

Summer Internship Project Report
On
Competitor Analysis of Behavioral Assessment Companies

By
Vipul Sharma
Roll No.: 2019MBA024



Under the Supervision of
Faculty Mentor: Prof. Sheetal Mundra
Associate Professor (Economics & Entrepreneurship)

(Submitted in partial fulfillment of the requirements for MBA degree)

Institute of Management
JK Lakshmipat University, Jaipur

your business. your people. but better



Date: July 29, 2020

CERTIFICATE

*This is to certify that **Vipul Sharma** of **JK Lakshmi Pat University (JKLU)** has completed his Summer Training at Thomas Assessments Pvt. Ltd. from May 04, 2020 to July 17, 2020. During his tenure he worked on the project "**Competitor Analysis of Behavioral Assessment Companies**".*

The information submitted is true and original to the best of my knowledge.

He has done good work during his tenure. We wish him a bright and a prosperous future ahead.

Signature of Project Guide:

Mr. Zaved Akhtar
Assistant General Manager
Thomas Assessments Pvt. Ltd.

THOMAS ASSESSMENTS PRIVATE LIMITED

Corporate Office : A-608, Everest Grande, Mahakali Caves Road, Andheri (E) Mumbai - 400093 · Tel : 022-4348 9951 / 2687 9630 · Tel. Fax : 022 - 43489952

Regional office: 12th Flr., 12H, Vandana Building, Tolstoy Marg, New Delhi - 110001 · Tel: 011-2373 9529 · Tel/Fax: 011-2373 9528

Registered Address: T-2, 3rd Floor, TNT Tower, Infantry Road, Bangalore - 560001 · Corporate Identity Number (CIN):- U74140KA2005PTC036006

Email: delhi.support@thomasassessments.com · Email: mumbai.support@thomasassessments.com

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www.thomasinternational.net

Declaration

I Mr. Vipul Sharma student of J.K LAKSHMIPATH UNIVERSITY, Jaipur batch 2019-2021 declare that the project report “Competitor Analysis of Behavioral Assessment Companies” is based on my own work carried out during the course of our study under the supervision of Mr. Zaved Akhtar.

Date of Project Submission_____

Signature

Faculty Mentor’s Comments-_____

Signature

Dr. Sheetal Mundra

Faculty Guide

Certificate

It is certified that the Summer Internship Report titled “[Competitor Analysis of Behavioral Assessment Companies](#)” submitted by [Vipul Sharma](#) is an original piece of research work carried out by the candidate under my supervision.

Sign. of the Faculty Guide
(Dr. Sheetal Mundra)

Acknowledgement

I would like to thank Thomas Assessment for providing me the chance to undertake this internship study and allowing me to explore the area of Sales & Marketing.

I would like to express profound gratitude to my guide **Dr. Sheetal Mundra**, Professor JK Lakshmipat for their invaluable support, encouragement, supervision and useful suggestions throughout the internship. Their moral support and continuous guidance enabled me to complete my work successfully.

I am grateful to **Mr. Zaved Akhtar**, Assistant General Manager Thomas Assessment for the opportunities given, constant encouragement and guidance provided throughout the internship period.

I would also like to thank **Dr. R.L. Raina**, Vice Chancellor, The J.K. Lakshmipat University and **Mr. Yogesh**, Vice President, Thomas Assessments for their continuous support and guidance throughout the internship period.

Last but not the least, I am grateful to all the non-working staff for their invaluable support, teamwork and cooperation during the internship program.

Vipul Sharma

Pinnacle MBA

2019MBA024

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Executive Summary

This summer internship project report based on the two months internship program that I had completed in the Thomas Assessment.

I got the topic for my project on “**Competitor Analysis of Behavioural Assessment Companies**” I was guided by my Mentor Mr. Zaved Akhtar. They gave me great confidence to do work sincerely and efficiently.

I have done SWOT analysis and competitor analysis of the Thomas assessment and its competitor to know what Thomas is doing different from its competitor.

INDUSTRY AND COMPANY OVERVIEW

Company Overview – Thomas Assessments

Thomas Assessments was established by 3 Business moves on from IIM and XLRI in India in 1997. They spearheaded the idea of social profiling in India and SAARC district to get workers and manufacture their capacities to turn out to be progressively powerful, accordingly helping associations to understand the True Potential of their kin. They have banded together with in excess of 900 associations in releasing their People Potential. With regards to distinguishing the Talent inside or outside the association, they all need to have something other than the C.V., resume. Something which can give better experiences about an individual and help in foreseeing the future Performance. That is the place the logical establishment of their apparatuses and progressing broad exploration causes associations to choose the Most Suitable Performers.

In India they have helped associations across businesses like IT/ITES, Banking, Telecomm, Financial Services, Insurance, BPO/Call Centers, Pharmaceuticals, Retail, Consulting, Automobiles, Manufacturing, Textiles, Infrastructure, Construction, Oil and Petroleum, Power, Logistics, FMCG, Consumer Durables and so forth.

Their group of devoted and experienced Consultants has been considering for customers' needs the nation over through 8 workplaces in Mumbai, Bangalore, New Delhi, Pune, Hyderabad, Chennai, Ahmedabad and Chandigarh.

The team helps to recruit, retain and develop the right people for business. They are passionate about using their industry expertise to transform the performance of the people for maximum business impact.

The company utilizes the psychometric testing for recruitment purpose, for making the employees promotion & firing and make workplace a better place.

