Welcome to our biannual alumni e-magazine. We’d like to introduce you to game-changing entrepreneurs, leaders at up-and-coming companies, and insightful executives who’ve seen it all. But you all have something in common already: the exceptional EY experience.

Across the globe, there are hundreds of thousands of EY alumni just like you. EY Alumni Connect, our new alumni newsletter, is your link to one another, whether they’re in your home country or on the other side of the world. Along the way, our newsletter will tell you about the latest at EY, including forward-looking new initiatives, such as our drive for gender parity, open jobs and new thought leadership.

There’s a world of opportunities out there – and with EY Alumni Connect and our online EY Alumni Network, you’re that much closer to them.
Stay connected

As great a place as EY is to work, everyone leaves it eventually. I should know – I’ve actually left EY three times (and joined four) during my career.

When someone leaves EY, we don’t see this as the end of the relationship, however. Our commitment to all of our people, past and present, is that whenever you join and however long you stay, the exceptional EY experience will last a lifetime.

Our global alumni program is just one of the ways we fulfill this commitment: by bringing together a network of people who have had successful careers at EY and are now excelling in business, government and academia. These men and women are growing and sustaining new organizations, setting up entrepreneurial ventures, mentoring the next generation of leaders and more. In short, they are continuing to help build a better working world. Today we have around 750,000 alumni sharing their skills, experience and insights, and connecting each other to new opportunities inside and outside of EY.

During the parts of my career when I worked outside of EY, I’m so glad I kept in touch with the fantastic people here. As someone who has directly benefited from our alumni network, I’m passionate about making sure it continues to grow and help others.

I’m proud to be a part of EY today and proud that it has been a major part of my life for almost 30 years. Regardless of how long you spent at EY, I hope you feel a similar pride, and hope that you continue to stay connected.

Mark A. Weinberger
Global Chairman and CEO, EY
Alumna Sarah Kauss left the high-powered world of international real estate to launch a unique company — a global sensation that’s helping to build a better working world.

Sarah Kauss is on a mission: to persuade everyone to say “no” to plastic water bottles. Her company, S’well, produces the world’s “Best Reusable Insulated Water Bottle.” The product — sleek and attractive enough to appear in fashion photo shoots — has been embraced by celebrities such as Oprah, Ellen DeGeneres, Tom Hanks and Jimmy Kimmel.

After all, the company’s motto is “Thoughtfully Designed to Drink in Style.” In the US, S’well products are sold at Neiman Marcus, Saks, The Container Store, J. Crew, Nordstrom, Athleta and some Starbucks locations — as well as many specialty retailers. As of 1 January 2015, the company had sold more than one million units. In 2014, Kauss was named in Fortune’s “40 Under 40,” and she was the first EY alum to have been selected as a member of the EY Entrepreneurial Winning Women™ program.

Solving a problem and making a difference

In addition to helping stem the use of thousands of plastic bottles every year, S’well is part of a charitable community that gives back. By using S’well bottles, consumers are not only reducing the number of plastic bottles in landfills and oceans, but also supporting efforts to bring clean water to the world’s poorest communities.
S’well has teamed up with the United States Fund for UNICEF to help provide clean drinking water to children around the world. S’well’s charity partners also include American Forests, a long-standing nonprofit organization that works to conserve forests and promote tree planting, and Drink Up, a private sector partnership that encourages water consumption, whose Honorary Chair is Michelle Obama.

Kauss does not remember a time when she didn’t carry a reusable non-plastic water bottle with her everywhere. While municipalities across the US were considering bans on plastic bottles, she had long been keenly aware of their environmental impact.

Kauss shared a moment when she remembered traveling by boat on the Amazon and seeing plastic bottles floating by. “It has just always been one of my pet peeves,” she said.

Making waves in the boardroom
Prior to founding S’well, Kauss had already embarked on an impressive international career. She was leading international development for Alexandria, the largest real estate investment trust (REIT), focused on science and technology campuses in urban settings.

At the age of 30, Kauss was holding her own in boardrooms from Paris to Dubai, making the case for funding to support the development of research laboratories. She was involved in nearly every aspect of every project, and it was in these moments that she valued her background in accounting.

The language of business
“Through it all, I had my accounting to make me feel comfortable,” Kauss said. “It really is the language of business. If you’re not afraid of the numbers, what else is there? Having my EY background was so valuable — it really gave me a lot of confidence.”

If you happened to be at the University of Colorado in Boulder in the late 1990s, you may have spotted Kauss running the career fair as her summer job. Impressed with the recruiters from the accounting firms, she changed her major from marketing to accounting.

She was particularly attracted to the people of EY. A memorable conversation with Jo Marie Dancik, Denver’s Office Managing Partner at the time, left a powerful impression on her. After Kauss introduced herself, Dancik urged Kauss to take charge of her career: “Ask for the clients that you want, for the things that you want and don’t just do what comes to you.” Kauss recalls the conversation vividly — describing Dancik as “outstanding.” EY was the clear choice.

A flat organization
Kauss embraced audit work at EY with her characteristic brio, appreciating the variety of clients and the teamwork. On her very first day at a client site, she had the opportunity to make a difference.

“I was reviewing journal entries and found an item that looked questionable,” Kauss recalls her amazement that the organization was so “flat,” that even on her first day at the audit, the partner said, “Just go in there and talk to the CFO. We trust you enough to represent us as a company.”

As it turned out, the team had to make an adjusting journal entry. Kauss later transferred to Los Angeles, where she was exposed to high-energy, high-tech clients such as Geocities, which was later sold to Yahoo. David Bohnett, the cofounder of Geocities, advised Kauss to consider business school.

And so she entered Harvard after the tech wave began breaking apart in 2001. The 9/11 attacks occurred during her first week at Harvard Business School, and Kauss’s perspective on her career goals changed drastically. She remembers
feeling as though she wanted to find a career that seemed more mission-driven or soulful.

After receiving her MBA, Kauss spent another year at Harvard working in the Leadership Initiative, a leadership and curriculum development program focused on research. With a longing to return to the business world, Kauss took a position at Tapestry Networks, a firm that establishes business networks to address specific common issues, such as how to set up effective international operations.

She was presenting on this very topic at INSEAD, an international business school with campuses in Europe and the Middle East, when she was offered the position at Alexandria. She worked at Alexandria for six years, traveling around the world.

Kauss moved back east to develop the Alexandria Center for Science and Technology, where she did everything from design and development to work with teams of architects to renegotiation of contracts with the union, as well as leasing and hiring brokers to come up with the marketing plan. Visitors to Manhattan can view the Center’s striking high-rise in East River Science Park, next to the FDR Drive.

When the international market picked up again, the idea of working with California-based Alexandria while living on the East Coast and working with clients in overseas time zones seemed daunting. Kauss decided to resign. Her next move: to see whether she could make a go of the beverage bottle business.

Growing brand ambassadors
The year was 2009. Back in Manhattan, Kauss was unemployed and committed to developing her idea. She worked with a design firm in New York to come up with the name and a manufacturer in China to develop the bottle itself.

