

# Outperforming the competition in a downturn

Transforming complex sales organizations for the global economy



Having itself implemented a huge European sales transformation program, Ernst & Young has first-hand expertise of the competencies needed to drive change in sales-driven global businesses.



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# Integrating three into one

In 2008, Ernst & Young's operations in Europe, the Middle East, India and Africa were at a crossroads. Although it was still a hugely successful international business, performance across these regions was weaker than its rivals and – with a slower annual growth rate – the gap was widening.

Never an organization to shrink from a challenge, Ernst & Young decided to take decisive action. It created and implemented one of the largest business transformation programs the industry has seen to date.

Just three years later, the new Europe, Middle East, India and Africa area (EMEIA) had not only reduced the growth gap on its peers – it was growing more quickly, had expanded its market share of the biggest clients by over 10% and increased revenues from its largest accounts by 12.5%.

## The prelude to change

Until 2008, Ernst & Young, like most global professional services firms, was a network of member firms organized around different national regulations and cultures. Each member firm had its own management and governance, its own decision-making processes and its own approach to sales and identifying opportunity.

While this model had worked well for many years, it was outdated. For any truly global organization, whether in professional services or any other industry, it is hugely inefficient, bureaucratic and costly to operate dozens of country-based centers of management, governance and decision-making around the world.

Ernst & Young's response was to take the bold step of bringing together all its national practices across three territories – Europe, the Middle East, and India and Africa – into a operationally highly integrated area: EMEIA. The EMEIA area brings together 60,000 people, including 3,300 partners, in 87 countries. It has combined revenues of nearly US\$12b. This followed successful integrations of the Americas practice, which includes 41,000 people and the Asia Pacific and Japan practices of 33,000 people, which also underwent some organizational transformation.

It was the first of the Big Four professional services firms to achieve this and it has become one of the organization's key strategic differentiators.

## Understanding the reasons for change

Integration was a response to five key issues Ernst & Young identified in the market:

- ▶ Its clients are increasingly global – they no longer think in terms of individual countries.
- ▶ Clients expect the same high-quality and consistent service wherever firms operate.
- ▶ The influence of the rapid-growth markets on the global economy continues to be profound.
- ▶ Its people and potential recruits want to work for a truly global organization, with access to diverse opportunities, without boundaries.
- ▶ Regulators want convergence, consistency and higher quality, worldwide.

The changes to the operating model were required to deliver an aggressive multi-year growth plan. Targets for the newly reinvigorated Advisory practice were equally ambitious, with a desire to grow a global, market-leading business within three years.

Additionally, industry-leading growth targets, changes in market share, perception of potential recruits and growth in priority accounts were all key components of the market leadership plan.

The timing of this ambitious strategy was not auspicious. The global economic downturn, which first took hold in late 2007, took a dramatic turn for the worse in 2008. But while most businesses were bracing themselves, Ernst & Young turned to face the storm and began its game-changing transformation – with spectacular results.



## Integrating three into one

### Updating the operating model

Ernst & Young is a client-focused organization. Of the 60,000 people in EMEA, over 75% operate in some form of frontline sales, business development or client function.

These partners and people work closely with clients in helping solve their most pressing and complex business problems. Although it was already a global leader, Ernst & Young knew that, to deliver the growth plan, an unprecedented sales transformation of these frontline functions was required. This would bring a much greater degree of maturity, connectivity and, above all, consistency, to its sales and business development activities across the entire EMEA Area. Consistency was critically important driver as it improved alignment across the new territory and enhanced the quality of Ernst & Young's go-to-market efforts.

Despite the global economic crisis, Ernst & Young recognized that it could significantly accelerate its growth trajectory by addressing its sales strategy, structure, processes, enabling tools and technology.

### Delivering change in a complex industry

The challenge of transforming to a more sales-driven organization had to be carefully put in context with the nature of the global professional services market, where every client interaction is about understanding and managing client expectations, and communicating commitment and the value delivered.

