

Introduction to Bain

DRAFT

BAIN & COMPANY 

We're one of the world's top management consulting firms

By the numbers

We were founded in **1973** with a longstanding commitment to deliver results, not reports

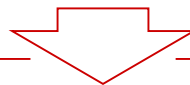
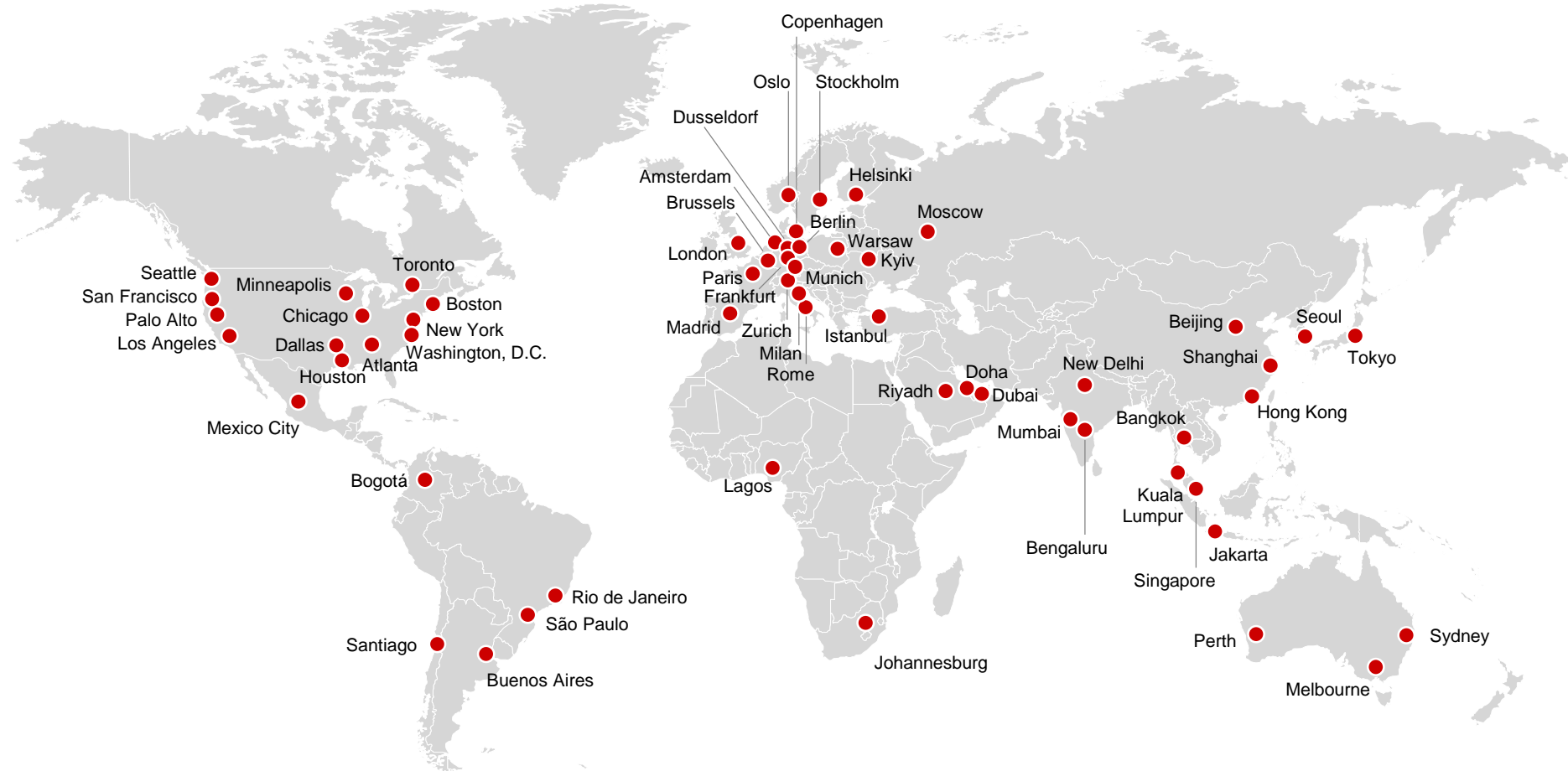
Today, we work as one global team with **12,000 employees** across **59 offices** in **37 countries**

We've worked with over 6,675 companies, including **63% of the Global 500**

Our clients like working with us: **90%** of our business comes from companies with whom we've worked before

On average, our clients **outperform the S&P by 4-to-1**

We work as one global team to help you achieve the extraordinary



12,000 employees across 59 offices

We help you see the world differently

What sets us apart

Our **insurgent mindset** draws us to clients who want to define the future, not hide from it. We think like owners and commit to driving value for long-term success.

Our **uniquely collaborative culture** feels different. We work alongside our clients as one team with a shared ambition to achieve extraordinary results, outperform the competition and redefine industries.

We believe in **integrated innovation**. Our capabilities are complemented by digital solutions and a curated ecosystem of the world's leading innovators to achieve better, faster and more enduring results.

