



# Moving Your Enterprise



MANAGEMENT ENGINEERS  
Consulting to Completion

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## INSPIRING YOUR ENTERPRISE

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## COOL CONSULTING ? OR CONSULTING TO COMPLETION !



“GOOD ADVICE DOESN'T COME CHEAP”, SO THEY SAY. There is some fair criticism mixed in with some stubborn prejudices about using management consultants. It's reasonable to say that our profession's image is ambivalent. Some are fascinated by it, others are reserved, some welcome the value while others only see the cost.

Sustainable improvement does not come about merely through brilliant analyses and impressive presentations. It is the acceptance of pragmatic solutions that leads to concrete changes in your company. The art of effective management consulting therefore lies in the convergence of logic, behaviours and culture.

A consultant promoting your sustainable success does not gain your trust with knowledge and ability alone. He must also be committed to the stringent implementation of his blueprint. Strategic concepts are important to the alignment and growth of a company. But ideas will only be sparked once the concepts are convincingly communicated and constructively realised in cooperation with the client. That is when good advice becomes valuable, because you will be able to clearly measure the returns.

The ROI that we render is the result of a logical triple jump: *Review – Optimize – Implement*. At MANAGEMENT ENGINEERS we call this consulting principle *Consulting to Completion*.

And who is behind the brand MANAGEMENT ENGINEERS ?

- We are 175 consultants – all experts in our industries, with an annual turnover of 89 million Euros worldwide.
- We have been independent since our inception in 1978 and have become one of the largest, German-owned management consulting companies.
- We have an on-site presence in the local markets of our clients – with offices in Europe, America, and Asia.
- Our company is currently spearheaded by 16 equal partners with shared operative responsibility.
- The central focus of our strategy and process consulting is directed at well-known clients – from globally aligned medium-sized companies to corporate global leaders.

## TRADITIONAL DOMINANCE ? OR ENDURING EFFECTIVENESS !

### CONGLOMERATES AND BOUTIQUES EXIST AMONG CONSULTING COMPANIES AS WELL.

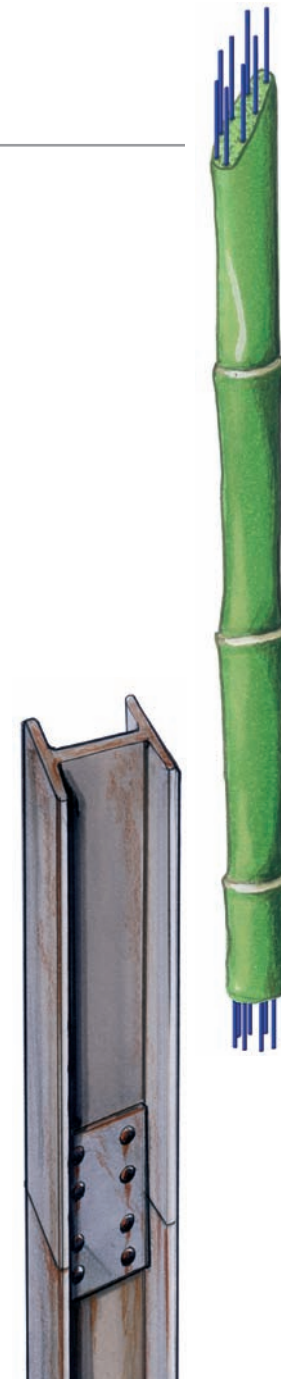
We are neither one nor the other. Our profile clearly distinguishes us from both the larger and smaller competitors. If measuring the number of consultants, turnover, and results, we are one of the most dynamic *medium-sized businesses* in our field: fast, flexible, and independent – firmly anchored in the market and perfectly networked in all sectors.

MANAGEMENT ENGINEERS defies classification in the usual categories: We have developed from a specialist in optimising manufacturing to a broad-based consulting firm with a proven track record of delivering above-average benefits for our clients. We set the benchmark for key selection criteria such as experience, expertise, value, and implementation. This is confirmed by objective rankings and ratings from independent scientific institutes.

Large companies especially profit from our practical know-how in the realisation of tangible benefits. We have significant experience in lean management and the efficient implementation of strategic objectives.

We recognise that a sustainable increase in corporate value begins with delighting your customers, enabled through product development, and continues into the delivery of operational excellence. Consequently, our consultants take all levels of corporate practice into consideration: from strategy alignment to portfolio management and from corporate finance to operations.

- Strategy: We will accelerate your value growth through targeting the most profitable customers in the best markets and will assess your acquisition and expansion strategy.
- Portfolio: We will optimise your performance with creative product and service innovations and thus increase your competitiveness and drive your market reputation.
- Finance: We will restructure your business activities in deficit, adjust your financial planning, and control and install individual early-warning indicators.
- Operations: We will monitor your product-oriented growth strategy and increase process and structure efficiency. Thus the profitability of your operating departments will increase, as will the motivation and competence of your employees.



