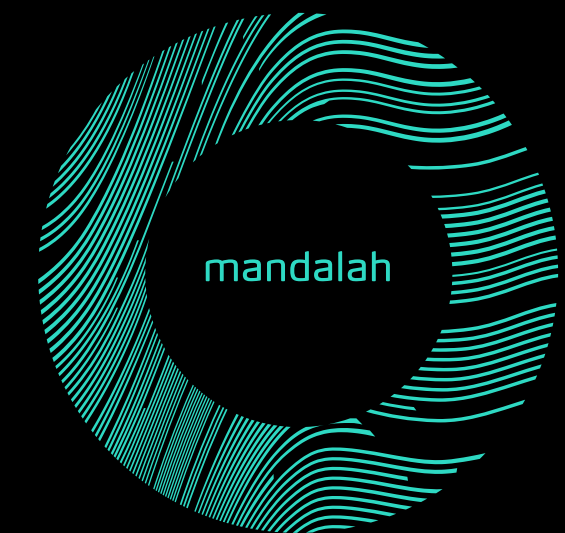


a response to ● current time(s)

Our purpose _____ *until the end.*

JANUARY 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018 2019 2020 2021 2022 2023 **2024** 2025 2026 20



BRA • MEX • USA • GER





/ art by Sanctuary Niseko

History shows us that true leadership will not come from those who benefit from the system remaining unchanged. True leadership will come from those who have everything to lose, but also, everything to gain.

Clover Hogan

Founder, Force of Nature

TABLE OF CONTENTS

Where Have We Got To

01



/ illustration by Oska

Our Essence

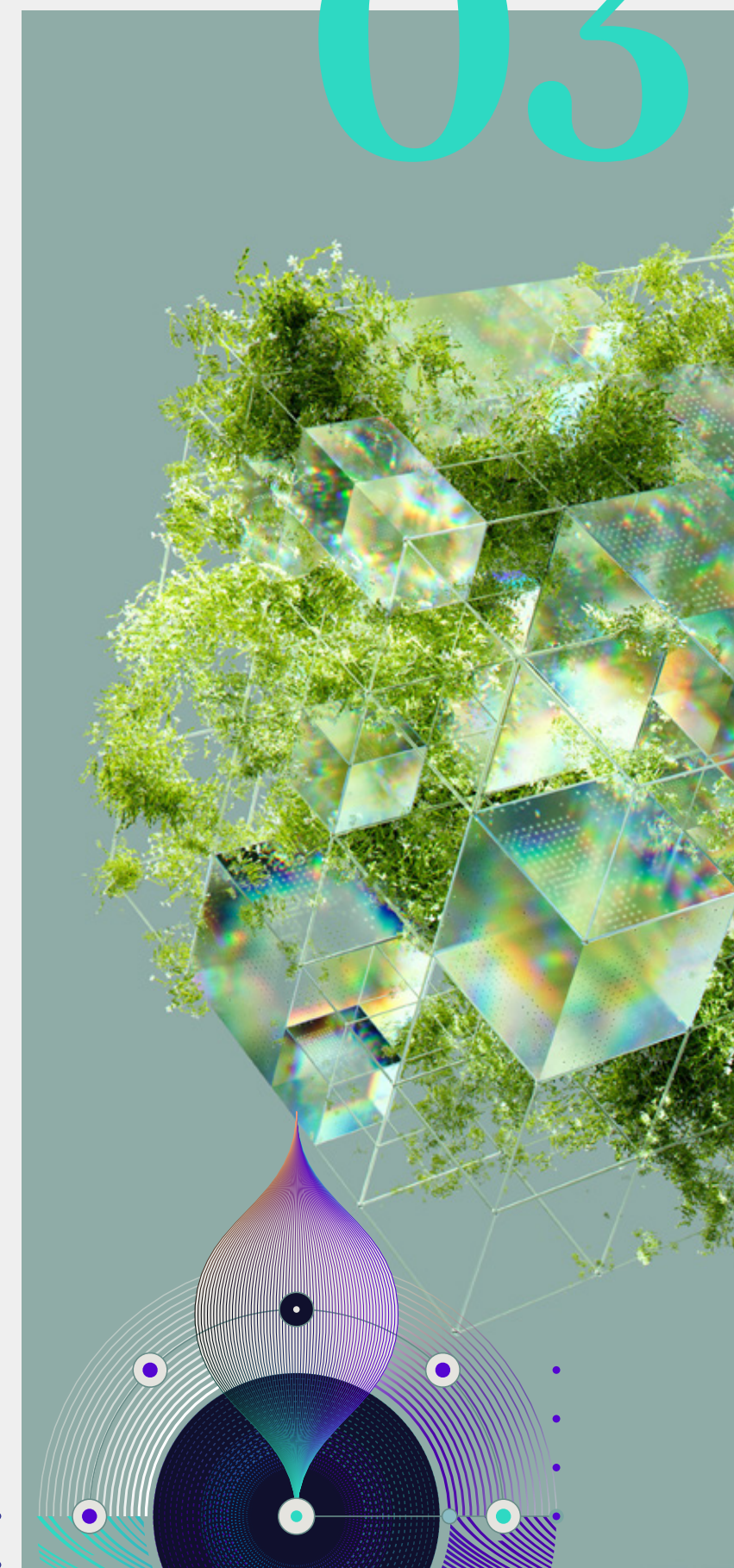
02



/ illustration by Marcella Peluffo

Conscious Innovation

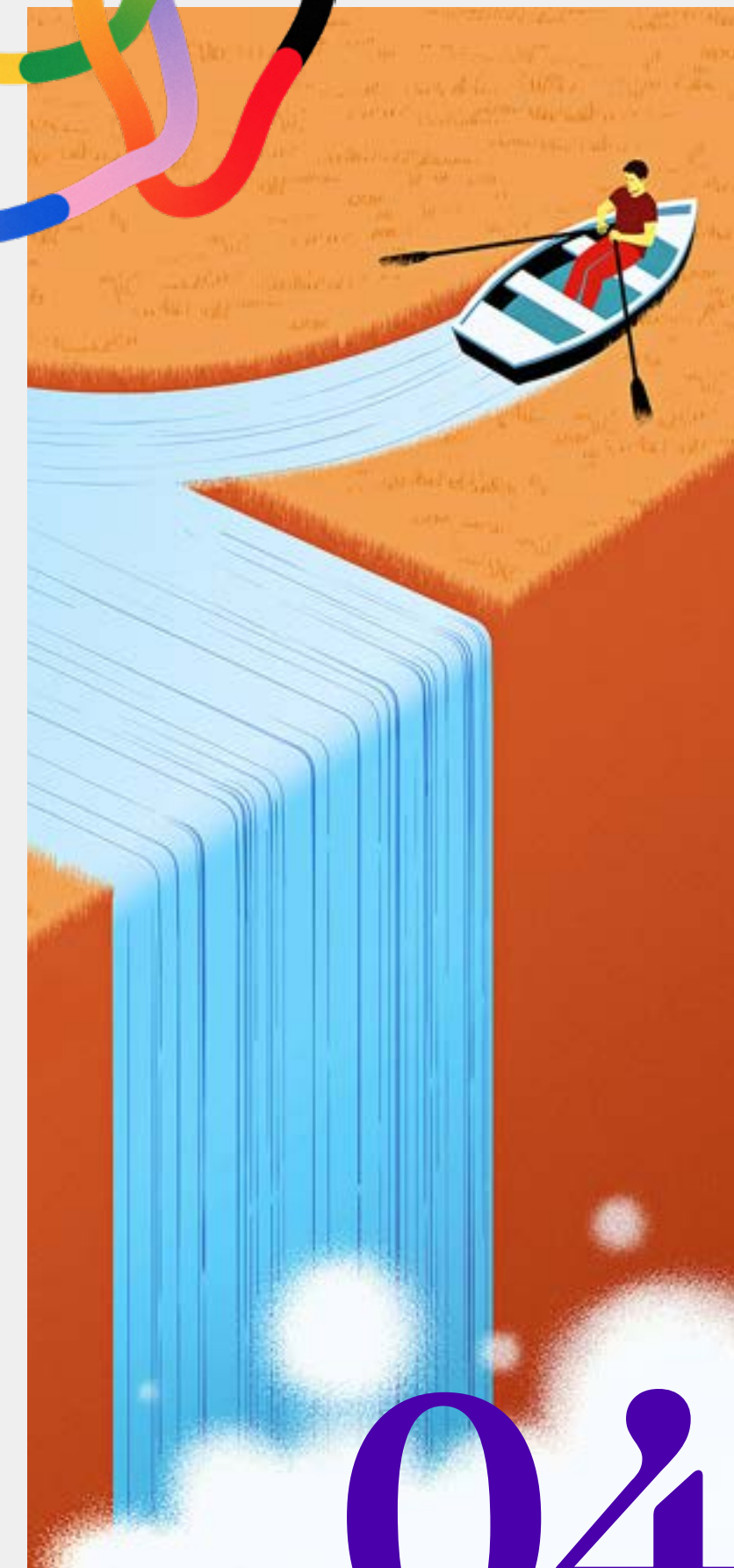
03



/ image by Google DeepMind

Traits that Define Us

04



/ illustration by Joey Guidone

Lessons Learned

05



/ painting by Eric Haacht

Time is yelling



The transition from the Holocene to the Anthropocene epoch demands that we be more vigilant and more active.

The disruptive impact of human activity on the dynamic equilibrium of natural systems continues to worsen.

The clock is melting, and yet this is not in reference to one of Dali's surrealist paintings.

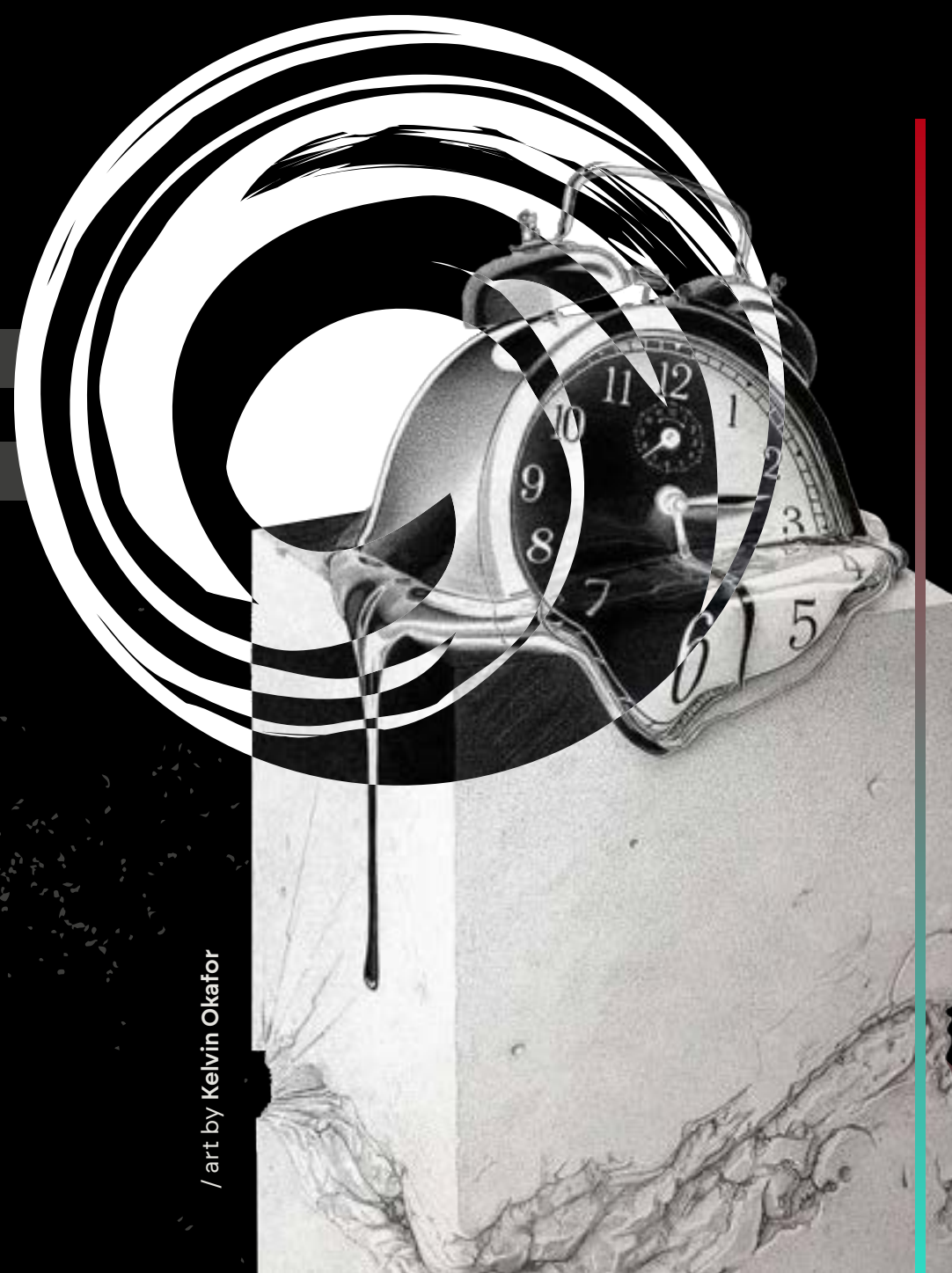


Against this backdrop of dramatic transformations and rising pressures in society, the planet and the markets, **Mandalah turns 17 years old.**

We are launching this publication about **our purpose**, both to mark this milestone and to reaffirm our vision and commitment to the present and the future.

It is meant to bring together those who relate to the perspective and work of Mandalah, nourishing our relationships with our teams, clients and partners.

Enjoy the read!

