Dear EY community,

The disruption of finance functions is not a reality of the distant future but actually very near. To help CFOs and finance functions prepare for the challenges of digital disruption, EY has created the EY Digital Boardroom, which will blend technology and innovation in customized ways. It is the physical, mental and digital space where, together with our clients, we ask better questions and explore those innovative technologies that will help them to face the challenges and seize the opportunities of continuous change, digitalization and disruption.

EY has developed different cases in the Digital Boardroom on functional (e.g., Finance, Tax, Risk) and sector-specific perspectives (e.g., Media & Entertainment) in order to discuss and analyze the presented data. Further, the lab provides an opportunity to experiment with live data for the purpose of promoting real-time decision-making, simulation and visualization. The lab creates an environment for visitors to get a glimpse into the future of finance and experimental technologies that will help the client to manage various real-life business scenarios.

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Table of contents

01 Current trends in the Digital Age
02 Existing challenges on board level & pain reliever
03 The Digital Boardroom in detail
04 Potential user stories
05 Summary
06 Key contacts
Leadership in the digital economy
Core changes in the new digital era

78% of business leaders said that achieving digital transformation will become critical to their organizations within the next two years.*

93% of employees feel that a CEO’s shared vision for digital transformation is the right thing for the organization.*

45% of business leaders state IT and digital expertise as the most underrepresented skills in the boardroom today.**

38% of executives said that digital transformation was a permanent fixture on their CEO’s agenda.*

36% of CEOs have shared a digital transformation vision.*

59% of board members said boards are shifting priorities toward strategic discussion and adding more technology.**

Source: *MIT/HBR Digital Change Survey ** JWCPartners 2016
From digital disruption to digital future
Be digital ... don't just “do” digital

Explore **multiple business perspectives** to broaden your digital horizon.

**A digitization strategy** sets a clear focus and provides guidance on your path to a digital future.

Translate live data into **actionable insights** and have a ruthless focus on delivering outcomes.

Shift from a reactive to a proactive operating mode.

Digital leadership requires **situational awareness** and situational agenda setting.

**Digital transformation** is all about interaction and iterative design.
Analytical workshops demonstrate **enablers and opportunities** for an increasingly complex world.

Digital leaders recognize the value of digital data to empower **real-time decision-making**.

Digital leaders make use of **predictive analytics** to anticipate the future.
Current boardroom challenges
Speed and availability are becoming crucial factors
1. Missing a **holistic view**

2. Decision making by assumptions, **not by facts**

3. Only using a retro-perspective; **forecasts not available**

4. **Time-consuming to generate an overall summary**/analyze a problem

5. Having one feature, with a single source of content – **yet multiple unstructured outcomes**

6. **Difficult to generate different data** for different stakeholders

7. **Slow or belated generation of relevant data**
The Digital boardroom as ultimate pain-reliever
Different aspects of importance are covered by a single source.

Expectations toward technology are changing dramatically.

Decisions are made on what is happening right now.
Every single stakeholder is able to receive accurate data whenever required.

Forecasts are available 24/7.
The overall business model can be adjusted as needed in real-time.

More agility, proactivity and reactivity
PowerPoint and spreadsheets are no longer required.
A single pane of glass shows where the enterprise stands, with clear insight into real-time business performance.

This tool helps CFOs and their direct reports to face the challenges and opportunities of continuous change, digitization and disruption.

Stakeholder-specific data can be provided – from board members to unit leaders and operators.

360-degree board view

The Digital Boardroom combines human input and machine intelligence.

The finance function of the future
EY – Digital Boardroom
High technology combined within a single feature

- Uses advanced visualization concept to improve impact on the audience
- Leverages touch display technology to present in a natural manner
- Assigns data visualizations to different screens to leverage the available screen space for context information and as an anchor during data exploration
Business perspectives
Pick a business perspective to implement your strategy for digitization
Business perspective
Finance

Use case

An automotive industry is having manufacturing plants across Europe in six countries. The board management would like to see the finance KPIs in detail. A situation is expected where custom duties are increasing due to local government custom regime changes. The board wants the CFO and the Head of Production to present the detailed impact analysis and proactive measures.

