

**BUILD. CONNECT. GROW.**

IF YOU HAVE PASSION, YOU CAN CHANGE THE WORLD ASSOCIATE/SEOUL THE GREATEST LESSONS AT BCG COME FROM THE PEOPLE YOU WORK WITH, NOT ONLY BECAUSE THEY ARE SMART, BUT BECAUSE THEY ARE READY TO SEE THE WORLD DIFFERENTLY CONSULTANT/MADRID BRINGING AN EXCEPTIONAL GROUP OF PEOPLE TOGETHER IN A NONHIERARCHICAL ENVIRONMENT, SOLVING OUR CLIENTS' TOUGHEST PROBLEMS IS AN INCREDIBLY ENERGIZING EXPERIENCE THAT I GET TO RELIVE EVERY WEEK PRINCIPAL/SÃO PAULO I HAVE WORKED TO DEFINE STRATEGIES AND INNOVATE MECHANISMS THAT MIGHT HELP SAVE MILLIONS OF LIVES. EVERY DAY IS A CHALLENGE AND AN OPPORTUNITY CONSULTANT/BOSTON I HAVE FOUND A DYNAMISM PRESENT EVERYWHERE AT BCG, WITH AN UNRIVALED PASSION FOR ALWAYS GOING BEYOND, IN TERMS OF THINKING AS WELL AS ACTION CONSULTANT/PARIS SINCE I FIRST STARTED, I HAVE BEEN LEARNING THE TRUE MEANING OF THE WORD "IMPACT" PROJECT LEADER/LISBON NEVER A DULL MOMENT. THIS IS THE PROFESSION FOR THOSE WHO HAVE AN INSATIABLE APPETITE FOR LEARNING AND A CREATIVE SPIRIT THAT REFUSES TO BE TAMED CONSULTANT/LONDON YOU ARE SURROUNDED BY THE BRIGHTEST PEOPLE, AND THEY ARE ALWAYS OPEN AND WILLING TO HELP ASSOCIATE/HELSINKI THERE ARE TRULY NO BOUNDARIES AT BCG CONSULTANT/FRANKFURT I FOUND A PLATFORM TO DRIVE LASTING IMPACT, TOGETHER WITH THE PEOPLE AND ORGANIZATIONS WITH WHICH WE WORK, ON A TRULY GLOBAL SCALE PRINCIPAL/SINGAPORE IT'S NOT ALWAYS EASY, BUT IT'S NEVER BORING PARTNER/DÜSSELDORF I'M EXCITED TO COME TO WORK EVERY DAY TO MAKE AN IMPACT BOTH ECONOMICALLY AND SOCIALLY ASSOCIATE/ISTANBUL BY THE END OF THE PROJECT, I ALWAYS FEEL A DEEP TRUST AND RESPECT FROM THE CLIENT ASSOCIATE/MOSCOW SOLVING IMPORTANT AND COMPLEX PROBLEMS ALONGSIDE FANTASTICALLY TALENTED PEOPLE IS A GREAT LEARNING EXPERIENCE PROJECT LEADER/SYDNEY THERE IS NO SUBSTITUTE FOR SUCH A DYNAMIC EXPERIENCE CONSULTANT/TOKYO