Our True North values mean **we do the right thing** for our clients, people and communities – always.

What can you expect from us?

We champion the bold to achieve the extraordinary.

Champion (v). To support the cause of; to defend, advocate, promote, protect, stand behind, fight for.

We advocate for our clients. We fight for what we think is right. We stand behind our people and partners.

Bold thinkers, dreamers and doers. Being bold is part of our DNA.

We work with bold clients who want to define the future, not hide from it.

Everything we do is in pursuit of **extraordinary** outcomes.

We achieve the extraordinary through the unique combination of our people, culture, capabilities, and passion for results.

By working as partners, we'll help you achieve extraordinary outcomes

Our commitments to you

Help your team set and achieve bold ambitions

Strengthen your organizational capabilities by working together, transferring knowledge and coaching teams

Develop strategies that integrate digital technologies and innovations from Day 1

Help you put in place a Results Delivery® capability to make change stick

Regularly gather and take action on feedback

What we ask of you

Champion the joint effort, assign good people and assist us in driving an effective process

Be willing to question current assumptions and strategies

Work with us as a partner by openly sharing information, ideas and concerns

Provide access to management, internal experts and data to complete the work in the most efficient manner

Actively provide feedback on issues as they arise

Our commitment to your success begins on Day 1



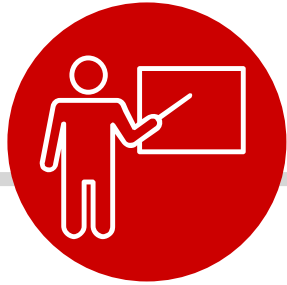
Results statements

We jointly define success on day one



Tied economics

We align incentives to ensure results are delivered



Mobilization workshops

We help you mobilize the organization



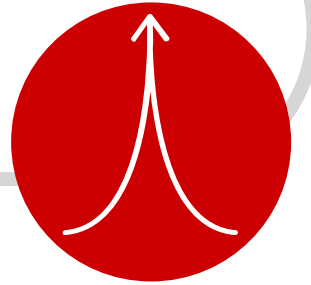
Client collaboration

We work closely with your team



Net Promoter Score[®] insight

We ask for your feedback to continually improve



Capability transfer

We leave behind a repeatable process

Our Net Promoter SystemSM helps us continuously improve throughout the project



01

Send 3-question survey several months into the case

How likely are you to recommend Bain & Company to your peers or colleagues?

Why would you recommend Bain?

What could Bain do better?



02

Follow-up to discuss how we can improve



03

Jointly agree on action plan

“Bain has a genuine “work with” style that facilitates client buy-in and ownership of recommended outcomes and allows for mid-course adjustment and correction on their projects” ~ CEO, Consumer Products Client

Our expertise crosses all major Industries and Capabilities

Industries

Percent of Global Bain revenue, 2019



Capabilities

Percent of Global Bain revenue, 2019



We have experience across every industry and sector of the global economy

TECHNOLOGY & CLOUD SERVICES

Computers and Peripherals
Consumer Electronics
Contract Manufacturers
Internet Media
IT Services
Network Equipment

Scientific & Technical Instruments
Semiconductors & Components
Software
Storage
Technical Distribution

CONSUMER PRODUCTS

Apparel & Footwear Products
Food
Beverages
Tobacco
Luxury Goods

Household & Personal Products
Household Durables
Recreational Products
Office Supply Products

ENERGY & NATURAL RESOURCES

Agribusiness
Chemicals
Mining

Oil & Gas
Utilities & Alternative Energy

RETAIL

Apparel & Footwear Retailers
Automobile Retail & Services
Department Stores
Food, Drug & Convenience Stores
Discount & Off-Price Stores
General Merchandise & Mass Retailers

Luxury Retailers
Restaurants & Food Service
Recreational & Leisure Facilities & Services
Shopping Malls
Specialty Retailers
Warehouse Clubs and Cash & Carry Stores

PRIVATE EQUITY (FINANCIAL INVESTORS)

Buyout

Debt

Venture Capital

Infrastructure

Real Estate

Hedge

Sovereign Wealth

Family Offices

ADVANCED MANUFACTURING AND SERVICES

Aerospace, Defense & Government Services
Airlines, Logistics & Transport
Automotive & Mobility

Construction, Real Estate & B2B Services
Machinery, Paper, Packaging and Metals

COMMUNICATIONS & MEDIA

Advertising & Marketing Services
Digital Media
Diversified Media Conglomerates
Film
Gaming
Integrated/Cross Platform Operations
Internet & Broadband Access
Music

Location Based Entertainment
Print and Physical publishing
Satellite Network Operations
Television
Video Network Operations
Wired Network Operations
Wireless Network Operations

