



CHARLES-ÉDOUARD BOUÉE

Chief Executive Officer, Roland Berger Strategy Consultants

Nicolas BARRÉ, Managing Director, *Les Echos*

Many of these big firms insist on having a global culture and that is part of their communication, but is there such a thing as a global culture or is it just a slogan, do you think?

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

I think that any company, any institution has its own peculiarities at the beginning. Like human beings, companies have different styles, created by the founder or the founders. Whether it is an American, a French or a Japanese company, the style can be more like a king style, a warrior style or a farmer style. That will be the founding fathers' or mothers' legacy, and then over time as the company goes global, if you want to be inclusive you want to bring in people who are willing to embrace this culture, and make it global. In my company I have 58 or 60 nationalities in close to 50 countries. This is a global firm, but at the end of the day when we meet with the partners twice a year, with 250 people in one location we feel like the Knights of the Round Table and I think this is what we all have to understand. Any company has its own distinctions and it goes beyond nationalities.