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Leadership Summit Middle East

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Contents

- 2 Introduction**
- 4 Setting the Scene**
- 6 A Changing Global Environment**
- 10 An Emerging Capitalist Paradigm**
- 11 *Exhibit 1
Healthcare Expenditures
in the MENA Region Are
on the Rise*
- 13 Innovation: How It
Happens and Why It Is
Crucial**
- 18 Human Capital
Development**
- 22 Leading in an
Interconnected World**
- 25 In Conclusion**

INTRODUCTION

In January 2010, Booz & Company joined forces with INSEAD, one of the world's leading business schools, to host the first Leadership Summit in the Middle East. The summit was held under the patronage of His Highness General Sheikh Mohammed Bin Zayed Al Nahyan, Crown Prince of Abu Dhabi and Deputy Supreme Commander of the UAE Armed Forces.

The theme of this summit, “Leadership in a Changing World: From Dreams to Actions,” reflects the social, economic, and organizational changes that have taken place in recent years, exacerbated by the global economic crisis and increasing evidence of climate change. The impact of these changes on the global community is raising new ways of looking at leadership dynamics, the evolving nature of capitalism, and human capital development. The Middle East has enormous potential to play an instrumental role in meeting these challenges.

The summit brought together some of the region's most distinguished business and thought leaders, along with renowned INSEAD faculty. The discussion drew out several critical challenges for business leaders and policymakers as they face major shifts in their societies:

- A growing global population and rapid economic development are both putting increased pressure on resources. This has severe socio-economic implications—for instance, in the depletion of water supplies, the pollution of the environment,
- and increased demand for public services such as healthcare and education.
- New realities have led to an increasing shift in the capitalist paradigm. Public-private partnerships and corporate citizenship are gaining momentum. Underscored by the global economic crisis and evidence of climate change, a new capitalist model characterized by an additional dimension of innovation may be forming to meet these new emerging challenges.
- Imagination and innovation are needed to solve growing socio-economic problems, such as the provision of quality education and healthcare services for all. Leaders will need to cultivate these qualities in Middle East societies, providing a platform for sustainable economic development in the region.
- Development of human capital is instrumental in translating imagination and innovation into tangible results. Progressive education policies are key ingredients in spurring innovation activities.



Dr. Franz Humer, Chairman, Roche Holding Ltd., Chairman, Diageo PLC, Chairman, INSEAD Board of Directors; His Excellency Dr. Ahmed Mubarak Al-Mazrouei, Deputy General Secretary of the Executive Council, Abu Dhabi, Chairman of the Health Authority, Abu Dhabi; His Highness Sheikh Nahyan Bin Mubarak Al Nahyan, Minister of Higher Education & Scientific Research; Claude Janssen, Honorary Chairman of the INSEAD Board and Chairman of the International Council

SETTING THE SCENE

SESSIONS AND SPEAKERS

Setting the Scene: INSEAD in the Middle East

Peter Jädersten, Executive Director, INSEAD Abu Dhabi Campus

Dr. Franz Humer, Chairman, Roche Holding Ltd.; Chairman, Diageo PLC; Chairman, INSEAD Board of Directors

Frank Brown, Dean, INSEAD

INSEAD's Founding Values

Claude Janssen, Honorary Chairman of the INSEAD Board and Chairman of the International Council

Peter Jädersten kicked off the summit, followed by Dr. Franz Humer and Frank Brown. They offered the attendees a warm welcome to this milestone event and discussed the importance of education to the leadership in the UAE and the Middle East as a whole. Claude Janssen provided an overview of INSEAD's founding values and commitment to this region.

The summit's introductory speakers noted that the leadership of the Middle East has increasingly emphasized the value of education for the region's future generations. More than ever before, leaders consider education to be the solution to many of the region's socioeconomic challenges. Indeed, positive change in areas such as healthcare and renewable energy, as well as the mitigation of challenges such as unemployment, begins with education.

With its new campus in Abu Dhabi, INSEAD brings its proven ability to create leaders to the Middle East. The school is committed to developing leaders in the public, private, and nongovernmental sectors who can help the UAE and the broader Middle East to realize the exciting vision of the region's leadership. The creation of an Abu Dhabi campus allows INSEAD to do the research necessary to teach from a base of informed scholarship, rooted in a keen understanding of the region and its issues.

Indeed, INSEAD is in a position to contribute to the efforts undertaken toward educational excellence by the regional leadership. As one of the world's foremost graduate business schools, INSEAD brings together people, cultures, and ideas from around the world to change lives and transform organizations.



