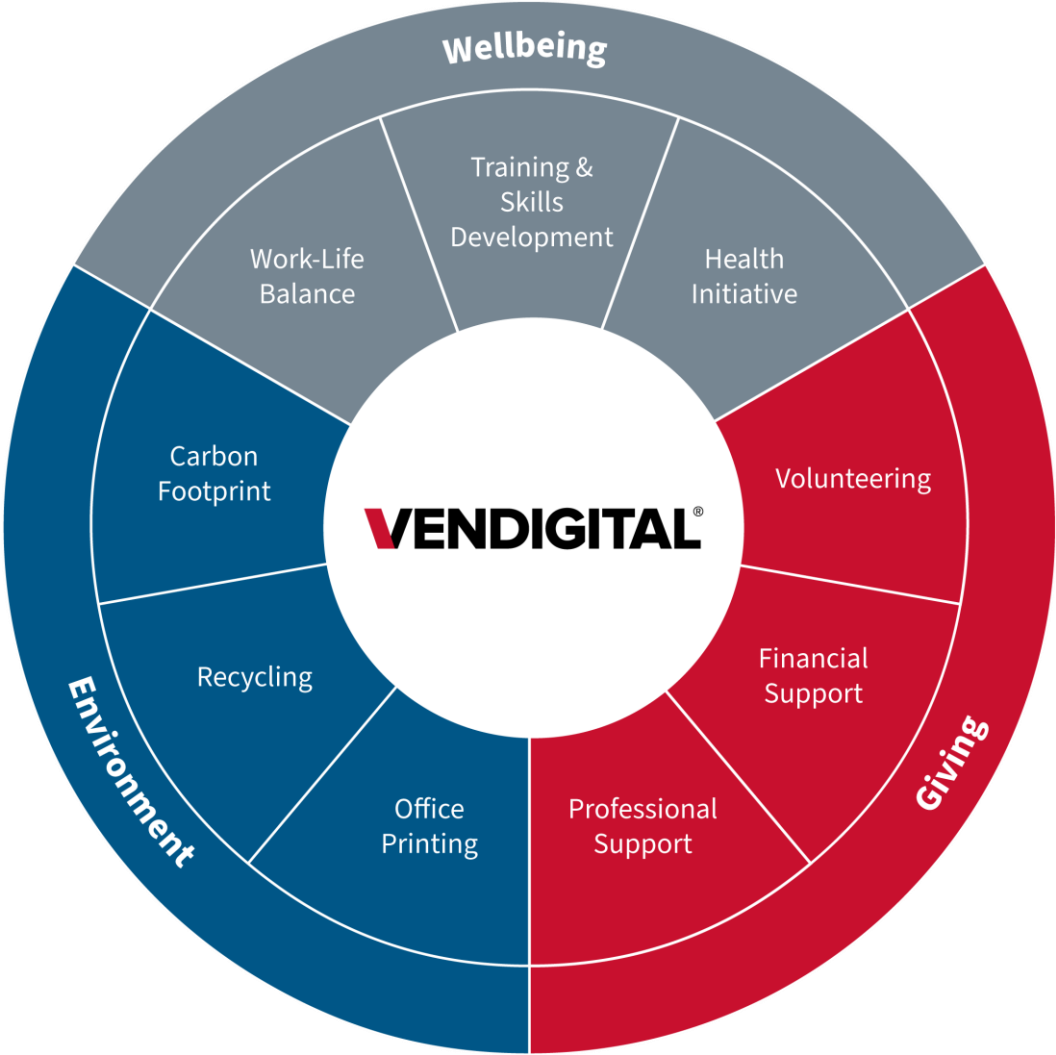
### 2023 Highlights

- Implemented Siemens Business guidelines which have a strong focus on ethical behaviour and sustainability.
- Active youth mentoring partnerships
- Pro-Bono support to the Wheelchair Skills Association



