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Intercultural marketing communication

A comparative study Belgium-Germany

Internship at Hudson - Talent Management Europe

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TABEL MET BESCHRIJVING VAN DE STAGE :

Bedrijf	Stagebegeleider	Afdeling	Taken	Talen tijdens de stage	Stageperiode
Hudson Moutstraat 56 9000 Gent + 32 9 222 26 95	Natalya Berdikyan	Talent Management Europe	Marktonderzoek naar de Duitse markt: Potentiële Duitse partners Data verzamelen en integreren Communicatie Vertaling van ondersteunend materiaal	Engels Duits	26/04/2010 – 09/07/2010

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Introduction

In this thesis I will deal with my internship at the department Talent Management Europe of Hudson Belgium. The internship will be discussed within the framework of intercultural marketing communication.

The first chapter of this thesis provides a general presentation of Hudson Belgium. In the first part I go into the history and organizational structure of Hudson Belgium. Secondly, I discuss the corporate identity briefly. The next part of the first chapter covers the service portfolio of the three departments of Hudson Belgium. Moreover, I discuss two special marketing tools, followed by an overview of the client portfolio and an analysis of the Belgian market. The last part contains a SWOT-analysis with a general overview of the most important strengths and weaknesses of the company.

The second chapter provides the theoretical framework of intercultural communication and marketing. This chapter focuses on the cultural model of Geert Hofstede. His model serves as the starting point of a comparative study of the Belgian and German cultural values. The final part of this chapter contains a discussion of intercultural marketing communication strategies.

The third chapter is dedicated to my internship in the Talent Management department of Hudson. I focus on the main project of my internship: market research on the German market. At the end of this chapter I discuss the link with the theoretical framework and I briefly evaluate the internship.

The final chapter contains the evaluation of the MTB program. I reflect about what I have learned through MTB and the internship.

Preface and acknowledgement

This thesis is based on my experiences during my internship in the European Talent Management team. An internship is the ideal opportunity to be introduced to the professional working life. Since I would like to work in the HR industry, I started looking for an internship combining communication and HR. Moreover, I would like to make use of my German language skills. Initially, I applied for an internship at the R&D department of Hudson. After the initial interview I found out that there was another internship at the Talent Management Department. The job description of this internship perfectly matched my profile: the Talent Management Team was looking for a student of communication with a proficiency in German. In the meanwhile, the R&D department had already transferred my application. I had to execute some tests and afterwards I was invited for an interview with Leen De Bock and Alexander Naessens. A few days later, Leen, the personal assistant of Marc Timmerman, informed me that I could start as an intern in the department. In dialogue with the TM Team it was decided to do a long internship of 10 weeks.

I would like to thank some people that supported me over the past year.

First of all, I would like to thank Prof. Dr. Eugeen Rogiest, Luc De Bie and Tom Bruyer for the MTB-program. The master has learned me a lot, not only on a professional level, but also on a personal level. I would also like to thank Prof. Dr. Geert Jacobs for being the promoter of my dissertation.

Moreover, I am grateful to Natalya Berdikyan, Marc Timmerman and Leen De Bock for giving me the opportunity to do the internship in the European Talent Management Team. Natalya has been a great supervisor, she truly is an inspiring person! I would also like to thank all other colleagues for the pleasant and friendly atmosphere: they really made me feel part of the team.

Finally, I would like to thank my parents for their support and encouragements.

Thank you!

Roeselare, August 4th, 2010

Valerie De Clercq

1. Presenting Hudson Belgium¹

Hudson is one of the leading HR companies providing professional staffing services and talent management services focusing on professional and managerial positions. Hudson has steadily built a solid reputation and has established a strong position on the Belgian market. To help employers achieve success through people, Hudson aims at providing an excellent service by developing its own psychometric tools and putting experienced consultants at the client's disposal.

1.1 History

The history of Hudson Belgium can be divided into two important phases: De Witte & Morel as an independent company and the acquisition by TMP Worldwide in 2001. Later on, TMP Worldwide was split up into TMP and the Hudson Highland Group.

De Witte & Morel is founded in 1982 by Ivan De Witte and Maarten Morel. Until 1982 both of them worked at Sidmar. They decide to resign and start their own company in Ghent. Via their professional network they are able to acquire their first clients. In the following years the company keeps on growing. In 1990, De Witte & Morel merges with Willy Musschoot Consultancy. Five years later, Ernst & Young, one of the big four audit companies, takes over De Witte & Morel in order to extend its service portfolio with HR services. The partnership with Ernst & Young enables De Witte & Morel to open a new office in Antwerp.

In the period from 1997 up to 2001 De Witte & Morel acquires many other HR companies, which consolidates the company's presence in Flanders and adds new fields of expertise. The acquisition of Meermans & Bloemen in 1997 reinforces the position in West Flanders and the portfolio is expanded with compensation and benefits management. Taking over Alexandre Tic in 1998 is primarily a strategic move to enter the French speaking market in Wallonia and adds executive search services. The acquisition of De Cock & Nicasy in 1999 strengthens the position in Limburg. The take-over of Ghent headquarters Baeten Consulting is the last acquisition by De Witte & Morel.

In the year 2000 the company sets up its own R&D department in order to develop its own psychometric tools and methodologies. This decision solidifies its unique position on the HR market. In 2001, Ernst & Young decides that the Human Resources services divert too much from its core business, i.e. auditing consultancy. As a consequence, the partnership is terminated and De Witte & Morel joins TMP Worldwide. This is a profitable transaction for both parties: De Witte & Morel is

¹ Sources: Company brochures, internal presentations, interview Natalya Berdikyan June 4th 2010, intranet, <http://belgium.hudson.com/>, <http://hudson.com/?global>.

now part of an international group and TMP Worldwide gains the know-how of the Belgian R&D department. In the course of time, De Witte & Morel has established a reputation as expert in Belgium, and in order to preserve this strong brand value the Belgian department of TMP adopts the name TMP De Witte & Morel.

In 2003, TMP Worldwide splits up in TMP and Hudson Highland Group. De Witte & Morel is integrated in the Hudson Highland Group, the spin-off of TMP offering a complete range of HR services. As a temporary measure the Belgian department of Hudson operates under the name Hudson | De Witte & Morel to maintain the brand recognition. In 2008 Hudson | De Witte & Morel announces that Hudson Belgium will be the definite company name.

1.2 Organizational structure

The Hudson Highland Group, listed on the NASDAQ Stock Market, describes itself as one of the leading HR consultancy companies. In 2009, the Hudson Highland Group generated a revenue of \$691,149.² Hudson has built an international network: the group has 86 offices in 45 countries all over the world and over 2 100 employees work for Hudson. The company is segmented in three regional divisions: Hudson Americas, Hudson Europe and Hudson Asia Pacific. Hudson Europe, operating from 39 offices in 12 countries, generates almost 50% of the company’s margin. Hudson Belgium operates from 6 offices (Ghent, Brussels, Antwerp, Courtrai, Hasselt and Louvain-La-Neuve); the headquarters of Hudson Belgium are based in Brussels. The structure of the Belgian department:

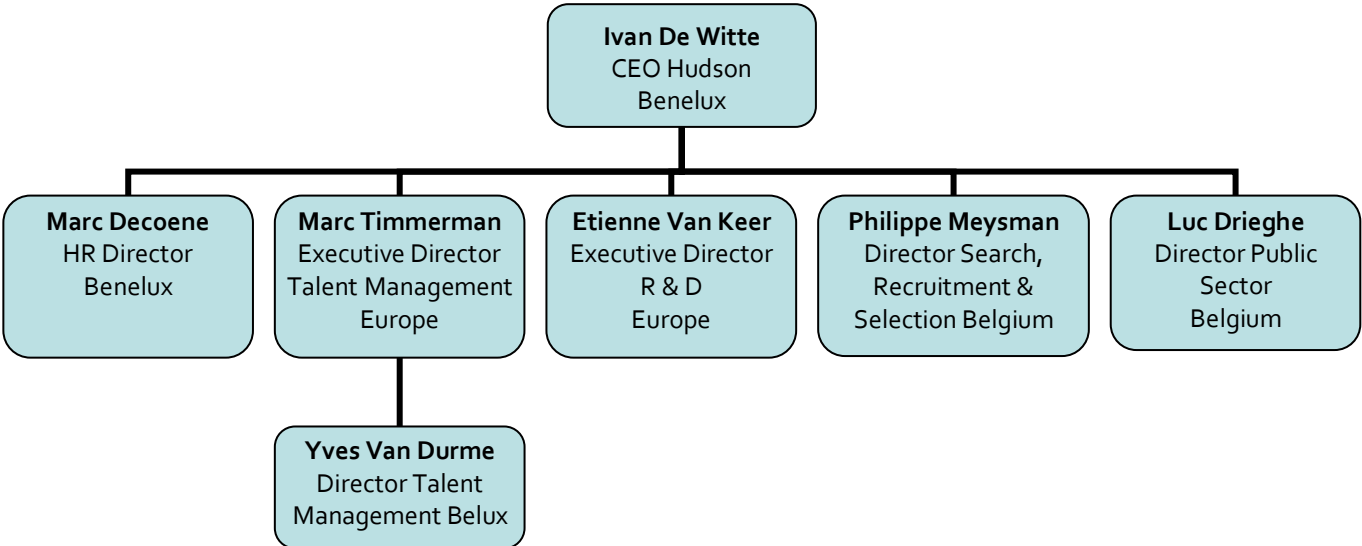


Figure 1: Structure of Hudson Belgium

² HUDSON HIGHLAND GROUP, Annual report, <http://phx.corporate-ir.net/External.File?item=UGFyZW50SUQ9MzcyMTM5FENoaWxkSUQ9MzY5NTY3fFR5cGU9MQ==&t=1>, Web, July 14 2010.

1.3 Corporate Identity

1.3.1 Mission

The mission of the Hudson Highland Group is to become the world's leading HR company by helping employers to achieve their objectives. The website of Hudson Belgium states that the mission of Hudson is "[t]o be the world's best at helping employers achieve success through people."³ Hudson wants to assist its clients in detecting, developing and motivating talent. The company aims at being the best by delivering high quality services.

1.3.2 Vision

The company's baseline is in line with its mission: "From great people to great performance®". Hudson tries to offer a win-win transaction: both the client and the candidates have to feel satisfied with the course of events. Hudson is convinced that people are the key to success in the corporate world. Attracting talent as such is not enough, in addition Hudson wants to help its clients to engage, develop and retain the best employees. The same procedures are applied within Hudson as a company.

1.3.3 Values

The five core values of the company are: integrity, respect, collaboration, empowerment and responsibility. Integrity refers to honesty, trust and ethical standards in personal and professional contexts. The second value, respect, alludes to observing manners and treating everyone with the respect they deserve. Collaboration means working as a team, both within the company and in cooperation with the client. Empowerment is being able to provide operational excellence. Hudson accepts the responsibility to meet the commitments to its employees and clients.

1.4 Services

Hudson provides an entire range of HR services: from recruitment over compensation advice to contracting. By means of the comprehensive portfolio Hudson assists the clients all the way. Basically, Hudson offers 4 services: attracting, recruiting, engaging and developing candidates. Hudson Belgium is split up in three departments: Recruitment & Selection, Talent Management and Contracting. All departments are specialized in the mid market: Hudson focuses on mid-level professionals.

³ HUDSON BELGIUM, Mission, Vision & Values, <http://belgium.hudson.com/node.asp?kwd=vision-values>, Web, June 12th, 2010.

Though Hudson is a global company, it stays in touch with the local markets. The services of local offices are tailored to the needs of the local clients. For this reason the services and solutions that are offered in different countries, tend to diverge. The Chinese offices of Hudson, for instance, use the OPQ tests of SHL, one of the main competitors of Hudson. In Hudson Europe, it would be inconceivable to use the tools of a competitor. Since the composition of service portfolio is different in every country, the following paragraphs give an overview of the service portfolio of Hudson Belgium.

1.4.1 Recruitment & Selection

Hudson clearly states that the key to success is to hire the right people. The 'right' person might not necessarily be the person with the highest qualifications, however, he or she should possess the necessary professional skills and the profile required by the client. If a person does not fit in with the company's corporate culture, he or she should not be hired. A second important aspect of recruiting a person is the financial implication: a company invests time and money in the newly hired employee. If the cooperation is not successful and the company has to let him or her go, the investment is lost and the company actually loses money. Hudson lowers the costs per hire by helping clients to make the right decisions. A final aspect of recruitment is the opportunity to create a strong employer brand through positive candidate experiences.

The first step in the recruitment process is attracting candidates via several media. There are a number of possibilities that serve different purposes. Firstly, there are the traditional advertisements in the press or on the internet. Depending on the selected media, this strategy is perfect for both general and targeted recruitment. A second possibility is database search: Hudson has one of the largest Belgian and European databases with information on more than 600 000 professionals. A third possibility is direct search: Hudson looks for suitable candidates within its own network. Database search and direct search are typical recruitment strategies for headhunting and executive search. Finally, recruitment on campus tracks down young potentials. Of course, it is possible to combine several recruitment channels.

The figure below gives an overview of the entire selection procedure as it is perceived by Hudson.⁴

⁴ HUDSON BELGIUM, Selection procedure, <http://belgium.hudson.com/gfile/belgium-graph-selection-procedure.gif>, Web, June 12th, 2010.

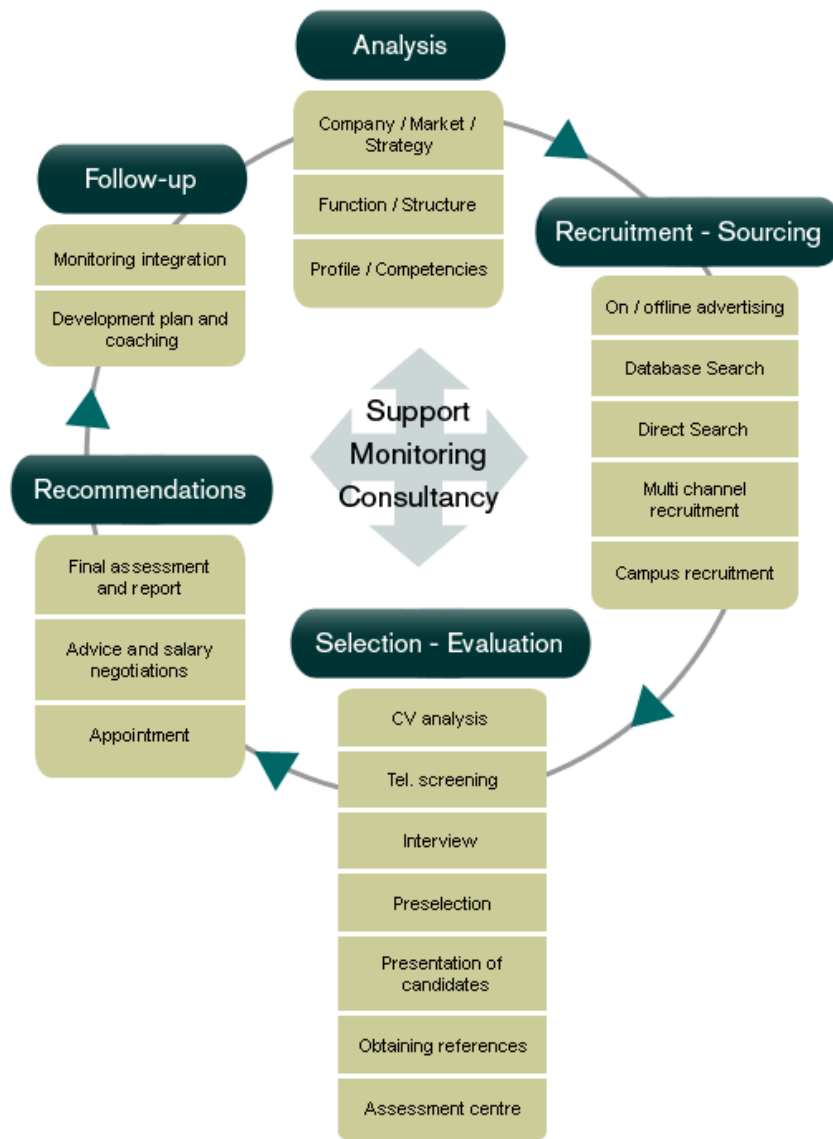


Figure 2: Overview selection procedure

After having attracted candidates, a first preselection can be carried out. Hudson provides both traditional and online assessment tools to optimize the screening and selection of the candidates. Though it is nearly impossible to make an assessment perfectly objective, Hudson tries to assess candidates as objective as possible and avoid subjective value judgements.

		Data collection	
		Objective	Subjective
Data interpretation	Objective	Reasoning Ability Tests	Personality / Motivation Questionnaire
	Subjective	Simulation exercises	Interview

Figure 3: Overview Assessment methodology⁵

⁵ Source: internal presentation about Assessment Centres.

The selection procedure comprises an extensive screening of the candidates. In addition to the traditional screening of the CV and the biographical interviews, the candidates are tested by means of CSA (Competency Scan Advanced) and CSO (Competency Scan Online). These platforms are developed by Hudson to assess the candidates in an objective way. The CSA platform is composed by the next psychometric tests:

- Business Attitudes Questionnaire (BAQ)
- Reasoning Ability Test (RAT)
- Electronic Assessment Simulation Exercise (EASE)

CSO comprises

- BAQ
- RAT
- Career Fit Indicator (CFI)
- Motivational Drives Questionnaire (MDQ)

Through BAQ Hudson makes an overview of the personality of the candidate: the questionnaire tests 25 aspects of one's business attitude and the 5 styles of the Big Five business attitude model. BAQ draws up the profile of the candidate and assesses whether a candidate is suitable for the client's organization. RAT allows Hudson to assess the intellectual capabilities and skills by testing the abstract, verbal and numeric reasoning abilities. There are different levels of the BAQs and RATs (from worker to senior management), which makes it possible to use them in various contexts. EASE consists of a number of challenging tasks that test the ability to process an overload of information, take quick decisions and schedule actions. EASE measures these competencies and gives an indication of the potential of the candidate. CFI compares the profile of the candidate with the ideal profile for the position by screening the personality, the motivation and the cultural features of the individual. MDQ measures the motivation of the candidate in a professional context and allows checking whether there is a match between the function and the candidate.

Some of the psychometric tools are also used during the assessment centres. This procedure allows Hudson to screen the candidates extensively. An assessment centre takes up almost an entire day: the candidates have to take several tests, do interviews and partake in simulation exercises. The consultants select the best candidate(s) and make recommendations to the client. In most cases, Hudson will suggest to do the follow-up of the recruited person. The follow-up and the high potential development is part of Talent Management. Clients can opt for a full service, but they also have the possibility to buy the tests and questionnaires separately. If a client chooses to buy the tools separately, Hudson will train the HR department of the client, so that the results of the tests

can be interpreted. Nevertheless, Hudson prefers doing the screenings itself, because it is more profitable.

1.4.2 Talent Management

Talent Management consists of three components:

- selecting the right people
- managing, engaging and retaining talent
- developing and shaping potential

The ultimate objective of Talent Management is to engage employees in order to build commitment to the employer. Both the employer and the employee benefit: the employee is kept motivated and the productivity increases.

Selecting the right people is a first and crucial step. First of all, the people that are hired should fulfil the demands of the client. The profile of the selected candidate and his or her professional skills have to meet requirements of the client. The second stage consists of motivating the employees and making sure that the talented people stay in the company. Only this way, a company is able to grow: engaged people perform better and moreover, the employee turnover will be reduced. The third step is identifying and developing high-potentials. The general service portfolio of Talent Management includes candidate assessment, competency modelling, leadership development, performance management and career transition.

The first pillar of Talent Management is selection. Since attitude and competences are major factors to determine if the right people are in the right place, Hudson has developed competency profiling. The 5+1 Competence Model, based on scientific research, takes 5 competences into account:

- Information management
- Task management
- People management
- Interpersonal management
- Personal management

Additionally, Technical Expertise or specific knowledge that is required for the job can be added to the model. Competency profiling enables Hudson to draw up a profile for the vacancy. Matching this profile with the profile of the candidates will lead to finding the ideal person for the job.

Hiring people is only one part of the story. The phrase 'war for talents', first coined by Steven Hankin in 1997, points out that it is not only crucial to attract talented people, but also to retain them.⁶ For this purpose Hudson has developed two devices: the Employee Satisfaction Audit and the Talent Engagement Solution. The questionnaire of the Employee Satisfaction Audit measures employee satisfaction, engagement and the match between the individual's profile and the company. Talent Engagement Solution (TES) gives the employer insight in possible drawbacks of the work situation by means of investigating the psychological contract, i.e. the informal contract between employer and employee. The psychological contract is based on mutual trust and engagement, but both the company and the employee have different expectations. Ideally, the prospects of both should be in line with each other, otherwise both will be dissatisfied with the situation. A breach in the psychological contract could lead to a premature termination of the employment contract.

The current work situation has to be evaluated periodically to guarantee an optimal functioning of the work environment. The Personal Competency Audit evaluates an entire team by means of 360° feedback. The questionnaire has to be filled in by the management, colleagues, subordinates, partners, clients and the coach. The audit can also focus on a particular person e.g. the head of the team. The advantage of this type of assessment is its comprehensiveness: 360° feedback offers a complete overview.

A completely different aspect of employee satisfaction is the salary. Salary can be a decisive reason to leave a company. Therefore, Hudson conducts an annual salary survey. The generic salary survey provides detailed information about compensation and benefits for more than 170 functions. The salary survey is based on the data of more than 700 companies, which puts Hudson in a perfect position to give salary and compensation advice. Hudson sells the generic salary survey in combination with software packages. The software tools allow clients to compare the salaries of the employees with the data provided by Hudson and to adapt the incomes policy of the company.

The third pillar of Talent Management is the identification of talented people in order to develop their competences. Development centres assess and identify talent within the company. The procedure is very similar to that of assessment centres. The main difference is the purpose: a development centre is used to decide which internal candidates should be promoted or should be given a new role within the organization. The consultants give both the company and the candidates feedback by discussing the strengths and weaknesses of the participants. Through this analysis, every candidate gets the opportunity to gain insight into his or her individual career plan.

⁶ MICHAELS E., HANDFIELD-JONES H., AXELROD B., *The War for Talent*, Boston, Harvard Business School Press, 2001, p. xii.

Talent Management also includes career guidance: promotion of internal employees, outplacement and inplacement for companies that need to be restructured. Restructuring is often a euphemism for the dismissal of employees. Hudson softens the process by actively guiding the employees: the consultants give the persons involved insight in the reasons of the dismissal while focusing on the future. Taking into account the competences and professional experience, dismissal could be a new start by making use of the possibility to pursue a new career path with new professional goals. This type of career guidance entails trainings and additional coaching if necessary. The outplacement program can be executed on different levels: from junior employees with little experience, over senior employees, to directors and managers. In some cases there is no need for dismissal, and internal mobility could be a solution.

A last service offered by Talent Management is coaching and training. Not only individuals but also teams and internal coaches can be coached and trained. This service focuses primarily on executives. The coaches of Hudson are managers themselves, which creates an added value: the consultants make use of their personal experience. They always take the organizational and the individual perspective into account, which leads to better results.

1.4.3 Contracting

Contracting professionals or interim management is often the best solution to bridge a transition. Interim management can be a temporary solution, for instance within the framework of a specific project. The advantage of contracting is the fact that a company can react to changes in a very flexible way. The interim managers complete the regular staff, which makes it possible to manage the additional workload. Hudson wants to be a trustworthy partner by assuring the careful selection of the best candidates with the necessary experience.

1.5 Marketing Tools

The marketing and communication department of Hudson makes use of the common channels to promote the brand such as advertisement, PR and the internet. Next to the traditional marketing strategies, Hudson uses two special marketing tools: the Hudson Academy and the Lighthouse seminars.

The concept of Hudson Academy is giving in-house training sessions on topics related to HR, such as interview techniques, feedback, job design and job grading. Experienced consultants give the trainings by providing the theoretical background and go into the practical applications. This specific training program costs € 500 per training. By means of the Hudson Academy Hudson promotes itself as being an expert. Secondly, the Academy introduces new services to the current clients.

The Lighthouse seminars are free seminars about HR topics. Hudson organises these seminars for HR professionals of all kinds of organizations: from small to large organizations from all industries. Since these seminars are free of charge, they are the perfect marketing strategy to make Hudson more known to a wide range of potential clients.

1.6 Clients

In the course of time Hudson has earned a solid reputation and has acquired an impressive client portfolio. This impressive portfolio results in a strong position on the Belgian HR market. Moreover, Hudson has gained experience in a wide range of industries, including Financial Services, Pharmaceutical and Healthcare, Technology, Industry, IT, Consumer & Retail, Professional Services, Government and Public Sector. The client list of Hudson contains a great many blue-chip clients such as KBC, Baxter, Total, Inbev, Coca Cola, Accenture and Selor.

Financial Services	Pharmaceutical & Healthcare	Technology, Industry & IT	Consumer & Retail	Professional Services	Government & Public Sector

Figure 4: Overview of blue chip clients⁷

1.7 Competition

The HR industry is a highly competitive market and is characterised by fragmentation, since there are no real barriers to enter the market. Companies on the HR market compete on price, quality, technologies and speed of completing tasks. Both global HR players and medium-sized or small companies are active on the Belgian market. Trends Top ranks Hudson Belgium on the 9th place in

⁷ Source: Internal presentation about Assessment Centres.

the HR sector.⁸ Hudson Belgium, however, does not consider all companies in the HRM Top as true competitors. The list includes global recruitment companies such as Randstad, Adecco and Unique. These companies focus primarily on temporary contracts. Secondly, some companies included in the list are highly specialised e.g. Robert Half Belgium centres at recruiting financial professionals. A third remark is the fact that executive search companies and headhunters are listed as well, although they only recruit senior managers and top managers.

The ten major competitors in Belgium – according to Trends Top – are:

- Adecco Group
- Randstad
- t-group
- Robert Half
- SD Worx
- Hays
- Acerta
- USG People
- Manpower
- Select Human Resources

These are the major players with the largest turnovers and the largest number of employees.

Hudson Belgium regards its own position as quite unique: Hudson offers a complete range of HR services, develops its own psychometric tests and targets on the mid and lower mid market. This combination is very rare, especially the development of the tools and the implementation of assessment centres.

Adecco, Randstad, USG People and Manpower are first and foremost (temporary) employment agencies. However, Manpower Group has expanded its activities by acquiring Right Management in 2003.⁹ Right Management is also active on the Belgian market and offers services that are very similar to the ones offered by Hudson: attract & assess, develop, engage & align and transition.¹⁰ Right Management ranks on place 41 in the Top Trends list and lags far behind Hudson.¹¹

⁸ TRENDS TOP: HRM, personeelsselectie en outplacement, <http://trendstop.rnews.be/nl/sector/hrm/human-resources-management-personeelsselectie-en-outplacement.aspx?page=1>, Web, June 12th, 2010.

⁹ MANPOWER: Press release Manpower Inc. to Acquire Right Management Consultants, Inc, <http://www.manpower.com/investors/releasedetail.cfm?ReleaseID=130456>, Web, June 12th, 2010.

¹⁰ RIGHT MANAGEMENT, <http://www.rightmanagement.be/home/en>, Web, June 12th, 2010.

¹¹ TRENDS TOP: HRM, personeelsselectie en outplacement, <http://trendstop.rnews.be/nl/sector/hrm/human-resources-management-personeelsselectie-en-outplacement.aspx?page=1>, Web, June 12th, 2010

T-group is a business concern focusing on two activities: temporary employment and human resource management. The service portfolio of Ascento, one of the subsidiaries, is comparable to that of Hudson: recruitment & selection, talent & performance management and outplacement.¹²

Robert Half, ranked 5th on the Top Trends list, only recruits very specialised profiles as a consequence of the focus on finance, accounting, banking and assurance, project management, legal and office jobs.¹³

SD Worx, on the 7th place, has mainly expertise in salary administration, but does also offer trainings, gives legal advice and advice on HR management. DIP is the consultancy division of SD Worx, within the framework of recruitment and selection DIP does carry out assessment and development centres and 360° feedback.¹⁴

Hays Belgium focuses on specialist recruitment. The core business of Hays Belgium is recruiting experts in nearly all sectors, but in regard to the selection of candidates Hays does also make use of assessment and development centres.¹⁵

Acerta offers a very wide range of services related to HR, including legal advice. The service portfolio of consultancy department of Acerta ranges from recruitment and selection to trainings.¹⁶

Select Human Resources wants to offer a total package: the service portfolio includes recruitment and selection, executive search, consultancy, and in- and outplacement.¹⁷

1.8 SWOT-analysis

1.8.1 Strengths

Hudson enjoys an impeccable reputation in Belgium. Therefore, Hudson can be considered to be a solid brand, which is associated with expertise, reliability and credibility. The acquisition of De Witte & Morel was a perfect measure to consolidate and build out the position of the Hudson Highland group in Belgium. Although the company name Hudson | De Witte & Morel has been changed into Hudson Belgium, Hudson is still strongly associated with De Witte & Morel's high reputation.

¹² ASCENTO, <http://www.ascento.be/nl/home/homepage.shtml>, Web, June 12th, 2010.

¹³ ROBERT HALF, <http://www.roberthalf.be/>, Web, June 12th, 2010.

¹⁴ DIP, Recognizing talent, <http://www.dip.be/site/website/dip/nl/1000A/10BooC/>, Web, June 12th, 2010.

¹⁵ HAYS: About Hays, <http://www.hays.be/about-hays.aspx>, Web, June 12th, 2010.

¹⁶ ACERTA: <http://www.acerta.be/xq/ASP/type.corporate/item.21/mn.7/qx/detail.htm>, Web, June 12th, 2010.

¹⁷ SELECT HUMAN RESOURCES, <http://www.selecthr.be/nl>, Web, June 12th, 2010.

Hudson has a wide array of services and tools to support the client. This means that Hudson can assist the client throughout the entire HR process. Hudson offers follow-up care in order to provide the best service. This full service focuses on the highest customer satisfaction possible.

The fact that the Research and Development department of Hudson develops the psychometric tools ensures an independent position. Hudson does not have to rely on suppliers of tests, but has the advantage to optimize its own tools and to provide services tailored to the needs of the client. Developing tools makes Hudson an innovative company: it enables Hudson to keep up with the latest trends and to have an important advantage over companies that buy their tools.

Since Hudson Belgium is part of the international Hudson Highland Group, it can rely on an international network. This is an enormous asset for Hudson in Belgium. Having international contacts at one's disposal can even be one of the major reasons for international companies to choose for Hudson.

1.8.2 Weaknesses

Hudson Belgium is a consultancy firm, which means that the expertise of the company depends to a considerable extent on the experience of the consultants. Having a high employee turnover is standard in the consultancy industry. When an experienced consultant leaves the company, this entails an actual knowledge drain. The coaching department of Hudson demonstrates this weakness: there are only two coaches, and both threaten to leave Hudson. This means that some departments are completely dependent on a few people: if they leave, Hudson will not be able to offer this particular service anymore.

A second weakness is also linked to being a consultancy company: Hudson highly depends on the incoming assignments. A great many of the assignments has to be pulled in by means of a pitch. This means that clients have to be convinced time and time again. Clients can always break the contract, reduce the number of assignments or postpone the job. Given these circumstances, the consultancy industry has to deal with a high level of uncertainty concerning future assignments.

1.8.3 Opportunities

There are few companies that offer the same comprehensive portfolio of services and target the market of middle management. Considering the competitive market, Hudson should exploit this opportunity.

The consequences of the economic crisis of 2007 interfered with the launch of the Lighthouse seminars. The amount of the seminars has been reduced considerably. This means that this specific marketing tool can be used in a more efficient way in the future.

1.8.4 Threats

The HR market is highly competitive: there are very few barriers for new entrants, resulting in a high degree of fragmentation. On the one hand, there are the big global players with the focus on temporary employment, on the other hand, there are the highly specialized niche players. In particular, the global players are omnipresent, dispose of enormous budgets and could try to threaten Hudson's position on the market.

A second determining factor is the economy. The past three years demonstrate the impact of the economic circumstances: the crisis of 2007-2008 has had a negative impact on Hudson. Because of the economic crisis companies have to reduce their costs, for example by ceasing to recruit new employees. Recruiting agencies and HR consultancy companies suffer the adverse consequences of such measures. Hudson, for instance, was compelled to scale down and even had to lay off some of its staff.

2. Theoretical framework: Intercultural communication and marketing

2.1 Link with the internship

The main task of my internship was conducting direct market research on Germany and providing market information and data. This information will support European Talent Management team in their business decision to enter the German market. Since market research is a preliminary investigation of the possibilities to enter a new market, the theoretical framework of this chapter explores intercultural communication. This topic takes the internship one step further: combining the theoretical findings with my own experiences during the internship will lead to practical tips on how to deal with players on the German market and potential business partners.

2.2 Intercultural communication

The main concept of this chapter is intercultural communication. Nevertheless, the concepts 'communication' and 'intercultural' are vague terms. It should be noted that culture can not explain everything.¹⁸ Behaviour can not be fully explained by referring to culture, whereas communication and culture are clearly intertwined. In this chapter I use the following definition of concept communication:¹⁹

'Communication is a process by which people want to transmit information. The communicators try to convey a message by means of verbal and nonverbal channels. The process of giving and receiving messages can be both intentional and unintentional. The sender encodes and sends the message, the receiver subsequently decodes it and tries to interpret the received information. This is not a linear, but an interactive process which takes place within a situational context.'

The term 'communicator' makes clear that communication is more than just a linear process. Communication is a dynamic interaction: the persons involved are both sender and receiver at the same time.²⁰ While person A is saying something, person B is already able to react: the first reaction could be nonverbal, a second reaction is formulating a verbal message. This reaction will elicit an answer from person A etcetera. From this point of view communication is a never-ending activity.

In communication theories the basic model of communication contains multiple components: the communicators (sender and receiver), message, medium, channel, noise, feedback and context.²¹

¹⁸ USUNIER, J.: Marketing across cultures, London, Prentice-Hall Europe, 2000, p. 1.

