



Roland Berger Strategy Consultants and Tata Strategic Management Group:

Your partners for business in India and Europe





"Change, it is said, is the only constant in life; and business, it seems, is no exception to this rule. The past few months have brought this home to companies in many ways, as they are forced to negotiate their way through the uncharted waters of a global economic downturn. Tata Strategic Management Group has developed a bouquet of offerings to help companies tide over the crisis.

We see the strategic partnership with Roland Berger as a tremendous opportunity to increase our offers to existing clients. But we also think it provides the necessary know-how and international outreach to serve new global companies with interests in India."

*Raju Bhinge, CEO Tata Strategic Management Group*

## PARTNERSHIP

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"To us, entrepreneurship is primarily about business success and the willingness to assume responsibility, take risks and explore unconventional ideas to achieve it.

Despite the current economic crisis, India has fantastic prospects. Its vibrant society and the strong business drive of the Indian people are fascinating for companies with an entrepreneurial mindset like ours.

Through this cooperative venture with Tata Strategic Management Group, we can deliver exceptional value to our clients in and outside the Indian market, based on global strategy experience and in-depth local know-how on industries and networks."

*Vincent Mercier, Partner and Member of the Executive Committee of Roland Berger Strategy Consultants*

# ENTREPRENEURSHIP

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# ROLAND BERGER STRATEGY CONSULTANTS

Roland Berger Strategy Consultants, founded in 1967, is one of the world's leading strategy consultancies. With 36 offices in 25 countries, we have successful operations in all major international markets. In 2008, we generated approx. USD 1 billion in revenues with 2,100 employees.

We advise major international industry and service enterprises as well as public institutions on all issues of business management – from strategy to new business processes and structures.

Roland Berger is an independent partnership owned by 180 Partners. Its global Competence Centers specialize in specific industries or functional issues.

We develop tailor-made solutions and creative strategies together with our clients. Our approach is based on the entrepreneurial character and individuality of our consultants – "It's character that creates impact".

All of our employees are committed to our three core values: entrepreneurship, partnership and excellence.

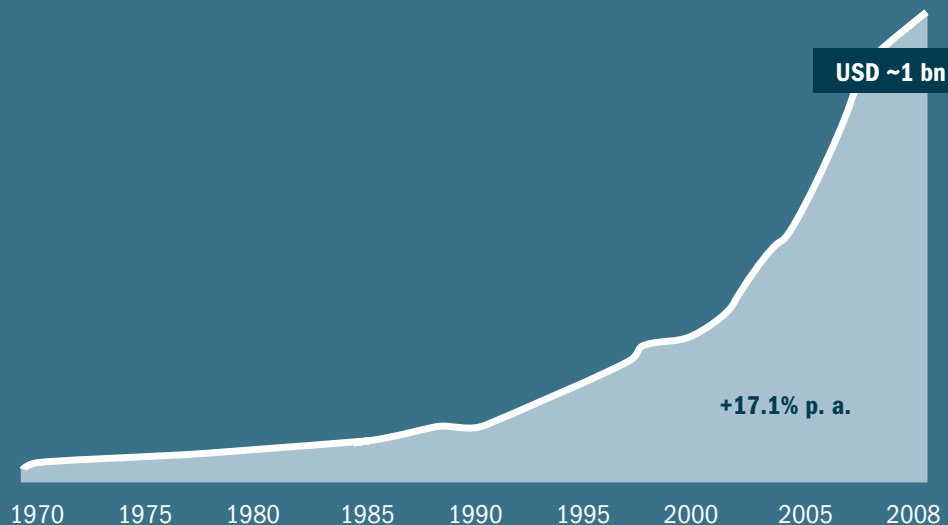
**Entrepreneurship** – We are a network of entrepreneurs who provide pragmatic and practical solutions.

**Partnership** – We build trust-based relationships in our company and with our clients and strategic partners, and we are committed to constructive teamwork.

**Excellence** – We achieve excellent results and develop global best practices for measurable and sustainable success.

## DEVELOPMENT OF THE COMPANY

Our entrepreneurial success



## INDIA: THE RISING ECONOMIC POWER

India's meteoric rise from a developing country to an economic powerhouse has amazed the world.

In the fifteen years since opening up its markets, India has achieved the second-highest rate of economic growth in the world after China.

This growth has been propelled by strong domestic consumption and vibrant exports. International companies have entered India to serve this growing market and make India an export hub for global markets.

## INDIAN COMPANIES: GLOBAL ASPIRATIONS AND COMPETITIVENESS

Growth of the Indian industry has been driven by India's dynamic and innovative entrepreneurs who have shown increasing interest in international markets.

Reductions in import tariffs have led to an increasing need for Indian companies to be globally competitive.

