

# Playing to Win and Last

Ten ideas to rethink how companies grow, operate, and transform in the new post-pandemic normal

KEARNEY



# Playing to Win and Last

Ten ideas to rethink how companies grow, operate, and transform in the new post-pandemic normal

December 2021

KEARNEY

Images © Unsplash  
[www.unplash.com](http://www.unplash.com)

Copyright © 2021 Kearney  
All rights reserved

# Our Ikigai

---

## **ikigai** • 生き甲斐

*A Japanese concept meaning a reason for being, the purpose that gets you up in the morning with passion*

---

Imagine yourself as a traveler during the Middle Ages and you come upon two men working. You ask the first man what he is doing and the man says he is laying bricks. You ask the second man the same question and he says he is building a great cathedral to the Almighty.

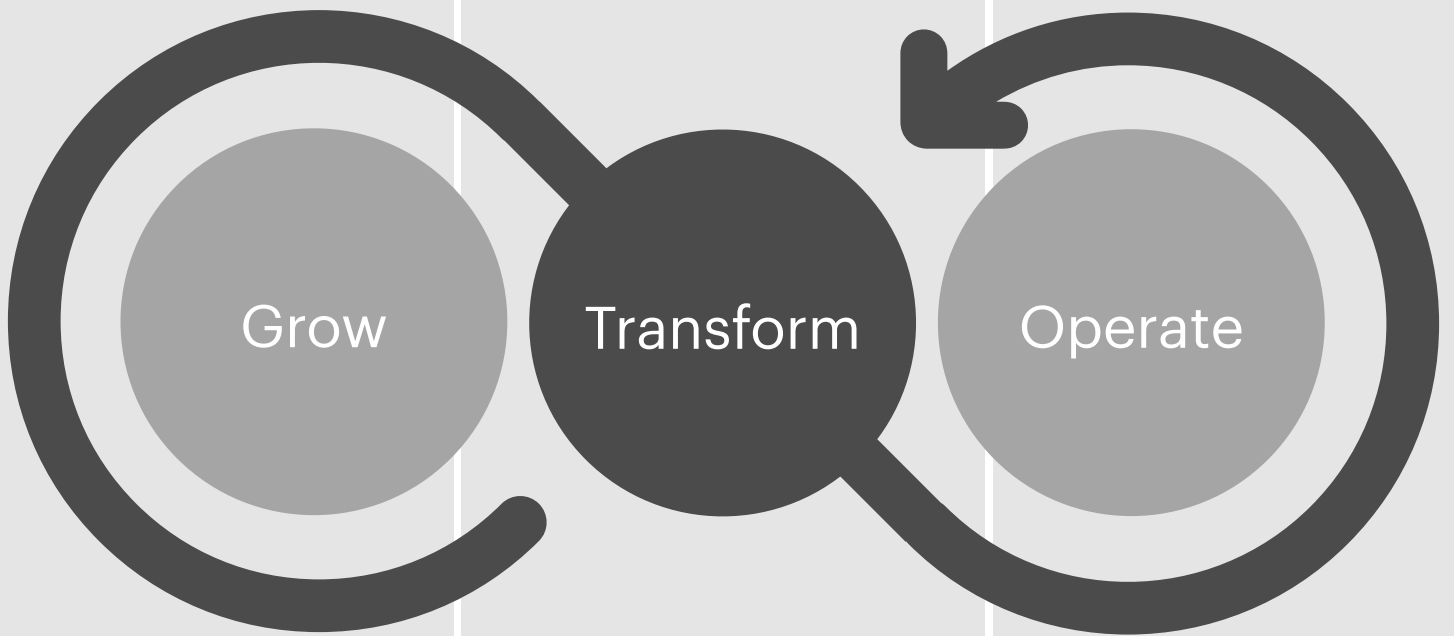
They are both doing the same thing, but the first man has a job, and the second one has a purpose-driven life, an ikigai, something bigger than himself for which he gets up every morning.

At Kearney, we see ourselves as doctors to companies, taking care of our clients' health and improving their performance.

That's why we get up every morning to help companies achieve substantial and lasting improvements in the health of their business, in a quest to drive profitability, resilience, and sustainability - the ultimate aim being to make healthier businesses that play to win and last.

Above-market  
**GROWTH**

Efficient & resilient  
**OPERATIONS**



Always-on  
**TRANSFORMATION**

# What does a healthy company look like?

Our extensive experience has taught us that a company's health depends primarily on its ability to grow, operate, and transform itself, even when everything is going well.

That's why most of the healthiest companies tend to grow above the market, have both efficient and resilient operations, and embrace an infinite transformation loop to win and last in a fast-moving, ever-changing world.

# Playing to Win and Last

## Ten ideas to rethink how companies grow, operate, and transform in the new post-pandemic normal

How will you navigate these uncertain times? What strategies will you deploy to win and build an enduring organization?

Over the course of the pandemic, companies have made significant efforts to survive the crisis, but all this adaptation will not be enough to stay in the game. The business environment has changed so dramatically that the approaches that have long helped companies to win and last no longer suffice. Companies need to rethink how they grow, operate, and transform themselves.

Guided by our ikigai of improving the health and performance of our clients, we offer a look ahead at how businesses will wind and last in the new post-pandemic normal.

While each company requires a bespoke approach, all can benefit from the following ten bold ideas to drive above-market growth, build efficient & resilient operations, and embrace always-on transformation.



Above-market  
**GROWTH**

- 01 • Growth Hacking of the Core Business..... 11**  
The next frontier of growth will come from using advanced data analytics to make better business decisions.
- 02 • Business Building at Ecosystems..... 15**  
The convergence of industries and technologies into ecosystems is a vast opportunity for business building.
- 03 • Programmatic M&A..... 19**  
Systematic M&A based on several smaller deals over years creates more value than episodic big-bang deals.

Efficient & resilient  
**OPERATIONS**

- 04 • Responsive Supply Chain..... 27**  
Responsive supply chains are smart and flexible enough to meet any customer need under any market conditions.
- 05 • Smart, Collaborative Procurement..... 31**  
Smart collaboration with suppliers and IT vendors is a disruptive force for innovation, growth, and savings.
- 06 • Zero-Based Optimization (ZBO)..... 35**  
Extending the ZBB dogma across the entire cost base can free up non-working money and reinvest it for growth.

Always-on  
**TRANSFORMATION**

- 7 • High-Impact Transformation (HIT)..... 43**  
Making all value creation factors work together drives radical, rapid, and sustainable cash-flow improvement.
- 08 • Digital Transformation @ Human Scale..... 47**  
Maximizing the return on digital means interlocking new data-driven technologies with organizational upgrades.
- 09 • The ESG Transformation Premium..... 51**  
Outstanding ESG performance improves efficiency, risk management, top-line growth, and the equity story.



- 10 • Metrics that Matter..... 55**  
Connecting the company's North Star to the metrics and data that really matter to make better, faster decisions.

# Above-market GROWTH



*Growth is never by mere chance; it is the result of forces working together.*

**James Cash Penney**  
Founder of JC Penney

# How will you GROW?

- ▶ How will you meet new customer needs and behaviors emerging from the COVID-19 pandemic?
- ▶ How will you harness the power of data analytics to anticipate new growth opportunities and stay one step ahead of the market?
- ▶ How will you develop the new talent, capabilities, and ways of working that your growth model requires?
- ▶ How will the emergence of ecosystems shift the competitive landscape of your industry?
- ▶ How will you activate the value of data to create new business models that investors are betting on?
- ▶ How will you use your competitive advantage to build new businesses?
- ▶ How might M&A accelerate your growth and transformation?

# Above-market GROWTH

Above-market growth is rarely the result of one bold gamble, but rather the outcome of a well-balanced portfolio of complementary top-line initiatives.