**BUILD. CONNECT. GROW.**  
AN INTRODUCTION TO BCG

**BCG**  
THE BOSTON CONSULTING GROUP

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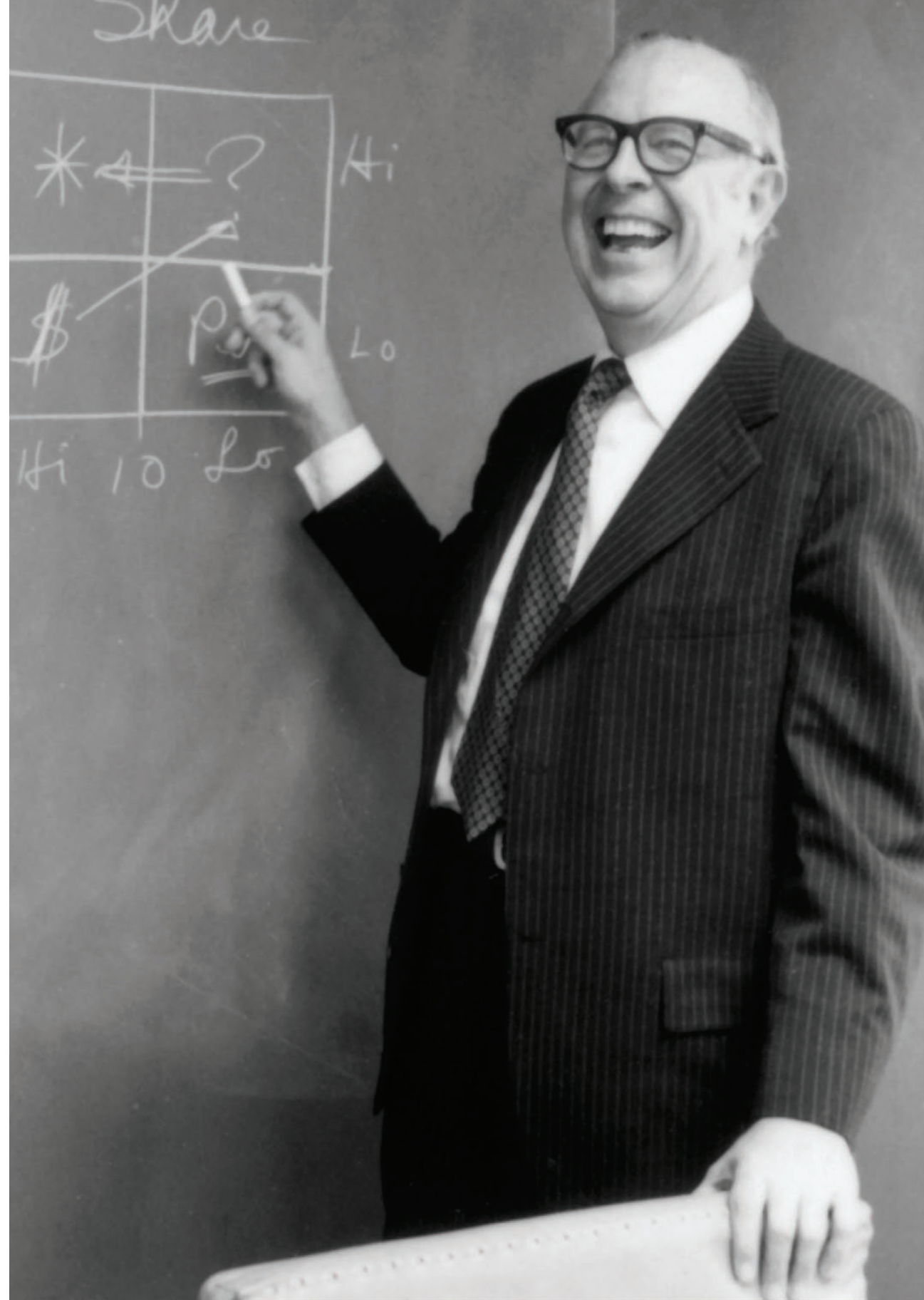
**BUILDING IMPACT.** OUR LEGACY OF INNOVATION<sup>6</sup> DELIVERS TREMENDOUS VALUE<sup>10</sup> AND GLOBAL IMPACT.<sup>12</sup>

**CONNECTING ASPIRATIONS.** OUR TEAMS ARE OPEN AND COLLABORATIVE<sup>16</sup> AND SUPPORT A SUSTAINABLE INTENSITY<sup>18</sup> THAT HELPS US BUILD STRONG RELATIONSHIPS WITH OUR CLIENTS.<sup>20</sup> AND IT WORKS.<sup>22</sup>

