How can the power of industry convergence also power growth?

Global Technology, Media & Entertainment and Telecommunications (TMT) services

The better the question. The better the answer. The better the world works.
Focus on digital agility, operational excellence and enterprise trust.
Relentless digital disruption and growing convergence are generating a global business upheaval of unprecedented proportion – and Technology, Media & Entertainment and Telecommunications (TMT) companies stand at the center of the opportunities being created.

TMT companies are relentlessly driving disruption, even as those same forces ceaselessly reshape them. Their market boundaries continually dissolve, reform and dissolve again. Content distributors are transforming into content producers, and vice versa; service providers are becoming tech companies; and technology companies are driving dramatic change in virtually every sector of the economy as enablers or new competitors to incumbent players.

Competition escalates everywhere, and new entrants move from the far horizon to existential threat, seemingly overnight. Meanwhile, the range of digital disruption and convergence suffuse the business with unprecedented complexity, while digitally empowered customers demand more than ever before — and want everything now.

Whether you compete in technology, media and entertainment or telecoms – or across all – increasing convergence and digital disruption could mean you need radically new strategies that will differ depending on your unique offerings, strengths, goals, customers and market position. You need broader, more holistic skillsets for execution. You need to rapidly access and integrate specialized knowledge and resources you may have never thought about before.

EY resources for mastering disruption and convergence

As you confront these challenges, EY Global TMT services can magnify your impact and effectiveness and accelerate your speed to market and value. We can help deliver adaptive services of lasting value to help you clarify, address and overcome your most complex business problems, worldwide.

EY connects you to more than 38,000 TMT professionals worldwide, backed by EY member firm’s broader organization of more than 230,000, plus a vast ecosystem of enterprises, entrepreneurs, start-ups and EY collaborations. Our global infrastructure of people, capabilities and ideas are aligned to support your goals.

Focusing on your key strategic challenges

EY can help TMT companies:

- Transform into powerhouses by pursuing M&A strategies that systematically create value and reduce risk at every stage, from recommending targets through successfully and rapidly integrating cultures and operations.

- Create compelling, relevant customer experiences that integrate creativity, technology, analytics, artificial intelligence (AI) and the most innovative and cost-efficient channels – both today’s and tomorrow’s.

- Achieve enterprise-wide operational excellence by rapidly acquiring and applying new high-value capabilities, building a world-class digital workforce and creating new efficiencies to drive profit and support future investment.

- Build or rebuild trust in a world of rapidly changing regulatory and tax policies, deep consumer skepticism and massive digital security breaches.

Discover how EY can help you anticipate and respond to your challenges and markets – and increase the impact and effectiveness of your digital assets in an increasingly convergent world.
Will you let disruption build you up or tear you down?

The better the question. The better the answer. The better the world works.
Businesses of all types now compete for the best tech talent — as do the “next-generation” disrupters continuously arising within the tech sector itself. While other companies are only just learning agility, technology businesses must take agility to a whole new level. As they do, they must improve their effectiveness in areas ranging from M&A to forecasting and inventory management.

EY brings together more than 22,500 tech professionals, aligned and ready to respond to challenges like these. We are the leading auditor of technology companies in the 2016 Forbes® Global 2000. Combining audit with non-audit services such as business advisory and risk services, finance and performance management, human capital, tax and transaction advisory and support, EY serves 76% of Forbes' top technology companies, representing US$5.6 trillion in market value.

Focused knowledge for leading technology companies

We can help these companies focus on innovation and strategy to build more compelling, customer-focused experiences; extend operational excellence and address operational weaknesses; make the most of dynamic, mobile, globally dispersed workforces; and differentiate themselves by earning strong reputations of digital trust and security.

EY professionals can help technology companies:

- **Strengthen and deepen agility in ways that link to business value.** We help companies attract and retain digital talent; accelerate the digital journey and overcome emerging obstacles; improve customer experience; identify new revenue opportunities; make the most of mobility; leverage AI and predictive analytics more effectively; optimize program, product and service portfolios; and rapidly pursue unexpected opportunities.

- **Achieve operational excellence.** We help technology companies improve all facets of day-to-day operations, making internal processes more efficient and profitable; reducing costs and increasing value through better supply chain and contract management; and promoting exceptionally effective collaboration throughout your mobile and global workforce. We can also help tech companies acquire and divest capabilities, realigning for constantly shifting markets, and providing growth and seamless integration strategies.

- **Establish, maintain and strengthen a reputation of trust.** We help technology companies implement advanced cybersecurity to safeguard company and customer data; comply with complex and shifting rules for cross-border data security, customer privacy and data hosting; and manage tax and revenue recognition to optimize performance while mitigating risk.

