MACC Innovation and Architecture
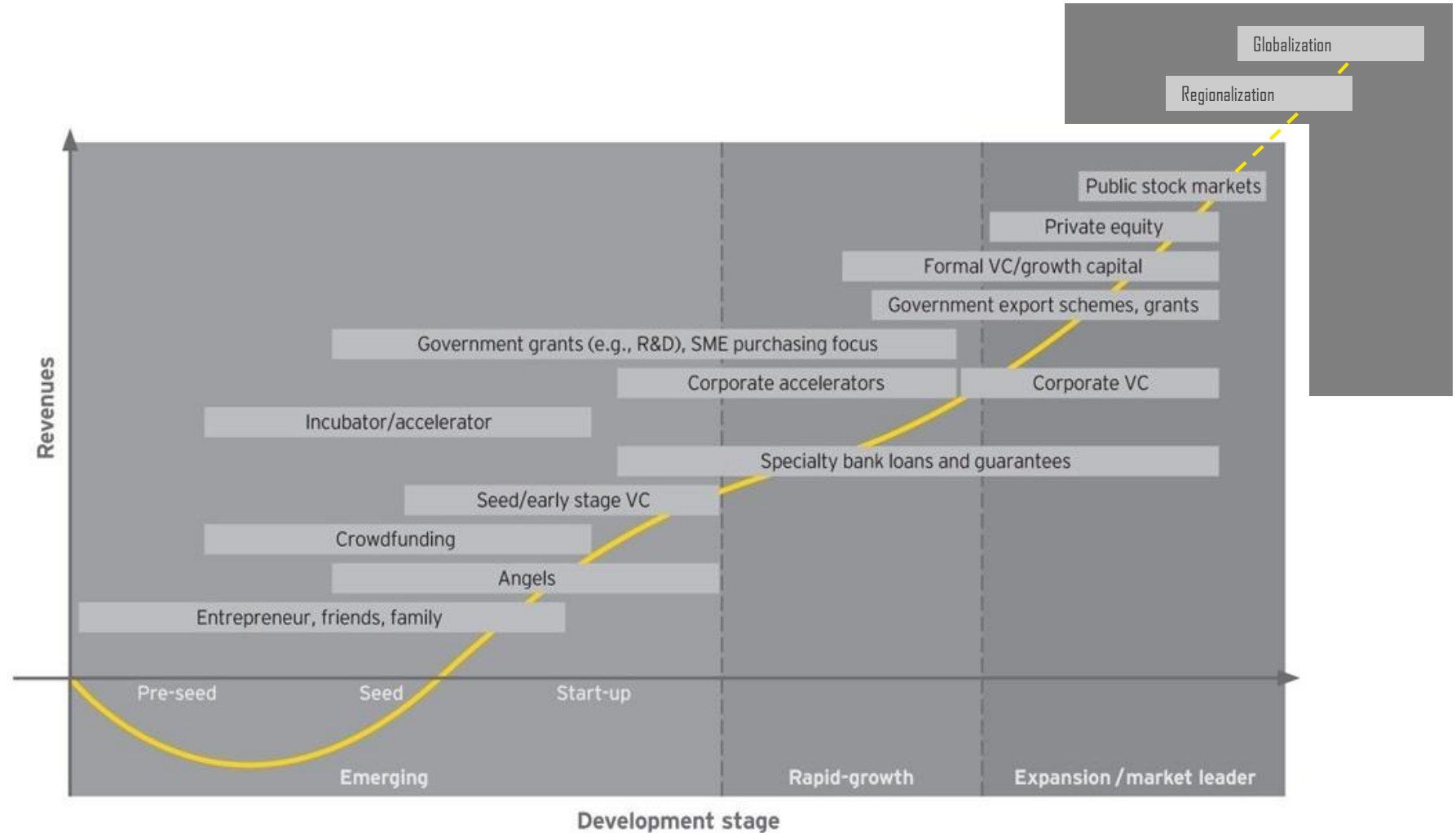
EY

Building a better
working world

EY's Point of View

Section 1

Our perspective of funding entrepreneurial business at different development stage

As entrepreneurial businesses grow and develop, the sources of finance they rely on changes. Many small businesses are unable to access the required capital to grow and struggle to break out of the Emerging stage. It is therefore essential that governments create a range of mechanisms and institutions that provide entrepreneurs with the capital they need to support their businesses through every stage of the growth journey.

Globalization

Regionalization

Public stock markets

Private equity

Formal VC/growth capital

Government export schemes, grants

Government grants (e.g., R&D), SME purchasing focus

Corporate accelerators

Corporate VC

Incubator/accelerator

Specialty bank loans and guarantees

Seed/early stage VC

Crowdfunding

Angels

Entrepreneur, friends, family

Revenues

Pre-seed · Seed · Start-up

Emerging · Rapid-growth · Expansion/market leader

Development stage

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What Privately Owned Incubators have done

Some of the leading incubators across the globe are privately owned. Key lessons learned from them include adopting rigorous selection (>2.5% of applicants) and a flexible development program underpinned by a robust partner network

	Name of Incubator	Country	Key Characteristics of Incubation Program	Selection Ratio	Success Stories	Key Differentiators
Top 5 private global 1	Angelpad	🇺🇸	Intense 3 months program with only 12 companies selected and tailored made advice from Angelpad founders	0.6% (12/2,000)	Vungle, Mofub	Highly exclusive and tailored made programs
2	Y Combinator	🇺🇸	Intense 3 months program with a focus on web/app companies and exposure to Y Combinator's network	1.6% (117/7,200)	Stripe, Airbnb, Dropbox	Vast alumni network and help to hire human capital
3	Techstars	🌐	A wide catalogue of programs based on sector/trend (e.g. digital health), city (e.g. Dubai) and sponsor (e.g. Barclays)	<1%	Uber, PillPack, DataRobot	Global network of entrepreneurs
4	Alchemist	🇺🇸	6 months program for enterprise businesses (B2B and B2B2C)	N/A	Assemblage, MobileSpan	Focus on tech and enterprise businesses
5	Amplify LA	🇺🇸	Focus on the Los Angeles network in collaboration with tech giants such as Facebook and Snapchat	N/A	Winc, Clutter	Flexible timing and no structured calendar
Top 5 private Middle Eastern accelerators[2] 1	The Cribb (Dubai)	🇦🇪	4 key programs: visibility and culture, corporate venture capital strategy, innovation lab and VC funding	30% (150/500)	Profusion, Inc Middle East	A wide offering for startups with specific programs
2	Oasis500	🇯🇴	3 months program including acceleration, mentorship, funding and networking	N/A	Reserveout, tamatem, jamalon	2 tracks: Oasis Tech Industries and Oasis Creative Industries
3	Seeqnce	🇱🇧	6 months program with a one time investment per year	2.6% (8/300)	Cinemoz	Teams need a business person, a developer and a designer
4	Flat6Labs[3]	🇪🇬	4 months program offering industry specific training, legal and networking advice	5% (25/500)	Nafham, Washmen, jumpsuite	Academic training provided along with legal advice
5	Berytech	🇱🇧	Access to mentoring, coaching, business advisory, markets, soft landing and training	N/A	Carpolo, Bright Outsourcing	No structured program