Beating the market is based on a balance between growing the core business, building new businesses, and maintaining systematic M&A activity.

Smart technologies such as advanced analytics, AI, and cloud platforms are potent instruments to outgrow the market, but getting the most out of data must be matched by organizational upgrades, especially in the way companies identify, attract, develop, and retain talent.

01

### **Growth Hacking of the Core Business**

The next frontier of growth will come from using advanced data analytics to make better business decisions.

02

### **Business Building at Ecosystems**

The convergence of industries and technologies into ecosystems is a vast opportunity for business building.

03

### **Programmatic M&A**

Systematic M&A based on several smaller deals over years creates more value than episodic big-bang deals.

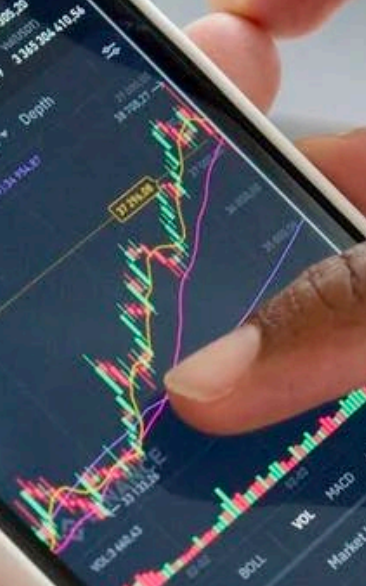


12:23

BTC/USDT

37,296.08 ↓  
+4.45%

Line 15m 1h 4h 1d More ▾ Depth



Order Book

Bid 8.14699  
8.82137  
8.84100

Market History

Ask 37,294.58 37,294.58  
37,294.58 37,294.58  
37,293.57 37,293.57

Buy

Info

0.01  
6.71428  
0.000599

# 01

## **Growth Hacking of the Core Business**

The next frontier of growth will come from using advanced data analytics to make better business decisions.

We can help you to supercharge your growth engine with a proven combination of advanced analytics and an agile test-and-learn approach that starts with the identification of sources of value and culminates in the broad adoption of new ways of working.

# The competitive advantage to drive above-market growth comes from harnessing the power of analytics to make better talent and business decisions

The crisis is reminding companies of the importance of using facts and insights to drive decision making. The ability to analyze data, generate insights, and turn them into growth actions will be the defining competitive differentiator.





## We can help you anywhere you are in the journey to hack and supercharge your growth model, providing everything to bring data and analytics to life

What we do

**1**  
**Enrich the data ecosystem**  
with external and internal data sources

**2**  
**Generate insights**  
by applying advanced analytics and building models

**3**  
**Turn insights into growth**  
by equipping organization with new tools and capabilities

### Examples of our work



#### **Customer value management (CVM)**

We design and implement data-driven CVM programs to acquire, develop, and retain high-value customers more effectively and profitably.



#### **Micromarkets commercial strategy**

We generate geospatial intelligence at micromarket level to design, improve and scale high-growth plans.



#### **Strategic people planning (SPP)**

We envision and plan the future organization, headcount, and talent mix based on market trends and the company's growth strategy.



# 02

## **Business Building at Ecosystems**

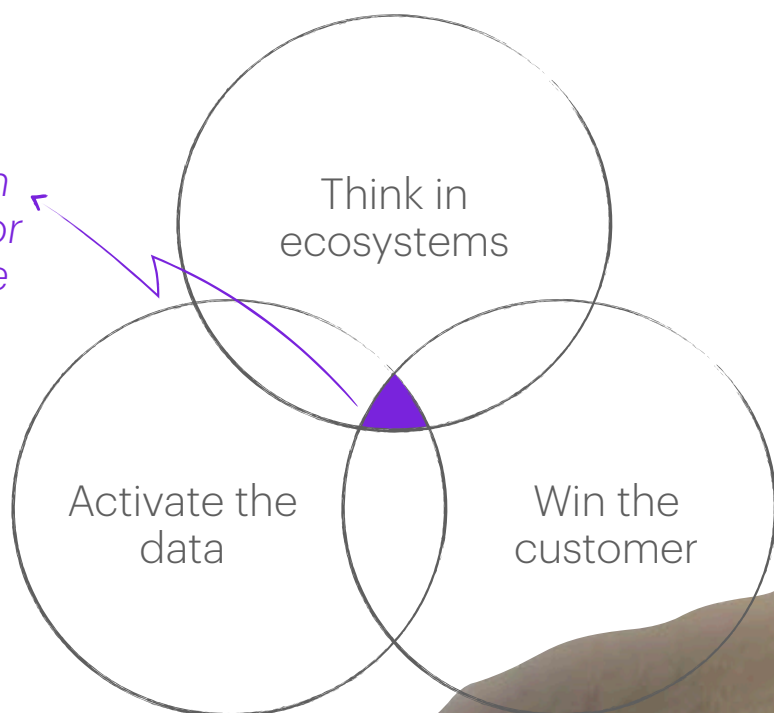
The convergence of industries and technologies into ecosystems is a vast opportunity for business building.

We can partner with you to rapidly invent, launch, scale, and invest in fast-growing, sustainable businesses.

# The convergence of industries and technologies into ecosystems is driving a new, fast-growing field for business building

The new business normal is characterized by the emergence of new value pools in the form of ecosystems such as health & wellness, mobility, smart home, circular economy, and energy transition, where customer relationships and data are of prime strategic importance.

*The convergence between digitalization and sustainability is, for example, a very fertile ground for building new businesses*



## Value at stake

**€140bn**

Next Generation recovery plan in Spain

**25-30%**

Market share of digital ecosystems

**80%**

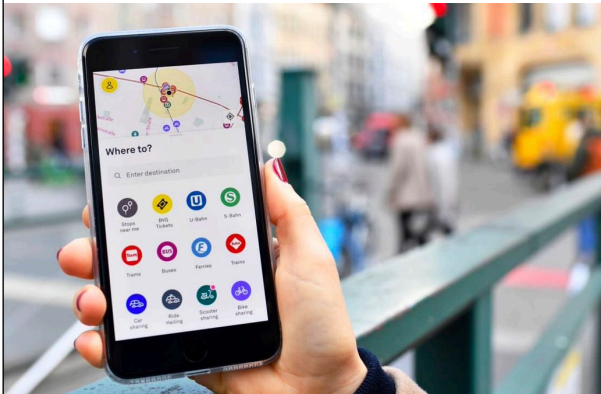
World's top 10 companies are ecosystems

# We can partner with you to invent, build, and scale new businesses, while developing the capabilities needed to do it again and again

Examples of ecosystems where we are building new businesses

## Health & Wellness

The health, nutrition, fitness, and care industries converge into an ecosystem that customizes the user's path to better habits and well-being. The key lies in using data to deliver tailored experiences across the health & wellness spectrum, from those living a healthy lifestyle to those with chronic diseases.



## Mobility

The transport, automotive, high-tech, and infrastructure industries meet in a hyper-productive ecosystem that addresses the mobility needs of passengers, operators, and cities by connecting users and vehicles through a smart platform and a blue ocean of new services.

## Smart & Green Buildings

The large and fragmented markets for building, buying, financing, supplying, renovating, and maintaining homes collapse into a smart & green ecosystem powered by technology to improve people's lives and accelerate the transition to lower energy consumption and higher efficiency.



## Our value-driven, collaborative approach

We adopt an ecosystem mindset to identify all pockets of value and shape the business model.

We raise the 'art of the possible' by working with a select group of complementary partners.



# 03

## **Programmatic M&A**

Systematic M&A based on several smaller deals over years creates more value than episodic big-bang deals.

We can help you with our systematic Transaction & Transformation approach including M&A strategy, scanning, due-diligence, acquisition, integration, and value-focused transformation.

