



Consulting Excellence

Declaration

In partnership with







We, **the founding partners of Integration**, are proud to introduce this Declaration of Consulting Excellence. We firmly believe there is a strong alignment of principles between Integration and the MCA, and that Integration's ideals and daily activities reflect this. We strive to maintain the high standards laid out in the **MCA's Consulting Excellence Scheme**, and are proud to make this declaration to demonstrate our commitment to the **nine Consulting Excellence Principles** inside the framework.

Carlos Lima, Gilberto Sarian, Andrea Aun and Hugo Ribeiro

Founding Partners



We are a strategy, management and operations consultancy that not only designs solutions, but also implements our recommendations. We achieve this through solid technical expertise coupled with business knowledge on how to promote change within organisations. Since our founding in 1995, we have served more than 600 companies around the world. Our current operations include approximately 300 professionals and offices in São Paulo, Rio de Janeiro, Buenos Aires, Mexico City, Santiago, London and Munich.

Transformation only takes place when ideas become reality. From this comes our awareness that above all, the recommendations and solutions we design need to be truly implementable.

To make this possible, our approach combines solid technical knowledge with practical methodologies, which are applied extensively in the design and implementation of solutions and the management of people.

We structure our technical expertise around our practices in Marketing & Sales, Supply Chain, and Finance & Management, each of which are supported by our specialization area of Implementation. This functional specialization is supported by best practices drawn from our extensive portfolio of industry experience, and provides the basis for delivering first-class results for our industry-leading clients.

Building on this strong foundation, we always work closely with our client teams so that we can combine our expertise with the client's knowledge of their business, company culture and the market. This collaborative approach to designing solutions ensures that outputs are technically

robust, relevant to our client's business and (equally important) realisable in practice.

Another important differential is in the profile of Integration's consultants. Our method of building a solution alongside the client requires specific attributes and characteristics from those who work at Integration:

- **We like to serve.** We understand that our role as consultants is to make the client team shine, and we find joy in helping them celebrate their accomplishments. We see ourselves as a means to this end, and we are proud to serve our clients and their teams.
- **We know how to listen.** Involving all members of the client team and collaboratively building solutions is what creates recommendations that are both tailored to the client's business reality and realisable in practice.
- **We like to work with people to generate results.** Our consultants are recruited with this profile in mind and trained to carry out change management and stakeholder management throughout each project.
- **We express ourselves clearly and honestly.** We always provide our perspective on our clients' wider business needs based on the reality that we observe.
- **We understand that our clients know their business and its particularities—we don't presume to know better than their people.** However, we challenge client teams with our technical expertise and external perspective, and work with them to apply appropriate methodologies in the design of the solutions their companies need.

Our Consulting Excellence

Declaration

This declaration illustrates Integration's commitment to the highest standards of **Ethical Behaviour, Client Service & Value, and Professional Development**, as laid out in the MCA's Consulting Excellence Principles:



THE NINE CONSULTING EXCELLENCE PRINCIPLES

As signatories to Consulting Excellence, MCA member firms commit themselves to adopt the following Principles:

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

Ethical Behaviour

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

Client Service and Value

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

4. We provide excellent consulting services, which deliver the outcomes 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.

Professional Development

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

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

Ethical Behaviour

The values which guide our culture

RESPECT

COOPERATION

DIGNITY

SIMPLICITY

JUSTICE

HONESTY

TRUTH

The Ethical Principles of the ID One Human Factor Methodology guide the relationship between our professionals and our organisation, and define our expectations of ethical behaviour within our organization

We have embraced the Ethical Principles from the ID One Human Factor Methodology. These Principles guide the relationship between our professionals and our organisation, and define our expectations of ethical behavior within our organisation. Coupled with our Corporate Criteria (a set of policies that outline rules and guidelines for decision-making in each of our operations) these Values create a clear framework for perpetuity, ensuring our code of ethical beliefs transcends geographies and endures over time.

