

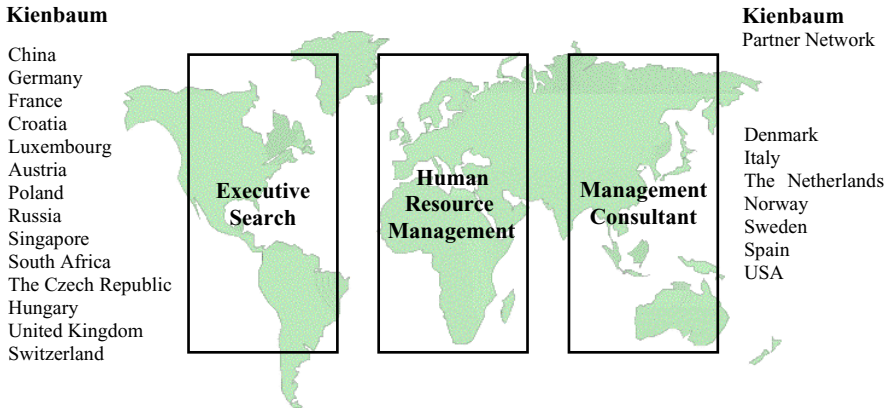
### **3 Demands and Challenges: Values and Value-oriented Corporate Culture**

Walter Jochmann

Kienbaum Management Consultants GmbH

#### **3.1 Kienbaum Consulting Group**

Founded as a organizational consulting company by Gerhard Kienbaum, today Kienbaum looks back on more than 50 years of history. During the 1950s and 60s, the consultants' work was characterized mainly by all-embracing restructuring projects in the engineering, plant and construction industries thus, in the producing industries. Kienbaum's core competencies then were consulting services concerning the clients' ordering/purchasing systems, process and production optimization as well as the implementation of efficient R&D processes. In the 1970s the recruitment of top-specialists and, in particular, top-executives became a second main pillar of Kienbaum's business. Until today, Kienbaum is one of the leading search companies in the German-speaking markets, applying both methods, – executive-search/ headhunting and advertisement-based personnel marketing. In the 1980s the consulting business started to focus more and more on services for the public sector, referring to questions of the potential increase of internal efficiency, and on surveys stating the quality and benchmarks of classification systems (clients then were e.g. schools, universities, public safety units). In the 1990s with the division 'human resource management' the field of personnel- and corporate-development consulting became the third main pillar of our business; here, we offer our clients consulting services referring to all relevant steps of the HR-value-added process. Recently, we have launched the division 'outsourcing' which offers small- and medium-sized service providers full-support in the field of accounting/controlling.



**Fig. 3.1.** Kienbaum Consulting

Kienbaum Consultants employs 500 people (300 consultants, 200 employees within the service and outsourcing unit). The company's key markets are within the German-speaking region of Europe, most of the subsidiaries are located in Germany, Austria and Switzerland. The individual locations are structured and staffed according to the particular requirements of the region they are in and offer recruitment services; the subsidiaries in Gummersbach, Cologne, Dusseldorf, and Berlin, however, offer our clients a wide range of 'traditional' consulting services. As Europe is the company's core market, Kienbaum has many subsidiaries and strategic partners at all relevant European business locations and cities. After in the first years, Kienbaum's clients had been mostly major companies, between 1970 and 1990 we also started to put a rather strong focus on middle-sized businesses. Today, we have integrated three categories of business in our client portfolio and thus, our strategic alignment concentrates on

- the top 100 businesses in German-speaking and other European regions;
- the larger medium-sized businesses with an interest in global markets;
- institutions of the public sector (ministries, authorities, cities, further public and semi-public institution).

We understand ourselves to be a partner to the client and change agent. This credo calls for

- competence teams that we staff according to the individual industries' needs to guarantee that our consultants "speak our clients language", have the expertise for the special field our client is working in, and can develop appropriate concepts and solutions together with the client;
- the consequent expansion of expertise in the core competence fields/ key industries we cover (data bases, benchmarking);
- the implementation of the developed consulting concepts in close cooperation with our clients which is accomplished by experienced consultants.