



# mci The Painted Picture of 2012

**“If it is not in writing, it does not exist”**

Painting a picture is bringing the future into the present, so that we can do something about it now. The best way to ensure our future happens is to create it. The vision contained within this document creates a vivid mental image of where MCI will be by December 31<sup>st</sup> 2012.

## Vision

“Why” we do what we do is clear: “we believe that when people come together magic happens”.

“How” we do what we do is also clear: “we understand and leverage the value of human capital and human connections in creating personal and organizational success”.

Our vision is to build a globally integrated company that is top of mind and the preferred choice of Senior Influencers and Decision Makers in our fields of work.

Our mission is to help companies, governments and associations bring people together to *create meaningful connections and win*.

## Brand presence

Our brand “the flower” resonates with “Who” we are as well as “Why and How” we do what we do. The black in “the flower” represents our creativity, sensuality and solidity. The fuchsia in “the flower” radiates our joy and attention to details. “The flower” is a symbol of reunion, rhythm, diplomacy and sense of hospitality.

## “People first, then strategy”

“People and relationships are the DNA of our company. Through our openness, passion and expertise we make “it” happen”

Our peers and clients say that MCI keeps winning by anticipating and leading changes in our marketplaces. We do this by attracting entrepreneurs that put their visualization and leadership skills to work. We do this by being the agency of choice for the best talent in our sector. We reward performance by sharing the equity of the company.

It is magical! Our team members across our global organization are very cosmopolitan and every MCI office has built a diverse multi-cultural team. We have created an environment where our talents integrate their life with their work into one big adventure. It is fantastic that MCI leaders are “home grown” and we do this with our commitment to our learning and development program.

MCI is recognized as a “best company to work for”.

## “How” we do what we do

Our customers, suppliers, employees, and peers define our core-ideologies as being:

- § Customer as the focus
- § Business with integrity
- § Quality as a quest
- § Commitment to the common goal
- § Power of trust
- § Be a team and have fun
- § Spirit of winning

## Leadership

"We help our clients grow globally and build markets"

Our clients say we have inspired a thought provoking dialogue, based on our track record and global experience, to stimulate our collective minds to create difference and raise performance. Our clients say we truly understand and leverage the value of human capital and human connections. Our clients say we have raised their personal and organizations success.

## Customer service

Our clients understand our promise and appreciate the added-value we bring to them and their business. As a result, MCI is very clear on what value to put on the projects we deliver. We generate our revenues from fees, commissions and performance incentive rewards.

MCI has become "a best company to work with".

## Growth

"If it does not have a number, it does not count"

MCI is an independent family and employee owned company of over 2'000 minds. As a community we have billings of Sfr. 1 Billion for a Gross Margin of Sfr. 290 Million in over 40 wholly-owned offices on all continents and various strategic alliances. Our association/government and corporate client mix is still 50/50.

We are clearly a global company as 50% of our customers work with more than 1 MCI office. Our strategic selling and account management competencies give us a clear view on 80% of our customer projects and revenues on January 1<sup>st</sup> every year.

We add value and our reward is profit. We have always run profitably. We have reached our pre-tax profit of 10% of Gross Margin. Profits finance our growth and give us our freedom... of choice... to take risks... to give back.

## Image

MCI is a strong, positive-thinking and future-oriented organization. Our friendly, passionate and cosmopolitan talents project a self-confident yet humble image. Our tone of voice is precise and elegant with a touch of humor.

## Media

"With one voice, MCI leads the conversation"

MCI is everywhere and MCI stimulates the dialogue. With an open mind and a spirit of sharing to grow, MCI is a thought-leader who provides insights, uncovers trends and has a great success story to share. We have started to be quoted in the marketing & communications, human resources and business press. MCI's success story and client's global projects are referenced on a regular basis. In our sector, MCI is quoted in the press very frequently around the world and we have speakers lined up at all conferences and events in our trade.

## Systems

"MCI delivers consistent quality globally"

While leaving space to personal creativity and innovation, MCI defines and implements processes and systems to benefit from optimal resource allocation, facilitate the exchange of talent between offices, and shorten ramp up time for new staff.

## Influence

Globally MCI is influential. In global professional and trade associations in our fields of work, MCI is always a top tier sponsorship contributor and keeps chairing key positions on International Boards.

On a local level, we have created Advisory Boards composed of our Managing Directors and external members. Hence, the Local Senior Leadership Teams have great sounding boards and are very influential in their local marketplaces. MCI involves and holds accountable local stakeholders for recruiting talent, winning clients and setting local strategy.

## Sustainability

MCI truly believes in harmony. It is inspiring how our talents have been empowered to integrate principles of CSR in their daily work for customers. MCI applies the triple bottom line reporting for all customers programs and its own reporting. MCI is recognized as a company that started the “green era” in the meetings industry – we are a source of reference for CSR in our fields of work.

## What we do

- § **We build community through Association Management & Consulting (AMC)**  
We help associations and user groups to grow globally and build markets
- § **We build community through Professional Congress Organization (PCO)**  
We bring associations, governments and user groups alive, seamlessly and profitably
- § **We build community through Performance Improvement Programmes**  
We stimulate – B2B and B2E audiences – to grow and enhance performance to achieve corporate and personal goals
- § **We build community through Meetings and Events**  
We make B2B and B2E corporate audiences come alive through experiential activities to motivate, inform, train, educate, celebrate, communicate, or connect
- § **Operational Excellence to build community**  
Our Destination Management Company (DMC), Technical Production and other support services brands “make it happen” – they connect the best people in the right places – on time, on budget and seamlessly

## Brand filter

MCI is successful because everything we do passes our brand filter:

- § People and relationships
- § Produces personal and organizational results
- § Grow globally
- § The meeting's industry
- § Thought leadership
- § Fun

---

"The director allows an actor to become more than they've ever dreamed of being"

*Robert Altman's lifetime achievement Oscar acceptance speech*

---