



Background

- founded in 1926 based on the idea "think for yourself"
- Fortune's "best CEO launch pad"
- confidential clientel relations
- international company (over 45 countries)
- no conflict of interests
- \$7 billion dollar company

What is our objective?

- 1) create a team structure to capture knowledge in order to service clients better
- 2) contain knowledge of personnel and create learning tools
- 3) overall, create a new direction in order for Gupta to leave the firm stronger than it was before.



what is the problem?

- rapid growth
- "leave the firm stronger than I found it"
- how to capture intangible assets
- how to capture relationship between T-shape and I shape.

24 Year Growth Indicators

Year	Revenue	Profit	Assets	Equity
1971	10	1	10	10
1978	100	10	100	100
1987	1000	100	1000	1000
1992	10000	1000	10000	10000

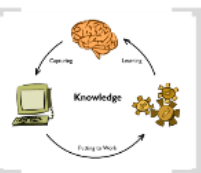
LIST OF IMPLEMENTED SOLUTIONS

- 1971 | Commission on Firm Arms and Goals
- 1978 | McKinsey Staff Paper/ Practice Bulletins
- 1980 | Clientele Industry Sectors
- 1987 | Knowledge Management Project
- 1987 | Firm Practice Information System
- 1987 | Practice Development
- 1987 | Knowledge Resource Directory
- 1987 | Clientele and Professional Development Committee
- 1991 | Client Impact Committee
- 1991 | McKinsey Global Institute Research Center
- 1992 | Professional Personal Committee

action plan

- compensation structure
- persistence in core values
- support of Gupta's 4-prong strategy

questions?





McKinsey & Company

TheCaseSolution.Com

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Chelsea Clinton, daughter of former President Bill Clinton

Louis V. Gerstner, Jr., former chairman and CEO of IBM

James P. Gorman, President and CEO of Morgan Stanley

Stephen Green, chairman of HSBC

Bobby Jindal, current Governor of Louisiana

Marius Kloppers, CEO of BHP Billiton

James McNerney, chairman and CEO of Boeing

Helmut Panke, former chairman and CEO of BMW AG

Christopher A. Sinclair, former chairman and CEO of PepsiCo

Jeffrey Skilling, former CEO of Enron

Peter Wuffli, former CEO of UBS AG

THE COMPANY OF INTERESTS
--\$7 billion dollar company

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- rapid growth
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20 Year Growth Indicators

Year	#Office Locations	#Active Engagements	Number of CSS	Number of MGMs
1975	24	661	529	Na
1980	31	771	744	Na
1985	36	1823	1248	Na
1990	47	2789	2465	348
1991	51	2875	2653	395
1992	55	2917	2875	399
1993	60	3142	3122	422
1994	64	3398	3334	440
1995	69	3559	3817	472