The next chapter of the BearingPoint story

BearingPoint yielded yet another successful year in 2015 reaching record bookings, revenue, and EBIT levels as our clients responded to our commitment to service their needs first and foremost. However, there is so much more to a year than just the numbers, as important as they are. In this report, we’ll pick up the BearingPoint story from where we left off in 2014 and present to you the exciting new chapter we’ve created in 2015 that will propel us to our goal of reaching revenues of 1 billion euros by 2020.

In this new chapter, we once again responded to what we learned from our clients. They wanted to see more of our technology solutions that quickly produce results for them. While we always had this in our DNA, in 2015 we created an entirely new business unit to further develop this strength and liberate its potential. This new Solutions unit will work in tandem with our existing Consulting business and together they will synergistically nurture each other’s growth.

As you look through this report, you’ll read the introductory interview of our Managing Partner Peter Mockler, where he explains how these changes play with all of our activities and ambitions. Our chief strategist will further outline how our new Solutions unit lives in symbiosis with our Consulting business. You’ll also learn what our alliance partners have to say about how we deliver across the globe, and our digital leader explains why we are well prepared to help our clients thrive in the rapidly spreading ‘platform’ economy.

The largest part of this report is dedicated to the stories of success we have written for and with our clients, aptly followed by our human resources director explaining how we further developed the BearingPoint Spirit, our culture as committed consultants with adaptive intelligence. You will also find a brief outline of more than 40 new Accelerators, technology packages we designed to produce rapid changes for our clients, and a selection of market insights extracted from studies we created. Finally, a view on the numbers will close the report.

For BearingPoint, this report embodies our commitment to transparency to our clients, suppliers, employees, and the general community, and it gives us an opportunity to thank everyone involved with us in this exciting journey. With our second annual report, we document again for our stakeholders that we are an organization that evolves, grows and adapts with the times, and that we are well-equipped to help our clients meet the challenges of a rapidly changing global environment.
Key 2015 figures

- Global BearingPoint headcount: 3,709
- Global alliance headcount: 10,100
- Countries where BearingPoint has a direct presence: 21
- Global alliance offices: 66
- BearingPoint offices: 35
- BearingPoint partners: 150
- Foundation date as BearingPoint European partnership: 2009
- Revenue: €563m
- Countries in which BearingPoint served clients: 77
Achieving our goal of 1 billion euros in revenue

Interview: Peter Mockler
Global Managing Partner

How did BearingPoint perform during 2015?
BearingPoint had another strong performance in 2015. Our mission to work together for the good of our clients resulted in the firm achieving our highest bookings, revenues, and EBIT levels since the Management Buyout (MBO) in 2009. We accomplished this despite a weak start to 2015 caused partly by economic uncertainty and market challenges.

What steps did you take last year to help BearingPoint reach its goal of 1 billion euros of revenue by 2020?
In 2015, the partners confirmed our ambitious goal of 1 billion euros in gross revenue by 2020 and agreed on a strategy-to-results execution agenda. To that end, we established a roadmap for growth that led to the reorganization of the company and the creation of three synergetic pillars: Consulting, Solutions, and Ventures, each working together to drive innovation, sustainable revenue, and client value.

Moreover, we began to integrate the BearingPoint ‘Spirit’ behaviors into our regular business processes thus emphasizing an entrepreneurial culture and style that makes us different in the eyes of our clients. We also worked to further embed our ‘One Firm’ mindset in everything we do.

In which areas do you expect the most growth going forward?
We expect that a large share of future growth will come from the Solutions unit, where we will focus on digital transformation, regulatory solutions, and advanced analytics. Combining Consulting and Solutions and being business-led will help differentiate us from traditional consulting, software and technology firms. Global expansion and selective acquisitions will also play a role in our future growth. Our purchase of the digital consultancy firm Magenta Advisory is an example of the types of smaller size, bolt-on acquisitions we will make intermittently going forward.
BearingPoint places a lot of emphasis on people development. What further steps have you taken during 2015?

Attracting and retaining the most talented individuals in the industry is high on our strategic agenda.

To attract talent, we must work every day to make BearingPoint an exceptional place to work where people can reach their fullest potential. We need to offer opportunities for our people to grow into professional leaders that can make a difference. So in 2015, we took distinct actions to enhance leadership development, increase work mobility, and accelerate careers. We embarked on the largest cultural enhancement program so far with the aim to embed the BearingPoint Spirit in the way we work. We also placed corporate responsibility at the heart of our company, which included the establishment of the BearingPoint Foundation. The aim is to invest at least one percent of the firm’s annual profits in activities that will help the world to better understand and enhance the human mind.

In 2015, the partners of BearingPoint endorsed you for a third term as Managing Partner. What are your goals for the third term?

This endorsement is a sign of trust in the firm’s leadership, and I am personally honored by this renewed support. My responsibility, under the principle of stewardship, is to prepare the firm for the next phase of its development extending beyond my tenure as the Managing Partner. I was particularly proud to report that in 2015 we were able to admit 19 new partners into the partnership. Building on the three new foundational pillars of Consulting, Solutions, and Ventures is another priority for my third term.

What will be BearingPoint’s focus for 2016?

During 2016, we will continue to execute our strategy and maintain the growth momentum we gained during the latter part of last year. I expect to see our new strategy and investments made in the past few years to accelerate our growth in 2016. We will energize our digital, regulation, and advanced analytics products with constant innovation of services, products, and new venture activity, and keep shaping our unique culture. We’ll leverage our global reach and continue to empower our people. Most importantly, we must stay close to our clients and be proactive in identifying how we can best serve them.

In what way does the One Firm concept and global expansion fit into BearingPoint’s growth strategy?

The One Firm concept means that we serve our clients in a flexible yet consistent way across the globe. This in turn means that we need to make available the right capabilities and experience in each situation where we decide to participate. This will be possible through our global network. Global expansion is key to our One Firm initiative and our presence now spans 35 countries, up from 14 countries in 2009. We continue to expand in fast-growing markets like the Middle East including Dubai and Abu Dhabi. Our relationship with our global partners strengthened in 2015 as our SAP Center of Excellence in Chicago with West Monroe Partners reached critical mass, and as we agreed to build a joint Singapore hub with our alliance partner ABeam.

What role does innovation play in BearingPoint’s growth strategy?

Innovation is a strategic driver at BearingPoint and an integral part of our growth. It lays the groundwork for future products and services. We introduced the ‘BE an Innovator’ process across our entire firm in 2015 resulting in many new creative ideas and even new products and services for our clients. Also during 2015, we identified 43 new Accelerators that we believe will prompt rapid, positive change for clients in specific areas of importance to them. In addition, we established digital ecosystem management (DEM) as a concept and focus area; we entered four different ventures; we signed 52 new HyperCube contracts, and joined forces with the Crédit Agricole Village and Deutsche Telekom’s hub:raum incubator. Also in 2015, we won prestigious innovation awards for the Abacus suite of products and for DEM Infonova R6.
Client relationships built on trust

Nothing is more important at BearingPoint than our relationships with our clients. We believe that our sustainable advantage comes ultimately through client satisfaction. We earn our clients’ trust by consistently proving, in every interaction, that their needs come first and foremost and that we can deliver on this promise. That’s why in 2015 we restructured our company into three strategic pillars that we believe will help us better support our clients to adapt to an ever-changing marketplace.
The strategic move

BearingPoint’s future is directly tied to the success of our clients. We know that. So when we began to think about our future following the MBO, the first words we came up with were ‘client intimacy.’ We knew we wanted to be close to our clients. That was the starting point.

Client intimacy has to be earned through trust. With trust as the basis, we can help clients innovate. But it also takes holistic thinking, analytical capability, and a dose of entrepreneurship. These help us understand our clients’ needs and aid them in finding the right answers.

It has become more and more evident that clients want proven approaches and technology that can be plugged in to produce quick results. These must be customizable to a client’s specific situation. This is the background to our intense focus on innovation, Accelerators, and enabling technology.

To make us better at managing our IP and technology, we set up a new structure in 2015 – the Solutions operating unit. While it’s important to emphasize the special needs of managing a technology business, this structure does not intend to separate Solutions from Consulting, but rather allows us to take both to market in a combined and synergetic fashion.

So it was by listening to the needs of our clients and the market that BearingPoint developed a strategy that will fuel our long-term growth with the aim of reaching 1 billion euros in revenue by 2020. We’ve established a roadmap for accelerated growth consisting of three pillars: Consulting, Solutions, and Ventures. These three pillars will work together to develop innovative ideas for new services and technology, all under a flexible model of ventures and incubators. We also identified the top areas where we can grow and expand globally supported by selective acquisitions and partnering activities.

In 2015, our goal was to validate this business strategy. In 2016, we’re set for execution.