### 2024 Plan

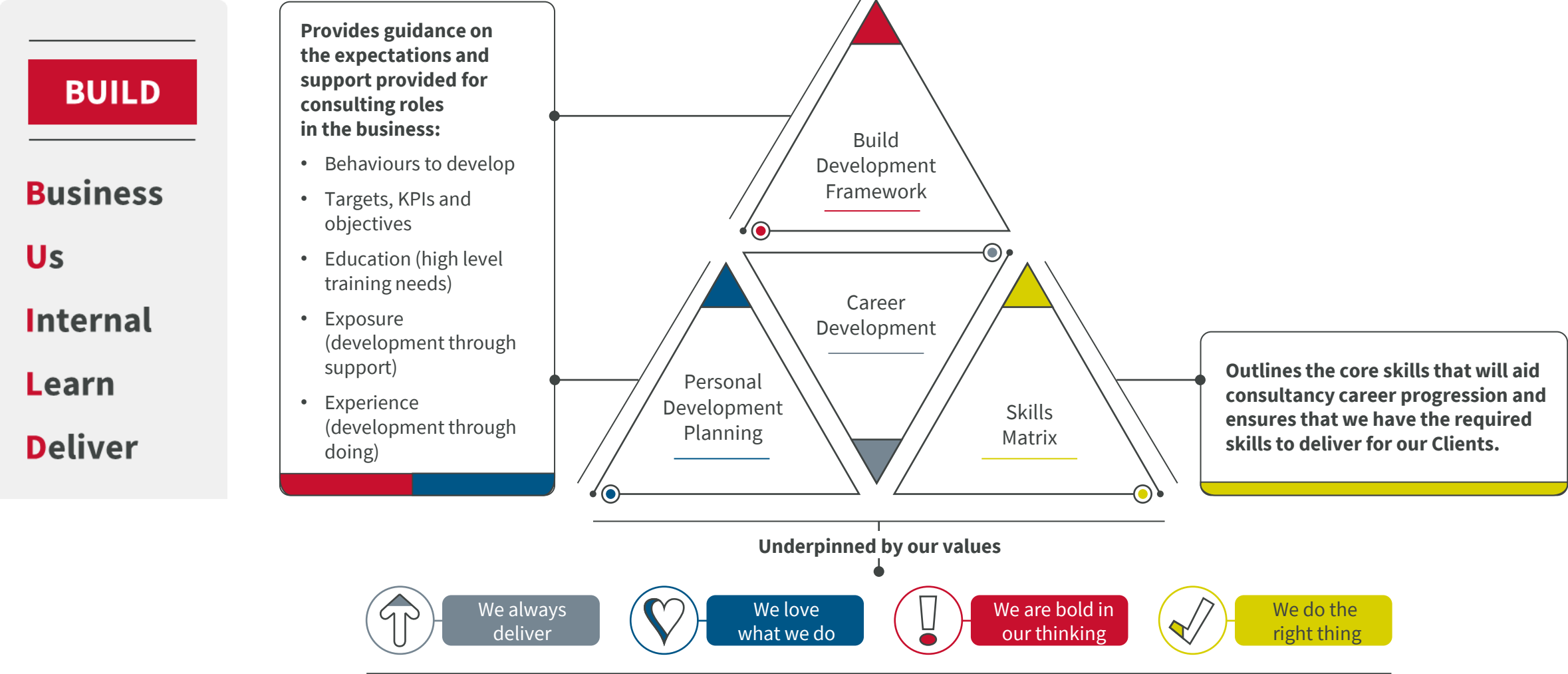
- Roll out sustainability education/ training through Siemens
- Expand our partnership with The Fore to deliver more benefit through pro-bono work.
- Expand our ESG client offerings



