

企业白皮书

咨询行业

Roland Berger

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1. 公司简介

Roland Berger 是一家国际管理咨询公司，总部设在德国慕尼黑，它是欧洲最负盛名的战略咨询公司之一。它在 35 个国家拥有 2400 名雇员和 52 个办事处，为主要的国际工业和服务公司以及公共机构提供咨询服务。

1.1 历史大事件

- 1980 年：成为欧洲第一个加入管理咨询工程师协会（ACME）的管理咨询公司
- 1973 年：已发展成德国第三大咨询公司
- 1969 年：在米兰设立分公司
- 1967 年：由 Roland Berger 创立

1.2 近期新闻

- 2022 年 1 月：与 Start-Up Nation Central 合作推动海湾合作委员会地区创新的商业机会
- 2021 年 10 月：罗兰贝格稳健性方法：实现真正弹性的多维框架
- 2021 年 3 月：承诺到 2028 年实现净零排放，并着眼于可持续管理咨询
- 2020 年 12 月：为 Parcom 就生命气候交易提供建议

2. 部门架构

业务职能	简介
Mergers & Acquisitions	Valuation
	Financial and debt advisory
	Company sale
	Company acquisition
	Distressed M&A

Private Equity	Commercial due diligence (CDD)
	Operational due diligence (ODD)
	Red-flag analysis
	Private equity value creation
	Equity story/exit value
Sales & Marketing	Sales Push
	Sales Force Performance
	Sales Organization
	CRM
	Digital Sales
	Sales Strategy
Restructuring, Performance, Transformation & Transaction	
Operations	
Digital	

3. 企业文化

3.1 Values

- Entrepreneurship
 - We follow an entrepreneurial approach and provide creative and pragmatic solutions.
- Excellence
 - We achieve excellent results and develop global best practices to ensure measurable and sustainable success.
- Empathy
 - We are insightful and responsible advisors and we contribute to the greater good.

3.2 10 COMMITMENTS

- Client-first

- We aim at providing our clients with the best we can offer as a firm and as excellent and entrepreneurial people, and to exceed their expectations whenever possible. We focus on understanding their real problems and offer tailored approaches. We are in search of the "wow" effect. We respond with agility and responsiveness to clients' requests and act in their interest as trustworthy and loyal business partners. We are looking for the client to be our first promoter based on the quality and professionalism of our work.
- Innovative
 - We take pride in our entrepreneurial spirit. Our DNA urges us to depart from the beaten tracks, to take up challenges, to accomplish extraordinary achievements and to take risks. We are eager to find innovative solutions to help our clients be game changers in their environment. Our innovative mindset comes with tangible results and impact for our clients.
- Fact based
 - Our findings, conclusions and recommendations are always based on our deep analytics and fact based approaches. We bring an independent view and will take a stand if we believe it is in the best interest of our clients. We are not influenced by outside or internal political interests.
- Collaborative
 - Consulting is a team task where excellence is achieved when we apply the full range of our diverse skills. We always approach acquisition and project staffing based on the right people combination for the job. We banish any "I, me and myself" culture. We continuously act as one firm.
- Relevant
 - We commit to maintaining and extending our professional relevance; deepening our

understanding of our clients' industries, extending our functional know-how, building our networks of expertise and intellectual property to support our collective ability to address our clients' most pressing problems and to anticipate client's needs. This comes with our full respect to the confidential information of our clients' and of our own firm.

- Developing

- We strive to attract and retain the best talent. We commit to actively support the personal and professional development of all employees. We help our people to grow their careers: their knowledge, their know-how, their personality and their personal skills. We listen to their needs and suggestions and we recognize our role in providing on-the job training, formal training, and regular feedback. We are a meritocracy and reward contributions to our success.

- Leading

- We lead with courage and by example to inspire our colleagues. We cultivate the passion for our profession, the taste for having dreams and the ambition to realize them. We respect our word and act with transparency. We value open discussion and debate in decision making, but once made, we stand by the decisions taken by our community and will take all necessary steps. We reinforce our values by living our commitments.

- Respectful

- We are a diverse community and recognize our diversity as strength. Heterogeneity is our hallmark. We value others' perspectives and feedback to improve ourselves. We do not allow ourselves, or others, to be negative about the members of our firm. We act with humility internally and with our clients.

- Ethical

- We commit to tolerance and respect to human dignity wherever we are and whatever we do.

We promote corporate social responsibility. We are respectful of the cultures and diverse realities of the countries we work in and the clients we work with. We act with honesty and integrity.

- Proud

- We are proud of what Roland Berger stands for and take pride in our firm's and colleague's accomplishments. We create a working environment that people appreciate and that enables the individual to achieve excellence in a positive spirit and with passion for our firm. We celebrate our collective successes. Our success stories build and nurture our identity and our values. We strive on making our community stronger tomorrow than it ever was yesterday.

4. 晋升体系

以咨询岗位为例

- Junior Consultant / Consultant
- Senior Consultant
- Project Manager
- Principle
- 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)

For undergraduate & graduate students

- Consulting Internship
 - 年级要求: 倒数第二年毕业的学生
 - 项目周期: 4-6 个月
 - 项目意义: 表现优异者可拿到 return offer
- Roland Berger Gap Year
 - 年级要求: 本科升研究生的间隔年
 - 项目周期: 9 个月
 - 开放地区: 德国
 - 项目意义: 表现优异者可拿到 return offer
- Full-Time Positions
 - 年级要求: final year students or MBAs

6. 招聘流程

- Step 1: Resume and Cover Letter Screening

■ 考查内容:

- Background Questions
- Motivational Questions
- Specific Skill-Based Questions

- Step 2: Assessment Centre / Superday

面试顺序不一，但包括以下几点内容

■ 面试内容:

- Company Presentation and Q&A
- Online Reasoning Test

测试时长: 90 分钟

测试形式: 现场作答

考查内容:

1. Numerical reasoning - Mathematics and quantitative reasoning questions
2. Verbal reasoning - Language comprehension questions
3. Abstract reasoning - Pattern recognition and logic questions

- 2 Case Interviews(Interviewee Lead)

➤ 注:

1) Interviewee Lead 特征:

- ① 阅读案例，由自己决定哪些问题是值得问的，分析后做出相应回答
- ② 如果一个案例有四个主要领域方向，需要确定四个中间哪一个是最重要的，并着重分析

它，然后转移到第二重要的领域，确定结论并呈现

2) Interviewer Lead 特征:

- ① 这种形式是麦肯锡公司倾向使用的，需要候选人有更灵活的思维
- ② 阅读案例，由面试官决定什么问题值得提问，候选人进行回答
- ③ 如果一个案例有四个主要领域方向，面试官可能会问你觉得哪个领域是最重要的并且为

什么，但是不管你怎样回答，面试官都会说：“让我们来处理四号领域”

- 1 Behavioural Interview
- Group Case Presentation

• Step 3: Offer

职问
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