



To BCG's network around the world,

Two years ago, I got together with Martin Reeves, chairman of the BCG Henderson Institute, to write about what we thought it would take for [companies to thrive in the decade ahead](#)—a period we knew would be full of relentless change.

Of course, the '20s got off to a start that was more disruptive than we ever could have imagined. It would have been easy to assume that our pre-pandemic analysis about winning the '20s would no longer be relevant—but as Martin and I connected in recent months, we both observed that the agenda we laid out two years ago has only been [accelerated and heightened in importance by COVID-19](#). Here are the five imperatives that are critical to achieving success through the remainder of this decade:

1. **Master the new logic of competition** by recognizing that the speed and effectiveness of learning will increasingly underpin competitive advantage.
2. **Design the company of the future**, combining human and technological capabilities and leveraging platforms and ecosystems, while rethinking operating models accordingly.
3. **Apply the science of organizational change** to speed up the transformation process and make it more reliable by better leveraging real-time data and workplace analytics.
4. **Embrace the business imperative of diversity**, improving the resilience, adaptability, and innovativeness of an organization as well as meeting increased stakeholder expectations of equity and inclusion.
5. **Optimize for both social and business value**, embedding social impact into corporate strategy and proactively shaping and leading collective action on critical societal and sustainability issues.

Of course, these five crucial trends apply to our work here at BCG, as well. For us, we will gauge our success in the 2020s by the success of the clients we serve around the world and the people who make up our teams within the firm.

As we push ahead with that work, I couldn't be happier to share the news that on October 1, after nine privileged years as BCG's CEO, I will [pass the baton to Christoph Schweizer](#) and take on the role of global chair. I'm excited that we'll be in such great hands with Christoph, whose outstanding leadership will help win the '20s for our clients and our people, bringing value, sustainability, and a sense of opportunity and purpose to all.

Christoph is an outstanding, high-integrity, client- and people-centered leader; below is the article announcing his appointment.

Until next week,

A handwritten signature in dark ink, appearing to read "Rich", with a stylized flourish at the end.

Rich Lesser  
Chief Executive Officer

## **1 Boston Consulting Group Elects Christoph Schweizer as Next Chief Executive Officer**

Boston Consulting Group (BCG), one of the world's leading management consulting firms, today announced that [Christoph Schweizer](#) has been elected the firm's next chief executive officer, effective October 1, 2021. Schweizer, 48, has been BCG's head of Central and Eastern Europe and the Middle East since 2017. The native of Germany has worked for BCG for over 23 years, including in BCG's New York office from 2007 to 2012, and is currently based in Munich. He has worked with clients on every continent.

Schweizer was elected in a process in which every one of the nearly 1,500 managing director & partners had an equal vote in the firm's CEO election, reflecting BCG's unique model of governance and partnership.

"I'm incredibly grateful to our partners for the trust they've placed in me to lead this world-class organization as we enter a new chapter of unprecedented change, challenge, and opportunity for our clients and for the world," said CEO-elect Schweizer. "It's an honor to

build on Rich's incredible legacy of growth and expansion of capabilities, and in leading BCG with such integrity. As a firm, we will continue to support clients and global leaders in their moments of truth and in solving their most important and complex problems, to attract and champion diverse talent, and to tackle the world's toughest challenges, such as climate change."

Schweizer served as head of BCG's global practice areas from 2014 to 2017 and as global head of the firm's Health Care practice from 2011 to 2014. Since joining BCG in 1997, Schweizer has developed a proven track record of growing and transforming major international businesses, particularly across the health care industry and with private equity firms. Today, he is responsible for 23 countries that make up 30% of firm revenues, including 39 offices and several specialty businesses, such as BCG Platinion and INVERTO, and has successfully led and expanded BCG's reach and impact in the region. He has served as a member of the firm's Executive Committee and Operating Committee since 2014. He holds an MBA from the University of Texas at Austin and a BA from WHU - Otto Beisheim School of Management in Koblenz. Schweizer lives in Munich with his wife and three children.

Schweizer, who will be BCG's seventh CEO in its 58-year history, will succeed Rich Lesser, who will become global chair after completing three terms and nearly nine years as CEO.

"As our next CEO, Christoph brings integrity, vision, and bold leadership to help our clients successfully navigate out of the global crisis and thrive in the new reality. I've had the pleasure of working closely with Christoph as he has successfully built strong, diverse teams and robust, resilient businesses in a wide range of countries around the world, as well as cutting-edge capabilities in our practices," said Lesser. "It's been an honor to lead BCG, and I look forward to continuing to serve our clients, our people, and our purpose as global chair."

Lesser has led a major expansion of BCG, tripling the firm's business and more than doubling its workforce to over 22,000 employees during his tenure. The firm has expanded its footprint from 42 to 51 countries, with a major emphasis on diversity and inclusion in all its markets. Today, women represent 44% of BCG's global staff and 35% of its Executive Committee; the number of female managing director & partners has grown at almost three times the rate of male managing director & partners.

BCG's current chairman, Hans-Paul Bürkner, will assume the role of managing director and global chair emeritus.



### Insights and Answers from Our Next CEO, Christoph Schweizer

Read about his vision for the firm, the challenges ahead, and what he thinks is the heart of BCG.



### Winning the '20s in a Post- COVID World

Leaders now need to refocus on the long term and attend to five key imperatives.