

**The Observatory International** is the leading global management consultancy dedicated to helping companies transform and optimise their Marketing and Communications resources in a digitally enabled world.

We are committed to Consulting Excellence because it strives to encourage firms to deliver excellent client service and value, recruit and train the best possible management consultants and behave in ways that live up to high ethical standards. We believe that by working together through Consulting Excellence, we can reinforce the expertise that underpins the best in consulting and create additional benefits for all our firms and clients.

Our 14-year track record of working with many of the world's leading brands, our proven and robust methodologies and our worldwide reach means we have the knowledge, experience and capability to help more businesses, more quickly across more markets and sectors.

We remain independent and impartial by taking no fees or payments from Agencies. We are motivated and driven by helping Marketing and Procurement professionals fulfil their potential and business objectives.

We work with and create strategic partnerships with industry bodies that share the same ethical stance as us including the WFA, ISBA and IAPI. We support the Conscious Advertising Network (CAN), who are a coalition of over 70 organisations set up to ensure that industry ethics catch up with the technology of modern advertising.



## ETHICAL BEHAVIOUR

### 1. WE ARE RESPONSIBLE AND GOOD CITIZENS

- We observe all laws and regulations, both in letter and in spirit
- We respond constructively to legal, professional and related challenges
- We encourage diversity and strive to be free of all discrimination or bias based on gender, race, age, religion, sexual orientation or disability
- We avoid work that is inconsistent with these commitments or which could damage the consulting industry's reputation
- We work, where appropriate, with other Consulting Excellence firms and the wider consulting industry to promote the profession and support the public interest
- We are continuing to implement a policy for Sustainability which started in 2018
- We are proud supporters of the [Conscious Advertising Network \(CAN\)](#). Their mission is to stop advertising abuse, by highlighting the conscious choices advertisers and agencies can make to ensure good practice
- We are accredited by [The Good Business Charter](#) which recognises responsible business behaviour

### 2. WE CONDUCT OUR BUSINESS ETHICALLY

- We are open and honest about professional relationships
- We avoid commercial conflicts of interest and disclose relevant commercial interests or preferences
- We provide the best and most objective advice possible
- We treat competitors and others with respect
- We strive to protect clients' interests and reputations
- We use confidential client information only for agreed purposes
- We avoid inappropriate gifts or entertainment

### 3. WE FOSTER AN ETHICAL CULTURE

- We aim to ensure staff uphold high standards of ethical behaviour
- We promote internal discussion on ethical issues, including their relationship with business practices
- We avoid requiring staff to work in conflict with their own ethical beliefs
- We encourage and enable staff and others to raise ethical concerns confidentially



## CLIENT SERVICE AND VALUE

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4. WE PROVIDE EXCELLENT CONSULTING SERVICES WHICH DELIVER THE OUTCOMES CLIENTS SEEK AND NEED
- We discuss and agree on the outcomes clients seek before work begins, and as part of a transparent process thereafter
  - We listen carefully to clients to understand fully their needs and ways of working, and determine how to maximise value for them
  - We deliver the consulting services that we commit to and aim to meet or exceed our clients' expectations
  - We advise clients when the firm believes their requirements are not in the clients' interests
  - We suggest alternative approaches and solutions, where appropriate, including, where the firm intends to stand down, other providers
  - We challenge clients, where necessary, and deliver difficult messages, backed by evidence
  - We work or continue to work on projects only where the firm is confident of achieving successful outcomes and generating real value, has the right skills and competencies, and believes it can provide objective and impartial advice
  - We work openly with partners and subcontractors, where appropriate, to meet client needs
  - We transfer knowledge, skills and experience to clients
  - We ask clients to identify and promote cases where the firm has delivered excellence
5. WE ARE TRANSPARENT WITH CLIENTS AND RESPOND TO THEIR CONCERNS
- We clarify who is accountable to clients for each consulting assignment
  - We respond positively to client demands for information
  - We are open about the capabilities and competence of the firm, consultants and teams
  - We ensure clients are served by skilled and expert consultants, always explaining who will be working with them and why
  - We consult clients and agree next steps when team composition needs to change
  - We accept responsibility for the performance of partners and particularly any suppliers the firm manages as the prime contractor, ensuring those partners and suppliers adhere to principles of ethical behaviour and client service, and disclose their capabilities and competence
  - We avoid changing project scope or length without clients' explicit understanding and agreement
  - We protect client confidentiality, data and IP
  - We make it easy for clients to raise concerns and ensure accessibility for investigating and resolving complaints
  - We communicate in clear, unambiguous language