**GROWING LEADERS.** AS OUR BUSINESS GROWS, SO DO YOUR OPPORTUNITIES.<sup>26</sup> WITH DEPTH IN EVERY SIGNIFICANT INDUSTRY AND FUNCTION,<sup>28</sup> AND A FOCUS ON SOCIAL IMPACT,<sup>30</sup> WE ESTABLISH A FRAMEWORK FOR FUTURE SUCCESS AT BCG AND BEYOND.<sup>32</sup>

Bruce Henderson founded BCG in 1963. He continually asked “Why not?” as he built an international business that supported its clients in new and effective ways. He envisioned a company that would defy conventions, and to this day BCG brings new thinking to the world of management consulting. We continue to believe what Bruce believed then:

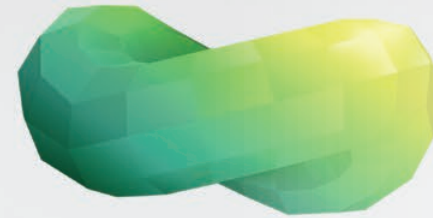
“Freshness, imagination, and insight can only be renewed by continual input of fresh minds.”





*"I have found a dynamism present everywhere at BCG, with an unrivaled passion for always going beyond, in terms of thinking as well as action."*

—CONSULTANT, PARIS



# BUILDING IMPACT

In an increasingly complex world, we go deep to unlock insight and have the courage to act.

1970

2000

# Our legacy of innovation

1968  
THE EXPERIENCE CURVE  
Bruce Henderson

1973  
THE GROWTH SHARE MATRIX  
Bruce Henderson

1974  
WHY COSTS GO DOWN FOREVER  
Bruce Henderson

1976  
THE RULE OF THREE AND FOUR  
Bruce Henderson

1988  
TIME-BASED COMPETITION  
George Stalk

1994  
REENGINEERING BUMPS INTO STRATEGY  
Jon Isaacs

1998  
THE DECONSTRUCTION OF VALUE CHAINS  
Carl Stern

2000  
THE NEW ECONOMICS OF INFORMATION  
Philip Evans and Tom Wurster

We always seek new approaches to tackling the most complex problems. BCG has a history of innovation that has changed the way we think of business, a tradition that continues today.

2001  
THE CHANGE MONSTER

Jeanie Duck

2007

THE NEXT BILLION

Janmejaya Sinha, James Abraham,  
and Arvind Subramanian

2008

GLOBALITY: THE WORLD  
BEYOND GLOBALIZATION

Harold L. Sirkin, Jim Hemerling,  
and Arindam Bhattacharya

2010

MEGATRENDS:  
TAILWINDS FOR GROWTH IN A  
LOW-GROWTH ENVIRONMENT

Alison Sander, Knut Haanæs,  
and Mike Deimler

2014

SIX SIMPLE RULES

Yves Morieux and Peter Tollman

2014

USING BUSINESS  
MODEL INNOVATION  
TO REINVENT THE CORE

Zhenya Lindgardt and Charles Hendren

2014

A DIGITAL DISCONNECT  
IN INNOVATION?

by Kim Wagner, Andrew Taylor,  
Hedi Zabit, and Eugene Foo

Visit [bcgperspectives.com](http://bcgperspectives.com) to delve deeper  
into these approaches and more.

2015

THE DIGITAL IMPERATIVE

Ralf Dreischmeier, Karalee Close,  
and Phillipe Trichet

2015

YOUR STRATEGY NEEDS  
A STRATEGY

Martin Reeves, Knut Haanæs,  
and Janmejaya Sinha



We help our clients strengthen their businesses and transform their industries. Our clients have seen tremendous returns on consulting investment.

