

# 企业白皮书

咨询行业

BCG

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## 1. 公司简介

Boston Consulting Group (BCG)是一家全球管理咨询公司，成立于 1963 年，总部位于美国马萨诸塞州波士顿。它与 Bain & Company and McKinsey & Company 并列称为"Big Three"（世界上最大和最负盛名的三大管理咨询公司）。

### 1.1 历史大事件

- 1990 年: 在香港设立办事处，进军亚洲市场
- 1979 年: 完成全部股份的收购
- 1974 年: Henderson 安排了员工持股计划，使公司独立于 The Boston Safe Deposit and Trust Company
- 1967 年: 邀请 Bill Bain 到公司任职
- 1966 年: 在日本东京开设了第二个办事处
- 1963 年: 由 Bruce Henderson 创立，是 The Boston Safe Deposit and Trust Company 的一部分

### 1.2 近期新闻

- 2021 年 12 月: 被 IDC MarketScape 评为商业咨询服务的全球领导者
- 2021 年 12 月: 与 Climeworks 签署 Direct Air Capture (DAC) 合作伙伴关系
- 2021 年 9 月: 入股 Solution Seeker——公司将人工智能优化带入上游油气领域
- 2021 年 9 月: 宣布与可持续航空燃料 (SAF) 的先驱和全球领导者 SkyNRG 建立为期八年的合作伙伴关系
- 2021 年 6 月: 被独立研究公司评为创新咨询服务领导者

## 2. 部门架构

By Teams

类别	部门名称	简介
咨询类	Consulting	Partner with clients to solve their most challenging problems through innovative solutions.
	Research & Insights	Apply your research expertise to advance bold ideas that transform businesses and industries around the globe.
技术类	Data Science & Analytics	Uncover innovative insights that create lasting impact for BCG and our clients.
	Technology & Engineering	Create, deliver, and implement the latest digital technology solutions to drive meaningful action.
	Design	Create breakthrough design experiences that delight our customers across the globe.
职能类	People & HR	Attract, retain, and develop the leaders of today, and tomorrow.
	Finance	Preserve BCG's capital, assets, and integrity, whilst shaping the future of the firm.
	Legal & Risk	Serve as a trusted advisor and change agent to protect and grow our business.
	Business Operations	Grow our business by taking care of BCG's assets – people, building, and investments.
	Business Building & Incubation	Build and shape the next generation of innovative businesses around the globe.
	Marketing & Communications	Build and shape BCG's global reputation as a leading management consulting firm.
	Product Management	Co-create with clients and colleagues alike to build new digital ventures and products.

## 3. 企业文化

### 3.1 Purpose

- We bring insight to light by challenging traditional thinking and ways of operating and bringing new perspectives to the toughest problems.
- We drive inspired impact by looking beyond the next deadline to the next decade and by collaborating closely with our clients to enable and energize their organizations.
- We conquer complexity by discovering unique sources of competitive advantage and hidden

truths in dynamic, complex systems.

- We lead with integrity by confronting the hard issues, staying true to our values, and stating our views candidly and directly.
- We grow by growing others, enabling our clients, colleagues, and the broader community to build success and achieve their full potential.

### 3.2 Values and Culture

- Integrity
  - As an expression of courage and accountability
- Diversity
  - Of thought, expertise, experience, and background
- Respect for the Individual
  - As their capacity and desire for personal growth
- Clients Come First
  - We measure our success by our clients' success
- The Strategic Perspective
  - Enabling clients to deliver superior results in a sustainable manner
- Value Delivered
  - In the form of tangible, positive and lasting change
- Partnership
  - A long-term view guides BCG's relationships, both internally and with clients
- Expanding the Art of the Possible

- Because the goal is not simple to apply best practice but also to invent it
- Social Impact
- We believe we can make the world a better place

#### 4. 晋升体系

以咨询岗位为例

- Associate
- Consultant
- Project Leader
- Principal
- Partner
- Managing Director and Partner



