

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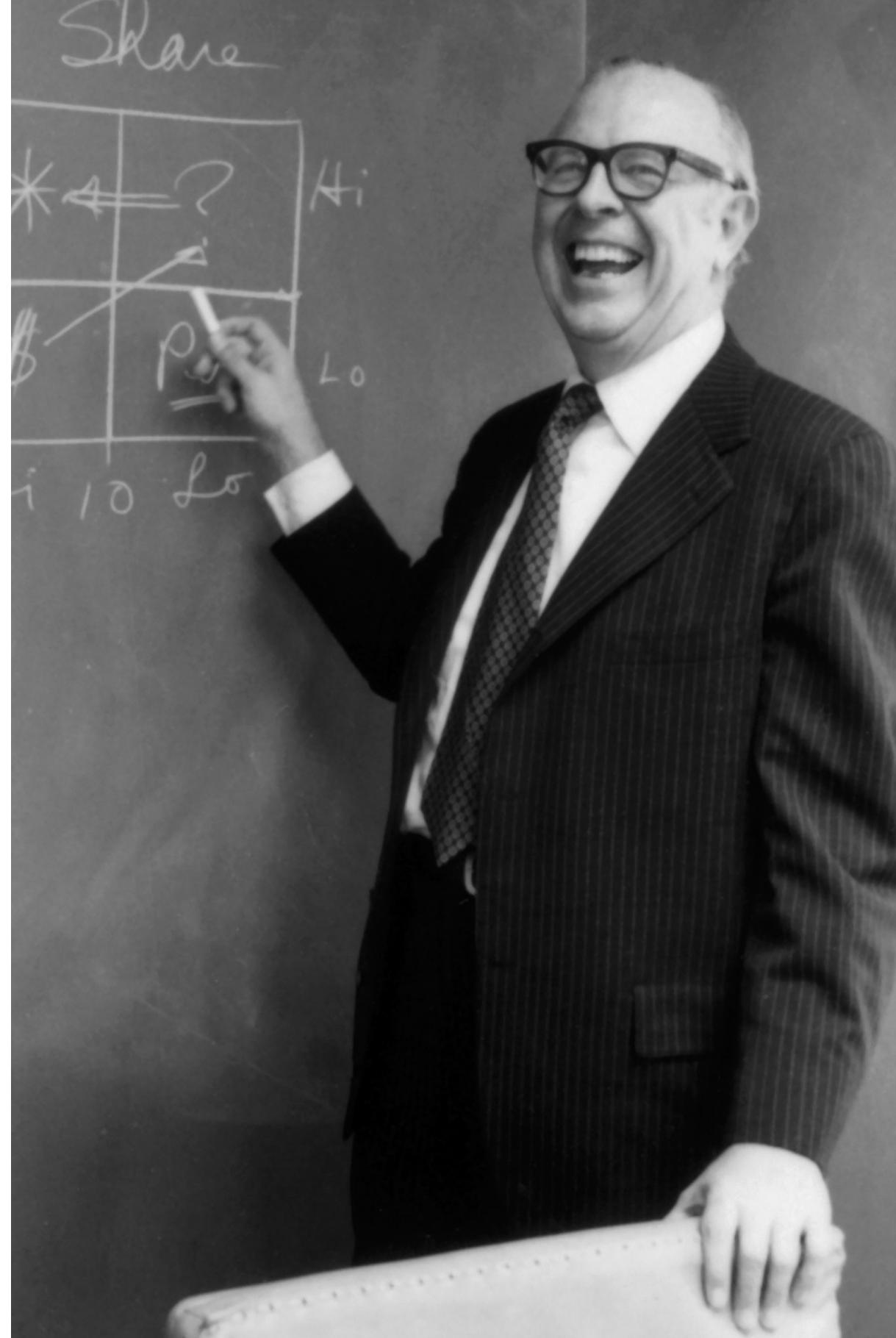
**BUILDING IMPACT.** OUR LEGACY OF INNOVATION<sup>6</sup> DELIVERS TREMENDOUS VALUE<sup>10</sup> AND GLOBAL IMPACT.<sup>12</sup>

**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 FOSTER AN ENTREPRENEURIAL SPIRIT THAT THRIVES 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.”



