



CONSULTING EXCELLENCE FOR  
GLOBAL MARKET LEADERS



A large, solid black square is centered on the page. Inside the square, the words "MISSION VISION GUIDELINES" are written in a bold, white, sans-serif font. An orange, hand-drawn style outline surrounds the black square, creating a shape reminiscent of a speech bubble or a stylized arrow pointing upwards and to the right.

# MISSION VISION GUIDELINES

[www.cbs-consulting.com](http://www.cbs-consulting.com)

**Consulting excellence  
for global market leaders**

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# Foreword

Dear cbs employees,

**cbs - that's more than 1200 employees worldwide, whose commitment and passion are second to none.**

cbs has always connected experts and offers you a platform on which you can exchange ideas and continuously develop. In addition, you are given as much creative freedom and trust as possible, so that every employee can realise their potential and continuously expand their knowledge.

The engine that drives us - we call it the "Power of Orange" - also stems from irrepressible willpower. It makes me proud to see how committed and passionate cbs employees are about their work. That creates an internal effect because we all have a common goal. And it creates a lot of impact with our clients.

Our customers love working with us. They appreciate this specific cbs spirit.

They recognise that we don't just handle projects, but want to change things and make lasting improvements for our clients. We want to live up to this reputation as a consultant to world market leaders every day.

In these guidelines, we set out the common vision that drives us, what we stand for, the principles by which we work together and how we want to be perceived by our clients.

These guidelines apply to the entire global organisation.

**"With us, the clocks and the hearts beat a little faster than in other consulting firms."**

**Rainer Wittwen**  
CEO





cbs Managing Directors, LTR. Stefan Risse, Rainer Wittwen, Holger Scheel

## Consulting excellence for global market leaders

We work for the most impressive companies in the world. Extraordinarily successful, highly innovative global market leaders with whom we have a lot in common. We share the drive, the values and the culture. As a development platform for highly qualified and dedicated consultants, we aim to be the best, most innovative and reliable partner for our clients in our market.

With experience from more than 3,000 international projects and over 25 years of market presence, we are the hidden champion for global and digital end-to-end business process solutions. 70 percent of the world market leaders from the DACH region trust us. We are their consultant at eye level and the global supplier of their corporate solutions based on SAP software and cloud technology (Corporate Business Solutions). With a unique end-to-end offering for business transformation, we support our customers holistically on their way to becoming a global Digital Enterprise.

# THE POWER OF ORANGE



## A collegial, respectful cooperation is a prerequisite for us

We at cbs have an extraordinary cohesion. We are human, we are personal, employees of cbs meet each other at eye level regardless of their origin, position or task. That makes us strong. We cultivate a special corporate culture that can be felt everywhere. This Power of Orange is based on six cornerstones:

### Expertise

By combining specialist process and IT expertise, we create solutions and generate added value. We build the bridge between strategy and implementation. In doing so, we act in a customer-oriented, methodical and sustainable manner.

### Entrepreneurship

We take responsibility and act independently and entrepreneurially. We give each other creative freedom and stand up for quality.

### Positive Mindset

We work in an agile manner and with a positive error culture. We pursue our topics with passion and enthusiasm. In doing so, we are courageous - challenges motivate us.

### Empathy

We treat each individual with respect and openness. We motivate each other and respond to each other individually. We see and promote the special potential of each person.

### Strong community

Cohesion among ourselves is important to us. We help each other and guarantee our customers and partners not only the expertise of each individual, but the complete knowledge network of cbs.

### Integrity

We deliver what we promise and thus generate trust among ourselves as well as with customers and partners.

## Our Mission

# The next generation of enterprise solutions

**NEXT ONE** is the answer to the changing challenges of modern industrial companies. How can a business process platform be designed in such a way that the business is supported globally and innovations are used for new business models?

