



**ICP international**  
management consultants

**Company Profile**

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**GSA MOBIS Schedule:** GS-10F-0145S  
**CAGE Code:** 39SD5  
**DUNS:** 083585377  
**Tax ID:** 02-0576169  
**NAICS codes:** 541611, 541618, 541613  
**SIC codes:** 8748, 8742

**Business Size:** Minority-owned, small business



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## **What ICP International Has Delivered**

- Proven Lean & Six Sigma techniques to improve productivity, cut cycle times, and improve customer satisfaction
- Consistent, predictable results in all business areas
- Higher quality at lower costs
- Lean & Six Sigma programs tailored to clients' needs and environments
- Accelerated training and certification in Lean & Six Sigma
- More effective adult learning through extensive use of proprietary simulations
- Integrated six sigma principles in Leadership Development program, as was done by Jack Welch at General Electric



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## Executive Summary

ICP International (ICPI) is a minority-owned small business. We have a staff of experienced Lean & Six Sigma (LSS) consultants who have cross functional and cross industry knowledge. We offer the expertise and insights of a larger firm with the agility and responsiveness that only a small firm can deliver.

Our proprietary methodologies incorporate practical, client-tested tools and techniques for creating and sustaining high performance organizations. High performing organizations are Agile, Action Oriented, and Aligned.

The services we provide enable our clients to quantitatively improve the factors that drive consistent performance across the organization. We can also, through our Customer Analytics<sup>1</sup> process, validate the tangible and intangible factors that determine a successful customer experience.

We have successfully delivered benchmarking, process diagnostics, performance improvement consulting, training, and coaching services to a range of public and corporate clients. Many of our clients have been with us for many years, attesting to the quality of our services and the value that we add to their organizations. Our suite of services includes, but is not limited to, the following:

### *LSS Process Excellence & Quality Management*

Our staff has experience in every facet of LSS deployment, from coaching executives to training Master Black Belts, Black Belts and Green Belts to apply statistical rigor to solve complex problems. Our service includes Executive Facilitation and Coaching, Champions training, Belt training (from MBB to GB), and project coaching. We also run rapid improvement Kaizen events and facilitate Lean teams in VSM analyses.

### *Accelerated Black Belt*

Our accelerated Black Belt provides clients with certification in 10 days versus the 20 days required by most providers. The curriculum includes a proprietary simulation which gives participants a hands-on learning experience. The course covers all the tools and

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techniques expected of a Black Belt, with cases and examples that are tailored to the client's environment to maximize learning and retention.

### *5-day Lean Green Belt*

Our comprehensive Lean Green Belt combines the statistical rigor of six sigma with Lean management principles. The course includes a proprietary simulation which creates an active learning experience. Participants who successfully complete the course acquire a body of knowledge which exceeds the requirements of ASQ's green belt offering.

Current and former clients include Citibank, National Council of Architectural Registration Board, National Board of Medical Examiners, Government Printing Office, BearingPoint Inc., Goldman Sachs, Caterpillar, Pfizer, Merrill Lynch, Coca Cola, Ingram Micro, Vanguard, and PricewaterhouseCoopers.

### *Strategic Planning*

We have helped a number of clients to clearly define organizational objectives and strategy. Our approach starts with helping the client to clearly define a few macro-level objectives, based on the organization's core competencies, internal and external constraints, and competitive dynamics. Without clearly defined and measureable objectives, strategic planning becomes muddled and creates conflicting priorities for employees. For each strategic objective, we work with our client to establish a timeline for achieving interim milestones. We then create very specific plans for achieving milestones. These plans are then further broken down and assigned to operating managers. Managers and supervisors can then be held accountable for carrying out specific action plans according to the established timeline. The clarity of a few objectives, along with specific action plans, clarifies priorities for the entire organization. Our approach also facilitates the ongoing *measurement* of progress toward the objective and enables course adjustments. With our approach, strategic plans become dynamic blueprints for action. Our emphasis on measurement ensures that the organization's focus is always on the macro-level objective.

### *Systems Requirements Planning & Design*

ICP International creates detailed systems designs to maximize process efficiency and deliver end-customer value. The designs create a detailed blueprint of all process flows, enabling clients who develop their own applications to leverage technology to support



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their key business processes. For clients using off-the-shelf systems, our requirements design ensures that the systems are optimized to enable key business processes rather than having to change processes and business rules to adapt to the system. Our systems requirements definitions include:

- Detailed process flows – to ensure processes are optimized and enabled by systems
- Use cases and scenarios – outlining all possible uses by different users
- IDEF diagrams – to enable software engineers to follow the logic of the design
- Data flows – to ensure information flows between and among users are complete, relevant, and optimized
- Activity diagrams – providing a different view of how the system will be used
- Class diagrams – providing detailed flows of each class of user
- Sequence diagrams – providing temporal flows of key activities

### *Program and Project Management*

ICP International has the expertise and the experience to manage projects as well as large-scale programs. Our experts are PMI-certified and have experience in both managing projects as well as preparing clients for PMI certification. The support we provide to clients includes, but is not limited to:

- Establishment of PMO
- Creation of executive steering committee
- Definition of roles and responsibilities
- Creation of mechanisms for defining and tracking key program and project-level deliverables
- Developing communications strategy
- Crafting and delivering effective communications

### *Process Improvement*

A structured approach to process improvement is an important precursor for organizations considering the adoption of more rigorous operations strategies such as Lean Six Sigma. ICP International provides process improvement consulting and training to help organizations embed important concepts of process, metrics, customer focus, and quality. We are flexible in our approach, working either with client teams or leveraging our own process experts to map and measure key business processes. We



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then work with client implementation teams to harvest the benefits of improved processes.

