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UNIVERSITI  
TEKNOLOGI  
MARĀ

EY

# **MGT666**

# **INDUSTRIAL REPORT AT**

# **ERNST & YOUNG**

# **CONSULTING**

05/08/2024 - 17/01/2025

**MUHAMMAD AMIRUL AZLIN**

**Bachelor's of Business Administration**  
**[Hons.] Marketing BA240**

**2022923563**

## SURAT KEBENARAN

Tarikh : 17/1/2024

Kepada :

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**Maklumbalas (/)**



Setuju



Tidak Bersetuju

Tuan/Puan

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Nama Pelajar	MUHAMMAD AMIRUL BIN AZLIN		
No. Matriks	20229263 3563	Nama Program	BBA - Marketing
Tajuk Laporan	Internship Report	Nama Syarikat	Ernst & Young

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Yang Benar



.....  
Nama Pegawai : Navina Senathipathy  
Jawatan :  
No. Tel. : Associate Director  
No. Faks : .....

**Cop jabatan/organisasi:**



**Ernst & Young Consulting Sdn. Bhd.**  
(formerly known as Ernst & Young Advisory Services Sdn. Bhd.)  
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## 1.0 EXECUTIVE SUMMARY

The EY Malaysia industrial experience from August 5, 2024 to January 17, 2025 formed the subject of my industrial training report. I collaborated with the Talent Development Team of Learning & Development where I spent my time. As an intern at EY I received firsthand exposure to corporate training coordination and event management approaches alongside the professional initiatives characteristic of businesses today. I learned about EY's complete business structure during my first week but not until now did I see any training programs or client-oriented initiatives which connect EY to its clients.

As a BTS leader I contributed to Business Tax School which delivered tiered training development modules for various professional levels in tax. My responsibility involved leading participant administration and developing training resources together with coordinating a seamless training delivery platform. For BTS 1 & 2 gateway tax programs targeting associates along with BTS 5 for senior 3 personnel I helped conduct training and learn which methods were most effective at preparing EY's advanced professionals for their career advancement. The responsibilities at this position have tightened my problem-solving skills and organizational capability while showing me the natural advancement paths within corporate careers.

A SWOT analysis of EY Malaysia constitutes the main content in my report. This diagnostic tool helps organizations determine both their internal and external advantages and disadvantages. The professional brand strength of EY together with its skilled workforce represents two major strengths of the company. The establishment holds its status as a leading professional services firm because of this factor. Two long-term limitations exist within EY Malaysia which stem from high employee turnover and heavy reliance on major clients. The opportunities for EY lie in strategic partnerships alongside existing threats that emerge from strong competition with other Big Four firms and currency market movements. EY faces two major threats in its market due to its intense competition with the Big Four firms and currency fluctuations.



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### **3.0 ACKNOWLEDGEMENT**

I would like to start by extending my heartfelt gratitude to my alma mater, Universiti Teknologi Mara Cawangan Melaka Kampus Bandaraya Melaka for providing me with the opportunity to undertake an internship. Finalising my studies as an undergraduate in the UiTM has been a privilege and I shall always look back at the lessons I have learned within these walls. I convey my thanks to my academic supervisor, Puan Joeaiza who has been a beacon of light in providing academic guidance and support throughout the course of this internship. Puan Joeaiza played a pivotal part in my journey throughout the completion of my undergraduate studies and internship. She actively dedicated time to listen and provide constructive feedback in enriching my internship journey.

I am deeply bound by gratitude to Ernst and Young Consulting Malaysia, for taking me under its wings for this industrial training, providing me the opportunity to undertake responsibilities and activities that have allowed me to grow as an individual and as a professional.

Finally, I would like to thank Navina Senathipathy, the backbone of Learning and Development for her incredible leadership and guidance. I began my internship under the stewardship of Navina and have witnessed her purpose driven work-ethic. Navina has also been a great source of support whenever I sought advice on career progression. Through Navina, I have seen leadership on action and I hope to embody her active and enthusiastic spirit as my career and life progresses.

I also would like to convey my gratitude to Aina Wahida, my industrial training buddy and Fazira Azman Dos, my counselor at EY Malaysia. Both Aina and Fazira have been pivotal to my journey and growth here at EY.

# 4.0 STUDENT'S PROFILE



## MUHAMMAD AMIRUL AZLIN

### SUMMARY

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A dedicated business student majoring in marketing known for a dynamic mix of motivation, results-driven focus, and a collaborative spirit. I am also a natural team player with a ambitious ability to think critically in diverse situations, strengthen this skill to navigate challenges and deliver impactful solutions. Proven of achieving positive outcomes through strategic planning and cross functional teams. Eager to apply a strong work ethic and have a big desire for critical thinking to contribute effectively in a business role.

### WORK EXPERIENCE

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#### Ernst & Young Malaysia

Aug 2024 - Jan 2025

##### Learning and Development Intern, Tax Service Line

- Coordinated comprehensive training programs for EY professionals, enhancing their expertise in various tax-related disciplines and contributing to the firm's commitment to continuous learning and development.
- Played a key role in the successful delivery of the Business Tax School series (Levels 1-5), which provided foundational to advanced tax knowledge and practical skills to new and existing staff.
- Coordinated 'Tax ConneXion' training sessions, fostering a collaborative environment for knowledge sharing and professional networking within the tax service line.
- Coordinated the 'BEPS 2.0' training, helping participants understand and navigate the complexities of the Base Erosion and Profit Shifting guidelines and their implications for international tax strategies.
- Contributed to the continuous improvement of training programs by collecting and analyzing participant feedback, leading to enhanced content relevance and delivery methods.
- Supported Tax Townhall FY25 by working with other teams to make sure the event running smoothly.
- Played an instrumental role in supporting the Tax Townhall for FY25, capturing key moments through photography and videography, and engaging with Tax partners to foster connections.
- Prepared a compelling video montage for the event, collaborating with cross-functional teams to ensure the final product met EY's standards of excellence and effectively conveyed the event's key messages.

#### Fly Cartel Sdn. Bhd.

March 2019 - April 2019

##### Sales Promoter

- Handled the official merchandise event for World Chef Battlefield 2019 at Movenpick, Sepang. This involved engaging with attendees, explaining the features and benefits of our products, and persuading them to make purchases.
- Involved in providing excellent customer service, answering questions, addressing concerns to enhance the likelihood of sales.
- Involved in monitoring the quantities of products available for sale, tracking sales volumes, and anticipating demand fluctuations throughout the event.
- Helped to ensure that there was neither excess inventory nor stockouts, optimizing sales opportunities.



# 4.0 STUDENT'S PROFILE

## EDUCATION

**Universiti Teknologi Mara (UiTM)**

*Bachelor's of Business Administration (Hons.) Marketing*  
CGPA: 3.55

March 2022 - Jan 2025

**Universiti Teknologi Mara (UiTM)**

*Diploma in Accounting Information System*  
CGPA: 3.30 MUET: Band 4

Aug 2019 - Feb 2022

## EXTRACURRICULAR ACTIVITIES

**Universiti Teknologi Mara (UiTM)**

*Bachelor's of Business Administration (Hons.) Marketing*

- Organized a CSR program for my students' association MASA called Beach Cleaning. Cleaning The Scenery as my role was a Head of Project
- Involved in a cultural summer camp in Makassar collaborated with Universitas Muhammadiyah Makassar, Indonesia.
- Took part in Pemimpin Minggu Destini Siswa for two semesters as my role was Head of Logistic and Safety Exco
- Organized an event called Kila: Kampus & Alam with residents of Kampung Morten, Melaka and hold a Malaysian Book of Record for the most participation in Malaysia for gotong-royong.
- Appointed as an informal emcee for faculty's dinner A Night With MASA
- Appointed as an emcee for Malam Aspirasi Budaya (MAYA) 2023 that was organized by Kelab Warisan Budaya UiTM Melaka.