Introduction to Psychometric

Psychometrics is a field that focuses on how to properly measure certain psychological concepts such as cognition, knowledge and personality. This unique field is vital for the success of all psychology branches. It also concerned with the theory and technique of psychological measurement, which includes the measurement of knowledge, abilities, attitudes, and personality traits. The field is primarily concerned with the study of differences between individuals

Psychological measurements began with rudimentary intelligence and personality tests. As the theoretical approaches to psychological measurements became more sophisticated, psychologists began to apply complex data and statistical methodology to understand their results. Because of this, modern psychological measurements are extremely accurate and scientifically sound.

Psychological measurements are grounded in classical theories, such as validity and reliability. A valid measure refers to accurate measurements while a reliable measure refers to factual consistency. Both concepts can be mathematically interpreted to produce correlating consistencies. For example, consistency can be measured through the Pearson product-moment correlation coefficient. On the other hand, validity is measured through establishing concurrent validity, which is used to create predictive validity and therefore, construct validity.

All psychology depends on solid research and correctly interpreted results. Originally, psychology was considered a quasi-science because of the over reliance on theories and subjective observation. However, modern psychology now almost completely relies on statistical data and research to support theories.

Cognitive psychologists use psychological measurements to assess biological and cognitive processes. On the other hand, behavioral psychologists rely on psychological measurements to quantify human behavior. Psychologists specializing in abnormal mental health problems use psychological measurements to assess their patients, understand mental diseases, establish diagnosis guidelines and screen new patients. Finally, quantitative psychologists primarily use statistical measurements to perform psychological measurements in different research areas.

The educational system is totally dependent on psychological measurements. Annual public-school tests and SAT college placement tests all are academic forms of psychological measurements. Standardized tests are the best way to benchmark student

performance, identify weak areas and help students improve. Therefore, school counselors and psychologists often rely on psychological tests to help their students.

All branches of the military require candidates to complete the ASVAB test, which is used to determine which jobs the candidate is qualified to perform. In fact, the Department of Defense also created the DLAB test to measure the candidate's ability to learn foreign languages.

Finally, all law enforcement agencies use standardized tests that measure the candidate's memory, knowledge, competencies and ability to logically process information. Other unique jobs, such as air traffic controller or 911 operator, will also use specific psychological measurements to screen job applicants.

In the end, psychological measurements are the foundation of scientific credibility for all branches of psychology. These measurements provide excellent validity and reliability in scientific psychological research. Most psychologists use standard interpretive techniques and advanced software programs to analyze data. Without Psychometrics, the field of psychology would revert to vague post-industrial theories about human behavior and thought processes.

Some psychometric tests

A psychometric test is any activity or assessment that is conducted in order to evaluate a candidate performance and includes, but is not limited to, skills, knowledge, abilities, personality traits, attitudes and job/academic potential.

There are many psychometric test styles and formats with 3 main areas we will elaborate on. They are ability tests, behavioral tests and emotional intelligent test

Ability test:

Ability tests are assessment tools with which, mostly employers, test and evaluate their employees or job candidates on certain skills and abilities. Assessment tests can measure various skills from problem solving, communication, manual dexterity, critical thinking and other.

Ability tests are important assessment tools for recruiters and other HR professionals. They can be done on both employees and job candidates. Certain job positions require these types of tests to, for example, keep employees safe and free of any injuries.

On the other side, they can be used to test candidates to see if they are a good match for the position they are interviewed for.

Behavioral test:

A behavioral test investigates propensities towards certain kinds of behavior and styles of interaction with others, rather than measuring personality traits. Behavior is regarded as more changeable than personality, since we can adapt our behavior depending on what is required of us in each situation or role.

Behavior is also observable. This means that it affects, and is affected by, those around us. This makes the process of understanding and adapting our actions a democratic one: whilst we wouldn't ask others to tell us about our personalities, we often remark on one another's behavior.

Finally, behavioral tests can provide constructive feedback which directly informs the way an individual behaves in the workplace. Personality is unlikely to change, so to dust off the cobwebs and get individuals and teams working more effectively, we need to focus on the point where changes can be made: our behavior.

Emotional intelligent test:

Emotional intelligence (EI) is defined as a type of social competence involving the ability to monitor one's own and others' emotions, to discriminate among them, and to use the information to guide one's thinking and actions. EI is a specific ability that connects a person's knowledge processes to his or her emotional processes. As such, EI is different from emotions, emotional styles, emotional traits, and traditional measures of intelligence based on general mental or cognitive ability (i.e., IQ). EI involves a set of skills or abilities that may be categorized into five domains:

- Self-awareness: Observing yourself and recognizing a feeling as it happens.
- Managing emotions: Handling feelings so they are appropriate; realizing what is behind a feeling; finding ways to handle fears and anxieties, anger, and sadness.
- Motivating oneself: Channeling emotions in the service of a goal; emotional self-control; delaying gratification and stifling impulses.
- Empathy: Sensitivity to others' feelings and concerns and taking their perspective; appreciating the differences in how people feel about things.
- Handling relationships: Managing emotions in others; social competence and social skills.

PSYCHOMETRIC CAREER ASSESSMENT

How do I choose the right career?

Get answers to all these questions and much more.

CareerGuide brings to you 7 scientific and meticulously designed Psychometric Career Assessment to discover your true potential and interest.



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What career is right for me?

For All Age Groups



SKILL BASED CAREER TEST™

What is my true skill?

