IN - COMPANY TRAINING REPORT

ON

**Customer Satisfaction of Ernst & Young**

“Submitted in the Partial Fulfillment for the Requirement of Bachelor’s of Business Administration”(BBA) GURU JAMBHESHWAR UNIVERSITY, HISAR

TRAINING SUPERVISIOR: SUBMITTED BY:

MR. SRINIVASAN **Karan Bablani**

MARKETING MANAGER ENROLLMENT NO.

09511225058

SESSION

**Acknowledgement**

I would like to take an opportunity to thank all the people who helped me in collecting necessary information and making of the report. I am grateful to all of them for their time, energy and wisdom.

Getting a project ready requires the work and effort of many people. I would like all those who have contributed in completing this project. First of all, I would like to send my sincere thanks to **mr. SRINIVASAN** for his helpful hand in the completion of my project.

**declaration**

I Sonia Singh, hereby declare that the project report prepared by me under the guidance of Mr. Srinivasan , on “Customer Satisfaction Strategy Of Reliance Communication” is an original project report even before nor I have copied it from anywhere. It is my own preparation.

SONIA SINGH

ENROLLMENT NO.

09511225058

|  |  |
| --- | --- |
| **Description** | **Page No.** |
| 1. Introduction to topic  a) Origin & development of the industry.  b) Growth, present & future of industry.  c) Defining the concept. | **6** |
| d) objective of the project | **28** |
| 2. Company Profile  a) Origin  b) Growth & present strategy  c) Products & Services  d) Market profile. | **30** |
| 3. Research Methodology | **56** |
| 4. Analysis & Interpretation | **59** |
| 5. Findings & Inferences | **68** |
| 6. Recommendations and Conclusion | **72** |
| Bibliography | **73** |
| Appendices | **74-75** |

**Table of Contents**

**Executive Summary**

**Ernst & Young** (known as **EY**) is a multinational professional services firm headquartered in London, United Kingdom. It was the third largest professional services firm in the world by aggregated revenue in 2012 and is one of the "Big Four" audit firms.

The organization operates as a network of member firms which are separate legal entities in individual countries. It has 190,000 employees and more than 700 offices in over 150 countries. It provides assurance (including financial audit), tax, consulting and advisory to companies.

The firm dates back to 1849 with the founding of Harding & Pullein in England. The current firm was formed by a merger of Ernst & Whinney and Arthur Young & Co. in 1989. It was known as Ernst & Young until 2013, when it underwent a rebranding to EY. The acronym "EY" was already an informal name for the firm prior to its official adoption.

**Multinational corporations** (**MNC**) or **multinational enterprises** (**MNE**) are organizations that are owned or control productions of goods or services in one or more countries other than the home country. For example, when a corporation is registered in more than one country or has operations in more than one country, it may be attributed as MNC. Usually, an MNC is a large corporation which produces or sells goods or services in various countries. It can also be referred as an **international corporation**, or a "transnational corporation", or perhaps best of all, as a **stateless corporation**.

The problem of moral and legal guiding behaviors of MNC's, given that they are effectively "stateless" actors, is one of the urgent global socioeconomic problems that emerged during the late twentieth century. MNC's plays an important role in globalization. Arguably, the first multinational business organization was the Knights Templar, founded in 1120. After that came the British East India Company in 1600 and then the Dutch East India Company, founded March 20, 1602, which would become the largest company in the world for nearly 200 years.

**Chapter I**

**INTRODUCTION TO THE TOPIC**

1. **Origin & development of the industry**

**Ernst & Young** (known as **EY**) is a multinational professional services firm headquartered in London, United Kingdom. It was the third largest professional services firm in the world by aggregated revenue in 2012 and is one of the "Big Four" audit firms.

The organization operates as a network of member firms which are separate legal entities in individual countries. It has 190,000 employees and more than 700 offices in over 150 countries. It provides assurance (including financial audit), tax, consulting and advisory to companies.

The firm dates back to 1849 with the founding of Harding & Pullein in England. The current firm was formed by a merger of Ernst & Whinney and Arthur Young & Co. in 1989. It was known as Ernst & Young until 2013, when it underwent a rebranding to EY. The acronym "EY" was already an informal name for the firm prior to its official adoption.

As early as 1924, these American firms allied with prominent British firms, Young with Broads Paterson & Co. and Ernst with Whinney Smith & Whinney. In the year 1979, this led to the formation of Anglo-American Ernst & Whinney, creating the fourth largest accountancy firm in the world. Also in 1979, the European offices of Arthur Young merged with several large local European firms, which became member firms of Arthur Young International.

Arthur Young was born in Glasgow, Scotland. He graduated in law, but became interested in banking and investment. In 1890, he moved to the US to pursue his career in accounting. In 1906, he formed an accounting firm, Arthur Young & Company, with his brother Stanley.

Alwin C Ernst was born in Cleveland, USA. After leaving school he worked as a bookkeeper. Then, in 1903, he and his brother Theodore started Ernst & Ernst, a small public accounting firm.

Both Arthur Young and AC Ernst were innovators and appreciated the importance of quality in their work. Ernst pioneered the idea that accounting information could be used to make business decisions and make a difference to clients’ organizations. He inspired his people to deliver better service to clients. Young also positioned himself as a business advisor as much as an accountant.

Both men understood the importance of their people. In 1920, Ernst & Ernst’s operating philosophy stated: “The success of Ernst & Ernst depends wholly upon the character, ability and industry of the men and women who make up the organization.” Young supported the development of professionals. In the 1920s he originated a staff school and, in the 1930s, the firm was the first to recruit from university campuses.

Both firms were also quick to enter the global marketplace. As early as 1924, they allied with prominent British firms: Young with Broads Paterson & Co and Ernst with Whinney Smith & Whinney. These alliances were the first of many for both firms, which opened offices around the world to service their international clients.

AC Ernst and Arthur Young never met in life, but died within days of each other in 1948. However their philosophies lived on and, in 1989, were brought together when the firms they started combined to create EY. The new organization quickly positioned itself on the leading edge of rapid globalization, new business technologies and continuous business change.

AC Ernst and Arthur Young would surely be proud of the result — a global organization of 190,000 people sharing their ideals and passion to help build a better working world.

View a timeline of EY’s history.

Ernst & Young, one of the world's leading professional services organizations, helps companies across the globe to identify and capitalize on business opportunities. We deliver the value that clients care about; we provide ideas and solutions tailored to meet clients' needs; and we produce tangible results. Ernst & Young's depth and breadth of service and our global reach mean that we have the resources to serve any client, anywhere in the world.

The roots of Ernst & Young can be traced back well over 100 years to the formation of the auditing business and the development of generally accepted accounting practices, rules that became increasingly necessary with the rise of the multinational corporation and the intrusion of complicated taxes into private business. Prior to the 1989 merger, each of the two firms had enjoyed rich histories. Both rose from very small beginnings by capitalizing on the enterprise potential of accounting in its early years. Pioneer Arthur Young founded and headed the original Arthur Young firm back in 1895 in Kansas City after breaking from an earlier union of the firm of Stuart and Young in Chicago. In 1896 Young formed the firm of Arthur Young and Company with his brother Stanley, but by 1906 Young had completely terminated his unsatisfactory partnership with Stuart. Arthur Young and Company flourished for many years, slowly developing its reputation as "old reliable" for auditing, adding more and more partners throughout the years.

The other half of the marriage, Ernst & Whinney, can be traced back to 1906, when Ernst & Ernst was founded in Cleveland, Ohio, as a partnership between Alwin C. Ernst and his older brother, Theodore C. Ernst. The firm took on its first additional partners in 1910 and from there the family tree expanded by immense and unforeseen proportions. By 1913, when income taxes began to be levied in the United States, the need for accountants swelled dramatically. By the 1980s the firm had become one of the largest members of the Big Eight. In one of its more publicized actions, Ernst & Whinney's audit paved the way for the 1979 government bailout of the Chrysler Corporation.

Meanwhile, the Arthur Young firm endured a rocky decade in the 1980s. Long known for its reliable auditing practice and a clean, conservative interpretation of tax law, the company image was tarnished by events of the 1980s, many in the area of the national savings and loan scandal. For instance, Arthur Young was sued for $560 million for allegedly allowing Western Savings Association of Dallas to overstate its net worth by more than $400 million. In 1988 the Bank of England sued Arthur Young and collected $44 million after a bank that Young audited collapsed.

In contrast to the struggles of Arthur Young prior to the merger, Ernst & Whinney's business had thrived, with its management consulting practice growing faster than its audit and tax practice. In fact, at the time of the merger, consulting fees accounted for 24 percent of Ernst & Whinney's revenues, whereas only 17 percent of Arthur Young's revenues came from consulting.

**1989 Merger**

In general, both firms thought that a merger represented a comparative advantage for each. Although both had heavy hitters for clients, Arthur Young's clients were mostly investment banks and high-tech firms on the East and West Coasts, while Ernst & Whinney had more healthcare and manufacturing industry clients concentrated in the Midwest and South. Internationally, Arthur Young had more clients in Europe, while Ernst & Whinney had established a presence in the Pacific Rim countries. Arthur Young's clients included American Express, Mobil, and Texas Instruments, while Ernst & Whinney had BankAmerica, Time, Inc., and Eli Lilly.

Although touted as a merger, the evidence suggests that the 1989 transaction that created the firm Ernst & Young was, in fact, an acquisition in disguise, with the stronger Ernst & Whinney swallowing up the floundering Arthur Young practice. Arthur Young had established a strong reputation over many years, although it was generally seen as a cautious and stodgy practice. But by the 1980s, after much of its traditional audit practice started to collapse and massive leveraged buyouts became an increasingly common practice in the business world, Arthur Young had difficulty competing in the cutthroat environment of the accounting arena.

Historically, the accounting business has seen increasing numbers of partners concentrated in a decreasing number of firms. In this respect, the birth of Ernst & Young in 1989 was the natural outcome of the cycle of competition that breeds concentration and expansion, thus leading to further rounds of competition. But for over half a century previous to the creation of Ernst & Young, eight firms had dominated the accounting business. The elite group was dubbed the "Big Eight" by*Fortune* magazine.

Following two major mergers in the 1980s (the Ernst & Young deal and the merger the same year between Deloitte, Haskins & Sells and Touche Ross), the Big Eight became the Big Six. All of the Big Six were private partnerships, meaning that all were owned by the firm's senior executives, which also meant that none of the firms were required to report their profits.

The Ernst & Young merger created a firm with 6,100 partners and two chief executive officers, Ray Groves from Ernst & Whinney and William Gladstone from Arthur Young. The newly formed firm had world revenues in 1989 of $4.27 billion, and its total sales eclipsed that established by a merger in 1987 of Peat Marwick and KMG Main Hurdman.

The actual merger in 1989 was essentially viewed as a smart competitive move, although some observers thought the merger might be difficult due to perceived differences in management styles, with Ernst & Whinney governed from the top and Arthur Young favoring a more decentralized management system. At the time of the merger Ernst & Whinney had 1,276 partners and 14,739 total personnel in 118 U.S. offices as well as 3,159 partners and 35,600 total personnel in 89 countries. The smaller Arthur Young had 829 U.S.-based partners and 10,652 total U.S. personnel in 93 offices; worldwide they had 2,900 partners and 33,000 total personnel in 74 countries.

There was a conflict at the time of the merger over each firm's "cola" clients. A conflict of interest existed in that PepsiCo had been an Arthur Young client since 1965, while Coca-Cola had been an Ernst & Whinney client since 1924. Coca-Cola forced the firm to dump PepsiCo, as Ernst & Young noted that Coca-Cola had been a client for a longer time and that Coke's annual audit fee was $14 million, a much higher figure than Pepsi's $8.8 million audit fee.