HEALTHCARE

Pharmaceuticals & Biotech
Med Tech
Healthcare Payers

Healthcare Providers
Healthcare Services

FINANCIAL SERVICES

Banking (Retail & Corporate)
Cards & Payments
Wealth & Asset Management

Insurance (Life, P&C, Health)
Financial Services Market Infrastructure

GOVERNMENT

SOCIAL IMPACT

HIGHER EDUCATION AND TRAINING

We cross industry and capability boundaries by working alongside our clients

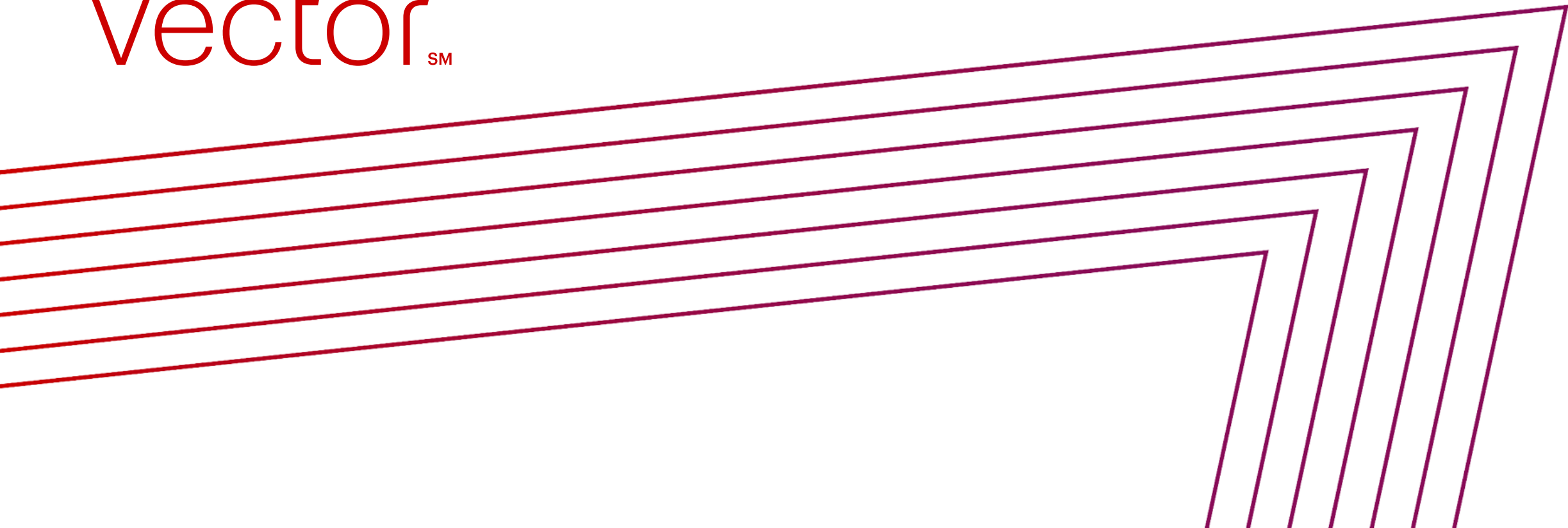
Industries

Capabilities

Industries	Agile Enterprise	Cost Transformation	Customer Experience	Diversity, Equity & Inclusion	Mergers and Acquisitions	Operations	Organization	Sales & Marketing	Strategy	Sustainability & Corporate Responsibility	Transformation
Advanced Manufacturing & Services											
Consumer Products											
Energy & Natural Resources											
Financial Services											
Healthcare											
Media											
Oil & Gas											
Private Equity and Financial Investors											
Retail											
Social Impact and Public Sector											
Technology											
Telecommunications											


 Digital delivery capabilities are seamlessly integrated across core solutions

vectorSM



Our digital delivery capabilities, experts and partners are seamlessly integrated in all that we do

Analytics

- Machine learning
- Data engineering
- Data science

Product Innovation

- Design thinking
- Prototyping
- Development

Partnership Ecosystem

- Data partnerships
- Tools partnerships
- Technology solutions

Enterprise Technology

- IT transformation
- Systems architecture
- IT operating model

New Business Innovation

- Innovation-as-a-service
- New venture development

Digital Marketing

- Strategy & analytics
- Brand creative & media
- Marketing technology

Automation

- Robotic process automation
- Design, prototyping, deployment



What sets VectorSM apart?

Deeply Integrated

We believe “digital” should be deeply embedded and integrated into the core of a business—not a discrete entity or a standalone set of capabilities. We integrate Vector capabilities with our core solutions so that we are digital-first in everything we do.

Flexible & Tailored

We draw from a broad array of capabilities to configure the right tools, expertise and partnerships to address a client’s unique challenge. Vector is a flexible platform that can address both specific business challenges as well as end-to-end transformations.

Curated Ecosystem

We complement our own integrated capabilities with a select group of outside partners, from over 100 of the world’s leading tools, software solutions, specialized services and data sources to a global network of 300+ executives with deep sector and functional experience in digital delivery.

