



VISION | VALUES | BRAND

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## A NEW BEGINNING

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**O**UR COMPANY has embarked on a new beginning with a strong foundation and a bold vision for our future as the most influential and respected business advisor and systems integrator in the world. As BearingPoint™, we will continue to set the pace of play in our marketplace and be the leader in business empowerment.

In the pages that follow, we articulate the values for our business and the expectations we have for our people as we strive to realize our vision and attain our ambitious yet achievable goals. Our values shape the common culture that connects all of us. They are the principles by which we work and behave, and that set us apart in the marketplace.

Rooted in our vision and values, our brand encapsulates the strengths upon which our reputation is built. These strengths allow us to propel ourselves beyond our competitors into a category all our own. They are proof of why we are the best in the industry.



*“Clients want to look into your eyes and see a passion—so they know that not only do they have a bright, talented individual, but a team of people whose collective desire is to make them successful.”*

**Rand Blazer,**  
Chairman and CEO,  
BearingPoint

We have high expectations for our business performance, our professional behavior, and our concern for one another's success. While our vision and brand will evolve as we grow and the market we serve changes, our values will be a constant strength to move us forward. While this is a new beginning, it is a continuation of our journey in pursuit of our vision.

*BearingPoint provides business consulting and systems integration to Global 2000 companies and government organizations. By aligning their business processes and information systems, we help our clients access the right information at the right time, empowering them to create enterprise value. Business empowerment means:*

- *Sharing what we know, to our clients' advantage*
- *Finding new, innovative paths and guiding our clients to them*
- *Taking a flexible approach and providing the tools our clients need to make the next leap forward*
- *Doing whatever it takes to achieve end results that create enterprise value for our clients*

*"We need to internalize what our vision is and what our values are in order to solidify the experience we want our clients to have and the behaviors we want our internal teams to display."*

**Brad Schwartz,**  
Group Executive Vice President,  
Worldwide Client Service, BearingPoint

## OUR VISION

**O**UR VISION is to be the world's most influential and respected business advisor and systems integrator by creating real and sustainable value for our clients, growth opportunities for our people, and long-term value for our shareholders.

Our vision is realized as we continue to gain market share each year. By increasing market share:

- Our clients validate our work as creating value and recognize us as leaders in our profession
- Our people are challenged and have the upward mobility and opportunity that come with a dynamic and growing business
- Our shareholders are rewarded as we capture market share from our competitors and become the leading systems integrator in the markets we serve



### OUR STRATEGIC PATH TO MARKET LEADERSHIP

*As BearingPoint, we continue on our path to achieving market leadership as the world's most influential and respected business advisor and systems integrator.*

*“Our people and our values will distinguish us from our competition.”*

**Mary Sullivan,**  
Vice President of Human Resources,  
BearingPoint

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## OUR VALUES

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**W**E HAVE ESTABLISHED strong values that resonate throughout our global enterprise. We seek these values in ourselves, our colleagues, and potential team members. We rely on these values to provide us focus each day in how we approach our work, our team, and our clients to inspire the behavior that collectively creates a high-performing, proactive, and inclusive culture.

### COMMITMENT TO CLIENTS' SUCCESS

We are passionately committed to the success of our clients. We work hard to build committed, lasting, strategic relationships that allow us to have clients for life. We build these trusted relationships by making and keeping promises, creating real strategic value through our results, and delivering on our commitments. We are constantly building knowledge to stay current on the trends, issues, and technologies that impact our clients' businesses. We live their problems and work to create their solutions. We approach our clients with expert objectivity and total flexibility. We are focused on creating

a client service experience that is responsive, enriching, and valued. Our clients' business results are our paramount priority, and we succeed only when they do.

### COMMITMENT TO EACH OTHER'S SUCCESS

We are committed to each other's success. We strive to create an environment where we attract the best and the brightest and allow them to reach their full potential through proactive mentoring and continuous learning. By leveraging the talent of each individual and encouraging everyone to be the best they can be, we will create a highly motivated organization that will achieve breakthrough results. Everyone matters, and their individual success will create personal and professional growth opportunities for others in the organization. Our collective experience and success will allow us to make monumental advances and achieve far more important goals than what can be achieved from individual performance alone.