¹⁹ Based on: ANSEEL, F.: Effectief communiceren en samenwerken, Gent, Academia Press, 2010, p. 5. EMMITT, S., GORSE, C.A.: Construction communication, Oxford, Blackwell Publishing, 2003, p. 34-35.

²⁰ HARGIE, O., DICKSON, D.: Skilled Interpersonal communication, London, Routledge, 2004, p. 14.

²¹ HARGIE: Skilled Interpersonal communication, p. 14.

The communication process is certainly not flawless: communication frequently results in misunderstandings, which could lead to conflicts. Communication problems can have many causes, for the very reason that noise can interfere at any point of the interaction.²² Noise is a collective term for all possible elements that prevent the message from getting across. It can relate to every element of the communication model, but there are two basic types: internal and external noise. External noise stems from an external source, e.g. distracting impulses like loud sounds. Internal noise originates from the communicators themselves, including aspects such as attitude, linguistic competences, knowledge, and frame of reference.

Globalization is increasingly promoting intercultural communication: technological innovations, increased mobility and new media have made it possible to communicate with people all over the world. Edward T. Hall defines intercultural communication quite simply as “communication between persons of different cultures”.²³ In practice, cross-cultural communication entails advantages as well as disadvantages. Through intercultural contacts, people get in touch with different habits, products and perspectives, which allows them to learn from other cultures.²⁴ From this point of view, intercultural communication creates unique opportunities. A negative aspect is the fact that different cultural backgrounds form an additional communication barrier, which gives rise to even more misunderstandings. Communication between people with the same frame of reference is already complicated, so communication between people from different cultures is even less likely to be successful.

Neuliep's model of intercultural competence points to a number of significant aspects of intercultural communication. Neuliep founded his model on a model of intercultural communication, but has complemented it with the intention to draw up a general model of intercultural competence.²⁵ The model consists of four elements: knowledge, motivation, behaviour and situation. Knowledge refers to the knowledge about the culture of the other interlocutors. A basic knowledge about the cultural values and beliefs can be sufficient to enable successful communication. The affective component is a crucial component: one has to be willing to communicate. Without motivation, communication is not possible and intercultural competence will be obstructed. Behaviour or the psychomotoric component relates to the verbal and nonverbal performance. Finally, there are the situational features. Situation can refer to the environment, but it can also include previous contacts and

²² ANSEEL: *Effectief communiceren en samenwerken*, p. 13.

²³ Citation by HALL, E.T. in: CHANEY, L.H., MARTIN, J.S.: *Intercultural business communication*, Upper Saddle River (N.J.), Pearson education, 2007, p. 2.

²⁴ CHANEY: *Intercultural business communication*, p. 2.

²⁵ NEULIEP, J.W.: *Intercultural communication: a contextual approach*, Thousand Oaks, Sage, 2006, p. 444.

interventions by a third-party. Neulieps model is a basic model, but it is useful because it points out some of the complexities of cross-cultural encounters.

The strong link between culture and communication is established by the prominent role of the element language.²⁶ Two main theories try to define the relationship language-culture: 'language influences culture' and 'language is an expression of culture'. Edward Sapir and Benjamin Lee Whorf assume that language is a crucial factor influencing perception.²⁷ This would imply that language shapes our entire world view and actually shapes events. Speakers of different languages would categorize the world around them in a different way. In other words, this would mean that the intellectual processes are determined by the linguistic categories. This hypothesis clearly demonstrates a deterministic view on the relationship language-culture.²⁸ The other theory looks at it the other way around: language is a manifestation of culture and reflects the values of a society or culture. Basil Bernstein, a British sociologist and linguist, launched the hypothesis that social class determines language, resulting in either restricted codes or elaborated codes.²⁹ It is not my intention to discuss the validity of both theories, but the discussion illustrates that language and culture are interconnected.

Language is of course not the sole component of culture. Culture can be related to several sources:³⁰

- Language
- Nationality
- Education
- Profession
- Group (ethnicity)
- Religion
- Family
- Sex
- Social class
- Corporate or organizational culture

In other words, nationality or national identity does not define culture. The physical borders of a country do not determine to which cultural group one belongs. On the basis of the above-mentioned cultural elements it is possible to identify distinct market segments within a country.

Considering that culture is one of the major factors to interpret communication,³¹ it is logical that ethnocentrism is one of the most common mistakes made in cross-cultural communication.

²⁶ USUNIER: Marketing across cultures, p. 6.

²⁷ DE MOOIJ: Global marketing and advertising, p. 42. NEULIEP: Intercultural communication, p. 246.
USUNIER: Marketing across cultures, p. 7, 426.

²⁸ NEULIEP: Intercultural communication, p. 247.

²⁹ CHANEY: Intercultural business communication, p. 112.

³⁰ USUNIER: Marketing across cultures, p. 12.

Ethnocentrism or the self-reference criterion is the tendency to evaluate other people, cultures, objects, experiences and attitudes by the standards of one's own culture.³² It could be considered to be "cultural blindness".³³ Ethnocentrism has both positive and negative facets: ethnocentrism stimulates solidarity with regard to the in-group, but may also lead to discrimination.³⁴ A pejorative meaning of the term ethnocentrism is the belief that one's own cultural background, including values, language and communication, is superior to other cultures.³⁵ The second meaning is quite extreme, and in actual practice the phenomenon of ethnocentrism will rather refer to the first definition. A quote by Hall illustrates this: "Culture hides more than it reveals, and strangely enough what it hides, it hides most effectively from its own participants."³⁶ Despite the fact that culture affects so many aspects of life, people are hardly conscious of their own culture.³⁷

The reason why ethnocentrism is such an easy mistake is self-evident: even "[s]omeone who thinks globally is still a product of his or her own culture."³⁸ Hofstede clarifies this view by describing cultures as "mental programs":³⁹ "[Culture] is the collective programming of the mind which distinguishes the members of one group or category of people from another".⁴⁰ He points out that culture and all related values and attitudes are learned. Human needs and feelings may be universal, but culture determines what people do with them: attitudes, motivations and expressions of feelings and behaviour differ widely between cultures.⁴¹ The fact that culture is acquired at a very young age, makes it very difficult to unlearn it.

With regard to intercultural communication it is important to be aware of the many existing cultural differences. To make intercultural communication succeed, it is crucial to be aware of the additional communication barriers and to be willing to communicate. A basic knowledge about the cultural values of one's counterpart is useful, but it is not a necessary condition. One might think that cultural differences would decrease or even disappear as a consequence of globalization. De Mooij

³¹ CHANEY: Intercultural business communication, p. 5.

³² HOFSTEDE, G.: Cultures and organizations: Software of the mind, London, McGraw-Hill, 1991, p. 211. DE PELSMACKER, P., GEUENS, M., VAN DEN BERGH, J.: Marketing communications: a European perspective, Harlow, Pearson education, 2010, p. 11. ANSEEL: Effectief communiceren en samenwerken, p. 29. CHANEY: Intercultural business communication, p. 9.

³³ DE MOOIJ: Global marketing and advertising, p. 36.

³⁴ NEULIEP: Intercultural communication, p. 198-199.

³⁵ CHANEY: Intercultural business communication, p. 9. DE MOOIJ, M.: Global marketing and advertising: understanding cultural paradoxes, Thousand Oaks (Calif.), Sage, 2005, p. 51.

³⁶ Citation by HALL, E.T. in: NEULIEP: Intercultural communication, p. 43.

³⁷ USUNIER: Marketing across cultures, p. 23.

³⁸ DE MOOIJ: Global marketing and advertising, p. 3.

³⁹ HOFSTEDE: Cultures and organizations, p. 4.

⁴⁰ HOFSTEDE: Cultures and organizations, p. 5.

⁴¹ HOFSTEDE: Cultures and organizations, p. 5. DE MOOIJ: Global marketing and advertising, p. 21. NEULIEP: Intercultural communication, p. 6.

points out that even in these times of 'global brands' there still are no global people.⁴² In her opinion, the global media actually reinforce the existing cultural differences.⁴³ Hofstede is of the same mind, he does not foresee cultural convergences either. In his view there shifts in the cultural values will occur, but the current distinctions will remain.⁴⁴

2.3 Dimensions of cultural differences

Many investigations have examined cultural differences in order to compare countries or nations based on a number of specific dimensions. The next paragraphs cover three cultural models: the Hofstede model, the Schwartz value model and Hall's classifications. Hofstede's theory will be discussed in great detail because it will serve as the starting point of the comparative study of Belgium and Germany. By means of this objective model I want to compare the two cultures while avoiding any value judgement.

2.3.1 Hofstede model

One of the most known cultural models is the model of Geert Hofstede. Hofstede has conducted a worldwide survey among IBM employees. The participating employees worked in similar positions, which enabled Hofstede to deduct cultural differences between the countries.⁴⁵ Hofstede is aware of the fact that the cultural borders do not coincide with political divisions, but he has chosen to use nationality as a criterion, due to practical reasons.⁴⁶ The advantage of this model is its simplicity: Hofstede has determined a limited number of straightforward cultural dimensions.⁴⁷ Therefore, his model is user-friendly and easy to apply in practical situations. Hofstede initially distinguished four dimensions:

- power distance
- individualism vs. collectivism
- masculinity vs. femininity
- uncertainty avoidance

Later on, Hofstede added a fifth dimension: long-term vs. short-term orientation.⁴⁸

⁴² DE MOOIJ: Global marketing and advertising, p. 4.

⁴³ DE MOOIJ: Global marketing and advertising, p. 23.

⁴⁴ HOFSTEDE: Cultures and organizations, p. 7.

⁴⁵ HOFSTEDE: Cultures and organizations, p. 24.

⁴⁶ HOFSTEDE: Cultures and organizations, p. 12.

⁴⁷ DE MOOIJ: Global marketing and advertising, p. 56.

⁴⁸ HOFSTEDE: Cultures and organizations, p. 13-14.

Power Distance

Hofstede defines power distance as “the extent to which the less powerful members of institutions and organizations within a country expect and accept that power is distributed unequally”.⁴⁹ In countries with a high power distance index (PDI) there is a strict (social) hierarchy. This is reflected in respect for people of old age and in regard to the hierarchical relations at work.⁵⁰ In cultures with a low PDI there is no strict separation between subordinates and superiors: they feel and behave equal.⁵¹ Societies with a high PDI are characterised by the emphasis on obedience and dependence: children have to obey their parents, education is teacher-centred and subordinates have to do what they are told by superiors. In large power distance organizations, power is centralized, which results in a pyramidal structure.⁵²

Rank	Country	PDI
1-2	Malaysia	104
1-2	Slovakia	104
3-4	Guatemala	95
3-4	Panama	95
5	Philippines	94
6	Russia	93
7	Romania	90
8	Serbia	86
9	Suriname	85
10-11	Mexico	81
10-11	Venezuela	81
30-31	Belgium – Walloon	67
39-40	Belgium – Flemish	61
63-65	Germany	35

Table 1: Overview PDI scores⁵³

The PDI score of Belgium is almost twice as high as the PDI score of Germany. Belgium has a high score, whereas the score of Germany is relatively low.

Individualism versus collectivism

Individualism refers to “societies in which the ties between individuals are loose: everyone is expected to look after himself or herself and his or her immediate family. Collectivism as its opposite pertains to societies in which people from birth onwards are integrated into strong, cohesive ingroups, which throughout people’s lifetime continue to protect them in exchange for

⁴⁹ HOFSTEDE: Cultures and organizations, p. 28.

⁵⁰ DE MOOIJ: Global marketing and advertising, p. 60.

⁵¹ USUNIER: Marketing across cultures, p. 65.

⁵² HOFSTEDE: Cultures and organizations, p. 35-36.

⁵³ HOFSTEDE: Cultures and organizations, p. 26.

unquestioning loyalty.”⁵⁴ In this context collectivism is not a reference to a political system, but it relates to the sense of belonging to a group.⁵⁵ Collectivistic societies put the interests of the group first; the needs and desires of the individual are inferior to those of the in-group.⁵⁶

The distinction between in-groups and out-groups is quite rigid in countries with a low individualistic score.⁵⁷ In individualistic cultures one can join many groups and associations, but the ties with other group members are quite loose. In collectivistic cultures individuals maintain strong relationships with the in-group, since there is a strong emphasis on loyalty. With regard to the interest of the group, it is important not to be humiliated in any way: humiliation namely reflects on the entire group.⁵⁸ This cultural dimension even has an impact on the family structure: in individualistic countries the prevailing family structure is the nuclear family, in collectivistic countries the extended family. In combination with a high PDI score collectivism does not stimulate independence, pupils, for example, are not stimulated to speak up in school situations.⁵⁹

A final striking contrast is the universalistic nature of individualistic societies versus the particularism of collectivistic cultures.⁶⁰ People in individualistic cultures believe that everyone is equal. Therefore, everybody should be treated alike, without preferential treatment and without discrimination. Individualists assume that there are universal values that can and should be applied everywhere. Western individualistic countries, for instance, strongly believe in democracy as a political system. The United States of America has the highest IDV score, and accordingly Hall notes: “Americans, more than most, seem dominated by the need to shape other people in their own image.”⁶¹ Collectivistic cultures on the other hand have no problem accepting the fact that other groups and cultures have different values. Favouring one person above another is no exception in collectivistic cultures. As a consequence, it is normal to give a preferential treatment to friends, even in a business context. This behaviour is linked to the strong sense of belonging to particular groups.

⁵⁴ HOFSTEDE: Cultures and organizations, p. 51.

⁵⁵ GEERT HOFSTEDE, Cultural dimensions, <http://www.geert-hofstede.com/index.shtml>, Web July 17th, 2010.

⁵⁶ DE MOOIJ: Global marketing and advertising, p. 62.

⁵⁷ HOFSTEDE: Cultures and organizations, p. 57-58.

⁵⁸ HOFSTEDE: Cultures and organizations, p. 61.

⁵⁹ HOFSTEDE: Cultures and organizations, p. 62.

⁶⁰ DE MOOIJ: Global marketing and advertising, p. 63-64. HOFSTEDE: Cultures and organizations, p. 66-67.

⁶¹ Citation by HALL, E.T. in: DE MOOIJ: Global marketing and advertising, p. 64.

Rank	Country	IDV
1	USA	91
2	Australia	90
3	UK	89
4-6	Canada	80
4-6	Hungary	80
4-6	Netherlands	80
7	New Zealand	79
8	Belgium – Flemish	78
9	Italy	76
10	Denmark	74
12	Belgium – Walloon	72
18	Germany	67

Table 2: Overview IDV scores⁶²

There is no distinctive difference between the scores of Belgium and Germany: both Belgium and Germany are individualistic countries. Especially Flanders has relatively high IDV scores.

Masculinity versus femininity

“Masculinity (MAS) versus its opposite, femininity, refers to the distribution of roles between the genders”.⁶³ In countries with a high MAS index gender roles are very distinct. In feminine countries the contrast between social roles of males and females is not so sharp, and both genders tend to respect the ‘feminine’ values. Main values in masculine cultures are: achievement, performance, assertiveness, status and success. Feminine cultures are people oriented with core values such as modesty, tenderness and quality of work life.

Rank	Country	MAS
1	Slovakia	110
2	Japan	95
3	Hungary	88
4	Austria	79
5	Venezuela	73
6	Switzerland	72
7	Italy	70
8	Mexico	69
9-10	Ireland	68
9-10	Jamaica	68
11-13	Germany	66
21	Belgium – Walloon	60
47-50	Belgium – Flemish	43

Table 3: Overview MAS scores⁶⁴

⁶² HOFSTEDE: Cultures and organizations, p. 53.

⁶³ GEERT HOFSTEDE, Cultural dimensions, <http://www.geert-hofstede.com/index.shtml>, Web July 17th, 2010.

⁶⁴ HOFSTEDE: Cultures and organizations, p. 84.

The scores of Flanders and Wallonia diverge: the masculinity index of Wallonia is relatively high, whereas the score of Flanders is below the average. Germany clearly has a masculine culture.

Uncertainty avoidance

Uncertainty avoidance is defined as “the extent to which the members of a culture feel threatened by uncertain or unknown situations”.⁶⁵ The uncertainty avoidance index (UAI) indicates how cultures deal with unpredictability and uncertainty in life. Uncertainty avoidance should not be mistaken for risk avoidance: risk refers to a specific situation, whereas uncertainty is not connected with a specific object or event.⁶⁶ The concept uncertainty relates to the fundamental ambiguity of life and unpredictability in general. Expressiveness, nervousness and emotionality are typical indicators of the higher level of anxiety in uncertainty avoiding societies. Countries with a high uncertainty avoidance index try to prevent unknown situations by attempts to structure reality: laws, rules and security measures should minimize uncertainty. Cultures with low uncertainty avoidance have fewer rules and are phlegmatic.

Rank	Country	UAI
1	Greece	112
2	Portugal	104
3	Guatemala	101
4	Uruguay	100
5	Belgium – Flemish	97
6	Malta	96
7	Russia	95
8	Salvador	94
9-10	Belgium – Walloon	93
9-10	Poland	93
43	Germany	65

Table 4: Overview UAI scores⁶⁷

The UAI scores of Belgium are very high. Flemings and Walloons do not like unpredictable situations. The score of Germany is also quite high, but it is very low in comparison with Belgium.

Long-term orientation versus short-term orientation

Michael Bond and colleagues have developed the Chinese Value Survey, which made Geert Hofstede add a fifth dimension to his model: Long- versus Short-Term Orientation.⁶⁸ This dimension is related to the Confucian philosophy. The values and virtues of the long-term orientation correspond to a large extent to the pragmatic rules of the Confucian teachings.

⁶⁵ HOFSTEDE: Cultures and organizations, p. 113.

⁶⁶ HOFSTEDE: Cultures and organizations, p. 116.

⁶⁷ HOFSTEDE: Cultures and organizations, p. 113.

⁶⁸ HOFSTEDE: Cultures and organizations, p. 164.

“Long-term orientation is the extent to which a society exhibits a pragmatic future-oriented perspective rather than a conventional historic or short-term point of view”.⁶⁹ Typical values of a long-term oriented country are perseverance, ordering relationships by status, thrift, perseverance towards slow results, virtue and a sense of shame.⁷⁰ Short-term oriented cultures can be described on the basis of the next key words: focus on personal stability and steadiness, respect for tradition, expecting quick results, concern with knowing the Truth and fulfilling social obligations such as reciprocation of greetings, favours and gifts.⁷¹ In a nutshell: long-term orientation is future-oriented and dynamic, whereas short-term orientation is static, since it is oriented towards the present and the past.

Rank	Country	LTO
1	China	118
2	Hong Kong	96
3	Taiwan	87
4-5	Japan	80
4-5	Vietnam	80
6	South Korea	75
7	Brazil	65
8	India	61
9	Thailand	56
10	Hungary	50
20-21	Belgium	38
25-27	Germany	31

Table 5: Overview LTO scores⁷²

There are no separate figures for Flanders and Wallonia in this table. Both Belgium and Germany are rather short-term oriented.

2.3.2 The Schwartz value system

The cross-cultural psychologist Shalom Schwartz has examined cultural unity within nations. What is more, he has developed a model of cultural dimensions. Schwartz has identified 10 universal values at individual level. At national level he distinguishes seven value types:⁷³

- conservatism
- intellectual autonomy
- affective autonomy
- hierarchy
- mastery
- egalitarian commitment
- harmony

⁶⁹ DE MOOIJ: Global marketing and advertising, p. 69.

⁷⁰ HOFSTEDE: Cultures and organizations, p. 165, p. 173. DE MOOIJ: Global marketing and advertising, p. 69.

⁷¹ HOFSTEDE: Cultures and organizations, p. 166, p. 173. DE MOOIJ: Global marketing and advertising, p. 69.

⁷² DE MOOIJ: Global marketing and advertising, p. 237-238.

⁷³ DE MOOIJ: Global marketing and advertising, p. 55-56. NEULIEP: Intercultural communication, p. 60.

The values at the level of national cultures are based on quantitative surveys in more than 65 countries. Schwartz and Hofstede describe similar cultural dimension, but Schwartz's model has the disadvantage of being complex and complicated and therefore less useful.

2.3.3 Hall

Hall compares cultures by means of their communication system: he distinguishes low-context cultures on the one hand, and high-context cultures on the other.⁷⁴ In low-context cultures the message is literal: the verbal communication is explicit and direct.⁷⁵ In other words: the message in itself is very precise. High-context cultures rather use implicit communication by relying on contextual elements, e.g. the information internalized by the people involved in the conversation. This way of communicating is highly efficient for the users, but is almost inaccessible for people of low-context cultures.

A second cultural distinction made by Hall is based on time-orientation. In his study of time he considers time concepts as an expression of culture.⁷⁶ In his opinion, time and time frames have an enormous impact on behaviour and on language. Hall has identified several relevant dimensions of time: closure, orientation toward past, present or future, linear versus circular time, monochronic versus polychronic time and cause and effect. The main categorisation is the opposition of monochronic versus polychronic time orientation: in monochronic cultures people do one thing at the time and proceed in a structured way, for instance by using schedules and segmentation of time.⁷⁷ Polychronic people execute several activities at the same time and do not make use of strict schedules.

2.3.4 Criticism against the cultural models

Many cultural models have been heavily criticised, because the researchers try "to quantify over basically unquantifiable parameters [...] and the major research instruments are questionnaires, "notes and queries", which are themselves susceptible to cross-cultural misinterpretation".⁷⁸ A second critical remark points out that these studies simplify the complex reality and that they do not take into account that the concepts countries, nations and cultures do not coincide. Hofstede is aware of this flaw in his model, but he defends his study by stating that it is almost impossible to

⁷⁴ DE MOOIJ: Global marketing and advertising, p. 56. NEULIEP: Intercultural communication, p. 58-61. CHANEY: Intercultural business communication, p. 95.

⁷⁵ USUNIER: Marketing across cultures, p. 416-417.

⁷⁶ DE MOOIJ: Global marketing and advertising, p. 57.

⁷⁷ DE MOOIJ: Global marketing and advertising, p. 58. NEULIEP: Intercultural communication, p. 159. USUNIER: Marketing across cultures, p. 29.

⁷⁸ BLOMMAERT, J., VERSCHUEREN, J.: Intercultural and international communication: Introduction, In: The pragmatics of intercultural and international communication, Amsterdam, Benjamins, 1991, p. 3.

collect data of “organic homogeneous societies”.⁷⁹ Hofstede is open to comments and necessary complements to his theory: in 1991 he added the dimension long-term orientation in his model. It should be noted that the LTO dimension, an Asian dimension, is a counterbalance to other more western-oriented dimensions. On his website Hofstede even refers to a possible sixth dimension, Indulgence versus Restraint.⁸⁰

The fact that oversimplification or generalisation is inherent to models, can be illustrated by means of Maslow’s hierarchy of needs. Maslow presented his hierarchy as being a universal model. He categorised human needs and attributed a degree of importance to the classification.



Figure 5: Maslow’s hierarchy of needs⁸¹

Maslow’s theory has been heavily criticised. The physiological needs are universal, whereas the importance of the nonphysiological needs is culture-bound.⁸² The need ‘self-actualization’, for example, is characteristic of individualistic cultures. The safety needs, on the other hand, will be more important in uncertainty avoiding cultures. The model clearly reflects the American hierarchy of needs.⁸³ In conclusion: Maslow’s hierarchy is by no means universal.

Critics draw attention to the fact that cultures are dynamic: in their opinion, cultures are continuously changing.⁸⁴ As a result of the fixed classifications, the models seem to imply that cultures are static. However, Hofstede discusses the origins of the cultural dimensions as well as the future of the current cultural differences. He assumes that there will be shifts, but no real convergences. He foresees three trends: feminisation, a trend towards lower levels of power

⁷⁹ HOFSTEDE: Cultures and organizations, p. 12.

⁸⁰ GEERT HOFSTEDE: Dimensions of national cultures, <http://www.geerthofstede.nl/culture/dimensions-of-national-cultures.aspx>, Web, July 19 2010.

⁸¹ http://www.abraham-maslow.com/maslow_images/Maslow_Needs_Hierarchy.jpg, Web, July 19 2010.

⁸² DE MOOIJ: Global marketing and advertising, p. 114.

⁸³ USUNIER: Marketing across cultures, p. 67.

⁸⁴ NEULIEP: Intercultural communication, p. 45.

distance and with regard to individualism he observes that wealth stimulates a shift towards individualism.

A final critical remark raises the issue of cultures often displaying opposite values.⁸⁵ With reference to these seemingly paradoxical values Hofstede and De Mooij refer to the concepts of 'the desirable' and 'the desired'.⁸⁶ The majority of values and norms reflects the cultural dimensions of a society. In individualistic countries the urge to be independent seems to be perfectly normal. Nevertheless, team spirit turns out to be an important value as well. Essentially, independency and team spirit are opposite values. The concept of the desirable is "how people think the world ought to be",⁸⁷ whereas the desired refers to "what the people want for themselves".⁸⁸ The desirable is absolute and reflects the general norms within a society. The desired is what the majority of people really want. The desired and the desirable do not always correspond and may sometimes be completely opposite.

2.3.5 Conclusion: Belgian and German values

It is necessary to have an overview of the main differences between the cultural dimensions of Belgium and Germany before submitting concrete suggestions on how to approach players on the German market. The classifications of Hall do not point to differences between the Belgian and German culture: both Germany and Belgium are low-context cultures with a monochronic time orientation.⁸⁹ The Hofstede model is more useful to make distinctions. The diagram below compares the scores of Belgium and Germany based on the Hofstede model.

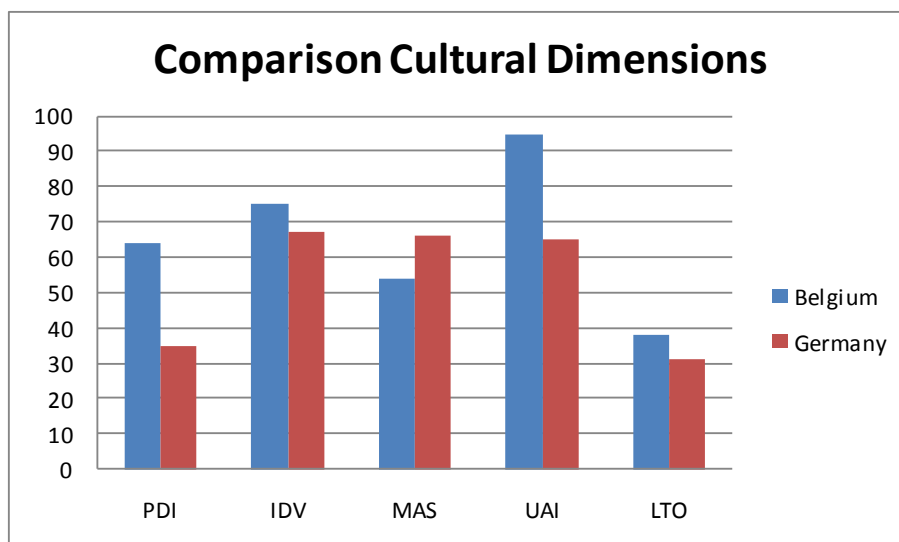


Figure 6: Comparison cultural dimensions: Belgium-Germany

⁸⁵ DE MOOIJ: Global marketing and advertising, p. 114. NEULIEP: Intercultural communication, p. 45.

⁸⁶ DE MOOIJ: Global marketing and advertising, p. 164. HOFSTEDÉ: Cultures and organizations, p. 9.

⁸⁷ HOFSTEDÉ: Cultures and organizations, p. 9.

⁸⁸ DE MOOIJ: Global marketing and advertising, p. 164.

⁸⁹ DE MOOIJ: Global marketing and advertising, p. 56.

The scores concerning individuality, masculinity and long-term orientation are very similar: there are no remarkable discrepancies. There are nonetheless two noteworthy trends that visibly stand out: the scores with reference to the power distance index and the uncertainty avoidance index. The PDI score of Belgium is very high, whereas Germany scores relatively low. What strikes most, is the Belgian uncertainty avoidance score: Flanders as well as Wallonia are in the top ten of uncertainty avoiding countries. The score of Germany is also relatively high, but in comparison to Belgium it is distinctively lower. Based on the Hofstede model, it is possible to derive a general cultural profile of Belgium and Germany.

Belgium

Since the scores of Flanders and Wallonia are almost identical, I will only discuss Belgium in general. Both the Flemish and the Walloon scores display more similarities with France than with the Netherlands. In regard with this seemingly strange dissonance between two neighbouring countries with the same language (Dutch), Hofstede observes that sharing a language does not entail having the same cultural values.⁹⁰

The high degree of uncertainty avoidance typifies the Belgian culture. Important values in Belgium are: thrift, health, safety and security.⁹¹ Uncertainty avoidance manifests itself in the strong desire to make informed decisions: Belgians prefer collecting all necessary information before taking action.⁹² The uncertainty avoidance even affects the consumption pattern: Belgians like to buy new cars rather than second-hand cars and prefer the consumption of mineral water to tap water.⁹³ The Belgian tap water is of good quality, but the Belgians hold to their habit of drinking mineral water. The underlying reason of this preference is actually the desire for purity, which is distinct in relation with certain product categories, including drinking water and washing powder. A final example that clearly reveals the influence of uncertainty avoidance is the Belgian attachment to the security of having an own house: the Belgian dream is to build and own a house.⁹⁴

The combination of uncertainty avoidance and a high power distance score results in the lack of belief in civic action. Belgians rely on the authorities to deal with injustice and to change alarming trends in society.⁹⁵ Nonetheless, imposing laws does not mean that these rules are necessarily

⁹⁰ HOFSTEDE: Cultures and organizations, p. 214.

⁹¹ Reference to the list of Belgian values by Vyncke in: DE MOOIJ: Global marketing and advertising, p. 84.

⁹² DE MOOIJ: Global marketing and advertising, p. 148.

⁹³ DE MOOIJ: Global marketing and advertising, p. 25, p. 68.

⁹⁴ DE MOOIJ: Global marketing and advertising, p. 83-84.

⁹⁵ DE MOOIJ: Global marketing and advertising, p. 122-123.

logical or that they are respected by the population.⁹⁶ Hofstede points out that the people in Great Britain, a country with low uncertainty avoidance, give more evidence of respecting rules than people of uncertainty avoiding countries. Combining uncertainty avoidance and power distance creates the need of rules and the want for a strong hierarchical structure. The ideal organizational form coincides with the French model of a bureaucracy with a pyramid structure.⁹⁷

The masculinity and individuality scores of Belgium do not really stand out. The link between power distance and masculinity is established in the manifestation of the status needs: power distance leads to the association of status with power, the high level of masculinity results in a focus on prestige and success.⁹⁸ Typical individualistic values in the Belgian society are self-esteem and self-interest. Contrary to other individualistic countries, communication in Belgium is both explicit and implicit.⁹⁹ The unusual combining of explicit and implicit elements generally leads to an elaborate communication style.

Germany

The national values of Germany reflect the low degree of uncertainty avoidance and the high masculinity score: pragmatism, pleasure and success.¹⁰⁰ The combination of a high degree of masculinity with the average level of power distance results in a hierarchical society attaching great importance to success. A first example is the fact that Germans feel strongly about failure: failing in school is practically considered to be a catastrophe.¹⁰¹ A second illustration of the need of success is the strong preference for formality: the use of honorifics and courtesy titles (Doctor, Professor, and Doctor of Philosophy) is an indispensable sign of basic courtesy in Germany.¹⁰² Titles are always mentioned when introducing people, particularly if they indicate a higher education or a professional position.¹⁰³ The strict separation of business and pleasure underlines this tendency to formalism. Germans do not, for instance, mix business with friendship.¹⁰⁴ The high masculinity score is reflected in a patriarchal family structure and the comparatively low number of women in executive and managerial positions.¹⁰⁵

⁹⁶ HOFSTEDE: Cultures and organizations, p. 121.

⁹⁷ HOFSTEDE: Cultures and organizations, p. 50-153.

⁹⁸ DE MOOIJ: Global marketing and advertising, p. 184.

⁹⁹ DE MOOIJ: Global marketing and advertising, p. 138.

¹⁰⁰ DE MOOIJ: Global marketing and advertising, p. 95.

¹⁰¹ HOFSTEDE: Cultures and organizations, p. 91.

¹⁰² USUNIER: Marketing across cultures, p. 595. CHANEY: Intercultural business communication, p. 224.

NEULIEP: Intercultural communication, p. 266.

¹⁰³ CHANEY: Intercultural business communication, p. 162.

¹⁰⁴ USUNIER: Marketing across cultures, p. 595.

¹⁰⁵ CHANEY: Intercultural business communication, p. 40, p. 67.

As a consequence of being a monochronic society, punctuality is very important.¹⁰⁶ Punctuality and accuracy also characterize the German communication style: Germans prefer explicit and direct verbal messages, or an exacting style with emphasis on the use of correct and precise data.¹⁰⁷ Structure and rules are a major part of everyday life. Germany even has *Notstandsgesetze*, laws that come into force in case of emergency, when all other laws would fall out.¹⁰⁸ However, it is important to keep in mind that the laws and rules are adopted democratically, reflecting the low power distance. Afterwards, the rules and laws are smoothly accepted. The respect for imposed norms is almost mechanical.¹⁰⁹ One of the value paradoxes in the German society is the opposition between freedom and order. This characteristic paradox reflects the uncertainty avoidance: freedom can lead to chaos, so, in this case, the reverse of freedom is order. Another paradox related to uncertainty avoidance is the tradition-innovation paradox.¹¹⁰ Cultures with a high level of uncertainty avoidance prefer tradition, but new products and innovations are very tempting at the same time. Advertising plays in to this paradox by positioning products as 'new' and using novelty as a marketing strategy.

The ideal organization as a well-oiled machine reflects the combination of an average uncertainty avoidance and low power distance.¹¹¹ However, this well-oiled machine may reflect the German formalism, but it is not centralized. The ideal organization profile is consequently the professional bureaucracy. Under the influence of the high level masculinity, German companies strongly emphasize financial targets.¹¹² Moreover, Germans attach great importance to the skills and the professional qualifications of the employees. Quality in general is one of the core values of Germany.