In doing so, they have also adopted global best practices and capabilities in business management.



## EXCELLENCE IN CONSULTING: GLOBAL BEST PRACTICE COMBINED WITH SOUND INDIAN EXPERTISE

"The secret of joy in work is contained in one word – excellence. To know how to do something well is to enjoy it." (Pearl S. Buck, Pulitzer Prize winner)

Roland Berger Strategy Consultants and Tata Strategic Management Group both share the joy of work in strategic consulting. Joining the forces of a global professional services firm with the sound know-how and recognition of a leading Indian consulting company clears the way for excellent advice in and outside the Indian market.

Our strategic partnership aims to deliver best practice consulting and exceptional value to our clients. We help international companies enter the Indian market or develop their business there, and major Indian companies expand at home or abroad.

Working as true partners alongside our clients allows for tailor-made strategies and solutions that really deliver the goods. Comprehensive analysis, creative strategies and reliable, pragmatic solutions are the hallmarks of truly top-class consulting.

Our joint international teams cover all issues of strategic management. We help our clients formulate and align their strategies, design new business models and optimize their processes and structures. Our support doesn't stop there: we also accompany every step of implementation to ensure that our strategies really work in practice. The breadth of know-how and the diversity of our employees allow us to handpick our consultants for each project. We find the right combination of global outlook and sound Indian expertise.

Combining global best practice know-how with the sound expertise of a leading Indian consultancy, Roland Berger Strategy Consultants and Tata Strategic Management Group provide excellent advice in and outside the Indian market.

Objectives of our partnership: Roland Berger & Tata Strategic Management Group

- > Help international companies enter India/grow existing Indian business
- > Provide cutting-edge solutions to Indian companies based on global expertise
- > Help Indian companies go global

Our cooperative partnership will begin by focusing on the core pillars of the Indian economy, led by our most senior partners and experts:

The **Automotive Practice** – headed by Ralf Kalmbach, Partner of RBSC and Arindam Chakrabarti, Practice Head of TSMG

The **Chemicals & Energy Practice** – headed by Veit Schwinkendorf, Partner of RBSC and Pratik Kadakia, Practice Head of TSMG

The **Consumer Goods & Retail Practice** – headed by Andreas Bauer, Partner of RBSC and Pankaj Gupta, Practice Head of TSMG

In each of the above practices, our consulting services cover the entire value chain.



# TATA STRATEGIC MANAGEMENT GROUP

Set up in 1991, Tata Strategic Management Group (Tata Strategic) is the largest Indian-owned management consulting firm in South Asia. Tata Strategic is based in Mumbai (India) and works with clients in South Asia, West Asia, Europe and the US. We have worked with more than 100 clients across countries and industry sectors. Our clientele includes medium to large private sector companies in India, multinational corporations including Fortune 500 companies, public sector enterprises, the Government of India and a cross-section of companies within the Tata Group.

Today over 50% of our business comes from non-Tata clients and 20% from international clients. We have a team of more than 70 consultants, recruited from top business schools in India and abroad or laterally from industry. The team is aided by a panel of experts, each with over 20 years of industry domain expertise.

Tata Strategic works with clients across the following practice areas:

- > Automotive and Engineering
- > Chemicals and Energy
- > Consumer Products and Retail
- > Telecom, Media and Technology
- > Infrastructure
- > Analytics Solutions
- > Organizational Effectiveness

Tata Strategic addresses "top-of-mind" needs of the clients' top management through a range of contemporary offerings spanning the areas of strategy formulation, organizational effectiveness, performance improvement and business optimization.

## SERVICES FOR CLIENTS

### Strategy formulation

Business Portfolio Review  
Competitive & Growth Strategy, Country/India Entry Strategy  
Business Due Diligence for M&A, Turnaround Strategy

### Performance improvement

Integrated Cost Reduction, Profit Enhancement  
Logistics, Channel & Supply Chain Design  
Business Process Improvement, Rightsizing

### Business optimization

Input Cost Optimization  
Market Share Improvement, Spend Optimization  
Business Risk Management

### Organization effectiveness

Design of Organization Structure & Roles  
Performance & Talent Management  
Capability Assessment & Development

Amsterdam  
Bahrain  
Barcelona  
Beijing  
Berlin  
Brussels  
Bucharest  
Budapest  
Casablanca  
Chicago  
Detroit  
Düsseldorf  
Frankfurt  
Hamburg  
Hong Kong  
Istanbul  
Kyiv  
Lisbon  
**London**  
Madrid  
Milan  
Moscow  
**Mumbai**  
**Munich**  
New York  
**Paris**  
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São Paulo  
Shanghai  
Stuttgart  
Tokyo  
Vienna  
Warsaw  
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