The Digital Boardroom use case helps the board management to monitor the financial KPIs as well as to perform what-if cases for impact analysis on profit decrease and cost of sales.

KPIs

- KPIs from income statement
- KPIs from balance sheet
- KPIs from cash flow
- Impact on profit
- Impact on cost of sales

Questions addressed

- Show me the income statement, balance sheet, cash flow
- Show me impact on cost of sales, profit for custom duties change
- Show me the proactive measures for plant movement from Turkey to another country
- What are the options available for movement?
- Which country is doing better by profit?
- Which country is having the excess capacity to adapt Turkey?
- Show me the other metrics for analyzing the plant movement options
**Story**

Get insights and derive actions through analysis of live financial data. Create predictive forecasts and plan your business through simulation and what-if-analyses. Share your work output and collaborate with team members in the cloud.

**Stakeholder**

- CFO
- CEO
- Business unit leaders

**KPIs**

- EBITDA
- Free cash flow
- CapEx

**Analytical capabilities**

- Simulation and what-if-analysis (value-driver tree)
- Predictive forecast

**Data**

- SAP FI/CO
- SAP BW/BPC
- Economical forecast data
Business perspective
Tax – excess cash management

Use case

An organizational management company would like to discuss an investment scenario. The CFO and Head of Tax are asked to prepare the KPIs and relevant details for a discussion with board members. The board wants to see how much potential cash is available for distribution from subsidiaries (cross-border) at short notice and would like to analyze the scenarios of potential withholding taxes applicable for transactions.

The Digital Boardroom helps the company’s board members to see a detailed overview of the above scenario in real-time, and it also provides a drill down into details of transaction scenarios for withholding taxes and cash movement.

KPIs

- Total cash available
- Net receivables/liabilities
- Potential cash for distribution (excess cash)
- Withholding taxes
- Potential cash net distribution

Questions addressed

- What is my potential excess cash available at the group level?
- Show me the profit development year-over-year for 3 years
- Show me the potential cash at entity level
- What are my net receivables/liabilities by group, entity, country wise?
- What are my possible potential candidate entities for cash movement?
- Show me the scenarios available for cash movement
- Show me the withholding taxes for transactions
**Story**

Get an overview about your short-term liquidity and total cash available, as well as current assets and liabilities. Access live data to see your current tax status. Manage net distribution to a number of entities. Check the detailed information available about transactions to gain an in-depth look.

**Stakeholder**

- CEO
- CFO
- Business unit leaders

**Analytical capabilities**

- Geo mapping
- Drill-down features

**KPIs**

- Receivables/liabilities
- Excess cash
- Net distribution

**Data**

- SAP ERP
- SAP HANA
Business perspective
Tax – effective tax rate

Story
Get an overview of your tax rate paid over the past years and analyze the effective tax rate per county and entity level. The scenario analysis gives an overview on the tax rate changes based on what-if calculations and helps to manage tax reservations in an effective way.

Stakeholder
- CEO
- CFO
- Business unit leaders

Analytical capabilities
- Geo mapping
- Drill-down features
- Scenario analysis

KPIs
- Tax rate
- P&L
- Taxes

Data
- SAP ERP
- SAP HANA
- Third Party/non SAP
An financial services company has branches across a number of countries. **The board management would like to see the finance services KPIs in detail.** The Head of Product wants to understand which products have been used in the past month and compare them to other products on offer to ensure the current product offering is relevant to the market need. The board wants the CFO and the Head of Product development to present the detailed analysis.

The Digital Boardroom helps the board management to monitor the banking KPIs.