From a sales methodology perspective, the professional services industry is characterized by four types of selling:

- ▶ **Issue-based**  
Requiring a deep understanding of industry and functional issues. Sales teams need to show they know their clients' key issues and that they are trying to anticipate their needs.
- ▶ **Trusted advisor-based**  
Requiring frontline behaviors to "put yourself in the client's shoes," and generally involving more listening than talking. This sales approach requires a focus on open and honest dialogue, rather than making the sale.
- ▶ **Relationship-based**  
Doing what is right for the client and investing in relationships, often across borders, and building a shared understanding of their needs, which requires long-term continuity of account resources.
- ▶ **Value-based**  
Sales teams need to communicate value created in sales meetings as well as demonstrating value creation. Rather than focusing the client's attention on the work to be performed, help them understand the value to be delivered.

Across all these different approaches, professional services has a strong focus on bringing value to the C-Suite. Strong relationships with the CEO and the C-Suite translate into strong growth and, ultimately, profitability. This requires proactive support of the client's agenda through anticipation of their needs and developing solutions to issues as they emerge.

The professional services and consulting market in which Ernst & Young operates was evolving at the time the transformation program was being developed. All the Big Four firms were simultaneously and aggressively growing market share by expanding their advisory practice. The pure-play strategy firms were moving down the value chain from corporate strategy to process improvement and implementation, and there were many new niche players entering the market with customized service offerings.

A major complicating factor is the four very different service lines on which the Big Four business model is built: Tax, Assurance, Transaction Advisory Services and Advisory. The offerings for these service lines range in character from a relatively high degree of commoditization (Audit) or reactionary to market events (Transaction) to highly bespoke and customized service development (Advisory), with Tax somewhere in the middle. The market for each service line is different, with differing routes to market, pricing norms and commercial market expectations.

By developing and successfully implementing a sales approach fully aligned with the new organizational structure – and the market in which it operated – Ernst & Young aimed to create a truly global sales culture and ethos that would enable it to make a tangible difference, not only to revenues, but also for its clients and its people.

To address the challenge of four differing models across the service lines, Ernst & Young established a highly integrated sales-focused EMEA framework that encouraged people to be more global in their outlook, more integrated in their thinking and more inclusive in their approach.

The desired result was clients would benefit from faster responses and more tailored services, and from broader, more experienced teams with deeper industry knowledge, wherever they did business.

## Transforming the sales function

Effectively integrating over 60,000 people from scores of different countries and cultures is a formidable transformational challenge. Bringing together so many disparate practices and people revealed vast differences in the strategies, procedures and processes the organization used to engage with the market, select target clients and evaluate partner performance.

Furthermore, a significant subset of Ernst & Young people worked in dedicated business development functions, which had accountability for originating opportunities, managing the sales strategy and processes and supporting teams in winning competitive opportunities. These 700 sales people (that is, professionals who specialized in sales as opposed to one of the organization's technical competencies) needed a new approach to make their activities more effective – requiring deeper integration into the business overall.

An array of challenges needed to be addressed if the transformation was to deliver on its bold objectives. These included:

- ▶ **Inadequate allocation of resources to high-growth, high-potential accounts**  
Given the historic country-based structures of the professional services partnerships, organizations such as Ernst & Young have allocated resources based on the opportunities of serving key clients in their local markets. Capturing the market share in multinational accounts requires a global and consistent approach, and is dependant upon cross-border investment decisions based on two-to-three years of client relationship development. The fundamental issue remained: how could it allocate its best resources to its best accounts?
- ▶ **Lack of issue-based, value-based selling skills**  
Frequently, the organization's technical practitioners were most comfortable engaging with clients on the products in which they have spent their careers specializing. This resulted in people focusing on topics from within their own service line, limiting the opportunity for cross-selling. This could lead to client frustration as the product-based approach deviated from the issue-based, value-based focus needed to be successful in professional services.



## Integrating three into one

▶ **Barriers to sales effectiveness due to country differences**

Each practice, whether in Spain, India or Dubai, had its own way of going to market, based on local culture and business norms. When practices were dealing with their own local client base, it worked well. But if the organization was engaged on larger cross-border bids involving multiple practices, for example, time was often wasted trying to understand consistent frames of reference, pricing strategies or agreeing a common sales methodology and approach. As a consequence, the organization was not optimizing its opportunities.