# We deliver tremendous value

Initial Consulting Investment

**25x**  
Brand Extension:  
Fashion Company  
in the Americas

**100x**  
Finance Organization  
Transformation:  
Global Consumer Goods  
Company

**50x**  
Pricing Strategy:  
Major Media Company  
in the Americas



**750x**  
Implementation of a  
New Go-to-Market Strategy:  
Global Consumer  
Products Brand

**GLOBAL**

Established a continuous cost improvement program for the refinery business unit of a large international oil super-major, resulting in more than \$800 million in annual savings

**UNITED ARAB EMIRATES**

Developed a comprehensive, ambitious, cross-sector plan to position Dubai as a global cultural center

**EUROPE**

Secured financing for one of the largest leveraged-buyout deals in the health care industry by developing a case for demand and a five-year growth plan

**AFRICA**

Supported the leadership of the United Nations Mission for Ebola Emergency Response with organization design and performance management of the newly formed organization, and with strategy and planning for the Ebola response at headquarters in Accra and in the affected countries

**GERMANY**

Powered a global construction company through the Great Recession without incurring disadvantageous divestments or financing gaps

**JAPAN**

Enabled a large media company's essential middle- to long-term digital and global transformation

**SOUTH KOREA**

Explored the next information communication technology (ICT) opportunity space for a multinational consumer-electronics company, strengthening its position as leader in global handsets

**SOUTHEAST ASIA**

Worked on multiple projects with a world-leading airport operator to significantly improve profitability and deliver step-change growth opportunities in domestic and international markets while the airport maintained its ranking as one of the world's best

# Our work has global impact

**UNITED STATES**

Unlocked growth for a leading purveyor of snack foods to drive a 3-point volume gain and 1% gain in market share, creating billions in incremental value for shareholders

**CANADA**

Identified a potential 10% reduction in Toronto's carbon footprint by brokering a CO<sub>2</sub> emissions-reduction plan that convened both private- and public-sector allies

**LATIN AMERICA**

Identified high-impact entrepreneurs and provided them with significant support through a nonprofit, whose companies now earn almost \$7 billion in annual revenues and have created more than 400,000 jobs

**GLOBAL**

Cofounded a not-for-profit organization to catalyze improvement in health care value by defining standard outcome measures by medical condition

*“By the end of the project, I always feel a deep trust and respect from the client.”*

—ASSOCIATE, MOSCOW



# CONNECTING ASPIRATIONS

It's pretty simple—we genuinely want to help our clients and each other succeed.

# Our teams are open and collaborative

Our teams are structured to represent a range of experiences and insights because we value diversity of perspective. To achieve that diversity, no two team members are alike, as we seek to include, for example, variations in education and work experience, differences in gender, race, ethnicity, and sexual orientation, and geographic representation. Everyone works together. There are no observers: every member of the team is expected to contribute, and everyone's contribution is respected. Our low partner-to-consultant ratio means every team member works closely with, and is inspired by, our partners.

## **KNOWLEDGE TEAM**

Utilizing information resources, experience, and frameworks to improve solutions

## **PARTNER**

Advising clients, defining strategic direction, building teams, inspiring innovation

## **PRINCIPAL**

Building deep client relationships through innovative value creation and mentoring diverse teams

## **PROJECT LEADER**

Managing teams toward strategic solutions and enabling clients

## **CONSULTANT**

Creating strategies for change and collaborating with client teams

## **ASSOCIATE**

Analyzing client performance, interviewing key market players, working alongside clients

## **EXPERT**

Applying deep functional and industry expertise to inform unique solutions

PTO is a global BCG program used to optimize the case team experience, and consultants believe that it increases value delivery by a third. It's not just a strategy for professional sustainability—it's at the heart of who we are.

# We support a sustainable intensity



### PREDICTABILITY

Careful prioritization of critical activities that add the most value

“Protected time” goals shared with team to help you maintain your commitments outside of work

Helping every team member manage a high-intensity, high-growth career

**RESULT:** Significant improvement in the predictability of our case experiences, with consultants reporting that they are 75% to 85% more likely to want to be at BCG for the long term



### TEAMING

All team members describe their working styles and goals, and define norms as a team for working together

Defining, as a team, the norms for working together on a project

Biweekly survey on the quality of your experience, how your team is doing, and how it can improve

Increasing team effectiveness to improve value delivered to clients

**RESULT:** A 20% to 25% increase in teamwork and collaboration



### OPEN COMMUNICATION

PTO facilitators working with you and your team to enhance communication

Biweekly confidential conversation with a PTO facilitator and team discussions of survey results to improve personal and team effectiveness

**RESULT:** A culture of trust, honesty, and respect that is part of every case team experience in every office

# We build strong relationships with our clients

“The BCG consultants we worked with saw themselves as part of the change team, not outside experts who tried to persuade people within the organization to see the light.”