Once she had a finished prototype, 3,000 blue bottles piled up in her New York apartment. On her own, with no staff, Kauss did her own sales and PR. She sent out samples to stores and to the media, including Oprah Winfrey’s O, The Oprah Magazine.

Following the sample delivery, O came back to Kauss asking for the bottles in seven colors. It was at that time that Kauss took a leap of faith and ordered thousands of units of the bottle in various colors. Soon the S’well bottle became a fixture on the “O List” of recommended products. And today, S’well bottles come in more than 90 colors and styles.

Creating brand ambassadors
Early on, Kauss made a savvy and deliberate decision to court mom-and-pop and small specialty stores before taking on retail giants, such as Nordstrom. She did not want to go to the big retailers without the ability to report “the sell-through rate in small stores.”

Today, S’well bottles are sold in thousands of specialty shops that are out there telling the S’well story. They’re our front-line ambassadors,” Kauss says. And she credits her “starting small” strategy for having advocates who are really cheering for her brand.

Recognizing the entrepreneurial spirit
Last November, Kauss was selected as a member of the 2014 class of EY Entrepreneurial Winning Women, to join the elite program for women entrepreneurs leading some of the country’s most exciting high-growth companies. This special group gives Kauss access to EY’s customized leadership program that is designed to connect her with the advisors, resources and insights necessary to scale her business.

Kauss is enthusiastic about the program and keen to spend more time with the other members of the network. “I’ve never been in such a group of committed, smart, amazing women where I can honestly say, ‘This is what I’m struggling with. What did you do about this?, There is just not any judgment.’ It’s a very safe place to say, ‘I actually am completely making up what I’m doing right now.’”

It’s also safe to say that Sarah Kauss is one of the great improvisers in business today.
Since 2005, alumnus Dr. Axel Rebien has been CFO of the Hamburg-based TOM TAILOR GROUP. Naturally, the finance director arrived at our interview clad entirely in the fashion house’s “casual business” range.

“Our men's collections are very smart and perfectly suitable for official appointments,” he explains, chuckling to himself. “As for our female clientele, our style appeals to women between 20 and 40 who are looking for casual wear rather than something to wear to the office.”

Given how the employees of TOM TAILOR Holding AG are dressed, the interested observer can’t help but assume that either everyone employed there is under the age of 40, or that the home brand forms a mandatory part of the dress code.

“For the most part, both are true,” explains Axel Rebien happily. “It is important to us not only that our employees feel comfortable but also that they are dressed appropriately for the industry.”

The outlet store on the company’s premises, which is also open to the general public, helps meet this aspiration. The TOM TAILOR clothing brand has been a remarkable success story in recent years.

It is represented in 35 countries worldwide and boasts around 570 mono-label stores. When Axel Rebien became CFO in 2005, the company had fewer than 500 employees. Today, that figure is approaching 6,400.

“Our USP is speed,” he explains. “Our process chain is extremely short, we have an analytical product development process, and we are very quick to pick up on new trends and to put them into production.”

The Arthur Andersen alumnus completed his formal bank training at Bremer Landesbank in 1993. At the end of 1998, he graduated from Hanover University with a degree in Economics and went on to study for his doctorate part time at Chemnitz University, obtaining his PhD in 2001.
“Maintaining my full-time job alongside my studies was quite a challenge,” he confesses. In 1999, Axel Rebien joined Arthur Andersen in the TAS (Transaction Advisory Services) service line at their Eschborn office. From 2001 to 2005, he was manager in charge of company valuations and financial due diligences.

“I first came into contact with Arthur Andersen on campus when I was still a student,” reminisces the Bremerhaven-born executive. “A team from TAS — including … invited some students to a workshop,” explains Rebien. “It was when I was sitting next to Joachim Spill at dinner that I realized that Andersen was the firm for me.”

Rebien relocated to Eschborn and immediately settled into life at Andersen. “You could easily go skiing in the Alps on the weekend;” he remembers fondly. That’s just not possible for me now, living in Hamburg with a family.” And this is not the only reason why Axel Rebien looks back with fondness on his time at Arthur Andersen. To this very day, he enthuses about how steep his learning curve at Arthur was and how many interesting personalities he had the privilege of meeting. He was also impressed by how many “brief and intense” encounters with business owners he had in TAS and by how quickly he learned to assess client businesses competently.

“I acquired virtually my entire toolkit from Arthur,” reveals the alumnus. “Whether it’s about T-accounts, balance sheets, profit and loss or cash flow – whenever I have to talk to auditors at the TOM TAILOR GROUP, I speak their language!” Even today, as CFO, Axel Rebien prepares all his own Excel spreadsheets and marks unclear entries in T-accounts.

He spots mistakes quickly, thanks to his experienced eye. “The most important thing I took from my time at Andersen,” he explains, “was of course the large contact base I built up.”

A private equity firm asked him whether he wanted to move into the middle market. “And since it had always been my dream to become a CFO rather than an auditor, not only did I do a PhD instead of prepare for the auditor exams, I also jumped at the opportunity to transfer to TOM TAILOR.”

However, leaving his home of choice, Frankfurt, where he had cultivated many friendships, was not easy. “We had tears in our eyes when we left Frankfurt,” he reminisces.

Today, Axel Rebien has a broad area of responsibility. He has advanced from being a highly experienced valuation professional to a busy finance director who moreover manages other departments such as human resources.
Following a comprehensive business education at QUT, you worked eight years at EY and focused in insolvency, corporate recovery and corporate finance. What drew you to that work, or did you kind of find yourself there?

Initially, I kind of fell into insolvency but soon found I really enjoyed it. The concept of running and managing businesses was something that really appealed to me. It gave me great insights into what makes businesses work.

After starting in insolvency and working through the recession of the early 1990s, I then moved into corporate finance where we worked at the pointy end of large business deals.

You worked at the Brisbane, London and Sydney offices during your time at EY. What was your experience of taking advantage of the international opportunities that are available?

I actually left EY to go from Brisbane to the UK but found myself back at EY due to my past record. I then left EY UK to travel through Africa and return to Brisbane. After a short stint back in Brisbane, I headed to Sydney and the allure of the big city where I secured a corporate finance role with EY.

I did appreciate the opportunities that working for EY in other cities provided. This included working in people-focused businesses with high-quality professionals and different opportunities in each city.

Your LinkedIn profile tells us that in 1996, having been at the EY Sydney office for just over a year, you returned home to Brisbane and established Solute Consulting. What circumstance prompted you to make that change?

I was ready to return home after being away for the best part of three years. I was looking for a change, and a contract opportunity with Queensland Rail arose. What started out as a...
two-week project turned into a two-year stint working across a range of government projects, including the management of a number of IT projects. I found that the high standards of professionalism and work ethics that I had developed working with EY were appreciated in the government sector.

Starting a new consulting firm is really hard work, yet you took Solute from a start-up to over 30 employees and acquired an impressive stable of clients.

We didn't start out with those goals but really grew into them. I found that the contacts I had made in government and my professional approach generated regular referrals and repeat assignments. The quality standards impressed on me from my time at EY became my guide and led to the building of a reputation for quality work.