Our strategic focus is on digital transformation, regulation, and advanced analytics each supported by strong concepts and technology: DEK Citibra R6, the Abacus family of products, and HyperCube. This focus has proved successful.

For example, our Infonova R6 platform has since early 2015 enhanced BT’s cloud services portfolio. This portfolio includes storage offerings and software applications for third parties across multiple countries, languages, and currencies.

The BT work was a finalist for the prestigious TM Forum Excellence Awards. Numerous awards were also won by our Abacus suite of products. Also in 2015, the AUREP regulatory reporting platform for the Austrian National Bank and participating banks went live.

For BearingPoint, 2015 was also a year of innovation as we saw the launch of ‘BE an Innovator’ across the firm, and of 43 new Accelerators. We entered into four different ventures, two in which BearingPoint is now a minority investor. We also signed 52 new HyperCube contracts as well as joined forces with CA Village and Hubraum as incubators for new ideas and solutions.

Three questions to Per Jacobsson

How are you ensuring that the Consulting and Solutions businesses work together?

Consulting and Solutions are really symbiotic pillars of our business. Consulting will, over time, feed Solutions with new assets that can be incubated and developed into marketable technology. The Solutions business, through its installed base of software, will enable long-term client relationships and open doors for Consulting. In this way, each business enhances the whole. We have established a governance model to ensure the right people are making the right decisions and that we always think One Firm. We’ve given regional and other business leaders a vested interest in the success of both businesses by making it their responsibility to cover each.

How do acquisitions fit with BearingPoint’s strategy?

When we set up BearingPoint after the MBO, our focus was on organic growth. We had seen a lot of acquisitions fail in our industry, especially the large ones. But eventually we’ve come to realize there is a place for smaller, bolt-on acquisitions that can quickly fill capability gaps and fuel our strategy. In 2015, we purchased Magenta Advisory, a digital management consultancy in the Nordic region with 22 associates. You’ll see us make more of those kinds of acquisitions during the next five years.

What’s in store for 2016?

We see 2016 as a year of executing our strategy and making sure we drive synergy between the Consulting and Solutions business.
A new foundation for growth

In 2015, BearingPoint carefully looked at its internal organization and developed a new structure to help the firm better meet the needs of its clients in a rapidly changing marketplace.

This three-pronged approach, focusing on Consulting, Solutions, and Ventures, synergistically positions products and services so that each area helps the other thrive. The Consulting unit is made up of four service lines: digital and strategy, finance and regulatory, operations, and IT advisory. The Consulting segment is complemented by three product lines within the Solutions unit: regulatory technology, digital ecosystem management and advanced analytics. Part of the Solutions unit is also an incubator aiming at innovating new products. The Ventures unit is currently under construction having entered four ventures in 2015 and learning from each of those.

This new structure lays the foundation for growth needed so that BearingPoint can reach its goal of having revenue of 1 billion euros by 2020.
Growth in new markets

Wherever and whenever clients collaborate with BearingPoint, they have access to the expertise, experience, and a common culture across our entire firm, including that of our global network. We call this our One Firm philosophy and it’s at the core of what we do. Our goal is to meet the needs of our clients around the world utilizing the best-suited resources available.

Global reach is a top strategic priority for our firm. Our intent is to cover Europe, the Middle East, and Africa ourselves, and to service the rest of the world, with a focus on G20 countries, through our global alliance partners. Those partners include: Grupo ASSA, the leading digital business transformation consultancy firm in Latin America; ABeam, an Asian-based business consultancy with more than 700 clients throughout the world; and West Monroe Partners, business consultants, now with 12 offices across the United States.

It is fair to say that we have made good progress in weaving together our global footprint. We started out with only 14 EMEA countries in 2009 and have since expanded our global office presence so that now we span 35 countries with more than 10,000 people. If you add our Indian offshore IT services partner, KPIT, we have 20,000 people ready to serve clients in most places throughout the world.

As part of our growth strategy, we will open new offices in fast-growing markets. Examples include Dubai and Abu Dhabi, where the consulting markets are growing by 15 percent a year. We’ve already signed multimillion euro contracts with the governments of both Saudi Arabia and Qatar. In Latin America where European clients look for growth, Grupo ASSA is the ideal partner. We are already working together on a joint multimillion project with the Brazilian power-generating and transmission firm CEEE and they are supporting us in Mexico on a global rollout.
Annual Report 2015

BearingPoint worldwide: Update from our alliance partners

West Monroe Partners’ perspective
“In 2014, we announced a joint West Monroe Partners/BearingPoint U.S. Hub including a SAP Center of Excellence in Chicago to serve as a platform for extending BearingPoint’s deep SAP implementation capabilities into the U.S. market, as well as coordinating and integrating other alliance initiatives. During 2015, we jointly staffed the hub to the expected level and began to see the results of enhanced collaboration through work for several globally recognized brands.

Key wins for our alliance included Lincoln International, T-Mobile, Hospira/Pfizer, Nordic Capital, Adidas/Rockport, and Reser’s Fine Foods. Not only were these substantial projects, they are now opening doors to other potential business opportunities within those organizations and beyond. For example, work for Nordic Capital involved a joint roadshow in the Nordics, a BearingPoint win supported by West Monroe in the Nordics, and a U.S. win with WMP prime – a model for alliance collaboration.

Our joint work for Lincoln International provides a stepping-stone for Salesforce collaboration, and a key goal for 2016 is helping BearingPoint match our Salesforce Platinum partner status so that we can go to market as a global Platinum partner. Additionally, we will continue to elevate collaboration, particularly with respect to cross-border SAP and merger and acquisition projects moving our partnership toward our ultimate vision of producing world-class case studies and market recognition for work that we sell and deliver together.”

Kevin McCarty
President and CEO at West Monroe Partners

Grupo ASSA’s perspective
“BearingPoint and Grupo ASSA are partners sharing the common vision of providing management and technology consultancy at its best on the global level. In 2015, we forged even stronger relationships with the partners in our global network with the full understanding that working together produces results we cannot achieve alone. The results of our global network are best exemplified by our collaborative effort on a worldwide digital transformation project we started in 2015 for a major tire company, which has 30 billion dollars in sales. All four partners of our global network are participating in the rollout of the company’s new system, which will be implemented in 2016. Together we’re providing our customer the best technical and management consultancy and expertise for a complicated and important project. As we move further into 2016, our alliance will focus on three main areas: standardization, knowledge transfer, and brand building. Standardization will boost our efficiency on worldwide projects as we continue to work together to bring our most talented people together and build our reputation in the industry. The chief beneficiaries of this global network are our customers. For them, we work together to improve our operational efficiency and develop new products and services with the sole goal of increasing client satisfaction.”

Claudio Della Penna
Chief Services Officer at Grupo ASSA

ABeam’s perspective
“We leverage each other’s strengths and create synergy. In the future, our goal is to accelerate our strategic joint activities such as the incubation of service lines, account planning, and through operations like our new joint Center of Excellence of Financial Services in Singapore. In 2015, we strengthened our partnership even more after Microsoft named ABeam/BearingPoint as one of a limited number of ‘GSI’ (Global Partners), recognizing our combined global delivery capabilities. Our partnership also shined through in the work we did for a globally active electric company. Here our long and continuous joint effort resulted in our winning a contract to transform this company’s global SAP system. Several of BearingPoint’s personnel are continuously involved with ABeam as we work toward a July 2016 completion of this project. As we move forward, our strategic vision for the global alliance is to be recognized in our markets as one global brand as we increase the number of customers we’ve served with our joint, seamless, and consistent delivery capabilities.”

Yuichi Yamada
Managing Director at ABeam Consulting (Europe)
Introduction

‘Go Digital’

Key initiative 01 — ‘Go Digital’

Interview: Eric Falque
Leader of the ‘Go Digital’ initiative

What do you see as the most important worldwide trends related to digital initiatives? From my perspective, the exponential growth of what we call the sharing or platform economy is very important. Here’s just one number to illustrate how dramatic that development has become: Uber managed to quadruple their revenue to 2 billion euros in 2015 alone. The Uber or Airbnb concepts, which are based on new digital platform-based business models, are changing everything. The business environment of our clients was dramatically impacted by these developments even more than expected last year.

We’ve seen this platform-based business model impact the taxi industry, then hotels, and now banks. And this is just the beginning of the industries that will be impacted. We see a chain reaction occurring that can affect any existing business. Our responsibility is to help clients manage these changes and processes and adapt to this new digital world.

What were BearingPoint’s most important digital achievements in 2015?
Our most important digital achievements for 2015 were growing our pipeline of opportunities and winning key customers as a result of our initiatives. They show how our approach resonated with the market.

Two wins of particular importance emerged from our platform economy-related products that allow for the aggregation of services. Our wins at BT, and with another customer, which is actually made up of a consortium of companies, and was our biggest contract award ever, show our ability to help our customers participate in the new platform economy.

