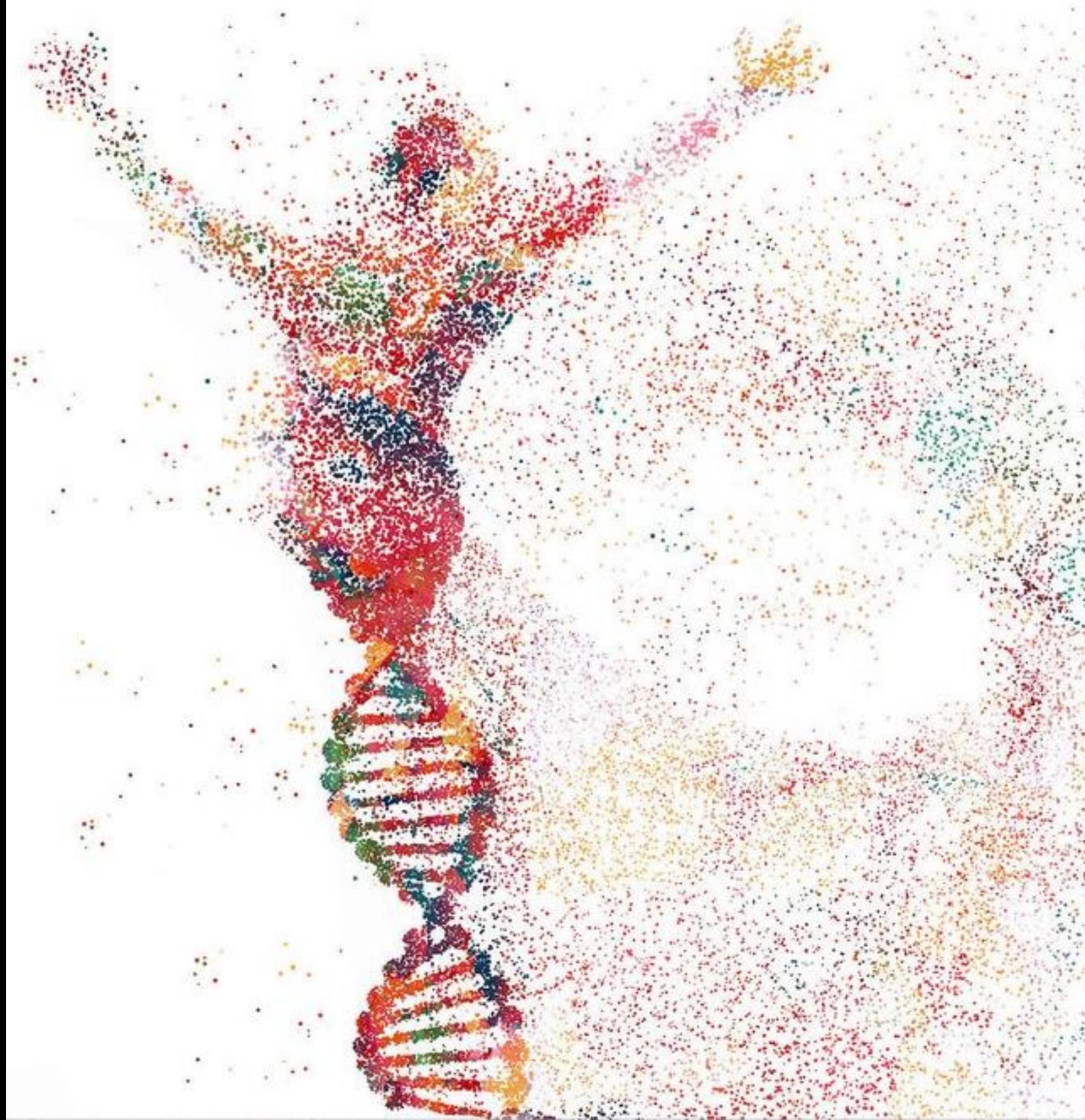


UNIVERSAL
CONSULTING

Our Genetic Code

August 2022





Impression, Soleil Levant (Impression, Sunrise), Claude Monet, 1872

Monet was the founder of the Impressionist movement and the most prolific and consistent practitioner of the movement's philosophy of interpreting reality using one's perception and experience. This painting became the source of the movement's name.

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Who We Are

The Starry Night, Vincent Van Gogh, 1889

This painting depicts the cosmos and the constellation Aries, while accurately depicting the crescent of the planet Venus and the Moon over the horizon. It also features a significant foreground with a cypress tree, a village, and a church steeple. By naming it The Starry Night, Van Gogh challenged convention by using the background of a painting for its title and thus also elevating peoples' interest in cosmology.



Mission

Implementing Strategy
Strengthening India



UC (Universal Consulting) is India's boutique Strategy Consulting firm.

Since 1994, the year Jay Desai founded the Firm with INR 50,000, the Firm has advised over 365 clients, executed 1,020+ engagements and clocked 2.5 million hours.

Today, our clients include some of the most innovative and well known global and Indian organisations working at the cutting edge of science to deliver health outcomes for the world. The Firm has advised leading innovator drug companies, branded generics majors, innovative early-stage contract research and manufacturing players, global diagnostic players and crop science and food majors on some of their most challenging strategic, operational, and organisational issues.

Since 1994, many professionals have come to UC from diverse backgrounds. For all their diversity, our people are singular in their commitment to be great team players and doing outstanding work for our clients. They are singular in their commitment to the UC Genetic Code.

Our people are driven by client challenges, no matter how big or small they may be. They firmly believe that the challenge provides the opportunity to excel and grow,

both personally and professionally. Beyond UC, those people pursuing higher education have studied globally at some of the most prestigious schools, while other more experienced alumni are now in senior leadership positions in industry or at other consulting firms. Whatever paths their careers may have taken, our alumni maintain that their time at UC was one of the most enjoyable, meaningful and richest learning experiences of their life.

More than 28 years since our founding, we are proud of having achieved what we have accomplished. We strongly believe that the next decade will be very exciting for the Firm and its people, as India completes 40 years of liberalisation and celebrates 100 years of its independence.

We have many miles to go in fulfilling our mission of "Implementing Strategy, Strengthening India". This is why we seek people like you, who are exemplary team players, driven to excel, confident, curious to learn and keen to make an impact. We hope you will make a transformational impact on our Clients, UC and in the process, transform yourself.

We expect nothing less.



What We Do

The Red Vineyard at Arles, Vincent Van Gogh, 1888

In his twenties Van Gogh had written, "To act well in this world men must give up selfish aims. Man is not on this earth only to be happy; he is only there to be simply honest; he is there to realise great things for humanity." Van Gogh loved the landscape of the vineyards at Arles, which was deep wine-red. He had great respect for the people who worked long in the vineyards, long after the sun had set, completely in sync with nature. In their labour he found the honesty he desired in men

Our clients operate at the cutting edge of science: they are pushing new frontiers in medicine, therapy, devices, implants, diagnostics and services, in their pursuit of delivering transformational health outcomes for the world. We help our clients in formulating and implementing their strategies.

Our ability to effectively address our clients' requirements has resulted in over 53% of work coming from 'repeat clients' and referrals from them.

Our approach is built on:

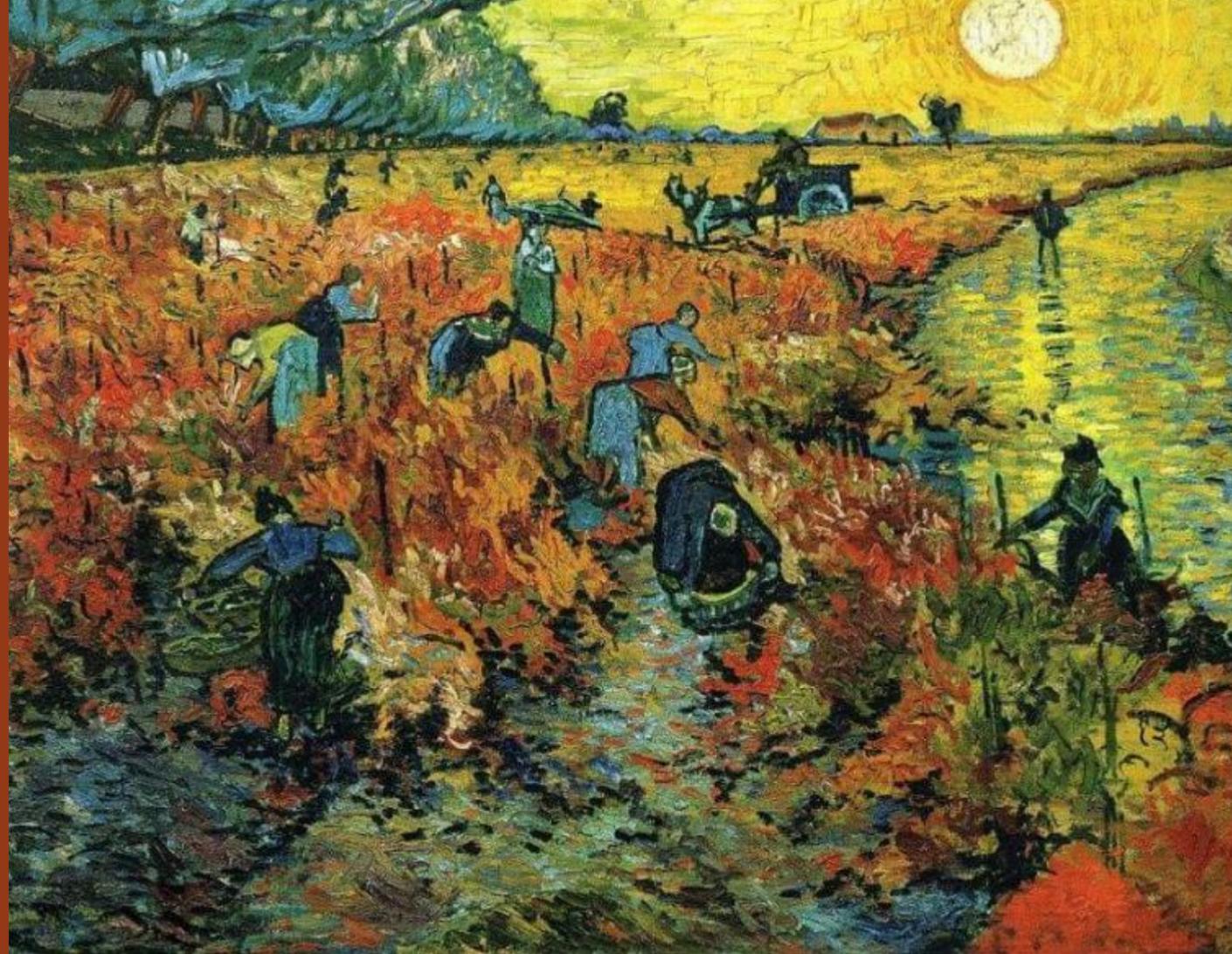
1 | Integrating Science with Strategy

Our clients engage us to translate the scientific basis of their product and service value propositions into a compelling, differentiated business strategy which is supported by effective operations and an aligned organisation. This is the experience and expertise we bring to the table.