## For companies looking to grow through M&A, it's best to think of dealmaking as an everyday affair

When it comes to your M&A strategy, bigger isn't always better. Experience shows that companies embracing inorganic growth by pursuing a number of smaller deals over several years actually outperform peers relying on episodic "big-bang" deals.

The best serial dealmakers apply a systematic playbook to get the most value from every deal from target selection to value creation planning.



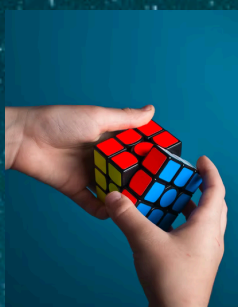
### **Clearly articulate strategy and target selection**

considering the expansion into adjacent growth areas and the acquisition of new capabilities, often involving IP and scarce talent



### **Support the investment thesis with a thorough diligence process**

that clarifies parenting advantages, top-line and bottom-line synergies and also ESG performance impact



### **Define a value creation and integration plan**

that supports the inorganic growth ambition and unlocks parenting scale advantage and capability transfer between both organizations



## **We can help you achieve consistently higher returns with a systematic and repeatable approach, supporting the whole M&A lifecycle**

You can improve your odds of success by taking due diligence to the next level, capturing maximum value of synergies from integration & transformation, and optimizing the value of your business portfolio.

### **Transaction & Transformation**

#### **Integrated due diligence**

Our fully integrated due diligence safeguards value creation by verifying that the target's operations, supporting technology, digital capabilities and ESG roadmap are well integrated to support strategy and drive business growth.

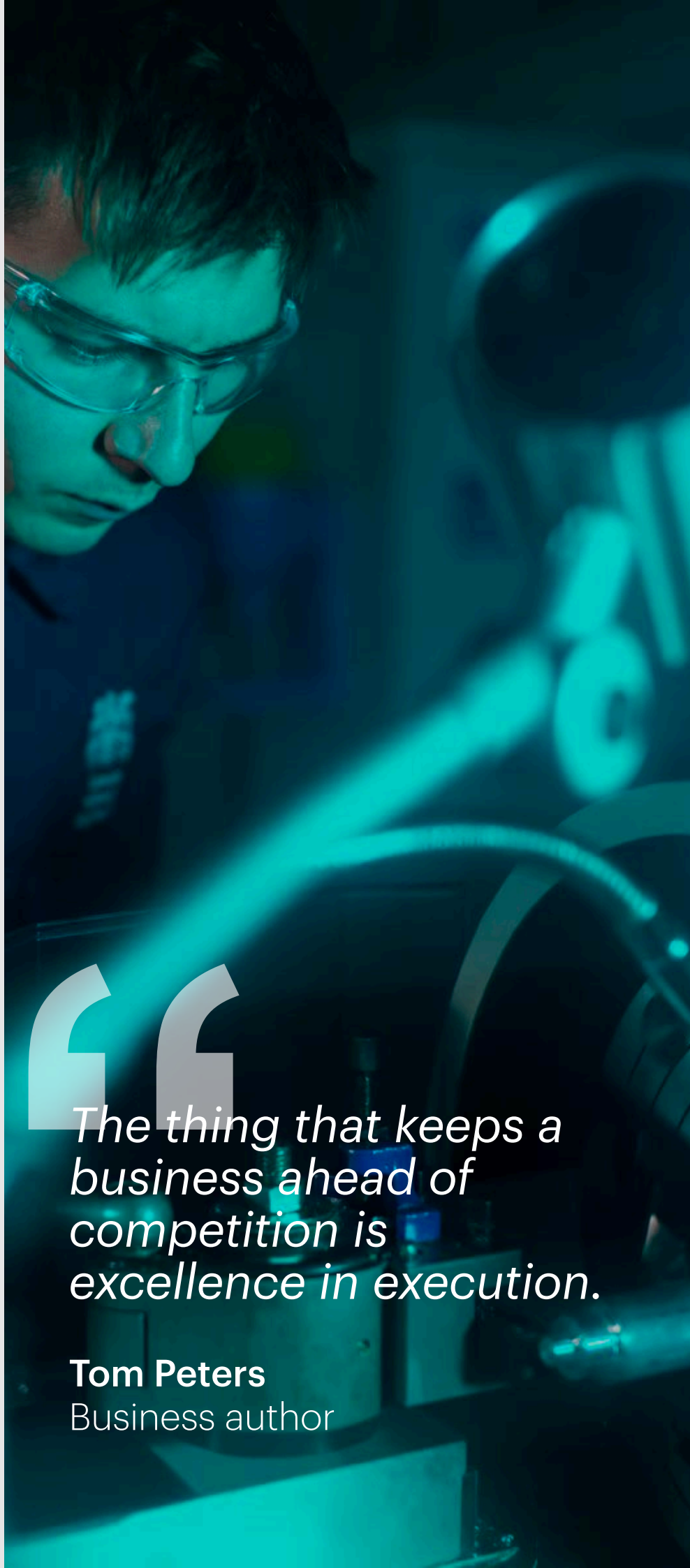
#### **Post-deal integration & transformation**

We have a proven track record in exceeding pre-deal synergies and value creation targets in all areas including go-to-market, value proposition, pricing, supply chain, operations, IT, and working capital.

#### **Portfolio optimization**

We can help you to optimize your business portfolio by assessing assets, developing an equity-value story for reallocation of resources, and divesting with agility.

# Efficient & resilient OPERATIONS



*The thing that keeps a business ahead of competition is excellence in execution.*

**Tom Peters**  
Business author

# How will you OPERATE?

- ▶ How will your supply chain deliver what customers need, when and where they want it, in a cost-effective and sustainable manner?
- ▶ How will you transform the supply chain to win and last in the new post-pandemic normal?
- ▶ How will your supply chain contribute to enable new growth engines and business models?
- ▶ How will your suppliers and IT vendors collaborate in the path to more efficient and resilient operations?
- ▶ How will you use digital to improve spending decisions, automate procurement operations, and enable frictionless collaboration with suppliers and vendors?
- ▶ How are you going to align the cost structure with the growth strategy?

# Efficient & resilient OPERATIONS

Recent disruptions, capped by the pandemic, have made it clear that operations, long managed to be efficient, must now also be resilient to win and last in uncertain times.

The past months have proved that volatility is here to stay. Plenty of factors compound the rising volatility, from the impact of Brexit and COVID-19 to the need to accelerate digitalization and the energy transition.

To build structural efficiency and resilience in today's volatile markets, most companies will need to work across the full span of their operations. In addition to the traditional focus on controlling costs, companies need to evolve toward self-driving operations able to fuel growth, profitability, and sustainability under any market conditions.

04

### **Responsive Supply Chain**

Responsive supply chains are smart and flexible enough to meet any customer need under any market conditions.

05

### **Smart, Collaborative Procurement**

Smart collaboration with suppliers and IT vendors is a disruptive force for innovation, growth, and savings.

06

### **Zero-Based Optimization (ZBO)**

Extending the ZBB dogma across the entire cost base can free up non-working money and reinvest it for growth.