Peter Jädersten, Executive Director, INSEAD Abu Dhabi Campus



Dr. Franz Humer, Chairman, Roche Holding Ltd.; Chairman, Diageo PLC; Chairman, INSEAD Board of Directors

A CHANGING GLOBAL ENVIRONMENT

SESSIONS AND SPEAKERS

Dreams for Leaders: A Viewpoint from Abu Dhabi

His Excellency Dr. Ahmed Mubarak Al-Mazrouei, Deputy General Secretary of the Executive Council, Abu Dhabi; Chairman of the Health Authority, Abu Dhabi

Frank Brown, Dean, INSEAD

The Achilles Heel of the Leader

Manfred F.R. Kets de Vries, The Raoul de Vitry d'Avaucourt Chaired Professor of Leadership Development; Clinical Professor of Leadership Development; Director, INSEAD Global Leadership Centre

The world has been changing in complicated and intricate ways. These changes are no longer isolated in one country or region. What happens in one part of the world affects the rest. Whether involving pollution of the environment or financial crises, the world is more interlinked today than ever before. As a result, dreams and expectations are becoming increasingly similar among members of the world citizenry, requiring in many instances collective action on the part of global leadership.

H.E. Dr. Ahmed Mubarak Al-Mazrouei, the keynote speaker, considered these changes from an environmental perspective. He stated that the role of leadership in this context has evolved. Leaders can no longer focus solely on economic growth for their countries or organizations. Instead, they must master the challenge of combining economic growth with environmental stewardship. The modern world is putting increasing stress on global resources, threatening our already fragile envi-

ronment. Citing World Wildlife Fund data, he warned that should consumption of global resources continue at current levels, the world will need the equivalent of two planets by 2030 to maintain the lifestyle of the world's population.

In Abu Dhabi, he noted, leaders are rising to the challenge. One of the most forward-looking projects for renewable energy in the region is the emirate's Masdar Initiative, which aims, among other goals, to establish a city entirely powered by renewable energy. The organization positions Abu Dhabi and the rest of the UAE as a hub for world-class R&D,

which will create a platform for the commercialization and adoption of technologies related to carbon management and water conservation. The world has responded to the visionary leadership of the UAE by choosing Abu Dhabi as the headquarters for the International Renewable Energy Agency. Having this prestigious organization in the region will help promote the transition to renewable energy and other sustainable practices in neighboring countries.

Manfred F.R. Kets de Vries concluded the discussion with an analysis of the characteristics that leaders will need in a globally integrated envi-

ronment. He looked at leadership in the context of human behavior and stressed the importance of reflection and original thinking, listening to people with different ideas, focusing on the task or objective at hand, motivating people, engendering their trust, helping develop their abilities, and taking action in order to succeed. His point is that to educate leaders, we have to understand not just how people achieve leadership, but what kinds of personal challenges they face once they do so. Only by being aware of the dangers and drawbacks of leadership can people succeed once they are in a position to carry out their dreams and visions.



His Excellency Dr. Ahmed Mubarak Al-Mazrouei, Deputy General Secretary of the Executive Council, Abu Dhabi, Chairman of the Health Authority, Abu Dhabi; Frank Brown, Dean of INSEAD



Manfred E.R. Kets de Vries, The Raoul de Vitry d'Avaucourt Chaired Professor of Leadership Development; Clinical Professor of Leadership Development; Director, INSEAD Global Leadership Centre

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AN EMERGING CAPITALIST PARADIGM

SESSIONS AND SPEAKERS

Reconciling Performance with Progress

Subi Rangan, Shell Fellow in Business and the Environment; INSEAD Professor of Strategy and Management

Shantanu Prakash, Founder and Managing Director, Educomp Solutions Ltd.

The Middle East is facing challenges that resonate for leaders all over the world. The MENA region's population is expected to grow by about 40 percent in the next two decades, increasing demand for education resources, healthcare, water, sanitation services, housing, and energy. The demand for such services is raising their costs to unprecedented levels. For instance, healthcare expenditures in most MENA countries has increased by nearly 60 percent in less than a decade; the Gulf Cooperation Council (GCC)¹ average healthcare cost soared in both absolute and percentage terms (*see Exhibit 1*).

Furthermore, governments in the region are under increased pressure to create jobs. The Middle East's burgeoning youth population will need nearly 100 million jobs within the next decade.