# BUILDING IMPACT

We are partners and trusted advisors to the world's most influential businesses, governments, and nonprofits. We help them respond to today's incredible pace of change to stay competitive and add value to society. With BCG, you learn how to navigate complexity, draw unique insights, facilitate change, and become a leader responsible for real and lasting impact.

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

1994  
REENGINEERING BUMPS INTO STRATEGY  
Jon Isaacs

1998  
THE DECONSTRUCTION OF VALUE CHAINS  
Carl Stern

1988  
TIME-BASED COMPETITION  
George Stalk

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.

2005

2011

2001  
THE CHANGE MONSTER

Jeanie Duck

2007

THE NEXT BILLION

Janmejaya Sinha, James Abraham,  
and Arvind Subramanian

2010

MEGATRENDS:  
TAILWINDS FOR GROWTH  
IN A LOW-GROWTH  
ENVIRONMENT

Alison Sander, Knut Haanæs,  
and Mike Deimler

2011

SMART SIMPLICITY

Yves Morieux

2010

ADAPTIVE ADVANTAGE

Martin Reeves, Mike Deimler,  
Yves Morieux, and Ron Nicol

2007

PAYBACK: REAPING THE  
REWARDS OF INNOVATION

Jim Andrew and Harold L. Sirkin

2003

TRADING UP

Michael J. Silverstein and Neil Fiske

2008

GLOBALITY: THE WORLD  
BEYOND GLOBALIZATION

Harold L. Sirkin, Jim Hemerling,  
and Arindam Bhattacharya

2013

THINKING IN NEW BOXES

Luc de Brabandere and Alan Iny

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

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



**200x**  
Postmerger Integration:  
European Insurer with  
Presence in 15+ countries

**AUSTRALIA**

Developed a strategy to bring high-speed Internet to an entire country, saving taxpayers \$30 billion over the original plan

**SPAIN**

Drove 80 profit-increasing initiatives to stage a successful two-year turnaround of an airline on the brink of bankruptcy

**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**

Helped a global foundation and a public-private partnership clear the path for launch of a meningitis vaccine, an effort that has helped save thousands of lives

**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

**UNITED ARAB EMIRATES**

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

**GERMANY**

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

Our work has global impact

**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

**UNITED STATES**

Acted as chief advisor to the U.S. President's task force and U.S. Treasury on the successful plan to save the American auto industry

**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 over \$6 billion in annual revenues and have created more than 400,000 jobs

**JAPAN**

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

Challenged by mentors and supported by teams, you will join a diverse group of highly driven, exceptional individuals who respect and trust each other. In a culture where ideas are heard regardless of tenure, the deep relationships you develop with clients and colleagues will become a foundation for your future endeavors.

# CONNECTING ASPIRATIONS

**PARTNER**

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

**SENIOR EXPERT**

Applying deep functional and industry expertise to inform unique solutions

**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

**PTO FACILITATOR**

Ensuring predictability, effective teaming, and open communication through regular check-ins

**KNOWLEDGE TEAM**

Utilizing information resources, experience, and frameworks to improve solutions

# Our teams are open and collaborative

Our teams are structured to include a range of experiences and insights. From first-year associates to seasoned partners, topic experts to creative generalists, 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.