Our Values constitute a key element of our culture: they are the foundation of the way we deliver projects

We don't endeavour to change others, we want to serve others better. It is our Values that enable us to achieve this goal: They guide our actions, decisions and ways of working in every project. They drive every engagement, ensuring we fulfil our mission to "promote significant change, always leaving a positive legacy." They also demand us to see reality, to adjust to it and to work with clear objectives to ensure we deliver the results our clients need, in the way that they need them.

Our Values are reflected in our professional environment, disciplines and tools

We ensure that our professionals share and embrace our Values. Every new professional is introduced to the Ethical Principles of the ID One Human Factor Methodology through a structured cultural training programme, and regular cultural/ethical trainings throughout the course of their career, ensuring our Values are deeply ingrained in every member of our team. All professionals receive a structured evaluation for every project and structured 360-degree feedback on a biweekly basis. A significant focus of this structure is to instil, teach and reward the high standards of work reflected in our professional environment, disciplines and tools. Career progression is based not only on technical merit, but grounded in behaviour that truly represents our Values.

Strength Through **Diversity**

We abide by all discrimination laws and regulations in both speech and action: Integration does not discriminate based on gender, race, age, religion, sexual orientation or disability.

Fostering diversity is part of the fabric of our culture. We go beyond antidiscrimination policies to embrace diversity within our organisation: We seek to leverage our team's wealth of backgrounds and perspectives to enhance our work environment, enrich our discussions and strengthen our solutions.

We have always believed that a key part of a high-performance culture is embracing alternative perspectives. We believe everyone's point of view is different and valuable. Our professionals are required to speak up, to challenge the status quo and to make themselves heard.

Some Key Diversity Numbers in our European Operation

MORE THAN

50%

of our **European Partners** are female

12

Nationalities Represented in our London Office

Commitment to Local Laws and The Highest Ethical Standards

We are fully committed to meeting all legal obligations and complying with all local and international laws in the countries in which we operate.

In 2012, we chartered a Risk Committee that meets every week and reports directly to our Board of Managing Partners.

The role of the Risk Committee is two-fold: First, the committee ensures we are compliant with all international and local laws, and that we are meeting our obligations as a responsible member of the societies in which we operate. Second, the committee ensures that our decisions meet the highest ethical standards.

While our Risk Committee sets the framework for legal and ethical actions, it is the responsibility of each of our professionals to make decisions according to our Ethical Principles and in full compliance with the law. The Risk Committee has an open channel to provide guidance to the organisation on any topic.

Although we do not undertake any work within the public sector in Latin America, we do so in Europe and the United States.

We partner with universities to promote consulting.

Through a variety of programmes, we actively engage students and university communities to help the next generation of consultants understand the consulting industry, the profession and to develop the skills they need to thrive in a consulting career. Ethical behaviour is promoted through different examples of our work with universities:



Education on Consulting Skills

To nurture the next generation of consultants, we coach students on the problem-solving, analysis and communication **skills they need** to secure jobs in consulting. We provide real-world case studies of what it is like to work through a problem and generate solutions on a consulting project. We conduct these sessions twice per year in each university we work with.



Careers Immersion Week

We open our office and make our teams available to host students who are interested in **learning more about consulting as a profession, and as a career.**



Week In The Life Of A Consultant

A behind-the-scenes look at the life of a consulting analyst over the first few years of their career **helps students understand the day-to-day reality of the profession.** We conduct these sessions twice per year with each partner university.



“What is Consulting” Roundtables

We participate in hosted discussion forums, panels and roundtables that introduce students to consulting, answer their questions about careers and **inform student communities about the possibilities of a career in consulting.**



University and Club Sponsorship

We sponsor university rooms and clubs by providing financial resources that foster learning (both inside and outside the classroom), and **support universities in their mission to prepare the next generation of consultants.**



Our pro-bono and social work is a targeted effort; we have chosen to support the Education and Entrepreneurship sectors.

We are proud to be an international partner of Endeavor – supporting their efforts in high-impact entrepreneurship – and we are proud to support Instituto Ayrton Senna through donations and volunteer work.

