This is Future Ready
Prepared for the recovery and beyond.
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Responding to crisis. Prepared to move forward.

Covid-19 has been a profound shock to the world economy, and of course, a personal tragedy for millions. Almost everyone has felt the impact, whether on our own health and wellbeing, or on those close to us. The future will undoubtedly be different to the one we planned. And the task of recovery represents a challenge on a global scale.

Almost everyone has felt the impact, whether on our own health and wellbeing, or on those close to us. The future will undoubtedly be different to the one we planned. And the task of recovery represents a challenge on a global scale.

Many lessons have already been learned. Not least, that change can be unexpected, and it can happen more suddenly than anyone imagined. However, in our own business, and in our daily lives, we have seen how quickly people can adapt to new circumstances. The BearingPoint values and clarity of purpose have never been more important in this respect.

Our story has always been about difference, growth and, above all, people. So it was fitting that we marked our tenth anniversary as an independent European consultancy with #10DaysOfCaring. I was proud to be part of the BearingPoint community, as we threw ourselves into hundreds of activities in support of society around us, and the world where we live and work.

And now of course, our world feels more unpredictable than at any time in recent memory. Even before the pandemic, Brexit, global trade, and geopolitical issues were creating turbulence in some of our key segments. Against this background, we can be rightly proud of our performance in 2019, achieving revenue growth of 6% to €781m.

However, the priority now is what happens next? BearingPoint 2025 is our strategy for the way forward, built on the core strengths and characteristics that make us who we are: independent, European, tech-oriented, innovation-led – and above all, people-centered. In the wake of a crisis for humanity, it is a strategy that feels right for the times.

Focus is a central theme: concentrating on opportunities where we have world-class solutions, where we can be market-leaders, and where we are true innovators. We will operate through three separate business units: Consultancy; Business Services; Software Solutions; each structured to meet the needs of their individual markets but aligned with firm-wide culture and strategic goals. IP creation will be an important driver of differentiation. And everything will revolve around people: individual experts, collaborating, solving new and complex problems with tech, and now, more importantly than ever, creating value for our clients.

Working together and working with purpose, I am confident that we will emerge from the crisis stronger than ever.

We are BearingPoint. This is Future Ready.

Kiumars Hamidian
Managing Partner
10 years of BearingPoint. Our story of growth.

All people shown in this report are employees of BearingPoint. Without them, our story of growth would not have been possible. A big thank you to all our people!
The numbers tell the story: BearingPoint has grown rapidly since we began as an independent consultancy in 2009.

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Revenue</th>
<th>People in the Business</th>
<th>Number of Offices</th>
<th>Number of Countries</th>
<th>Number of Partners</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>€441m</td>
<td>3,140</td>
<td>25</td>
<td>25</td>
<td>120</td>
</tr>
<tr>
<td>2019</td>
<td>€781m</td>
<td>4,639</td>
<td>41</td>
<td>23</td>
<td>183</td>
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</table>

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Milestones along our journey

- **2009**
  - Management buy-out and transition into an independent European partnership owned and managed by 120 Partners
  - Alliance with Albeam Consulting in Japan
  - Acquisition of a major stake in business analytics software, HyperCube

- **2010**
  - New subsidiary in China (Shanghai)
  - Alliance with Grupo ASSA for Latin America
  - Acquisition of R!IValue (German-based risk management and reporting specialist)
  - Acquisition of Trinity Horne (UK-based consultancy specializing in operational performance improvements)

- **2011**

- **2012**

- **2013**

- **2014**

- **2015**

- **2016**

- **2017**

- **2018**

- **2019**
  - New subsidiary in Luxembourg
  - Acquisition of Prederi (UK-based consultancy focused on public services in the UK)
  - Acquisition of Magenta Advisory (Finland-based consultancy specializing in digital management)
  - Acquisition of LCP Consulting (UK-based consultancy specializing in customer-driven supply chain management)
  - Acquisition of a consulting unit in Italy (specializing in manufacturing)
  - Acquisition of RiValue (German-based risk management and reporting specialist)
  - Acquisition of Trinity Horne (UK-based consultancy specializing in operational performance improvements)
  - New subsidiaries: BearingPoint is represented in Portugal (Lisbon), Singapore and the Czech Republic (Prague)
  - New subsidiary: BearingPoint is represented in Luxembourg
  - Acquisition of Inpuls (a leading data specialist in Belgium)
  - Acquisition of a major stake in business analytics software, HyperCube

- **2020**

- **2025**

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As a business, the true measure of our performance is the impact we make on people, society, and the world around us. But the numbers count, and we aim to outperform the market every year.

Our financial performance for 2019 shows that our people-centric approach fuels growth. Overall revenue increased by 6% to €781m with improved profitability. And our bookings were even stronger, rising by 15% to €949m. The substantial growth is encouraging for 2020.

Results have been largely positive across the business. And despite challenges in some markets and uncertainty in the wider economy, we have delivered successful projects in over 70 countries. Much of our growth has come from new revenue streams and business services. This is a good sign for the future, as we continue to build around innovation, differentiation, and IP. In support of this strategy, 1,400 people joined the firm during the year.

Taken as a whole, these figures represent a year that we can all be proud of—leaving us in a strong position to manage the immediate impact of Covid-19, and creating a solid platform for longer-term success.

In 2019, bookings increased to €949m. So we started 2020 with a strong backlog.
We emphasized our purpose as a firm by celebrating our anniversary with giving back to people, the planet, and society. And we used the momentum to bring CSR to the next level.
Changing the world.
10 days at a time.

Beginning with a brief from our leadership team to bring CSR into the BearingPoint 10-year anniversary celebrations, #10DaysOfCaring was our biggest ever CSR activity. The concept was developed by our CSR Council, but thereafter it was down to our communities to create, collaborate and make good things happen.

During September and October, each Practice engaged in 10 days of concentrated caring. Over 150 projects were instigated, addressing societal and environmental issues, and mixing firm-wide ‘signature activities’ with priorities closer-to-home.