In all we generated more than 50 new opportunities in the field of ‘Digital Ecosystem Management’. This concept, based on our R6 platform software, caters to the needs of our customers in a constantly evolving market environment by providing an end-to-end, concept-to-cash process which supports multiple tenants on a single platform. As such, it enables services industry-related companies to bring new products and services quickly to market supporting both industry-specific and cross-industry business models.

We also made significant headway with our advanced analytics offering, HyperCube, by signing 52 new contracts in 2015.

What were the main milestones of the BearingPoint digital initiative that occurred in 2015?
One was the development of our Digital Factory. This is a major milestone in our Go Digital journey. We started this journey more than a year ago, when we decided as a firm that we wanted to accelerate our clients’ transition to digital as well as our own. Our Digital Factory showcases our most transformative digital projects and expertise to both customers and our people. In 2015, we added 11 use cases into the Digital Factory and launched an app and website enabling our people to share our work in new ways.

Another milestone was that we removed silos related to innovation at BearingPoint. We launched our ‘BE an Innovator’ process across the firm to make sure we captured all the great ideas brought forward by our people. And we joined forces with Credit Agricole Village and Deutsche Telekom’s hubraum incubator to create a quick route to market for those ideas. It is a testament to our drive for innovation that in 2015 we came up with 43 new Accelerators. Accelerators are those highly focused, effective, and tested solutions we’ve designed to speed up positive change across areas our customers consider important. This time last year we had identified 6 Accelerators.

What was your favorite project in 2015?
There were several, but the one that comes to mind is a B2B project where we created a digital toolbox app for a customer that is used by 20,000 employees in more than 100 countries. The app provides mobile workers with real-time, on-site information about key areas including: repair history, technical support data, maintenance, trouble-shooting, and repair routines, parts ordering, and real-time scheduling based on GPS locations. It contained an inventory search for 40,000 SKUs and handled millions of messages a day. This mobile solution has made a real difference in transforming the working lives of our customer’s field force. They can now have real-time information at their fingertips to increase their efficiency and effectiveness while on the move. The solution received awards from the Massachusetts Institute of Technology, Universität St. Gallen, and Global Pioneer Industry 4.0.

What is your key focus for 2016?
If I had to pick one priority for the digital space in 2016, it would be linking all our digital initiatives with Big Data / Data Science topics.

We also will continue to promote exciting and innovative ideas like the connected car and will continue to collaborate with partners including Microsoft, Salesforce, and SAP Hybris to create new and innovative digital solutions for our customers.
Infonova R6 provides business flexibility for the digital economy

**Infonova R6**, BearingPoint’s digital ecosystem management platform, unlocks a new era of business flexibility that enables organizations to capitalize on the opportunities of the digital economy. The R6 platform covers the full end-to-end, concept-to-cash process, while supporting multiple tenants on a single platform with individual access to the full range of R6 functionality. The platform supports industry-specific and cross-industry business models and empowers service industry organizations to better integrate their business flow from service design, catalog and order management over CRM, billing and financials, even across multi-partner environments.
BearingPoint acquires Helsinki-based Magenta Advisory to expand its digital business in the Nordic region

During 2015, BearingPoint took a major step in its strategy of focusing on digital technology and solutions through its acquisition of Helsinki-based Magenta Advisory, the leading independent management consultancy for digital business development in the Nordic region. Magenta Advisory helps organizations create a digital advantage and works with clients across a spectrum of industries including finance, high tech, telecommunication, media and retail. Its clients include Liberty Global, OP Financial Group, Kesko, Finnair, If, Sanoma, Alma Media, and others.

Digital is one of the most important elements of BearingPoint's firm-wide strategy and goes beyond the typical boundaries of industries, service lines, and countries. The acquisition of Magenta Advisory strengthened BearingPoint's digital transformation capabilities and furthered our aim of making our clients more competitive and better positioned for the future. BearingPoint’s size and geographic reach benefitted Magenta Advisory in its goal of becoming more global. Their clients will benefit from even stronger consulting services backed by our industry and technology expertise as well as scale in delivering digital transformation assignments. Together we expect our combination to help lead us to our goal of becoming the number one digital transformation consultancy in the Nordics.

“BearingPoint and Magenta Advisory make a natural fit in terms of culture, style, attitude and an entrepreneurial mindset. With Magenta Advisory we are partnering with a ‘first mover,’ who has recognized the importance of digitization ahead of many others and with whom we can expand our expertise perfectly. Furthermore, this acquisition underlines our dedication to servicing our clients first and foremost.”

Patrick Palmgren
Regional Leader for the Nordic countries

Magenta Advisory continued to operate under its own brand name. Since the Nordic consultancy started in 2010 it has averaged over 100 percent annual sales growth each year. The firm’s service portfolio includes offerings such as digital and multi-channel strategy, customer journey design, agile marketing and growth hacking, big data and analytics, marketing automation, content marketing, lean business development, and digital operational excellence.

“Even if it was not that obvious as it is today, when we founded the company five years ago we did this in the firm belief that digitization would be the next megatrend. Now, everyone is talking about digitization as a versatile opportunity.

Both BearingPoint and Magenta Advisory were well ahead of their time and have combined their strengths. Together we ambitiously plan to increase the revenues of BearingPoint’s digital consultancy business in the Nordics to 20 million euros by 2020. I’m sure that we are able to move forward successfully and will achieve great results for our clients.”

Markus Huttunen
Managing Director of Magenta Advisory and Partner at BearingPoint
BearingPoint Solutions unit helps clients meet regulatory and taxation reporting demands

Jürgen Lux
Firm-wide Leader Solutions

Our current regulation initiative is playing an important role for the newly created Solutions unit. One focus within the three product lines under Solutions is ‘Regulatory Technology’ or in short RegTech. Staying up to date with the ever-changing reporting requirements imposed by tax and regulatory authorities, as well as frequent modification requests is one of the main challenges faced by financial institutions today. Monitoring and implementing changes both punctually and reliably is increasingly difficult for financial institutions. That’s why BearingPoint’s new Solutions unit has identified regulation, along with digital transformation, and advanced analytics, as key areas for growth going forward. It’s through our intimacy with clients that we were able to identify regulation as an area where we could innovate and develop solutions to help them in this complex and ever-changing environment.

BearingPoint’s Solutions teams can help manage all kinds of regulatory and tax reporting requirements for many banking authorities in Europe as well as international banks and insurance companies. Our product line RegTech is responsible for all financial software products that touch on regulatory aspects like banking regulation, insurance regulation, capital market regulation, and regulatory measures in tax reporting.

Of note in our product line RegTech is our Abacus suite. Our ABACUS/Solvency II ‘Go Live’ initiative in 2015 enabled our insurance clients to successfully generate and submit the required regulatory reports in more than 20 European countries. Reports were submitted, for example, to the Central Bank of Ireland, PRA in the UK, BaFin in Germany, IVASS in Italy, ACPR/Bank de France, and FMA in Austria. The products use economies of scale to lower development costs for our customers by sharing across multiple insurance companies. After the success of this initiative, BearingPoint’s ABACUS/Solvency II platform was awarded ‘Best Regulatory Reporting Software’ at the annual Insurance Risk Awards in London on November 11, 2015.

Another important product is our FiTAX solution. Financial institutions using FiTAX benefited from working with BearingPoint, which kept the product up to date with the changing tax requirements around much of the globe. Since its introduction in 2001, FiTAX has grown into a highly-advanced tax-reporting solution, covering all aspects of QI Reporting, including data reconciliation with custodians. In 2015, BearingPoint launched two new modules: FiTAX CRS – to cover the reporting requirements in accordance with OECD specifications for the Automatic Exchange of Information, and FiTAX UK FATCA – to cover the reporting needs required under UK CDOT agreements, including the Alternative Reporting Regime for UK Resident Non Domiciled Individuals. Today, more than 60 major financial groups, representing more than 1,500 financial institutions across 45 countries, use FiTAX as their main reporting solution.
Our market success

BearingPoint holds a depth of knowledge and proven solutions that we use to transform our clients’ processes and technologies. With our management expertise and technological acuity, we can design solutions geared to our customers’ individual needs that reduce costs and boost productivity. Time and time again that combination of management and technological expertise has led to quantifiable success for our clients and consequently for ourselves.
Overview of our 43 Accelerators

“We are living and working in a constantly and rapidly evolving world. Adapting new solutions and services is one of the most important things in our business. Therefore we established our Accelerator program to develop innovative services and solutions for and with our clients. They aim to leverage the excellent work we have already delivered by reproducing their benefits and applying their concepts across the firm. During 2015, BearingPoint identified 43 Accelerators, up from 6 in 2014. These Accelerators are proven to add value to our customers.”