Endeavor is a not-for-profit organisation that works to catalyse long-term economic growth by selecting, mentoring and accelerating high-impact entrepreneurs worldwide. Endeavor’s mission is to support high-impact entrepreneurs so they can build thriving companies that employ thousands of people, generate billions in wages and inspire countless others as role models.



Entrepreneurship Initiatives

Entrepreneurial Cities White Paper and Initiatives

Integration supported a white paper by conducting a study of entrepreneurial cities, in which the city of Porto Alegre was ranked last in terms of the ease of starting a business. Alongside Endeavor and the local municipality, Integration delivered a project that reversed the situation, making Porto Alegre a national reference point and creating a replicable methodology for other municipalities.

Sponsorship and Development: “VQD – Vai que dá”

Integration sponsored and developed content for a book produced by Endeavor Brazil called “#VQD – Vai que dá” (Go Ahead, You Will Make It). The book describes 10 successful entrepreneurial business cases, including key aspects and common levers to their success.

Content Development: “La Nueva Cara de Mexico”

Integration also produced content for a series produced by Endeavor called, “La Nueva Cara de México” (The New Face of Mexico). This was a collection of seven books that describe the journey of key entrepreneurs in Mexico, with the aim of inspiring new and current entrepreneurs.



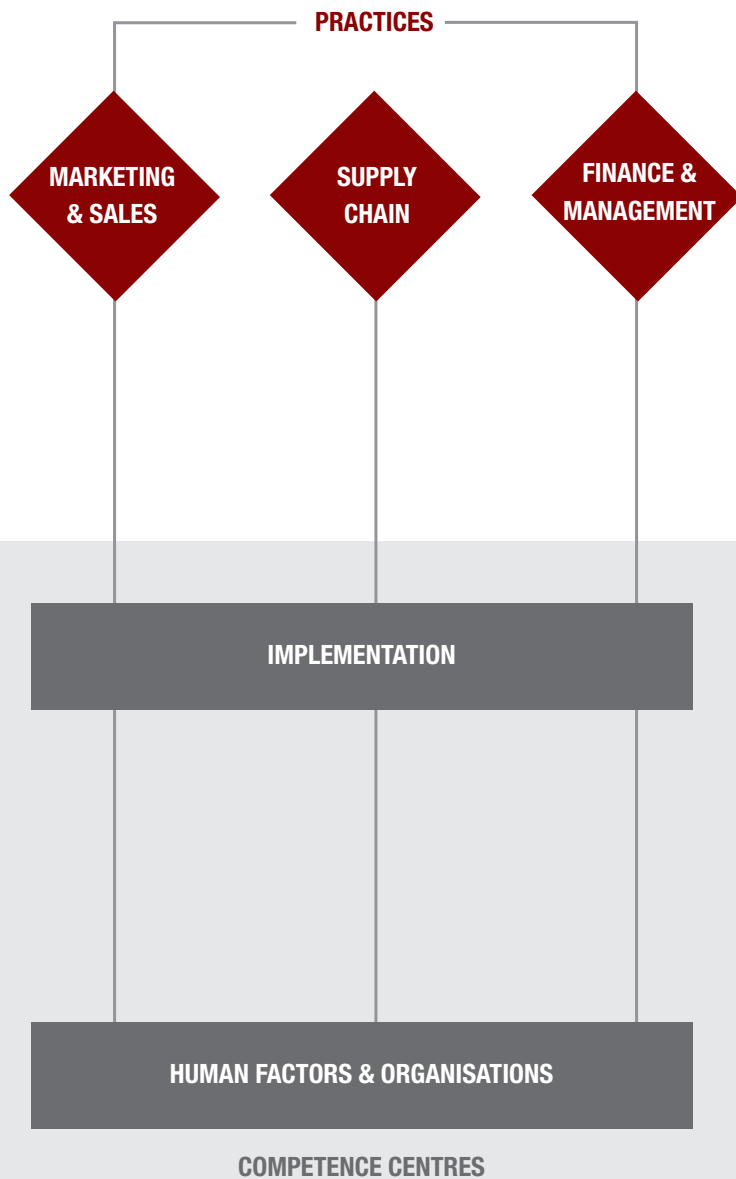
Instituto Ayrton Senna

Integration proudly supports Instituto Ayrton Senna, a Brazilian nongovernmental organisation founded by race car driver Ayrton Senna’s family in November 1994, six months after his passing. The organisation aims to ensure that all children and young people have access to high-quality education that truly prepares them for the challenges they will encounter throughout their lives. They also work to promote “integral education” in public networks in Brazil.

Educational Initiatives

Client Service & Value

Our internal structure is built to deliver value for the client – from design all the way to results. Our commitment to Consulting Excellence is supported in **the way that our Practices work hand-in-hand with clients** to deliver design projects worldwide, and by our commitment to implementing the solutions we design.



Our functional practices deliver traditional consulting recommendations with an **intense focus on the way we work** to deliver real impact for clients:

- Solid **functional expertise**
- Leverage cross-industry **best practices**
- **Work hand-in-hand** with our client teams

Our specialisation in Implementation guarantees that the **value proposed in our recommendations is captured by our clients**:

- Dedicated implementation teams and specialised professionals
- Proven implementation methodologies deliver results
- Seamless integration with the client and our design teams

Our teams deliver value to clients through the **way we work** together in true partnership.



True Collaboration

We believe in open, honest and frequent communication. We seek opinions, engage in dialogue and share our thinking and progress as projects evolve.