By comparison with Belgium the power distance score of Germany is very low, this is not only obvious in business life, but also in everyday life. An indication of the low PDI is the German belief in the possibility of taking social action to fight injustice in society.¹¹³ Unlike the Belgians, Germans do not only rely on the government in such cases.

2.4 Intercultural marketing communication

At the beginning of the 21st century Marshall McLuhan was the first to coin the phrase "a global village".¹¹⁴ McLuhan's visionary concept has come true, globalisation is considered to be a fact. In

¹⁰⁶ USUNIER: Marketing across cultures, p. 595. CHANEY: Intercultural business communication, p. 225.

¹⁰⁷ DE MOOIJ: Global marketing and advertising, p. 137-138. NEULIEP: Intercultural communication, p. 261. NEULIEP: Intercultural communication, p. 398.

¹⁰⁸ HOFSTEDE: Cultures and organizations, p. 126.

¹⁰⁹ USUNIER: Marketing across cultures, p. 84.

¹¹⁰ DE MOOIJ: Global marketing and advertising, p. 168.

¹¹¹ HOFSTEDE: Cultures and organizations, p. 150-153.

¹¹² HOFSTEDE: Cultures and organizations, p. 150.

¹¹³ DE MOOIJ: Global marketing and advertising, p. 122-123.

¹¹⁴ NEULIEP: Intercultural communication, p. 2. DE MOOIJ: Global marketing and advertising, p. 23.

the context of business the concept globalization refers to the phenomenon of companies being active on an international market. International companies seem to consider the whole of all civilized countries as a global market, whereas the consumers remain local.¹¹⁵ The crucial question is how to deal with such an immense market. Basically, there are two marketing strategies: global strategies versus local strategies.¹¹⁶

2.4.1 Global strategy

Global marketing strategies assume that the global market is a uniform market with universal needs. The basic hypothesis of this strategy is that all human beings have the same or at least similar needs. It assumes that consumer needs can be satisfied with standardized products.¹¹⁷ Global companies suppose thus that the consumers only take the utilitarian dimension of products into account.¹¹⁸ The marketers may be aware of the fact that there are intercultural differences, but they believe that local consumer markets can be accommodated to the wishes of the producers. This view is reinforced by the success of global brands such as Coca Cola and McDonald's.¹¹⁹ It should be noticed that advertisement is not the only marketing instrument that leads to success: Coca Cola, for example, has made excellent use of the channels of distribution.¹²⁰

Hofstede notes that "[m]arketing and advertising are basically about consumers, not about producers".¹²¹ Nevertheless, the global marketing strategy focuses on the producers' convenience and forgets about the consumers. The production of standardized products and global advertising campaigns are profitable for the producers, because this approach saves costs.¹²² Mass production of identical or homogeneous products leads to economies of scales. Therefore, the prices can be lowered.¹²³ The simplification of logistics, production and marketing serve the company interests. This marketing strategy only takes economic aspects of the purchasing behaviour into account. Through their price policy, for instance, the companies try to attract more clients. Though this type of policy is successful all over the world, the utilitarian strategy forgets about local differences.¹²⁴

¹¹⁵ CHANEY: Intercultural business communication, p. 4. USUNIER: Marketing across cultures, p. 136.

¹¹⁶ DE MOOIJ: Global marketing and advertising, p. 13.

¹¹⁷ DE MOOIJ: Global marketing and advertising, p. 13.

¹¹⁸ USUNIER: Marketing across cultures, p. 138.

¹¹⁹ DE MOOIJ: Global marketing and advertising, p. 3.

¹²⁰ DE MOOIJ: Global marketing and advertising, p. 27.

¹²¹ Foreword of HOFSTEDE, G. in: DE MOOIJ: Global marketing and advertising, p. xi.

¹²² KOTLER, P., KELLER, K.L., Marketing Management. De essentie, Translation by H. Robben en M. Geuens. Amsterdam: Pearson, 2007, p. 157.

¹²³ DE MOOIJ: Global marketing and advertising, p. 20.

¹²⁴ USUNIER: Marketing across cultures, p. 139-140.

The high brand recognition and successful sales figures of global brands are very tempting. A definition of a global brand is: a brand "that is available in most countries in the world and shares the same strategic principles, positioning and marketing in every market throughout the world, although the marketing mix can vary. It has a substantial market share in all countries and comparable brand loyalty (brand franchise). It carries the same brand name or logo."¹²⁵ However, reality shows that even global brands make use of a local approach. McDonald's adapts its product offer to local taste and offers e.g. the McKroket in the Netherlands and the Kiwi Burger in New Zealand.¹²⁶ The multinational company Unilever has even decided to use different brand names and logos in different countries.¹²⁷

2.4.2 Local strategy

Local marketing targets on national markets or divides a national market into smaller regional markets. The advantage of this approach is the fact that the marketing strategy is tailored to the needs and values of the customers. More and more companies are active on an international level, but the wide majority of consumers is still part of local markets.¹²⁸ Setting up a global marketing strategy is very difficult anyway: it is hard to avoid mistakes due to ethnocentrism. Companies may use the motto 'Think global, act local', but behaviour and the way of thinking are moulded by culture.¹²⁹ Despite globalization, every culture has its own practices and values. Next to the cultural considerations, companies should pay attention to the economic, legal, political and social particularities of the local markets.¹³⁰

Cultural differences can be illustrated by the way people experience humour. Though advertisement often makes use of humour, it involves some risks. Humour can take advertising to a higher level, but it has to be appropriate for the target audience. But it needs to be adjusted to the target group. If it is not, either the advertisement will not be understood or it could be interpreted as offensive.¹³¹ Humour is an outstanding example of a cultural expression, because it plays with cultural values and conventions. For this reason, people are hardly capable to understand humour of other cultures. Different countries also use other types of humour: Germans prefer slapstick and irony, Belgian

¹²⁵ DE MOOIJ: Global marketing and advertising, p. 14.

¹²⁶ DE MOOIJ: Global marketing and advertising, p. 14.

¹²⁷ DE MOOIJ: Global marketing and advertising, p. 16.

¹²⁸ USUNIER: Marketing across cultures, p. 137. DE MOOIJ: Global marketing and advertising, p. 4-5.

¹²⁹ DE MOOIJ: Global marketing and advertising, p. 3.

¹³⁰ USUNIER: Marketing across cultures, p. 179.

¹³¹ DE MOOIJ: Global marketing and advertising, p. 185-187.

humour tends to be straightforward.¹³² Local advertising campaigns can effectively anticipate local values and behaviour, while avoiding local sensitivities.

An accommodated marketing strategy will create a stronger brand value and will improve the customers' perception of the brand. First of all, marketers should reckon with the customers: successful brands appeal to their customers by enabling identification with the brand.¹³³ Ultimately, it is the combination of consumers buying the product and customer loyalty that makes a brand successful. Communication is a crucial part of the marketing process: "Consumers buy meanings and marketers communicate meanings through products and advertisements".¹³⁴ As a consequence, the ability to communicate the proper meanings and values is of vital importance in the marketing strategy. People may buy a product for several reasons, but the popularity of global brands does not mean that people are buying them for the same reason.¹³⁵ Therefore, companies should examine the buying motives of the target audiences in different cultures. Global enterprises will benefit from having insight in the local markets, provided that they integrate the findings in their strategy.

Next to cross-cultural differences, it is necessary to bear in mind that there may be intracultural differences as well.¹³⁶ In the majority of countries, there are distinctive regional differences, e.g. in Switzerland and Belgium. Even in countries with only one national language there is internal diversity.¹³⁷ National cultures consist of many subcultures and in addition, there is the individual personality. A final advantage of local marketing strategies is the fact that they are able to focus on some of the smaller segments.

2.4.3 Conclusion

The global and the local marketing approach are clearly distinct, but in reality the two strategies tend to overlap. In the end, it appears that there are very few uniform global marketing strategies. Global brands have to take cultural differences into account. Marketers have to consider that - despite globalisation - consumer behaviour is culture-bound. De Mooij points out that "to consumers the local is more meaningful than the global".¹³⁸ On a worldwide scale there are no real global communities and the existing cultural differences do not disappear.¹³⁹ Even the global brands like

¹³² DE MOOIJ: Global marketing and advertising, p. 186.

¹³³ DE MOOIJ: Global marketing and advertising, p. 16.

¹³⁴ USUNIER: Marketing across cultures, p. 120.

¹³⁵ USUNIER: Marketing across cultures, p. 148.

¹³⁶ CHANEY: Intercultural business communication, p. 4.

¹³⁷ USUNIER: Marketing across cultures, p. 273.

¹³⁸ DE MOOIJ: Global marketing and advertising, p. 3.

¹³⁹ DE MOOIJ: Global marketing and advertising, p. 21.

Coca Cola and McDonald's have to adapt their 'global' strategies to local cultures.¹⁴⁰ In some cases, special products are added to the portfolio, inspired by the local culture. The incorporation of cultural elements is an opportunity: it creates added value towards the consumers and helps to differentiate with regard to competitors.¹⁴¹ This strategy will appeal to the local audiences and will be more effective to persuade them to buy the product or service.

¹⁴⁰ USUNIER: Marketing across cultures, p. 263.

¹⁴¹ USUNIER: Marketing across cultures, p. 163.

3. Internship at Hudson Belgium - Talent Management Europe

3.1 Introduction

In this chapter I will discuss the main project of my internship: direct market research on the German market. The main purpose of this market research was to provide market information and data to support European Talent Management practice leadership team in their business decision to enter the German market by identifying suitable business partners. Germany is an attractive market for an international company like Hudson: it has one of the strongest economies in Europe and Hudson has many international clients that are active on the German market. In order to provide a better service to the current international clients and to consolidate the position in Europe, the European Talent Management team has decided to conduct an explorative study. The objective of the project was to provide an overview of German HR-companies and to select potential business partners.

3.2 Market research in the German market

3.2.1 Briefing

On April 13th Natalya Berdikyan, my supervisor, gave me a general briefing about the project. During my internship I would have to conduct a competitive analysis of the German market, which would supply the necessary background information providing a general overview of the German HR market. Secondly, I would have to explore possible alliances in regard to entering the German market. Secondary tasks included drawing up a list of business schools and an overview of the most important employment websites.

The first stage of the process was getting to know Hudson Belgium as a company. In the next step I had to get acquainted with the concept talent management and with the services linked to talent management. This enabled me to recognize the key practices related to talent management, which was necessary to identify the right types of HR-companies in Germany. The next stage was conducting market research: I had to identify all possible German HR-companies displaying a match with the service portfolio of Hudson. The final phase of the project consisted of providing the top list of key potential companies.

3.2.2 Market research

Getting to know Hudson

The first part of the internship consisted of getting to know Hudson Belgium. In order to do that, I first read all available company brochures and went through the public website of Hudson, the intranet of Hudson and the intranet of Talent Management Europe. By doing this I gained a basic

overview of the service portfolio of Hudson and got to know the key features of the company. The brochures illustrated the brand positioning by highlighting the competitive advantages. Hudson mainly underlines the added value of its solutions: a professional and objective approach, experienced consultants, the international network, efficiency, customer-orientation, and innovation. During this process I have noticed that having an extensive service portfolio enables Hudson to counsel its clients throughout the entire HR process.

Drawing up the list of German HR companies

After this first introduction to the HR services and the concept Talent Management, I started drawing up the list of interesting HR companies. I carried out the market research by means of the Internet and magazines. My supervisor gave me a brochure of the HR exhibition 'Zukunft Personal' that she visited in September 2009. I used this brochure as a point of departure: the brochure provided an overview of all attending HR companies and the sponsors. The list of sponsors of the event included HR magazines such as HRM.de, Haufe Media Group and Personalwirtschaft. Via their websites I obtained the first convenient overviews of the HR market. The two most interesting websites turned out to be the websites of Haufe and Personalwirtschaft. Haufe provided a ranking of the 50 most important employment websites in Germany and several basic market overviews of companies providing the next services: talent management, employer branding and management consulting. These surveys supplied general information on the HR companies including contact addresses, service portfolio, reference clients and unique selling proposition. The website of Personalwirtschaft provided similar overviews, but by comparison with Haufe, the information was less extensive. The surveys, for instance, mentioned the service portfolio and contact data, but did not provide information on clients.

Based on the brochure of the HR exhibition and the overviews of the HR magazines I was able to make a first provisional list of the most important companies in Germany. I went through every survey and took a look at all the company websites. This enabled me to make a selection of the interesting companies on the basis of two criteria: service portfolio and the profile of candidates. Since Hudson focuses on middle management, it would be illogical to include companies without any experience in management profiles. In this first overview I included the major global competitors of Hudson with offices in Germany and the large employment agencies. The large employment agencies such as Manpower, Adecco and Accent do not qualify as potential partners and are not considered to be direct competitors of Hudson. The reason to include those companies was the fact that they simply complete the general overview of the German market.

In the first phase of the market research I already made phone calls to a few companies to explore their reactions. It was essential not to mention the internship or the company name Hudson, because the companies would otherwise refuse to give me any information. Therefore, I presented myself as a student doing market research in the context of my thesis. The phone calls made clear that it was better to limit the number of questions, to avoid 'suspicious' questions about turnover and not to ask for information that is available on the website.

After drawing up the general overview of German HR companies, I tried to complete the list by tracking down as much HR companies as possible. I did research by means of the search engine Google and the professional network site Xing. The internet research required me to make use of the right key words in Google. Through this research I managed to find the majority of companies. Via the network Xing it was possible to take the size of the companies into account: companies of more than 100 employees could be left out, since they did not qualify as a potential partner. I decided to focus on drawing up the list first, instead of trying to combine it with the phone conversations. This way of working allowed me to make quick progress and to present results within a short time frame. In consultation with my supervisor it was decided to keep the list limited to about 230 companies, because otherwise the amount of information would not be manageable anymore. The final list eventually contained 284 HR companies.

The overview of the companies with the additional data was integrated in an excel file. For this purpose, the market research of the Belgian market in 2008 served as a model for the lay-out and classifications. The information on the companies was divided as follows:

- name
- number of employees
- turnover
- foundations
- services
- experience
- branches
- functions

In some cases I was not able to obtain all information. Primarily with reference to the branches of the clients and the functions, it was difficult to find the necessary information. Besides, it was impossible to collect the figures of the annual turnover, because only companies quoted on the stock exchange have to publish this information.

Identifying key potential companies

On May 25th I had to present the first results of the research to the European Talent Management team. It was not the intention to go over the entire list of companies into detail, but to present the

main conclusions and remarks. With reference to top locations, it was quite clear that 7 locations really stood out: Köln, Düsseldorf, München, Frankfurt, Stuttgart, Hamburg and Berlin. Secondly, the names of a few tools were mentioned quite often: BIP, CAPTain, Diamic, DISC, Insights MDI, OPQ and Wave. This was a first indication of the popularity of certain psychometric tools in Germany. Consequently, this information points out which companies might be future competitors of Hudson. In the third place I made some general observations: all major HR companies and consultancy companies in general are active in Germany. Moreover, it was quite obvious that Adecco is trying to expand its position on the market by acquiring major German players. Finally, I discovered the existence of the Lünendonk lists. The Lünendonk lists can be compared with the Belgian Top Trends list. These lists and the studies attached to the lists provide important market information about the leading companies on the German market for consulting, software and IT services. The Lünendonk lists could be an interesting tool for the competitive analysis of the German HR market in the future.

The next step of the research was discussed during the first meeting. Marc and Natalya decided that the preliminary list had to be filtered on the basis of three top locations or regions: Köln/Düsseldorf, Frankfurt and München. The second criterion was size: the next selection had to contain companies of at least 8 employees up to a maximum of 40 employees. The third and crucial criterion was having experience with assessment centres: since this is one of the core practices of Hudson, a prospective partner should at least have some experience in doing assessment centres. In preparation for the second meeting I filtered the list of companies according to the preset criteria. I submitted this list during the second meeting on June 1st.

In the next phase I made a new excel file only containing the companies doing assessment centres. One-man companies were eliminated, the executive search companies did not have to be left out, however, they were put apart. The data of the selection of companies had to include at least the number of employees, the national headquarters, the year of foundation and the tools. From this point onwards I started calling the selection of about 70 companies. Originally, I had the intention to include questions about the focus of the recruitment services (a.o. the branches and functions) and about their view on the competition. Based on my first experiences, I dropped this type of questions and only asked questions about the service portfolio, tools and number of employees. By focusing on the key information the phone calls I kept relatively short, which was appreciated by the contacts and lead to quicker results. The process of calling companies went smoothly, though they kept vague about the tools. The information about the tools is of vital importance for the competitive analysis, but it is of course delicate information. So, it was not always an option to continue to ask the same questions. Depending on the reactions of the contact I tried to get as much information as

possible by asking indirect questions. I finalised the market overview in excel by means of the information that I retrieved through the phone conversations.

On June 24 I presented the final overview of 30 interesting companies. Since this overview was quite extensive, I decided to highlight 8 top candidates. This enabled me to present those 8 companies in great detail, drawing attention to particulars about the companies, and to go into questions concerning their service portfolio, clients and partnerships. The Talent Management Team eliminated 3 companies of the ultimate list. To dig even deeper, it was decided that the next phase of the research would consist of making press files of the 5 final companies. The purpose of these press files was to collect anything I could find: all possible articles referring to the companies, brochures, newsletters, profiles of the employees, advertisements etc. The press files lead to a clear insight into the companies and their activities. To gather as much information as possible I used several web search engines: Google, 123people.com and yasni.com. Moreover, I used the professional network sites Xing and LinkedIn. On the basis of the press files, the Talent Management Team selected the three most likely candidates for a partnership or acquisition: ZFM, Bernd Heuer and HR Horizonte.

3.2.3 Secondary tasks

Next to the overview of HR companies, I had to complete four secondary tasks:

- make a list of the most frequently used tools and the tool developing companies
- draw up a list of the most popular employment websites
- providing an overview of the German business schools and universities
- a smaller project in regard with graduate recruitment for British American Tobacco

The first three tasks complete the project of the German market research, whereas the project for BAT was not linked to the other tasks in any way.

List of tools and tool developing companies

While doing the market research I simultaneously made an overview of the tools and tool providers on the German market. First of all, the market research enabled me to identify the most important tools and providers through the references to specific tests and questionnaires. In the second place I tried to retrieve as many brochures as possible, since they provide detailed descriptions and sometimes even standard reports. The information about the tools was primarily interesting for the competitive analysis. In order to persuade potential business partners or future clients it is crucial to know which other tool providers are on the market and what kind of tools they provide exactly. On the basis of the overview of the tools, Hudson will be able to estimate the competition on the

German market and to anticipate their positioning. I made a concise survey of my findings. The brochures will be transferred to the R&D department to investigate the tools in detail.

List of most popular employment websites

My supervisor asked me to supply a list of the most popular employment websites in Germany. Hudson and other HR companies often partner up with known employment websites like Monster and Stepstone. Both the websites and the companies benefit from these partnerships: data exchange, increased visibility and sponsorship lead to mutual benefits. Therefore, it was necessary to make a selection of both top-of-mind websites and typical German employment websites. The list only had to contain the all-round websites, since it is not profitable to partner with websites, for instance, focusing on specific niches. Through the overviews of Haufe and Personalwirtschaft I already got hold of an extensive list of the top 50 employment websites, including data from Alexa. By doing research via Google I was able to complete this list with other interesting websites.

Overview of German business schools and universities

The final task linked to the market research was drawing up the list of business schools and universities offering MBA programs. Hudson enters into partnerships with business schools for several reasons: the students are potential candidates for vacancies and it is a unique form of advertisement. Furthermore, partnering up with business schools stimulates innovativeness, for example sometimes the R&D department cooperates with business schools. The survey of the business schools had to contain the contact data and more specific information concerning the MBA programs. Additionally, I supplemented the general data with more specific information, such as date of foundation, partnerships with universities, cooperation with companies and other remarks. By means of Google, Wikipedia and www.find-mba.com I managed to draw up a list of 91 business schools and universities.

Project graduate recruitment BAT

In the context of graduate recruitment for BAT, my supervisor asked me to investigate the possibility of giving a company presentation at a number of business schools in Europe received an excel file with contact data of a selection of business schools all over Europe. My task was to fill the file out with the required information. Basically, I had to inquire about four relevant aspects: the opportunity to give a company presentation, the possibility of obtaining lists of students enrolled in relevant master programs, the existence of a graduate database and the best-known employment websites. Next to that, I completed the list of the French and the Belgian business schools. Since I received this task at the end of June, i.e. the end of the academic year, it was quite difficult to reach the contacts. In some cases, the administrative department was already closed because of the start

of the summer holiday. By means of the phone calls and emails I managed to obtain the necessary information, but I collected the greater majority of the information by telephone. Only in four cases it was impossible to reach the right person.

3.3 Link with theoretical framework and evaluation internship

Within the project of entering the German market, market research constitutes the exploratory work. On the basis of the market research it is not possible to verify every conclusion from the Hofstede model. However, through my frequent contacts with German companies I was confronted some of the general tendencies. It was striking that there were a great many HR companies – in most cases one-man companies – using the title 'Dr.' in the company name. This practice reflects the average power distance in combination with high masculinity. This reference to 'Doktor' should inspire confidence in the company by establishing a direct link to its professionalism. Many consultants even use this type of title in their Xing-profile: instead of using their first and last name, some add 'Dr.' in front. In the USP the companies tend to emphasize the fact that they deliver quality and are specialised in what they do. The high uncertainty avoidance is reflected in the references to DIN norms (Deutsches Institut für Normierung; the German Institute for Standardization). In Germany it is not sufficient to state that the psychometric tools are of high quality, the qualitative high standards have to be established by means of the DIN norms.

The company Hudson is already an international company with offices all over the world. As a consequence, the company is aware of the importance of cultural differences: in every country Hudson has an adapted corporate website. This awareness is a first condition to set up successful relations. Based on my own experiences in combination with the profile of German values, I am able to give a number of practical tips concerning how to deal with players on the German market.¹⁴²

- The German preference for formality should not be underrated. It is important to use honorifics and courtesy titles. During negotiations it is necessary to act professionally: convincing them is only possible by using facts and strong arguments.
- The decision making process may be quite slow. Germans want to be well-informed before taking a decision and, above all, the decision will have to be approved by a number of people.
- Germans love high-quality products, the DIN standards reflect this attitude. For foreign products it is important to conform to these DIN standards in order to be accepted by the German business partners.

¹⁴² The tips are also based on: USUNIER: Marketing across cultures, p. 595-596. CHANEY: Intercultural business communication, p. 252-253.

- Being punctual is a necessity in Germany: Germans are punctual and accurate people. They respect agendas and schedules and expect the same from their business partners. Oral appointments or agreements are observed in the same way as written agreements.
- The communication style of Germans is direct and explicit. At first, this may appear as arrogant or inconsiderate, but directness is part of their communication style. Germans are to the point and goal-oriented during business negotiations. They do not like any kind of distraction under such circumstances. Trying to use humour during business negotiations might not be appreciated.

The exploratory analysis of the German market was an extensive and challenging project. The internship obliged me to work on own initiative: I had to work independently and had to plan the different stages of the project myself. Secondly, the internship allowed me to practice my languages: all communication with my supervisor was in English and the communication with the German companies was in German. Through the project I gained a unique insight in the professional interests of setting up a partnership, for instance the criteria of selecting the right business partner. The main task of the internship was digesting a lot of new information, incorporating it and finally presenting it in a concise and structured way. The directions as well as the practical tips of my supervisor and the Talent Management Team have guided me through the entire process. My supervisor was a great coach: every Friday we had a one-to-one meeting to evaluate the past week. This way of working allowed my supervisor to give frequent feedback and for me it was the ideal occasion to ask questions or guidance if necessary. Besides the weekly meetings with my supervisor, there were the meetings with the European Talent Management Team. During these meetings I first presented the results of the research, and Marc Timmerman, the head of Talent Management Europe, determined what the next step should be. I liked the efficiency of this approach, because I got feedback on a regular basis, furthermore, the meetings set out new targets for me.

4. Evaluation MTB program

In this final chapter I will discuss what I have learned both on a professional and on personal level.

The MTB program has broadened my horizon. As a graduate of linguistics and literature I already obtained a master degree, but I wanted a more practically-oriented certificate before entering the job market. The MTB program offered an introduction to a wide range of fields, including economics, marketing, accountancy, law and market research. The theoretical courses provided a general introduction to themes that were previously outside my range. As a result, MTB has complemented my basic knowledge. In the second place the language and communication courses have completed my knowledge of languages. The program of English and German linguistics and literature mainly focused on using languages within the context of linguistics and literature, MTB on the other hand tried to teach skills that could be applied in the context of business communication.

The major advantage of the Multilingual Business Communication program is the contact with the professional world. We got the chance to get in touch with real communication experts. The many guest lecturers taught us about their field of expertise and presented real case studies. Afterwards, there was the opportunity to ask questions, both about the guest lecture and about specific cases. Thanks to the guest lectures we gained inspiration for our own projects. Next to the guest lectures, we got a look behind the scenes through the company visits.

The courses corporate communication in practice, communication and organizational behaviour, communication techniques and corporate communication in English focused on practice-based projects. The benefit of this kind of projects is the fact that we were confronted with a real-life case. As a part of the marketing communication plan we even had to look for a problematical product of service ourselves, which involved receiving permission of the company to use that product or service as case study. During the projects we experienced practical problems rather than theoretical issues. We were obliged to tackle the projects in a pragmatic way, taking concrete practicalities into account. With reference to the marketing communication plan, it was necessary to take financial decisions on the choice of publicity campaign. In the context of the course business communication in English we had to invent an entirely new social network site, write a press release, prepare a press conference, and write a business plan. The theoretical explanation provided us with the necessary basis, but we learned most while working on the assignments. These two projects exemplify how MTB converts theory into practice.

MTB has been an ideal training to deal with stress. MTB has taught me to plan my tasks and to work more efficiently. Because of the combination of the many group projects, the schedule of courses

and additional tasks related to different courses, the MTB program is quite stressful. Deadlines had to be respected and made planning an essential part of the MTB. It was necessary to learn to spread the tasks and to distinguish the essence from the details.

Last but not least, the internship at Hudson has been a great experience. I have learned a lot about HR and the HR sector. Thanks to my internship I got insight in different HR processes: I got the chance to be present at different stages of a development centre. Besides, I had the opportunity to do some tests developed by Hudson. The outcome of these tests did not only give insight in my own strengths and weaknesses, but I also gained a better understanding of what Hudson does and how they deal with candidates. Thanks to the internship I have learned a lot about myself and the way I handle new situations. I have discovered that I have a great sense of responsibility. My structured approach has proven to be highly efficient, as a result of which I was able to present my results, respecting all deadlines. The presentations obliged me to distinguish the major information and to come to the point quickly.

An internship is a first introduction to the working life. I had to adapt to the daily routine, but the advantage of my internship was the fact that there was only one major project. I could plan my own day and decided how I would tackle the project. The market research was subdivided in several smaller tasks, which enabled me to have some variety. During my internship I was capable to use German by having phone conversations. This enabled me to further improve my language skills. The market research as such has taught me to understand the structure of a market: competitive advantages, the process of selecting the right partners. It was a pleasure doing the internship in the Talent Management Team: I really felt part of the team. The colleagues have supported me in every possible way: if I had questions or if I needed help, they have always helped me out.

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Appendix
Documents and presentations

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Also included: CD with the excel overviews of the German HR companies and the BAT project

JOB DESCRIPTION

Hudson

jobs.hudson.com

- Belgisch marktleider in human capital solutions: Rekrutering & Selectie, Management Development, Competentiemanagement, Talent Assessment & Development centers, Compensation & Benefits, Organisatieontwikkeling, Functieclassificatie, ...
- Kantoren in Brussel, Antwerpen, Gent, Kortrijk, Hasselt, Luxemburg, Louvain-la-Neuve en Amsterdam.
- Deel van de internationale Hudson Highland Group genoteerd op Nasdaq.
- Hudson bekleedt de 6de plaats in de TOP 15 ranking van de Business Schools in Consulting, op basis van een onderzoek dat door Vacature werd uitgevoerd bij honderden HR professionals in samenwerking met Insites. Binnen de HR consulting bedrijven neemt Hudson de 1e plaats in.

Hudson

BIEDT EEN STAGEPLAATS TE GENT

Wat?

Een stageplaats binnen Talent Management (Europa) in kantoor Gent met als doel onderzoek te doen naar de HR markt in Duitsland.

Profiel?

- Je volgt een opleiding in één van de volgende of aanverwante richtingen: Psychologie, Human Resources, Management, Marketing, Communicatie, of Talen met interesse voor HR.
- Je stageperiode bedraagt minimaal 6 weken, precieze tijdschema kan besproken worden.
- Je spreekt & schrijft voldoende vlot Duits om via telefoongesprekken & mailverkeer onderzoek te doen naar opportuniteiten op de Duitse HR markt.
- Je kan je ook vlot uitdrukken in het Engels en Nederlands.
- Je bent een matuur, autonoom persoon met zin voor verantwoordelijkheid en initiatief.
- Je bent communicatief, leergierig en discreet.

Wat bieden we jou?

Een stage binnen Hudson is een unieke ervaring die bepalend kan zijn voor uw verdere studiekeuze of de start van uw carrière. Het is een prachtige kans om in een jong team te werken en onderzoek te verrichten binnen de boeiende sector van HR.

Interesse?

Mail vandaag nog je CV en motivatiebrief naar leen.de.bock@hudson.com !