▶ **Entrepreneurship-based culture resistant to structured management**

Ernst & Young is a partnership. One of the great benefits of a partnership structure is that people feel a greater degree of ownership of the business. They feel like entrepreneurs, responsible for driving and developing their own portion of the organization. However, by definition, it can make partners resistant to structured management processes and strategies that deliver a more consistent approach across the business, but which they may perceive as impinging on their entrepreneurial “space.”

▶ **Disparate sales approaches across legacy businesses**

When you are dealing with organizations of Ernst & Young’s size, it is inevitable that separate business units have differing approaches to doing business and sales. For example, each geography had its own customer relationship management tools, each with varying requirements on usage, each with different ways of storing and reporting the data and each with different levels of transparency and adoption across the business. Trying to review, analyze and query the data from three very different customer relationship management (CRM) systems made it difficult for leadership teams to understand what was happening in the market, identify where the organization should be investing its time and its sales resources, or forecast what skills it should be acquiring to capitalize on future opportunities.

▶ **Expansion of the Advisory business, resulting in many new hires from differing sales backgrounds**

As the firm’s Advisory business grew at a double-digit pace, a considerable number of new recruits were brought in to help respond to and drive that growth forward. But with so many new hires from a variety of different sales backgrounds, there was an even greater risk of inconsistency in sales management, process and delivery.

▶ **Lack of consistent technology and IT infrastructure**

The lack of an integrated IT infrastructure across the new EMEIA area meant that it was hard to forecast and predict future revenues, to understand how best to align resources, or to identify and respond most effectively to trends in the market. In effect, Ernst & Young was like a US\$10b automobile, with a highly sophisticated mechanism to look in the rearview mirror, but a mud-splattered windshield that made the view ahead much hazier and uncertain.

▶ **Marketing material that needed to be better connected to client needs**

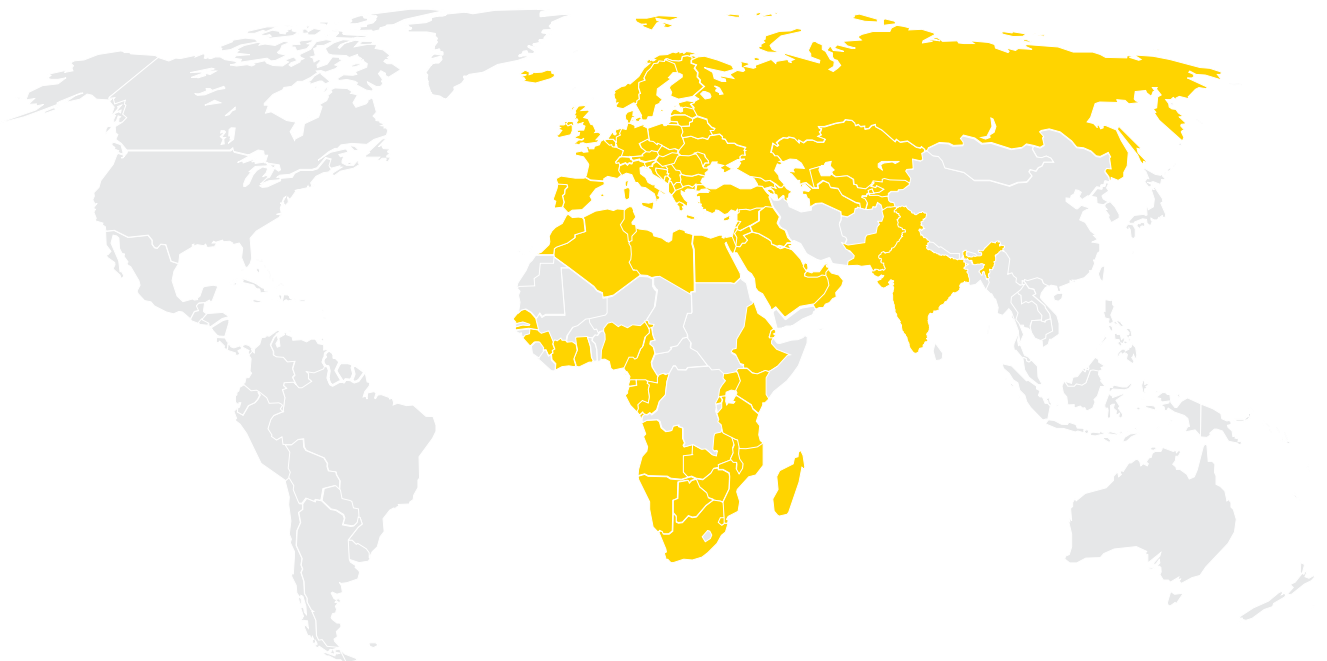
The new organization faced a disparate marketing function that developed collateral at different levels of the organization. Some collateral targeted the individual account, some targeted a specific national market, other material targeted certain sectors, or products that the organization wanted to take to market. The quality of the materials was good, but a holistic, integrated framework for how the content was developed, used or discussed with clients was lacking. This became the focus of a newly integrated marketing function – harmonizing our messages and “touch points” with the market.



