



Consulting Excellence Declaration

Management Consulting
Association

January 2019

Crimson&Co^{*}

Our declaration

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Crimson & Co works with blue chip clients across the globe with a common approach to consulting and a single belief that the only thing that matters is making a real difference for our clients. We help our clients achieve their strategic and operational objectives, working together to transform their performance and generate lasting change. In 2018 Crimson & Co and Argon Consulting merged, bringing together our extensive expertise and global reach to support clients more comprehensively in their operational transformations. We share a commitment to the development of our teams' expertise and delivering sustainable results for our clients.

At Crimson & Co, our collaborative culture and shared values are a huge part of who we are, and we work hard to maintain and reinforce them. All our people come from operational backgrounds and have been through rigorous Crimson & Co training so they really know what they're talking about. Our aim is for our people to be proud to work for Crimson & Co, and this underpins the way we work.

In this document we will explain how we deliver against each of the nine MCA consulting excellence principles.

Crimson & Co is committed to upholding and exceeding these principles, and this annual declaration will reinforce our support for each one both in the UK and across our global business.

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Richard Powell,
Managing Partner

Our values

Six values have been agreed by the staff in the business and these underpin our success

All staff are expected to consistently exhibit characteristics in line with the Crimson & Co values

We deliver the highest possible quality of work

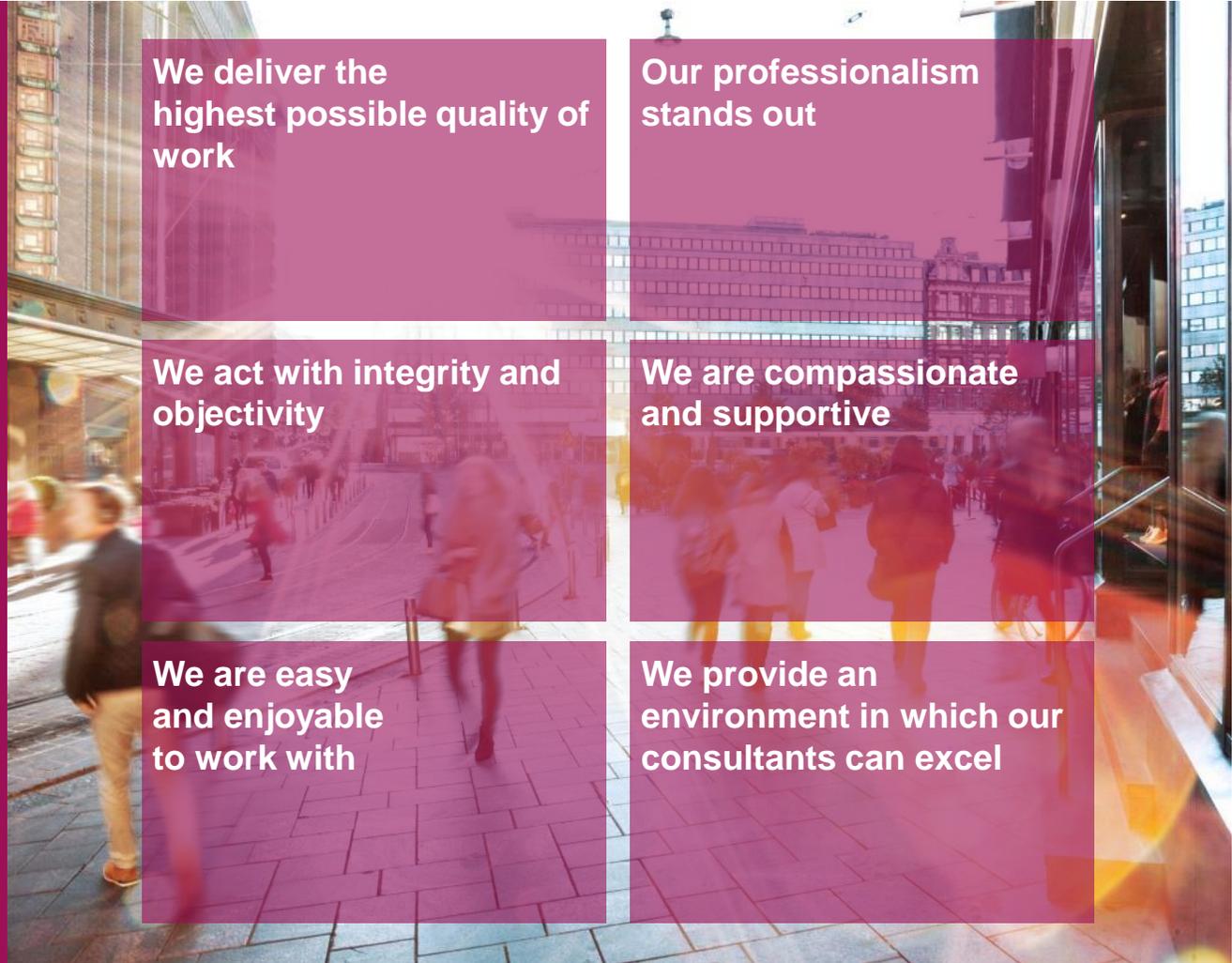
Our professionalism stands out

We act with integrity and objectivity

We are compassionate and supportive

We are easy and enjoyable to work with

We provide an environment in which our consultants can excel



Our culture



Personable with challenge where needed

We are easy to work with and trusted by clients to get the job done.