Tailored Solutions

Templates don't work. We adapt our methodology and toolkits to deliver results for each client's specific reality. And, we adjust our approach alongside our clients as we uncover new information.



Pragmatic + Hands On

We find creative solutions to overcome project roadblocks, quickly and with quality, and we believe in stepping out into the field to understand the true reality of each situation.



Passion + Energy

Our teams engage and mobilise organisations through the way they work. We buy into the goals of our clients, and work together to achieve them.

And, we bring **the right teams together** to ensure projects are allocated with the right combination of skills, expertise and perspective.

Partnership with client teams

Deep understanding of their business, operating reality, culture and goals.

Our professionals' **touch on reality** gives us the ability to calibrate what is possible and the best way to implement for success.

Integration teams

Deep functional expertise and cross-industry, best-practice references.

Project delivery expertise that **delivers results through our specific way of working.**



Network of Subject Matter and Industry Experts

Deep industry knowledge: Insight into competitive and customer landscapes, current trends, industry best practices and alternative operating models.

Our proprietary project delivery method ensures that we consistently deliver the highest standards of Consulting Excellence to our clients.

The method is designed to ensure that the client is involved in every step of the process, from start to finish; that our team is constantly seeking to deliver value to the client by frequently challenging the relevance and direction of the project; and by ensuring our project team involves key client leaders to make project decisions together.



Weekly Steering + Stakeholder Engagement

Every week we sit down with our clients to have an open and honest review of the project status and direction, and we make any necessary decisions to adjust the scope and approach of the project together. This ensures our projects are always targeting relevant issues, involving relevant stakeholders and delivering what the client needs.



Proprietary project delivery method and software

All our projects follow our proprietary delivery method. This guides our teams from the project setup through to the project closing and ensures every engagement is conducted to the highest standard. Our proprietary software supports every step of the process and provides compliance and quality visibility to our internal governance.



Quality Control Process

Throughout the project, a senior partner will review the progress with senior client stakeholders to confirm everything is on track, from connecting to client values and strategy to ensuring the right stakeholders are engaged, and guaranteeing the quality and relevance of the technical recommendations.



Internal Challenge Sessions

Our teams sit together regularly to review project progress and challenge its direction. The whole team participates in ensuring all perspectives are considered and that our delivery is to the highest professional standards.