Bain has committed to invest **\$1.1B** across **four pillars of impact**

/ Education



Improve the futures of underserved youth and children

Career Connected Learning
Human Capital
School Systems
Early Childhood Development
Education Technology

/ Economic Development



Foster **inclusive economic growth** by leveraging markets & enterprise models

High-impact entrepreneurship
Impact Investing
Smallholder Farmer Livelihoods
Refugee support and integration

/ Environment



Accelerate market-oriented solutions to **environmental sustainability**

Climate Action
Responsible production and consumption
Land and Ocean Conservation
In collaboration with Sustainability and Corporate Responsibility

/ Racial Equity and Social Justice



Address **structural racism** and other systems of **oppression**

Racial Wealth Gap
Health Outcomes
Civil Rights
Gender Equity

Improve the futures of underserved children

SOCIAL IMPACT

EDUCATION



Career Connected Learning

Establishing career-connected learning systems to **create choice-filled lives**

~1.5M students impacted by CCL systems we are helping to build



Human Capital

Supporting highly effective **teachers, school leaders, and education reformers**

~60K teachers recruited to classrooms impacting **10M** students



School Systems

Improving and scaling **student centric innovations and reforms**

2-4x college graduation rates for alternative school partners



Early Childhood Development

Scaling **innovative models of early childhood development**

~2M meals served to children across **~19K** schools in India every day



Education Technology

Improve **student learning and outcomes** through technology

~2X improvement in Math state test scores
82M+ families using CS media ratings



Inclusive economic growth by leveraging markets and enterprise models

SOCIAL IMPACT

ECONOMIC DEVELOPMENT



High-impact entrepreneurship

Growing vibrant entrepreneurial ecosystems

3M+ jobs and
\$20B+ revenues
generated by entrepreneurs



Impact investing

Supporting social-first impact investors

300M+ lives touched
(majority low income)
through impact investments



Smallholder farmer livelihoods

Integrating smallholder farmers into formal markets

16M+ smallholder farmers reached

First agribusiness accelerator platform in Ethiopia



Refugee support and integration

Building better futures for refugees

60M+ refugees served

endeavor

rootcapital

LEAPFROG
INVESTMENTS

ACUMEN
CHANGING
THE WAY
THE WORLD
TACKLES
POVERTY

ACCION

Ethiopian ATA
Agricultural Transformation Agency
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ACUMEN
CHANGING
THE WAY
THE WORLD
TACKLES
POVERTY

TECHNOSERVE
BUSINESS SOLUTIONS TO POVERTY

LAND O'LAKES
INTERNATIONAL DEVELOPMENT

PARTNERS
IN FOOD
SOLUTIONS

UNHCR
The UN Refugee Agency

MEDAIR

Environmental sustainability through market-oriented solutions

SOCIAL IMPACT

ENVIRONMENT



Climate Action

Accelerating market-based solutions aimed at **tackling climate change**

\$1B forest conservation investing fund launched



Responsible production and consumption

Enabling efficient and sustainable **production and consumption**

\$1.5B committed by **~40 companies** to end plastic waste in the environment



Land and Ocean Conservation

Supporting conservation and management of **forests and marine resources**

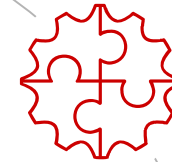
125M+ acres of land conserved



Commit **\$100M in pro-bono support** over the next five years



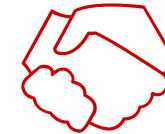
Formally establish racial equity and social justice as the **fourth pillar of our Social Impact Practice**



Hold a **mandatory day of learning** and reflection in the Americas on Juneteenth (June 19th)



Partner with **Bridgespan** to identify opportunities to bring our capability to **be in service of leaders and organizations focused on equity**



Be more aggressive in our **agenda around diversity, equity, and inclusion**, including launching a global diversity council; and diversifying our leadership team



Match up to **\$1M in employee donations** to organizations focused on racial equity and social justice

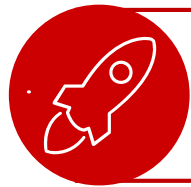


Bain's commitment to **Racial Equity and Social Justice**

Further embed **unconscious bias and inclusion training** in all of our global and local programs



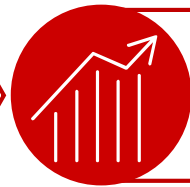
We launched our environmental sustainability work in 2011 and have significantly accelerated in the past year



Launch (2011-15)

Pioneering environmental sustainability practices for the professional services industry

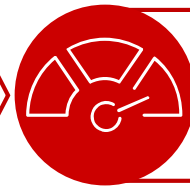
- First of our peer group to launch a carbon emission measurement and offsetting process
- Received our first Carbon Neutrality certificate (for 2011)
- First green teams established in Bain offices



Growth (2016-18)

Expanding our sustainability work; supporting our corporate clients on their journeys

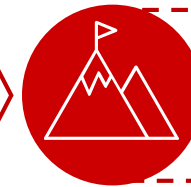
- Formalized our Sustainability & Corporate Responsibility (S&CR) practice area
- Invested in a total of 30 carbon offsetting projects since program launch
- Achieved gold rating from EcoVadis, the highest recognition given



Acceleration (2019-20)