Bijkomende inlichtingen mogelijk bij Leen De Bock: +32 9 242 53 04 of leen.de.bock@hudson.com

JOB DESCRIPTION

Job Title	Apprentice
Business Division	Talent Management Europe
Key Internal Relationships	EU TM Practice Leadership Team
Key External Relationships	German competitors/prospects, Business Schools, Associations
Scope	
<p>The scope of this role includes conducting direct market research in the German market and providing market information and data to support European Talent Management practice leadership team in their business decision of entry to the market by finding suitable business partners.</p>	
Roles and Responsibilities	Key Performance Indicators (KPI's)
<p>Market research on:</p> <ul style="list-style-type: none"> • Potential potential of German business partners <p>Market research by means of:</p> <ul style="list-style-type: none"> • Internet • Direct contacts with the market contacts by phone, email, possible visits with the supervisor • Magazines, newspapers • Market surveys, reports <p>Data collection and integration Communication Translations of supportive materials (emails, introduction letters, marketing materials etc.)</p>	<ul style="list-style-type: none"> • Number of identified potential business partners in Germany • Correctness of factual data on potential business partners • Active communication with the market's stakeholders • Visibility & satisfaction of supported information • Substance and utility of provided research and data • Generation of the market contacts • Positive feedback of the German contacts
Coaching	
<p>Direct coaching will be provided by the EU TM Practice Leadership Team members.</p> <p>Direct coaching will be provided by the Business Development Coordinator by means of:</p> <ul style="list-style-type: none"> • Necessary information on the HR Sector and the Company • Tools and strategies of market research, investigation • Introduction into corporate communication and marketing • Best practices • Tools on data gathering and management • Training on informational processing and integration 	

PROCESS INTERNSHIP

April 26 – April 30	Getting to know Hudson Belgium Start of market research: starting to draw up the list of companies First exploratory phone calls
May 3 – May 6	Drawing up the list of German companies
May 7	Day off
May 10 – May 14	Drawing up the list of German companies
May 24	Drawing up the list of German companies
May 25	First <u>meeting</u> : presentation of the general overview Next step: focus on <ul style="list-style-type: none">- Companies doing AC- Köln/Düsseldorf, Frankfurt and München- Size: 8 – 40 employees
May 27 and May 28	2 days off
May 31	Start to call German companies
June 1	Second <u>meeting</u> : Next step: make a new file of the companies doing AC Data should include <ul style="list-style-type: none">- number of employees- headquarters- year of foundation- tools Delete one-man companies Put executive search companies apart
June 2 – June 4	Calling German companies
June 7 – June 11	Calling German companies Completing data in Excel file Drawing up a list of the most popular tools and tool developing companies
June 14 – June 18	Start to draw up list of German business schools and universities
June 21 – June 23	Drawing up the list of German business schools and universities Completing the data in Excel file of German companies Preparing the presentation of the overview
June 24	Third <u>meeting</u> : Presentation overview German market Next step: making a press file of 5 selected companies <ul style="list-style-type: none">- Kempers und Partner- ZFM- Bernd Heuer- Grow-up- HR Horizonte

June 25	Start making press files Project BAT – Graduate recruitment
June 28 – July 2	Project BAT – Graduate recruitment Making press files
July 5 – July 6	Finalising the press files Drawing up list of German business schools and universities
July 7	Final <u>meeting</u> : Presentation press files
July 8 – July 9	Finalising list of German business schools and universities Drawing up list of German employment sites Printing all files

PRESENTATION MAY 15

General overview:

So far: List of 227 companies: has to be completed + needs to be filtered

All the international companies/groups are present on the German market:

Accenture, Adecco, Manpower, Mercuri Urval, Randstad, Robert Half, USG People...
Deloitte, Ernst&Young, KPMG, PricewaterhouseCoopers

- Adecco: acquired DIS AG (German professional staffing company) in 2006, acquisition of Tuja Group (temporary agency) in 2007
 - 3 Brands: Adecco (Interim), Ajilon (professional staffing-not in Germany), Lee Hecht Harrison (Outplacement)
- Manpower: founded Right Management
- Mercuri Urval: has a German subsidiary, advalueMedia, specialised in employer branding
- Randstad: acquired Vedior in 2008, Yacht-Teccon (engineering services), Gulp (employment website for IT)
- Robert Half International: subsidiary: Office Team Interim
- Towers Watson: merger of Watson Wyatt and Towers Perrin in January 2010
- USG People: take-over of the interim services of Allgeier Holding AG (IT-services)

A lot of companies that specialize in executive search

Executive Search Network:

- BPI Group (Von Rundstedt)
- International Executive Search Federation (Topos Personalberatung)
- Penrhyn Network (Lachner Aden Beyer & Company)

Some recruitment companies have a subsidiary specialised in executive search

- Amadeus FiRe: Greenwell Gleeson
- TimePartner: Molis

Eric Salmon & Partners: In response to growing demand, they will also start doing non-executive search

Many companies do Talent management, but:

- No or unclear information about what they do exactly (tests...), e.g. some only mention doing interviews
- If tests are mentioned: some buy tests, some use partners, and a few develop their own tests

Big clients such as Lufthansa, Siemens, Allianz, Pfizer...: work with several HR companies

Major German companies:

- Audi Akademie: subsidiary of Audi
- Autovision: subsidiary of Volkswagen, offers HR services (+ logistics, Customer Care...)
- Amadeus FiRe: Amadeus FiRe, Greenwell Gleeson (English company, acquired in 2001), Steuer Fachschule Dr. Endriss
- Dekra Arbeit (Dekra Akademie, Dekra Commercial Services and Engineering, Dekra Event and Logistics Services)
- Orizon: Jobs in time, RP Personal, RKM

- Piening
- TimePartner Holding: premium partnership with Molis High Professionals
- Trenkwalder (Austrian Company)
- Vivento Interim services = Joint Venture of Manpower (51%) and Deutsche Telekom (49%) (2003)
- Deutsche Telekom acquired SCS Personalberatung in 2001, and founded Vivento in 2003

Lünendonk List:

- similar to Trends Top in Belgium
- data about Turnover and number of employees

Used Tests:

- Bochumer Inventars zur berufsbezogenen Persönlichkeitsbeschreibung
- CAPTain (Jensen International)
- Diamic (online test)
- DISC Assessment
- Insights MDI (Scheelen AG)
- Leadership Architect (Lominger – Korn/Ferry International)
- MBTI
- OPQ (SHL)
- Wave (Saville Consulting)

Top locations:

- Düsseldorf
Rhine-Ruhr region, capital city of Nordrhein-Westfalen

Important companies Metro AG (retail), Vodafone, Henkel, ThyssenKrupp AG (industrial conglomerate), E.ON AG (energy and utilities), Evonik Degussa (chemical industry), Rheinmetall (automotive and defense)
- or
- Köln
4th largest city of Germany, Rhine-Ruhr region

Important companies Lufthansa, Ford Europe, Toyota, Volvo, Renault, Deutz AG (engine manufacture), Insurance companies e.g. AXA, REWE Group (retail and tourism), Galeria Kaufhof, Unity Media, TÜV Rheinland
- München
3th largest city of Germany, capital city of Bavaria, economic centre of South-Germany, very low unemployment rate, largest publishing city in Europe

Important companies Siemens AG, BMW, MAN AG, Linde (Gas), Allianz (insurance), Munich Re (re-insurance), Rohde&Schwarz (electronics), Infineon (spin-off Siemens), MTU Aero Engines, EADS (European Aeronautic Defence and Space Company), McDonalds, Microsoft, ARD (German television), Random House (publishing house), Hubert Burda Media, Deloitte
- Frankfurt:
Financial centre Headquarters of European Central Bank, German Stock Market

Important companies: Deutsche Bank, PwC, KPMG (European Headquarter), Saatchi&Saatchi, McCann Erickson (advertising), Frankfurter Allgemeine Zeitung, Law firms, Chemical and Pharmaceutical industry

- Stuttgart

6th largest city in Germany, capital city of Baden-Württemberg

Important companies: Mercedes-Benz, Porsche, Daimler AG, Bosch, Celesio (healthcare and pharmaceutical industry), Hewlett-Packard, IBM, Ernst&Young

- Hamburg

2nd largest city in Germany (seventh largest in European Union), third largest port in Europe

Important companies: Airbus, Blohm&Voss (shipbuilding and engineering), Philips, Beiersdorf AG, Muehlhan AG (marine and industry), Aurubis (copper producer), Shell, Körber AG (manufacturing), Steinway & Sons, Montblanc, Unilever, Carl Kühne AG (food), Repower (wind energy), Warner Music, Edel Music, Google Germany, Yahoo, Edeka Gruppe

- Berlin

capital of Germany, largest city

Important companies: Siemens, Deutsche Bahn, Air Berlin, Bayer Schering Pharma, Universal Music, Sony, Springer Verlag, Coca Cola Deutschland, Pfizer, Gazprom Germania, KPMG, Herlitz (Office Supplies), Solon SE (solar energy), Alba AG (recycling), Viacom (media)

OVERVIEW TOP TARGETED GERMAN COMPANIES

BAYERN

Career and more gmbh

- Location Weissenburg (130 km from München)
- Number of employees fluctuates, but less than 10
- Key practices
 - **HR consultancy**
 - **recruitment and selection:** (technical) professionals and executives
- Products and Services
 - Direct Search, Executive Search, advertisements, e-recruiting
 - Interim- und Projectmanagement
 - Workshop/Coaching
 - Personality analysis
 - Career guidance
 - Outplacement
- Branches/Functions Do Assessment centers if necessary
- Partners Construction equipment, agricultural machinery, automotive industry
- Partners StepStone, job.de, JobScout24, Ochel Consulting, Business Development Consulting, Executive Services Group
- Remarks 20 years experience
- Contact data:
 - Bortenmachergasse 20
 - 91781 Weissenburg in Bayern
 - Telefon +49 (0) 9141 / 8 77 99 0
 - Telefax +49 (0) 9141 / 8 77 99 33
 - E-mail: info@careerandmore.com
 - <http://www.careerandmore.com/>

Infinet human resources (1998)

- Baseline Your future is our business
- Location Augsburg (South of Bayern, about 80km from München)
- Number of employees 12
- Key practices **Recruitment, HR Development & Communication**
- Products and Services
 - Develop own tools
 - Direct Search, Recruitment, Executive Search
 - Personnel and organizational development
 - Assessment centers (if client asks for it)
 - Employee survey
 - Potential analysis
 - Questionnaires
 - Outplacement
 - can also do coaching and training if necessary
- Branches/Functions Informations- and Communicationstechnology, Health Care, Automotive, Finance und FMCG
- Mission/Values
 - wants to be a partner of the client, fill strategic vacancies with High Professionals,
 - Wants to be partner of High Potentials
 - Transparency, Independence, Trust, Quality, Data Protection
- Partners Network of partners and covers EMEA und America: Germany, Austria, Switzerland, UK, Ireland, Scandinavia, France, Belgium, the Netherlands, Spain, Italy, USA, Canada

- Contact data:
 Beim Glaspalast 1
 D-86153 Augsburg
 Fon: +49-(0)821/45400-0
 Fax: +49-(0)821/45400-50
 E-Mail: contact@infinet-hr.de
<http://www.infinet-hr.de/>

JBH Herget (1989)

- Location München
- Number of employees 10
- Key practices management and hr consultancy
- Products and Services
 advertisement
 Executive search
 Management audit
 Assessment center (says own tests, takes place in a hotel)
- Clients Bayerisches Rotes Kreuz, LEGO GmbH, Logitech GmbH, Marc O'Polo International GmbH, Bauer AG, Smiths Medical Deutschland
- Remarks JBH advertising agency (linked, but independent company)
- Contact data:
 JBH-Management- & Personalberatung Herget
 Landshuter Allee 8
 D - 80637 München
 Tel: +49 / (0)89 / 82 92 92 - 0
 Fax:+49 / (0)89 / 82 92 92 - 25
 e-mail: info@jbh-herget.de
<http://www.jbh-herget.de/de/personalberatung/>

PM Gesellschaft für Personalberatung und Managemententwicklung (1985)

- Baseline Wir führen Erfolgspartner zusammen
- Location Nürnberg
- Number of employees 5
- Key practices **Recruitment, Outplacement**
- Products and Services
 Develop own tools?
 - Advertisements
 - Structured interviews
 - Assessment centers
 - Outplacement
 - Career Audit
 - Potential scout (database)
- Mission/Values Experience, long term partnerships with clients
- Remarks 2 Subsidiaries: MediaConsult and swith!
- Contact data:
 Office Adress: Marthastraße 16 90482 Nürnberg
 Post Adress: Postfach 35 26 90017 Nürnberg
 Phone: 49 911 / 544 277 - 0
 Fax 49 911 / 544 277 - 77
<http://www.pm-personalberatung.de/>

VIF Personal

- Location München
- Key practices **Recruitment:** Professional and executive search

- Products and Services Develop own tools
 - Direct Search
 - Advertisements, Selection Interviews
 - Assessment centers: Personality tests, Intelligence tests, Concentration and performance tests
 - can also do coaching and training if necessary
 - Branches/Functions Industrial, Commercial, Healthcare, Technical, Marketing, Production, Finance, Management
 - Mission/Values Experience, Quality, Commitment
 - Contact data:
 - VIF Personal (Vermittlung in Festanstellung GbR)
 - Landsberger Straße 439
 - D- 81241 München
 - Tel.: + 49 (0) 89 30 90 678 / 44
 - Fax.: + 49 (0) 89 30 90 678 / 11
 - E-Mail: info@vif-personal.de
 - <http://vif-personal.de/>
-

HESSEN

ExIntern (1999)

- Location Frankfurt
- Number of employees 15
- Key practices **HR Management, Project Management**
- Products and Services Develop own tests for the Assessment Centers, together with the client
 - Recruitment and Selection
 - Interim management
 - Assessment Centers: possible elements: individual presentation, group discussions, teamwork, roleplay, case studies, structured interviews, personality tests
 - Personnel development, Talent management, Potential analysis, Training and coaching
 - Change management
 - Employee retention
 - Employee survey, questionnaires
 - Compensation and benefits (use software developed by s+p Software und Consulting AG)
 - Outplacement, Newplacement
 - Crisis management e.g. Time management
 - Outsourcing
 - Project management
- Branches/Functions recruit only for HR positions (HR business partner HR assistant, payroll specialist, ...)
- Mission/Values Respect, Partnership, Quality and Know-how
- Contact data:
 - Gesellschaft für Personal- und Projektmanagement mbH
 - Oederweg 9
 - D-60318 Frankfurt
 - Telefon: 069 / 156891-0
 - Telefax: 069 / 156891-20
 - eMail: info@exintern.de
 - Internet: www.exintern.de

P.A.P. Personalberatung (1994)

- Location Wiesbaden
 - Number of employees
 - Key practices Recruitment - Search and selection of professionals and managers
 - Products and Services
 - Recruitment
 - Executive Search
 - Database Search
 - Assessment Center (individual and group)
 - Orientation Center
 - Personnel Development
 - Training and Coaching
 - Project and Interim Management
 - Outplacement
 - Career guidance/planning
 - Employee survey
 - Branches/Functions IT, HR, Finance, Controlling, engineering
 - Partners Jobkurier.de, das berufszentrum, ingenieurweb, itsteps.de, interlance.de, jobwahl.eu, www.bewerbungsshop24.de, 4personaler.de
 - Remarks
 - Contact data:
 - P.A.P. Personal-Agentur-Personalberatung
 - Dresdener Ring 8 A
 - 65191 Wiesbaden
 - Telefon:** 0611 / 5103148(0)
 - Telefax:** 0611 / 5103148(1)
 - <http://www.pap.de/>
-

NORDRHEIN-WESTFALEN

Carrisma Personalberatung (1991)

- Location Sankt Augustin (not far from Bonn and Köln)
- Number of employees 15
- Key practices HR consultancy
- Products and Services
 - Recruitment: from technical positions to executives (medium enterprises)
 - can do Assessment Centers if client asks for it, develop own tests
 - advertisements,
 - Database research, e-recruiting, networking
 - Direct Search, Headhunting
 - Interviews
- Branches/Functions Retail, Industry: Pharma, B2B, Retail
- Mission/Values openness and commitment
- Contact data:
 - Pleistalstraße 60
 - 53757 Sankt Augustin
 - Telefon: (0 22 41) 94 39-0
 - Telefax: (0 22 41) 94 39-111
 - info@carrisma.de
 - <http://www.carrisma.de/>

CCT- Consulting Competence Team (1998)

- Location Mönchengladbach (not far from Düsseldorf)
- Number of employees 4
- Key practices Recruitment and Selection of specialists and executives
- Products and Services develop own tests, structured interviews
 - Search and Selection of executives and senior specialists
 - Personnel management
 - advertisement
 - Assessment Centers (if client asks for it)
 - career guidance
 - management audit
 - Coaching
- Mission/Values individual solutions, long term partnership with clients, comprehensive service
- Clients companies from the consumer and investment goods, from specialized medium-sized family businesses to multinational corporations.
- Partners
- Contact data:
 - Kloetersgasse 15
 - 41236 Mönchengladbach
 - Tel.: +49 (2166) 671800
 - Fax: +49 (2166) 671802
 - Email: info@cct-europa.de
 - <http://www.cct-europa.de/>

Co.M

- Location Langenfeld (not far from Köln and Düsseldorf)
- Number of employees 18
- Products and Services do Assessment Centers when client asks for it
 - Personnel Development
 - Change Management
 - Organizational Development
 - Coaching (Young und Senior Professionals)
 - Employee retention
 - Management Audit
 - 360° Feedback
 - HR-Due-Diligence
 - Employee Survey
 - Career counseling
- Mission/Values Respect
- Partners Kon-Part
- Contact data:
 - Landwehr 2
 - 40764 Langenfeld
 - tel 0212.23375370
 - fax 0212.23375379
 - eMail info@com-gmbh.info
 - <http://www.com-gmbh.info/deutsch/index.html>

Faber & Faber (2000)

- Baseline „Wir mögen Menschen“
- Location Düsseldorf
- Number of employees 10 internal

- Key practices Interim/Contracting, Recruitment: specialists and executives, and HR consultancy
- Products and Services Buy tools: Insights MDI
 - Assessment Centers
 - employee assessment
 - Personnel development
 - Outplacement
 - Management consultancy
 - optimization of processes
- Branches/Functions Office, IT, marketing, engineering and banking and accounting
- Mission/Values Efficiency, Respect, clarity and transparency, professionalism
- Clients DPD GeoPost GmbH & Co.KG, Nordson Deutschland, Toyo Tire Europe, TNT Post Holding, Metro AG
- Partners Kon-part (founded in 1986 by the same founders, only 5 employees, focus on executive search, also works with insights mdi and an external psychologist)
- Remarks
- Contact data:
 - Friedrich-Ebert-Straße 12
 - D-40210 Düsseldorf
 - Tel.: 0211-550467-0
 - Fax: 0211-550467-20
 - Email: duesseldorf@faberundfaber.com
 - <http://www.faberundfaber.com/>

in punto personal (1999)

- Location Köln
- Number of employees 10: 3 + 7 Freelancer
- Key practices Personnel development, coaching, training
- Products and Services can use OPQ-test of SHL or DISG-test of persolog (work with licenses)
 - Personnel development
 - Potential analysis
 - Orientation sessions
 - Develop tools for employee development
 - Training and seminars:
 - Management (eg Leadership programs, Authentic management, Communication, Talent development, conflict management, project management)
 - Team building and coaching
 - Train the trainer (training to become business-trainer, service-trainer, presentation and moderation)
 - Sales (training on the job, active and emotional selling,)
 - Coaching
 - Individual training
 - Coaching
 - Work-life balance
 - Time- and self-management
 - Business etiquette
- Branches/Functions Retail, Finance and industry, hospitals, services and associations
- Clients Aldi Süd, Thalia (Austria, Switzerland, and Germany), Debeka Bausparkasse, Deutsche Bank AG, Lilly Pharma Holding, BDA - Bundesvereinigung der Deutschen Arbeitgeberverbände, city Köln
- Remarks work in Germany, Austria and Switzerland

- Contact data:
in puncto personal - Gesellschaft für Personalentwicklung . Training . Coaching
Lütticher Straße 56
50674 Köln
Telefon: 0221.179 293-0
Telefax: 0221.179 293-19
E-Mail: info@ipp.de
Website: <http://www.ipp.de>

HR Matic

- Location Köln
- Number of employees 10
- Key practices employee management: HR consultancy and analysis
- Products and Services develop own tests
Employee Retention
HR Project Management (e.g. Change Management)
Assessment and Development Centers
Employee survey
- Mission/Values wants to achieve success
- Clients AOL Deutschland, HanseNet Telekommunikation, Bundesagentur für Arbeit, Europäische Union - Europäischer Sozialfonds, Deutsches Rotes Kreuz Köln
- Contact data:
Burgmauer 60
50667 Köln
Telefon: 0221-130 561-70
Fax: 0221-130 561-80
E-Mail: info@hrmatic.com
<http://www.hrmatic.com/>

Jauss HR

- Baseline Consulting based on interest
- Location Düsseldorf
- Number of employees 14
- Key practices HR consulting (managers and professionals)
- Products and Services develops own tools and exercises
- Executive Search
- Potential Analysis
- Assessment Center: eg tests on computer, structured interview, role play
- Training and Coaching
- Team development
- Management Audit
- Change management
- Branches/Functions Industry, professional services, automotive, construction, consumer goods, logistics, engineering, pharma, real estate, finance
- Mission/Values empathy, interest, experience
- Contact data:
Kronenstraße 39
40217 Düsseldorf
Phone +49 (0) 211-3 85 47 6 - 0
Fax +49 (0) 211-3 85 47 6 - 15
Email : info@jauss-hr.de
http://jauss-hr.mikrosites.de/Editorial_de.html

Kempers und Partner Personalberatung

- Location Leverkusen (not far from Köln)
- Number of employees 15
- Key practices Recruitment of Specialists and Executives
- Products and Services External partners for tests etc (INSIGHTS MDI®)
Personnel search
Assessment and Development Centers (with help of external partners)
Personnel development
Training
Management Audit
Career planning
- Branches/Functions industry, laboratories and food retail markets
- Clients well-known companies in the medical, chemical, biology/biotechnology, food, pharmaceutical and mechanical engineering branches
- Partners SCHEELLEN® AG
- Contact data:
Burgstr. 5
51371 Leverkusen
Telefon: +49 (0)214 2069380
Telefax: +49 (0)214 20693838
info@k-p-p.de
<http://www.k-p-p.de/>

Klaus Lurse Personal + Management (1989)

- Baseline Erfolg durch strategisches Personalmanagement
- Location Salzkotten (about 150 km from Düsseldorf) and Troisdorf (not far from Köln)
- Number of employees 20
- Key practices Compensation and Management development
- Products and Services buy OPQ personality tests, 360° feedback
Compensation and benefits
Competence profiling
Assessment and Development Center
Management Audit
Personalitytests: OPQ32 (SHL)
Career Planning
Coaching
Benchmarking (Compensation and benefits)
- Mission/Values cooperation with client, want to make client more attractive to High Potentials and Talents, individual solutions
- Clients National and international large-and medium-sized companies in all industries
- Partners Arbeitsgemeinschaft Partnerschaft in der Wirtschaft, Baumgartner + Partner Unternehmensberatung, DeConHR, Diemer Unternehmensberatung, Funk Böhm Consultants, Gesellschaft für Management-Psychologie, Dr. Hoff Weidinger Herrmann, Horak Software AG, ICR Limited (USA), p.i.t.- Organisationsberatung, Joerg E. Staufenbiel
give seminars
- Remarks
- Contact data:
Winkhauser Str. 15
33154 Salzkotten
Tel.: +49 5258 9818-0
Fax: +49 5258 930000
E-Mail: info@lurse.de
<http://www.lurse.de/>

Klug Paul + Partner

- Location Essen, Köln
- Number of employees 8 (including 4 partners)
- Key practices consulting firm based on empirical psychology that uses and develops advanced assessment techniques to help companies select employees and executives, develop leaders, identify talent and support change projects
- Products and Services Develop Assessment and Development Centers (individual + group)
Orientation Centers
Potential analysis (eg to discover High Potentials)
Management Audit
Feedback systems: 180°, 240° or 360°-Feedback
Employee Survey
Coaching and training
- Clients Unesco, Aareal Bank, PriceWaterhouseCoopers, Eplus, Volvo Car
- Partners has partners in France, Israel...: for international projects
- Contact data:
Eiland 2
45134 Essen
Phone office/ landline: + 49- (0) 201- 171 54 94
Phone direct: + 49- (0) 177- 78 39 620
<http://www.klugpaul.de/seitene/welcome.htm>

Kölner Institut für Managementberatung

- Location Köln
- Number of employees 25 (including Freelancer)
- Key practices HR consultancy
- Products and Services
Personnel selection
Assessment Center
Development Center
Simulation games
Training and qualifications
Coaching (MAGIC: Motivation, Analyse, Goals, Intervention und Controlling)
Supervision
360 ° Feedback (model with 12 factors: FullCircle© and MediCircle®)
Employee Survey
- Partners kibitz (software for Assessment Centers: 360°, employee survey, ...)
- Contact data:
kölner institut für
managementberatung
domstraße 55 - 73
50668 köln
telefon+49/2 21/340 90 90
telefax+49/2 21/340 90 919
<http://www.ki-management.com/>

People to business (2002)

- Location Köln and Düsseldorf
- Number of employees ± 30
- Key practices Recruiting, headhunting, consulting
- Products and Services develop own Assessment centers
Recruitment and Selection
Outplacement
Coaching of Hr responsible

- Mission/Values Organizing employee events
optimization of processes
focus on core business
- Remarks
- Contact data:
people to business GmbH
Agrippinawerft 22
50678 Köln
Tel.: +49 (0)221 / 88 88 52 - 70
Fax: +49 (0)221 / 88 88 52 - 60
email: cgn@peopletobusiness.de
<http://www.peopletobusiness.de/>

Profil M

- Location Wermelskirchen (not far from Düsseldorf)
- Number of employees 30 + 10 Freelancer
- Products and Services Develop own tests and tools
Assessment Centers
Potential analysis
Training and coaching
- Clients Tesa, Janssens-Celaq, Bosch-Siemens, Bayer, Lufthansa, Beiersdorf AG, O2, Deloitte, Volkswagen, IKEA
- Partners Universität Köln, Reflect (software), Haufe, Personalmagazin
- Remarks
- Contact data:
Berliner Straße 131
42929 Wermelskirchen
Telefon: +49 / 21 96 / 70 68 - 0
Telefax: +49 / 21 96 / 70 68 - 450
e-mail: info@Profil-M.de
<http://www.profil-m.de/html-de/startseite.php>

Staufenbiel (1972)

- Location Köln
- Number of employees 8
- Key practices Consultancy
- Products and Services Assessment Centers: developed with the help of an external psychologist
Executive Search
Potential analysis
360° Feedback
- Branches/Functions commercial and technical profiles
- Partners Köln Alumni, Deutsche Auslandshandelskammern Shanghai, Institut für Organisation und Personal – Universität Bern, [Klaus Lurse Personal Management](#), Pro4Job, Siegel Training, Wirtschaftsunioren
- Remarks works for german companies in China as well
- Contact data:
Staufenbiel Personalberatung BDU
An Lyskirchen 14
D-50676 Köln
Fon +49. 221. 912 670-0
Fax +49. 221. 912 670-8
info@staufenbiel-personalberatung.de
<http://www.staufenbiel-personalberatung.de/cms/>

SCG Schielconsulting

- Location Köln
- Number of employees 7 + external consultants
- Key practices Process development, Management Diagnostics, Personnel development
- Products and Services Develop own tools/tests: SCG Selbstprofil ©-culture screening, SCG Selbstprofil®, SCG Selbstprofil ©- working styles, SCG Employee loyalty index
 - Team development
 - Recruitment and Selection
 - Assessment centers, Development centers, Orientation centers
 - Potential analysis
 - Customer satisfaction
 - Training and coaching
- Clients Citroën Deutschland, Daimler AG, E.ON Ruhrgas, McDonald's Deutschland
- Partners deep indigo, HR Horizonte, Peter Maas – Maas training, t-Droste
- Contact data:
 - SCG Schielconsulting GmbH
 - Albin-Köbis-Straße 8
 - D-51147 Köln
 - Tel.: 0 22 03 / 10 42 60
 - Mail: scg@schielconsulting.de
 - <http://www.schielconsulting.de/index.php?id=6>

Zentrum für Management- und Personalberatung

- Location Bonn
- Number of employees 10
- Key practices HR consultancy
- Products and Services develop own tests
 - Recruitment and Selection
 - Assessment Center (Individual and group)
 - Management Audit
 - Potential Analysis
 - Psychological tests
 - 360° Feedback
 - Structured interview
 - Orientation Center
 - Training and coaching
 - Career guidance
 - Employee survey
 - Feedback
 - Company development
 - Organizational Development
 - Management Consulting
 - Change Management
 - Team development
 - Branches/Functions
- Branches/Functions services, industry, retail
- Remarks give seminars (zfm academy)
- Contact data:
 - Edmund Mastiaux & Partner
 - Meckenheimer Allee 162
 - 53115 Bonn
 - Telefon: 0228 / 26 50 04
 - service@zfm-bonn.de
 - <http://www.zfm-bonn.de/>

MULTIPLE OFFICES

Bernd Heuer (1975)

- Location Düsseldorf and new office in Berlin
- Number of employees 8
- Key practices Recruitment and Selection of executives and specialists
- Products and Services Tools are developed in cooperation with Dr. Wottowa
Recruitment
Advertisements and Direct Search
Psychological tests
Assessment Center
- Branches/Functions construction, real estate and finance, project management, sales, commercial
- Contact data:
Human Resources GmbH
Gesellschaft für
Personalberatung BDU
Roßstr. 96
40476 Düsseldorf
<http://www.heuer-karriere.de/>

Concept eqt

- Location Quickborn (Schleswig-Holstein), Mönchengladbach (Not far from Düsseldorf)
- Number of employees 16 (8 in the HR department)
- Key practices HR, coaching, business consulting
- Products and Services Recruitment: executives and specialists
Potential analysis
Assessment Center
Development Center
Management Audit
Training
Outplacement
Team coaching
Career Guidance
Business coaching
- Mission/Values experience, quality, transparency
- Contact data:
Droysenkehre 5
25451 Quickborn
Tel.: +49 (0)4106 / 76 95 61
Fax: +49 (0)4106 / 76 95 62
info@concept-eqt.de
<http://www.concept-eqt.de/>

Grow.up Managementberatung

- Baseline grow in your own rhythm
- Location Gummersbach (about 50 km from Köln) and München
- Number of employees ±12
- Key practices consultancy, HR Development, Diagnostics
- Products and Services buy tools/tests: Reiss Profile, Insights Discovery, Bochumer Inventar zur berufsbezogenen Persönlichkeitsbeschreibung

- Recruitment and selection
- employee surveys
- International management trainee performance
- Career guidance
- Assessment Centers (individual and group)
- Talent management
- Personality test
- Management audit
- Identification of employee potential
- Identification of training and qualification needs
- Training
- Coaching
- Interim management
- Leadership styles
- Branches/Functions Pharma, financial services, energy, healthcare, aviation, media, technology, telecommunications, insurance, Public sector, industry, logistics and sales
- Remarks focus on training and coaching, although the website clearly mentions AC Had 3 offices (Hamburg), but scaled down to 2
- Contact data:
 - Quellengrund 4
 - D-51647 Gummersbach
 - Tel.: + 49 (0) 23 54 / 70 890-0
 - Fax: + 49 (0) 23 54 / 70 890-11
 - Email: info@dont-want-spam.grow-up.de
 - <http://www.grow-up.de/>

HR Horizonte

- Location Hamburg, Düsseldorf
- Number of employees 20
- Key practices HR consultancy
- Products and Services not only own test, also use standard tests: ProfileXT (personality, business motivations), Ruhr Universität Bochum (personality test + identification of high potentials), DISG (personality), Reiss Profile (personality)
 - Potential analysis
 - Assessment Centers
 - Potential and Development Center
 - Management Audit
 - 360° feedback
 - Training
 - Employee survey
- Branches/Functions Health care, energy and utilities, tourism, food service, financial services
- Clients Sony Ericsson, Total Deutschland, Esso, Exxon Mobil, Stepstone, Lufthansa, Deutsche Post, E.ON, Fujitsu Siemens Computers, GDF SUEZ Energie Deutschland, Velux
- Partners Lachner Aden Beyer & Company, Euroforum - the conference company, Management Circle AG, persolog, Verlag Wiley-VCH, Profiles International, SCG SchielConsulting GmbH, Reiss Profile Europe B.V., GROSZ Institut für Sprechkultur, BVMW-Bundesverband mittelständische Wirtschaft - Unternehmerverband Deutschlands
- Contact data:
 - Hartwicusstraße 3
 - 22085 Hamburg
 - Fon: +49 (40) 22 92 71 11
 - mail: info@hr-horizonte.de
 - <http://www.hr-horizonte.de/>

MFG Recruiting (2005)

- Location Düsseldorf, Hamburg, Stuttgart
- Number of employees 15
- Key practices recruitment and selection of high IT specialists and executives
- Products and Services buy tools from SCAN
Recruitment
Assessment Center: structured interviews, simulations, personality tests
360° feedback
Training and coaching, eg for high potentials
- Branches/Functions IT
- Mission/Values Loyalty, competence, trust, accuracy, ethics
- Partners contacts in London and Dubai
- Remarks very happy about the SCAN tools
- Contact data:
GAP 15 / Graf-Adolf-Platz 15
40213 Düsseldorf
Germany
t +49.1805.824555
info@mfg-recruiting.com
www.mfg-recruiting.com

Personal-point (2002)

- Location Bonn and Berlin (Berlin is the office for trainings etc since 2007)
- Number of employees 10+ Freelancer
- Key practices Personnel diagnostics, employee and organizational development
- Products and Services Develop own tools
Assessment Center
Online-Tests/Testportal
Management audit
Interviews and selection interviews
Management work test in the daily business (Maitland),
360 ° - and management feedback
PROFI - Test method for detecting the problem solving
Case studies / Case studies
Performance and personality tests
Leadership Training
Talent Management
Coaching
Team Building
Employee survey
Change management and project management
Innovation management
- Branches/Functions IT, Telecommunications, healthcare, insurance, financial services, retail
- Mission/Values Personal, Innovation, long-term, individual solutions
- Clients IBM, Deutsche Telekom, Toshiba, AXA, Deutsche Bank, Daimler, METRO, Vaillant
- Partners Prof. Dr. Walter Hussy (University of Köln), Dr. Marc Solga (Ruhr-University Bochum), t-droste (diagnostics), managerseminare.de, media consulta, in puncto personalmanagement, U-Form Verlag
- Contact data:
Bachstraße 6
53115 Bonn
fon +49 (228) - 629 69 69
email: office@personal-point.de
Internet: www.personal-point.de

pro search SCHLICHTER UND PARTNER

- Location Stuttgart, Heidelberg (Baden-Württemberg), München
- Number of employees at least 9 consultants
- Key practices HR consultancy
- Products and Services Buy tests: Insights Discovery®
Recruitment and Selection of specialists and executives
Assessment Centers (Individual, Group)
Interim Management
Career Guidance
Choosing successors
- Branches/Functions IT, logistics, Industry, Automotive, Energy and utilities, Pharma, healthcare, Retail, FMCG
- Mission/Values competence, trust
- Partners Chironis GmbH, pro search Personalfachvermittlung e.K, pro search Direktsuche, pro search Prag, Loquenz Unternehmensberatung
- Contact data:
Staffelseeweg 13
70378 Stuttgart
Telefon: +49 (0) 711/95326-0
Fax: +49 (0) 711/95326-50
Email: info@prosearch-management.com
<http://www.prosearch-management.com/>

Select if (2006)

- Location Düsseldorf and Augsburg (about 70 km from München)
- Number of employees 14 + Freelancer
- Key practices HR consultancy
- Products and Services develops own tools
Uses standardized test e.g. personality tests
Recruitment and Selection, focus on young graduates/professionals and academics
Strategy advice
Executive search
Assessment Center
Newplacement
Career guidance (coaching, training, seminars)
Employer branding
- Branches/Functions Industry, retail, services
- Mission/Values know the complex market, individual solutions
- Partners Consulting Competence Team, Bischoff Softwarelösungen, pm-result Gesellschaft für Projektmanagement, PSM – Partner für Strategie- und Managemententwicklung, TERTIA Berufsförderung GmbH & Co. KG, run-Initiative / Hochschule Niederrhein, Heide Liebmann - Kreative Kommunikation
- Remarks
- Contact data:
Flinger Straße 38
D-40213 Düsseldorf
Telefon: 0 211 – 863 94 11
Telefax: 0 211 – 863 94 13
E-Mail: info@select-if.de
<http://www.select-if.de/>

INTERNATIONAL OFFICES

HR Blue (2000)

- Baseline Competence in HR management
 - Location Baldham (about 20 km from München), 1 office in Austria, 1 office in Switzerland
 - Number of employees 20
 - Key practices filling HR positions: management and expert staff
 - Products and Services
Recruitment
Executive search
Professional Search
Coaching and career advice for HR professionals
Direct Search
Assessment centers for selecting and developing of HR professionals
HR consulting
The generation and introduction of complete HR strategies and concepts, including specific HR tools (recruiting and developing staff, compensation, systems for setting objectives, management of employment termination)
Optimisation/standardisation of HR organisation
Employee survey and management feedback
Restructuring and support during redundancy procedures
Management and support of organisation development projects
HR Blue Academy
In-house training, workshops, coaching, programmes
HR Outsourcing
Human Resources
- Branches/Functions
 - Mission/Values wants to be a business partner, trust, benefits, independence
 - Contact data:
Harriet Wurz
HRblue AG
Karl-Böhm-Straße 2
D-85598 Baldham
Telefon: +49(0)8106/248-248
Telefax: +49(0)8106/248-555
<http://www.hrblue.com>

Dr. Schmidt und Partner (1986)

- Baseline Knowledge to convince, Knowledge to attract, Knowledge to connect, Knowledge with an impact...
- Location Hamburg, Frankfurt, Lucerne (Switzerland)
- Number of employees 35
- Key practices Recruitment, Job Advertising, Employer Branding
- Products and Services develops own tools/tests
Executive Search
Candidate Selection: ABC analysis, Interviews, Candidate Assessment, Planning and organization of assessment centers and other recruitment events
Outplacement: compensation, coaching, Assessment of potential advanced training requirements
Market Research
Job Advertising: Media consulting, Text creation, Ad creation
Employer Branding; Candidate communication, Employee communication, online branding, employer PR
eRecruiting
Surveys and research