Our clients trust us to understand platforms, technologies, sciences, physiology, health economics and policies, business models, commercial, operational, and organisational issues to synthesise winning and high impact strategies.

2 | Leading with Evidence, not Opinion

We provide our clients with deep,



rigorous, and objective assessments of the issues at hand. Once we assess the issues, we can develop solutions, which are clear and actionable. We place immeasurable value on facts and principles that underly them.

We do not compromise with our findings and recommendations. We welcome inputs and suggestions, revisit and revalidate our findings, but once we finalise them, we stand by our work since it is led by evidence, not opinions, or perceptions, or biases.

We will not hesitate to challenge convention, a client's point of view, or an expected outcome if our work leads us to believe otherwise.

3 | Implementing our Recommendations

Our recommendations are practical and actionable. Because we have significant experience in implementing strategies, we have an informed view of what can be implemented in each client situation and what cannot be done.

We are practical in our recommendations because we like to live in the house we build. Your findings may be highly insightful and brilliant, but of no use if they cannot be implemented. Often, clients call us to help them with implementation. Impractical

solutions, however lofty and impressive they may sound and appear, do not move the needle for our clients.

Clients recognise UC for its focus on granular, practical, and actionable insights.

4 | Collaborating for Success

We insist on working with our clients in a spirit of collaboration and cooperation. We believe that it is only with a truly collaborative client-consultant partnership that a sustained change be visible.

The days of conference room consulting are well and truly over. Findings and actionable recommendations whose 'buy-in' from various client stakeholders are embedded in the consulting process, are the key to successful and enduring client outcomes.

In keeping with this spirit, we always treat our clients with respect and fairness. We understand that we will not be able to please everybody. We, however, go the extra mile to understand a client's point of view, concerns, feedback and course correct when required.

In keeping with this spirit, we also insist that clients reciprocate by treating our people with respect, dignity and the fairness that they deserve.



About You

Young Man Playing the Piano , 1879 by Gustave Caillebotte

On first view this painting appears to be a distorted rendering of physical space. Caillebotte imaginatively places the pianist and piano as central to the painting and inspires the viewers to perceive the real represented space, i.e. the pianist immersed in his composition and performance.

We are delighted to have you join us at UC. You should be proud of what you have achieved. Less than 2% of those who apply to UC get an opportunity to work with us. The time you invested in doing the Case Study and going through rigorous rounds of interviews, all should have much more meaning and purpose to you now.

Highly qualified individuals from various fields, including biologists, biotechnologists, M&A, chartered accountants, cost accountants, doctors, economists, engineers, liberal arts and pharmacies majors have worked with UC. They were not just academically highly qualified; they were musicians, dancers, dramatists, gold medal winning athletes and sportsperson who competed at an elite level. You now belong to this select group of people, who chose the profession of consulting and were associated with UC.

Being a professional consultant, or being a part of our office support team, means that you have chosen a tough profession. A profession that demands a lot of its practitioners – it demands your time and demands personal sacrifices to stay on top of your game.

So, what does it take to be a great UC consultant? What does it take to be a high performing member of UCs



Strive to be #1;
the most
sought-after
team member.
If you do this,
we will all win!

office support team? All of us want to excel our jobs, but how good do you really want to be? Talent helps, but it won't get you too far. The truth is that there is no instant solution to be a great UC team member - the only way to learn is through your experience. And here's our *first* advice for you; there are no shortcuts to any place that is really worth going to.

All of us think, at some point, whether we have it in us to make a success of life. Have you noticed, quite often, that it is not the person who excelled at school or college, who succeeds?

The “smartest” ones usually get jobs based on their academic qualification

and not on their desire or attitude to succeed. Ultimately, they get overtaken by those who strive to be better than themselves. So, here's our *second* advice for you; each day, each assignment, try to be a better you. If you have a goal to improve, yourself there is no limit to achievement. Ultimately, it is not about how good you are, but how good you want to be.

It is alright to fail on a project, but failure should never be on account of lack of trying your best. Always ask yourself, “Have I given it my best?” So, here's our *third* advice for you; be true to yourself - not because you owe it to your peers, or your immediate family, or friends, but because you owe it most of all to

yourself. You need to be true to yourself so that one of the most important choices you made, the choice to belong to the consulting profession, is the right choice.

Being a consultant means change – constant change. Change not only for yourself but change through discovery and action; change that results from a common commitment to doing things together at UC. As you live through this experience, we are sure it will change you and transform you. You will be transformed by what you learn, by the insights and sharing of experience with your fellow colleagues and by being part of UC. And when coming from so many diverse background, isn't it a relief to be in a place with so many people who share your conviction, your dedication and your determination to make an impact?

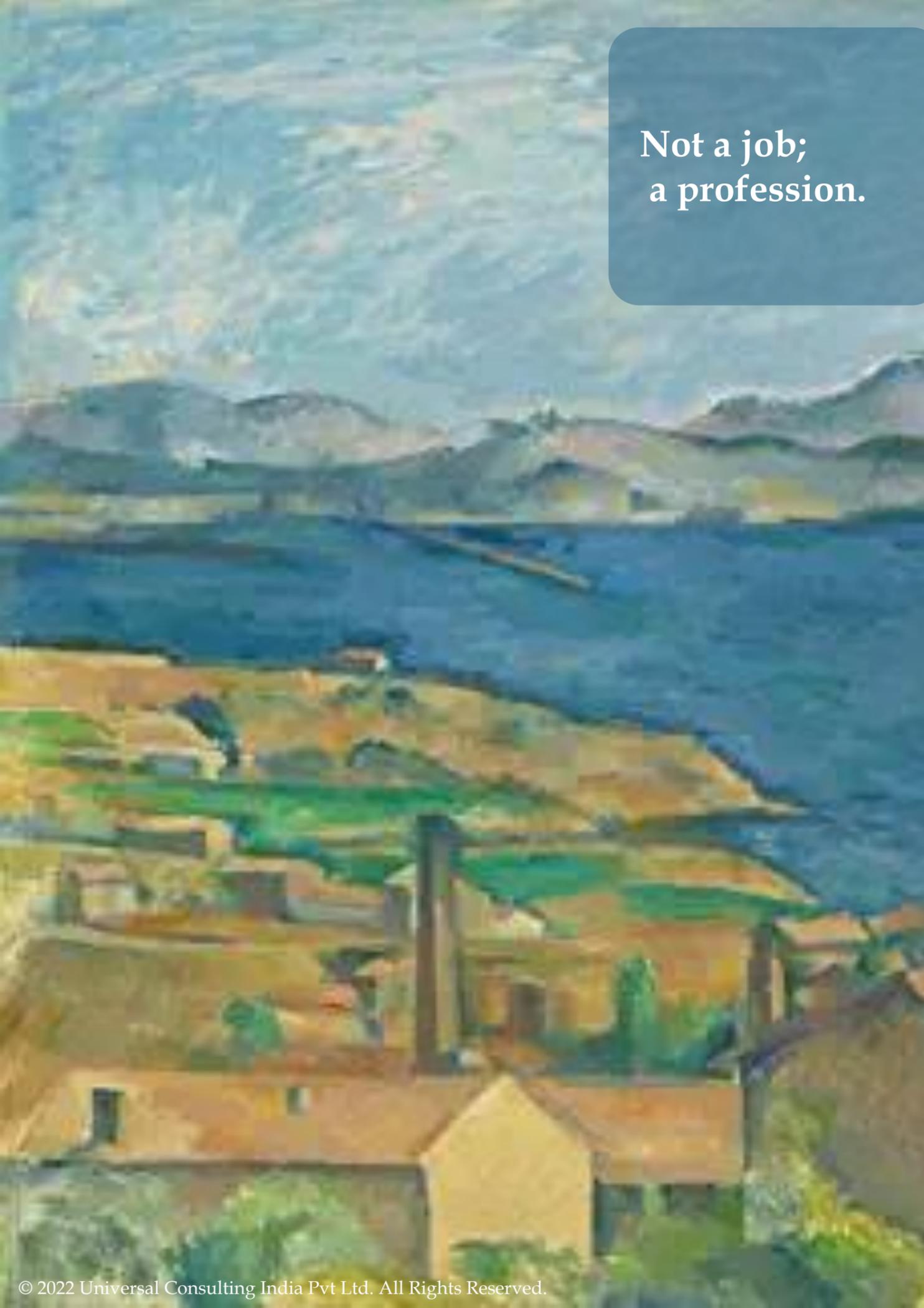
Remember, you will become one with UC. We will train you, include you, respect you, guide you and welcome you. What we can't do is strive for you. So, do your best work, contribute to making UC better and making a positive impact. Stand by your team. Strive to be #1; the most sought after, team member. If you do this, we will all win!



Our Profession

The Bay of Marseille, Seen from L'Estaque, 1885 by Paul Cezanne

Cezanne was deeply interested in the underlying structure and composition of the views he painted. In the Bay of Marseille, he synthesises four complex elements - architecture, water, mountain, and sky - in perfect harmony. Philosopher Maurice Merleau-Ponty said that a phenomenon is an event which must be experienced, and Cezanne painted that experience for our minds, freeing us of our biases and preconceived notions.