For All Age groups



STREAM SELECTOR™

What to do after 10th?

For 10th Class



ENGINEERING BRANCH SELECTOR

Which engineering branch is right for me?

For 11th & 12th



HUMANITIES CAREER SELECTOR

Which humanities career is right for me?

For 11th & 12th



COMMERCE CAREER SELECTOR

Which commerce career is right for me?

For 11th & 12th



PROFESSIONAL SKILL INDEX

Know your professional skill Index?

For Graduates & Above

Competitors of Thomas Assessment

1. E&Y
2. TV Rao Learning Systems
3. Korn Ferry
4. SHL
5. Mercer
6. Hewitt
7. KPMG
8. Extended DISC
9. Hogan
10. Randstad
11. Interview Mocha
12. TILT 365
13. Explorance
14. DDI
15. AON Empower Result
16. GP Strategies
17. Genos International
18. MHS Assessments

Project Objective

Topic of the study:

“Competitor Analysis of Behavioral Assessment Companies”

Objective of the study:

The purpose for which the study is undertaken are:

- Review of psychometric tools.
- Competitive analysis of Thomas and its competitor in the market.
- Swot analysis of Thomas.

Research Methodology

The research study is based on secondary data. Data which I found on companies' websites or other trustworthy websites. The research is done on 6 companies which are the top competitor of Thomas in the market. Reason behind selecting these companies as they have good market share and brand value. SWOT and Competitive analysis are used to complete my research and give recommendation to the company.

ANALYSIS AND INTERPRETATION

Brief Analysis of Major Competitors (6 Companies)

1. KORN FERRY

Korn Ferry is a management consulting firm headquartered in Los Angeles, California. It was founded by Lester Korn and Richard Ferry in 1969 and as of 2019, operates in 104 offices in 52 countries and employs 8,678 people worldwide. Korn Ferry trades through three business segments: Korn Ferry Executive Search, Korn Ferry Advisory, and Korn Ferry RPO and Professional Search.

On Dec. 1, 2015, Korn Ferry has completed its acquisition of global HR consultancy Hay Group.

Korn Ferry will serve clients through three business lines – executive search, Hay Group (which now includes Korn Ferry's former leadership and talent consulting segment) and Future step.

They work with clients to design their organizational structures, roles and responsibilities. They help them hire the right people and advise them on how to reward, develop and motivate their workforce. And, help professionals navigate and advance their careers.

- They work with 98% of Fortune 100
- Over 69 million assessments taken

Business Size:

Type	Public
Revenue	US \$1.926 billion (FY19)
Net income	US \$102.7 million (FY19)

Services Offered:

1) ORGANIZATIONAL STRATEGY:

Korn Ferry provides end to end support to organizations who want to transform their business. We help them translate their strategy into something they can operationalize, by aligning both the tangible elements of the organization - people, structure and process - and the intangible elements - motivations, relationships and

culture. This enables us to anticipate and react to evolving markets, drive true behavioral and organizational change -and make it stick.

- a) Cultural Transformation
- b) Employee Engagement
- c) Workforce Planning
- d) HR Effectiveness

2) TALENT ACQUISITION:

Talent is in high demand. As we enter a new era of work, talent acquisition, talent recruitment, and talent retention has become a priority for every business. To handle the evolving needs of the hiring manager and facilitate a shift in focus to skills over more traditional role-filling a new team structure has been set up. Their focus is on creating talent management strategies to attract people with the skills to take their organization into the future. These teams combine many of the core competencies of human resources: talent recruiters, talent acquisition specialists, talent acquisition recruiter, hiring managers, and HR professionals. They are responsible for the entire talent management process, from sourcing, through interviewing, hiring and onboarding successful candidates.

- a) BOARD & CEO SERVICES
- b) EXECUTIVE SEARCH
- c) PROFESSIONAL SEARCH
- d) RECRUITMENT PROCESS OUTSOURCING
- e) PROJECT RECRUITMENT

3) Assessment & Succession:

People are every organization's greatest asset. Decisions about people should be as carefully thought out as any financial or operations strategy. Assessment and succession solutions provide organizations with a clear understanding of the talent they need, the talent they have, and how to close the gaps. It enables them to have the right people in the right place at the right time to successfully execute their business strategy

- a) EXECUTIVE SUCCESS PROFILES
- b) LEADERSHIP ASSESSMENT

c) SUCCESSION MANAGEMENT

4) Leadership Development:

Great leaders are born, but they can also be made. Effective leadership development helps organizations engage their people, unlock potential, and experience unprecedented growth. Yet, many organizations suffer from lack of confidence in their future leadership strategy. Leadership development programs are precisely targeted by industry, strategy and leadership level to help our clients develop the next generation of leaders – smart, dynamic professionals prepared to lead their organizations into the future with confidence.

- a) ENTERPRISE LEADERSHIP
- b) SENIOR LEADERSHIP TEAM
- c) LEADERSHIP ACCELERATOR PORTFOLIO
- d) CUSTOM LEADERSHIP PROGRAMS

5) Rewards & Benefits:

We all know that great work deserves great compensation. But rewarding deserving professionals is becoming increasingly complex. The workforce is more demanding. There is a focus on transparency, not just at executive level but at the workforce level too. New jobs, with no pay precedent, are emerging all the time. And flatter structures and contingent workforces mean career paths are no longer clear. We understand the differing dynamics of compensation markets around the globe and in all sectors.

