



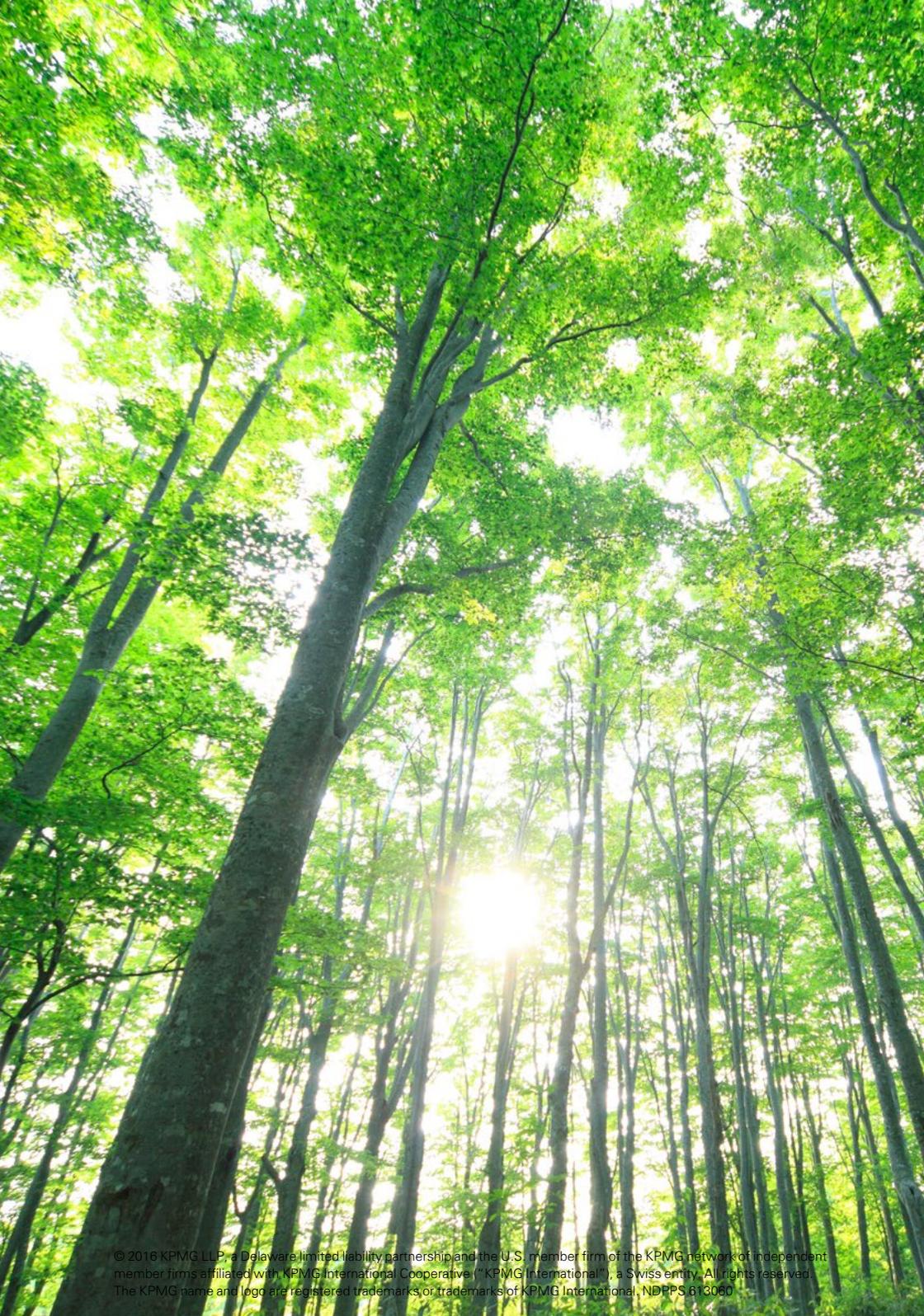
# MC Charter

**Management Consulting**

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# Introduction

A few years back, the Management Consulting (MC) leadership team sought to put into words the type of organization that we aspired to be. We wanted people to be so inspired that they would live and be guided by those words every day. That document was our MC Charter.