## SELECTIVE ONLY ? OR HOLISTIC !

### A COMPANY IS A COLLECTION OF HEARTS AND MINDS THAT DESIRE CONTINUOUS INSPIRATION.

The history of every successful company begins with a good idea – a product or service. However, this corporate principle is not always the central focus of today's management decisions. Sometimes radical cost reducing initiatives cut into the roots of a company's growth. There is only so much cost reduction a team of people can get excited about. So if the program chooses slimness over fitness, sometimes desperation replaces inspiration and the core substance of the company is endangered.

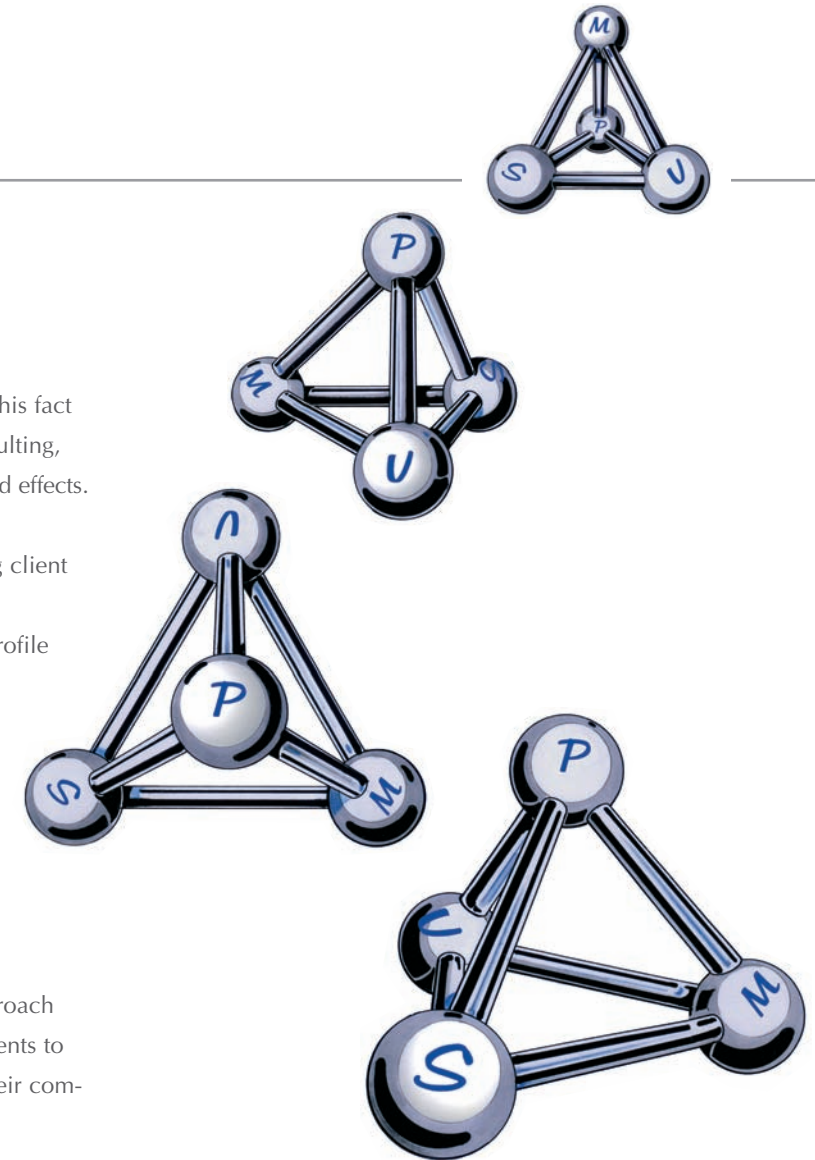
The key to profitable growth is new and more advanced products, their production and marketing. So what we need is a renaissance of product orientation! Innovation is everything. But the evolution of service offerings is not everything. Production optimisation and process reengineering are equally important. As is the improvement of market image and customer relations. After all, these factors form an unbroken chain of effects.