**NATIONAL-LEVEL POLITICIAN / SINGAPORE**

“I worked with many consultants and earlier in my career worked seven years at your leading competitor. Usually the case outcome is recommendations, followed by a long internal phase of implementation. At the end you only get 30% of the promise. With BCG, the generation of gains has been immediate, in line with expectations. This is the best consulting project I have seen. The project will have full payback in six months.”

**PRESIDENT / B2B COMPANY / FRANCE**

“BCG’s great strength is its strategy development capability: BCG has great analytical strength and creativity to develop unique, innovative, competitive strategies.”

**PRESIDENT / PHARMACEUTICAL COMPANY / JAPAN**

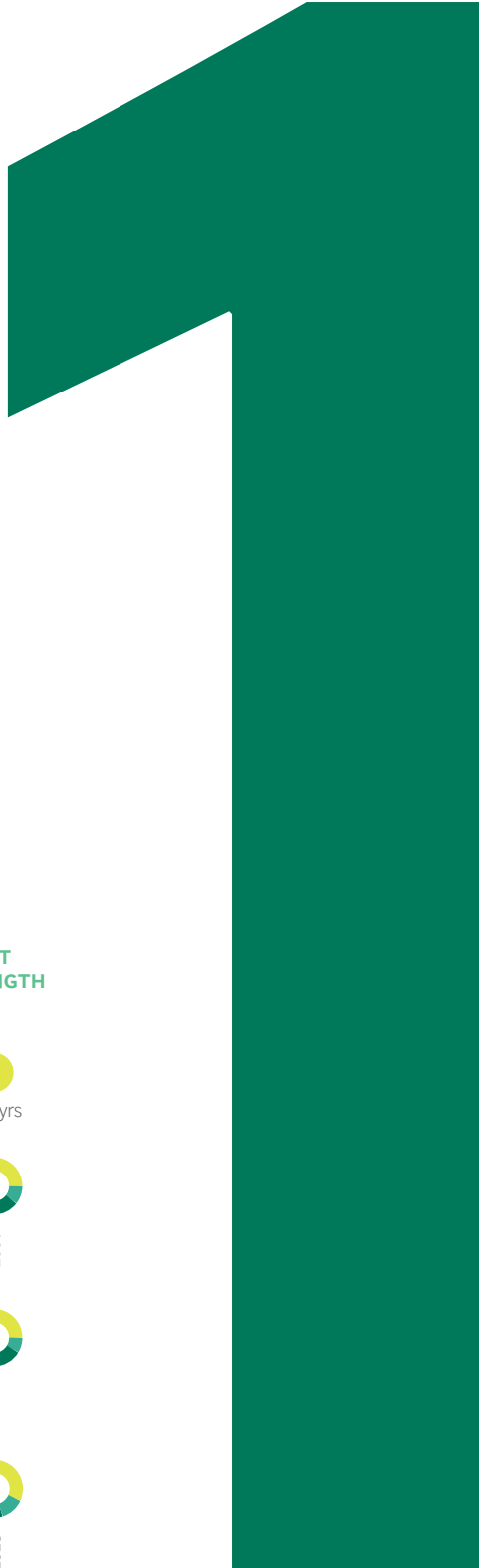
“The BCG partners are emotionally engaged in this issue of world hunger, helping us address the toughest, most important issue of the day. The BCG folks care as much about this as we do.”

**CHAIRMAN / GLOBAL NONPROFIT**

“It is a very individual approach, very much dedicated to the unique situation of a client.”

**CHAIRMAN / PRIVATE-EQUITY FIRM / GERMANY**





Creating trust and open communication is a priority. We help our clients hear hard truths and take bold steps. And it works.