▶ **Absence of a global approach to account management**

There was no coherent cross-practice account management methodology or service quality assessment framework. This meant a lot of time was spent training people to deploy consistent methodologies, debating which approach to use in a particular circumstance or reworking processes or materials, simply because they did not meet the wishes of a particular partner. In addition, even when the EMEIA area started to function more consistently as a unit, if it was bidding for global assignments, it would confront the same issues with the already integrated Americas area. This highlighted the fact that some of the leadership themes it was addressing in EMEIA needed to be escalated to a global platform.

**Ernst & Young EMEIA area**



# The sales transformation journey

In addressing these challenges, Ernst & Young put the customer at the heart of the transformation, ensuring that client experience was enhanced at every single client interaction and process.

While delivering the program, it continuously spoke to its clients to obtain and measure client satisfaction and obtain feedback.

This focus on the client experience, internally known as the "Ernst & Young Way," was a cultural and behavioral journey.

The end goal was to differentiate Ernst & Young from the other Big Four firms in the hearts and minds of its people and clients.

## Connecting sales with service delivery

The first step was to perform a diagnostic to evaluate the effectiveness of the sales function and to develop a roadmap to a desired future state. This required steering the EMEIA sales function towards a consistent organizational framework and delivery model. The objective was to make everyone more accountable for sales in some capacity, rather than it just being something to concern the business development teams.

To bring about a stronger sales focus, Ernst & Young created a new role – Accounts, Industries and Business Development Leaders (AIBDs). These were senior partners who were taken from the service line to lead sales for their geography. They were responsible for all sales interaction with clients, and all client communications and marketing collateral.

They were empowered by being made second only to the overall head of the region in terms of seniority, and supported by an in-depth induction program to introduce the new approach and sales methodology. This program enabled them to lead by example and, in turn, train their partners on the new approach. It was a two-way process, however, as enormous care was taken to leverage their frontline knowledge and understanding of clients and their expectations, how services were marketed and delivered and how the journey from discussion to engagement to delivery could be refined and encapsulated in a new methodology.

The AIBDs became stewards of change within their geography. It was essential that they bought into the overall approach, felt empowered to add their own insight where needed, and then delivered on it locally over the two-and-a-half to three-year window of the integration exercise. They were not “sales heroes,” rather leaders of dedicated teams with sufficient understanding of the product or offering they were taking to market.

It was not simply about embedding a specific sales tool or structure. It was about transforming the mindset of people so they began to focus on sales as the primary driver of market success and future growth.

## Aligning sales transformation

The AIBDs’ remit involved aligning five key areas of sales transformation as part of the change management journey (see Figure 1):

- ▶ Sales strategy and planning
- ▶ Sales management
- ▶ Sales process
- ▶ People and skills
- ▶ Technology and tools

All of this was undertaken using Ernst & Young’s own sales transformation methodology, developed from extensive experience of working with blue chip sales-focused clients. Having performed an internal diagnostic and review of the gaps in performance relative to the desired future state, a road map was developed, agreed with leadership and other stakeholders and then used to drive the next phases of the transformation.