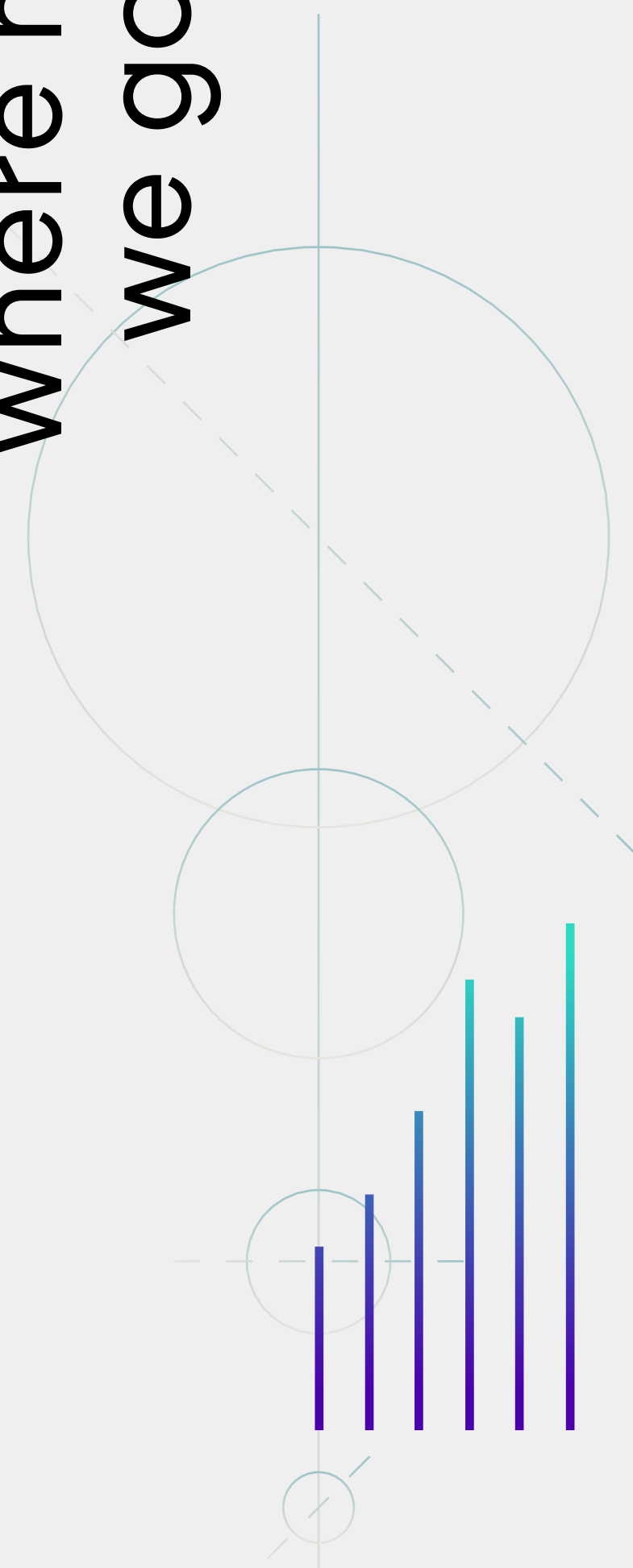
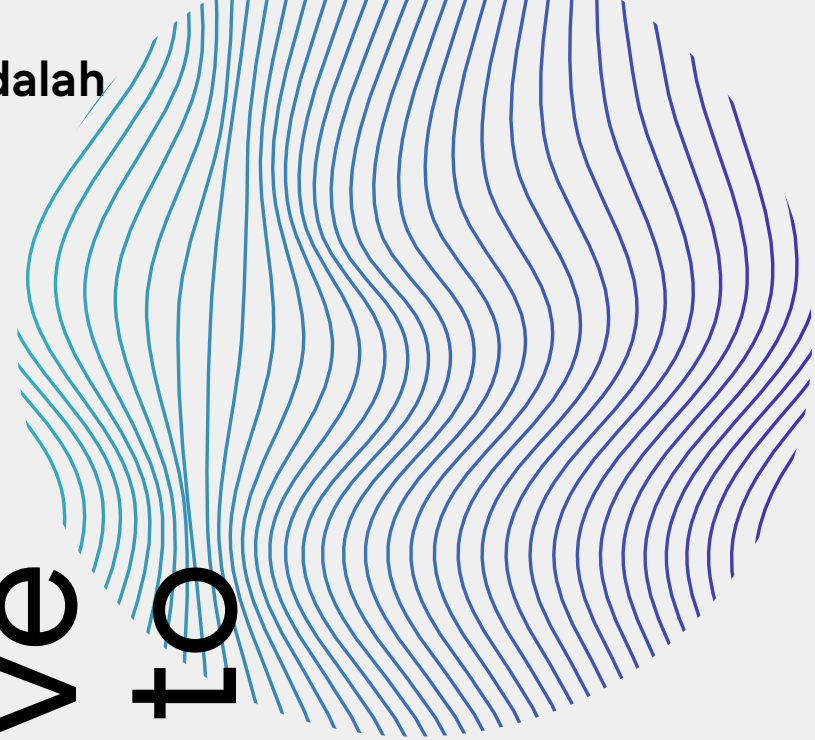


/art by Kelvin Okafor

/ photography by Alexandra Hootnick



where have we got to

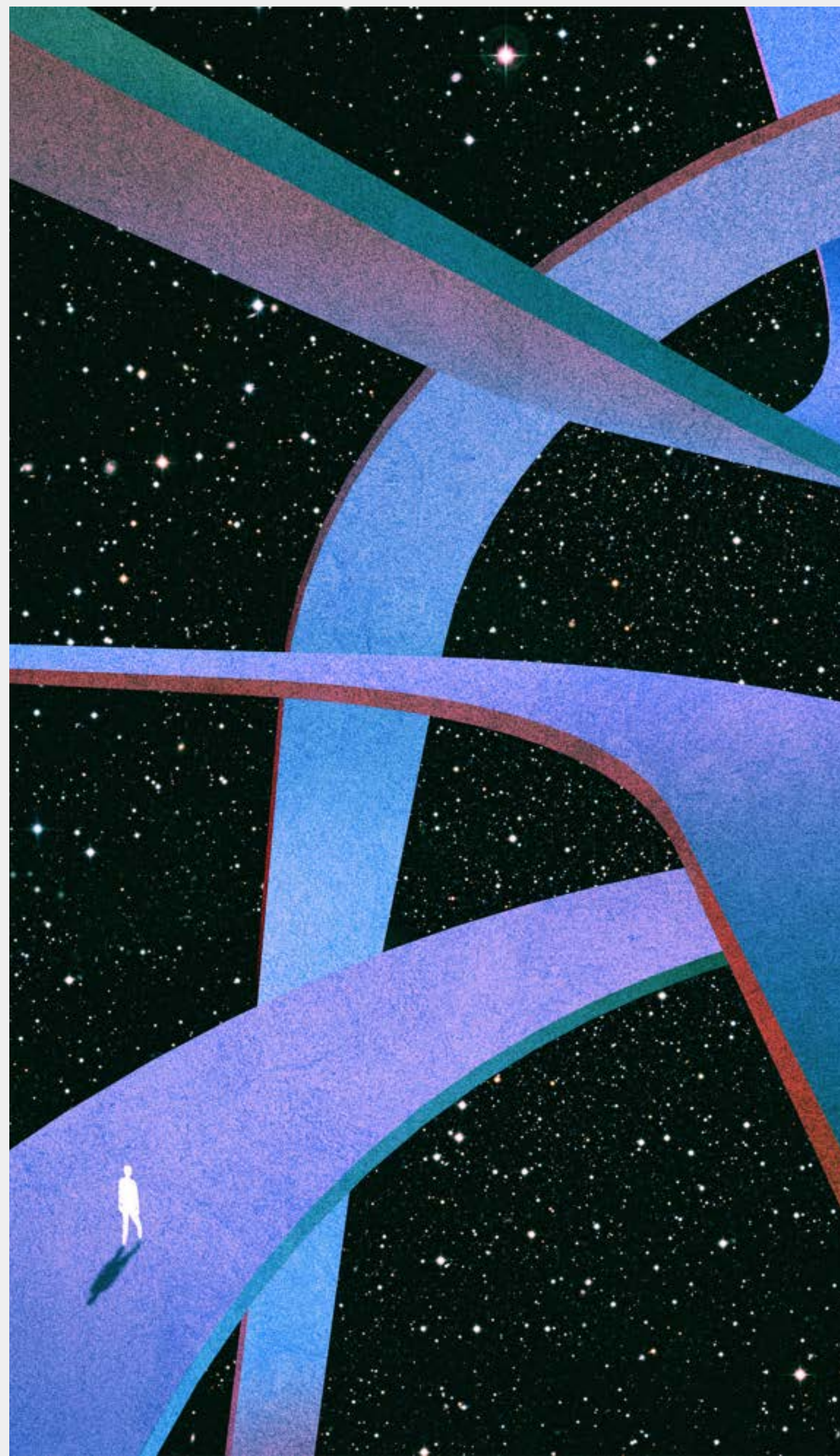


Our pioneering consultancy in **Conscious Innovation**, bringing a sense of purpose into the heart of our work, has made us voracious learners.

The existential (not just financial) crisis of 2008 launched a new era: business realized that something had to change yesterday, but did not quite know what to change or how to change it.

We learned a lot about the impact of organizations on the world. We saw a plethora of concepts, acronyms and frameworks emerge. Some have survived, while others have fallen away.

/ illustration by Oska



/ art by Matthieu Bourel

All along, we have remained on the front line of this battle for Good, blazing trails and helping our clients to find and live their purpose.

Today, as a mature business, we understand that our function goes well beyond provoking dialogue and awakening the corporate conscience.



The gravity of our times demands that we face up to and address the challenges we face with the seriousness and depth that they demand.

Save the world?

This is not our job.
In fact, we don't believe in this.

We took too long to (re)act and now the science is irrefutable: some degree of collapse is irreversible, because the demands of our way of life significantly exceed the Earth's capacity to sustain them.

Six of the nine systems that have supported life on this planet for the last ten thousand years have already been pushed beyond their limits. Meanwhile, we see growing inequality, melting glaciers, rising sea levels, forests burning, biodiversity disappearing, and pandemics emerging.



Businesses are no longer able to change the destiny of our species, but there is a new society that can be made ready for what is to come.

In other words, there is no point in throwing in the towel. There are things we can do, not to return to the way things once were, but to adapt ourselves and generate resilience for the future, and to improve the conditions of life for future generations.

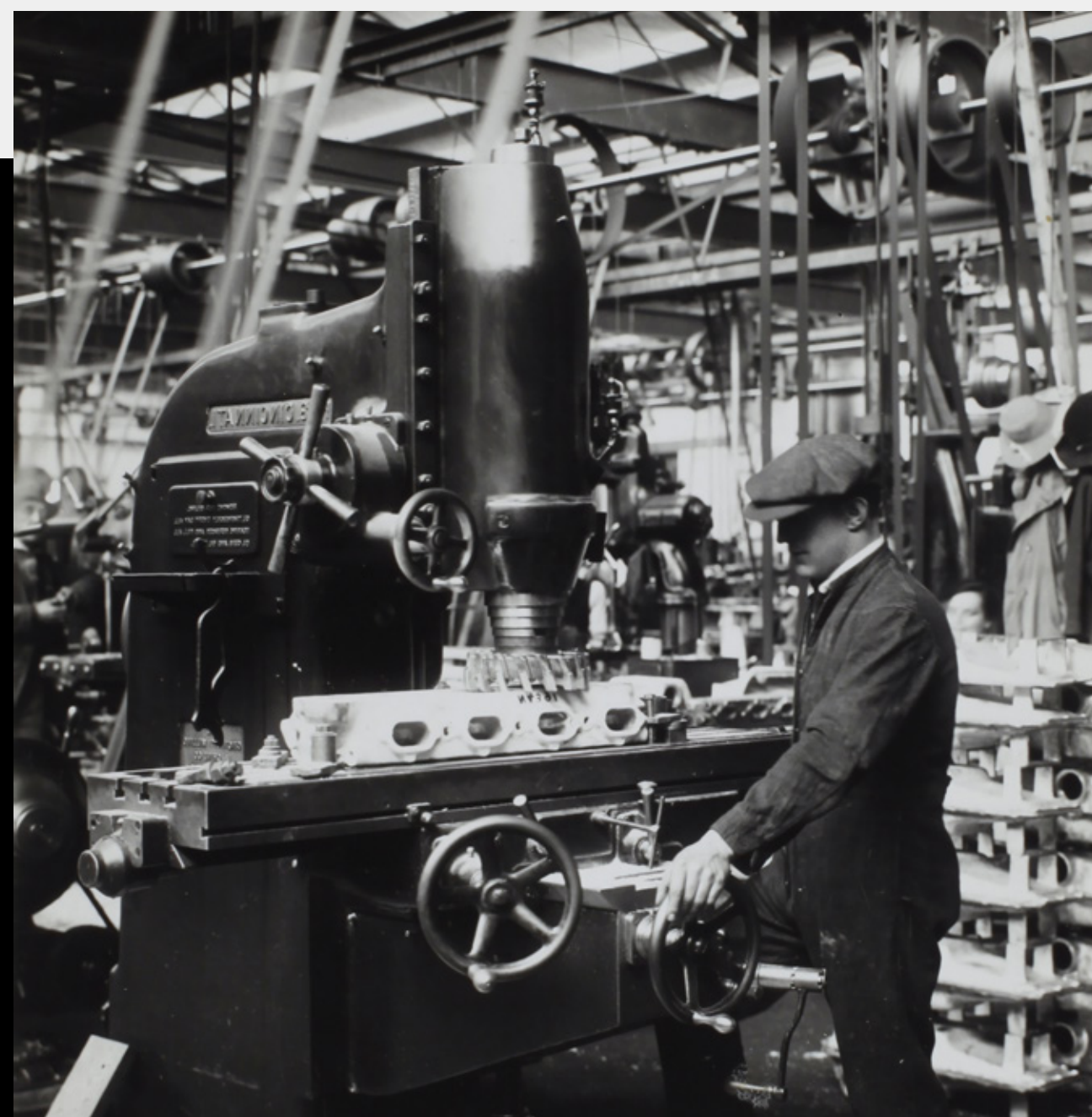
It's less about the illusion of reparations, and more about the reality of having to prepare for contingencies. We are thinking way ahead, with our feet firmly planted on the ground.