I had two young children at the time, and working at Solute allowed me the flexibility to be a mother and work in professional services at the same time.

How did you know when it was time let go of Solute?

It was really a family decision. Solute had grown significantly, and I found the full-time work, full time mom role too tough. My husband was also in consulting and that is a hard business to have two parents in.

What was the catalyst to get School Plus going?

While taking some time out of corporate life to focus on family, I was invited to be Treasurer of the Bulimba State School (SS) P&C, a school of excellence and innovation in many areas. Bulimba SS P&C ran one of the most successful OSHC services in Queensland, covering all areas, including high quality for the parents and children, great value fees to parents, and profits reinvested in the OSHC service or the wider school community.

Peta Swift had been the Business Manager of this service for about seven years and turned it from an unsustainable service on the brink of being outsourced to a viable poster-child service for the Bulimba school community.

Peta and I found similar goals and values in our interactions through the Bulimba SS P&C and began discussing our own model for OSHC. We realized that schools were struggling in continually finding the volunteers to run their OSHC services.

We could see that this situation was not going to improve as people's lives become busier and saw the opportunity to set up a new OSHC service, drawing on our experience in working in and running businesses where people are genuinely your greatest asset. We also realized that we could invest in technologies and other innovations that stand-alone services could not afford to implement or support on an ongoing basis.

We took our chance, and School Plus was born.

Your list of schools seems to be growing, and the schools you have appear really happy with the model. What do you think is the mix contributing to the success of School Plus?

It's all about the relationship. We are finding the balance between parent-friendly, child-focused, and a focus on the school community. We aim to treat all our school services like they're the only one we've got and tailor the service to their community.

All people, especially families with children, like being treated like they are special. Being able to build that rapport has given us a real point of difference from bigger, less personable businesses.
When and why did you join the firm?

I joined EY as a partner in Financial Services in 1992 from PwC. I remember people there saying to me, “Mike, where is EY in the field of financial services consulting compared to us?” I said, “The answer is nowhere, but I’m going to change that.” It was all about the opportunity.

What finally made up my mind was a cultural issue. When I turned up to present my business case, I was brought coffee in a mug, and when I looked down the table, everyone had coffee in a mug. If the meeting had taken place at PwC, everybody would have been drinking out of china cups.

That, for me, was the difference between the two firms in a nutshell: while EY takes its business very seriously, it has a friendly culture that engages people and encourages collaboration with, and support for, one another.

From 1992 to 2000, I was promoted to UK Head of Financial Services Advisory, and I also took on the UK Marketing Partner – Markets role. Since then, I’ve had several other roles, and my career at EY has been extremely varied.
You were one of the few people in EY’s consulting business who stayed behind when it was sold off. Why was that?

I was on the UK Executive in May 2000 – so I wasn’t technically in the consulting side of the business when that division was sold. Under the terms of the deal, we could not be in management consulting for five years, and we all knew that we would need someone to write the new UK and global strategy for the organization. That person would also plan for our re-entry into broader advisory services.

I was asked to stay to help with that, so I did. In 2000, I worked on it with Beth Brooke-Marciniak (now Global Vice Chair – Regulation and Public Policy), and we invented lots of terms we now use as common language, such as Channel 1 and Channel 2 to describe audit and non-audit clients, anchor relationships and channel shift.

At the time, 81% of EY’s revenue was Channel 1 and only 19% was Channel 2. The plan was to reach a ratio of 50:50 and grow the global organization from US$8.2b in 2000 to a US$20b business by 2006. People were skeptical at the time, but now we have a US$27b business and we feel that, as part of Vision 2020, we can make it a US$50b business.

Did you miss working with clients while writing the global strategy?

Yes, and I believe it is essential to make sure that our best client handlers are acknowledged as the most important people in the organization, rather than those in business management roles. I think that even as people get exposed to potential management roles, it’s vital that they keep a handle on clients. Too many people see partnerships as hierarchies, as opposed to seeing the managers as people performing a role at a particular moment in time for the sake of the partnership.

When I completed my first global role, I wanted to work with the clients and so I became the Global Client Service Partner for Lloyds Banking Group and Marsh and McClennan. It was important to me to demonstrate my client credibility.

It’s very difficult to say, “I have a new strategy for accounts,” or “Here’s my strategy for developing relationships with Channel 2 accounts” if colleagues can’t remember the last time you saw a client! It’s just not credible.

What was your next role?

I was engaged in the evolution of EY EMEIA. I got this fantastic title, Managing Partner, People and Clients, which gave me responsibility for major accounts and industries. Looking after EY’s talent was a big aspect of the role, and it was great.

The marketplace is about people and not methods or tools. It was my job to bring the EMEIA operation to life in the marketplace; otherwise people would just dismiss it as an internal structural exercise.
Having held so many high-profile roles at EY, how did you manage to strike a good work-life balance?

People often ask me about how I manage my work-life balance and I always tell them about the picture I wasn’t in. When my daughter was four or five, she drew a stick drawing of the family, but there was no sign of me. I asked her where I was and she said, “You were at work!” It was a wake-up call for me. It’s important to find the right balance. People have their own priorities, but my rule was always to be home at weekends. I took the view that the firm “owned” me from 9 a.m. on a Monday until 5 p.m. on a Friday, but I didn’t work weekends.

Did you always plan to leave EY in late 2014?

I wanted to retire aged 55 to do other things. But in 2011, when I was 54, I was asked to go back onto the Global Executive to help write a new 10-year global strategy that would take the organization up to 2020.

My wife Rita and I had a chat and decided that if I was to do it, I couldn’t retire at 55, as I would need to do another three- to four-year role rotation. We agreed that I would do it, but it would be my last rotation, and I’d retire at 57.

The thought of staying until I was 60 had never crossed my mind. There was so much else I wanted to do with my experience at EY. While on the Global Executive and helping to write the plan which became Vision 2020, I was also the Global Talent Leader and my remit was to create a people proposition that engaged staff globally and encouraged them to work together to continue building the organization.

You quickly learn that this type of role is all about people and how you develop them to make EY stand out in the marketplace. We became the most attractive professional services organization in the world for business graduates and second only to Google for all employers. That was cool!

How has the firm changed since you joined EY?

When I joined the firm, it was a UK partnership within a global network made up of what were effectively franchised partnerships around the world. Since 1992, the firm has evolved from having 22 partners attending the UK partner admissions conference to 600 new global partners and their other halves gathering for global conferences each year in places such as Istanbul, Miami, Prague and Beijing, so EY is a fundamentally different business. It’s a global organization with a truly global impact.

Connect with Mike: mikecullen100@googlemail.com or connect with Mike on LinkedIn
Francis Small, EY’s former senior partner for international clients, will pursue non-executive director roles and indulge his passion for tennis after calling time on his 35-year career.

When studying law at Cambridge in the late 1970s, Francis Small wanted to make a name for himself in the legal world. But those plans were abandoned after he attended an EY recruitment presentation in his second year. That defining moment set Francis on a different career path, leading him to a role in the organization where he was to spend 35 years of his professional life.