Developing Sustainability@Bain to be a leading corporate sustainability program

- Created an Environment pillar in the Social Impact practice (part of 10-year, \$1.1B commitment)
- Launched Sustainability@Bain
- Signed the Business Ambition for 1.5° C – a Science Based Targets (SBT) Initiative
- Updated target to a net-zero carbon pledge



Way Forward

Continuing to set new standards for environment sustainability in professional services

- Source 100% of energy from renewable sources
- Set and manage the business to achieve SBTs in-line with 1.5° C target
- Achieve Net-Zero carbon by 2030

Highlights

tCO₂e/
FTE

14.7

13.9

12.9

This community of extraordinary teams is the cornerstone of our diversity, equity, and inclusion vision at
BAIN & COMPANY 

Our DE&I vision

Create the truly extraordinary teams required to generate breakthrough results by assembling the most **diverse set of experiences, backgrounds, strengths, and perspectives** and being the best at **bringing this diversity together in ways that others cannot**

For additional detail

- Internal DEI: Brittany Martin
- External DEI (pitches/client-focused): Julie Coffman
- Racial Equity & Social Justice Pillar: Jon Barfield



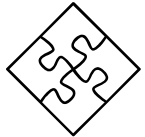
We've made 7 commitments to promote racial equity and social justice, both within and outside of our four walls

Invest to drive meaningful, sustained change outside of our four walls



Commit \$100M in global pro-bono investment over five years to promote racial equity and social justice

- Prioritized focus in Americas on the Black community



Add Racial Equity and Social Justice as a 4th pillar of our Global Social Impact platform, and collaborate with Bridgespan to identify opportunities to bring our capabilities to be of service to leaders and organizations focused on equity



Launch a dedicated Diversity, Equity & Inclusion practice area to support our corporate clients in their own DE&I commitments and efforts



Match \$1M in employee donations to organizations focused on racial equity and social justice via Americas Leadership Team commitment

Engage, educate and mobilize every employee to embed racial equity into the fabric of Bain



Be more aggressive and transparent to accelerate our own DE&I outcomes, starting with North American BABs team and expanding to all under-represented populations

- Launch a global DE&I Council of our most senior leaders
- Collectively commit to diversifying our leadership team, including removal of systemic inequities in our talent management processes as well as investment in a culture of inclusion



Accelerate every Bain employee's journey about racial equity and social justice, including committing Juneteenth as an annual Americas-wide day of learning and reflection

- Build unconscious bias and inclusion into global training
- Continue honest and challenging dialogues at the firm, office and team level
- Accelerate focus on allyship



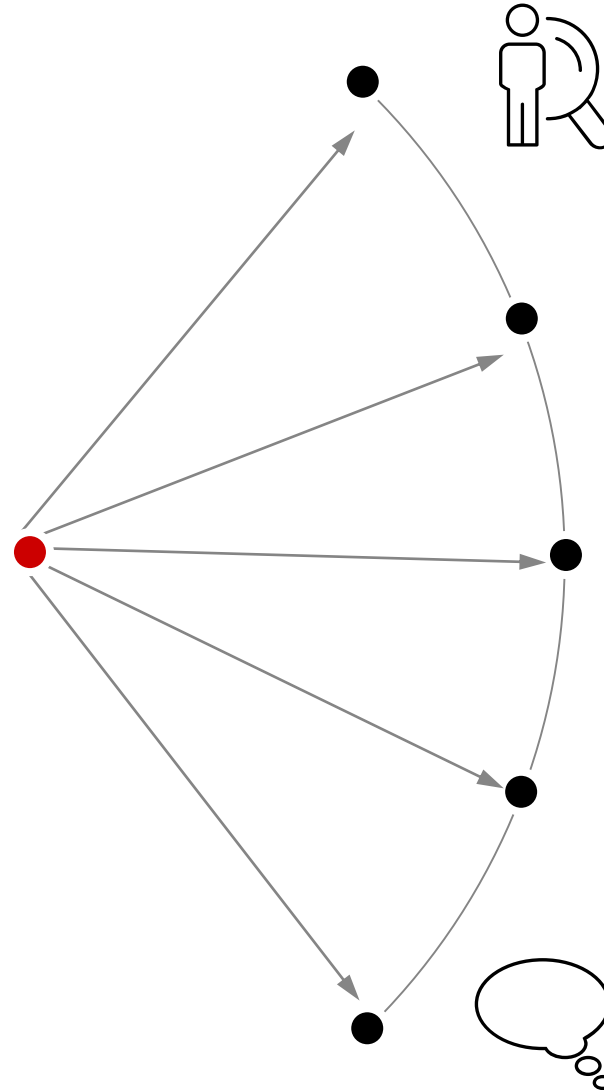
More closely manage the DE&I impacts of how we run our business: our clients, our offerings/IP, our supply chain, and our partners

Ensure accountability, tracking and transparency measures

Our approach to DE&I includes 5 areas of focus to ensure that diversity, equity, and inclusion is core to 'who we are' as a firm, supported by our core infrastructure

Core infrastructure – Global Center of Excellence

Collaborate with firm leaders to develop broad DE&I strategy roadmap including key policies, processes, communications, and data monitoring / tracking mechanisms to improve retention, ensure equity, and continually drive progress across global efforts



