Intercultural marketing communication
A comparative study Belgium-Germany
Internship at Hudson - Talent Management Europe

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Scriptie ter verkrijging van het diploma Ma-na-Ma MTB
Academiejaar 2009-2010
### Tabel met Beschrijving van de Stage

<table>
<thead>
<tr>
<th>Bedrijf</th>
<th>Stagebegeleider</th>
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<td></td>
<td>Vertaling van ondersteunend materiaal</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
# Table of contents

Table of contents .................................................................................................................. 3  
List of figures and tables ........................................................................................................ 5  
Introduction ............................................................................................................................ 6  
Preface and acknowledgement ............................................................................................... 7  
1. Presenting Hudson Belgium ................................................................................................. 8  
   1.1 History ........................................................................................................................... 8  
   1.2 Organizational structure ................................................................................................. 9  
   1.3 Corporate Identity .......................................................................................................... 10  
      1.3.1 Mission .................................................................................................................... 10  
      1.3.2 Vision ...................................................................................................................... 10  
      1.3.3 Values ..................................................................................................................... 10  
   1.4 Services ......................................................................................................................... 10  
      1.4.1 Recruitment & Selection .......................................................................................... 11  
      1.4.2 Talent Management ............................................................................................... 14  
      1.4.3 Contracting ............................................................................................................. 16  
   1.5 Marketing Tools ............................................................................................................ 16  
   1.6 Clients ............................................................................................................................ 17  
   1.7 Competition ................................................................................................................... 17  
   1.8 SWOT-analysis ............................................................................................................. 19  
      1.8.1 Strengths ................................................................................................................ 19  
      1.8.2 Weaknesses .......................................................................................................... 20  
      1.8.3 Opportunities ....................................................................................................... 20  
      1.8.4 Threats .................................................................................................................. 21  
2. Theoretical framework: Intercultural communication and marketing ................................... 22  
   2.1 Link with the internship ................................................................................................. 22  
   2.2 Intercultural communication ......................................................................................... 22  
   2.3 Dimensions of cultural differences .............................................................................. 26  
      2.3.1 Hofstede model ...................................................................................................... 26  
      Power Distance ............................................................................................................. 27  
      Individualism versus collectivism ............................................................................... 27  
      Masculinity versus femininity ..................................................................................... 29  
      Uncertainty avoidance ................................................................................................. 30
Long-term orientation versus short-term orientation ........................................ 30
2.3.2 The Schwartz value system .................................................................. 31
2.3.3 Hall ........................................................................................................ 32
2.3.4 Criticism against the cultural models .................................................... 32
2.3.5 Conclusion: Belgian and German values .............................................. 34
Belgium ......................................................................................................... 35
Germany ...................................................................................................... 36
2.4 Intercultural marketing communication .................................................. 37
2.4.1 Global strategy .................................................................................... 38
2.4.2 Local strategy ...................................................................................... 39
2.4.3 Conclusion ............................................................................................ 40
3. Internship at Hudson Belgium - Talent Management Europe .................. 42
3.1 Introduction .............................................................................................. 42
3.2 Market research in the German market .................................................... 42
3.2.1 Briefing .................................................................................................. 42
3.2.2 Market research .................................................................................... 42
Getting to know Hudson ............................................................................. 42
Drawing up the list of German HR companies .......................................... 43
Identifying key potential companies ......................................................... 44
3.2.3 Secondary tasks .................................................................................. 46
List of tools and tool developing companies ............................................. 46
List of most popular employment websites ................................................. 47
Overview of German business schools and universities .......................... 47
Project graduate recruitment BAT ............................................................... 47
3.3 Link with theoretical framework and evaluation internship .................. 48
4. Evaluation MTB program .......................................................................... 50
Bibliography ................................................................................................. 52

Appendix: Documents and presentations
List of figures and tables

Figure 1: Structure of Hudson Belgium .......................................................... 9
Figure 2: Overview Selection Procedure .......................................................... 12
Figure 3: Overview Assessment Methodology .................................................... 12
Figure 4: Overview of blue chip clients ............................................................. 17
Figure 5: Maslow’s hierarchy of needs ............................................................... 33
Figure 6: Comparison cultural dimensions: Belgium-Germany ......................... 33

Table 1: Overview PDI scores ........................................................................... 27
Table 2: Overview IDV scores ........................................................................... 29
Table 3: Overview MAS scores ......................................................................... 29
Table 4: Overview UAI scores ......................................................................... 30
Table 5: Overview LTO scores ......................................................................... 31
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 Belgium

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 & Nicas 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

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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:

² HUDSON HIGHLAND GROUP, Annual report, http://phx.corporate-ir.net/External.File?item=UGFyZW90SUQgMzcyMTMtcENoaWxkSUQgMzY5NTY3fFR5cGUgMjQ==&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.” 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.

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.  

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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.

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**Figure 2: Overview selection procedure**

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**Figure 3: Overview Assessment methodology**

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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. 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.

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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 organisations: 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.

![Figure 4: Overview of blue chip clients](image)

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

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7 Source: Internal presentation about Assessment Centres.
the HR sector. 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. 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. Right Management ranks on place 41 in the Top Trends list and lags far behind Hudson.

