



# CHARLES-ÉDOUARD BOUÉE

Chief Executive Officer, Roland Berger Strategy Consultants

**Nicolas BARRÉ, Managing Director, *Les Echos***

On this debate I would like to ask maybe Charles-Edouard if you want to start and give us a few answers on that and then we will open the discussion.

**Charles-Edouard BOUÉE, Chief Executive Officer, Roland Berger Strategy Consultants**

I think we have all seen this globalisation trend since the eighties, which seems to have diluted the notion of nationality for companies, especially large ones. Most of our clients, especially in emerging countries, only look at the Fortune 500, and see themselves as global giants. Today, a new milestone is reached in this apparent dilution of companies' nationality through digitization: what I call the seventh continent, which is this world of data connecting billions of people, is ruled by global companies, with worldwide footprints, that seem to have no nationality.

But at the same time, when you look at geopolitics, when you look at the economy, you see that, at the end of the day, there is still something behind companies. There is a nationality. From the consulting and the management side, I can tell you that any company is based upon three ingredients in the way it is thinking and operating: its Land, its people & Energy, and its Spirit.

The first one is what I call the "Land", referring to the framework and environment in which the company operates. In other words, the rules of the game: the political and legal framework, the physical space, the home market...

The second dimension is the Energy, the entrepreneurship people have and the energy employees invest in their job, especially in the mother country (usually people from the home company are, if not the majority, very influential among the company's workforce, whether they are French, Japanese or American, or Chinese).

Last but not least, and this is of growing importance in today's world: culture and legacy, what I call the "Spirit" of a company. I think this is a key issue for our debate. The more the world is globalised, the more players are rooted somewhere. Japanese call it the "Gemba", which means "the place". I think that this is how we should frame our discussion today.

**Nicolas BARRÉ, Managing Director, *Les Echos***

You touched on standards; we will see that afterwards.