And our centralised project governance and support structure ensure that every project complies with our internal delivery standards,

and that every team receives the support and guidance they need:



Project Supervision

Local leadership cells review the delivery of all projects every week and provide support and guidance to project teams. A centralised supervision cell safeguards standards for clients globally and provides support and interventions to project teams on behalf of clients.



Knowledge Centre

Our global Knowledge Management team and our consultants work jointly to retain, codify and generate knowledge to enhance the solutions we provide our clients. We have a growing knowledge base of documents and more than 280 ‘toolkits,’ which share Integration’s methodologies through theoretical presentations, experience videos and reference materials. We also have access to data and analyses from third parties, as well as an excellent network of internal and external experts.

Alison Gamble, Chief Knowledge Officer of Integration

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The consultancy services provided by Integration are not necessarily the standard approach normally seen in other consulting firms, but a very individual approach and a very individual consulting package has been found for us, to solve our problem, and supported us directly with the problem we had.

Andreas Zeidler



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What we have really seen with integration is the capability of understanding our needs, bringing forward a specific knowledge, but respecting our own way of doing things.

Mattia Aste



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They work as if they were long-time L'Oréal employees, by gaining the trust of all stakeholders (internal AND external) thanks to their high level of expertise while still being humble and very pleasant to work with. What also makes it easy to trust the Integration team is that all members take it upon themselves to make things happen and therefore drive a project as if it were their own business.

Serge Sacre



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They are our partners, we have seen them grow, they have seen us grow, we want what's best for them, they want what's best for us.

Randy Millian



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But what I would like to emphasize in the work we carried out with Integration are more subtle points and important differentiation aspects. On one side, the human quality of the managers of this company, which allows an easy adaptation to the client, its leaders and the difficulties they face. This human quality allows them to have this easy adaptation, translated in the day to day through the complete immersion of the teams into the company and in a great trust and closeness between the teams, making the work easier. Finally, the technical competence allows us to obtain very fast answers to all the topics approached.

Jean Duboc



Some of our clients have engaged in

100+

Integration Consulting projects,
underlining the value they see in our services

To find out more of what our clients say about us, visit our client testimonials here:
<https://integrationconsulting.com/en/clients/client-testimonials/>

Professional Development

Professional development is a core value and key to our success. Helping our professionals become the best version of themselves was one of the original goals of our founding partners, and it has become deeply embedded in everything we do.

Mentor Program

All new employees are assigned a formal mentor. The mentorship program lasts one year, and often the mentor goes on to play a key role in coaching and supporting the professional throughout their career.

Annual Career Planning

Every year, each one of our professionals meets with a senior partner to openly discuss their development and career plan. Together, we plan out the experiences the professional needs and desires, and then we make it happen.

Dos & Don'ts

Every team member keeps an up-to-date record of the projects and experiences they do and don't want to be involved in. We work as hard as we can to ensure that all professionals are exposed to the challenges they need to grow in their role.

Professional Development Cell

Our centralized cell provides leadership in the development programmes for all our professionals: They know the needs, action plans and goals of each team member and work to ensure everyone has the support they need to grow.



Culture of Coaching

We believe in learning by doing and in constant evolution. Our relentless focus on coaching is key to making this a success. Coaching is embedded in our evaluation system, in our values and in our everyday way of working.



360-Degree Feedback

Giving and receiving feedback is an integral part of working at Integration. All our project teams sit together every two weeks to give formal, 360-degree feedback, and providing real-time feedback is encouraged and rewarded.



High-Performance Teams

We assemble teams with diverse perspectives, experiences and profiles, and we give them the tools and framework to excel. The result is an organisation that constantly seeks to raise the bar.



Project Evaluations

Every professional receives a full evaluation for every project. The evaluation lays out points for their individual development and creates concrete action plans to ensure the focus is always on learning.



Promotion Cycles

We recognise that talent develops through unique paths and in unique places. With no up-or-out policy and three promotion cycles per year, performance is closely followed, with opportunity for both fast growth and flexibility to adjust career plans.