### Stakeholder

- KPIs from customer
- KPIs from product performance
- KPIs from credit and facility origination
- KPIs from financial management
- KPIs from credit risk
- Impact on profit

### Questions addressed

- How many new customers did the bank attract?
- Which products have customers taken?
- Which product is the most/least profitable product in the bank?
- Show me asset product growth, liability product growth
- Show me the potential bad-debt ratio
- What is the application hit rate?
- Which channels are being used by my customers to transact with?
- Show me the income statement, balance sheet
Business perspective
Financial Services

Story
Get insights and derive actions through analysis of live financial services data. Create predictive forecasts and plan your business through simulation and what-if analyses. Share your work output and collaborate with team members in the cloud.

Stakeholder
- CFO
- CEO
- Business unit leaders

Analytical capabilities
- Simulation and what-if analysis (value-driver tree)
- Predictive forecast

KPIs
- Asset product growth
- Cost to income ratio
- Potential bad debt

Data
- Finance system
- Banking system
- Economical forecast data
**Business perspective**

**Risk**

**Story**

This tool simplifies the identification, prioritization and assessment of risks and allows you to exercise **on-the-spot risk management**. Sort and filter requests by various factors to get deeper insights into the live data.

**Stakeholder**

- CEO
- CRO
- Business units leaders

**Analytical capabilities**

- Data-driven mapping
- Drill-down features
- Timeline views

**KPIs**

- Risks
- Requests
- Request status

**Data**

- SAP ERP
- SAP HANA
Business perspective
Media and Entertainment

Story
Gain insight into your finances, prime times, ratings and social media reactions with real-time data. Get an overview about the most important key performance indicators with one glance. Effectively manage and improve your revenues and costs.

Stakeholder
- CEO
- CRO
- Business units leaders

Analytical capabilities
- Drill-down features
- Real-time data analysis

KPIs
- Prime ratings
- Finance details
- Social media reactions

Data
- SAP ERP
Business perspective
Customer

Story
Monitor your conversion funnel and understand sales drivers by ad-hoc analyses in the Digital Boardroom. Discover social media data from various sources and take instant actions to steer your business into the right direction.

Stakeholder
- CMO
- Sales Director
- CEO

Analytical capabilities
- Geo map
- Drill-down features
- Filter options

KPIs
- Leads
- Opportunities
- Buzz

Data
- Hybris Marketing
- SAP ERP
- Economical forecast data
Business perspective
IT Service Management

Story

See live data of ongoing challenges in your IT department. Fix issues more efficiently by anticipating new problems and improve IT support for struggling applications. Drill down on incidents according to priority, time, application or status.

Stakeholder

- CEO
- CIO
- CDO

Analytical capabilities

- Drill-down features
- Data-driven mapping
- Detailed reports

KPIs

- Incidents
- Production malfunctions
- Ongoing tickets

Data

- SAP ERP
The Digital Boardroom as the solution
Current trends and upcoming challenges can be addressed directly

The trend
Analytics, big data and cloud computing are current megatrends in IT. Therefore SAP enhanced its big-data architecture with an Software-as-a-Service solution that combines business intelligence, planning and predictive capabilities.

Your value
Support your board meeting of the future with a complete picture of the company’s performance in real-time; analyze and visualize insights in an intuitive way. Save time by having all required data at hand and enable ad-hoc simulations to validate ideas straight away.

In addition, SAP Business Objects Cloud is a web-based application requiring no desktop installation, and keeping maintenance costs at a minimum.

Our service
- Introduces better questions to get better answers – to help identify and define business cases that should be analyzed for its potential
- Offers workshops around analytics cloud fundamentals, architecture and data modelling and visualization
- Provides end-to-end seamless support to facilitate your Digital Boardroom of the future
- Analyzes your organizational needs for the Boardroom and help to develop and align your business with better decisions
EY Digital Boardroom

EY Digital Boardroom is an extension of the SAP Analytics Cloud. It provides an advanced visualization concept to improve impact on the audience.

Explore your business interactively via our Digital Boardroom:
- Create integrated agendas and link stories to define time slots and improve time management
- Analyze and plan together – to be more effective, efficient and transparent

Feel free to contact us for a demonstration!
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