**Not a job;
a profession.**

You belong to a profession; the profession of management consulting, which makes you a management consultant. Unlike other jobs, management consulting is a profession. It is important you understand this.

You would have noted that professions, and their practitioners, enjoy considerable status and prestige. This motivates many non-professional workers to want to be considered in the same class, or category, and want to enjoy the privilege that the professions enjoy. Professions are like an elite club to which a few are admitted. And, mostly by invitation only.

Professionals have strived hard to attain this privileged status. Looking at sports as an example, historically professionals were paid for their services, but amateurs were not. In a different era, where the mindset was different, the amateur was regarded as superior. In those times, to be a professional was to admit a lack of talent to hold another job while competing on the sports field. With the passage of time, along with remuneration came the acceptance of superior performance by professionals. Professionals could devote more hours to their sport while amateurs couldn't, however indulgent their employers were.

Over time we have come to rely on professionals to deliver on our critical needs. Society expects professions and their practitioners to provide high quality services. According to authors, Richard and Daniel Susskind:

"In acknowledgement of and in return of their expertise, experience, and judgement, which they are expected to apply in delivering affordable, accessible, up-to-date, reassuring, and reliable services, and on the understanding that they will curate and update their knowledge and methods, train their members, set and enforce standards for the quality of their work, and that they will only admit appropriately qualified individuals into their ranks, and that they will always act honestly, in good faith, putting the interests of clients ahead of their own, we (society) place our trust in the professions in granting them exclusivity over a wide range of socially significant services and activities, by paying them a fair wage, by conferring upon them independence, autonomy, rights of self-determination, and by according them respect and status."

So, what makes management consulting a profession? Various theories, supported by rigorous research, inform us that there are four characteristics that distinguish management consulting:

1 | Possession of Specialist Knowledge

Management consultants have specialist knowledge. This knowledge is distinct from that possessed by academicians as it extends to practical application as well. It is also expected that the knowledge is current with latest insights, techniques and tools. It is the responsibility of management consultants to expand the boundaries of their disciplines and for generating new ideas, insights, and methods. It is also the responsibility of the consultant to curate the knowledge for the benefit of the recipients of their service.

2 | Admission Based on Credentials

Though management consulting doesn't mandate specific academic qualifications like other professions, it demands a profile with academic performance, aptitude, and attitude to learn. Through the apprenticeship model, the profession builds its practitioners and provides them with the knowledge and practical experience required to serve client needs.

Being a management consultant is ultimately a labour of learning.

3 | Self Regulated

Unlike professions - CA, CPA, Doctor - there is no exclusivity provided by law to the practice of management consulting. Management consultants are, however, expected to adhere to a code of conduct and ethical codes, and are highly accountable to local laws. For instance, management consultants are subject to the law of negligence.

4 | Bound by Values

Management consultants are bound by a set of common values that transcend any formal regulations. They must provide assurance that honesty, trustworthiness, objectivity, and commitment to serving their clients lies at the heart of what they do.

Being a management consultant, is ultimately a labour of learning and not simply labour for wages. The profession is a calling, a way of life lived in accordance with highest standards of moral and ethical conduct, embodying honesty, probity, and integrity.

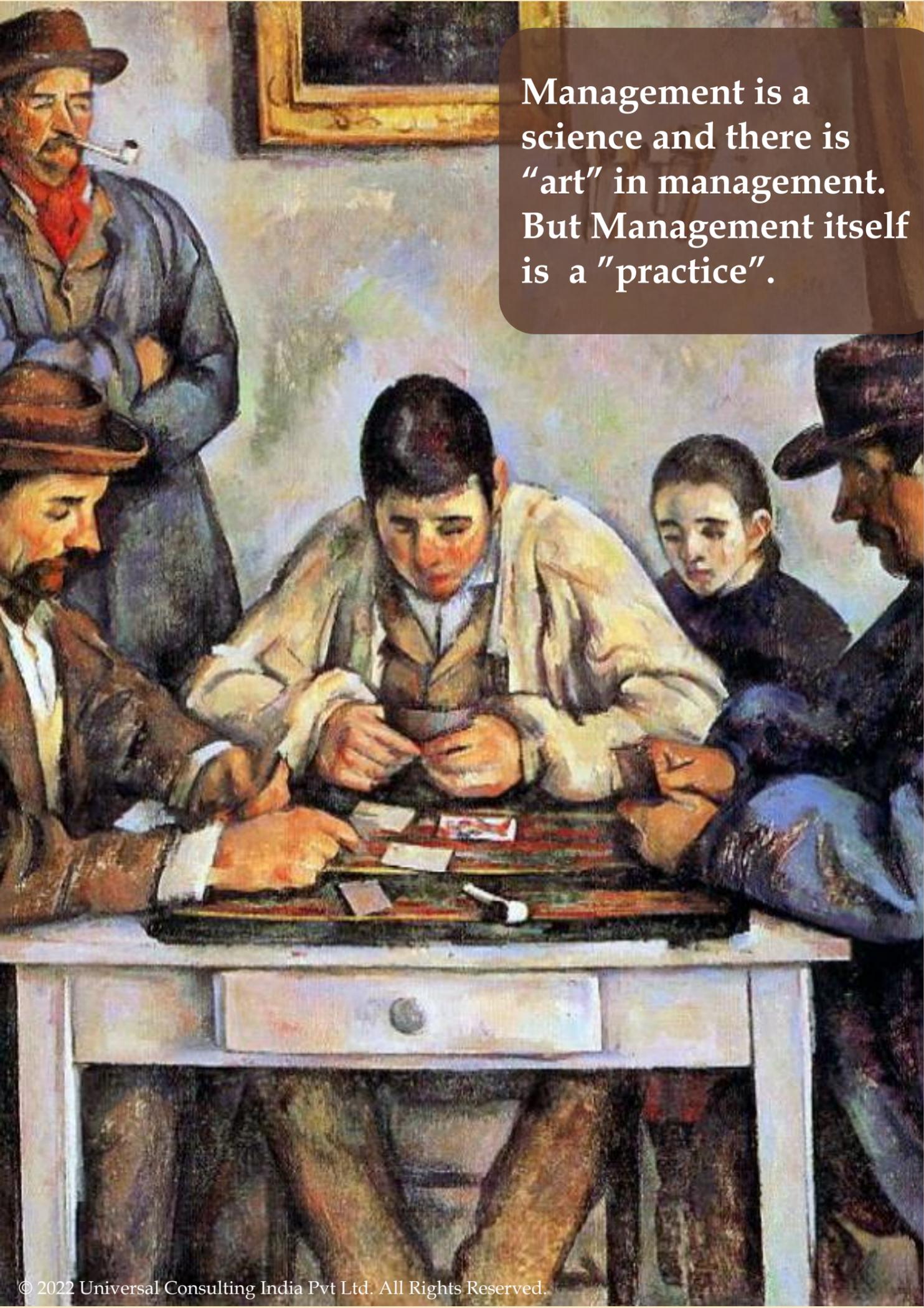
Clearly, it is not a job, but a profession.



What is Management Consulting?

Card Players ,1894-1895 by Paul Cezanne

The Card Players by Cezanne is one of the most popularly known works of art and ranks amongst the highest priced paintings in the world. By depicting people quietly immersed in their game, Cezanne overturned conventionally held views of card players as anti-social elements, drunken gamblers. Here the card players are shown to be quiet, still in concentration, eyes cast downward, ultimately making the best of the hand they were dealt. It is widely held by art critics that the men's intense focus on their game mirrored Cezanne's absorption in the practice of his art.



Management is a science and there is "art" in management. But Management itself is a "practice".

Management consultants are often taken for granted. But management consulting is an extraordinary and unique profession.

The management consultant is not only a major part of the practice of management; but above all, central to the development of the theory, the discipline and the profession of management.

Management is a science, but there is "art" in management. Management itself is a "practice", just as is law and medicine. In every practice, it is the practitioner rather than the scholar who develops the discipline, who synthesizes experience into practical concepts and theory, who codifies, finds and tests new knowledge, and who teaches and sets the example. In every practice, it is the practitioner who leads the profession and who has responsibility, both for its advancement and for its ethics.

In this respect, management is indeed no different from medicine or from law, where the pure scholars are commentators and codifiers. But management is very different in respect to the kind of practitioner who has been a leader and a founder. From the very beginning the consultant played a key role in the development of the practice, the knowledge and the profession of management.

One reason for the role of the consultant in management is precisely that management is a practice rather than a science or an art. In a practice, one just gains insight through practice. One learns by synthesizing experience into knowledge. One advances by testing concepts on cases. There are no "thought experiments" in a practice, but also there is no laboratory. There are only cases. Without exposure to cases, a practice can develop neither a body of knowledge nor the practitioner's own diagnostic capacity and professional character. In medicine, the exposure is built into both training and practice.

The cases are in the hospital or come into the physician's office. In the law, exposure is built into the practice and can be simulated in the classroom. In management, however, if the practitioner is a practicing executive, they may have enough practice, but it is mostly with the same "patient." They work with the same organization - or at most, with a few.

And this, clearly, is the first reason why the management consultant emerged. The consultant is a practitioner and, in this respect, like any other executive. The consultant does not know more. But he has seen more.

But there is a subtler and perhaps even more important reason for the emergence and the importance of the



consultant. "It is a fool who has himself for a client," says legal proverb. And physicians learned long ago not to treat their own families, let alone themselves.

The professional needs commitment to the client's cause or to the patient's recovery. But they must stay free of involvement. They must not be part of the problem. The practitioner executive therefore cannot treat their organization without treating themselves. The executive in an organization is also always a member of the organisation, shares its traditions, its beliefs, its joys and its sorrows, its greatness and its weakness.

The management consultant brings to the practice of management what being a true professional requires: detachment. In other words, consultants makes it possible for management to be a practice, a profession and a discipline.