HAMBURG SUD

EUROGATE

EUROGATE

EUROGATE

EUROGATE

HAMBURG SUD  
HAMBURG SUD  
HAMBURG SUD  
HAMBURG SUD  
HAMBURG SUD

# 04

## **Responsive Supply Chain**

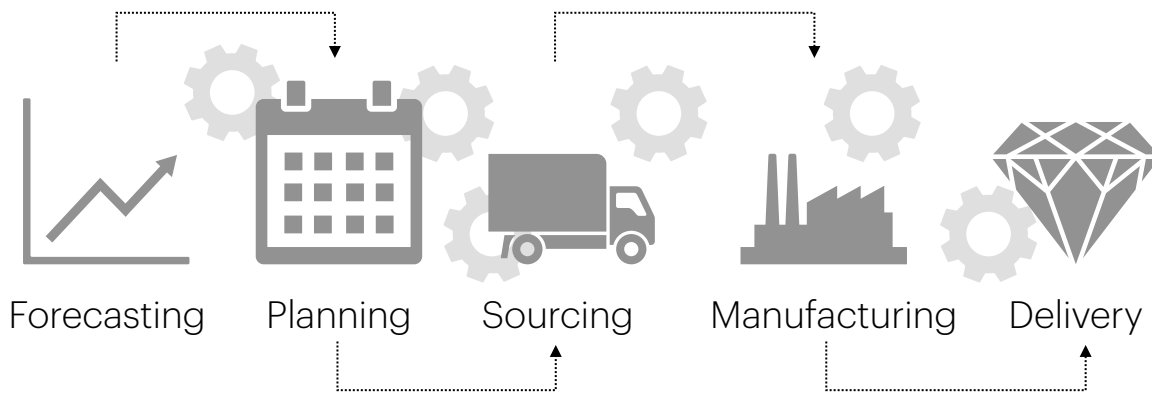
Responsive supply chains are smart and flexible enough to meet any customer need under any market conditions.

We can partner with you to accelerate the end-to-end transformation that will give you the visibility, intelligence, and responsiveness needed to reach the next level of performance demanded by today's volatile and uncertain marketplace. A more customer-centric focus and mindset will consistently balance operational efficiency with built-in resilience adapting to unexpected shocks and everyday mishaps.

## Responsive supply chains meet customer needs, when and where they want, under any market conditions

Since virtually no plan manages to survive its first encounter with reality, changes in customer preferences and issues in sourcing, manufacturing, or servicing need to be detected and resolved quickly. Companies need to make supply chains more responsive to evolve with the expected and to react quickly to the unexpected.

Responsive supply chains have end-to-end visibility and advanced analytical and automation capabilities to synchronize operations in real-time



What is the value at stake of properly meeting customers needs?

**3-6%**

Increase in revenues

**10-20%**

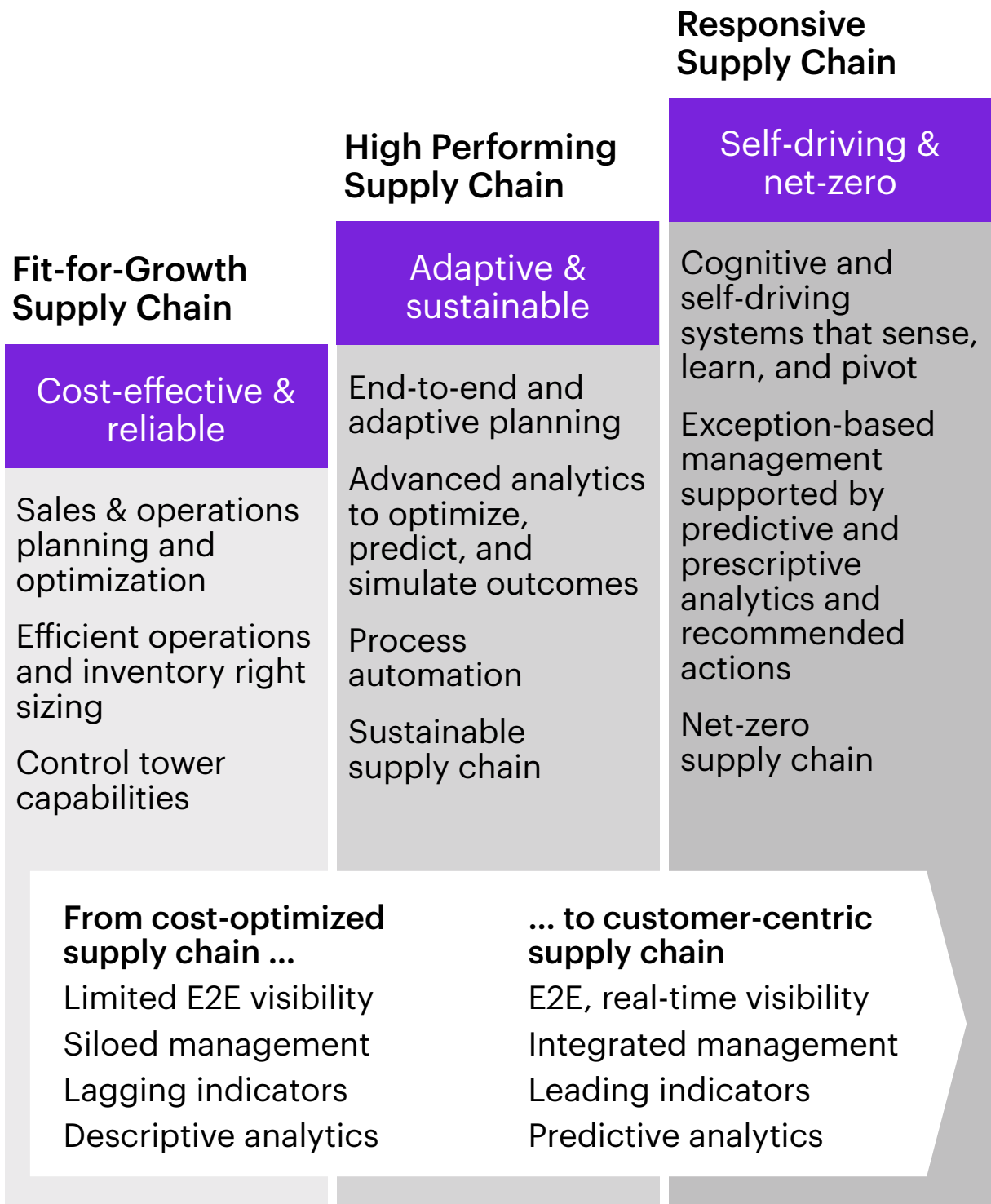
Reduction in operating costs

**15-30%**

Reduction in inventory



**Armed with this vision, we can partner with you to transform your supply chain and reach the next level of operational and ESG performance**





# 05

## **Smart, Collaborative Procurement**

Smart collaboration with suppliers and IT vendors is a disruptive force for innovation, growth, and savings.

We can work closely with you and your sourcing network to evolve from a cost-based to a value-based relationship model based on strategic alignment, clear rules of engagement, and well-defined value-sharing mechanisms.

## Companies with smarter supplier collaboration capabilities achieve outstanding performance

To provide the foundation for the next level of efficiency, resilience, and sustainability companies must further integrate their knowledge and operations with those of their suppliers and IT vendors, shifting from a transactional model toward a smarter, more collaborative approach.

The main strength of this collaborative approach is its analytical ability to take the best that suppliers have to offer, fine-tunes internal requirements, and merges them into the best possible combination. The result is savings and value that go beyond a standard RFP.