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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.\textsuperscript{12}

Robert Half, ranked 5\textsuperscript{th} 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.\textsuperscript{13}

SD Worx, on the 7\textsuperscript{th} 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\degree feedback.\textsuperscript{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.\textsuperscript{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.\textsuperscript{16}

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

\textbf{1.8 SWOT-analysis}

\textbf{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.

\textsuperscript{12} ASCENTO, \url{http://www.ascento.be/nl/home/homepage.shtml}, Web, June 12\textsuperscript{th}, 2010.
\textsuperscript{13} ROBERT HALF, \url{http://www.roberthalf.be/}, Web, June 12\textsuperscript{th}, 2010.
\textsuperscript{14} DIP, Recognizing talent, \url{http://www.dip.be/site/website/dip/nl/1000A/10BooC/}, Web, June 12\textsuperscript{th}, 2010.
\textsuperscript{16} ACERTA: \url{http://www.acerta.be/xq/ASP/type.corporate/item.21/mn.7/qx/detail.htm}, Web, June 12\textsuperscript{th}, 2010.
\textsuperscript{17} SELECT HUMAN RESOURCES, \url{http://www.selecthr.be/nl}, Web, June 12\textsuperscript{th}, 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.\textsuperscript{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:\textsuperscript{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.\textsuperscript{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.\textsuperscript{21}

\begin{flushleft}
\textsuperscript{19} Based on: ANSEEL, F.: Effectief communiceren en samenwerken, Gent, Academia Press, 2010, p. 5.
\end{flushleft}
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.\textsuperscript{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”.\textsuperscript{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.\textsuperscript{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.\textsuperscript{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

\textsuperscript{22} ANSEEL: Effectief communiceren en samenwerken, p. 13.
\textsuperscript{24} CHANEY: Intercultural business communication, p. 2.
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. It could be considered to be "cultural blindness." Ethnocentrism has both positive and negative facets: ethnocentrism stimulates solidarity with regard to the in-group, but may also lead to discrimination. 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. 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." Despite the fact that culture affects so many aspects of life, people are hardly conscious of their own culture.

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." Hofstede clarifies this view by describing cultures as "mental programs": “[Culture] is the collective programming of the mind which distinguishes the members of one group or category of people from another." 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. 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

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33 CHANEY: Intercultural business communication, p. 5.
34 DE MOOIJ: Global marketing and advertising, p. 36.
35 NEULIEP: Intercultural communication, p. 198-199.
37 Citation by HALL, E.T. in: NEULIEP: Intercultural communication, p. 43.
38 USUNIER: Marketing across cultures, p. 23.
40 HOFSTEDE: Cultures and organizations, p. 4.
41 HOFSTEDE: Cultures and organizations, p. 5.

points out that even in these times of ‘global brands’ there still are no global people. In her opinion, the global media actually reinforce the existing cultural differences. 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.

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. 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. The advantage of this model is its simplicity: Hofstede has determined a limited number of straightforward cultural dimensions. 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.
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.⁵³ 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

<table>
<thead>
<tr>
<th>Rank</th>
<th>Country</th>
<th>PDI</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-2</td>
<td>Malaysia</td>
<td>104</td>
</tr>
<tr>
<td>1-2</td>
<td>Slovakia</td>
<td>104</td>
</tr>
<tr>
<td>3-4</td>
<td>Guatemala</td>
<td>95</td>
</tr>
<tr>
<td>3-4</td>
<td>Panama</td>
<td>95</td>
</tr>
<tr>
<td>5</td>
<td>Philippines</td>
<td>94</td>
</tr>
<tr>
<td>6</td>
<td>Russia</td>
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<td>7</td>
<td>Romania</td>
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</tr>
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<td>8</td>
<td>Serbia</td>
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</tr>
<tr>
<td>9</td>
<td>Suriname</td>
<td>85</td>
</tr>
<tr>
<td>10-11</td>
<td>Mexico</td>
<td>81</td>
</tr>
<tr>
<td>10-11</td>
<td>Venezuela</td>
<td>81</td>
</tr>
<tr>
<td>30-31</td>
<td>Belgium – Walloon</td>
<td>67</td>
</tr>
<tr>
<td>39-40</td>
<td>Belgium – Flemish</td>
<td>61</td>
</tr>
<tr>
<td>63-65</td>
<td>Germany</td>
<td>35</td>
</tr>
</tbody>
</table>

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.”

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

The distinction between in-groups and out-groups is quite rigid in countries with a low individualistic score. 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. 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.

A final striking contrast is the universalistic nature of individualistic societies versus the particularism of collectivistic cultures. 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.” 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.

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54 HOFSTEDE: Cultures and organizations, p. 51.
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.
<table>
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</tr>
<tr>
<td>2</td>
<td>Australia</td>
<td>90</td>
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<tr>
<td>3</td>
<td>UK</td>
<td>89</td>
</tr>
<tr>
<td>4-6</td>
<td>Canada</td>
<td>80</td>
</tr>
<tr>
<td>4-6</td>
<td>Hungary</td>
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</tr>
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<td>Netherlands</td>
<td>80</td>
</tr>
<tr>
<td>7</td>
<td>New Zealand</td>
<td>79</td>
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<td>8</td>
<td>Belgium – Flemish</td>
<td>78</td>
</tr>
<tr>
<td>9</td>
<td>Italy</td>
<td>76</td>
</tr>
<tr>
<td>10</td>
<td>Denmark</td>
<td>74</td>
</tr>
<tr>
<td>12</td>
<td>Belgium – Walloon</td>
<td>72</td>
</tr>
<tr>
<td>18</td>
<td>Germany</td>
<td>67</td>
</tr>
</tbody>
</table>

Table 2: Overview IDV scores

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”. 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.