The creation of jobs and the provision of social services will both require cooperation between the public and private sectors to forge a more connected type of capitalism. Public-private partnerships (PPPs) are one way to inject additional financial resources into the economy, help reduce investment risk, maximize value for money, utilize private-sector creativity, and channel public resources to more productive sectors, such as education and health.

Good corporate citizenship will be another factor in ensuring that evolving economic paradigms take into account both social and economic considerations. Subi Rangan explained that there has been a discernible transformation over the past decade among major multinational corporations (MNCs) such as Pepsi, General Electric, and Toyota. These MNCs have been paying attention to rising social concerns about such health issues as increases in the rates of obesity and diabetes, the role of greenhouse gas emissions in global warming, and the pressures placed on the earth's natural resources by an increasing population. Leading corporations have made investments that, although financially risky, can better the lives of consumers worldwide. Pepsi, for example, has divested billions of dollars by selling its fast-food restaurants and investing in healthier food products. GE has committed itself to investing in water technologies such as desalination (despite their low return on investment) to find new and innovative ways to address the impending world water shortage. Toyota has invested in hybrid cars to reduce carbon emissions.

These companies' actions, said Rangan, represent an inflection point in MNCs' behavior, one that has been triggered by global changes and demands. According to many

economists, incentives and prices—the two main pillars of the capitalist economic paradigm—are no longer sufficient to address global socio-economic demands. Increasingly, the economies of the world are in need of a third dimension—innovation. Innovative individuals often compare how the world is today with how it ought to be, and advance those changes; forward-looking MNCs are demonstrating this behavior on an organizational level. If these firms’ approach becomes the dominant model, it will have major implications for leadership and capital. Indeed, such transformation signals a change of business leadership in the coming decade, in which corporations take more interest in social realities and try

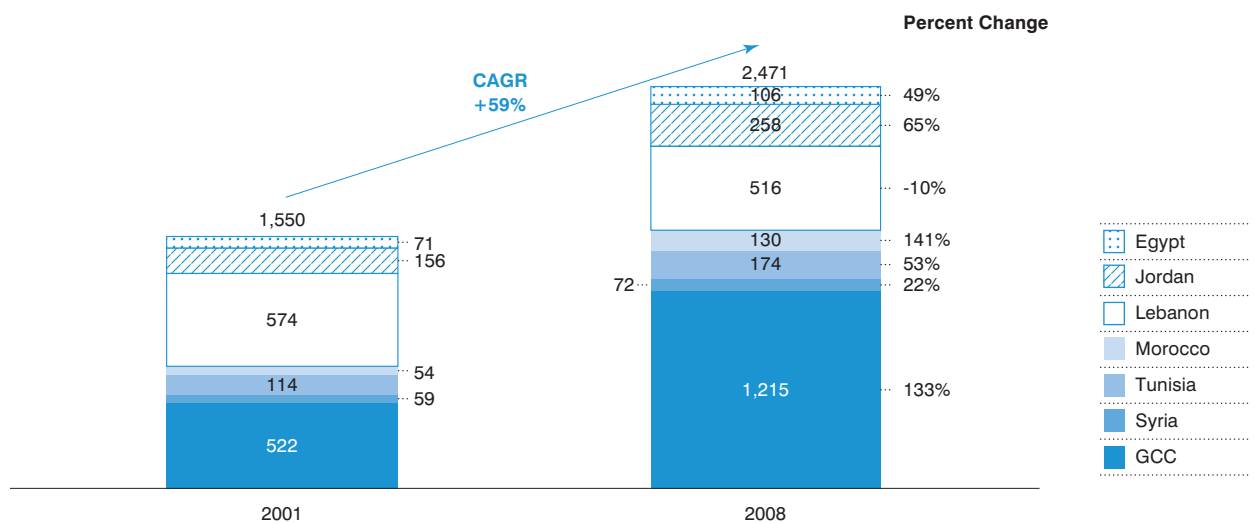
to find ways to meet social challenges through innovation.

In India, the challenge of providing quality education to millions of poor people prompted several companies to be more imaginative in delivering much-needed education services on a massive scale. Shantanu Prakash is an example of an agent of progress in India’s education market: His vision was to transform the teaching and learning process through the use of technology and best practices. He imagined an education system that could eliminate dysfunctional classrooms, better compensate teachers, and strongly motivate students and their families. One way Prakash relieved these pressure

points was to build a large content library that hosts thousands of ideas and education concepts. A massive number of students have made use of his education services via information and communication technologies, which both allow for a better learning environment through visual techniques and provide teachers with a better means of managing and assessing their classrooms (e.g., by pulling up the required content on demand and assessing students’ understanding through quizzes with immediate results). In addition, Prakash’s new process has helped increase teachers’ salaries through economies of scale and has reduced the cost of education per student—all while making a good profit.