Strategic alignment and goals setting

Structured, transparent and data-driven collaboration

Simple, clear value-sharing mechanisms

**1**

### Operations

Cost optimization

Net-zero

Risk mitigation

**2**

### Growth

New value propositions

Time-to-market acceleration

**3**

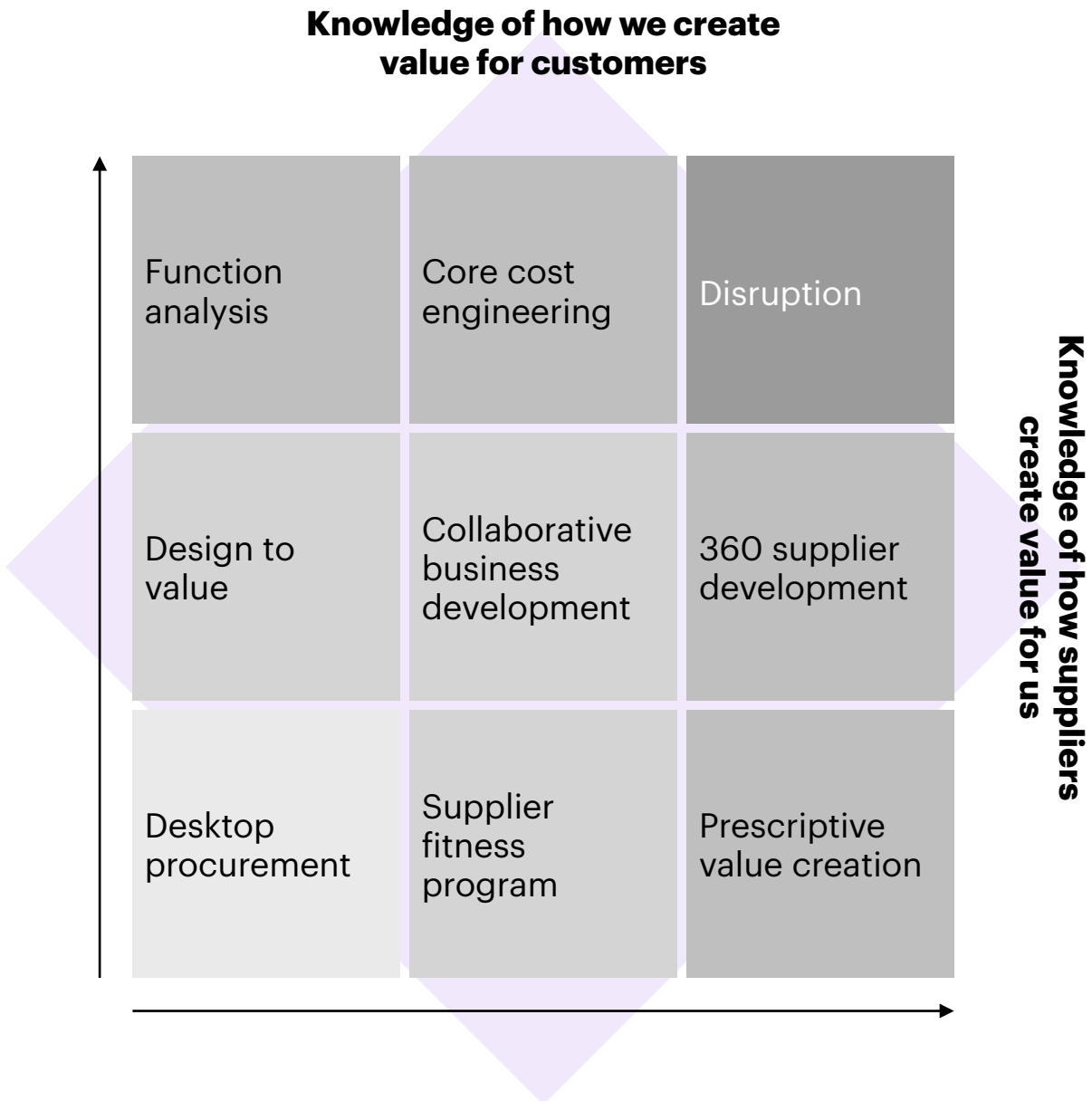
### Innovation

Experimentation with new technologies

Design to value

## We can help you turn suppliers and IT vendors relationships into a lever of value and competitive advantage

You can benefit from our latest disruptive procurement approach, which goes beyond conventional desktop procurement. Because the more knowledge you have and share, the more effectively you will collaborate with suppliers and the greater the value you will jointly create.





# 06

## **Zero-Based Optimization (ZBO)**

Extending the ZBB dogma across the entire cost base can free up non-working money and reinvest it for growth.

We can help you design and execute a company-wide zero-based program to create a fit-for-growth cost structure and boost your analytical and management capabilities so you can sustain gains over the long term.

## True cost optimization is about making sure that every euro you spend serves your strategy

Zero-Based Optimization (ZBO) extends the Zero-Based Budgeting (ZBB) principles across all company domains, from marketing to G&A, to free up non-working money and reinvest it for growth.

ZBO combines three dimensions: a fit-for-growth mindset, granular transparency on spending, and wide and deep optimization in processes, IT systems, and organization.

### Think big

Be certain that every euro supports your strategic priorities and set aggressive top-down targets

### Be granular

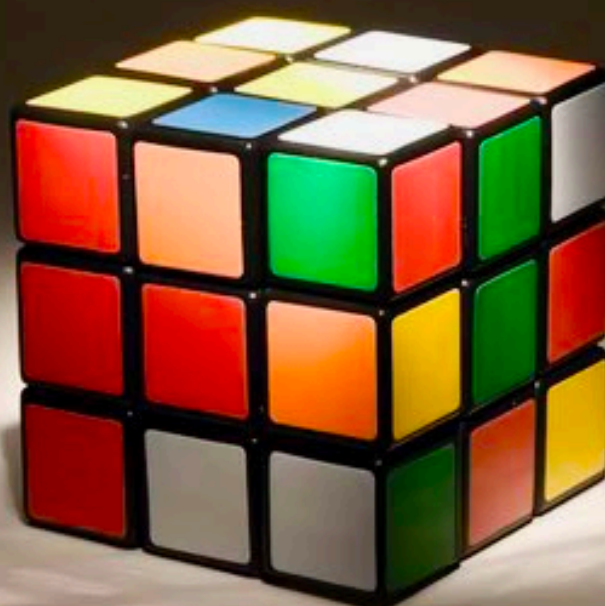
Make cost visible at a granular level and then compare it with benchmarks and alternative decisions

### Go deep

Achieve sustainable improvements by jointly optimizing processes, IT systems and organization

### Act wide

Optimize cost and reinvest resources across the whole company, not just at functional level





## **We can help you successfully execute ZBO programs, freeing up, in some cases, hundreds of millions of euros to reinvest in the business**

In the new post-pandemic normal, companies across industries are feeling intense margin pressures. Thus, starting from zero to optimize the cost structure and allocate the right euros to the right investments is today more critical than ever.

We can help you to do it right, optimizing your cost base without losing focus on profitable growth. The combination of our global leadership in operations with our analytics-empowered focus on the issues that matter has successfully delivered ZBO programs with both immediate and long-term impact, across a range of industries and at varied scopes.

<b>Client</b>	<b>Cost optimization</b>	<b>Short-term impact (Less than one year)</b>
Automotive	20%	60%
Consumer goods	12%	34%
Retail	8%	100%
Energy	8%	100%
Telecom	7%	100%

# Always-on TRANSFORMATION

“  
Every success story is  
a tale of constant  
adaptation, revision  
and change.”

**Richard Branson**  
Founder of Virgin Group

# How will you TRANSFORM?

- ▶ How will your transformation portfolio achieve the right balance between growth and bottom line initiatives?
- ▶ How will you accelerate the pace and improve the odds of success of your transformation programs?
- ▶ How will you reinforce the required transformation infrastructure to ensure that every initiative happens on time and on target?
- ▶ How will you develop the new talent, capabilities, and ways of working needed to compete and thrive in the digital age?
- ▶ How will you track and maximize the value produced by major technology investments?
- ▶ How will your ESG transformation strategy drive growth, reduce costs, and mitigate risks?

# Always-on TRANSFORMATION

The path that leads organizations to lasting success is an infinite loop of transformation, even when everything is going well.

Right now, there's a harsh reality: if your organization isn't transforming, it's either stagnating, imploding or just withering away.

Transformational change can no longer be seen as a one-off event in response to an urgent need, such as a dire competitive threat, decreasing performance, or technology disruption.

For companies to win and last, transformational change must become the norm, through holistic programs that build new capabilities and lead to sustainable improvements in both growth and profitability.