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What Government incubators have done

Incubators are found across the Globe with a focus on innovation across a diverse pool of sectors and business sizes

Name of Program	Country	Key Characteristics of the Program	Key Differentiators
Examples of public global incubators			
Innovative Future Fund (Netherlands)	🇳🇱	Through its Future Fund the government is making additional money available for innovative SMEs and vital research for the future	Focus on a wide array of sectors other than tech such as horticulture, agri-food, water, health…
USAID LAUNCH (USA)	🇺🇸	LAUNCH is an open innovation platform to identify and foster breakthrough ideas for a more sustainable world	A collaboration with giants such as NASA, Nike and USAid to support innovation
Seoul Innovation Bureau (South Korea)	🇰🇷	The Seoul Innovation Bureau created a hub to bring together ideas, people, and organizations through intermediaries such as the Seoul Innovation Park	The overriding principle is that citizens are the main catalysts and sources of innovation
TEKES (Finland)	🇫🇮	Besides funding technological breakthroughs, Tekes emphasizes the significance of service-related, design, business, and social innovations	Every year, Tekes finances some 1,500 business research and development projects
Innovation (Norway)	🇳🇴	Innovation Norway develops Norwegian enterprises and industry. Innovation Norway supports companies in enhancing innovation.	A comprehensive guidance from ideation to internationalization
Examples of public Regional incubators			
Khalifa Fund for Enterprise Development (UAE)	🇦🇪	Khalifa Fund for Enterprise Development was launched on 3 June 2007 to help develop local enterprises in Abu Dhabi	Khalifa Fund offers counselling and capacity building services in addition to funding
Dubai Future Accelerators (UAE)	🇦🇪	Dubai Future Accelerators is a 12-week program pairing technology companies with leading government agencies	Applicants do not need to submit a business plan for their company
Mohammed bin Rashid Fund for SME (UAE)	🇦🇪	Mohammed Bin Rashid Fund for SME aims to finance innovative pilot projects – both small and medium enterprises - for Emirati investors	Applicants can only be Emiratis
Badir Technology (KSA)	🇸🇦	BADIR is a Technology Incubator Program to accelerate the growth of emerging technology based businesses	Its main focus is on tech
Tasmu (Qatar)	🇶🇦	Tasmu will focus on five sectors, including transport, logistics, environment, health, and sports	Human centered design at the heart of the digital playbook

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From a LOCATION perspective, there are several areas to address to create and maintain a thriving Digital Incubation ecosystem

Attributes	Factor	Description	Typical Challenges
Talent	Talent availability	Current availability of technical and entrepreneurial talent	▪ Lack of startup experience, lack of founder expertise ▪ Shortage of relevant talent ▪ Attracting top international talent
	Talent pipeline	Availability of future talent, both domestic and foreign	
Capital	Seed Capital	Access to start-up capital	▪ Securing Angel & VC funding remains a big challenge for Incubation ▪ Startups are not funding ready and fail from lack of funding ▪ Ease to manage businesses and secure funding
	Growth Capital	Access to growth capital	
	Listed Capital	Access to public markets	
Policy	Regulatory Regimes	Regulator support for new entrants and innovative business models	▪ Government, in many cases, struggles to understand how it can provide the best support ▪ Flexibility of Government to revisit and adapt regulations to a new way of working (taxation support)
	Govt. Programs	Govt. support to open sector, increase comp, attract foreign startups, improve cybersecurity	
	Taxation Policy	Availability of tax support for investors and corporates	
Demand	Consumer Demand	Adoption by local market consumers (B2C)	▪ What are the problems worth solving & the priority opportunities ▪ Difficulty of breaking through government and corporates as customers ▪ Difficulty in exporting and entering new markets
	Corporate Demand	Adoption by corporates, particularly SMEs (B2B)	
	Digital Demand	Adoption by the market (digital)	

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Approach and Methodology

Section 2

A successful Strategy plan for promoting innovation and entrepreneurship while resolving a number of questions with …

Transparency: Can I have a single source of truth instead of receiving conflicting information from different parts of my organization?

Collaboration: Is there a way I can minimize or eliminate surprises from program changes and urgent requests for decisions?

Alignment: How can I validate my programs align with our strategic objectives?

Agility: How can I get my team to collaborate better to drive consistency across GOVERNMENT AND PUBLIC SECTOR COMPANY A?

Confidence: How can I have more confidence these programs will achieve the benefits that we committed to the board?

Confidence: Can I have readily available information to make key decisions around investment, risk and resources to minimize conflicting requests?