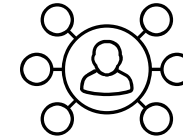
Diversity recruiting

Increase diversity of hiring through equitable processes in all functions and regions, at all levels



Affinity & network groups

Provide support and community/connectivity for our diverse populations, including initiatives to support equity



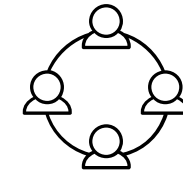
Unconscious bias

Reduce bias systematically in key decision making behaviors and processes to arrive at better, more equitable outcomes



Inclusion

Create the culture and norms that enables everyone to contribute fully to their teams



Thought leadership

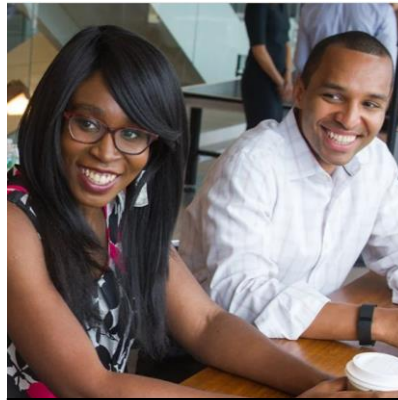
Use research, selective positions on policy, and pro-bono support to advance the DE&I agenda more broadly



Our 6 formal affinity groups support recruiting and retention by driving professional development, connectivity, and external impact activities



/ Asians at Bain



/ Blacks at Bain



/ BGLAD
The LGBTQ Network



/ Latinx at Bain



/ Veterans at Bain



/ Womxn at Bain

Recruiting

Active engagement to support ongoing recruiting efforts in all regions and at all levels

Professional development

The right sponsorship, mentorship, and coaching / training for all of our employees

Culture and connectivity

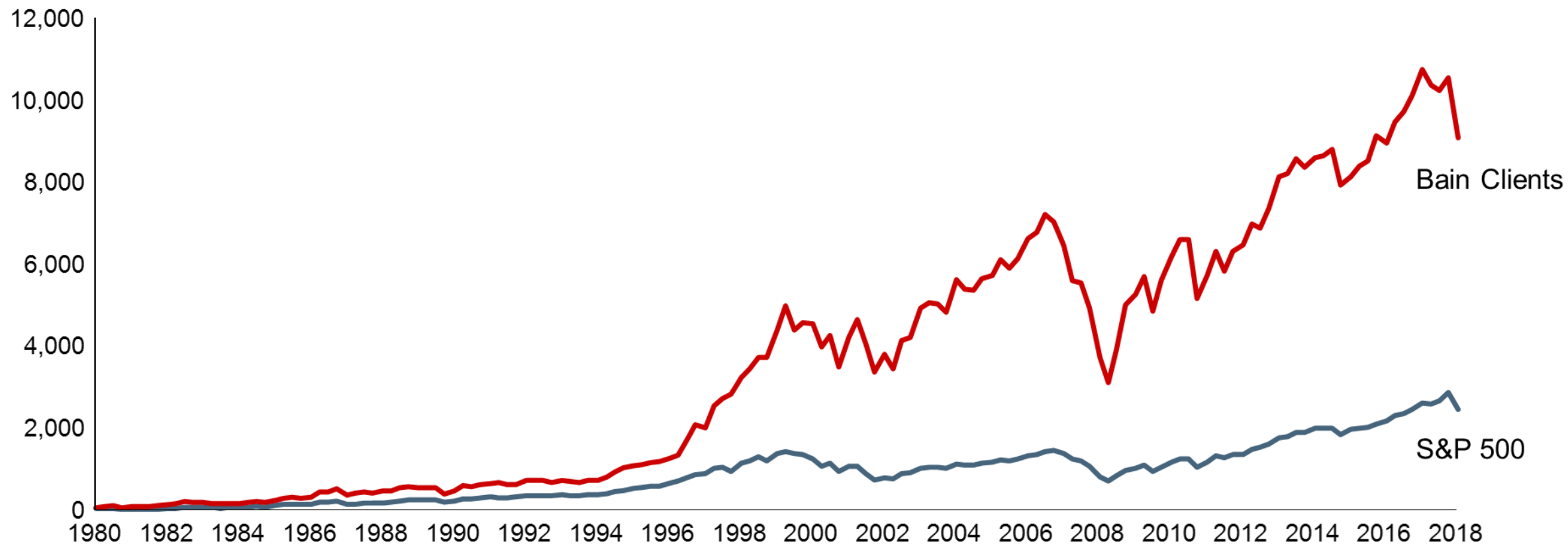
Programming, initiatives, and events to create a community where people are connected and everyone thrives as their authentic selves

External impact and thought leadership

Research to inform our own efforts and support all organizations in increasing DE&I and pro bono work and advocacy in areas aligned with our values