07

### **High-Impact Transformation (HIT)**

Making all value creation factors work together drives radical, rapid, and sustainable cash-flow improvement.

08

### **Digital Transformation @ Human Scale**

Maximizing the return on digital means interlocking new data-driven technologies with organizational upgrades.

09

### **The ESG Transformation Premium**

Outstanding ESG performance improves efficiency, risk management, top-line growth, and the equity story.



# 07

## **High-Impact Transformation (HIT)**

Making all value creation factors work together drives radical, rapid, and sustainable cash-flow improvement.

Transformations that have the greatest impact are those that are addressed from an integral perspective. At Kearney we call it the HIT approach (high-impact transformation) which can double the impact achieved by partial transformation projects.

# Making the full-stack transformation more valuable than the sum of the parts

When you need to take bold steps to alter your strategic, operational, or financial trajectory, there are times when only a bold, comprehensive transformation program will do. Our HIT approach (high-impact transformation) compounds the impact of several efforts into a single program.

## Commercial

- Pricing
- Customer lifetime value
- Product profitability

## Operations

- Direct costs
- S&OP
- Labor and assets

## Procurement

- Transparency
- Consolidation
- Design-to-value

## G&A

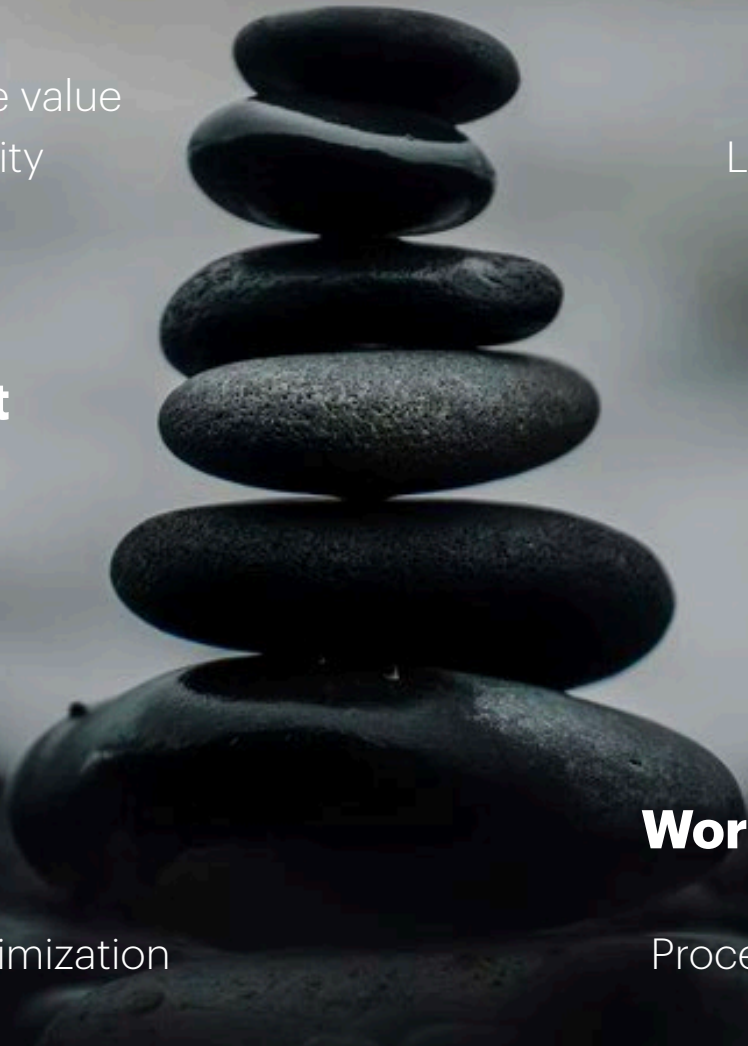
- Fixed costs
- Shared services
- Automation

## IT & Digital

- Rationalization
- Collaborative optimization
- Journey to cloud

## Working capital

- Liquidity
- Process optimization
- Asset efficiency





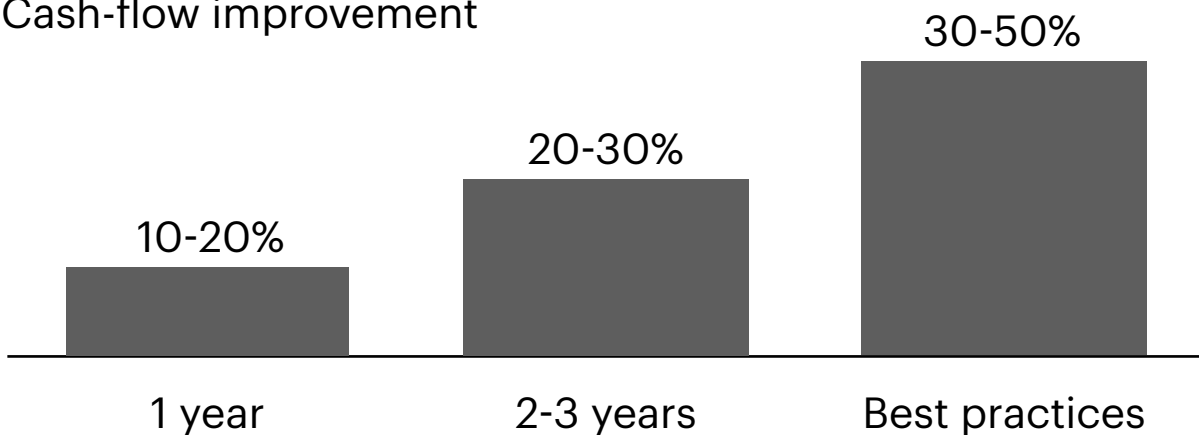
## We can orchestrate organization-wide transformations, with a focus on core execution and structural improvements

Applying timely, HIT transformations firmly supported by the management team and shareholders, we have helped clients improve cash-flows up to 15-20 percent in less than a year.

Structural measures can elevate the figures to at least 30 percent in just two to three years. Under the right circumstances, we have even been able to improve cash-flow generation by 50 percent.

