

EY Results:
Change Management
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The purpose of the peer group analysis is to categorize providers' market approaches and identify and interpret common characteristics in how providers deliver services to clients. The peer groups reflect the diversity of views among consulting providers with respect to the root causes of client challenges and how best to address them. These views manifest in the different choices providers make regarding their consulting approaches and organization, service delivery tools and methods, and the scope of their services. These choices have important implications for where providers focus their efforts and the nature of the client experience.

Legend: ● Very Strong ◐ Strong ◑ Moderate ◒ Weak ○ None

Provider Capabilities: Change Management Consulting				
	Firm	EY	Firm	Firm
Change Management Strategy	◑	◑	◑	◑
Stakeholder Management	◑	●	●	●
Change Impact Analysis	●	◑	◑	◑
Change Readiness Assessment	◑	●	◑	◑
Change Implementation	◑	◑	●	●
Communications	◑	◒	◑	●
Change Capability Building	●	●	●	●

Source: Change Management Consulting, ALM Intelligence

Competitive Landscape

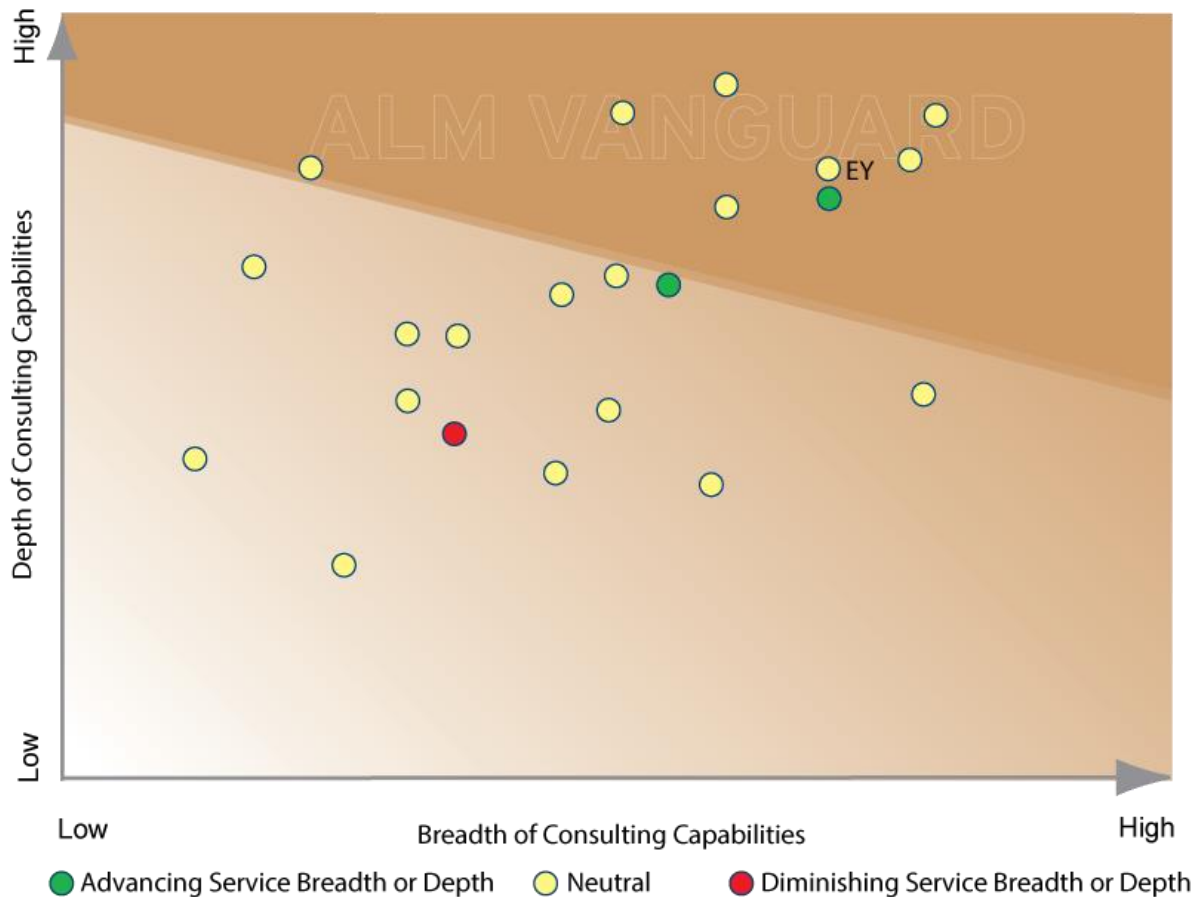
Management & Financial Consulting Firms

EY has been a provider of change management consulting for many years, but only recently organized its worldwide network of professionals as the Global Change Practice within its People Advisory Services. The new practice facilitates the consistent provision of scalable, end-to-end transformation services supported by the digital platforms and design services the firm is developing through alliances and acquisitions. EY's change consultants go to market in alignment with the firm's industry, functional, and strategy consulting practices, as well as the firm's year-old Purpose-Led Transformation service offering. The change methodology is straightforward in its simplicity, yet clear about the holistic combination of engagement, readiness, and adoption on sustaining change. The methodology is underpinned by a comprehensive value chain of change management consulting services and a portfolio of tools that accelerate speed to adoption and benefits realization. A significant accelerator, for example, is the firm's Global Center of Excellence for Digital Learning and Communications, which enables the delivery of leadership development, training, and engagement techniques in support of clients' change programs.

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The *ALM Vanguard* of Change Management Consulting providers assesses firms in terms of their relative breadth (horizontal axis) and depth (vertical axis) of branding strategy & marketing effectiveness consulting capabilities.

ALM Vanguard of Change Management Consulting Providers



Source: Change Management Consulting, ALM Intelligence

Competitive Landscape

ALM Vanguard of Change Management Consulting Providers: Qualitative Assessment

EY's position in the Vanguard is based on the strength of a reorganization that harnesses the award-winning change management consulting expertise of a far-flung network into a global capability that functions as a center of excellence. The reorganization enables EY to deliver end-to-end transformation services by change practitioners with deep expertise across sectors, functions, industries, and geographies. The firm's investments in digital platforms and design capabilities are showing results in terms of solutions developed to accelerate employee engagement, learning, and adoption of desired change behaviors. EY's workforce analytics capabilities add a level of sophistication to workforce segmentation for large-scale transformations that is competitive in the today's market.

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About ALM Intelligence

ALM Intelligence provides accurate and reliable market sizing and forecasts on consulting services worldwide, needs-analysis and vendor profiling for buyers of consulting services, timely and insightful intelligence on the top consulting firms in their respective markets, and operational benchmarks that measure consulting performance. ALM Intelligence's research spans multiple service areas, client vertical industries, and geographies. Our analysts provide expert commentary at consulting industry events worldwide, and offer custom research for Management Consulting and IT Services firms. More information about ALM Intelligence is available at consulting.almintel.com

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