# The sales transformation journey

Figure 1  
The following table encapsulates the steps taken by Ernst & Young to achieve its sales transformation objectives

Sales strategy and planning	Sales management	Sales process	People and skills	Technology and tools
Articulated and demonstrated client value proposition	Globally consistent sales methodology with universal training	Robust, multi-year account planning	Escalated the caliber of sales leadership	Globally consistent CRM tool implementation
Rigid adoption of account segmentation and investment approach	Globally consistent pipeline management and sales forecasting approach	Prioritized investment in the most critical relationships and opportunities	Executive focus on sales "tone at the top"	Customized sales analytics and reporting
Pricing framework and specialist to support account teams	Sales metrics with owners across the matrix of the business	Value-based solution development, contracting and service delivery	Sales-focused competency models for all professionals	Enterprise-wide sales enablers with focus on cross-selling on accounts
Refined approach to client feedback	Processes and controls to ensure adherence		Alignment of performance evaluations and reward	
Marketing working with sales function and across account teams			Ongoing reinforcement of marketing programs	

## Sales strategy and planning

Rolling out a consistent approach for identifying the most important accounts, the degree of necessary investment and planning for growth across all geographies and not just where accounts were headquartered, was critical to driving the transformation process.

A consistent pricing strategy was put in place in which everyone received training on interpretation and implementation. This was done as quickly and effectively as possible, as the financial crisis was still at its peak and the pricing environment was incredibly competitive. In certain cases, assignments were being won and lost on price alone.

A further challenge was to empower the marketing function to develop cross-service line programs that were specific to accounts in a particular industry or sector.

Ultimately, the aim was to get the team more focused on material that could be used to engage clients on their respective issues, and that was also directly linked to a specific offering or area of expertise the organization provided in the market.

The final step was to integrate all the underlying business development functions with the programs developed by marketing, such as the way client relationships were assessed; the way clients were engaged; the way content was developed to enable client conversations; and the way the organization articulated its proposition to the market. These were realigned with the organization's new strategy for going to market.

## Cross-border campaign secures US\$2b of new business

Ernst & Young's *Opportunities in Adversity* program is an example of a cross-service line marketing program that enabled meaningful discussions with clients – and helped generate close to US\$2b in sales.

The cross-service line campaign focused on helping clients understand their financial position during the financial crisis. The aim was to provide a basis for discussion with clients as they grappled with the implications of the economic downturn. Account-by-account deployment plans for the content were developed, targeting every major client buyer with consistent dialogues about how they could better weather the crisis.

Clients said that, during this period, they felt the collective power of Ernst & Young, because all the organization's professionals working across their businesses were speaking about the same issues in the context of their own areas of specialization. This enabled Ernst & Young's account teams to systematically support clients as they addressed issues arising from the crisis.

The campaign, which won two Marketing Excellence Awards in 2010, not only mobilized the organization's professionals into holding thought-provoking conversations with their clients, but it gave everyone a consistent language to use when they were in the field and significantly increased the organization's client touch-points over a defined period of time.

## Sales management

The opportunity in terms of sales management was to align the internal sales approach with the way that clients actually bought services, and with how sales performance and sales discipline were measured. It included identifying opportunities; the ways opportunities were driven along the sales cycle; and how that information was used to forecast revenue, to assign the right resource to the right accounts and then to support people to deliver on client expectations.

The task was to harmonize not only the approach, but also the way in which people interacted with it. It had to identify the gaps on specific accounts and around specific services, close the gaps by aligning the right resources, and then reinforcing those areas so gaps did not re-emerge.

The Ernst & Young response was to introduce a single, coherent, logical sales methodology – a consistent process for managing its pipeline of opportunities that everyone in the organization could follow.

## Sales process

While sales management is the framework that facilitates sales and sets the organizational objectives, it is the sales process that defines what you actually want people to do on a daily basis, such as how to pursue a sales opportunity and how to plan and manage a client relationship.

Consequently, the global Ernst & Young organization designed and rolled out a world-class framework for account management. It provided teams with a best practice approach for developing and documenting the account strategy; managing client touch-points; agreeing who would be the lead contact for specific relationships, determining the content to be used in client discussions; and to confirm the validity and maturity of opportunities raised during client meetings.

For the recently re-established Advisory business, the sales process approach was strengthened to focus on client needs and issues. Clients in the services industry want to be listened to, empathized with and communicated with in a meaningful and value-added way. Therefore, the new sales process needed to support the development of bespoke solutions that were specific to a client's particular situation. This was where the real value for clients lay – tailored solutions that addressed their concerns. To deliver this, Ernst & Young recognized that it needed to spend more time listening to clients and understanding their needs, rather than pulling ready-made solutions off the shelf.