“I was offered an interview the next day,” he recalls. “Not long after, I had an offer. What attracted me? I talked to Richard Findlater, who was the recruitment partner at the time, and the firm tailored a role for me working with entrepreneurial companies. We provided services to relatively small businesses, often run by someone with a great idea and enormous enthusiasm. We’d help develop business plans, raise finance and provide financial information and advice as the business grew.”

Two years later, Francis switched to working with blue-chip clients in the oil and gas and financial services sectors.
In 1987, Francis moved to Fraud Investigation and Dispute Services, where lawyers would work out who was liable, but it was up to him and his colleagues to establish the amounts involved.

In May 1989, Francis was going through the partner admission process, with Roger Perkin as his sponsoring partner, when proceedings were put on hold.

“It was announced that Ernst & Whinney and Arthur Young were in merger discussions,” he recalls. “One decision they made was that people on both sides who were going through partnership admission had to start the whole process all over again. This was at a time when the UK was going into recession. In April 1990, they ran two appraisal conferences, put 50 people through, out of which only a handful were admitted to partnership. I was lucky enough to be one of those.”

Francis took on two roles as an audit partner and as National Recruitment Partner of the merged firms. “I had to learn a huge amount about the firm and then articulate everything that was great about EY to potential recruits. We recruited some fabulous people. Even now, I get great pleasure from seeing people that we recruited at that time who are still with the firm.”

He became London Head of Training and Development for two years, after which he decided to change direction completely and move to Corporate Finance. “The work was fascinating, and the people were incredibly committed and helpful, so I learned an enormous amount,” he says.

Francis quickly rose to become the UK Head of Corporate Finance. He was then asked to become Global Head of Transaction Advisory Services in 2002.

“My first task was to stand up in front of 3,500 EY partners in Florida and talk about our ambitions for our business. It was very daunting, but it meant we had to work out our plans quickly. The first phase involved more than 20 trips to the US over the next six months.” Francis spent three years in the role, traveling relentlessly and developing a wonderful network of colleagues around the world.

In 2008, Francis moved to the Middle East as Global Leader of Sovereign Wealth Funds. Based in Dubai, the role involved working with EY’s 20 offices throughout the region to support the sovereign wealth funds as they invested in high-profile assets in London, New York, Paris and Rome.

Two years later, he was back in London, where he took up a role leading the international market segment. The position involved working with major clients headquartered outside the UK and growing revenues in developing markets, including China, India, Brazil and Russia.

Francis is now looking forward to taking on a number of non-executive directorships with Financial Times Stock Exchange (FTSE) 250 companies, but says he will treasure his memories of EY.

“There’s a momentum about the place that I'll miss hugely. It’s an extraordinary learning environment, and there’s a real commitment to client service. You wouldn't believe the journey I’ve been on, and how the organization has evolved over that period. The firm is in great shape, and it is constantly creating new opportunities. Most of all, I'll miss working with the great people at EY. I've made life-long friends, including many current and former partners, and it’s always great to see them and reminisce about our time here. One thing that I really appreciated was the support people provided, whether in the UK or around the world. Whether you're still at the firm or a partner alumnus, they're happy to help whenever you need them.”

Connect with Francis: francis.small@icloud.com
Pursuing the entrepreneurial bug

EY alum Renaud Guillerm now serves as the President of Videdressing.com, the top French wardrobe-clearance community with the biggest internet fashion catalog. He talks about how he made the switch from tax law to entrepreneurship.

Can you give us a brief synopsis of your time with EY?

I joined EY as a junior in the legal and tax department in 1999, after studying management and finance at Paris Dauphine University. I learned my trade as a tax lawyer at EY, working for subsidiaries of foreign groups and for medium-sized enterprises.

It was an enriching experience, both in terms of developing my working methods, professional rigor, and analytical and summarizing skills, and in terms of meeting people. But, despite this privileged working environment, I wanted to be closer to companies, to be more involved in their activities and the issues they were dealing with. So I started looking for a post as an in-house tax specialist.

And that’s how you came to leave EY?

That’s right. After five years with EY, in 2004 I joined the tax department of Ipsen, the pharmaceuticals group, which I left in 2010 to pursue a new opportunity.

What gave you the idea of setting up Videdressing.com?

I’ve always had the entrepreneurial bug, probably because I’m surrounded by entrepreneurs, both in my friendship circle and in my family. The idea came to me when I was still working for Ipsen. I’d met a friend, who’s American by birth and Parisian by adoption, and who is passionate about fashion.

She wanted to get rid of clothes and accessories that she didn’t wear anymore and that she’d accumulated in her wardrobe over the years. She didn’t want to use traditional methods — generalist sales outlets or online selling sites, for example — and so she had the idea of setting up a service for private individuals to sell and buy fashion items: Videdressing.
When did you launch your platform, and where did you get your funding from?

The launch was in late 2009. Before that, we'd set up a partnership with some fashion bloggers to create the initial catalog, which meant we were able to put 4,000 items a day online right from the beginning.

As for funding, in the early years, we were able to raise one million euros through our personal and professional networks. Then, in early 2013, we raised a further five million euros through British and German funds to strengthen our teams.

Could you explain to us how your site works?

It's very simple. Users put their items online directly on the site, set the price they're looking for and indicate the estimated shop price (so a percentage reduction is automatically calculated for each item). Users buy items online, just like on any other selling site.

Videdressing.com serves as a trusted link between buyer and seller. The site facilitates transactions by providing the seller with a guarantee of payment and the buyer with a guarantee that the item will arrive. Videdressing.com is the only private sales site that offers a “satisfaction or money back” guarantee. If the buyer doesn't like the item or it doesn't fit, if the buyer doesn't receive the item or doubts its authenticity, or if they have simply had a change of heart, then they have 48 hours to say they're not happy and return the goods. Once a transaction is finalized, Videdressing.com takes a fixed commission of 10% of the sale.

We've also set up a geolocation system that enables buyers to locate items on the basis of the geographical proximity of sellers. It's a function that's especially useful on the recently launched mobile phone app.

Could you briefly describe your team for us?

We have 50 young, dynamic, passionate employees who are trained in customer relations, marketing, law, technical developments and finance.

How do you check the authenticity of luxury items posted on your site? Are they sent directly to you before being put online?

We have a team of lawyers specializing in intellectual property who've been trained by luxury brands and are entirely dedicated to ensuring that no counterfeit items appear on the site. Our specialists use photos to check the condition of luxury and high-end items before they're put online.

Also, under our “certified luxury item” service, buyers and sellers can opt for a physical check at Videdressing's offices. The item is checked by our legal team and is then sent to the buyer with a certificate of compliance validating its authenticity. And lastly, all luxury and high-end items returned under the “satisfaction or money back” guarantee are physically checked at Videdressing's offices.

What are your medium-term plans?

With three million visits a month, we're now the top French wardrobe-clearance community, with the biggest internet fashion catalog containing 550,000 items, 25% of which are new. And we offer attractive prices, with an average 60% reduction on shop prices.

What we want to do now is to develop our international presence. We're already present in Germany with an international version of the site, and we're planning a launch in the US next year, where French luxury items are very popular.

So what advice would you give to a young person wanting to launch a business venture?