<table>
<thead>
<tr>
<th>Rank</th>
<th>Country</th>
<th>MAS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Slovakia</td>
<td>110</td>
</tr>
<tr>
<td>2</td>
<td>Japan</td>
<td>95</td>
</tr>
<tr>
<td>3</td>
<td>Hungary</td>
<td>88</td>
</tr>
<tr>
<td>4</td>
<td>Austria</td>
<td>79</td>
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<tr>
<td>5</td>
<td>Venezuela</td>
<td>73</td>
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<tr>
<td>6</td>
<td>Switzerland</td>
<td>72</td>
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<tr>
<td>7</td>
<td>Italy</td>
<td>70</td>
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<td>8</td>
<td>Mexico</td>
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<tr>
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<td>Jamaica</td>
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<td>11-13</td>
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<tr>
<td>21</td>
<td>Belgium – Walloon</td>
<td>60</td>
</tr>
<tr>
<td>47-50</td>
<td>Belgium – Flemish</td>
<td>43</td>
</tr>
</tbody>
</table>

Table 3: Overview MAS scores

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62 HOFSTEDE: Cultures and organizations, p. 53.
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”. 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. 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.

<table>
<thead>
<tr>
<th>Rank</th>
<th>Country</th>
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<tbody>
<tr>
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<tr>
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<td>Uruguay</td>
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<tr>
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<td>Belgium – Flemish</td>
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</tr>
<tr>
<td>6</td>
<td>Malta</td>
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<td>Russia</td>
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<td>8</td>
<td>Salvador</td>
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<td>9-10</td>
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<td>9-10</td>
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</tr>
<tr>
<td>43</td>
<td>Germany</td>
<td>65</td>
</tr>
</tbody>
</table>

*Table 4: Overview UAI scores*

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. 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.

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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”. 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. 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. 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.

<table>
<thead>
<tr>
<th>Rank</th>
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<td>Taiwan</td>
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<td>4-5</td>
<td>Japan</td>
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<td>4-5</td>
<td>Vietnam</td>
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<td>South Korea</td>
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<tr>
<td>25-27</td>
<td>Germany</td>
<td>31</td>
</tr>
</tbody>
</table>

Table 5: Overview LTO scores

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:

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

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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. In low-context cultures the message is literal: the verbal communication is explicit and direct. 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. 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. 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”. 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.
collect data of "organic homogeneous societies". 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.

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 needs](http://www.abraham-maslow.com/maslow_Images/Maslow_Needs_Hierarchy.jpg)

Maslow's theory has been heavily criticised. The physiological needs are universal, whereas the importance of the nonphysiological needs is culture-bound. 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. 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. 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

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79 HOFSTEDE: Cultures and organizations, p. 12.
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. With reference to these seemingly paradoxical values Hofstede and De Mooij refer to the concepts of ‘the desirable’ and ‘the desired’. 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”, whereas the desired refers to “what the people want for themselves”. 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. The Hofstede model is more useful to make distinctions. The diagram below compares the scores of Belgium and Germany based on the Hofstede model.

![Comparison Cultural Dimensions](image)

**Figure 6: Comparison cultural dimensions: Belgium-Germany**

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85 DE MOOIJ: Global marketing and advertising, p. 114. NEULIEP: Intercultural communication, p. 45.
86 DE MOOIJ: Global marketing and advertising, p. 164. HOFSTEDE: Cultures and organizations, p. 9.
87 HOFSTEDE: 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. 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.

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. 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. 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. 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. 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. Titles are always mentioned when introducing people, particularly if they indicate a higher education or a professional position. The strict separation of business and pleasure underlines this tendency to formalism. Germans do not, for instance, mix business with friendship. The high masculinity score is reflected in a patriarchal family structure and the comparatively low number of women in executive and managerial positions.

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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.
103 CHANEY: Intercultural business communication, p. 162.
104 USUNIER: Marketing across cultures, p. 595.
As a consequence of being a monochronic society, punctuality is very important. 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. 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. 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. 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. 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. 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. 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. Unlike the Belgians, Germans do not only rely on the government in such cases.

### 2.4 Intercultural marketing communication

At the beginning of the 21th century Marshall McLuhan was the first to coin the phrase “a global village”. McLuhan’s visionary concept has come true, globalisation is considered to be a fact. In

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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. The crucial question is how to deal with such an immense market. Basically, there are two marketing strategies: global strategies versus local strategies.

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. Global companies suppose thus that the consumers only take the utilitarian dimension of products into account. 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. 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.

Hofstede notes that “[m]arketing and advertising are basically about consumers, not about producers”. 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. Mass production of identical or homogeneous products leads to economies of scales. Therefore, the prices can be lowered. 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.

