

PLA & ASSOCIATS

We are consultants by vocation,
and we devote ourselves to you



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“People are our passion, we take this passion and turn it into our profession”

We aim to be indispensable to companies, so our philosophy is based on our own personal culture – interventional consulting, which means we are involved until we achieve real changes that improve your results in the short, medium and long terms.

Years of experience have taught us about the strategic importance of the ‘people’ factor within companies. Trust us, if there is one thing we have seen at Pla&Associats, it is the failure of businesses that did not know how to get their professionals on board with the vision of the company, and were unable to motivate and integrate around their ideas.

Having the best candidates; finding them, bringing them into the company and turning their potential into tangible assets that will serve the company – that is our mission. We like operate with enthusiasm and professionalism. People and organisations – this is our field of expertise: bringing experience, flexibility and knowledge.

We have the know-how and the experience, every day we strive to understand the complexities of your organisation; we understand that people cannot work without processes aimed at generating value, safety and efficiency.

Honesty, hard work and simplicity. We couldn’t possibly give any more of ourselves than we do. This is our different way of working: clear analysis, intimate and effective solutions. Our commitment: to take whatever is subtracting, and make it start adding.

If you need expert insight that allows you to understand the foundations of your people and teams, and helps you to improve their performance for the organisation, we are your consultants of intervention.

Jordi Plà
Managing Partner

Our clients

“P&A have been collaborating with the Port of Barcelona for years in the recruitment of human resources and the development of talent within our company. Thanks to their professionalism and approachability, they have become an important strategic partner. Rather than just understanding us, they are part of us.”

Pedro Arellano
Assistant Director of Human Resources, Organisation and Systems
Port of Barcelona

“We work to exceed your expectations.”

“To us, P&A are a team with great human qualities, who have been approachable and honest from our very first contact. They strived to get to know and understand our situation in depth; they work hard and are highly committed. They are a 100% reliable team.”

Marc Maymó
CEO and member of the owning family
Laboratoris Maymó

“They work with passion and dedication. Their character, involvement and ability to adapt are why we trust them when recruiting professionals to join our company.”

Luis Gil Delgado
General Manager
Colegio Oficial de Aparejadores y Arquitectos Técnicos de Madrid

“At Envialia we always need quick and highly customised solutions. P&A have the means, the know-how and the character required to understand our culture and provide us with solutions that are tailored to our needs. Their experience is always evident.”

Ismael Maurin
President
Envialia World

“P&A are the perfect partner for us, because they are always approachable and available. They understand my company, they know what we need at all times and, most importantly, they devote themselves fully to achieving it. Working with them means having someone with whom you can share your day to day issues.”

Joan Nogués
Owner
NORPRINT

“We like satisfied costumers.”

“They adapt themselves to your situation very quickly, which makes you feel comfortable. They have the skills, the know-how and the means. The hard work going on behind the scenes is always apparent when they present a candidate to you.”

Joan Ignasi Soldevilla
General Manager
Col·legi d’Aparelladors, Arquitectes Tècnics i Enginyers d’Edificació de Barcelona

“As a candidate for a new professional project, relying on Plà’s experience allowed me to keep myself informed and to clarify points about the selection process at any time, all in a context of confidentiality and in a professional yet approachable manner.”

Diana Tallo Piquer
Manager
Agencia de Certificación Profesional

“From the outset, they make you feel completely comfortable. They are a warm and professional team who will inform you comprehensively about the project. They assess your suitability from both professional and personal standpoints, they support you at all times and they make you feel important.”

Carles Alemán
Salt Business Unit Director
ICL Iberia

How we are

“Commitment and a willingness to serve, very clearly client-oriented.”

We are consultants by vocation and we have been providing value-adding solutions to our clients since 1985. Our clients are our one and only raison d’être, and they have allowed us to grow and participate in a vast array of projects.