In one of its first business decisions following the merger, Ernst & Young began to move into computer-aided software engineering. This step reflected Ernst & Young's diversification into management systems and strategic planning services for businesses. Under the general heading of Development Effectiveness, these services capped a string of moves into computer-aided software engineering. The general thrust of the project incorporated management consulting, Total Quality Management, and process innovation. The process innovation services were sold worldwide, primarily to the insurance and banking industries.

**Paying for the S&L Scandal**

However, as the newly formed firm faced the 1990s, it was steeped in the controversy surrounding the crisis of the savings and loan industry. Ernst & Young's audits of 23 failed savings and loans were investigated by the Office of Thrift Supervision (OTS) under a subpoena issued in June 1991. OTS was formed by the federal government to recover losses from accounting firms that should have discovered improprieties during S&L audits and to impose fines on auditors for violations of accounting rules. Some of the thrifts that Ernst & Young audited included Charles Keating's failed Lincoln Savings & Loan (Irvine, California), Silverado Banking (Denver, Colorado), Vernon Savings & Loan (Vernon, Texas), and Western Federal Savings & Loan (Dallas, Texas), all of which experienced total losses of over $5.5 billion. The OTS subpoena required that Ernst & Young surrender one million documents from its work for the 23 failed S&Ls.

Several judgments were rendered against Ernst & Young in connection with the investigation. In July 1992, for instance, the firm paid a fine of $1.66 million to settle accusations that it helped Charles H. Keating, Jr., deceive the federal government about the health of his failing S&L. Moreover, former Ernst & Young partner Jack D. Atchison's license was suspended for four years by the accounting board of Arizona. He was accused of helping persuade five U.S. senators to intervene with federal regulators on Keating's behalf. In connection with this settlement, Ernst & Young paid $63 million to settle charges of wrongdoing in the Keating affair. Ernst & Young did not admit guilt, however, and the claim was paid largely by insurance. In total, some $204 million in fines were paid in this civil suit.

In another settlement, Ernst & Young paid $400 million to the federal government in compliance with a federal ruling against the company. The settlement secured recovery of losses attributable to audit failures. In addition, the settlement avoided huge litigation costs and assured that future audits of insured institutions would be conducted according to the highest professional standards. With potential claims that could have mounted to an estimated $1 billion, the ruling relieved Ernst & Young of concerns regarding future penalties involving S&L auditing improprieties. Ernst & Young also agreed to change its accounting practices and ensure that its partners meet federal guidelines for working with federally insured financial institutions. Some of Ernst & Young's partners were barred from doing such work and changes in banking laws required accounting firms to be legally responsible for sharing with regulators reports prepared for bank management.

**Expansion in the 1990s**

Despite these troubles, Ernst & Young defied the rumors that it would fold. To eliminate overlap created by the merger and to reduce its payroll expenses, the firm cut its staff in 1991 and eliminated many partner positions. Although revenues had fallen slightly in the late 1980s, by the early 1990s revenues were modestly but steadily rising. Sales from Ernst & Young's risk management and actuarial services group rose 7.4 percent from 1990 to 1991, from $9.5 million to $10.2 million. Overall revenues rose from $5 billion in 1990 to $5.4 billion in 1991 and $5.7 billion in 1992.

The company garnered an increasing number of clients, and their involvement in such large projects as municipal insurance and environmental risk management consulting continued to grow. Revenues in risk management consulting went from $10.3 million in 1991 to $10.9 million in 1992. This increase reflected a growing market for these kinds of services. Moreover, major restructuring was taking place in hospitals and in the healthcare industry in general, creating a need for consultants. The traditional Ernst & Young mainstay, auditing, still fared quite well in the new firm's early years. By 1992, in fact, Ernst & Young performed the most audits of large publicly held multinational companies. It audited 3,231 companies with a total value audited of $10.228 trillion (based on asset figures for financial companies and sales for all other firms audited).

Ernst & Young's costly legal battles encouraged several changes in the mid-1990s. First, the firm hired a new general legal counsel, Kathryn Oberly, who reputedly made keeping costs down a higher priority than battling on principle. Second, the firm stepped up its expansion into consulting, an area much less fraught with legal responsibilities and their concomitant lawsuits than auditing. In addition to increasing its consulting in risk management, the company moved into information software products.

Ernst & Young also entered new business areas in the mid-1990s by developing alliances and by acquiring smaller companies. In 1996 the firm forged an alliance with Tata Consulting, headquartered in India. The same year, its alliance with ISD/Shaw gave the firm an entree into banking industry consulting. The firm moved into the petroleum and petrochemical consulting business in 1996 when it purchased Wright Kellen & Co. Ernst & Young created a new subsidiary with the Houston-based company, which they named Ernst & Young Wright Killen.

**Failed Merger with KPMG**

In 1997 Ernst & Young forged an agreement to merge with KPMG International, another Big Six accounting firm. The agreement came only weeks after the announcement of a merger between Price Waterhouse and Coopers & Lybrand, which would have created the world's biggest accounting firm, with $12 billion in revenues and a staff of 135,000. However, the Ernst & Young-KPMG International merger overshadowed that, with combined revenues of $16 billion and 160,000 people. According to Ernst & Young, the deal was designed to satisfy multinational clients who wanted an auditor and consultant with offices in every city in which the client had offices. In addition, the merger would have limited the risk of a liability suit severely damaging earnings and would have made greater economies of scale for developing new products or services.

Combining the two huge companies presented a formidable task, particularly because they were intense competitors. Between 1991 and 1997 KPMG had lost approximately 60 of its auditing clients in the United States to Ernst & Young. A larger problem than overcoming historic rivalries, however, was gaining regulatory approval. The Ernst & Young-KPMG International merger and the Price Waterhouse-Coopers & Lybrand merger would have furthered the consolidation of the major accounting firms into the Big Four, an outcome disturbing to many industry analysts. Along with fears that the relative lack of choice would encourage a rise in prices, there were fears among clients that the combined firms would make company secrets vulnerable to rivals using the same firm.

Citing the high cost of pursuing the merger and the uncertain regulatory outcome, Ernst & Young suggested in early 1998 that the two firms abandon their merger plans. Some analysts thought that the money and attention required to integrate the firms, at a time when all Big Six firms were expanding rapidly, also discouraged the merger.

Ernst & Young experienced substantial growth in 1997, despite being hit by a $4 billion lawsuit alleging the firm mishandled the restructuring of Merry-Go-Round Enterprises in 1993. Overall revenues rose from $7.8 billion in 1996 to $9.1 billion in 1997. A substantial amount of this growth was fueled by a 30 percent surge in tax advice revenues and an 18 percent increase in worldwide tax revenues, an area in which Ernst & Young led the Big Six. The firm also boosted its efficiency in 1997, raising its revenue per employee ten percent that year, to $238,360. Revenues continued to rise spectacularly in 1998, reaching $10.9 billion, a jump of almost 20 percent.

The Big Five, as they were called with the completion of the Price Waterhouse-Coopers & Lybrand merger in 1998, continued to diversify their services in the late 1990s. Revenues from consulting on tax issues, personnel, management, property, and personal finance swamped revenues from auditing for Ernst & Young. In 1999 the firm had plans to add a worldwide law practice to its stable of services. Ernst & Young already had associated law practices in several countries by the end of the century and planned to build a global staff of 4,000 by the year 2005.

**b) Growth, present & future of industry**

In the case of the world’s rapid-growth markets, looking further into the future could reveal some exciting opportunities even if uncertainties remain as well.

We expect our 25 rapid-growth markets (RGMs) as a whole to recover over the course of this year with growth over 5% in 2015. But markets may react negatively to the global monetary tightening expected this year and this would limit growth over the couple of years.

Adding to the sketchiness of the 2014 growth picture is the growing divergence in the outlook for our RGMs. The liquidity that has underpinned strong growth in some of the RGMs over the past few years could dry up as the major advanced economies start to raise interest rates. However, before rates rise there is opportunity for the RGMs to press on with economic reforms.

We calculate that, in less than a decade, there will be 200 million RGM households with annual incomes exceeding US$35,000. The task for businesses today is to anticipate what goods these people will want to buy tomorrow and to produce them at prices they are prepared to pay.

By taking steps to improve their business climate and attract investment RGMs can still shape their own destiny. The opportunities created by long-term demographic and economic changes are there for all to see. You just need to look beyond the next 12 months.

Plotting the ages of Ernst & Young LLP’s 25,000 U.S. personnel produces a visual similar to a barbell—a lot of people on one side, and lots on the other. People younger than 30 make up more than 40% of its workforce. At the same time, the New York-based accounting and advisory firm attracts many career-long employees.”We continue to look at what we can do for our people who are very young and in this high-demand industry, and how to take care of our long-term employees at the same time,” says Nancy Altobello, Americas Vice Chair of People. “We are constantly balancing the two.”

That explains why Ernst & Young offers both a defined benefit plan and a defined contribution plan, Altobello says. The pension plan “is very attractive for people who are making their whole career here, including support personnel and partners,” she says. And it explains why the firm offers all employees unlimited free access to its personal financial planning services. “I think we have a responsibility to have them be planning for retirement, versus having them say in 20 years, ‘I wish I knew,’” she says.

Employees at Ernst & Young have an average age of 33, and tenure averages seven years. Almost all employees have bachelor’s degrees, and many have advanced degrees, says Mary Stringfield, Americas Director of Benefits. “This year we will hire about 5,000 people. It is typically the case in a professional services firm that you find a lot of younger people who join for a number of years, and they may then choose to move to other companies and industries,” she says. “And then there is a significant population of longer-service people. We need to appeal to both groups.”

The 401(k) has about 45,000 total participants, who get immediate vesting on the firm’s match: 25% of the first 6% of pay contributed by an employee who has been at the firm one to four years, or 50% of the first 6% for people who have completed four or more years with the firm. Ernst & Young started doing automatic enrollment in July 2007. The firm defaults new employees at 3% into an age-appropriate target-date fund; currently, participants have to choose voluntary contribution escalation, but the plan may implement auto-escalation.

The defined benefit plan has about 47,000 participants and $3.3 billion in assets. Ernst & Young has “a real commitment to this plan,” Stringfield says. “We are the only one of the Big Four [accounting firms] with a defined benefit plan that has a traditional final-average-pay formula.” The plan has a cash-balance formula alternative, and retiring participants get the greater of the two formulas. “For a younger, shorter-service person, sometimes the cash-balance formula works out to be better,” she says. “After five to seven years, the final-average-pay formula provides a better benefit.”

Ernst & Young does not target a specific replacement ratio for retirees. Participants can retire with a full, unreduced benefit at age 60 with 30 years of service, or age 65 with five years of service, done because many mid- to late-career people such as former Internal Revenue Service staffers join Ernst & Young. The firm also subsidizes 50% of retiree medical insurance costs.

The pension plan remains “well over” 100% funded, Altobello says. Longer-service employees value the plan highly, she says, although she acknowledges that many younger staffers likely have a harder time seeing its worth. “Our younger employees do not even look toward retirement as a very important benefit for them. If you asked them to list 20 things they value from us, I do not think it would be in there,” she says. “We have a lot of benefits in place that we think are good for our workforce, whether most employees value them now or not.”

Younger employees highly value the lifestyle-oriented benefits that Ernst & Young offers them with the aim of making their lives easier and more fun, Altobello says. “We have a very young workforce, and they are in a very demanding job,” she says. “We want them to have a lot of things that help them, and we lean toward things that their families also see, so they know that the firm supports them.”

The firm offers paid parental leave as well as family medical leave of 16 weeks. Every employee gets a minimum of three weeks of paid vacation, and they can “buy” up to an additional two weeks of vacation by forgoing their salary for those days.

The firm’s “EY Assist” program includes typical employee assistance program (EAP) elements, but has a scope much bigger than a traditional EAP, Stringfield says. It includes things like child and adult backup care, summer camp information, and referrals to auto repair shops and pet care. Additionally, it offers “EY Discounts” with significant price breaks on everything from restaurant meals and movie tickets to diamond rings.

