

MCA CONSULTING EXCELLENCE

DECLARATION 2019





“Consulting Excellence is a great initiative and provides a framework for the highest standards of ethical behaviour, client service, and professionalism. It enhances collaboration with our clients and allows us to achieve results above and beyond expectations.

We have actively used the MCA's standards to inform our own values and behaviours, which underpin everything we do as a company.

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

Roy Williams, Managing Partner



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

We have strong values and high standards. Our teams have the ability and agility to work at pace across all our sectors.

Our staff are high performers, who are focused on delivery results to clients as well as supporting peers.



We always deliver



We do the right thing



We are bold in our thinking



We love what we do

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


- We continue to support Consulting Excellence by:
 - Incorporating material about the Principles in staff induction programmes
 - Sharing copies of the Principles amongst all staff
 - Annual internal engagement surveys to provide a platform for feedback and ensure staff wellbeing is upheld
 - Incorporating information about our framework in client-facing marketing materials
 - Creation of CSR team with a particular focus on the following 3 areas:
 - Staff Wellbeing
 - Environment
 - Giving

ETHICAL BEHAVIOUR



CONSULTING
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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.

Commitment to Consulting Excellence and how that translates to our values



We do
the right
thing



We love
what we
do


- We always strive to act in a professional manner and recognise our responsibility to our staff, to our clients and to our industry
- Our own Values and associated behaviours are the focus of our activity throughout the business from our recruitment processes, to how we behave with our clients, teams and all stakeholders. These Values are published on our [website](#) and are shared amongst our staff
- We have a commitment to Social Responsibility, supporting various charities and initiatives
 - Please read more about our Corporate Social Responsibility and recent activities in Appendix 1
 - Website due for launch early 2019

- Our Values incorporate ethical behaviour, and we are committed to success by working with integrity and empathy for others
- We are transparent in all company transactions and operations, and always conduct business ethically, in observance of all laws and regulations
- We treat clients, competitors and all stakeholders with utmost respect. We protect our client's interests with high levels of security and confidentiality
- We aim to create a corporate culture where our staff are nurtured, and where an ethical and moral code is upheld within the business. In everything we do we act with integrity

CLIENT SERVICE AND VALUE



CLIENT SERVICE AND 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 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.

Commitment to Consulting Excellence and how that translates to our values



We are bold in our thinking



We always deliver



We love what we do

- With deep sector knowledge and our experienced, motivated team, we aim to deliver tangible and sustainable results to our clients
 - Read our case study here; [“The golden rule for successful change management”](#)
- We have developed a development framework and skills matrix covering every aspect of client interaction. All staff 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 meet or exceed their expectations

Client testimonial



“I found Vendigital’s collaborative style ensured that solutions were tailored specifically to our needs, they took time to understand the industry issues and our business objectives. I was especially impressed by their innovative approach to addressing a complex industry issue, which, coupled with their excellent data analytics capability, resulted in a robust strategy which has continued to drive commercial benefit along with presenting real options for future deployment.”

**Adrian Hughes – Marketforce,
Group MD**

- Our clients are served by our team of skilled consultants, each of whom are experts in their specific sector
- We respond quickly and positively to client demands, maintaining clear, open and accessible channels of communications with them
- With an inclusive and personal way of working, our consultants become trusted advisors, working collaboratively with our clients throughout our engagement

Client testimonial



“The way Vendigital built personal relationships with the teams was highly impressive. This created a “pull” factor which was key to the project’s outcome. The way Vendigital worked was in stark contrast to experiences we’ve had with other management consultancy firms which alienated a lot of people.”

Clive Watson – Spectris, CFO

- 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 [technology solutions](#) that add value and enable new ways of working

Client testimonial



“Data transparency and integrity are essential in order to enable us to manage and transform our supply chain; this system gives us confidence in analysing our current state and enables us to make sound business decisions in a timely manner.”