Kiumars Hamidian
Firm-wide Leader for Service Lines

Active Manager
Active Manager is a business transformation methodology that improves operating performance by between 10 percent and 20 percent.

Analytical Credit Dataset
Reduces regulatory reporting costs using proven methods of planning, implementation, and maintenance.

BCBS 239 Data Governance Solution
Our BCBS 239 data governance solution is an integrative, fully user-driven, data quality process for banks.

BE Tax Reporting Solution
BearingPoint’s tax reporting solution allows financial institutions to seamlessly report required data to many tax authorities around the globe.

BEAT
BEAT is an analysis tool that accelerates the conception and design of finance risk architecture for insurance companies.

BPM Proof of Quality
Business Process Management provides insurance companies with a structure to reduce costs and error rates, while accelerating process cycle times and increasing client satisfaction.

C/ETRM
A fully functional commodity trading risk management solution, which can be integrated with SAP ERP.

CASAPlus
CASAPlus drives RFPs/software evaluations by comparing requirement catalogs to suppliers/systems thus delivering strong analysis functionality.

Cloud Navigator
Cloud Navigator is our tried and trusted way of helping clients quickly and effectively navigate through the cloud.

CLU
CLU is an idea management platform supporting innovation as an important component of a corporate culture.

CPQ - Configure, Price & Quoting Excellence
Reduces process complexity with direct impact on time, costs and risk.

Digital Customer Service
Helps clients enhance customer service and reduce costs through effective digitization.

Digital SCM
BearingPoint can help customers because of its deep knowledge of best practices related to industries, global demand, and supply markets.

Digital Testing
BearingPoint provides agile, mobile, and crowd testing, as well as traditional step-by-step waterfall testing, for critical applications.

EPM Cloud
BearingPoint’s Planning and Reporting Cloud Service is a cost-efficient, reliable, and secure way of arranging your organization’s Enterprise Performance Management (EPM) processes.

Factory Navigator
The Factory Navigator is an innovative simulation and analytics software designed to improve logistics processes and support complex decision making across industries.

Global Business Template Toolkit
Our global business template toolkit supports our clients in establishing a globally harmonized business process landscape.

GRC
Working closely with the client, we can deliver a rigorous and effective integrated GRC (Governance, Risk and Compliance) solution.

Health Care Production Planning and Controlling
BearingPoint has identified a unique methodology and concept for health care production planning and controlling at hospitals.

HyperCube for Insurance
HyperCube investigates selected insurance company data and provides easy to use business rules for helping the client improve processes.

ID Management
Identity management deals with identifying individuals in systems such as administration, a country, a network, or an enterprise, and controlling access by associating user rights and restrictions with an established identity.

Industry 4.0
(System Factories, Smart Products & Smart Services)
The BearingPoint Smart Factory Model allows machines to communicate and share information about their status.
Overview of our 43 Accelerators

**Input Management 2.0**
Enhanced Document Automation accelerates the digitization of documents.

**Integrated Sales Platform for Omni-Channel**
Provides information about CRM software for insurance companies.

**Investment Accounting in the Cloud**
Cloud technology that allows companies to exploit the advantages of a SAP-based solution without major upfront investment in technical infrastructure, licensing, and consulting fees.

**Investment Data Warehouse**
A predefined investment data warehouse comprised of the most required models for reports and their underlying data.

**IT Financial Management**
BearingPoint offers a combination of consulting services and an application to enhance a company’s communication and provide better visibility into IT costs.

**IT M&A Advisory**
We can provide strategic buyers/sellers and private equities firms with neutral IT advisors throughout the entire M&A cycle.

**Lean-ERP**
Our Lean-ERP Accelerator combines the best of these two approaches without the weaknesses.

**Life Sciences Accelerator**
The Life Sciences Accelerator offers a holistic process-driven solution for industry specific process designs, benefits evaluation, and a possible IT implementation roadmap.

**LogCOST**
LogCOST helps reduce transit costs while providing better information for clients and their customers.

**Media and Marketing Optimization**
We use our industry and marketing expertise, combined with the HyperCube analytical tool, to build an independent and detailed picture of your marketing and media presence and investments.

**Omni-Channel-Management-Framework**
The Omni-Channel-Management-Framework enables companies, especially those in the insurance industry, to build and subsequently reinforce their Omni-Channel capabilities.

**Open Innovation**
Open Innovation is a catalyst where BearingPoint can identify and qualify the most valuable data to build eco-systems and mobilize new actors and imagine new use cases.

**Performance Reporting**
BearingPoint can provide transparent, often non-financial, reporting processes, including the crucial indicators and driver of earnings, for use as a basis for further decisions.

**Revenue Recognition**
A revenue recognition solution for use with the new IFRS-Standard.

**SAP Simple Finance**
SAP Simple Finance and S/4 HANA are the solutions which will push ERP into a new generation of ‘digital business’ and are part of our Digital CFO campaign to demonstrate what ‘digital’ means for financial executives.

**SC Planning Excellence Toolkit**
The BearingPoint Supply Chain Planning Excellence Toolkit contains a combination of field proven tools and methods that empower businesses to analyze and design their ideal planning landscape.

**Smart Analytics**
Smart analytics enriched products and services allow insurance companies to have access and share many types of data.

**Supply Chain Navigator**
Our Supply Chain Navigator gives clients a content-rich, end-to-end, supply chain solution tailored to their particular issues and goals.

**Transparency on EFPIA Transfer**
Healthcare transparency provides a clearer view of the interdependencies between laboratories and healthcare professionals.

**Transport Management System Implementation**
BearingPoint helps customers in the international implementation and rollout of transportation management systems.

**Universal Conso**
Universal is a web-based solution for insurance companies to create standardized processes, business rules, and modular products.
Success stories

Creating an innovative corporate information management system with ALROSA

Client
ALROSA is the leading company in the world diamond mining industry and partially state-owned by Russia.

Challenge
To integrate ALROSA’s main and non-core businesses into a single informational space, ensuring flawless transfer of work in the target system by training, informing, and motivating employees.

Project
The implementation project has resulted in the creation of the company’s business process model and a centralized information space called ALROSA Corporate Integrated Informational Management System. The functional framework of the project included the processes in the following areas: Finance, Procurement and Supply, Sales, Management Accounting, Project Management, Consolidation, Budgeting and Analytical Reporting.

Impact
The system optimizes and unifies business processes and is a source of consolidated and up-to-date information for 3,500 employees across 56 ALROSA business units. The project is unique in terms of the organizational volume and number and profile of users involved.

More information.

German BMVI connects stakeholders across all industries for better mobility

Client
The German Federal Ministry of Transportation and Digital Infrastructure (BMVI) leads the political discussion for better mobility of citizens and goods across all types of transportation. The Federal budget invests more than 13 billion euros in physical and digital transportation infrastructures in Germany.

Challenge
To provide a test environment for autonomous driving while also promoting an open forum among stakeholders, often with conflicting agendas, to address the various ethical, legal and technical issues involved.

Project
BearingPoint helped set up and maintain the correct platform for the real-life test bed of autonomous driving created by the Federal Ministry on the German Autobahn. This platform ensured the communication and cooperation between all stakeholders, both public and private. Stakeholders from all industries were invited to test their equipment and technologies on the Autobahn. BearingPoint supported the Ministry by organizing the tests, identifying technical and organizational requirements, and discussing the different business cases. BearingPoint also helped promote these new technologies for Mobility 4.0 in Germany and Europe.

Impact
Automotive producers and suppliers, as well as the telecommunications and IT industries, are able to test their latest technologies on the Autobahn to promote automated and connected driving. Autonomous driving will eventually serve to increase traffic efficiency, enhance road safety, reduce emissions, and generate a climate that creates a new set of “digital” jobs in the mobility sector. In the future, automated driving should enable motorists to reach their destination even more safely, more comfortably, and in a more resource efficient manner than today.

Transigo – Joint venture dissolution PMO

Client
BP Europe SE (BP), one of the leading oil and gas companies.

Challenge
In the course of the joint venture dissolution of the joint shareholding of refineries in Germany, BP needed support in developing the separation agreements, mirroring the operations and partly optimizing BP operations.

Project
BearingPoint’s team facilitates the complex demerger process including the support of contract development, organizing the due diligence process, structuring the governance and decision making process, the development of the project’s terms of reference, calculation of costs as well as ongoing risk and change management. In addition, the team set up reporting structures and developed a joint project plan for the parties involved. BearingPoint is established as a trusted team for communication between all project stakeholders.

Impact
BearingPoint and BP managed to progress Project Transigo to the extent that a Joint Venture Separation Agreement signing was accomplished as planned to be followed by a jointly agreed implementation period. BearingPoint supported the completion of the due diligence by facilitating the associated document management. By implementing a tailored assumption process, major steps were taken to enable a BP operations reorganization before deal completion.
Potential of Big Data to improve European aviation safety

Client
EASA is the European Union Authority for aviation safety. Its main activities include drafting aviation safety regulations, strategy and safety management, certification of aviation products and oversight of approved organizations and EU Member States.