EY Assist also has a college-coaching program for parents of high school students preparing for college. It includes a series of webinars for parents and additional services such as having their child’s college application essay critiqued by experts at Bright Horizons Family Solutions LLC’s College Coach service.

And Ernst & Young offers its employees access to the financial planning services early and often. Young employees attend their first session as interns, and then are reminded of its availability throughout their careers. “EY tries to put financial planning into people’s minds from the time they come to us as interns,” says Don Culp, a Senior Manager who coordinates the financial planning services for employees. For instance, when Ernst & Young announced this year’s 401(k) match, employees could watch a webinar reminding them of the 2011 payroll-tax cut and the opportunity it offers to up their 401(k) contribution. “It is important to stay in front of people all the time, and make it convenient for them,” he says.

Targeting webinars to life stages helps pique interest. “What we have learned is that if we do a general financial planning webinar, we get lower participation,” Altobello says, “but if we do a financial planning webinar for people who are just out of school, or having their first child, we get much higher participation.”

The firm—which has a financial planning practice whose services it sells to external clients—started offering unlimited financial planning access for its employees in 2007. “We had been offering it as a service to other companies, and the firm decided that it should offer it to all their folks, too,” Culp says. All of the financial planning staffers who work with participants are registered investment advisers, Stringfield says, and almost all have previous financial services experience.

The personalized help comes primarily by telephone. “Ernst & Young folks are located all over the United States, so if we were trying to schedule a meeting with a planner in a room with someone, that would make it cost-prohibitive,” Culp says. Employees can call in weekdays from 9:00 a.m. to 8:00 p.m. Eastern time.

Participants age 50 and older use the personalized service most often, Culp says, largely for questions about retirement and investments. The financial planners do not recommend specific investments such as a particular mutual fund. “We help individuals through the asset-allocation level,” he says. “Our goal is to help them understand the investment strategies, and for them to pick what makes the most sense for them.” The 401(k) has 19 core funds and 11 target-date funds.

Between the Web site, webinars, and phone usage, the financial planning service sees annual rates of utilization by Ernst & Young employees in excess of 20%, Culp says. “We recommend that we touch base with folks every year by phone,” he says, “to make sure that they are on track with their goals.”

**c) Defining the concept.**

Ernst & Young needed an aggressive "go to market" strategy to capture the attention of small companies with vigorous growth plans. They wanted to reach out to CEOs, establish themselves as the "go to" firm for entrepreneurs and increase demand for their professional services. Traditional seminars and literature weren't enough. The idea of Webcasts appealed to the group, not only because they could reach a global audience live online, but because the presentations could then be archived at the Web site for use by customers and personnel on an as-needed basis for months following the initial event.

"The ability to archive the presentations was critical in our choice to work with MindBlazer," says Bryan Pearce, Ernst & Young's national director of entrepreneurial services. When they planned the program, Ernst & Young's intent was primarily to drive clients to the archives for just-in-time education on an as-needed basis. The live event was like a kick-off to showcase the content. "We expected more mileage from the archives then we did from the live event."

However, because the live event would allow interaction between speakers and participants, it became a valuable part of the content building. Each Webcast included a Q&A segment that was recorded and included in the archives. It added valuable content to the sessions because it captured feedback on topics of crucial interest to the core audience, he says.

Ernst & Young and MindBlazer targeted six critical challenges for growing companies, including raising capital, attracting and retaining the best team, and protecting intellectual property. Each issue would be the topic of one 60-minute Webcast and would include video clips of existing customers, PowerPoint slides, speakers, live Q&A sessions and access to additional documents and Web sites that participants could visit or download during the event.

To spread out the cost of delivering the Webcasts to increase the viewership and to add authority to the topics, they recruited six high-profile co-sponsors, including law firm McGuireWoods, Carolina Financial Group and the Kauffman Center for Entrepreneurship Leadership, tying their expertise to each of the topics at hand. Each sponsor paid $50,000 to participate in the program, bringing their own subject matter experts and client lists to the table. Ernst & Young, as the leader, invested $100,000.

"It was a non-competitive partnership that allowed each partner to market their expertise to the audiences of all six Webcasts," says Cindy Praeger, vice president of strategic marketing at MindBlazer.

"Because part of the cost was underwritten by each co-sponsor, and considering all of the content and expertise they provided, we got a good bargain," Pearce says. And, he adds, the cross marketing potential was an important part of the deal. "We got access to a number of clients that have no relationship to Ernst & Young." And the relationship building between co-sponsors adds further benefit. "Business erodes from these kinds of relationships."

In exchange for the financial and intellectual investment, each sponsor got their own microsite, built by MindBlazer, where clients could register for and view the live event and later access the archives in an environment customized to the look and feel of each sponsor's Web site. They each also received contact information on everyone who viewed any Webcast through their site, as well as the information on every participant who viewed their title Webcast at one of the partner sites. Ernst & Young, as the host, received information on every viewer of every Webcast at every site.

**Spreading the Word**

With the partnership in place, content was created and a marketing program was launched. MindBlazer took the mailing lists from each sponsor and created separate campaigns using HTML e-mails and Radical Mail--e-mail promotions with Flash messages embedded in them which, research shows, have a 20 percent forward rate, Praeger says. MindBlazer also conducted after-hours telemarketing promotions, leaving messages on the voicemail of potential viewers.

"We worked closely with the co-sponsors and MindBlazer to build an audience," Pearce says. "And we had good success."

Beyond MindBlazer's efforts, Ernst & Young and many of the sponsors added their own efforts to lure additional participants to the event. Ernst & Young did internal promotions encouraging staff to attend and discuss it with existing clients.

Co-sponsor McGuireWoods, who hosted the intellectual property topic and co-hosted the segment on building and retaining the best team, ran print ads in four target markets on the East Coast, says Jeff Hay, partner and co-head of the firm's emerging growth and technology division based in Charlotte, N.C. "We didn't know how many people would come," he says of the live event--statistics later showed that they had 340 registrants for the intellectual property segment and 510 for the team-building segment.

In fact, according to Hay, like Ernst & Young, the law firm was more interested in the value of the archives as a marketing tool than the live event itself, he says, but they were pleased with the size of the initial audience.

To make sure the content kept busy viewers' attention once they arrived, MindBlazer put the sponsors' subject matter experts through an intensive two-day "content optimization boot camp," teaching them how to deliver compelling presentations in a Webcast environment and brainstorming additional tools and visuals, such as footage from clients, to keep the content rolling.

They also made sure the partners weren't just delivering product information with talking heads. "You have to give value-added content to achieve this kind of objective, rather than just product information or a sales pitch," Praeger says. "It shows you are ready to serve the client and that you understand their needs."

According to feedback from viewers compiled by Pearce's group, one of the most valuable parts of the Webcasts was the related documents and links included with every segment. For example, in the intellectual property segment, viewers can download templated documents and use them immediately in their own business, Pearce says.

Once the live event was complete, MindBlazer broke each topic into 10 to 20 three-to-five minute chunks and stored them in archives at each partner's site. Today, viewers can go to any one of the partner sites and quickly access only the segments pertinent to their immediate interests.

According to statistics on use of the live and archived content, visitors on average spend 10 and a half minutes viewing content, and each viewer visits an average of three different segments, Praeger says.

Ernst & Young is just beginning to take advantage of the growing contact list compiled through the Webcasts, and Pearce says he's pleased with the information they've gathered so far. He expects to keep the archives up for 12 months, with some updates done as needed, and hopes to do more Webcasts in the future. "It was a great learning experience."

The team’s activities include strategy and planning, support across the 5 platforms in which we operate, development and maintenance of our Global Centers of Excellence (e.g. IPO, VC), oversight of our [World Entrepreneur of the Year](http://www.ey.com/GL/en/About-us/Entrepreneurship/Entrepreneur-Of-The-Year/World-Entrepreneur-Of-The-Year---Overview) programmed, supporting Strategic Growth Forums held around the world, and production of Marketing and Thought leadership materials.

**Essential functions of the role**

* Support ongoing development and execution of marketing and communications plans
* Support the development of key marketing deliverables by liaising with both internal and external stakeholders
* Support the refresh of key marketing and communications documents, ensuring they are aligned with our Visual Identify and branding guidelines
* Support vendor and vendor selection in respect of key events and workshops.

**Analytical/decision making responsibilities**

* Seek input on decisions when appropriate from the Global SGM team
* Demonstrate an understanding of project management approaches and requirements
* Ability to work independently
* Ability to interact credibly with senior stakeholders both within the team and across EY
* Flexible, and able to work well under pressure
* Ability to demonstrate an understanding of marketing principles and best practices.

**Knowledge and skills requirements**

* Detail-focused
* Ability to work on multiple deliverables at one time, and prioritise
* Strong organisational skills are needed to be able to work independently and meet tight deadlines
* Ability to articulate opinions and views clearly and succinctly, both in writing and verbally
* Good presence and interpersonal skills which allow you to interact effectively with business leaders and their teams.

**4 Ps**



In the early 1960s, Professor Neil Borden at Harvard Business School identified a number of Birla Cement performance actions that can influence the consumer decision to purchase goods or services. Borden suggested that all those actions of the Birla Cement represented a “Marketing Mix”. Professor E. Jerome McCarthy, also at the Harvard Business School in the early 1960s, suggested that the Marketing Mix contained 4 elements: product, price, place and promotion. In popular usage, "marketing" is the promotion of products, especially advertising and branding. However, in professional usage the term has a wider meaning which recognizes that marketing is customer-centered. Products are often developed to meet the desires of groups of customers or even, in some cases, for specific customers. E. Jerome McCarthy divided marketing into four general sets of activities. His typology has become so universally recognized that his four activity sets, the Four Ps, have passed into the language.

**Product:** The product aspects of marketing deal with the specifications of the actual goods or services, and how it relates to the end-user's needs and wants. The scope of a product generally includes supporting elements such as warranties, guarantees, and support.

**Pricing:** This refers to the process of setting a price for a product, including discounts. The price need not be monetary - it can simply be what is exchanged for the product or services, e.g. time, energy, psychology or attention.

**Promotion:** This includes advertising, sales promotion, publicity, and personal selling, branding and refers to the various methods of promoting the product, brand, or Birla Cement .

**Placement (or distribution):** refers to how the product gets to the customer; for example, point of sale placement or retailing. This fourth P has also sometimes been called Place, referring to the channel by which a product or services is sold (e.g. online vs. retail), which geographic region or industry, to which segment (young adults, families, business people), etc. also referring to how the environment in which the product is sold in can affect sales. These four elements are often referred to as the marketing mix, which a marketer can use to craft a marketing plan. The four Ps model is most useful when marketing low value consumer products. Industrial products, services, high value consumer products require adjustments to this model. Services marketing must account for the unique nature of services. Industrial or B2B marketing must account for the long term contractual agreements that are typical in supply chain transactions. Relationship marketing attempts to do this by looking at marketing from a long term relationship perspective rather than individual transactions.

As a counter to this, Morgan, in Riding the Waves of Change (Jossey-Bass, 1988), suggests that one of the greatest limitations of the 4 Ps approach "is that it unconsciously emphasizes the inside–out view (looking from the Birla Cement outwards), whereas the essence of marketing should be the outside–in approach". Nevertheless, the 4 Ps offer a memorable and workable guide to the major categories of marketing activity, as well as a framework within which these can be used.

An example of this is coupons or a sale. People are given an incentive to buy, but it does not build customer loyalty, nor encourage repeat buys in the future. A major drawback of sales promotion is that it is easily copied by competition. It cannot be used as a sustainable source of differentiation.