Surround yourself with helpful friends and acquaintances, don't hesitate to raise funds through your social and professional networks, and put your whole heart into the project!
How did your adventures in the world of consultancy begin?

They began when I got a job at Arthur Andersen. The recruitment process at the time was incredibly involved, consisting of four or five stages with dozens of candidates for each job. It was an extraordinary experience for someone as young as I was back then, and shows just how popular the Big Six used to be.

The whole process started with the meetings held at universities by the head of HR, Małgorzata Tomasik, together with a team of the firm’s consultants. These meetings were really special occasions and, indeed, I hope they still are.

My year was exceptional; new recruits are usually hired in spring to start work in September but, back in 1996, the firm had so many extra audits to carry out that there were literally not enough hands to do the work, and so an additional recruitment round was undertaken.

We started work in the December, and our first task was to complete several weeks of training, both at home and abroad. I was initially assigned to audits but, after two years, I moved to the new business consulting department.

There were only 16 of us in the consulting department to begin with, but by the end, when we spun off as a separate consulting company, there were more than 180. Following the collapse of Andersen and the merger with EY, the firm’s consulting department had to be transferred to a separate, independent company.

That’s how Andersen Business Consulting came into being, and I spent another three years there before returning to EY.

What made you want to switch to the business sector?

In the world of consultancy, we say “commercial” instead of business. I transferred to the commercial sector because I thought it
would be more interesting for me, and I wanted to do something different and new.

I needed a change after so many years spent working as a consultant. The move away from consultancy is not easy, although it depends to a certain extent on your role as a consultant and whether you have experience in a particular field.

It’s always a bit of a culture shock, but it’s probably still easier for consultants to transfer to the commercial sector than the other way around. A lot of people came to us after many years in business, and it was definitely harder for them to adjust to work as a consultant.

What advice would you give to a young person who has worked in a consultancy firm for three or four years and is now unsure which path to follow? Should they find a new job or stay where they are?

If they’re sure they want to find a new job, then that’s what they should do. If somebody is 100% convinced that they want to do something else, it’s a good time for a consultant to change career path. Of course I’m not trying to convince half of EY to jump ship, far from it! But there’s no point in waiting for your next promotion when there’s a chance of finding work elsewhere which suits you better and interests you more.

Another possible career path involves specialization – after spending several years building up a core knowledge of the consultancy business, it’s a good idea to specialize in one area. This lays the groundwork for future career changes, which after all will happen to most people, because it makes it easier to transfer to the commercial sector. Or, of course, you can also decide that you want to carry on working as a consultant, await the day you are made partner and then retire comfortably.

The most important point is that being an ordinary consultant without any particular specialization is not only very hard work, but also prevents career development.

What is your view of consultancy firms from the other side of the table?

The work done by consultancy firms has changed. Back in my day, knowledge was not so easily accessible, the internet was not as widely used and there weren’t so many hundreds of conferences, seminars or training courses.

Many CEOs and managers now come from a consultancy background, and they know just where to find the information they need. I still believe that there is a place for consultancy firms, however. Any consultant who is good at what they do and has the appropriate knowledge and experience – who is “practical” rather than “theoretical” – is sure to succeed.

What do you mean by the terms “practical” and “theoretical”?

A theoretical consultant arrives at the client’s offices with a huge 216-slide presentation, only for his or her audience to doze off after the first 35. A practical consultant is one who has plenty of experience of managing projects themself.

I always talk to people before I hire their services. We all know that the person selling the service is not always the one who will perform it, and I’m interested in who’s actually going to be working with me.

What counts is their inter-personal skills, their ability to communicate straightforwardly and their practical experience.

My firm currently needs consultants specializing in mergers and acquisitions, who will work with me in various contexts and accompany me to negotiations with our clients or the firms we’re intending to take over.

I’m interested in whether they themselves are capable of managing a project or a difficult situation, or of finding a practical solution to a real-world problem. It’s vitally important that they can adapt to our specific circumstances and understand them.

Contrary to what you might expect, it’s surprisingly difficult to find consultants who meet these criteria. Many of the people I know think that they can manage most things themselves because they’re from a consulting background, but this is not always true in reality. It’s primarily a question of scale; in large companies, it’s impossible to run big projects yourself, and it’s a good idea to use consultants.
Our alumni events

Our alumni get together regularly at events held across the globe. Here are some photos from alumni events held in London, Sydney and Bilbao last month. To find out more about upcoming events access the EY Alumni Network via ey.com/alumni.

Some of our upcoming alumni events:

- Dusseldorf alumni event, September 2015
- Paris alumni cocktail reception – SGM, September 2015
- The World Goes Pop, London, October 2015
- Nashville young alumni Event, October 2015
- Zurich alumni event, November 2015
- Adelaide and Canberra Star Wars Episode 7 The Force Awakens screening, December 2015
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EY news
Forging global connections

In early 2014, EY appointed Michael DeStefano as its first global sponsor for alumni relations. His passion underscores an ambitious vision for EY’s global alumni relations program that continues to take shape.

What do you hope to achieve as EY Global Alumni Partner Sponsor?

Our vision is to build a best-in-class alumni program that continually enriches the lives of our alumni, as well as our current people and EY. Initially, we’re focused on creating a consistent experience for all of our alumni and then elevating that experience around the world.

We want to create and enable an even more powerful, truly global alumni network that advances relationships, enables knowledge-sharing, creates opportunities and assists all of us – inside and outside EY – to succeed and help build a better working world.

You have an extensive client service background and continue to serve in a leadership role on several global accounts. How does this impact your approach to alumni relations?

I try very hard to provide my clients with exceptional client service. For me, that means committing to develop strong relationships with them, personally investing the time to understand their needs and, when an opportunity presents itself, executing to perfection.

This is the same mindset I’m bringing to the Global Alumni Partner Sponsor role – the way I view it, I just have a lot of new clients.

My experience on the frontline of serving our clients also helps me see the strong correlation between EY’s success in the market and the value we offer our alumni. Our success as an organization helps strengthen the personal brand of our alumni.

By better aligning EY’s alumni effort with our markets focus, we increase the ability to provide insights to, and connect with, our alumni in the industries, market segments and constituencies important to them.

As EY grows, we develop more thought leadership that helps our alumni excel in their jobs. And we hire and train more top-notch people for the profession. By elevating EY, we elevate our alumni.

While the Global Alumni Partner Sponsor role is new, EY has been focused on engaging alumni since its inception. Why this new global role and why now?

The world is more interconnected and even more so every day. Just as EY strives to be the most global organization for the benefit of our clients, we want to be the global organization for the benefit of our alumni – to be able to truly engage with and connect them through a powerful global network.
To do that, we need a global alumni strategy and someone to drive that strategy with energy and passion. This new role and the creation of a global alumni strategy are part of EY’s Vision 2020.

In fact, “global alumni relations” is among 30-some workstreams deemed essential to EY becoming a much more global organization, to grow our business and provide more opportunities for our people.

To me, that’s proof of our top global leadership’s belief in, and commitment to, creating a truly world-class alumni program at EY.

What have you been doing in your new role?