Established in 1985 as Business People Research, we specialise in the discovery and recruitment of mid and top-level management. We were one of the first firms to offer headhunting services in Barcelona and we have worked with sectors as diverse as public administration, chemical companies, the service sector and family-run businesses.

Little by little, our conscientious service, our involvement and our approachability have positioned us as top strategic consultants, and as experts in attracting and developing talent. This allowed us to take a step forward in 1997, when we diversified our services by adding training and human resources development.

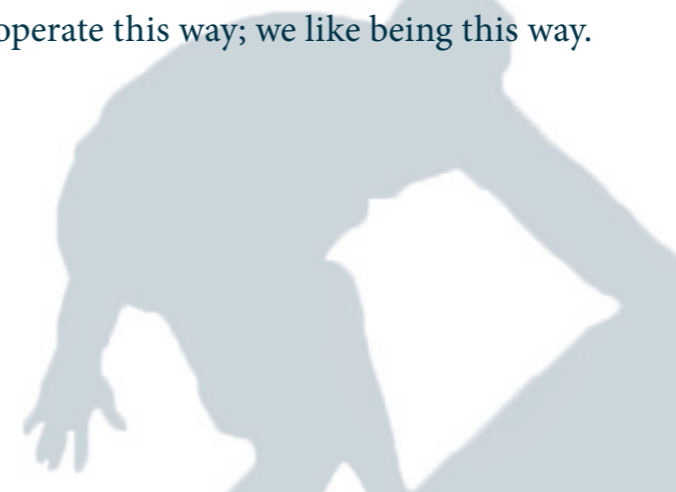
Our desire to continually improve led us, in 2001, to implement the methods and techniques of organisational consulting into the human resources recruitment and development side of our firm. This allows us to analyse and understand the context in which professionals need to be placed in a unique way, according to a much more systematic and effective style.

Where we excel:

- ▶ **Div. Executive Search and Recruitment of Human Resources.**
 - ▶ **Div. Training and Talent Development.**
 - ▶ **Div. Consulting for Organisation.**
 - ▶ **Div. Executive Coaching.**
 - ▶ **Div. Family Business.**
-

In 2005, consulting for organisational changes was added to our services to provide solutions and support during the redefinition of organisational models, which were starting to become increasingly dynamic. Our multiple services were then integrated under the current brand, Pla&Associats.

In 2013 we defined and consolidated our new vision as a comprehensive consulting firm for Organisation and Human Resources and structured our services into the current five divisions. Because we like to operate this way; we like being this way.



How we work

Since 1985, Pla&Associats has maintained the same enthusiasm to support the decisions of our clients that we had on day one. We provide intervention consulting and we work alongside our clients to design and implement all the solutions that we create.

We know how to analyse, diagnose and anticipate... and we are experts at achieving results. We build long-term relationships that allow us to understand your business and help you drive it forward, working the only way we know how: well.

Our formula for success is based on transparency and honesty, in our commitment to work hard and persevere. Many satisfied companies and professionals endorse our consulting style.

- **Communication:** we listen to your requirements and objectives.
- **Knowledge:** we study your company, sector, human resources, etc., in order to better understand what it is you need.
- **Credibility:** we give you an honest professional opinion: ours. And we provide you with personalised solutions based on our experience and knowledge.
- **Trust:** we help you to make the essential decisions and we stick with you until they are successfully implemented.
- **Commitment:** we experience the realities of your business as if they were our own, and we are at your disposal whenever you need us.

“High-value personalised advice with long-term vision.

Skills, commitment and results.”

OUR MISSION. What we do

‘We work with honesty to help our clients to strengthen their businesses and projects with human resources and organisational policies that allow them to reach the objectives they have set for themselves. We work according to their values and characteristics, today and in the future.’

OUR VISION. What we want

‘To provide our clients with solutions and support the evolution of their businesses and projects with our hard work and knowledge. We want to share our success through mutual respect and teamwork.’

“Our secret is that we devote our time to you.”

OUR VALUES. Our beliefs

Effort: we do everything that is required of us so that we can deliver on our commitments.