## Appendix 2 – Vendigital Skills Matrix

# Appendix 2 – Vendigital Skills Matrix

## Vendigital Development Tools



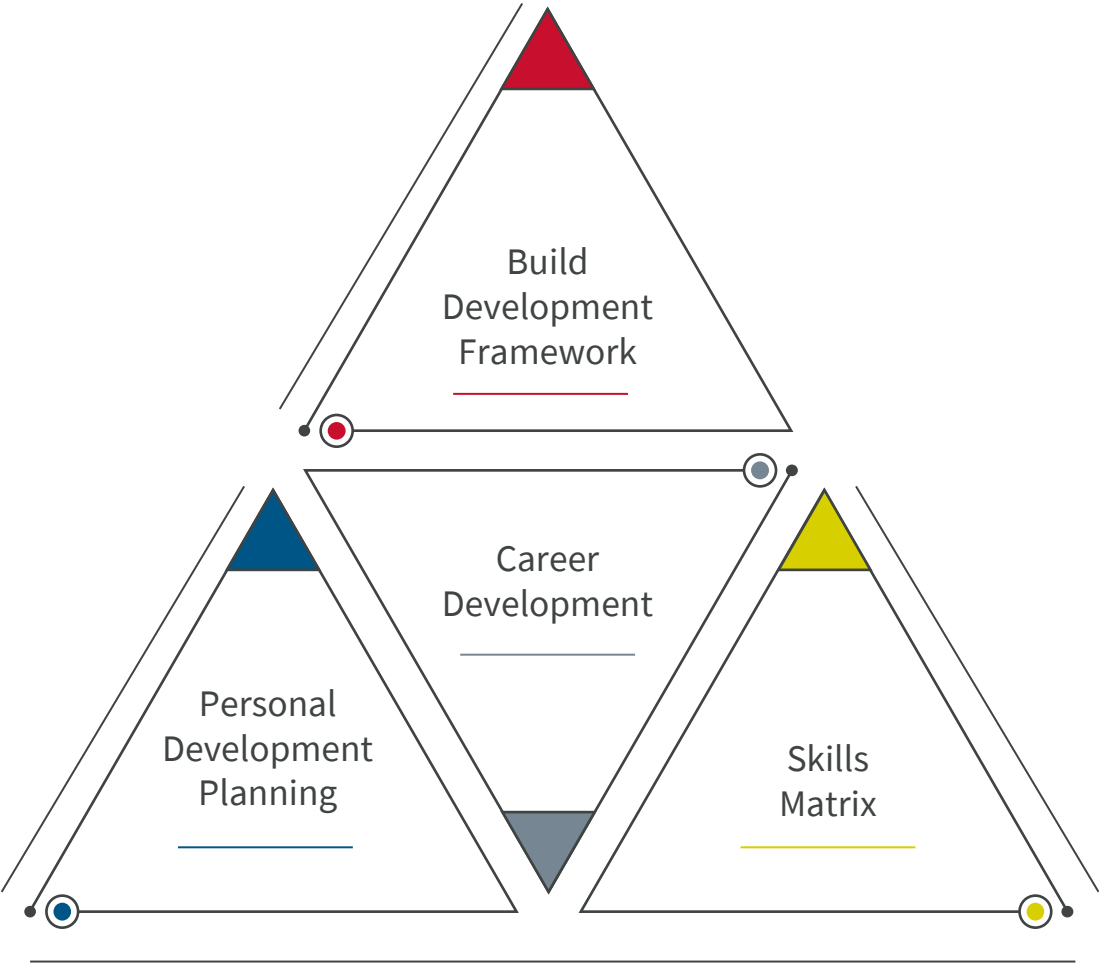
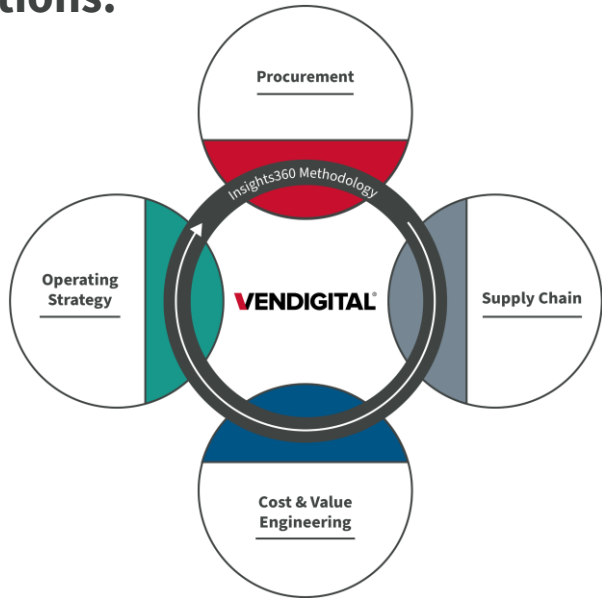
# Appendix 2 – Vendigital Skills Matrix