* + Marketing Public Relations (MPR)
  + Stimulation of demand through press release giving a favourable report to a product
  + Higher degree of credibility
  + Effectively news
  + Boosts enterprise's image
  + Customer focus

Many companies today have a customer focus (or customer orientation). This implies that the Birla Cement focuses its activities and products on consumer demands. Generally there are three ways of doing this: the customer-driven approach, the sense of identifying market changes and the product innovation approach. In the consumer-driven approach, consumer wants are the drivers of all strategic marketing decisions. No strategy is pursued until it passes the test of consumer research. Every aspect of a market offering, including the nature of the product itself, is driven by the needs of potential consumers. The starting point is always the consumer. The rationale for this approach is that there is no point spending R&D funds developing products that people will not buy. History attests to many products that were commercial failures in spite of being technological breakthroughs.

**Equal access to market information**

Professional traders and analysts in the equity market have a definitive competitive advantage by virtue of that fact that they have first access to important corporate information, such as earnings estimates and press releases, before it is released to the general public. In contrast, in the Forex market, pertinent information is equally accessible, ensuring that all market participants can take advantage of market-moving news as soon as it becomes available.

With the ever growing of E-Commerce in today's business, demand on quality of online services is getting more restricted. Online delivery of purchased items is one of them. Due to the physical constraints, purchased items are usually delivered to the customer's site by traditional mail. However, it has been overlooked that the rights of accessing certain kinds of services, such as event, transportation, theaters, membership services that are usually represented by cards or tickets, can actually be encoded and delivered electronically over the Internet. The electronic ticket is a certificate of customer rights or services, which guarantees that the ticket owner has the right to claim the services written on the ticket. Just as its name implies, the media for storing ticket data should not be a piece of paper but some electronic means, that should meet the requirements of secure, portable and durable etc. Smart cards are ideal media for electronic tickets. Both ticket purchase and ticket consumption process can be done via a smart card read-write device (known as Card Accepting Device, CAD).

d) **Objective of the project**

**OBJECTIVE**

1. The objective of this study is to understand the marketing strategy of Ernst and Young
2. Launching a product or a service.
3. Communicate to a particular target audience.
4. To make proper strategy , plan and execution of an event
5. To Understand the basic growth rate of company

**CHAPTER II**

**COMPANY PROFILE**

**Introduction to the company**

**ORGIN**

Ernst & Young is the fourth largest public accounting firm in the world. The firm was formed in 1989 when the third largest accounting firm at the time, Ernst & Whinney (based in Cleveland, Ohio), merged with the sixth largest firm, Arthur Young (headquartered in New York), forming what, at the time, was the world's largest accounting firm. As of 1999 Ernst & Young stood as one of the "Big Five" accounting firms that dominated the accounting business. A private partnership, Ernst & Young was owned by its senior partners. Ernst & Young provided auditing services primarily to the world's largest corporations. In addition, it specialized in tax advice for multinational firms. In recent years, the firm increasingly moved into the business of management consulting, providing guidance to clients in such areas as risk management, mergers and acquisitions, and recent trends in worker-management relations. Other service areas included consulting on information technology and legal services.

The roots of Ernst & Young can be traced back well over 100 years to the formation of the auditing business and the development of generally accepted accounting practices, rules that became increasingly necessary with the rise of the multinational corporation and the intrusion of complicated taxes into private business. Prior to the 1989 merger, each of the two firms had enjoyed rich histories. Both rose from very small beginnings by capitalizing on the enterprise potential of accounting in its early years. Pioneer Arthur Young founded and headed the original Arthur Young firm back in 1895 in Kansas City after breaking from an earlier union of the firm of Stuart and Young in Chicago. In 1896 Young formed the firm of Arthur Young and Company with his brother Stanley, but by 1906 Young had completely terminated his unsatisfactory partnership with Stuart. Arthur Young and Company flourished for many years, slowly developing its reputation as "old reliable" for auditing, adding more and more partners throughout the years.

The other half of the marriage, Ernst & Whinney, can be traced back to 1906, when Ernst & Ernst was founded in Cleveland, Ohio, as a partnership between Alwin C. Ernst and his older brother, Theodore C. Ernst. The firm took on its first additional partners in 1910 and from there the family tree expanded by immense and unforeseen proportions. By 1913, when income taxes began to be levied in the United States, the need for accountants swelled dramatically. By the 1980s the firm had become one of the largest members of the Big Eight. In one of its more publicized actions, Ernst & Whinney's audit paved the way for the 1979 government bailout of the Chrysler Corporation.

Meanwhile, the Arthur Young firm endured a rocky decade in the 1980s. Long known for its reliable auditing practice and a clean, conservative interpretation of tax law, the company image was tarnished by events of the 1980s, many in the area of the national savings and loan scandal. For instance, Arthur Young was sued for $560 million for allegedly allowing Western Savings Association of Dallas to overstate its net worth by more than $400 million. In 1988 the Bank of England sued Arthur Young and collected $44 million after a bank that Young audited collapsed.

In contrast to the struggles of Arthur Young prior to the merger, Ernst & Whinney's business had thrived, with its management consulting practice growing faster than its audit and tax practice. In fact, at the time of the merger, consulting fees accounted for 24 percent of Ernst & Whinney's revenues, whereas only 17 percent of Arthur Young's revenues came from consulting.

**GROWTH & PRESENT STRATEGY**

Ernst & Young, one of the world's leading professional services organizations, helps companies across the globe to identify and capitalize on business opportunities. We deliver the value that clients care about; we provide ideas and solutions tailored to meet clients' needs; and we produce tangible results. Ernst & Young's depth and breadth of service and our global reach mean that we have the resources to serve any client, anywhere in the world.

**Vision**

Increased globalization means there are new markets for goods and services and pressure on emerging market companies to compete on innovation as well as price. It also means major shifts in consumer markets, tax policy and workforce diversity.

Technology is connecting people, spreading knowledge, saving time and freeing up resources. It’s also transforming lives in the developing world.

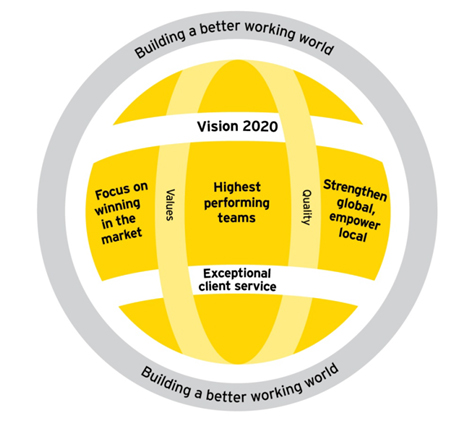
These changes mean it’s an exciting time to start a career in our profession.

EY is responding to these changes and has a plan in place that positions us for future success and offers our people and our recruits more opportunities than ever before. We call this plan Vision 2020, and its objective is to make EY the leading global professional services organization by 2020.

EY has a proud history that reaches back more than 150 years, and over that time we have forged our reputation based on quality, trust and integrity. This will not change.

As we implement Vision 2020, we will build on this proud history and our reputation to create our future. To get there, all of our 175,000 people will be united by a new purpose, ambition and strategy.

We integrate ergonomics and accessibility into our offices, technologies, tools and business processes. In addition, we educate our people about diverse abilities, raise awareness of non-visible disabilities such as chronic health conditions, illnesses and mental health issues, and train on topics like disabilities-friendly etiquette, language and work habits. It is our aim to foster an understanding that all of us have a range of abilities and at times, disabilities, both long-term and temporary, such as complications of pregnancy, injuries and recovery after surgery.



**Our purpose: building a better working world**

As we created Vision 2020, it became clear that a sense of purpose runs strongly through our organization. When we looked at the work we do for clients and what motivates all of us each day, we could see that everything we do contributes to building a better working world. Every audit, every tax return, every valuation and every interaction helps our clients fulfill their purposes and contribute to building a better working world.

The insights and quality services we deliver help build trust and confidence in the capital markets and in economies the world over. We develop outstanding leaders who team to deliver on our promises to stakeholders. In so doing, we play a critical role in building a better working world for our people, for our clients and for our communities.

**Our ambition: by 2020 we will be a US$50 billion distinctive professional services organization**

Having purpose gives us energy. Being clear about our ambition helps turn that energy into results. Our purpose defines why we exist as an organization, and our ambition sets out what we want to achieve. The two are intertwined: achieving our ambition helps us to fulfill our purpose; and purpose contextualizes ambition.

Our ambition is to be distinctive; to be recognized for having the best brand; to be the most-favored employer on university campuses, to have the number one or number two market share in our chosen services and geographic markets; to enjoy market-leading growth with competitive earnings; and to have the best relationships with all our stakeholders. As a result, we will achieve a scale to our business in keeping with our bold ambition.

**Our strategy: built on three pillars**

1. Focus on winning in the market by delivering exceptional client service and maximizing opportunities in markets and services
2. Create the highest performing teams by attracting, developing and inspiring the best people and committing to a culture of world-class teaming
3. Strengthen global, empower local by pressing our global advantage and empowering local teams

**Our positioning: the highest performing teams, delivering exceptional client service, worldwide**

Our positioning is an articulation of how we are, or will be, different from our competitors in the minds of our stakeholders. At EY, we believe, and our clients tell us, that at our best, our teams deliver exceptional client service. And that "exceptional" is the difference — the difference that makes us EY. So our positioning, the difference to which we aspire, is to be known for having the highest-performing teams that deliver exceptional client service worldwide.

**Putting it all together**

Our shared purpose of building a better working world and our plan to achieve the ambitions set forth in Vision 2020 mean that as EY grows, the careers of our people will also grow. They will have the opportunity to support entrepreneurs and contribute to the growth of emerging markets, while working for an organization that is committed to their growth and development.

Recruits who join EY will be a part of high-performing teams that deliver exceptional client service because they are inclusive and instinctively value diverse perspectives. At EY, diversity and inclusiveness is not a “soft” skill; rather, it goes to the very heart of our Vision 2020 strategy. And as we strengthen our global structure, recruits who join EY will also become true global professionals.

We actively work to help all our people develop a global mindset, and recruits will have the opportunity to team across borders and service lines, both virtually and by participating in one of our mobility programs. We won’t be able to achieve our vision without the top talent you work so hard to train and prepare for careers in the global marketplace.

Personal career journeys that begin at EY last a lifetime. That is our promise to our recruits. The relationships they will develop, and the learning, experiences and coaching they receive here, mean we provide exceptional career value.

As we work together year after year to achieve Vision 2020, that exceptional career value is what helps build a better working world for our people, so they can do the same for our clients and the community as a whole.

**PRODUCTS & SERVICES**

There is a brand new order. Your customers, consumers and competitors are evolving at different speeds in different ways in different markets. In a world that’s more complex, connected and fast-moving than ever, the opportunities are massive, but so are the risks.

With uncompromising stakeholders demanding consistent growth and consumers demanding value and taking ownership of your brands, it’s time to reframe strategic choices, realign the value chain and ruthlessly execute for short-term results and long term sustainability.

Our global professionals have the knowledge to help you challenge and disrupt entrenched ways of thinking. Whether you want to improve organizational agility; drive value from digital marketing spend; deploy talent effectively across markets; or re-engineer your supply chain for greater flexibility, we have the skills you need to succeed.

Understand our point of view on key issues in today’s consumer products environment:

The traditional consumer products business model is being disrupted by a changing world. There is huge potential to create value, but companies need to be prepared to disrupt old ways of thinking.

We interviewed 285 C-suite executives from leading consumer goods companies to identify what matters in this brand new order and what companies need to do differently in order to win.

The global insurance market is remarkably strong, despite continued fallout from the financial crisis. Low interest rates coupled with relatively poor investment returns have impeded growth, but demand for insurance products and services remains high.

We keep you prepared by providing insights into the nuances of your market, as well as global trends putting pressure on the industry.

**Stay nimble amid risk and regulation**

Waves of global legislation continue to pressure management and absorb precious resources. Combined with the need to innovate in a highly competitive environment, this is causing some insurers to withdraw from long-standing core markets and product lines.