Involvement: we don't work for our clients and candidates – we work with them.

Honesty: we always say what we think, for the benefit of everyone.

Trust: we establish loyal relationships with individuals and organisations.

Adaptation: we learn about our clients in order to better understand their needs.

Empathy: we share the projects of the people with whom we work.

Creativity: we provide customised solutions for each case.

Credibility: we believe that only a job well done earns respect.

Executive Search and Recruitment

If businesses are the people working within them, we cannot settle for anything less than the best for each position. Leave it in the hands of the professionals!

We specialise in defining, identifying, assessing and hiring the best human resources, while always keeping your company, and the people you really need, in mind.

Our mission is to find talent, assess it, and decide whether it suits the needs and culture of your company. Only through this process can we guarantee a perfect outcome, because we understand that talent is necessary, but it needs to be galvanised and targetted towards the service of the company.

Our comprehensive experience and knowledge allow us to advise you when defining the requirements of each position and the suitability of the professional profile to be recruited.

We get intimately involved and we get to know each position and its interrelations so that we can guarantee you a higher level of quality and success from each person you recruit.

Our work is always tailored to your needs, and it starts with a discussion of your specific requirements for each position so that we can fully understand you; it doesn't finish until we are completely certain of the perfect suitability of the candidate to their professional role and the company. To be certain of this we monitor and verify their internal development over a period of months. The treatment given to the candidate is key and crucial to us. We are unique in this aspect too.

We support your decision making, we get involved and provide our clear and reasoned point of view. We also get involved with the management of candidate recruitment to ensure that the position is filled successfully.

“Our commitment and reliability are our guarantee in writing to you.

We have the know-how, we have the means, and we guarantee our results.”

Training and Talent Development

We assist you in the development of your most valuable resource for growth: your staff.

You can rely on us to align the interests of the company with the interests of your human resources. Our goal is to help you strengthen the talent of your professionals and the leadership, communication and strategic vision skills of your executives, so that results are achieved and consolidated.

At Pla&Associats we understand the training and development of human resources as a highly strategic service. It is limited to those clients who are truly committed to boosting their professionals and strengthening their talent in line with the objectives of the company. This is the key.