## Skills Matrix Overview

### PURPOSE

Provide an overview of the skills and knowledge that might be acquired in roles over time. It will help identify the training and exposure a need to support in current roles and future career development.

The skills matrix is designed to reflect our Client propositions:



# Appendix 2 – Vendigital Skills Matrix

## Skills Matrix Benefits



### What it provides our staff with...

- Understanding of the breadth of skills required to be a successful consultant
- Guidance on indicative skill levels for each role but is not stipulating that all of them must be achieved
- Ability to prioritise training and development needs to help progress in their career
- Way of articulating development needs for project deployment consideration



### What it gives Vendigital...

- Understanding of our current skills sets and where we need to prioritise development
- Enables us to align our training programme to any skills gaps identified
- Helps with project resourcing in terms of current capability and meeting development needs
- Ensures we have the required skills to deliver on the strategic objectives of the business
- Identifies Advanced and Leader capability to support Knowledge Management



## **Appendix 3 – Vendigital Core Capabilities (VCC)**

# Appendix 3 – Vendigital Core Capabilities (VCC)

What is the Vendigital Core Capabilities programme?

**Vendigital Core Capabilities (VCC)** is a modular syllabus designed to help us develop our Core Capabilities in line with our service offerings and directional strategy.

The aim is to develop learning material, that can support the individual in performing current or future tasks. The VCC Modular Syllabus will look to cover skills, capabilities, methodologies and value propositions. The aim of the VCC is to encompass our firm's training collateral in a **structured** and **accessible** way.



## STRUCTURED

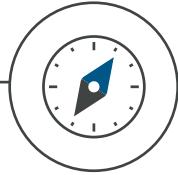
Underpinned by the Skills Matrix and linked into other supporting collateral already developed in the firm, where applicable.

## ACCESSIBLE

Our syllabus is a combination of e-learning modules which can be accessed at any time and face to face learning sessions which range from bitesize sessions to full day programs.

# Appendix 3 – Vendigital Core Capabilities (VCC)

## Context and Objectives



### Context

#### SITUATION

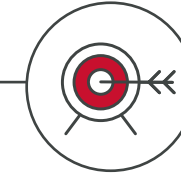
- We are increasingly competing with Top10 consulting firms in our pitches and client delivery
- It is critical that our base consulting skills are on par or exceed these competitors

#### CHALLENGES

- We have a breadth of experienced consultants and capabilities, but we are inconsistent in the way we deliver our work
- Whilst we have a robust induction process, we have no formal training on the “Vendigital Way”

#### OPPORTUNITY

- Develop a modular system to embed consistency and develop capabilities in our firm
- Introduce a structured and accessible L&D framework to support your career and development



### VCC Objectives

The modules are tailored to the “Vendigital Way” and our Values are embedded in our learning.

The VCC Objectives can be summarised:

**SPECIFIC**– Develop a range of modules providing targeted and tailored learning solutions for our people across our firm.

**MEASURABLE** – Ensure that core modules are completed by all consultants in the firm within 6-12 months.

**ACHIEVABLE** – allow accessibility and build in flexibility so we can find balance between L&D and our day-to-day responsibilities.

