Introducing EY's Advisory Services
EY is committed to doing its part in 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 all of our 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.
The world is constantly changing

Are you nimble enough to change course at a moment’s notice?

Is your reputation actively managed?

Are your plans aggressive and risk adjusted?

Forces at play

The business world has changed dramatically and permanently, and the ground continues to shift under the feet of today’s executives. Outside forces that used to be intermittent are here to stay. Capital moving west to east, customers communicating with you and each other – globally, unexpected innovation, increasing regulation, a rising need for security and a greater demand for transparency. And, of course, digitization and the proliferation of data.

These forces are making companies think about and organize their business performance efforts in more proactive and structured ways.

We help clients find ways to respond to these forces that will help them assess and protect their businesses, grow revenues, and optimize processes. And we do this through a sharp focus on leadership, alignment, execution and adoption.
Organizations need to find new ways to innovate – and do it quickly

How do organizations react to these ever-present forces and transform their businesses to succeed in spite or because of them?

**Grow**
- Do we have the right financial, customer and economic analysis to stay competitive?
- Are we taking an innovative approach to emerging markets – both from an investment and competitive perspective?
- How can we achieve organic growth, or even maintain share, in mature industries?
- Are we nimble enough to use digital channels securely, strategically and in a way that will drive sales?

**Optimize**
- How can we operate more effectively and improve customer relations while cutting costs?
- Are we fully leveraging the benefits of collaboration?
- Are we optimizing our marketing spend through new and traditional channels?
- Are we leveraging available and reliable data to help guide optimal performance of our business activities?

**Protect**
- How do we protect the brand?
- How do we prepare for and manage the impacts of major transformational change initiatives?
- Are we using the right technology, and do we have the right processes and controls in place, to protect our information?
- Are we equipped to address the risks associated with the changing legal and regulatory landscape?
We’re structured to help you grow, protect and optimize your business

1. **EY develops strategies that drive transformational change**
   - Strategy
   - Program management
   - People and organizational change
   - Risk transformation

2. **EY optimizes processes that drive business outcomes**
   - Finance
   - Supply chain
   - Customer
   - Internal audit
   - Internal controls

3. **EY implements technologies that enable business performance**
   - IT transformation
   - Enterprise intelligence
   - Enabling technologies
   - Technology risk and security
We develop strategies that drive transformational change

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We optimize processes that drive business outcomes

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We implement technologies that enable business performance

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Together we’ll pave a path to performance

Confirm leaders have a sustainable business case and full authority and accountability to deliver results. Visibility throughout the life of the program is essential.

Align the entire organization to the performance objectives, make it personal, and engage them in planning and delivering the program.

Drive the organization to action and empower full solution adoption.

Continuously predict, monitor and manage risk of delivery while measuring and creating additional value.
And we’ll work with you globally and collaboratively to build a better working world

150 countries
31k professionals
$5.8b revenue

- Americas: 11,400 professionals
- EMEIA: 14,400 professionals
- APAC: 4,200 professionals
- Japan: 1,000 professionals
Client success stories
The challenge

A Fortune 500® electric and gas utility with more than 3 million customers developed a robust set of energy efficiency offerings. The next step was creating cost-effective targeted marketing programs to increase program participation. The company had three strategic objectives:

► Determine which marketing treatments have the greatest impact on customer participation
► Identify customers with the greatest likelihood of engaging and re-engaging in those products and services
► Deliver a positive customer experience in energy efficiency programs and service offerings

What we did

The company engaged EY to perform advanced customer analytics to help determine the most effective way to market the programs and to identify which customers would be most likely to enroll or re-enroll. This involved assessing customer-base data such as usage and household income; bringing disparate data streams together and defining relevant data fields; analyzing hundreds of variables to build a predictive model; and, ultimately, scoring customer profiles.

Result

The advanced analytics allowed us to assign a probability to every customer, indicating that person’s likelihood of enrolling in an energy efficiency program. Our client has been able to design tailored marketing programs, and enrollment in the company’s energy efficiency programs has risen. The estimated cost savings per lead was 57% for gas customers; depending on the approach selected, it was 54% to 72% for electricity customers and 45% to 62% for combined electric and gas customers.
How can an acquisitive utility implement a single operating model to optimize its operations?

The challenge

Our client was looking to integrate its acquired and growing companies into a single operating model while maintaining the entrepreneurial cultures vital to the company’s success. In May 2012, EY was engaged to take a detailed look at the company’s general and administrative (G&A) services and develop options to improve efficiency and effectiveness. The company wanted to know whether its G&A functions were cost competitive, whether spend was targeted toward the right areas, and, most important, whether significant savings at low risk and high speed-to-value were available.