- Coaching and trainings:
 - Discover hidden potential
 - Develop healthy self assessments
 - Improve social skills
 - Counteract lack of leadership
 - Prepare for new roles
- HR events
- Retention
- Branches/Functions mechanical and plant engineering, automotive, energy, medical technology, IT, finance, food and commodities
- Mission/Values
- Clients more than 30 international large-scale enterprises as well as over 300 SMIs from all economic sectors
- Partners
- Remarks Columbus Award for Recruitment Advertising
- Contact data:

Dr. Schmidt & Partner Hamburg
 Ulzburger Str. 115
 D-22850 Norderstedt (Hamburg)
 Phone +49 (0)40 525 00 40
 Fax +49 (0)40 525 20 24
 beratung@drsp.de
 http://www.drsp.de/

MES (2001)

- Baseline Recognising potential. Developing leadership.
- Location Hamburg, Köln, Ellingen (146 km from München)
- Number of employees 10 internal, + 12 Freelancer
- Key practices HR diagnostics and management development
- Products and Services use tools from Insights (learning and development company)
 MES Competency Model, a tool developed in 2003
use customised solutions and standard tools
 Selection & potential interviews
 Testing procedures
 Assessment & development centres
 Management Audits
 Training on interview techniques
 Training for AC observers and supervisors
 Job-requirements profiles
 Salary and target-agreement systems
 Successor planning
 Competency management
 Management development: Training, workshops, Team development,
 Individual coaching sessions
 Personal Orientation Day
- Clients Siemens, BDF Beiersdorf, E.on, Bosch, Metro group, Merck
- Partners International partners in Hungary (Judit Karas Arrow Super Ltd.), India (Petra Mehl petra mehl & network, Sujata Banerjee) and China
- Contact data:

MES Menschen Entwicklung Systeme GmbH
 Von-Hünefeld-Straße 3
 50829 Köln
 Tel: +49.221.800 620-0
 E-Mail: info(@)mes-partner.de
<http://mes-partner.de/>

oezpa

- Baseline developing organizations and people
- Location Erftstadt-Liblar (20 km from Köln), office in Istanbul and in Zürich
- Number of employees about 12
- Products and Services use MBTI test
Configuration of comprehensive organisational development programmes:
Change management, reorganization, mergers, organizations
diagnostics with interviews, questionnaires and workshops
Strategy development
Diagnostic instruments
Business process analysis and optimisation
Project management
Cultural work
Team development: team building and diagnostics
Management: management development, junior staff development,
management principles, management organization, successor planning,
feedback processes
Personnel management
Personnel development : potentials appraisals, career planning, trainee
programmes, personnel selection processes (interviews, individual and
group assessment centres); Qualification programmes for management,
project leaders and employees; Designing, implementing and evaluating
employee surveys
Qualification programmes
Training and Coaching
Communications processes
Moderation of workshops and events
- Clients Accenture, Audi, Bayer, Bosch-Siemens, Daimler Benz, Lufthansa, Deutsche
Telekom, Kienbaum, Mc Kinsey & Partner, Nestlé, Siemens, Vodafone, WDR
- Partners leb - Universität der Künste, Nordakademie, Hochschule Fresenius, plenum
AG, WestLB Akademie Schloss Krickenbeck, Cark-Auer Verlag, Value Partner
- Remarks 2008: the founding of the oezpa institute's publishing house, and give
seminars
- Contact data:
oezpa GmbH
Management consultancy for strategic organisational and personnel development
Schloss Buschfeld (Buschfeld Castle)
50374 Erftstadt-Liblar (Cologne)
Tel: +49(0)2235-92 94 00
Fax: +49(0)2235-92 94 09
info@oezpa.de
<http://www.oezpa.com>

Dieter Stramentz & Partner (1978)

- Location Liederbach (17 km from Frankfurt), Hamburg, Wien, Prague
- Number of employees 11 in Germany, 12 in Austria (website: also office in Prague)
- Key practices Assessment Center
- Products and Services develop own tools
Assesment Center
Development Center
Potential analysis
ISIS (Interaktives System zur Identifikation Sozialer Kompetenzen)
Personnel development
Training and Coaching
Talent Management

- High potentials program
- Executive Search
- Web recruiting
- Employer branding
- Career guidance
- Outplacement
- Management Audit
- Recruitment Audit
- HR fitness check
- Branches/Functions Automotive, Chemical, Pharma, Finance, Industry, Services, IT, FMCG, Life Science, Telecommunications, Media
- Mission/Values want to offer a full service
- Remarks contacts in Krakau, London, Mailand, Paris and Zürich
- Contact data:
 - Dieter Strametz & Partner GmbH- Human Resources Management – Beratung – Entwicklung – Systeme
 - Höchster Str. 96
 - D-65835 Liederbach
 - +49(0)69-33 99 40
 - info(at)dspartner.de
 - <http://www.dspartner.de/>

Ralf Michael Zapp & Partner (1997)

- Baseline 'The Power of Alliance'
- Location Merzig (Saarland), Ludwigsburg (Baden-Württemberg), Düsseldorf, Torgau (Sachsen), Basel
- Number of employees 18
- Key practices personnel & business consultancy
- Products and Services
 - Executive Search, Staff Search, Interim Management
 - Human Resource Management
 - Training and placing of apprentices, junior executive, executive and qualified personnel
 - HR-e-commerce
 - Job oriented legal advice
 - Newplacement
 - Training and coaching
 - Change management
 - Business culture analysis
 - Development of business and executive role models
 - Corporate communication/change communication
 - Cultural and HR-due-diligence
- Partners
 - Banking Concepts, FESTO Lernzentrum Saar, KF Group Management Consulting, Dr. Thienel Consulting, StuW Wirtschaftsberatung Steuerberatungsgesellschaft, Management Circle, Euroforum Deutschland, Hochschule für Technik und Wirtschaft des Saarlandes, Universität des Saarlandes, Universität Luxembourg, Landesverband Einzelhandel und Dienstleistung Saarland, Deutsche Gesellschaft für Personalführung, Industrie- und Handelskammer des Saarlandes, AIESEC, Bundesverband mittelständische Wirtschaft, Deutscher Fachjournalisten-Verband
- Remarks Located on the France and Luxembourg border
- Contact data:
 - Ralf Michael Zapp & Partner Management Consulting
 - Ernst-Thiel-Strasse 33
 - Villa Thiel
 - D-66663 Merzig
 - Telefon: +49(0)68 61 - 79 07 27

Telefon: +49(0)68 61 - 77 06 93
Fax: +49(0)68 61 - 79 20 96
eMail: info@zapp-consulting.de
<http://www.zapp-consulting.de/>

EXECUTIVE SEARCH - BAYERN

Bodo Vorrath Associates

- Baseline we connect people and strategy
 - Location Fürth (in the North of Bayern)
 - Number of employees 10
 - Key practices
 - **executive search**
for corporate development, m&a, inhouse consulting, management consultancies
 - **human due diligence**
for recruiting and development
(selection, personnel development, potential analysis, team development, management development, organization development)
 - Products and Services do Assessment Centers
Buy tools: INSIGHTS MDI® (potential analysis)
 - Mission/Values Finding the right employees in due time, Quality and Professionality,
Specializes in strategic (executive) positions: managers and senior positions
 - Clients IMS Health, Knorr Bremse AG, Deutsche Bahn AG, Deutsche Post, Deutsche Telekom AG, Vodafone D2 GmbH, Munich RE, REWE Group, Gazprom
 - Remarks Very professional look and feel
Has hired quite a lot new people during the last year
Future cooperation with McKinsey
 - Contact data:
Hornschuchpromenade 20
90762 Fürth/Nürnberg
Telefon +49.800.0081111
Telefax +49.180.500280839
e-Mail: [connect\(@t\)bodovorrath.com](mailto:connect(@t)bodovorrath.com)
<http://www.bodovorrath.de/text/about.html>
-

EXECUTIVE SEARCH – NORDRHEIN-WESTFALEN

KCP Executives

- Location Köln
- Number of employees 11
- Key practices HR consultancy and headhunting
- Products and Services developed Concludis, a recruitment tool
Executive Search
Medical Executive Search
Interim Management
Personnelleasing
Diagnostic: online assessment, ABC-Analysis
Management Audit
Assessment Center (individual and group)
Developing feedback, e.g. 360°
Psychological questionnaires, personality questionnaires
Compensation and benefits

- Branches/Functions Direct Marketing, Call Center, Telecommunication, FMCG, Healthcare, Finance, Insurance, Automotive
- Clients work throughout all of Germany
- Partners dispose of a network
- Contact data:
Frankfurter-Strasse 602
51145 Köln
Telefon: 02203 / 98 99 - 068
Mailadresse: mailto: kcp@kcpe.de
www.kcp-executives.de

EXECUTIVE SEARCH – MULTIPLE OFFICES

Institut für Managementberatung (1983)

- Baseline Vertrauen in Kompetenz und Erfahrung
- Location Neuss (8 km from Düsseldorf), München, Stuttgart, Hamburg
- Number of employees 25
- Key practices strategy and Corporate Structure, HR, mergers and acquisitions, Business Process Engineering
- Products and Services buy tools from SHL
Executive Search
Recruitment and selection of executives and professionals
Assessment centers and potential analysis
Personnel development
Personnel management tools
Remuneration
Interim management
Coaching executive managers
Management Audit
Change management
- Branches/Functions Finance, Audit, legal services and other professional services
- Partners Blue ocean group, AIMS, Management Consultancies Network, member of BDU Bundesverband Deutscher Unternehmensberater
- Remarks For more than 5 years IFM is working as the exclusive partner in Germany of AIMS International Management Search
- Contact data:
IFM Institut für Managementberatung GmbH
Gut Vellbrüggen 13
D-41469 Neuss
Phone: +49 (0) 2137 78 70-0
welcome@ifmonline.de
http://www.ifmonline.de

Jack Russell Consulting (2002)

- Baseline It's all about people!
- Location München, Berlin, Düsseldorf, Hannover, Neuss
- Number of employees 15 (+10 Freelancer)
- Key practices executive search, human resources consultancy and internationally networked headhunting
- Products and Services Executive Search
Executive Development: JRC Management Diagnostics (combination of management audit and assesement)
Recruitment Solutions

- Branches/Functions Technology & Telecom, Financial Services, Public Sector, Health Care, Industrial & Renewable Energy, Consumer & Retail, Services General Management, Sales & Marketing, Finance, Human Resources, Legal, Technology sowie Professional Services Mission/Values
- Clients Apple, Capgemini, e-plus, Germany trade and invest, Hewlett Packard, KPMG, Microsoft, oerlikon, Prada, T-Mobile, SD-Worx, Suzuki, SAP, Technische Universität Darmstadt, Triumph International, Xerox
- Partners member of International Search Partners Group
- Contact data:
Jack Russell Consulting GmbH
Perusastraße 2
80333 München
Phone: +49 89 242196-0
Fax: +49 89 242196-96
E-Mail: info@jack-russell-consulting.com
<http://www.jack-russell-consulting.de/>

Wilkes & Partner

- Location Düsseldorf; Hamburg and München
- Number of employees ± 15
- Key practices Executive Search
- Products and Services buy OPQ32 from SHL, have developed Best-of-Five-Index
Headhunting
Do Assessment Centers
Outplacement
Recruitment Process Outsourcing
- Branches/Functions Finance, Healthcare, Technology
- Contact data:
Wilkes & Partner Executive Search
Heinrich-Hertz-Str. 52
40699 Erkrath (Düsseldorf)
Tel.: 0211 4166807-0
Fax.: 0211 4166807-99
Email: office@wilkes-partner.de
<http://www.wilkes-partner.de/>

EXECUTIVE SEARCH – INTERNATIONAL OFFICES

AIMS

- Baseline Talent Acquisition and Development Worldwide
- Location Neuss (8 km from Düsseldorf), München, Stuttgart, Hamburg
- Number of employees 20
- Key practices executive search
- Products and Services Executive search
Assessment Centers and potential analysis (with help of external partners)
Outplacement
Change management
Compensation and benefits
Coaching for managers
Personnel development
HR Audit
Interim Management
Facilitation of workshops

- Personnel management tools: employee survey
- Mergers and acquisitions
- Branches/Functions Executive Management, General Management, Finance, Operations, Sales, Business Development, Marketing, Engineering, Information Technology
- Partners Institut für Managementberatung
- Remarks present in over 50 countries in all 5 continents. AIMS International has more than 90 offices and more than 350 consultants
Looking for local partners (executive search)
- Contact
 - AIMS International - Germany GmbH
 - Gut Vellbrüggen 13
 - D-41469 Neuss
 - Telefon: +49 (0) 2137 78 70-10
 - Email: welcome@aims-germany.com
 - Internet: <http://www.aims-germany.com>

CNT

- Location Hamburg, München, Moskau, Wien
- Number of employees 10
- Key practices services and software-based solutions for selection and development
- Products and Services buy tests
employee assessment & potential analysis: Assessment Center, Assessment online, Manager Audit, CAPTain Test, Commercial personality test, work personality test
Questionnaire: business motivation, motivation analysis, InterCultural Balance
- Clients Vodafone, Bremer Landesbank
- Contact
 - CNT Gesellschaften für Personal- und Organisationsentwicklung
 - Kleine Johannisstraße 20
 - 20457 Hamburg
 - Telefon 040/36 98 82-0,
 - www.cnt-gesellschaften.com
 - office@cnt-gesellschaften.com

Eric Salmon and Partners (1990)

- Baseline big enough to matter but small enough to care
- Location Frankfurt, Paris, Brussels, London, Milano, Rome
- Number of employees 12
- Key practices Executive Search
- Products and Services Senior executive search
Management Assessment
Non-executive Search
Do Assessment Centers: develop own tools
- Branches/Functions Industry, Consumer Goods, Retail, Luxury Goods, IT and Telecom, Health Care and Pharmaceutical, Banking, Private Equity, Financial Services, Business Services and Consulting
- Mission/Values long term view, international, borderless
- Contact data:
 - Hochstrasse 49
 - 60313 Frankfurt am Main
 - tel: +49 69 24 29 910
 - email: info.d@ericsalmon.com
 - <http://www.ericsalmon.com/>

Civitas International (1971)

- Baseline
 - Location Frankfurt, Hamburg, München, London, New York, Wien
 - Number of employees at least 9 consultants in Germany (don't want to give information, probably 11-50 employees)
 - Key practices executive search
 - Products and Services executive Search
Executive evaluation and auditing
Search and evaluation of member of Supervisory and Advisory Board
Do Assessment centers with own tools
 - Remarks use London and New York offices primarily to include candidates from those regions in the search assignments
 - Contact data:
Rothenbaumchaussee 193
D-20149 Hamburg
Phone +49-40-45 01 79-0
Fax +49-40-45 01 79-11
office-hamburg@civitas.com
<http://www.civitas.com/>
-

PRESENTATION JUNE 24



PRESENTATION Market Research Germany

PRESENTATION FOR:
Talent Management EU

PRESENTATION BY:
Valerie De Clercq

FROM GREAT PEOPLE TO GREAT PERFORMANCE™

General

- List of 50 companies
- List of 15 tool-developing companies
 - German companies
 - the most common tests in Germany
- List of Business Schools
- List of Websites

Remarks

- Presentation of 31 companies
- Most companies in Köln-Düsseldorf area
- A lot of companies claim to develop their own tests: easy answer?
- If they use own test: very often certified e.g. DIN
- Orientation Center

Infinit human resources 1998

Location: Augsburg (70 km from München)

12 employees

Personal and Organizational Development

- Direct Search, Database Search, Executive Search
- Advertisements
- Employee surveys
- Can do AC and DC if client asks for it (own exercises)
- Can do coaching and training
- Outplacement

Information Technology, Health Care, Automotive, Finance, FMCG
Network of consultants and partners: EMEA and Americas

JBH Herget 1989

Location: München

10 employees

Management consultancy and HR

Advertisements
(Pre)screening: interviews
Executive Search
Management Audit
AC, but takes place in a hotel (own exercises)
Contracting

List with references, including Lego, Logitech, Bauer AG, Marc O'Polo, Smiths Medical Deutschland

JBH advertising agency

ExIntern

1999

Location: Frankfurt

15 employees

HR management and project management

Recruitment and selection - AC (own tests)

Interim management

Personnel development: potential analysis

Compensation and benefits

Change management

Outplacement / Newplacement

Training and coaching

Recruit only for HR positions

Hudson

P.A.P. Personalberatung

1994

Location: Wiesbaden

10 employees

Recruitment – Search and Selection of professionals and managers

Executive Search

Potential analysis, OC

Training and Coaching

Project and interim management

Outplacement

Career guidance

Employee survey

IT, HR, Finance, Controlling, Engineering

Partners: online career sites

Hudson

Carrisma Personalberatung

1991

Location: Sankt Augustin (30 km from Köln)

15 employees

HR Consultancy

Recruitment: from technical positions to executive search (medium enterprises)

Headhunting

AC: if client asks for it, own tests?

Industry, retail

Marketing, commercial and technical profiles

Hudson

Consulting Competence Team

1994

Location: Mönchengladbach (30 km from Düsseldorf)

4 employees

Recruitment and selection of specialists and executives

Recruitment consultancy

Personnel management

Advertisement service

AC: if client asks for it, own tests?

Career guidance

Management Audit

Personnel development / Coaching

Have partners, but not on website yet

Hudson

Co.M

Location: Langenfeld (in the middle between Düsseldorf and Köln)

18 employees

HR, especially coaching

Personnel development: 360° feedback, retention, management audit, due diligence

Change management: employee survey

Organisation development

Coaching (Young and senior professionals)

Career guidance

Excellence program: Young potentials

Do AC when client asks for it

Partner: Kon-part (small company of 5 employees, focusing on executive search)

Hudson

Faber & Faber

2000

Location: Düsseldorf

10 internal employees

Interim/Contracting, Recruitment, HR

AC, Potential/competency tests: use Insights MDI

Personnel development

Outplacement

Management consultancy

Optimization of processes

Office, IT, engineering, finance, accounting

Clients: TNT Post Holding, Metro AG

Partner: Kon-part: founded by the same partners

Hudson

HR Matic

2005

Location: Köln

10 employees

HR: consultancy and diagnostics

Develop own tests

Employee retention

HR project management, Change management

AC and DC

Employee survey

Clients: AOL Deutschland, Bundesagentur für Arbeit, EU-Europäischer Sozialfonds, Deutsches Rotes Kreuz Köln

Hudson

Jauss HR

Location: Düsseldorf

14 employees

HR

Executive Search

Potential analysis, AC – own tools?

Training and coaching

Team development

Change management

Industry: professional services, automotive, construction, consumer goods, logistics, engineering, pharma, real estate, finance

Hudson

Kempers und Partner

Location: Leverkusen (13 km from Köln)

15 employees

Recruitment of Specialists and Executives

AC and DC with help of external partners: use [Insights MDI](#)

Personnel development

Training

Management Audit

Career planning

Successor planning

Industry: laboratories and food retail markets

Partners: SCHEELEN® AG

Hudson

Klaus Lurse

1989

Location: Salzkotten (150 km from Düsseldorf) and Troisdorf (24 km from Köln)

20 employees

Compensation and Management development

Benchmarking

Competence profiling - use [OPQ](#) test and 360°, use Software „pro4job“

AC and DC, Management Audit

Career planning

Coaching

Give seminars and do workshops

Several partners including [Baumgartner + Partner](#)

Hudson

People to business

2002

Location: Köln and Düsseldorf

± 30 employees

Recruiting, headhunting, consulting

Recruitment and Selection

Develop own AC: own tests/tools (no information on website)

Outplacement

Coaching HR responsables

Organizing employee events

Optimization of processes

Hudson

Profil M

Location: Wermelskirchen (37 km from Köln)

30 employees + 10 Freelancer

HR consultancy

AC, DC, OC

Potential analysis

Management Audit

360° feedback

Training and coaching

Clients: Tesa, Janssens-Celaq, Bosch-Siemens, Bayer, Lufthansa, Beiersdorf AG, O2, Deloitte, Volkswagen, IKEA

Partners: Universität Köln, Reflect (software)

Hudson

Staufenbiel 1972

Location: Köln

8 employees

Consultancy

AC: developed with the help of an external psychologist

Executive Search

Potential analysis

360° feedback

Commercial and technical profiles

Several partners: Deutsche Auslandshandelskammern Shanghai, Institut für Organisation und Personal – Universität Bern, Pro4Job (software)

Works for German companies in China

Hudson

ZFM

Location: Bonn

10 employees

HR consultancy: very extensive list of services

Recruitment and Selection

AC, OC, Potential analysis, Management Audit, 360° Feedback

Training and coaching

Career guidance

Employee survey

Company and Team development

Management consulting

Change management

Services, industry, retail

Give seminars

Hudson

Bernd Heuer 1975

Location: Düsseldorf and Berlin

8 employees

Recruitment and selection of executives and specialists

Advertisements and Direct Search

Psychological tests: Tools developed by dr. Wottowa

AC

construction, real estate and finance, sales, commercial

Hudson

Concept Eqt

Location: Quickborn (Schleswig-Holstein) and Mönchengladbach (30 km from Düsseldorf)

16 employees (8 in the HR department)

HR, coaching, business consulting

Recruitment: executives and specialists

Potential analysis

AC and DC: develop own tests

Management Audit

Training and Coaching

Outplacement

Career guidance

Hudson

Grow.up Managementberatung

Location: Gummerbach (50 km from Köln) and München

About 12 employees

Consultancy, HR development, Diagnostics: extensive list of services

Recruitment and Selection:

Employee surveys

Career guidance

Management Audit, Talent management: AC ?

Personality tests: use Reiss Profile, Insights Discovery, BIP

Training and Coaching

Interim management

Had 3 offices, but scaled down to 2

Hudson

HR Horizonte

Location: Hamburg and Düsseldorf

20 employees

HR Consultancy

Use standardised test: Profile XT, BIP, DISC, Reiss Profile

Potential analysis, AC and DC

Management Audit

360° feedback

Employee survey

Health care, energy and utilities, tourism, food service, finance

Clients: Sony Ericsson, Total Deutschland, Esso, Exxon Mobil, Stepstone, Lufthansa, Deutsche Post, E.ON, Fujitsu Siemens Computers

Hudson

MFG Recruiting 2005

Location: Düsseldorf, Hamburg, Stuttgart

15 employees

Recruitment + Selection of high IT specialists and executives

Use tools from SCAN, a.o. 360° feedback

AC

Training and coaching of high potentials

Have contact persons in London and Dubai

Hudson

Personal-point 2002

Location: Bonn and Berlin (=office for trainings since 2007)

10 employees + Freelancer

HR diagnostics, HR and organizational development

Develop own tools, but one of the consultants has a licence for OPQ and Reiss profile

360° feedback and management feedback

Training and coaching

Talent Management, performance and personality tests

Employee survey

Change management

IT, Telecommunications, healthcare, insurance, finance, retail

IBM, Deutsche Telekom, Toshiba, Deutsche Bank, Daimler, METRO

Hudson

Pro search Schlichter und Partner

Location: Stuttgart, Heidelberg, München

At least 9 consultants

HR consultancy

Use Insights Discovery tests

Recruitment and Selection of specialists and executives

AC

Interim Management

Career Guidance

Successor planning

IT, logistics, Industry, Automotive, Energy and utilities, Pharma, healthcare, Retail, FMCG

Several partners

Hudson

Select if 2006

Location: Düsseldorf and Augsburg (70 km from München)

14 employees + freelancers

HR consultancy

AC - Develop own tools?

Recruitment and Selection: young graduates/professionals and academics

Strategy advice

Executive Search

Newplacement

Career Guidance

Employer Branding

Industry, retail, services

Several partners, including CCT (Consulting Competence Team)

Hudson

HR Blue 2000

Location: Baldham (20 km from München), 1 office in Austria, 1 office in Switzerland

20 employees

Recruitment for HR positions: management and expert staff

Recruitment, Executive Search, Professional Search, Direct Search

Coaching and career advice for HR professionals

AC and DC (own tests)

Employee survey and management feedback

Change management

HR Blue Academy: In-house training, workshops, coaching

Hudson

Dr. Schmidt und Partner 1986

Location: Hamburg, Frankfurt, Lucerne (CH)

35 employees

Recruitment, Job advertising, employer branding

Executive Search

Candidate Selection: AC, develop own tools/tests

Outplacement

Market Research

Job Advertising, eRecruiting and employer branding

Retention

Coaching and training

Engineering, automotive, energy, medical technology, IT, finance, FMCG

Columbus Award for Recruitment Advertising

Hudson

MES

2001

Hamburg, Köln, Ellingen (146 km from München)

10 internal employees + 12 Freelancer

HR diagnostics and management development

Uses tools from [Insights](#), but develop own tools as well

Selection and potential interviews

AC and DC, Management Audit

Training (for trainers and managers) and coaching

Salary and compensation

Successor planning

Clients: Siemens, BDF Beiersdorf, E.on, Bosch, Metro group, Merck

International partners (contact persons) in Hungary, India and China 

Bodo Vorrath Associates

Location: Fürth (230 km from München, close to Nürnberg)

10 employees

Executive Search and human due diligence


Use AC

Buy tools: [Insights MDI](#)

Clients: IMS Health, Knorr Bremse AG, Deutsche Post, Deutsche Telekom AG, Vodafone D2 GmbH, REWE Group, Gazprom

Very professional look and feel

Has hired quite a lot new people during the last year

Future cooperation with McKinsey 

Institut für Managementberatung 1983

Location: Neuss (8 km from Düsseldorf), München, Stuttgart, Hamburg

25 employees

Recruitment and selection of executives and professionals

buy tools from [SHL](#)

Executive Search

AC, Management Audit and potential analysis


Personnel development: coaching

Personnel management tools: Remuneration, Administration

Interim management

Change management

Finance, Audit, legal services and other professional services

Part of AIMS network 

AIMS

Location: Neuss (8 km from Düsseldorf), München, Stuttgart, Hamburg

20 employees

Executive Search and other HR services

AC and potential analysis

Outplacement


Change management

Compensation and benefits

Interim management

Finance, Operations, Sales, Business Development, Marketing, Engineering, Information Technology

Partners: IFM

present in over 50 countries 

Wilkes & Partner

Location: Düsseldorf, Hamburg and München


About 15 employees

Executive Search

Use [OPQ](#), and have developed Best-of-Five Index

AC

Outplacement

Finance, Healthcare, Technology 

CNT


Location: Hamburg, München, Moskau, Wien

10 employees

Services and software-based solutions for selection and development

AC, Assessment online, Manager Audit

[CAPTain](#) Test, Commercial personality test and questionnaires

Clients: Vodafone, Bremer Landesbank 

Tools

MBTI

Insights MDI

Insights Discovery

DISG / Persolog

**BIP Bochumer Inventar zur berufsbezogenen
Persönlichkeitsbeschreibung**

DNLA

OPQ32

Profiles International

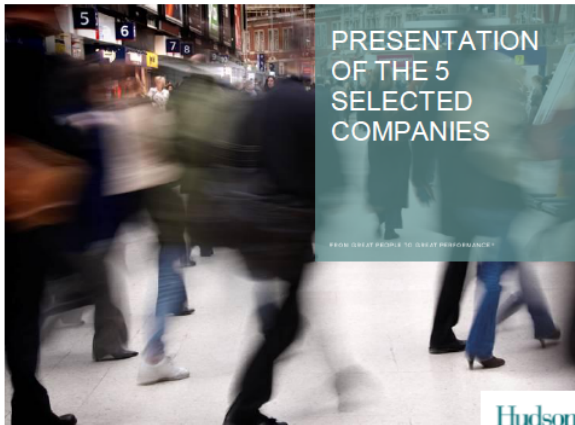
Reiss Profile

Hudson

FROM GREAT PEOPLE TO GREAT PERFORMANCE *

Hudson

PRESENTATION JULY 7



HR HORIZONTE °2003

Location: Hamburg and Düsseldorf
20 employees

Key values:

- pragmatic, scientific, long-term perspective, partnership with clients, professionalism

53 References, including:
Stepstone, E.ON, Exxon Mobil, Jägerwerke, McDonald's, Rheinmetall, Sony Ericsson, Total Deutschland, Esso, Lufthansa, Deutsche Post, E.ON, Fujitsu Siemens Computers, ThyssenKrupp, GDF SUEZ Energie Deutschland

HR-HORIZONTE
PERSONAL BERATUNG

Hudson

HR HORIZONTE °2003

Diagnostics, Training and Tools

Identification	Strategic development	Retention
-Selection procedures	Management Audit	Development Center
-Individual Assessment	Potential Center	Multi-Source Feedback
-Standardised Tests	360° Feedback	
-Interview techniques	Management-Coaching (Inhouse)Trainings	Teambuilding
-Management Roleplay	Workshop-Moderation	
-HR concepts	Managementinstruments	
-Employee feedback	Employee survey	
-Personnel development	Talent Management	
	Strategic Competence	

HR-HORIZONTE
PERSONAL BERATUNG

Hudson

HR HORIZONTE °2003

Used tools:

- Bochumer Matrizen Test (Cognitive competencies) (Ruhr-Universität Bochum)
- DISG Personality Test
- Bochumer Inventar zur berufsbezogenen Persönlichkeitsbeschreibungen
- Profile XT
- Reiss Profile

Partners:

- Euroforum - the conference company
- Management Circle AG
- Persolog - DISG-Persönlichkeitsprofil
- Profiles International
- SCG SchielConsulting GmbH
- Reiss Profile Europe B.V.
- BMW-Bundesverband mittelständische Wirtschaft Unternehmervverband

HR-HORIZONTE
PERSONAL BERATUNG

Hudson

HR HORIZONTE °2003

Thomas Lehment (± 40 years old)
Studies: Personnel and Organizational Psychology
Management board - Kienbaum Management Consultants
Management board - Harvey Nash HR Consulting
Certified DISG-Trainer, Management-Coaching, Transaction analysis

Peter Krumbach-Mollenhauer (44 years old)
Studies: Trained as a banker and Psychology studies
Management board - Kienbaum Management Consultants
Independent Consultant
Management board - Harvey Nash HR consulting
Certified Reiss Profile-Master, Certified Profiles International consultant

Books: Führen mit Psychologie (2007); Die Praxis des Verkauf (2009)

HR-HORIZONTE
PERSONAL BERATUNG

Hudson

HR HORIZONTE °2003

Age structure:


- Under 31 57%
- Between 31 and 39 14%
- Over 39 28%

Studies Psychology

Freelancer:
Thomas Römer (± 44 years old)
 - has an own HR company: Team Römer (about 3 employees)
 - Kienbaum Consultant

At least 4 consultants: connection with Kienbaum

Give seminars – e.g. Management Circle Seminars (°1989)
 Cost from € 1400 to € 2000 for two days



ZENTRUM FÜR MANAGEMENT- UND PERSONALBERATUNG ° 1991

Location: Bonn
10 employees

Recruitment and Selection - Management diagnostics
 - AC, OC, Potential analysis
 - Management Audit
 - Interview: STAFF (Standardisiertes Interview for specialists and executives)

Personnel development
 - Management programs
 - Training, Coaching, Seminars
 - Employee survey - Feedback systems

Company development
 - Strategy, Reorganisation
 - Change Management






ZENTRUM FÜR MANAGEMENT- UND PERSONALBERATUNG ° 1991

Philosophy:
 - Personalities make the difference
 - Expertise
 - Open, transparent

Tools:

STAFF:
 - Interview system: 26 questions
 - Developed by Psych. Peter Friederichs
 - have the exclusive rights in Germany, Switzerland and Austria

ZFM-Academy
 - Have a seminar program
 - Takes place in a hotel
 - Costs about € 1000

ZENTRUM FÜR MANAGEMENT- UND PERSONALBERATUNG ° 1991

Founder: Edmund Mastiaux (50 years old)
 - Businessman
 - Saved a football team: e-Bay auction (2008)

Other employees: quite diverse backgrounds

-Walter Wiberry	57 years old	Banker, Social sciences
-Barbara Morschhaeuser	52 years old	Economics
-Wolfgang Nett	50 years old	Economics
-Ludwig Weitz	49 years old	Pedagogics of Religion
-Christian Kerner	48 years old	Lawyer
-Ulrike Buschmeier	48 years old	Social Sciences
-Stephanie Boeker	41 years old	Psychology
-Julia Bender	31 years old	Psychology
-Natascha Romoda	30 years old	Marketing
-Hanna Berger	25 years old	Psychology





GROW.UP MANAGEMENTBERATUNG ° 1997

Location: Gummersbach and München
About 12 employees

Focus: people, choosing the right strategy, together with client

Recruitment and Selection
 Interim Management
 Employee survey, Management Feedback, 360°
 Career guidance
 Management Audit, Talent Management, AC, OC, DC
 Personality tests
 Training and coaching
 Leadership scenarios






GROW.UP MANAGEMENTBERATUNG ° 1997

Tools: buy tools
 -Profile XT
 -BIP
 -DISC
 -Reiss Profile
 -Analysis of Leadership and Behaviour Style (FHA)

Partners:
 -Schielconsulting
 -Management Circle
 -HR Horizonte

-Give seminars e.g. Management Circle

GROW.UP MANAGEMENTBERATUNG °1997

Age structure

- Under 31 40%
- Between 31 and 39 20%
- Over 39 40%

Consultants: Coaching profiles
Certified
Psychology, Pedagogy

Management board

- Uta Rohrschneider 42 years old Psychology
Books: HRM, Career
- Michael Lorenz about 50 years old Kienbaum
Books: Management, HR, Selection, Career
- Andrea Osthoff

grow.up.
Managementberatung

Hudson

KEMPERS UND PARTNER °2005

Location: Leverkusen
15 employees

Personnel search
Personnel development
AC and DC: use Insights MDI
Training / Continued Education
Management Audit
Career planning
Successor planning

Webinars (free)
Refer to Myerrs-Briggs, Insights

KEMPERS & PARTNER
PERSONALBERATUNG

Hudson

KEMPERS UND PARTNER °2005

Michael Kempers	47 years old	marketing
Ralf Kliem	44 years old	biology, manager
MD Wolfgang Vieten	57 years old	medicine
Inka Kempers	42 years old	social sciences
Jörg Becker	34 years old	economics
Christiane Dickinger	45 years old	human sciences
Arnold Schwark	40 years old	business economics
Jan Storb	40 years old	researcher
Bastian Dinspel	30 years old	communication psychology
Thomas Lütke-Entrup	43 years old	law studies, international projects
Mareike Schlenkhoff	31 years old	social sciences
Katrin Soppe	30 years old	psychology
Anja Boenke	31 years old	social sciences
Christiane Dargel	33 years old	office communications

KEMPERS & PARTNER
PERSONALBERATUNG

Hudson

BERND HEUER °1975

Location: Düsseldorf and Berlin
8 employees

Career recruiting
Advertising
Executive Search
Interim management
Successor planning
Potential analysis: interview, CV analysis, AC

Career coaching
Potential analysis

Clients: Construction, real estate, finance

BERND HEUER
KARRIERE

Hudson

BERND HEUER °1975

Tools: buy them – dr. Wottowa

Structure:
Heuer Interim Bernd Heuer Karriere Heuer Dialog

Small, but good reputation

Manager: Thomas Flohr + own company
since 1993

Project manager: Stefanie Schröder

Former manager: own company

BERND HEUER
KARRIERE

Hudson

FROM GREAT PEOPLE TO GREAT PERFORMANCE *

Hudson

PRESS FILE – BERND HEUER KARRIERE

BERND HEUER KARRIERE - TABLE OF CONTENTS

GENERAL INFORMATION / DATA

- Unternehmensdaten
- Personalberater in Deutschland (Führungskräfte)
- Bewerbungshops24.de: Die wichtigsten deutschen Headhunter nach Branchen
- Bernd Heuer Karriere
- Company history
- References

HEUER CORPORATE STRUCTURE

- Einbindung in das Bernd Heuer Netzwerk
- Heuer Interim Dienstleistungsspektrum
- Team Heuer
- Teamvorstellung Heuer Dialog GmbH
- Gründer und Initiator aus Tradition – 30 Jahre Bernd Heuer Unternehmen
- Bernd Heuer Benchmark: 30 Jahre Unternehmensgruppe Bernd Heuer
- Newsletter Heuer-Dialog
- Immobilienmanager.de: agenda4 mit neuem Vorstand
- Plattform Zukunft agenda4
- Presseinformation 07/2008: Immobilien Zeitung beteiligt sich an Bernd Heuer Dialog

HR PORTFOLIO

- Human Resources Portfolioanalyse

EMPLOYEES

- Xing profile Stefanie Schröder
- LinkedIn profile Stefanie Schröder
- Xing profile Thomas Körzel (former President)
- Xing profile Victoria Stetter (former employee)
- Profile Ulrich von Wedel (former employee)

THOMAS FLOHR

- Thomas Flohr Associates – Executive Search: profile Thomas Flohr
- Thomas Flohr Associates
- Pressemitteilung 11/2007: Thomas Flohr Associates GmbH wird neuer Mieter der ZIAG Immobilien AG in der Düsseldorfer Roßstraße

INFO RELATED TO THOMAS KÖRZEL – FORMER DIRECTOR

- www.iz-jobs.de 06/2009: Bernd Heuer & Partner ordnet Führungsspitze und gründet neue Gesellschaft
- Profile Thomas Körzel
- Thomas Körzel – Büro für Karrierecoaching
- Article www.immobilien-zeitung.de: zweiter Stuttgarter Immobilitäts-Talk – Chancen für Bewerber in verschiedenen Segmenten
- Akademie der Immobilienwirtschaft: Einladung – Podiumsdiskussion „Entwicklungsperspektiven in der Immobilienwirtschaft“
- Article Immobilienzeitung 10/2008: GIF-Arbeitskreis Human Resources „Wir wollen das Begriffs-Wirrwarr beenden“ (Interview with Thomas Körzel)

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- Article Immobilienzeitung 08/2007: 3 Fragen an Thomas Körzel
- Article Immobilienzeitung 01/2007: Richtig bewerben kann man lernen
- Article Immobilienzeitung 08/2005: „Bewerbung“ kommt von „Werben“
- Article Immobilienzeitung 10/2005: Soziale Emotionenz oder intente Kompelligenz?
- Gesellschaft für Immobilienwirtschaftliche Forschung e.V.: gif-Arbeitskreis Human Resources berichtet über seine Aktivitäten
- Expo REAL 2009: Planning & Partnerships Forum: CareerDay (Moderator Thomas Körzel)
- www.karrierecoach.de: Auf der Suche nach dem Traumjob
- IZ-karrierefürer 2009/10 für die Immobilienwirtschaft: Gehaltsentwicklungen für Young Professionals in der Immobilienwirtschaft
- Article www.immobilienz-zeitung.de: Netzwerken – Visitenkarten ausgetauscht, und nun?