**NEXT ONE** combines end-to-end solutions, innovative technologies, consulting for strategy, architecture and process design with unique transformation services into a market-leading total offering for industrial customers. As a consultant to world market leaders, cbs knows the recipes for success in operational business management. As reference solutions, they are the building blocks for next-generation enterprise platforms. We not only make these groundbreaking assets accessible to our customers, but also define a holistic target picture. The NEXT ONE Business Solution is characterized by digital plateaus through which our customers continuously realize new innovations.

**NEXT ONE** is the next strategic development step that companies take. It creates the optimal combination of NEXT and ONE: a solid global foundation (ONE) and value-creating innovations (NEXT). The result is real competitive advantage and a new level of agility for resilient and sustainable businesses.



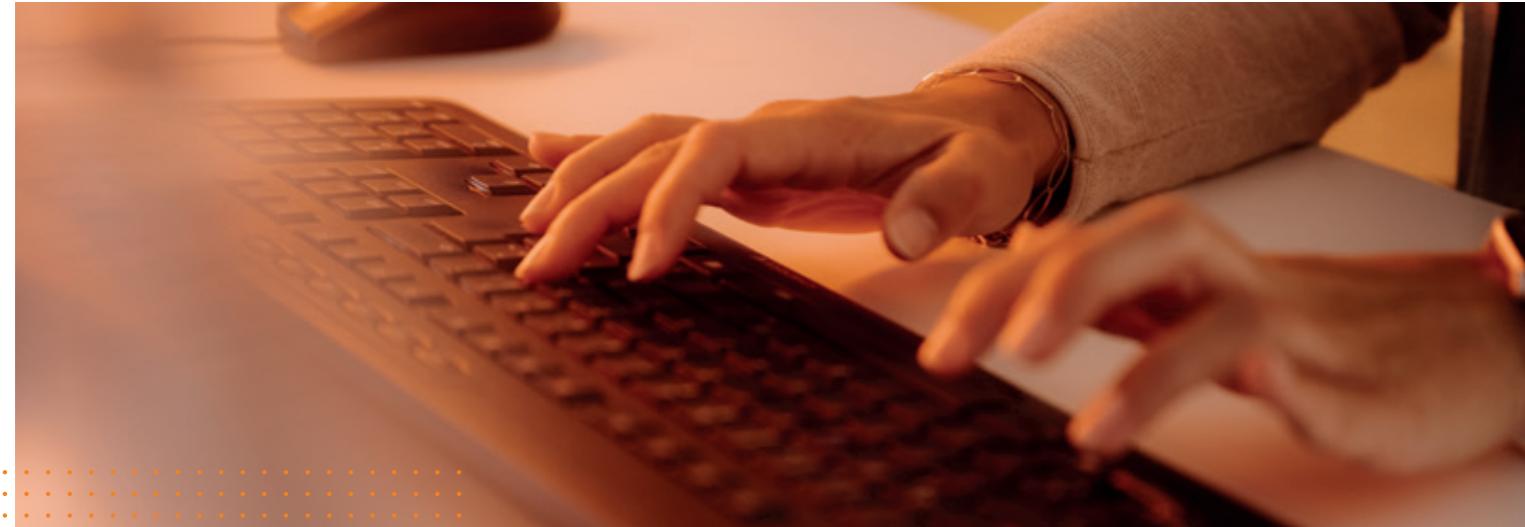
**NEXT ONE**  
NEXT GENERATION CORPORATE BUSINESS SOLUTIONS

# Guidelines as a consultant

We create enterprise-wide, harmonized, integrated and digital end-to-end business process solutions for large industrial companies:

- Across all divisions
- For the entire, globally operating company organization
- Agile, but methodical, in the shortest possible time, with the highest quality
- On-premise, in the cloud or mostly in hybrid technology environments

We support our customers at all management levels and throughout all phases of a project:



- From the CEO to the key user
- Starting from the corporate strategy via the project idea up to the productive implementation
- Including the maintenance and optimization of a sustainable business process solution



**Stefan Risse**  
Managing Director

**“As process experts with a technical background, we don’t design fantasy worlds, but end-to-end digital business processes for the reality of our customers.”**

- Guidelines as a service provider
- Skills
- Attract and retain customers and employees
- Organization



# Skills

The consultants at cbs have a very deep and broad business process and technology knowledge.