Over 2,000 colleagues (we call them our Caredevils) participated, donating their time and enthusiasm to activities ranging from charity sports and clothing collections for the homeless, to waste collection from rivers, parks and seashores. Altogether, we worked with over 40 non-profits, directly raising over €20k, and providing the inspiration and expertise to help others get involved.

As part of the campaign, our Caredevils were encouraged to share their stories across social media – generating more than 600 text, picture, and video posts, and over 7,000 likes, shares, and comments.

It’s been a fantastic level of employee engagement. I was blown away by how enthusiastically people have embraced the concept.

James Rodger, Partner, London

#10DaysOfCaring made me feel very proud and lucky to be part of BearingPoint.

Marie-Alix Forestier, Manager, Paris
How we approached CSR in 2019

The CSR leaders from each of our countries constitute our CSR Council. With a sponsor at Partner level, this is the body that helps us champion CSR across the firm. Last year, we created the new role of CSR Manager, with the aim of supporting the Council, coordinating our efforts, and ensuring that all our initiatives have maximum impact.

Our objective is to make a difference at scale, while we stay connected to the things that matter at a local level. Without doubt, #10DaysOfCaring was our hero CSR campaign of 2019, and a perfect example of our whole-hearted engagement with the world around us. But we have also been actively involved in many other areas of CSR throughout the year – strengthening existing commitments, extending successful programs, and bringing forward important new initiatives.

More of our 2019 CSR highlights:

- Signing up to the UN Global Compact — the voluntary commitment for firms who take social and environmental responsibility seriously, and aim to continuously improve in these areas.
- Getting serious on CO2 emissions — offsetting all emissions caused by our business trips (protecting the Brazilian rainforest through the Jacunda Project), choosing more climate-friendly transport, minimizing business travel, investing in video conference tech.
- Founded network of Sustainability Agents — working with our CSR leads, this group activates our teams to promote environmental and climate protection where we work.
- Extended our people-led diversity and inclusion networks:
  - Ability@BearingPoint — our new community for people with special needs and disabilities, sharing information, ideas and support.
  - Proud@BearingPoint — our expanding LGBTQ+ community promotes openness and opportunity, linking local initiatives to create a firm-wide network.
  - Women@BearingPoint — continuing to grow and develop, with a range of ongoing programs, and special activities and workshops as part of #10DaysOfCaring.

“Ability@BearingPoint helps us to raise awareness of health issues and special needs, and allows us to share personal experiences in a trusted environment.” David Studer, Senior Business Consultant, Ability@BearingPoint member, Zurich

“Proud@BearingPoint helps us to raise awareness of health issues and special needs, and allows us to share personal experiences in a trusted environment.” David Studer, Senior Business Consultant, Ability@BearingPoint member, Zurich

“I am really glad to be part of a growing community of engaged people here, and excited to inspire more.” Anna Lyubina, Sustainability Agent, Hamburg

Being a force for good, valuing the unique experience of every individual, using our expertise to make a positive impact; on people, on our planet, and on society. From the beginning, these ideas have been at the heart of who we are. And in 2019, social responsibility moved front and center within our organization.

Socially engaged.
Collectively enriched.

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Be diverse. Be green. Be engaged.

2020 starts a Decade of Purpose for BearingPoint. We are renewing our focus in order to maximize the social impact of everything we do – within our CSR pillars of People, Planet, and Society. We are maintaining our past commitment, to invest at least 1% of our annual EBIT directly to CSR, and we are especially sticking to our promise to keeping diversity and inclusion a firm-wide priority in our daily business.

“Diversity makes us better! In 2020, our goal is to accelerate belonging by further embedding diversity and inclusion practices across all our people-related processes right across the firm.”

Gillian O’Sullivan, Partner, Firm-wide Diversity and Inclusion Sponsor, Dublin

People
It is important that BearingPoint is a place of opportunity and growth for everyone who works for us, and with us. We strongly believe that diversity is a positive solution to organizational challenges, rather than a problem. As a firm, we are working to become more inclusive, and in doing so instilling a real sense of belonging for all.

“Diversity makes us better! In 2020, our goal is to accelerate belonging by further embedding diversity and inclusion practices across all our people-related processes right across the firm.”

Gillian O’Sullivan, Partner, Firm-wide Diversity and Inclusion Sponsor, Dublin

Planet
Rather than be satisfied with what we have achieved so far, there is an openness to thinking about how we can take sustainability further, and a readiness to really do things differently.

We have consolidated our environmental and climate-friendly programs under the program, BE Green. Six firm-wide areas of action have been identified: travel and mobility; office; IT; our value chain; links to societal initiatives and certifications.

“Belonging is what we aim to achieve with our work in diversity and inclusion. One fundamental contribution is the work of our affinity initiatives. On a more general level, we want to further talk about unconscious biases and invite everybody to participate. Because culture involves all of us.” Wiebke Rasmussen, Manager Diversity, CSR & Culture, Berlin

Society
“Parallel to BE Green, we have another CSR priority for 2020 of equal importance, which is creating a sound base to strengthen our Pro Bono support for Non-profits.” Markus Loques, Partner, Firm-wide CSR Sponsor, Dusseldorf

#10DaysOfCaring demonstrated the commitment and enthusiasm of our people to ‘giving back’. In 2020, we aim to set the focus on enabling people from all our practices to invest a proportion of their time, skills and expertise for Non-profits and their people.

As part of our ‘Enable help(ers)’ program, we have allocated a significant Pro Bono budget (half of our overall CSR budget), with the target of delivering 15 impactful Pro Bono projects this year.