Why We Win

David, 1501-04 by Michelangelo

David is considered a masterpiece of renaissance sculpture. The Biblical narrative informs us that David was a small man who combatted the mighty Goliath. Michelangelo imaginatively sculpts David in giant proportions to celebrate his gigantic feat of valour, as opposed to depicting him in his true physical proportions. Because of the nature of the figure, it represented. the statue came to be regarded as a statement in defense of civil liberties in the Republic of Florence.



Engagements conducted by UC are awarded based on competitive pitches against some of the world's leading consulting firms. Our clients have the option of working with our competitors - firms with global scale and footprint, global experience, and world class talent. Yet, they often choose to work with UC. Why? How does UC compete against global giants? A biblical parable and the world of evolutionary biology may provide some answers.

Around 950 BCE, in the Valley of Elah, Goliath, a giant and the champion of the Philistines challenged the Israelites to send out their champion to settle the outcome of their war in a

single combat. David goes to battle with no shield or armour, just his sling and five stones. As Goliath tauntingly beckons David to come near him, David fixes a stone in his sling and fires at a vulnerable spot in Goliath's armour, between his eyes. The precision and speed of the slingshot knocks out Goliath. Despite going into combat facing tremendous odds against a well-trained and well-armoured giant of a warrior, David wins, settling the war between Israelites and the Philistines in favour of the former.

The story of David and Goliath is often referenced as a moral lesson of how 'underdogs' can overcome

the odds to be successful. At first glance, Goliath seems unbeatable, being bigger and stronger than any man. David on the other hand is physically smaller and appears weaker. He knows he cannot beat Goliath in brute strength, but he knows he has speed and precision which will allow him a more advantageous position. The sling provides David with speed over longer distances, which allows him to be lethally potent from a fair distance. Goliath has impaired vision which doesn't allow him to see clearly. On the other hand, Goliath requires his opponent to be closer to him to combat, which is why he taunts David to come closer to him.

The heavy armour doesn't allow Goliath to move with agility. David carries with him only five stones for the combat. His precision allowed him to sling one effective stone than firing off his entire pouch of ammunition.

At UC, we draw inspiration from the story of David and identify with the lessons offered. There is, however, an important difference: We think of ourselves not as an underdog, but as a confident competitor.

Like David, UC's slingshot strategy is built on *speed* and *precision*. Our responsiveness and agility gives us speed, while the sharp focus on the Life Sciences Sector, gives us precision. Today, the Firm is

recognised by clients for its experience and expertise in Life Science, Building Products and Materials, Banking & Financial Services, Automotive, Industrial Products and Ports & Logistics and its focus on implementation. As one of our clients famously remarked, "Nobody implements like UC."

Drawing inspiration from the David's story, we realise that the competitive pressures on UC are different than those faced by other global consulting firms. We treat each client engagement as critical, which makes us try harder and go further. We always dig deep within us for that little extra effort which makes us win.

We win because we expect to win.

We win because we try that much harder.

We win because we try that much harder.



The Importance of Values

The Étretat Cliffs after the Storm, 1870 by Gustave Courbet

Étretat attracted painters since early 19th century, drawn to the Norman town by the quality of air and light. In this painting, Courbet brings alive the land, the sea, the skies, and the cliffs with great anecdotal detail, especially the wear and tear of the rocks and the play of light on them. Considered one of Courbet most accomplished works, a sequel to his masterpiece The Stormy Sea, the two canvasses set up a dialogue as if they were describing successive phases of the same phenomenon. The cliffs continue to stand stoically having weathered the ravages of a stormy sea.



Stormy Sea, 1865 by Gustave Courbet

At UC, values are beyond just being the price of admission into the practice of management consulting. We believe that values can truly set us apart from our competition, clarify our identity and be a rallying point for our people.

Our values are deeply ingrained in our DNA and guide our actions. They serve as a cultural cornerstone. Being ingrained in our DNA, they are sacrosanct. We will

never compromise them, either for short-term economic gain or for convenience. The Firm's values are the source of the Firm's distinctiveness and will maintain these at all costs.

Our Values describe the people we hire. We look for these values to be deeply embedded in our people.

Our Values allows us to continue to succeed. These values support our

Our Values describe the people we hire. We look for these values to be deeply embedded in our people.

strategy and mission.

Our Values at UC are about the Firm's culture of working and the quality of work produced. We believe there is always scope for improvement in these areas.

The Values at UC have passed four critical tests over time, which reinforce their authenticity:

1. The values are true and not just our imagination
2. The values are important to our stakeholders including our people, our clients and others
3. Zen values stand the test of time. We demonstrate them through testimonials from our clients
4. The values are integrated into everything we do and embedded in the output of our work.

Our values are authentic and provide a clear understanding to our people that to succeed, they must always act in accordance with them.

The Firm's values are non-negotiable.

We believe they are fundamental, strategically sound and must be embraced by our people.

At UC we are committed to living by our values, as we look to build a Firm with an enduring and proud legacy.



Our Genetic Code

Reliable

Responsive

Rigorous

Resilient

The Sower, 1888 by Vincent van Gogh

The canvass depicts a farmer scattering seeds on a field as the sun spreads its rays in the sky. The sun appears to create a halo over the man's head. As the man scatters the seed on the field, the sun appears to spread its rays in the sky illuminating the earth seeded by the man, endowing the image with magnitude, and giving meaning to the labour of man.

RELIABLE

- 1 | Take Pride in What You Do
- 2 | Act with Integrity Always
- 3 | Manage Your Commitments
- 4 | Commit to Teamwork
- 5 | Commit to Developing Yourself
- 6 | Value the Values

RESPONSIVE

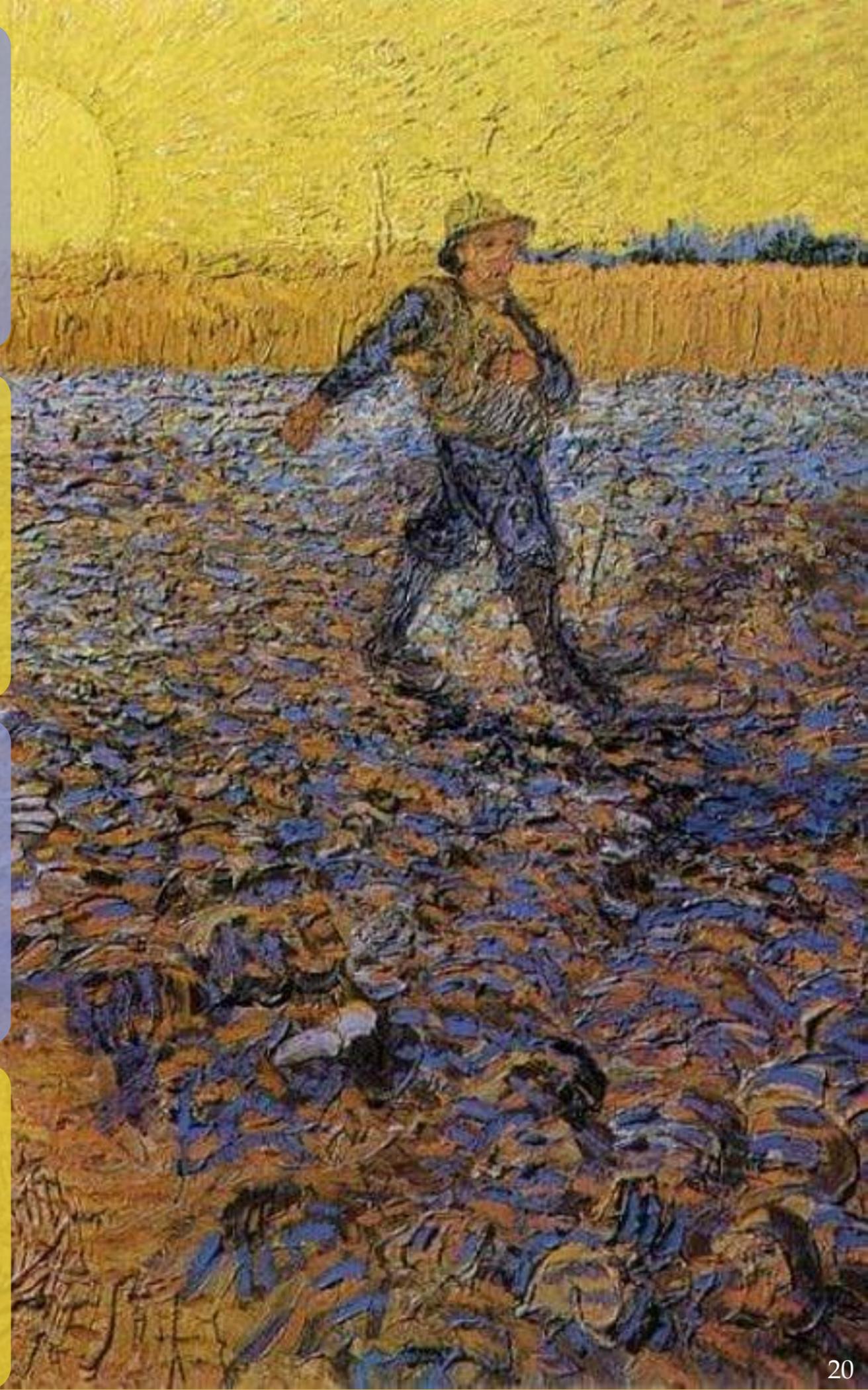
- 1 | Acknowledge Immediately
- 2 | Act Immediately
- 3 | Act Appropriately
- 4 | Strive to do Better