Reliable, accurate and timely data

Reliable, accurate and timely data

Projects that add value

Seamless sharing of information

Confidence in achieving the business benefits

Managing resource supply/demand

Portfolio environment

Program environment

Project environment

Transparency

Collaboration

Alignment

Agility

Confidence

Delivery efficiency
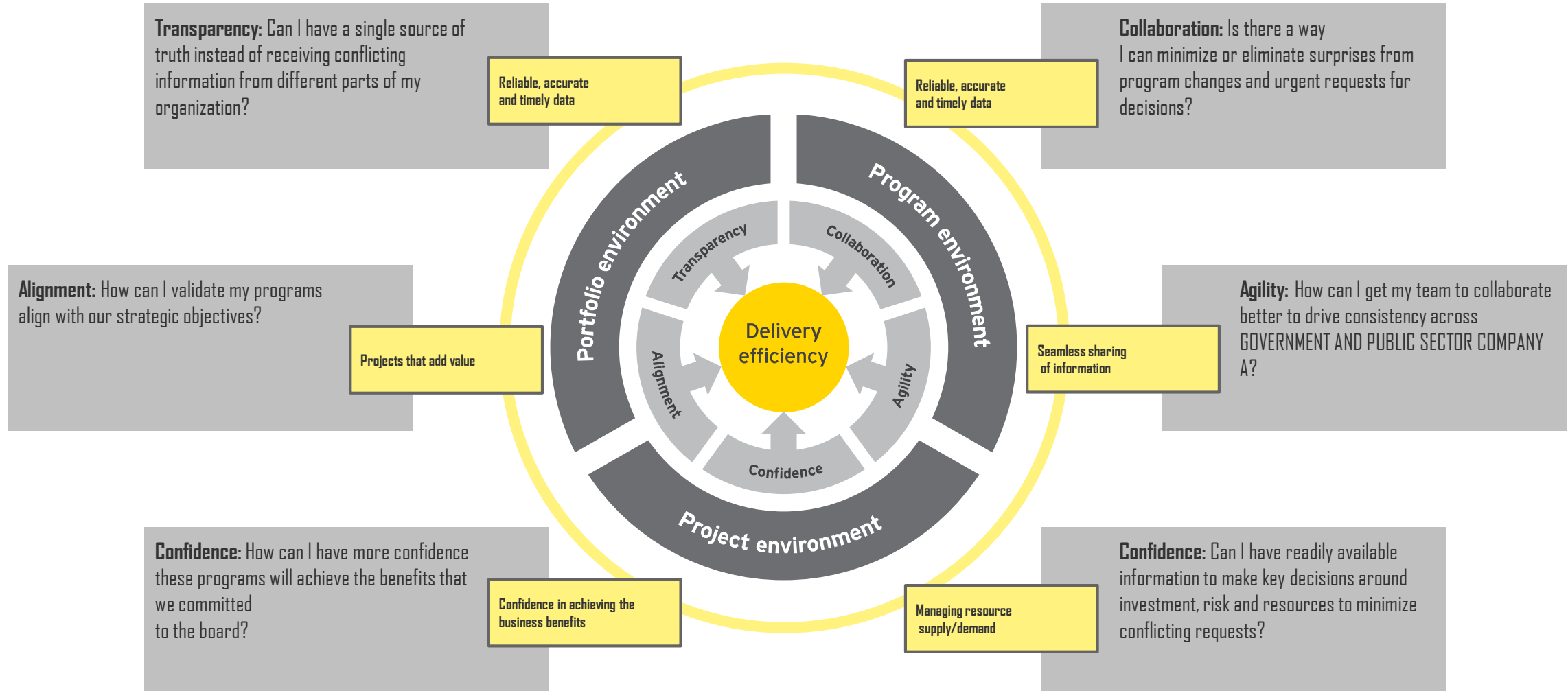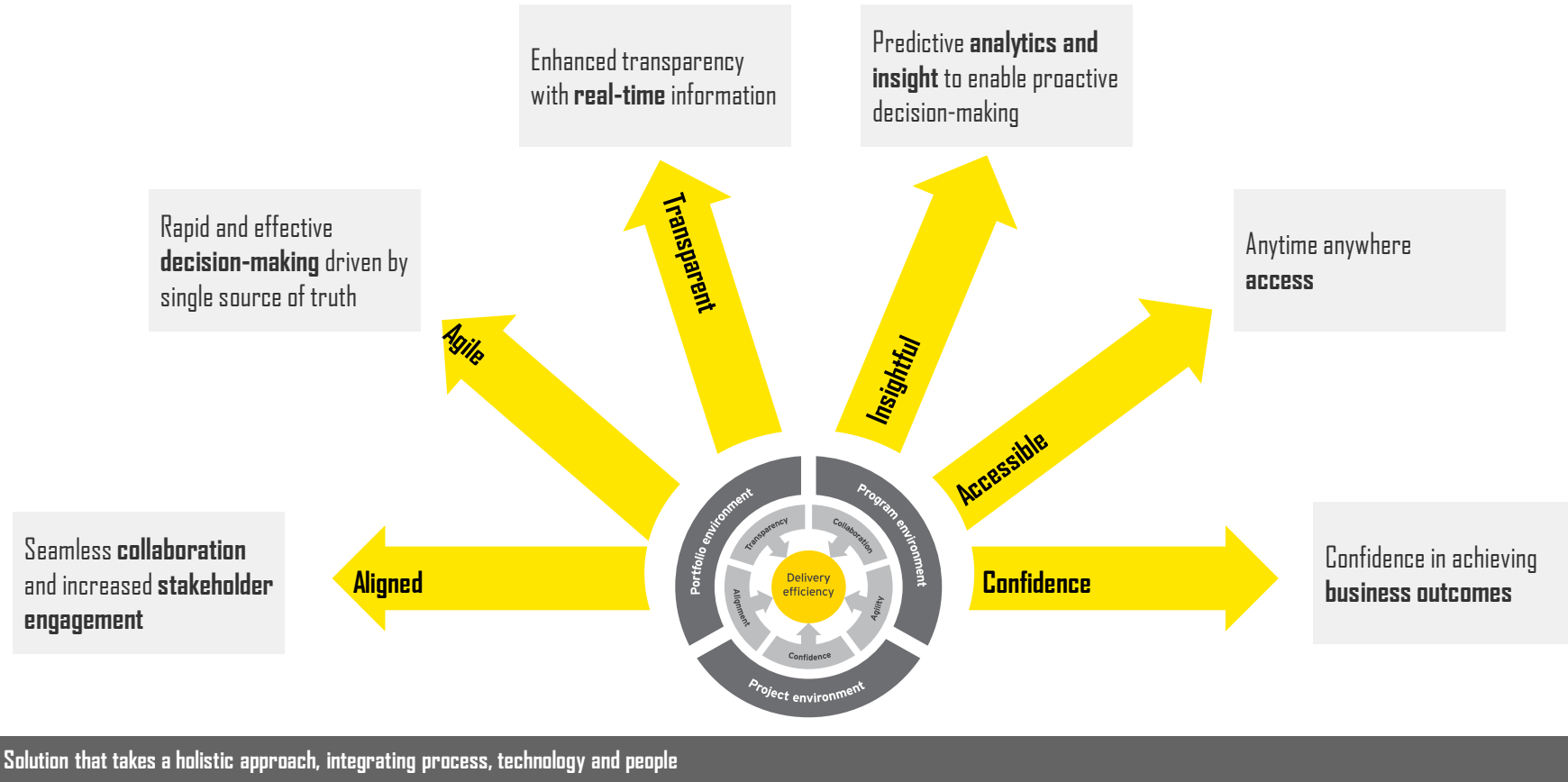
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A successful Strategy plan for promoting innovation and entrepreneurship while resolving a number of questions with …

Enhanced transparency with **real-time** information

Predictive **analytics and insight** to enable proactive decision-making

Rapid and effective **decision-making** driven by single source of truth

Anytime anywhere **access**

Seamless **collaboration** and increased **stakeholder engagement**

Confidence in achieving **business outcomes**

Transparent

Insightful

Agile

Accessible

Aligned

Confidence

Portfolio environment

Program environment

Project environment

Transparency

Collaboration

Alignment

Agility

Confidence

Delivery efficiency

Solution that takes a holistic approach, integrating process, technology and people