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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.
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.” 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. The multinational company Unilever has even decided to use different brand names and logos in different countries.

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. 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. 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.

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. 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

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125 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.\textsuperscript{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.\textsuperscript{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”.\textsuperscript{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.\textsuperscript{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.\textsuperscript{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.\textsuperscript{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.

\textbf{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”.\textsuperscript{138} On a worldwide scale there are no real global communities and the existing cultural differences do not disappear.\textsuperscript{139} Even the global brands like

\begin{footnotesize}
\begin{itemize}
\item \textsuperscript{132} DE MOOIJ: Global marketing and advertising, p. 186.
\item \textsuperscript{133} DE MOOIJ: Global marketing and advertising, p. 16.
\item \textsuperscript{134} USUNIER: Marketing across cultures, p. 120.
\item \textsuperscript{135} USUNIER: Marketing across cultures, p. 148.
\item \textsuperscript{136} CHANEY: Intercultural business communication, p. 4.
\item \textsuperscript{137} USUNIER: Marketing across cultures, p. 273.
\item \textsuperscript{138} DE MOOIJ: Global marketing and advertising, p. 3.
\item \textsuperscript{139} DE MOOIJ: Global marketing and advertising, p. 21.
\end{itemize}
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Coca Cola and McDonald's have to adapt their ‘global’ strategies to local cultures. 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. This strategy will appeal to the local audiences and will be more effective to persuade them to buy the product or service.

USUNIER: Marketing across cultures, p. 263.
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.
Bibliography

Books


Interview

Interview with Natalya Berdikyan, June 4th, 2010.

Websites


Appendix
Documents and presentations
Table of contents

Job Description .................................................................................................................................................. 1
Job Description .................................................................................................................................................. 2
Process internship ............................................................................................................................................. 3
Presentation May 15 .......................................................................................................................................... 5
Overview Top Targeted German Companies .............................................................................................. 8
Presentation June 24 ......................................................................................................................................... 32
Presentation July 7 .......................................................................................................................................... 39
Press file – Bernd Heuer Karriere ................................................................................................................. 42
Press file – HR Horizonte ............................................................................................................................... 45
Press file – Kempers & Partner ....................................................................................................................... 47
Press file – grow.up ......................................................................................................................................... 49
Overview Tool-developing Companies ......................................................................................................... 52
Overview German Jobwebsites ...................................................................................................................... 60
Overview German Business Schools / Universities ........................................................................................... 62

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.

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

<table>
<thead>
<tr>
<th>Job Title</th>
<th>Apprentice</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Division</td>
<td>Talent Management Europe</td>
</tr>
<tr>
<td>Key Internal Relationships</td>
<td>EU TM Practice Leadership Team</td>
</tr>
<tr>
<td>Key External Relationships</td>
<td>German competitors/prospects, Business Schools, Associations</td>
</tr>
</tbody>
</table>

## Scope

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.

## Roles and Responsibilities

### Market research on:
- Potential potential of German business partners

### Market research by means of:
- Internet
- Direct contacts with the market contacts by phone, email, possible visits with the supervisor
- Magazines, newspapers
- Market surveys, reports

### Data collection and integration

### Communication

### Translations of supportive materials (emails, introduction letters, marketing materials etc.)

## Key Performance Indicators (KPI’s)

- 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

Direct coaching will be provided by the EU TM Practice Leadership Team members.

Direct coaching will be provided by the Business Development Coordinator by means of:

- 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 meeting: presentation of the general overview  
Next step: focus on  
- 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 meeting:  
Next step: make a new file of the companies doing AC  
Data should include  
- 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 meeting:  
Presentation overview German market  
Next step: making a press file of 5 selected companies  
- 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 meeting: 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-Tecon (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

**Lünenendonk List:**
- similar to Trends Top in Belgium
- data about Turnover and number of employees

**Used Tests:**
- Bochumer Inventars zur berufsbezogeneen 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
  3rd 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
  - Do Assessment centers if necessary
- Branches/Functions: 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/

Infinit 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 Communicationtechnology, 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
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)

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/](http://vif-personal.de/)

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**HESSEN**

*ExIntern (1999)*

- **Location**
  - Frankfurt

- **Number of employees**
  - 15

- **Key practices**

- **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](http://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/

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**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
  - advertisments,
  - 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/](http://www.cct-europa.de/)

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**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**
- **Contact data**:
  
  Landwehr 2  
  40764 Langenfeld  
  tel 0212.23375370  
  fax 0212.23375379  
  eMail info@com-gmbh.info  

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**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, Nordsen 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 OPO-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, Switserland, and Germany), Debeca Bausparkasse,
  Deutsche Bank AG, Lilly Pharma Holding, BDA - Bundesvereinigung der
  Deutschen Arbeitgeberverbände, city Köln
• Remarks  work in Germany, Austria and Switserland
• 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, engeneering, pharma, real estate, finance
• Mission/Values empathy, interest, experience
• Contact data:
  Kronenstraße 39
  40217 Düsseldorf
  Phone +49 (o) 211-3 85 47 6 - 0
  Fax +49 (o) 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**: SCHEELEN® 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/

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**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
  - Personality tests: 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
- **Remarks**: give seminars
- **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/](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)201-1715494
  - Phone direct: +49-(0)177-7839620
  - 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
17