**Universiti Teknologi Mara (UiTM)**

*Diploma in Accounting Information System*

- Volunteered for Bubur Lambuk Program for homeless in my first semester.
- Involved in a faculty's event such as Semester Grand Meeting for accounting students in 2020 & 2021 Volunteered a faculty's student representatives PERDAIS and my role was a Sports & Recreational Exco.
- Organized an E-sports PUBG Mobile Tournament for students to join during my second term.
- Organized the Annual Grand Meeting for students of PERDAIS.

## ADDITIONAL INFORMATION

- **Technical Skills:** Project Management, Leadership, Ability to work in a team, Fast learner, Good with communication skills, Proficient with Microsoft Word, Power Point, Excel, Canva, Basic in using Adobe Photoshop and PowerBI
- **Languages:** Malay and English
- **Awards:** Received a Dean's List Awards for 4 semesters

## REFERENCE

NAVINA SENATHIPATHY.

Asean & Malaysia Tax Learning Leader  
Ernst & Young Malaysia

DR NORNAJIHAH NADIA BINTI

HASBULLAH  
Senior Lecturer UiTM Melaka.



# 5.0 COMPANY'S PROFILE

## COMPANY ADDRESS

### ERNST & YOUNG MALAYSIA

Level 23A Menara Milenium,  
Wilayah Persekutuan, Malaysia,  
Jalan Damanlela, Damansara Town  
Centre, 50490 Kuala Lumpur,  
Federal Territory of Kuala Lumpur

## VISION

Building a better working world. EY's vision focuses on creating long-term value that benefits society, clients, employees, and stakeholders. It is driven by the belief that companies should not only generate profits but also contribute to societal well-being by promoting sustainable growth.

## OBJECTIVES

EY emphasizes investments in AI and digital platforms to enhance client services. Platforms like EY Fabric and EY.ai enable businesses to leverage technology for transformation and growth. Over 75% of EY employees now use its proprietary AI tools, promoting responsible AI usage and innovation.

Employee growth is a major focus. EY's learning programs, including EY Badges, have issued over half a million certifications to develop skills in areas like sustainability and data analytics. This ensures that employees are well-equipped for future challenges.

## MISSION

EY's mission is to provide insights and quality services that help businesses address challenges, manage risks, and capture new opportunities. This mission guides its work across four service lines:

EY actively supports sustainability by helping clients meet environmental goals and reducing its own carbon footprint. The company reported significant reductions in greenhouse gas emissions and continues to focus on eco-conscious business practices, including sustainable travel initiatives.

These strategic objectives reflect EY's commitment to building a better working world by integrating technology, sustainability, and employee development into its operations while fostering growth through partnerships and innovation.





5.0

# COMPANY'S PROFILE

## BACKGROUND

EY is a professional services organization with its main services being assurance, tax, consulting, strategy & transactions divisions, and is commonly known as EY or Ernst & Young. Being one of the four largest professional service Networks, together with Deloitte, PwC and KPMG, EY significantly influences the global business environment. Based in London, United Kingdom, it has its business across over 100 countries and has over 390,000 employees around the globe. EY's vision, contained in the slogan "Building a better working world," refers to the creation of sustainable value not only for the organizations but also for employees, social environment as a whole. Despite the fact that EY has revealed its current structure after a large merger in 1989, its antecedent has an existence that exceeds one hundred years of inconsistent growth, achievements, and evolution.

## GOALS

That is why EY attaches great importance to strategic collaborations and is constantly developing a system of cooperation with partners and ecosystems to create effective and integrated client offerings. EY has entered into more than 20 alliances in 2024, and most of the partnerships were made on AI and industry that make totals of more than 100 alliance in recent years.

## HISTORY OF THE COMPANY'S ESTABLISHMENT

The foundations of EY lie in two influential firms: Arthur Young & Co and Ernst & Whinney Companies. Arthur Young & Co. originates in the United States to offer auditing and accounting during the Industrial Revolution era that began in 1906. Another company that was established is Ernst & Whinney, Cleveland Ohio that was founded in 1903 and marked its strategic position as a strong accounting firm with top of the line services in financial services.

The two firms grew separately in the twentieth century to augment their networks by merging with other regional firms. As the operation of these two firms extended more globally in the 1980s, they had to look for alliances that would increase their capacity to deliver international services. Later in 1989, the two merging firms became Ernst and Young, a firm that had established itself globally. The merger is significant when businesses are getting more complicated and there is a need to have a focal point where all the professional services can be acquired. This consolidation proved advantageous to the new formed firm by enabling it to offer all rounded services to the clients in the international markets including tax consultancy, compliance with tax laws, business strategy development and the likes.

Over the past few years, EY has continued to focus on information technology where it has developed competitiveness through digital tools, AI, blockchain and analytics. The firm developed solutions like EY.ai and EY Fabric that help to enhance data analytics and reduce back-end activities for clients.



# 5.0 COMPANY'S PROFILE

## ORGANIZATIONAL STRUCTURE

EY is among the largest professional services company in the global marketplace with focus on the financial service industry. EY offers various solutions to various sectors in managing and as well as developing business and in providing clear and understandable information. Consequently, EY Malaysia was established as part of this enormous global structure, which offers the highest quality consultancy, assurance, taxation, and strategy and transactions (SaT) services. EY Malaysia clients encompass public listed corporations, multinational corporations, government bodies, non-governmental organisations and start up organisations. It believes that it has good knowledge of local markets apart from global management skills as a competitive strength.

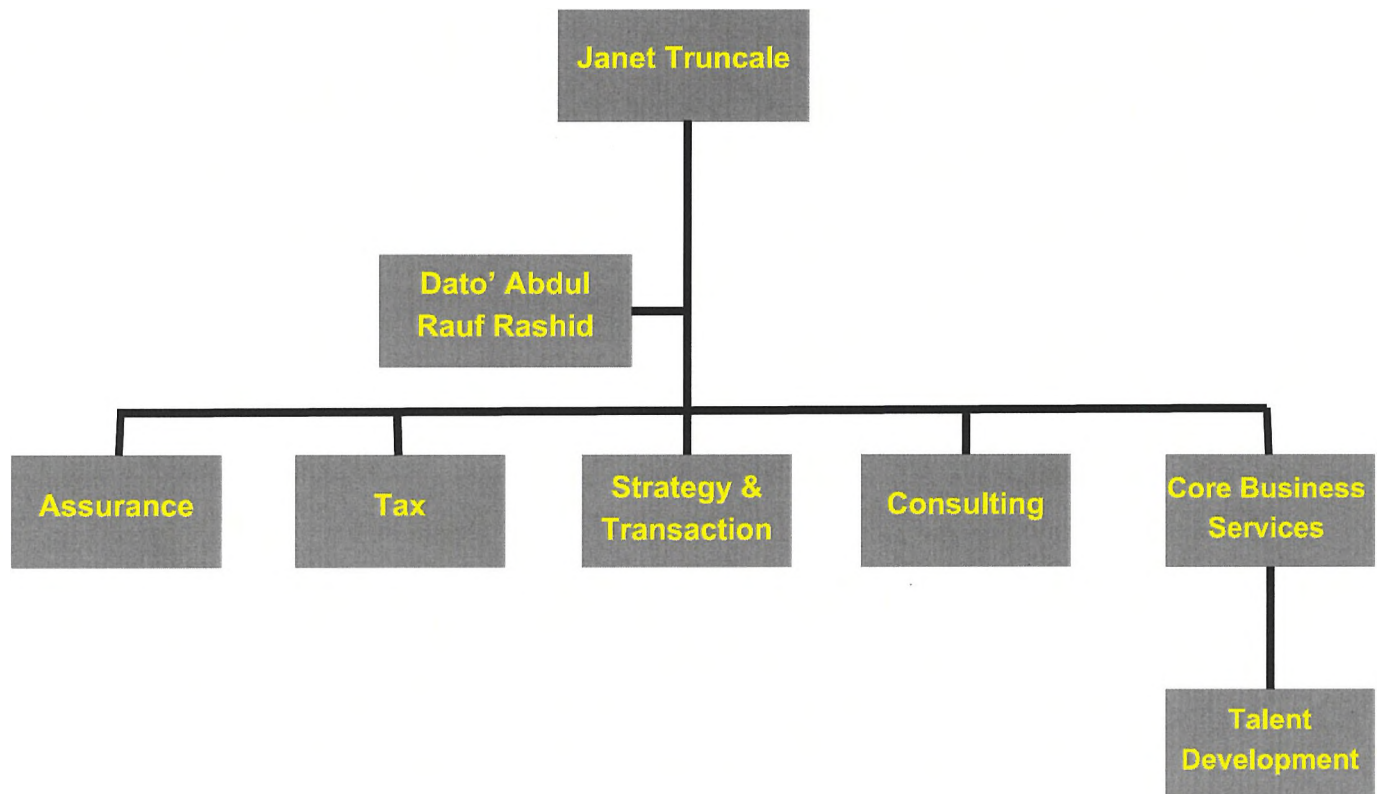


Figure 1





# 5.0 COMPANY'S PROFILE

## DEPARTMENT ORGANIZATIONAL STRUCTURE

Specifically, within the Talent department, Learning and Development is an individual department that consists of various learning pillars or teams. The Asean talent development and Malaysia learning is led by Elaine Lim. My internship specifically was undertaken in the Talent Development Department, under the Learning and Development Team, a special function of the Talent Development Department consisting of around 40 employees.