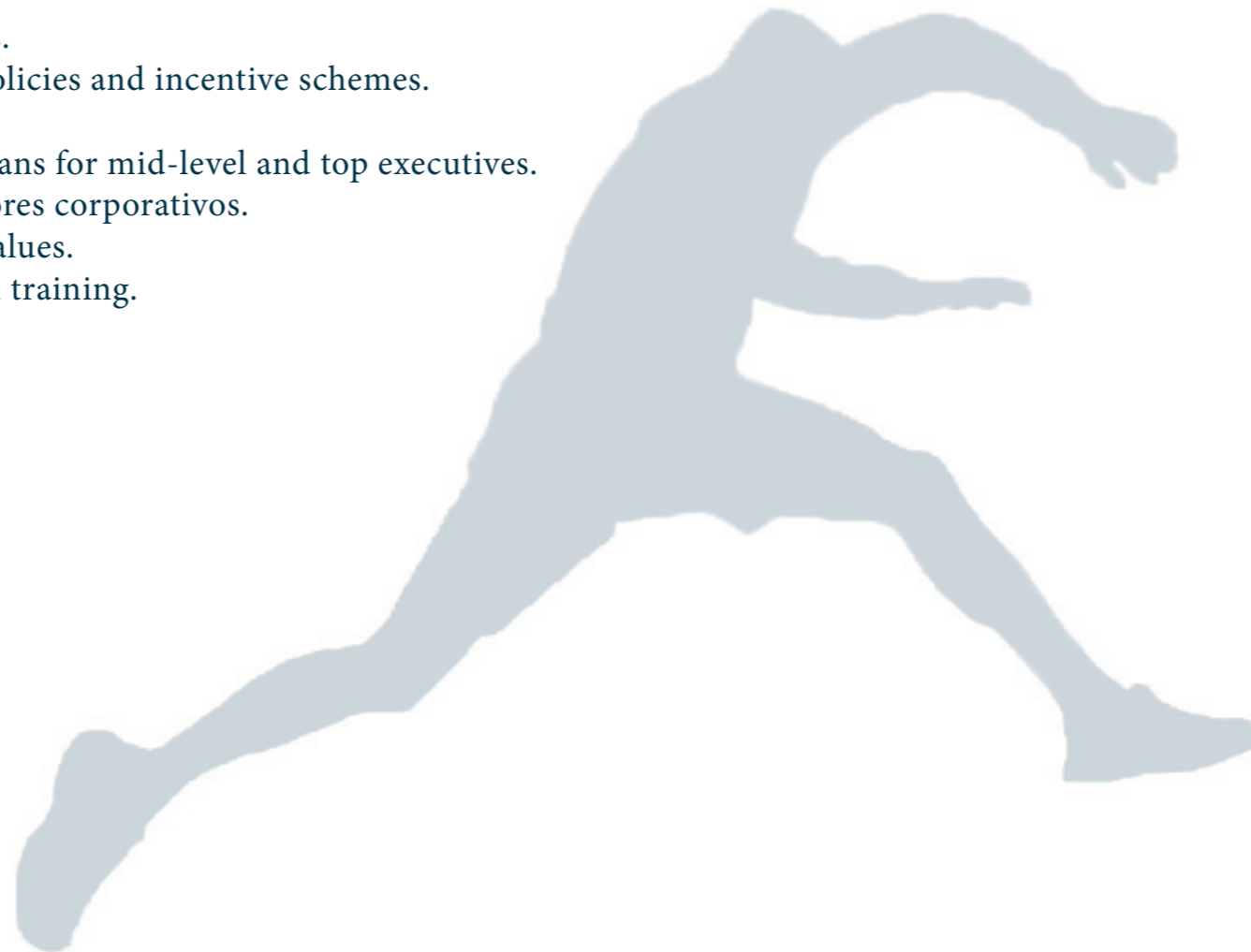
We are aware that staff development is highly profitable for companies, so long as the development is constant over a long period of time and is adjusted to the objectives of the company. We work with programmes that are designed in conjunction with you after analysing and defining your medium and long-term needs.

We also know how important it is to have a strong, shared corporate culture. This is why we develop programmes for the promotion of the executive skills, attitudes and abilities of your professionals, while standardising the best management practices for the entire company.

“Not everything works for everyone. We design tailor-made plans and programmes for our unique clients.”

Services

- ▶ Management of change.
- ▶ Models of management by competences.
- ▶ Models of executive management by objectives.
- ▶ Management Audit.
- ▶ Professional career plans.
- ▶ Work environment surveys.
- ▶ Design of compensation policies and incentive schemes.
- ▶ Assessment of positions.
- ▶ Comprehensive training plans for mid-level and top executives.
- ▶ Jornadas de trabajo en valores corporativos.
- ▶ Workshops on corporate values.
- ▶ Intracompany and external training.



Consulting for Organisation

“Our consulting style is based on developing actions to achieve results that will in turn bring more results.”

We know how to get there, trust us.

Continuous change, new ways of relating to one another and of doing business... everything is always forcing us to be prepared. To listen, analyse, and understand. To take action.

This is our commitment to you: to assist you to constantly adapt the reality of your structure to the specific needs of each moment and the circumstances, to ensure you are always efficient and competitive.

Organisational consulting provides you with strategic support for the making of decisions and the development of internal processes of your company. We do this by managing the constant organisational changes and leading the processes for transformation to align the human resources and the management tools with the objectives from the business plan. We ensure your future.

And we do so from a clear vision of interventional consulting. We are pragmatic and effective, we are driven by results. We go beyond analysis and diagnosis, beyond a situation report, and we generate actual and efficient changes.