Challenge
Aviation is the safest transport mode, but consequences of accidents (fatalities) are not affordable. Safety analysis, based on actual flight data, aims at understanding causes of incidents and accidents, and identifying precursors to improve the safety regulations and procedures. But this analysis is scattered among all stakeholders, and based on limited data sets. Would a centralization of all European data and the use of big data technologies improve the proactiveness, quality, and effectiveness of safety analysis?

Project
The BearingPoint team performed a study and a wide consultation of aviation stakeholders. The benefits were assessed based on use cases identified by aviation experts, with associated risk and mitigation actions. Functional and technical architecture was designed, and led to detailed budget estimate and implementation action plans. Finally, governance was proposed to cope with the voluntary/collaborative nature of the program.

Impact
Our study demonstrates the feasibility of the program – buy-in of the vast majority of stakeholders; potential to provide benefits at the strategic, systemic and operational level; readiness of the stakeholders to supply the data, on condition of strong data protection; technical feasibility of the program. Key success factors and different implementation scenarios have been identified. The study concludes on the necessity to have a proof of concept as a next phase before going to the full deployment.

Advising on EU satellite navigation program risks

Client
European Commission responsible for the progress of the EU satellite navigation programs, EGNOS and Galileo, and their overall supervision.

Challenge
EU satellite programs are complex by nature due to technological issues, their duration, and involvement of many stakeholders. In this complex set-up, identifying, assessing, managing, and tracking risks is key. The overall program management and governance must also integrate risk management to allow for informed decision-making.

Project
We advised the EU satellite navigation programs Galileo and EGNOS on risk management, by following up risks identified by the European Commission, the European Space Agency, and the European GNSS Agency. We conducted in-depth analysis of selected risks or risk strategies, e.g. on the governance of the program, the declaration of Galileo services, and possible coverage strategy. BearingPoint also assessed the risk management approach and areas for improvement on processes, organization, tools and reports, and revised the overall program management principles and methodologies.

Impact
We developed advanced risk methodologies, including earned value management and risk – adjusted schedules and cost monitoring and revised the approach to using risk management in the overall program management. We also provided in-depth analysis of risks providing factual information to base decision-making.

Public services reform and modernization for ombudsman organizations in Ireland

Client
The Financial Services Ombudsman (FSO) and the Pensions Ombudsman (PO) are the Alternative Dispute Resolution (ADR) bodies in Ireland responsible for the investigation and adjudication of consumer complaints about financial services and pension providers.

Challenge
The FSO and PO, which were due to be amalgamated, had faced significant challenges in recent years to maintain service levels as a result of fluctuating demands and reduced staff numbers. Both decided to conduct a full business review to identify strategic, operational, and procedural changes that needed to be made and to help inform and deliver a new vision for the future organization.

Project
A detailed analysis of the challenges faced by each agency was conducted, which included widespread engagement and consultation with staff, stakeholders, service users, and regulatory bodies. Leading international practices and developments in ADR were used to inform the recommendations for change. An implementation roadmap was prepared, which focused on the future operating model, organization development strategy, stakeholder communications, and the creation of a more positive customer experience.

Impact
The multi-year action plan developed as part of the review addressed staff development, technology and organization structures. The FSO has started implementing the changes to their organization including a new operating model and re-engineered business processes. Service users have already benefited from a more proactive, personal and informal approach to dealing with disputes. Overall this will deliver a more efficient service to the public and achieve earlier and more informal dispute resolution.

Bearinson helps Henkel implement streamlined global transportation management system

Client
Germany-based Henkel is a major consumer and industrial goods group, with noted brands such as Persil, Schwarzkopf and Loctite that have obtained globally leading market positions. Operationally, the multinational is organized into three business units: Laundry & Home Care, Beauty Care, and Adhesives Technologies.

Challenge
To select and implement a global transportation management system (TMS) that reduces costs and improves logistics services and processes across all business units and regions.

Project
BearingPoint worked with Henkel to carry out a software selection and the following implementation of a global transportation management system. This required the analysis of Henkel’s IT landscape, organizational setup, transport processes, network flows, and tariff structures. The implementation was accompanied by creation of a new department of Transportation Management within an existing Shared Service Center to simplify and standardize transportation planning, execution, and settlement through the use of a TMS that supports these processes through the entire transport life cycle.

Impact
The new system has enabled greater automation of the transportation management process along with greater end-to-end visibility through the entire value chain. This has improved logistics services and laid the groundwork for greater agility and faster response times to meet the needs of customers and deliver a competitive advantage for Henkel.

More information.
Strengthening LEONI’s regional IT capabilities and improving its global IT alignment

Client
LEONI is a global supplier of wires, optical fibers, cables, and cable systems as well as related services for the automotive sector and further industries.

Challenge
To support the overall strategy of a global service delivery model, a stronger alignment between the central IT organization and the various Service Centers in terms of management, organization, positioning, products and services, skills, and global coordination was required.

Project
BearingPoint leveraged its “From-Strategy-to-Result” approach by working with LEONI’s IM-IS management team, and developing and aligning a commonly agreed upon Global IT Service Center strategy for the IT organization. The Global IT Service Center Strategy project mobilized approximately 60 LEONI stakeholders across different regions to meet, discuss, and agree on how they wanted to shape their future as a team.

Impact
To specify future positioning and ensure its execution, 47 global principles and 30 change initiatives were identified. A plan for collaboration between the IT Service Centers and the central organization was designed and a roadmap for 2016 was developed to quickly address the 18 most important topics.

New approaches to growth in emerging markets

Client
Orange Horizons is a subsidiary of Orange, one of the world’s largest telecommunication companies.

Challenge
Orange Horizons needed a disruptive growth strategy, which was cost-effective and built upon the Orange Group’s existing asset base, to attract new business and customers in emerging markets.

Project
The BearingPoint team defined a high-level action plan after conducting an internal mapping exercise to establish how Orange Horizons’ existing assets could be used in new markets and the value this would create, as well as an external analysis of prospective markets and potential partners. The strategic approach that emerged led to the prioritization of six lines of business and nine geographical areas with high short-term potential.

Impact
The organization has moved from starting with a skeleton team and a paper-based strategy document to delivering a 35-person operational business unit that combines a central entity with regional headquarters in six countries. Services have been launched in more than 40 countries in Africa, Europe and Latin America; and future projects are already anticipated, including the launch of a Mobile Virtual Network Operator to sell WiFi-based services.

Making supply chain operations a driver for profitability

Client
Orkla is a leading supplier of branded consumer goods and concept solutions to the grocery, out-of-home, and bakery sectors servicing primarily the Nordic and Baltic regions.

Challenge
To increase efficiency and lower costs through a revamped companywide supply chain operations program that enhances asset utilization and reduces production conversion costs thereby enhancing Orkla’s overall competitive position.

Project
BearingPoint worked to reduce conversion costs in the production of goods by standardizing processes to optimize the use of the workforce, maximizing machine utilization, and building capabilities that drive continuous improvement. It also worked to improve the use of total assets across different factories and geographies by analysing commonalities and moving production volume to the best suited facilities. This reduces excess capacity and therefore the total asset base. BearingPoint supported the initiatives with its hands-on approach and analytical and functional experience.

Impact
Orkla saw a significant decrease in factory conversion costs as an outcome of the plan. As a result, Orkla’s board of directors has indicated it will significantly reduce the number of production facilities in coming years as consolidation and transfer of production volumes between factories better utilized the companywide asset base.
Santander had only 12 months notice to find a replacement for its accounting, risk information, and regulatory reporting software after its supplier quit supporting the product. The bank had to deploy new software in a short timeframe.

Impact
The successful deployment of ABACUS/DaVinci enabled Santander to transition away from an unsupported software package while continuing to meet its reporting obligations. The new software was agile enough so that Santander could integrate additional countries in a straightforward manner and flexible enough to respond to changes in regulatory and other reporting requirements.

More information.

Optimization of corporate-wide financial planning

Client
SBB-CCF-FFS (Swiss Federal Railways), one of the world’s leading integrated transportation providers.

Challenge
The project aim was to create and align a more effective and efficient corporate-wide financial planning approach reflecting the complex nature of the industry.

Project
BearingPoint organized and ran a comprehensive group of workshops involving interdisciplinary teams from both the business and IT areas of the company to assure all relevant requirements for effective planning were identified. Phased testing was used in conjunction with stringent project milestones to ensure quality and an on-time delivery. A clearly defined, followed, and monitored change management process ensured and ensured a commitment from all stakeholders.

Impact
The project provided an integrated business planning format that will serve as a foundation for better decisions and target oriented financial controls. Planning process lead times were shortened by two months and planning resources for the finance organization will be reduced by 20 percent through 2020. For this project, SBB won a SAP Quality Award 2016 in the Transformation category.

