About EY Technology Consulting

Introduction

At EY Technology Consulting, we deliver long-term value to our clients, our society and our teams by applying the power of technology, data and ecosystems to unlock human potential and transform businesses.

The disruptive innovation emerging from and within the Technology sector is sweeping through all industries and sectors. This disruptive innovation is altering businesses and business models and requiring companies, industries and sectors to reimagine their futures. EY has unique and powerful insights into business transformation, as our clients include both the largest and most innovative global Technology leaders and the next-generation entrepreneurial startups.

EY has the knowledge and capabilities to deliver business outcomes to help companies reframe their future and transform into adaptive digital enterprises that can quickly and efficiently flex to changing markets and economic environments in today's rapid, unpredictable landscape. With over 60,000 professionals, EY's strong global connectivity enables us to assemble the right teams, share leading practices across the world and address technology companies' needs wherever they have operations.

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Technology Leader's Agenda

To strategically transform, leaders need to deliver tech at speed, innovate at scale and put humans at the center.

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Embed Data Centricity and Adopt Next-gen Analytics

Very few organizations are truly data-centric, but many are working to get there by shifting resources to fill their gaps in data in analytics. "A data-centric organization uses data as a shared asset to create intelligence and insights for its customers and stakeholders, and to continuously improve its operating model as well as products and services," says Beatriz Sanz Saiz, EY Global Consulting Data and Analytics Leader. To drive data centricity, explore use cases aligning to corporate strategy to improve visibility, and reduce risks while creating value in the process. Architect and build a technology foundation to address shortfalls resulting from the sheer volume of data and steep integration requirements.

Change as Fast as your Consumers

Preferences are changing fast and enterprises are having to adapt to volatile shifts in consumer demand. Investing in the right data analytics and technologies to better understand customers' needs is critical, but companies also need to shift their mindset to succeed. Commit to innovation and new product development to improve customer centricity and build consumer trust by establishing governance measures for the ethical deployment of technology.

Make Strategic Moves in the Race for Talent

Tech-enabled transformation can be delayed by talent and culture struggles. Develop the visibility to understand current and future skills gaps and use "build, buy and borrow" talent interventions accordingly. To support this approach, implement a holistic digital talent strategy to upskill, retain existing staff and attract necessary talent. Be proactive with change management and adopt new employee experiences to address technology-related changes.

Invest in the Four Foundational Technologies: Cloud, Data & Analytics, AI & ML, and IoT

Cloud, data and analytics, artificial intelligence (AI) and machine learning (ML), and the Internet of Things (IoT) together constitute the foundation for a successful digital transformation. Select the right technology stack – based on sector priorities and near- and long-term strategic objectives – to meet transformation needs. Then identify the right use cases for technology investments in skills and tools to support transformation vision.

Nurture Ecosystem Partnerships to Accelerate and Maximize Value

Ecosystems play a critical role in accelerating transformation and maximizing value. When aligned to an organization's specific needs, they allow access to a wide portfolio of technology tools and relevant talent to support transformation. Choose the right ecosystem business model to reduce risk and improve the value of interactions with participants.

Manage Risk and Maintain Trust Among Stakeholders

Advanced technologies introduce new demands on security, in addition to those of existing infrastructure. Deploying in a cloud environment raises new concerns of business interruption and valuable data protection. If customers and business partners don't trust your technology, they simply won't use it. Maintain resiliency and visibility with your stakeholders by adopting a risk-optimization mindset across your technology portfolio.

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Transformation Realised

In today's shifting environment, organizations are facing more change and disruption than ever before. In Consulting, we can help our clients navigate this by helping them see what's now, in the next 12 months, and in the future through our distinctive transformation system: Transformation Realized.

We help clients see the future of their businesses.

When we talk about the future-back approach, we challenge our clients to think differently. With purpose as a central guide, we explore the future and their vision, working through future-back scenarios that can flex and adapt, following a path to maintain relevance today – and 15 years from now.

What we have seen from companies that create exponential value is that they place humans at the center of their organization, leverage technology at speed and innovate at scale.