**PERCENTAGE OF ANNUAL CLIENT REVENUE AS COMPARED TO LENGTH OF CLIENT RELATIONSHIP**



*“The greatest lessons at BCG come from the people you work with, not only because they are smart, but because they are ready to see the world differently.”*

—CONSULTANT, MADRID

# GROWING LEADERS

To truly develop yourself, you have to challenge established thinking. You have to seek a better way.



# As our business grows, so do your opportunities

**1963** / 8 Employees  
1 Office

**1980** / 420 Employees  
7 Offices

**2000** / 4,900 Employees  
48 Offices

**2015** / 11,000+ Employees  
82 Offices

#### **INTERNATIONAL OPPORTUNITIES**

Programs that encourage our staff to become global ambassadors, resulting in more than 25% of our consultants working outside their home countries every year

#### **CAREER DEVELOPMENT**

Continuous feedback, semiannual reviews, and an individually assigned career-development advisor who helps you craft and execute your development plan

#### **TRAINING AND DEVELOPMENT**

Up to 4.5 weeks of training and development in your first year, and at least 1 week every year thereafter, including extensive in-person instruction, events, and practice area meetings

#### **APPRENTICESHIP**

Day-to-day guidance and support from the project leader on your case, your fellow teammates, and a mentor

#### **ONE BCG, MANY PATHS**

Flexible opportunities within career options and tracks, with the ability to alter pace and focus area according to personal preferences

#### **GLOBAL LEARNING OFFERING**

A world-class learning portal with more than 1,200 custom modules and a supportive team of more than 400 internal trainers from our most senior consulting staff

#### **EDUCATIONAL SUPPORT**

Financial support for professional education and advanced degrees

#### **SECONDMENT**

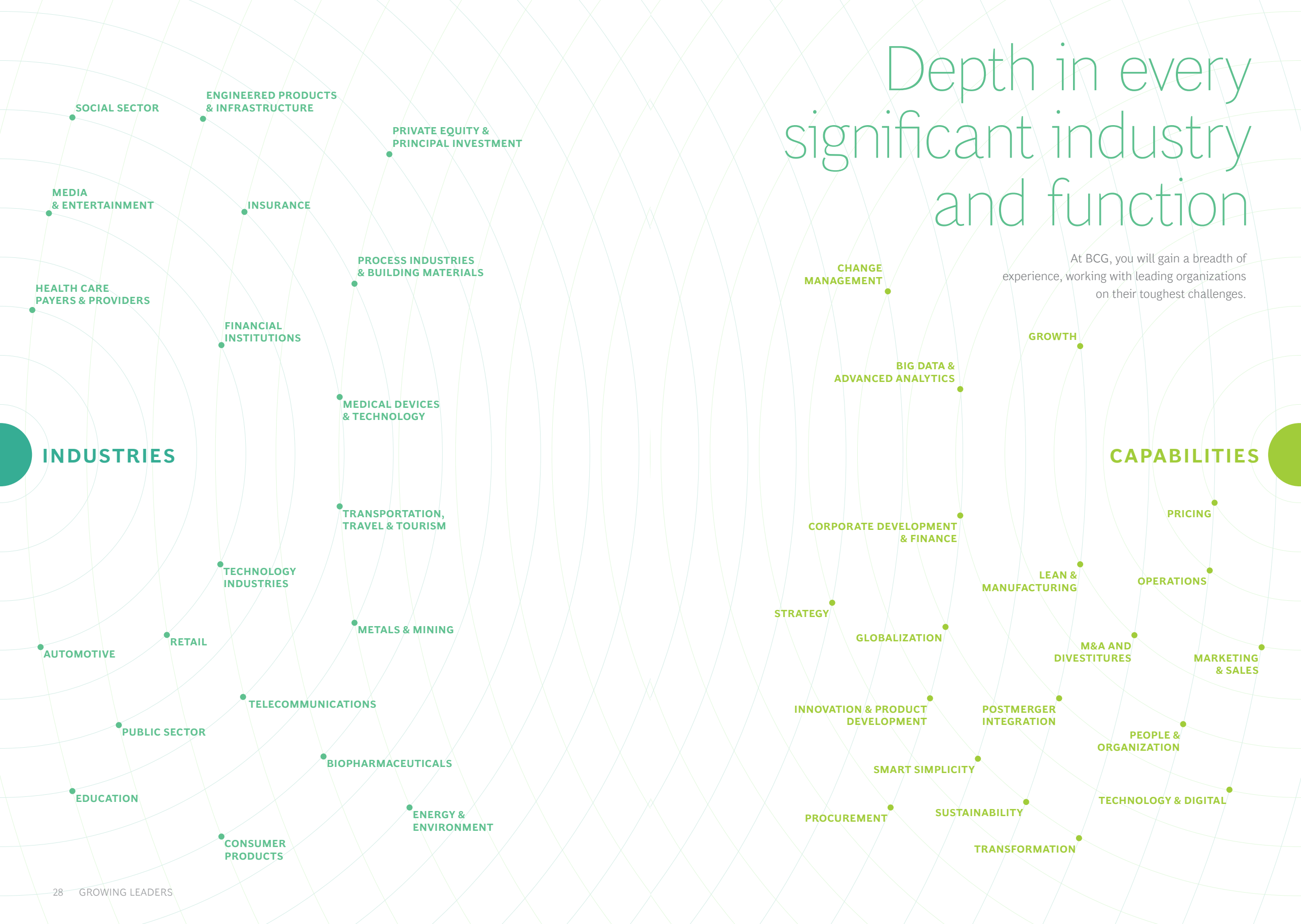
Work for up to a year for private-sector clients around the world or for our global partners in social change