EVENTS

- Erfurter Wirtschaftskongress 2004: Kongressjournal
- Article Immobilienzeitung: Ressort: Job & Carreer: EXPO REAL 2005 – Career day: Persönliche Erfahrungen waren Trumpf
- EXPO REAL 2006: Planning & Partnerships Forum: CareerDay (participant Thomas Körzel Bernd Heuer)
- ULI Germany: Eliten in der Real Estate Industry
- Rem-Club-berlin.de: “Trends in der Personalwirtschaft der Real Estate Industry”
- IZ-KarriereForum: Die Jobmesse der Immobilien Zeitung 12 Juni 2010
- Die Uli Veranstaltungen – Dialog für die Zukunft
- 2. Personalsymposium der Immobilienwirtschaft 21. Januar 2010 (Thomas Flohr)
- www.immobilienz-zeitung.de 06/2010: IZ-Karriereforum: Die jungen Profis kommen
- 11. EBS Immobilienkongress: Real Estate Job Messe
- Open PR: Das offene PR-Portal – Joboffensive 2008
- Crosswater-job-guide.com 06/2010: IZ-Karriereforum ist größte Jobmesse der Immobilienwirtschaft

JOB DESCRIPTIONS / ADS

- Research Consultant Personalberatung
- Head of Transaction (Argoneo)
- Regional Head Asset Management North (Argoneo)
- Regional Head Asset Management North (Argoneo)
- Project Manager
- Kaufmännische/-r Objektmanager/-in Gewerbeimmobilien (MEAG)
- Senior Key Account Manager Vertrieb Facility Management
- Technischer Objektmanager Immobilien Deutschland
- Geschäftsführer
- Projektleiter für den hochwertigen Wohnungsbau
- Projektleiter Pflegeheime
- Heimleiter Seniorenpflegeeinrichtungen
- Projektentwickler Einzelhandel
- Leiter Fondsvertrieb / Fondskonzeption
- Teamleiter Facility Services
- Projektleiter Wohnungsbau
- Finanzierer gewerbliche Immobilien
- Immobilienmanager Family Office

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VARIA

- Article Welt-Online: "Die Branche braucht neue Ideen und innovative Projekte"
- Pressemitteilung Junge Karriere 11/2009: Die Immobilienwirtschaft baut verstärkt auf Akademiker (Thomas Flohr)
- Pressefach Junge Karriere 10/2009: Abschlüsse mit Immobilienschwerpunkt und branchenspezifische Praxiserfahrung gefragt (Thomas Flohr)
- Article immobilienmanager 10/2009: Zupackende Art – Interim Management (Volker Mauritz)
- Der Immobilienbrief 2004 (Bernd Heuer sponsored Facility Management-Spezial)
- Article Haufe Immobilien: 44 führende Köpfe der Branche
- Aurelis award – ein agenda4 Wettbewerb

PRESS FILE – HR HORIZONTE

HR HORIZONTE - TABLE OF CONTENTS

BROCHURES (WEBSITE)

- Company profile
- Leistungsportfolio: Konzepte – Benchmarks – Lösungen
- Das Einzel-Assessment
- Das Auswahl-Assessment
- Development Center
- Das Management Audit
- Das DISG-Persönlichkeitsprofil
- Reiss Profile
- Strategische Kompetenz-Management
- Mitarbeiterbefragung (Employee survey)
- Leistungstest – Bochumer Matrizen Test (Bomat)
- DISG-Persönlichkeitsprofil – Leistungsübersicht
- Persönlichkeits-/Selbstbildfragebogen – Bochumer Inventar zur berufsbezogenen Persönlichkeitsbeschreibung
- Anforderungsanalysen mit PaiRS
- Führungsverhalten analysieren und gezielt entwickeln – Einsatz des DISG-Persönlichkeitsprofils
- Antreiberfragebogen (Motivational Questionnaire)
- Antreiberfragebogen Auswertung
- Kompetenzaudits – Europameister der Talente in knapper werdenden Märkten (16. DGFP-Kongress - 2008)
- McDonald's-Diagnostik und PE für 1.300 Restaurant-Manager (17. DGFP-Kongress – 2009)

COACHING / CONSULTING PROFILES

- Beraterprofil Peter Krumbach-Mollenhauer
- Coachingprofil Peter Krumbach-Mollenhauer
- Beraterprofil Thomas Lehment
- Coachingprofil Thomas Lehment
- Beraterprofil Tim C. Bauer
- Coachingprofil Tim C. Bauer
- Beraterprofil Julia Schlutius
- Beraterprofil Thomas Römer
- Beraterprofil Katja Kunert
- Beraterprofil Inga Klopp
- Beraterprofil Ines Langer

EMPLOYEES

- Xing company profile
- Xing profile Peter Krumbach-Mollenhauer
- LinkedIn profile Peter Krumbach-Mollenhauer
- Personenbeschreibung Peter Krumbach-Mollenhauer
- Brainguide profile Dipl.-Psych. Peter Krumbach-Mollenhauer
- Xing profile Thomas Lehment
- Personenbeschreibung Thomas Lehment
- Xing profile Ines Langer
- Respect Research Group: backgroup Ines Langer
- Xing profile Myriam Reiser
- Xing profile Julia Schlutius
- Xing profile Inga Klopp
- Xing profile Lisa Lischewski
- Xing profile Katja Kunert
- Xing profile Thomas Römer
- Xing profile Julia Egloff (former employee)

HR HORIZONTE - TABLE OF CONTENTS

BOOKS / PUBLICATIONS

- Führen mit Psychologie – Menschen effizient und erfolgreich führen (Krumbach and Lehment)
- Die Praxis des Verkaufs (Krumbach and Lehment)
- Webbasierte Assessments, Online-Akademien und Change Management Portale
- Part 1 from the book „Die Praxis des Verkaufs“: Sales: Modelle und Prozesse (Peter Krumbach-Mollenhauer)

SEMINARS

- WirtschaftsWoche Executive-Event: IT 2003 – Eine Branche geht in die Offensive! (including Workshop with Peter Krumbach-Mollenhauer)
- Management Circle: Führung in schlanken Unternehmen (Peter Krumbach-Mollenhauer) 2004
- Brochure GTC impuls 2004, including a seminar with Peter Krumbach-Mollenhauer)
- Management Circle: Vom Teammitglied zum Teamleiter (Thomas Lehment) 2005
- Euroforum: Leistungssteigerung im Team (Peter Krumbach-Mollenhauer) 2006
- 2 Brochures about Service Desk Forum 2008: Für IT-Support, Service-Desk- und IT-Service-Management (Peter Krumbach-Mollenhauer)
- Management Circle: Harte Gespräche führen (Peter Krumbach-Mollenhauer) 2009
- Management Circle: Vom Kollegen zum Vorgesetzten (Peter Krumbach-Mollenhauer) 2009
- Management Circle: Harte Gespräche Führen (Peter Krumbach-Mollenhauer) 2010
- Management Circle: Professionelle Verhandlungstechniken für Manager (Peter Krumbach-Mollenhauer) 2010
- BVMW: Personalauswahl im Mittelstand (Julia Schlutius and Ines Langer) 2010
- Euroforum: Jahresgespräche – Beurteilungs- und Zielvereinbarungsgespräche effektiv führen (Peter Krumbach-Mollenhauer) 2009-2010
- Management Circle: Managementtraining kompakt (Peter Krumbach-Mollenhauer and Thomas Lehment) 2010
- Akademie für Geschäftsführer; ASB Managementzentrum Heidelberg: Akademie für Geschäftsführer (Peter Krumbach-Mollenhauer) 2010
- Management Circle: Vom Kollegen zum Vorgesetzten (Peter Krumbach-Mollenhauer) 2010

VARIA

- Hamburger Abendblatt: Führungskräfteentwicklung – HR Horizonte
- Praktikum bei HR Horizonte
- Competence Site: Virtual Roundtable zum Thema Personaldiagnostik – Personaldiagnostik im Konjunkturaufschwung: Relevanz, Konzepte und Ausblick
- Article in Hausgeist 07/2001: Angst, Nein zu sagen (Thomas Lehment)
- Coaching 05/2009: Richtig Kommunizieren – Sie können Ihren Chef überzeugen (Peter Krumbach-Mollenhauer)
- Hamburger Abendblatt 12/2002: Gedanken zu Personalfragen – Groß eingekauft, dann klein gemacht (Thomas Lehment)
- www.computerwoche.de 04/2005: Karriere-Ratgeber 2005 - Peter Krumbach-Mollenhauer, HR-Horizonte GmbH
- Karriere: Feedback annehmen (Thomas Lehment)
- Competence Report 08/2007: Presentation about the book: Führen mit Psychologie (Peter Krumbach-Mollenhauer and Thomas Lehment)
- FAZjob.net: Ränkespiele im Büro (Peter Krumbach-Mollenhauer)
- Hamburg.business-on.de: Top-kandidaten sicher identifizieren (Julia Schlutius and Ines Langer)
- Setzen Sie neue Potenzial frei – Einfach Sicher Motivieren: Motivieren Sie Ihre Mitarbeiter zu Spitzenleistungen (Micaela Hüpperling)
- Effektives Selbstmanagement: Achtung: Stressverstärkende Antreiber (Peter Krumbach-Mollenhauer)

PRESS FILE – KEMPERS & PARTNER

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- Team
- Cooperation partner
- Xing company profile
- Xing profile Michael Kempers
- Reichwald & Partner: profile Michael Kempers
- LinkedIn profile Michael Kempers
- Plaxo profile Michael Kempers
- Xing profile Dr. Ralf Kliem
- LinkedIn Dr. Ralf Kliem
- Xing profile Jörg Becker
- Xing profile Christiane Dickinger
- Xing profile Arnold Schwark
- Xing profile Jan Storb
- Xing profile Bastian Dinspel
- Xing profile Thomas Lütke Entrup
- Xing profile Mareike Schlenkhoff
- Xing profile Katrin Soppe
- Xing profile Anja Boenke
- Xing profile Christiane Dargel
- Rolf Klausmann: New partner of Kempers & Partner, profile
- Interview with Rolf Klausmann
- Xing profile Mandy Kimyonsen (former employee)
- Profile M.A. Sonja Ifeoma Chinwuba (former employee)
- Profile of Nils Leideck (former employee)

NEWSLETTER

- X-tract: Newsletter Nr. 14 Kempers & Partner and Reichwald & Partner
- X-tract: Newsletter Nr. 15 Kempers & Partner and Reichwald & Partner
- X-tract: Newsletter Nr. 16 Kempers & Partner and Reichwald & Partner

WEBINAR

- Kostenfreies Webinar Führen von Vorstellungsgesprächen für Führungskräfte 25. Juni 2010
- Overview Webinare 2010

INFORMATION / TIPS GIVEN ON THE WEBSITE

- Arbeitszeugnisse
- Personalmarketing im Mittelstand
- Anforderungsprofil Projektleiter
- Buchtipp: Menschenkenntnis auf einem Blick
- Vorbereitung von Vorstellungsgesprächen
- Neue Mitarbeiter – Tipps zur Einarbeitung
- Karriere-Aus durch Internet-Spuren

JOB DESCRIPTION / ADS

- Overview job ads
- Leiter der Personalabteilung
- Overview jobs ads from Kempers & Partner

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- Serviceingenieur (AB SCIEX)
- Serviceingenieur (AB SCIEX)
- Facharztausbildung
- Assistenzarzt Frauenheilkunde (Klinikum Lippe-Detmold)
- Leiter der Personalabteilung
- Leiter der Personalabteilung für ein Klinikum in Bremen
- Kaufmännischer Leiter
- Oberarzt für Anästhesie und Intensivmedizin Arnsberg
- Assistenzarzt, Hauptabteilung Chirurgie (St. Marienhospital Lüdinghausen)
- Ärztin/ Arzt für die Abteilung Innere Medizin in Voll- oder Teilzeit mit flexiblen Arbeitszeiten (Dreifaltigkeitshospital Lippstadt)
- Facharzt für Allgemeinmedizin oder Innere Medizin
- Projektleiter im Produktionsaufbau / Montageleiter USA
- Spezialist Support Genomic Analyses and Research Business EM Middle East
- Sales Marketing Manager Dentale Instrumente
- Jobs Kempers & Partner Personalberatung
- Verkaufsprofi für Projektgeschäfte
- Ingenieur Produktmarketing Innovative Stromversorgung
- Marketing Head Germany
- Assistenzarzt für Orthopädie und Unfallchirurgie

VARIA

- Article Wirtschaftsförderung Leverkusen 01/08: Kempers & Partner Personalberatung eröffnet neue Dependance
- Deutschlandfunk 10/2005: Campus & Karriere: Headhunting – die etwas andere Art der Führungskräfte suche (Michael Kempers)
- Eu.experteer.com: profile Michael Kempers Personalberatung
- Experteer.de: profile Kempers & Partner Personalberatung
- Wirtschaftsförderung Leverkusen – Newsletter April 2009
- Level March 2007 Informationen der Wirtschaftsförderung Leverkusen GmbH: Starker Standort für innovative Handwerksbetriebe – Das Handwerkerzentrum Leverkusen (HWZ) stellt sich vor
- INSIGHTS MDI International: Cooperationpartners
- Inhalt (39. Jahrgang)
- Meffert Software: Feedback from customers (including Kempers & Partner)
- Netz-Info 07/2004: KVWL-Consult: Schulung zum Thema "Teamentwicklung" (Wolfgang Vieten)

PRESS FILE – GROW.UP

GROW.UP. - TABLE OF CONTENTS

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- Company Profile
- Beratungs- und Trainingsleistungen (Services)
- Das Reiss Profile nach Dr. Steven Reiss, Ph.D.
- Persönlichkeitsfragebögen (Personality questionnaires)
- Insights Discovery
- Assessment-Center
- HR Positioning Self Check
- Klinik-Experten Forum – Personalentwicklung im klinischen Kontext
- Tagen bei grow.up. Managementberatung GmbH (Seminars)
- Führungs- & Handlungs-Stil-Analyse (FHA)
- Das Reiss Profile nach Steven Reiss, Ph.D.
- Motivationsanalyse mit dem Reiss Profile
- Führung – für dauerhaft hohe Leistung – individuell – effektiv – entlastend: Eine persönlichkeitsorientierte Führungskräfteentwicklung auf der Grundlage der Erkenntnisse des „Reiss Profile“
- Erklärung der Abgrenzung zur Scientology-Organisation
- Coaching – Projektbeispiel
- Feedback-Verfahren, Basis für Weiterentwicklung und Veränderung
- Leadership in practice – Projektbeispiel
- Projektmanagement – Qualifizierungsprogramm in fünf Modulen
- Beratung – Projektbeispiel
- Grow.up. lässt auch andere wachsen
- Kennenlerntage

COACHING / CONSULTING PROFILES

- Coachingprofil Michael Lorenz
- Overview publications of Michael Lorenz
- Coaching profile Uta Rohrschneider
- Beraterprofil Sandra Rings
- Beraterprofil Dipl.Päd. Sabine Pflichtenhöfer
- Beraterprofil Andrea Osthoff
- Coachingprofil Dr. Susanne Eckel
- Beraterprofil Sarah Friedrichs

EMPLOYEES

- Xing company profile
- Xing profile Uta Rohrschneider
- Xing profile Michael Lorenz
- Brainguide profile Michael Lorenz
- Steinbeis-smi profile Michael Lorenz
- Xing profile Dr. Susanne Eckel
- Xing profile Sandra Rings
- Xing profile Sarah Friedrichs
- Xing profile Andrea Osthoff
- LinkedIn profile Andrea Osthoff
- Seminarbewertung.de profile Andrea Osthoff
- Xinge profile Sabine Pflichtenhöfer
- Brainguide profile Sabine Pflichtenhöfer

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BOOKS / PUBLICATIONS

- Amazon.de: books by Uta Rohrschneider
- Amazon.de: books by Michael Lorenz
- Unsere Neuerscheinung im Juni 2009!: Erfolgreiche Personalauswahl – sicher, schnell und durchdacht and others
- Orel füssli Verlag AG: Neuorientierung für Führungskräfte, Berater in eigener Sache (Michael Lorenz and Uta Rohrschneider)
- www.storyworld.ch: Vorstellungsgespräche by Michael Lorenz
- www.ebookee.net: Erfolgreiche Personalauswahl: Sicher, schell und durchdacht by Michael Lorenz and Uta Rohrschneider
- www.haufe.de: Die besten Bewerbungsmuster
- Table of contents of Die besten Bewerbungsmuster
- Article from Haufe.de 2004: Die vier neuen Bewerbungsratgeber von Haufe: Nur die Besten haben die Chance auf einen Job

SEMINARS

- Feedback form of the seminar
- Management Circle: Trends in der betrieblichen Ausbildung: Optimierung der Ausbildung – So gestalten Sie die Ausbildung noch effektiver! (Uta Rohrschneider) 09/2003
- Management Circle 2. Jahreskongress Personalentwicklung (Uta Rohrschneider and Michael Lorenz) 11/2003
- Article Accounting 09/2004: Crashkurs Mitarbeiterführung (Michael Lorenz)
- Management Circle 3. Jahreskongress Personalentwicklung: Methoden, Trends, Impulse (Michael Lorenz)
- Management Circle 5. Jahreskongress Personalentwicklung: Kompetenzen, Werte, Erfolge (Uta Rohrschneider)
- Management Circle: Der/Die Personalreferent/in (Uta Rohrschneider, Michael Lorenz, Sabine Pflichtenhöfer) 01/2007
- Management Circle: Mitarbeiterkontrolle (Dr. Susanne Eckel) 05/2007
- Management Circle: Der Kaufmännische Leiter – Stabile Positionierung trotz Umsetzungs- und Erwartungsdruck! (Andrea Osthoff) 12/2007
- Management Circle: Demographie fordert Personalentwicklung – Neue Karrieremodelle, Lebenslanges Lernen, altersgerechte Personalentwicklung (Uta Rohrschneider) 2008
- IMW: Kompaktseminar – Selbstmanagement für Führungskräfte (Sabine Pflichtenhöfer) 2008
- Management Circle: Beratungsleistung aktiv verkaufen (Michael Lorenz and Sabine Pflichtenhöfer) 2009
- Management Circle: Überzeugen im Verkaufsgespräch (Andrea Osthoff and Sabine Pflichtenhöfer) 2009
- Management Circle: Gewinnung und Bindung von Ärzten und Pflegepersonal (Uta Rohrschneider) 2009
- Management Circle: Personalentwicklung im demografischen Wandel (Uta Rohrschneider) 2009
- Bundesvereinigung Restrukturierung, Sanierung und Interim Management: Beratungsleistung aktiv verkaufen (Michael Lorenz and Sabine Pflichtenhöfer) 08/2009
- Bundesvereinigung Restrukturierung, Sanierung und Interim Management: Beratungsleistung aktiv verkaufen (Michael Lorenz and Sabine Pflichtenhöfer) 09/2009
- 6. Pangora E-Commerce Kongress: Innovationen im Online-Shopping (Michael Lorenz) 2009
- Management Circle: Berufsbezogenen Persönlichkeitstests (Uta Rohrschneider) 2010-07-08
- Management Circle: Professionelle Assistenz in Führungsaufgaben (Andrea Osthoff and Sandra Rings) 2010
- Management Circle: Die 5 Erfolgsfaktoren im Vertrieb (Michael Lorenz) 2010
- Management Circle: Personalwissen kompakt – So unterstützen Sie Ihren Chef in Personal- und Führungsarbeit! (Sandra Rings) 2010
- Management Circle: Der/Die Personalreferent/in (Uta Rohrschneider) 2010
- Management Circle: Managementtraining kompakt (Michael Lorenz) 2010
- Management Circle: Personalentwicklung im demografischen Wandel (Uta Rohrschneider) 2010
- Akademie für Geschäftsführer; ASB Management Zentrum Heidelberg: Wirksame Führung für Geschäftsführer (Michael Lorenz) 2010
- Management Circle: Vom Kollegen zum Vorgesetzten (Uta Rohrschneider) 2010

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- Management Circle: Verkaufsprozesse optimieren! (Andrea Osthoff and Sabine Pflichtenhöfer)
- Management Circle: Der Kaufmännische Leiter (Dr. Susanne Eckel and Andrea Osthoff) 2010
- Akademie für Controlling; ASB Management Zentrum Heidelberg: Der kundenorientierte Controller (Sabine Pflichtenhöfer) 2010
- ASB Management Zentrum Heidelberg: Der kundenorientierte Controller (Sabine Pflichtenhöfer) 2010
- Akademie für Controlling; ASB Management Zentrum Heidelberg: Der Controller – Zertifikatslehrgang (Sabine Pflichtenhöfer) 2010
- Seminare Business-wissen: Zeit- und Selbstmanagement

INTERNAL JOBS

- Praktikum Human Resources Consulting
- Praktikum Human Resources Consulting
- Praktikum: information folder
- Praktikum EDV/IT
- Praktikum EDV/IT
- Berater/Trainer Personalentwicklung
- Berater HR-Management

VARIA

- Bildung aktuell: Das eMagazin für Management, Personalwesen und Weiterbildung: Article Trennung als Chance (Uta Rohrschneider)
- Scherben bringen Glück! Wider die gläsernen Decken: Interview with a.o. Uta Rohrschneider
- Amazon.de: Literature Tips from Uta Rohrschneider
- Amazon.de: favorite literature about communication from Uta Rohrschneider
- Amazon.de: favorite literature about leadership from Uta Rohrschneider
- Job ad: Systemadministrator
- HF UNI Köln – Career Service: List of Cooperation partners (including grow.up.)
- Article FAZ.net 06/2010: Auf starken Schultern an die Uni

OVERVIEW TOOL-DEVELOPING COMPANIES

Most common in Germany:

MBTI:	http://www.a-m-t.de/index.php?id=346
Insights MDI:	http://www.scheelen-institut.de/
Insights Discovery:	http://www.insights-group.de/cms/website.php?id=/de/index/ue...
DISG / Persolog:	http://persolog.de/web/de/aktuelles/pressemitteilungen/2010/...
BIP Bochumer Inventar zur berufsbezogenen Persönlichkeitsbeschreibung:	http://www.testentwicklung.de/bip.htm
DNLA:	https://dnla.de/index.htm
OPQ32:	http://www.shl.com/WhatWeDo/PersonalityAssessment/Pages/OPQQ...
HDI:	http://arbeitsblaetter.stangl-taller.at/LERNEN/LernstileHerr...
Profiles International:	http://www.profilesinternational.de/
Reiss Profile:	http://www.reiss-profile.de and http://www.reissprofile.eu

Scheelen AG (1991)

• Location	Waldshut-Tiengen (Baden-Württemberg)
• Number of employees	15 employees, 12 Consultants and trainers
• Key practices	Management consultancy and diagnostics
• Products and Services	<p>ASSESS® (developed by the American psychologists Bigby, Havis & Associates, adapted to the German market by Scheelen)</p> <ul style="list-style-type: none"> ASSESS Performance Analysis (Mental style, working style, interpersonal style) ASSESS Competence Analysis ASSESS 360° <p>INSIGHTS MDI®</p> <ul style="list-style-type: none"> Workplace analysis Potential analysis: manager-employee Potential analysis: topmanager Potential analysis: commercial Potential analysis: teambuilding Potential analysis: client service Career check Personal interests, attitude and values Motivation analysis Team report behavior Team report motivation MDI Leadership check MDI Leadership check plus MDI Leadership check (executive) MDI Leadership check plus (executive) MDI Leadership check sales MDI Leadership check plus sales MDI Workplace analysis (Values and behavior) MDI Sales strategies indicator MDI "Trimex" Workplace analysis
• Clients	BMW AG, British Telecom, BSH Bosch und Siemens Hausgeräte GmbH, Canada Life, Daimler-Chrysler AG, Deutsche Bank, Essex, Johnson & Johnson, MAN, Trenkwalder Personaldienste
• Partners	partner network

- Contact data:
Klettgaustr. 21
79761 Waldshut-Tiengen
Telefon +49 7741 / 96 94 0
Email: info@scheelen-institut.de
Internet: www.scheelen-institut.de

Reiss Profile Germany

- Developed by the American psychologist and motivation analyst, Professor Steven Reiss
- Location Berlin
- Products and Services Personality test, based on 16 basic desires
Client receives a unique, personal motivation profile, together with an analysis and accompanying literature
- Clients Kraft Foods Deutschland, REWE, Deutsche Telekom,
- Contact data:
Reiss Profile Germany GmbH
Kollwitzstraße 40 | 10405 Berlin | Deutschland
t +49 30 44017689 | f +49 30 7001431101
info@reissprofile.eu | www.reissprofile.eu

Ruhr Universität Bochum

- Location Bochum
- Products and Services Bochumer Inventar zur berufsbezogenen Persönlichkeitsbeschreibung
Based on 14 personality traits (4 groups: business attitude, social competencies, working behavior, psychic situation)
- Contact data:
AE Methodenlehre, Diagnostik & Evaluation
Fakultät für Psychologie
GAFO 04/979
Universitätsstr. 150
44780 Bochum
Telefon: 0234 / 322 4623
Fax: 0234 / 321 4723
E-Mail: bip@rub.de
Homepage: www.testentwicklung.de

SMP

- Location Oelde (Nordrhein-Westfalen)
- Products **DNLA** - The **D**iscovery of **N**atural **L**atent **A**bilities
- Clients Bayer Vital, Continental, E.on, Kärcher,
- Contact data:
SMP Software für Management und Personalentwicklung GmbH
Rugenkamp 32
59302 Oelde
Tel.: 05245 85 81 81
Fax: 05245 85 81 82
E-Mail: smp@dnla.de

Inscape Publishing = the premier publisher of DISC Profiles

main provider in Germany: Persolog

- Products and Services DISC (Dominance-Influence-Steadiness-Conscientiousness)
- Contact data:
 - 6 N. Pine St
 - Mount Prospect, IL 60056
 - Phone:** (847) 259-0005 or Toll-Free 1-877-311-DISC
 - Fax:** (312) 873-3868
 - Email:** changenow@internalchange.com
 - <http://www.internalchange.com/>

Profiles International

- Location Profiles International serves 122 countries around the globe and has material in 32 languages, has more than 750 representatives in the U.S. and in more than 90 other countries
- Key Practices selecting and developing high-performance workforces through innovative human resource management solutions
- Services
 - Talent Management
 - Career Assessment tests
 - Corporate Team Building
 - Improve Customer Service
 - Improve Sales hiring
 - Key performance indicators
 - Workforce engagement
 - Motivating employees
 - Online personality tests
 - Employee background screening
 - Employee recruitment and staffing
 - Employee selection process
 - Employer job interview questions
 - Employment background checks
 - 360° evaluation
 - Succession planning
- Products
 - Checkpoint 360°
 - Customer Service Profile
 - Employee background checks
 - Profiles Managerial fit
 - Profiles Performance Indicator
 - Profiles Sales Assessment
 - Profiles Skills Tests
 - Profile XT
 - Step one survey II
 - Workplace Engagement Survey
- Clients DeltaLloyd Deutschland, Harley Davidson, Boehringer Ingelheim Pharma, Mitsubishi International
- Partners works with a lot of one man businesses
- Contact data:
 - Profiles International
 - 5205 Lake Shore Drive
 - Waco, TX 76710 (USA)
 - Phone: 866-751-1644
 - Fax: 254-776-5405
 - Email: profiles@ProfilesInternational.com
 - PROFILES GmbH
 - Barckhausstraße 18
 - D-60325 Frankfurt am Main
 - Telephone:** +49-(0)69-247043-11
 - Fax:** +49-(0)69-247043-22
 - National Website:**
 - www.profilesinternational.de

Insights Discovery Deutschland

= Joint Venture of The Insights Group Ltd., Dundee, und German partners

- Baseline Igniting Corporate Spirit
- Location Berlin and Wiesbaden
- Insights Group is active in more than 35 countries:
Australia, Austria, Belgium, Bosnia Herzegovina, Brazil, Canada, Croatia, Czech Republic, Denmark, Finland, France, Germany, Greece, Hungary, Ireland, Israel, Italy, Japan, Liechtenstein, Luxembourg, Mexico, Netherlands, Norway, Poland, Romania, Singapore, Slovakia, Slovenia, South Africa, Spain, Sweden, Switzerland, Turkey, UAE / Gulf, United Kingdom, United States
- Products and Services systems measure preference (Discovery) and capability (Navigator) and provide an engaging and accessible language for learning
Discovery: based on Jung

Insights Discovery Personal Effectiveness Programme

Insights Discovery Team Dynamics Programme

Insights Discovery Accreditation

Insights Discovery Personal Profile

Insights Discovery Full Circle Profile

Insights Discovery Explorer Modules

Insights Discovery Compass Learning Library

Insights Navigator Customised

Insights Navigator Team Effectiveness

Insights Navigator Sales Effectiveness

Insights Navigator Transformational Leadership

- Clients Air France/KLM, AstraZeneca, BC Hydro, Boeing, BP, BT, Diageo, Deutsche Bank, Ernst & Young, HBOS, Lufthansa, Microsoft, Nationwide Building Society, Novartis International, Nuance Group, Pfizer, Royal Bank of Scotland, Siemens, Shell, Smith & Nephew, Texas Workforce Commission, Xerox, 7-Eleven

- Contact data:

Dircksenstraße 41

D 10178 Berlin

T: +49 (0)30 3229811-10

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berlin@insights-group.de

Global Headquarters

3 Explorer Road, Technology Park, Dundee, DD2 1EG, Scotland, UK

T: +44 (0)1382 908 050

F: +44 (0)1382 908 051

Diamic

- Location Frankfurt
- Number of employees 4
- Products and Services Online-Assessment, Online-Profiling, Online-Recruiting
Potential analysis
Test:
Work behavior: performance, working styles, cooperation
Management: leadership, goal-oriented, interaction, management style
Sales: dealing with customers, selling skills
Cognitive skills: intelligence, numerics, language

- Clients TÜV Hessen, Sparkasse Paderborn, Jobmensa | StudiTemps, MMK Personalberatung, Human Resources Consulting, M+G Consulting GmbH, In&Out Personalberatung
- Contact data:
Landgraf-Philipp-Str. 46
60431 Frankfurt am Main
Tel.: 069 - 59024535
Fax: 069 - 59024536
E-Mail: service[at]diamic.de
<http://www.diamic.de/>

eligo (1999)

- Location Berlin, Bochum (about 50 km from Düsseldorf), office in Vienna, have partners in Zürich and Bratislava
- Number of employees 17 + Freelancer
- Key practices develop psychological HR software
- Products and Services develop own tools and tests: eligo test platform, Perls (e-Assessment), GEP (communication management), Mio (Analysis Organisationdiagnosis)
Selection
Personnel development
Potential analysis
Employer branding
Self-Assessment
Trainings, Coachings, Assessments
- Branches/Functions Industry, Service, Retail
- Clients Accenture, Allianz, AXA, Bank Austria, Basler Versicherungen, Bayer Asia, Berenberg Bank, BP, Ceska Sporitelna, Coca Cola, Creditanstalt, Credit Suisse, DaimlerChrysler, DEKRA, Deutsche Bahn, Deutsche Bank, DHL DKV, E-Plus, Erste Bank, GKN Automotive, Nokia, Postbank, RAG Holding, Rhein-Braun, Rheinland Versicherungen, RWE, Scivias, Siemens, Telekom
- Partners PERLS Beirat (cooperation: eligo, Siemens, Ruhr-Universität Bochum), Akademie der Ruhr-Universität (economic psychology), Lehrstuhl Arbeits- und Organisationspsychologie Ruhr-Universität Bochum, cursprung – visuelle Kommunikation, fraupauls Büro für Grafik Design, IVENTA personalberatung, new potential, Dr. Gernot Schuhfried, SKYTEC, Webpartner Kommunikationsdienste
- Contact data:
eligo GmbH
Universitätsstraße 142
44799 Bochum
Fon 02 34.43 821-00
Fax 02 34.43 821-01
e-mail service@eligo.de
<http://www.eligo.de/>
managing director: Prof. Dr. Heinrich Wottawa

Master Management (1985)

- Location Wiesbaden, but is originally a Danish company, founded in cooperation with the university of Copenhagen

- Number of employees 5
- Products and Services
 - Master Person Analysis
 - MPA personality profile
 - MPA required profile
 - MPA Matching
 - Management Development
 - Seller Development
 - Team analysis
 - Typologies
 - Master Sales Analysis: MSA 360°
 - Master Competence Profil
- Network
 - American Psychological Association (APA), The International Test Commission (ITC), The European Association of Psychological Assessment (EAPA), The Society of Personality Assessment (SPA), Dansk Management Råd (DMR) (Danish Management Council), Dansk Psykolog Forening (Danish Psychologists' Union), Norsk Institutt for Personalutvikling og Administrasjon (NIPA) (Norwegian Institute for Personal development and Administration), Psykologisk Selskab for Forskningsmetodologi (The Psychological Union for Research Methodology)
- Clients
 - TÜV Akademie Süd GmbH, Anthos Executive Consultants, Deloitte, Lufthansa AG, Ernst & Young, Capgemini, Siemens A/S, Xerox, Diners Club International
- Contact data:
 - Wilhelmstraße 12
 - D-65185 Wiesbaden
 - Tel.: +49 (0) 611 34 16 63 86
 - Fax: +49 (0) 611 34 16 63 87
 - info (ät) master-management.de
 - www.master-management.de

Reflect (1998)

- Location Oberhausen (Nordrhein-Westfalen)
- Number of employees 30
- Key Practices online tools
- Products and Services
 - 360° feedback, employee survey, customer survey, competence profiling, evaluation of projects and change processes
 - Online training
 - Learning management
 - Knowledge transfer
 - Adobe solutions
- Clients
 - BMW, Volkswagen, Citibank, Delta Lloyd, Bayer, Merck, Dr. Heimeier & Partner Management- und Personalberatung, Kienbaum Management Consultants, KPMG, Profil M, Neckermann, 3M, Siemens Medical Solutions, Deutsche Telekom, E-Plus Mobilfunk, Vodafone, E.ON, EPSON
- Contact data:
 - Technologiezentrum I
 - Essener Straße 3
 - 46047 Oberhausen
 - telefon: +49 208 8290 5870
 - e-mail: care@reflect.com
 - http://www.reflect.com/index.php

Scan-up

- Location Hamburg
- Number of employees 3
- Products and Services 60° Scan Motivation
120° Scan Motivation
120° Scan Self Management
360° Scan Management
360° Scan Commercial
- Clients TÜV Nord, Montblanc International, Sparkassen-Versicherungen Sachsen, Google, Siemens, Randstad
- Contact data:
Kleine Reichenstraße 7
20457 Hamburg
Tel.: 040/80 80 388-60
Fax: 040/80 80 388-95
E-Mail: info@scan-up.de
www.scan-up.de

SuccessFactors Deutschland

- Location Gräfelfing (Bayern)
- Key practices Business Execution Software
- Products and Services 360-Grad feedback,
Analytics & Reporting,
Business Performance Accelerators,
Compensation Management,
Employee Central,
Employee Profile,
Execution Survey,
Goal Management,
Goal Execution,
Learning & Development,
Performance Management,
Recruiting Management,
Stack Ranker,
Succession Management,
Calibration
- Clients enormous client list: Xerox, McAfee, Tupperware, Logica, Kellogg Company, Cadbury, 20th Century Fox, AXA
- Partners Aditro, AKT, Align2Business, Bright Purple, BusinessAligner, Computers in Personnel, Cromwell, Delphi Software, Driven Systems, Effective Learning, Elogos Conocimento, S.L., Flucticiel, Grupo Especialistas, IBM, IBM Global Business Services, iMotion, Innovage Consulting, Jigsaw, Logica, Netwise-Praxis, New Frontier Group, Novabase, Pentos AG, Qikker Solutions, RAAS, Sensa Consulting, T-Systems Multimedia Solutions GmbH, TALENTEK, Taurus Group Consulting (TAG), thrive HR Consulting, Tulong
- Contact data:
Stefanusstr.4
82166 Gräfelfing
T.+49(0)89-8982012-26
E. info.german@successfactors.com
www.successfactors.de

Jensen Int. & Co, London, UK

- Products CAPTain: attitude and interest test
38 parameters, measure individual's behavioural attitudes
- CNT Organization and Personnel Development: service partner for CAPTain Online

Herrmann International

- Baseline
- Location headquartered in Lake Lure, North Carolina, USA,
Headquater of Central Europe: Weilheim (Bayern)
- Products and Services Herrmann-Dominanz-Instrument - H.D.I.® or Herrmann Brain
Dominance Instrument® = psychometric survey and scoring system
HBDI™ Paar Profil
HBDI™ Team Profil
HBDI™ Fundamentals e-Learning Programm
- Clients Bahlsen, Bayer, BMW, Daimler, Dräxlmaier, General Electric, Hugo
Boss, IBM, Johnson & Johnson, Novartis, Otto Versand, SCA, Schlinder
Aufzüge, Siemens, Sparkassen, Swisscom, T-Mobile
- Contact data:
Herrmann International Deutschland GmbH & Co KG
Oderdinger Strasse 12
D-82362 Weilheim
Tel: +49 (0)881 924956-0
Fax: +49 (0)881 924956-56
Email: info(at)hbdi.de
<http://www.hid.de/>

OVERVIEW GERMAN JOBWEBSITES

1. Meinestadt	http://home.meinestadt.de/
2. Arbeitsagentur	http://www.arbeitsagentur.de/
3. Quoka	http://www.quoka.de/spezial/jobs/jobs.html
4. Stellenanbieter	http://www.stellenanbieter.de/
5. 1A-Stellenmarkt	http://www.1a-stellenmarkt.de/
6. Gigajob Allgemein	http://de.gigajob.com/
7. Arbeit-Regional	http://www.arbeit-regional.de/
8. Jobmonitor	http://www.jobmonitor.com/
9. Der heisse Draht	http://www.dhd24.com/
10. Jobinfo24	http://www.jobinfo24.de/
11. Kijiji	http://kleinanzeigen.ebay.de/anzeigen/
12. experteer	http://www.experteer.de/
13. MyHammer	http://www.my-hammer.de/
14. Monster Deutschland	http://www.monster.de/
15. Jobpilot	http://www.jobpilot.de/
16. Stellenmarkt.de	http://www.stellenmarkt.de/
17. StepStone	http://www.stepstone.de/
18. Jobsintown	http://www.jobsintown.de/
19. Berufsstart	http://www.berufsstart.de/
20. Placement24	http://www.placement24.com/
21. Careerbuilder	http://www.careerbuilder.de/DE/Default.aspx
22. DEKRA Personaldienste	http://www.dekra-pd.de/personal-stellennetzwerk.html
23. Jobomat.de	http://www.jobomat.de/
24. top-jobs-europe.de	http://www.top-jobs-europe.de/
25. Kalaydo	http://www.kalaydo.de/iad/
26. FAZjob.net	http://fazjob.net/
27. Jobstairs.de	http://www.jobstairs.de/
28. Connecticum	http://www.connecticum.de/
29. Jobscout24	http://www.jobscout24.de/
30. Stellenanzeigen.de	http://www.stellenanzeigen.de/
31. Rekruter.de	http://www.rekruter.de/
32. Anonza	http://www.anonza.de/
33. Jobware.de	http://www.jobware.de/
34. Arbeiten.de	http://www.arbeiten.de/listings/index.step
35. Kununu Stellenmarkt	http://www.kununu.com/
36. Job-Consult	http://www.job-consult.com/
37. Sueddeutsche Zeitung	http://stellenmarkt.sueddeutsche.de/
38. Michael Page	http://www.michaelpage.de/index.html
39. Icjobs	http://www.icjobs.de/
40. Jobjet	http://www.jobjet.de/
41. Karriere.com	http://www.karriere.com/
42. Worldwidejobs.de	http://www.worldwidejobs.de/
43. Aktuelle jobs	http://www.aktuelle-jobs.de/
44. Arbeitanzeige	http://www.arbeitanzeige.de/
45. Jobboerse	http://www.jobboerse.de/index.php
46. Jobmagazin	http://www.jobmagazin.de/
47. Jobnet	http://www.jobnet.de/
48. Jobticket	http://www.jobticket.de/stellenboerse/?de
49. Jobvector	http://www.jobvector.com/
50. unicum	http://www.unicum.de/

51. careerjet <http://www.careerjet.de/>
52. jobanova <http://www.jobanova.de/>
53. jobsuma <http://www.jobsuma.de/>
54. kimeta <http://www.kimeta.de/>
55. jobrapido <http://www.jobrapido.de/>
56. opportuno <http://www.opportuno.de/>
57. yovadis <http://www.yovadis.de/>
58. jobs.de <http://www.jobs.de/>
59. netzeitung <http://www.netzeitung.de/arbeitsundberuf/>

OVERVIEW GERMAN BUSINESS SCHOOLS / UNIVERSITIES

University of Cologne

- Founded in 1388/1919
- Master of Science in Business Administration
 - Majors:
Accounting, Corporate development, Finance, Marketing, Supply Chain Management
- Double-Master program in cooperation with Helsinki School of Economics and in cooperation with Louvain School of Management, Université catholique des Louvain
- International corporate cooperation
- Cooperation with more than 80 business schools worldwide, e.g. China-NRW University Alliance

Contact data:

University of Cologne
Albertus-Magnus-Platz
50923 Köln
Tel.: +49 221 / 470-0
<http://www.pressoffice.uni-koeln.de/>

Steinbeis

- School of International Business and Entrepreneurship (SIBE), subsidiary of the Steinbeis Foundation for Economic Development
- Founded in 1998
- Saphir institute: recruitment, selection and placement of young high potential graduates; services in the field of competence management.
- MBA (distance learning possible)
 - Marketing
 - Media Management
 - Public Management
 - R&D Management
 - Sales and Service / Retail Management
 - SME-Management
 - Social, Healthcare, Education Management
 - Strategic Innovation
- Master of Business Engineering (MBE) (Business Intelligence / General Management)
- Master of Science (MSC)
 - Dental Technology- and management
 - Management
 - Real Estate
- Master of Arts
 - Management (Construction / General / International / Public / Social, Healthcare, Education)
 - Public Governance (Leadership Public Governance)
 - Professional Skills and Management (Banking and Finance / Real Estate / Communication, Marketing, Sales, Media and HR)

Contact data:

Steinbeis-Hochschule-Berlin GmbH (SHB)
Gürtelstraße 29A/30
10247 Berlin
Fon: +49/30/293309-0
E-Mail: shb(at)stw.de
Internet: www.steinbeis-hochschule.de

Cologne Business School (CBS)

- Founded in 1993
- Executive MBA
 - in cooperation with the Maastricht School of Management (MSM)
 - modules take place in Cologne, Maastricht and Shanghai
 - accredited by the Association of MBA (AMBA) and the Association of Collegiate Business Schools and Programs (ACBSP)
- Excursions and guest lectures from international community business partners who are also involved in the Cologne Business Network (e.g. Sony, Ogilvy, International Worldwide, Crowne Plaza Maastricht or Enterprise Car Rental)
- Cologne Business Network: eg. GALERIA Kaufhof GmbH, Köln, KPMG, Köln
- co:brix is a team of prospective Europe-, Asia- tourist and media managers
- Accredited by FIBAA (Foundation for International Business Administration Accreditation)
- COMPASS Ltd. is a tourism and management consultancy closely linked to CBS

Contact data:

Cologne Business School (CBS)
Hardefuststr. 1
50677 Cologne
T.: +49 (221) 93 18 09 31
F.: +49 (221) 93 18 09 30
info@cbs-edu.de
<http://www.cbs-edu.net/>

Berlin School of Economics and Law (BSEL)

- founded on 1 April 2009: the merger of the Berlin School of Economics (BSE) and the FHVR Berlin, a university of applied sciences for administration and law
- 5 MBA programs:
 - MBA European-Asian Program
 - MBA Entrepreneurship (Part-time)
 - MBA General Management - Dual Award
 - MBA Health Care Management
 - MBA European Management
- Formed together with six other German universities an "Alliance for Excellence" (UAS7)
- 480 Partners in industry
- 106 International partner universities

Contact data

Badensche Str. 50–51
10825 Berlin
Germany
Telephone: +49 (0)30 85789-0
Fax: +49 (0)30 85789-199
E-mail: info@hwr-berlin.de
<http://www.hwr-berlin.de/en/>

Business and Information Technology School (BiTS Iserlohn)

- founded in 2000
- MBA
 - Master of Business Administration (MBA) in Sports Management
- 7 undergraduate and 2 postgraduate programs
- Laureate Education is now the sole holder of the BiTS

Contact data

Business and Information Technology School gGmbH
State Approved University of Applied Sciences
Reiterweg 26b
D-58636 Iserlohn
Fon +49(0)2371/776-0
Fax +49(0)2371/776-503
info@bits-iserlohn.de
<http://www.bits-iserlohn.de/content.php?lang=de&folder=51>

ESB Reutlingen: business school of Reutlingen University

- founded in 1979
- Business (SIB), European School of Business (ESB) and Production Management (PM).
- MBA
 - MBA International Management (Full-time or part-time)
- Part of International Partnership of Business Schools
- Active partnerships with more than 70 prestigious universities around the world
- Integrated work-experience semesters in Germany and abroad
- Cooperation partners: Booz & Company GmbH, The Boston Consulting Group GmbH, Capgemini Deutschland GmbH, Coca-Cola GmbH, Daimler AG, Deloitte Consulting GmbH, Ernst & Young AG, Oliver Wyman Consulting GmbH, Shell Deutschland Oil GmbH, ...

Contact data

Alteburgstraße 150
D- 72762 Reutlingen
Tel: +49 (0) 7121 / 271-1060
E-Mail: esb@reutlingen-university.de
<http://www.esb-reutlingen.de/en/business-school.html>

European Business School International University Schloss Reichartshausen

- founded in 1971
- MBA programs
 - DBS & EBS Executive MBA
 - Executive MBA Health Care Management
- 180 partner universities on all five continents
- 200 partner companies, many DAX listed
- four affiliated academies offer a number of Post-Graduate-Studies: the EBS Immobilienakademie (EBS Academy of Real Estate), the EBS Finanzakademie (EBS Academy of Finance), the EBS Gesundheitsakademie (EBS Academy of Health) and the EBS Management Academy

Contact data

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65201 Wiesbaden

EBS Campus Rheingau
Rheingaustraße 1
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Fax: +49 6723 69 133
Web: www.ebs.edu
E-Mail: info@ebs.edu
<http://www.ebs.edu/>

European School of Management and Technology

- founded in October 2002
- The main campus: Berlin. also a campus in Cologne
- Full-time MBA and Executive MBA programs
 - Executive MBA program
 - Full-time MBA program
- Cooperations: Hertie School of Governance, Humboldt Universität Berlin, Technische Universität Berlin, Technische Universität München and Universität der Bundeswehr in Munich, Tongji University in Shanghai for academic exchange and cooperation, Chinese Executive Leadership Academy Pudong (CELAP)
- Founders/Sponsors: Allianz, Bayer, Confederation of German Employers' Associations, Deutsche Bank, Deutsche Post, E.ON, KPMG, McKinsey & Company, SAP, Siemens, The Boston Consulting group

Contact data

ESMT European School of Management and Technology GmbH
Schlossplatz 1
10178 Berlin Germany
Phone: +49 (0)30 212 31 0
Email: info@esmt.org
Internet: <http://www.esmt.org>

European University

- founded in 1973
- headquarters in Switzerland
- campuses in Geneva and Montreux, Barcelona, and Munich, and an executive facility in Yverne, Switzerland
- MBA programs
 - MBA - International Business
 - MBA - Communication & Public Relations
 - MBA - International Marketing
 - MBA - Global Banking & Finance
 - MBA - Leisure & Tourism Management
 - MBA - Entrepreneurship
 - MBA - Leadership
 - MBA - E-Business
 - MBA - Sports Management
 - MBA - Human Resources Management
 - Executive MBA
- bachelor, master and doctoral degree programs in business administration in Europe and Asia
- is accredited by ACBSP (Association of Collegiate Business Schools and Programs)

Contact data

European Business College Munich
Branch of European University
Gmunder Strasse 53
81379 Munich
Phone: +49 89 5502 9595
Fax: +49 89 5502 9504
info.muc@euruni.edu
<http://www.euruni.edu/>

Fachhochschule für Oekonomie und Management (Institute for Economy and Management)

- founded in 1993
- headquarters in Essen
- study centres in Luxembourg and 18 German cities: Berlin, Bochum, Bremen, Dortmund, Duisburg, Düsseldorf, Essen, Frankfurt, Gütersloh, Hamburg, Cologne, Leipzig, Marl, Munich, Nuremberg, Neuss, Siegen and Stuttgart
- MBA Master of Business Administration
- 2005: offering courses in engineering in association with the Ruhr University Bochum
- 2003: two faculties in China, one near Beijing and the other in the Shandong province in co-operation with the Shanghai University of Finance and Economics
- Cooperation partner: 3M, Deutsch Bahn, DIS AG, BP, Deutsche Bank, E.ON, Siemens, ...

Contact data

FOM Hochschule für Oekonomie
& Management gemeinnützige GmbH
Leimkugelstraße 6
45141 Essen
Tel.: 0201 81004-0
Fax: 0201 81004-180
E-Mail: info@fom.de
Homepage: www.fom.de

Frankfurt School of Finance & Management

- founded 1957 as Bankakademie (Banking Institute)
- 2 study centers in Hamburg and Munich
- 2 external offices in Nairobi and Beijing
- MBA
 - MBA International Hospital & Healthcare Management accredited by EFMD EPAS
 - MBA in Finance (Moscow), (Executive Master)
 - Executive MBA
- accredited by the German state and the Foundation for International Business Administration Accreditation (FIBAA)
- Partners and Development Finance Stakeholders: Asian Development Bank (ADB), European Bank for Reconstruction and Development (EBRD), European Investment Bank (EIB), DEG - Deutsche Investitions- und Entwicklungsgesellschaft, Deutsche Gesellschaft für Technische Zusammenarbeit GmbH (GTZ), Deutscher Entwicklungsdienst (DED), International Finance Cooperation (IFC), Kreditanstalt für Wiederaufbau - KfW Bankengruppe, Oesterreichische Entwicklungsbank (OeEB), USAID, World Bank
- Platforms and Networks: CGAP, European Microfinance Platform (e-mfp), Microfinance Gateway, MixMarket

Contact data

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60314 Frankfurt am Main
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info@frankfurt-school.de
<http://www.frankfurt-school.de/>

GISMA Business School

- Founded in 1999: a joint initiative by the state of Lower Saxony and private-sector enterprises
- Offers MBA degrees in cooperation with its partners
- International Master's in Management Program (IMM): cooperation with Purdue University, TiasNimbas Business School in the Netherlands and the Central European University in Hungary
- Partners: Krannert School of Management at Purdue University (Indiana, USA) and the Leibniz University Hannover, Germany
- Sponsors & supporters: Alpiq, Baerlocher, British American Tobacco Germany, continental, Deutsche Post, EnBW, KPMG, PriceWaterhouseCoopers, Siemens, TUI

Contact data:

GISMA Business School
Feodor-Lynen-Strasse 27
30625 Hannover
Phone: +49 (0)511 54609-0
info(at)gisma.com
<http://www.gisma.com/>

Goethe Business School

- Founded in 2004
- MBA programs
 - Goethe Executive MBA in Alliance with Duke University's Fuqua School of Business
 - Goethe Full-Time MBA
 - Executive Master of Finance and Accounting
- is AACSB accredited
- Partners: The Fuqua School of Business at Duke University (Durham, North Carolina), Tongji University (Shanghai) and Indian School of Business
- Network: KPMG, De Baak Management Center (The Netherlands), MBA Channel, CareerBuilder

Contact data:

Goethe Business School - Stiftung des Bürgerlichen Rechts
House of Finance
Goethe University
Grüneburgplatz 1
60323 Frankfurt / Main Germany
Telefon: +49 (069) 798335-00
e-Mail: info@gbs.uni-frankfurt.de
<http://www.goethe-business-school.de/>

University of Greifswald Faculty of Business and Law

- founded in 1456
- MBA
 - MBA in Health Care Management
- Business management degrees offered include B.A., and M.A..

Contact data:

Rechts- und Staatswissenschaftliche Fakultät Dekanat
Domstraße 20
17489 Greifswald
Tel.: +49 (0)3834 86-2001
rsw-deka@uni-greifswald.de
<http://www.rsf.uni-greifswald.de/>

Handelshochschule Leipzig (HHL) - Leipzig Graduate School of Management

- established in 1898
- re-founded in 1992 through an initiative of the Leipzig Chamber of Commerce
- postgraduate degrees:
 - Master of Science in General Management (M.Sc.)
 - Master in Business Administration (MBA) (Part-time and Full-time)
- accredited by AACSBInternational
- In 2009, *Financial Times* ranked the institution #70 in Europe and #3 in Germany in its European Business School rankings
- over 100 partner universities

Contact data:

HHL - Leipzig Graduate School of Management
Jahnallee 59
04109 Leipzig
Tel.: +49 341 9851-60
Fax: +49 341 4773-243
E-mail: info@hhl.de
<http://www.hhl.de/>

Kühne Logistics University

- graduate business school for logistics management
- founded in 2003 as a public-private partnership by the Technical University of Hamburg and the Kühne Foundation: HSL Hamburg School of Logistics
- MBA programs
 - will be reintroduced in 2012
 - Executive MBA program will be introduced
- 2009: Decision to establish the KÜHNE LOGISTICS UNIVERSITY
- a full-time and a part-time in-service M.B.A. study program with a logistics management specialization

Contact data:

KLU - Kühne Logistics University
Wissenschaftliche Hochschule für Logistik und Unternehmensführung
Großer Grasbrook 11-13
20457 Hamburg, Germany
KLU Office
E-mail: info@the-klu.org
Phone: +49 40 30 333-1050
Fax: +49 40 30 333-1059

Mannheim Business School

- founded in 2004
- President of the board of trustees is Kurt Bock, the chief financial officer of BASF
- MBA programs
 - Full-Time MBA
 - ESSEC & MANNHEIM Executive MBA
 - MANNHEIM & TONGJI Executive MBA
- Only German business schools being triple accredited by EQUIS, AACSB and AMBA
- Network:
BI Norwegian School of Management, China Europe International Business School, Copenhagen Business School, Corvinus University of Budapest, Escuela de Alta Dirección y Administración,

ESSEC, Indian Institute of Management Bangalore, Indian Institute of Technology Madras, Instituto de Empresa, Queen's School of Business, Thunderbird - School of Global Management, Tongji University, Warwick Business School

- Board of Trustees:
BASF, SAP, PriceWaterhouseCoopers, Siemens, Freudenberg, KPMG, Rhön Klinikum, Heidelberg, Fuchs, Heidelberg cement, Ernst&Young, Landesbank Baden-Württemberg, Phoenix, Bilfinger Berger, MLP, IHK, Allianz, E.On, Continental, Hornbach, Roche, Capgemini
- Donators:
BASF, SAP, MVV, MLP, KPMG, Landesbank Baden-Württemberg, Ernst&Young, Deloitte, PriceWaterhouseCoopers, Heidelberg Cement

Contact data:

Mannheim Business School gGmbH
L 5, 6
68131 Mannheim
Deutschland
Tel.: +49 621 181 1281 (general inquiries)
<http://www.mannheim-business-school.com/>

Mercator School of Management (MSM)

- Founded in 2005
- 40 agreements with business schools all over the world: among them 20 SOKRATES/ERASMUS agreements with European universities and eight cooperations with well-known US universities
- MSM is currently negotiating with six American universities, one Chinese and one Russian university to establish new cooperation agreements
- cooperation agreements with the Arkansas State University (ASU) in Jonesboro, the Indiana University of Pennsylvania (IUP) in Indiana, and the Mississippi State University (MSU) in Starkville

Contact data:

University of Duisburg-Essen (Campus Duisburg)
Mercator School of Management
Deanship's Office
Lotharstraße 65
47057 Duisburg
Room: LB 033
Phone: +49 (0)2 03 / 3 79 - 25 21
Fax: +49 (0)2 03 / 3 79 - 25 30
<http://www.msm.uni-due.de/index.php?id=226&L=1>

Munich Business School (MBS)

- private university of applied science
- founded in 1991 by the European Business Schools International
- MBA programs
 - Master of Science in Business Administration
 - Master of Science in Accounting and Finance
 - Master of Science in Technology and Operations Management
 - Master of Science in Management and Marketing
 - 24 month Executive MBA program
- state accredited and FIBAA accredited
- Partners: KPMG Deutsche Treuhand-Gesellschaft, MLP AG, Reuschel & Co.Kommanditgesellschaft

Contact data:

Munich Business School
Elsenheimerstraße 61
D-80687 Munich
Tel.: +49 (0)89 547678-0
Fax: +49 (0)89 547678-29
E-Mail: info(at)munich-business-school.de
Internet: www.munich-business-school.de

Münster School of Business Administration and Economics

- Founded in 1902
- MBA programs
 - Executive Master of Business Administration
 - MBA in International Healthcare and Hospital Management
 - MCM-Marketing Executive Program
- AACSB accreditation
- leading university in Germany in terms of CEO alumni in Top 500 companies
- cooperative network of more than 70 universities from all continents
- dual degree programs with renowned universities such as the Université Panthéon Assas Paris and the École Supérieure de Commerce in Montpellier

Contact data:

Westfälische Wilhelms-Universität Münster
Schlossplatz 2, 48149 Münster
Tel: +49-251-83-0
Fax: +49-251-82-32090
E-Mail: verwaltung@uni-muenster.de
<http://www1.wiwi.uni-muenster.de/fakultaet/?sprache=eng>

Northern Institute of Technology Management (NIT)

- private business school, located in Hamburg
- founded in 1998
- MBA programs
 - MBA or Master in Technology Management
 - MBA program for international graduates in engineering
- scholarship from industrial sponsors for each student
- Industrial partners and sponsors: Airbus, Daimler, Hamburg Airport, IBM, Lufthansa, Olympus Corporation, Philips, Procter & Gamble, SAP, Siemens, Tesa, Telefonica O2, ThyssenKrupp

Contact data:

NITHH Northern Institute of Technology Management Hamburg-Harburg gGmbH
Kasernenstrasse 12
D-21073 Hamburg
phone: 040/42878-4287
fax: 040/42878-2487
e-mail: info@nithh.de
www.nithh.de

Stuttgart Institute of Management and Technology (SIMT)

- international business school and advanced education institute of the Steinbeis University Berlin

- was founded in 1998 by a number of renowned global players headquartered in the Stuttgart area, among them Bosch, Daimler, Agilent, Siemens and Trumpf
- MBA programs
 - MBA International Management & Innovation
 - MBA Business Development
 - Executive MBA
- focuses on postgraduate Master Programs (MBA, MSc, MBE,...)
- recognized by the German educational authorities
- partner universities: E.M. Lyon (France), ESADE (Barcelona, Spain), SDA Bocconi - Bocconi University School of Management (Milan, Italy), Pepperdine University's Graziadio School of Business & Management (Los Angeles, CA), Texas A&M University (College Station, TX), KAIST Graduate School of Management (Seoul, Republic of Korea), National ChengChi University (Taipei, Taiwan)

Contact data:

Stuttgart Institute of Management and Technology
Filderhauptstraße 142
70599 Stuttgart
Telephone: +49 711 451001-0
Telefax: +49 711 451001-45
E-Mail, General inquiries: [information\(at\)uni-simt.de](mailto:information(at)uni-simt.de)
<http://www.uni-simt.de/>

WFI - Ingolstadt School of Management

- founded 1989
- MBA programs
 - Unternehmer MBA
 - Executive MBA
- Cooperation with the school of Economics and Management of Tongji University (Shanghai)
- Partners: Aldi Süd, Deloitte, Loyalty partner, Allianz, Deutsche Bank, Media-Saturn, Audi, Deutsche Bahn, Peek & Cloppenburg, PriceWaterhouseCoopers, Bayer, Ernst & Young, Tchibo, The Boston Consulting Group, KPMG, Vodafone

Contact data:

Catholic University of
Eichstätt-Ingolstadt
Faculty of Business Administration
Auf der Schanz 49
85049 Ingolstadt
wfi@ku-eichstaett.de
www.wfi.edu

WHU – Otto Beisheim School of Management (or WHU Vallendar)

- founded in 1984 by the Koblenz chamber of commerce and located in Vallendar near Koblenz
- MBA program
 - MBA
 - Kellogg-WHU Executive MBA-Programm
- accredited by the European Quality Improvement System (EQUIS)
- partnership with the Kellogg School of Management (USA): joint Kellogg-WHU Executive MBA
- more than 150 partner universities
- Patron and main financier of the business school is the billionaire and founder of the METRO Cash & Carry Group, Otto Beisheim

Contact data:

WHU - Otto Beisheim School of Management
Burgplatz 2
D-56179 Vallendar
Germany
Fon +49(0)261-65 09-0
Fax +49(0)261-65 09-509
whu@whu.edu
<http://www.whu.edu/>

Schiller International University

- private American university founded in 1964
- MBA programs
 - MBA - Master of Business & Administration
 - MBA in International Business
 - MBA in Management of Information Technology
 - MBA - Online Program
 - MBA - Executive Program
 - MIM - Master of International Management
- seven campuses in five countries: London, England; Paris, France; Madrid, Spain; Heidelberg, Germany; Largo, Florida, Strasbourg; France, Switzerland
- accredited by the ACICS

Contact data:

Schiller International University
Bergstrasse 106
69121 Heidelberg
Germany
Phone: ++49 (0)6221 4581-0
Fax: ++49 (0)6221 402703
<http://siu-heidelberg.de/>

Fachhochschule Osnabrück

- founded in 1971
- offers an MBA program in cooperation with Buckinghamshire Chilterns University College
 - MBA Integrated Management Program
 - MBA Health Care Management
 - MBA Management of Higher Education and Science
 - MBA International Supply Chain Management
- more than 50 accredited Bachelor programs / more than 25 accredited Master programs including MBA programs

Contact data:

Fachhochschule Osnabrück
Postfach 19 40
D-49009 Osnabrück
Tel.: +49 541 969-2934
Fax: +49 541 969-12111
E-Mail: studieninfo@fh-osnabrueck.de
<http://www.fh-osnabrueck.de/>

Technische Universität München (TUM; *Technical University Munich*)

- founded in 1868
- campuses in Munich, Garching, and Weihenstephan
- MBA programs
 - MBA health management (part-time)
 - MBA highschool- anc science management
 - MBA international chain management (part-time)
- reputation as a foremost academic institution with 6 Nobel prizes and many other prestigious awards
- the number one German university in various rankings
- currently over 130 international partnerships
- member of the TIME network (Top Industrial Managers for Europe)
- donors and sponsors: Allianz Deutschland, BMW, Capgemini, DaimlerChrysler, Deutsche Telekom, E.ON Kernkraft, Linde, MAN, Siemens, Volkswagen

Contact data:

Technische Universität München
Arcisstrasse 21
80333 München
Germany
Telephone: +49-89-289-01
Telefax: +49-89-289-22000
http://portal.mytum.de/welcome/document_view?