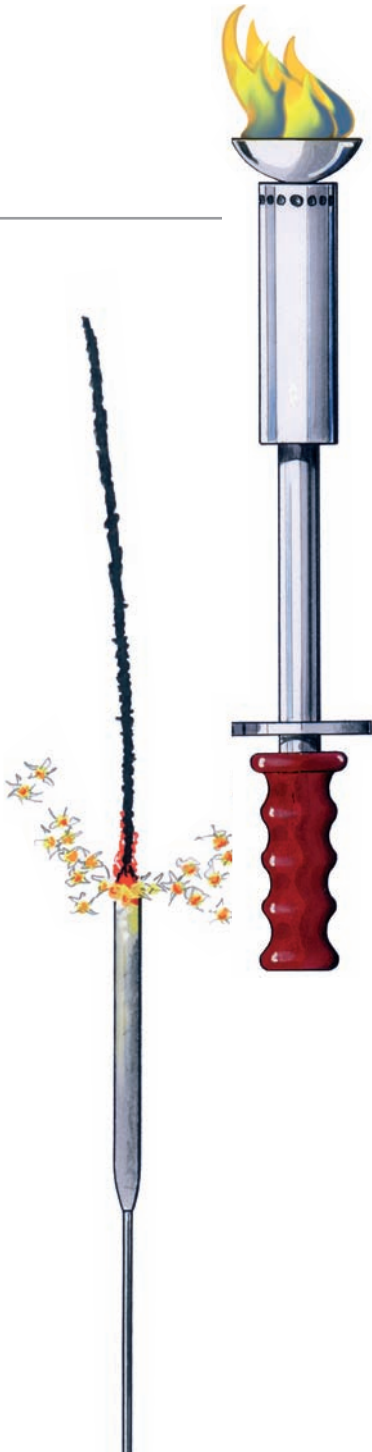
Our clients are the market leaders of their industry. This fact sets standards and defines our understanding of consulting, which is: sustainable effectiveness instead of short-lived effects.

MANAGEMENT ENGINEERS' approach to increasing client competitiveness is aptly depicted by a tetrahedron: Its four corners symbolise our holistic performance profile and consulting concept. It focuses on the systemic link between the following success criteria:

- innovative Products (P)
- creative Value adding (V)
- optimal Supply Chain (S)
- profitable Market presence (M)

This multi-dimensional and inductive consulting approach makes us the yeast in the dough. And it helps our clients to secure their competitive advantage and to enforce their company's further development with a focus on results.





## FIXED IDEAS ? OR CONSISTENT INNOVATIONS !

### “THE CUSTOMER IS ALWAYS RIGHT” TO EXPECT THE VERY BEST.

To be clear: We substantiate our proximity to our clients – also to you – very pragmatically, by taking immediate and *constructive* care of your products and services. On site.

Of course our consultants are also familiar with the basic analytical and technical mathematics of our profession. But they don't simply adhere to *standard principles*. The complex situations and requirements of our clients do not permit a simple set of tools. They require differentiated, problem-specific solutions beyond the usual solution formulas.

Dynamic companies are recognisable by their pioneering spirit. They orient themselves to the state of the art rather than to the standard. And so we are also ambitious to find truly new solutions instead of tinkering with the familiar: innovations not resulting from exchangeable marketing gimmicks but from anticipated market expectations.

For us the feasible takes precedence over vision. And what is feasible can be designed using creative competence and commercial consideration. The name MANAGEMENT ENGINEERS stands for the combination of construction and calculation. This combination expands the options for consistent improvement which are also the basis for your enterprise.

We are successful in a wide range of market sectors in many countries, because we understand our clients businesses and speak their language. The reason why we employ the best consultants is simply because we want to deliver the very best solutions for our clients. Our clients expect nothing less and nor should they.

## CALCULATING ADVICE ? OR CALCULABLE RETURNS !

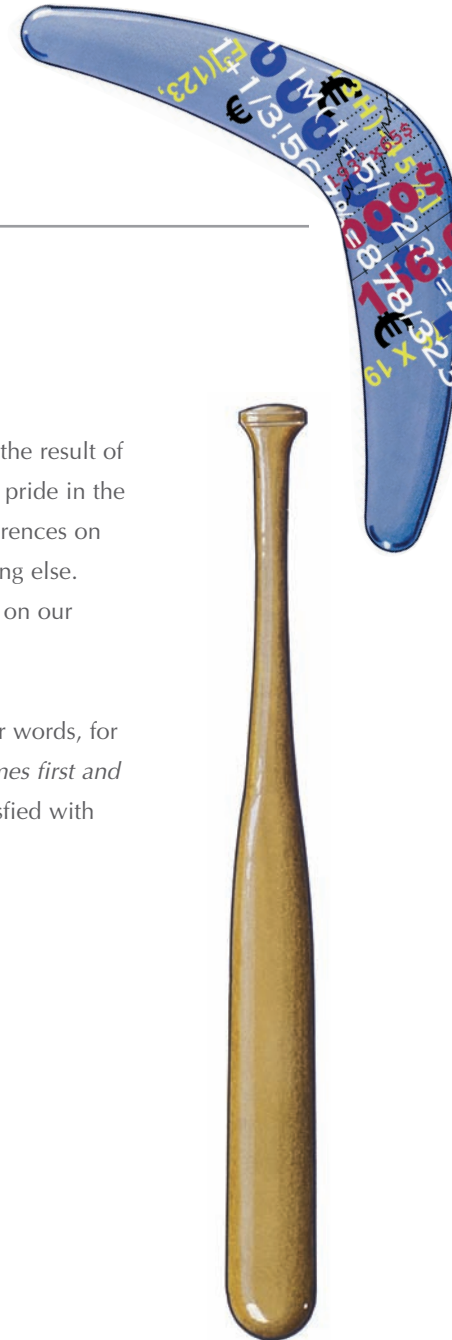
### THERE IS OFTEN TALK ABOUT EXORBITANT CONSULTING FEES.