Chris Bryant, CPO, Meggitt PLC

PROFESSIONAL SERVICES



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PROFESSIONAL DEVELOPMENT

 Consulting Excellence firms develop the capabilities of their consultants, provide career development 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

Commitment to Consulting Excellence and how that translates to our values



We do the right thing



We always deliver



We love what we do

- We aim to attract high performing talent, and offer a stimulating work environment where consultants can develop their careers
- We listen to our staff, and regularly invite feedback from our employees on the company's strategy, performance and culture via a staff engagement survey
- Management undertake “listening lunches” around the business to gather further feedback, which has been developed into a set of improvement plans. This has become a new way of working
- All staff undertake quarterly performance reviews with their line managers, and development plans are formulated which encompass training, learning and professional development

- We aim to attract high performing talent, and offer a stimulating work environment where consultants can develop their careers
- We listen to our staff, and regularly invite feedback from our employees on the company's strategy, performance and culture
- We have undertaken a knowledge management programme to record and share best practice and learning throughout our teams – The Vendigital Core Capabilities (VCC)
 - Please read more about The Vendigital Core Capabilities (VCC) in Appendix 3

- We truly believe our staff are our most important asset and we take a long-term approach to career development
- We support professional development via training programmes and external courses, and encourage staff to be active members of professional or industry networks (including the MCA and Young MCA)
- All staff undertake quarterly performance reviews with their line managers, and development plans are formulated which encompass training, learning and professional development
- We strongly believe in work/life balance, and respect that our staff have commitments outside of their working life

Callum,
Senior
Analyst
Consultant



“Vendigital gives you ownership from an early stage and trusts you to always deliver.”

“I joined from the banking sector. The level of support and encouragement from the people around you is refreshing and allows you to grow and improve your skills.”

Sheena,
Principle
Consultant



“I enjoy the freedom to bring about transformational change. To be able to leave my thumbprint on the organisation, look back and say ‘I did that’.”

“I joined Vendigital from a Big 4 consultancy and prior to that the engineering industry. It’s an exciting time for us and there’s a real buzz and lots of energy in the firm.”

Alan,
Senior Cost
Engineer



“You really feel that you can add value to the business with your ideas - something the leadership team positively encourage.”

“I joined Vendigital after spending over 20 years in the Automotive and Aerospace sectors, predominantly in Cost Engineering roles. The culture of ‘doing the right thing’ allows me to adapt cost engineering tools and techniques, to best suit the clients’ specific needs.”

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UK's Leading
Management
Consultants
2019

UK's Top 25
Management
Consultancies
2019

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Appendices



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Corporate Social Responsibility (CSR)

Appendix 1



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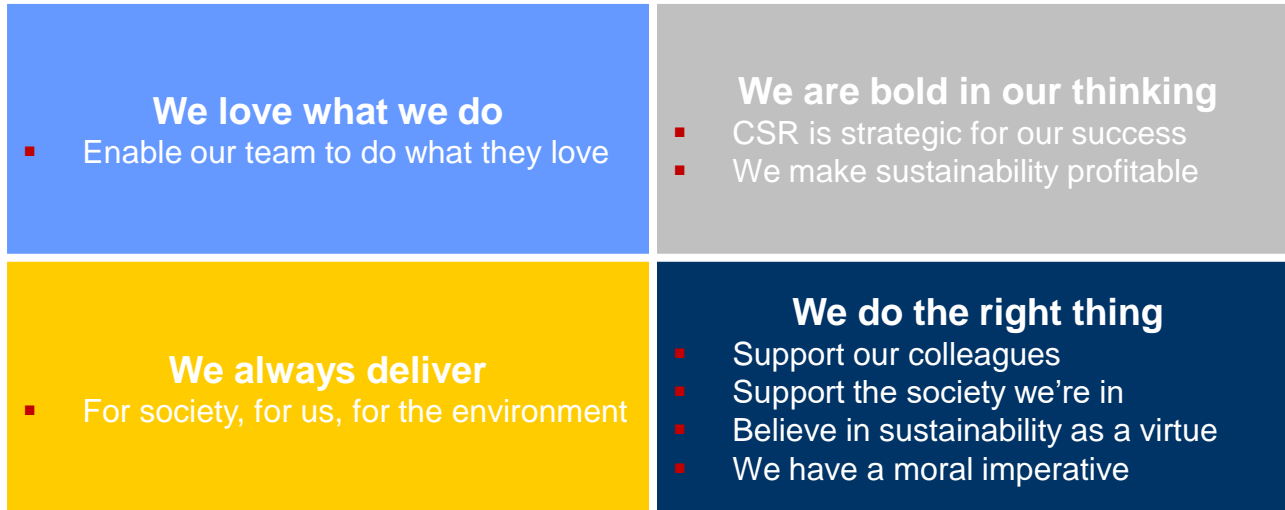
CSR and it's benefits