Sephora Flash: Sephora’s new fully digitalized and connected store concept

Client
Sephora operates a chain of internationally located, stand-alone beauty and fragrance stores. The chain is owned by LVMH Moët Hennessy Louis Vuitton.

Challenge
Sephora wanted to introduce smaller stores in dense city center locations while maintaining the same variety of products found in its traditional stores. In addition, the chain wanted to offer its customers a new way of shopping that would modernize its image and draw in younger shoppers.

Project
BearingPoint helped Sephora define the customer journey and rethink the shopping experience. This resulted in a connected store concept called Sephora Flash. BearingPoint contributed to the design of the new store’s processes, and helped train salespeople to best use the new digital dimension of the purchase experience.

Impact
The first Sephora Flash store opened in Paris last October. The store keeps the same number and variety of products as found in its larger locations by offering a digital dimension that allows the customer to make purchases from an onsite, online catalog, and have the products shipped to either the store or directly to their homes. Sephora Flash offers a genuine omni-channel shopping experience, which the company plans to duplicate at other locations around the region.
**United Metallurgical engages new solutions for customer relationship management**

**Client**
United Metallurgical Company (OMK), one of Russia’s largest producers of metalwork for energy, transport, and industrial companies.

**Challenge**
To transform customer interaction processes and to optimize interaction among the company’s sales force through the implementation of the SAP-based CRM solution.

**Project**
On a tight deadline, the project team automated an SAP CRM-based customer relationship processes and integrated the CRM with related systems. The project was implemented on schedule. In October 2015, the production test phase was completed and currently more than 180 users work with the new system.

**Impact**
Using the new CRM system accelerates commercial proposal development because of the unification of internal engagement processes. This allows OMK to create the necessary reports and track sales data in real-time. This enables the company to significantly increase the quality and speed of service to clients.

**More information.**

**Merging France’s decentralized bodies**

**Client**
Secretariat General of the Ministry of Social Affairs and Health, France.

**Challenge**
In the context of the merging of French regions, the Secretariat General of the Ministry had to reorganize its decentralized bodies (DRJSCS: regional Directorates for Youth, Sports and Social Cohesion, DIRECCTE: regional Directorates for companies, competition, consumption, labor and employment).

**Project**
The number of regions was downsized from 22 to 13, creating a larger region – the Southwest region being larger than Austria. BearingPoint's team provided support to the regional Directors to establish new organizational charts for each Directorate in each newly merged region. The team also carried out an in-depth analysis of HR impacts caused by the reform on the two networks, and participated in the making of transformation plans (2016 to 2018) for each department of the newly merged entity.

**Impact**
The project has ensured the balance between former regions and the necessity to improve public service results. Newly redesigned department organizations will enable the teams to perform their tasks more efficiently within the “wide” regions. Our assistance has been carried out bearing in mind the interest of citizens and businesses, managing to secure the continuity of public service, reducing agents’ anxiety, while rolling out optimized practices.

**Société Générale case study: Meeting FATCA reporting requirements**

**Client**
Société Générale is one of the largest European financial services groups.

**Challenge**
Société Générale sought to develop processes to meet the demands of the Foreign Account Tax Compliance Act (FATCA), which in 2015 began requiring that financial institutions report dealing with the U.S. Internal Revenue Service and other foreign tax authorities.

**Project**
Technical and functional teams from BearingPoint were actively involved in all stages of the FATCA project. Their ability to work and act quickly and help develop flexible processes helped Société Générale comply with the complex and ever-changing regulation.

**Impact**
BearingPoint’s solution optimized and standardized business processes merging them into one core SAP system. This eliminated redundancies and streamlined organizational structures. It also created a bi-directional, automated exchange of documents and data that improved overall efficiency, eliminated process disruptions, and provided instant visibility along the supply chain, in particular between the Air Force organization and its industrial partners.

**More information.**

**The Swiss Air Force: A mission critical logistics solution**

**Client**
The Swiss Air Force, which is responsible for continually safeguarding the air sovereignty of Switzerland.

**Challenge**
To adapt and harmonize the logistics and supply chain processes, including extremely high volumes of data, into an already productive SAP system, while fulfilling stringent aviation requirements with minimal system downtime.

**Project**
BearingPoint over a two-year period helped the Swiss Air Force redesign and build a SAP-based solution for its cutting-edge military air systems and technologies, which operate on advanced, integrated IT platforms. The project included revamping of the Air Force’s logistic solution, pre- and post-flight line maintenance, planning, and aircraft fleet management, as well as the integration of the supply chain function with aircraft manufacturing to improve overall collaboration and automation.

**Impact**
BearingPoint’s solution optimized and standardized business processes merging them into one core SAP system. This eliminated redundancies and streamlined organizational structures. It also created a bi-directional, automated exchange of documents and data that improved overall efficiency, eliminated process disruptions, and provided instant visibility along the supply chain, in particular between the Air Force organization and its industrial partners.

**More information.**

**ABACUS/Solvency II for regulatory reporting to minimize risk and total cost of ownership**

**Client**
Zurich Insurance Group (Zurich) is a leading multiline insurer that serves its customers in global and local markets. With more than 55,000 employees, it provides a wide range of general insurance and life insurance products and services. Zurich’s customers include individuals, small businesses, and mid-sized and large companies, including multinational corporations, in more than 170 countries. The Group is headquartered in Zurich, Switzerland, where it was founded in 1872.

**Challenge**
Zurich is required to submit reports to regulators under the Solvency II directive for 25 affiliates. Due to detailed and frequently changing requirements from the regulator, Zurich was looking for an established and reliable standard solution for the Pillar 3 reporting.

**Project**
Zurich Insurance Group signed a contract with BearingPoint for the implementation and use of the ABACUS/Solvency II reporting solution across the Zurich entities subject to the regulatory requirements. BearingPoint provided the technical installation, maintenance, deployment and testing support for the project including business data mapping activities. The first wave of Solvency II filings in the preparatory phase was successfully completed in July 2015. The implementation of the final phase reporting is ongoing and will be completed in line with the reporting due dates.

**Impact**
ABACUS/Solvency II has been deployed across Zurich entities subject to Solvency II requirements. Using the ABACUS/Solvency II product, Zurich was able to successfully produce and submit all Solvency II required QRTs for the preparatory phase.

**More information.**
Rankings and awards

BearingPoint’s ABACUS/Solvency II platform was awarded ‘Best Regulatory Reporting Software’ at the annual Insurance Risk Awards in London on November 11, 2015.

BearingPoint climbed into the 2015 IDC FI FinTech Rankings featuring the top 100 global providers of financial technology.

BearingPoint and Infonova have been jointly recognized as finalists for the prestigious TM Forum Excellence Awards in the Open Digital Ecosystem Excellence Awards category.

IDC

“We believe BearingPoint has been doing well in the market, and last year’s revenue blip is just that: a pause in its revenue growth trajectory. Clearly, the company is paying close attention to market developments to gain competitive advantage.”
IDC Flash: Beyond the €1 Billion Target for 2020, BearingPoint is Aiming for Digital Transformation Leadership, (May 2015, Doc #25590) Doc #31580

“In EMEA, BearingPoint is seen as most capable of all firms at helping clients reduce cost, at managing consultant staff turnover during the project, and at maximizing the value of the project. BearingPoint is also seen as most capable of all firms at providing functional, technical, and industry insights and competence. BearingPoint is also seen as among the most capable at helping organizations leverage talent and at integrating appropriate analytics into the engagement.”
IDC Marketscape EMEA Business Consulting Services 2015 Vendor Analysis Doc #31581


Gartner

“BearingPoint included in Gartner 2015 ‘Critical Capabilities for CRM Service Providers, Worldwide’ that evaluated 16 vendors.”
Gartner, Critical Capabilities for CRM Service Providers, Worldwide, 04/16/15

“BearingPoint is a ‘Visionary’ in the Gartner 2015 Magic Quadrant for CRM and Customer Experience Implementation Services, Worldwide.”
Gartner, Magic Quadrant for CRM and Customer Experience Implementation Services, Worldwide, 12/22/15

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PAC

“BearingPoint is positioned as ‘best-in-class,’ with criteria rated as significantly above average for example for process know-how, balance of global delivery network, sales efficiency and experience with complex projects.”
PAC RADAR: SAP consulting & system integration Germany 2015

“BearingPoint is positioned as ‘excellent,’ with criteria rated as significantly above average for example for history in the automotive industry, corporate transparency, access to business decision-makers and experience in business process-related consulting projects.”
PAC RADAR: SAP consulting & system integration Germany 2015
Interesting reading

Another way that BearingPoint serves its clients and the greater good is through research that provides actionable intelligence to business leaders.