That is a point of view, which fails to consider the positive impact of long-term results. Consulting fees are an investment which must deliver an excellent rate of return. We passionately believe that to be successful we have to deliver extraordinary results for our clients. This deeply held belief reinforces our commitment to the implementation of jointly developed and recommended solutions: MANAGEMENT ENGINEERS stands for *Consulting to Completion*.

Good advice doesn't come cheap if it is left on paper and in reports. However, it is value for money if it pays off. Our consulting performance renders a clear ROI for our clients. And our work is held in an appropriately high esteem.

More than two-thirds of our current mandates are the result of a successful long-term cooperation. We take great pride in the fact that all of our clients are prepared to give references on our behalf and this matters more to us than anything else. So if the fruits of our consulting work can be seen on our clients' balance sheets, then our fees are justified.

We aim for mutual benefit and advantage, in other words, for a real win/win situation. Of course, the *client comes first and foremost* ! But that's not enough. We are only satisfied with our work if the client comes back for more.



## BRAND LEADERS ? OR WELL KEPT SECRETS !



**THERE ARE BOTH TO BE FOUND AMONG CONSULTANTS: CONSPICUOUS VIPS OR HIDDEN CHAMPIONS.** The fact is that MANAGEMENT ENGINEERS operates not so much on the stage as behind it. A polished public reputation is far less important to us than the dedicated echo from an authoritative source. This places us among the discrete group who are masters of their profession.

We take consulting to be a calling. As strategy and process consultants we primarily work with companies involved in the production of complex products and services. Our mandates come predominantly from the automotive industry and its suppliers, from mechanical and plant engineering, the chemical and life sciences as well as the electronics industry, and utilities. Our process and organisational know-how is further drawn upon by financial services as well as logistics and retail.

Our holistic service portfolio and our systemic consulting approach are applied in all industries. However, we do not use standard cookie-cutter methods. They are adapted to a specific industry's challenges and individually targeted to our clients' business model.

Three-quarters of our clients – worldwide – operate in the products industry. That is why the majority of our consultants also have excellent academic qualification in technical disciplines which have been used to good effect in successful industrial careers prior to joining the consulting profession. In addition our consultants are experienced business people who understand the need for profit and shareholder value. They are results-driven pragmatists who pay analytical attention to realistic thinking and possess a creative passion.

However, one question remains: Why are we Hidden Champions despite our obvious industry competence? Perhaps because we are pacemakers more than we are spokesmen.



## NOTHING MAKES MANKIND AS “AUTONOMOBILE” AS THE CAR.

The only feature of the car not modified by the future is the four-wheel principle. In other respects the automotive industry is a sector with dramatically changing parameters and coordinates due to technical progress, globalisation, and always more demanding customer requirements:



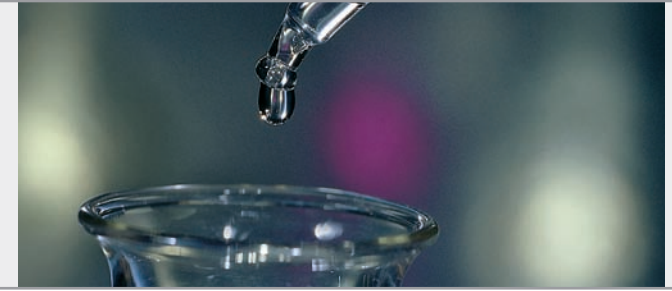
- No comparable economic asset makes such laboured requirements on improved electronics, innovative materials, new drive technologies, and optimised production procedures.
- No comparable product in daily use is so directly influenced by raw material and energy costs, environmental requirements, and basic political conditions.
- No comparable mass commodity demands such a high level of variance management in the interest of individual customer requirements with regard to equipment and design.
- No comparable industrially produced object gives rise to so many emotions. Not only is the car a conspicuous status symbol; for many it is also the epitome of *sensual technology*.