/ photography by Natalya Letunova

~~Human-centric~~ Bio-centric

During the last ten thousand years, during the period commonly known as the Holocene, we were blessed with stable median temperatures that created the ideal conditions for the flourishing of all of the civilisations in human history.



However, with the Industrial Revolution and the unbridled growth and development paradigms that have prevailed since, humanity began to have significant negative impacts on the physical characteristics of the Earth, to the extent that elements of the scientific community have hailed the start of a new epoch of our geological history, the Anthropocene.

By accommodating the supremacy of humans, exploiting their potential at any cost, we ended up neglecting all other forms of life with which we coexist, besides, of course, the very natural systems on which we depend to survive.

Blinkered, and disconnected from the ecosystems around us, we appear to assume that healthy life can inhabit a sick planet. Bit by bit, the cost of this neglect is hitting home.
Today we are confronted with our own self-sabotage, and the need to reinvent ourselves simply to survive.



/ illustration by Scott Laserow

/ photography by Aamir Dukanwala

It's time for our species to come down off its pedestal, (re)discover its place and (re)learn how to inhabit this planet, respecting and preserving all forms of life.



/ photography by Jose Murillo

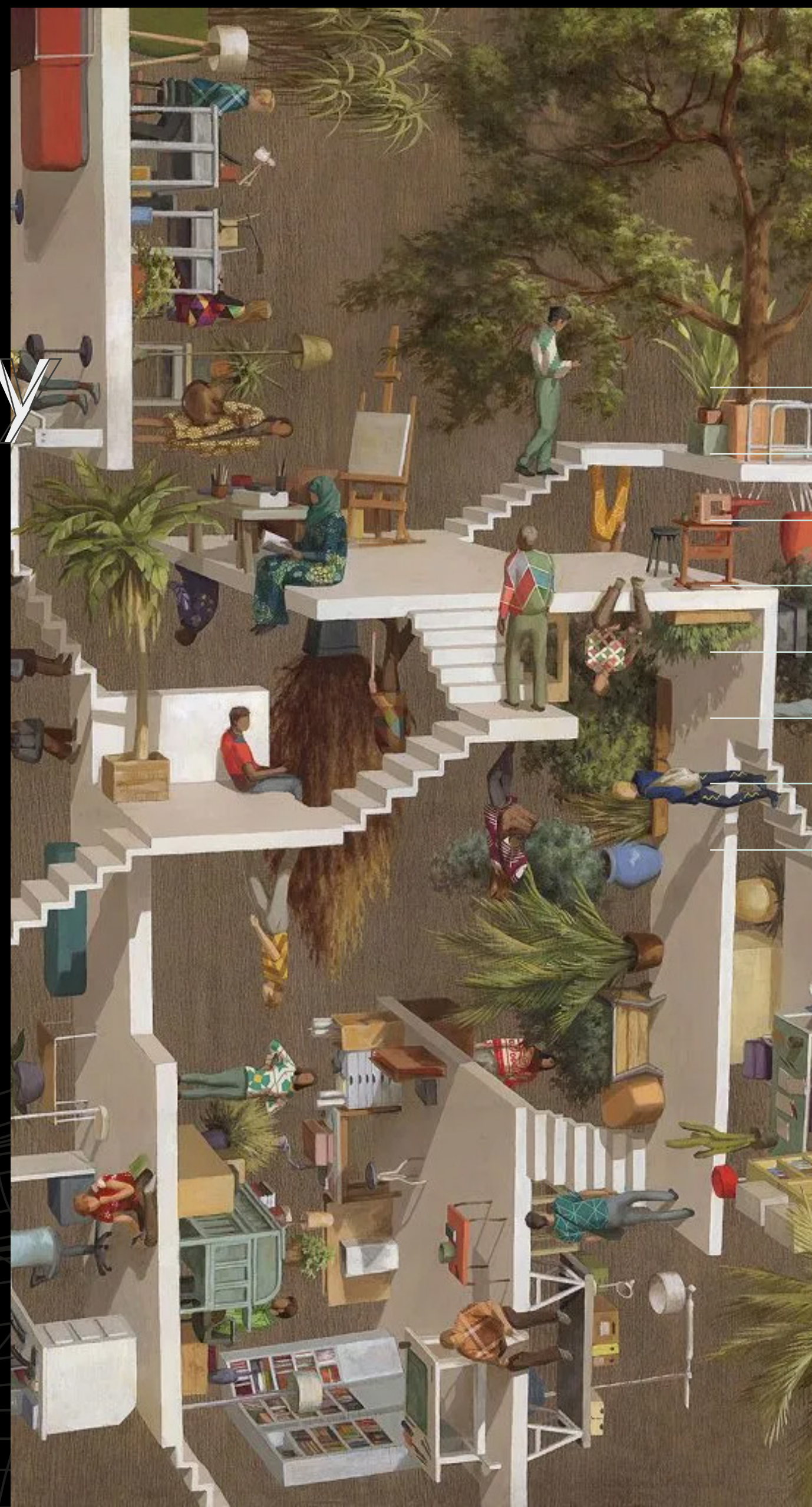
Accepting and embracing complexity

It is definitely not easy.

There is a patchwork of visions, concepts and terminology in circulation, and we need to embrace the complexity of all of this in order to be able to direct a truly rigorous debate and define steps capable of generating a continual evolutionary movement.

We learned over time that while it is important to focus on the parts, it is much more important to focus on the relationships between them.

/ painting by Cinta Vidal



ESG and regeneration, for instance, are not substitutes for sustainability, as many believe.

Sustainability continues to be the ultimate objective to be reached: the capacity to equitably meet the needs of both present and future generations, without exceeding the Earth's carrying capacity,

thereby avoiding the tipping points of the systems that sustain Life, after which we run the risk of unleashing non-linear and unpredictable, irreversible and catastrophic changes.

Around the notion of sustainability, new layers and elements were gradually added to this agenda, each one with its nuances and functions:

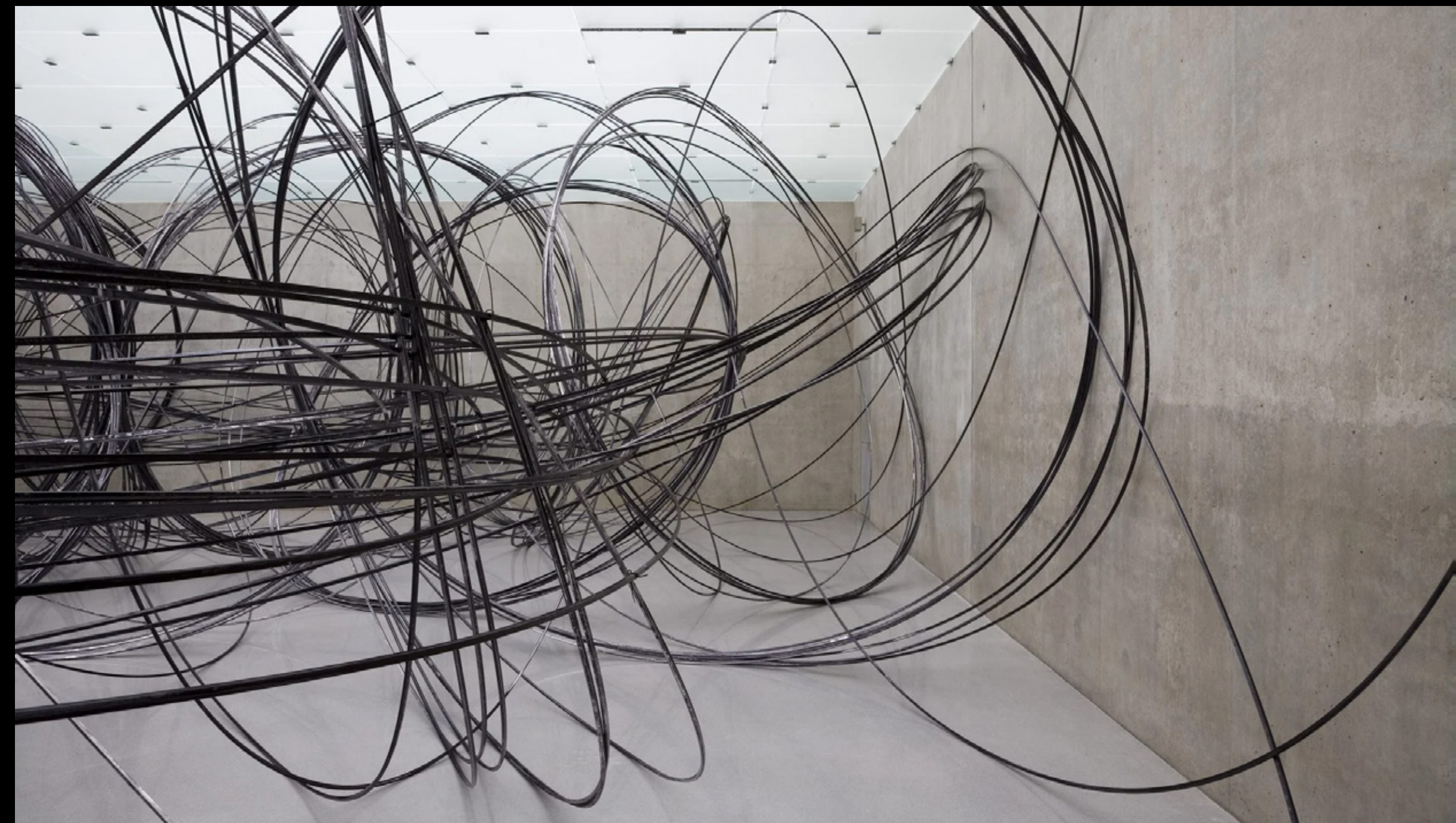
Interconnected principles, like Regeneration, Biomimicry, Circularity and Degrowth, all identify routes towards sustainability.

Frameworks such as ESG (a global standard for companies to report and disclose their performance in Environmental, Social, and Governance aspects), Kate Raworth's doughnut (with its 12 social foundations and 9 planetary boundaries) and the materiality matrix itself (for impact analysis and prioritization).

/ photography by Yousef Espanioly



/ sculpture by Antony Gormley



Part of our work is to navigate this chaos and encourage a fundamentally systemic (rather than fragmented or siloed) way of confronting the challenges before us.

FROM *Incrementalism* TO *Context-based Materiality*

/ photography by Freepik

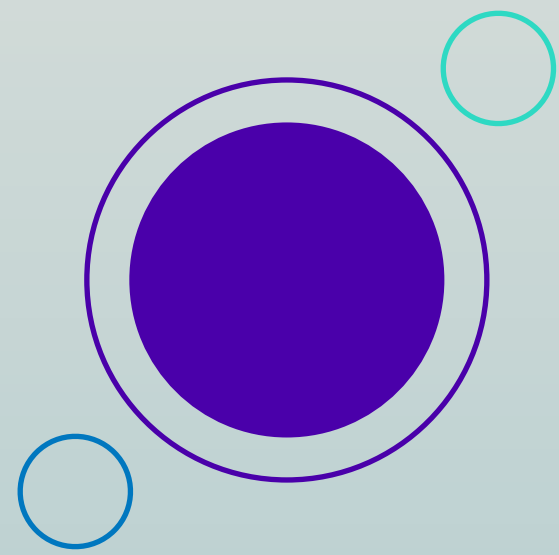
Most corporate sustainability assessments sadly fail to consider context in evaluating the performance of its indicators. This means that objectives and targets tend to exist in a vacuum, without any link to planetary boundaries or social foundations.

This is currently the biggest blind spot in the realm of sustainability.



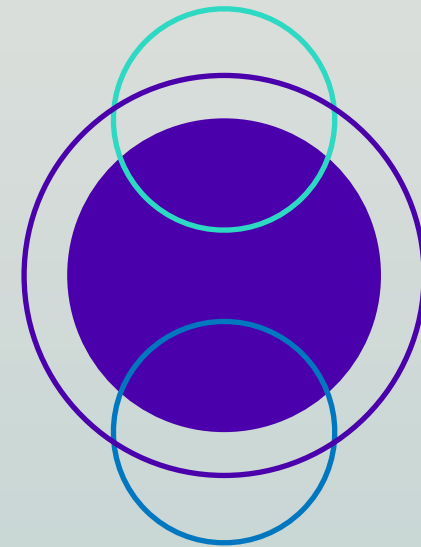
At Mandalah, we are committed to helping our clients to access this new paradigm based on context, to fulfill their potential and meet their obligations. It's not about doing the bare minimum. It's not about celebrating the achievement of incremental and irrelevant targets. It's about being humble enough to look for genuine ways of focusing on changes that the world is calling for (and needs).

FROM *Incrementalism* TO *Context-based Materiality*



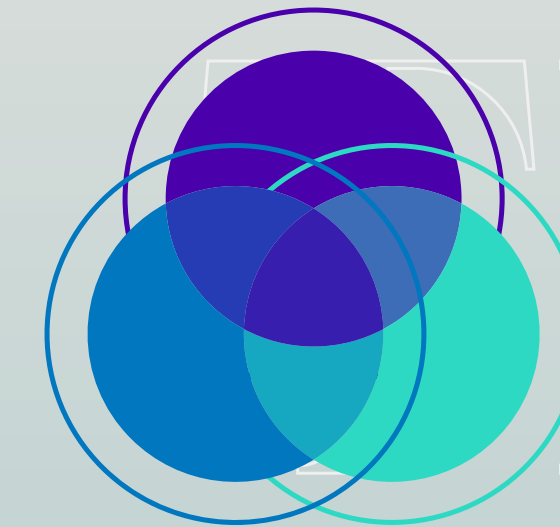
SINGLE

Single Materiality looks “outside in”, evaluating and managing the risks of social and environmental pressures on the financial performance of a business.