Humans@center: Companies that are generating exponential value know how to put people – both customers and employees – at the center of their organizations. It influences their fundamental strategy, how they operate, run and reframe their business for the future. It means building the business in a more customer-centric way, while creating more engaging experiences for employees.

Technology@speed: Companies need to embrace technology to develop new processes, products, services and entire businesses, and to deploy it at the speed demanded to deliver superior customer and employee experiences. It's important they use technology as an instrument of creativity, to gain meaningful competitive advantage as new technologies produce fundamentally different ways of working.

Innovation@scale: Companies need to establish an innovation "muscle" or core engine that sits at the heart of the business. This is not experimentation on the side: it's innovation that drives meaningful contribution to reframing the business – and not just once but again and again. As a result, the entire business moves and adapts faster. Innovation becomes integral to the way the company operates.

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Technology Leader's Agenda

A new type of strategic CIO is emerging. This series explores what it takes to become a Transformative CIO.

Is your technology moving fast enough to realize your ambitions?

Enterprise Architecture

The evolution of disruptive digital technology and business models demands improved alignment of technology investments with business strategy and goals. Enterprise Architecture (EA) enables alignment of organizational resources (e.g., people, process, information technology and strategy) for high-priority enterprise capabilities. EA is particularly helpful to organizations that are going through digital transformation by bringing together legacy applications with advanced technologies to help form one seamless environment.

Key market trends

▸ 40% of organizations will be using enterprise architects to help ideate new business innovations made possible by emerging technologies by 2021.
▸ By 2022, 80% of digital businesses will take a collaborative approach to EA, involving participants across business, IT and more.
▸ 50% of EA programs will be supported by AI-enabled software for planning, governance, assurance and IT asset management by 2022.

Key challenges

Siloed functions: Business and technology functions have different understandings of the business operating model, different levels of business architecture maturity, and often don't speak a common language to effectively integrate across the value chain.

Lack of a transformative vision: A coherent architecture strategy isn't in place to guide the digital business transformation.

Cultural stickiness: The cultural foundation for transformation has not been established before starting on the transformation journey.

Talent deficit: Lack of emphasis on retraining in-house resources and hiring new resources with modern technology skills and architecture mindset can cause transformations to fail.

Preliminary framework and principles

Architecture context iteration

Architecture governance iteration

Architecture definition iteration

Architecture vision

Architecture change management

Business architecture

Implementation governance

Requirements management

Information systems architecture

Migration planning

Technology architecture

Opportunities and solutions

Transition planning iteration

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What If You Could...

▸ Drive your business and enable technology to be a source of differentiation and competitive advantage?

▸ Integrate advanced technologies with your existing enterprise applications?

▸ Collaborate better with customers, suppliers and alliance partners for new product development and launch?

EY Enterprise Architecture services help align emerging technologies with business strategy, to design new business models, identify new revenue streams and improve market share and value. By combining digital capabilities and formal alliances with leading technology vendors, EY offerings include:

EA jumpstart
Helps organizations revive their EA journey and drive business outcomes. Reshapes the EA organization to help ensure the right capabilities are established to drive business and IT alignment for today and tomorrow. Designs and provides EA operating models, establishes EA governance, and a roadmap for quick wins and sustainable change.

Business architecture-driven transformation
Drives strategic alignment between business strategy and, execution and provides traceability across value chains. Defines the future state business vision capability model, business initiatives and prioritizes to develop a case for change and a roadmap for business transformation.

EA definition and transformation roadmap
Builds an end-to-end blueprint for an enterprise from the business, data, application, technology and security point of view. Defines the future state vision for each of these domains and develops a business case and transformation roadmap to achieve the target state.

Architecture-as-a-service
Maximizes organizational value using flexible and hybrid resource models, to meet operational and strategic business needs, and helps improve financial leverage. Helps companies access specialized skills and knowledge in support of agile IT methods, disruptive business models and emerging technologies.

Architectural support for mergers and acquisitions
Provides architectural support for organizations going through mergers and acquisitions. Helps companies focus on day-one planning, IT ecosystem consolidation, IT strategy, operating model and strategy development and roadmap implementation.

Application portfolio rationalization or strategy
Assesses the current state application ecosystem and develops a target state vision for business capabilities to drive standardization and reduce total cost of ownership. Develops and implements an application rationalization roadmap.