However, insurers are adapting by leveraging technology and developing operating models that are compliant with Solvency II. New business architectures will enable insurers to release better products more quickly and cheaply.

**Gain market insight**

The balance of power is shifting toward the customer, and distribution models are rapidly evolving. Emerging markets in Latin America, Asia, Africa and Eastern Europe are future battlegrounds that offer big prizes – but only if insurers can get it right.

Success will be achieved with patience, long-term investment and genuine understanding of local dynamics.

**Growth**

EY today announced combined global revenues of US$25.8 billion for its financial year ended 30 June 2013. This represents 7.7% growth over the previous financial year in local-currency terms, EY’s fastest growth since 2008. Revenues grew 5.8% in US dollar terms. All EY’s service lines and geographies continued to grow revenues and headcount despite uneven market conditions in many parts of the world.

* Fastest growth in five years of 7.7%
* Revenues improve across all service lines and geographies
* Emerging-market practices see combined revenue growth of 12%
* Headcount reaches all-time high of 175,000

“I congratulate our 175,000 great people around the world for providing exceptional, high quality service to our clients, contributing to our strong sense of purpose, and delivering an impressive set of results. Everything we have accomplished this year is due to them and I am extremely grateful for everything they have done,” says Mark Weinberger, EY’s Global Chairman and CEO. “To achieve a robust performance despite a difficult economic environment in the last 12 months demonstrates their talent and energy as well as their commitment to quality.”

“Looking forward, there remain significant economic and geopolitical uncertainties in developed and fast-growth emerging markets. Despite these short term uncertainties, we continue to invest for the long term. In FY14 we are demonstrating our confidence in the future of the global economy and our profession by investing heavily in new markets and new services as well as planning to add 55,000 new recruits and interns over the next 12 months.”

**Performance highlights by services and sector**

John Ferraro, EY’s Global Chief Operating Officer comments, *“Across all of our service lines we continue to perform well in a highly competitive and challenging market place.”* Growth in all of EY’s service lines was almost entirely organic.

Assurance, our largest practice, delivered a positive year growing revenues by over 4% to US$10.9bn. Despite the continuing challenging economic environment our audit revenues grew by 2.4%, strengthening our competitive market position. Our fraud and investigation services and financial accounting advisory services grew by 23% and 30% respectively, demonstrating our ability to respond well to the growing demand in the marketplace.

EY’s global Tax revenues increased over 7% to US$6.9 billion, marking a third consecutive year of strong growth. These results reflect our commitment to providing exceptional client service and assisting our clients in a dynamic and more connected marketplace with tax compliance, tax advisory, and human capital services around the world.

Advisory achieved its third year of double-digit growth in FY13, with revenue of US$5.8b and growth of 18%. This strong organic growth is against a backdrop of slower growth in the wider market for Advisory services. These results reflect our strategic focus on leveraging all our core consulting and technology competencies on delivering transformational Risk and Performance Improvement services in high-growth sectors.

Our Transaction Advisory Services (TAS) service line grew by 3% to US$2.2b – the fourth consecutive year of growth at a time when global M&A activity continues to suffer sharp falls in virtually every market. TAS achieved this with an unrelenting focus on our clients’ capital agenda – how businesses raise, invest, optimize and preserve capital – which enabled EY to support six of the world’s top ten deals globally this year. EY’s strongest performing industry sectors, all with double-digit growth, were: Automotive, Financial Services, Consumer Products, Government & Public Sector and Power & Utilities.

**Performance highlights by region**

Our Americas revenues were up by 10.4% in FY13 with strong growth in both North and South America. The highlights included 10% growth in the US and 24% growth in Brazil. This revenue increase was primarily driven by our Advisory and Financial Services practices.

Europe, Middle East, India and Africa saw good growth of 7% given the ongoing economic problems in several countries. There were strong individual performances from emerging markets such as Turkey (19%), India (17%), the Middle East (13%) and Africa (11%) but also in developed countries such as Italy (9%) and Germany (8%).

Despite weakening economic conditions across parts of the region our Asia-Pacific practice grew by 3.9%, led by strong growth of 10% in China. Vietnam was another highlight with an increase of 14%.

Japan saw a welcome return to modest growth of 0.8% after several years of flat revenues despite the slower economic recovery in the country. Overall our emerging markets practices had a combined revenue growth of 12%.

John adds, *“Our leading growth across many emerging markets is tied to the investments that we have made in our practices in these countries over the past decade – investments that we will increase in future years.”*

**Investing in the future**

As well as setting aside significant sums to continue our commitment to the emerging markets, EY has also made major investments in the services it provides to clients as part of its Vision 2020 that was launched earlier this year.

Mark Weinberger explains, *“Over the next three years we will spend US$400m on improving our audit methodologies and tools to continue to enhance audit quality. At the same time a major investment in technology and services, US$1.2b over the next three years, will deliver transformational technologies to help EY better connect with our clients.”*

**People**  
During FY13 EY recruited more than 38,000 full time staff (24,000 graduates and 14,000 experienced hires) and 12,500 interns and grew its headcount to 175,000. EY expects to hire more than 42,000 (27,000 graduates and 15,000 experienced hires) full time people and 13,000 interns in FY14. In July EY announced that 131 (26%) of its 520 new partners were women, up from 19% five years ago.

EY was recently recognized by Universum as the most attractive destination for business graduates looking for a career in professional services, and as the second-most attractive employer overall.

*“We are delighted and honored to feature as the world’s most attractive professional services employer, and second among all employers across the world,”* says Mark. *“At EY we are committed to attracting, developing and inspiring great people and developing future leaders; this is fundamental to our purpose of building a better working world.”*

In May nearly 120,000 people responded to EY’s biennial Global People Survey – a record number. Our engagement score has risen by four percentage points globally since 2011 with an improvement across all service lines. ‘Pride in our organization’ has increased steadily since 2009 and is well above the industry average.

**Building a better working world**

On 1 July EY announced a new global brand name, unveiled a new logo and adopted Building a better working world as its purpose and tagline.

Mark explains, “Every day, every EY person is part of building a better working world – for our clients, our communities, and our families. We believe that everything we do – every audit, every tax return, every advisory opportunity, every interaction with a client or colleague – contributes to building a better working world.”

Mark adds, “We provide timely and transparent information, assisting the world’s capital markets; help our clients improve and grow so they could hire more people and invest in their communities; assist entrepreneurs in bringing their products and ideas to fruition; develop and inspire leaders in EY and those who go on to other critical roles in society; and give back to the communities in which we serve and live in many different ways.”

“Recognizing the particular contribution that women can make to economic and social wellbeing, last week we announced our participation in a Clinton Global Initiative Commitment to develop and support 15,000 women-owned businesses, by strengthening their capacity to enter corporate supply chains and increasing the spend they receive by US$1.5bn annually".

“Last year we also continued our involvement with organizations such as Endeavor, a leading global not-for-profit organization focusing on high-impact entrepreneurs in emerging markets who have to date created more than 200,000 jobs and annually generate US$5bn of revenues. Since we began our relationship with Endeavor we have provided monetary and in-kind value of more than US$31m. This includes around US$6.5m in the last year, of which US$5.2m represented the value provided by basing some of our highest performing people in the entrepreneurs’ companies for five to seven week periods".

Ernst & Young's yearly world-wide revenue rose 5.8%, the Big Four accounting firm said Tuesday, as the accounting industry continues to battle challenging economic conditions.

Ernst's global revenue was $25.8 billion in the fiscal year that ended June 30, up 5.8% from the previous year in U.S. dollar terms. That was down from the previous year's 6.7% growth, though the firm noted that in local-currency terms, the most recent year's revenue grew by 7.7%, its fastest growth in those terms since 2008.

Ernst's growth trend held up relatively well compared with other major accounting firms that recently reported slowing growth. Last week, PricewaterhouseCoopers said its revenue was up 4% from the previous year when foreign-exchange rates are held constant—lower than the previous year's growth of 8%. Deloitte Touche Tohmatsu said in September that its fiscal 2013 revenue had grown 3.5% in U.S. dollars, below the previous year's 8.6% growth.

Like other major accounting firms, Ernst & Young is an international network of private partnerships in individual countries and doesn't disclose earnings as companies widely held by public shareholders do.

Ernst said all of its business lines and geographical regions showed growth despite "uneven market conditions in many parts of the world." Mark Weinberger, the firm's global chairman and chief executive, said in a statement that "there remain significant economic and geopolitical uncertainties in developed and fast-growth emerging markets."

Ernst's strongest growth was in its consulting business, with advisory revenue up 18%. That continued a recent industry trend of faster growth in the high-demand consulting field than in the more-mature core audit business. Revenue at Ernst's assurance business rose 4%.

Ernst and other firms have rebuilt their consulting businesses in recent years—three of the Big Four, including Ernst, had sold or divested themselves of their consulting businesses around the time the Sarbanes-Oxley Act was passed in 2002, barring accounting firms from many types of consulting for their audit clients. But the firms rebounded by consulting for companies they didn't audit and for non-U.S. companies, and benefited from a rising appetite for consulting services.

Geographically, as with PwC and Deloitte, Ernst saw its strongest growth in emerging markets—like Turkey, with revenue up 19%; India, up 17%; the Middle East, up 13%, and Africa, up 11%. Overall, the firm said its emerging-markets practices had combined revenue growth of 12%.

Mr. Weinberger said the firm plans to spend $400 million over the next three years on improving audit methodologies and tools to improve audit quality and $1.2 billion over the next three years on improving its technology.

**MARKET PROFILE.**

#### What is EY Market Intelligence?

EY Market Intelligence is an interactive information matrix through which asset managers can access meaningful, comprehensive fund market data and analysis, including both aggregated share class level information and qualitative information on key target distribution markets.

The EY Market Intelligence matrix includes:

* Distribution market profiles and attractiveness
* Investor appetite by fund product and strategy type
* Investors’ preferences and expectations
* Initial and subsequent fund registration costs and time frames
* Registration maintenance costs
* Local distribution channels
* Local sales and marketing practices
* Fund flows and trends analysis supported by the EY GFD dedicated business intelligence tool, Interactive Market Analytics.

#### ****What is EY Market Intelligence designed for?****

* Defining the distribution strategy of your fund products based on reliable market data
* Cutting distribution costs by optimizing your distribution strategy
* Supporting your decision-making process with insightful qualitative market analysis and conclusive quantitative fund flow data
* Monitoring trends in target distribution markets

#### ****What are the key benefits of EY Market Intelligence?****

* A web-based user-friendly platform, accessible from anywhere at any time
* Building distribution strategies based on dynamic and customizable data
* Distribution cost reduction
* The interactive business intelligence tool, allowing you to navigate through dynamic data and to create customized charts and tables to illustrate current market positions and trends according to your needs

#### What is EY Regulatory Intelligence?

EY Regulatory Intelligence is an interactive information matrix offering you a comprehensive compilation of the regulatory requirements governing the cross-border fund registration and marketing of UCITS, AIFs and other CIS, including, among others:

* Local initial and subsequent fund registration requirements and procedures
* Registration and maintenance requirements
* Local regulatory practices
* Local regulatory reporting requirements
* Local marketing document requirements
* Local translation and publication requirements

Through the Regulatory Alert functionality, EY Regulatory Intelligence helps asset managers keep abreast of regulatory changes impacting the distribution of their fund products.

#### What is EY Regulatory Intelligence designed for?

* Allowing you to outsource the regulatory watch of your target distribution markets
* Helping to ensure that your registration team has access to continuously updated regulatory intelligence at any time
* Providing asset managers and asset servicers with a practical “do-it-yourself” guide to cross border fund registration and maintenance
* Keeping you well informed of any regulatory changes impacting the registration and marketing of foreign UCITS, AIFs and other CIS products in your distribution markets

#### What are the key benefits of EY Regulatory Intelligence?

* A web-based Regulatory Intelligence matrix
* Direct access to all Regulatory Intelligence contents, from anywhere, at any time
* Up-to-date, reliable Regulatory Intelligence in a comprehensive format
* Regulatory Newsflashes
* Regulatory compliance risk mitigation

**Internal Risk and External Risk**

EY can support you in this. We can undertake risk assessments that go beyond financial and regulatory risk to consider the wider environment in which you operate.