DOUBLE

Double Materiality adds the perspective of “inside out”, which considers the impact of a business’s activities on the relevant social and environmental systems. However, this is done in absolute terms, rather than by reference to specific planetary boundaries and social foundations. In other words, it is a self-centered and incremental means of framing objectives and targets, which fails to speak to the wider context.



TRIPLE (CONTEXT-BASED)

Finally, **Context-based Materiality, or Triple Materiality**, emerges as an approach that is compatible with real sustainability, by seeking to guarantee that a business’s negative impacts and its commitments and solutions are defined by reference to planetary boundaries and social foundations. Only in this way is it possible to assess if what a business is doing or failing to do is enough to really contribute to the improvement of social and environmental outcomes. Without these parameters, any evaluation becomes subjective and arbitrary.



/art by Dulk



-PUR
PO-
-SE

Reinforces our sense of urgency in the face of planetary boundaries and social foundations which are constantly threatened or already surpassed, and also in the face of often anemic organizational cultures and worn out or mentally ill leadership. Acceleration for us means addressing blind spots, provoking necessary discomfort (though always with empathy), promoting tactical approaches, working in an agile and efficient way, and being “acupunctural” in what we do.

TO ACCELERATE CHANGE WHERE IT IS MOST NEEDED.

One day, we would like to finally see the consolidation of an ambitious, daring and brave paradigm to integrate financial results with existential variables, not only for businesses but also for society and the planet. We want a world that is less profit-centric and more bio-centric.

We need to recognise the dark side of the private sector. Hyperproduction, hyperconsumerism, the toxicity of advertising, the negative impacts on the environment, exploitative labor conditions – many of these evils are the product of a system that has been sick for decades, and that we believe can be redesigned based on new visions of the world, new mindsets, and new behaviors. To make this transition together with businesses is our choice and our contribution.

/ illustration by Marcella Peluffo



01

PRINCIPLES

It is a basic truth that you can generate value without sacrificing values.

An achievement which is to the detriment of something or someone is an illusion. It doesn't have to be this way. Paradigms of success have been distorted for a long time: workaholism being mistaken for passion; billionaires being idolized for accumulating riches; planned obsolescence portrayed as necessity. **You don't have to subtract in order to add.**

02

Dialogue is the key to our evolution.

Yes, dialogue is still the most revolutionary technology ever invented. In times of war, polarization, and antagonism, dialogue is our only chance to rediscover how to coexist and how to identify as human beings, celebrating what we share in common and focusing less on our differences.

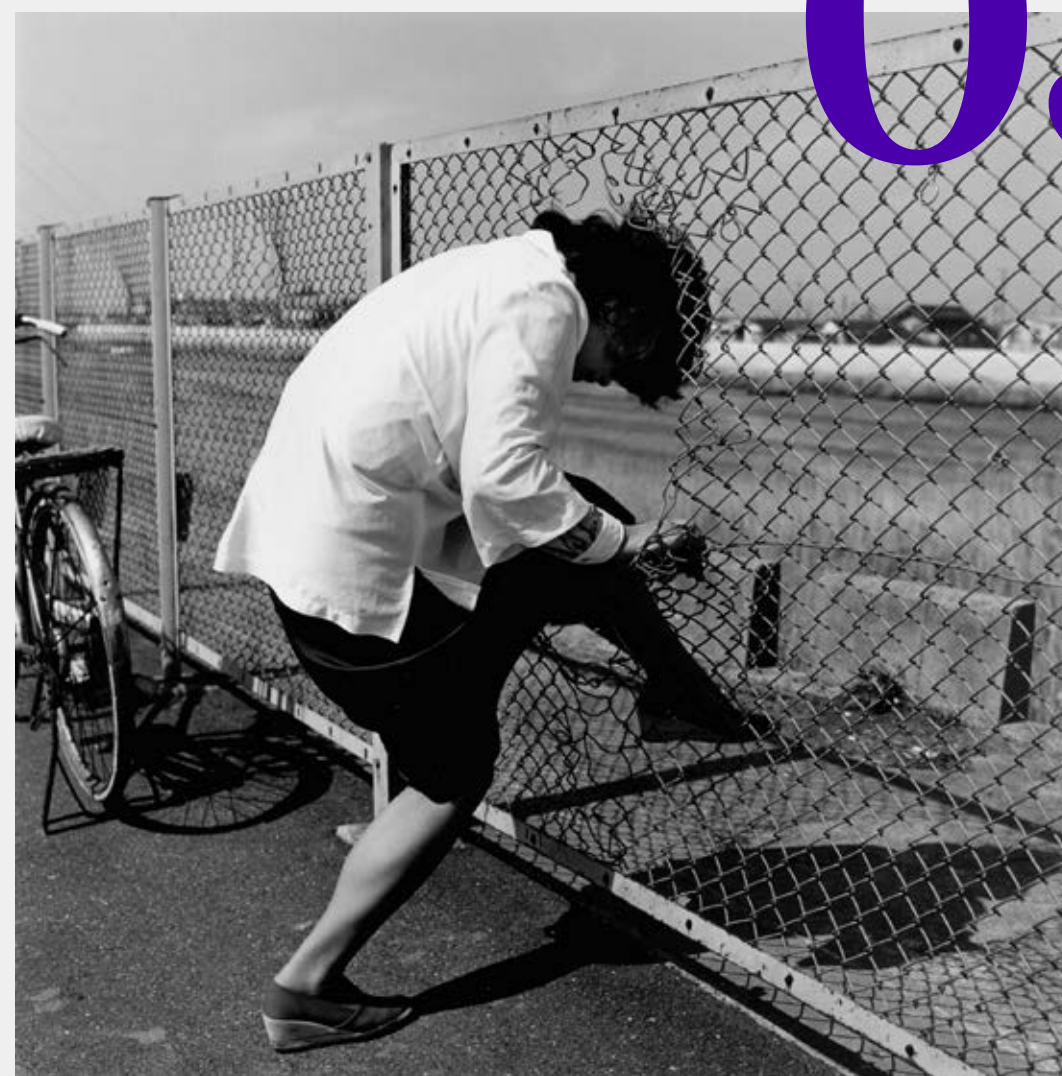


/ illustration by Helena Perez Garcia

03

The radical has to be the new normal.

It's not enough to sustain, **we need to regenerate.** It's not enough to recycle, **we need to redesign.** It's not enough to be a little bit better, or a little bit worse. **We need a rebirth.**



/ photography by Issei Suda

04

To live a legacy is the only way of leaving a legacy.

Among the incongruences of modernity is the tendency to postpone our conscience to a later phase in life. This "delay" ultimately sickens souls conflicted by the feeling of lost time, during which they could have carried out work with greater meaning and impact. **We can no longer leave the good intentions to tomorrow. There won't be any future generations if there aren't conscious actions taken in the present.**



/ art by Geoff McFetridge

ORIGINS



Mandalah was founded in 2006 in São Paulo by **Lourenço Bustani and Igor Botelho.**



Day 1 of Mandalah
November 20, 2006



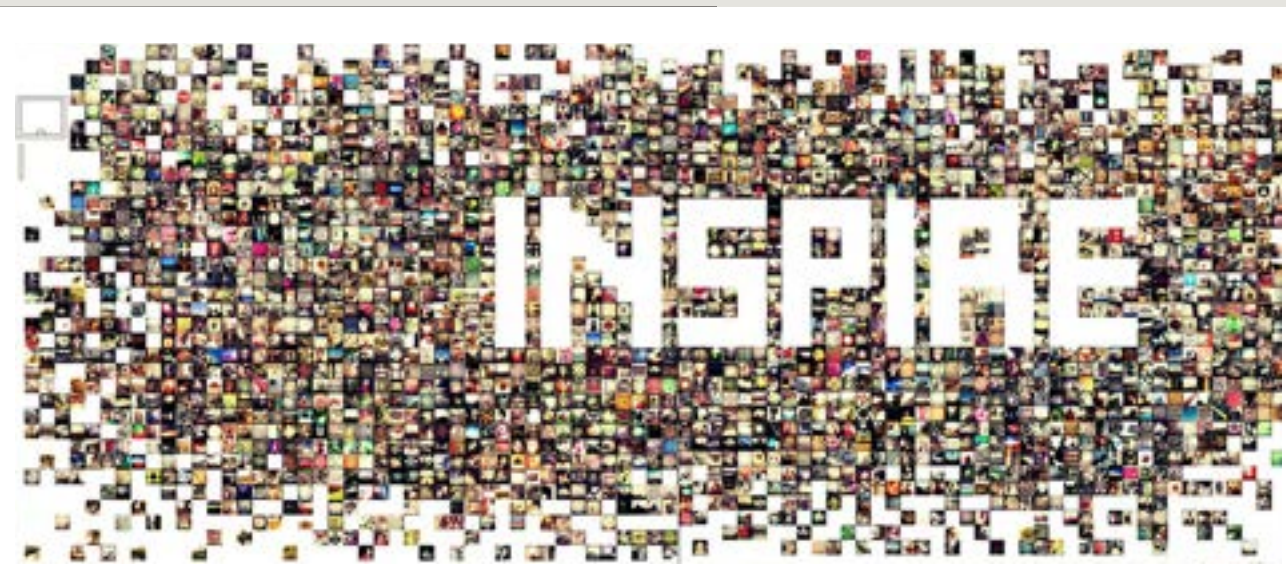
Shivah

Mandalah's guardian and everyone's best friend (2008-2020).



In their 20s and endowed with a healthy dose of idealism and stubbornness, they began the company in a little office room in São Paulo, investing the proceeds of the sale of a used car and a bit of loose change.

The rest is history.



Front gate of Mandalah's first HQ
São Paulo

Victor Cremasco
Partner and CEO of Mandalah Brazil

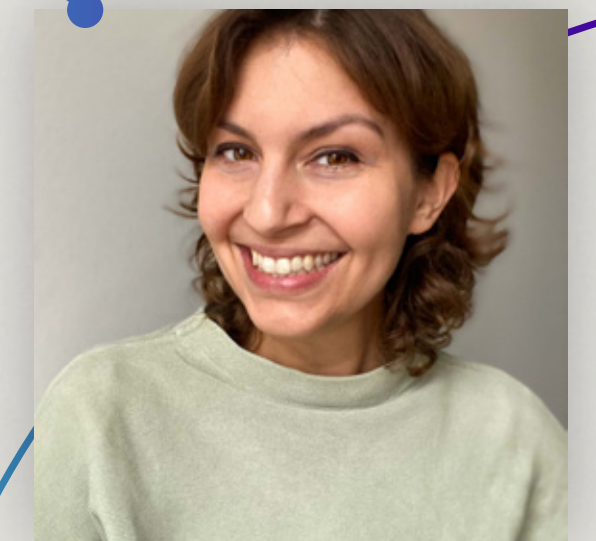
Lourenço Bustani
Co-founding Partner of Mandalah



Over the years, in addition to Brazil, Mandalah has expanded across the world, opening offices in Mexico (2008 to present), the USA (2010 to present), Germany (2012 to present) and Japan (2010-2022).



Carmen Ayala
Partner and CEO of Mandalah Mexico



Anna Papadopoulos
Partner and CEO of Mandalah Germany

Where we are



BRAZIL

23° 33' 1.8"
46° 37' 59.9"



GERMANY

52° 31' 12.0"
13° 24' 17.8"

/ maps by Miguel Valenzuela



MEXICO

19° 25' 57.3"
99° 7' 59.5"

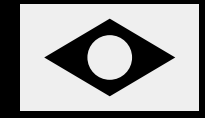


USA

40° 42' 45.9"
74° 0' 21.5"

+150

clients, from large
multinationals
to startups, in
different sectors and
geographical regions.



Certified



Corporation

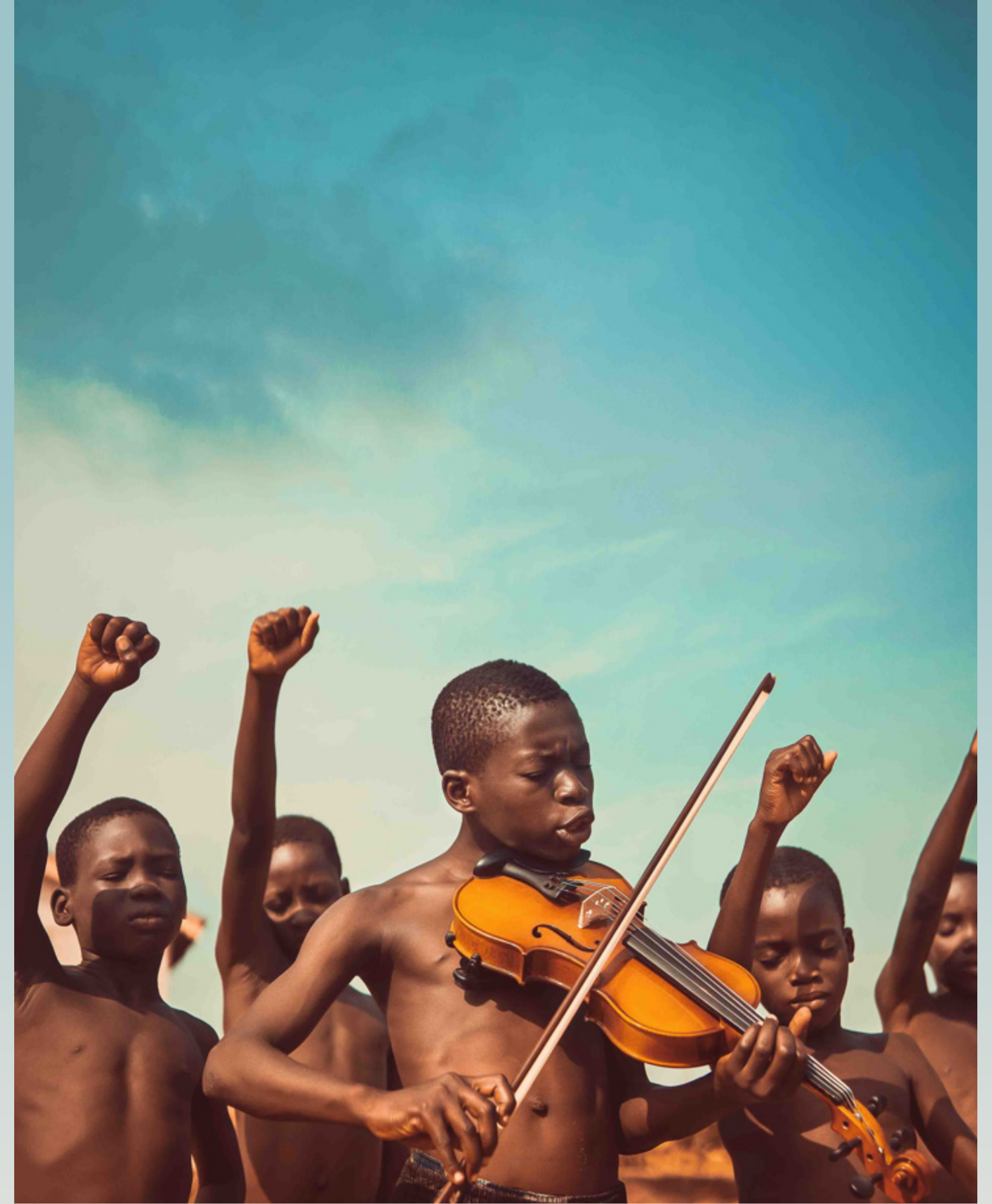
FAST COMPANY

2012

100 Most Creative
People in Business

2021

World's Most
Innovative Companies



/ photography by Michael Aboya

The meaning of Mandalah

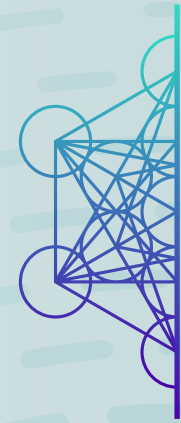
Mandala means "magic circle of power" in Sanskrit. It is a symbol with Buddhist and Hindu origins, often used in meditation rituals.