Organizing employee events
optimization of processes

- **Mission/Values**
  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](http://www.peopletobusiness.de/)

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**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, Reflact (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](http://www.profil-m.de/html-de/startseite.php)

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**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 Auslandshandelkammern Shangai, Institut für Organisation und Personal – Universität Bern, Klaus Lurse Personal Management, Pro4Job, Siegel Training, Wirtschaftsjunioren

- **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
**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/](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/](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
- 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

- 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, inpuncto 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 SCHLICHT 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

**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/](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**
- **Branches/Functions**: Human Resources
- **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 form 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)
  
  **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: Ieb - 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
  - Assessment 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
- 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
**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(at)bodovorrath.com
  [http://www.bodovorrath.de/text/about.html](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

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**EXECUTIVE SEARCH – MULTIPLE OFFICES**

*I 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 assessment)
  - 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 OPO32 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

- 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
- 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 +49-40-01 79-11
  - office-hamburg@civitas.com
  - http://www.civitas.com/
**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 51 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**

- Location: Augsburg (10 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**

- 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)
- Consulting

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

**JBH advertising agency**
**ExIntern** 1999

- **Location:** Frankfurt
- **16 employees**
- **HR management and project management**
- Recruitment and selection - AC (own tests)
- Interim management
- Personnel development: potential analysis
- Compensation and benefits
- Change management
- Outplacement / Reemployment
- Training and coaching
- 
- **Recruit only for HR positions**

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**Carrisma Personalberatung** 1991

- **Location:** Sankt Augustin (50 km from Köln)
- **16 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**

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**P.A.P Personalberatung** 1994

- **Location:** Wesel-Daen
- **10 employees**
- Recruitment – Search and Selection of professionals and managers
- Executive Search
- Potential analysis, DC
- Training and Coaching
- Project and interim management
- Outplacement
- Career guidance
- Employee survey
- IT, HR, Finance, Controlling, Engineering

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**Consulting Competence Team** 1994

- **Location:** Mönchengladbach (20 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 / Coating
- 
- **Have partners, but not on website yet**

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**Co.M**

- **Location:** Langerfeld (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
- Experience program: Young potentials
- Do AC: when client asks for it
- 
- **Partner:** Kom-part (small company of 5 employees, focusing on executive search)**

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**Faber & Faber** 2000

- **Location:** Düsseldorf
- **19 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:** Kom-part: founded by the same partners
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

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

Kempers und Partner

Location: Leverkusen (15 km from Köln)
15 employees

Recruitment of Specialists and Executives
AC and DC with help of external partners: use Insights MD
Personal development
Training
Management, Audit
Career planning
Successor planning

Industry, laboratories and food retail markets
Partners: SCHEELEN AG

Klaus Lurse 1989

Location: Salzhotten (150 km from Düsseldorf) and Troisdorf (24 km from Köln)
20 employees

Compensation and Management development
Benchmarking
Competence profiling – use CDQ test and 360°, use Software „projob“
AC and DC, Management Audit
Career planning
Coaching

Give seminars and do workshops
Several partners including Baumpartner + Partner

People to business 2002

Location: Köln and Düsseldorf
± 30 employees

Recruiting, headhunting, consulting
Recruitment and Selection
Develop own AC: own test tools (no information on website)
Outplacement
Coaching, HR responsibilities
Organizing, employee events
Optimization of processes

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, Johssens-Celag, Bosch-Siemens, Bayer, Lufthansa, Beiersdorf AG, O2, Deloitte, Volkswagen, IKEA

Partners: Universität Köln, Refact (software)
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 Auslandschandelskammern Shangai, Institut für Organisation und Personal – Universität Bern, Pro4Job (Software)

Works for German companies in China

ZFM

Location: Bonn
18 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

Bernd Heuer 1975

Location: Düsseldorf and Berlin
8 employees

Recruitment and selection of executives and specialists
Advertisements and Direct Search
Psychological tests: Tests developed by dr. Wettows
AC

construction, real estate and finance, sales, commercial

Concept Eqt

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

16 employees (4 in the HR department)

HR, coaching, business consulting
Recruitment: executives and specialists
Potential analysis
AC and OC: development tests
Management Audit
Training and Coaching
Outplacement
Career guidance

Grow.up Managementberatung

Location: Gummersbach (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 Risse Profile, Insights Discovery, RIP
Training and Coaching
Interim management

Had 3 offices, but scaled down to 2

HR Horizonte

Location: Hamburg and Düsseldorf
20 employees

HR Consultancy
Use standardised test: Profile XY, BIP, DESCI, basics Profile
Potential analysis, AC and DC
Management Audit
360° feedback
Employee survey

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

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

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 license for CPQ and those profiles
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

Pro search Schlichter und Partner

Location: Stuttgart, Heidelberg, München
At least 9 consultants
HR consultancy
Use insights Discovery tools
Recruitment and Selection of specialist and executives
AC
Intern Management
Career Guidance
Succession planning
IT, Logistics, Industry, Automotive, Energy and utilities, Pharma, healthcare, Retail, FMCG
Several partners