What we did

We executed a fast-paced, independent review of the client’s corporate and business unit G&A functions to provide an action plan for change. The client used a variety of legacy operating models in the G&A space, so our first step was to aggressively data mine the functions to build out the necessary factual basis for the assessment. We then conducted interviews and workshops with the principal departments to develop a change blueprint across 10 functions. Leading practices were applied to clarify the opportunities.

Result

With visibility into the cost-reduction opportunities through well-executed integration and alignment, leadership is positioned to create more value for its shareholders - and keep the entrepreneurial spirit going strong. In addition to more than $50 million in operating expense savings, we also identified a longer-term goal of adopting and executing on a shared operating model for the delivery of core G&A services across the company.
A new prescription for market success
Using commercial agility to gain market share

How can a US-based health care company align its vision with patient pathways and outcomes?

The challenge

A US-based diversified health care company that provides solutions for the unmet needs of patients along care pathways for pain management, pelvic health, urology, endocrinology and oncology was looking to expand its traditional analysis and insight in target disease states and strategic options in the urology market. It wanted to know where to focus its efforts to maximize outcome and revenues.

What we did

We worked with the client’s strategic marketing team to identify the journey a current or potential patient goes through for target disease states as well as the direct and indirect stakeholders involved in the care pathway. We then worked to detect the care pathway pain points and the unmet needs of disease stakeholders. Working closely with the client, we identified products, services and solutions to address the unmet needs and pain points, and we informed potential stakeholders and partnerships. Lastly, we evaluated the economic and health outcome impacts of intervention and the new strategic portfolio alignment. We also evaluated specific geographic areas based on a target set of environmental and key stakeholder elements to reveal underlying market opportunities.

Result

In a rapidly changing health care landscape, we helped the client forge a path to sustainable growth. By offering an independent point of view and providing an external perspective, we helped the client enhance the way it thinks, transforming the way the company visualizes the value and the services it brings to the market. We helped the client further its vision of providing a comprehensive solution for urology. The transformation is visible on the company’s website, which frames the discussion about its offerings in terms of care pathways and outcomes.
Getting fit for the new health care environment
Empowering a new clinical model to boost member engagement and reduce costs

How can a health care company transform its operating model to thrive in a new era for the industry?

The challenge

A national integrated health and wellness company decided to implement a primary health coach model that would consolidate all clinical member-facing activities after more than 10 years of outsourcing its disease management program. Millions of dollars a year were being spent on online, worksite, community-based and telephonic programs. Analytics indicated that the overall program’s effectiveness was suboptimal due to redundant member outreach and lack of a comprehensive clinical view of each member.

What we did

EY was engaged to lead a project management team halfway into the initiative, giving us eight months to complete a successful launch. A missed deadline would have resulted in client and member disruption as well as sizable fees.

- A vendor application was chosen as the clinical platform to support wellness coaching, chronic condition coaching and case management.
- New identification and stratification analytic capabilities were needed to target the most appropriate members for interventions.
- More engaging online tools were needed to support a greater emphasis on wellness.

Result

By streamlining and accelerating design and implementation, the project management team met the accelerated deadline, and the in-sourced primary health coach model achieved the aggressive administrative cost reduction target. The company is now well positioned for success in delivering collaborative care management through health insurance exchanges. The end result is a better working world for our client—and its customers.
Bringing patients into focus
Using analytics to create a 360-degree view

The challenge

A not-for-profit health care organization with multiple hospitals and partner companies sought to strengthen the security of two types of data that it uses and stores on a continuous basis: personally identifiable information (PII) for each staff and its providers, including the person’s name, date of birth and social security number; and protected health information (PHI) for each patient, including medical records and other health data. The organization also hoped to assess, from a people, process and technology perspective, how much risk it was facing throughout the life cycle of PHI and PII data.

What we did

EY provided wide-ranging support to help the organization uncover opportunities to bolster the security of PHI and PII data:

► Documented the processes involved in the use of the data and used its proprietary PHI/PII maturity model to assess levels of risk associated
► Performed a gap analysis of the health system’s PHI and PII data governance practices compared to leading practices in the industry
► Prepared a future state model for PHI and PII data governance to empower the health system to comply more easily with requirements

Result

The project has already helped the client reduce the risk of financial losses resulting from PHI data security breaches and related negative publicity and enhance the organization’s public image as a leader in safeguarding personal and private data. By helping increase patients’ trust and confidence in the client, we helped create positive change.
Finding the right way to build the mobile experience
Building a road map to the future of banking

How can a global bank handle the mobile onslaught while maintaining the trust and confidence of its customers?