It is a metaphorical reference to the Universe.

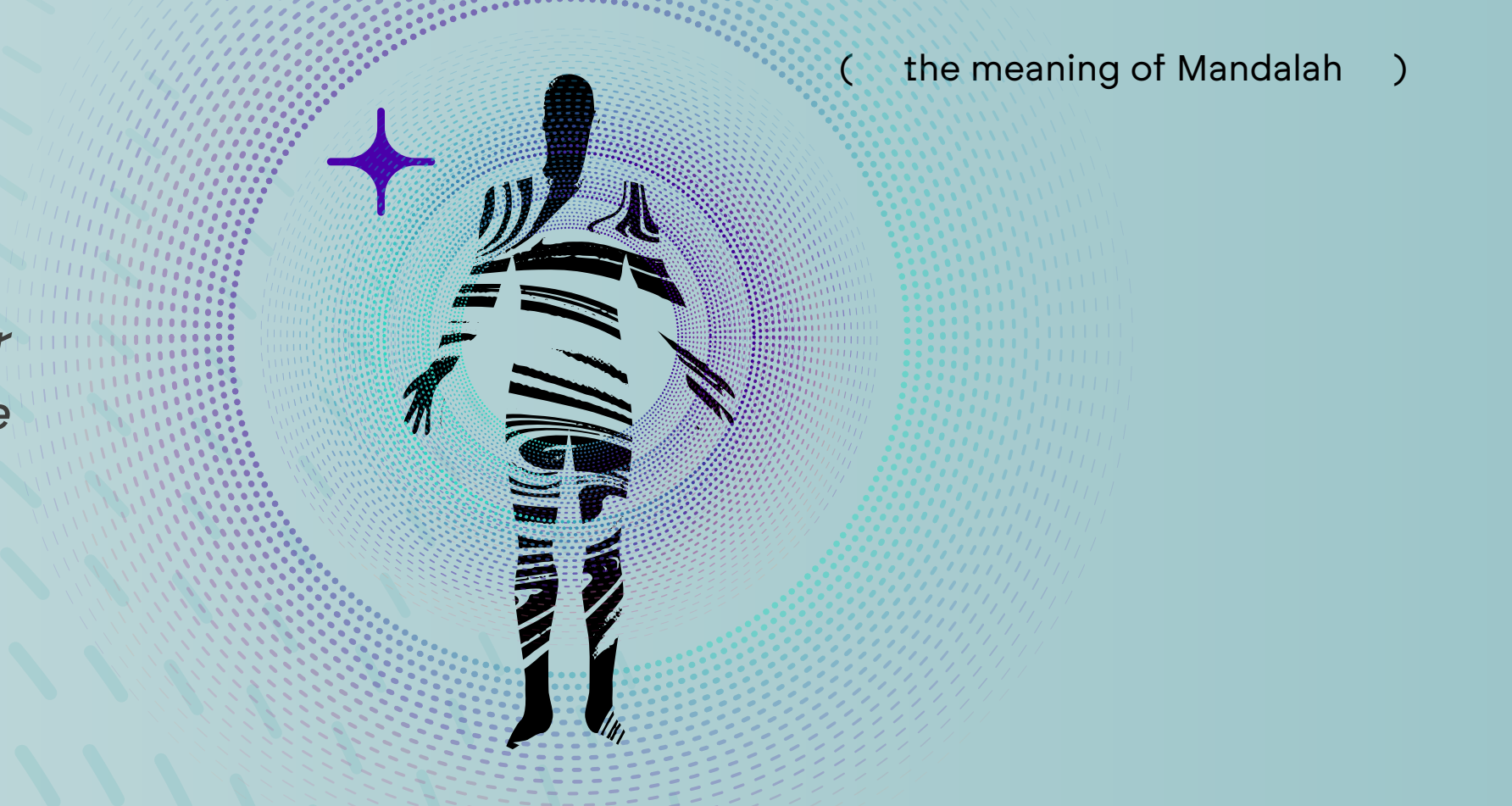
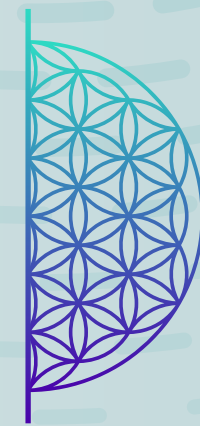
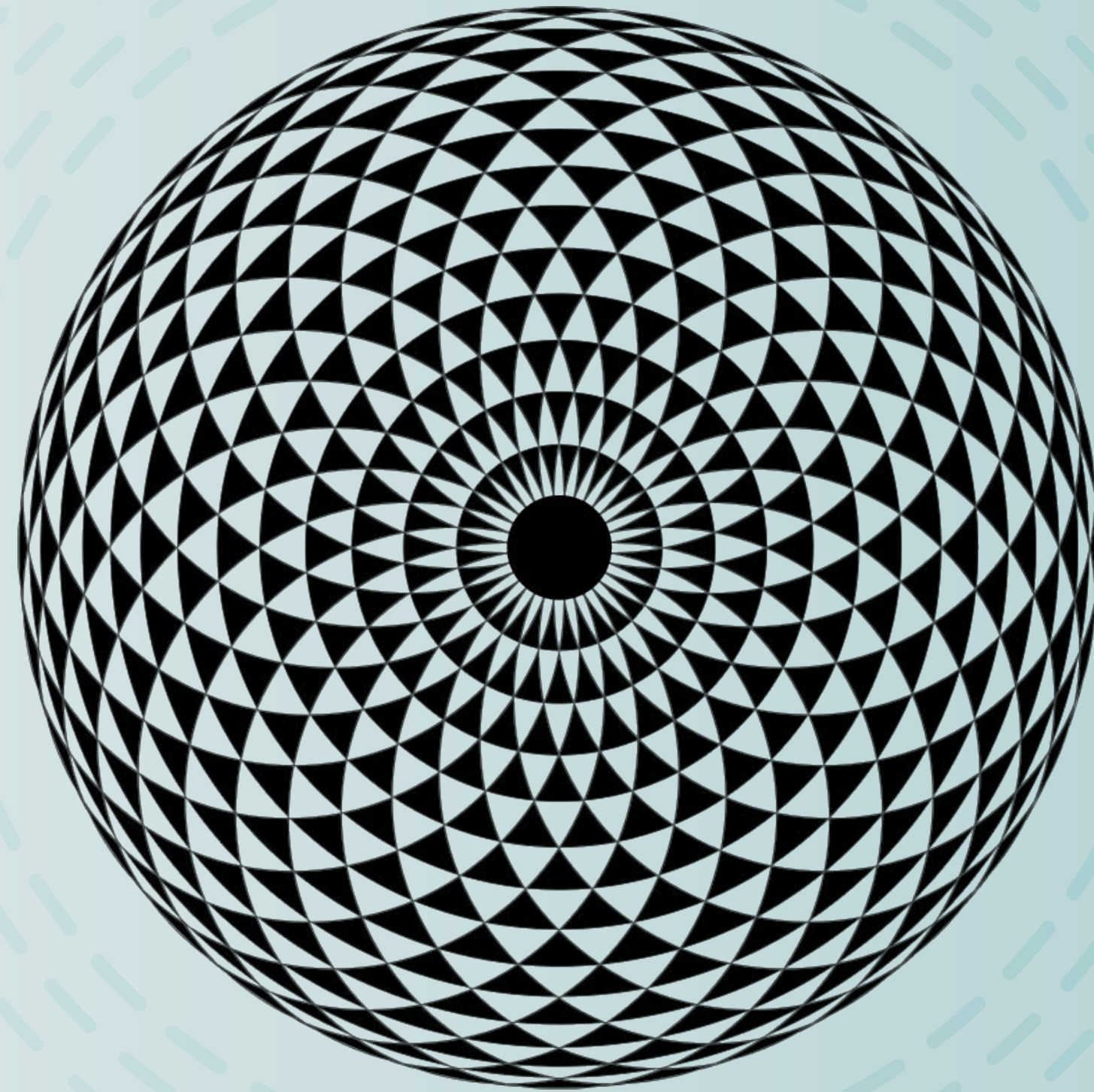


The "H" at the end of the name was chosen to emphasize the importance of the human element in an otherwise mechanized and soulless market.

/ art by Luke Bugbee



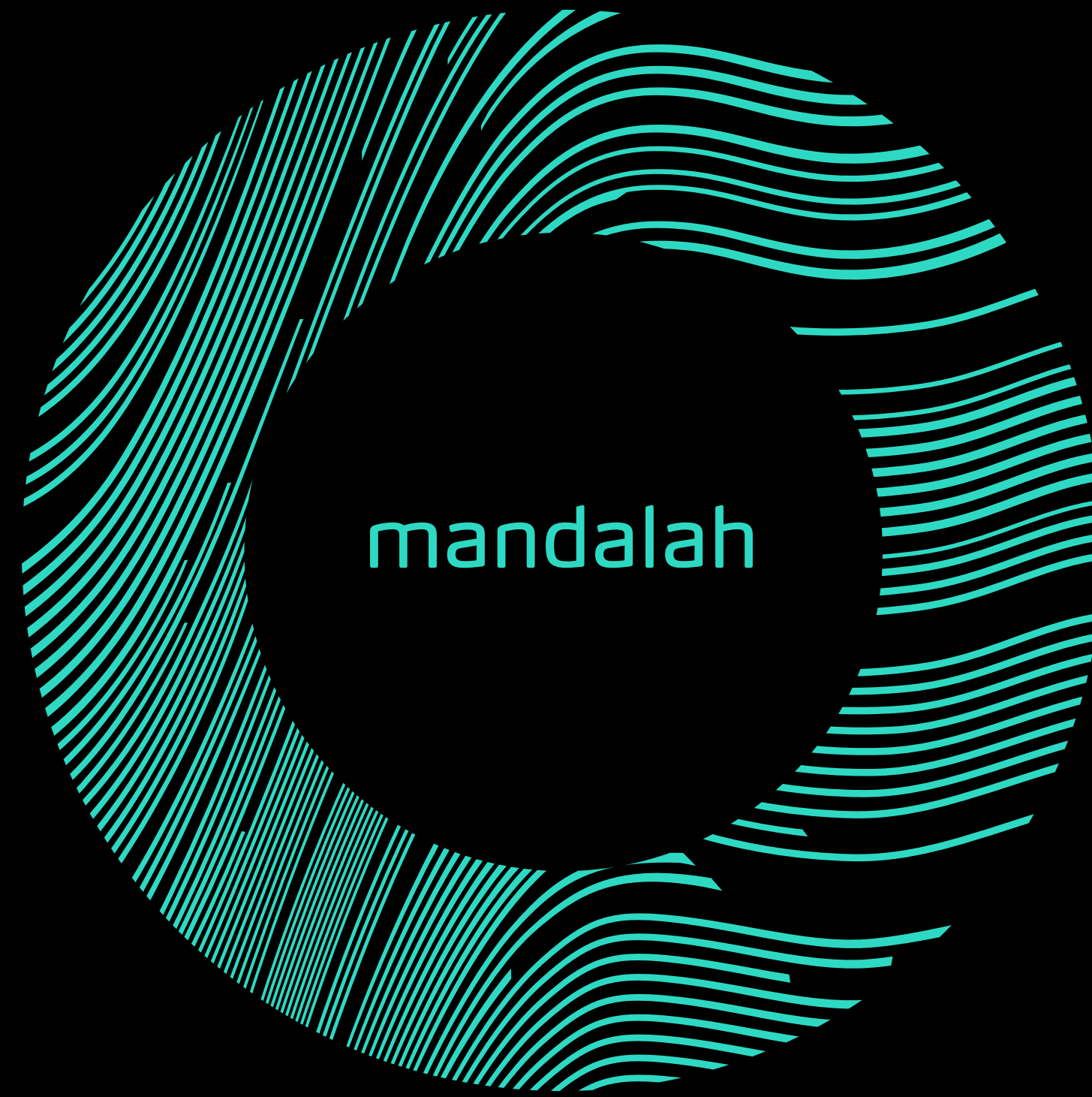
The Jungian school says that all individuals have their own internal mandala, where their pure essence resides.