### LEADERS WHO SERVE

Achieving our vision and aggressive goals depends on the strength and depth of our leadership capabilities. To continue on our course of explosive growth and market success, we need people capable of building the business and building an organization of enduring value. Leadership in our business means being proactive, disciplined, and mature. It means being an outstanding role model and actively mentoring to build the next generation of leadership talent. Leading is not about power or control, but about the success of those on the team being led. Leaders do not get on the backs of their people—they get behind and push. Leadership is a privilege and a responsibility. As leaders who serve, we are accountable and hold others accountable. We lead by example. We expect everyone to seek and accept leadership roles, step up to new challenges and responsibilities, help build the business, and propel us forward.

### TEAMWORK AND COLLABORATION

We are united in our conviction that teams power breakthrough results. We foster and reward open, candid communication, teamwork, and personal development. Being team players means that we work together, with the success of the business as the priority, even if it means supporting something we might do differently or that might impact our individual performance. Being a team player means being responsive to the needs of our colleagues and delivering on what we promise. We encourage everyone to seek the best information from all sources, while supporting decisions made by those closest to the client. We reach across practices and leverage combined experiences to architect the best solution possible, and we encourage and reward collaboration. We share knowledge and relationships in a fresh, open environment, knowing the outcome for our clients will be far richer and more valuable as a result. We recognize and reward everyone who exhibits team behavior and collaborates to achieve results for our business. When we work together, we win together, ensuring that the goals of the business are the focal point of our energies.

INTEGRITY IN OUR ACTIONS

We set high standards. We follow through on the things we say we are going to do. We act with fairness and honesty. At the end of the day, we must be proud of what we do and how we interact with our clients and colleagues. We are consummate professionals, straightforward and dependable. We listen and encourage different ideas and accept honest differences. We try to do the right thing for our clients and for each other. We look for integrity and honesty in those we hire and in those we recognize and promote.

SPEED WITH PURPOSE

We act with a sense of speed and purpose in all that we do. If we are going to do something, then we do it now, and do it right, and make sure it generates results we want. We must constantly increase our business velocity to stay ahead of our clients' needs and to be out in

front of the market with our solutions. The speed of our execution and our ability to learn and improve allow us to create value for our clients and achieve market-leading results. Clients must see real return on their investments, and they expect to see it quickly. Our ability to live up to these expectations is a strong differentiator. We must act with both urgency and common sense to get results. We make decisions, correct mistakes quickly, and embrace innovation, while insisting on results that bring real business value.



A new name. A breakthrough brand.

*“Defining a brand is a search for truth.”*

**Nicholas Ind,**  
*Living the Brand*

## OUR BRAND

AS WE INTRODUCE *BearingPoint*, we are leveraging our 100-year heritage to elevate consulting into a new category of business empowerment and generate tremendous momentum for our global brand. Because the strength of our brand is up to all of us every day, it's important that we find the same tone and deliver a consistent message.

Our brand message—our promise to the marketplace—is presented in this section. Based on extensive research, it defines our unique strengths in areas that our clients value. We encourage you to consult this information whenever you need to provide a quick, accurate description of what we do best, whether you're following up a lead by phone, crafting a proposal, or putting together a presentation for a meeting with clients.

We must rally around our brand message—it's what the market most values. By effectively communicating this brand message and doing everything possible to keep that promise in our everyday work, we will achieve our vision of being the world's leading business advisor and systems integrator.



**Business and Systems Aligned.  
Business Empowered.™**

*BearingPoint provides business consulting and systems integration to Global 2000 companies and government organizations. By aligning their business processes and information systems, we help our clients access the right information at the right time, empowering them to create enterprise value. Because the right information brings knowledge. Knowledge is power. And sharing it is empowerment.*

*The name BearingPoint means setting direction to achieve end results. As integrators, we bring business and systems into alignment, resulting in business empowerment.*

*Our new logo says a lot about us: One line represents the business of our clients; the other represents their systems. Our commitment is to bring our clients' business and systems into alignment.*

*We carefully chose the primary colors of our visual identity: black, signifying strength and stability; sandstone, representing empowerment; and white, reflecting clarity of purpose.*

### COMMUNICATING WITH THE MARKETPLACE: OUR BRAND MESSAGE

The entire way in which we do business has made us *the proven source* when our clients need the right information to create enterprise value.