“Through our network of Sustainability Agents, we are building a creative and engaged community to promote climate and environmental protection in every location.” Sander Witteveen, Business Analyst, Sustainability Agent, Amsterdam

This is Future Ready
Strategy 2025.
We have an exciting strategy for BearingPoint: a vision for what our business will look like in 2025, and how we will continue to succeed and grow in a fast-changing world. It is a story of innovation and performance, built on our unique strengths and powered by people. The strategy is driven by three ambitions. Number one: put people at the center. Our colleagues, our clients and the society around us are the 'how and why' of everything. Two: outperform the market every year, enabling European clients to become global leaders. Finally: be in the top three for our chosen areas of expertise.
Building on the strengths that set us apart.

BearingPoint has always been different, forward-thinking and open to ideas. And our ambition is firmly rooted in three areas that set us apart. Our people-development focus has created an environment that enables us to recruit, develop and retain the best talent. Furthermore, we achieve global recognition through a market-leading consulting portfolio with distinctive ‘key focus areas’. And finally, we are differentiating with IP, supported by high investments, and concentrated in two newly established business units: Business Services is a dedicated unit for IP assets, leveraging new business models and ecosystems; and Software Solutions represents our world-class, standalone software businesses for accelerated growth.

Our ambition for BearingPoint is built on the solid foundation of our core strengths – the things that have made us successful and equipped us for change: the ability to innovate and create IP; people-centric culture and principles; independent European consultancy with global reach; and business consultancy with management and technology capabilities.

<table>
<thead>
<tr>
<th>AMBITIONS</th>
<th>DIFFERENTIATORS</th>
<th>CORE STRENGTHS</th>
<th>VALUES AND PRINCIPLES</th>
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<tbody>
<tr>
<td>Put people at the center</td>
<td>Consulting portfolio</td>
<td>Ability to innovate and create IP</td>
<td>This is Future Ready</td>
</tr>
<tr>
<td>Outperform the market every year</td>
<td>IP generation</td>
<td>People-centric culture and principles</td>
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</tr>
<tr>
<td>Be in the top three for our chosen areas of expertise</td>
<td>People</td>
<td>Independent European consultancy with global reach</td>
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<tr>
<td></td>
<td></td>
<td>Business consultancy with management and technology capabilities</td>
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Business success through collaboration and personal growth.

Innovation is central to everything we want to achieve. It happens when good people work together. And it is hard-wired into our strategy.

Firm-wide knowledge sharing communities cut across silos and hierarchies to fast-track new solutions from ideation to implementation. Experts and members come together in defined spaces with clear, structured processes for effective knowledge management, IP creation and sharing through service lines and segments. Communication is open to all of our people and throughout our ecosystem, with opportunities for everyone to be involved with exciting projects in our different business units.

It is part of a culture that recognizes the value of every individual, within an environment designed to help each of us to thrive and grow. Our support program includes a personal development framework, leadership development, digital learning, and a long-term loyalty incentive.

(Y)Our Ways

A different way of thinking, a better way of working. (Y)Our Ways is our dynamic new internal program – designed to promote collaboration, innovation, agile-working, and transparency across business units, countries and teams.
BearingPoint is organized into three business units: Consulting; Business Services; and Software Solutions. Each has a distinct offering and model, enabling us to deliver world-leading services and solutions for highly specific customer needs.

Around these, there are five key focus areas for the firm as a whole – sweet spots of technology, expertise, and industry trend. Our connected way of working will enable us to fully realize the potential of these opportunities.
Nowadays, ‘digital’ is everywhere. We have redrawn our service lines to address this reality, and bring our expertise even closer to client priorities. The service line ‘Customer & Growth’ focuses on growing opportunities in marketing, sales, and communication. ‘People & Strategy’ reflects the fundamental importance of the human element, in all strategy and transformation projects, as a driver and also across the implementation process.

How will we continue to evolve and lead? Continual innovation and the creation of IP are essential. And we need to work beyond traditional boundaries.

To that end, we have created firm-wide communities – structured processes and spaces for collaboration, knowledge management, and ideas generation, open and accessible to everyone throughout the business. Our communities allow us to effectively bring together the smartest people and ideas across the company and create IP that helps our customers. We currently have 20 live ‘topics’ linked to service lines, and focused on customer needs, trends, and where we can have the most impact. This is a fundamental change, and part of how we are different as consultants.
Business Services that deliver competitive advantage.

The advent of cloud technology makes the world a more dynamic space. With access to advanced software and systems, it is easier than ever for agile newcomers and disrupters to enter markets. BearingPoint Business Services bring competitive advantage through scalable, highly customized services, using our own IP and software solutions which we refined together with clients.

So while our solutions are cloud-based, we are not cloud-limited. Yes, we deliver reliable, recurring services. But ours are not routine solutions. Building on experience in specific fields and projects, we develop customized services based on our own IP and in combination with global platforms like Salesforce and SAP to overcome challenges in new and unique ways. Great examples include Nitro, our AI-based business planning solution, or BearingPoint’s Emissions Calculator, our solution which enables users to precisely measure their CO2 footprint—even down to the impact of a single product through the entire lifecycle.

We see ourselves as service partners, rather than service providers, blending software with expert consultancy and management. It means that we are able to continually review, recommend, and evolve—ensuring that clients never stand still.
Software Solutions.
Enterprise culture, opportunity mindset.

Any successful software business requires specialist teams, immersed in their market, and working with dedicated resources. To enable this, we have repositioned our successful RegTech and Beyond businesses as stand-alone propositions within a newly formed ‘Solutions’ business unit, alongside a revamped M&A and Ventures IP set-up.

RegTech is a well-established, €100m operation, with two market-leading solutions: Abacus and FiRE. Identifying huge potential within regulatory reporting, we offer innovative regulatory, risk, tax reporting and supervisory solutions and services. And we are investing heavily in our next generation product suite.

BearingPoint Beyond is a rapidly growing SaaS-based provider of digital platform solutions helping organizations to reinvent their business model and grow revenue by utilizing partner ecosystems. For example, our platforms that enable Telcos to bundle new products and services in new and more effective ways. As an established thought-leader and partner to top 5 global Telco players, we are already realizing the future with IoT and 5G technology.