We measure our success by the success of our clients

Our clients outperform the market 4-to-1

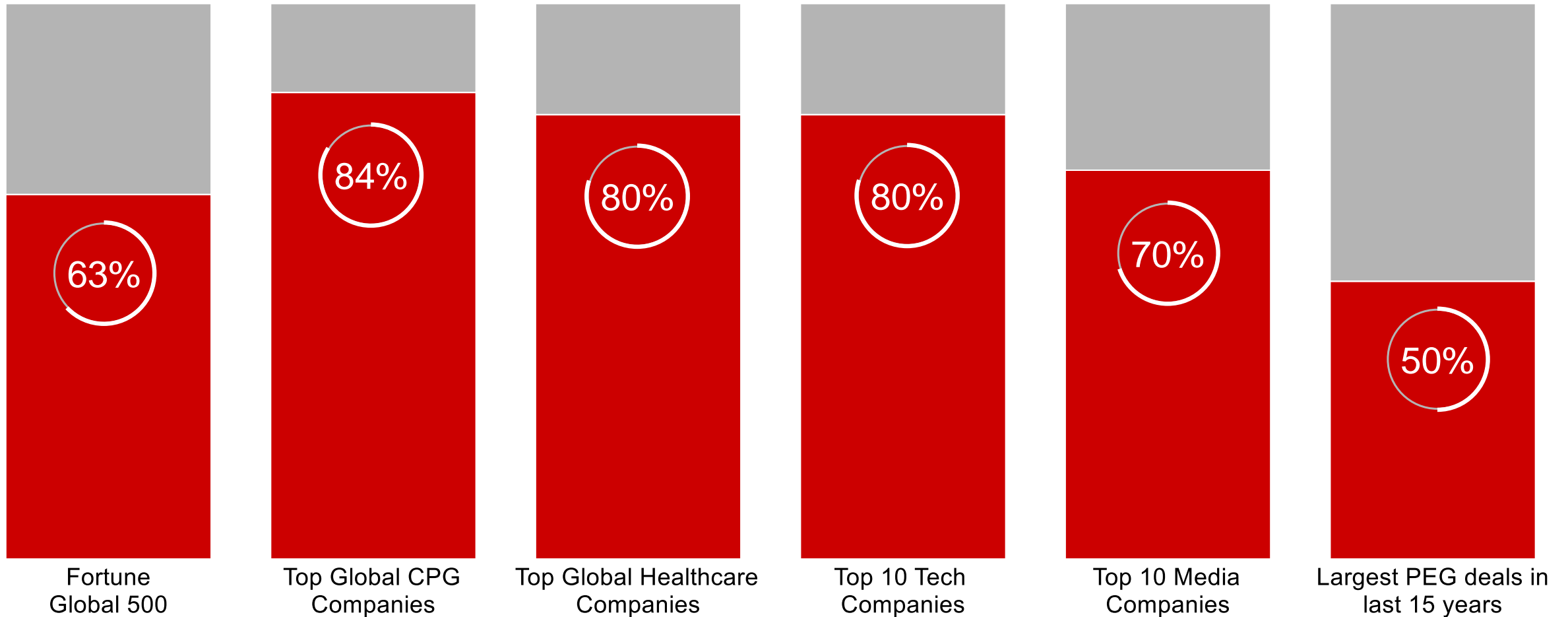


Note: Calculation of cumulative percentage change in share price attested to by an Independent Accountant through December 2018

This information is confidential and was prepared by Bain & Company solely for the use of our client; it is not to be relied on by any 3rd party without Bain's prior written consent

More than 60% of companies in the Global 500 have worked with us

Bain clients (%)



Clients tell us what sets us apart

We care for our clients' business as our own

*"You don't feel like working with consultants but rather **with members of the same team who take full responsibility and ownership** and lead the way with their expertise."*

VP of Digital & Marketing, Retail

We help our clients take action

*"**We would never be where we are with our initiative without the Bain team.** The team is fanatically proactive and professional. **Pushes us beyond our comfort zone into action.**"*

Associate, Energy & Natural Resources

We have a uniquely collaborative culture

*"Bain is filled with incredibly **smart, talented, thoughtful and strategic partners.** I have worked with teams three times and **their work has been top notch and incredibly impactful.**"*

CEO, Technology

We energize client teams to sustain success

*"They have a **very positive attitude and good energy** when it comes to working with teams. **That fosters results.**"*

Director, Consumer Products

We commit to doing the right thing – always

*"Focused on delivering **results without compromise, ready to stand for own views** even if this is not popular at client."*

Senior Executive VP, Energy & Natural Resources

Our industry and functional expertise has global reach and impact

THE WALL STREET JOURNAL.

August 05, 2020

Bain's expert and annual **Private Equity study** featured on how the pandemic will reshape the industry, from underwriting and due diligence to technological innovation.

FORTUNE

July 13, 2020

Bain's research on **B2B Pricing Implications amid Covid-19**, discussing price integrity and the drivers of customer hesitancy.

The New York Times

June 07, 2020

Bain's expert featured on the **future of furniture shopping**, as more purchases shift online.