- a) EXECUTIVE PAY & GOVERNANCE
- b) EMPLOYEE REWARDS
- c) WORK MEASUREMENT
- d) SALES COMPENSATION

UNIQUE SELLING PROPOSITION:

- a) Korn Ferry have global reach and local knowledge. With over 70 years of experience, we offer our clients an unequalled breadth and depth of expertise. And with experts on the ground in 110 countries, our local knowledge is unparalleled.
- b) Korn Ferry are data deep. Our pay and benefits database accesses data on 20 million employees from 25,000 organizations, configured to suit your needs and budget, delivered in context and presented in clear and compelling fashion.

- c) Korn Ferry find your rewards sweet spot. We develop rewards frameworks and benefits packages to identify and incent future stars, eliminating overspend while attracting and retaining world-class talent.
- d) Korn Ferry leverage the power of shared knowledge. We partner with World at Work and Loyola University Chicago to continually reinforce our thought leadership on rewards practices.

Weakness

- It has strong presence primarily in US and little global presence.
- Lack of legal experience and legal department employees are not highly qualified.

Sustainable Strategies:

- Creating virtual learning experiences that engage and inspire
- Engaging and enabling your people through change
- Crisis action plan
- Delivering customer value during disruption.

2. Ernst & Young

Ernst & Young Global Limited, commonly known as **Ernst & Young** or simply **EY**, is a multinational professional services network with headquarters in London, United Kingdom. EY is one of the largest professional services networks in the world. It primarily provides assurance (which includes financial audit), tax, consulting and advisory services to its clients. Like many of the larger accounting firms in recent years, EY has expanded into markets adjacent to accounting, including strategy, operations, HR, technology, and financial services consulting.

EY operates as a network of member firms which are structured as separate legal entities in a partnership, which has over 270,000 employees in over 700 offices in 150 countries around the world. The firm's current partnership was formed in 1989 by a merger of two accounting firms; Ernst & Whinney and Arthur Young & Co. It was aptly named Ernst & Young until a rebranding campaign officially changed its name to EY in 2013, although this initialism was already used informally prior to its sanctioning adoption.

In 2019, EY was the seventh largest privately owned organization in the United States. EY has continuously been ranked on Fortune magazine's list of the 100 Best Companies to Work for the past 21 years, longer than any other accounting firm.

Business Size

Type	Public
Revenue	US \$36.4 billion (FY19)
Net income	US - million (FY19)
Services Offered:	

1) Strategy and Transaction:

Strategy and Transactions enables clients to navigate complexity by reimagining their eco-systems, reshaping their portfolios and reinventing themselves for a better future. With global connectivity and scale, we drive corporate strategy, capital allocation and transaction advisory through execution to enable fast-track value creation. We support the flow of capital across borders and help bring new products and innovation to market. In doing so, we enable our clients to build a better working world by fostering long-term value.

a) Strategy services

- b) Corporate finance
- c) Buy and integrate
- d) Sell and separate
- e) Reshaping result
- f) Digital M&A framework
- g) Infrastructure advisory

2) Tax:

EY globally coordinated tax professionals offer connected services across all tax disciplines to help you thrive in an era of rapid change. We combine our exceptional knowledge and experience with the people and technology platforms that make us an ideal partner for your tax-related needs. EY has competencies in business tax, international tax, transaction tax and tax-related issues associated with people, compliance and reporting and law. We invite you to leverage our experience, knowledge and business insights to help you succeed.

- a) Tax planning
- b) Tax accounting and risk advisory services
- c) Tax compliance
- d) Tax policy and controversy
- e) Tax function operations
- f) Law
- g) People and workforce
- h) US tax reform

3) Consulting:

What does it take to succeed in the Transformative Age? The nature of work is evolving fast, new generations are now dominating the workforce and we're all being asked to adopt new behaviors — to be more innovative, more agile, more collaborative, more everything.

EY believe better questions come from better connections. This means embracing a diversity of ideas and a rich mix of talents, backgrounds and experience. These combined perspectives will give you new insights, help you realize your organization's purpose and equip you to operate in an entirely new way.

- a) Emerging tech
- b) Customer

- c) Cybersecurity
- d) Performance improvement
- e) Risk Strategy

4) Assurance:

Organizations are operating in a rapidly changing business environment, with increasingly complex regulatory requirements. In such circumstances, it is vital to maintain confidence and trust. The purpose of EY Assurance is to inspire the confidence and trust that help enable a complex world to work. EY Assurance services help to support organizations in promoting investor confidence, managing regulatory responsibilities and supporting long-term, sustainable economic growth. In doing so, EY protect and serve the public interest and promote transparency.

EY Assurance services – comprising Audit, Financial Accounting Advisory Services and Forensic & Integrity Services – provide insights and technical knowledge across geographies. We serve global and local clients with the same intensive focus on quality, build integrated teams and innovate to transform service delivery.

- a) Audit
- b) Audit quality
- c) Financial Accounting Advisory Services
- d) Forensic & Integrity services
- e) Climate Change and Sustainability Services
- f) EY Reporting
- g) Sustainable impact hub

UNIQUE SELLING PROPOSITION:

- EY offers expert services in assurance, tax advisory, consulting, financial advisory and legal solutions
- Workforce consists of the best talent pool from across the world
- EY have an extensive global reach covering over 140 countries
- EY was ranked by Forbes magazine as the 8th largest private company in the United States

Weakness

- EY only known for Tax and Strategy services not for assessment and test.
- Companies setting up their own research centers affecting business.