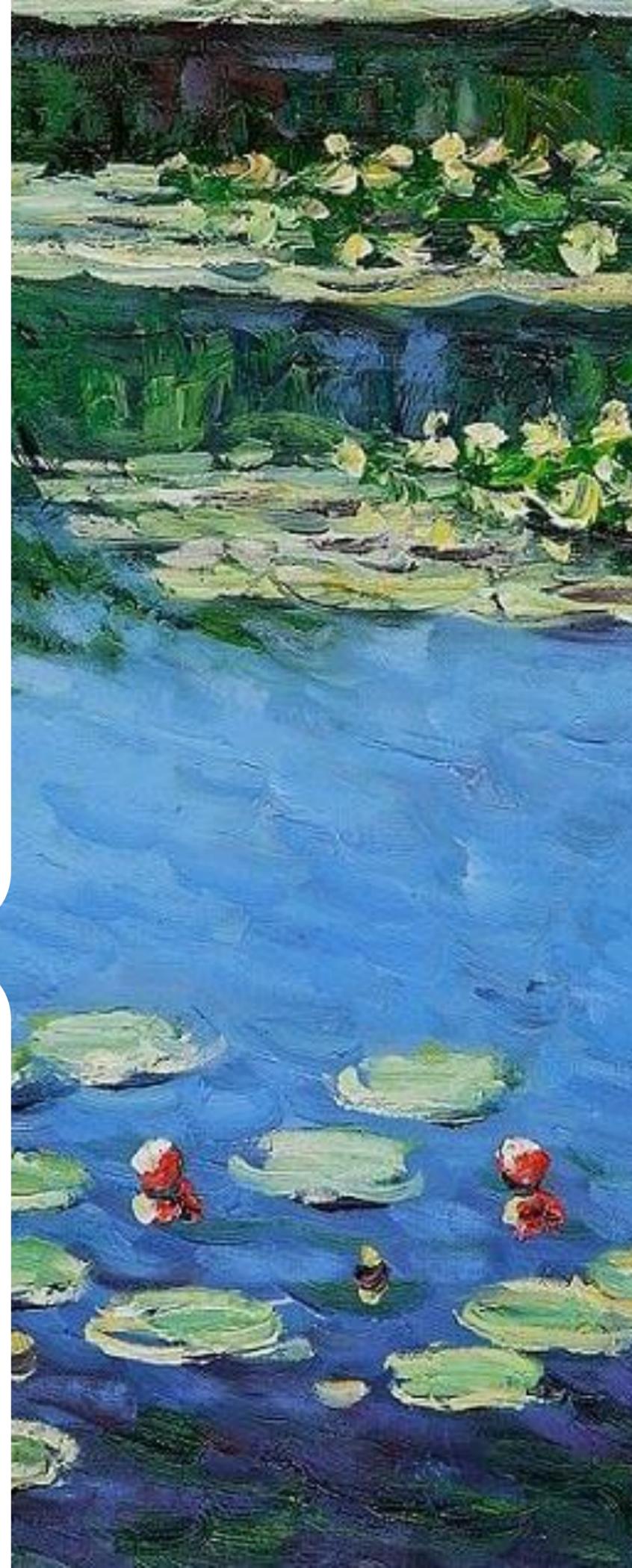
RIGOROUS

- 1 | Deeply Insightful
- 2 | Highly Accurate
- 3 | Strongly Relevant
- 4 | Well Articulated
- 5 | Executed within Budget

RESILIENT

- 1 | Anticipate, Anticipate, Anticipate
- 2 | Develop Alternative Possibilities
- 3 | Focus on What You can Control
- 4 | Build Grit
- 5 | Connect with Others
- 6 | Learn, Adapt





Our Genetic Code Explained





Reliable

Reliable adjective

re·li·able | \ ri-'lī-ə-bəl \

: suitable or fit to be relied on

: dependable

: giving the same result on successive trials

Water Lilies, 1914-15 by Claude Monet

Of Monet, the famous surrealist painter Andre Masson said, "Monet taught me to understand what a revolution painting can be. Only with Monet painting takes a turn." Painted in the last decade of his life, Monet overcame personal tragedy and cataract in one eye to produce one of the most loved artworks in the world. The essence of the painting is the mirror of water and the semblance of depth it provides. The sky, the surroundings, and the elements in the water have all been captured in the mirror of water. The viewer is lost in this depth.

UC's clients rely on the Firm to be able to deliver substantial value reliably and consistently.

Organisations who perform reliably build a distinct competitive advantage.

At UC, we understand that only a team of reliable people can deliver the Firm's mission to implement strategy and strengthen India by first helping our clients to succeed. A Firm that delivers substantial value, reliably and consistently, is but a sum of its individuals.

The reason you are a part of UC is your promise of reliability. Reliable people are the Firm's greatest assets, and its best ambassadors.

At UC, everyone has a key role in delivering reliability. It is a value which allows us to deliver high quality outcomes, within time and cost budgets. Reliability is a way of life and the foundation of trust between Clients and Us.

We expect reliability in all aspects of our life: we expect our utilities, infrastructure, transport and communications systems to work reliably. Similarly, we want to work with reliable people. It is no surprise that reliable people get the best opportunities, are granted more freedom at work and have more self confidence.

It is everyone's responsibility to

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Respect for one another, respect for clients, and respect for the Firm's culture and practices is a vital ingredient for building reliability.

continuously strengthen their reliability. It is a journey of continuous improvement. Individually and collectively, we are responsible for our actions and should take accountability for outcomes.

Reliability is built on the foundations of *integrity, respect, and teamwork*. Working with integrity is fundamental to being reliable. We have zero tolerance for politics, unethical and non-compliant practices. Acting with integrity allows us to be

ambassadors of the Firm even when we are outside work.

Reliable people live with integrity and carry a clear conscience. Respect for one another, respect for clients and respect for the Firm's culture and practices is a vital ingredient for building reliability. Respect reinforces our values and guides our daily interactions. We treat one another, and all our stakeholders, the way we would like to be treated by others.

While everyone is uniquely talented and capable, there is much greater power in teamwork and collaboration. At UC, we strive to create an inclusive and highly engaging workplace, where everyone has intellectual freedom, freedom to voice their opinion, to be heard and to listen, with an open mind. Teamwork is vital to the Firm's mission to help clients succeed.

We rely on your reliability.



Reliable in action

1 | Take Pride in What You Do

Take pride in who you are and what you do. Remember, your conduct and your work are your best ambassadors and the Firm's.

Whether it is a routine administrative task, or a complex intellectually challenging task, do it with diligence. What you do is important for the Firm. Remember, those who cannot be trusted with the little things, cannot be trusted with the larger responsibilities.

Be proud of belonging to a select

group of highly talented people striving to deliver impactful outcomes to clients.

Be proud of the Firm, and its achievements.
Be proud of the enormous responsibility you have, and the opportunity, to do some of the best work of your life during your time at UC.

2 | Act with Integrity

Be authentic. Speak openly and stand up for what you believe.

Admit to mistakes and learn from

them. Enjoy your successes.

Be truthful, always. Dishonesty is not just about lying or cheating. It can be in your gesture or your voice. We lie when we omit materially relevant information, or when we gossip. You act without integrity when you play politics. We have zero tolerance for politics.

Be intellectually honest. If you have borrowed or leveraged useful information state your source. Give credit to people for their ideas and recognise them for their contribution, especially your junior colleagues. It will only

encourage them to contribute more in the future and more importantly, win their appreciation for your intellectual honesty.

Leaders who act with integrity accept responsibility for their teams' actions and outcomes, while readily sharing praise with their team.

Always ask, "Have I communicated the full, material truth? Have I been intellectually honest? Have I acted responsibly?" If yes, you are highly reliable.



3 | **Manage your Commitments**

Ensure you follow-up and fulfill your commitments. The hallmark of reliable people is their ability to live up to their commitments, within time and budget.

Finish what you start. The best way to finish is to start right and start strong. In all that you do, commit to do your best.

Commit to your role in the Firm. Get into it - that's the only way to live up to your commitments. Your role will call for a wide range of commitments from managing client engagements to developing the Firm and its people. Remember, when you chose this

role, you committed to living up to its requirements.

4 | **Commit to Developing Yourself**

Continuously develop your skills and expand the boundaries of your knowledge. Develop your functional skills, technology skills, analytical skills, communication skills and management knowledge.

Invest in yourself to become better. Don't just be dependent on the Firm to provide you with all the training. While we will conduct training programs for our people, it is ultimately up to you to develop yourself.

Commit to reading relevant

If you do not expand your horizon, you will ultimately shrink them.

engagement specific literature around trends, markets and competition. Commit to reading business, economics and management concepts to help you expand your horizons.

Read. Read. Read. Apply. Apply. Apply. If you do not expand your horizon, you will ultimately shrink them.

Continuously developing yourself is the only way to grow.

5 | **Value the Values**

We rely on you to value the values. If you don't subscribe to them, then you don't belong in this Firm. However brilliant you may be, we are not the right place for you if you don't respect and value our values. As the phrase goes, "There is no place here for brilliant jerks."

Let your values guide your conduct. We rely on you to safeguard our values, strengthen them during your time at the Firm and pass them on to succeeding generations.



Responsive

Responsive adjective
re·spon·sive | \ ri-'spän(t)-siv

- : quick to respond or react appropriately or sympathetically
- : sensitive

The Harvest, 1888 by Vincent van Gogh

One of the most loved paintings by van Gogh, the Harvest is an image of energy. Experts have opined that van Gogh's imaginative synthesis of colours, depicting the field during harvest time, makes the viewer feel the heat of the outdoors in a farm. Reputed for its energetic impact on viewers, this painting famously inspired the children's bestseller, 'Vincent, Theo and the Fox', by Ted Macaluso, an ekphrastic narrative about living a meaningful life through rich experiences



Responsiveness is an important part of how we work at UC. Responding to clients and colleagues is our #1 priority. It may not always be easy, but it is fundamental to the way we work.

Being responsive means responding readily and enthusiastically. Being responsive is not just about speed. It is also about quality. One could respond enthusiastically, and readily, without expending effort and diligence in developing an appropriate response, which is counterproductive. Balancing the appropriateness of the response with the speed of response lies at the core of this value.

At UC we extend the courtesy of responsiveness to our clients and colleagues. At UC we are also responsive to ideas that we are exposed to, based on our conversations with others, and our individual pursuit of knowledge. These are ideas that shape better ways of operating, ideas that will shape better outcomes for our clients.

You may feel that you should respond to people only after you have the answer to all their questions. You may assume that others know you are working on their requests and therefore you do not need to keep them updated. You may rationalise "busyness" as the reason for not responding.