➤ 注：具体的 Level 名称和级别，根据地点和岗位的不同，可能有差异

#### 5. 学生项目（Student Programs）

## 5.1 For undergraduate & graduate students

- Insight Program

- 年级要求: 三年制大一以及四年制大二学生
- 项目周期: 2 天
- 开放地区: 仅限英国

注: 此项目只对研究生、PhD 等高级学位开放

- Internships

- 年级要求: 倒数第二年毕业的学生
- 项目周期: 10-12 周
- 专业限制: Exceptional Business School, Engineering, Science, Law, and Humanities Students

- Full-Time Positions

- 年级要求: final year students

## 5.2 For advanced degree

- Bridge to BCG

- 年级要求: ADC 候选人 (攻读博士学位的学生、博士后、JD、MD、MD/MBA 以及住院医师和执业医师)
- 开放地区: US、CA
- 项目意义: 将获得 BCG 的第一轮面试机会

- MD Scholar Program

- 年级要求: 大三、大四
- 专业限制: medical 相关专业
- 开放地区: 仅限美国

- 招聘形式: Rolling Basis
- Women's MBA Fellowship
  - 年级要求: MBA 第一年的女性学生
  - Target Schools:
    - IESE
    - ESADE
    - INSEAD
    - London Business School
    - Oxford Saïd
    - Cambridge Judge

## 6. 招聘流程

- Step 1: The HR Screening Interview
  - 面试方式: Phone/Video
  - 面试时长: 20 分钟
  - 面试工具: Spark Hire
  - 考查内容:
    - Background Questions
    - Motivational Questions
    - Specific Skill-Based Questions
  - 注: 只有不到 15% 的申请者会接到面试电话, 大多数候选人网申通过后就会收到 OT
- Step 2: OT



※ 形式一：BCG Potential Test

- 考查形式: 单项选择
- 考查内容: 与 GMAT 和 GRE 类似
- 适用岗位: 通常适用于本科生申请 Consulting Roles
- 题目数量: 23 个
- 用时限制: 45 分钟
- 常见问题类型:
  - Calculate X, Y, and Z given the following data
  - Which of the following conclusions are accurate given the following data

※ 形式二：Pymetrics

- 题目数量: 12 个
- 用时限制: 30 分钟
- 测试能力&内容:
  - Attention & Focus – You’ re shown a series of different colored shapes and asked to tap the screen when a particular shape or color appears
  - Emotional intelligence – You’ re shown an image of someone’ s face and given a short bit of textual information. You’ re asked to determine the person’ s emotion
  - Effort – You’ re asked to choose between different tasks based on their difficulty-levels and the rewards for completing them
  - Fairness & Generosity – You’ re given a scenario in which money is distributed across a group and asked to judge whether the distribution is fair or unfair
  - Decision making – You’ re given a pattern of colors and asked to move the colors in a

second pattern to match the first in the fewest possible moves. Or you're asked to choose

between one sum of money now or a larger sum in a set number of days in the future

- Learning – You're tested on the number of digits you can memorize and recall correctly
- Risk tolerance – You earn points by pumping air into a balloon. The larger the balloon gets, the more points you earn, but you lose points if the balloon pops

Pymetrics 正在替代传统的 Potential Test，目前美国地区已在使用 Pymetrics 进行测试

- Step 3: First Round Interviews

- 面试内容：

Case Interview

Fit / PEI Questions

- 面试时长：one or two Fit / PEI Questions (~10mins) and a Case Interview (~30 to 40mins)

- Step 4: Second Round Interviews

- 面试内容：

Case Interview

Fit / PEI Questions

Written Case:

- ① 2 小时时间阅读 20 多页的文档，对其进行分析并回答一些客户问题。另外，还需要在 3-5 张

PowerPoint 幻灯片上总结对该案例的回答，并将其在 20 分钟内呈现给面试官)

- ② 常用于美国地区

- 面试时长：one or two Fit / PEI Questions (~10mins) and a Case Interview (~30 to 40mins)

- Step 5: Offer