Recently, the firm has proudly shared our KPMG Story—a multi-faceted message grounded in a purpose and vision around which every KPMG employee and partner can rally.

Today as Management Consulting, we are a meaningful part of this KPMG Story and want our Charter to speak explicitly about how we fit in as a vital business within our firm. Therefore, the Charter you now see has been “refined” to reflect this connection to the broader firm, while still articulating what makes us unique.

This Charter also sets the foundation for our MC Strategy—an equally important document that speaks about how we intend to achieve the vision described in our Charter. By its very nature, our MC Strategy is a relatively adaptable document, as key elements of that strategy are updated according to our annual planning process.

Our Charter and our Strategy are not complete without our Marketing Messaging toolkit, including the new brochure, “Change things.” This document is intended for the external marketplace and reflects how we want the world to see us (i.e., how behaving in accordance with our MC Charter should manifest itself with our clients).

Together, you will find that our MC Charter, our MC Strategy, and Change things tell our MC story, in connection with the broader KPMG Story. We hope you find this to be an intriguing and motivating one!



# Our vision

We have much to be proud of as a Management Consulting team. We have been on a tremendous growth trajectory since our inception in 2009, and are known throughout KPMG as a practice where new ideas and new businesses are constantly being developed and brought to market. The market recognizes the positive impact we have made on each of our clients' enterprise performance. We have been named by industry analysts as "leaders" in numerous service areas, and our reputation continues to evolve and improve. In addition, our Work Environment Survey results tell us that our people feel valued, are committed to KPMG and Management Consulting, and are looking for accelerated career advancement—all positive indicators for the continued growth of our practice.

Consistent with our firm's vision, we strive to be The Clear Choice: whereby our people are extraordinary, our clients see a difference in us, and the public trusts us. Building on The Clear Choice, we have a vision that articulates our collective aspiration for our Management Consulting business:

- **Aggressive growth AND operational excellence:** Continued focus on profitable growth, and driving value from our strategic and operational investments
- **Market-leading solutions:** Bringing leading-edge innovation and creativity to our clients, to help them prepare for what comes next from both a functional and technical perspective
- **Firm-wide collaboration:** Leading the effort to provide methodologies that utilize the full capabilities of the firm, proving that we are indeed "better together"
- **Industry focus:** Leveraging our knowledge of evolving sector dynamics to enable tailored approaches for our clients
- **Dedication to people development:** Fostering an open and honest environment where teaming, coaching, mentoring and career-long learning are fundamental to how we work
- **Our entrepreneurial culture:** Serving as a source of entrepreneurial spirit within our firm's partnership model; it is not just what we do that makes us special, it is the way we do it!

# Our mission

Similar to our vision, we again build on the broader KPMG Story when it comes to our Management Consulting mission. As a firm, our purpose-driven culture seeks to inspire confidence and empower change. We take those concepts a bit further in our Management Consulting mission statement:

- **Solving business challenges:** This succinctly reflects “what we do” in Management Consulting; confronting the key business challenges—those that stand in the way of growth and progress at our clients—and delivering value for our clients, day-in and day-out.
- **With insight, integrity, and passion:** Each of these three elements is core to “how we do it” in Management Consulting. On every client engagement, we seek to integrate leading capabilities from across our firm, to adhere to the highest ethical standards, and to approach client challenges with a relentless passion for problem solving that comes from our love of what we do.
- **To create a better future:** This describes “why we do it” in Management Consulting and powerfully reflects our broader firm’s purpose. In Management Consulting, we act in ways that have both a positive (inspiring confidence) and productive (empowering change) impact on the future of all those we work with.
  - **For our clients:** In Management Consulting, we take innovative approaches to help our clients meet their toughest “transformational” challenges. We work shoulder-to-shoulder with them to drive enterprise performance by changing things for the better.
  - **Our people:** In Management Consulting, we provide substantive professional growth and development opportunities for our people. On a day-to-day basis, leadership strives for transparency in communication and values continual input and feedback from our people.
  - **And our firm:** Our Management Consulting experience contributes to the growing breadth of the firm’s offerings, and as our business grows, so does the value we create for the firm.

