

7 Human Resource Management at Roland Berger Strategy Consultants

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7.1 Introduction

Roland Berger Strategy Consultants is one of the world's leading strategy consulting companies, and the only one of European origin in the top segment. Our roots are firmly centered in Europe, with its wealth of languages, cultures, legal systems and markets. Our corporate culture combines European respect for diversity and individual cultures with American pragmatism, performing with professionalism and entrepreneurship. We blend rigorous analysis, competence and creativity, operating globally without losing sight of local particularities.

Roland Berger Strategy Consultants is active in all relevant markets, serving our clients with nearly 1,630 employees located in 31 offices across Europe, Asia and the Americas. Mr. Roland Berger founded the company in Munich in 1967, and served as its Global Managing Partner until he became Chairman of the Supervisory Board in July 2003. It was not long before the young company started expanding abroad – initially in neighboring Western European markets, but soon in Latin America as well. The company has been globalizing rapidly since the end of the 1980s. Roland Berger Strategy Consultants now also operates in Japan, China and Central and Eastern Europe. In addition, we have established two offices in the US since 1998.

We have grown rapidly and organically right from the outset. Today, our company has sales of EUR 530 billion (2004), making us number two in the German consulting market, number 3 in Europe and number five worldwide.

Roland Berger Strategy Consultants' clients include some 30% of the Global 1,000 and more than 40% of Europe's leading companies. We advise around 90% of Germany's top 50 manufacturing and trading firms, as well as 60% of Germany's leading banks and insurance companies. We maintain close relationships with our clients and they appreciate our work, as demonstrated by the fact that 78% of them return to us for support with additional projects. The way we see ourselves is based on our value proposition, expressed in the words, "Creative strategies that work." The standards we work to are as follows:

- We believe there are many individual ways and methodologies to achieve success.
- We deliver not standard advice, but tailored solutions that make a real difference.
- We support our clients in implementing these solutions, and thus ensure that they can be applied.
- We believe in local delivery backed up with global knowledge and experience.

The secret of our success is our ability to cover all the relevant topics with interdisciplinary teams. To do this, we are organized in global Competence Centers (CCs). Functional CCs develop innovative functional concepts and business approaches, while industry CCs customize functional topics for industry application and design concepts for each industry and company. We tailor our work and the applied methodologies to each individual assignment to fully meet our clients' needs. For each consulting project, we put together a dedicated interdisciplinary and, where appropriate, international team of experts with functional and industry-specific knowledge. This puts us in a position to develop creative strategies and support their implementation.

Our broad-based service portfolio covers strategic issues such as:

- Growth strategies, portfolio optimization and value-based management;
- post merger integration and corporate restructuring;
- marketing and brand management strategies;
- strategic alliances and internationalization strategies.

7.2 Basic Principles of Our Human Resources Work

It is our staff who makes the difference. It is their performance, innovative ability and flexibility that set us apart from the competition and that have put Roland Berger Strategy Consultants where we are today. In short, we consider our people to be our capital. Roland Berger Strategy Consultants recruits, develops and retains the most outstanding, analytical and creative minds in a way that enhances their value to our clients, to themselves and to our firm. We have realized a truly international working environment, with consultants of 32 nationalities and from a wide range of educational and professional backgrounds. We are dedicated to a common working style around the world, based on respect for and openness toward all individuals, both our clients and our employees at all levels. Our non-hierarchical and entrepreneurial spirit encourages our employees to come up with outstanding innovative ideas and watch them become reality.

The backbone of our successful human resources work is a clear human resources strategy and its practical implementation by our human resources man-