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Best FIRM^S
TO WORK FOR 2009

"It's about real passion and right results, and I think that's what most clients see in the work we do for them."

—Paul Laudicina, chairman of the board

PRACTICE SPOTLIGHT Consumer Products and Retail

With the economy hurting, it may seem counter-intuitive that the morale would be so high within the Consumer Products and Retail Practice at A.T. Kearney. But to Mike Moriarty, head of the Consumer Products and Retail Practice, it makes perfect sense.

"A.T. Kearney is known for producing results, so when the economic slump hit hard, all of our clients recognized that now was the time to engage us," he says. "For our CPG and Retail clients, the recession meant that products have to be better, assortments have to be sharper, stores have to be brighter—and everything has to be a lot more productive and the consumer has to be that much more delighted to part with their valuable cash."

Moriarty says the opportunity to help make clients even more competitively advantaged and work to make a difference in the industry are motivators for consultants in his practice.

In addition, A.T. Kearney operates as a single firm, he says, so no one practice can succeed independently. "This news means that playing together to win together really does create success, and that feels good," he says. "And winning so well in these tough times doesn't feel too bad, either." —J.K.

A.T. KEARNEY

HEADQUARTERS: Chicago

BILLABLE CONSULTANTS: 1,750

SURVEY SAYS: "This is a collegial, team-based culture with a long track record (80+ years) of providing tangible and significant results to our clients. The firm just has the right kind of people. The kind you want to work and even after a long day have dinner with."

Last year, A.T. Kearney made the Best Firms to Work For list for the first time. Paul Laudicina, the firm's managing officer and chairman of the board, says it took the firm a few years to regain its post-EDS footing.

And it certainly has. The investment Laudicina and firm leadership made in a "back-to-basics" approach is really starting to pay dividends.

This year proves that Laudicina and A.T. Kearney are no one-hit wonders. "Being on the list last year was a significant affirmation of our post-MBO strategy and the efforts we made to reaffirm the legacy of the firm," says Laudicina, who was recently re-elected to serve a second term as the head of A.T. Kearney. "But being back on the list in 2009 is a testament to the lasting impact of the changes that we've made. I'm delighted, especially when you consider we did it in this economy."

In real times of economic distress, culture and morale really determine what separates one firm from another, Laudicina says.

"I think it's easy for companies to provide the right type of motivating environment in periods of robust growth and largesse, but in periods of real stress and economic dislocation, when there's lots of anxiety and uncertainty, that's when an organization's mettle is even more apparent."

One of A.T. Kearney's strongest categories on the survey was Leadership, something that's crucial during a rough

economic stretch. "We have a broad leadership model; it's not just me," Laudicina says. "All of our leaders have done a very good job of staying open and honest in all of our communications with our people about how we see the business environment. It's really about creating more opportunities for open and honest exchange."

Another area where the firm excelled is The Job, meaning the satisfaction with the type of client work the consultants are doing. "Again, I think that's about going back to the basics to A.T. Kearney culture, which is all about delivering the right results for our clients and doing it in a collaborative and congenial way with both our clients and each other," Laudicina says. "It's a culture that's built on collaboration and results. Our consultants regard the work they are doing as highly inspiring and highly motivating."

In addition, Laudicina says: "When you get back to the principle mission of an effective and successful management consultant in this environment, it's really trying to find the clarity our clients need to be able to understand how they can continue to be competitive—even in periods of transformation," he says.

"It's all about how this leadership and job satisfaction intersect around what it is we do for clients, and how we go about doing it. It's about real passion and right results, and I think that's what most clients see in the work we do for them." —Joe Kornik

Best FIRMS TO WORK FOR 2009

BEST FIRMS TO WORK FOR 2009		BY SERVICE LINE		
<ol style="list-style-type: none"> 1) Bain & Company 2) McKinsey & Company 3) The Boston Consulting Group 4) North Highland 5) Booz Allen Hamilton 6) AlixPartners 7) ZS Associates 	<ol style="list-style-type: none"> 8) Accenture 9) Milliman 10) Deloitte Consulting 11) A.T. Kearney 12) Alvarez & Marsal 13) Towers Perrin 14) PricewaterhouseCoopers 15) Booz & Company 	BUSINESS ADVISORY SERVICES <ol style="list-style-type: none"> 1) AlixPartners 2) Alvarez & Marsal 3) PricewaterhouseCoopers 4) Huron Consulting Group 5) KPMG 	INFORMATION TECHNOLOGY <ol style="list-style-type: none"> 1) Avanade 2) Perot Systems 3) SunGard Consulting Services 4) Hitachi Consulting 5) Capgemini Consulting 	STRATEGY <ol style="list-style-type: none"> 1) Bain & Company 2) McKinsey & Company 3) The Boston Consulting Group 4) North Highland 5) Booz Allen Hamilton
		HUMAN RESOURCES <ol style="list-style-type: none"> 1) Milliman 2) Towers Perrin 3) Aon Consulting 	OPERATIONS MANAGEMENT <ol style="list-style-type: none"> 1) A.T. Kearney 2) Kurt Salmon Associates 3) Oliver Wyman Group 4) PRTM 5) Celerant Consulting 	MULTI-SERVICE <ol style="list-style-type: none"> 1) Accenture 2) Deloitte Consulting 3) IBM 4) Kema

THE TOP 10 FIRMS IN...

THE JOB	LEADERSHIP
<ol style="list-style-type: none"> 1) McKinsey & Company 2) AlixPartners 3) North Highland 4) Bain & Company 5) A.T. Kearney 6) ZS Associates 7) Alvarez & Marsal 8) The Boston Consulting Group 9) PRTM 10) Booz & Company 	<ol style="list-style-type: none"> 1) North Highland 2) Bain & Company 3) McKinsey & Company 4) The Boston Consulting Group 5) AlixPartners 6) Booz Allen Hamilton 7) Alvarez & Marsal 8) A.T. Kearney 9) Milliman 10) PricewaterhouseCoopers
CULTURE	
<ol style="list-style-type: none"> 1) Booz Allen Hamilton 2) Aon Consulting 3) North Highland 4) Deloitte Consulting 5) Bain & Company 6) Milliman 7) Accenture 8) Hitachi Consulting 9) A.T. Kearney 10) Oliver Wyman Group 	

Which Firms Have the Highest Morale?

FIRM	SCORE (1-5 SCALE)
AlixPartners	4.6
McKinsey & Company	4.5
Alvarez & Marsal	4.4
Bain & Company	4.4
Gallup	4.4
North Highland	4.4
A.T. Kearney	4.3
Booz Allen Hamilton	4.3
Milliman	4.3
ZS Associates	4.3

2009 SURVEY AVERAGE **3.9**

How Often Do Consultants Feel Their Work Meets Their Clients' Needs?

FIRM	SCORE (1-5 SCALE)
McKinsey & Company	4.8
A.T. Kearney	4.6
AlixPartners	4.6
Bain & Company	4.6
North Highland	4.6
ZS Associates	4.6
Alvarez & Marsal	4.5
The Boston Consulting Group	4.5
Celerant	4.4
PRTM	4.4
SURVEY AVERAGE	4.3

How Often Do Consultants Feel Their Work Has a Positive Impact on Clients?

FIRM	SCORE (1-5 SCALE)
AlixPartners	4.7
McKinsey & Company	4.7
North Highland	4.7
Bain & Company	4.6
ZS Associates	4.6
A.T. Kearney	4.5
Alvarez & Marsal	4.5
Booz Allen Hamilton	4.5
PRTM	4.5
The Boston Consulting Group	4.5
SURVEY AVERAGE	4.4