**RELEVANT** – Optional modules should be in line with the individuals learning requirements, supported by the Skills Matrix and in line with Vendigital’s directional strategy.

**TIME-BOUND** – We aim to have VCC roll out in 2019 and all consultants should complete the core modules by the end of 2019. New starters will complete between 6-12months of joining.

# Appendix 3 – Vendigital Core Capabilities (VCC)

## VCC and Knowledge Management Synergies

### Skills Matrix – Refresh Q3 2020



It is key that as our business service offerings and sector breadth grows, this is reflected in our Skills Matrix.

We have worked with our Subject Matter Experts to ensure that the latest version of the Skills Matrix builds on the existing framework and helps us to track appropriate skills levels across the business.

This is not a checklist, but a guide for each individual's development needs for the appraisal year.

The Skills Matrix is a key facet in driving the evolution of the VCC syllabus and in ensuring that we make informed resourcing decisions,

### Knowledge Management – Making L&D Accessible



Knowledge Management is a core business repository which allows us to capture and share core business information. It is also our internal e-learning platform which can be easily accessed by all Vendigital colleagues.

- Storing case studies
- E-learning solutions
- Training collateral
- Benchmarking data

# Appendix 3 – Vendigital Core Capabilities (VCC)

VCC Team

## PCC / GOVERNANCE



## VCC FACILITATORS



# Appendix 3 - ChMC Programme Accreditation

## Chartered Management Consulting Framework

Our development processes, tools and training have been assessed by the Chartered Managers Institute (CMI) and Management Consultants Association to ensure that it supports the holistic development of consultants in line with their Chartered Consultant Framework.



### The Benefits



Attracts talent from industry and consulting



Ensures that our development structures support the holistic development of our team



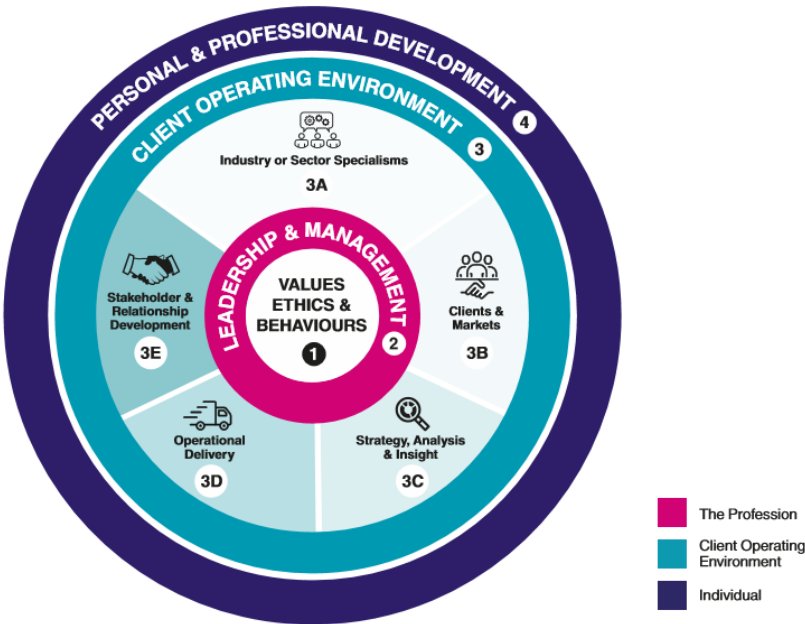
Enables our team to credentialise their skills and experience