It all starts with three core differentiators:

- Experienced Professionals
- Accelerated Solutions
- Enduring Client Relationships

These strengths emanate from a unique business culture that our clients value. This *get-it-done culture* means that we do whatever it takes to deliver on our promises and create measurable, high-impact value for our clients—with a speed and precision that no other organization can match.

### A GLOBAL BRAND

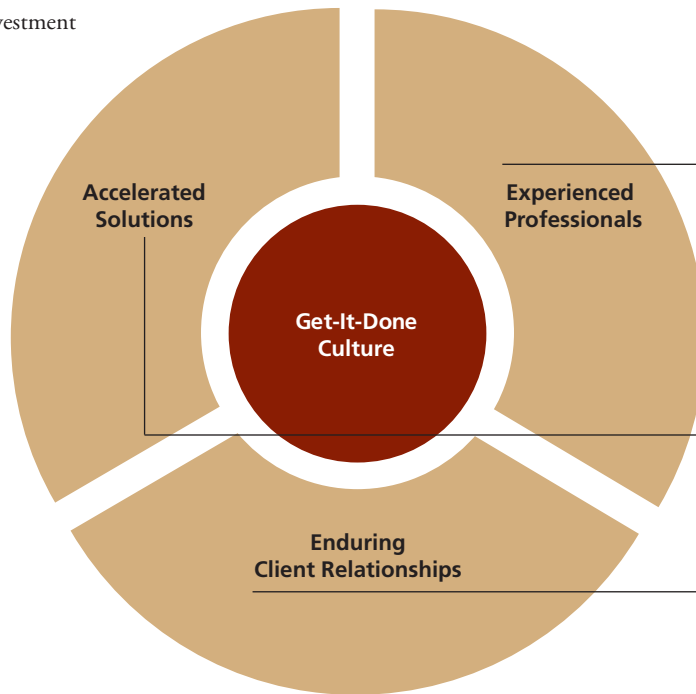
*We continue to expand our global footprint. With experienced professionals located in many of the world's major and emerging business centers, we can seamlessly deliver our accelerated solutions where our clients do business.*

OUR BRAND (CONT.)

A BRAND MESSAGE BASED ON OUR VALUE PROPOSITION: THE PROVEN SOURCE

We are the proven source when our clients need the right information to create enterprise value and benefit from:

- Reduced risk
- Faster deployment
- Certainty of outcome
- Accelerated return on investment
  - Process improvements
  - Cost reductions
  - Productivity gains



- 12 Years of Industry Experience on Average
- Nearly 50 Alliances with Technology Leaders
  - 39% Graduate Degrees among Leadership
  - Relationships—90% Rating: “Easy to Work With”†
- **R<sup>2</sup>i**® Rapid Return on Investment<sup>SM</sup>
  - Enterprise Value Creation
    - Industry and Solution Templates
      - Knowledge Transfer
        - Broadband Solution Centers
        - Collaborative Delivery Framework
- 100% Retention of Top 50 Clients
- 95% Retention of Top 150 Clients
- 93% Rating: “Trustworthy and Honest”†

*“We will elevate consulting into a new category of business empowerment. And we will dominate that category.”*

**Linda Rebrovick,**  
Chief Marketing Officer,  
BearingPoint

†SOURCE: Customer Value Survey of 60 named accounts, 260 clients



EXPERIENCED PROFESSIONALS

Our professionals are the best in the industry. They:

- Are committed to sharing information, to our clients' advantage
- Draw upon many years of practical industry-specific experience
- Possess valuable technology skills developed through real-world situations and collaboration with our alliance partners
- Know how to build strong working relationships with our clients

These strengths enable our teams to:

- Help our clients access the right information that empowers their businesses
- Apply practical know-how to solve large and small problems
- Hit the ground running on the first day of every engagement
- Anticipate and resolve client challenges through knowledge of client processes and culture, emerging industry trends, and market dynamics

**Unmatched industry know-how, technology understanding, and business insight enable our professionals to accelerate the creation of tangible, high-impact value for our clients.**

OUR PROFESSIONALS

Our professionals average 12 years of experience in the industries we serve. Thirty-nine percent of our senior leadership hold graduate degrees.

OUR ALLIANCE PARTNERS

By collaborating with the market's leading hardware and software companies including Cisco Systems®, Microsoft®, Oracle®, PeopleSoft®, SAP®, and Siebel®, we access the latest technology information and deliver the best solutions to our clients.