Select if 2006

Location: Düsseldorf and Augsburg (79 km from München)
14 employees + freelancers
HR consultancy
AC - Develop own tools?
Recruitment and Selection: young graduates/professionals and academics
Strategy advice
Executive Search
New business
Career Guidance
Employer Branding
Industry, retail, services
Several partners, including CCT (Consulting Competence Team)

HR Blue 2000

Location: Balzers (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

Dr. Schmidt und Partner 1996

Location: Hamburg, Frankfurt, Lucerne (CH)
35 employees
Recruitment, Job advertising, employer branding
Executive Search
Candidate Selection: AC, develop own tool tests
Outplacement
Market Research
Job Advertising, e-recruiting and employer branding
Retention
Coaching and training
Engineering, automotive, energy, medical technology, IT, finance, FMCG
Columbus Award for Recruitment Advertising
MES

2001

Hamburg, Köln, Elbingen (146 km from München)
10 internal employees + 12 Freelancer
HR diagnostics and management development
Users tools from Insights, but develop own tools as well
Selection and potential interviews
AC and OC, Management Audit
Training (for trainers and managers) and coaching
Salary and compensation
Succession planning
Clients: Siemens, BOF 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, MDM
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 ESL
Executive Search
AC, Management Audit and potential analysis
Personnel development, coaching
Personal 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

Wilkes & Partner

Location: Düsseldorf, Hamburg and München
About 15 employees

Executive Search
Use OTIG 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
DISQ / Persolog
BIP Bochumer Inventar zur berufsbezogenen Persönlichkeitsbeschreibung
DNLA
OPQ32
Profiles International
Reiss Profile
**HR HORIZONTE**  "2003

Age structure:
- Under 31: 57%
- Between 31 and 39: 14%
- Over 39: 29%

Studies Psychology

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

At least 4 consultants: connection with Kienbaum

Give seminars - e.g. Management Circle Seminars (*1999)
Cost from €1400 to €2000 for two days

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**ZENTRUM FÜR MANAGEMENT- UND PERSONALBERATUNG**  "1991

Location: Bonn
10 employees

Recruitment and Selection - Management diagnostics
- AC, OC, Potential analysis
- Management Audit
- Interview STAFF (Standardized 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 Friederich's
  - Have 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 Mautiaux (60 years old)
- Businessman
- Saved a football team: Bay-Auction (2008)

Other employees: quite diverse backgrounds
- Walter Wiener: 57 years old, Banker, Social sciences
- Barbara Morschbaecker: 52 years old, Economics
- Wolfgang Neitz: 50 years old, Economics
- Ludwig Wolz: 49 years old, Pedagogy, Religion
- Christian Kamar: 49 years old, Lawyer
- Ulrike Buchmeier: 48 years old, Social Sciences
- Stephanie Boeker: 41 years old, Psychology
- Julia Bender: 31 years old, Psychology
- Natascha Romada: 30 years old, Marketing
- Hanna Berger: 27 years old, Psychology

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**GROW.UP MANAGEMENTBERATUNG**  "1997

Location: Gummersbach and München
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
- 3B
- DISC
- Reiss Profile
- Analysis of Leadership and Behaviour Style (FHA)

Partners:
- Schiest consulting
- 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 60 years old, Klenbaum
  Books: Management, HR, Selection, Career
- Andrea Osthoff

KEMPERS UND PARTNER  "2005

Location: Leverkusen
16 employees

Personnel search
Personnel development
AC and DC: use Insights MDI
Training / Continued Education
Management Audit
Career planning
Successor planning
Webinars (free)
Refer to Myers-Briggs, Insights

KEMPERS UND PARTNER  "2005

Michael Kempers: 47 years old, marketing
Ralf Kram: 44 years old, biology, manager
MD Wolfgang Vielen: 57 years old, medicine
Irina Kempers: 42 years old, social sciences
Jörg Becker: 34 years old, economics
Christiane Dickinger: 45 years old, human sciences
Arnold Schwarz: 40 years old, business economics
Jan Stob: 40 years old, researcher
Barbara Dippel: 30 years old, communication psychology
Thomas Lütke-Ertrup: 43 years old, law studies, international projects
Manuela Schenk-Koff: 31 years old, social sciences
Katrin Soppe: 30 years old, psychology
Anja Bornke: 31 years old, social sciences
Christiane Dargel: 33 years old, office communications

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  "1975

Tools: buy them – Dr. Wottowa

Structure:
- Heuer Intern
- Bernd Heuer Kamere
- Heuer Dialog

Small, but good reputation

Manager: Thomas Flohr + own company since 1993
Project manager: Stefanie Schröder
Former manager: own company
PRESS FILE – BERND HEUER KARRIERE

BERND HEUER KARRIERE
- TABLE OF CONTENTS

GENERAL INFORMATION / DATA
- Unternehmensdaten
- Personalberater in Deutschland (Führungskräfte)
- Bewerbungsshops24.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: agende4 mit neuem Vorstand
- Plattform Zukunft agende4
- 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

INFO RELATED TO THOMAS KÖRZEL – FORMER DIRECTOR
- Profile Thomas Körzel
- Thomas Körzel – Büro für Karrierecoaching
- Article www.immobilien-zeitung.de zweiter Stuttgarter Immobilientalk – 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)
BERND HEUER KARRIERE
- TABLE OF CONTENTS

