The EY IT capability accelerator

May 2016
IT executives are focused on leveraging new disruptive technologies, optimizing spend and increasing value to the business.

<table>
<thead>
<tr>
<th>Cloud capabilities</th>
<th>Digital</th>
</tr>
</thead>
<tbody>
<tr>
<td>to consolidate and simplify IT footprint</td>
<td>disruption and digitization of the enterprise</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Agility</th>
<th>Improved security</th>
</tr>
</thead>
<tbody>
<tr>
<td>to meet business demand for services and applications</td>
<td>to deal with sophisticated threat landscape</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Constant regulatory changes</th>
<th>Strategic alignment</th>
</tr>
</thead>
<tbody>
<tr>
<td>putting strain on IT infrastructures and capabilities</td>
<td>with the business to drive greater topline growth</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Continuous delivery</th>
<th>Control and provisioning automation</th>
</tr>
</thead>
<tbody>
<tr>
<td>for rapid deployment and to resolve problems proactively without disrupting other services</td>
<td>to deliver higher quality and lower cost IT services to the business</td>
</tr>
</tbody>
</table>
An effective IT capability management framework that is aligned to the enterprise operating model is critical to supporting IT executives in meeting their mandates.

- Establish a global framework for IT governance and controls to support global governance and risk management
- Deliver IT services in a customer-centric manner, at the right service level and price point
- Establish a global performance measurement framework
- Deliver continuous improvement of IT service levels

- Structure the organization to deliver value to the business
- Define appropriate local, regional and global structures, including shared services and outsourcing
- Optimize performance by defining the physical location of operations, real estate and other facilities considerations

- Organized logic for business processes and IT infrastructure
- Define the integration and standardization requirements of the firm’s operating model
- Define the tools to support IT activities

- Build an organization of the right resources with the right skills in the right locations
- Promote a global IT community
The EY IT capability accelerator (ITCA) helps organizations in identification of capabilities to optimize in order to drive their strategy and increase business value.

The EY IT capability accelerator:

► Supports strategic, transformational and investment decisions based on quantitative information supported by industry benchmarks and peer analysis, thereby driving topline growth.

► Supports IT executives in assessing, monitoring, continuously improving and developing IT capabilities based on leading practices and using point-in-time analytics leveraging the ServiceNow platform.

► Helps organizations establish an IT operating model that is aligned to the enterprise operating model, with a focus on leveraging new disruptive technologies, optimizing spend and increasing value to the business.

► Helps organizations effectively manage value-oriented and metrics-driven capabilities to deliver on the business agenda.
ITCA consists of a common set of industry practices and processes that help enable IT executives effectively manage organizational capabilities and unlock business value.
ITCA utilizes point-in-time analytics on the ServiceNow platform and can provide transparency across the IT operating model that is aligned to the enterprise operating model.

- **IVI-based** real-time dashboards showing enterprise IT capability performance, gaps, comparisons against benchmark, etc.

- Real-time dashboards by functional group showing performance metrics based on **leading practices**, such as ITIL®, TIPA, COBIT®, TOGAF®, SAFe®, etc.

- **Point-in-time dashboards** by project/operations teams showing performance metrics based on CSFs, KPIs and metrics defined at the tactical level.
ITCA can help executives monitor and address costs, perception and value delivered by IT, while assessing the organization’s readiness to transform IT through emerging technologies

<table>
<thead>
<tr>
<th>Role</th>
<th>Why do they care?</th>
<th>What value do we bring?</th>
</tr>
</thead>
<tbody>
<tr>
<td>CEO</td>
<td>Reduce time to market and provide innovative and disruptive solutions</td>
<td>▶ Define an organizational and functional capability to support innovation, promote speed to market and align closely to the business to help deliver disruptive and innovative approaches</td>
</tr>
</tbody>
</table>
| CIO  | Deliver more benefit to the business at lower cost | ▶ Helps increase the business value with automated/innovative business services that align with business priorities  
▶ Helps improve the business agility and responsiveness to clients and changing market conditions |
| CFO  | Reduce costs and improve the top and bottom line | ▶ Identify opportunities for cost reduction to improve the bottom line  
▶ Helps improve the service IT provides to the business to support topline growth  
▶ Can prioritize the IT investments to align with business priorities |
Key contacts

Dan Stavola
Executive Director, Advisory Services
Enterprise Service Automation Lead
Ernst & Young LLP
Tel: +1 212 773 5767
Email: dan.stavola@ey.com

Sunil Rajan
Senior Manager, Advisory Services
IT Capability Accelerator Lead
Ernst & Young LLP
Tel: +1 312 879 4876
Email: sunil.rajan@ey.com
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.

EY refers to the global organization, and may refer to one or more, of the member firms of Ernst & Young Global Limited, each of which is a separate legal entity. Ernst & Young Global Limited, a UK company limited by guarantee, does not provide services to clients. For more information about our organization, please visit ey.com.

Ernst & Young LLP is a client-serving member firm of Ernst & Young Global Limited operating in the US.

© 2016 Ernst & Young LLP.
All Rights Reserved.

1604-1923929
ED None

This material has been prepared for general informational purposes only and is not intended to be relied upon as accounting, tax or other professional advice. Please refer to your advisors for specific advice.