Within M&A, we are upscaling our approach, as we ramp-up inorganic business growth. With an enlarged, professional team, the focus is on larger acquisitions. We are also offering our specialist expertise to clients, supporting with buy and sell-side transaction advisory, and technology due diligence.

The big idea across the business unit is to develop an environment, team and structures where we can forge ahead with our standalone opportunities, explore new ways of cooperating with our clients, and develop joint venture IP.
Markets.

Our world is changing.
Covid-19 has accelerated a process that was already underway. Markets are changing. New business models are appearing, new entrants are challenging old norms, digital transformation is everywhere. And across the board, we are witnessing a shift from physical ‘product’ to ‘software’. It makes sense for us to change too.

Our evolved approach is all about client proximity and critical mass. We have redefined our market segments, concentrating on where we can offer world-leading, sector-specific expertise. With dedicated industry-specific teams and capabilities, we bring innovation and IP that works for customers.

And within our core markets, we have defined key focus areas – topics we want to be famous for, and where we already have a world-leading proposition. Right now, our focus areas are: NEW Banking; Next Generation Public Services; Automotive Operations; Digital Twin of the Project; and Unified Commerce. We are investing heavily into those areas to enhance our strength, grow faster, and leverage the experience across the business for the benefit of our clients.

Today’s interconnected world also requires an increasingly integrated approach. Together with our global alliances – ABeam Consulting (Asia), West Monroe Partners (North America), and Grupo ASSA (South America) – we are not only able to share expertise, but also strongly collaborate to deliver projects and solutions wherever our clients operate globally.
Challenge balanced with opportunity.

The European consultancy market has been strong, with overall growth in every country. This is despite the uncertainty around Brexit, pressure on world trade and general business caution.

Prior to the pandemic, the Banking and Automotive sectors were already experiencing a downturn. And while segments such as Public Services, Fast Moving Consumer Goods, and Utilities have been strong, the true impact of the crisis on investment, confidence and behavior will become clearer in the longer term.

However, across almost every sector, regulation and digital transformation, including Analytics, continue to be dominant long-term trends. These are very strong points for us going forward.
Success stories.
Accor creates
new office to accelerate its transformation.

Accor was facing two major transformations at one time, focusing on shifting to an asset-light business model while also conducting multiple acquisitions and subsequent integrations. To manage these challenges successfully, the group decided to build a dedicated department called the Transformation Office with BearingPoint’s support.

**Client**
Accor is one of the leading names in global hospitality, with a portfolio of over 40 brands active worldwide.

**Client business challenges**
Accor’s strategy to shift its business model and become a purely hospitality operator was a major operational challenge with the potential to impact the business and brands on several layers. Due to the unprecedented scale of the combined transformations, the need for consolidated vision and structured governance and processes became an imminent priority. There was also a need to clearly articulate processes and responsibilities for integrations once the acquisitions were completed.

**BearingPoint’s contribution**
BearingPoint supported Accor in building the new Transformation Office, including the definition of the target organization, the short- and long-term objectives, and the overall budget. Following Accor’s acquisition of a major brand, BearingPoint assisted the owners with a cost/benefit analysis of the new business model. This analysis has enabled Accor to communicate to each owner the impact and return on investment for using its services, across three regions.

**Client business outcomes**
Successfully managing acquisitions and integrations.
Accor Group has successfully completed the transition to its asset-light business model while maintaining its leading position in the hospitality industry. The Group is now completing its reorganization at both corporate and regional levels, enabling them to implement standardized procedures and processes for acquisitions and integrations.
Europcar boosts
contact center performance and customer experience.

As part of its Customer Centricity Transformation Program, Europcar Mobility Group aimed to revamp its operating model, offering an enhanced customer experience at each touchpoint while increasing revenues and optimizing operating costs. BearingPoint supported the group in transforming its customer care activities through a new operating model, streamlined and improved processes, leverage of new tools, and more efficient ways of handling customer interactions.

Client
Europcar Mobility Group is a mobility service company operating in over 140 countries. With approximately 9.5m customers worldwide, Europcar Mobility Group develops mobility offers, services, and solutions as attractive alternatives to vehicle ownership.

Client business challenges
Europcar Mobility Group’s focus was on enhancing customer experience during the interaction with the customer contact centers. The Group decided to find new and more efficient ways to perform their customer care activities while coping with increased customer expectations and the integration of new contact channels.

Europcar Mobility Group also aimed at improving internal operations and optimizing costs, notably by considering a new outsourcing model in competitive destinations, lowering the number of partners and focusing on those that provide best-in-class services and sales performance.

BearingPoint’s contribution
BearingPoint supported Europcar Mobility Group in creating and implementing its target customer care operating model by reducing the number of outsourcing partners globally, streamlining processes, and automating website interactions through chatbots. New roles and responsibilities were also defined between the Group’s head office and its countries of operation for key management functions such as performance monitoring, forecasting, and training.

The client was also assisted in implementing new quality monitoring tools, customer satisfaction surveys, and dedicated support on social media. The existing Salesforce-based CRM solution was also extended to support the entire customer journey.

BearingPoint defined new sales scripts for customer care agents and new sales reporting, particularly identifying proper customer care contributions and highlighting the turnover split between countries.

Client business outcomes
Europcar Mobility Group successfully reduced its global cost of customer care operation by 9%, notably by reducing the number of outsourcing partners from 11 to 3 and optimizing processes and activity reporting.

The customer experience was significantly enhanced through offering 24/7 assistance on websites with chatbots and dedicated support on social media, leading to reduced customer response times.

The Group also achieved a 5% increase in revenues generated by contact centers due to the higher conversion rate and average basket growth.
Swiss food and beverage company, Hero, was faced with the challenge as to whether they should upgrade their heterogeneous ERP landscape. Challenged with increasing competition related to supply chain digitalization, Hero’s leadership wanted to fully understand all possible options and make a decision that aligned with their focus on delivering high-quality products to their customers.