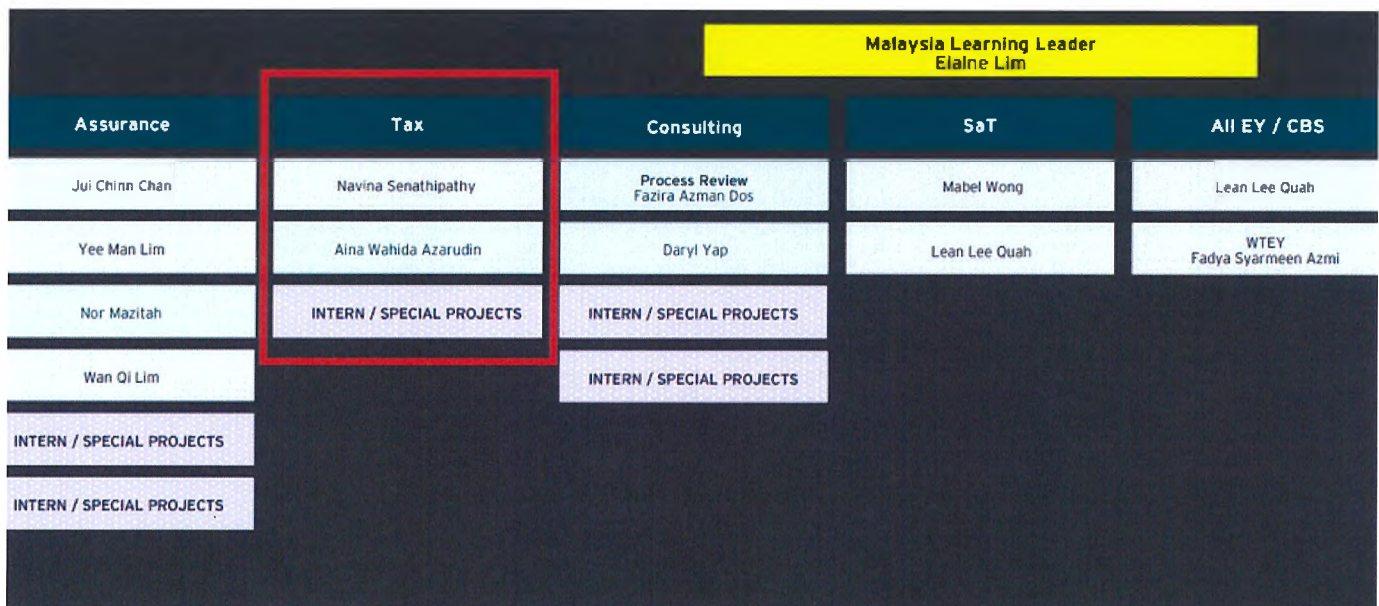


Figure 2

When I interned at EY Malaysia under the Learning & Development department, my department was under the Tax service line. This put me under the tutelage of Navina Senathipathy and Aina Wahida Azarudin both of whom were instrumental in managing and facilitating learning for Tax professionals. Cooperating directly with Navina and Aina made me familiarize myself with the process of creating and delivering targeted trainings like the Business Tax School and Tax ConneXion.

Such programs were intended to serve the purpose of upskilling of Associates and Seniors at various stages within the company. This opportunity not only improved my awareness of how Learning initiatives are implemented for the Tax service line, but also provided me the facility where I can actively participate in special tasks, assuring efficient execution of training programs and help in solving logistical issuances.





# 6.0 TRAINING REFLECTION

## 6.1 DURATION

Date: 5th August 2024 - 17th January 2024

Working Day: Monday - Friday (Work from home)

Working Time: 8:00a.m - 5:30p.m

## 6.2 SUPPORTING BUSINESS TAX SCHOOL

I was an intern working in supporting a cast of tax training programs, largely the Business Tax School series. I worked on the assignment, and helped conduct close to 100 hours of training for tax professionals ranging in experience levels, giving me the chance to experience the industry side of training and the progressive development structure found in it. My first part of this role was to assist with Business Tax School 1 and 2 for entry level associates, associate 1 and associate 2. It was this foundational training for helping fellow associates to get the skills and knowledge base to be able to do their job effectively.

I prepared and organized participant lists, handled training materials, and saw to it that the workshops ran on smoothly. I supported the learning travel of associates 1 and 2 in its capability to understand core tax principles, which are the basis of their work at the firm. The foundational training sessions taught associates about technical tax concepts while these sessions enabled them to develop a professional mindset and equip them with the expectations of a taxpayer career.

I also assisted with the initial levels plus Business Tax School 3, which is for the overachieving professional hoping to reach the Senior 1 level. More complex tax topics targeted in this program required advanced analytical skills to digest technical tax knowledge. In this program my job was to set up sessions with the trainees, schedule them up, communicate with them on the schedule, and also provide technical support for them like setting up digital tools and ensuring they have the learning materials. But it was important for these logistical tasks to be completed to ensure that Senior 1 professionals were able to dedicate their expertise with the training. The training was designed to prepare these people for what would become increasingly complex client contacts and tax issues that would require greater independence.

Beyond these early programs, I also developed and delivered Business Tax School 4 for professionals at Senior 2 level. At this stage, of training, this time was reserved for more advanced tax professionals who were being prepared to assume added responsibilities for their teams. I organized training resources, helped prepare detailed materials and monitored participation. Through my work with the Business Tax School 4 I could see how the curriculum and teaching methods were allowing Senior 2s to learn new things on top of things they already know and grow towards positions with leadership responsibility for. It also trained them to be strategic and supplied them with skills that would be useful for future managerial posts within the firm.

I was finally involved in the deployment of Business Tax School 5, the last training level for our Senior 3 professionals. Special attention was also given to the development of leadership skills, strategic decision making and fundamental management of tax responsibilities at a senior level. In this stage I was responsible for organizing the training schedule, organizing resources and ensuring each session is prepared well, ready to learn. The core purpose of Business Tax School 5 was to ready Senior 3 officers such that they are skilled for either current or potential leadership and managerial roles in the tax practice. Supporting this training helped me to help prepare senior level staff for key roles, which involved guiding and mentoring junior associates, taking on large client engagements, and making strategic decisions which affect the clients and the firm.

In general, the Business Tax School series gave me a chance to learn first hand how to do the business of training such as coordinating participant engagement, coordinate logistics and preparing the necessary resources. Not only did I get to witness the firm's structured approach to professional development that slowly raises the tax professional's capabilities over the course of their career. With about 100 hours of training involvement under my belt, I learned the learning and development process within a large professional services organization from the ground up, utilized my organizational skills, and deepened my appreciation for geared structured progression in taxation numbers.

## 6.3 SUPPORTING TAX TOWNHALL



*Figure 3*

During my internship, I had the opportunity to contribute to the Tax Townhall event held at the Royal Lake Club by creating a video montage to capture and showcase the highlights of the event. This task required careful planning and collaboration with the talent team to ensure the video met EY's professional standards and effectively represented the event's significance. I worked closely with the team to understand their vision for the montage, gathering and organizing clips, selecting key moments, and creating a seamless, engaging final product. My goal was to create a montage that not only highlighted the key presentations and interactions but also conveyed the energy and purpose of the event.

