

# 5 Wanted: Experts on Strategy

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Booz Allen Hamilton

## 5.1 Booz Allen Hamilton: The Company

### 5.1.1 Facts and Figures

The name Booz Allen Hamilton stands for a long and successful tradition. It all started 90 years ago: In 1914 Edwin Booz realized a seminal idea. He believed that companies would be more successful if they could call on someone outside their own organization for expert, impartial advice. In doing so, he created a new profession – management consulting – and the firm that would bear his name. The joining of his partners James Allen (1929) and Carl Hamilton (1935) strengthened his vision.

With 90 years of experience in delivering results that endure, Booz Allen Hamilton ranks among the world's biggest international management and technology consultancies. Today, with more than 16,600 employees spread across six continents, Booz Allen Hamilton generates annual sales of 190 million Euros in Germany, Switzerland and Austria – 3.3 billion Dollars on a worldwide scale. Over 430 of these employees currently work in the German-speaking area, with offices located in Berlin, Düsseldorf, Frankfurt am Main, Munich, Vienna and Zurich. The number of employees throughout this region has increased steadily over the past few years.

As a global leader in management and technology consulting, Booz Allen Hamilton provides services to major international corporations and government institutions around the world. The company offers extensive experience in the fields of strategy, turnaround, restructuring, organization, operations, systems and technology. Strategic and operational entrepreneurial assignments are completed in close cooperation with the client. The organization comprises a commercial (*Worldwide Commercial Business/WCB*) and a technology division (*Worldwide Technology Business/WTB*).

“The Power of Both“ serves as the basic principle of the service portfolio: As a consulting approach it combines strategy with technology and industry or functional expertise with the appropriate implementation. Booz Allen Hamilton's consultant teams measure their own efforts against the success they achieve with their clients. Through its global presence the firm is able to focus sectoral knowledge

and functional expertise in compressed form on each particular project task. As a result, the firm has long-term experience in strategic, operational and IT-related problems.

### 5.1.2 Booz Allen Hamilton's Philosophy

*“Booz Allen Hamilton combines strategy with technology and insight with action – working with clients to deliver results today that endure tomorrow.”*

The combination of strategy and technology and of analysis with implementation, is based upon the *guiding principles* of Booz Allen Hamilton, the most important of which is its position as a “practical strategist”: a successful consultancy which not only develops strategies but also provides the instruments necessary for their implementation.

The *shared values* principle is reflected in everyday work: Booz Allen Hamilton is attributed “higher-than-average” competence in terms of its consistent realization of respect, fairness and team spirit in the working environment. Mutual respect and fair cooperation are the firm's most fundamental corporate values. Client orientation, entrepreneurial spirit and the ability to work in a team add to this – *values based leadership* approach.

The firm's vision is to be the absolute best management and technology consultant, measuring its success by the value it delivers to its clients and by its strength and spirit as an institution. In order to transform this vision into reality, Booz Allen Hamilton tries to work and live by certain core values: professionalism, fairness, integrity, respect, trust, client service, diversity, entrepreneurship, excellence and teamwork. Its consultants bring these values into play on a day-to-day basis:

- Professional excellence regarding client work;
- employee-centric approach to corporate citizenship activities;
- diversity programs.

### 5.1.3 Booz Allen Hamilton's Clients

Booz Allen Hamilton's clients are the world's largest corporations, emerging growth companies, leading governments, agencies and institutions that want to change their organizations and the world for the better. Examples of Booz Allen Hamilton client work for government clients include the following: Within the scope of the federal e-government project “BundOnline 2005”, Booz Allen Hamilton advised the Federal Ministry of the Interior on strategy development concep-