Integrated processes and technology enables rapid program start

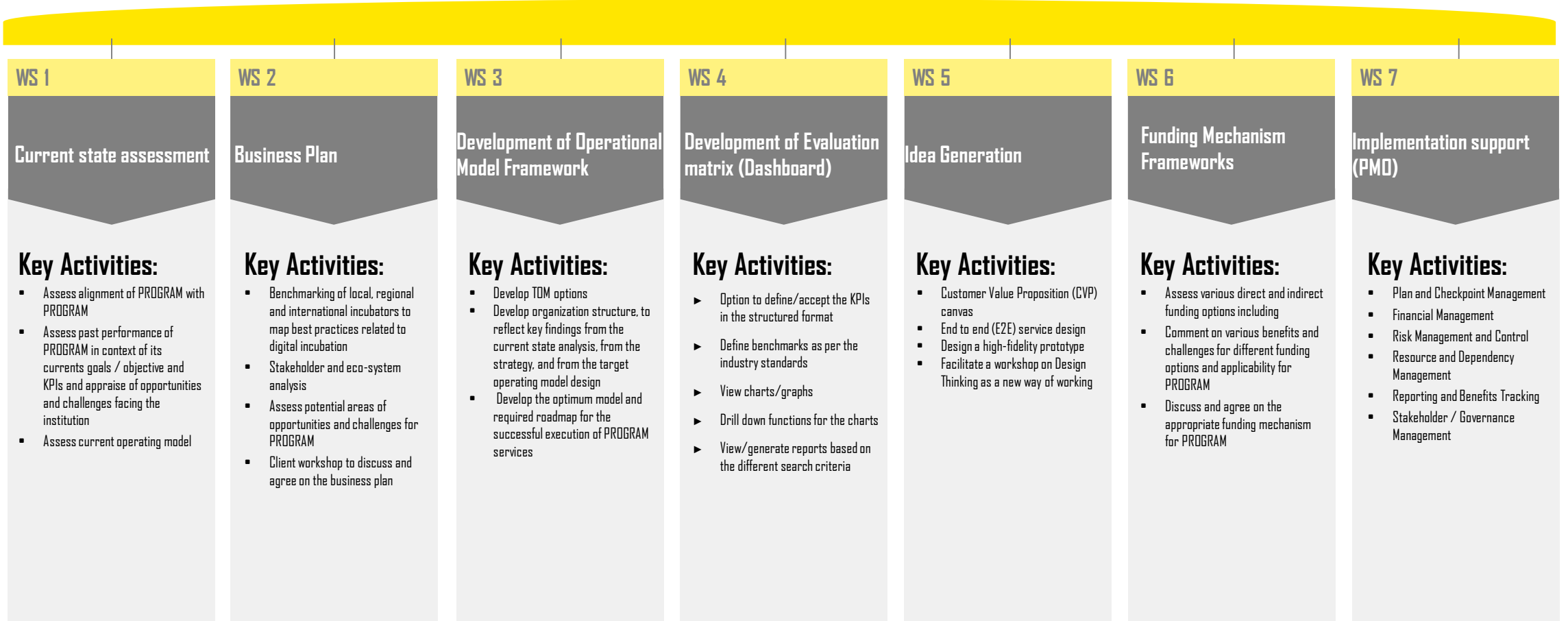Incorporates analytics to forecast performance and drive proactive decision-making

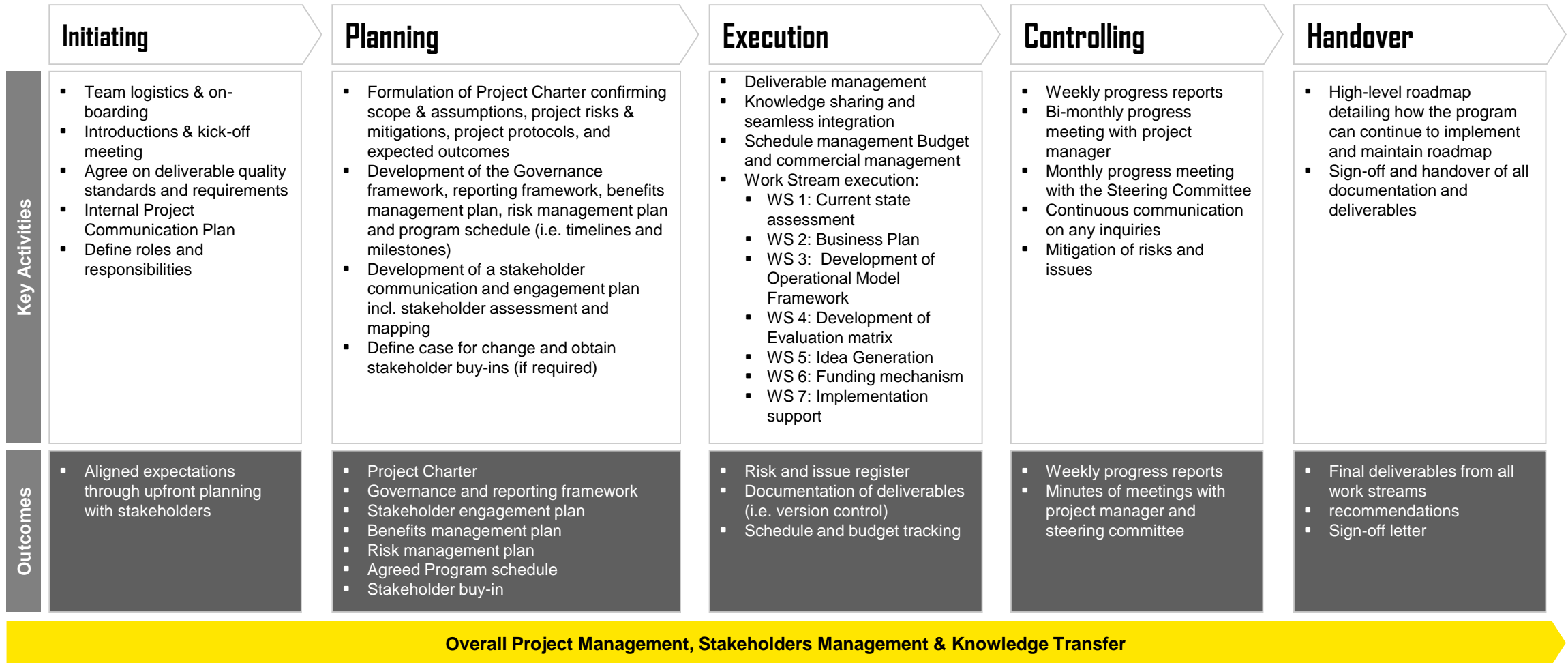Drives efficient real-time decisions by focusing on removing obstacles vs. identifying them