On the day of the event, I supported the talent team further by taking on the role of a photographer and videographer. My responsibilities included capturing both candid and formal moments, such as Dato' Rauf Rashid's speech, which underscored important themes for the organization, and Farah Rosley's presentation, which provided valuable insights to the attendees. This hands-on experience allowed me to develop my multimedia skills in a live, dynamic environment, focusing on technical aspects like lighting and angles, as well as maintaining a keen awareness of important moments to capture.

This experience gave me valuable insights into event coverage and the importance of visual storytelling within a corporate context. My role in creating and supporting the Tax Townhall video allowed me to contribute creatively while also strengthening my collaboration, communication, and technical skills. Working with the talent team, I gained a better understanding of the importance of accurately capturing an event's essence, which is crucial for corporate events where visuals can significantly enhance engagement and reflect the company's brand and professionalism.



## 6.4 TAX CONNEXION

As part of my internship work I participated in the Tax Connexion program serving as an essential platform which delivers updated information from the Inland Revenue Board (IRB) to tax professionals. The program proved vital in our fast-changing regulatory environment since knowledge retention enabled both compliance and strategic planning success.

Tax Connexion administered training programs twice per month with programs set for two consecutive business days. Special attention dedicated to developing training materials presented detailed information about new tax rules together with their business impacts and adaptable methods to manage these transformations. The program delivered detailed material which combined official reports about legal updates alongside hands-on examples demonstrating how emerging regulations would affect various industries.

Through Microsoft Teams I helped deliver these sessions virtually as a part of this project. Unfortunately this opportunity demanded brilliance through both computer programming expertise and effective communication with our learners. My focus involved continuously optimizing the virtual learning space by adding various interactive tools including participant interaction elements which sustained active involvement and meaningful engagement.

Through my involvement with Tax Connexion I worked to support the transfer of knowledge yet I also actively took part in strengthening an excellent community of professional accountants. Through this experience I developed permanent professional insights about teamwork and communication methods that apply to professional environments. The elaborated section details your responsibility within the experience then explores the measurable influence of your work together with your professional expansion from the project's beginning to its completion.

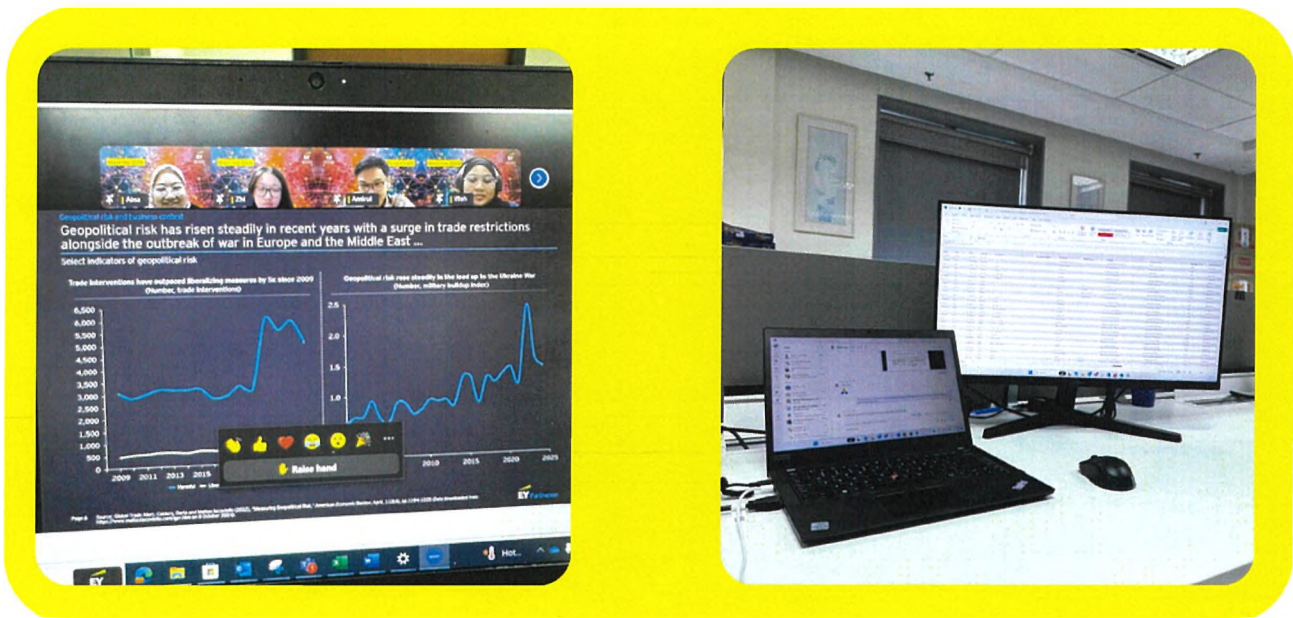


Figure 4



## 6.5 PAS CORE TRAININGS

During my internship in the Learning & Development department i got a chance to handle training for People Advisory Services (PAS) department, I had the opportunity to play a pivotal role in supporting two essential training programs: PAS New Hires and PAS Core Training. These customized training sessions aimed at Global Mobility content delivered information suitable for Associate and Senior professionals and those at every stage in between. Multiple audience categories contributed to making the training captivating by integrating professionals who conducted business from diverse backgrounds.

Several critical tasks made up my responsibilities which directly contributed to achieving successful training results. Prior to delivering the training content I conducted participant profiles to understand their backgrounds better so we could adapt the training appropriately. Training date allocation remained essential for me because it allowed participants to join sessions while eliminating scheduling conflicts to maintain high attendance.

The process helped me build powerful skills in working on multiple tasks at once. The combination of tasks involving participant registration and room setup and material preparation needed careful detailed organization for successful management. I learned methods to predict and resolve cooperative issues before they arose because this fundamental skill kept training sessions on track.

Through these training programs I strengthened both my logistical skillset and understanding of Global Mobility topics alongside organizational abilities. My work allowed me to deliver professional training to enhance others' growth and myself develop rapidly in this quick-paced setting. My experience has fundamentally transformed my project management and team collaboration methods through deep understanding about how organizational success depends on group efforts.



*Figure 5*



*Figure 7*



*Figure 6*

## 6.6 ASEAN MILESTONES

The ASEAN Milestones celebration honored senior managers who had attained their new positions throughout the region with a special appreciation gathering. At the initial preparation stage I worked together with my team to assemble 400 individual goodie bags that would be distributed to Senior Managers. High detail focus together with effective teamwork ensured items packed correctly and became distributable.

As part of the dinner festivities I made it my task to determine which participants would receive the "Best Dressed" recognition award. Chosen from the team I was responsible for attending guests to evaluate their outfits and choose the winner whose choice best represented the event theme to make the night more engaging.

Also, during the dinner I offered spontaneous assistance during the event when necessary tasks arose for which I provided instant support to make sure the event ran smoothly. The coordination process with my team members combined with logistical assistance became essential for maintaining event flow during the evening. The various executive roles helped me improve my ability to control event flow while adjusting to unexpected problems and producing a rewarding and unforgettable experience.



Figure 8

## 6.7 WELCOME TO EY TAX

The Welcome to EY Tax session is a monthly onboarding program designed to introduce new hires to the Tax department and facilitate their smooth transition into their roles. As part of my responsibilities, I managed the invitation process by ensuring that all new hires received their invitations and confirmed their participation. Additionally, I was responsible for preparing the presentation slides used during the session, ensuring that they were well-structured and informative.

During the session, I played a key role in producing and managing the flow of the event, ensuring a seamless experience for the participants. This included organizing breakout rooms for interactive activities, allowing new hires to engage with one another and familiarize themselves with EY's culture and expectations. Furthermore, I recorded participants' attendance in the CALCULO system, maintaining accurate records for future reference. This experience helped me develop strong organizational, communication, and technical skills while contributing to an efficient and engaging onboarding process.