They approach their tasks in a goal-oriented and methodical manner.

That is why we achieve our customer's project goals with exceptional reliability

and with comparatively little effort.

## Business process competence

cbs creates promising global and company-wide process landscapes that are harmonized as much as possible. With their experience, the consultants at cbs advise and support the management, the specialist departments and the IT of our customers across the board in the design of their business processes.

## Application competence

Digital end-to-end business process solutions are implemented on the basis of real existing technologies and applications from market-relevant software providers. To this end, cbs consultants have in-depth application know-how in the relevant products and solutions.

Nobody outside the development departments of SAP SE knows more about the functionality, technology and applicability of the market-relevant SAP products than the consultants at cbs. We make this claim for every market-relevant software product with which we supplement our core consulting portfolio over time.

## Digital technology competence

cbs provides holistic consulting on how to build, integrate and implement future-oriented hybrid system landscapes. The technology competence of cbs forms the basis for implementing digital end-to-end business processes in a modern and agile way.

## Method competence

All cbs employees approach their personal tasks in a structured, professional and methodical manner.

Our methodological expertise as consultants is unique. It is based on the common methodology M-cbs. cbs consultants stringently apply this methodology and its project type-specific characteristics, align it with the customer's problem and continuously develop it further together.

# Attract and retain customers and employees

## Customer acquisition

In our target market segments, we want more and more companies to benefit from our outstanding services. That is why it is the task of cbs executives to build and maintain networks, position our range of services and exploit opportunities in the market.

As a quality leader, we do not win our customers through low prices.

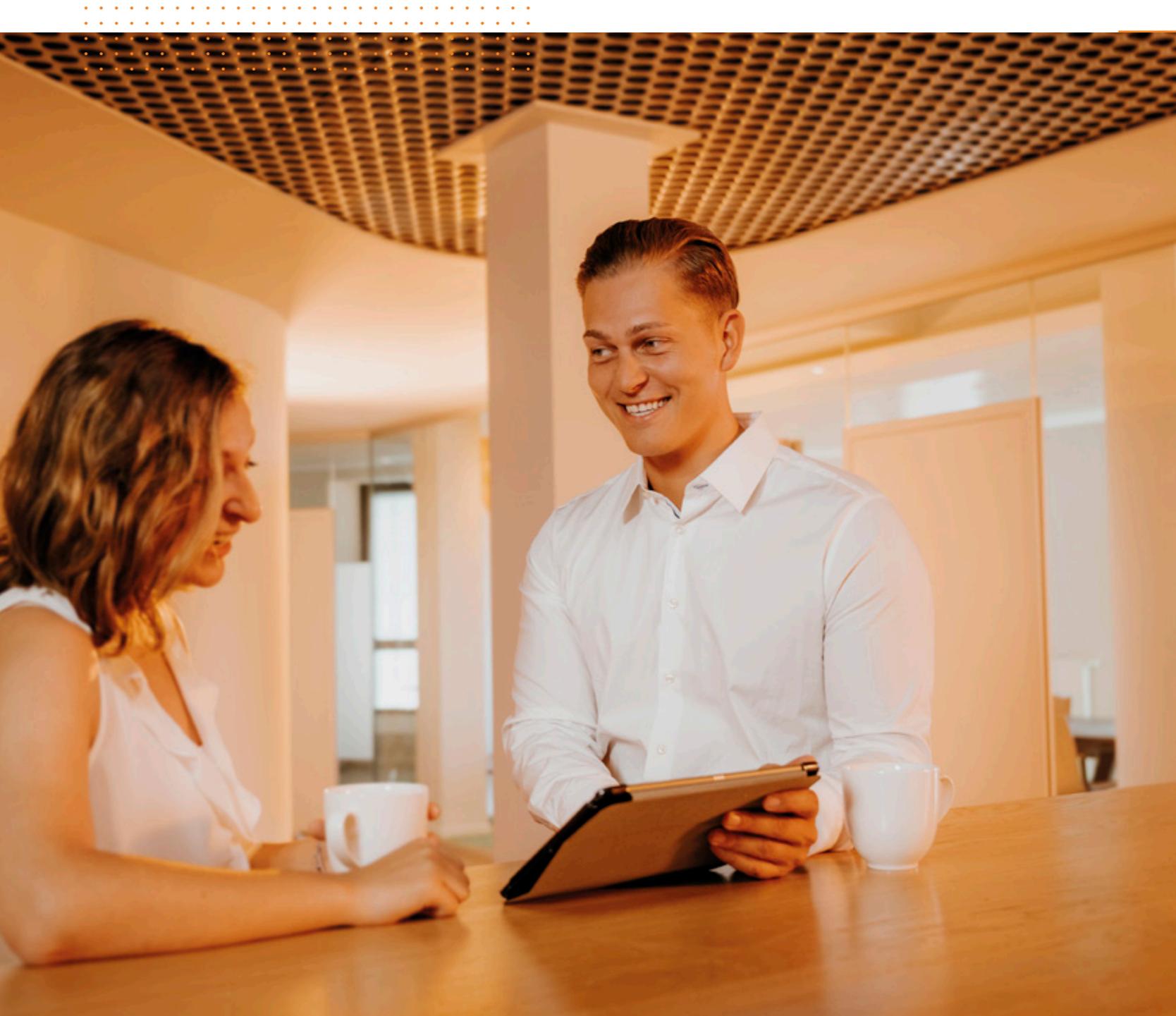
In this sense, each employee actively ensures, within the scope of their abilities and environment, that cbs is able to continuously open up new fields of activity with existing customers.