FT FINANCIAL
TIMES

August 16, 2020

Bain's expert and research featured on how **auto manufacturers** are bypassing dealer networks as Covid and electric cars change customers behaviour.

Forbes

May 22, 2020

Authors of Bain's latest book, **'Doing Agile Right,'** detail how Agile integrates operations and innovation.

**BUSINESS
INSIDER**

November 2, 2020

Bain's worldwide managing partner explains the questions companies should ask when reopening their business.

 **CNBC**

June 01, 2020

Bain's **Tech M&A research** featured, predicting a sharp rebound in tech deals despite having plummeted nearly 70% during pandemic.

Bloomberg

September 28, 2020

Bain's worldwide managing partner discusses lessons learned from the pandemic and the **future of work**, post-coronavirus.

 **CHINA DAILY**

November 12, 2020

Bain's expert details winning retail strategies for **Singles Day 2020**.

**The
Economist**

October 10, 2020

Bain's expert featured on the **future of finance**, post-pandemic, where banks are closing branches more quickly than they had envisaged.

 **Harvard Business Review**

May 2020

Bain's experts explain ways **C-suite executives can adapt agile** ways of working to facilitate innovation.

 **CNN BUSINESS**

May 16, 2020

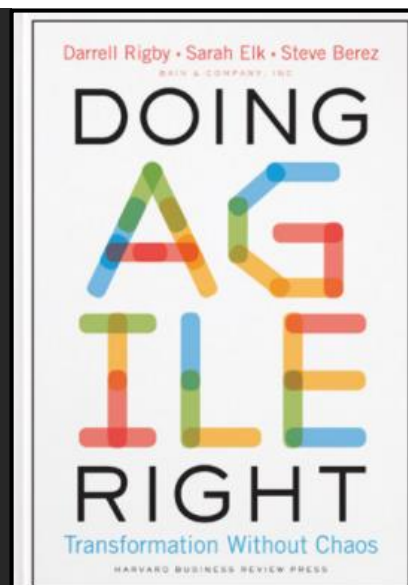
Bain's research featured on the **growth of discount grocers** and stores, a trend the pandemic is accelerating.

We're a leader in breakthrough business insights

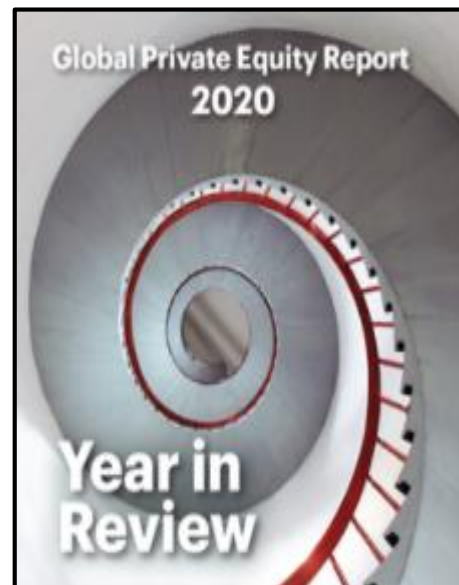
We published another **must-read business book** by the *Harvard Business Review Press* this year.

Doing Agile Right: Transformation Without Chaos

Featured ~150 times by the media in 2020, the book and its authors have become the go-to authority on ways executives can spark innovation while tightly managing operations in a world of accelerating change.



Our 11th annual Global Private Equity Report is **consistently recognized as the industry standard** by PE professionals, analysts and media.

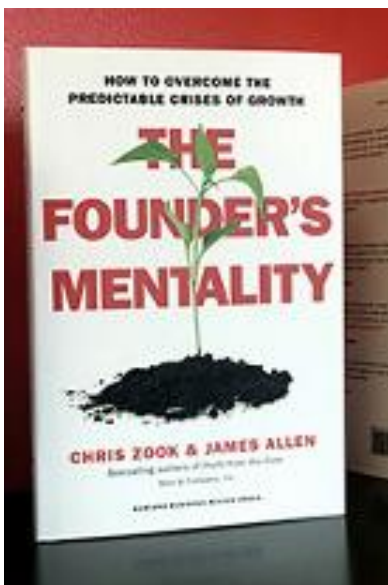


Global Private Equity Report 2020

Featured more than 200 times by the media, including *The New York Times*, *The Financial Times*, *The Wall Street Journal*, *Bloomberg*, *The Economist* and *Forbes*.

We're a leader in breakthrough business insights

We published one of the **all-time best sellers** by the *Harvard Business Review Press*.



The Founder's Mentality

*As a founder, I resonate strongly with the themes of *The Founder's Mentality*, especially with regard to the overwhelming importance of speed, singular focus and the ability to invest for the long term.*

Michael Dell, Chairman and CEO,
Dell Technologies

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Global Private Equity Report 2019

*Featured more than 200 times by the media, including *The New York Times*, *The Wall Street Journal*, *Bloomberg*, *The Economist* and *Forbes*.*



Our authors have contributed **some of the most read and widely viewed articles on HBR.org...**

...including “The Elements of Value” and “Agile at Scale.”