Increases our delivery capability and delivery for clients

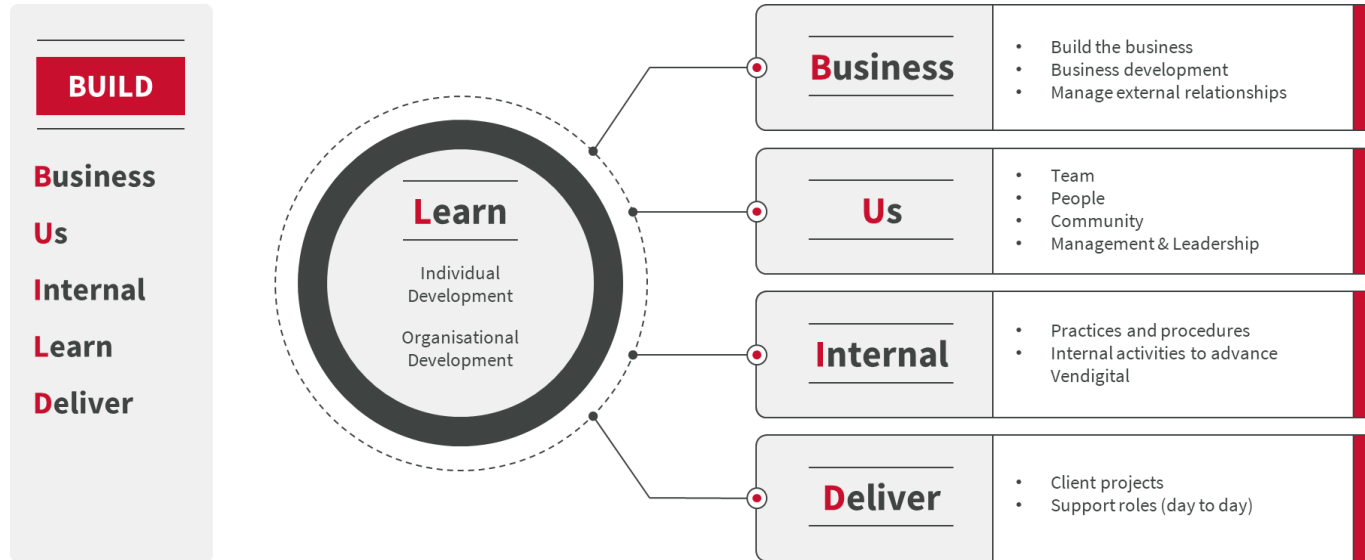


Ensures that our training and development support maintains the same high standards as larger consulting firms



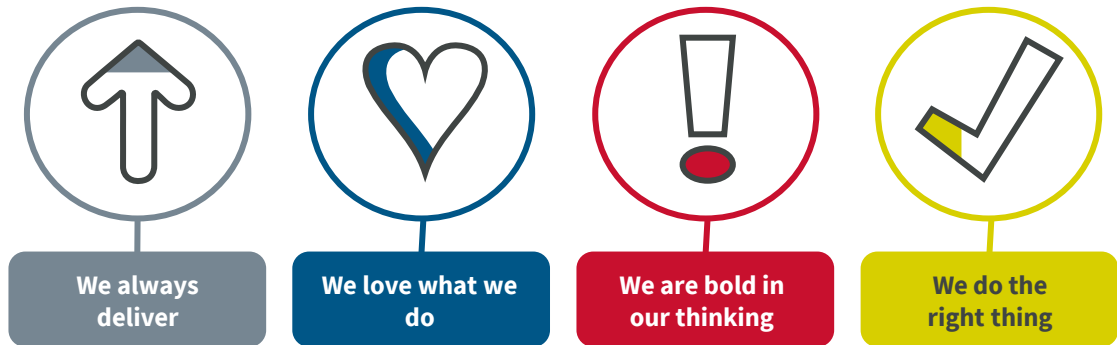
# **BUILD Career Development Programme**

# Appendix 4 - BUILD Development Framework



The BUILD Framework is used consistently through all of our Career Development processes. It is designed to:

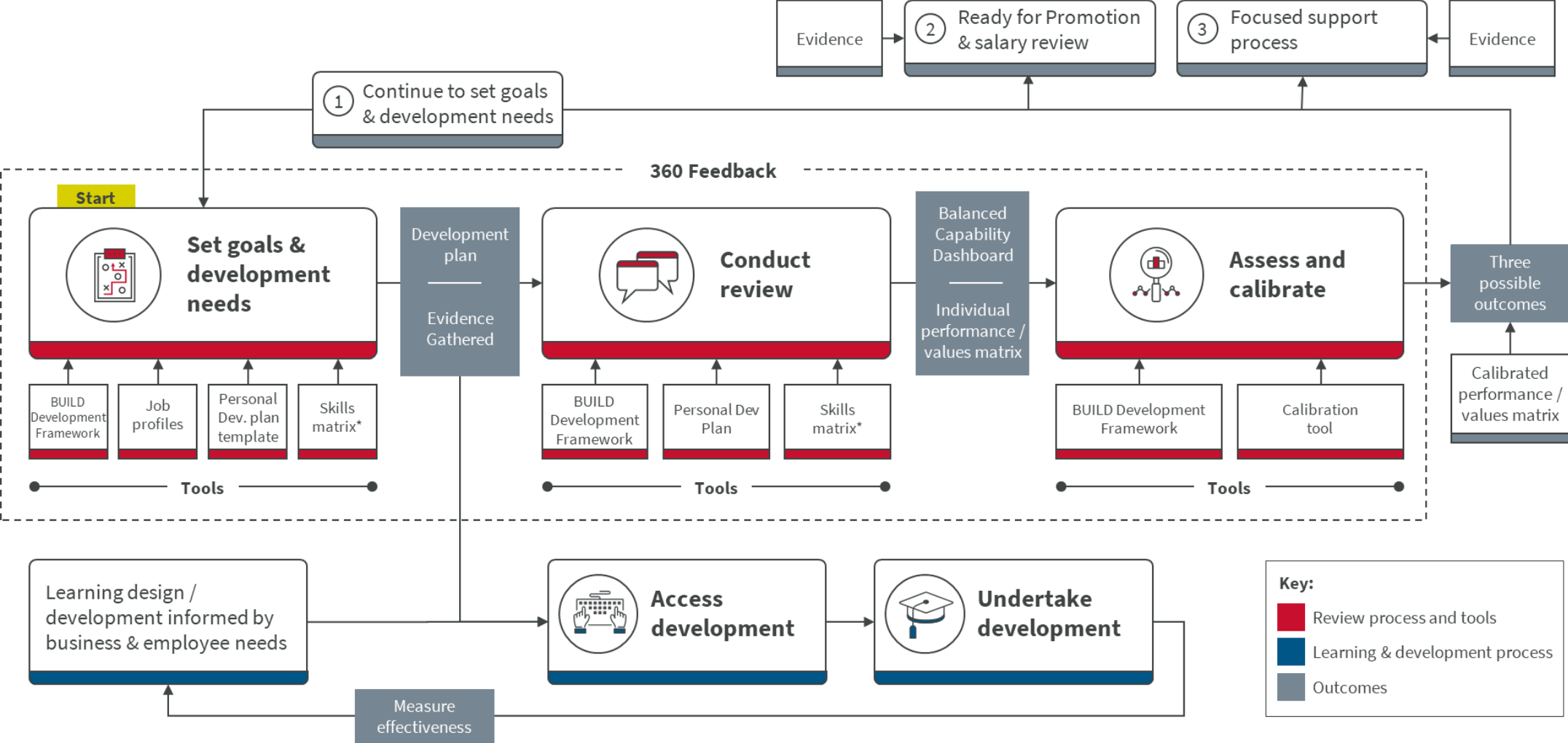
- Ensure that we maximise career development opportunities for individuals as the business grows.
- Ensure that career development processes are clear, and that support is easily accessible for all.
- To ensure that there is a consistent approach to managing performance that centres around quality and impact.





# Appendix 4 - Vendigital Development Process

Underpinned by our BUILD development framework



# Thank you



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