ACCELERATED SOLUTIONS

We design our solutions specifically to accelerate project delivery. To help ensure rapid results, our solutions:

- Contain prepackaged elements that promote fast, successful implementation
- Employ proven industry-specific and solution-specific tools and templates
- Are flexible and scalable to meet clients' unique process and business requirements

- Pre-integrate to reduce risk and speed up time-to-benefit
- Leverage our nearly 50 alliances with leading software and hardware providers
- Include structured knowledge-sharing processes to help strengthen return on investment

**By designing our solutions to accelerate delivery, we provide for the on-time, on-specification, and on-budget achievement of our clients' goals.**

- **R<sup>2</sup>i Rapid Return on Investment**—To accelerate return on investment through high-impact, successful implementation
- **Enterprise Value Creation**—To identify, prioritize, and execute initiatives with measurable, tangible value
- **Industry and Solution Templates**—To align business processes with solution capabilities to achieve business objectives
- **Knowledge Transfer**—To help our clients access the right information and the right capabilities at the right time
- **Broadband Solution Centers**—To jump-start new projects through the use of a world-class broadband development and testing environment
- **Collaborative Delivery Framework**—To leverage proven tools, methods, and approaches through one integrated framework to help our clients reach their desired goals



ENDURING CLIENT RELATIONSHIPS

We have a unique ability to create enduring client relationships. These relationships are based on:

- Helping our clients access the right information that empowers them to create enterprise value
- Consistently and effectively sharing knowledge
- Always delivering on our promises as quickly as possible
- Making up-front investments of time, money, and intellectual capital
- Seeking to create robust value for our clients over the long term
- Understanding each client’s unique business requirements
- Measuring our success by our clients’ success

**Because we deliver on our promises, our clients choose to work with us again and again.**



GET-IT-DONE CULTURE

Our experienced professionals, accelerated solutions, and ability to create enduring client relationships define our get-it-done culture. Getting the job done means that we:

- Help our clients access the right information that empowers their businesses
- Focus sharply on creating measurable value as rapidly as possible
- Rely on practical know-how, real-world experience, and proven methods
- Suggest concrete, achievable solutions to even the most challenging problems
- Display a hard-driving mentality at all times

**Knowledge is power.  
Sharing it is empowerment.**

**What sets BearingPoint apart from the competition?**

*We're fast. Nimble. Smart. Innovative. Flexible. Responsive. And honest. We are empathetic to our clients' businesses. We know how to think on our feet, and we know how to make it happen—now.*

**We get the job done for our clients by giving them access to the information they need to create enterprise value.**

“They’re a **roll-up-your-sleeves** type of organization.

They **sweat it out** with you.  
They have a high level of **commitment.**”

“They drive our internal staff to do better.  
**They work harder**, longer, and smarter.”

- 100% retention of top 50 clients
- 95% retention of top 150 clients

“They **deliver** on their jobs. We know we can **trust** them.”

Client Ratings of BearingPoint:

- 93%: “Honest and Trustworthy”
- 90%: “Easy to Work With”
- 84%: “Responsive”
- 84%: “Accessible”

SOURCE: Customer Value Survey of 60 named accounts, 260 clients

“**Collaboration** is clearly a strength. They are **much better at partnerships** than other consulting companies.”

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## WHAT OUR CLIENTS SAY

*“We told [BearingPoint], we absolutely, positively had to have a new Web-based financial system in just seven months, and they delivered.”*

**James Hudson, Corporate Vice President,  
Strategic Financial Planning & Control,  
Chief Accounting Officer & Chief Financial Officer,  
FedEx Corporate Services**

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*“By teaming with [BearingPoint], with its extensive Ariba® and SAP® integration skills, we were able to rapidly deploy a system that has helped us reduce costs, streamline operations, and enhance our ability to compete globally. We were highly satisfied with the results.”*

**Manuel Gutierrez, Vice President of e-Business,  
ALFA**

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*“I’m very grateful and appreciative to [BearingPoint] for understanding the government culture.”*

**Carolyn Purcell, Chief Information Officer,  
State of Texas**

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*“[BearingPoint] worked with us to design and build an online system faster than we had thought possible.”*

**Mark Hammersmith, Chief Information Officer,  
MetLife**



Business and Systems Aligned. Business Empowered.™

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