- Article Immobilienzeitung 08/2007: 3 Fragen an Thomas Körzel
- Article Immobilienzeitung 01/2007: Richtig bewerben kann man lernen
- Article Immobilienzeitung 10/2005: Soziale Emotionen oder intente Kompellgheit?
- 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-karriereführer 2009/10 für die Immobilienwirtschaft: Gehaltsentwicklungen für Young Professionals in der Immobilienwirtschaft
- Article www.immobilien-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
- ULI Germany: Eliten in der Real Estate Industry
- IZ-KarriereForum: Die Jobmesse der Immobilien Zeitung 12 Juni 2010
- Die Uli Veranstaltungen – Dialog für die Zukunft
- 11. EBS Immobilienkongress: Real Estate Job Messe
- 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 Fondvertrieb / Fondskonzeption
- Teamleiter Facility Services
- Projektleiter Wohngesellschaften
- Finanzierer gewerbliche Immobilien
- Immobilienmanager Family Office
VARIA
- Artikel 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)
- Artikel immobilienmanager 10/2009: Zupackende Art – Interim Management (Volker Mauritz)
- Der Immobilienbrief 2004 (Bernd Heuer sponsored Facility Management-Spezial
- Artikel 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
- Leistungssport: 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 PaRS
- Führungsverhalten analysieren und gezielt entwickeln – Einsatz des DISG-Persönlichkeitsprofils
- Antreiberfragebogen (Motivational Questionnaire)
- Antreiberfragebogen Auswertung
- Kompetenzausicht – 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)
- Webasierte 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 Krumbauch-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

VARIATION
- Hamburger Abendblatt: Führungskräfteentwicklung – HR Horizonte
- Praktikum bei HR Horizonte
- Competence Site: Virtual Roundtable zum Thema Personaldiagnostik – Personaldiagnostik im
Konjunkturentwicklungsplan: Relevanz, Konzepte und Ausblick
- Article in Haufigkeit 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)
- Karriere: Feedback annehmen (Thomas Lehment)
- Competence Report 08/2007: Presentation about the book: Führen mit Psychologie (Peter Krumbach-
Mollenhauer and Thomas Lehment)
- FAZjob.net: Räntespiele 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)
KEMPERS & PARTNER
- TABLE OF CONTENTS

EMPLOYEES
- 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 Dangel
- 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
- Buchttipp: 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

WWW.HUDSON.COM
WWW.JOBS.HUDSON.COM
KEMPERS & PARTNER
- TABLE OF CONTENTS

- 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
  (Dreifaltigkeitsklinik Lippstadt)
- Facharzt für Allgemeinmedizin oder Innere Medizin
- Projektleiter im Produktionssaum / 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
  Dependancce
- Deutschlandfunk 10/2005: Campus & Karriere: Headhunting – die etwas andere Art der Führungskräftesuche
  (Michael Kempers)
- Eu.experteer.com: profile Michael Kempers Personalberatung
- Experten.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: Cooperation partners
- 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

### BROCHURES (WEBSITE)
- Company Profile
- Beratungs- und Trainingsteilungen (Services)
- Das Reiss Profile nach Dr. Steven Reiss, Ph.D.
- Persönlichkeitsfragebogen (Personality questionnaires)
- Insights Discovery
- Assessment-Center
- HR Positioning Self Check
- Klinik-Experten Forum – Personalentwicklung im klinischen Kontext
- Tagen bei grow.up. Managementberatung GmbH (Seminars)
- Führung- & 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
- Kneeqienrätage

### COACHING / CONSULTING PROFILES
- Coachingprofil Michael Lorenz
- Overview publications of Michael Lorenz
- Coaching profile Uta Rohrschneider
- Beraterprofil Sandra Rings
- Beraterprofil Dipl.Pad. 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-emi profile Michael Lorenz
- Xing profile Dr. Susanne Eckel
- Xing profile Sandra Rings
- Xing profile Sarah Friedrichs
- Xing profile Andrea Osthoff
- LinkedIn profile Andrea Osthoff
- Seminarbetreuung.de profile Andrea Osthoff
- Xing profile Sabine Pflichtenhöfer
- Brainguide profile Sabine Pflichtenhöfer

www.Hudson.com
GROW. UP
- TABLE OF CONTENTS

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
- Orell Füssli Verlag AG: Neuorientierung für Führungskräfte, Berater in eigener Sache (Michael Lorenz and Uta Rohrschneider)
- www.storyworld.ch: Vorstellungsgespräche by Michael Lorenz
- www.ebooks.net: Erfolgreiche Personalauswahl: Sicher, schnell 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 Bewerbungsrelageber von Hauf: Nur die Besten haben die Chance auf einen Job

SEMINARS
- Feedback form of the seminar
- Article Accounting 09/2004: Crashkurs Mitarbeiterführung (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: Demographie fordert Personalentwicklung – Neue Karriernetwirke, 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 Verkaufsprozess (Andrea Oshoff 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: Berufsbefugten Personalentscheidungen (Uta Rohrschneider) 2010-07-08
- Management Circle: Professionelle Assistenz in Führungsaufgaben (Andrea Oshoff 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 Führungsaufgaben (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
GROW.UP
- TABLE OF CONTENTS