## Employee recruitment

At cbs, success-hungry consultants are committed to completing challenging projects to the highest level of customer satisfaction in a successful consulting company.

Our employees have high expectations of what they do and how they do it. When selecting our employees, we place the highest value on professional competence, a high willingness to perform and "cultural fit".

In this sense, every employee actively contributes within the scope of their abilities and environment to finding, inspiring and retaining the right people for cbs in the long term.



# Guidelines as a service provider

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## Service claim

Together with and for our customers, we plan projects worldwide, approach them methodically and complete them safely, in the shortest possible time and with the best possible added value for the customer. At the same time, cbs customers know that "cbs" stands for reliability.

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## Customer orientation

We act in the interest of the customer and make the customer's project goals our goals. Achieving our own economic goals in the short term is not our priority.

We achieve our economic goals through convincing performance, professional action and fair dealings with our customers.



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## Market orientation

The consultants at cbs know the trends, requirements and current challenges of globally operating industrial companies. In a dynamic market environment, cbs consultants regularly scrutinize their consulting and solutions portfolio. They identify market opportunities, design new solutions and offer them on the market.

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## Solution orientation

cbs creates sustainable business process solutions. We harmonize the design of the solution with the company organization and put our customers in a position to work with their solution in the long term and to continuously implement change requirements.



## M-cbs

### Our method for the highest project speed

M-cbs is the mindset of cbs. M-cbs translates our attitude, way of thinking and convictions into structured practical procedures.

M-cbs can be experienced in everyday project work, in the cooperation within the team and with our clients, in our striving for continuous improvement and the firm will of our consultants to achieve extraordinary project results.

 Method cbs

# cbs as an employer

## Guidelines as an employer

The well-being, promotion and development of both young and experienced employees is at the heart of the company's interests. cbs is the most attractive employer in its performance segment for committed and highly qualified employees.