Most people assume that these are reasonable perspectives, but they aren't. Much time could pass before you have an answer, especially if you need information from others to develop a response. Meanwhile, your colleagues and clients who reached out to you are unsure if you have received their request, or are working on it at all, which drives a sense of frustration and a feeling of being disrespected.

You may assume that an idea that you picked up from your conversations with others, or from a business journal, has no immediate application on your engagement. On the contrary, it may bring a fresh perspective, a new dimensioning, which can have a significant impact on a client outcome. If not immediately applicable on your engagement, it may be relevant to another team. You demonstrate responsiveness to ideas and by readily and enthusiastically thinking about it, talking about it and seeking opportunities to apply your newly found knowledge. This allows you as a professional to demonstrate responsiveness.

When faced with a call to respond, a speedy and appropriate response may not always be possible. In such situations, acknowledging the request with a promise to respond goes a long way in establishing your responsiveness.



When offered a suggestion, promise to consider the same. If the suggestion was useful, acknowledge your colleague or the concerned individual's contribution. If not, do acknowledge the person for taking the effort to respond to your situation while stating that you are considering other solutions.

Being responsive is integral to being a dream team as it aligns our culture, values, and creates better collaboration and respect. Teams

with high level of responsiveness tend to be more efficient and effective, foster respect for each other. Highly useful, acknowledge the contribution. If not, still acknowledge the person for taking the effort to provide a suggestion.

Being responsive is integral to creating better collaboration and respect. Teams with high levels of responsiveness tend to be more efficient and effective and foster respect for each other. Highly responsive teams foster creative

problem solving.

Ultimately, responsiveness drives growth. Organisations that consistently grow have responsiveness embedded in their DNA. As the pace of change accelerates and we operate in increasingly uncertain environments, responsiveness allows us to balance deliberate planning and constantly innovating.

Teams with high levels of responsiveness tend to be more efficient and effective and foster respect for each other.

Responsiveness in action

1 | Acknowledge

Immediately

On receiving a request or a task, acknowledge it immediately. Acknowledging immediately is fundamental to being responsive.

Acknowledging the request with a promise to get back to the individual goes a long way in establishing your responsiveness.

MS Office 365 comes with a repertoire of productivity tools, "To Do", which can be used for this purpose.

Prioritise your "to-dos" and keep referencing them. If you are able to schedule your day according to your priorities, you will accomplish your work goals.

3 | Act Appropriately

Appropriate action needs good judgement.

It is important to understand that one could be "irresponsibly" responsive. An inappropriate response, with all good intent, often leads to overcommitting, working out of scope, adding to pressures on time, stress and ultimately a failure to deliver.

As you act, check with your

immediate supervisor on the appropriateness of the response. Do you have all the information required to respond? Will this be available within the timeframe expected? Is what is being asked beyond the scope of our work? Do not hesitate to ask for these clarifications. Take the time to completely understand what is required before diving in.

An important consideration here is delegation: whether to delegate upward or downward? Tasks which you don't know how to approach are good candidates for delegating upwards. If you delegate the task to one of your junior colleagues, ensure that person understands what requires to be done. Remember, delegation does not mean abdication.

Remember to exercise diligence and care, whether the task is a simple administrative one, or a

more complex one. An appropriate response results in minimizing rework and wastage of time.

Realise that not taking up the task could also be an appropriate response to a request, especially if you are not able to fulfill what is asked of you.

So, exercise good judgement in all that you do.

4 | Strive to do Better

We all learn by doing. You become better at being responsive by learning from your experiences. Learn from your successes and your mistakes. Learn from others' successes and mistakes too.

If you do not strive to do better, you never will. As the phrase goes, "Rust never sleeps."



RIGOROUS

Rigorous adjective

rig·or | /'rɪgə/

- : scrupulously accurate
- : precise
- : manifesting, exercising, or favoring rigor
- : very strict

The Magpie, 1868 by Claude Monet

The Magpie owes its popularity to the different plays of light on a snow-covered landscape, especially the vibrant blue shadows and yellow sunlight. It is said that Monet worked with exceptional speed on this canvass to capture his experience as the sun rose higher in the sky. It was a matter of urgency and rigour, paying minute attention to quixotic changes in the landscape as the sunlight broke through the trees.

Being rigorous is critical to helping our clients succeed. Our ability to address our clients' business challenges collectively, and effectively, has resulted in over 75% of our work coming from repeat clients or referral engagements.

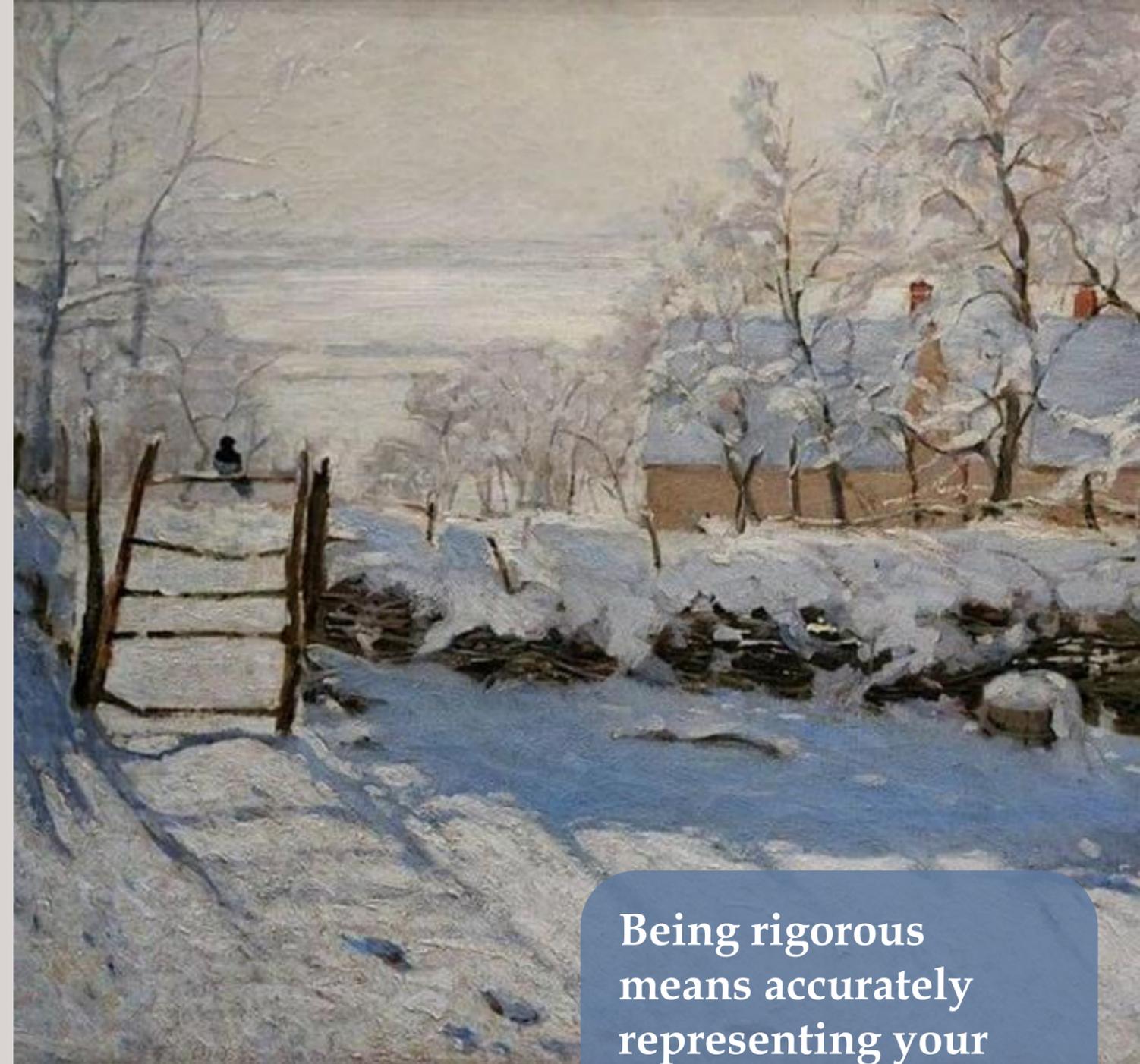
Our clients face disruption and change which are without precedent. Whether it is a pharmaceutical company looking to develop cost effective cures for diseases, or a medtech company looking to drive adoption of its lifesaving implants, our clients engage us to help them address some of their most pressing, and complex, strategic, operational, and organisational challenges and opportunities. We firmly believe that being rigorous is the key to delivering substantial value to our clients and building your credibility as a professional.

At UC, you will be provided with the opportunity and the intellectual freedom to do some of the best work of your life. You will experience what it means to make lasting impact for clients. This opportunity, and intellectual freedom, comes with the responsibility of rigour. It will require you to think critically and deeply about where our clients should compete, the opportunities they can leverage, the efficiencies they can bring to their operations and the capabilities they need to build in their organisations. Your

work at UC will require you to approach each engagement with an open mind and intellectual curiosity. While your experience informs you, each engagement requires unique solutions. Being rigorous means approaching engagements without bias or pre-conceived notions. You will be required to analyse complex quantitative and qualitative information to derive insights. Often, your work will require you to develop a fact base ground-up. For instance, a rigorous model of disease progression and treatment pathways impacting peak revenues for a drug. Your engagements will require you to forecast revenues for a drug. Your engagements will require you to apply management concepts and strategic frameworks, which you should be comprehensively familiar with.

Being rigorous means balancing breadth of knowledge with depth of insight. You are expected to be a "T" shaped professional; you are expected to know a lot, about a lot of things. This requires nuancing and understanding, not just at a superficial level, but at a deep, granular level. For instance, you are not just expected to highlight a trend with the most obvious factors, but to understand and nuance the more subtle factors driving those trends.

Being rigorous means leading with



Being rigorous means accurately representing your work, free of all errors.

facts, not opinions. Being rigorous means embracing the "3Rs" - "Reading, Writing and Rithmetic". Being rigorous means accurately representing your work, free of all errors. Rigour means you clearly articulate, in writing and verbally, your findings and recommendations. Being rigorous means being intellectually honest by giving credit to sources of ideas, information and input. Ultimately,

the test of your rigour lies in your ability to defend your thought.