We’ve listed here some of our most interesting and important research from 2015. All these studies are available on the BearingPoint website.

**Connected cars: Missed opportunities for increased revenue and brand loyalty**

BearingPoint Institute study reveals major deficiencies in connected car manufacturers’ support for customers across Europe. [Link to study](#)

**BearingPoint Institute and Bavarian Finance Center survey: Digital revolution is underway for European banks**

According to the survey, the most common goal for traditional banks is cutting costs, with very few realizing the growth opportunities that digital offers. [Link to study](#)

**Rewiring the corporate brain: Businesses need to adapt decision-making to the digital age**

BearingPoint Institute study finds that empowering staff and clients with immediately available information leads to faster, smarter and better-informed decisions. [Link to study](#)

**Digitalization—Trend and process challenge area in the pharmaceutical industry**

BearingPoint study reveals a lack of digital talent is the biggest challenge for pharmaceutical companies. [Link to study](#)

**Substantial room for improvement in aligning demand planning with market requirements**

BearingPoint study reveals the majority of companies do not receive adequate demand signals in advance. [Link to study](#)

**Understanding Islamic finance is critical to benefit from its growth**

BearingPoint Institute study reveals great potential for East-West business collaboration. [Link to study](#)

**Fit for the digital future with Business Process Management**

Study by BearingPoint and BPM&O: Top management must center process orientation on clients and identify and intelligently link key performance indicators. [Link to study](#)

**BeariningPoint Institute: European banks face wave of consolidations as profits spiral downward**

Analysis of data from 156 banks across Europe reveals that declining assets, falling income and unyielding costs are pushing the sector to a tipping point. [Link to study](#)

**Start-ups: Fertile ground for banks able to embrace agility**

BearingPoint Institute research reveals start-ups as key to banks’ ongoing profitability. [Link to study](#)

**Insurers should use short-term efficiency savings to build client-centric organizations with sustainable financial performance**

BearingPoint Institute Report: Interviews with 25 top international insurance firms show that the industry must invest in its business and IT architecture to become more adaptive to the fast-changing operating environment. [Link to study](#)

**Will banks and telcos converge as money goes mobile?**

BearingPoint Institute Report concludes: Banks must partner up with telcos to keep non-bank rivals out of core activities. [Link to study](#)

**Reforming regulatory reporting: Are we headed towards real-time?**

BearingPoint Institute study: In its current form, the regulatory reporting model in Europe is unlikely to prevent another financial crisis. [Link to study](#)

**OEMs and suppliers must bundle services and deliver a seamless user experience to lead the next wave of connected cars**

PAC multi-client study led in cooperation with BearingPoint: The next wave of connected cars will require increased OEM and supplier collaboration. [Link to study](#)

**Active management: The key to organizational performance**

New BearingPoint Institute research reveals untapped opportunity for a 20 percent increase in recurring productivity through active management. [Link to study](#)
The human aspect

At BearingPoint we believe that our ultimate differentiator for success is our ability to produce customer satisfaction greater than that of our competitors. That aspiration is inherent in every aspect of the company from the people we hire to the solutions we create. We work to develop that environment of customer satisfaction by exhibiting a set of traits and behaviors that empowers our associates and shapes our work ethic. We strive to embed that ethic in the DNA of the company through the BearingPoint Spirit.
Freeing our Spirit — Empowering people with the ‘BearingPoint Spirit’

Richard Gartside
Firm-wide Human Resources Director

The BearingPoint Spirit is now the centerpiece of our culture. Over the last 16 months, we have asked our people to embrace the five key characteristics that comprise our Spirit in the way they behave every day: to be entrepreneurial, take a ‘holistic view,’ earn trust, be easy to work with, and display confidence.

Initially, our focus was on promoting an understanding of the Spirit and the characteristics, and awareness of the behaviors that underpin them. Throughout 2015, we built on this momentum by promoting employee ownership of the Spirit and empowering our people to place the Spirit at the heart of how we work, with both clients and each other. The creation of an active network of Spirit Champions was central to delivering engagement with the Spirit amongst our people. These highly committed individuals have taken the lead on organizing local and firm-wide activities to promote our Spirit and have become visible role models by adopting the characteristics in all aspects of the way they work, every day. Increasingly, champions have adopted the mantra of ‘being the change they want to see’ and shown real adaptive leadership in enhancing our culture. Today, there are well over 100 Spirit Champions, including a significant number of partners. Recognizing the importance of the champions, we have offered a wide variety of support activities related to Spirit during the year, including:

- The launch of a dedicated Spirit website with close to 10,000 ‘hits’ in 2015
- Three ‘Spirit Pulse’ surveys to obtain feedback on Spirit-led behaviors in our leaders (with a 57 percent favorable score in the last survey and a 6 percent improvement in favorable scores over the year)
- Mandating Spirit-led scorecard goals for our partners and directors
- Nominating more than 100 of our people for ‘Spirit Spot Recognition’ awards
- Organizing 12 partner-led ‘Walk the Talk’ workshops to promote engagement amongst staff
- Sponsoring a ‘Spirit Story’ competition attracting a wide-range of creative video entries
- Inviting a series of ‘My BearingPoint Spirit’ testimonials from our people, including champions
- Conducting Spirit-based partner and director upward feedback exercises
- Supporting a variety of champion-led local events – ‘Spirit Fairs’, ‘Spirit First Fridays’ and ‘Spirit in Practice Reviews’
- Hosting Spirit-led sessions in all our firm-wide learning and new-joiner programs
- Introducing Spirit questions in our annual people survey
- Holding a firm-wide ‘Spirit Happy Birthday’ party and range of local office events and celebrations

As our people demonstrate our Spirit every day in their behaviors with clients and each other, we are creating an increasingly differentiated experience for those who work with and for the firm. The challenge for 2016 is to maintain the momentum, energy, and excitement we have generated around the Spirit so we can reinforce it in the market. A comprehensive ‘Spirit Action Plan’ for 2016, formulated in close consultation with the champions, is already in place. Having made such progress in embedding the Spirit internally, our emphasis is firmly on extending the Spirit externally in the way we win business and engage clients in the next 12 months. The plan is formulated around 5 key themes and work is already underway:

- Supporting our leaders and managers in ‘owning’ the Spirit
- Empowering our people to be more ‘entrepreneurial’
- Promoting ‘confidence’ with clients
- Leveraging further our network of committed champions
- Fully integrating our Spirit in our client relations and brand

We look forward to reporting our progress and results at the end of the year.

“In Ireland we saw it as the champions’ job to ensure that the Spirit characteristics became part of our day-to-day DNA. The aspiration was to increase sales through building a deeper understanding of current clients, formulating evermore successful commercial relationships and constantly challenging each other. ‘Spirit’ is about team working and collaboration driven by a mindset that makes us stand out from the crowd – the partner of choice – and we had fun while we were at it.”

Nicola Hynes
Spirit Champion, Dublin
Delivering on diversity!

At BearingPoint, we believe strongly that promoting diversity and inclusion is integral to the achievement of our ambitious goals for growth by 2020. To grow the firm in line with our ambition, we will need to recruit and develop talent from the widest possible sources in the market, and better reflect the diversity of our clients and the communities we serve.

In 2015, we started delivering on our commitment to diversity. We showed real progress both in generating awareness and understanding of the challenge in our leaders and across our firm, and through delivering a range of practical measures to promote diversity in the firm, such as:

- The creation of a network of ‘Diversity Champions’ to transform our agenda from one of passive support to active engagement. These people now act as a ‘sounding board’ for our activities, make proposals for improvement, and monitor our progress.
- The launch of our first firm-wide Women’s Leadership Program run in Berlin in September.
- Agreement of firm-wide minimum standards of support to those with parental or caring responsibilities.
- Provision of trained ‘lifestyle’ coaches offering practical advice to help our people balance better their work commitments and other responsibilities.
- Membership of the international ‘Professional Women’s Network’ to access mentoring and development support from female leaders from across Europe, for our people.
- Our first Diversity / Cultural Awareness training pilot (with plans to mandate this for all our people next year).
- Development of our first ‘affinity network’ of female partners to promote more diversity and increase the visibility of female leaders and role models in the firm.
- Adopting new, ambitious firm-wide diversity goals, agreed by our Executive team, including an overall target of 25-30 percent female partners by 2020, backed up with an annual target and pipeline development in each region.
- Appointment of a designated member of our Executive as firm-wide diversity sponsor and a senior female partner as firm diversity lead. This will ensure sponsorship and accountability for diversity at the highest levels in the firm.

We are already making progress. The proportion of women at all levels in the firm increased during the year, including at manager, senior manager, director and partner levels. The firm welcomed two more women into the partnership in 2015 and saw a 10 percent increase in female partner candidates for 2016. Flexible working hours is now prevalent across the organization, with people at all levels working under flexible working arrangements. By the end of the year, people from 64 different nationalities were employed across the firm.