This is why we embraced the name Mandalah as a company, to represent our efforts to help organizations reconnect with their internal mandala (the seat of their power), and thereby to become attuned to the mandalas of their clients and stakeholders (their true and real needs).



brand



The color turquoise symbolizes the relationship between the heart and the spoken word, and contributes the concepts of connection, intuition and coherence.



2006



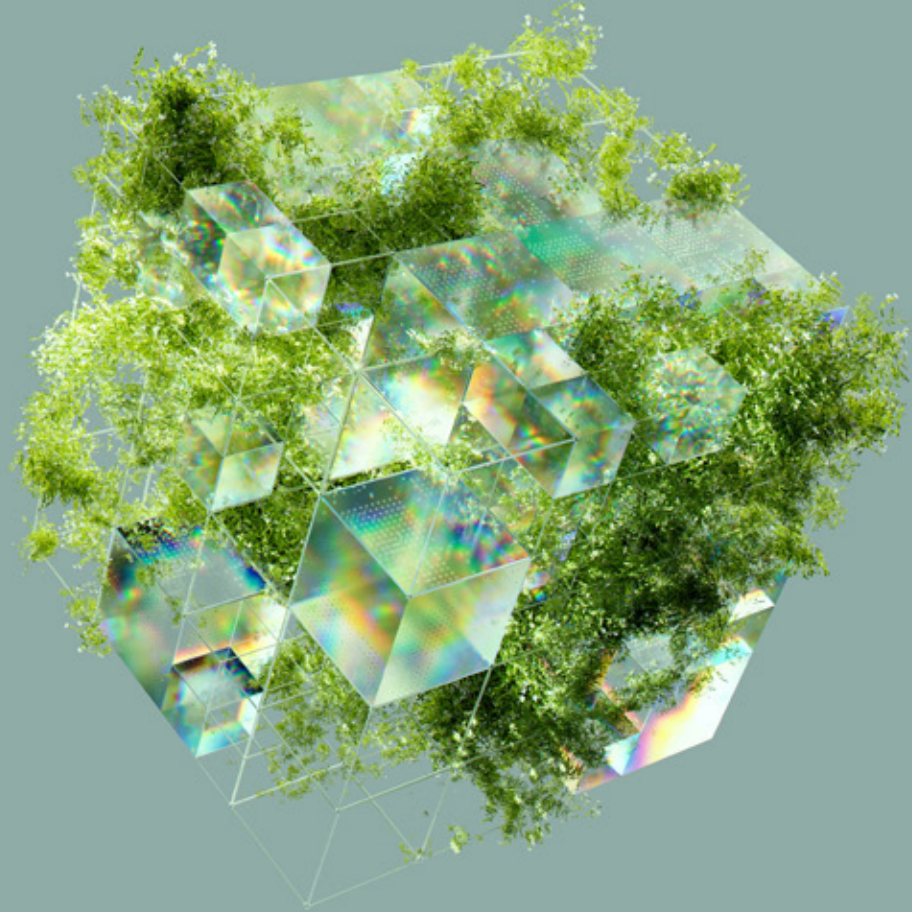
2011

2013

Mandalah's current logo draws its inspiration from the visualization of sound waves from one of the most ancient and powerful of Hindu mantras, the Gayatri.



/ photography by Paulo Pinto



/ image by Google DeepMind

The insight we take from this scenario is that we need to innovate in a more responsible and systemic way. Not just perpetuate “the new for the sake of newness” but rather promote innovation that derives from a sense of purpose, that produces and shares value, and that necessarily helps to improve the lives of people and to regenerate the planet.

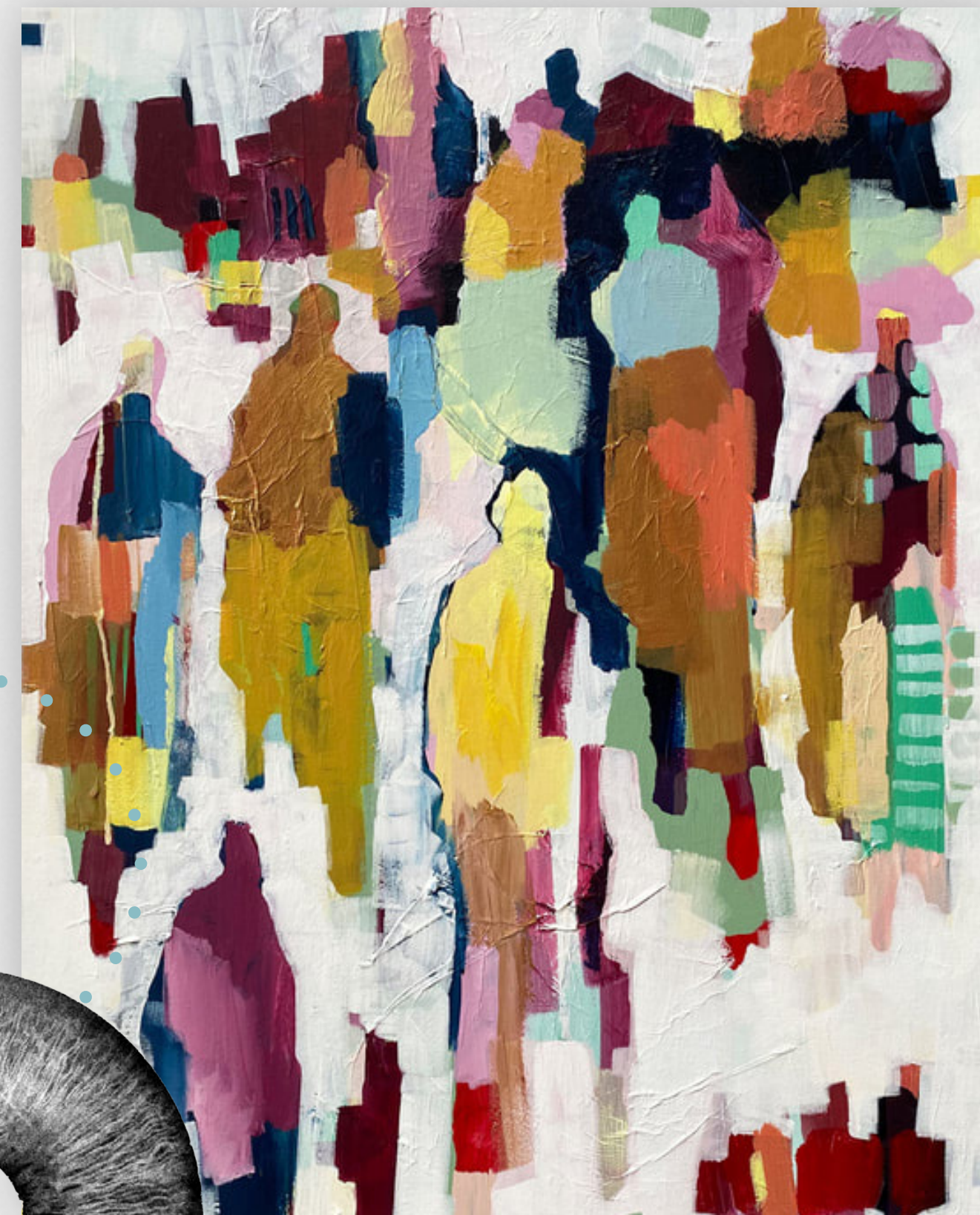


/ painting by Anette Carlsson Moberg

Conscious Innovation

The market has always been fascinated by innovation, even more so over the last few decades: the new has been synonymous with survival and success, in the face of intense competition (with other organizations and with the ego itself).

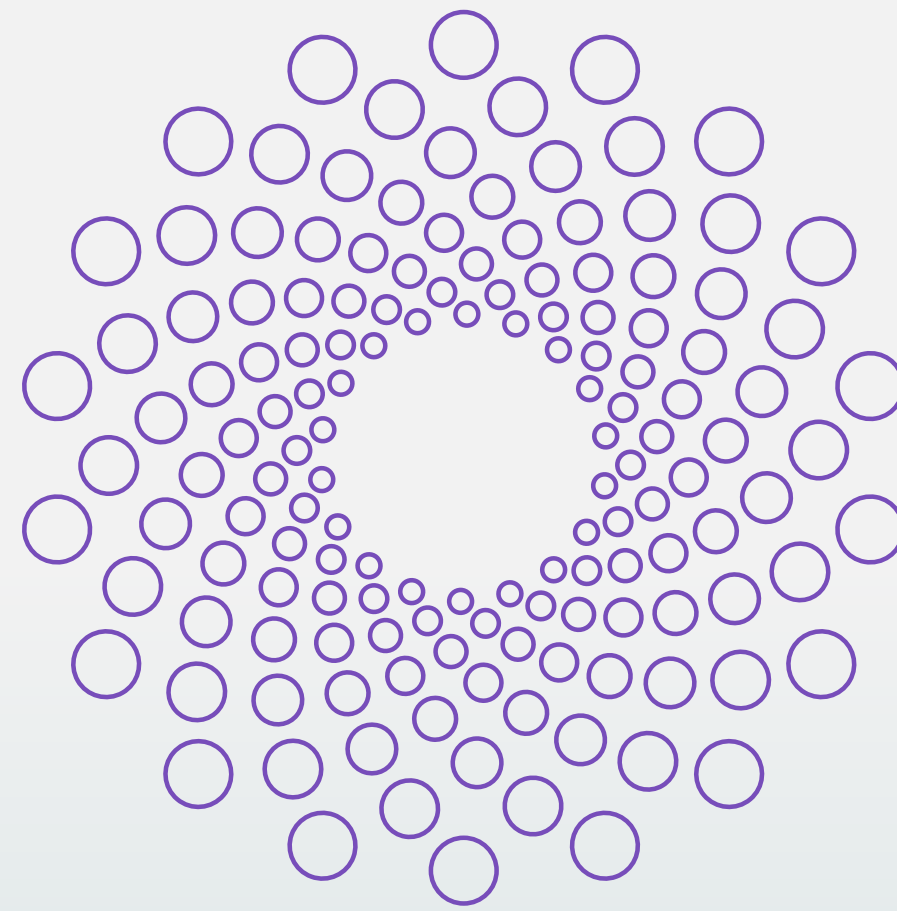
This unbridled search for the new has its own risks and consequences: products and services brought into the world full of blind spots, not meeting (or even sabotaging) human needs; producing waste through their planned obsolescence; among other challenges resulting from greed and the hunger for immediate gratification.



“Conscious Innovation” is therefore an invitation for us to revisit how we do business and to build a future with organizations as our allies. We help businesses to access a new paradigm, through their cultures and strategies, where “prosperity” goes (well) beyond financial performance.

What we do

Putting Conscious Innovation into practice, *we infuse purpose into projects around:*

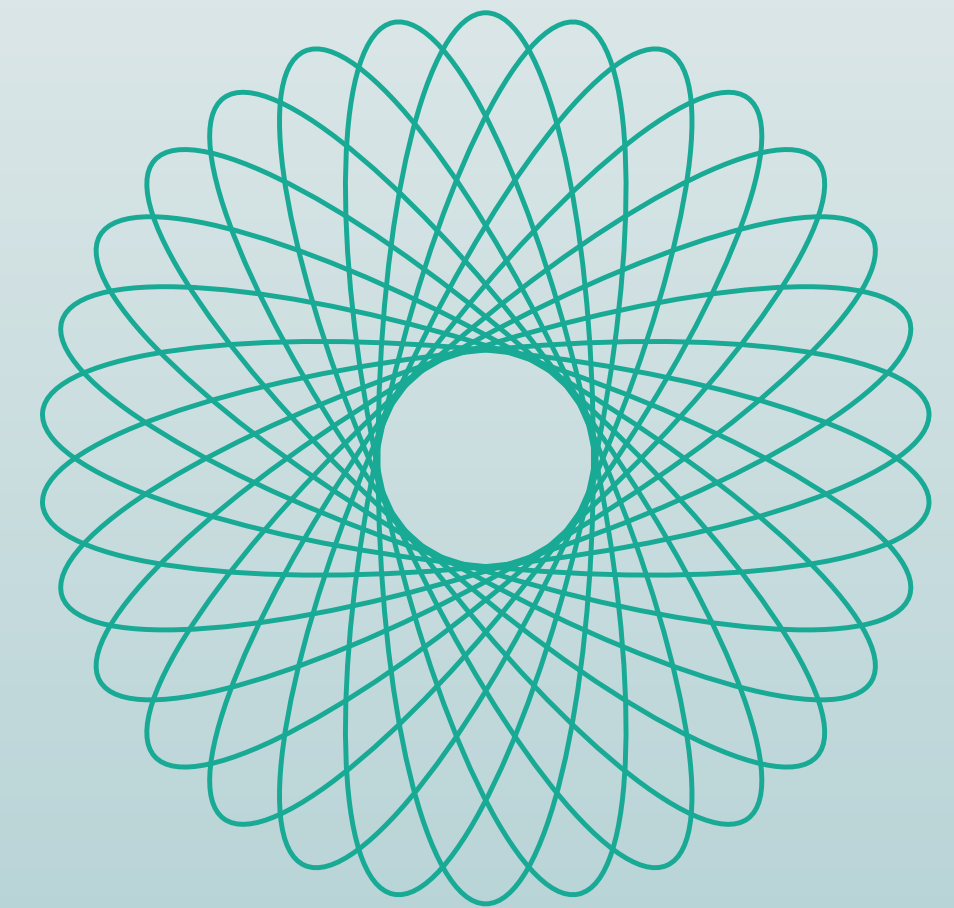


Culture

- Culture Diagnostic
- Purpose Activation
- Employee Experience (EX)
- Employee Value Proposition
- Innovation Culture Development
- Leadership Development

Strategy

- Purpose Discovery & Activation
- Strategic Vision & Planning
- Sustainability/ESG/Impact Strategy & Assessment
- Brand Strategy
- Product & Service Design
- Customer Experience (CX)