The automotive industry is a bellwether sector of globalisation – in sourcing and production as well as in sales. It is a branch of economic activity with probably the highest level of international networking and structural mobility. While, on the one hand, worldwide cooperation is on the increase, on the other hand, competition between manufacturers, suppliers, and technical services is becoming more severe. The way to protect margins is through great product design which embraces novelty and quality. Innovation Management is just as important for vehicle manufacturers as Cost Management.

With sectoral, professional knowledge and extensive practical know-how, MANAGEMENT ENGINEERS has enjoyed being a part of the changing automotive industry for decades. We are convinced that the potential of this key industry has not been depleted for European market leaders; neither the potential for further development of their technical products, nor the potential to optimise all links in their value-adding chain.

We will help you to control the transition. And that will safeguard your head start.

## CHEMICALS & LIFE SCIENCES



### IT'S ALL ABOUT FINDING THE RIGHT CHEMISTRY.

The times in which Western Europe was the drugstore to the world are long gone. The Chemicals, pharmaceutical, life sciences, and consumer goods sectors have become highly competitive with a truly global perspective. What marks the current upheavals and outlook?

- **Cost and Capacity:** Rising prices in raw materials, excess capacity, and falling margins enforce a new alignment of the product portfolio and reengineering of processes and structures. However, product innovations and development of new sales markets are still more important than rationalisation measures and the relocation of jobs. Although the latter reduces costs and improves returns, the former increases growth and protects market share.

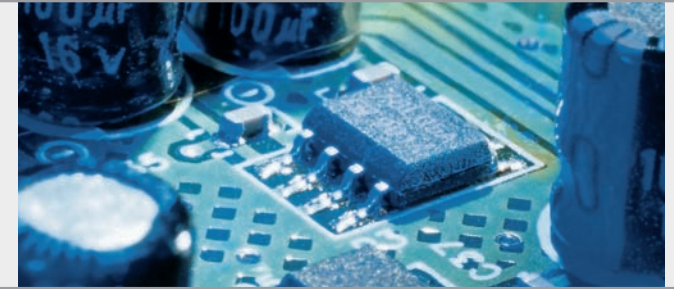
- **Research and Development:** Costs are on the increase and productivity is on a decline – therefore the ratio of input to output is steadily decreasing. The attractiveness and effectiveness of research locations are gaining in importance. Whenever politics gets to impede the *flow of progress*, development will come to a halt. On the other hand, unhindered conditions will concentrate and intensify development. Genetic research is a significant example.
- **Mergers and Acquisitions:** Apart from the necessity to bundle and increase research activities, rising capital demand for innovative products, manufacturing procedures, and distribution systems also enforces further cooperation and integration. Multiple Players become Major Players. Prominent examples are the most recent restructurings of European chemical and pharmaceutical companies.

MANAGEMENT ENGINEERS not only has complex know-how at their disposal, but also concrete experience in all segments of the chemical and pharmaceutical industry. We develop pragmatic concepts for strategic realignment and consolidation, for modernisation of production and marketing / sales, as well as for portfolio and Lifecycle Management optimisation. Although the future is never certain, the limit of opportunities for this sector has by no means been reached; neither in *The Old Europe* nor *The New World* – and least of all in Asia.

We will help you to develop the right formula for growth. And that will improve your competitiveness.



## ELECTRONICS



### “SMALL IS BEAUTIFUL”, BECAUSE MINIATURISATION MEANS GROWTH.

From E-Engine to E-Commerce: Electro-technology and electronics have been drivers of technological and economical progress for more than 100 years. Perhaps no other industrial segment has ever influenced and accelerated our entire economy as effectively. Whether vehicles or aircraft, machines or media, buildings or equipment – the label “Electronics inside” could be placed everywhere.

Performance in micro-electronics specifically results from continuous miniaturisation of components with reciprocally proportional performance increase. This is a progressive process that is both a blessing and a curse – not only for the semiconductor industry but for all manufacturers whose products contain hardware, software and content.

- Technology leaps constantly enforce product innovations. What was premium yesterday is already standard today and will be a commodity tomorrow.
- The growing capacity of electronic components also reduces the lifecycles of many end products. What demanded high investments a short while ago and is currently effecting attractive profit margins, will soon have to be completely written off.



It is not uncommon for companies that manage to be trend-setters and pacemakers in this digitalized, transient product world to have one of the highest evaluated capitalisation. And Knowledge Management is often their most important asset and their most significant competitive advantage.

MANAGEMENT ENGINEERS advises companies in the electrical and electronic industry extensively and holistically, in other words, not from the narrow viewpoint of an IT specialist. Our expertise covers all segments: from creative product generation to accelerated manufacturing processes to the efficient alignment of marketing and sales.