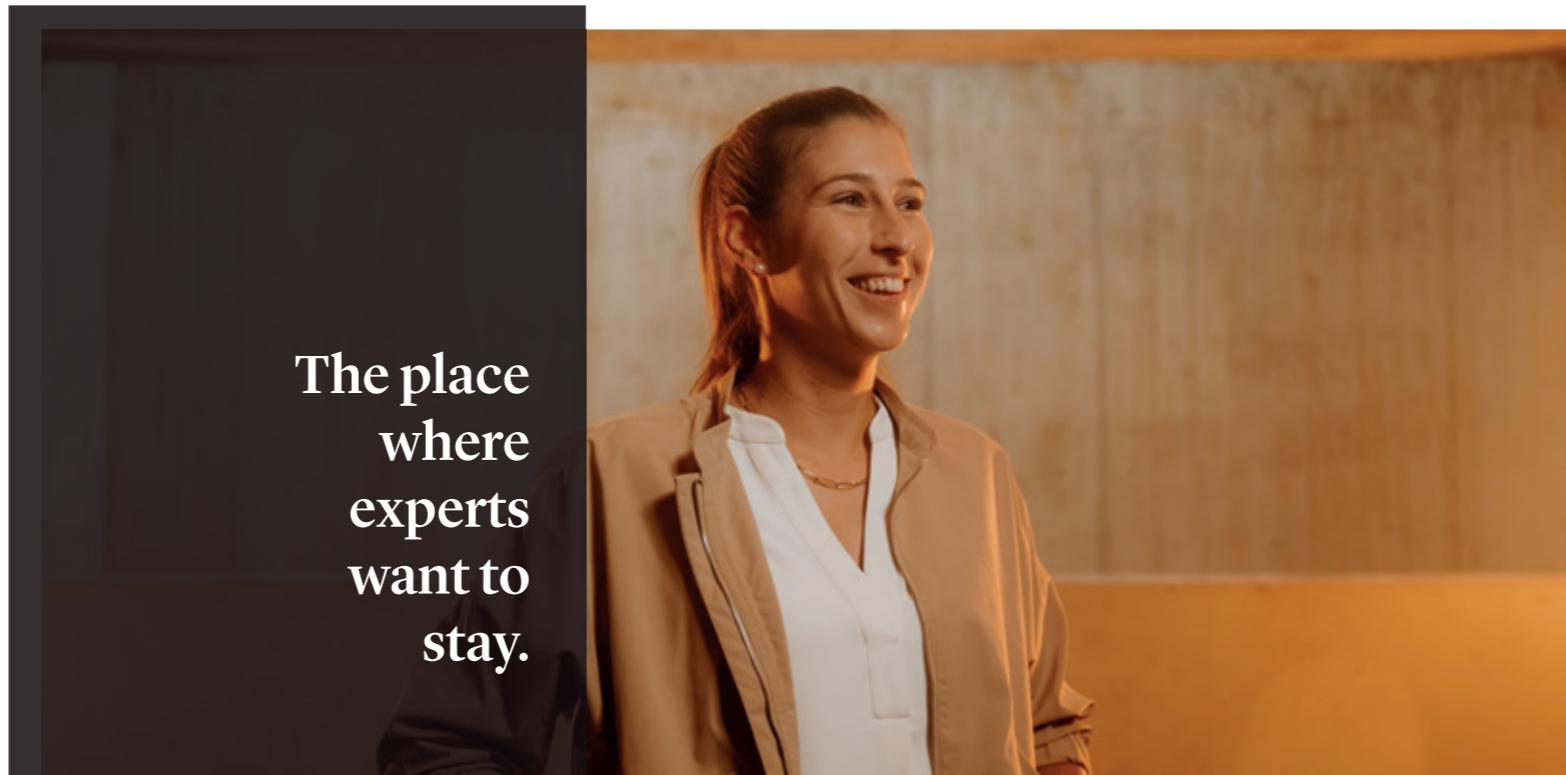
## cbs corporate culture

cbs employees meet each other at eye level, regardless of their origin, position or task.

The success of cbs is the result of exceptional teamwork: each employee actively supports their colleagues and draws on the knowledge of all other colleagues as needed. To achieve the project goals, the entire consulting organization stands behind every cbs consultant.

cbs employees, in particular managers, pay strict attention to the sensible and economic use of company resources.

Employees act freely, are result-oriented and responsible. Managers lead and support.



The place  
where  
experts  
want to  
stay.



The place  
where  
you have  
impact.