PTO is a global BCG program practiced in all our regions. It is used to optimize the case team experience and has generated a 37 percent increase in value delivered to clients. 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 activities that are the most critical and add the most value

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

Defined working norms that specify when you can turn off your smartphone or e-mail

Ensuring every team member has the ability to manage a high-intensity, high-growth career

### RESULT:

Significant improvement in the predictability of our case experiences, leading to a more sustainable career



## TEAMING

All team members sharing their strengths, work styles, and goals at the start of a case

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

Developing greater team effectiveness that improves value delivered to clients

### RESULT:

A 20 to 50 percent increase in teamwork and collaboration



## OPEN COMMUNICATION

PTO facilitators working with you as an individual and with your team to enhance communication

Biweekly confidential conversation with a PTO facilitator to improve personal and team effectiveness

Biweekly team discussions on survey results, case team dynamics, and what to do differently

Debriefing after each case to understand what's been learned that can be taken to the next cases and clients

### 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**

“There was a desire to understand who we are and what we wanted to become. We are a very culture-driven company—110 years old—and values are important. So my sense was that BCG took much more time to understand how our company’s culture plays into the decision-making process. This is critical.”

**COO / CONSUMER GOODS COMPANY / U.S.**

“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**

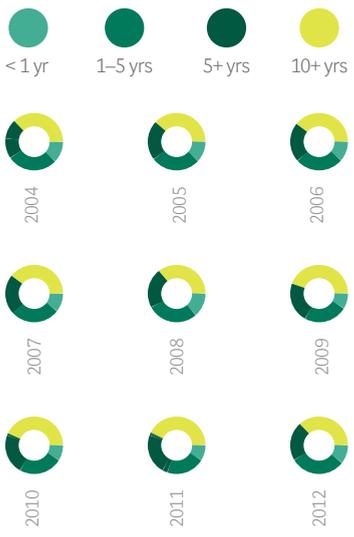
“It is a very individual approach, very much dedicated to the unique situation of a client.”

**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**



**2013**  
 More than a third of our clients have been with us for ten years or longer

# GROWING LEADERS

Supported by our global team of experts across a breadth of topics, your career will dramatically accelerate through fast learning and rapid advancement. Your experiences will help you find deep personal meaning as you develop a platform for future success. Whether you are here for two years or two decades, you will become a part of our heritage of game-changing ideas, business model innovation, and reshaping of landscapes.

# As our business grows, so do your opportunities

**1963** / 8 Employees  
1 Office

**1980** / 420 Employees  
7 Offices

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

**2013** / 9,400 Employees  
81 Offices

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

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

#### **EDUCATIONAL SUPPORT**

Financial support for professional education and advanced degrees

#### **GLOBAL LEARNING OFFERING**

A world-class learning portal with more than 1,000 custom modules and a supportive team of more than 400 internal trainers from our most senior consulting staff

#### **INTERNATIONAL OPPORTUNITIES**

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

#### **TRAINING AND DEVELOPMENT**

Up to 4.5 weeks of training and development per year, including extensive in-person instruction, events, and practice area meetings