Services

SUPPORT OF TOP MANAGEMENT

When major decisions need to be made. Those that can only happen at the highest level. We provide you with tools, advice and information.

- ▶ Strategic advice.
- ▶ Co-management.
- ▶ Crisis management.
- ▶ Organisational changes.
- ▶ Analysis and sizing of organisational structures.
- ▶ Economic and financial advice.
- ▶ Support in the purchase/sale/merging of companies.

ANALYSIS AND OPTIMISATION OF PROCESSES

Industrial processes are not the only focus. A company's logistics, administrative matters and sales must be analysed in order to achieve maximum efficiency.

Industrial Area

- ▶ Production planning and monitoring.
- ▶ Reengineering of processes.
- ▶ Optimisation of methods and time management.
- ▶ Layout, flow of materials.
- ▶ Management of industrial costs.

Logistics area Àrea Logística

- ▶ Stock and purchasing policy.
- ▶ Management and design of warehouses (Fixed, chaotic, intelligent / layout).
- ▶ Systems and resources for the management of logistics.
- ▶ IT, technology, means of transportation and handling.

Administration area

- ▶ Analysis of information flows and systems. Optimisation.
- ▶ Determination of administrative workloads.
- ▶ Optimisation of teams and administrative processes.

QUALITY MANAGEMENT

Meeting the requirements of your clients and making money from it: quality correctly understood. We regard the management of quality as an opportunity.

- ▶ Quality Management systems in compliance with the following standards:
 - ISO 9001, ISO 22000
 - TS 16.949, QS9000, VDA 6, EAQF.
 - EFQM
 - EUREGAP, BRC, IFS
- ▶ Constant improvement.
- ▶ Overall quality.
- ▶ Integration of quality, environmental and occupational hazard prevention systems.

ECONOMIC AND FINANCIAL MANAGEMENT

Without ever losing sight of the economic factor. Most decisions within a company have economic origins, limitations or repercussions.

- ▶ Analysis and monitoring of financial and property risks.
- ▶ Implementation of budget control models.
- ▶ Cost management, pricing design.
- ▶ Economic and financial assessment of projects or investments.
- ▶ Viability plans and search for financial support.

INFORMATION SYSTEMS

Information is vital when making decisions. We build well-structured communication and reporting systems.

- ▶ Information systems audits/diagnoses.
- ▶ Selection of ERPs and specialised software.
- ▶ Structuring of management information (dashboard, KPIs, etc.).



Family Business

We work within the family to ensure the company's future.

In these cases, both the company and the family need to be a focus. We don't simply provide a solution to the problem; we also offer our strategic support to strengthen the family and the business.

The expectations of the business and the family need to be aligned. Lack of communication is often the cause of conflicts in the core of families.

We provide the necessary elements to allow smooth communication in an environment of trust. We promote the entrepreneurial drive of the coming generations and their vocations within the business, as they are key factors for ensuring the future of the company.

As the company and the family grow, decisions need to be made and new mechanisms put in place to regulate relationships and decisions. But it is also essential to preserve the company's origins (what makes it special), so we pay special attention to understanding and maintaining the values of the family, because they must continue to be reflected in the values of the company.

“Our goal is to ensure the continued success of the company while maintaining the stability of the family.”

Services

TRAINING THE MEMBERS OF THE FAMILY BUSINESS TO BE MEMBERS OF THE GOVERNING BODIES.

Although the younger members of the family already receive appropriate training to perform the executive responsibilities that are at the core of the family business, they also need to be trained as shareholders so that they can assume their responsibilities as owners.

There are members of the family who do not work in the family business, and they need to be trained in order to facilitate an understanding of the family-business relationship.