We will help you to increase your performance. And that will help drive the dynamics of your company.

## FINANCIAL SERVICES



### “MONEY ALONE DOES NOT BRING HAPPINESS”.

You also have to achieve excellent ratings and strategic, targeted competitive positions! Under the doctrine of globalisation the financial services industry is simultaneously hunter and prey. This not only promotes concentration but also competition, because the one does not exclude the other. So far, banks and insurance companies have joined on the national level, which has led to a high degree of concentration in many European countries. The coming years will see an increase in international joint ventures and mergers, and the dissolution of traditional business models.



There will also be no one true strategy guaranteeing success in the future. An analysis of the European financial services industry reveals that sustainable improvements are perfectly reached by varying ways and means: Some retail banks and specialised investment banks show impressive results, as do some one-stop financial service companies with top profits. A single cause for above-average efficiency, profitability, and market evaluation simply cannot be derived. A seemingly alternating appreciation for private and corporate client business, for example, is not trend fluctuation but rather proof that a universally valid recipe for success in the financial industry does not exist.

Although *outsourcing* or even off-shoring may improve cost positions and service quality, they are not inevitably the best solution in all cases. Classical optimisation concepts such as Lean Process Management and activity value analysis are finding increasing favour as a less traumatic way to drive costs down. The idea of *industrialising* financial services is taking form, whereas *Online Banking* as a business model still needs to be substantiated.

MANAGEMENT ENGINEERS does not advise banks, insurance companies and other financial services in their core competence, as we do not regard ourselves as financial consultants. We are strategy and process consultants. We therefore focus on the value-oriented alignment of product and service portfolios as well as on the efficient design of processes and structures. Finally, we accompany the consequent implementation of all measures – from procurement to sales to transaction.

We will help you to optimise your product portfolio, business processes, and organisational structures. And that will increase your profitability.

## MANUFACTURING & ENGINEERING



### **MACHINES WILL ALWAYS BE CHANGING OUR WORLD.**

Long ago Aristotle had a vision of *autonomous* machines working without the hands of a slave. Meanwhile, most products are actually manufactured *automatically*. Mechanics came first, then electrics and electronics. And these days terms such as sensor technology, mechatronics, and nano-technology mark the current developments in engineering.

Economic changes in no way rank behind technological dynamics: Profitability is too low, market concentration is on the increase, and the volatility of typical industry economic cycles remains high. Many companies have realised extensive efficiency increase programs and comprehensive production relocation. Now these companies are faced with the challenge of identifying and anticipating the demands of the future, in order to concentrate on those products and processes which enable them to once again attain profitable growth.

Specifically, mechanical and plant engineers of European origin must and can demonstrate their legendary reputation as constructive inventors with business sense. It is imperative to protect technology leadership and defend export quotas. Many European companies are in pole position, as no comparable industrial region has so many major players and think tanks. However, the rate of change is always increasing, as thought potential in emerging markets is growing every year.



For **MANAGEMENT ENGINEERS**, mechanical and plant engineering is a core industry. Many of our engineers and business economists are at home in this field. We have specific skills: for instance, from environmental and conveyor techniques to printing machine or aggregate construction, from aviation and space technology to power plant construction. We are familiar with tailor-made mechanisms and made-to-order customer relations. We are experienced in projects and in the evaluation of complex processes.

We will help you to increase your torque. And that will increase your earning power.



## OF COURSE ENERGY CAN “LINE YOUR POCKET”.

The industrial nations of Europe were still largely self-sufficient with energy sources in the 1950's. Then we began to import more and more oil and natural gas before nuclear power promised us an unlimited supply. Now however, we are overtaken by a paradigm change:



- The age of fossil fuel is definitely drawing to a close. Some countries have put nuclear power under ideological quarantine indefinitely. Although alternative energy sources are high in sympathy value, they have a reduced degree of effectiveness. And renewable raw materials are gaining global importance.
- Politics has dealt out completely new and occasionally contradictory rules to all market participants. First regulated, then liberalised and every so often government policy tries to intervene to correct the worst excesses of the marketplace.
- Trade with commodities is being joined by emission trading. All costs and prices are on the rise. Consumers are complaining while the industry groans.

The competition between energy producers and suppliers is now multi-dimensional: It's all about margins and market shares with multi-utility strategies or focussing on core competence. It's all about corporate clients for whom energy has become an independent production factor and all about private end users learning to value resources. And it's all about economic-ecological dimensions: about the balancing of the equilateral triangle consisting of profitability, security of supply, and environmental compatibility.