**“Leaders act and decide as entrepreneurs in their own right.”**

**Holger Scheel**  
Managing Director



## Organization

As a consulting company, we are oriented towards network-like forms of organization, as is common in classic consulting firms or start-ups.

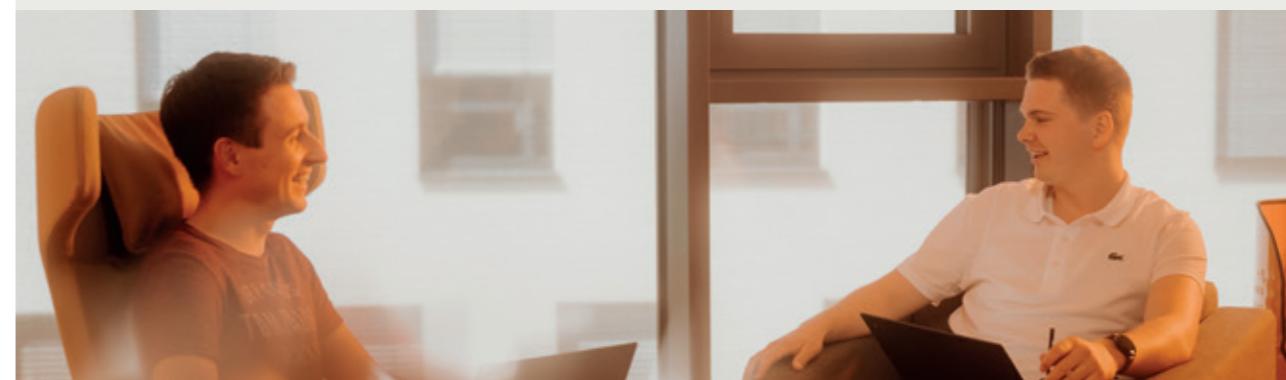
As far as possible, managers should act and make decisions as independent entrepreneurs. Business segments and national subsidiaries are organized as independent companies to the greatest possible extent.

Entrepreneurs drive the development of the business segments and national companies without losing sight of the global organization's vision.

The project and consulting business is at the heart of cbs. Projects are staffed across countries from within the global organization.

To support the core business, central service units deliver the requested services in high quality and at defined costs. With their great value contribution to business development, they enable rapid and international growth of the company and the successful development of new business areas.

The acquisition of consulting orders is carried out by the management and the executives of the consultancy in close cooperation with the employees of the sales organization.



## Training, exchange and development

No other consulting company invests as much time and resources in training and further educating employees as cbs.

cbs creates the necessary time and organizational environment to enable continuous training and development. Targeted project assignments promote the individual development of our employees.

The exchange in the cbs network enables self-determined training in various organizational forms. Experienced consultants develop, coach and guide young consultants.

Through growth and active career development, we create opportunities for development as an expert or manager.

## Welfare and employee retention

The goal of cbs is the long-term retention and development of our employees.

cbs employees organize their everyday working life on their own in accordance with their individual life needs. For changing family situations, cbs offers flexibility that can be applied individually to the organization of working hours and place of work.

The health of our employees is important to us. We support sustainable physical well-being with appropriate task design and health and sports offerings.





cbs Managing Directors LTR. Holger Scheel, Oliver Dorsner, Rainer Wittwen, Jürgen Remmert, Benjamin Krischer,  
Markus Geib, Stefan Risse, Henning Krug, Michael Hertel

**“What unites us at cbs is a passion  
for digital business processes and global  
solutions.”**

# Responsibility for society and the environment

As a company, we bear responsibility for society and the environment. We want to actively assume this responsibility. The focus is not on marketing, but on the effect achieved.

cbs supports social projects that are in line with the company's values and interests. One of the main focuses is on supporting children, young people and families.

cbs is committed to environmental and climate protection. Our consultants use the framework set by our activities in an environmentally conscious and resource-saving manner.

As a company, we set ourselves measurable, ambitious climate targets and take measures to achieve them, which are regularly reviewed and improved.