Exhibit 1
Healthcare Expenditures in the MENA Region Are on the Rise

PER CAPITA TOTAL EXPENDITURE ON HEALTH AT AVERAGE EXCHANGE RATE (US\$)



Source: World Health Organization; Booz & Company Ideation Center analysis



Subi Rangan, Shell Fellow in Business and the Environment; INSEAD Professor of Strategy and Management



Shantanu Prakash, Founder and Managing Director, Educomp Solutions Ltd.

INNOVATION: HOW IT HAPPENS AND WHY IT IS CRUCIAL

SESSIONS AND SPEAKERS

The Innovation Effect

Hal Gregersen, Professor of Leadership, INSEAD

Leading Innovation

Nadine Hany (Moderator), Anchor, Al Arabiya News Channel

Her Excellency Najla Al-Awadhi, Deputy CEO, Dubai Media Incorporated

Dr. Franz Humer, Chairman, Roche Holding Ltd.; Chairman, Diageo PLC; Chairman, INSEAD Board of Directors

Joe Saddi, Chairman, Booz & Company

Lee Tabler, CEO, Abu Dhabi Tourism Development and Investment Company

Nations throughout history have illustrated the conditions in which innovation can flower. The Arab civilization in Spain in the 11th century and the Renaissance period that originated in Florence in the 14th century came about through the collaboration of a diverse set of creators from different disciplines: science, finance, architecture, and medicine, among others. This variety of perspectives produced a powerful “innovation effect,” said Hal Gregersen, in which connections forged new ideas.

He defined innovation as an act of love that occurs when people, corporations, and nations take risks, open their borders to new ideas, and see things differently. Innovators watch the world around them very carefully, ask the right questions, experiment, and network with people of different ideas. This is how innovators like Muhammad Al-Idrisi of 12th-century Spain created the most accurate map of the world in premodern times, and it is how contemporary individuals like Apple’s Steve Jobs, Amazon’s

Jeff Bezos, and Tata Group's Ratan Tata became great innovators. This is why, Gregersen concluded, we should give the next generation exposure to new ideas and encourage them to incorporate diverse perspectives in their world view.

The next session of the summit, "Leading Innovation," also picked up on the fact that innovation cannot occur in a vacuum: It requires visionary leadership and institutions that allow for ideas to materialize. Participants further investigated aspects and definitions of innovation, asking how leaders can harness the power of diversity in order to release and enhance the innovation potential of a country.

All the panelists agreed that innovation must start at the top. Whether in a company or a country, leadership is the main impetus for developing an environment that allows innovation to flourish.

Her Excellency Najla Al-Awadhi stated that leadership in the UAE is doing what the Medici family did in Florence centuries ago in leading innovation. She defined innovation as the ability to perceive a different reality and imagine ideas that others think are impossible; as examples, she offered the vision of past and current UAE leadership in uniting the emirates more than 35 years ago and in their continued march of progress. She added that the UAE's leadership

has been instrumental in adopting progressive institutions and policies that have helped advance the role of women in UAE society as judges, members of parliament, and active members of society.

Dr. Franz Humer commented that innovation does not have a standard characteristic, and there is no recipe for innovation as such. However, there are certain ingredients for innovation that differ from one economic sector to another. In the pharmaceutical industry, he explained, innovation requires three elements. The first is patience, as it requires 20 to 25 years for ideas to be translated into medicine. The second is vast resources, which are necessary

to support the numerous tests needed to make high-quality, safe medicine. Finally, innovation requires people to manage and organize research.

Joe Saddi agreed that the innovation cycle is different for different industries. He also stated that innovation can take different forms: products, processes, and marketing, for instance. Although technology underpins much innovation, leaders should remember that innovation in other areas can be equally effective. For instance, in creating the Nano, Tata did not just create an exciting product; it developed the processes that allowed it to sell the car for less than \$2,500, which is its true

value proposition. The Starbucks Corporation, by contrast, took a familiar product—coffee—and with innovation in its marketing transformed an item of casual consumption into a lifestyle experience. Saddi also underscored the point that diversity and toleration of failure are important ingredients in enhancing the innovation capacity of organizations and nations alike.