We can conduct scenario planning for your key risks to make sure your risk management processes are linked to the actual risks that your business faces.

And we can help you put in place effective monitoring and control processes that give you earlier warnings, and enable you to respond quickly and effectively.

This rigorous and disciplined approach to risk management helps you safeguard the future of your business.

Our clients use their Information technology (IT) and data to gain a competitive advantage, customer intimacy and operational excellence. Today IT and data management are such an integral part of our clients' operations that even the smallest mistake or security breach can have a substantial impact on their reputation and business performance.

As a result, IT and data risk management is viewed as an integral part of a company's risk management activities, and fundamental to the success of major business transformation and improvement programmers.

Our Risk Assurance professionals work closely with some of the world's most prestigious financial organizations on key IT issues. We assist clients to assess, remediate, transform and monitor their risk and control landscape, either as stand-alone services, or working alongside our advisory colleagues to deliver strategic change initiatives.

**What will my day be like in FS Risk Assurance?**

The FS Risk Assurance programmer will equip you with the knowledge to advise clients on establishing and maintaining effective, compliant and secure IT systems and controls to protect their business from inherent and emerging technology risks.

In your first year, you may be auditing a major investment bank's foreign-exchange dealing system, helping a top UK insurance firm to assess and improve the quality of its data, or working with a global asset manager to monitor their IT security controls.

**What training and development will I receive in my first few years?**

You'll receive formal and on-the-job training and in-house coaching relevant to your personal development, and sponsorship to undertake the CIMA Foundation course. You'll also receive the encouragement and financial support to study for an industry-recognized certification in your chosen specialist IT field as your career progresses.

**What opportunities will FS Risk Assurance open up?**

From day one you will have the opportunity to work with high-profile clients across the Financial Services industry, including banking, asset management and insurance. Working on a variety of UK and multi-national projects, you'll lead teams and coach others while developing your client relationship skills. As your career progresses, you will gain exposure to our competency areas, and you may choose to specialize in one or more of them. Our five key competency areas are set out below:

**IT Assurance**

We work with internal and external audit teams, risk functions, IT departments and business units to monitor risk and controls and provide assurance over business processes, IT general controls and application controls. Our involvement on external financial audits is a major part of our business, and through our Financial Audit IT Integration (FAIT) solution we work closely with our financial audit colleagues to provide assurance over IT processes and controls that could impact the integrity of financial data.

**IT Risk Management**

Our IT Risk Management services enable our clients to evaluate, define, implement and manage their information and technology risk, governance and regulatory compliance programs. By enhancing IT Risk Management, our clients can manage risk, drive value, control costs, achieve compliance and executive priorities, and address business transformation challenges.

**Application Risk**

Many organizations have made significant investments in strategic, enterprise wide IT applications that support business critical processes. Our Application Risk services are focused on identifying risks associated with the design, implementation and operation of these IT applications, and working with clients to assess, improve and monitor application controls. We can provide assistance either in a business-as-usual context or as part of major system design and implementation programmes.

**Infrastructure Risk**

Information Security is an increasingly hot topic across the Financial Services industry. We assist our clients to assess, monitor and improve their Information Security and IT Operations functions, and react to emerging trends from cloud computing to mobile device security. We work with our clients across four core security competencies: Security Program Management, Threat and Vulnerability Management, Identity and Access Management, and Information Protection and Privacy.

**Data Risk**

Our Information Management and Analytics services help clients extract, analyze, interpret and transform their data to assess and quantify issues, reveal unforeseen problems and identify improvement opportunities within their business. We assist organizations to better manage their data and leverage return on their investment in data and IT. We leverage our significant data analytics infrastructure to process our clients’ data through sets of algorithms and business models to provide objective insights on topical issues, and to help our clients develop and build their own data analytics capability over time.

**Entry requirements:**

* Grade B or above for GCSE Mathematics & English and one of the following combinations:
* At least 300 UCAS points (not counting General Studies and re-sits) and a 2.1 degree;
* Or 280 UCAS points (not counting General Studies and re-sits), a 2.1 degree and a Masters in IT with merit or distinction;
* Or 280 UCAS points (not counting General Studies and re-sits) and a First degree.

Please note: in exceptional circumstances we will accept applications from candidates who do not meet our academic requirements. If this is your case, you will need to provide strong justification for why we should consider your application. You will also need to provide documentary evidence of any mitigating circumstances.

**COMPETITION INFORMATION**

[**Deloitte & Touche LLP**](http://www.hoovers.com/company-information/cs/company-profile.Deloitte__Touche_LLP.bdbc964cee747cee.html)

**Deloitte Touche Tohmatsu Limited** commonly referred to as **Deloitte**, is one of the "Big Four" professional services firms along with PwC, EY, and KPMG. Its global headquarters are located in the United Kingdom.

Deloitte is the largest professional services network in the world by revenue and by the number of professionals. Deloitte provides audit, tax, consulting, enterprise risk and financial advisory services with more than 200,000 professionals in over 150 countries.InFY 2013–14, it earned a record $34.2 billion USD in revenues.

In 2012, Accountancy Age reported that, in the UK, Deloitte had the largest number of clients amongst FTSE 250 companies.

At the time of the US-led mergers to form Deloitte & Touche, the name of the international firm was a problem, because there was no worldwide exclusive access to the names "Deloitte" or "Touche Ross" – key member firms such as Deloitte in UK and Touche Ross in Australia had not joined the merger. The name DRT International was therefore chosen, referring to Deloitte, Ross and Tohmatsu. In 1993, the international firm was renamed Deloitte Touche Tohmatsu to reflect the contribution from the Japanese firm, as well as agreements to use both of the names Deloitte and Touché.

While in 1989, in most countries, Deloitte, Haskins & Sells merged with Touche Ross forming Deloitte & Touche, in the United Kingdom the local firm of Deloitte, Haskins & Sells merged instead with Coopers & Lybrand (which today is PwC). For some years after the merger, the merged UK firm was called Coopers & Lybrand Deloitte and the local firm of Touche Ross kept its original name. In the mid-1990s however, both UK firms changed their names to match those of their respective international organizations.

[**KPMG LLP**](http://www.hoovers.com/company-information/cs/company-profile.KPMG_LLP.d0c4989e5e32bd50.html)

**KPMG** is one of the largest professional services companies in the world and one of the Big Four auditors, along with Deloitte, [EY](http://en.wikipedia.org/wiki/Ernst_%26_Young)and PwC. Its global headquarters is located in Amstelveen, the Netherlands.

KPMG employs 155,000 people and has three lines of services: audit, tax, and advisory. Its tax and advisory services are further divided into various service groups.

The name "KPMG" was chosen when KMG (Klynveld Main Goerdeler) merged with Peat Marwick.

The firm's history dates back to 1870 when William Barclay Peat joined an accounting firm in London and took it over, as William Barclay Peat & Co., in 1891. In 1877 accountancy firm Thomson McLintock opened an office in Glasgow.

Meanwhile in 1917 Piet Klijnveld opened his accounting firm in Amsterdam. Later he merged with Kraayenhof to form Klynveld Kraayenhof & Co.

In 1925 William Barclay Peat & Co. and Marwick Mitchell & Co. (a firm founded by James Marwick and Roger Mitchell in New York), merged to form Peat Marwick Mitchell & Company (later known simply as Peat Marwick).

In 1979 Klynveld Kraayenhof & Co. (Netherlands), McLintock Main Lafrentz (United Kingdom / United States) and Deutsche Treuhandgesellschaft (Germany) formed KMG (Klynveld Main Goerdeler) as a grouping of independent national practices to create a strong European-based international firm. Then in 1987 KMG and Peat Marwick joined forces in the first mega-merger of large accounting firms and formed a firm called KPMG in the US, and most of the rest of the world, and Peat Marwick McLintock in the UK.

In 1990 the two firms settled on the common name of KPMG Peat Marwick McLintock but in 1991 the firm was renamed KPMG Peat Marwick, and in 1999 the name was reduced again to KPMG.

In October 1997, KPMG and Ernst & Young announced that they were to merge.However, while the merger to form PricewaterhouseCoopers was granted regulatory approval, the KPMG/Ernst & Young tie-up was later abandoned.

In 2001 KPMG divested its U.S. consulting firm through an initial public offering of KPMG Consulting Inc, which is now called BearingPoint, Inc.In early 2009, BearingPoint filed for Chapter 11 bankruptcy protection.

The UK and Dutch consulting arms were sold to Atos Origin in 2002.

In 2003 KPMG divested itself of its legal arm, Klegal and KPMG LLP sold its Dispute Advisory Services to FTI Consulting.

KPMG's member firms in the United Kingdom, Germany, Switzerland and Liechtenstein merged to form KPMG Europe LLP in October 2007. These member firms were followed by Spain, Belgium, the Netherlands, Luxembourg, CIS (Azerbaijan, Russia, Ukraine, Belarus, Kyrgyzstan, Kazakhstan, Armenia and Georgia), Turkey, Norway, and Saudi Arabia. They appointed joint Chairmen, John Griffith-Jones and Ralf Nonnenmacher. The new headquarters were located in Frankfurt, Germany.

[**PRICEWATERHOUSECOOPERS LLP**](http://www.hoovers.com/company-information/cs/company-profile.PRICEWATERHOUSECOOPERS_LLP.bf416ace297a9cb8.html)

**PricewaterhouseCoopers** (trading as **PwC**) is a multinational professional services network. It is the world's second largest professional services network, as measured by 2014 revenues, and is one of the Big Four auditors, along with Deloitte, EY and KPMG.

PwC is a network of firms in 157 countries with more than 195,400 people. It had total revenues of $34.0 billion in FY 2014, of which $15.1 billion was generated by its Assurance practice, $8.8 billion by its Tax practice and $10.0 billion by its Advisory practice.

The firm was formed in 1998 by a merger between Coopers & Lybrand and Price Waterhouse. The trading name was shortened to PwC in September 2010 as part of a rebranding.

As of 2013 PwC United States is the sixth-largest privately owned organization in the United States.

Samuel Lowell Price, an accountant, founded an accountancy practice in London in 1849. In 1865 Price went into partnership with William Hopkins Holyland and Edwin Waterhouse. Holyland left shortly after to work alone in accountancy and the firm was known from 1874 as Price, Waterhouse & Co. (The comma was dropped from the name much later.) The original partnership agreement, signed by Price, Holyland and Waterhouse could be found in Southward Towers, one of PwC's important legacy offices (now demolished).

By the late 19th century, Price Waterhouse had gained significant recognition as an accounting firm. As a result of growing trade between the United Kingdom and the United States, Price Waterhouse opened an office in New York in 1890, and the American firm itself soon expanded rapidly. The original British firm opened an office in Liverpool in 1904 and then elsewhere in the United Kingdom and worldwide, each time establishing a separate partnership in each country: the worldwide practice of PW was therefore a federation of collaborating firms that had grown organically rather than being the result of an international merger.

In a further effort to take advantage of economies of scale, PW and Arthur Andersen discussed a merger in 1989 but the negotiations failed mainly because of conflicts of interest such as Andersen's strong commercial links with IBM and PW's audit of IBM as well as the radically different cultures of the two firms. It was said by those involved with the failed merger that at the end of the discussion, the partners at the table realized they had different views of business, and the potential merger was scrapped.