The challenge

In a volatile mobile environment, our global banking client needed to balance the cost of maintaining Dodd-Frank compliance with the need to invest in the customer experience. With projected 65% annual growth in mobile banking, the bank needed to handle the massive volume increase without sacrificing service levels.

What we did

We provided a knowledgeable third-party perspective on the bank’s mobile strategy, the competitive marketplace for mobile banking, and the opportunities to reinforce the brand while creating differentiation from competition. We provided strategic analysis, tactical road maps, and points of view about services for tablet users, speed-to-market, cost of ownership and the power of strategic architecture decisions. We also made sure we had the right team in the right place, co-locating an entire team to the bank’s headquarters to foster collaboration and serendipity, allowing chance encounters to evolve into new insights.

Result

Our client shifted its technology strategy to align with the recommendations in our report, a significant undertaking given its size and use of legacy technologies. We provided a map to sustainable growth, with every turn flagged. The client’s approach to mobile banking and its future with this strategically critical practice have subsequently evolved dramatically.
Recognition in the market
We’re recognized as a market leader by analysts and industry professionals

For the 15th consecutive year, EY is among 
**FORTUNE** magazine’s 100 Best Companies to Work For®

EY recognized as 
best overall consultancy 
by Operational Risk & Regulation magazine four years running

Vanguard leader 
in finance management consulting 
**Kennedy**

Vanguard leader 
in private healthcare consulting 
**Kennedy**

Three EY consultants recognized on 
**Consulting** magazine’s list of the 
Top 25 Consultants 
since 2011

Since 2011, three EY consultants named 
Women Leaders in Consulting 
by **Consulting** magazine
We’re recognized as a market leader by analysts and industry professionals

Recipient of **five** Association of Management Consulting Firms awards over the past two years

Recognized for innovative client work for change management, finance and risk management, and developing markets

EY is a leader in **information security consulting services**

*Forrester*


EY received the **highest possible** rating – strong positive – in Gartner’s **MarketScape for Global Risk Management Consulting Services Report**

Source: Gartner MarketScape for Global Risk Management Consulting Services, 20 August 2013. ID:G00246276

EY Terco was selected as **business advisor to the Rio 2016 Olympic Games**

IDC MarketScape **leader** in worldwide GRC consulting services

We’re recognized as a market leader by analysts and industry professionals

**Vanguard leader** of controls and internal audit globally

*Kennedy*

**Recognized by**

*Gartner*

As one of the 20 leading companies in SAP programs in North America

**Leading insurance industry consulting provider globally by revenue for the second year**

Source: Kennedy Consulting Research & Advisory, "Consulting to the Insurance Sector - Channel Optimization and the Customer Experience," © Kennedy Information, LLC. Reproduced under license.

** Ranked the second-largest global banking consulting provider by revenues**

Timely and relevant insights
Thought leadership

The timely and topical pieces below are designed to help clients understand the big industry issues and how those issues can impact business performance. We provide valuable insights that will help you protect, optimize, grow and innovate.

The DNA of the CIO
Opening the door to the C-suite

Aiming for the top
A guide for aspiring COOs and their organizations

From cost center to business provider
Changing the way you change the IT function

Under cyber attack
EY’s Global Information Security Survey 2013
5 insights for executives

Each issue of our 5 series answers five key questions that explore an important topic of the day. Short, snappy and to the point, the 5 series provides analysis of today’s issues for the C-suite executive.

Visit www.ey.com/5.

- **The future of decision-making**
  Using driver analytics to improve insights and decisions

- **Knowledge is power**
  Using data analytics to drive your growth agenda

- **The power of collective intent**
  Collaborative care networks can help healthcare organizations thrive in today’s challenging landscape

- **Bringing patients into focus**
  Using analytics to create a 360-degree view

- **Are you getting what you pay for?**
  Internal audit can add value to your mergers and acquisitions (M&A) life cycle

- **Use governance, risk and compliance technology to turn risk into results**
  Improve your risk management program and financial performance
IT Risk Insights are designed to help clients understand how information technology supports and contributes to major industry issues and how technology is a necessary component of business performance.

**Lessons from change**
Key findings from EY's 2012 Financial Services Supplier Risk Management Survey

**Bring your own device**
Security and risk considerations for your mobile device program

**Privacy trends 2013**
The uphill climb continues; megatrends that will play increasingly large roles as we enter a new era in privacy protection

**Protecting and strengthening your brand**
Social media governance and strategy

**Matching Internal Audit talent to organizational needs**
Key findings from the Global Internal Audit Survey 2013
Want to learn more?

Visit www.ey.com/advisory