How EY Can Help

EY is committed to the technology and data agenda. We have made a $1b investment in new technology solutions, innovation and the EY ecosystem to better serve our clients across the following core competencies:

Technology Transformation
Technology is the business agenda. Customers' expectations for access to technology products and services are rapidly increasing. User-centric, mobile, agile and data-driven capabilities are table stakes for every organization. Companies must consider foundational Technology Transformation to adapt and compete.

Technology Solution Delivery
Technology Solutions Delivery provides systems implementation and integration capabilities to enable enterprise transformation leveraging third party applications, emerging and digital technologies. By applying established methods in architecture, requirements engineering, project management, testing and quality assurance combined with agile practices and tools increase the success of technology implementations and help deliver against the business vision.

Data & Analytics
From strategy to implementation, the focus of this competency is to place Data and AI at the core of business transformation. We support our clients in Data and Analytics through a community of specialists

and platforms. We assist clients across all sectors to transform their firms into data-driven organizations where trusted intelligence is embedded in daily operations, from the board room to the front line.

Digital & Emerging Technologies
The advent of emerging tech is recasting all industries and requires leaders to embrace new capabilities to turn new tech into new competitive advantage. As stand-alone solutions, many emerging technologies are quite compelling, and adoption rates are accelerating in areas such as cloud computing, robotic process automation, and the internet of things. Others, like additive manufacturing, immersive tech, artificial intelligence, the metaverse and blockchain, are still being explored across sectors for their potential to deliver business value at scale.

Cybersecurity
Organizations today must innovate to survive. But in doing so, they face ever-growing threats of cyber-attacks. In Cybersecurity, we help organizations to bridge and balance between needs of the business and security. We achieve this by combining our deep technical skills along with the strategic business acumen to look at security holistically across the organisation.

Technology Transformation	Technology Solution Delivery	Data & Analytics	Digital & Emerging Technology	Cybersecurity
Next Generation Tech Operations	Tech Implementation Support	Data Science & AI	IoT	Cybersecurity Transformation
Technology Strategy	Enterprise Application Implementation	Business Intelligence & Reporting	Blockchain	Cyber Threat Management
Infrastructure & Service Resiliency	Industry Application Implementation	Information Management	Robotics & Intelligent Automation	Digital Identity & Access
Architecture	GRC Technology Enablement		DevOps	Data Protection
				Privacy & GDPR
				Respond
				IoT and OT Security

EY Firms Alliance and Ecosystem Relationships

In collaboration with Alliance and Ecosystem relationships, we help companies unlock new value through true business transformation.

Why Choose EY Consulting?

Integrated and global scale
With more than 60K technologists, together with a near/offshore Global Delivery Service network apply a business-first approach to solving our clients most complex industry issues

Global client technology platform
Accelerating innovation and transformation for clients through deep sector expertise, best of breed technologies and assets built on an advanced and standardized global platform

Unique ecosystem relationships
Orchestrating EY alliances and our broader ecosystem to create long-term value, helping each client to rapidly transform and innovate at scale

Innovation through immersive experiences
EY wavespace™ environments convening EY expertise and technology to solve client challenges and create transformative outcomes

Focus on diversity and societal value
Enabling an inclusive culture to successfully harness data and technology's potential to transform society and empower employees

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Building a better working world

EY exists to build a better working world, helping create long-term value for clients, people and society and build trust in the capital markets.

Enabled by data and technology, diverse EY teams in over 150 countries provide trust through assurance and help clients grow, transform and operate.

Working across assurance, consulting, law, strategy, tax and transactions, EY teams ask better questions to find new answers for the complex issues facing our world today.

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In Consulting, we are building a better working world by transforming businesses through the power of people, technology and innovation. It's our ambition to become the world's leading transformation consultants.

The diversity and skills of 70,000+ people will help clients realize transformation by putting humans at the center, delivering technology at speed and leveraging innovation at scale. These core drivers of "Transformation Realized" will create long-term value for people, clients and society.

For more information about our Consulting organization, please visit ey.com/consulting.

https://www.ey.com/en_mt

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