PwC started to rebuild its consulting practice with acquisitions such as Paragon Consulting Group and the commercial services business of BearingPoint in 2009. The firm continued this process by acquiring Diamond Management & Technology Consultants Inc in November 2010 and PRTM in August 2011. In 2012 the firm acquired Logan Tod & Co, a digital analytics and optimisation consultancy, and Ant’s Eye View, a social media strategy development and consulting firm to build upon the its growing Management Consulting customer impact and customer engagement capabilities. On October 30, 2013, the firm announced that it would acquire Booz & Company. On November 4, 2013, the firm acquired BGT Partners, a 17 year old digital consultancy. PwC's Public Sector practice was awarded the Malcolm Baldrige National Quality Award in 2014.

PricewaterhouseCoopers (now PwC), formed in 1998 from a merger between Price Waterhouse and Coopers & Lybrand, has a history in client services that dates back to the nineteenth century. Both accounting firms originated in London during the mid 1800s. Today, PwC serves 26 industries. Our industry-focused services in the fields of assurance, tax, human resources, transactions, performance improvement and crisis management have helped resolve complex client and stakeholder issues worldwide. We also bring our expertise and talents to help educational institutions, the federal government, non-profits, and international relief agencies address their unique business issues.

Set out below are some key milestones in the history of both firms.  
1849 – Samuel Lowell Price sets up in business in London.  
1854 – William Cooper establishes his own practice in London, which seven years later becomes Cooper Brothers.  
1865 – Price, Holyland and Waterhouse join forces in partnership 1874 Name changes to Price, Waterhouse & Co.  
1898 – Robert H. Montgomery, William M. Lybrand, Adam A. Ross Jr. and his brother T. Edward Ross form Lybrand, Ross Brothers and Montgomery.  
1957 – Cooper Brothers & Co (UK), McDonald, Currie and Co (Canada) and Lybrand, Ross Bros & Montgomery (US) merge to form Coopers & Lybrand.  
1982 – Price Waterhouse World Firm formed.  
1990 – Coopers & Lybrand merges with Deloitte Haskins & Sells in a number of countries around the world.  
1998 – Worldwide merger of Price Waterhouse and Coopers & Lybrand to create PricewaterhouseCoopers.  
2002 – PricewaterhouseCoopers' partners approve sale of PricewaterhouseCoopers Consulting to IBM.  
2004 – PricewaterhouseCoopers implements the Connected Thinking methodology.  
2010 - PricewaterhouseCoopers formally shortened its brand name to PwC. "PricewaterhouseCoopers" remains the full name of the global organisation for legal purposes, and will be the name used by PwC firms to sign company audits.

**SWOT ANALYSIS**

A **SWOT analysis** (alternatively **SWOT matrix**) is a structured planning method used to evaluate the **strengths, weaknesses, opportunities and threats** involved in a project or in a business venture. A SWOT analysis can be carried out for a product, place, industry or person. It involves specifying the objective of the business venture or project and identifying the internal and external factors that are favorable and unfavorable to achieve that objective. Some authors credit SWOT to Albert Humphrey, who led a convention at the Stanford Research Institute (now SRI International) in the 1960s and 1970s using data from Fortune 500 companies. However, Humphrey himself does not claim the creation of SWOT, and the origins remain obscure. The degree to which the internal environment of the firm matches with the external environment is expressed by the concept of strategic fit.

* Strengths: characteristics of the business or project that give it an advantage over others.
* Weaknesses: characteristics that place the business or project at a disadvantage relative to others
* Opportunities: elements that the project could exploit to its advantage
* Threats: elements in the environment that could cause trouble for the business or project

Identification of SWOTs is important because they can inform later steps in planning to achieve the objective.

First, the decision makers should consider whether the objective is attainable, given the SWOTs. If the objective is *not* attainable a different objective must be selected and the process repeated.

Users of SWOT analysis need to ask and answer questions that generate meaningful information for each category (strengths, weaknesses, opportunities, and threats) to make the analysis useful and find their competitive advantage.

|  |  |
| --- | --- |
| **Ernst and Young** | |
| **Parent Company** | **Ernst & Young** |
| **Category** | Financial Services |
| **Sector** | Consulting |
| **Tagline/ Slogan** | Quality in everything we do |
| **USP** | They have expertise in audit and financial services. |
| **STP** | |
| **Segment** | All industries |
| **Target Group** | Fortune 500 companies and other big organizations |
| **Positioning** | A financial consulting firm providing quality solutions |
| **SWOT Analysis** | |
| **Strength** | 1. It was ranked by Forbes magazine as the 8th largest private company in the United States 2. They have an extensive global reach covering over 140 countries 3. They were ranked No. 1 in the Forbes The Best Accounting Firms to Work For  4. Workforce consists of the best talent pool from across the world  5. Over 150,000 employees form a formidable workforce |
| **Weakness** | 1. Strong competition from other major players means growth is slow  2. Companies setting up their own research centers affecting business |
| **Opportunity** | 1. They have immense opportunity in emerging economies 2. The more they spend on infrastructure the more clients they will get  3. Companies continuously looking for consulting solutions |
| **Threats** | 1. They have allegedly had many lawsuits filed against them e.g. they were involved in Lehman Brothers, they were also sued by Akai Holdings etc. 2. The global recession could affect its consulting business  3. Fluctuating global currencies affects operations |
| **Competition** | |
| **Competitors** | 1. Deloitte 2. KPMG 3. Pricewaterhousecoopers |

**RESEARCH METHODOLOGY**

**Methodology** is the systematic, theoretical analysis of the methods applied to a field of study. It comprises the theoretical analysis of the body of methods and principles associated with a branch of knowledge. Typically, it encompasses concepts such as paradigm, theoretical model, phases and quantitative or qualitative techniques.

A methodology does not set out to provide solutions - it is, therefore, not the same thing as a method. Instead, it offers the theoretical underpinning for understanding which method, set of methods or so called “best practices” can be applied to specific case, for example, to calculate a specific result.

It has been defined also as follows:

1. "the analysis of the principles of methods, rules, and postulates employed by a discipline"
2. "the systematic study of methods that are, can be, or have been applied within a discipline"
3. "the study or description of methods"

**Objectives of the Study**

* To study the importance and development of Ernst & Young in today’s scenario.
* To understand the various Marketing Strategies which Ernst & Young has adopted to survive in highly competitive Market?
* To make a comparative study of the major Companies.

**Sample and Sampling Method**

Sampling is the process of collecting information only from a small representative part of the population. Stratified Random Sampling is one amongst the most elementary random sampling techniques. A stratified random sampling is a method that allows each possible sample to have an equal probability of being picked and each item or individual in the entire population have an equal chance of being included in the sample. For this project work, without replacement sampling method is used. It means that a person or item once selected is not returned to the frame and therefore cannot be selected again. This selection process continues until the desired sample size ‘n’ is obtained.

1. Sampling chosen with the Random method
2. Sampling Area would be Delhi & NCR and near area only
3. Sample Size: 100

**Hypothesis**

* To study the marketing strategies of Ernst & Young.

**Primary Data**

Primary data needed to be collected from different sources such as survey, observation and experimentation. A survey will be undertaken in some of the busiest shopping malls in, Ambience Mall, DLF and select city walk. Consumers were approached directly and presented with a questionnaire which was designed to gain information regarding their monthly income, general buying preferences, visiting preferences and expectations regarding anything specific in the mall.

**Secondary Data**

* Articles from various magazines, newspapers clippings.
* Information from internet.
* Marketing journals.

**ANALYSIS TECHNIQUE**

1. This project is not have any probability
2. It is non probability based project and it is simply calculated from the differential based technique.
3. Exploratory research will be taken for this project work

**Analysis & Interpretation**

* 1. Had you heard about company Ernst & Young?

1. Yes
2. No

|  |  |
| --- | --- |
| **Awareness about the Ernst & Young** |  |
| Yes | 74 |
| No | 26 |

**Interpretation**

Ernst & Young has a very old presence in worldwide while judging this statement we did brief survey of 100 People and according to our out put the data 74% people are actually aware about the Ernst & Young as a brand name and the Ernst & Young product. While still 26% people still not aware about the Ernst & Young product

Ernst & Young need to focus to target 26% those people who don’t know about the Ernst & Young product. Customer satisfaction and loyalty would come if the customer aware about the Reliance Telecom’s product so effectively only 74% customer who knew very well what Ernst & Young doing in the Indian market and what product available is for the customer.

**If Yes**

2 How you came to know about this company?

1. By Newspaper
2. By Friend
3. Other Means of Advertisement.
4. Others (Specify) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

|  |  |
| --- | --- |
| **Awareness about the Ernst & Young Product** |  |
| Newspaper | 18 |
| By Friend | 8 |
| Means of Advertisement | 28 |
| Self Research | 19 |
| Hoarding | 23 |
| Retailers | 4 |

**Interpretation**

How people got to know about the Ernst & Young product, there is various ways. Once customer know about the company brand so for Ernst & Young in my project effective people for the survey is 100 because they know about the Ernst & Young. People got to know about the Ernst & Young from various parameters, like 23% people got to know about the Ernst & Young through Hoarding while 28% people got to know from the advertisement .

3 How would you rate products of company?

1. Excellent
2. Very Good
3. Good
4. Poor

|  |  |
| --- | --- |
| **Customer satisfaction from product** |  |
| Excellent | 15 |
| Very Good | 34 |
| Good | 38 |
| Poor | 13 |

**Interpretation**

Out of 100 valuable customer for our survey it seems that 15% rated **Ernst & Young** product as excellent in quality while 34% rated as very good experience that they have while using **Ernst & Young** product and 38% people are rated as good to using **Ernst & Young** product.

4. How would you rate services of the company?

1. Excellent
2. Very Good
3. Good
4. Poor

|  |  |
| --- | --- |
| **Customer satisfaction from Services** |  |
| Excellent | 22 |
| Very Good | 30 |
| Good | 26 |
| Poor | 22 |

**Interpretation**

Recent survey conducted by the Business standard and it shows customer satisfaction also depends upon what is you sales after service strategy, according to our survey about the Ernst & Young 22% people rated Ernst & Young as a excellent service provider while 30% rated it has very good sales after service support and 26% rated good for the service to Reliance Telecom’s. Now respondents were asked for their preference for branded and non- branded Ernst & Young Market product.

|  |  |
| --- | --- |
|  | Preference towards Branded vs. Non Branded |
| Branded | 76 |
| Non Branded | 24 |

The ¾ customer base prefers branded Youth Market solution for their own consumption or for their family rather than non branded Youth Market solution it also shown the good opportunity for Ernst & Young India for there more growth.

6 Did you find the products up to the standard or Marks as specified before purchase?

1. Yes
2. No(Specify)\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

|  |  |
| --- | --- |
| **Product Standard** |  |
| Yes | 90 |
| No | 10 |

**Interpretation**

Before purchase customer are very cautious about the product quality and it’s standard in the case of Ernst & Young about 90% people are happy with the kind of product quality that they would received before purchasing the Ernst & Young product. While only 10% people are not satisfied the product quality of Ernst & Young.