“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

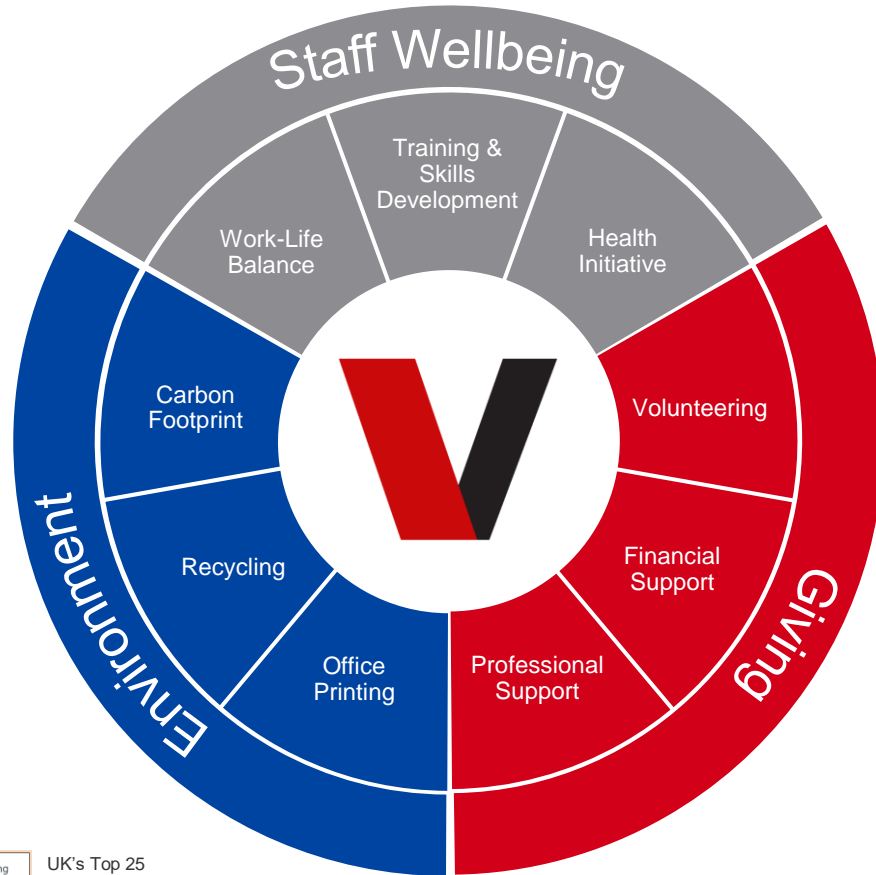
Development and implementation of CSR will contribute towards meeting these challenges



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



Since 2018 we have brought together the different areas of our team that engage in activities that raise awareness for and develop our activities in the CSR sphere. This group now sits over all areas of the business ensure that we are responsible to ourselves, our community, and our wider network.