We now hear reference to the diversity challenge regularly as we run our business and engage with clients and our people. Yet, in some sense, the work starts now. Although we have put in place some concrete steps to support diversity, set ambitious goals and targets, and appointed senior leaders to make change happen, we now need to deliver on our commitment. We are well positioned to do so. Next year we will be moving the agenda beyond gender diversity to embrace a broader focus on inclusion and to make real progress to recruiting and progressing the talent we need to deliver our 2020 goals.

“I am tremendously excited about the commitment the firm has made to diversity and the momentum for change we are generating. Female partners across the firm have decided that we owe it to other women to be more actively involved and more visible as leaders and role models. Our challenge in 2016 is to demonstrate progress on our ambitious goal and broaden our focus from gender to other areas like race, age and disability.”

Elisabeth Denner
Partner, FBN and new firm-wide Diversity Leader
2015 was the year that BearingPoint turned its good intentions and willingness ‘to do the right thing’ into a clear, firm-wide, Social Purpose and placed this at the heart of our plans for long-term growth and future success.

We will do this through our new BearingPoint Foundation, a virtual, charitable organization through which we will channel and coordinate all our corporate social responsibility activity and sponsorship of ‘good works’. Working with partners and charities, the Foundation will support our commitment in three distinct ways: By promoting the donation of our time and expertise to projects, by focusing our research on our ‘Social Purpose,’ and by applying our assets and Accelerators, such as HyperCube, to ‘good works’ for free or at cost.

The Foundation will become the umbrella under which we align all of our social activities to our common, firm-wide Social Purpose: the ‘development and understanding of the human mind.’ Specifically, we will look to work with others to improve support for mental health and well-being and advance of understanding of IQ (Intelligent Quotient) and EQ (Emotional Quotient). Our purpose sits comfortably with who we are at BearingPoint, and what we stand for as a firm. We are committed to adapting and applying the wide range of intelligence at our disposal, for lasting success and to stimulating and developing bright minds so they fulfill their potential at work.

Our aim is to make the new Foundation a core part of the firm and how we do business, and to integrate our Social Purpose with all aspects of our work. Our goals for the first 12 months include:

- Investment of at least 1 percent of the firm’s annual profits (in time, money or assets), through the Foundation
- Impact positively at least 3,500 lives through pro bono consulting
- Engaging and empowering our people around our Purpose and generating an, at least, 60 percent favorable score in our annual people survey
- Conducting a minimum of three specialist research projects aligned to our Purpose through our own specialist research partner, the HyperCube Institute
- Deliver at least one pro bono consulting project to support our Purpose in each country in which we operate.

To this end, the firm has been pleased to announce recently that we will be working closely with the European Commission’s landmark ‘Human Brain Project’, a 1.2 billion euros, 10-year scientific research project to achieve a multi-level, integrated understanding of the structure and function of the brain, through the inception of next generation computer science. The firm will make available its assets to support members of the project’s medical information team, who will work with data scientists and developers from BearingPoint. Opportunities for wider staff involvement in the project are also available in what promises to be the first of many landmark partnerships for the firm and our Foundation, and a major credential in support of our commitment and Social Purpose.

"The launch of the BearingPoint Foundation and agreement of a common firm-wide Social Purpose on the development and understanding of the human mind, gives the firm a great opportunity to make corporate responsibility a core element in how we grow the firm and engage with clients and our people. I am delighted that we have made such clear and firm commitments to back-up our aspirations."

Sarah-Jayne Williams
Partner at BearingPoint

"The chance to be involved in a high-profile, company-wide project to generate awareness and engagement around the BearingPoint Foundation and our Purpose is both a fantastic development opportunity for me personally, but also a real way to have a positive impact on both the development of our firm, and more broadly in the community."

Sophie Allouche
BearingPoint Foundation Project Team Member
Moving on up – A new approach to mobility

One of BearingPoint’s major advantages in the market is our capacity to create and deploy high quality, fully integrated teams across international borders. This enables us to deliver a seamless quality of service to our clients, as well as optimize development opportunities and cultural awareness for our talent.

Working in new locations, understanding and being sensitive to different cultures, and collaborating openly with others are such important elements of the way we work that addressing the challenges of a mobile workforce was an important people priority for 2015. In particular, our aim was to put the mobility of our people at the heart of our talent management and of our employer brand in the market.

At the end of 2015, BearingPoint launched our new, firm-wide mobility framework to deliver a quality experience to all those looking to move people or work cross-border themselves. As well as a single point of contact on all aspects of mobility, we will now provide a wide range of new, short-term development opportunities for those looking to work internationally for the first time. The aim is to give people access to a quality international secondment so they can experience first-hand the challenge (and excitement) of working in new locations and different cultures.

Increasingly this framework will be an important dimension of the personal and career development we offer to our people and a key element of our strategy to attract and retain the best people in the firm. It will enhance significantly the experience and support available to those moving abroad, whether they are relocating for business, development, or even personal reasons. In so doing, it will also help us develop and grow the international, culturally diverse and inclusive firm culture to which we are aspiring.

The new framework has four components:

- A new, firm ‘Mobility Hub,’ comprised of a newly formed team who will coordinate more closely the range of support offered for international assignments (so we improve the experience of all those involved in both managing or participating in secondments overseas).
- Our new firm-wide Mobility Policy with provisions to instill consistency and common, minimum standards across the firm to ensure our people are all fairly treated and properly supported when they engage in a move to a new country.
- A new funding arrangement that provides a significant budget to support a wide range of short-term, international development assignments across our business. This will ensure that all areas of the firm can support developmental secondments for their people, and deliver a quality cross-border development experience to staff regardless of where they work.
- Mobility targets so that each region in the firm has a formal goal to achieve in its sponsorship of mobility. This will ensure that the commitment to identify and resource secondment opportunities is an important part of the way we manage the firm going forward.

Each region is now charged with identifying a minimum number of participants for development secondments and creating a series of high quality opportunities in their business, for staff from other regions.

“Not only did my international secondment from Berlin to London help me secure valuable experience in and knowledge of the U.K. telecom markets, it also enhanced my broader understanding of the different parts of our business and my cultural awareness. It also provided me with an important step in my career development and it was also hugely enjoyable from a personal perspective.

There is no doubt that the right kind of international assignment can support business and personal development, and contribute to a more inclusive and aware culture in the firm.”

Thomas Heiss
Senior Manager at BearingPoint
BearingPoint had another record year in 2015 and posted its highest revenue (563.3 million euros) since the Management Buyout in 2009. It was also another record year for newly booked business. The second half of the year was especially strong and that has continued into 2016.

There was significant revenue growth in countries outside of Europe including China and the Middle East. Growth was also significant in some of BearingPoint’s home territories in Europe including France and the Nordics; the latter one largely driven by the acquisition of Magenta Advisory.

BearingPoint also reached a critical size for the Chicago SAP Center of Excellence and decided to build a joint Center of Excellence together with ABeam in Singapore. The firm won key engagements in the Middle East, grew its China operations, launched four joint projects with the Indian offshore partner KPIT, and opened a new office in Romania. Through the acquisition of Magenta Advisory, BearingPoint also grew its digital transformation capabilities.

Moreover, BearingPoint won major milestone projects, e.g. in the field of digital ecosystem management, and multiple new awards for its Solutions and Consulting capabilities.

The firm grew its Solutions bookings and revenue significantly. As part of the launching of its Ventures unit in 2015, the firm entered into four ventures, which are focused on innovation and Accelerators. Its strong and dynamic development in 2015 enabled BearingPoint to appoint more new partners to the firm than in any year since the MBO.

As BearingPoint has placed corporate responsibility at the heart of the firm, in 2015 it established the BearingPoint Foundation and will invest at least one percent of the firm’s annual profits in activities that help to better understand and enhance the human mind.

Managing Partner Peter Mockler was reelected for the third time, signaling continuity. The organization further strengthened its One Firm agenda and its strategic initiatives with its business model of Consulting, Solutions, and Ventures and its goal of sustainable, profitable, and responsible growth. It maintains its goal of 1 billion euros in revenues by 2020 while focusing on European clients with projects both in Europe and globally.
### Balance sheet (EUR in million)

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<td><strong>Total liabilities and equity</strong></td>
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### Consolidated income statement (EUR in million)

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<td><strong>Net income</strong></td>
<td>15.6</td>
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### Key figures

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<tr>
<th>Year</th>
<th>Revenue (EUR in million)</th>
<th>Employees (Year End)</th>
<th>Utilization (%)</th>
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<tr>
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<td>2015</td>
<td>563.3</td>
<td>3709</td>
<td>73.8</td>
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</table>
BearingPoint world map

Our current global footprint covers 35 countries and 10,100 people.
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