7. Are Respondent trying **Ernst & Young** product for the first time?

**Ernst & Young**

5%

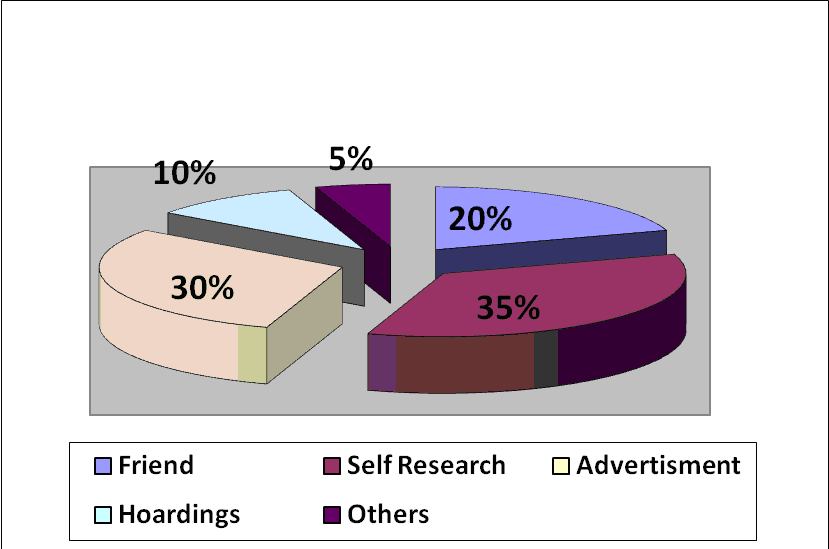
95%

Yes

No

95% of the consumers have used the Ernst & Young as a product before they are not trying it for the first time. It implies that very less number of the new consumers is added to the new customer list for Ernst & Young Company What best can Ernst & Young Company do with launching new advertisement campaign that they retained their customer as much as possible in coming days or they add more products to their product portfolio.

8. How the consumers come to know about the Ernst & Young in their perspective market?



Here we come to know that 35% of the consumers came to know about the Ernst & Young as a product through self research, and following of this 30% people get to know about Ernst & Young trough advertisement i.e. quite effective advertisement point of view. Rest of 20% are influenced though their friend and colleagues or by friends and a small number i.e. 10% by the Hoardings and 5% by or any other means includes radio and magazine news paper article.

9. Will the consumers recommend the Ernst & Youngto other persons?

|  |  |
| --- | --- |
|  | Recommendation for Ernst & Young |
| Yes | 91 |
| No | 9 |

Large numbers of consumers i.e. 91% are ready to recommend the Ernst & Young as product which to their friends but a small number i.e. 9% is not able to decide whether to recommend or not they are bit hesitant but they can be converted into potential consumers but none of the consumer are saying no. it is also states that Ernst & Young has good image over the customers.

**FINDINGS AND INFERENCES**

As reported in our February 2014 newsletter, EY had resigned as SW’s auditor, citing inconsistencies in SW’s documentation, meaning that it could no longer act as its auditor and EY informed the Stock Exchange of its resignation. SW subsequently withdrew its listing application and the SFC requested EY to provide documents and information relevant to its assessment of whether there was any implication of false accounting in SW’s listing application.

Whilst it was EY who had contracted with SW to be their reporting accountant and independent auditor for the purpose of the intended listing, EY had used its affiliate, Ernst & Young Hua Ming LLP (“Hua Ming”), a PRC entity, subject to PRC laws, to conduct the field work for the audit.

**The SFC’s Case**

The SFC’s case was that EY was in possession of the Documents and had failed to provide any reasonable excuse for not complying with the Notices, specifically that:-

1. EY plainly must have known the reason for its resignation and details of the inconsistencies in SW’s documentation.
2. EY was in “possession” of the Documents, whether in Hong Kong or the PRC.
3. In so far as the Documents were contained in hard drives in Hong Kong, EY had failed to demonstrate any applicable restrictions under PRC laws which prohibited them from disclosing them to the SFC in Hong Kong.
4. In so far as the Documents were in Hua Ming’s possession in the PRC, EY had failed to establish any restrictions under PRC laws which prohibited Hua Ming from providing them to EY to enable them to comply with the Notices.

**EY’s Case**

EY did not dispute the validity of the Notices, but argued that:-

1. The reasons for its resignation were very much tied to the Documents and without the Documents, it was unreasonable to expect anyone at EY to be able to state accurately and comprehensively what had happened.
2. All on-site audit field work had been undertaken by Hua Ming at SW’s Beijing office and the Documents kept by Hua Ming in Bejing. The Documents therefore belonged to Hua Ming and EY had no rights over them.
3. EY had already provided the SFC with all information and documents that it was able to and the further documents requested where physically in the PRC and not in EY’s possession and EY had to comply with guidelines issued by the Hong Kong Institute of Certified Public Accountants (HKICPA), which required it to comply with all relevant PRC laws.
4. PRC laws restricted cross-border transmission of audit working papers and direct production of them to overseas regulators and so EY did not have a presently enforceable legal right to Hua Ming’s documents.
5. The appropriate channel for the SFC to obtain the papers was through the China Securities Regulatory Commission (CSRC) pursuant to the cooperation mechanism for mutual assistance between the SFC and CSRC.

**The Court’s approach to applications under s.185 of the SFO**

The Court said that the proper approach for dealing with the application under s.185 of the SFO was for it to determine:-

1. Whether (on a balance of probabilities) the Documents were in EY’s “possession”, which includes custody, control and power, the latter being the presently enforceable legal right to obtain the document.
2. If so, whether EY had a reasonable excuse for not having complied with the SFC’s request for the Documents, such as having physical or practical difficulties in providing them or a right privilege or immunity recognized by law not to produce them.
3. Whether in the event of finding that EY was in possession of the documents and had no reasonable excuse for not producing them, the court should exercise its discretion to order production of the Documents.

**The Court’s Findings**

The Court’s findings were as follows.

1. EY’s factual witness (a partner of EY responsible for quality and risk management, but not personally involved in SW’s audit) was not of much assistance and no weight could be placed on his evidence that EY had already fully complied with the Notices.
2. As agreed by the SFC’s and EY’s PRC legal experts, under PRC law (which they agreed applied), the relationship between EY and Hua Ming was that of principal and agent. Accordingly, EY not only had a right of access to all books and documents in Hua Ming’s hands relating to the engagement (even though Hua Ming had created them), but also a presently enforceable legal right to demand production of them from Hua Ming. Further, EY, as principal, was entitled to have continuing access to and make copies of Hua Ming’s records relating to acts done on its behalf, even after termination of the agency. The Documents were therefore in EY’s power and therefore in their possession.
3. Again, as agreed by the parties’ PRC legal experts, there was no blanket prohibition on cross-border transmission of audit working papers to overseas securities regulatory authorities.
4. The question was whether there were any legal restrictions on cross-border transmission of audit working papers and other relevant documents from the PRC to Hong Kong which rendered EY’s right not a “presently enforceable” one and served as a “reasonable excuse” for them not to produce them to the SFC. The answer was “no”.  EY had failed to establish any applicable restrictions under PRC laws prohibiting Hua Ming from passing the documents in the PRC to EY with a view to complying with the SFC’s Notices.
5. One of the legal restrictions raised by EY was based on “state secrets” or commercial secrets. It was common ground between the PRC legal experts that whether audit working papers constituted state secrets/commercial secrets was  fact-sensitive and therefore depended highly on the contents of the documents in question, However, since the audit working papers were not actually in evidence before the Court and had not been seen  by the legal experts, there was no way that EY could establish to the Court’s satisfaction that the audit working papers contained state secrets/commercial secrets. The objection based on state secrets/commercial secrets was therefore a complete red herring.

**recommendation**

* Company should give more importance in Brand Building.
  + Brand equity and Brand awareness should be created.
  + Prices should go with the volume and according to the competitors.
  + Service stands should be given top priority.
* Technical Services should be provided by the companies to create awareness of brands to the consumers.
* Company should make stocks available on demand at all times with product mix.
* Dealer oriented schemes giving moral boost should be encouraged on par with other companies.
* 100 % Transparency and accuracy in transactions to dealers should be made available from time to time.
  + Logistic arrangements should be assured to dealers/ consumers for intercity movements.
  + confidence building measures should be periodically under taken.

**Conclusion**

In the absence of an innocent explanation, the Court was compelled to draw the adverse inference that EY had deliberately withheld information in its knowledge which was responsive to at least three of the Notices. Further, it was inherently improbable that EY, as SW’s reporting accountant, did not have any records in its files in Hong Kong in relation to its engagement and its decision to resign, over and above those already provided. Accordingly, the Court ordered EY to comply with the Notices within 28 days (or such other time as agreed with the SFC) and pay the SFC’s costs on an indemnity basis.

The Court said that in the event of its finding being wrong (i.e. its finding that there were no legal restrictions under PRC law on cross-border transmission of the Documents) and prior approval from the CSRC being required, it was EY (either directly or indirectly through Hua Ming), and not the SFC, who should make the applications. The Court therefore dismissed EY’s application for a direction that the SFC should take all necessary steps to liaise with the CSRC to obtain a complete set of the audit working papers.

The Court made it clear that its decision was only concerned with EY’s obligations as a Hong Kong firm to comply with the Notices, as part of Hong Kong’s law. Hua Ming had never been issued with any of the Notices and there was no question of Hua Ming being compelled by the SFC or the Court to directly produce to the SFC the Document that were in the PRC. In this regard, the Court said, that s.183 of the SFO did not have any extraterritorial effect in the same way that U.S. legislation did, which enabled the U.S. Securities and Exchange Commission (SEC) to commence proceedings against accounting firms in the PRC for the direct production of audit papers to the SEC (see our February 2014 Newsletter in relation to such a case).

Since this judgment, EY has produced to the SFC a disc of documents that it held in Hong Kong and which it had discovered on the eve of the trial in March 2013 and which at that time had refused to produce on the basis that the hard drives belonged to Hua Ming. EY informed the SFC that it required a further five weeks to complete its search of hard drives in its Hong Kong office for any additional documents required to be produced to the SFC.

**bibliography**

**Website:-**

http://www.ey.com/IN/en/About-us/Our-people-and-culture/Our-history

http://www.referenceforbusiness.com/history2/49/Ernst-Young.html

http://en.wikipedia.org/wiki/Ernst\_%26\_Young

http://www.plansponsor.com/blank.aspx?id=6442477928

http://www.ey.com/GL/en/Issues/Driving-growth/EY-rapid-growth-markets-forecast-february-2014

http://www.ey.com/UK/en/Careers/Students/Students---Global-SGM---Intern-Marketing-and-Communications

http://www.destinationcrm.com/Articles/Older-Articles/Hot-Prospects/An-Infectious-Marketing-Strategy-46613.aspx

http://www.ey.com/US/en/Careers/Fall-2013-edition-of-EY-Navigator---2---Vision-2020---our-plan-for-our-people---our-clients-and-our-future

http://www.ey.com/UK/en/Careers/Students/Advisory---Information-Technology-Risk-Assurance--ITRA----Financial-Services

http://en.wikipedia.org/wiki/Deloitte

http://en.wikipedia.org/wiki/KPMG

http://en.wikipedia.org/wiki/PricewaterhouseCoopers

http://en.wikipedia.org/wiki/SWOT\_analysis

http://www.mbaskool.com/brandguide/management-and-consulting/4355-ernst-and-young.html

<http://www.lexology.com/library/detail.aspx?g=b82a22b2-1de4-4748-86b6-a01ed6cae0f5>

**appendix**

1. What is your position within the company?

* Middle Management (Manager, Senior Manager, General Manager.)
* Senior Management(Above than General Manager)
* No answer
* Other
* Executive

2. For how long do you work for your company?

* Less than 3 months
* Between 3-6 months
* Between 6-12 months
* Between 1-2 years
* Between 3-5 years
* More than 5 years
* No answer
* Other

3. How is Financial management system functioning in your company ?

* Well below expectations
* Meets expectations
* Above expectations
* No training
* Other

4. What is your Salary monthly?

* Between 15,000-20,000
* Between 20,001-25,000
* Between 25,001-30,000
* Between 30,003001-35,000
* Above 40,000
* I prefer not to answer
* Other

5. This organization has a clear focus and sense of direction for the future.

* Strongly Agree
* Agree
* Disagree
* Strongly Disagree

6. The various ranks given by the customers about their perception about different players in the market:

* Cheap
* Easy Availability
* Quality
* Total

7. Frequency of the purchase service of the Ernst & Young

* >1 months
* 1-3 months
* 3-6 months
* more than a year

8. What is the best medium for the advertisement according to the respondent’s point of view?

* Newspapers
* Television
* Radio
* Hoardings
* Campaigns