Highlights of 2018

- Make-a-Wish Secret Santa
 - £1,400 raised
- Mental health champions selected and trained
- Recycling paper introduced across all sites
- BeyondMe worked with Young MCA kicked off

Plans for 2019

- Internal carbon footprint tracking
- Summer fundraiser
- Charity partnerships
- Mental and physical health awareness workshops and incentive schemes

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Vendigital Skills Matrix

Appendix 2



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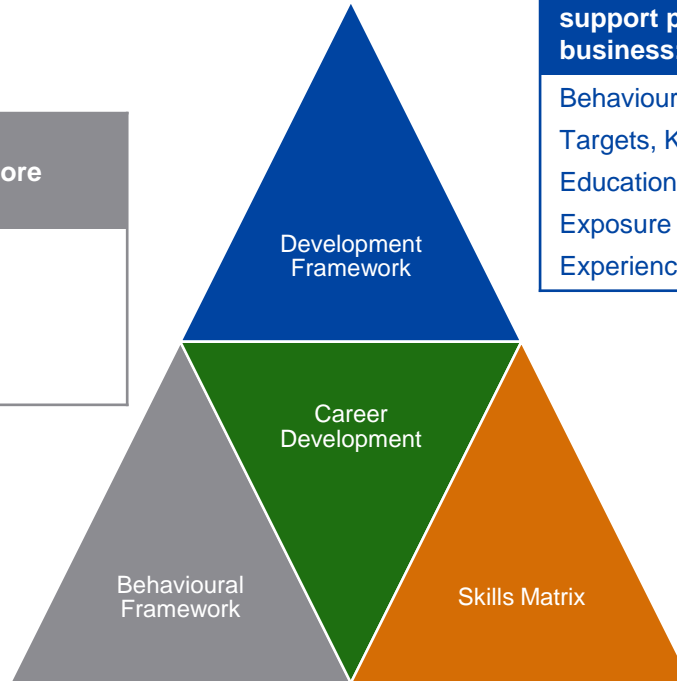
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Overview of desired and shadow behaviours aligned to Vendigital Core Values:

Always deliver
I am bold in my thinking
I love what I do
I do the right thing



Provides guidance on the expectations and support provided for consulting roles in the business:

Behaviours to develop
Targets, KPIs and objectives
Education (high level training needs)
Exposure (development through support)
Experience (development through doing)

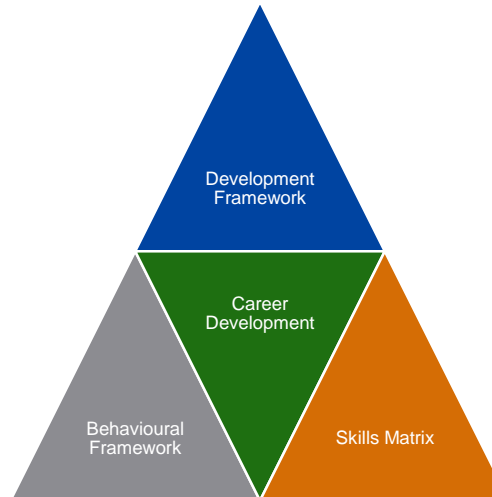
Outlines the core skills that will aid consultancy career progression:

Engagement Management
Commercial Skills
Consulting Skills
Technology Skills

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

Overview:

- There are 4 sections to the Matrix
 - Engagement Management – Ability to communicate and run successful programmes
 - Commercial Skills – Financial and contractual appreciation
 - Consulting Skills – Core processes required to enable effective project delivery



- **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

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Core Capabilities

(VCC)

Appendix 3



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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.

Structure – underpinned by the Skills Matrix and linked in to other supporting collateral already developed in the firm, where applicable.

Accessibility – currently being reviewed under the KM work stream.



The 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.

Skills Matrix – Embedding Structure to L&D – relaunched in Q3

We have collected feedback on the Skills Matrix and are redeveloping this in line with the business needs and updated development and behavioural framework.

The refreshed Skills Matrix will incorporate the capability requirements across the business and will be refreshed every 6-12 months- managed through the PPC Board.