For those organizations that wish to create their own process improvement capability, we use proprietary training materials and process simulations. Simulation, inasmuch as it approximates situations which participants face daily, is far more effective in translating theory to practice. Participants are more engaged because they are *working* and *solving* problems.

### *Customer Analytics™*

ICPI helps companies enhance their competitive posture and improve productivity by sharpening their focus. We work with clients to turn information into *insight* – insight that can quickly create alignment between a business strategy and the processes and systems that support it.

Through our structured Customer Analytics™ methodology, we deliver insight about your customers' satisfaction and loyalty, assess how closely your business strategy, processes and systems reflect – and leverage – that insight, and create a specific roadmap for closing performance gaps.

### *Organizational & Culture Change*

Many organizations are increasingly challenged by the threats posed by globalization, tight credit markets, and economic uncertainty. Transformation for such organizations is not an option but a necessity. All organizations members must understand these realities and adopt new behaviors to confront them.

ICPI helps these organizations through a multi-pronged approach, which includes:

- ✚ Change Preparedness Diagnosis
- ✚ Executive Action Planning
- ✚ Establishment of Performance Baselines
- ✚ Development and Tracking of Critical Success Metrics
- ✚ Communications Strategy



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### *Other Solutions*

#### Benchmarking

ICPI associates will design and implement competitive benchmarking and best practices research studies. These studies are used to validate or improve organizational performance and competitiveness. In the area of compensation, for example, these studies form the basis for determining salary and compensation structures. The studies shed light on analogs within the industry as well as across industries. Managerial positions, for example, can be compared with analogs across industries and within industry to validate competitiveness. Our studies are quantitative, allowing clients to make more informed decisions about how to improve organizational performance and alignment.

#### Process Management Systems

- Are customer-facing processes documented and clearly understood?
- Is process performance measured regularly?
- Are customer requirements understood and integrated into process improvement efforts?

ICPI will collaborate with your employees to map and measure process performance of *Core* and *Enabling* processes. Leveraging our expertise in process analysis and Six Sigma techniques, we will work with process improvement teams to remove waste and rework from key processes, thereby improving performance and quality while reducing cost.

#### Employee Engagement

- Do your employees understand the organization's mission and vision?
- Are morale and productivity low?
- Does your organization's culture create a shared sense of purpose or are employees just going through the motions?



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Through a proprietary diagnostic instrument, ICPI can identify the key motivation and productivity drivers to unleash the potential of your people. Based on a comprehensive diagnostic, we will unearth the key drivers of employee satisfaction. We will then work with your organization to design and implement systems for employee evaluation, recognition, and retention.



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## Summary of Client Experiences

### Government Printing Office

#### **Customized Lean Six Sigma Training & Coaching**

Designed and delivered a customized LSS course for project teams. We designed a curriculum that was tailored to GPO's unique needs. The team compositions varied from plant floor personnel to managers. We successfully delivered complex statistical materials to this diverse group.

#### **Customized Simulation for Leadership Development Program**

We created a 3-day customized workshop for GPO's Leadership Development Program. Participants learned the fundamentals of Business Process Management (BPM) through a highly-interactive hand-on simulation. Following the training, we coached each of the leaders through their respective projects, applying elements of the LSS methodology.

#### **1-day Process Improvement Workshop**

We designed and delivered a 1-day workshop for GPO's plant apprentice development program. Participants learned the fundamentals of process improvement. The course provided them with practical tools and techniques that can apply in everyday work settings.

**Microsoft** – ICP International was engaged by BearingPoint as subject matter experts to design and deliver a process improvement methodology for Microsoft sales teams in Spain and Brazil. We developed the curriculum, created the materials and cases, and delivered the course in Spanish to Microsoft sales executives in Spain and Brazil. The objective of the training was to embed Six Sigma data and process discipline in the sales process.

**PwC** – ICP International worked with the head of PwC's Connected Thinking for Excellence (CTE) program, providing a variety of solutions including Six Sigma training and coaching, customer analysis, and Knowledge Management.

**Merrill Lynch (ML)** – ICP International provided subject matter expertise in the design, development, and delivery of a DFSS/DMAIC program for the Global Markets &



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Investment Banking division of the firm. BearingPoint had the relationship with ML and provided program management support. ICP International designed and delivered Champions training, Project Selection workshops, Black Belt training and coaching, and Green Belt training to ML managers in New York and London.

**Pfizer** – Gerard Sequeira, the president of ICP International, has delivered a range of solutions to this global pharmaceutical leader.

