

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

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

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

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

BearingPoint places a lot of emphasis on people development. What further steps have you taken during 2015?

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

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

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

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

What will be BearingPoint's focus for 2016?

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