**Client**

The Hero Group is an international, family-owned food company with a rich history dating back to 1886. Part of Hero’s mission is to provide its customers of all ages with carefully preserved, authentic, natural food.

**Client business challenges**

With multiple facilities in 19 countries and ongoing expansion plans, Hero needed to decide their future direction regarding their IT and ERP system landscape. As a traditional company, they were acutely aware that customer needs were evolving. They wanted to focus on the needs and desires of their customers while having a clear understanding of their future cost projections. To accomplish this, they required optimized and aligned business processes supported by an integrated ERP landscape. However, as many of Hero’s goods are produced and sold locally, the value of this alignment seemed less important.

**BearingPoint’s contribution**

BearingPoint’s approach focused on two workstreams: business processes and IT landscape. A list of relevant processes was created and prioritized by identifying 40 value levers. Additionally, five different technical scenarios were explored to support the value levers. Each of the five scenarios included detailed costs for multiple implementation options.

To demonstrate how digitalization might benefit Hero Group, BearingPoint’s Digital Factory team created an application prototype based on Hero’s jam products. The prototype used a QR code to provide customers with insight on important details about the farmers’ products used to make the jams. This personalized Hero’s products for one of its key markets.

**Client business outcomes**

As a result of this joint effort, Hero gained a clear vision of how to approach the future with insight and confidence. The benefits of harmonized business processes supported by their ERP landscape enable them to make a strong personalized connection with their customers. They also have a clear understanding of their IT landscape options, associated costs, and transparency for future cost projections. Hero’s leadership is now equipped to meet the evolving needs of their customers while having full cost transparency to prepare them for the future.

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**Hero prepares for the future with digitally harmonized supply chain.**
The Hessian Ministry of Economy, Energy, Transport and Housing wanted to create a sustainable, climate neutral and economically sensible energy future. To accomplish this, the Ministry turned to BearingPoint and Fraunhofer IEE to provide a viable plan for the transformation.

Client
The Hessian Ministry of Economy, Energy, Transport and Housing is headquartered in Wiesbaden, Germany, focusing on the federal state’s wellbeing with a sustainable, ecological approach to development.

Client business challenges
The state of Hesse wants to meet the demand for electricity and renewable energy sources by 2050. This would imply transitioning from the region's share of 500 power generation units to over 2 million, using methods from wind turbines to solar roofs. Integrating such a large number of renewable energy sources requires a huge transformation of the state’s electrical infrastructure.

BearingPoint’s contribution
BearingPoint, together with Fraunhofer IEE, contributed to the planning of the energy future and estimated the efforts required for transformation of the grid. They used innovative ways to generate scenarios automatically and plan the grid to cover the transformation at an unprecedented scale and depth. This generated ca. 3,780,000 grid plans and over 4.5 billion load-flow computations from approximately 920 real distribution grids.

There were 150 probabilistic distributions modeled for each scenario, including wind, photovoltaics, electric batteries, e-vehicle charging stations, and heat pumps. The team used a complementary approach, where conventional network expansion methods were combined with new strategies and equipment. Using this method, they identified the means to transform the electricity infrastructure in a cost-efficient manner.

Client business outcomes
The Hessian Ministry of Economy, Energy, Transport and Housing is now updating the energy transition strategy for a clean, carbon-free energy future. They have a clear forecast of the grid extension demands and costs, and a clear perspective on the potential improvements. The recommendations provided by BearingPoint and Fraunhofer IEE indicated how the grids can be reinforced and extended with optimal costs. These have already been adopted by many grid providers in Hesse and throughout the country. Additionally, the Ministry now has a detailed foundation for its energy policy that allows it to complete its energy strategy.

Hesse prepares for 100% renewable energy by 2050.

This is Future Ready
Koelnmesse enhances customer experience with a 360° view supported by SAP C/4HANA.

Koelnmesse needed to integrate all its marketing channels to plan future campaigns and budgets in a more comprehensive way and to measure their success. BearingPoint used SAP C/4HANA Marketing Cloud to create a data-driven solution that enables Koelnmesse to have a 360° view of its customers with consistent and up-to-date insights.

Client
Koelnmesse GmbH is an international trade fair and exhibition center located in Cologne, Germany. Annually, it organizes around 80 trade fairs and over 2,000 conferences in the most important global markets. The center provides services to around 5,000 exhibiting companies from 122 countries and has more than 3 million visitors.

Client business challenges
Koelnmesse wanted to improve their response to the increasing demand for personalized marketing messages. Although their sales campaigns were creating positive results, they needed to have consistent and up-to-date insights about their customers. This would ensure a fluid process and positively influence these campaigns’ success.

Koelnmesse decided that a data-driven approach was needed to cover their end-to-end marketing processes, from planning to executing and monitoring campaigns across all channels (e.g. email, PR, content, influencer marketing and social media, and website and event development).

BearingPoint’s contribution
BearingPoint supported Koelnmesse in a holistic manner by leveraging strong business and technical expertise, as well as project and program management services. They collected the requirements from different stakeholders to complete and transform the strategic marketing vision of Koelnmesse to an implementation roadmap and a list of future needs for the data-driven solution. BearingPoint designed and implemented a SAP C/4HANA-based IT architecture and a data model fed from multiple sources. These included Koelnmesse’s ERP and CRM systems, their website and social media accounts, and various digital platforms used for tracking the customer journey. Interfaces were then created to bridge the IT landscape to the SAP C/4HANA Marketing Cloud.

BearingPoint also provided change management services and trained staff to use new ways of marketing planning including campaign design and structure.