Sustainable Strategies:

- COVID-19 enterprise resilience: Supported by EY latest insights, the EY Enterprise Resilience Framework helps you prioritize what matters most for business continuity planning and building resilience – now, next and beyond
- COVID-19 Enterprise Resilience Framework: EY framework identifies nine areas businesses can address to build a structured and comprehensive approach to crisis management and business resilience.
- Many researches for helping companies

3. MERCER

Mercer is an American human resource consulting firm. Started in the United States in 1937 as the employee benefits department of Marsh & McLennan, Inc., the company took the name of "William M. Mercer" in 1959, when Marsh & McLennan acquired William M. Mercer Limited, a Canadian firm founded by William Manson Mercer in Vancouver in 1945.

It is the world's largest outsourced asset manager with over \$300 billion USD outsourced assets under management and \$15 trillion USD under advisement in total. Headquartered in New York City, the firm operates in more than 130 countries, and is the largest provider of outsourced chief investment officers.

In 1959, Mercer became a wholly owned subsidiary of Marsh & McLennan Companies, Inc. In 2002, its name was changed to Mercer Human Resource Consulting.

BUSINESS SIZE:

Type	Public
Revenue	US 5.021\$billion (FY19)
Net income	US -10\$million (FY19)

Services Offered:

1) Health and Benefits:

Mercer is a world leader in the health and benefits marketplace, globally. We deliver innovative solutions that address the health and wellness needs of our clients and their employees. Whether your organization is a small business, a domestic employer, or a large multinational firm, we can deliver a comprehensive array of health and benefits solutions. We provide access to local market experts as well as national and international resources that advise on regulatory compliance and innovative benefit strategies. It is the depth of our knowledge combined with our disciplined consulting approach that makes us an ideal partner.

- a) Employee Benefits
- b) Global Benefits
- c) Health and Well Being

2) Investment and Retirement:

At Mercer, they have helped millions of people live a more secure future and organizations build a more secure business. For non-profits, our advice has opened opportunities to fulfill their mission and do better in the world. For the individuals that wealth creation ultimately touches, we give them the freedom to live their lives — their way.

Whether you are an employer, institutional investor, non-profit/endowment, financial intermediary, or family office, we help you achieve growth in a complex world. Together, we strive for better decisions that drive better outcomes for our clients, for people, and for society.

- a) Retirement plan administration
- b) Define benefit pension plan
- c) Pension risk management
- d) Defined contribution plan
- e) Employee financial Wellness
- f) Financial intermediary partnerships
- g) Mercer's Global Investment Manager Database (GIMD™)

3) Workforce and Careers:

Mercer is uniquely qualified to help organizations design and execute sophisticated workforce strategies, whether it's for a multinational organization or a local company attempting to grow within its market. We provide best-in-class consulting, rigorous analytics, and data-driven insights that help organizations make fact-based decisions.

- a) Talent Strategy
- b) Talent Mobility
- c) Workday Service
- d) HR Transformation
- e) Executive Compensation
- f) Employee Communication
- g) Workforce Reward
- h) Service Now Service

4) M&A advisory services:

Driving deal value at every phase: Harnessing the power of your workforce to realize sustainable value in mergers, acquisitions, divestitures, joint ventures and restructuring and turnarounds

In a world of business model disruption, inorganic growth strategies are increasingly critical to success. With investor pressure coming from all sides, this dynamic deal environment requires a combination of speed, capability and execution to deliver sustainable value today, tomorrow and well into the future.

With global scale and a local footprint, MERCER have the business acumen, deal experience and people expertise to solve your toughest people challenges anywhere in the world at a moment's notice. Provides maximize value, mitigate risk and moderate costs to capture the full value of your deal.

The diversity of our clients — in size, maturity, industry sector and geographic location — means we collaborate with organizations to tackle a broad range of issues. Simply put, we know what needs to be done — when, how, why and by whom. We work with you to manage the deal chaos and complexity every step of the way to drive growth and soar to new heights.

UNIQUE SELLING PROPOSITION:

- They are expert in Human Resource and have won many awards in the same field.
- They have 70+ year of dear experience
- They are in 140+ countries and have 60% cross border transactions

Weakness

- Cutting down the employee strength has been a concern.
- Its financial services are declining in revenue which is a concern

Sustainable Strategies:

- COVID-19: An employer's guide Is your workforce prepared? 10 actions to take-
- Mercer make a business recovery stage
- Provides many researches on COVID 19 and business.

4. Aon Hewitt

Aon Hewitt (formerly known as **Hewitt Associates**) (on 11 June 2020 Aon Hewitt has become Aon Solutions) it is a provider of human capital and management consulting services headquartered in the USA in Lincolnshire. From 500 offices in 120 countries, it provided consulting, outsourcing, and reinsurance brokerage services.

Hewitt Associates was founded in 1940 and ceased to exist as an independent entity at the completion of its purchase by Aon in October 2010. Hewitt's operations were merged at that time with some elements of Aon's consulting arm to become a new subsidiary of the Aon Group called Aon Hewitt. In 2017, the benefits outsourcing department of Aon Hewitt was acquired by Blackstone and rebranded as Alight Solutions.