Provides a platform to collaborate on information and drive efficiency
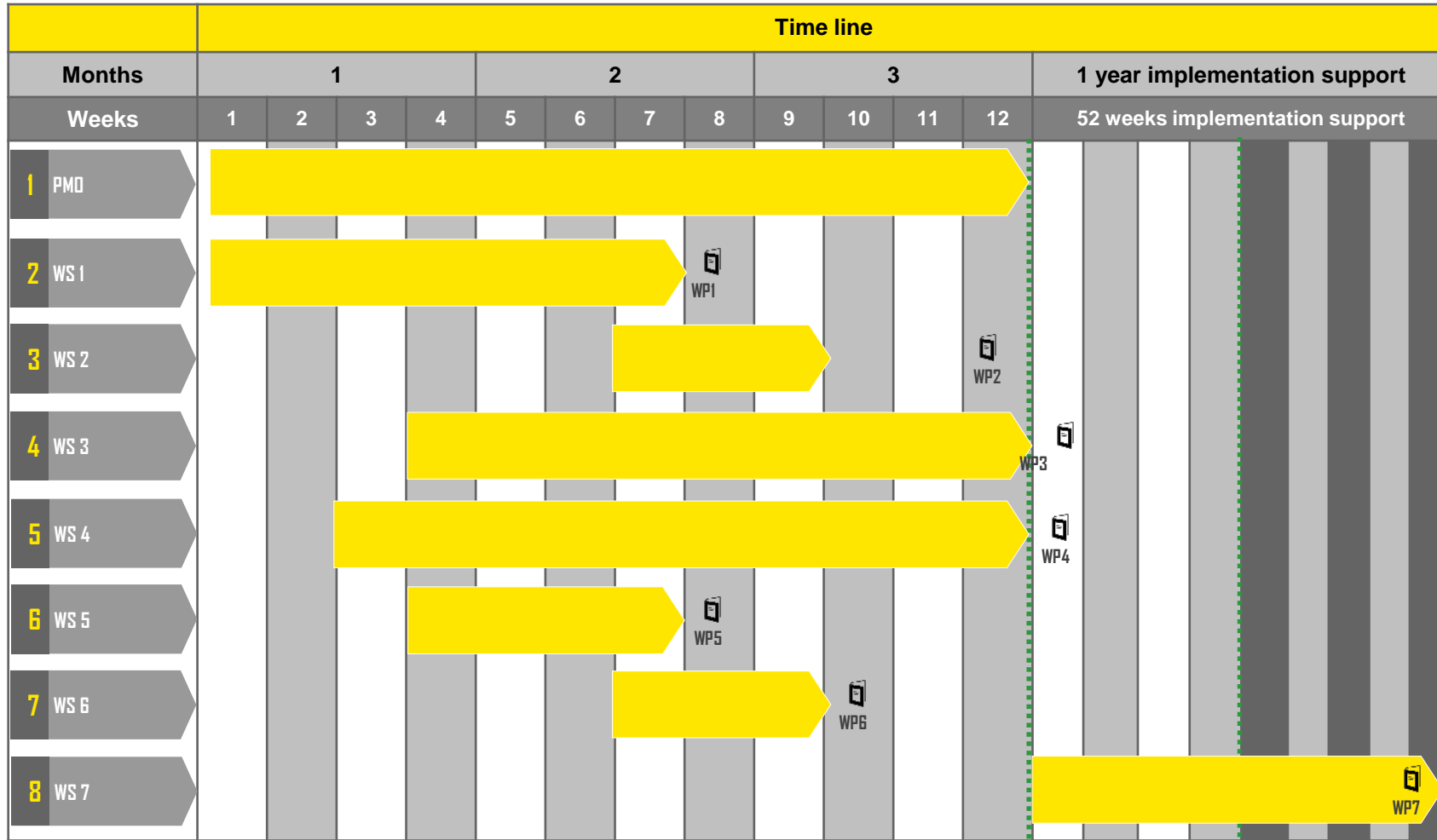
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A Pro Forma approach to delivering over seven workstreams

WS 1	WS 2	WS 3	WS 4	WS 5	WS 6	WS 7
Current state assessment	**Business Plan**	**Development of Operational Model Framework**	**Development of Evaluation matrix (Dashboard)**	**Idea Generation**	**Funding Mechanism Frameworks**	**Implementation support (PMO)**

WS 1 — Key Activities:
- Assess alignment of PROGRAM with PROGRAM
- Assess past performance of PROGRAM in context of its currents goals / objective and KPIs and appraise of opportunities and challenges facing the institution
- Assess current operating model

WS 2 — Key Activities:
- Benchmarking of local, regional and international incubators to map best practices related to digital incubation
- Stakeholder and eco-system analysis
- Assess potential areas of opportunities and challenges for PROGRAM
- Client workshop to discuss and agree on the business plan

WS 3 — Key Activities:
- Develop TOM options
- Develop organization structure, to reflect key findings from the current state analysis, from the strategy, and from the target operating model design
- Develop the optimum model and required roadmap for the successful execution of PROGRAM services

WS 4 — Key Activities:
- ► Option to define/accept the KPIs in the structured format
- ► Define benchmarks as per the industry standards
- ► View charts/graphs
- ► Drill down functions for the charts
- ► View/generate reports based on the different search criteria

WS 5 — Key Activities:
- Customer Value Proposition (CVP) canvas
- End to end (E2E) service design
- Design a high-fidelity prototype
- Facilitate a workshop on Design Thinking as a new way of working

WS 6 — Key Activities:
- Assess various direct and indirect funding options including
- Comment on various benefits and challenges for different funding options and applicability for PROGRAM
- Discuss and agree on the appropriate funding mechanism for PROGRAM

WS 7 — Key Activities:
- Plan and Checkpoint Management
- Financial Management
- Risk Management and Control
- Resource and Dependency Management
- Reporting and Benefits Tracking
- Stakeholder / Governance Management

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A strong PMO focuses delivery on innovation that delivers value

|	Initiating	Planning	Execution	Controlling	Handover

Key Activities	▪ Team logistics & on-boarding
	▪ Introductions & kick-off meeting
	▪ Agree on deliverable quality standards and requirements
	▪ Internal Project Communication Plan
	▪ Define roles and responsibilities
		▪ Formulation of Project Charter confirming scope & assumptions, project risks & mitigations, project protocols, and expected outcomes
		▪ Development of the Governance framework, reporting framework, benefits management plan, risk management plan and program schedule (i.e. timelines and milestones)
		▪ Development of a stakeholder communication and engagement plan incl. stakeholder assessment and mapping
		▪ Define case for change and obtain stakeholder buy-ins (if required)
			▪ Deliverable management
			▪ Knowledge sharing and seamless integration
			▪ Schedule management Budget and commercial management
			▪ Work Stream execution:
			  ▪ WS 1: Current state assessment
			  ▪ WS 2: Business Plan
			  ▪ WS 3: Development of Operational Model Framework
			  ▪ WS 4: Development of Evaluation matrix
			  ▪ WS 5: Idea Generation
			  ▪ WS 6: Funding mechanism
			  ▪ WS 7: Implementation support
				▪ Weekly progress reports
				▪ Bi-monthly progress meeting with project manager
				▪ Monthly progress meeting with the Steering Committee
				▪ Continuous communication on any inquiries
				▪ Mitigation of risks and issues
					▪ High-level roadmap detailing how the program can continue to implement and maintain roadmap
					▪ Sign-off and handover of all documentation and deliverables

Outcomes	▪ Aligned expectations through upfront planning with stakeholders	▪ Project Charter ▪ Governance and reporting framework ▪ Stakeholder engagement plan ▪ Benefits management plan ▪ Risk management plan ▪ Agreed Program schedule ▪ Stakeholder buy-in	▪ Risk and issue register ▪ Documentation of deliverables (i.e. version control) ▪ Schedule and budget tracking	▪ Weekly progress reports ▪ Minutes of meetings with project manager and steering committee	▪ Final deliverables from all work streams ▪ recommendations ▪ Sign-off letter

Overall Project Management, Stakeholders Management & Knowledge Transfer

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A Pro Forma timeline for a 12 week delivery

	Time line												
Months	**1**				**2**				**3**				**1 year implementation support**
Weeks	1	2	3	4	5	6	7	8	9	10	11	12	52 weeks implementation support
1 PMO													
2 WS 1								WP1					
3 WS 2												WP2	
4 WS 3												WP3	
5 WS 4												WP4	
6 WS 5								WP5					
7 WS 6										WP6			
8 WS 7													WP7