Figure 9



## 6.8 BENEFITS FROM EY

During my internship, I received some good benefits which aided both my professional and personal experiences. For allowances, every month I was granted RM1500 to use as I please to fuel my expenses and bring value to my time with the company. Internships allowances becoming increasingly vocal support for me with financial support to help recognize my contributions and to assure equal access to work opportunities.

Working from home on Fridays was another big advantage that EY offered. Being able to work for both a remote and hybrid work arrangement afforded me real-world collaborative experience in the office without the unwelcoming confines of the traditional office experience meanwhile still maintaining the freedom and flexibility of remote work. The post-pandemic work environments also demonstrate that hybrid work models contribute to improve employee productivity and satisfaction (McKinsey & Company, 2021). I made sure this arrangement also boosted my time management skills, and it aligned with the EY's strategy towards making a modern, flexible work environment, putting the focus on employees' well-being before anything else.

Besides the core benefits, like internship allowance and remote work, EY had some perks of its own like a 10 percent discount on all purchases, with a special code provided to all employees. The connection between employee discount programs and utilization of engagement and retention has been found to upsurge the loyalty of the staff. The 10% discount at restaurants around me during lunch (redeemable with my ey lanyard) acted as a means to also to create a community of colleagues.

## 6.9 EY BADGES

Also during my internship, I was fortunate to join EY's upskilling initiatives through the EY Badges program, which delivers all EY employees, including interns, the opportunity to receive free access to learning resources to help with professional development. And these are designed courses that will help employees acquire skills relevant in all areas of industry so as to enhance their knowledge and career growth.

For my specific upskilling journey, I went ahead in choosing to go for the Bronze Learning Badges. To complete this, meant to learn 15 hours in a brand new topic, in this case, Power BI which is a widely used data visualization and business intelligence tool. Known as a leading platform to transform raw data into clear actionable insights, power BI is a crucial skill in today's data driven world (Gartner, 2023). Learning Power BI helped me gained a strong foundation in data analytics and visualization, two of the hottest skills in the professional universe today.

With a huge number of studies confirming that data analytics and visualization tools like Power BI are becoming indispensably important in decision making across industries, the demand for using such tools has only increased. A Forbes (2024) report has discovered that organizations nowadays incorporate data driven understanding to make better judgment and upgrade operational proficiency, innovation, etc. And with more businesses wanting to become more data-centric there is a huge demand for people experienced in data visualization and analytics. In this trend acquiring technical skills in platforms, like Power BI, has become a strategic career move if you want to stay competitive in the job market.

In addition, my Power BI experience solidified EY's key to continuous learning and development. By giving the the internship and its full time employees an opportunity to learn for free, EY ensures that it offers such adaptable and technologically skilled workforce. In the fast changing world of work, organizations like EY understand that upskilling the workforce is key not only to sustain industry's movement, but also to sustain the culture of continual learning. An increasing global market requires the continuous organizational growth in which investment in employee development is necessary for fostering innovation, as stated by PwC (2023). I received practical experience as well as broader insight into the value which EY puts on career progression and professional development.



# 7.0 SWOT ANALYSIS



## 7.1 Strengths

### 7.1.1 Strong brand reputation

EY has good brand image because for one to attract and maintain clients one needs to deliver and be recognized as a reliable advisory service provider. It has been years the organization has cultivated a reputable image etched by its worldwide establishment which adheres to the principles of delivering quality services and its message on pledge to jointly shape a preferable working world\*. With this reputation, EY has been able to sustain competition and get high profile clients who have an interest in reliability and quality. Credibility reach complementing the brand recognition they have makes it easy for the firm to enter new markets. By presence of EY in over 150 countries, it gives it a massive global presence. So, a broad offering of service by EY enables firm cater for multinational clients who need a standard advisory in the region. A centralized model also means that EY needs to leverage global knowledge and trends which would also benefit many worldwide companies. Because EY has offices in many countries they can seem culturally appropriate and have a unified corporate vision and image and expand.

Ernst & Young (EY) has established a robust brand reputation that is crucial for the attraction and retention of clients who are in search of dependable advisory services. This reputation is supported by a global presence, high standards of service, and a dedication to "building a better working world." Brand Finance (2021) reports that EY's brand strength has improved, with a Brand Strength Index (BSI) score of 89.7 and a AAA+ rating. EY maintains cultural relevance while providing multinational clients with international expertise and insights, as evidenced by its operations in more than 150 countries (Fern Fort University, 2024).

## 7.1 Strength

### 7.1.2 Skilled workforce

The most important resource of EY is the people since the organization is equipped with professional personnel in the different area of specialization such as tax, assurance, consulting and advisory. Supporting talent development, the firm offers opportunities for the professional development of its employees which could help them pursue professional improvement and training for career update and to meet diverse client challenges within and outside the country. When EY focuses on selecting and developing its people, it can ensure that it produces valuable and effective services which also adapts to emerging markets. The work by Uddin and Nasrin (2024) reveals how corporate reputation drives customer satisfaction at multiple steps leading to sustainable usage intentions. This study concentrates on customer views yet demonstrates that internal organizational elements particularly employee competence play a vital role in forming external impressions.

At EY, individuals work on Assurance, Tax, Consulting, Strategy, and in the Transactions division. They have good knowledge of technicalities concerning their practice and are expert in creating client's value through problem solving. EY confronts structured and specialized competencies depending on its service line, audit, risk, cyber, analytics, and sustainability. They have international human resource management policies. The blend of talent ensures that EY is able to address the dynamic needs of clients in organizations of various industries of business.

## 7.2 Weaknesses

### 7.2.1 High Employee Turnover

Another limitation of this business is the high turnovers which are common in the professional services industry in EY that is Malaysia as it always has to source for talent, train and retain them. Auditor assignments are most of the time demanding and this leads to cases of staff turnover and an increase in turnover rates. Just as importantly, turnover drives up recruitment and training costs as well as frustrates client relationships and snaps service organization. People manage turnover, at EY using work life balance policies, and career progression, measures which must retain EY's employees.

The other risk in EY Malaysia is, it belongs to the professional services industry where there is comparatively high attrition rate which is a continuous issue of recruitment, training, and maintaining the employees. Lots of auditing positions are demanding and this leads to burn out and high attrition rates. This can jeopardize service quality reliability and affect the relationship with the clients and raise issues to do with recruitment and training. The stress that is inherent in most occupations is still a challenge that many employees struggle to deal with many people have a strong desire to quit their jobs (Indeed, 2024). This has been observed through such reports like employee reviews. To address this problem, EY has developed career progress plans and work-life balance measures to maintain the company's talent. Also, revenue is vulnerable because the organization relies on certain key customers; any cut in their spending or loss of big-ticket customers will affect revenues.



## 7.2 Weaknesses

### 7.2.1 Dependence on large clients

Restricting operations through only a few large customers creates substantial dangers for businesses. When companies largely base their revenue on few main clients they become vulnerable to serious financial challenges from major client attrition or reduced business. Large company clients often gain control over pricing agreements which strains profit margins. The focus on serving concentrated clients creates an imbalance in resource distribution leading to smaller client organization and decreases customer diversification efforts.

Scientific findings demonstrate how high customer concentration affects both financial stability and business risk exposure of organizations. Investors require higher cost of equity capital in firms when these firms have a strong customer concentration according to Dhaliwal et al. (2016's research. This indicates that customers with minimal business partners present additional financial risks. Cao et al. (2021) pointed out that firms with high customer concentration minimize their corporate risk exposure because significant customers hold strong bargaining power and provide essential revenue streams.

Companies with concentrated customer bases often modify their disclosure policies. According to Albuquerque et al. (2019) research shows high customer concentration leads companies to frequently disclose earnings forecasts which decreases investor uncertainty and strengthens revenue sustainability perceptions. The research results demonstrate why firms must actively control customer concentration because doing so reduces financial vulnerabilities while sustaining investor confidence.

