

Service line overview



Advisory Services

The current climate combines challenge and uncertainty with escalating competition. Clients are increasingly asking for our advice on how to succeed in these conditions. We work with them to address their specific circumstances, help manage risk and achieve sustainable improvement to their business performance.

Advisory is a fast-moving, high-growth area with huge potential. It offers variety, challenge and the opportunity to become a leading-class business advisor in a dynamic and varied team environment. If this matches your career aspirations, now is the time to apply.

Working in Advisory

As one of our advisors, you'll work with all types of clients across a wide spectrum of industries on complex assignments. You'll also have the opportunity to work on diverse projects across disciplines with professionals who have a varied range of skills, broad industry sector experience and deep subject-matter knowledge. This great start to your career will include the valuable learning, experiences and coaching you need to achieve success through EYU, our unique career development framework.

Within Advisory we have three key business areas:

- ▶ Information Technology Risk & Assurance (ITRA)
- ▶ Performance Improvement
- ▶ Risk

Information Technology Risk & Assurance

Information technology is one of the key enablers for modern organizations. As one of our IT risk and assurance professionals, you'll help clients leverage technology to achieve a competitive advantage. You'll advise on how to make IT more efficient and manage the risks associated with running IT operations. You'll focus on helping clients to optimize and secure technology so that it serves the business effectively and enhances results. And we'll support your professional growth by enabling you to develop technical competencies, including IT assurance, IT risk management, application controls & security and information management & analysis.

Performance Improvement

To achieve their potential, businesses need to sustain and improve their performance in a rapidly changing environment. As one of our advisors, you'll help many of the world's leading businesses and government departments tackle their most pressing issues. You'll work in a multidisciplinary team that will bring diverse perspectives to every challenge. You'll have the opportunity to build your skills in one of our focused competency groups, including finance, customer, supply chain, IT Advisory, people and organization, strategic direction, and program management. You'll also have the opportunity to team with professionals from other parts of the organization, especially those in Risk. We'll support your professional growth by giving you experience on a diverse range of clients and projects.

Risk

Risk management protects business performance and helps clients sustain results. It's about achieving a clear understanding of different risks and developing plans to manage them accordingly. As one of our advisors, you'll help leading organizations implement a sound approach to risk and control. You'll help clients develop greater confidence that they can respond to whatever the future may hold. You'll also team with colleagues from other parts of the business, in particular with our performance improvement professionals. This means helping major global clients transform and sustain business performance. We'll support your professional growth by enabling you to develop specific competencies (such as enterprise risk transformation,

internal audit, internal controls, financial services risk management, actuarial, sustainability and climate change) and giving you experience of a diverse range of clients and projects.

What would my day be like in Advisory Services?

You might:

- ▶ Research current business and economic developments relevant to the client's business
- ▶ Review and document client processes and benchmark them against leading practice
- ▶ Help more experienced members of the team construct a financial model
- ▶ Learn about regulatory requirements and how any proposed changes could impact clients
- ▶ Spend time with your counselor to address one of your learning priorities
- ▶ Contribute ideas and opinions to the team, and listen and respond to a diverse range of views from other perspectives and disciplines
- ▶ Work with a specific industry or sector to increase your understanding of different businesses
- ▶ Work and interact with personnel from one of the largest and most diverse group of clients in the world

What kind of projects could I be working on?

Advisory projects are multifaceted and almost always multidisciplinary. Expect to work with a range of colleagues with different skill sets, as well as with colleagues from other service lines. Projects can span a few months to a year and vary enormously.

You might:

- ▶ Help an organization assess its operational and strategic risks across the enterprise
- ▶ Work with one of the world's largest oil consortiums to undertake a major organizational transformation project
- ▶ Help to build an "Insurance Business Blueprint" with an expanded team including program management, performance improvement, regulatory and risk, tax and business modeling professionals



- ▶ Assess the effectiveness of the IT function for a professional sports organization and provide recommendations for improvement
- ▶ Identify proactive strategies to manage and develop a client's top 100 customer account portfolios
- ▶ Help one of largest publicly traded, managed healthcare companies to develop a strategy to optimize its state-of-the-art financial systems

How do I decide on my area of focus?

Upon joining us, you'll be aligned with one of our specific areas of focus (IT Risk & Assurance, Performance Improvement or Risk), based on your skills and interests. Being connected to a specific sub-service line helps you build competencies and develop your technical and industry capabilities. However, you'll also work alongside professionals from other groups within the Advisory practice, accelerating your career development as you learn firsthand from those with different backgrounds and experiences. This means you will work on varied assignments, gain direct knowledge of the full scope of our service offerings, obtain a view of a client's business that is both broad and deep, and learn high-demand skills—all while enjoying the opportunity to work on global projects with leading international clients.

What skills would I acquire in my first few years in Advisory Services?

Research and analysis skills

- ▶ How to observe, document and improve business processes
- ▶ Communication and team-working skills
- ▶ Client relationship skills
- ▶ Creative problem-solving
- ▶ A deeper understanding of business operations and how to bring about sustainable change
- ▶ Risk management skills
- ▶ Report writing skills

What opportunities would Advisory Services open up?

You could:

- ▶ Pursue a particular area of interest and develop in-depth skills and knowledge
- ▶ Gain experience in different industries to determine which sector you most enjoy working in
- ▶ Work on different engagements around the world
- ▶ Enjoy excellent opportunities for career advancement by developing skills that are in demand
- ▶ Have exposure to a wide range of client issues and services

What requirements do I need to start?

Although these vary slightly by sub-service line, to join us you'll typically need:

Education: bachelor or master's degree in accounting, business administration, computer science, construction management, engineering, finance, information science, management information systems or real estate. For Performance Improvement (PI), prior advisory work experience and an MBA are also preferred.

Core Skills: strong auditing, financial and analytical skills; excellent written and verbal communication skills; creative problem-solving skills; and the desire to develop advisory and related entrepreneurial and leadership capabilities. For PI, a willingness to travel to client locations for short- and long-term assignments is also important.

Typical designations: Certified Public Accountant, Certified Financial Analyst, Certified Information Systems Auditor, Certified Information Systems Security Professional, Certified Information Security Manager, Certified Internal Auditor, Certified Management Accountant

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