Remember, if the challenge were easy, all required information readily available, the solution readily available, clients do not need to engage with you.

Rigorousness in action

1 | Deeply Insightful

Clients engage us to bring deep insights. You are not only expected to highlight trends, synthesize findings, but also understand and explain the deep causal factors behind them. Ask yourself 'Why?' 5 times before you report and discuss your findings. Ask yourself 'So what?' to understand the significance of your findings. Look for contradictions, convergences, divergences and dilemmas.

When you outline a set of recommendations, ask 'What? When? How? Why?' Be specific. Is what you are proposing highly impactful?

Always look to leverage the Firm's experience in developing insights. Reach out to colleagues who may have faced similar challenges in the past and understand how they tackled the same. Search the "KnowledgeArk" system for relevant past work. Realise, however, that every engagement is unique and requires an open mind with no preconceived notions. Leverage experience for direction and not as an end point affair. Strive to improve upon past work the Firm has done.

2 | Highly Accurate

You demonstrate rigor when your work is completely error free, with

a high degree of accuracy. Ensure your calculations and graphs are error free, ensure your algorithms are logical. Pay attention to the minor details like units of measure, currencies, value versus volume and growth rates.

When using qualitative information, like anecdotal primary research feedback, ensure you accurately communicate the essence of your findings. For instance, don't report "Customers are dissatisfied with service pricing options" when only a negligible percentage of customers provided that feedback. You will be more accurate if you said, "A few customers were dissatisfied with pricing options."

3 | Highly Relevant

Constantly ask yourself and your colleagues, if the work you have done is highly relevant and addresses some of the most pressing and important issues for the client.

Dedicate more time, effort, and output towards the highly relevant questions. This is not to mean that other questions are not relevant, but that some questions are more important given the client context and situation. And usually, these are the more complex and difficult questions to answer.



Rigour is your responsibility.

4 | Well Articulated

Articulate your work well, both in writing and verbally. Your ability to articulate reflects your ability to think, and the quality of your thought. It lays out your framework for argument, the position you take and the rationale for doing so.

Develop your critical thinking skills. Use deductive and inductive approaches to think through issues, but always articulate your views clearly, especially in your written deliverables.

Always meet the Firm's documentation standards. Whether it is a slide deck outlining findings, a status

report on progress achieved, or a report outlining findings and recommendations, adhere to Firm standards. Structure your deliverable around a consistent narrative order. Make it easy for the reader to understand.

Your slides should be easy to read, easy to understand, precise, and aesthetically appealing. Mean what you say and say what you mean.

Design your deliverables such that they are user friendly. Your spreadsheet models should be well structured, well laid out, with clear instructions on how to use them.

Design your deliverables with empathy. Remember, you may

have to pick the threads of your team members work and develop them further. No one likes to inherit shoddy, unstructured and incomprehensible work.

Design with the end in mind so that there is zero rework and no time wastage.

The Firm has developed documentation standards for various kinds of deliverables, which are readily referenceable, and usable. Use them.

5 | Executed within Budget

Complete your work in the time allotted to it. Timeliness of execution, within budget, is

the hallmark of rigorous work.

Your work serves neither the Client's nor the Firm's purpose if it isn't delivered within the budgeted time and cost.

Sharpening your focus on what is most important and most relevant will allow you to execute within the time and cost budgets allocated to you.

Rigour is your responsibility.



Resilient

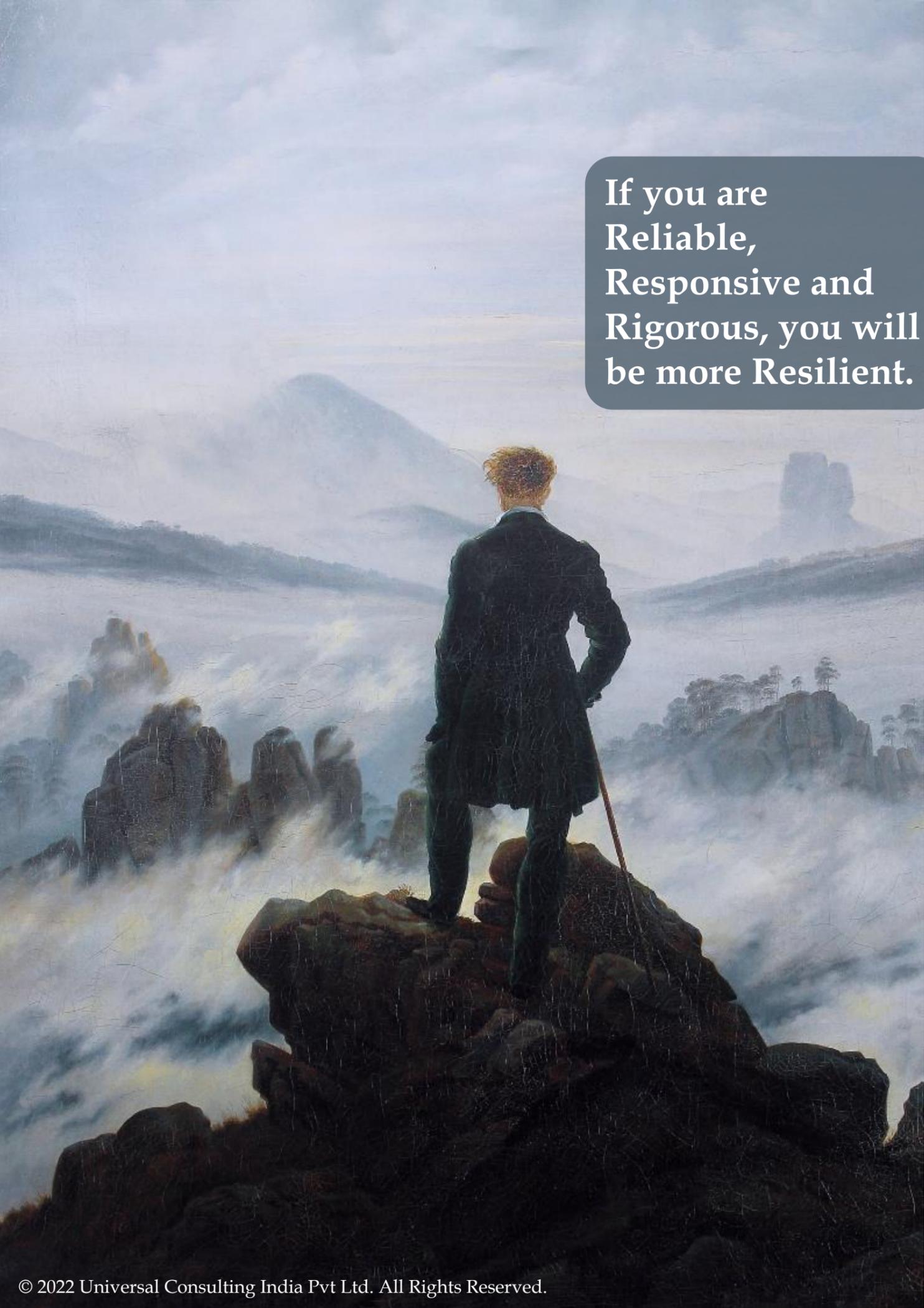
Resilient adjective

re·sil·ient | \ ri-'zil-yənt

- : characterized or marked by resilience
- : capable of withstanding shock without permanent deformation or rupture

Wanderer above the Sea of Fog, 1818 by Caspar David Friedrich

The painting features a young figure standing in contemplation and self-reflection. The man appears to be an explorer who has hiked up the mountains and now looks over the precipice. He appears elevated and dignified. Standing, on the crag of rocks, he takes in the fog and contemplates an unseen future. In all this he remains stoic and resilient.



**If you are
Reliable,
Responsive and
Rigorous, you will
be more Resilient.**

Your life, and work, will always test your resilience. Your resilience will positively impact your work, your life and the satisfaction you derive. The ability to tide through tough, challenging times and bounce back from setbacks distinguishes successful people and organisations.

Consulting is a tough profession. While it puts you in a place of tremendous privilege, it is a demanding profession. With the privilege comes tremendous responsibility: responsibility for yourself, your team members, client objectives and for the Firm's objectives.

Your resilience is tested when you experience work surges, tough engagements, tough client situations and personal and professional setbacks. Expect these to happen. Brace yourself and this will automatically enhance your resilience.

You will never have all the data, or information you need. You will never have the luxury of time. Often your resilience will be tested by the mandate to solve the client's complex strategic, operational, and organisational challenges with limited time at your disposal. You will experience long work hours, in trying and challenging circumstances. You may be

required to dedicate weekends and on odd hours on some engagements.

Situations that need you to be resilient are often the greatest opportunities to learn and grow. This growth mindset will allow you to approach challenges with optimism. Go after the struggle, be determined and you will find a way. This is "good struggle".

If you are Reliable, Responsive and Rigorous, you will be more Resilient. Or, better still, your resilience will be less tested. Apart from your individual resilience, your team and personal connections you make with team members, enhances your resilience. Often, your team members are the greatest source of your resilience. In connecting with your team, you can seek and deliver empathy, thereby enhancing individual and team resilience.

Clients of UC respect the resilience of the Firm over three decades. Ultimately, in being resilient you will find a path forward, deeper perspectives, deeper meaning and purpose in what you do.

Resilience in action



1 | Anticipate, Anticipate, Anticipate

Expect challenges. Brace yourself. Things won't always go your way. Ask yourself and your team members:

- 'What do you think can go wrong here?'
- 'How rigorous are our findings and recommendations? How defensible are they?'
- 'Are we addressing the core issues and challenges? What is the depth of our work?'
- 'Do we understand opinions key stakeholders hold on key issues? To what extent does our work address those opinions? Are we validating or invalidating those opinions?'

Understand the answers to these questions, plug gaps where you can and prepare a response for areas where challenges persist. One way to do this is to proactively call out areas where conclusions are yet to emerge. This will also allow you to ask for interactions with stakeholders on areas where your findings are divergent.