Mostly, I’ve been listening. I’ve met with our alumni and EY leaders in places such as London, France, Germany, the Philippines and Hong Kong. And everywhere I go, I find tremendous excitement. We have this exceptional group of people who share a connection with EY and want to strengthen that connection for the benefit of all.

Sure, there are cultural differences and organizational challenges, but wherever I go, the overwhelming response is, “How can we help?” I had the pleasure of meeting Puri Gonzalez, a driving force behind EY’s alumni relations in the Philippines, which I was astonished to learn has 10,000 (yes, 10,000) active alumni.

She dropped me a note afterward saying how excited she is to be part of a global effort to “help our alumni continue to relive the intensity, pride and knowledge that they share in EY’s continuing success and encourage their contributions to that success.”

You’re no stranger to alumni relations, having served as Alumni Executive Sponsor for the Northeast and for the Americas Financial Services Organization for the past five years. What have you learned from that experience and how will it impact your global alumni role?

My most important lesson learned is that alumni relations is about people. It’s about enabling relationships at a personal level and helping people connect so they can succeed. And it’s about making people feel they are part of something – a larger community – that’s really special.

At EY we don’t sell radios or washing machines. Our primary asset is our people and the relationships they form with each other. Over the past five years I’ve tried to increase EY’s value proposition for our alumni by helping to build and expand the power of this alumni network.

And I’d like to think that I’ve done that with energy and creativity. I want to bring that same level of excitement and innovation to the global level.

What does it mean to you to be EY’s Global Alumni Partner Sponsor leader?

Well, first, I just want to say what a privilege it is, and how humbled I am to be asked to serve in this role. While I greatly enjoy working with clients and helping them solve problems, I absolutely love having the opportunity to perhaps make an even bigger difference to our alumni – a group I care so much about.

To be able to look back over my career and say, whether it’s in Japan or South America or Australia, I had a hand in helping connect people for the betterment of each other and EY, would make me extremely proud.

Of course, we did not get here overnight. I owe a huge debt of gratitude to so many people who’ve helped build the outstanding EY alumni program we enjoy today. This includes our thousands of EY alumni around the globe.

We would have no alumni relations effort at all if not for the strong desire of our alumni to stay connected to each other and to EY. Thank you, alumni, for helping to build this great organization, for helping to strengthen our alumni community, and for your continued support of EY. We’ve got a great, global future ahead.

What one thing would you ask of our alumni and current EY people?

I would simply ask our alumni to reflect back on their time at EY – to think about what they learned, the mentoring they received, the relationships they formed – and to challenge themselves as to how they might stay even better connected to EY, to their fellow alumni, and to helping EY in its quest to build a better working world.

For our current people: just a reminder that each of us, one day, will become an EY alum. In the meantime, we can all contribute to, and benefit from, this ever-growing and amazingly powerful community.

Connect with Michael: michael.destefano@ey.com
Making a difference

A global EY campaign aims to accelerate gender parity in the workplace

In its Global Gender Gap Report 2014, the World Economic Forum estimated that it will take until 2095 to achieve global gender parity in the workplace. For EY, and for women across the globe, that is too long to wait – so that’s why we’re doing something about it now.

Introduced in January at the World Economic Forum in Davos, Switzerland, our Women. Fast forward campaign spotlights what the world is missing out on when women aren’t allowed to flourish on a more equal footing. It’s a fairness argument, but it is also an economic imperative that can be measured in dollars and growth: more equality is linked to higher GDPs, higher rates of productivity and better all-around corporate performance. For example, companies with women board members outperform those without in return on equity, net income growth and price-to-book value.

While diversity and inclusiveness are priorities within EY, building a better working world requires us to focus those efforts externally as well. “For EY, as for others, accelerating women’s progress is essential not only to the creation of a better working world but also to our success as a business,” says Mark Weinberger, Chairman and CEO.

We developed a vibrant website with an imposing clock that counts down each second toward 2095, and it also highlights our recent publications and thought leadership on the issue, such as our Women in Power and Utilities (P&U) index. Karyn Twaronite, Beth Brooke-Marciniak, Uschi Schreiber, Maria Pinelli and others are continuing the conversation on Twitter and in a special LinkedIn community, as well as the websites of Forbes, Wired and other media outlets.

Visit the website at ey.com/womenfastforward and lend your voice to the effort at linkedin.com/company/women-fast-forward and wherever you can!
Can you explain to me what FAAS is and its ambition?

FAAS stands for Financial Accounting Advisory Services, and what we do is in the name. We advise on financial accounting issues. This is, of course, an oversimplification, because FAAS is so much more. It’s all about:

► Achieving best-in-class accounting and reporting
► Improving your accounting through IT and process enhancement
► Meeting regulatory, governance and financing-related needs
► Addressing other audit, attest and accounting impacts

These activities are at the core of FAAS.

Our ambition for FAAS is to strengthen our assurance positioning in the upcoming environment of mandatory auditor rotation.

How do you see FAAS as the key enabler in positioning EY in channel shift situations?

FAAS services address the issues that concern CFOs, treasurers and controllers. Delivering FAAS approaches positions our people well to deepen their relationships with key decision-makers of the auditor selection, as well as audit committee members. Also, looking at the Channel 2 side of the shift, FAAS services are well suited to increase revenues on accounts that we either rotate off of or do not wish to target as an audit client.

How does FAAS connect itself with other parts of the business?

We encourage all of our FAAS people to expand their networks, both inside and outside the organization. Cross-service line and international cooperation and interconnectivity are topics that I have pushed for quite some time now. Why? Because we need to put the right colleague in front of our clients to meet their needs, regardless of service line or geography.

What does FAAS as a service line offer clients?

We help businesses make better business decisions. How? By understanding them.

We understand the market forces that shape our clients’ business. We help them by turning uncertainty about the future into certainty; we help to create and improve transparency and optimize (accounting) processes and controls while always keeping an eye on the big picture. We stay one step ahead of regulatory changes and help clients adjust to new reporting requirements triggered by transactions or IPOs, for example. We offer bespoke approaches that we adjust to specifically address the challenges that our clients face.

How well has FAAS been doing globally?

Outstanding: since FY13, we have more than doubled our global revenue. We are one of the fastest-growing business units in the entire organization.

We have driven this through a focus on heavily regulated sectors, such as financial services, power and utilities, and government and public sector, to name a few.

How does EY FAAS differentiate itself among the Big Four?

We react and address market issues faster. We are globally aligned and better integrated. Our ambition is to solve client challenges seamlessly across service lines.
What are the latest key client issues that FAAS are addressing?

We currently have several hot topics. IFRS 15, the new revenue recognition standard, and IFRS 9 – phase 3 of IASB’s financial instruments project – should be on nearly every CFO’s agenda at the moment. In the public sector, we are addressing IPSAS conversion as more and more governments adopt this accrual-based international standard. Connected reporting is also an exciting field as clients look to make their reporting consistently reliable. And finally, corporate treasury and commodities operations continue to be a field of great interest right now.

What are your key business challenges as the Global FAAS Leader?