Deliverables Work products

- WP 1: Current state assessment
- WP 2: Business Plan
- WP 3: Development of Operational Model and roadmap
- WP 4: Development of Evaluation matrix
- WP 5: Idea Generation
- WP 6: Funding mechanism
- WP 7: Implementation support

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Managing all streams

Objectives

- Project manage the delivery of the Strategic plan for transformation
- Manage, control and monitor the progress of all work streams
- Ensure coordination and efficiency across and between all work streams

Major activities: Ongoing throughout entirety of the project

Phase 1: Initiating
- Team logistics & on-boarding of project teams
- Introductions and kick-off meeting
- Request and gather initial documents and information
- Agree on deliverable quality standards and requirements as well as the internal Project Communication Plan
- Define roles and responsibilities

Phase 2: Planning
- Formulation of Project Charter confirming scope & assumptions, project risks & mitigations, project protocols, and expected outcomes and benefits
- Development of the governance framework, reporting framework, benefits management plan, risk management plan and program schedule
- Development of a stakeholder communication and engagement plan including stakeholder assessment and mapping
- Define case for change and obtain stakeholder buy-ins (if required)

Phase 3: Execution
- Deliverable management including quality assurance and documentation
- Knowledge sharing and seamless integration between project teams
- Management of risks and issues and their mitigations
- Overall schedule management and tracking of the program
- Budget and commercial management

Phase 4: Controlling
- Weekly progress reports, bi-monthly progress meeting with GOVERNMENT AND PUBLIC SECTOR COMPANY A's project manager and, monthly progress meeting with the Steering Committee
- Continuous communication on any inquiries
- Mitigation of risks and issues

Phase 5: Closing and Handover
- High-level roadmap detailing how to implement and maintain the new business plan and roadmap with long-term recommendations for future growth and expansion and enable Work Stream 8
- Sign-off and handover of all documentation and deliverables

Work Products & Deliverables

- Project Charter
- Governance and reporting framework
- Stakeholder engagement plan
- Benefits management plan
- Risk management plan
- Program schedule
- Weekly progress reports

PMO Delivery Approach

Illustrative

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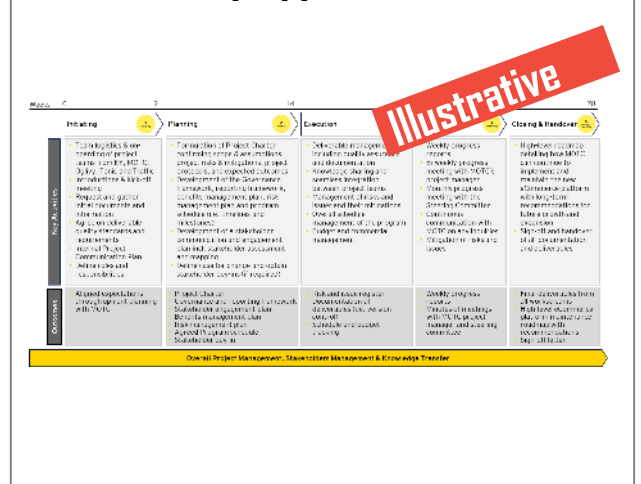
WS 1: Current state assessment (1/2)
PROGRAM performance

◎ Objectives

- Assess alignment of PROGRAM with PROGRAM
- Assess past performance of PROGRAM and appraise of opportunities and challenges facing the institution

🧠 Major activities: 2 weeks

- Assess overall strategy including vision, mission and objectives and comment on alignment
- Comment on past performance vs. its existing 3-5 year business plan and key KPIs (if any)
  - Performance of key initiatives and programs launched
  - Coaching and mentoring – training workshops
  - Capacity building – supporting services such as legal, IP, registration, etc.
  - Promoting entrepreneurship - Launchpad, start-up track, other events organized and collaborations established, etc.
  - Funding start-ups – type of funding support provided
- Measurement of outcomes for each of the above initiatives:
  - Number of start-ups incubated and launched
  - Talent generation created
  - Number and value of funding support provided
  - Number of promotion events organized
  - Number of trainings organized
  - Overall impact of the programs and initiatives conducted in the last 3 years
- Comment on the overall opportunities and challenges faced in execution of strategy and current business plan
- Current state alignment of business capabilities with technology capabilities and architecture

📄 Work Products & Deliverables

- Current state assessment report

Illustrations of deliverables

Illustrative

EY

WS 1: Current state assessment (2/2)

Benchmarking and stakeholder analysis

Objectives

- Review leading practices , operating models of regional and international organizations providing similar services
- Assess the digital incubation ecosystem and the level of support provided by relevant stakeholders in LOCATION

Major activities: 5 weeks

Phase 1: Benchmarking analysis

- Identify local, regional and international organizations offering digital incubation services covering diverse characteristics such as:
  - Sourced vs. private funded
  - Digital vs. cross sector focus
  - Direct vs. indirect funding
- Based on secondary research and limited primary research, conduct a benchmarking exercise of these organizations to comment on:
  - Organization profile and track record
  - Services and initiatives offered – capacity building programs, mentoring, co-sharing workspaces, funding mechanisms, etc.
  - Funding mechanisms offered to fund start-ups
  - High level operating model –
    - origination and outreach mechanisms
    - selection criteria and screening process
    - partnerships and alliances
    - organization and governance
    - KPIs and measure of success, if available
- Key challenges in operating incubation services and possible mitigations, if available
- Conduct a gap analysis with PROGRAM and applicability of the relevant benchmarks for PROGRAM

Phase 2: Stakeholder analysis

- Conduct focussed meetings with 4-5 stakeholders influencing entrepreneurship and incubation and digitalization
- Comment on potential opportunities and challenges facing digital incubation ecosystem
- Comment on potential gaps in digital incubation services

Work Products & Deliverables

- Benchmarking and gap analysis
- LOCATIONi stakeholder analysis

Illustrations of deliverables

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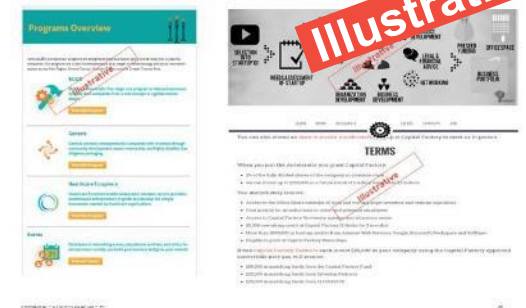
WS 2: Business Plan

🎯 Objectives

- Develop the proposed business plan

🧠 Major activities: 3 weeks

- Based on outcomes of WSI and WS 2, prepare the business plan to include:
  - Proposed service to be offered – both incubation and incubation support related initiatives
  - Outline the key aspects of the incubation program including:
    - Type of programs and program purpose
    - Program intake; duration; frequency
    - Selection mechanism
    - High level program features
  - Services/ initiatives roadmap for the next 3 years
  - Propose key capabilities required to offer proposed services (e.g.: physical infrastructure, mentoring and training, partnerships, etc.)
  - Propose funding mechanism for start-ups – direct/ indirect funding
  - Partnership and alliances framework
  - High level KPIs for the PROGRAM to achieve for the next 3 years (e.g.: no. of start-ups funded, no. of events to be conducted, etc.)
- Conduct workshop with stakeholders to agree on the key elements of the business plan