**86% of our  
clients come  
back to us**

6. WE ALWAYS STRIVE TO IMPROVE THE VALUE WE CAN DELIVER TO OUR CLIENTS
- We capture the lessons from assignments as a basis for future improvement
  - We monitor the performance of consultants on projects regularly to support them and help them and the firm improve
  - We welcome feedback, negative and positive, and structure working relationships to ensure clients have opportunities to provide it
  - We value and seek to promote innovation and we invest in research
  - We identify and implement good practice from within the firm (and where appropriate from beyond)
  - We participate in professional networks and industry bodies, to improve continuously the firm's understanding of the consulting industry and the sectors and clients the firm serves

*"From first briefing to final decision making, The Observatory International was a great strategic and operational partner every step of the way. Their team helped us to articulate our needs in a far better way. They were always committed to delivering the best outcomes and considered every dimension sharing their industry expertise and dealing with complex stakeholder management brilliantly."* **Ferrero**

*"High level professionals, clear timing, conditions, terms. All steps were according to the Brief and [delivered] even more than was expected."* **IDS Borjomi**

*"The Observatory International were professional, consistent and fair. Their clear process helped corral various stakeholders smoothly, so we reached an excellent outcome. They were invaluable."* **Aviva**

## PROFESSIONAL DEVELOPMENT

7. WE UNDERTAKE TRAINING AND PROFESSIONAL DEVELOPMENT PLANNING EACH YEAR
  - We develop our individual consultants with appropriate training and mentoring
  - We create well-organised and effective teams
  - We assess periodically the performance of all consultants and provide constructive feedback
  - We encourage consultants to reflect honestly on their performance, capabilities and development
  - We encourage consultants to provide feedback on the firm's culture and performance, and commit to respond openly to suggestions for improvement
  - We developed and implemented our enhanced induction programme for new recruits in 2018 and will continue to improve this going forward
  
8. WE PROMOTE STRONG CORE CONSULTING CAPABILITIES AND SPECIALISMS IN OUR CONSULTANTS AND TEAMS
  - We ensure consultants are qualified to work at the level of seniority to which the firm appoints them and have the skills to be successful in their role
  - We review their capabilities against current and emerging client needs and adapt training accordingly
  - We encourage all consultants to pursue relevant and valuable professional qualifications and awards, and support them in doing so
  - We provide consultants with opportunities and incentives to update their specialist knowledge and expertise and to acquire new skills throughout their career
  - We foster a culture that emphasises team-working
  
9. WE SUPPORT OUR EMPLOYEES' CAREER PROGRESSION, PROFESSIONAL DEVELOPMENT AND WELFARE
  - We create a culture and organisation that ensure consultants are not just managed and assessed against commercial targets, but are also supported in the development of their careers and their welfare
  - We treat individual consultants fairly and without bias
  - We encourage staff to participate in relevant [professional networks](#)
  - We welcome requests where appropriate for flexible and alternative ways of working

## COMMITMENT TO DIVERSITY AND INCLUSION

### 10. WE RESPECT AND EMBRACE DIVERSITY AND INCLUSION

- We understand the importance and positive benefit of people from different backgrounds working for our companies and our clients
- We have a D&I Champion to maintain and champion our focus internally
- We support [Creative Equals](#), a global not-for-profit consultancy that seeks to deliver true equity in the creative sector

### 11. WE RECRUIT AND RETAIN PEOPLE FROM A DIVERSE TALENT POOL

- We strive to build a culture where difference is valued, respected and celebrated at all levels
- We are committed to developing diverse future leaders and ensuring their progression in the industry
- We measure our D&I statistics every six months to set goals and monitor our progress

### 12. WE SUPPORT INDUSTRY EFFORTS TO IMPROVE PROGRESS ON DIVERSITY AND INCLUSION

- We are active members of the MCA D&I Working Group where we aim to contribute to and implement best practice from the industry and contribute to monitoring the diversity of the consultancy sector workforce over time
- We participate in the MCA annual report which reports on this data
- Our Managing Partner sits on the MCA Women In Consulting Working Group
- We collect our own data to monitor and assess the effectiveness of D&I policies
- We participate in the [ALL IN](#) census for the Marketing industry