#### **CAREER DEVELOPMENT**

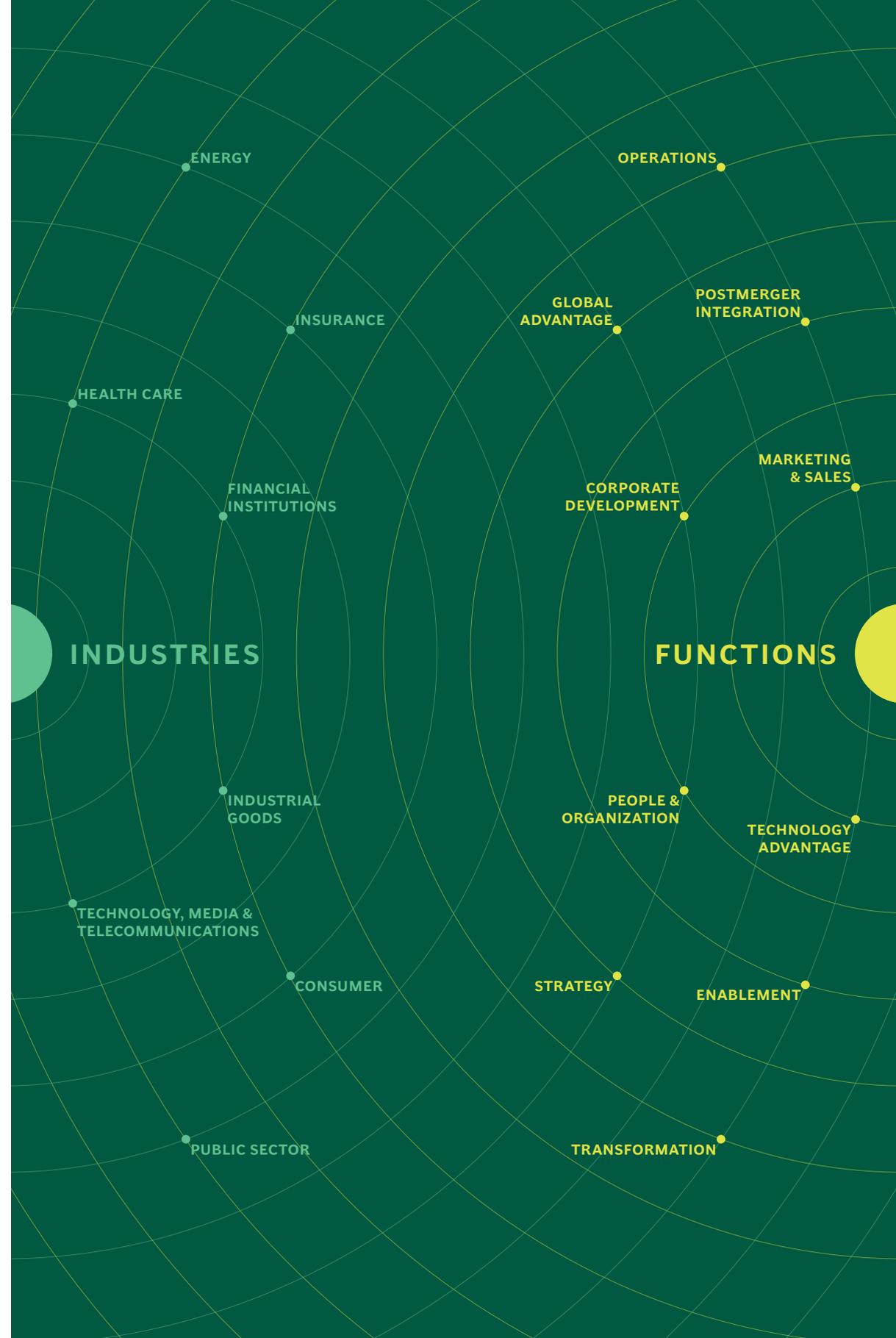
Continuous feedback culture, supported by a semiannual comprehensive performance review and an individually assigned career-development advisor