2 | Develop Alternative Possibilities

Being resilient is about constantly creating and thinking of possibilities. When confronted with challenging situations, actively engage in thinking of developing a range of choices to respond to the situation. Weigh their pros and cons.

Deliberating on alternatives allows for the team to get together, create a sense of participation, builds energy, and directs the team towards practical responses to a set of challenges.

You and your team may need to make some hard choices. Recognising the hard choices, and dealing with them head-on, brings a lot of clarity to team members, so they face any situation that arises.

3 | Focus on What You can Control

At work and in life, there are things you can control and things that you cannot. Know these well.

Some things you cannot control; recognise them for what they are and their implications. For

instance, you cannot control a client's response to your team invalidating their hypothesis or long-held assumptions. You can only ensure that you have been rigorous in your work.

Some things you can control; focus your time, effort and attention towards these. It will allow you to do a great job. It will also give you a sense of control, help you remain in the present, and thereby enhance your resilience by reducing the helplessness you feel when you focus too much on things you cannot control.

4 | Build Grit

Grit is about having perseverance and stamina. It is about believing that you can overcome

challenges if you worked long and hard enough on it.

You practice and build grit by believing in your ability to learn, by understanding that your mind grows and changes in response to a challenge, allowing you to persevere in the face of daunting challenges.

5 | Connect with Others

How you think and act can transform your experience of stress, or situations that call on your resilience. If you view your response to stress constructively, you will be able to deal with it better.

In challenging times connect with your team members. Seek your teams support or offer support so someone else.

Human connection is one of the most amazing mechanism built by the human body for building resilience.

6 | Learn to Adapt

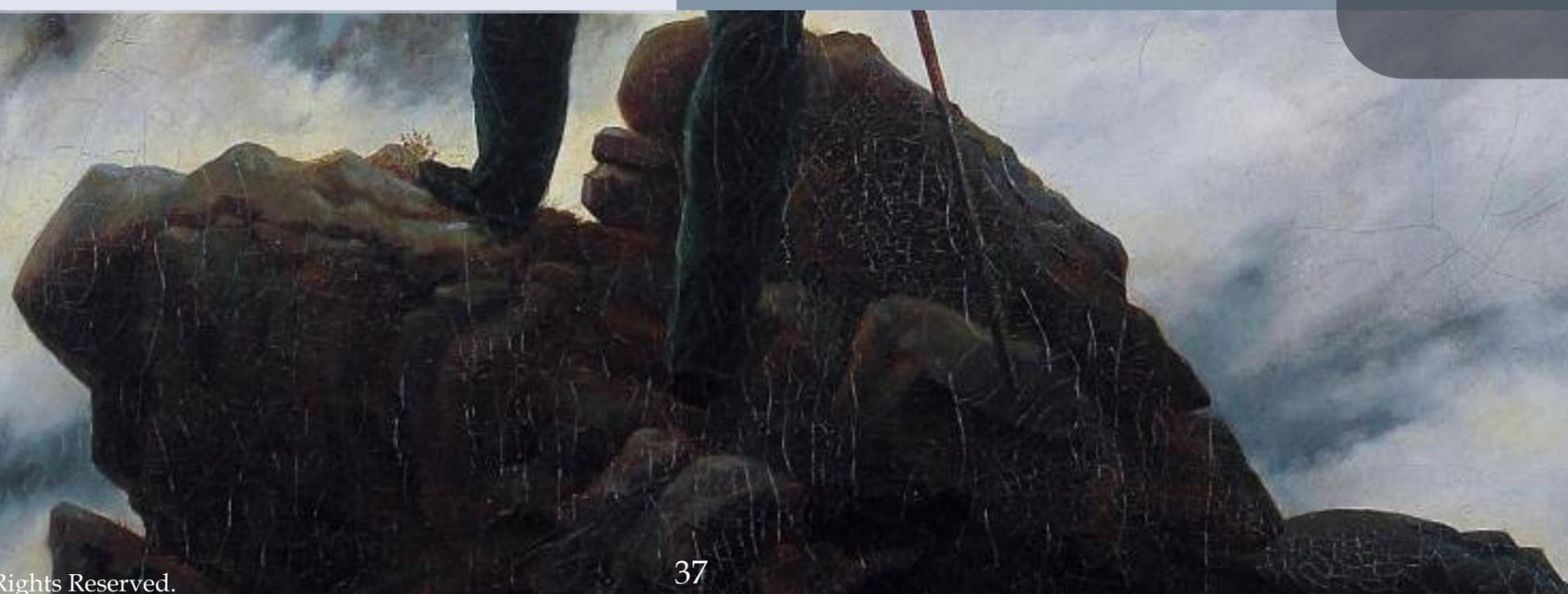
Every challenge is a learning and growth opportunity. Learn from your successes and failures. Focus your learning on the processes you engaged in and the efforts you made. For example, if you were challenged by the primary research effort, ask yourself, 'which part of the process needs to be strengthened?'

Learn from critical incidents and challenging assignments. The Firm has defined documentation to record critical incidents and capture learnings from engagements. These lessons are significant for all in the Firm, for all future assignments.

Learn to leverage your work. For example, your proposal work may not have won you the engagement, but your work is still valuable. Evaluate how you can leverage your work elsewhere.

Remember, building personal work resilience, the capacity to manage the everyday demands of work and to learn from setbacks, as well as, preparing for the future proactively, is your responsibility.

Building personal work resilience is your responsibility





Impressionist Art : a consultant's inspiration

Train in the Countryside, 1870 by Claude Monet

This masterpiece by Monet depicts a countryside scene with children playing in vast open spaces, and a train travelling through the countryside. Experts have opined that this masterpiece by Monet not only thrills the eyes but also makes the viewer hear and listen for the various noises - noise of the children, the train, the birds, and the silence that follows noise. It makes the viewers think and discern the thoughts and emotions triggered by what they hear and listen.

Impressionism is an art movement started in the 19th century by a group of artistes, central among them Claude Monet, Mary Cassat, Berthe Morisot, Paul Cezanne, Vincent van Gogh, Pierre-August Renoir, Camille Pissaro, and Gustave Caillebotte.

Impressionist art was distinctively different from earlier forms like Baroque and Renaissance forms. Encouraged by the Church and the royal houses of Europe, Baroque and Renaissance artistes worked on commissions to capture classical antiquity, epochal moments, biblical stories, and portraits, especially portraits of those in power. These art forms morphed into other forms like Rococo and Neoclassical Styles, which were again similar in that they focused on classical antiquity. These forms used exuberant detail, deep colour palettes, grandeur, intricate ornamentation to create a sense of awe.

The new field of photography made progress in the mid 1800s, especially on the back of contributions from British

chemist John Herschel. He invented the cyanotype process and was the first to use the terms 'photography', 'negative' and 'positive'. The rapid development in this field allowed widespread use of the same. For instance, the American Civil War was the first major conflict to be extensively photographed.

The progress in the field of photography allowed reality to be captured using photographs allowing painters to expand their mandate. For the first time, they were free from the necessity to capture moments, events, and stories. They could now interpret reality using their imagination. For the first time in the history of art, many women artistes emerged, bringing their distinctive interpretations to their art. The impressionists canvas now expanded to include landscapes, everyday life, the spiritual realm, situations, events and the cosmos. Impressionist art, which is easily distinguishable with its thin, but precise and visible brush strokes, is very distinct on various parameters that UC professionals can also relate to:



“It's on the strength of observation and reflection that one finds a way. So we must dig and delve unceasingly.”

- Claude Monet, (1840 – 1926), Painter



Café Terrace at Night, 1888 by Vincent Van Gogh

1 | En Plain Air, Not Studio

Impressionist developed their work en plein air, or outdoors, as opposed to predominantly studio-based development of work by earlier artistes. This meant that their work had a sense of freshness, lacking in other forms. En plein air allowed artists to experience their subjects to be 'live'.

UC professionals will relate to 'en plein air' as our work takes us out of the comfort of conference rooms to the reality of market and organisational situations.

2 | Compositions Driven by Principles

Impressionist works were open compositions bringing together many elements of art adhering to certain principles. These compositions were constructed using principles like 'rule of thirds', 'rule of odds', 'rule of space', symmetries and depth.

UC professionals will relate to 'compositions' to include strategic, operational and organisational frameworks and inductive narratives to guide their deliverables.

3 | Synthesis of Complexity

Impressionists dealt with immense complexity in their canvass. Bringing alive their work meant that they had to imaginatively synthesise the human experience in a harmonious fashion, while simultaneously highlighting the complex.

UC professionals will relate to this synthesis of complexity with their efforts to develop a coherent outline to their narratives, emphasising critical elements while not losing sight of the broader picture.

4 | Play of Natural Light

Impressionists emphasised on the play of natural light on their subjects, a theme which was absent in earlier forms. They paid close attention to reflection of colours from object to object. They often worked in twilight hours to produce the required effects, effets de soir, of light, colours and shadows.

UC professionals will relate to this 'play of natural light' with their efforts to nuance market situations, innovative analysis which provides subtle insights that challenge long-held conventional belief.



5 | Essence of Movement

Capturing movement, whether it was grass fluttering in the breeze, or water flowing was an integral part of the impressionist movement. Even stillness had a perceptible motion or energy to it.

UC professionals will relate to this *essence of movement* in their endeavour to bring alive shifting trends, development of forecasts, risks and uncertainties in the landscape that may impacts the

client's business.

6 | Balancing the Factual with Human Perception

Impressionists brought their depth of experience, expertise, beliefs to interpret and describe reality in a coherent and compelling fashion. They challenged their assumptions, often stepped out of their comfortzone, challenged conventions, and created an

enduring legacy of work that holds substantial meaning even today

UC professional will relate to this with leveraging their experience from other assignments and constantly raising the bar by lensing issues in innovative ways, to inform them as they address their clients' challenges .

We hope your work, like those of the impressionists featured in the

UC's Genetic Code, is inspired and leaves an enduring legacy. We all need to be inspired and we can inspire ourselves through the works of others.

When you have a few moments, grab a coffee, and browse through a Monet, a Pissaro, a Cezanne, or van Gogh and let their creative genius inspire you to paint your very own canvas at UC.



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