#### **FLEXIBILITY@BCG**

Programs that provide eligible staff with flexible work options, i.e. part-time arrangements or an additional period of time off

# Depth in every significant industry and function

At BCG, you will gain a breadth of experience, working with leading organizations on their toughest challenges.



## INDUSTRIES

- SOCIAL SECTOR
- ENGINEERED PRODUCTS & INFRASTRUCTURE
- PRIVATE EQUITY & PRINCIPAL INVESTMENT
- MEDIA & ENTERTAINMENT
- INSURANCE
- PROCESS INDUSTRIES & BUILDING MATERIALS
- HEALTH CARE PAYERS & PROVIDERS
- FINANCIAL INSTITUTIONS
- MEDICAL DEVICES & TECHNOLOGY
- TRANSPORTATION, TRAVEL & TOURISM
- TECHNOLOGY INDUSTRIES
- METALS & MINING
- AUTOMOTIVE
- RETAIL
- TELECOMMUNICATIONS
- PUBLIC SECTOR
- BIOPHARMACEUTICALS
- EDUCATION
- CONSUMER PRODUCTS
- ENERGY & ENVIRONMENT

## CAPABILITIES

- CHANGE MANAGEMENT
- GROWTH
- BIG DATA & ADVANCED ANALYTICS
- CORPORATE DEVELOPMENT & FINANCE
- PRICING
- STRATEGY
- GLOBALIZATION
- LEAN & MANUFACTURING
- OPERATIONS
- INNOVATION & PRODUCT DEVELOPMENT
- M&A AND DIVESTITURES
- MARKETING & SALES
- SMART SIMPLICITY
- POSTMERGER INTEGRATION
- PEOPLE & ORGANIZATION
- PROCUREMENT
- SUSTAINABILITY
- TECHNOLOGY & DIGITAL
- TRANSFORMATION