## 7.3 Opportunities

### 7.3.1 Strategic partnership

Due to the strategic nature of partnerships with EY further service offerings and market position expansion potential. Through working with technology companies, financial institutions, and specialized companies, EY is also able to better leverage its own capabilities in areas such as digital transformation, artificial intelligence (AI) and cybersecurity. EY has, for example, partnered with tech firms such as Microsoft and SAP to develop cutting edge solutions for clients looking to navigate digital and operational transformation. This reduces complexity, allowing EY to be able to deliver a comprehensive service that covers the growing requirements of digital tools in the areas of business processes and data analytics. At the same time, these partnerships don't only make the firm's offerings better but also make it more attractive for clients seeking out of the box, tech enabled solutions, to continue to compete.

Through strategic alliances with technological, financial, and specialised organisations, EY may improve its services and market position. EY partners with Microsoft and SAP to utilise sophisticated digital transformation, AI, and cybersecurity capabilities to help customers negotiate challenging operational transformations. By helping clients modernise their operations with breakthrough cloud technologies, the increased cooperation with Microsoft hopes to deliver \$15 billion in growth (The Software Report, 2024). These alliances boost EY's service offering and attract tech-savvy clients. Mentorship programs, flexible work arrangements, and professional development tracks may help EY stand out from its competition by recruiting and keeping outstanding people.



## 7.3 Opportunities

### 7.3.2 Attract and retain talent

The labour force is a very important ingredient within most firms in the professional services industry including EY, and therefore recruiting and maintaining the best talent anywhere in the world is crucial for the success of the firm in the future. Believe it or not, the firm has already a good reputation and has commitment to its employees' professional development or can still be improved. Thus, it would be possible for EY to stand out against the competitors considering such programs as the mentorship, the flexible working programs, and the career advancement map. So today especially after the pandemic there are some important elements of the working culture that employees demand. Benson, the proposed directions of the talent management would ensure the organization attract the top talent employees in EY thus leading to the improvement of the retention processes. Investment on the retention of the employees would also reduce on the high costs and productivity loss associated with the turnover. For instance, the global learning platform and continuous learning that EY delivers across its workforce and not only enhances employee engagement but guarantees that the EY workforce is relevant and agile to respond to change in the industry. A rich prospect talent database is imperative as it enriches EY with an unutilized, motivated workforce who is capable of delivering promising returns and support extension initiatives, while also ensuring customer satisfaction.

EY can recruit and retain outstanding personnel by aligning its talent initiatives with these ideals (CRN Asia, 2024). EY's worldwide learning platform and continuous learning programs boost employee happiness and keep the workforce competitive and adaptive to industry changes. EY needs a strong talent pool to innovate, expand, and satisfy customers (Empowered Systems, 2024).

## 7.4 Threats

### 7.4.1 Intense Competition

It is faced with intense competition not only from the other big four firms (Deloitte, KPMG, and PwC) but from specialized consulting and auditing firms, as well as firms in the newer space travelled by technology. In areas like consulting, technology advisory and tax advisory, the competition is fiercest. To hang on to their market share, EY is always under pressure to be at the front of industry trends and innovate to grow its own business as these firms never stop innovating and trying to provide specialized services.

This is a competition within many areas of EY's operations, including the talent acquisition, because the competition for the best professionals also picks up how they will be compensated and what type of career opportunities they can offer. Furthermore, the activities of this competitive landscape force EY to invest extensively in technology, client relationship, and innovative solutions, at the expense of resources. Today clients want more customized and tech enabled services, and if EY cannot deliver on these new realities it may see clients moving to more agile or specialised firms. To answer this question, EY needs to keep innovating and developing strategic partnerships, and in addition, to differentiate its services and stay competitive. But one of the main challenges is the need for continuous adjustment to market changes.

EY faces a variety of threats, including intense competition from the other Big Four firms—Deloitte, KPMG, and PwC as well as specialized consulting and auditing firms and technology-driven companies. To maintain market share, EY must innovate and follow industry trends, especially in talent acquisition, where competition for top talent is fierce. EY must invest heavily in technology and innovative solutions to meet demand for customized, technology-enabled services (EY, 2023).

## 7.4 Threats

### 7.4.2 Currency fluctuations

Like any other international business organization, EY is exposed to currency exchange risks that create unpredictability in the organization's net earnings and solvency. A language of one currency earns more than when it is converted into the second, yet it may be influencing the value of that currency within the second. For instance, EY consolidated financial statements might be pulled down if there is a drastic drop in the currency in which EY earns huge sales.

This is more so when the EY type firm is operating in several countries where the exchange rate conditions can be highly unstable and often kilometres apart. EY is able to minimize currency exposure but such measures cannot eradicate the risk altogether. Further, currency change could impact the client's budget in certain instance so making the clients to afford the services offered by EY. Nevertheless, through revenue diversification and risk management strategies EY can manage some of the impacts of currency instability but translation fluctuation is by no means a one time occurrence and is categorized as a financial risk for international firms.

EY is a consulting and advisory business and when recessions come around, companies cut down their spending with consultancies such as EY. Consequently, risk is high during the economic loss phase. This risk is particularly great in cycle-sensitive products industries such as in the financial, real estate and consumer goods industries. Different countries have their own currency and when revenues are translated, exchange risks may pose significant problems to the global company EY. That said, EY, by conducting operations in different parts of the world is not immune to the impacts of currency fluctuations. It means that the attempts to expand revenues and to improve risk management should remain as priorities in order to keep EY profitable (EY, 2024).





## 8.1 RECOMMENDATIONS FOR STRENGTHS

### 8.1.1 Skilled Workforce

Technical competencies provide essential building blocks which enable workers to achieve efficient task completion. Regular updates provide employees with the continuous opportunity to refine their skills so they develop expertise in contemporary professional tools and methodologies. Information technology represents a sector which demands continuous educational activities because this field keeps evolving daily. A research by A. S. Arulsamy et al. (2023) showed that technical training delivered continuously strengthened employee comfort at work while boosting productivity through a minimum 15% boost from lower error rates and better task execution.

Working alongside others and solving problems and adapting to diverse environments are equally important to professional workplace requirements as much as routine technical capabilities which are known as soft skills. Specific attributes help you lead teams effectively and work harmoniously with others. Jones et al. (2021) show that teams with employees who exhibit soft skills maintain work unity thus achieving a 20% better overall performance. Without effective communication and conflict resolution abilities organizations struggle to maintain a smooth workplace environment.

A culture of continuous learning transforms workplace engagement through effective personal growth for both professional and individual development of employees. Cloverfield Associates utilizes two aspects to support and develop technical skills: they supply learning opportunities and conduct workshops and seminars and reward employees for their achievements in education. Brown and Taylor (2019) prove that creating a culture of lifelong learning among teams results in satisfied workers who show better commitment and maintain their positions longer.

Employee innovation experiences increased momentum through the emphasis on knowledge sharing and collaborative methods instituted for employees. Employee sharing of insights alongside their specific expertise leads to stronger policy development and best practice adoption at the workplace. Organizations possess a solid knowledge-sharing culture which research by Lee & Kim (2022) shows leads to a 25% growth in innovative output.



# 8.1 RECOMMENDATIONS FOR STRENGTHS

## 8.1.2 Strong brand reputation

Customers respond positively to marketing approaches focused on product excellence together with positive customer experiences coupled with sustainable responsibility commitments. Brands that show their public position on social topics through active campaigns across multiple platforms and community engagement projects alongside communication develop a powerful brand image. Within today's public sphere where individualistic heroes receive amplified attention the most underappreciated heroes always serve top-tier products and services.

Products designed with high quality standards give customers what they need thus both repeat sales and satisfactory word-of-mouth endorsements result from this practice. Customer feedback combined with quality assurance processes allows you to provide obstacles to your product or service. Studies by Aljarah and Ibrahim (2020) show that CSR's relationship with brand loyalty reached strong enough levels so customers become more satisfied due to these initiatives.

There are some ways that EY can show their utmost support for ethical and socially responsible practices through CSR initiatives and site implementation approaches that strengthen brand recognition with other corporate brands that can foster brand partnership and also aligning with SDG 17 which focuses on partnership goals. The research by Iglesias et al. (2020) demonstrates that co-creation functions as a connector between CSR and customer trust and loyalty which shows that brand engagement in CSR with consumer participation strengthens both trust and loyalty among clients.