### HIT impact

Cash-flow improvement



#### Size the prize

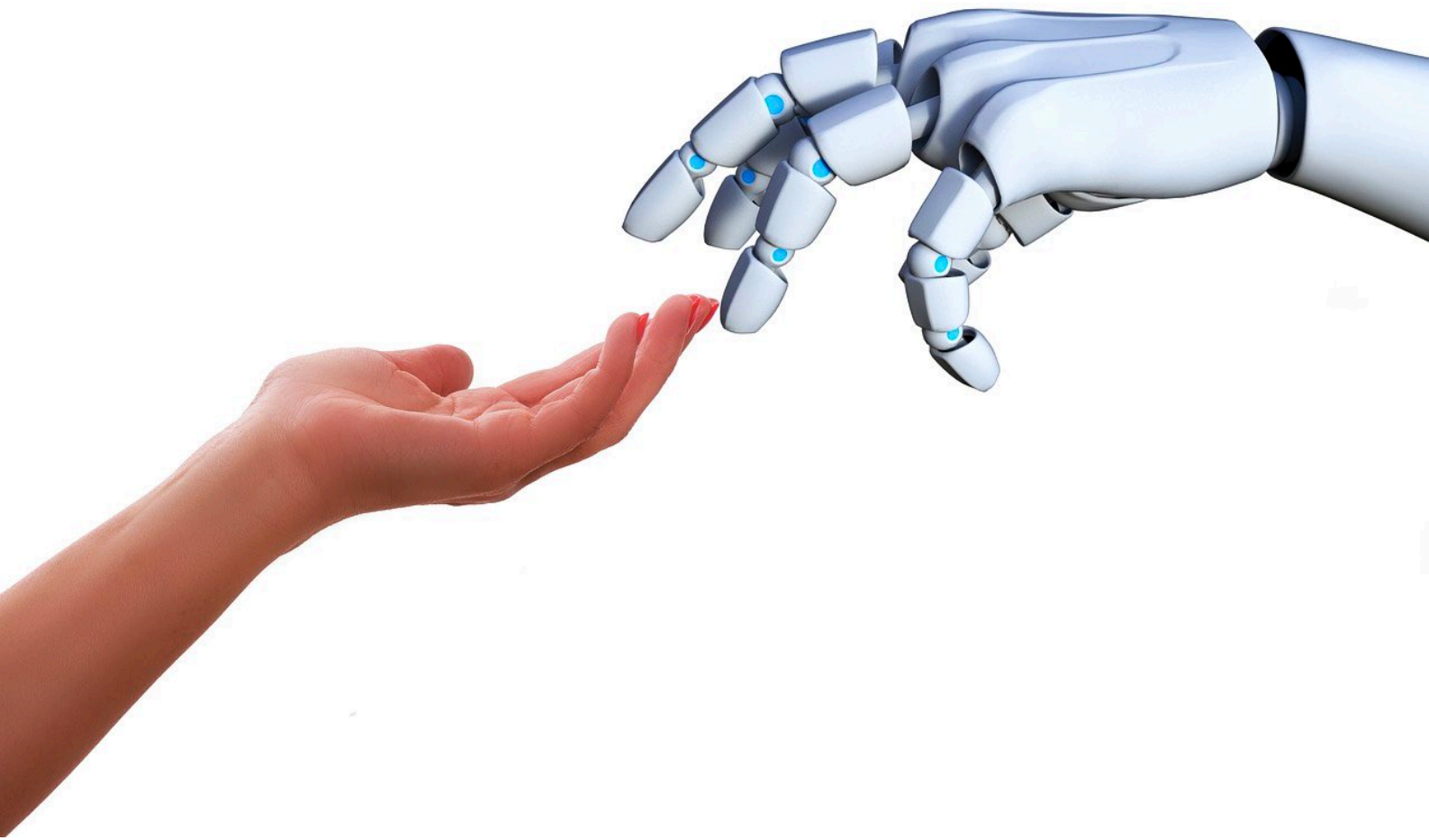
Identify and prioritize improvements

#### Mobilize

Launch initiatives and capture quick wins

#### Get it done

Implement sustainable cash-flow improvements



# 08

## **Digital Transformation @ Human Scale**

Maximizing the return on digital means interlocking new data-driven technologies with organizational upgrades.

We help our clients to unleash the full potential of digital platforms and data analytics to achieve fast, lasting, and sustainable improvements, primarily because we shape transformations that lead to new capabilities and ways of working.

## Activating the full value of digital to deliver fast, lasting, and sustainable improvements

You can pretty much adopt any technology, but your ability to adapt to an even more digital future depends on developing the next generation of talent, capabilities, and ways of working, because the most brilliant innovation is irrelevant if the organization doesn't have the right skills.

That's why digital transformations at human scale rewire organizations to perform better, not through a one-time effort but through a fundamental reboot of how work the company creates, delivers and captures value.

By empowering people with digital capabilities, companies can achieve outstanding performance

**Growth**  
**Efficiency**  
**Resilience**

### **Technology**

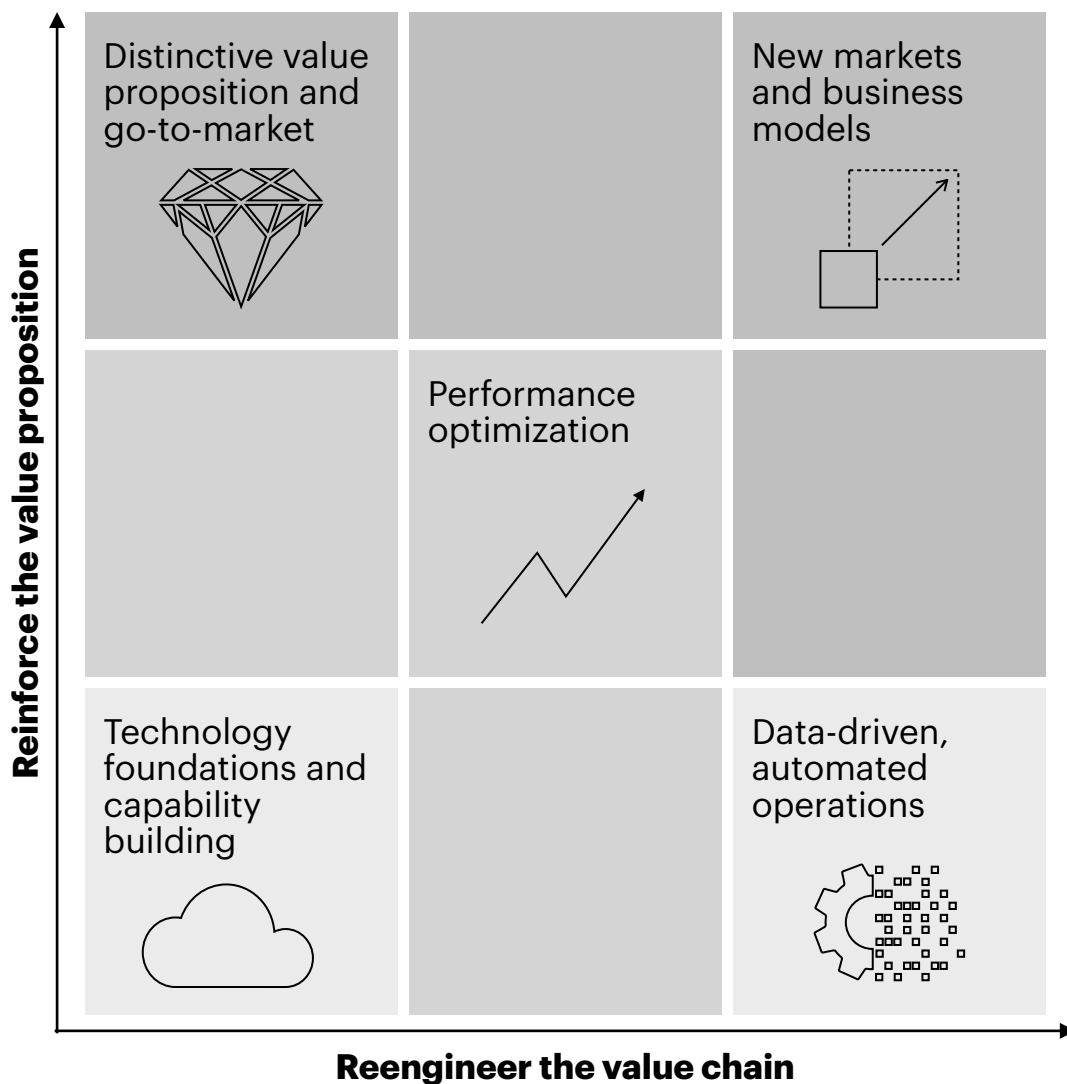
Digital platforms, data, and advanced analytics

### **People**

New generation of talent, capabilities and ways of working

## Our multidisciplinary teams of experts work side-by-side with you to design, build, and scale truly transformative digital businesses

Whatever your ambition may be, from optimizing core business performance to addressing new markets with new business models, we can help you harness the power of digital, embrace human-centered transformation, and build the capabilities needed to be agile and innovate ahead of the market.





# 09

## **The ESG Transformation Premium**

Outstanding ESG performance improves efficiency, risk management, top-line growth, and the equity story.

We can help you to embed ESG factors into every dimension of your business through an integrated approach that connects sustainability to your strategy and results.