Don't just take our word for it.
See what our professionals have to say



Alice Maschera



“ People have the space to set their goals and express their preferences. Integration encourages people to speak up about what they would like to do, how they would like to develop and, very importantly, what they would not like to do. These preferences then form the basis of each person's career. ”

Alice Maschera is a Consultant at Integration. She joined in 2013 in the Marketing & Sales practice. She mainly works on commercial and implementation projects, predominantly in the FMCG industry in Europe, Asia, Latin America and North America. Alice has a degree in Land Economy focusing on Economics and Law from the University of Cambridge (2013).

James Heaven



“ Development is a dynamic process, not based on a prearranged training program or career path, but tailored to the specific profile needs of each professional and the technical requirements of each project. ”

James Heaven is an Analyst at Integration. He joined in August 2015 in the Implementation practice. James has worked on projects in strategic sourcing implementation, distributor management, capabilities development, commercial policy implementation and change management, and in sectors such as FMCG and Pharmaceuticals. James has a degree in English from the University of Cambridge.

Marloes van der Meer



“ What I value greatly is the transparency around the professional development process and the clarity on individuals' development points: it is very clear in which points you need to develop in order to progress in your career. ”

Marloes van der Meer is a Manager at Integration. She joined in 2008 in the Implementation practice. Marloes has broad experience in Project & Change Management projects in the Commercial and Supply Chain areas across countries in Europe, North and South America. Marloes has a degree in International Business from Tilburg University (2008), and a master's in International Management.

Matt Suggett



“ Every project is seen as a learning opportunity, and structured accordingly. Setup training teaches the technical skills and knowledge we need to perform in the project, and there is structured discussion around professional development. From there, every team member receives the coaching, mentoring, and support they need to develop through the project. ”

Matt Suggett is a Manager at Integration. He joined in 2011 in the Marketing & Sales practice. Matt has worked in Commercial Strategy and Pre- and Post-deal M&A projects in sectors such as FMCG, Healthcare and Biotechnology across the U.S., Europe and Asia. Matt has a master's in Management from London Business School, a B.Sc. in Economics from Oglethorpe University, a postgraduate certification in Computer Science from Oxford University, and he completed a masterclass in Private Equity at Harvard Business School.

Our culture is to “learn in the real world.” On top of coaching, mentoring and in-project learning, we have developed a consulting skills program that all analysts undergo. The program ensures that our professionals develop the core skills they need in their careers, and guarantees that our clients are consistently receiving the skills and service they need in their projects.

CONSULTING SKILLS PROGRAM

1. FOUNDATIONAL TRAINING



2 WEEKS IN OUR HEADQUARTERS

- INDUCTION TO THE COMPANY
- LEARN FUNDAMENTAL CONSULTING SKILLS

2. REAL WORLD EXPERIENCE



9 MONTHS IN PROJECTS

- SET UP TRAINING
- MONTHLY TRAININGS
- COACHING & MENTORING

3. CLOSING TRAINING



2 WEEKS IN HOME OFFICE

- WRAP UP FIRST 9 MONTHS
- DEEPEN CONSULTING SKILLS EXPERTISE



In addition to the consulting skills program, **training happens inside every project.**

Every project begins with a structured setup where the team learns about the client, the industry and the methodology.

We have a deep passion for helping our professionals grow, and we believe that the best way to evolve is to learn by doing in the real world. From start to finish, we structure ourselves to support this objective: We ensure that our professionals are exposed to the challenges they need to advance, and we guarantee they receive the full support of the organisation to achieve their development goals. From coaching, mentoring and receiving constant feedback to formal training, **our culture allows our professionals to thrive. And we remain steadfastly committed to their success.**