A strategy developed to communicate company values equips organizations to deliver their message clearly through traditional and digital channels. Print ads along with TV promotions function best for broad audience reach yet social media platforms and email campaigns enable customized and interactive consumer interactions. The combination of these channels infuses marketing strategies with unity and broadens visibility distribution. The research by Lee, D. L. (2017) validated that advertisement content strongly influences social media user engagement providing foundations for developing an effective digital marketing approach.

Successful brands understand how customer values intersect with corporate social responsibility initiatives and strive to accomplish this alignment. By making CSR part of their core business strategy Patagonia proves that both brand loyalty and a sustainable business model can be achieved through integration. Load naturals are drawn to Patagonia because of the company's commitment to environmental sustainability which causes both revenue boosts and increased consumer loyalty.

Brand loyalty stands as a vital connection with CSR initiatives because modern consumer markets continuously elevate its significance. When consumers focus on examining corporate ethics they develop stronger emotional bonds with companies that make deliberate investments in social responsibility. When organizations establish shared value systems they generate trust which leads people to be loyal customers and brand advocates. Companies implementing sustainable environmental practices with active community involvement along with ethical work standards demonstrate improved brand perception to their consumers.



## 8.2 RECOMMENDATIONS FOR WEAKNESSES

### 8.2.1 High Employee Turnover

In the accounting and consulting segments, EY Malaysia is not exempted from the challenge of turnover because this is a reality in a professional service provider firm in the main (Al-Suraihi et al., 2021). , cited by Al-Suraihi et al. (2021), have reported that professional services firms continue to suffer high turnover rates that threaten coherence through continuous projects, lead to elevated recruitment and training costs, and, inevitably, will result in the loss of valuable expertise. This issue has implications on all types of businesses including the accounting and consulting firm EY Malaysia.

Indeed, initiatives such as work-from-home Fridays which are also followed by EY Malaysia as a means to enhancing work-life balance and potentially addressing the turnover issue, have not adequately address the issues of employee retention (Al-Suraihi et al., 2021). According to the authors of the study, ways to tackle the antecedents of turnover, such as providing competitive pay and benefits, can help PSMs to retain staff in PSFs.

In addition, the study reveals that employee preferences are also influential in turnover decisions more than turnover intentions that are confirmed by prior studies. For instance, 36 % of the Malaysian employees who participated in the research said they had intentions of searching for other employment opportunities in the next one year, and these, main reasons included; higher overall remuneration, better career progress, improved flexibility/work from home options, and a promotion to higher ranks (Al-Suraihi et al., 2021). These results underpin the need for ensuring the quality of employees' incentives and showing concern about their career growth and opportunities in professional services organizations.

On the other hand, a good strategy is to incorporate vigorous wellness programs which as well as more visible career ladder opportunities that enhance the engagement of the workforce or the. EY Malaysia can attend to this in many ways by incorporating more training sessions in the Business Tax School program or integrating IDCs tailored to your own career goals. They can make individuals develop some perception of the value added through employment and anyone who is thinking of putting up peer recognition platforms or awards, is on the right track. This is because studies that try to explore how mentorship might be affecting employee well-being have found that such interventions are beneficial. In EY, counsellor - counselee program was implemented to give the new hires a helping hand and also a guidance during their new journey with the company. This is a good sign of boasting the energy to come to work and deliver a good work to achieve organizational success.

Additionally, exit interviews help to identify turnover drivers that may be perpetuating and consequently adapt appropriately strategies of EY Malaysia, in addition to the fact that competitive compensation is a leading retention strategy in the upward trended stakes. In EY Malaysia context, it may be even more attractive if EY Malaysia further increase its incentive by extending further its employee discount program and that on wellness. Studies prove that pay and other incentives influence the retention of employees in an organisation. For instance, according to a SHRM state of workplace report from 2023-2024 said that providing a better healthcare coverage plays a big role in maintaining good outcome of the employee to stay at the company.

## 8.2 RECOMMENDATIONS FOR WEAKNESSES

### 8.2.2 Dependence on Large Clients

Although it has a strong position, EY Malaysia is very vulnerable to an economic downturn and, or a crisis in a certain client company largely relying on large multinationals. If one large client decides to withdraw engagement due to budget constraints or changes in business model, then, it will have a huge effect on the financial performance of EY Malaysia. This susceptibility to losing clients is actually a cross-sectional problem that affects a number of professional services firms. It clearly states in the 2023 Deloitte report that: "Client acquisition and retention is imperative for all professional services firms as the loss of a significant customer could mean huge reductions in revenue and margins".

Also, it reveals that EY Malaysia depends heavily on its large clients and therefore can be heavily affected by the market. According to PwC's survey conducted in 2020, it was noted that many professional service firms' struggle to manage changes in the market especially during an economic downturn and manage their client relationship among others. Therefore, this statements's serves as a wakeup call for EY Malaysia to attract more clients and find ways of managing risks arising from over reliance on big clients.

In addition, analyzing external threats and opportunities it must be stated that client loss affects every aspect of the business. For instance, a study conducted by KPMG in 2019 showed that not only does a firm suffer from its initial revenue when a key client departs but also future revenues when that client takes their business elsewhere. This evidences why EY Malaysia has to cultivate good client relations and also to improve on its effort in seeking more clients to avoid over reliance on one client.

The solution the paper suggests here for is that EY Malaysia should aggressively seek out more clients from diverse industries. The solution is however in targeting SMEs in Malaysia to offer a fast growing market for consulting, tax and digital transformation services. In other words, if they are capable of securing such clients, and mobilise the know-how they boast at Power BI, EY Malaysia can assist their clients. The focus of attention on SMEs is considered possible to yield positive results, benefits are substantiated. The International Trade Centre in a report conducted in 2023 revealed that SMEs contribute as much as 4392 jobs of employment of the labour force and 4 million USD of income of the GDP in developed countries showing the effect of assisting these enterprises.

Furthermore, the analysis also showed that EY Malaysia can also use its experience in the development of a digital strategy for the support of SMEs. As stated in EY's measurement tools, EY-Parthenon teams states, "assist C-suite and business owners to transform their business with digital tactics, information, as well as technology". This is in line with EY Malaysia service offerings in areas such as Power BI as well as digital services.

Moreover, the firm can establish a dedicated team to offer advisement services to SMEs as they offer solutions at a much cheaper price compared to the established large-scale businesses. As for the diversification efforts, they must be used for investing in other sectors as well, what is rapidly developing as renewable energy or fintech. Of specific interest, studies have indicated on the proposal to target SMEs and emerging sectors. Having smaller enterprises up to 70% of employment and up to 60% on the Gross Domestic Product (GDP) in developing countries, this explains the enormous economic value of supporting such business grew Further, the paper published in Jilin Daxue Xuebao (Journal of Jilin University) in September 2024 revealed that FinTech influences the performance and efficiency of SMEs in emerging economies. With the help of data gathered from 500 SMEs and their analysis the authors defined that greater revenue growth (15.3% among FinTech adopters vs 8.2% among non-adopters), higher profit margins (12.5% among FinTech adopters vs 7.4% among non-adopters), increased customer acquisition rates (10.2% among FinTech adopters vs 6.5% among non adopters).



## 8.3 RECOMMENDATIONS FOR OPPORTUNITIES

### 8.3.1 Attract and retain talent

The quality of Employee Value Proposition (EVP) serves as the main element that helps organizations attract and keep talented employees in current demanding talent recruitment environments. The EVP combines what employees identify as valuable job aspects from both compensation packages and organizational culture as well as career advancement chances and added perks (Erdogan, 2019). The EVP as an effective communication tool demonstrates special company offerings that enables prospective employees to determine how well their organization matches their service expectations. An EVP forces employee loyalty by offering clear statements about company values and culture and employee rewards which leads to reduced employee turnover rates and improved organizational commitment (Vilanova & Martínez, 2020).