Finally, Lee Tabler noted that he saw the creation of Abu Dhabi's Tourism Development and Investment Company (TDIC) as an innovative solution to the emirate's mandate to develop new hotels, resorts, sports and cultural venues, and

infrastructure, such as bridges and expressways. He noted that TDIC is constantly challenged to think in new ways to come up with innovative solutions to big challenges. As an example, he cited the fact that TDIC is turning the vision of Saadiyat Island—a new destination for business, tourism, and culture in Abu Dhabi—into a sustainable, environmentally friendly, and commercially viable development. Tabler emphasized that it was the emirate's brilliant leadership—which constantly challenges TDIC to be more innovative—and the diversity of the creative professionals at TDIC that allow the organization to help Abu Dhabi achieve its ambitions.



Hal Gregersen, Professor of Leadership, INSEAD



Her Excellency Najla Al-Awadhi, Deputy CEO, Dubai Media Incorporated; Dr. Franz Humer, Chairman, Roche Holding Ltd., Chairman, Diageo PLC, Chairman, INSEAD Board of Directors; Joe Saggi, Chairman, Booz & Company; Lee Tabler, CEO, Abu Dhabi Tourism Development and Investment Company

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HUMAN CAPITAL DEVELOPMENT

SESSIONS AND SPEAKERS

Learning in and from the Arab World

Peter Zemsky (Moderator), The Eli Lilly Chaired Professor of Strategy and Innovation; Professor of Strategy; Dean of Faculty, INSEAD

Sultan Al-Hajji, Deputy General Manager, Total Abu Al Bukhoosh

His Excellency Ali Al Ketbi, Assistant Secretary General, Public Administration, General Secretariat of the Abu Dhabi Executive Council

David Arkless, President of Corporate and Government Affairs, Manpower Inc.

Sherif El Diwany, Director, Head of Middle East and Arab Business Council, World Economic Forum

Human capital is a major driver of socioeconomic development, which is why the GCC has been investing heavily in education. Indeed, the purpose of education should be to teach imagination and innovation.

His Excellency Ali Al Ketbi kicked off the session “Learning in and from the Arab World” by stating that one of the most important missions of public management is to build institutions that revolve around human capital. In fact, he added, human capital is the transformation agent for creating excellence in the public sector and achieving Abu Dhabi’s vision of developing world-class UAE leaders.

He acknowledged, however, that certain challenges need to be overcome. These include an organizational culture that impedes learning and the sharing of knowledge; insufficient collaboration between government agencies, which limits employee engagement and hinders change; and insufficient contributions in areas such as training, which hinders people’s development.

In order to meet its citizens’ needs for efficient services, the Abu Dhabi government has committed itself to transforming its workforce. For example, new legislation has revamped the whole education system and encouraged investments in the education market. The government has partnered with international institutions such as INSEAD to ensure that the current and future workforce has the skills to deliver on Abu Dhabi’s strategy for growth.

David Arkless noted that the Arab world’s workforce troubles are not limited to the public sector. He pointed out that the region must deal with the global challenge of having people with the right skills at the right time and in the right place, but its biggest worry is the high unemployment rate among the region’s youth. In some countries, youth unemployment is as high as 50 percent.

Arkless emphasized that the Arab world has done well in certain areas, such as basic literacy and the availability of higher education.

However, under-participation in the labor market—for instance, among women and younger adults—is a major problem. This is a potentially huge problem for the region and requires immediate attention. Therefore, he added, there is a need to develop some mechanisms to resolve the transition process in the context of certain challenges.

One such challenge, he points out, is that the population is aging and more people will become dependent on social safety nets in healthcare and pension funds. Another is that an influx of skilled foreign workers is necessary to sustain economic growth in some countries: The UAE, for example, is estimated to need about a quarter of a million skilled workers per year to continue with plans for economic development.

These challenges require Arab countries to balance the requirements of local programs that can bring young people into the labor market and increase the participation of women in the workforce in a culturally appropriate way with the large number of foreign workers and their many cultures, especially in the GCC.

Sultan Al-Hajji posited that in developing a talent base to meet the region's challenges, stakeholders must recognize that there are three distinct

levels of learning, each of which has different policy implications. The first level of learning is that which is formally obtained from teachers. At this level, education reform must make the education system attractive for students. It must also put more emphasis on students' learning via all available tools, such as e-learning and e-techniques. Furthermore, reform efforts should treat students as partners in education and not as recipients. Formal learning requires that such things as syllabi and teacher quality be assessed and judged. The goal is to continue developing formal education so it can become the best in the world.