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

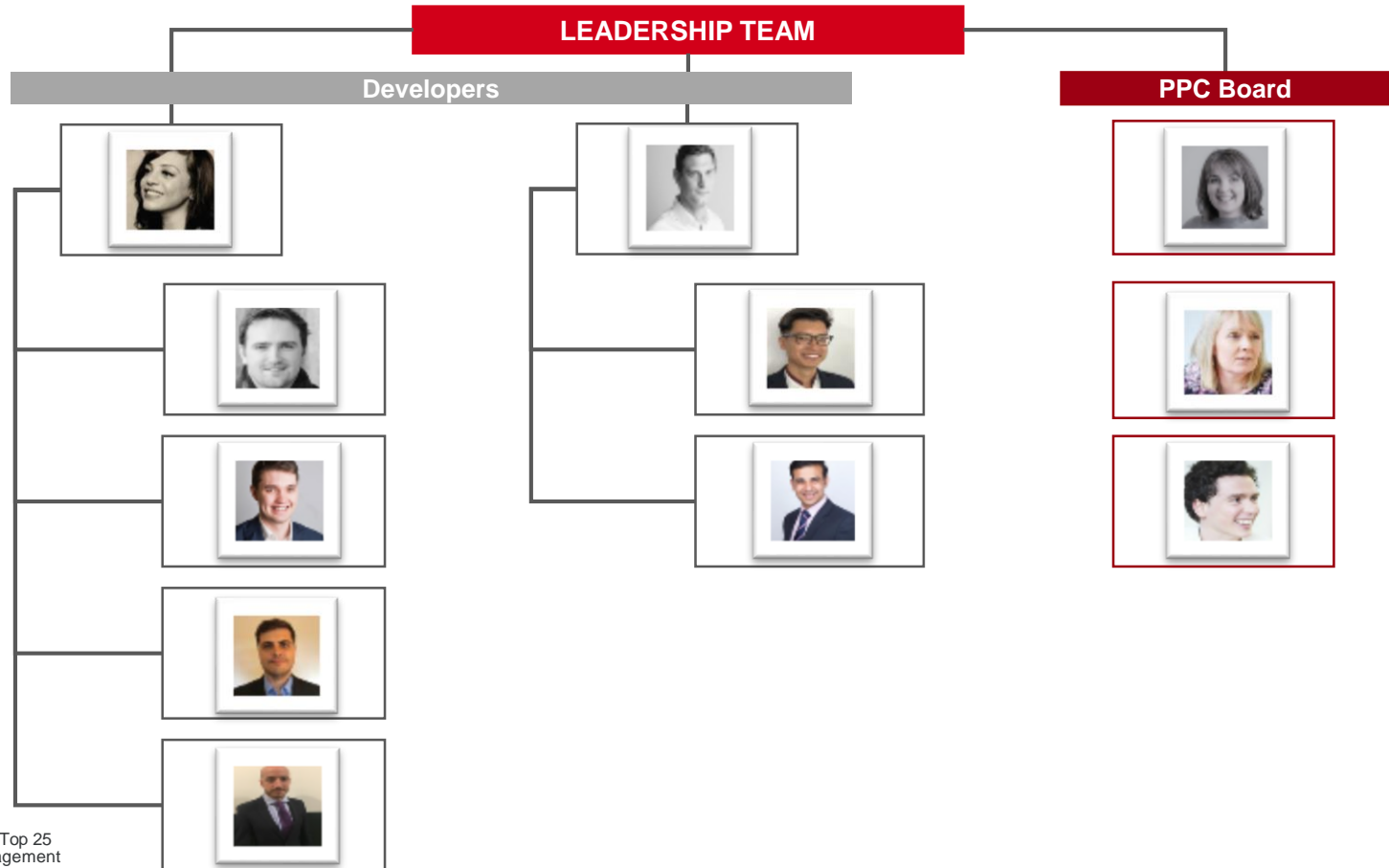
The VCC will tie to the Skills Matrix ensuring that we are able to develop targeted learning and training programmes for everyone across the business.



Knowledge Management – Making L&D Accessible

We are currently testing Knowledge Management tools in the organisation against a number of criteria:

- Storing case studies
- **Training collateral**
- E-learning solutions
- Benchmarking data
- Value propositions
- Methodologies
- Tools and Templates
- Thought leadership papers



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