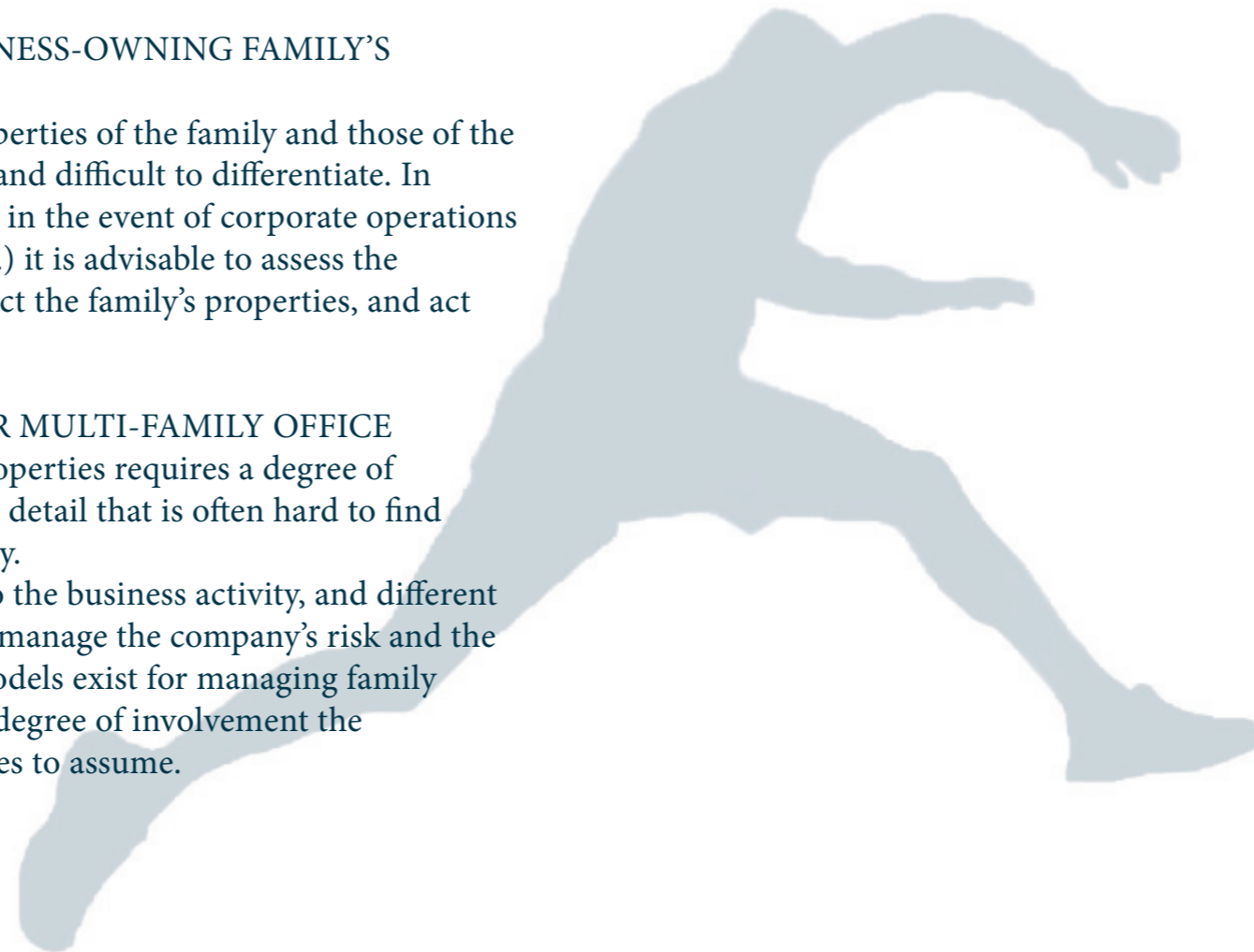
MANAGEMENT OF A BUSINESS-OWNING FAMILY'S PROPERTY RISKS.

It is very common for the properties of the family and those of the business to become confused and difficult to differentiate. In situations of financial crisis or in the event of corporate operations (M&A, re-funding processes...) it is advisable to assess the situations of risk that may affect the family's properties, and act accordingly.