# Embedding ESG dimensions in every facet of your strategy and operations leads to higher value creation

Several forces have pushed sustainability to the top of the strategic agenda. As investors' expectations rise and global regulations expand, companies must have a transformation plan to demonstrate ESG leadership and make reducing GHG emissions core to their purpose.

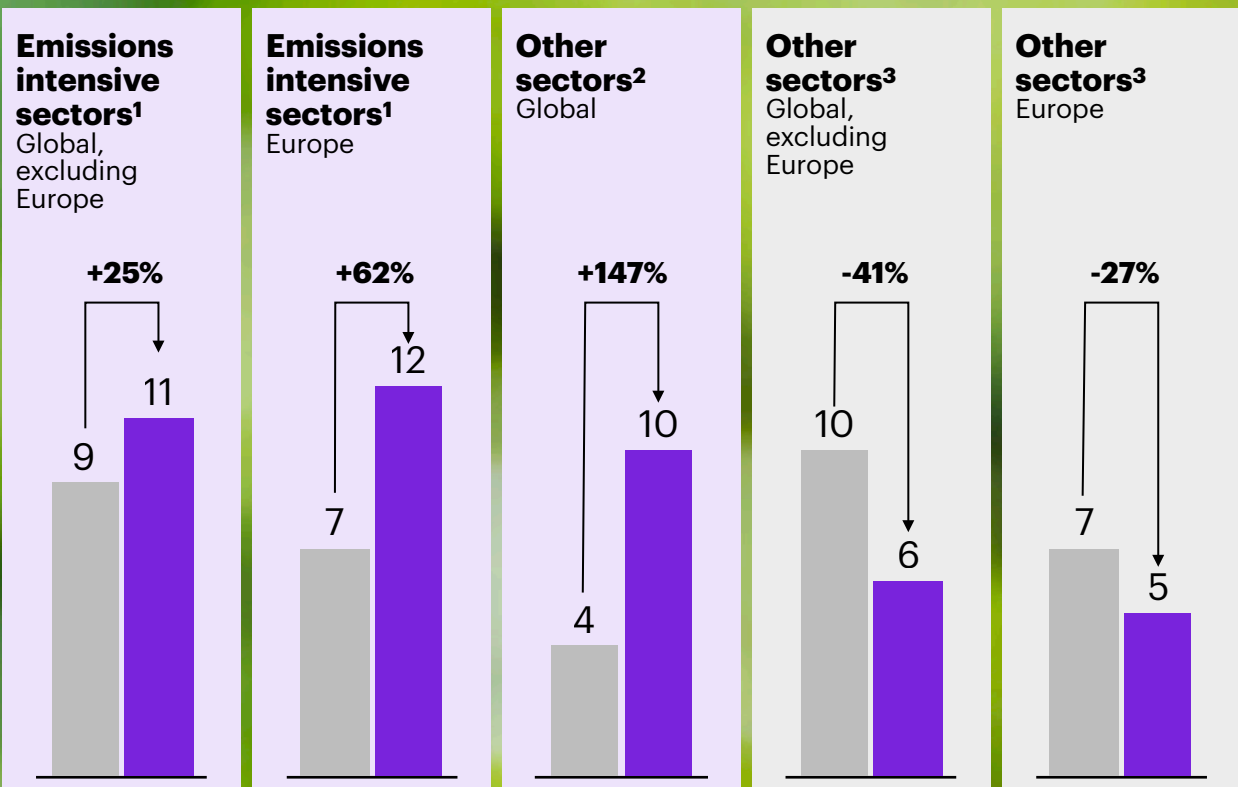
## ESG leaders are reaping significant valuation premiums

EV/EBITDA valuation multiple, 2020

■ ESG laggards ■ ESG leaders

Valuation premiums associated with ESG leadership

Valuation penalties associated with ESG leadership



1 Cement, chemicals, coal, electric utilities

2 Other industrials, services, auto components

3 Airlines, aluminum, automotive OEMs, diversified minerals, oil and gas, maritime transportation, infrastructures



## We help companies identify and activate key actions that will improve their ESG performance and get them closer to net zero

The normal rules of business still apply when it comes to ESG and emissions. That's why we make sure that your strategy, operations, risk management, and value proposition don't simply address sustainability concerns but maximize the return of the transformation and the potential market rewards in terms of valuation premiums and additional upsides coming from other stakeholders.

**10-25%**  
ESG valuation premium

### ESG journey

#### Gain structural efficiencies

- Lower energy consumption
- Reduce water and other intakes

#### Mitigate potential risks

- Extend ESG plan into network of suppliers
- Reduce legal interventions
- Avoid fines, penalties and enforcement actions

#### Drive top-line growth

- Attract sustainability conscious customers
- Create new zero emissions lines of business

#### Enhance equity story

- Raise valuation multiple
- Gain access to new sources of funding
- Improve brand image
- Attract talent
- Build partnerships
- Earn public government support

**One more thing ...**



# 10

## **Metrics that Matter**

Connecting the company's North Star to the metrics and data that really matter to make better, faster decisions.

In the context of the new post-pandemic normal, we can help you to significantly enhance your performance management and decision-making system through digital dashboarding solutions designed to translate strategic objectives into measurable, actionable plans that enable leaders to make insightful decisions, at the right time, with the right information.

# Connecting a company's strategy and value creation agenda to the decisions that leaders need to make make at all levels of the organization

As companies launch more and more transformation programs, C-suite must monitor whether they are improving the company's long-term health and value without jeopardizing near-term performance gains.

As what gets measured gets managed, executives need a structured, cascading system connecting their company's North Star with the decisions and metrics that really matter, enabled by the right analytical capabilities and information systems.



## We help companies design and develop performance management and decision-making systems to deliver their strategic objectives

Given the scale and complexity that strategic programs require to win and last in the new post-pandemic normal, measurement is crucial to ensure that all efforts are paying off with better performance.

We can help you to do it right without investing substantial resources in new IT systems. To do so, however, we need to step back and take a strategic and holistic approach, starting by identifying the metrics that really matter in guiding the business and building a dashboarding solution for translating data into actionable business insights and more effective decision making.

Metrics that matter also plays a key role in aligning a company's objectives with incentive and talent management systems.



**Align and synchronize** the company's strategic objectives with decisions, metrics and analytics that really matter



**Design** the new performance management system based on functional and usable digital dashboarding solutions



**Develop and validate** the solutions through agile prototyping focused on delivering small successes quickly

## **Kearney Spain**

P.º de la Castellana, 31

28046 Madrid

+34 915 57 78 00

## **Kearney Portugal**

R. Braamcamp, 40

1250-050 Lisboa

+351 21 898 7100



## About us

Kearney is a leading global management consulting firm, founded in 1926, with more than 4000 people working in more than 40 countries. We work with more than three-quarters of the Fortune Global 500, as well as with the most influential governmental and non-profit organizations. We are known for our deep expertise in strategic operations.

Kearney is a partner-owned firm with a distinctive, collegial culture that transcends organizational and geographic boundaries—and it shows. Regardless of location or rank, our consultants are down to earth, approachable, and have a shared passion for doing innovative client work that provides clear benefits to the organizations we work with in both the short and long term.

### **Our Iberia Senior Team**

Pablo Escutia

Álvaro García

Paulo Gonçalves

Pedro Mateache

Pablo Moliner

Jose Ignacio Nieto

Consuelo Prieto

Eugenio Prieto

Pedro Rezende

Nicolás Sanz

José Cantera

Luis López

Javier González

Emilio Guevara

Alvaro Martínez

Ana Pedrosa

Eloy Rodríguez

Filipe Rombert

Gonzalo Temes

Pedro Vasques

A large, light gray, stylized letter 'K' is positioned in the background, spanning most of the page. It has a thick, blocky appearance with a slight shadow effect.

KEARNEY