Technology companies are driving the digital revolution and creating the narrative about the future of business — worldwide. But the very centrality of technology is creating enormous new risks for tech companies.
How will you move from content creator to business enabler?
Exponential rates of technology innovation are transforming media and entertainment’s operating models, including anytime-anywhere access, evolving content creation and payment strategies, and direct-to-consumer distribution. Tomorrow’s M&E winners will delight increasingly empowered audiences and subscribers with highly differentiated experiences.

To accomplish all this, companies must think seamlessly across content and technology, complementing creativity with advanced analytics and accelerating execution by transforming processes and automating key operations. The EY worldwide network of more than 7,300 M&E professionals can help.

We serve 100% of the M&E companies on the 2016 Fortune® Global 500 and the 2016 S&P Global 1200 and over 95% of those on the 2016 Forbes® Global 2000. We’re also the leading auditor of M&E companies on each of these lists, as well as the Fast Company® list of the World’s Most Innovative Companies. These industry leaders rely on the global EY network to quickly provide actionable insights for planning, strategy, and execution, optimizing performance and operational effectiveness and managing risk in its myriad new forms.

EY professionals can help M&E companies:

- **Create new, tailored customer experiences that drive engagement, loyalty and monetization.** As part of this, we can help M&E companies profitably plan for and integrate new technologies such as Internet of Things and virtual/augmented reality; build agile processes for accelerating time-to-market; and realign businesses and capital structures for changing needs.

- **Optimize all facets of their operations.** EY can help M&E companies improve operations via automation, robotics and cognitive technologies; optimize assets to manage costs; address crucial tax issues surrounding IP and revenue streams; build the right culture and workplace; and attract and retain the right talent.

- **Strengthen and protect their reputations with all customers and stakeholders.** EY can help companies establish trustworthy means of tracking the performance of entertainment content, advertising and consumer behavior; protect sensitive consumer data and support robust cybersecurity; assess and manage emerging technologies such as blockchain; and address all facets of accounting, tax compliance and reporting in a complex global and digital environment.
Is convergence driving value creation or corrosion?

The better the question. The better the answer. The better the world works.
Meanwhile, immense new opportunities are arising in fixed and mobile infrastructure and the digital services they enable. Telecom companies are now ready to capitalize on these opportunities by digitally transforming their enterprise operations to improve effectiveness and profitability.

At EY, we serve every one of the world’s Top 20 telecommunications companies ranked by market capitalization; among the 2016 US Russell 3000, we represent more telecoms revenue and market value than any competing organization. Our clients offer us their trust based on our exceptional industry knowledge, stakeholder relationships, global capabilities and proven track record of deep collaboration and relevant advice.

**Addressing the unique challenges of today’s service providers**

Whether our clients are reinventing the customer experience, protecting legacy revenue streams or building scale and adding new offerings, our network of more than 6,800 telecommunications professionals can help. We can support you to ramp up digital agility, revitalize margin management, resist commoditization and build trust to retain core customers and reach new ones.

**EY professionals can help telecommunications companies:**

- **Optimize the customer’s entire journey.** We can help telecoms tailor personalized experiences that bring together the right strategies, technologies and channels to meet each customer’s changing expectations. From advanced mobility and AI-driven analytics to conversational intelligence, we help telecoms gain competitive advantage from innovation — reducing churn, growing (market/wallet) share and establishing a strong foundation for long-term growth.

- **Achieve higher levels of operational excellence.** EY telecom professionals can help companies identify and eliminate duplicative systems and processes, transform and integrate legacy BSS/OSS systems, leverage opportunities to automate, allocate capital to optimize value, improve internal operations, manage enterprise assets to control costs and taxation, and integrate acquired targets with speed, care and precision.

- **Strengthen trust, brand and reputation.** EY professionals can help telecoms protect their digital assets and their customers’ privacy with robust cybersecurity in today’s increasingly challenging environment. In an era where domestic and international tax and revenue recognition strategies can easily impact corporate reputation, EY audit, tax and assurance professionals can help telecoms systematically anticipate and manage these growing risks.
EY helps countless organizations solve their most complex business issues and the following solutions are just some of the areas we’re helping our clients adapt and grow in their evolving markets.

- **Merger Integration** – This global solution portfolio leverages the full range of corporate strategy, business transformation, seamless integration, and change management to address the growth objectives of TMT clients.

- **Mobile Now** – Mobile-first innovation is redefining industries and companies are building new apps and interfaces on mobile platforms in unprecedented numbers. EY has developed a series of flagship services, deployed globally using a mobile front-end: enterprise asset management, digital supply chain management, mobile workforce management, and sales & distribution.