Client business outcomes
Today Koelnmesse is in the process of implementing the 360° customer view to all its business target groups, exhibitors, visitors, media representatives and the customer journey touchpoints for these target groups. This will provide up-to-date marketing and sales insights resulting from the new SAP Marketing Cloud solution. Marketing teams can leverage the data received at any time during the marketing process to increase campaigns’ effectiveness. They are now able to accurately plan budget spending in the next activity cycle by measuring each campaign across all channels. The business insights delivered feature marketing execution of in-house and external campaigns for target audiences that are built dynamically based on customers’ needs.
KfW enables budget transparency to support international development projects.

KfW Development Bank wanted to make project funding more sustainable and efficient by using blockchain’s potential for a transparent fund monitoring. To do this, the company had built a software solution but needed to test it in real-life situations before implementation. BearingPoint provided the testing for KfW’s solution for three markets while demonstrating the tool’s efficiency and capacity to mitigate risks.

**Client**
KfW Development Bank is part of the German state-owned KfW Group, one of the largest development banks in the world. On behalf of the German Government KfW administers Germany’s official Financial Cooperation Program in more than 100 developing countries.

**Client business challenges**
Inefficiencies and high risks of misappropriation have led donors like KfW to establish costly parallel structures for disbursements in partner countries. Consequentially, country systems have been bypassed, remaining weak and resulting in limited structural impact of development cooperation. There was a need to allow donors to channel funds directly into partner country budgets while keeping fiduciary risks as low as possible.

KfW had developed an in-house, blockchain-based software solution, called TruBudget (i.e. Trusted Budget Expenditure), to address these challenges but had not yet deployed this tool in production.

**BearingPoint’s contribution**
BearingPoint supported KfW in its efforts to progress TruBudget from the company’s in-house labs into the real world. The team leveraged a combination of local contextual knowledge with the ability to implement on-site.

BearingPoint analyzed the functional requirements and tailored the rollout for each development area, working alongside KfW and local governments to identify the required interfaces to match with local IT systems.

The solution was tested in three countries – Burkina Faso, Ethiopia, and Georgia – by multidisciplinary teams, specializing in implementation and integration, as well as experts that could train local personnel in using TruBudget.

**Client business outcomes**
BearingPoint provided KfW with three proofs of concept in a single innovation cycle, revealing that TruBudget was indeed a viable solution for these development projects.

Field tests have revealed significant potential in improving the efficiency and transparency of corporate development projects using TruBudget.
Success stories

Client business challenges
Our client is an asset-intensive organization that required a global labor procurement strategy encompassing transparent and efficient processes, most of which were handled by real-time reporting to ensure contract compliance. Enabling sourcing channel effectiveness required a consolidated and simplified IT landscape and an overall governance across all regions.

BearingPoint's contribution
BearingPoint provided a combination of industry knowledge, best practices in labor service procurement processes (LSP), and technology architecture expertise to deliver an effective and feasible strategy. To support the delivery, BearingPoint addressed all aspects of the strategy, including process, organization, reporting, and governance, and a globally aligned IT landscape. The first stream of work involved in-depth analysis of 32 companies, comprising chemical industry players and cross-industry organizations. The second stream of work involved market research for future trends in operating models, IT solutions, and disruptive technologies.

BearingPoint defined a global operating model that would be delivered over a period of 5 years. With a focus on the immediate benefits of a globally aligned IT landscape for labor service procurement, the model focuses on delivering innovation, disruptive technologies, and supplier collaboration in the longer term.

Client business outcomes
The global chemical company now has consistent and transparent labor service procurement. This includes a global target operating model that involves a 100% contract compliant procurement process while achieving operational savings through the optimization of business processes. The model also enables effective strategic sourcing engagements.

The labor service procurement processes and IT landscape have been globally aligned, leading to greater transparency, data accuracy, and real-time reporting.

The new operating model allows the company to be more agile and responsive to business change. It enables them to focus their efforts and investments on strategic opportunities to support long-term growth.

Global chemical company adopts new procurement strategy to maximize strategic sourcing.

A global chemical company headquartered in North America, adopted a worldwide strategy for labor service procurement. BearingPoint leveraged industry knowledge, functional expertise and IT architecture capabilities to support the company in being more responsive to ongoing business change while enabling a focus on strategic growth initiatives.
Client business challenges

Onboarding a new bank customer is a complex and lengthy process. The traditional approach involves customers visiting bank branches, completing documents, and waiting for approvals, while complying with regulatory requirements. Frequent changes to customer data are also difficult to maintain. To stay competitive, our client realized they needed to improve the customer experience significantly by making the process of acquiring new clients effortless for customers and the bank.

The bank’s onboarding process was no longer state-of-the-art; they wanted to make it more efficient and painless for their customers. The existing processes no longer ensured sufficient data quality for the bank, which resulted in higher costs to comply with changing regulatory requirements (e.g., MiFID II).

BearingPoint’s contribution

BearingPoint worked with the client to analyze and optimize the end-to-end process for customer onboarding. The team used an agile approach and leveraged a business process management (BPM) platform to address involved units (such as front office, operations, and compliance). BearingPoint set up scrum teams with their near-shore Romanian development experts and adapted the client’s infrastructure to enable consultants to work effectively across multiple locations.

Global bank significantly improves customer experience during onboarding while enhancing data quality and ensuring regulatory compliance.

Onboarding new customers in the banking industry can be a challenging and time-consuming process. BearingPoint partnered with a global bank to redesign their onboarding process and delivered a solution that enabled competitive advantage, improved data quality, and compliance with regulations.

Together with the client, BearingPoint defined a new, leaner process and organizational setup for bank customer onboarding and maintenance; the BPM platform was customized based on the respective requirements. The team trained the client’s staff on how to perform their operational duties leveraging the new digital onboarding platform.

This solution addresses the bank’s entire range of customers: private, corporate, and external asset management firms.

Client business outcomes

The bank now onboards new customers far more quickly and easily than before, when onboarding could take days or even weeks.

The data quality has also significantly improved. Compared to the previous process, the error rate has dropped by 65%. Full transparency of customer data is now available at all stages of the onboarding process. It allows the bank to meet current compliance regulations and adapt quickly to regulatory changes.