One of the best ways of approaching issue-based selling is to use relevant, insightful marketing collateral to facilitate client discussions. Teaching accounts teams how to use such material, frame the client issue, demonstrate the way the organization could add value in addressing a client's concerns and work closely with decision-makers to build trust, was a critical element in improving sales effectiveness. By putting in place the key steps for its people to follow, the organization's teams had a replicable approach to drive their individual, and in turn, organizational success.

The second change was to ensure that subject matter experts – the people most often interacting with our clients – were also involved in the development of the marketing collateral. After all, they are in the best position to know whether a particular piece of collateral would work, was credible and was relevant.

## People and skills

People and their skills are fundamental to the success of any sales organization, particularly in a people-based business such as professional services.

As a consequence of establishing the AIBD sales leadership roles and implementing the sales transformation program, the organization had to review the competencies of its people to ensure they were appropriate for a new way of selling. This required investing time in designing, validating and reinforcing a sales transformation competency framework; articulating the future state model; and aligning internal messages, training and remuneration framework to the new approach.

It was not only a question of changing the mindset and competencies of its business development professionals, but recognizing that the firm also needed improved sales competencies across its technical professionals. This challenged the entire competency model, from existing partners to potential recruits. It highlighted the need for a collective way of communicating that could be defined as the “Ernst & Young Way” of interacting with clients. Fundamentally, the process was about providing everyone with examples of success, demonstrating effectiveness through best practice and pushing everyone toward a level of ambition that challenged Ernst & Young to have an additional level of focus.

This was not easy. There were people who did not want to buy in because they had been in the organization for a long time and were comfortable with their existing way of doing things. There were people who did not buy in because they felt they didn't need to – they already had a healthy client portfolio and believed they were sufficiently successful at attracting new business. And there were people who just didn't want to change. But change was necessary.

## Technology and tools

The challenge of having the right information at the right time to make effective leadership decisions on specific accounts, and to enable partners to monitor performance against measures, comes down to a collective decision to be more disciplined in the sales cycle, and to agree and roll out a standardized sales process, all supported by enabling technology.

Ernst & Young implemented a company-wide sales process supported by enabling technology and tools to help measure and monitor new key performance indicators. This made sure, for example, that people logged all their client activity, from client meetings to client opportunities. Improving the visibility of all client interactions and relationships of 60,000 people created a vast database of client insight and knowledge. Insisting on more discipline in the use of CRM enabled year-on-year improvements in the cross-selling of services. It brought faster, more effective allocation of the right resources to the right bids on the right clients.

# What was achieved?

As a result of the EMEIA integration and subsequent sales transformation process, Ernst & Young was able to improve its performance considerably between 2008 and 2011.

Embedding the new methodology enabled the organization to outgrow its competitors by delving deeper into existing accounts and exploiting its markets more effectively.





Even where overall market growth seemed slow or stagnant, Ernst & Young's ability to engage more meaningfully with clients and targets allowed it to identify and exploit specific opportunities.

This was largely due to the fact that its people were better able to understand, track and facilitate the client's buying decision process – and align personality types to those of their clients. Moreover, the tools and technology implemented as part of the sales transformation – indeed, the whole technology infrastructure that was put in place to automate routine reporting and tracking – meant that sales people could focus more of their time on client-facing activities rather than on wasteful back-office administration.

The final piece in the jigsaw was the way the new methodology changed the ethos and mindset of people to make them more sales aware and sales focused. The transformation within Ernst & Young reinforced the importance of sales for organizational success. It became a culture that expected results, set stretching targets for getting those results and gave the firm's people all the support and development they needed to achieve them – along with a clear and consistent process for addressing underperformance.