We share a belief that the only thing that matters is making a real difference for our clients.

Ethical behaviour

1 We are responsible and good citizens

The Crimson & Co values are embedded in the way we work and ensure we strive to act in the right way:

- ▶ We deliver the highest possible quality of work
- ▶ Our professionalism stands out
- ▶ We act with integrity and objectivity
- ▶ We are compassionate and supportive
- ▶ We are easy and enjoyable to work with
- ▶ We provide an environment in which our consultants can excel

2 We conduct our business ethically

- ▶ We conduct our business with honesty and integrity in a respectful and appropriate manner
- ▶ We select our people based not just on their skills and potential, but also on their principles and values
- ▶ We observe all laws and regulations, both in letter and in spirit

3 We foster an ethical culture

- ▶ Our organisational values underpin our ambition to create an environment in which our people can excel
- ▶ We understand that people can face difficult personal issues whether due to family illness, bereavement or other circumstances – we always try to do the right thing and treat these situations in a human way

Crimson team charity event



Client services and value

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We provide excellent consulting services which deliver the outcomes clients seek and need

- ▶ At the start of our projects, we use charters to ensure total alignment with our clients on objectives, deliverables and expectations
- ▶ As part of our ADE® transformation framework, we actively transfer knowledge to the client, to ensure that new processes or ways of working are embedded and that the improvements that we deliver are sustained in the long term



- ▶ All of our consultants come from operational backgrounds, and this ensures that our recommendations are tangible and based on real experience of managing and improving operations

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We are transparent with clients and respond to their concerns

- ▶ Our work ethic is based on 'human consulting' where our behaviour is focused on trust, inspiration, clarity and drive
- ▶ Our brand values are a true reflection of what clients have said about Crimson & Co, as they are based on the outcome of qualitative research, part of which involved carrying out stakeholder interviews with clients
- ▶ We deliver our recommendations and strategies in a clear and concise way, so as not to exclude or outsmart anyone, avoiding jargon or hyperbole
- ▶ We are honest, to the point, yet tactful
- ▶ We are creative and thorough in problem solving with our clients

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We always strive to improve the value we can deliver to our clients

- ▶ We actively seek feedback from our clients through a structured feedback programme, consisting of both qualitative questions and an overall client satisfaction score, which is used as one of our key business metrics
- ▶ We carry out research with a number of leading academic institutions
- ▶ Our global team frequently use our internal process for sharing client case studies via webinar. By doing so we all learn from our varied client experiences worldwide and exchange knowledge that we can then share with our clients

Professional development

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We undertake training and professional development planning each year

- ▶ Crimson & Co has a first-year training programme for all new recruits which includes 'core consultancy' and 'project management skills'. Further training and development needs are identified as part of the appraisal process and are addressed through external training or development through working alongside experienced colleagues
- ▶ As part of the annual review process we review our people's progress against objectives, agree actions and set new objectives and personal development plans
- ▶ We undertake an annual staff survey to measure staff satisfaction across a range of areas. We feedback the results from the survey in an open session at one of our company team days

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We promote strong core consulting capabilities and specialisms in our consultants and teams

- ▶ All our consultants have been through Crimson & Co training and have real experience of running and improving operations through their previous operational roles
- ▶ Our professional standards and core skills framework covers hard skills, soft skills and technical supply chain skills, and all Crimsonites are trained in these areas to ensure capabilities meet our clients' needs
- ▶ Two of our company values are based on providing a compassionate and supportive culture and providing an environment in which our consultants can excel



2017 Crimson Academy, London

Professional development



The Crimson Compass

- ▶ Our own consulting development model
- ▶ Allows individuals to identify development areas and plot a potential career path
- ▶ Frames discussions between the individual and their staff manager
- ▶ Allows us to refine our resourcing plan so that our capabilities match our own and our clients' needs

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We support our employees' career progression, professional development and welfare

- ▶ Our consultant development model, the Crimson Compass, allows individuals to identify development areas and plot their career path, and provides a framework that consultants of all levels and experience can use to understand the skills required at each grade
- ▶ The Crimson Compass underpins our annual appraisal system, but we also conduct project assessments, provide feedback to each other, collect client feedback, and receive training and development all year round
- ▶ Many of our employees are on flexible location contracts – consultants work either at client-sites, in the office or remotely to suit both their and our clients' needs



LEADING THE WAY.
TRANSFORMING BUSINESS.

Crimson&Co*