Bank customers now understand the required data and so avoid numerous delays caused by traditional paper processing. Customers and bank employees now report improved experience and satisfaction.
A global automotive manufacturer needed to adopt the Worldwide Harmonized Light Vehicle Test Procedure (WLTP) which was effective in 2018 for the EU. BearingPoint worked with the client’s project team to define a solution to avoid disruptions in the supply chain that would cause delays for its customers.

**Client business challenges**

In 2018, all new passenger vehicles in Europe had to comply with the WLTP regulation. The transition had a substantial impact on the automotive industry. WLTP requires that CO2 emissions are calculated based on complex characteristics such as exact vehicle mass, aerodynamics, rolling resistance and powertrain features. Configuration-specific CO2 values now have a direct impact on vehicle pricing in all EU markets. The client found it challenging to manage the increased volume of data when calculating CO2 emissions and tailoring price offerings for customers. The risk of customers experiencing delivery delays increased considerably.

**BearingPoint’s contribution**

BearingPoint’s industry experts collaborated with the client’s WLTP program management team to design and implement a solution for real-time CO2 calculations and included it as part of the configurator on the company website. They also elaborated a complex calculation scheme to be used for CO2 forecasting, ensuring an effective control of CO2 fleet compliance. Additionally, product pricing processes were adapted to comply with the mandatory terms and deadlines of EU regulations. BearingPoint also developed a specific suite of dashboards aimed to share CO2 results with all stakeholder departments.

**Client business outcomes**

The WLTP regulation led to significant challenges for the automotive industry. For some manufacturers in the industry it caused delivery delays to customers. In contrast, our client was able to avoid any disruption to their supply chain operations. Thanks to a better understanding of the implications of the WLTP and the solution devised jointly by the client’s WLTP Program Team and BearingPoint, the company successfully adhered to its regular delivery times. This enabled them to improve the customer experience by empowering customers to make educated decisions on car purchases while maintaining existing delivery schedules.
Client business challenges

The nature of this financial company’s activity involves the receipt and processing of detailed personal data of individuals. As a result, it is mandatory that personal data is protected and held in compliance with specific laws and regulations in China. The client needed support in addressing all requirements of the new regulations to mitigate any potential risks and ensure the protection of its customers’ data. This also demanded broad coordination with the company’s different business units on a local, regional, and headquarter level.

BearingPoint’s contribution

BearingPoint worked with the client to analyze the new regulations and the timeline of engagement with the local regulator. We put a program in place to review the client’s areas of operations most likely to be impacted by the cross-border data transfer. After performing the impact analysis, BearingPoint defined the need for process and technology change for each business unit, such as Life & Health and Property & Casualty. To ensure compliance with the new regulations, BearingPoint identified synergies between the client’s business units. This resulted in a framework that combines the strategic aspects of the client’s expected business growth with the need to be compliant with localized data regulations.

Client business outcomes

All business units of our client are now aware of the impact of complying with the new regulations. The client is currently reviewing the required investments, project initiatives, and deadlines to enable them to comply. This awareness and subsequent project initiatives have resulted in enabling our client to continue their strategic expansion in the Asian market.
Multinational telco provider prepares for strategic changes.

Client business challenges
A multinational telco provider wanted to become better equipped to respond to complex challenges in the market and technology environment while raising satisfaction levels among its employees. In addition, they also wanted to reduce operational costs. This required a core cultural change from a manufacturing organization to a cross-functional one focused on standardization and harmonization across various countries and platforms. To perform such a massive transformation in culture and mindset, one of their major departments launched a program to design and implement a new target operating model that enables new ways of working. This involved exploring innovative ways of collaborating for employees and managers.

BearingPoint’s contribution
BearingPoint worked with the client to develop an adaptive new operating model required to address current and future challenges. They identified current organizational pain points and analyzed the organization’s division of project tasks by capacity and complexity for end to end business services. BearingPoint then designed the target operating model to enable the company’s employees to take responsibility for their own projects and deliver services in a more agile way while establishing end-to-end accountability. Skills and resource management were implemented as critical enablers to enhance the benefits of agile ways of working. Using a proof of concept approach, they successfully tested the operating model, refined it using an iterative approach and scaled it to various other departments in the organization.

Client business outcomes
The multinational telco provider is now confident to challenge the future strategic and cultural changes with the new operating model in place. They now have an end-to-end view of the customers’ services across the organization. Communication channels have been simplified, encouraging cross-functional and cross-country cooperation, knowledge sharing and improved workload balancing, which has in turn led to an increase in employee satisfaction. Teams are more adaptable to changing requirements and shorter product and service lifecycles.
Awards & recognition.
We always aim to be at the forefront of innovation and change. This is a snapshot of some of the recognition and awards for our achievements and initiatives during 2019 – from market observers, peers and industry bodies.
Awards & recognition

**Consulting Awards**

WirtschaftsWoche and the Federal Association of German Business Consultants (BDU) Winner – Best of Consulting Award 2019

BearingPoint and KfW were the winners of the ‘Best of Consulting’ award from WirtschaftsWoche and the Federal Association of German Business Consultants (BDU). BearingPoint has now received the coveted award for the fourth time in a row. The winning project ‘TruBudget’ – the implementation of blockchain software in the public administration of Burkina Faso – won the special prize in the Sustainable Finance category. In addition, BearingPoint and its customer, Vodafone, were awarded ‘Excellent’ in the Marketing and Organization category for their change management project.

**RegTech Awards**

Regulation Asia Awards for Excellence 2019 Winner – Outstanding Project, Tax Reporting

BearingPoint has been announced as the winner in the category ‘Outstanding Project, Tax Reporting’ at the Regulation Asia Awards for Excellence 2019 in Singapore. The judging panel, comprising the Regulation Asia editorial team and a panel of experts, recognized the implementation of BearingPoint’s tax reporting solution, FiTAX, at a major international bank.