ESCP Europe

- founded in 1819
- campuses in five major European cities: Paris, London, Madrid, Berlin, and Turin
- Master and MBA programs
 - European Executive MBA
 - Executive Education programs
 - Master in Management
 - Full-time Specialized Masters
 - Part-time Executive Specialized Masters
 - Master in European Business
- programs are accredited by the international AMBA, EQUIS, and AACSB

Contact data:

Heubnerweg 6
D-14059 Berlin
Germany
Tel: +49 30 320 07 0
Fax: +49 30 320 07 111
info.de@escpeurope.eu
<http://www.escpeurope.eu/>

Düsseldorf Business School

- since 2003
- MBA program
 - MBA (General Management)
- MBA program organized by Düsseldorf Business School (DBS) of the Heinrich-Heine-Universität
- incompany programs and specialised seminars
- accredited by FIBAA and AQAS

Contact data:

Düsseldorf Business School GmbH an der Heinrich-Heine-Universität
Urdenbacher Allee 6
40593 Düsseldorf
Tel. +49(0)211 / 7 10 00 26
+49(0)211 / 7 11 92 22
Fax +49 (0)211 / 7 11 92 44
e-mail: info@duesseldorf-business-school.de
Internet: www.duesseldorf-business-school.de

Free University of Berlin

- founded in 1948
- Master and MBA programs
 - Master of Business Marketing
 - ExecMBM Administration
 - Executive MBA Net Economy
 - Marketing and management
- cooperation agreements with, e.g., Bayer-Schering, Pfizer, BASF, BMW, and with many small and medium-sized companies

Contact data:

Freie Universität Berlin
Kaiserswerther Str. 16-18
14195 Berlin
Tel.: + 49 / 30 / 838-1
<http://www.fu-berlin.de/>

Hochschule Offenburg - Offenburg University of Applied Sciences

- Founded in 1964
- MBA in International Business Consulting

Contact data:

Hochschule Offenburg
Badstraße 24
77652 Offenburg
Telefon: 0781/205-0
Telefax: 0781/205-333
E-Mail: impressum@fh-offenburg.de
www.fh-offenburg.de

Dresden International University (DIU)

- Founded in 2003
- MBA programs
 - MBA in Value Based Management
 - MBA in Logistics Management
 - MBA in Healthcare Management
 - MBA in Logistics
- Partners:
Technische Universität Dresden, Fraunhofer, RKW Thüringen, Bayer Technologies, Linde AG,

Contact data:

DRESDEN INTERNATIONAL UNIVERSITY GmbH
Chemnitzer Str. 46b | 01187 Dresden
Tel.: ++49 351 463-32326 | Fax: ++49 351 463-33956
E-Mail: info@di-uni.de
Internet: www.dresden-international-university.com

TiasNimbas Business School

- Founded in 1982
- MBA programs
 - International Full-Time MBA
 - International Executive MBA (IMM)
 - Part-Time MBA Bonn
 - Part-Time MBA Tilburg
 - Part-Time MBA Utrecht
 - Executive Masters:
 - General Management & Leadership
 - Financial Management
 - Innovation
 - Real Estate
- Partners
 - Bradford University School of Management (United Kingdom)
 - CEU Central European University Business School (Hungary)
 - GISMA Business School (Germany)
 - Krannert Graduate School of Management at Purdue University (USA)
 - The European Institute for Business Innovation and Entrepreneurship (EIBIE)
- Memberships
 - European Foundation for Management Development (EFMD)
 - Netherlands Foundation for Management Development (NFMD)
 - Association to Advance Collegiate Schools of Business (AACSB)

Contact data:

Germany Central Office
Rathaus Bad Godesberg
Kurfürstenalle 2-3
53177 Bonn
<http://www.tiasnimbas.edu/>

Fachhochschule Pforzheim

- Founded in 1992
- MBA programs
 - One-Year Full-Time: MBA in HRM and Consulting (MBA-HRM&C)
 - Two-Year Full-Time: MBA in International Management · MBA in Enterprise development)
 - Part-Time: MBA in Corporate Development (MBA-UE)

Contact data:

Hochschule Pforzheim - Gestaltung, Technik, Wirtschaft und Recht
Tiefenbronner Straße 65
75175 Pforzheim
Tel. : (07231) 28-5
E-Mail : info@hs-pforzheim.de
<http://www.hs-pforzheim.de/de-de/Seiten/Home.aspx>

Collège des Ingénieurs

- founded in Paris in 1986
- campus in France, Germany (München, Stuttgart), Italy
- MBA programm
 - Finance
 - Human Resources
 - Marketing & Strategy
 - Production & Organization
 - Leadership
- Partners include: Accenture, Air France, Danone, Deutsche Telekom, Crédit Lyonnais, BNP Parisbas, BMW Group, France Telecom, GDF-Suez, General Electric, IBM, Mc Kinsey, L'Oreal, Lufthansa, Philips, Porsche, Renault, Shell, Siemens, SNCF

Contact data:

DEUTSCHLAND :
Fürstenstrasse 8 - München
Zettachring 6 - 70567 Stuttgart
Fon. +49 711 728 75 61
Fax. +49 711 728 75 62

Georg Simon Ohm Management Institute

- Founded in 2002
- MBA programs
 - MBA - Corporate Master Program for Financials (CMP-F)
 - MBA - Corporate Master Program for Non-Financials (CMP-NF)

Contact data :

Georg Simon Ohm Management Institute
Institute of International Business
Kressengartenstraße 2
90402 Nuremberg
Tel: +49 911 5880 2800
Web: www.gso-mi.de
mailto: info@gso-mi.de

Hochschule Esslingen · Esslingen University of Applied Science

- Founded in 2006
- 3 campuses: Esslingen-Stadtmitte, Flandernstraße und in Göppingen
- MBA program
 - MBA in International Industrial Management
 - Innovation Management (Master of Science)
- 60 partner universities/business schools

Contact data:

Hochschule Esslingen - University of Applied Sciences
Kanalstraße 33
73728 Esslingen am Neckar
Germany
Telephone +49(0)711.397-49
Fax +49(0)711.397-31 00
E-mail: [info\(at\)hs-esslingen\(dot\)de](mailto:info@hs-esslingen.de)
Internet: <http://www.hs-esslingen.de>

Universität Hamburg - Institut für Weiterbildung e.V.

- Founded in 1919
- MBA program
 - MBA Healthcare Management (2011)
- Accredited by ACQUIN

Contact data:

Institut für Weiterbildung e.V.- an der Fakultät Wirtschafts- und Sozialwissenschaften der
Universität Hamburg
Rentzelstraße 7
20146 Hamburg
Telefon: 040/42838-4152
Internet: <http://www.wiso.uni-hamburg.de/weiterbildung>

European University Viadrina, Frankfurt (Oder)

- Founded in 1506
- MBA Management for Central and Eastern Europe (CEE)

Contact data:

European University Viadrina
PSF 1786
D-15207 Frankfurt (Oder)
Tel.: +49 (0)3 35 55 34 - 0
<http://www.euv-frankfurt-o.de/en/index.html>

Fachhochschule Kiel - University of Applied Sciences

- Founded in 1969
- MBA in International Management

Contact data:

Fachhochschule Kiel - University of Applied Sciences - MBA-Büro
Sokratesplatz 2
24149 Kiel
<http://www.fh-kiel.de/index.php?id=533>

International School of Management (ISM)

- Founded in 1990
- MBA Programs
 - MBA General Management
 - MBA Pharma Management
 - MBA Energy Management
 - MBA Facility Management

Contact data:

International School of Management (ISM)
Technologiepark - Otto-Hahn-Straße 19
D-44227 Dortmund
Tel.: +49(0)231-9751390
Fax: +49(0)231-97513939
E-Mail: ism.dortmund@ism.de
<http://www.ism.de>

Rheinische Fachhochschule Köln

- Founded in 1971
- MBA is offered in association with the University of East London Business School (UK)
- Content MBA:
 - Financial Modelling and Information Systems
 - International Marketing and Operational Product Service Delivery
 - International Business Strategy
 - International Human Resource Management
 - Research Methods
 - Management Dissertation

Contact data:

Rheinische Fachhochschule Köln gGmbH
Schaevenstr. 1 a/b
50676 Köln
Telefon: +49 0221 20302-0
Telefax: +49 0221 20302-45
<http://www.rfh-koeln.de/>

Friedrich-Alexander-Universität Erlangen-Nürnberg

- Founded in 1743
- MBA programs
 - MBA Business Management

Contact data:

Friedrich-Alexander-Universität Erlangen-Nürnberg
Fachbereich Wirtschaftswissenschaften
Prof. Dr. Michael Amberg, Sprecher des Fachbereichs
Findelgasse 7/9, 90402 Nürnberg
Briefadresse: Postfach 3931, 90020 Nürnberg
Tel.: +49 911 5302-664
Fax: +49 911 5302-621
E-Mail: amberg@wiso.uni-erlangen.de
<http://www.uni-erlangen.de/>

Fachhochschule Ingolstadt

- Founded in 1994
- MBA programs
 - MBA International Project Management,
 - MBA IT Management and Information Systems
 - MBA Personal- & Organisationsentwicklung - (MBA Staff- and Organisation Development)

Contact data:

Hochschule für angewandte Wissenschaften FH Ingolstadt
Ingolstadt University of Applied Sciences
Phone: +49 841 9348-0
Fax: +49 841 9348-200
E-Mail: info@haw-ingolstadt.de
<http://www.haw-ingolstadt.de/en.html>

Fachhochschule Stralsund – University of applied sciences

- Founded in 1991
- MBA
- Contacts with more than 70 universities abroad
- International undergraduate degree courses "Baltic Management Studies", "Leisure and Tourism Management", the European Project "International Engineering", the postgraduate degree course "Master of Business Administration"

Contact data:

Fachhochschule Stralsund - University of Applied Sciences
Zur Schwedenschanze 15
18435 Stralsund
+ 49 (0) 3831 / 45 70 70
mba@fh-stralsund.de
Steffi.Wallenburger@fh-stralsund.de
http://www.fh-stralsund.de/fh_stralsund/powerslave,id,224,nodeid,.html

Albert-Ludwigs-Universität Freiburg

- Founded in 1457
- MBA programs
 - MBA in International Taxation
 - MBA Estate Planning

Contact data:

Albert-Ludwigs-Universität Freiburg
Fahnenbergplatz
79085 Freiburg
Telephone: [++49] 0761 / 203 - 0
Telefax: [++49] 0761 / 203 - 4369
E-mail: info@uni-freiburg.de
<http://www.uni-freiburg.de/>

Ostfalia – University of applied sciences

- Foundations in Braunschweig, Salzgitter, Suderburg, Wolfenbüttel and Wolfsburg
- Distance learning: MBA

Contact data:

Ostfalia Hochschule für angewandte Wissenschaften
Fachhochschule Braunschweig/Wolfenbüttel
Salzdahlumer Str. 46/48
38302 Wolfenbüttel
Telefon: +49 (0)5331 939 -0
E-Mail: info@ostfalia.de
Internet: www.ostfalia.de

Nürtingen University

- Founded in 1949
- MBA Programs
 - MBA Food & Agribusiness (in English and Dutch)
 - MBA International Management (in English and German)
- Partner: Kreissparkasse Esslingen-Nürtingen
- Sponsors: Burkhardt Fruchtsäfte, givit AG, Horbach Wirtschaftsberatung, Bäckerhaus Veit

Contact data:

HfWU - Hochschule für Wirtschaft und Umwelt Nürtingen-Geislingen
Neckarsteige 6-10
72622 Nürtingen
Tel. 07022 / 201-0
Fax 07022 / 201-303
info@hfwu.de
<http://www.hfwu.de/>

Deutsch-Französische Industrie- und Handelskammer

- Founded in 1955
- Part-Time: MBA in International Business

Contact data:

Deutsch-Französische Industrie- und Handelskammer
Haus der Deutschen Wirtschaft
Breite Strasse 29
10178 Berlin
Tel: 030-20308-4600
Fax: 030-20308-4666
<http://www.deutschland-frankreich.diplo.de/Die-deutsch-franzosische-Industrie,1273.html>

Universität des Saarlandes – Europa-Institut

- Founded in 1948
- MBA program
 - European MBA
 - One-Year Full-Time: MBA
 - Part-Time: MBA

Contact data :

Universität des Saarlandes
Europa-Institut - Sektion Wirtschaftswissenschaft
Postfach 15 11 50
66041 Saarbrücken
Phone: +49 681-302-2553
info@mba-europe.de
<http://www.mba-europe.de/english/index.html>

Fachhochschule Würzburg-Schweinfurt

- Founded in 1971
- MBA program
 - Part-Time: MBA International Business (with focus on Asia or Central and Eastern Europe)

Contact data :

Hochschule für angewandte Wissenschaften
Fachhochschule Würzburg-Schweinfurt
Münzstraße 12
97070 Würzburg
Tel. +49 931 3511-0
Fax +49 931 3511-159
p-amt@mail.fh-wuerzburg.de
<http://www.fh-wuerzburg.de/>

Zollverein School of management and design

- Founded in 2003
- MBA Program
 - MBA
 - Executive MBA
- Cooperation with ETH Zürich, Ichthus University, Rotterdam, University of Westminster, London, Universität Wuppertal

Contact data :

Zollverein School of Management and Design gGmbH i. L.
Zeche Zollverein - Gelsenkirchener Str. 209
D-45309 Essen
Telefon +49 201 18 503 0
www.zollverein-school.de
email@zollverein-school.de

TU Bergakademie Freiberg

- Founded in 1765
- MBA Program:
 - International Business of Developing & Emerging Markets (MBA)
 - International Management of Resources and Environment (MBA)
- Strategic partnership between the Siemens AG and the TU Bergakademie: CKI Center of Knowledge Interchange
- Focus university of Thyssen Krupp AG

Contact data :

Technische Universität Bergakademie Freiberg
Akademiestraße 6
09599 Freiberg
Telefon: +49 (0)3731 / 39 - 0
E-Mail: postmaster@tu-freiberg.de
Internet: <http://tu-freiberg.de>

Fachhochschule Aachen, FIR – Forschungsinstitut für Rationalisierung eV an der RWTH Aachen

- Founded in 1953
- Executive MBA for Technology Manager

Contact data :

Forschungsinstitut für Rationalisierung e. V. (FIR) an der RWTH Aachen
Pontdriesch 14/16
52062 Aachen
Telefon: +49 241 47705-0
<http://www.fir.rwth-aachen.de/en>

Fachhochschule München - Munich University of Applied Sciences

- Founded in 1953
- MBA & Engineering

Contact data :

Hochschule für angewandte Wissenschaften – Fachhochschule München (Hochschule München)
Lothstr. 34
D-80335 München
Tel.: +49 (0) 89 12 65 - 0

E-Mail: webmaster@hm.edu
Internet: www.hm.edu

Hochschule Anhalt

- Foundations in Bernburg, Dessau and Köthen
- Founded in 1880
- MBA International Trade
- 86 partner universities

Contact data :

Anhalt University for Applied Sciences
President
Prof. Dr. habil. Dieter Orzessek
Bernburger Str. 55
D-06366 Köthen
Phone: +49 (0) 3496 67 1000
Fax: +49 (0) 3496 67 1099
Internet: www.hs-anhalt.de

Fachhochschule Hannover – University of Applied Sciences and Arts

- Founded in 1971
- MBA corporate governance
- more than 70 partner institutions worldwide

Contact data :

Fachhochschule Hannover (FHH)
Ricklinger Stadtweg 118
30459 Hannover
Telefon: 05 11 92 96-0
Telefax: 05 11 92 96-10 10
E-Mail: [poststelle \(at \) fh-hannover.de](mailto:poststelle@fh-hannover.de)
<http://www.fh-hannover.de/>

Fachhochschule Coburg

- founded in 1812
- MBA programs
 - Two-Year Full-Time: MBA Financial Management (in English) · (MBA Health Care Management) (in German)
 - Part-Time: MBA Financial Management (in English) · MBA Health Care Management (in German)

Contact data :

Hochschule für angewandte Wissenschaften
Fachhochschule Coburg
Friedrich-Streib-Str. 2
96450 Coburg
Telefon: +49 9561 317 0
Telefax: +49 9561 317 275
E-Mail: [poststelle @_hs-coburg.de](mailto:poststelle@_hs-coburg.de)
Internet: www.hs-coburg.de

Fachhochschule Gießen-Friedberg – university of applied sciences

- Founded in 1971
- Executive MBA (Master of Business Administration)

Contact data :

Fachhochschule Gießen-Friedberg
Wiesenstraße 14
35390 Gießen
Germany
+49 641 309 0
praesident@fh-giessen.de
<http://www.fh-giessen-friedberg.de/site/>

Hochschule Darmstadt – university of applied sciences

- Foundations: Darmstadt and Dieburg
- Founded in 1971
- Master of Business Administration, Energy Economics MBA

Contact data :

Hochschule Darmstadt- University of Applied Sciences
Haardtring 100
64295 Darmstadt
Tel.: 06151 16-02 (Vermittlung)
Tel.: 06151 16-7979 (Student Service Center)
info@h-da.de
<http://www.h-da.de/>

University Augsburg

- Founded in 1970
- MBA Programs
 - Executive MBA Finance and Rating
 - Executive MBA Change Management
 - Executive MBA Corporate Management
 - MBA in Business Management
- close partnerships with the Universities of Pittsburgh (USA), Osijek (Croatia), Iasi (Romania), Chabarowsk (Russia) and Johannesburg (South Africa)

Contact data :

Universität Augsburg
Universitätsstr. 2
86159 Augsburg
Telefonzentrale (0821) 598-0
wwwadm@rz.uni-augsburg.de
<http://www.uni-augsburg.de/>

Press/Public Relations/Information
Phone: ++49/821/598-2094, -2095, -2096
Fax: ++49/821/598-5288
info@presse.uni-augsburg.de
www.presse.uni-augsburg.de

Fachhochschule Koblenz – University of Applied Sciences

- Foundations: Koblenz, Remagen und Höhr-Grenzhausen
- Founded in 1996
- MBA programs- Distance learning:
 - MBA with focus on Leisure and tourism, Health- and Social Economics, Marketing, Logistics, Production Management, Reorganization

Contact data :

Fachhochschule Koblenz
Konrad-Zuse-Straße 1
D-56075 Koblenz
Tel. +49(0)261 9528-0
<http://www.fh-koblenz.de/>

Philipps-University Marburg

- Founded in 1527
- MBA programs
 - Executive MBA Health Care Management
 - Executive MBA General Management

Contact data :

Philipps-Universität Marburg
Biegenstraße 10
D-35032 Marburg
Tel. 06421 28-20
Fax 06421 28-22500
pressestelle@verwaltung.uni-marburg.de

UnternehmerTUM – Center for Innovation and Business Creation

- Founded in 2002
- institute affiliated to Technische Universität München
- Executive MBA in Innovation & Business Creation: one-year Executive Program in Innovation & Business Creation offered by Technische Universität München in cooperation with HHL - Leipzig Graduate School of Management and UnternehmerTUM

Contact data :

UnternehmerTUM GmbH
Lichtenbergstraße 8
D-85748 Garching
Tel +49 (0) 89-32 46 24-0
Fax +49 (0) 89-32 46 24-100
info@unternehmertum.de
<http://www.unternehmertum.de/index.html>

Hochschule Albstadt-Sigmaringen

- Founded in 1971
- MBA Management and Information Systems, Business Administration and Engineering

Contact data :

Standort Sigmaringen:
Anton-Günther-Straße 51
72488 Sigmaringen
Telefon (07571) 732 - 0
Telefax (07571) 732 - 8229
E-Mail: info@hs-albsig.de
www.hs-albsig.de

Standort Albstadt:
Jakobstraße 6
72458 Albstadt-Ebingen
Telefon (07571) 732 - 0
Telefax (07571) 732 - 9129

Graduate School Rhein-Neckar GmbH

- Founded in 2006
- Cooperation of Duale Hochschule Baden-Württemberg Mannheim, Hochschule Mannheim and Fachhochschule Ludwigshafen
- MBA : Business Information Systems, Engineering Management, Healthcare Management and – controlling, Information and Performance Management, Innovation Management, IT Management, Life Science Management
- Partners: BASF SE, Daimler AG, John Deere Werke, SAP AG, IHK Pfalz, IBM

Contact data :

Graduate School Rhein-Neckar gGmbH
Julius-Hatry-Straße 1
68163 Mannheim
Telefon: 0621 150 207 - 0
Email: info(at)gsrn.de
Internet: www.gsrn.de

Allfinanz Akademie – Geschäftsstelle an der FernUniversität Hagen

- Founded in 1990
- Cooperation: FernUniversität in Hagen, University of Wales
- MBA programs
 - MBA Finance Management and Controlling
 - MBA General Management

Contact data :

ALG Abbey Life Group Allfinanz Akademie AG
Birkenstieg 4
22359 Hamburg
Tel.: 040-6095779
Fax.: 040-6095679
E-Mail: hamburg@allfinanzakademie.de
Internet: www.allfinanzakademie.de

Hamburg Media School

- Founded in 2003
- MBA programs
 - Two-year full-time: MBA in Media Management
 - Executive MBA in Media Management
- Accredited by ACQUIN

Contact data :

Hamburg Media School
Finkenau 35
22081 Hamburg
Telefon: +49 40 413468-0
Telefax: +49 40 413468-10
E-Mail: info@hamburgmediaschool.com
<http://www.hamburgmediaschool.com/>

Nations HealthCareer School of Management

- Founded in 2001 by the Fresenius University Foundation for Healthcare Management in Bad Homburg
- Two year program MBA – International Hospital Management
- FIBAA – Quality Label

Contact data :

Nations HealthCareer
School of Management gGmbH (nonprofit)
Neuendorfstraße 20a,
16761 Hennigsdorf / Germany
Tel. + 49 (0) 3302 – 20 21 220
moc.reerachtlaeh-snoitan@ofni
www.nations-healthcareer.com

Akademie Würth Business School

- Part-time MBA
- FIBAA accredited
- Cooperation: University of Louisville, Hamburger Fern-Hochschule

Contact data :

Akademie Würth c/o Comgroup GmbH
Industriepark Würth, Gebäude 7
Drillberg 6
97980 Bad Mergentheim
Germany
business-school@wuerth.com
<http://www.wuerth.de/web2/wuerth/akademie/index.html>

Leuphana University Lüneburg

- Founded in 1946
- MBA programs
 - MBA Performance Management
 - MBA Sustainability Management
 - MBA Manufacturing Management
 - Part-time: Management of Outpatient and Integrated Medical Care
- Accredited by FIBAA

Contact data :

Institut für Performance Management
Sofia Boyng
Raum W.046
Wilschenbrucher Weg 84,
21335 Lüneburg
Fon +49.4131.677-7786
info@leuphana.de

Presse- und Öffentlichkeitsarbeit
Fon 04131 677-1007
Fax 04131 677-1090
presse@leuphana.de
www.leuphana.de

Johannes Gutenberg-Universität Mainz

- Founded in 1477
- Executive MBA

Contact data :

Johannes Gutenberg-Universität Mainz
Saarstraße 21
D 55128 Mainz
Tel +49 6131 39-0

Universität Osnabrück - International Supply Chain Management

- Founded in 1974
- Distance learning: Master in Electronic Business (MBA)
- Contacts with more than 90 universities worldwide

Contact data :

Universität Osnabrück
Postfach 44 69
49069 Osnabrück
Telefon: +49 541 969 0
E-Mail: info@uni-osnabrueck.de
<http://www.uni-osnabrueck.de/>

Fachhochschule Aachen, Aachen Institute of Applied Sciences (ACIAS)

- Founded in 1971
- Two-year full-time, part-time: MBA entrepreneurship

Contact data :

Stabsstelle für Presse-, Öffentlichkeitsarbeit und Marketing
Kalverbenden 6
52066 Aachen
Postanschrift:
Postfach 100 560
52005 Aachen

Dr. Roger Uhle
Raum 104
Telefon: + 49 241 6009 51064/51055
Telefax: + 49 241 6009 51008
E-Mail: [uhle\(at\)fh-aachen.de](mailto:uhle(at)fh-aachen.de)
<http://www.fh-aachen.de/>

Universität Potsdam – BIEM

- Founded in 1991
- MBA Programs
 - MBA General Management
 - MBA InfoTech
 - MBA Bio- and Medical Technology

Contact data :

Universität Potsdam
Am Neuen Palais 10
14469 Potsdam
Tel.: 0331/977-0

Fax: 0331/972163
E-Mail: presse@uni-potsdam.de
<http://www.uni-potsdam.de/>

Rheinisch-Westfälische Technische Hochschule Aachen

- Founded in 1858
- Executive MBA for Technology Managers
- International contacts: ALMA, GEE, CESAER, EUA, IAU, Idea League, SEFI, TIME, UNITECH international

Contact data :

RWTH Aachen
Templergraben 55
52062 Aachen (Hausanschrift)
52056 Aachen (Postanschrift)
Tel.: +49 241 80-1
<http://www.rwth-aachen.de/go/id/hi/>

Fachhochschule Kempten

- Founded in 1978
- Two-year MBA programs:
 - MBA Information- and Communicationmanagement,
 - MBA International Business Management and Consulting

Contact data :

Hochschule für angewandte Wissenschaften - Fachhochschule Kempten
Bahnhofstraße 61
D - 87435 Kempten
Postfach 1680
D - 87406 Kempten
Telefon +49 (0) 831 2523-0
Fax +49 (0) 831 2523-104
E-mail post@fh-kempten.de
<http://www.hochschule-kempten.de/home.html?L=1>

Wildau Institute of Technology at the University of Applied Sciences Wildau

- Founded in 1949
- two year part-time program on General Management with specializations in Aviation Management, International Management and Health Care Management

Contact data :

Wildau Institute of Technology e.V.
TFH Wildau
Bahnhofstrasse
15745 Wildau
phone: +49 (0)3375-508 601
fax: +49 (0)3375-508 660
eMail: info@wit-wildau.de
http://www.wit-wildau.de/program_en.php

Bergische Universität Wuppertal

- Founded in 1972
- two year part-time program: Master of Science in Business Administration and Economics
- More than 50 partnerships with international universities

Contact data :

Bergische Universität Wuppertal
Gaußstraße 20
42119 Wuppertal
Postfach: 42097 Wuppertal
Telefon: +49 202 439-0
E-Mail: webmaster@uni-wuppertal.de
Internet: www.uni-wuppertal.de

Technische Universität Dresden – Europäisches Institut für Postgraduale Bildung

- Founded in 1828
- MBA programs
 - MBA ZukunftsChance,
 - MBA in International Entrepreneurship
- Partners: DEKRA, IBM, Rolls-Royce, SAP, Siemens, Vodafone, ThyssenKrupp

Contact data :

Angela Jugelt
Mommensenstraße 9, Glaspavillon
01062 Dresden
Tel.: +49 351 463-37044
✉ infostelle@tu-dresden.de

JurGrad School of Tax and business law – Westfälische Wilhelms-Universität Münster

- Founded in 2002
- MBA programs
 - Executive MBA in Mergers & Acquisitions
 - Executive MBA in tax sciences
- Accredited by AQAS

Contact data :

Westfälische Wilhelms-Universität Münster
JurGrad gGmbH
Picassoplatz 3
48143 Münster
Tel.: (0251) 620 77 0
E-Mail: [info\(at\)jurgrad.de](mailto:info(at)jurgrad.de)
Internet: <http://www.jurgrad.de>

Universität Würzburg – University of Würzburg

- Founded in 1582
- Part-time: Executive MBA Business Integration

Contact data :

Universität Würzburg
Sanderring 2
97070 Würzburg
Tel. 0931/31-0
Fax: 0931/31-2600
<http://www.uni-wuerzburg.de/>

Universität Bayreuth

- Founded in 1975
- MBA programs
 - MBA Sports Management
 - MBA Health Care Management

Contact data :

Career Service - Leiter: Dr. Bernhard Protzner
Gebäude Angewandte Informatik (AI),
Büro o.o8
Universitätsstr. 30
95440 Bayreuth
Telefon: +49 (0) 921 / 55-7605
eMail: career-service@uvw.uni-bayreuth.de
<http://www.uni-bayreuth.de/index.html>

Fachhochschule des Mittelstands (FHM) – University of Applied Sciences

- Campus in Bielefeld, Köln and Pulheim
- Founded in 2000
- MBA Programs
 - MBA Management in the medium-sized economy,
 - MBA environmental management in the medium-sized economy
- Accredited by FIBAA

Contact data :

Fachhochschule des Mittelstands (FHM)
Ravensberger Straße 10 G
33602 Bielefeld
Fon +49 (0) 5 21. 9 66 55-10
Fax +49 (0) 5 21. 9 66 55-11
<http://www.fhm-mittelstand.de/>

Fachhochschule Mainz – University of Applied sciences

- Founded in 1971
- WIN-MBA: for engineers and others without an economics background
- Accredited by Acquin

Contact data :

Fachhochschule Mainz
University of Applied Sciences
Lucy-Hillebrand-Straße 2
55128 Mainz
Tel. +49 (0) 6131 - 628 -0
Fax +49 (0) 6131 - 628 -7777
[kontakt\(at\)fh-mainz.de](mailto:kontakt(at)fh-mainz.de)
<http://www.fh-mainz.de/>

Fachhochschule Neu-Ulm

- Founded in 1994
 - MBA programs
 - MBA for physicians
 - MBA for engineers and others without an economics background,
 - MBA Strategic Informationmanagement
- Accredited by FIBAA

Contact data :

Fachhochschule Neu-Ulm | University of Applied Sciences
Wileystraße 1
89231 Neu-Ulm, Germany
Phone: +49(0)731-9762-0
E-Mail: info (at) hs-neu-ulm.de
<http://www.hs-neu-ulm.de/d/index.php>

Ernst-Moritz-Arndt Universität

- Founded in 1456
- MBA Health Care Management

Contact data :

Ernst-Moritz-Arndt-Universität Greifswald
Domstraße 11
17487 Greifswald
Tel.: +49 (0)3834 86-0
pressestelle@uni-greifswald.de
<http://www.uni-greifswald.de/>

Hochschule für Technik und Wirtschaft (HTW) Berlin

- Founded in 1994
- MBA programs
 - MBA General Management
 - MBA Real Estate Management
 - Master of Business Administration and Engineering
- Partners: ABB, Daimler AG, Deutsche Bahn AG, Siemens AG, Sparkasse Berlin, Volkswagen AG, Wedgwood & Sons (Großbritannien) u.a.
- Partner universities/schools: Hochschule für Wirtschaft und Recht Berlin, Beuth Hochschule für Technik Berlin, bbw Hochschule, FU Berlin, TU Berlin, HU Berlin, Fraunhofer Gesellschaft, Max Planck Institute, Hahn-Meitner-Institut, Bundesanstalt für Materialprüfung, Heinrich-Hertz-Institut, An-Institute der HTW (Gfal, INTUS ok, LLA, IpeA, IIEF), Deutsches Zentrum für Luft und Raumfahrt, Arbeitsgemeinschaft industrieller Forschungsvereinigungen „Otto von Guericke“, Forschungsmarkt Berlin, Deutsche Forschungsgemeinschaft ...

Contact data :

Career services:
Dipl.-Päd. Michaela Frana
Treskowallee 8, 10313 Berlin, Flachbau, Raum: 007
[✉michaela.frana@htw-berlin.de](mailto:michaela.frana@htw-berlin.de)
[\(030\) 5019-2936](tel:+493050192936)
<http://www.htw-berlin.de/index.html>

Akademie der Ruhr-Universität

- Founded in 1962
- MBA programs
 - Master of Organizational Management
- Affiliations: UAMR - University Alliance Metropolis Ruhr

Contact data:

Akademie der Ruhr-Universität gGmbH

Postanschrift:
44780 Bochum
Tel.: +49 (0)234 / 32 - 26735
Fax: +49 (0)234 / 32- 14255
info@akademie.ruhr-uni-bochum.de
<http://www.akademie.ruhr-uni-bochum.de/>

NORDAKADEMIE (private university)

- founded in 1992-93
- MBA program with focus on Marketing, Business Process Management, Finance and Accounting
- more than 500 partner enterprises throughout Germany
- 1,200 places sponsored by industry in three dual-mode courses for a Bachelor's degree
- 30 partner universities abroad

Contact data:

FH NORDAKADEMIE
Hochschule der Wirtschaft
Köllner Chaussee 11
25337 Elmshorn
Phone: 04121/4090-0
Fax: 04121/4090-40
fh@nordakademie.de
<http://www.nordakademie.de/>

Hochschule Furtwangen University (HFU)

- founded in 1850
- MBA program
 - MBA
 - Executive MBA (general management)
- accredited by FIBAA
- more than 100 partner universities
- Cooperation with global and leading companies such as Hewlett-Packard, Deloitte, Ogilvy & Mather
- Partner companies: Aesculap, CNN, Daimler Chrysler, Deloitte, EnBW, Hewlett-Packard Deutschland, KARL STORZ, Marquardt, Menzerna, Orange Telecom, Porsche, SAP, TechniData,

Contact data:

Campus Furtwangen
Robert-Gerwig-Platz 1
78120 Furtwangen
Telefon 07723 920 0
Telefax 07723 920 1109
www.hs-furtwangen.de
E-Mail info@hs-furtwangen.de

University of Applied Sciences Bremen – Hochschule Bremen

- Founded in 1982
- MBA programs
 - Business Administration MBA,
 - International Master of Business Administration MBA,
 - East Asian Management MBA,
 - International Master in Global Management MBA,
 - Master in International Tourism Management MBA
- More than 300 cooperation agreements with partner universities all over the world

- New York liaison office in Manhattan

Contact data:

Hochschule Bremen
Neustadtswall 30
28199 Bremen
Tel.: 0421-5905-0
Fax: 0421-5905-2292
E-Mail: info@hs-bremen.de
<http://www.hs-bremen.de/>

Overview Institutions

BDU: Bundesverband Deutscher Unternehmensberater = Association of consultancy firms (16.000 consultants, 550 consultancy firms)

DGFP: Deutsche Gesellschaft für Personalführung e.V. = Association of German HR-consultancy firms (2000 members)

Bundesagentur für Arbeit (same function as VDAB in Flanders)

BVMW: The German Association for Small and Medium-sized Businesses