My main challenges are facilitating growth, supporting the channel-shift strategy, and – last but not least – addressing our talent gaps.

In terms of people recruitment into FAAS, you have an interest in alumni. Can you explain more?

We have ambitious headcount growth plans. Over the last two years we have more than doubled our global headcount, and in March 2015, had close to 3,000 professionals globally, and we have to double this amount again over the next couple of years. Having EY alumni join us would be fantastic, as having someone in the team who knows EY and has established networks yet who has gained different experiences elsewhere will strengthen our team and make us more credible in the marketplace.

What background experience does someone need to join the FAAS service line?

There are two key groups of people we look for in FAAS. The first is the more general FAAS practitioner, so someone with a strong technical accounting background is essential. The other group is more focused, including corporate treasury and transaction structuring. For anyone joining FAAS, we need them to be able to build strong networks, internally and externally, as well as having excellent project management skills.

What is the best piece of advice you can give someone interested in joining the EY FAAS team?

Firstly, have a look at the website and read some of our publications. Then if you want to know more, probably the best thing to do is get in contact with the local FAAS leader; they can explain what their growth plans are and the types of experience they are looking for in their new recruits. They can also put you in touch with some of our new hires who can talk to you about their experiences. Also, don’t just think locally – we have opportunities in all parts of our global network, so an overseas move is also possible.

What is the standout selling point to someone considering joining the EY FAAS team?

No two days are the same. We are forward-looking and entrepreneurial, continually developing new offerings to meet changes in the business landscape. This can be challenging, but we have a very strong team globally, which makes it collaborative and ultimately very rewarding.
FAAS job opportunities

Senior – Financial Accounting Advisory Services – San Francisco
SAN004V6
US-CA-San Francisco
Posting date: 22 June 2015

Manager – Financial Accounting Advisory Services – Atlanta
ATL002PL
US-GA-Atlanta
Posting date: 22 June 2015

Financial Services (EMEIA FSO) – Financial Accounting Advisory Services (FAAS) Treasury Manager
LON00828
GB-England-London
Posting Date: 6 July 2015

Senior Consultant – Financial Accounting Advisory Services, Oceania
SYD002B8
AU-NS-Sydney
Posting Date: 14 September 2015

Senior Consultant FAAS (Financial Accounting Advisory Services)
DIE000EW
BE-All-Diegem
Posting Date: 15 September 2015

Manager/Senior Manager, Financial Accounting & Advisory Services, Assurance, Singapore
SIN001XY
SG-All-Singapore
Posting Date: 17 September 2015

Audit Senior Manager Canberra
AUS000MK
Australia
Posting Date: 18 September 2015

FAAS Senior Manager (Multiple Positions)
ISE000P8
US-NJ-Iselin
Posting Date: 18 September 2015

Financial Services (EMEIA FSO) – Financial Accounting Advisory Services (FAAS) Remediation Executive
LON0083P
Posting Date: 23 September 2015

For more FAAS opportunities, visit the EY Alumni Network via ey.com/alumni or the careers section on ey.com.
Why Åsa Andersson returned to FAAS

How the potential for growth and variety in FAAS enticed a high-flying financial services expert back to EY.

Having started her career with Arthur Andersen prior to the Enron crisis, Åsa Andersson has always been interested in the technical and compliance side of financial reporting. After 13 years developing her skills, the Swedish Financial Supervisory Authority headhunted her into a role where she was able to expand and deepen her knowledge. Here is Åsa’s story.

“It was a former colleague from Arthur Andersen, who had since joined EY, who first enticed me back to EY. I joined the Nordics Assurance practice in 2008, in a role focused on account and regulatory advisory toward the financial services sector. I enjoyed the environment, particularly working among knowledgeable, energetic people, and was on track to be made partner. But I also found that – at that time – audit was often prioritized over advisory work. I felt that I wasn’t doing enough of the work I joined to do, and felt a bit lonely as one of the few experts in my field.

“I wasn’t actively looking to move when one of Sweden’s top-four banks, SEB, asked me to work for them. I saw this as a good chance to put my reporting, regulatory and compliance knowledge to use in an in-depth situation. I enjoyed the role and quickly settled into the rhythm of the work, which largely followed a recurring cycle. After three years, I was considering a move to another role within the bank, when, over lunch, a former colleague from EY asked me to join EY’s new FAAS subservice line. While my initial reaction was ‘I don’t think so,’ there was something compelling about my friend’s enthusiasm: she conveyed a sense that ‘together we can build something really exciting.’ My subsequent meetings with (other) FAAS leaders within the Nordics confirmed this.

“I was welcomed back to EY in April 2014. Having made partner in July, I am enjoying my new role, which centers on building our FAAS service within the financial services sector in the Nordics. I am thrilled that EY recognizes the growth potential of financial reporting and compliance as a service, and I enjoy the fact that I am able to focus on growth and expansion. My role gives me much greater variety than I had at SEB, being constantly challenged to meet new challenges for new clients. It’s an environment that suits energetic, flexible people with an entrepreneurial flair.”

To see the latest EY job opportunities, visit the Global EY Alumni network via ey.com/alumni or the careers section on ey.com.
Being the top dog
Leading the pack on Amazon

Richard Ruttle at EY UK, talks about the book he co-authored, Top Dog, and on becoming a master in business relationships.

Richard, tell us why you decided to co-author this book.
I have been coaching, mentoring and training on my approach to developing business relationships for over 15 years. During this time, I have learned a lot from observing others, both good and not so good! A frustration in seeing great people adopt tactics that make them less, rather than more, impressive led me to want to share my thoughts and ideas more widely. Doing this stuff well and encouraging others to realize their potential to do so is a huge passion of mine!

What messages did you want to share?
When meeting someone we want to impress, for the first time, people too often subsume their personalities, become highly deferential and adopt “me too” habits. Habits that neither differentiate nor impress. The other person picks up on this. Without doing anything, they’re now in charge. When this happens, in effect, you “lost” before you even started talking. People want you to be impressive, not subservient. Since most of your competitors – both business and personal – struggle with this, it is a huge opportunity for you.

Who approached who in terms of co-authoring a book?
Andy had already authored two best sellers, The Snowball Effect and The Jelly Effect. His mother is blind, and he has spent decades studying what makes communications work. We were recommended to each other by a former colleague of mine (EY alumnus!) who was also a client of Andy’s. We spent many coffees exchanging views and realized we had lots to learn from each other, and the book evolved!

What is the guide for readers?
We focus on the one situation that contains all the elements of persuasion: how to find, get in front of, impress and then convince a busy top-dog executive to buy from you. You can only master this when you possess all the attributes of being a top dog. Choosing this as our example means you can apply the techniques to any situation where you want to persuade someone to do something – with a few tweaks of course. My guide to readers is to read it all (it does not take long). Take notes on what habits you will drop, then experiment! It is aimed at beginners and seasoned practitioners alike.

How long did it take to put this book together alongside your very full-time EY role?
About six months in all. I wrote it generally on Sunday evenings and between 5:00 a.m. and 7:00 a.m. on weekday mornings. As the publishing deadline approached, there were a few late nights! I have coached and trained staff for years, so a lot was in my head already!
Never be the underdog again!
Number one Amazon bestseller

“An exceptional book that reinforces the importance of confidence in yourself, and your purpose for those key encounters in business.”