**There were four key areas, in particular, where performance was measurably better as a result of implementing the sales transformation methodology:**

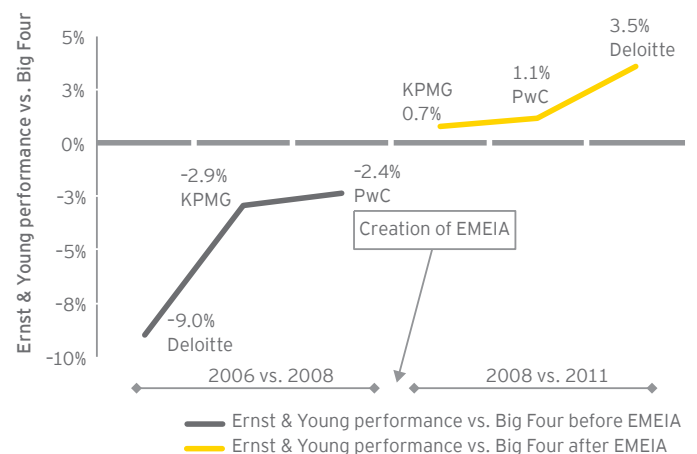
### 1. Growth leadership

The strategic planning framework that Ernst & Young introduced enabled it to boost its growth figures significantly, relative to its main competitors.

In the three years prior to the establishment of its EMEIA area in 2008, Ernst & Young underperformed relative to its Big Four competitors. In 2006, the combined EMEIA region was 30% smaller than its largest competitor and was growing at least 2.4% less than the closest of the other four firms.

However, from 2008 onward, Ernst & Young closed the gap with its rivals by between US\$200m and US\$500m, and between 2008 and 2011 it was the growth leader, outpacing its rivals by between 0.7% and 3.5%.

Figure 2  
EY performance vs. Big 4 before and after EMEIA and sales transformation effort





# What was achieved?

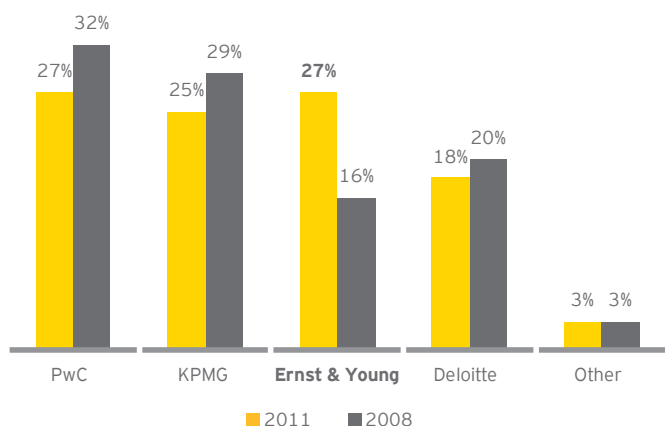
## 2. Share leadership

As Figure 3 shows, a more integrated approach to account planning and the deeper, better-managed client relationships, engendered by the new sales framework, enabled Ernst & Young to increase its market share of audits of Global Fortune 100 companies headquartered in EMEA from 16% in 2008 to 27% in 2011.

In that time, it has overtaken Deloitte and KPMG and is now tied for the number one spot with PwC.

Figure 3  
Audit market share relative to the Big Four

Market share 2011 vs. 2008



## 3. Growth of its largest accounts

The organization successfully grew the proportion of its largest accounts between 2009 and 2011 (Figure 4), building on the foundation of a more coherent, consistent sales process and better management of opportunities.

Accounts that earned US\$50m-plus in annual revenues for the organization grew by 10% and those that earned US\$35m-plus per year grew by an impressive 14%.

Figure 4  
Percentage growth of largest accounts

	% change
Accounts over US\$50m	10%
Accounts over US\$35m	14%

## 4. Attracting the right talent

Attracting and retaining the right people is crucial to the long-term success of any sales transformation program. Putting a more consistent, structured framework in place made it considerably easier to achieve this – making the “Ernst & Young Way” easier to identify, to understand and, above all, to buy into.

Figure 5 shows Ernst & Young’s ideal employer ranking in a number of key recruitment markets. The ideal employer ranking is based on the number of students that chose the firm as one of five ideal employers from a list of over 130 organizations. A low number indicates a high-ranking position.

The results show that Ernst & Young is a very attractive employer, with top 10 positions among business students in four substantial markets: France, Poland, Norway and Sweden. Furthermore, it is the highest ranked of all Big Four firms in eight markets.

In the EMEIA region as a whole, Ernst & Young is ahead of its competitors. In addition, it tends to attract more women than men in many markets. In most markets, this is in line with the rest of the industry. But in markets such as Spain and India, Ernst & Young is significantly more attractive to females than the other Big Four.