📄 Work Products & Deliverables

- PROGRAM three year Business plan

Illustrations of deliverables

EY

WS 3: Development of Operational Model Framework

🎯 Objectives

- Develop the Operational Model Framework
- Develop the required roadmap for execution

🧠 Major activities: 8 weeks

Phase 1: Target operating model options
- Develop target operating model design principles and validate these with senior management
- Develop target operating model options and conduct one workshop with Senior Management to validate and approve

Phase 2: Target operating model processes – High Level 1 & 2
- Define the future vision, mission, and strategic direction
- Based on agreed target operating model, develop Level 1 and Level 2 processes for core functions
- Review and design the governance framework and Board Committees structure
- Develop Board committees Terms of Reference and refine / develop the related charters

Phase 3: Organizational structure
- Develop organization structure, to reflect key findings from the current state analysis, from the strategy, and from the target operating model design
- The organizational structure will include four layers, to the functional level
- Validate organizational structure through one workshop with Management

Phase 4: Roadmap
- Develop the optimum model and required roadmap for the successful execution of PROGRAM services

📄 Work Products & Deliverables

- Vision, mission, and strategic direction
- Target operating model and high level process maps
- Organizational structure
- Governance framework and related charters
- Management Workshop
- Initiatives execution roadmap

Illustrations of deliverables

Illustrative

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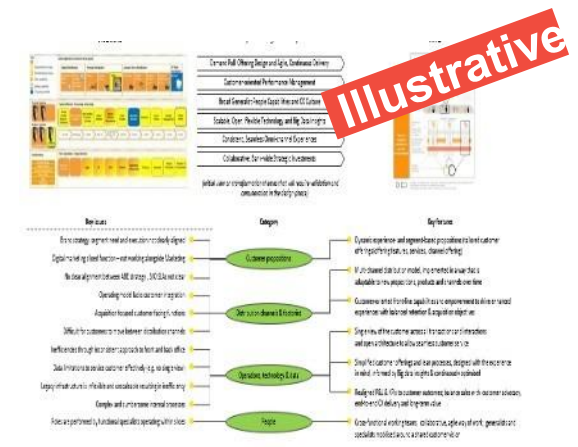
WS 4: Development of Evaluation matrix (Dashboard)

Measure, Monitor and Evaluate the operational efficiencies of PROGRAM in line with strategic objectives.

◎ Objectives

- To provide IT support for the development monitoring dashboard

Major activities: number of weeks

Development of monitoring dashboard
- Option to define/accept the KPIs in the structured format
- Define benchmarks as per the industry standards
- View charts/graphs
- Drill down functions for the charts
- View/generate reports based on the different search criteria

Document the scope of project, estimates , schedule and timelines.
- Secure signoff for the scope, estimates, schedule and timelines.
- Architecture design, detailed design and develop the application.
- System testing to confirm the quality of the system
- Deploy the solution in the client environment for User Acceptance testing (UAT) and provide necessary support during the UAT.
- Deploy the solution in the production environment.

📄 Work Products & Deliverables

- Project document deliverables
- Application executables
- Deployment manual

Illustrations of deliverables

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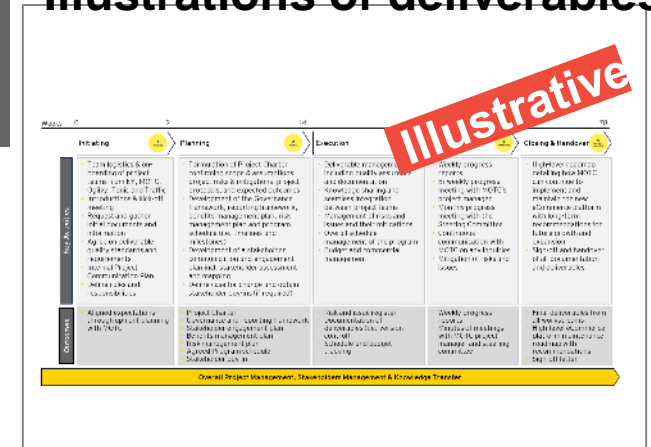
WS 5: Idea Generation

Objectives

- Co-create Idea Generation process

Major activities: 4 weeks

- Customer Value Proposition (CVP) canvas
- End to end (E2E) service design
- Design a high-fidelity prototype
- Facilitate a workshop on Design Thinking as a new way of working

Work Products & Deliverables

- Develop a Design Thinking approach, introducing stakeholders to a new way of working
- Support on high level structure of an innovation lab

Illustrations of deliverables

WHAT WE DO

DISCOVER
Primary customer insight

DEFINE
Target customer experience

DESIGN
Holistic journeys and touch-points

DELIVER
Sustainable innovation

Custodians of Design-Thinking at EY
Seren was acquired by EY in 2015 after 15 years as an independent design consultancy.

Professional researchers and data analysts who uncover valuable insight.

Creative evangelists who facilitate rapid design sprints and workshops.

Talent from product design, digital and brand backgrounds.

Establishing a creative culture within our clients for continuous CX improvement.

EY Seren

ALIGN DIVERGE CONVERGE DIVERGE CONVERGE CENTER

HOW WE DO IT

Business Model Canvas

Customer Centricity & Co-creation

Balanced Score Card

Quant. | Qual. | Ethno.

Lean | Agile | Innovation

Conceptual | Physical | Virtual

Illustrative

EY

WS 6: Funding Mechanism Frameworks

🎯 Objectives

- Propose funding mechanism to support PROGRAM start-ups

🧠 Major activities: 3 weeks

- Assess various direct and indirect funding options including
  - Direct Funding – IT / Business funding from capital planning
  - Indirect funding – cost savings / takeout funding
  - Value funding – business case /stage gate funding based on outcomes
- Comment on various benefits and challenges in exercising the above options considering factors such:
  - local market maturity
  - Ease of access
  - Ease of implementation
  - Timeline / risk to achieving cost reduction or value
- Conduct mapping of funding mechanism with exiting and proposed programs

📄 Work Products & Deliverables

- Funding mechanisms assessment
- Benefits and challenges
- Mapping of funding mechanism

Illustrations of deliverables

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WS 7: 12 Months Implementation Support (Program Management)

Objectives

- Drive accurate and timely decision-making
- Manage processes and content intelligently
- Development and refinement of program governance
- Driving efficiency and alignment by removing any redundancy or duplication across program workstreams

Major activities: 1 year

Phase 1: Plan and Checkpoint Management
- Understanding core plan components
- Critical path management, plan alignment, and program phase containment (scope)

Phase 2: Financial Management
- Aggregate program budget and challenging the numbers
- Aligning the numbers to work packages and authorization

Phase 3: Risk Management and Control
- Ensuring strong and proactive risk management across the program
- Ability to drive action on key risks

Phase 4: Resource and Dependency Management
- Identify inter-program dependencies, and drive resolution of conflicts
- Identify resource hot spots from plan and drive forward resource planning