For years, MANAGEMENT ENGINEERS has accompanied the transformation of multi-national energy companies and the reengineering of large municipal utilities along the entire value-adding chain with proven strategic and technical competence: from production rationalisation and optimisation to the synergistic extraction of network operations and network sales to Client Relations Management focussed on stability and profitability.

We will help you to increase your efficiency factor. And that will improve your energy balance.

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RECENT INSIGHT ?

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**OUR LINE OF BUSINESS DOES NOT  
LACK SELF-CONFIDENCE BUT RATHER MATURITY.**

Young consultants without industrial experience are far too often entrusted with a slice of corporate future. These are high potentials with lots of knowledge gained from school books and little know-how regarding life. The only one to gain from this arrangement is the consultant – that is, valuable insights into corporate reality.

Although structures, processes, and mechanisms can be studied, they also have to be experienced to turn knowledge into know-how. Only many years of practice can condense knowledge into expertise.

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OR EXPERIENCED MATURITY !

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Top Management expects more from a leading consultant than aptitude and solid professional competence. They want a well-versed pilot experienced in navigating the risks inherent in business change, and able to impart intimate knowledge on Best Practices within their industry. They want someone who thinks outside the box. Someone who accepts that achieving quality can be a painful process and is willing to pursue a problem through to its successful solution.

MANAGEMENT ENGINEERS has a large pool of experience, because we only employ well-versed practitioners. The average age of our consultants is 40. For them consulting is not a startup, but rather a second career. They are all professionally experienced businessmen and engineers who don't reinvent the wheel for our clients – instead they skillfully turn it in the right direction. This leads to progress and increases the value of your company.



## PERFORMING STARS ? OR THE VIRTUE OF HUMILITY !

### **WE DO HAVE TO ADMIT:**

#### **OUR TRADE IS NOT FREE OF VANITY.**

A healthy dose of self-confidence does not hurt anyone. The question is: Who promotes whom and whose career comes out ahead? Management consulting is a service rendered to serve the client – namely you! Within MANAGEMENT ENGINEERS we believe in a humility that enables us to listen and understand. A humility that is the opposite of arrogance, because it enables us never to be satisfied but drives us always to work for something that is even better.

Providing an excellent performance does of course require ambition. The consultant must however work as a team player. After all, he cannot replace the management nor the employees.



We at MANAGEMENT ENGINEERS see ourselves as your part-time colleagues. We do not act as the goal getters and push ourselves to the fore. We prefer to work hard at being the best coaches, improving the skills, belief, and work rate of the teams of men and women we work with. That is to say, we are accountable to our clients only and do not need to prove our point to anyone – not even to the spectators.

The best consultant does not merely dispense advice. He acts as a discreet coach with a sense for people and situations. In this way he creates a cooperative culture in which everyone wins. And in which everyone is part of the team.

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## HARD TACTICS ?

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### **MANY PROJECTS FAIL BECAUSE OF AN ABSENCE OF LEADERSHIP.**

Corporate governance is a complex task requiring an equal ratio of rational inspiration, emotional intuition, political nous, and cultural sensitivity. It is not enough to set the correct coordinates. A turnaround must be able to move everything and everybody: figures and people. Those forgetting to take their employees along for the ride will find themselves to be on a cold, lonely road to nowhere.

Of course, there are situations in which companies need to be systematically trimmed like old trees to enable new growth. But cutbacks for the sake of short-sighted capital market effects can severely impede the ability of a company to achieve growth ambitions.



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## OR SMART STRATEGIES !

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The name MANAGEMENT ENGINEERS also stands for the successful implementation of sustainable change. Our approach is to proceed in a consensus-orientated manner involving the workforce and, where applicable, our clients' customers and suppliers. We communicate visible changes in such a way that involved parties not only accept them, but actively support them and are encouraged to develop them further.

It all boils down to leadership. We want to build the leaders of the future at a corporate and individual level, because we know that all successful change programmes are at their core exercises in strong pragmatic leadership.

We consider corporate consulting to be more than management consulting. We view the future of the entire company – the interests of all shareholders and stakeholders.

We also develop leaders to pursue strategic paths on which no one gets left behind.

## REALPOLITIK ? OR FREEDOM OF THOUGHT !

### **CULTURE ALWAYS GOVERNS BEHAVIOUR.**

A consultant is a kind of leased mental worker. Apart from his qualification and experience, the decisive factor for his consulting quality is also his professional identity: Does he regard his commitment as a guest performance and himself as an onlooker – or does he identify himself completely with his client's mission? Does he orient himself opportunistically, depending on the situation, or does he act independently?