Hewitt ceased to exist as an independent entity at the completion of its purchase by the Aon Corporation in October 2010. Hewitt's operations were merged at that time with some elements of Aon's consulting arm to become a new subsidiary of the Aon Group called **Aon Hewitt**

Business Size:

Type	Public
Revenue	US 11.0\$billion (FY19)
Net income	US 374\$million (FY19)

Services Offered:

1) Compensation & Benefits:

Aon helps employers with compensation and benefits benchmarking, plan design, rewards strategy, executive compensation, implementation, review, training and data services.

- a) Total Rewards Strategy: With the changing business sentiment, compensation budgets also have change in India Inc. and so have employee expectations. There is a clear opportunity for organizations to increase the return on their reward investment by understanding employee reward and having a clear strategy to link with business and employee needs.

- b) **Compensation Benchmarking:** Without a competitive pay structure, companies struggle to attract and retain top talent. Staff turnover is expensive, and with remuneration typically representing one of the largest financial investments an organization will make each year, it is imperative that organizations get it right.
- c) **Job Evaluation:** Analyzing, evaluating, and sizing jobs in a consistent manner is one of the key challenges of pay and career management. Aon offers a range of solutions from competency and capability models through to traditional points-factor job evaluation to help you more efficiently manage this process
- d) **Compensation Review:** The compensation review is one of the most important and costly people processes organizations go through each year. It therefore makes sense to approach this as an ongoing investment cycle rather than a one-time, tactical project

2) People & Performance Management Services:

Aon People and Performance Management consulting services aim to develop the employee selection & development, and performance management systems for employers.

- a) **Employee Engagement & Organization Culture:** Aon works with clients across all major industries (including, but not limited to manufacturing, automotive, banking, finance, healthcare, retail and transportation) to build consulting solutions that help them create conducive, aligned and committed organizations.
- b) **Selection & Assessment Solutions:** Every successful organization needs an effective talent identification program to ensure you can select and retain the right people. Aon enables clients to apply assessment solutions effectively across their entire talent lifecycle and, ultimately, helps them achieve better business results through validated ROI.
- c) **Talent Solutions for Family-Led Businesses:** In today's competitive environment, innovation is an essential tool to survive and thrive. Over the next five years, family businesses in India view continuous innovation as their biggest challenge. They have also recognized the need to establish good

governance as a baseline, preserve “family gravity”, identify and develop both family and non-family talent, and bring discipline to top-level succession for gaining competitive edge. At Aon, we understand that addressing these challenges would place your organization in a growth-oriented path.

3) Retirement & Investment Solutions

Aon understand that your employees are your organization’s most important asset. Protecting them and their families must be an ongoing priority.

- a) Actuarial Valuation Services: Aon has a deep in-country understanding of administrative requirements, process support, future funding and liability assessments pertaining to benefits plans.
- b) Retirement Consulting: Aon expertise enables our clients to develop a compliant, efficient and sustainable trust management system, saving trustee boards' time and effort.

4) Mergers & Acquisitions

Aon's mergers and acquisitions (M&A) solutions will ensure an efficient transaction process for mergers, acquisitions and other corporate change events. Aon will give insight and advice to complete the transaction.

The complexities of M&A require the correct advice to identify and manage risks and opportunities throughout the duration of a deal. Aon partner with you to provide analysis and insight, add value at each stage of the transaction, and allow you to meet timeframes and financial targets. Aon work with you throughout the lifecycle of a deal. Putting pen to paper on a merger or acquisition involves major investment and carries high expectations.

Maintaining employee productivity and engagement while undergoing change and transformation are crucial to the overall deal success. Aon assists organizations of all sizes by providing human resource pre-deal due diligence and post-deal integration services to facilitate an efficient transition and consolidation.

UNIQUE SELLING PROPOSITION:

- They consult as well as outsource Human Resource.
- One of the oldest company with good image
- Well experienced employee

Weakness

- Being a top consulting brand, sometimes it is unapproachable due to its high expertise and fees.
- Strong competition from similar consultants have led to slow market growth

Sustainable Strategies:

- Give Researches
- COVID-19 Employee Impact Model
- COVID19 Organization Preparedness Study – India
- Aon's COVID-19 Study - Getting Back to Business: Aon conducted the phase II of its COVID-19 Study - Getting Back to Business to get answers to some of those questions and understand how India Inc thinking of restarting operations in the post COVID-19 world. The study saw participation from over 530 organizations across 15 industries.

5. Hogan

Founded in 1987 by Drs. Joyce and Robert Hogan, Hogan leads the world in personality assessment and leadership development. With products and services in 56 countries and 47 languages, what began as a small startup has evolved into the industry leader serving more than half of the *Fortune 500*.

Grounded in more than three decades of validated research, Hogan assessments were the first to scientifically measure personality for business. Thirty years later, we are committed to the same spirit of innovation that helped us become the industry leader. When Bob and Joyce Hogan launched their small startup, the business plan was simple: build a team of talented, ambitious people and get out of their way. Three decades later, we still maintain that standard by hiring people who believe in our products, embrace our “work hard, play hard” philosophy, and emphasize a positive company culture.

Over the last decade, we’ve experienced rapid growth in our employee base and global distributorship. Our headquarters in downtown Tulsa accommodates our Tulsa workforce and provides a state-of-the-art space to educate and entertain partners and clients from around the world.

Hogan has a robust distributor network across the world. They stand united with their global partners as they work toward the common goal of improving the global workforce. They’re dedicated to playing a vital role to your organization’s success.