SINGLE-FAMILY OFFICE OR MULTI-FAMILY OFFICE

The management of family properties requires a degree of specialisation and attention to detail that is often hard to find within the core of the company.

The risk variable is inherent to the business activity, and different parameters should be used to manage the company's risk and the family's properties. Several models exist for managing family properties, depending on the degree of involvement the business-owning family decides to assume.



DESIGN AND IMPLEMENTATION OF GOVERNING BODIES
AT THE CORE OF THE BUSINESS AND THE FAMILY.

Support in the design and implementation of the family and business governing bodies (Board of Directors, Family Boards...), establishing clear roles and responsibilities within each field.

Training in the use of tools that facilitate communication among the members of the business-owning family and within the company's management bodies.

DESIGN AND IMPLEMENTATION OF PLANS FOR
GENERATIONAL SUCCESSION AND REPLACEMENT.

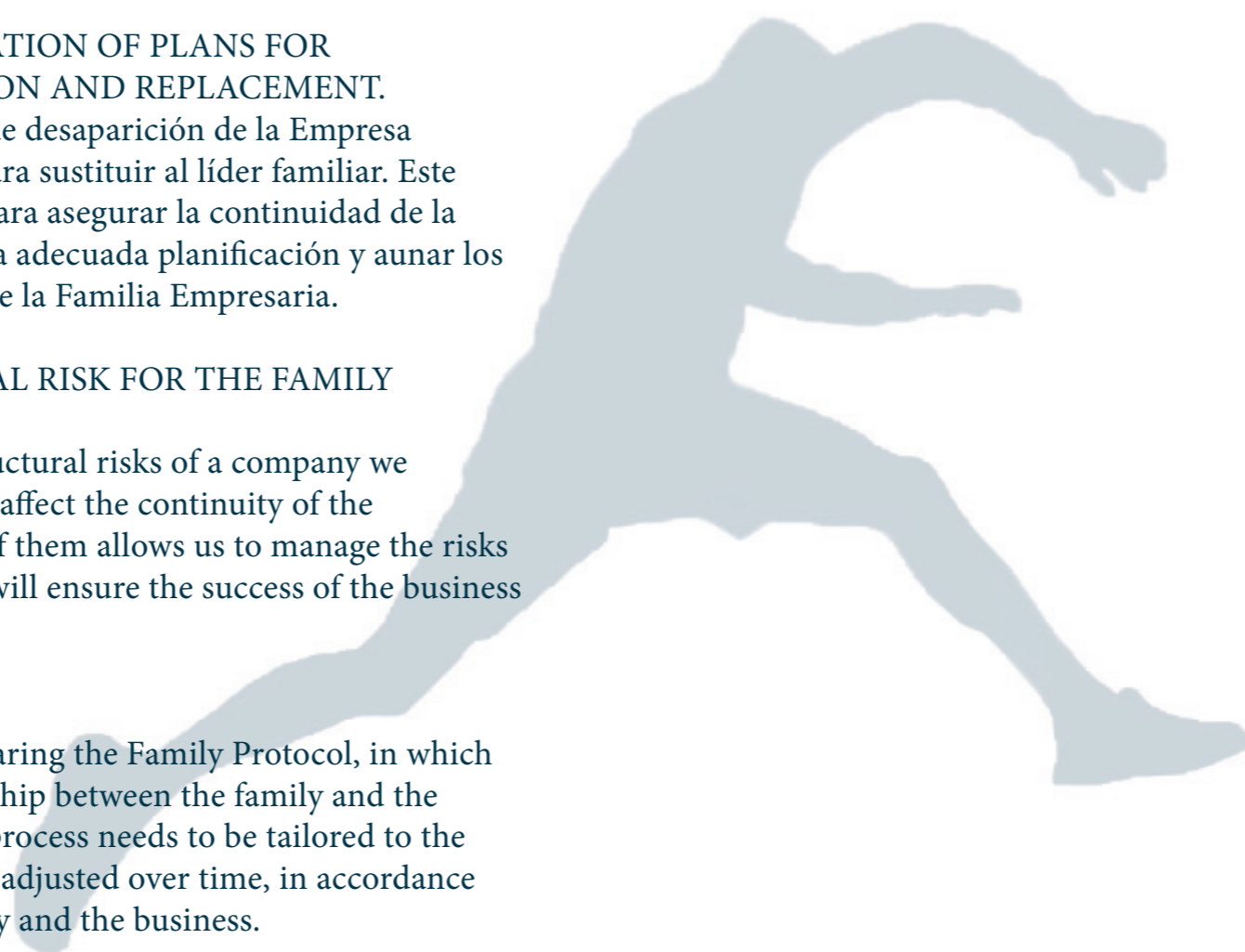
Una de las principales causas de desaparición de la Empresa Familiar son las dificultades para sustituir al líder familiar. Este proceso, que es fundamental para asegurar la continuidad de la Empresa Familiar, requiere una adecuada planificación y aunar los intereses comunes en el seno de la Familia Empresaria.