The second level of learning is that which people gain from other people, such as on-the-job training. Al-Hajji pointed out an important issue for the Arab world, which is the notion that young people should have part-time and summer jobs early in life to create a respect and love for work. To make the work environment beneficial for young Arabs, Al-Hajji emphasized several important factors in on-the-job learning: the need for transparency between trainers and trainees, learning by doing, cause-and-effect techniques that allow young workers to make mistakes, and the coupling of knowledge and technology transfer with learning methods to extract maximum benefit from the work environment.

The third level of learning is innovation through self-generation. Here Al-Hajji emphasized the need for the Arab region to look to its own strengths in developing its people, bringing out the knowledge, skills, and experience inherent in the region—for instance, by capitalizing on a cultural heritage in trade. The UAE, he pointed out, used its inherent strengths to create a world-famous financial and tourist hub. Furthermore, Arab societies should be looking to ways in which they can share their learning with the world—acting as exporters of knowledge rather than just importers.

Finally, Sherif El Diwany also underscored the need for institutions of higher education to learn in and from the Arab world, rather than simply importing ideas from outside. By understanding the region's unique characteristics and by contributing to global knowledge through their research about important issues that serve the Arab world, higher education institutions can help bring to the fore answers to important challenges that face the region. However, he stressed that such progress will require some form of partnership between local organizations and institutions like INSEAD to best compound their knowledge and reap the benefits of their presence in the region.



Sherif El Diwany, Director, Head of Middle East and Arab Business Council, World Economic Forum; Sultan Al-Hajji, Deputy General Manager, Total Abu Al Bukhoosh; David Arkless, President of Corporate and Government Affairs, Manpower Inc.; His Excellency Ali Al Ketbi, Assistant Secretary General, Public Administration, General Secretariat of the Abu Dhabi Executive Council; Peter Zemsky, The Eli Lilly Chaired Professor of Strategy and Innovation, Professor of Strategy, Dean of Faculty, INSEAD

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LEADING IN AN INTER- CONNECTED WORLD

SESSIONS AND SPEAKERS

Closing Keynote

Soumitra Dutta (Moderator), The Roland Berger Chaired Professor of Business and Technology, INSEAD

Dalia Mogahed, Senior Analyst, Executive Director, Gallup Center for Muslim Studies

The final session investigated the need to give people outside the region insight into the thoughts and feelings of the Middle East's residents, as well as the traits and characteristics they hold in common with other nations. This exchange of information helps bridge cultural and social gaps between nations and provide for better cooperation and progress.

Dalia Mogahed showed that research points to the fact that Muslims in the Arab world and Westerners have more in common than both perceive. For example, most people around the

world value faith, family, and a good job. They also value democracy and freedom of speech. However, there are some misconceptions as well. In the West, for example, there is a lack of knowledge about Islam, Muslims, and the Arab world, underscoring the need for efforts to spread knowledge about the region. Mogahed also stressed the importance of information as a means of strengthening policymaking. Indeed, she said, the main point of providing information lies in allowing leaders to make better decisions because they understand the will and wisdom of the people.



Dalia Mogahed, Senior Analyst, Executive Director, Gallup Center for Muslim Studies; Soumitra Dutta, The Roland Berger Chaired Professor of Business and Technology, INSEAD



Frank Brown, Dean of INSEAD

IN CONCLUSION

Endnotes

¹ The GCC, established in 1981, consists of Bahrain, Kuwait, Oman, Qatar, Saudi Arabia, and the United Arab Emirates.

SESSIONS AND SPEAKERS

Ideas Emerging from the Leadership Summit Middle East

Frank Brown, Dean, INSEAD

Frank Brown declared the first Leadership Summit in the Middle East a great success from the standpoint of sharing knowledge. In his concluding remarks, he emphasized three ideas that had emerged from the summit. One is the need for business and government to come together in order to solve the challenges that face the world in general and the Middle East region in particular. Two, innovation requires that both individuals and leaders pay careful attention to their surroundings, listening to people with

different ideas and taking calculated risks. Three, education is the wealth that the region needs to accumulate; education has indeed become the main focus for leaders in the Arab world and especially in the Gulf. Yet although the Middle East cannot expect that changes will happen overnight, the long-term commitment of regional leadership to education and learning will develop the talents required to catapult this region into the top ranks of developed economies.

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