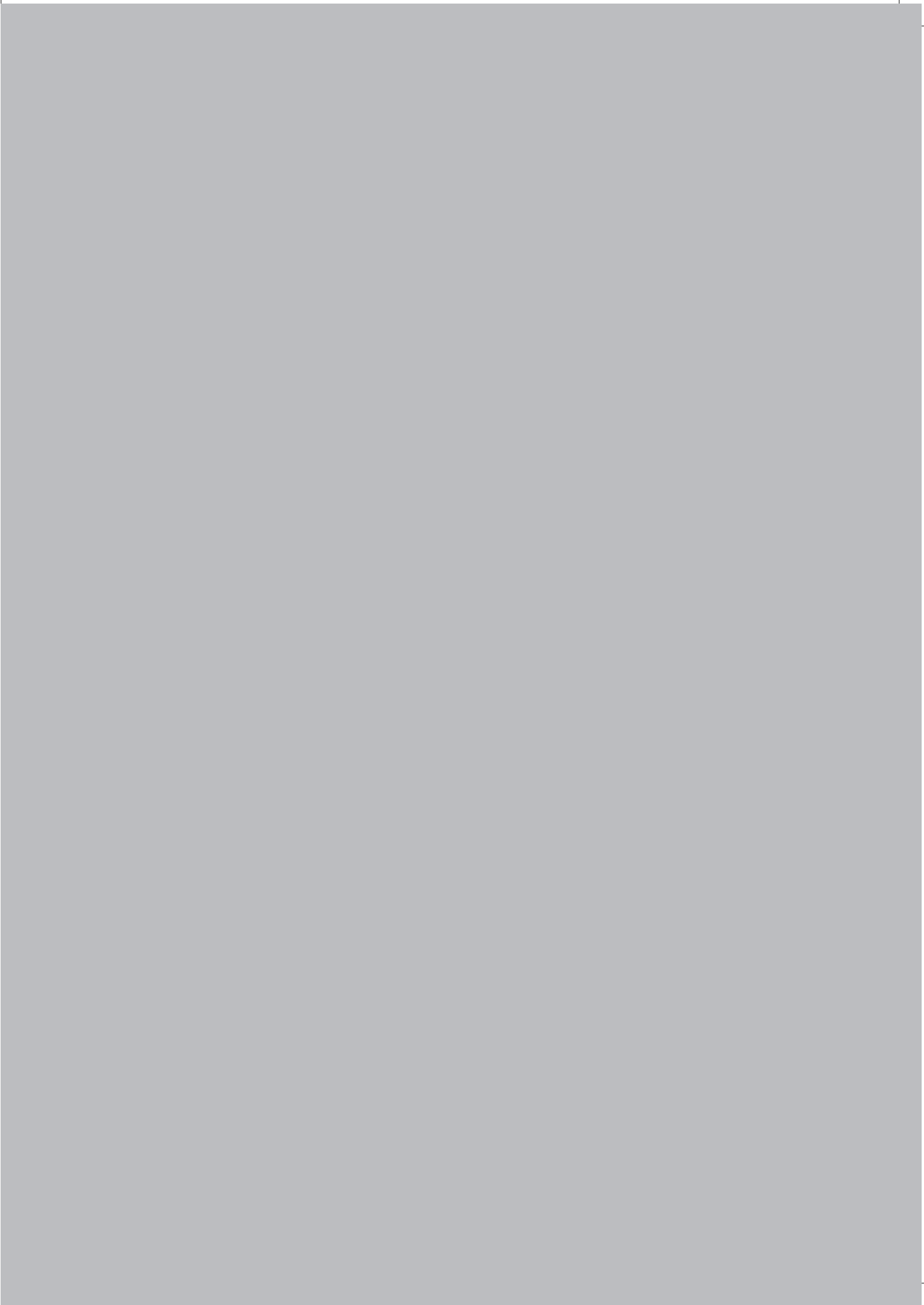
PAULA MERCADANTE
Managing Partner in the UK



We have had an exciting journey in our expansion, and our establishment in the UK was a special milestone. We were delighted to receive two awards from the MCA: Change Management in the Public Sector and Project of the Year 2017. **We fully support the MCA's Consulting Excellence Scheme** (as proud founding members of this scheme), and we are proud to make this declaration in **support of the nine Consulting Excellence Principles**.



MCA Awards 2017 Winner in **Change Management in the Public Sector** and **Project of the Year**





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