The success of new employees depends heavily on both cultural adjustment and performance development which comprehensive onboarding programs provide. Organization success through effective onboarding requires more than initial task-based intake procedures since it needs to include ongoing workforce training and cultural integration with teams according to Klein and Weaver (2020). Well-structured onboarding programs establish a straight line to increased employee commitment and productivity and lowered employee retention (Bauer, 2019). Research by Klein and Weaver in 2020 shows that programs embedding cultural assimilation alongside job-related competency training generate enhanced long-run success throughout both organization and employee growth. Investment into proper onboarding procedures enables organizations to create strong employee connections that facilitate happy professional relationships extending into the long term.

The quick-changing nature of today's business demands that employers provide ongoing learning platforms to support their skilled motivated workforce. When organizations help employees excel in their careers they achieve better employee retention rates (Buckley & Jorge, 2024). Companies need continuous employee upskilling investments to achieve technological and market goals. The three learning channels that lead to employee fulfillment and improved career paths include formal educational programs together with workplace training and mentoring support (Mustafa & Leishi 2024). Employees often engage deeply with their organization and reduce attrition when they believe the business offers development options (Kaufman & Kaufman, 2021). Organizations that integrate learning culture into their operations create teams that stay ahead of coming challenges while keeping their competitiveness strong.

Organizations achieve both employee recruitment and maintenance when they create an engaging employment value proposition centered on workplace culture along with career advancement scenarios and employee reward systems. Employee welfare alongside career progression initiatives help organizations achieve enduring success throughout the competitive talent spectrum.

## 8.3 RECOMMENDATIONS FOR OPPORTUNITIES

### 8.3.2 Strategic partnerships

Company partnerships including mutual businesses that offer supplementary products expand business potential in terms of market penetration and service depth alongside innovation capacity. Company partnerships enable market entry into new customer segments while collaborative solution development along with shared resource utilization leads to improved marketplace competitiveness. Through market partnership collaborations companies can successfully enter new markets by leveraging their partner's existing customer platforms.

Through strategic alliances companies can extend their market reach while sharing complementary products or services without incurring the expenses of launching a new market entry strategy. The expansion of customer segments together with brand reach constitutes a major benefit. Wang et al. (2018) revealed how mobile social service businesses gain benefits from bundling pricing strategies while illustrating how partnerships help expand market entry. Your organization can benefit from collaborating with local partners since established distribution channels combined with local expertise will help you successfully enter new markets.

Through partnership ventures companies can enhance their service range by incorporating additional service or product offerings. The integration of partnering businesses enables the development of total solutions that fulfill different customer requirements which ultimately leads to higher customer satisfaction and retention rates. The strategic combination of each partner's unique expertise produces new joint products that would have implemented inefficiently by either party singularly. According to Murray et al. (2019) strategic alliances lead to improved market performance by restoring value in service portfolios. Through an essential example companies can pair their maturity with technological start-up collaborations to jointly produce products that unite software systems and hardware components into comprehensive customer solutions.

Strategic alliances with companies that have established their market position help businesses speed up their growth rate. The partnerships allow organizations to execute operation expansion rapidly while offering more efficient new market entry solutions and stronger competitive market presence. Of strategic alliances the joint exposure to risks together with mutual market information brings organizations more successful approaches leading to better organizational outcomes. Rietveld et al. (2019) analyze collaboration strategies used in the video game market to explain how corporate partnerships create quick expansion and enhance market dominance.

A detailed strategic planning process ensures the best results from partner relationships when distribution of correct company values combines analog media and digital distribution methods. Print media including television broadcast commercials builds widespread product awareness but combined digital campaigns on social networks with emails provide customers with personalized interactive engagement. Companies achieve optimal reach and show better brand perception through stronger customer satisfaction by uniting their marketing channels into a single platform. The formation of strategic partnerships goes beyond market expansion because such partnerships create collaborative value which results in upgraded services coupled with innovative capabilities. The alliances between businesses will provide sustained growth alongside competitive advantages as organizations tackle today's complex global structural framework that includes fast-moving technologies and demand shifts.



## 8.4 RECOMMENDATIONS FOR THREATS

### 8.4.1 Intense Competition

Currently, the accounting and consulting industry in Malaysia is dominated by big four accounting firms: EY, Deloitte, PwC and KPMG firms that act very aggressively to gain market share. The nature of this intense rivalry will bring about pricing to discrepancies since clients need to procure the cheaper solution with guaranteed service delivery. Furthermore, the emergence of small exclusive companies as well as the technical focused consulting houses added even more competition for conventional service providers who are more expensive most of the time. COVID-19 played the role in the accelerated digitization process in various industries, so it opened a new page of opportunities for the technologies and models of business (Ragavan,2021).

These innovative offerings from EY Malaysia can help mitigate this threat as they can differentiate themselves with data analytics, AI powered tools and bespoke ESG (Environmental, Social, and Governance) advisory services. An existing focus on training employees through programs such as the Business Tax School puts the firm in a good position to supply high quality, special services. It is important to send employee to a training to upskill themselves to provide a better quality to the company. It is noted that training and development of the employee are measures to improve employee existing and future performances by increasing their ability to perform efficiently for the respective company (Banu,2019).

In addition, as part of critical strategies, it will use its employer brand to attract and retain top talent. In Ravi's 2023 thesis, Ravi notes that professional services' core driver of profitability, client trust, relies heavily on the expertise of employees (Ravi, 2023). EY Malaysia should amplify its work-from-home policies and professional development programs like its Bronze Learning badge program in attracting top talent during its recruitment.

### 8.4.2 Currency Flunctuations

Being an International firm, EY has come into contact with currency risks and has exposure to currency risks in cross border transaction and international client engagements. The exchange rate fluctuation is unpredictable and they would affect the profitability and the financial planning. Especially for EY Malaysia as it works with multinational clients operating in many countries. Yujing said that the exchange rate fluctuation become an important factor affecting the country's economic growth (Yujing, 2020)

Therefore, for EY Malaysia battling this mighty threat it should ensure that it puts a lot of effort into managing currency risks. Forward exchange rate contracts, options and currency swaps are financial instruments abreast with which the firm can minimise the impact of a particular exchange rate movement. Furthermore, having multi-currency accounts and diversification of income generating sources by extending the basket of the countries reduces currency risk. Several papers have outlined different management techniques of the currency risks in multinational companies; (Purwati & Hidayat, 2024).

Increasing revenue stability can be achieved by increasing EY's presence in neighboring countries and extending EY's scope of services towards the multinational clients. A stronger Southeast Asia foothold provides EY with opportunities to tap into diverse markets and reduce currency risk, and they hope it also brings expansion of these relationships with Fortune 100 clients back to the UK.

Additionally, using technology to enhance financial planning and reporting will significantly strengthen EY's capacity to assess and react to currency risks in a more active way. This enables advanced analytics and real time data to shed light on market trends as well as enlightened decision making. McKinsey & Company (2023) notes that "cross border services served as an effective means to increase revenue stability for multinational firms particularly in dynamic markets." By following this strategic approach, EY will be better equipped to manage currency exposure and, by optimising service offerings for multinational clients, will be in a better position to deliver value to those clients.

## 9.0 CONCLUSION

In conclusion, my internship at EY Malaysia in the Learning & Development department was an invaluable experience that altered my view on corporate world and also provided a comprehensive understanding of professional environments and enriched my skills in training coordination, event management, and stakeholder engagement. By contributing to programs like the Business Tax School, Tax Connexion, and ASEAN Milestones, I gained practical exposure to the importance of continuous learning, collaboration, and adaptability in achieving organizational goals. Indeed 24 weeks was not enough for me to learn about the company. I am happy during my internship because the support system that I had during work was immense. My colleagues were very supportive, they guided me through every steps of my way. I am glad that I was surrounded with good people during my internship.

My professional learning journey at EY Malaysia provided me with crucial expertise combined with abilities along with professional confidence needed for professional success. I am certain the teamwork experiences combined with professional lessons acquired at EY Malaysia will form an excellent basis for success in corporate business. EY has allowed me to experience valuable professional opportunities for which I maintain gratitude while carrying forward lessons learned from the collaborative guidance of my mentors and colleagues.

## 10.0 APPENDICES





# 11.0 REFERENCES

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