# Our shared values and behaviors

We each have a role to play in achieving our vision and living our mission within Management Consulting. By applying the following core values—in the ways we all think and behave every day—we will drive not only our vision and mission, but will contribute positively to the broader KPMG Story.

**Partner with your client and your team to execute a solution-oriented, outcome-based approach.**

**Show agility and flexibility by taking into account the nuances of your client's culture into account.**

**Cultivate your innate curiosity and thirst for knowledge. Share this knowledge with your team members and your clients.**

**Provide (and be open to) substantive and honest feedback to enable meaningful development opportunities for our people.**

**Be passionate about your work and your experience and make that passion contagious among your team and with your clients.**

**Recognize individual and team contributions and accomplishments; in doing so, celebrate our diversity of thought.**

**Be a genuine team player—contribute your experience, and proactively seek the experience of others; put those great minds to work for your client and the firm.**

**Employ critical thinking; utilize data and analytics to help solve client problems.**

**Be a self-starter and coach others on your team to take initiative as well.**

**Bring creativity and innovation to idea and solution generating activities for your client and the firm.**

# Better together

While Management Consulting is a unique element of our firm's value proposition, we cannot be successful and deliver on our vision, mission or values without teaming and collaborating both across MC and with other parts of the firm. We strongly believe "the whole is greater than the sum of its parts" and by combining capabilities, we are truly "better together."

Examples abound of client challenges that require the knowledge of various teams within MC. Client initiatives such as Global Business Services, Cloud-based Transformation, and Salesforce Analytics, to name a few, necessitate the need for us to reach across our MC practice and bring the unique complement of sector, functional, and technical capabilities required.

We increasingly see our clients addressing challenges to growth and profitability, such as new competitors, new business models, regulatory pressures, and disruptive technology. To fully address these situations, we continue to partner with our Strategy, Risk Consulting and Deal Advisory teams within Advisory on a frequent basis.

And to truly provide our clients with holistic and innovative solutions to their problems, we often team with our Tax business, in areas such as Tax Efficient Supply Chain and Global Mobility, as well as leveraging the deep sector knowledge of our Audit professionals.

By bringing all of these skills together in the market, we can indeed demonstrate that we are the Clear Choice:

- Our people are extraordinary
- Our clients see a difference in us
- The public trusts us

# Our commitment

A close-up photograph of a hand watering a small green seedling. A single water droplet is suspended in mid-air, about to fall from the tip of a finger. The seedling has two bright green leaves and a thin stem, growing out of a small amount of soil. The background is a soft, out-of-focus green, suggesting a garden or natural setting.

As a Management Consulting leadership team, we are committed to living the vision, mission and values espoused in this Charter in our drive to be The Clear Choice. This means we commit to doing the following:

- We not only strive to personally demonstrate the ten shared values and behaviors outlined in this Charter, we also look for those same values and behaviors when hiring into and promoting within Management Consulting.
- We align our goal-setting and performance management programs to support these behaviors, and we hold ourselves accountable for demonstrating the behaviors every day.
- We continue to refine our learning and development initiatives to nurture and develop these behaviors at both the individual and team level.
- Progress towards the vision and goals espoused in both our MC Charter and our MC Strategy is a standing item on the Management Consulting Leadership Team agenda, and is reported on a quarterly basis to Advisory senior leadership.

In return, we hope that you continue to take the KPMG Story, our MC Charter, Strategy and Change things documents to heart, and in doing so, take pride in your role and the role of your colleagues in our collective success.

We vow to continually assess and refine our business, to best embody the aspirations, principles and behaviors we discuss in this document – you have our word on this.



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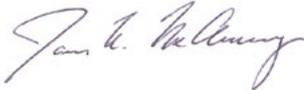




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**Joseph M. Parente**  
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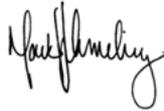
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**Kalpana Ramakrishnan**  
MC West Leader



**Claudia M. Saran**  
People & Change Network Leader



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Consumer Markets MC Industry Leader



**Matthew D. Smith**  
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**Brenda Walker**  
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**Thomas G. Wilde**  
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Financial Services MC Industry Leader

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