Business Size

Type	Public
Revenue	US 25\$million (FY19)
Net income	US - \$million (FY19)

Services Offered:

1) TALENT ACQUISITION:

Predict Performance: What if any could avoid bad hires, maximize talent potential, and seamlessly match candidate values with your company culture? Hogan makes it easy to spot top talent and avoid hires who present better than they perform. Hogan personality assessments decode the intricacies of candidates’ behaviors to

streamline your talent acquisition process with unbiased data. Hogan identify and measure the specific characteristics your prospective talent needs for success based on job criteria and 30 years of industry-leading research. From pre-configured options to custom research profiles, Hogan offers a comprehensive suite of talent acquisition solutions.

- a) Express Identifies: each candidate as high, moderate, or low fit for a job.
 - b) Basis: Custom solution that describes job fit and provides a hiring recommendation, interview guide, and method for making a hiring decision.
 - c) Safety: Identifies safety-minded candidates, focuses and improves training, and recognizes and repairs safety-related gaps in your organizational culture.
 - d) Raven's APM-III: Designed to evaluate peoples' ability to analyze and combine new and existing data to solve unfamiliar problems.
 - e) Sales Basis: Out-of-the-box solution for hiring high revenue-generating sales professionals, used for a broad range of sales jobs across industries.
 - f) Leader Basis: Out-of-the-box solution that identifies a candidate's strengths and potential areas of weakness for leadership roles.
 - g) Configure: Accurately evaluates potential talent in prospective and incumbent employees by determining key attributes, qualities, and skills.
 - h) General Employability: A simple, easy-to-use hiring tool that quickly measures how employable a candidate is based on basic job requirements.
 - i) Hogan Business Reasoning Inventory: Identifies problem-solving style to predict occupational success and evaluates qualitative and quantitative reasoning for selection and development purposes.
 - j) Fit: Used for high-volume employee selection with a hiring recommendation.
- Executives Managers Individual Contributors All Levels

2) TALENT DEVELOPMENT:

Predict Performance: Hogan believes the true value of talent development comes from strategic self-awareness. It's vital that people understand the difference between the way they see themselves and the way they are seen by their peers, managers, and direct reports. As the industry-leading expert, we've developed solutions that provide critical insight into characteristics that not only facilitate an individual's success, but, more importantly, can cause failure and career derailment.

- a) Leadership Forecast Series: Gives leaders a complete understanding of their performance capabilities, challenges, and underlying motivators along with a five-step development planning worksheet and career development primer.
- b) Leader Focus: Helps new leaders and first-time managers understand how their personality characteristics may influence their leadership effectiveness.
- c) Hogan 360°: Multi-rater feedback tool to help individuals and leaders at any level gain a better understanding of how they are perceived in the organization.
- d) High Potential: Intended to help the emergent leader become more effective and the effective leader be more emergent, resulting in maximized leadership potential.
- e) Safety: Identifies safety-minded candidates, focuses and improves training, and recognizes and repairs safety-related gaps in your organizational culture.
- f) Team: Designed to help team members gain an understanding of team strengths, weaknesses, and culture.
- g) Summary: Snapshot of interpersonal performance, organizational fit, and a primer for performance improvement and shifts in behavior.
- h) Potential: Predicts how others describe a leader's day-to-day approach to work and leadership along with behavioral and leadership implications, competency analysis, and development recommendations.
- i) EQ: Assesses emotional intelligence, the ability to identify and manage your own and others' emotions.
- j) Hogan Business Reasoning Inventory: Identifies problem-solving style to predict occupational success and evaluates qualitative and quantitative reasoning for selection and development purposes.
- k) Manage: Identifies strengths, as well as potential shortcomings, with tips to optimize employee performance.
- l) Values: Explores the core values and goals that drive a leader's behavior, aspirations, and expectations about life.
- m) Judgment: Provides description of participants' information processing style, decision-making approach and style, and openness to feedback and coaching.

UNIQUE SELLING PROPOSITION:

- Hogan provides free Robot support to their clients.
- Assessment of data from more than 180+ countries
- They have good market value and brand image
- They are very versatile and flexible

Weakness

- Emotion intelligence assessment are missing.
- Organization structure is only compatible with present business model thus limiting expansion in adjacent product segments.

Sustainable Strategies:

Share some blogs

- COVID-19 and the Dark Side of Personality
- Is COVID-19 Changing How People Score on Personality Assessments?
- The “Now What” in a COVID-19 World

6.KPMG

KPMG International Cooperative (or simply KPMG) is a multinational professional services network, and one of the Big Four accounting organizations. Seated in Amstelveen, the Netherlands, KPMG is a network of firms in 147 countries, with over 219,000 employees and has three lines of services: financial audit, tax, and advisory.

Its tax and advisory services are further divided into various service groups. The name "KPMG" stands for "Klynveld Peat Marwick Goerdeler". William Barclay Peat and James Marwick are the founder of the company It was chosen when KMG (Klynveld Main Goerdeler) merged with Peat Marwick in 1987.

KPMG lead with a commitment to quality and consistency across our global network, bringing a passion for client success and a purpose to serve and improve the communities in which member firms operate. In a world where rapid change and unprecedented disruption are the new normal, KPMG inspire confidence and empower change in all we do

Business Size:

Type	Public
Revenue	US \$29.75 billion (FY19)
Net income	-

Service offered:

1) Audit and Assurance:

Financial statement audits give assurance over information used by investors and the capital markets – a responsibility to the public interest KPMG Audit professionals take very seriously. KPMG is committed to consistently delivering quality audits, enabled by the power of technology and the strength of our people. Together, these drivers allow us to respond with agility, and engage meaningfully, with all stakeholders. Through this, KPMG is a leader in driving the future of audit.