**Consulting** – we worked with the country head of Mexico, Jorge Bracero, to create and deliver a number of Customer Orientation workshops for key managers and supervisors. The objective of the workshops was to change the culture and create alignment between process, people, and strategic objectives.

**Training** – we trained a number of employees in production operations, laboratory, and testing areas on the application of LSS in the pharmaceutical industry. The training included DOE, ANOVA, and other advanced analytical techniques for data analysis. The corporate leader for this program was Angelica Wong [angelica.wong@pfizer.com](mailto:angelica.wong@pfizer.com)

**Coaching** – we coached a number of LSS project teams across South America and the U.S. Our support resulted in dramatic reductions in cycle times, defects, and production costs. This effort was also led by Angelica Wong, Leader of the Right First Time initiative for the Americas.

**BearingPoint, Inc.** – ICP International created a *Lean Green Belt Certification* program for BearingPoint's consultants. The curriculum expands on ASQ's body of knowledge and includes statistical techniques of particular relevance to management consultants. In addition, the course includes an *interactive simulation* that provides hands-on learning of key Lean and DMAIC concepts, dramatically enhancing the learning experience of participants. The client contact is Stephanie Easton [stephanie.easton@bearingpoint.com](mailto:stephanie.easton@bearingpoint.com)

ICP International also created a *10-day Black Belt Certification program* for BearingPoint consultants in Germany. This course was delivered in 3 installments, accommodating the challenging schedules of management consultants. In addition to the industry-standard Black Belt body of knowledge, the course was taught around a proprietary hands-on simulation. Simulation is empirically proven to dramatically increase adult learning and retention. The client contact was Anke Riesner, [anke.riesner@bearingpoint.com](mailto:anke.riesner@bearingpoint.com)



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**Goldman Sachs, Inc (GS).** ICP International has provided subject matter expertise to GS on curriculum design, training delivery, and coaching since the inception of GS's Quality Management Program in 2004. The projects have produced millions in savings from improved quality and defect reduction. This support is provided under subcontract to BearingPoint, which has the relationship with GS and provides Program Management support. GS policy prohibits employees from providing any references for consultants. Validation of this work can be provided by Laurie McKee, [lmckee@Jefferies.com](mailto:lmckee@Jefferies.com) formerly Senior Manager of BearingPoint, or Myra Woods [myra.woods@bearingpoint.com](mailto:myra.woods@bearingpoint.com) currently Senior Manager of BearingPoint.

**Caterpillar Inc.** – ICP International provided training and coaching support to Caterpillar's entire supply chain in South America from the inception of its LSS program in 2000 until 2007. The program is now self-sustaining and ICP International provides occasional support to Caterpillar customers and dealers in South America. Our support included training and coaching Champions, Master Black Belts, and Black Belts at Caterpillar plants, independent dealerships, and customer businesses. We have trained and coached more than 500 Master Black Belts and Black Belts in the U.S., Mexico, and South America. The projects we have coached include:

- Improving utilization of steel, which resulted in first year savings of more than \$1million
- A lean project which resulted in the removal of several leased fork lifts
- Increasing recovery of damage claims from 10% to nearly 50% on rental equipment

**Triple Canopy** – We worked with this security company to develop a quality assurance plan. Our support included documentation of processes, identification of risks, and a risk mitigation plan. We produced a draft Quality Assurance Plan which included key performance metrics, process documentation, and the risk mitigation plan. The key client contact is Scott Wilson, the VP for Human Resources [scott.wilson@triplecanopy.com](mailto:scott.wilson@triplecanopy.com)

**Waste Management** – we improved this company's call center operations, emphasizing talk time reduction, reduced after-call work through new processes and procedures, and a different call triage system. This work was completed in 2004. Our client contact at the time was [jim.meno@wm.com](mailto:jim.meno@wm.com)

**Citibank** – we trained a dozen of Citibank's internal consultants on applying advanced problem-solving techniques to typical business problems facing their internal clients. Our



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curriculum included a simulation, the DMAIC framework, Lean Office, and fundamentals of process analysis. Our client contact, Sema Tekinay, is no longer with Citibank.

## Corporate References

Customer	POC	Phone	Email
Jefferies & Company Inc.	Laurie McKee VP – Project Mgmt	(212) 336-7085	<a href="mailto:LMcKee@Jefferies.com">LMcKee@Jefferies.com</a>
BearingPoint, Inc.	Bill Rossello SVP – Public Sector	(703) 747-4148	<a href="mailto:William.rossello@bearingpoint.com">William.rossello@bearingpoint.com</a>
National Council of Architectural Registration Boards	Ms. Mary DeSousa Vice President	(202) 879-0552	<a href="mailto:MdeSousa@ncarb.org">MdeSousa@ncarb.org</a>
National Board of Medical Examiners	Barbara Davidson	(215) 732-1513	<a href="mailto:barbidavid@aol.com">barbidavid@aol.com</a>
BearingPoint Inc.	Myra Woods	(212) 896-2339	<a href="mailto:myra.woods@bearingpoint.com">myra.woods@bearingpoint.com</a>
Government Printing Office	Larry Blevins	(202) 512-1054	<a href="mailto:lblevins@gpo.gov">lblevins@gpo.gov</a>