Jim Knauss, Global Vice Chair, Global Markets Business Development, EY

Fancy being the “top dog” in all your dealings? Fed up with feeling like the underdog? So many of us regularly “lose” in conversations before we’ve even opened our mouths. Often without realizing it, we don’t see ourselves as a peer of the other person. And we transmit this in what we do and say. (“I’ll fit round you. I know you’re really busy.”) The other person picks up on this. And, without doing a thing, they’re suddenly in charge!

Top Dog will teach you how to lead in all your interactions, so you can get more of what you want, more often.

Together, Andy Bounds (communication consultant, working with blue-chip organizations all over the world and bestselling author of The Jelly Effect and The Snowball Effect) and Richard Ruttle EY (UK) senior partner, are experts at helping people achieve more from their conversations with others. Their techniques work in every type of interaction – conversations, socializing, interviews, sales, marketing and networking. Basically, anytime you want to impress and persuade others.

The training program from which the book was derived was originally created by Richard Ruttle for his team at EY. His teaching is designed to help people transition from being numbers-focused into client-facing roles – helping you to build rapport with potential or existing customers and close deals. Top Dog outlines some practical steps to ensure you can communicate confidentially and with authority in any business meeting.

Top Dog:
- Details the skill set needed to gain competitive advantage from the outset
- Provides instructive and thought-provoking content, relevant to both beginners and seasoned professionals
- Contains insights from working with some of the world’s largest companies
- Addresses how to achieve more from interactions in business and social arenas

Definition of a “top dog”: a person who uses their good looks, charm and humor to win over others. They navigate the social or business world with the perception of having everything under control. Generally coming in at the lead, the top dog exerts a wide circle of influence around themself.
Global update

We spotlight recent EY initiatives and some of the awards we have won

Initiatives

EY announced a strategic business relationship with Microsoft to deliver new and innovative services through their digital-age strengths to companies around the world to help them remove barriers to digital adoption, improve employee experiences and maximize return on technology investments. These services will harness EY’s capabilities in analytics, cybersecurity, digital enterprise strategy, digital and emerging technology enablement, people services, and program management to deliver new offerings using Microsoft’s cloud and data platforms.

EY and MENTOR: The National Mentoring Partnership co-released a report, *Mentoring: at the crossroads of education, business and community*. The report examines how top US businesses collaborate with the public and nonprofit sectors to connect youth in their communities to transformative mentoring relationships, and the value gained by the business and its employees.

Partner and former EMEIA Tax Leader Stephan Kuhn has been appointed board member of the Global Business School Network’s Corporate Leadership Council. The two organizations will work together to promote education and workforce development in emerging markets, with particular focus on Africa.

Awards and recognition

The Tax Council Policy Institute announced Mark Weinberger, EY Global Chairman and CEO, and former US Treasury Assistant Secretary for Tax Policy, will be recognized with its Pillar of Excellence Award for his extraordinary accomplishments in the field of business and tax policy.

EY emerged as the overall highest-scoring company for the 2015 customer relationship management (CRM) magazine, *Watchlist*, a prestigious list of prominent companies developed by customer strategy consultant and CRM author Paul Greenberg.

The National Association for Female Executives (NAFE) has ranked EY among its top 10 companies on the 2015 “Top Companies for Executive Women” list.

EY was named to Fortune’s “100 Best Companies to Work For®” list for the 17th consecutive year.

Junior Achievement USA honored EY with one of 50 2013-14 US President’s Volunteer Service Awards.

Universum announced that accounting students ranked EY the number one in accounting for the eighth consecutive year in its US Universum Undergrad Overall IDEAL™ Employer Survey.

EY’s Global Treasury Services has been recognized as the “Best Corporate Risk Advisor for 2015” by the readers of *Global Finance Magazine*. This is the third year running that EY has taken home the award for global excellence in treasury.
Alumni information
A selection of some of our hot jobs:

Manager, HR Technology — HR Advisory, Human Capital, UK&I Tax
LON00700
GB-England-London
Posting date: 22 June 2015

Director — Performance Improvement — Capital Projects and Infrastructure (Program Management) — Riyadh and Doha
ABU00001
AE-All-Abu Dhabi
Posting date: 19 June 2015

Financial Services: Operations Advisory Senior Manager — Capital Markets
LON00701
GB-England-London
Posting date: 23 June 2015

Assurance Business Development Leader (f/m)/ Germany-wide
ALL000KD
DE-All, DE-All-Berlin, DE-All-Hamburg
Posting date: 19 June 2015

Associate/Senior Associate, Customs Tax, Indirect Tax, Singapore
SIN001T1
Singapore
Posting Date: 22 September 2015

Assurance Brand and Area Leader — London — Permanent
LON007U1
GB-England-London
Posting Date: 22 September 2015

Financial Services Advisory — ITRA — Cyber Security
IRE000PG
Ireland
Posting Date: 23 September 2015

Manager — Supply Chain & Operations — Auckland
AUC000H4
NZ-All-Auckland
Posting Date: 23 September 2015

For more FAAS opportunities, visit the EY Alumni Network via ey.com/alumni or the careers section on ey.com.
Global review 2014
The annual report highlights our growth and illustrates how we are working to help build a better working world for our clients, people and communities.
To find out more and download the report, visit ey.com.

EY ITEM forecast
According to our EY ITEM Club, the recent sharp collapse in the global oil price is creating winners and losers worldwide — with the UK poised to see silver linings turn to gold.
To read the report, visit ey.co.uk > Insights > Business Environment > The EY ITEM Club.

Firepower Index and Growth Gap Report 2015
Biopharma M&A surged to record levels in 2014. See what convergence of forces fueled these fireworks, and read our outlook for 2015.
Download the full report from ey.com > Industries > Life Sciences.

Megatrends 2015: making sense of a world in motion
Fuelled by the convergence of social, mobile, cloud, big data and growing demand for anytime anywhere access to information, technology is disrupting all areas of the business enterprise. This is taking place across all industries and in all geographies.
To find out more click here.

CFO Capital Confidence Barometer
Every six months, we survey senior leaders from companies around the globe for our Capital Confidence Barometer. This report represents the outlook of the 582 CFOs among that group.
To find out more and download the report, visit ey.com > Insights > Managing Finance.

Fueling the next generation: a study of the UK upstream oil and gas workforce
EY’s report, Fueling the next generation: a study of the UK upstream oil and gas workforce, highlights that the industry employs 1 in 80 of the UK workforce.
To find out more and download the report, visit ey.co.uk > Industries > Oil and Gas.
Data Maturity Index: Are French Companies Ready? What Is Their Level of Maturity in the Management of Client Data?

This report on EY's Data Maturity Index assesses the progress of French companies in different sectors in the management of big data. It highlights the 10 main obstacles preventing optimal client data management and 10 action points that can take advantage of big data and be used as a lever for business transformation.

To find more and download the report and slideshare, visit ey.com/Fr/BIGDATA.

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