- a) KPMG Clara: KPMG Clara is the beginning of a new era for the audit – a gateway into the digital future.
- b) Future of Audit: Financial statement audits play a critical role in creating and maintaining investor confidence and can unlock valuable insights into the business.

- c) Dynamic Risk Assessment: Dynamic Risk Assessment provides new levels of risk assessment that work to enhance audit quality.
- d) Assurance: Assurance on non-financial information can help you instill confidence in the important decisions that you and your company make.
- e) Digital Audit: D&A unlocks the data in your business and delivers insight to help enhance audit quality.
- f) KPMG's Global IFRS Institute: KPMG's insights on the international financial reporting standards and related matters.

2) Tax and Legal:

Attitudes to tax are changing. Organizations of all sizes are ever more exposed to new trends in tax regulation, not just locally but globally.

Organizations of all sizes are ever more exposed to new trends in tax regulation around the world. As a leading tax network, KPMG believe that —as individual tax professionals and as member firms—have a duty to engage in and advance the discussion and debate surrounding responsible tax, increased calls for transparency and the future of taxation in an increasingly globalized, digitized world. As tax leaders strive to evolve their departments for the new complexities they face, we work with them to define and build their ideal target operating model, enabling their departments to adapt to regulatory change, improve compliance processes and add more value to the business and beyond.

KPMG International has a comprehensive, robust and publicly available Global Code of Conduct setting the standards of ethical conduct for everyone in our KPMG member firm network. Tax professionals are also bound by our Global Tax Principle, which set out additional fundamental ethical principles and behaviors.

3) Advisory:

KPMG Advisory professionals are trusted advisors of the world's leading organizations focused on creating and sustaining value for our clients. Our professionals work with senior leadership across functional areas, applying our expertise and deep industry knowledge to develop innovative, technology-driven solutions to solve our clients' business challenges and help them grow and achieve financial results.

KPMG help clients create and sustain value by:

- a) Establishing strategies to change, grow, adapt, shape and respond to disruptive forces
- b) Engaging with customers on their terms
- c) Turning their technology vision into reality
- d) Leveraging their people as a strategic asset
- e) Optimizing their operations and streamlining support functions
- f) Converting their data into insight
- g) Transforming risk into a strategic advantage
- h) Embedding governance, risk and compliance throughout their organization, supply chain and business ecosystems
- i) Mitigating threats to their operations, IT systems and business
- j) Buying, selling, funding or restructuring their business or partnering with others.

4) Private Enterprises:

Passion, it's what drives entrepreneurs, family businesses and fast-growing companies alike. It's also what inspires KPMG Private Enterprise to help drive your success. Look to our trusted advisers to bring the clarity you need to help your company excel at every step of your business journey.

UNIQUE SELLING PROPOSITION:

- KPMG are global experts in audit and tax services
- KPMG brand name is very high
- KPMG Values are core beliefs, guiding and unifying our actions and behaviors.
- KPMG expertise and curiosity, inclusive culture and focus on developing the leaders of tomorrow.

Weakness

- The company has not been able to tackle the challenges present by the new entrants in the segment and has lost small market share in the niche categories. KPMG has to build internal feedback mechanism directly from sales team on ground to counter these challenges.
- Limited success outside core business – Even though KPMG is one of the leading organizations in its industry it has faced challenges in moving to other product segments with its present culture.

Sustainable Strategies:

- COVID-19's impact and implications to Financial Services
- Implications of COVID-19 for Asset Management
- India Government and institution measures in response to COVID-19

SWOT Analysis of Thomas Assessment

Strength	Weakness
1. Psychologically proven results people can trust, backed up by over 35 years of experience and research. 2. Thomas' DISC Assessment provides information about person fear, motivators, value and behavioral style in just 8 min. 3. Thomas working with 32000 companies which shows the reliability in market. 4. Thomas is purely an assessment company, and this is the biggest UNIQUE SELLING PROPOSITION. 5. Thomas provides good range of assessment that give good information about entire employee lifecycle, from recruiting and retaining staff, to developing and managing performance.	1. Thomas assessment only available on websites, they are not on development side (Android, IOS etc.) 2. Unavailability of customizable tests, which can change according person and situation. 3. Thomas has minimal focus in training & development which is very important for them. 4. Thomas are limited to Behavioral Assessment. Do only limited work in Training & Development
Opportunities	Threat
1. Technology upgradation in future. 2. Domestic / International Collaboration can help. 3. Company can development new assessment product with are more efficient and less time consuming. 4. Explore new area to increase market share.	1. Big competitor in market. 2. Rigid service can result in less market. 3. Company can develop app for mobile to make it easy to access their service. 4. Limited to a specific market.

Findings

- Companies is not using upcoming technology trends.
- All the test are really big and more time consuming.
- There is no test for teenagers.
- Company has no collaboration with international agencies.

Recommendation

- Thomas must use AI in their assessment for upcoming future needs.
- Thomas can develop more assessment tool for quick test and result.
- Thomas should create tests catering to needs of College and School students. This can open a new business line for them. Tie-ups with international agencies to increase penetration in each level of market.
- Tie-ups with international agencies to increase penetration in each level of market.
- Thomas also must make reports on different world problem like Covid-19 which affect every type industry.

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