- **Digitally Integrated Customer Experience (DICE)** – Creating integrated, seamless, digitally-enabled experiences that engage customers on a more personal and human level with minimum friction can drive growth, optimize customer lifetime value, and significantly increase profitability.

- **Data & Analytics** – We help you transform data into business insights, predictions and agility through advanced analytics by integrating diverse data sources, real-time adaptive learning, key driver identification, and the right strategic alliances.

- **Program/Portfolio Management (PPM)** – Companies that focus on “bridging the gap between execution and strategy” by designing and implementing solutions to enable data-driven decisions can more effectively optimize and manage enterprise portfolios. These services go beyond simple project execution with focus on maturing PPM capabilities including assessments, process and roadmap development, PMO design and set-up, and automation using innovative technologies.

- **Operational Support Systems (OSS)/Business Support Systems (BSS) Enablement** – This is the end-to-end management of all daily and business-critical processes, including customer relationship management (CRM), data & analytics, network inventory, provisioning, mediation, and other evolving areas.

- **Revenue Recognition** – With the impending adoption of ASC 606/IFRS 15, we have significant opportunities to provide diagnostic and implementation services, systems integration and relevant tax services to assist companies with changes in revenue recognition and related costs.

- **Digital Tax** – Using a holistic, integrated approach, we help our clients identify immediate challenges and develop an enhanced operation model strategy fit for the digital age. The four digital tax solutions are: tax effectiveness, administration services, big data, and tax-specific technology.

- **Cyber-as-a-Service** – We help our clients detect and respond to cyber attacks that put their businesses at risk including threat hunting, detection and response, as well as breach response.

- **Future of Work Now** – Designed to help companies deliberately create an agile, flexible and resilient workforce that will thrive in the digital economy.
Digital disruption and convergence mean you cannot solve problems in isolation: elements of the solution connect and interact in surprising ways. That's another reason so many TMT companies rely on EY's deep, wide and integrated resources. We can help them understand, align and optimize these connections to work together – improving customer experience, operational efficiency, trust and profitability.

EY's practical and holistic approaches draw on the right mix of industry-specific and cross-industry knowledge from our assurance, advisory, tax, transaction and finance professionals, as well as our global ecosystem of collaborators, allies and alumni.

**TMT Convergence Network: more knowledge, easier access**

In an era where both dangers and opportunities emerge with startling speed and solutions must be delivered rapidly at scale, EY's TMT Convergence Network offers a powerful advantage. This global network of centers, located in Mumbai, Berlin, London, New York, Paris and the San Francisco Bay Area, each focus on specific business issues and services, continuously sharing new learnings from around the world, providing access to all EY clients.

Designed for maximum speed and collaboration, the TMT Convergence Network focuses EY global resources (and collaborators such as Microsoft, SAP, GE, and others) on your most urgent and complex business issues. We rapidly assemble the full spectrum of capabilities you need to help address disruptive business challenges – across disciplines and continents. The TMT Convergence Network can help bridge the gap between enterprises, entrepreneurs, start-ups, and our collaborators by connecting these diverse communities to solve complex business problems.

Learn more about how the EY network of more than 38,000 TMT professionals can help you nurture growth by bolstering agility, operational excellence and institutional trust. Discover how EY member firm's advisory, assurance, tax and transaction services can help you thrive in this rapidly changing environment, build a better working world and prepare for the disruptions yet to come.

Find out more at [ey.com/tmt](http://ey.com/tmt)
About EY
EY is a global leader in assurance, tax, transaction and advisory services. The insights and quality services we deliver help build trust and confidence in the capital markets and in economies the world over. We develop outstanding leaders who team to deliver on our promises to all of our stakeholders. In so doing, we play a critical role in building a better working world for our people, for our clients and for our communities.

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About EY Global Technology, Media & Entertainment and Telecommunications services

Digital technology innovation is continuously disrupting industries, driving content distributors into content production, transforming telecommunications providers into content distributors and turning tech companies in all directions. Thus, competition is escalating, and digitally empowered customers are demanding more than ever.

EY’s Global Technology, Media & Entertainment and Telecommunications (TMT) services can help you revamp your organization for the digital age and enhance digital customer experiences. Our network of more than 38,000 TMT professionals helps you nurture growth by bolstering agility, operational excellence and institutional trust. Our broad advisory, assurance, tax and transaction services help you thrive in this rapidly changing environment – while preparing for disruptions yet to come. Find out more at ey.com/tmt

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