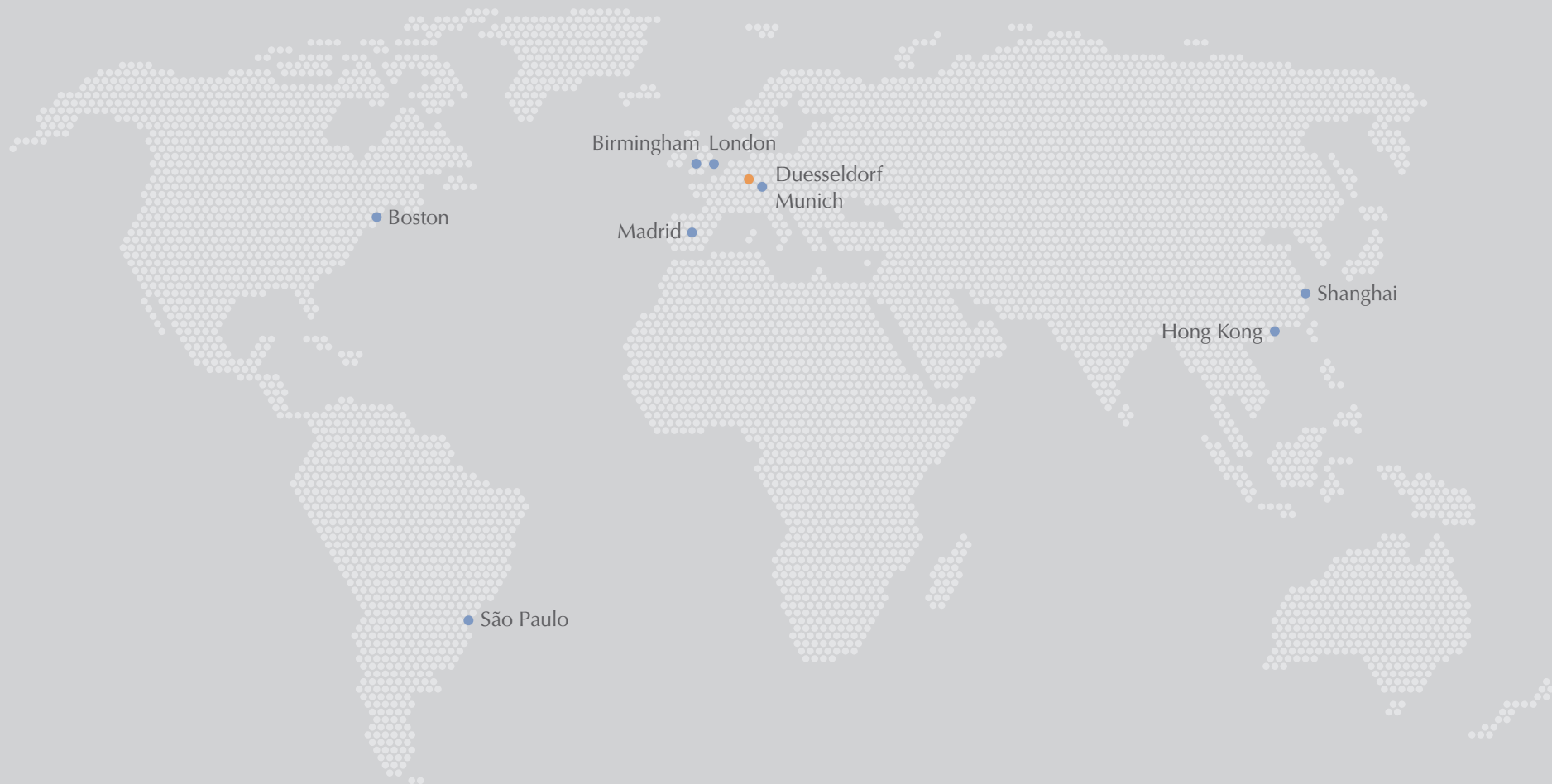
Entrepreneurs and entrepreneurial executives hope to find a consultant who will be their sparring partner, a peer and trusted advisor. They expect a valued counterpart, who will permit an objective view of the options. In case of doubt they want a counterpart of calibre, who will provide challenge and be prepared to confront the reality, no matter how uncomfortable.

MANAGEMENT ENGINEERS is a consulting firm fully owned by its active partners. We are our own shareholders, so we think and act like entrepreneurs. And because we are legally completely independent, we do not owe any consideration to a parent company and its interests anywhere in the world. We are only accountable to our clients – and to ourselves. This gives us freedom of thought and the freedom to say what we really mean. This freedom is at the heart of MANAGEMENT ENGINEERS' culture, it drives our behaviours and makes us who we are.



# Where and how can you reach us?

Address information for all of our offices can be found at  
[www.ManagementEngineers.com](http://www.ManagementEngineers.com)



You can contact us by e-mail at  
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