Bill and  
Melinda Gates  
Foundation



# Our social impact is local and global



Teach  
For All



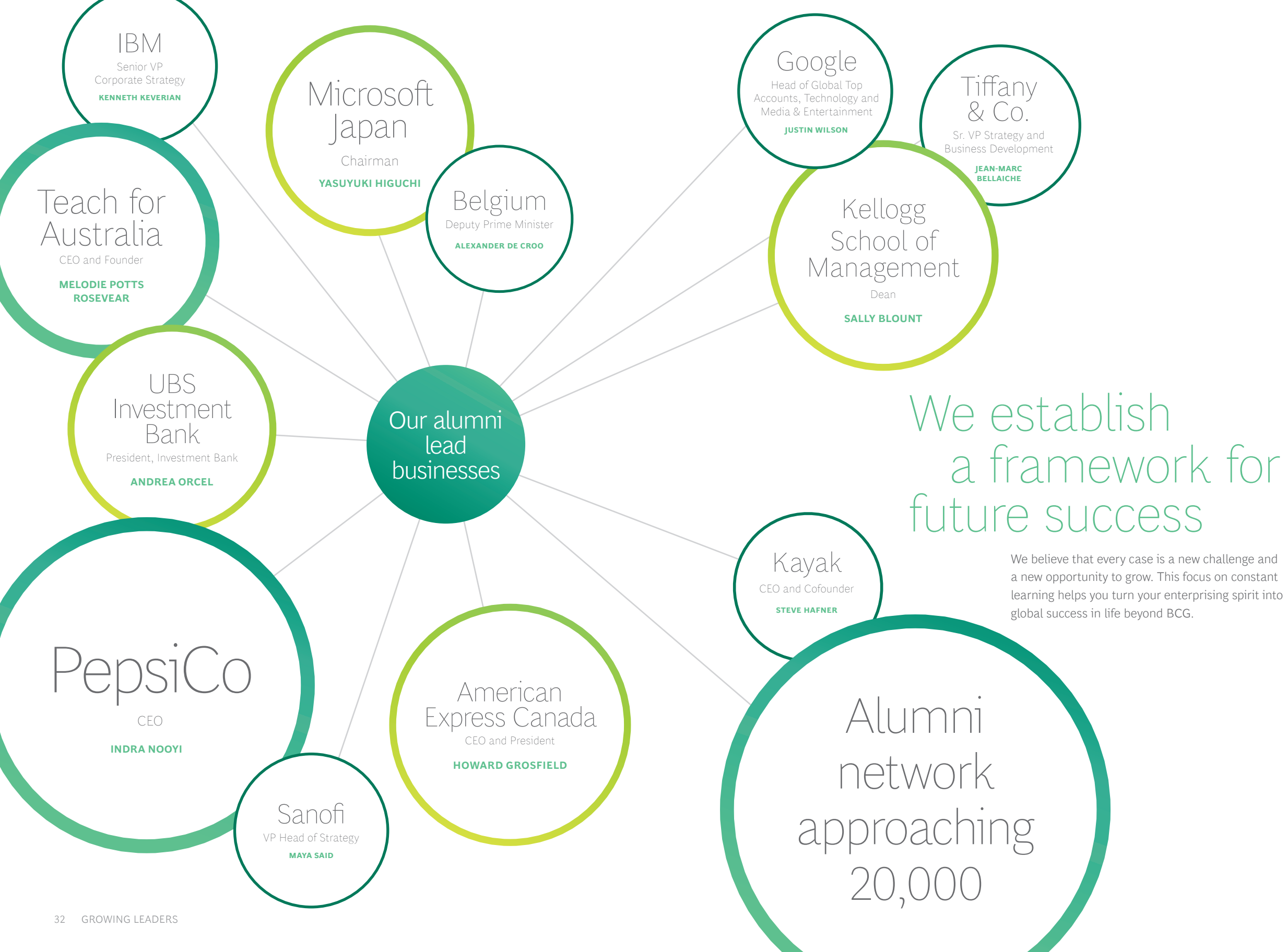
Save the Children



JOBLINGE



Our work with our social-impact partners spans the environment, development, health, education, community, and culture. With 270 social-impact projects across more than 150 organizations per year, our social impact is as important as our business impact.





BCG VALUES  
INTEGRITY / RESPECT  
FOR THE INDIVIDUAL /  
DIVERSITY / CLIENTS  
FIRST / THE STRATEGIC  
PERSPECTIVE /  
VALUE DELIVERED /  
PARTNERSHIP /  
EXPANDING THE ART  
OF THE POSSIBLE /  
SOCIAL IMPACT

Our commitment to both our clients' success and our own standards is what sets BCG apart as a world-class professional-services organization.

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