Figure 5  
Ernst & Young’s ideal employer ranking (Universum)

	France	Germany	Italy	The Netherlands	Poland	Russia	Spain	Switzerland	UK	Denmark	Finland	Norway	Sweden
Rank	8	15	15	22	2	18	21	13	12	17	12	2	2
Relative to Big Four	1	1	1	1	1						1	1	1

### EMEIA average 2010

**Ernst & Young: 15.4**

PwC: 17.9

KPMG: 21.6

Deloitte: 23.3

## Transforming the future

For Ernst & Young, the sales transformation is part of an ongoing journey; like any large, complex sales business, transformation is a journey that never really ends. Today’s new processes are tomorrow’s outdated methodologies.

To sustain the sales transformation journey, specific new methods, new approaches and new strategies can take you so far. But to keep moving forward, the main thing that needs to change is your mindset. You must understand the critical role of sales in overall business performance across borders, across sectors and across functions. Above all, you need a mindset that recognizes how a consistent, coherent sales framework needs to underpin all things you do.



# How can Ernst & Young's Advisory practice help you?

## One business, one Advisory practice

In the current climate, clients are not only grappling with unprecedented challenge and uncertainty, they also face escalating competition. To achieve their potential and sustain success, organizations need to improve performance and manage risks continuously. This is where we come in.

Ernst & Young operates as the most globally integrated firm, with one methodology per service, across all our geographical areas. It's a structure that enables us to mobilize our people quickly and allocate them to projects in the right place, at the right time. Through our industry-focused approach and worldwide reach, we help clients manage risk, improve performance and sustain the results across five key themes:

- ▶ Driving growth
- ▶ Managing risk
- ▶ Effectiveness of the finance function
- ▶ Operational effectiveness
- ▶ Talent management

Some consulting firms think only about business strategy; some physically deploy technology. But our Advisory services can help to transform the performance of an entire business. We help turn strategy into reality.

We offer:

- ▶ **A highly integrated business, a highly integrated Advisory practice.** We operate as a highly integrated business across all our geographical areas. This facilitates our decision-making and speed of execution.
- ▶ **Highly experienced people.** We attract and retain top talent across industries in a structure that enables us to mobilize our people quickly and to the right place.
- ▶ **One methodology.** We have a single modular methodology so that, wherever we work, we deliver consistently.

## Ernst & Young's Customer practice

The EMEIA Customer practice is made up of practitioners with skills to help clients deliver their growth agendas. Led by one of the authors, the specialist skills that this team possesses include:

- ▶ Sales effectiveness transformation
- ▶ CRM, digital and social media
- ▶ Commercial, market entry and growth strategy development
- ▶ Customer segmentation and investment strategies

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**Steven is a member of Ernst & Young's EMEIA Advisory leadership team and leader of the Customer practice and Center of Excellence in EMEIA.**

Steven is a recognized expert in the delivery of sales, marketing and customer service change programs. As head of Ernst & Young's Center of Excellence, he advises Fortune 1000 companies on the transformation of sales, marketing and customer service functions, focusing on the technology and consumer electronics and financial services sectors. Steven has worked in consulting for over 20 years. Prior to joining Ernst & Young, he led IBM's Nokia Global Account team for five years.

Steven has a BSc (Hons) in Management Sciences and is a qualified member of the Institute of Chartered Accountants of England and Wales.



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**Michael is the Accounts Leader in Ernst & Young's Advisory practice. He has worked in professional services as a subject matter resource and among leadership teams for the last 13 years. He leads the sales program for EMEIA Advisory. He supports each of the regions in their sales support and process and individual and business sales targets. He also helps to identify and drive strategic sales and investment opportunities across the business.**

He was instrumental in establishing the sales processes and enablement across the EMEIA business. His experience is in economic and strategic advisory, sales process transformation and enterprise risk and program management.

He has a strong background in strategy development, process development and implementation and decision analytics. He has supported both American and European boards in facilitated strategy workshops and transformation and strategic change management initiatives.

He holds a masters degree from the University of Michigan at Ann Arbor and has worked in London, New York and Paris.



### About Ernst & Young

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