Central Banking FinTech & RegTech Global Awards 2019 Winner – Distributed Ledger Technology Provider of the Year

BearingPoint has been honored with the Central Banking FinTech & RegTech Global Award 2019 in the category ‘Distributed Ledger Technology Provider of the Year’ for a successful proof of concept for blockchain-based regulatory reporting. The awards recognize relevant players among central banks, supervisory authorities and technology and consulting companies for their outstanding achievements and their success. BearingPoint convinced the award jury with a proof of concept of an innovative, cost-effective, blockchain-based approach to the challenge of increasingly complex regulatory reporting.

**BearingPoint//Beyond Awards**

TM Forum Winner – Outstanding Catalyst Award for Business Assurance Awareness in 2019

This award recognizes BearingPoint//Beyond for its role in the TM Forum catalyst project, SkyEnet – a 5G enabled use-case exploring borderless collaboration across CSPs and health care players, for managing remote healthcare services in time of crisis. The BearingPoint//Beyond Infosova Digital Business Platform is the underlining platform that enables multiple parties, including CSPs from different geographies, to share their services in a collaborative way. It enables health care players to order services required during a crisis, and orchestrates hybrid services end-to-end across multi-carriers, including global service assurance.

Winner – Catalyst Award for Outstanding Catalyst Innovation in 2019

This award recognizes BearingPoint//Beyond for innovation in the TM Forum catalyst project, Digital Business Marketplace. This project showcases how industry can enable IoT at scale – allowing multiple players to partner, exchange, and jointly create complex IoT solutions. BearingPoint//Beyond Infosova Digital Business Platform is the B2B2x digital marketplace trading platform at the heart of the catalyst. It consolidates IoT products and services from multiple partners into a centralized product catalog, delivers a one-stop-shop for complete industry IoT solutions at scale, and presents an elegant digital self-service customer experience for enterprise customers. It also orchestrates and monetizes multi-partner industry IoT packages, comprising assets from various ecosystem partners supplying the services.

This is Future Ready
Global coverage.

European leaders with worldwide influence.
Global alliance network.

Our vision is to help European companies become global leaders, and we have built a global alliance network to serve that purpose.

While Europe is our home base, we also operate through our own offices in the US and China since those are – besides Europe – the biggest markets for most of our clients. To complement our global reach, we have built a strong and trusted global alliance network: ABeam Consulting for Asia, West Monroe Partners for North America, and Grupo ASSA for South America.

ABeam’s perspective on the Asian market

The trade conflict between China and the US, ongoing through most of 2019, contributed to an overall business slowdown in the region, and many companies have started to review their strategies. However, global trends such as digital transformation are constantly driving change. On top of this, most of the major Asian economies have a high affinity with new technologies such as AI, Biometric authentication, and 5G. All of which are bringing new opportunities for the consulting industry in the region.

As a result, 2019 was another record year for ABeam Consulting. At the same time, we have been broadening our collaboration with BearingPoint on strategic account and service planning, strengthening our platform for the future together.

And while the worldwide challenge of Covid-19 will inevitably have profound effects, we believe that our close global network will help us to offer the right solutions for people and business in a new economic paradigm.

West Monroe Partners’ perspective on the US market

2019 was another impressive year – our growth remains strong at 31% as our team reached over 1,250 people and our revenues exceeded $345 million.

While 2020 opened with optimism and momentum, the coronavirus pandemic quickly clouded the outlook. It is clear this global humanitarian crisis will also have substantial impacts for US companies and, as a result, the consulting market – at least in the short term.

Our foremost concern is the safety and health of our people. We’ve acted swiftly so our team can continue to bring its talents to clients – albeit working and collaborating in new ways.

Despite the challenges ahead, we see three things in our favor: First, we have a portfolio of capabilities – digital innovation, data and insight, productivity, talent, cyber resiliency – that are relevant in any economic scenario. Second, we’ve been preparing for a possible economic downturn and have a confident plan for driving our business and reducing discretionary spend. Finally, we’ve built an exemplary reputation – one that garnered 36 awards last year – which we are excited to reinforce through new branding this year.

Grupo ASSA’s perspective on the Latin American market

During 2019, we have strengthened our service offering, converging digital consulting and enterprise application services into a single, cohesive approach for our customers.

This year, we have worked with several large corporations to design and execute their digital strategy and help them launch their own innovation platforms. These engagements have created further digital opportunities. And we have also consolidated the development of our Data Science & Analytics practice. Navigate, our Decision Intelligence platform, has been adopted as the certified solution for a number of global AI-based decision platforms. It is currently being applied to the clinical trials process for a major biotech company, as part of its new, patient-centric value chain. We expect to see accelerating demand for Navigate, as clients shift to a subscription-based model.

We are also experiencing a significant trend towards the Cloud, and we are working closely with our technology partners across the Americas to help our customers on this Cloud journey.

In the wake of the Covid-19 crisis, we are maintaining our focus on Life Sciences. Firms continue to grow organically and through acquisitions, while also investing significantly in R&D. We aim to expand our presence and consolidate our position as trusted partners in the industry.

We look forward to continuing working with our global alliance partners BearingPoint, West Monroe and ABeam.
The BearingPoint world map.
About BearingPoint

BearingPoint is an independent management and technology consultancy with European roots and a global reach. The company operates in three business units: The first unit covers the advisory business with a clear focus on five key areas to drive growth across all regions. The second unit provides IP-driven managed services beyond SaaS and offers business critical services to its clients supporting their business success. The third unit provides the software for successful digital transformation and regulatory requirements. It is also designed to explore innovative business models with clients and partners by driving the financing and development of start-ups and leveraging ecosystems.

BearingPoint’s clients include many of the world’s leading companies and organisations. The firm has a global consulting network with more than 10,000 people and supports clients in over 75 countries, engaging with them to achieve measurable and sustainable success.

For more information, please visit:
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