#### **SECONDMENT**

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

# Depth in every significant industry and function

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



Bill and  
Melinda Gates  
Foundation

HET  
CONCERT  
GEBOUW



TECH↑



**JOBLINGE**

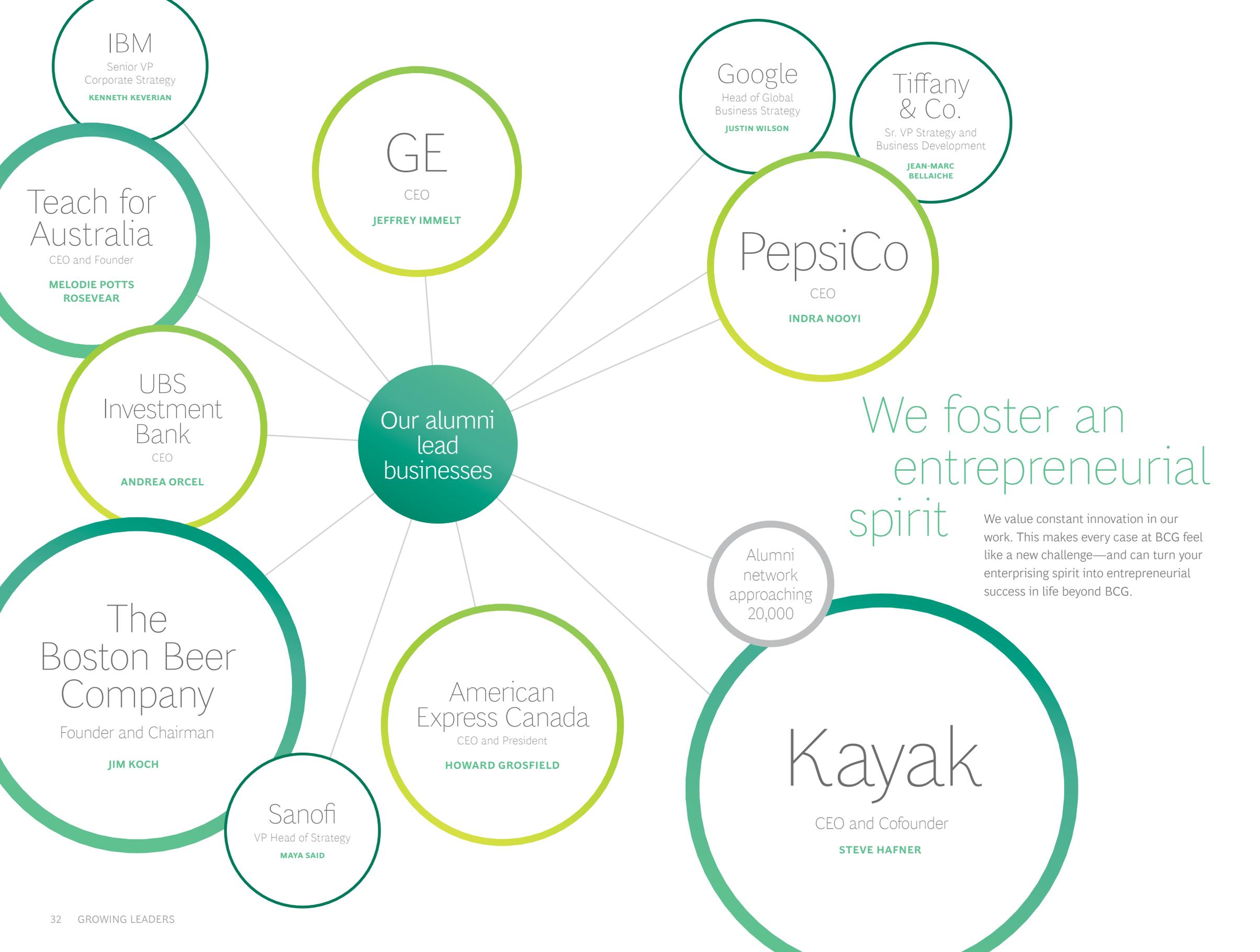
# Our social impact is local and global



**Teach  
For All**



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.



IBM

Senior VP  
Corporate Strategy  
**KENNETH KEVERIAN**

GE

CEO  
**JEFFREY IMMELT**

Google

Head of Global  
Business Strategy  
**JUSTIN WILSON**

Tiffany  
& Co.

Sr. VP Strategy and  
Business Development  
**JEAN-MARC  
BELLAICHE**

Teach for  
Australia

CEO and Founder  
**MELODIE POTTS  
ROSEVEAR**

PepsiCo

CEO  
**INDRA NOOYI**

UBS  
Investment  
Bank

CEO  
**ANDREA ORCEL**

Our alumni  
lead  
businesses

We foster an  
entrepreneurial  
spirit

We value constant innovation in our work. This makes every case at BCG feel like a new challenge—and can turn your enterprising spirit into entrepreneurial success in life beyond BCG.

Alumni  
network  
approaching  
20,000

The  
Boston Beer  
Company

Founder and Chairman  
**JIM KOCH**

American  
Express Canada

CEO and President  
**HOWARD GROSFIELD**

Kayak

CEO and Cofounder  
**STEVE HAFNER**

Sanofi

VP Head of Strategy  
**MAYA SAID**

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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Version dated: September 2, 2014

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**BCG**

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