/ art by Raul Covisa

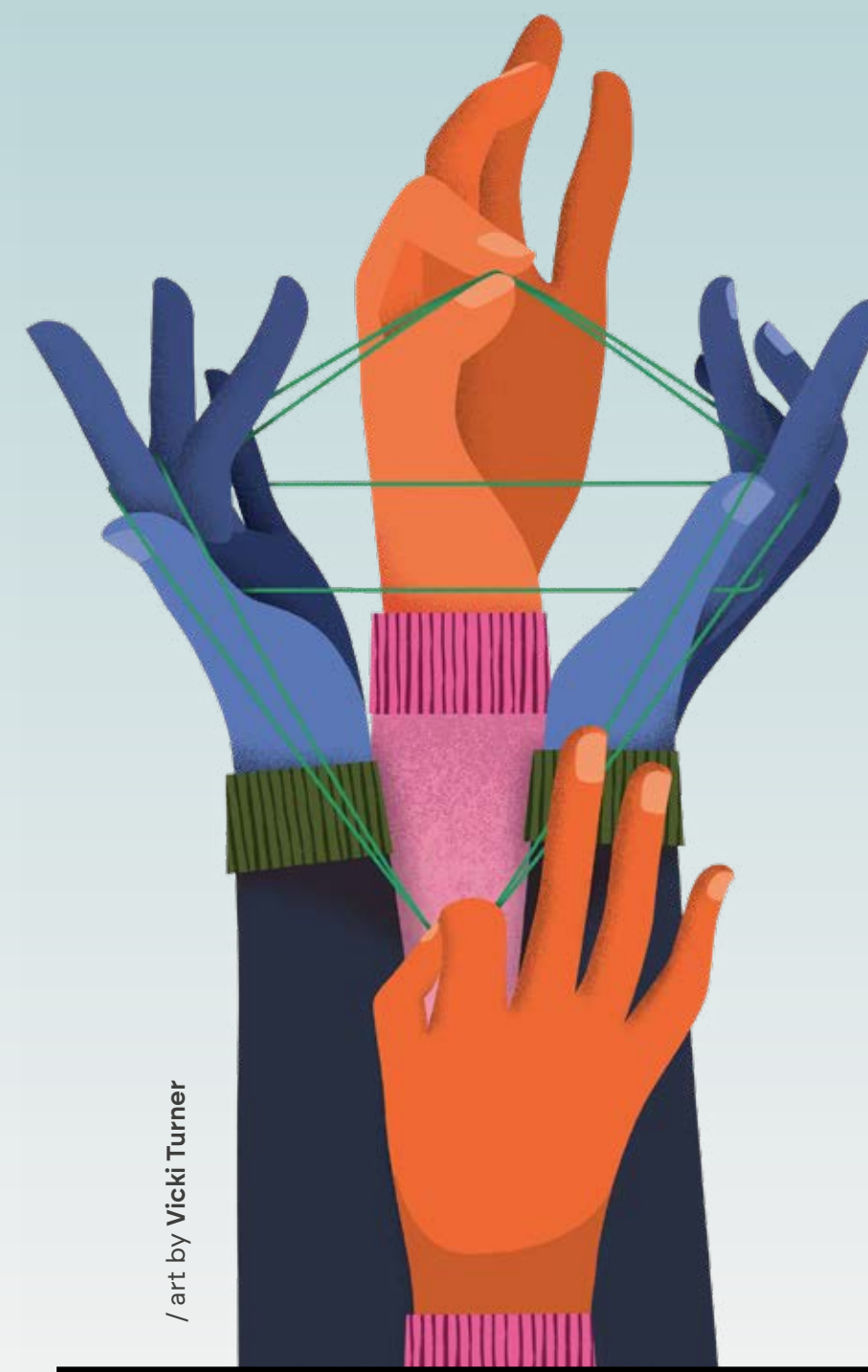


Our working methods are based on 3 premises:



Listening Systematically

Active listening, research through a range of sources and multistakeholder dialogues enable us to read between the lines and ensure the work is robust and relevant.



Joint Creation

Connecting the dots and working hand in hand with our clients is a powerful way of engaging them in the process, generating buy-in and enabling the real-world implementation of the final deliverable.



Materialization

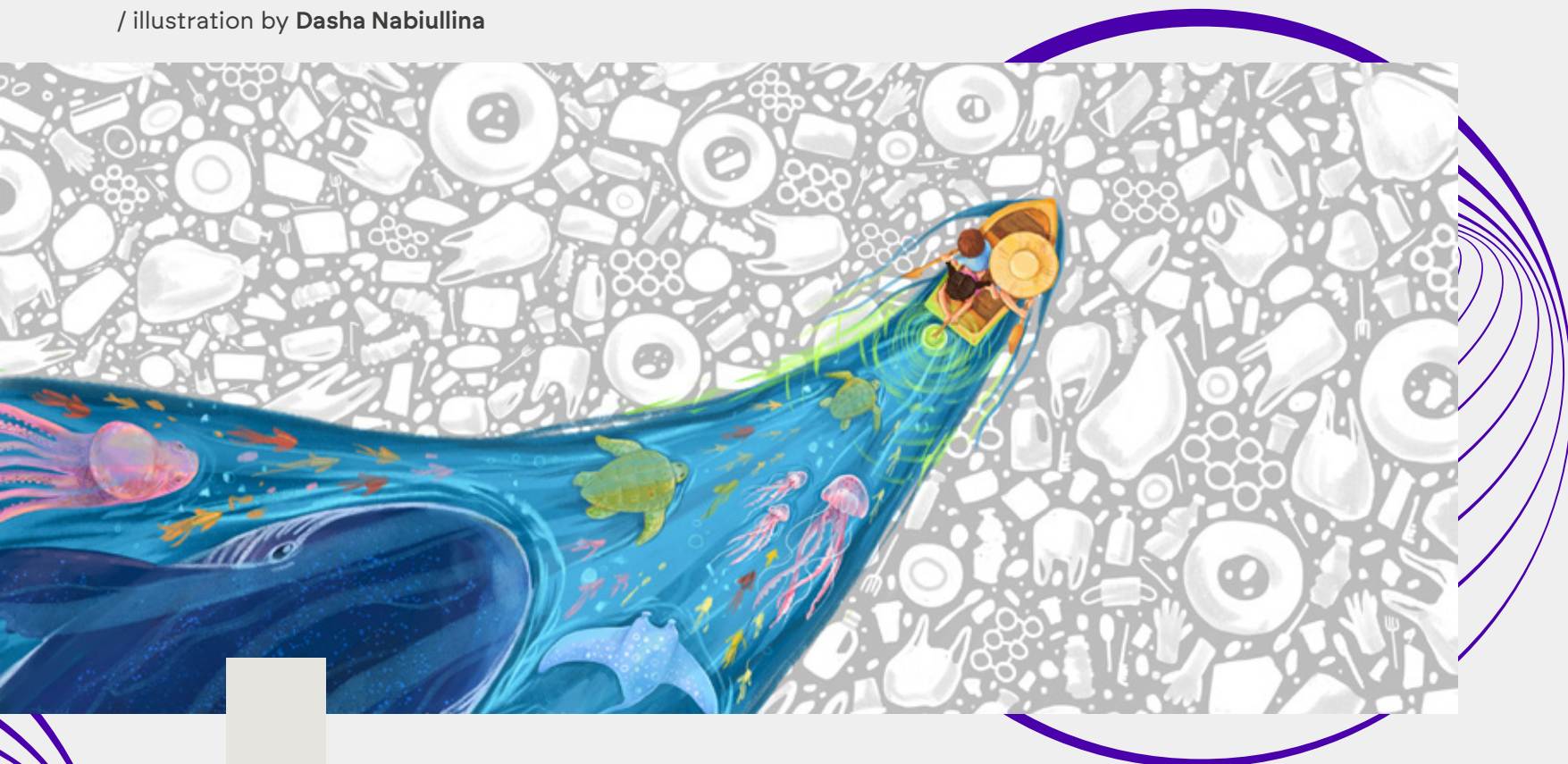
We equip our clients with tactical, profound and detailed advice, including anticipating risks and potential obstacles.

Filters for projects

There are many challenges, but equally many opportunities.

At this point, it is important to be clear about what is non-negotiable for us, both individually and collectively, to make sure we are not wasting time and energy with clients and project that do not contribute to our purpose.

/ illustration by Dasha Nabiullina



Moves People

- Will this project be enjoyable to do? Will it be worth our time and energy? Are we motivated to work on it?
- Does it make sense for us, deep down? Does it resonate with our personal purposes?



/ illustration by Justyna Hotubowska-Chrzaszczak

Moves the Needle

- Will this project really change something in a long-lasting way?
- Is this company's leadership really committed to change in practice, and prepared to make difficult choices in order to abandon the inertia of "business-as-usual"?

Moves our Journey as a Company

/ illustration by Alyssa De Asis



- Does this project add to our portfolio? Does it reinforce our core?
- Does this project open up new possibilities to expand our current offering? Does it allow us to reach new heights?



/ photography Mehdi Nazeri

Traits that define us

Our team members have some particularly notable characteristics, which serve as common denominators of our culture:

Systemic Vision

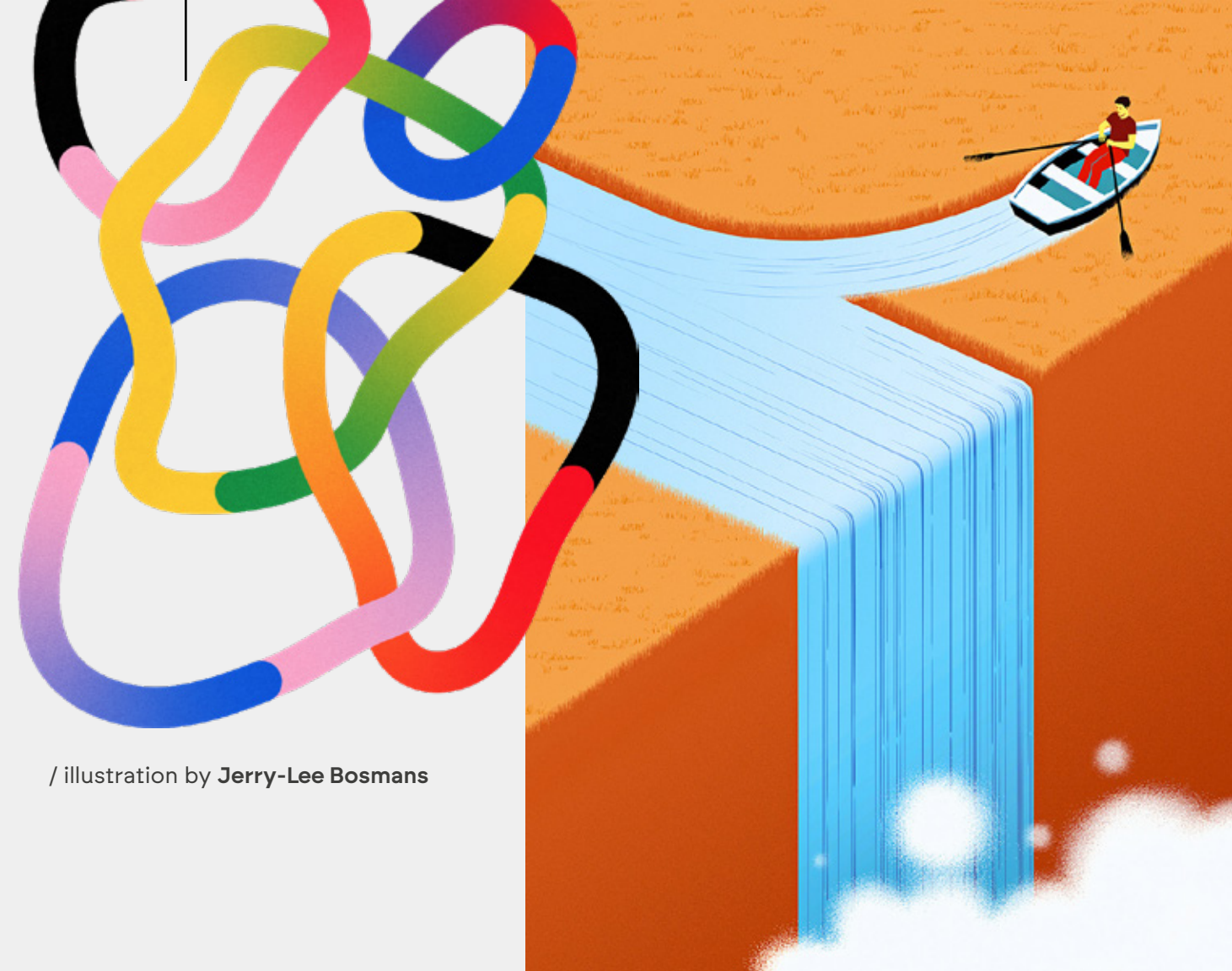
We navigate the chaos and complexity that are intrinsic to our work, always searching to connect the dots and provide a deeper and clearer lens through which clients can understand the challenges and their solutions.



Multidisciplinarity

We bring the most varied cultural and professional experience, enabling us to deal with different projects in different sectors and in different parts of the world.

/ photography by Henri Cartier-Bresson



/ illustration by Jerry-Lee Bosmans

/ illustration by Joey Guidone

Equanimity

We have our feet on the ground and peace of mind. We are certain of our mission, and don't allow the chaos and the lack of progress and courage we see in the market hold us back.

Mandalah has always and will continue to reflect the incredible people who have passed through it. At the end of the day, they are the ones that make a difference in what we do.

COURAGE

We're not here just for fun, so we are assertive and we don't hold back from challenging paradigms, identifying blind spots and sometimes provoking a degree of discomfort in clients, all in the name of change.

/ art by Antonio Peticov



Love

Hard work doesn't wipe the smiles off our faces, nor does it wear away our lightheartedness and the care we take in our relationships. We value dialogue and empathy to build trust.