- Management Circle: Verkaufsprozesse optimieren! (Andrea Osthoff and Sabine Pflichtenhöfer)
- Management Circle: Der Kaufmännische Leiter (Dr. Susanne Eickel 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 Kontroller – 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 glasernen 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

www.hudson.com
www.jobs.hudson.com
OVERVIEW TOOL-DEVELOPING COMPANIES

Most common in Germany:

- BIP Bochumer Inventar zur berufsbezogenen Persönlichkeitsbeschreibung: [http://www.testentwicklung.de/bip.htm](http://www.testentwicklung.de/bip.htm)
- DNLA: [https://dnla.de/index.htm](https://dnla.de/index.htm)
- OPQ32: [http://www.shl.com/WhatWeDo/PersonalityAssessment/Pages/OPQQ...](http://www.shl.com/WhatWeDo/PersonalityAssessment/Pages/OPQQ...)
- HDI: [http://arbeitsblaetter.stangl-taller.at/LERNEN/LernstileHerr...](http://arbeitsblaetter.stangl-taller.at/LERNEN/LernstileHerr...)
- Profiles International: [http://www.profilesinternational.de/](http://www.profilesinternational.de/)
- Reiss Profile: [http://www.reiss-profile.de](http://www.reiss-profile.de) and [http://www.reissprofile.eu](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**
  - ASSESS® (developed by the American psychologists Bigby, Havis & Associates, adapted to the German market by Scheelen)
    - ASSESS Performance Analysis (Mental style, working style, interpersonal style)
    - ASSESS Competence Analysis
    - ASSESS 360°
  - INSIGHTS MDI®
    - 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 and Siemens Hausgeräte GmbH, Canada Life, Daimler-Chrysler AG, Deutsche Bank, Essex, Johnson & Johnson, MAN, Trenkwalder Personaldienste

- **Partners** partner network
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 Discovery of Natural Latent Abilities
- 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

- 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

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

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D-60325 Frankfurt am Main
**Telephone:** +49-(0)69-247043-11
**Fax:** +49-(0)69-247043-22
**National Website:**
[www.profilesinternational.de](http://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
  - F: +49 (0)30 3229811-20
  - 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-Profilng, 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 Sporitenlna, 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 (EAPAs), 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

**Reflact (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@reflact.com
  http://www.reflact.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
- **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,
            Headquarter 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)hid.de
  http://www.hid.de/
# OVERVIEW GERMAN JOBWEBSITES

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

Contact data
Alteburgstraße 150
D-72762 Reutlingen
Tel: +49 (0) 7121 / 271-1060
E-Mail: esb@reutlingen-university.de

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
EBS Campus Wiesbaden
Söhnleinstraße 8
65201 Wiesbaden
Fon: +49 6723 69 0
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 Yvorne, 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 cooperation 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)
- Platforms and Networks: CGAP, European Microfinance Platform (e-mfp), Microfinance Gateway, MixMarket

Contact data
Frankfurt School of Finance & Management
Sonnemannstraße 9-11
60314 Frankfurt am Main
Tel: (069) 154008-0
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
Grünewaldplatz 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-duis.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: +49-251-82-2090
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
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
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

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
Technische Universität München (TUM; Technical University Munich)
• founded in 1868
• campuses in Munich, Garching, and Weihenstephan
• MBA programs
  o MBA health management (part-time)
  o MBA highschool-anc science management
  o 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
• Master and MBA programs
  o European Executive MBA
  o Executive Education programs
  o Master in Management
  o Full-time Specialized Masters
  o Part-time Executive Specialized Masters
  o 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
  o 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
  o Master of Business Marketing
  o ExecMBM Administration
  o Executive MBA Net Economy
  o 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
  o MBA in Value Based Management
  o MBA in Logistics Management
  o MBA in Healthcare Management
  o MBA in Logistics
• Partners:
  Technische Universität Dresden, Fraunhofer, RKW Thüringen, Bayer Technologies, Linde AG,
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 programme
  - 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:
Furstenstrasse 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
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

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 8441 9348-0
Fax: +49 8441 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 (o)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

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
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
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
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
- 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
  o MBA Finance Management and Controlling
  o 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
  o Two-year full-time: MBA in Media Management
  o 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 51055
Telefax: +49 241 6009 51008
E-Mail: 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
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 Communication Management,
  - 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(at)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
Mommsenstraße 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
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
  o MBA Sports Management
  o MBA Health Care Management

Contact data:
Career Service - Leiter: Dr. Bernhard Protzner
Gebäude Angewandte Informatik (AI),
Büro 0.08
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
    o MBA Management in the medium-sized economy,
    o 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
http://www.fh-mainz.de/

Fachhochschule Neu-Ulm
  Founded in 1994
  o MBA programs
  o MBA for physicians
  o MBA for engineers and others without an economics background,
  o 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 (Gfai, 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
(030) 5019-2936
http://www.htw-berlin.de/index.html

Akademie der Ruhr-Universität
- Founded in 1962
- MBA programs
  - Master of Organizational Management
- Affiliations: UAMR - University Alliance Metropoli Ruhr

Contact data:
Akademie der Ruhr-Universität gGmbH
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