DIAGNOSIS OF STRUCTURAL RISK FOR THE FAMILY
BUSINESS.

Through assessment of the structural risks of a company we discover the factors that could affect the continuity of the family business. Being aware of them allows us to manage the risks by means of action plans that will ensure the success of the business in the long-term.

FAMILY PROTOCOL.

Support in the process of preparing the Family Protocol, in which the basic rules for the relationship between the family and the business are established. This process needs to be tailored to the needs of each family and must be adjusted over time, in accordance with the evolution of the family and the business.



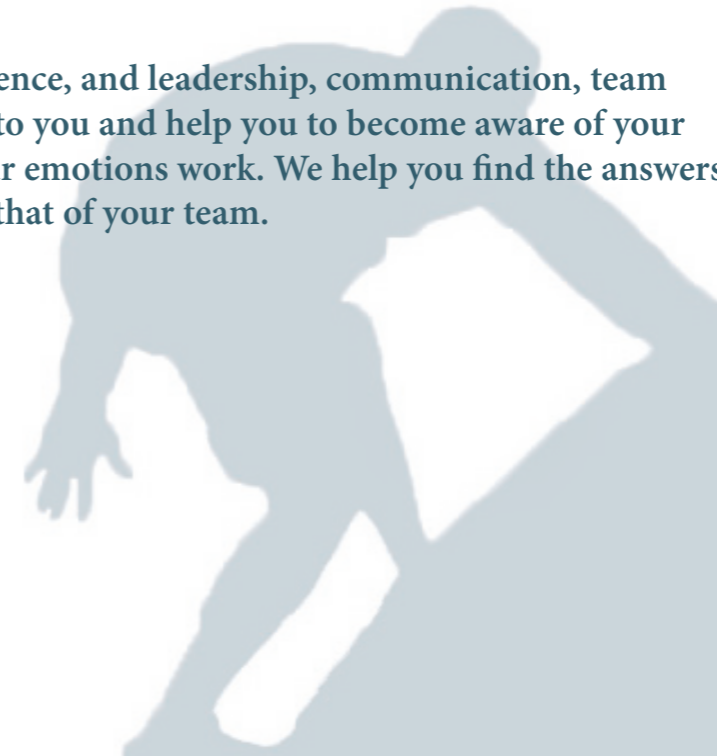
Executive Coaching

Always have an ace up your sleeve!

*“Activate your strengths.
Play to your full potential.”*

We support you in your journey towards the changes you need – improving your skills as an executive or team. We help you develop your professional career by providing you with the tools and differentiating features that will put you on the path to personal growth and professional success, increasing your profitability day by day.

We strengthen your self-confidence, and leadership, communication, team management skills... We listen to you and help you to become aware of your thought processes and how your emotions work. We help you find the answers that will boost your talent and that of your team.



We remain at your disposal and at your service,

Pla&Associats

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