/ painting by Eric Haacht

Never sell a project that sells *your sleep* or *your soul*.

01



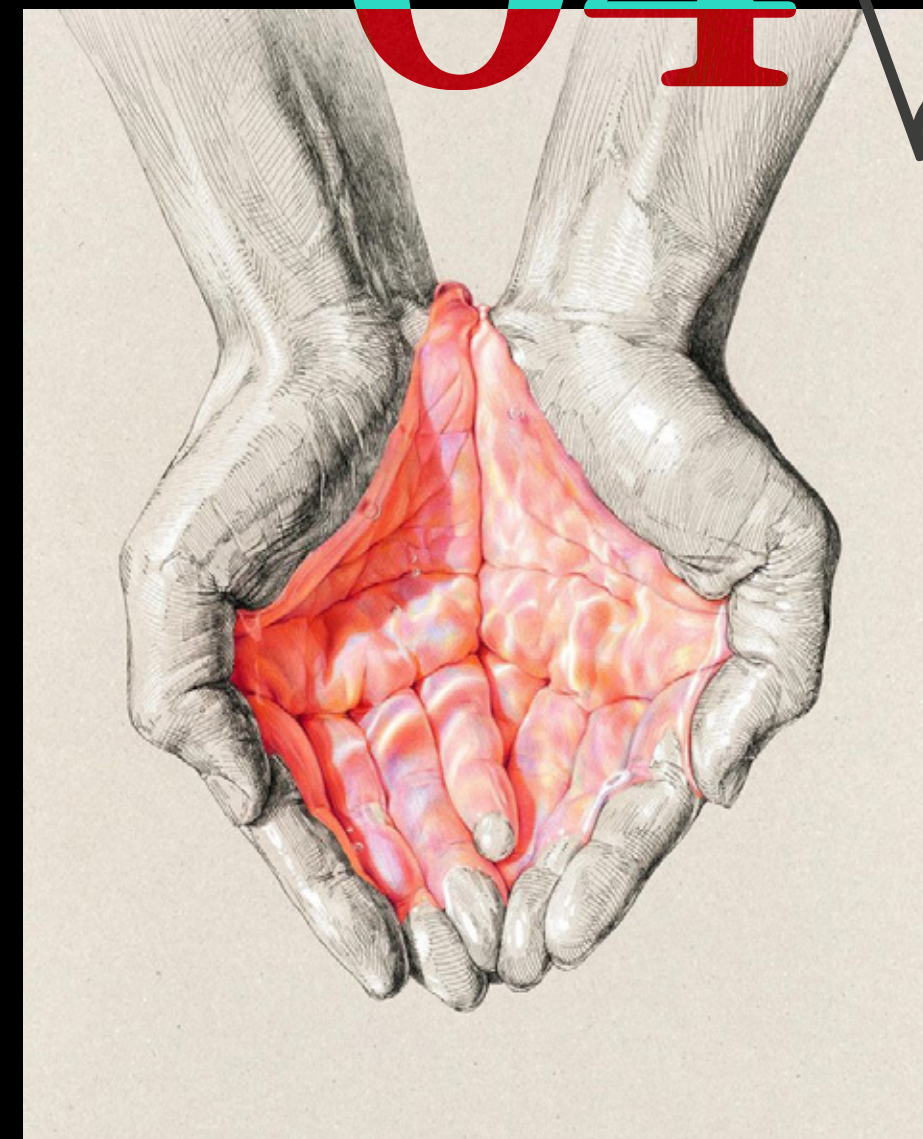
Greed is a bitch.

02

A conversation is only worthwhile if it speaks to the *elephants in the room*.

03

The process of discovering a company's purpose is often richer than the discovery itself.



/ art by WanJin Kim



/ image by SPCAE10

Lessons learned over the course of our 17 years

05

Holding up a mirror to your clients can end your relationship with them, but it can also be the *most generous and meaningful thing* you do for them.



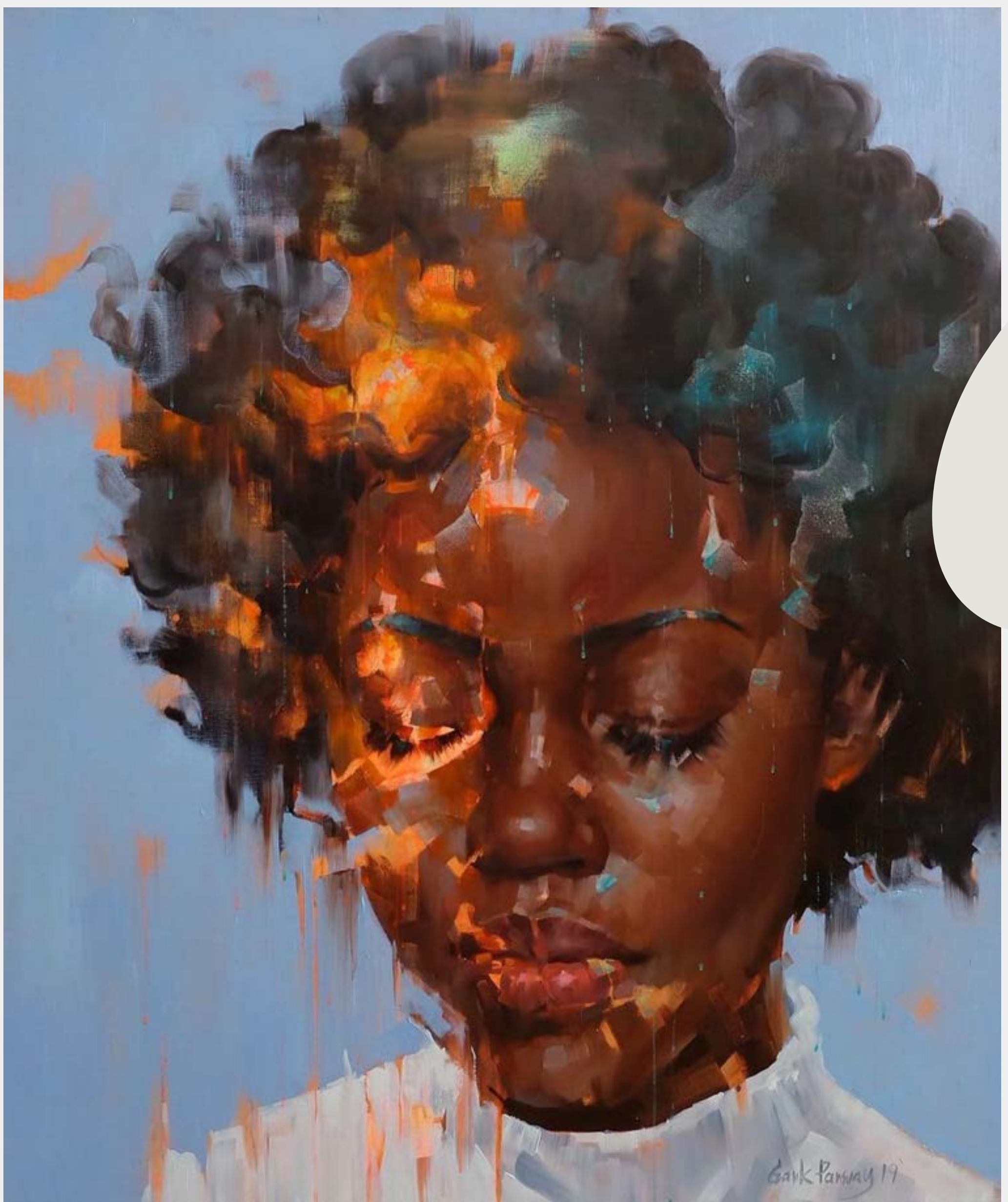
Coherence is the mother of all challenges.

06

Intro 3x: C#m7 F#7 B7 A7 E7/9 A7
 Na frente do cortejo o meu beijo F#m7
 Forte como aço, meu abraço C#m7
 São poços de petróleo F#7
 A luz negra dos seus olhos A7 C#m7
 Lágrimas negras caem, saem, doem A7 C#m7
 Lágrimas negras caem, saem, doem A7 C#m7 F#7 B7 A7
 C#m7 E7/9
 Por entre flores e estrelas A7 F#m7
 Você usa uma delas como brinco pendurada na orelha F#7
 C#m7
 Astronauta da saudade com a boca toda vermelha A7 C#m7
 Lágrimas negras caem, saem, doem A7 C#m7
 São como pedras de um moinho que moem, doem, roem A7 C#m7
 É você baby vem, vai, vem A7 C#m7
 É você baby vai, vem, vai A7 G#7 C#m7
 G#7 C#m7
 Belezas são coisas acesas por dentro C#m7
 E7/9 A7 Ebm7/5- G#7 C#m7
 Tristezas são belezas apagadas pelo sofrimento C#m7

Beauties
 are things
 that are lit
 from within.

Black Tears
 Jorge Mautner



painting by Gank Pansuay /

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↗ Clover Hogan

↗ Dasha Nabiullina

↗ Dulk

↗ Eric Haacht

↗ Freepik

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↗ Pexels

↗ Raul Covisa

↗ Sanctuary Niseko

↗ Scott Laserow

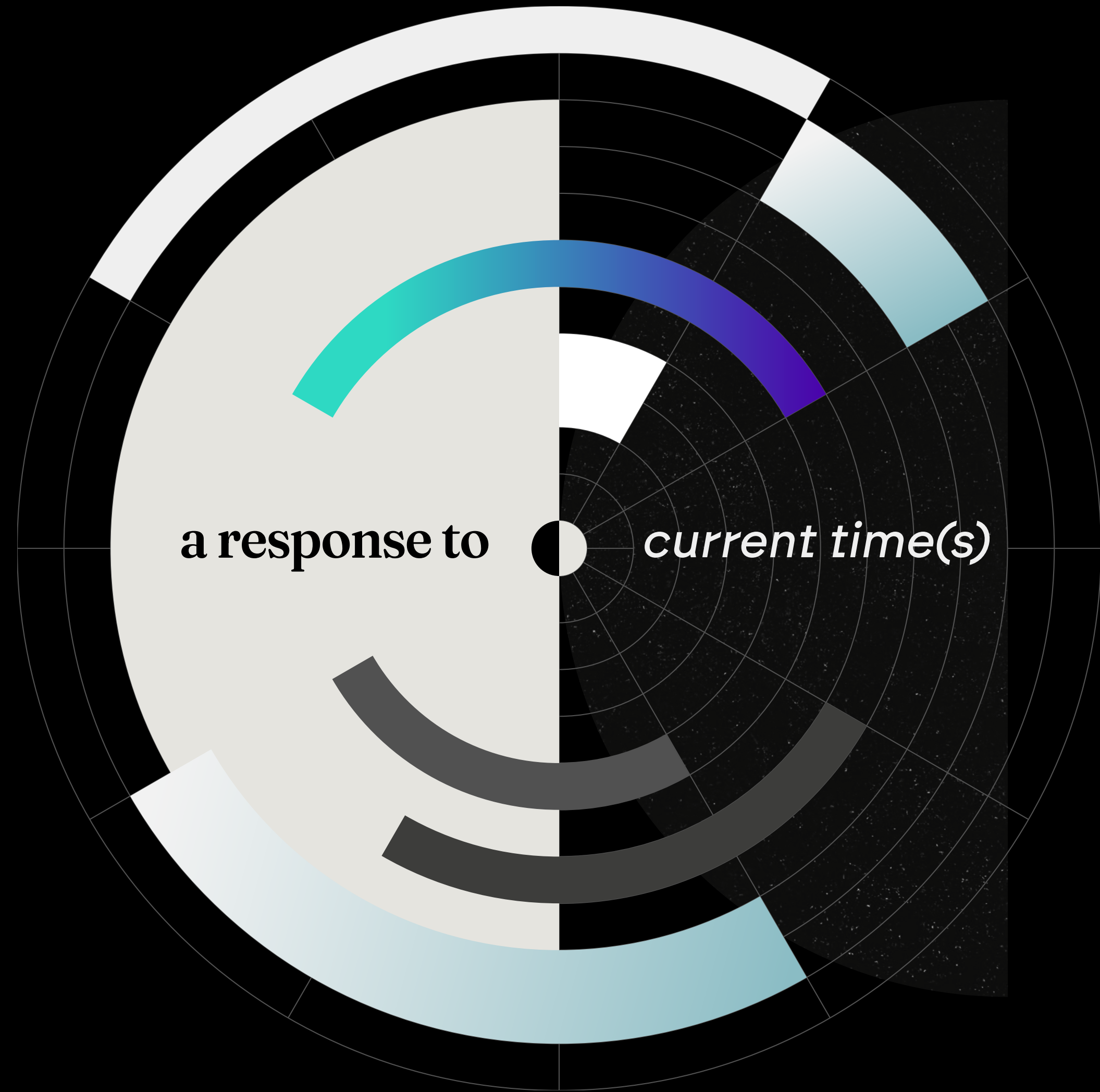
↗ SPACE 10

↗ Unsplash


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↗ WanJin Kim

↗ Yousef Espanioly

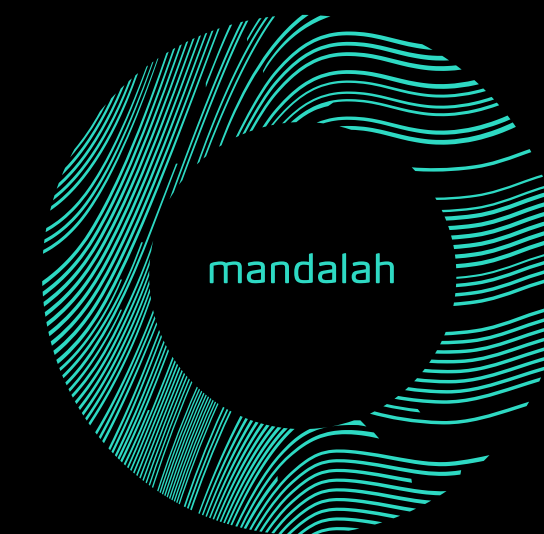


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