Phase 5: Reporting and Benefits Tracking
- Challenge on reporting and escalations
- Align report status to dependencies and the plan
- Tracking the assumptions to ensure the benefits realization plans sit in the right areas of accountability

Phase 6: Stakeholder / Governance Management
- Management of critical decision points
- Feeding the program leadership with the right information

Work Products & Deliverables

- Project Schedule Standard and Templates
- Establishment of Benefits Realization Framework
- Establishment of Change Controls and Gate Processes
- Project Performance Reporting Dashboard
- Project Dependency Tracker

Illustrations of deliverables

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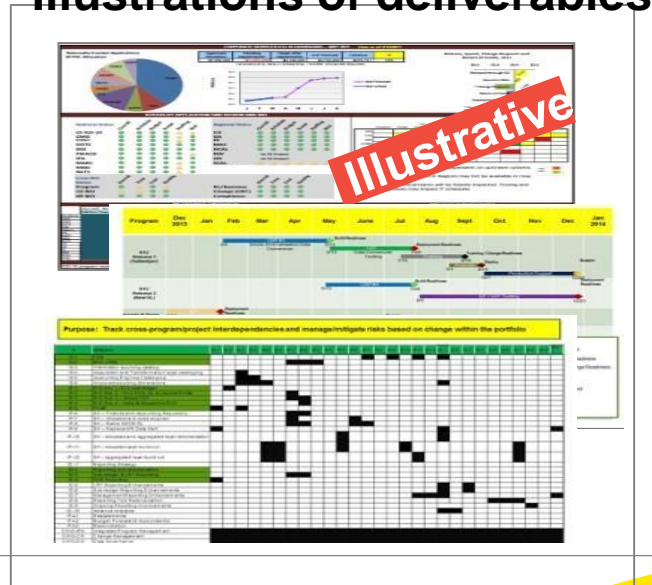
Case Studies

Section 3

Study #: 1

Global Pharmaceutical Company- Platform for open innovation

Business Need

- Our Europe based client wanted to establish an independent innovation facility that acts as a sand-boxed environment in which to test, learn and evolve their approach to innovation. They also wanted to provide a platform for open innovation, reinforcing the company's reputation as the facilitator of an ecosystem. The company wanted to develop relationships with start-up communities across the company's Europe territories and bring the pieces of the innovation puzzle together.

EY's Solution

- Helped drive the overall definition of the Established the Europe Collab facility in our labs, modifying the space to support a launch team of 20.
- Provided a dedicated, co-located team of Seren innovation specialists to provide on-to-go advisory across 9 work streams.
- Built a new IT infrastructure to satisfy our client's risk controls, while enabling the team to operate with maximum flexibility.

Value to Client

- After a successful launch in early 2015, the Europe Collab has become the focus of the company's leading edge innovation initiatives. It is also establishing the organization as an innovation thought leader.
- We are now helping our client roll out to Tel Aviv and Berlin, identifying work spaces, building teams and educating partners about the Collab initiative.

Study #: 2

Major Broadcast & Cable Service Provider-Digital Workplace

Business Need

- As a part of enterprise wide digital ecosystem initiative, our client desired to develop the next generation digital workplace.

EY's Solution

- Conducted multiple interviews, identified personas to develop conceptual architecture documents, facilitated technology assessment, and developed a high level reference and information architecture, operational (CMS) and portal governance
- Developed a cost model and conducted cost analysis for multiple scenarios, and a three-year road map and 100 day action plan to drive implementation and potential alignment with subsidiary portals

Value to Client

- Created a 'voice of the business' through personas provides an overview of key stakeholders, key concerns and their needs. We created a logical architecture & Governance model, and an interactive, dynamic cost model that is scenario based, updatable, and can be used to perform comprehensive "what-if" analyses. It can also be used to develop budget estimates, and strategize for Ca/Ex/OpEx costs
- Provided the client with a roadmap and next 100 day action plan provides vehicle to drive next steps, activities and cadence of program

Study #: 3

Diversified Media & Entertainment Company-Global Finance Process Benchmarking Study

Business Need

- The client had grown over the years through acquisitions and needed to streamline the organization. As their industry evolved (e.g., books morph into eBooks, etc.), they were forced to balance the dynamic operational impacts of these changes with changing customer demands.
- Finance needed to refocus efforts on business-critical processes, driver much greater levels of efficiency and enhance its ability to deliver meaningful management information and analysis.

EY's Solution

- Performed a current state assessment of the client's Finance processes, benchmarking with leading practices and providing recommendations to improve processes
- Supported the company in redefining key processes, including Procure to Pay, Performance Management and Record-to-Report

Value to Client

- Accelerated client's growth strategy and focused innovation investments on 4 viable new business model innovations with combined revenue potential >$700M in 5 years
- Helped client identify which opportunities to pursue, what future state should look like, etc. based on experience supporting other companies with similar transformational activities
- Developed a roadmap to keep Finance focused on enhancing value-add activities for the next 3 – 5 years
- Accelerated the pace of identifying and implementing improvement opportunities

Study #: 4

Global Media Company-Build a culture of Innovation

Business Need

- Our client was working to double global revenues by 2020 and diversify away from their traditional advertising and subscription based business model.
- Run an innovation program with that would deliver a series of new business ideas and help build a culture of innovation across the business.

EY's Solution

- We worked with external experts from MIT and The British Library, as well as internal colleagues from across the FT to develop a range of new business ideas
- The most successful were developed further through co-creation with customers and turned into detailed prototypes that can now be taken on and launched by the business

Value to Client

- Over a period of 6 months EY helped the company to concept, test and prototype 8 new business ideas and helped to sow the seeds of a culture of innovation across their global business

Study #: 5

Global payment systems provider

Study #: 6

Cardinal Health-Innovation operating model, process and governance

Business Need

- Establish an independent innovation facility that acts as a sand-boxed environment in which to test, learn and evolve their approach to innovation. Provide a platform for open innovation, reinforcing Visa Europe's reputation as the facilitator of an ecosystem. Develop relationships with start-up communities across Visa Europe's territories. Bring the pieces of the innovation puzzle together.

EY's Solution

- We established the Visa Europe Collab facility in our Shoreditch Labs, modifying the space to support a launch team of 20. We provided a dedicated, co-located team of Seren innovation specialists to provide on-to-go advisory across 9 work streams. We built a new IT infrastructure to satisfy Visa Europe's risk controls, while enabling the team to operate with maximum flexibility.

Value to Client

- After a successful launch in early 2015, the Visa Europe Collab has become the focus of Visa Europe's leading edge innovation initiatives. It is also establishing the organisation as an innovation thought leader.

Business Need

- Diversified healthcare company sought to increase its speed and predictability of innovation results by designing and implementing a consistent innovation process across its diverse business units, including medical device, healthcare information technology and pharmaceutical distribution

EY's Solution

- Analyzed BU innovation success (and failure) stories and interviewed BU leadership to identify internal innovation requirements, best practices and barriers to success
- Designed and implemented a common, customer-focused innovation process, analytical frameworks and governance model based on leading practice case studies
- Instituted a cross-organizational Innovation Board (I-Board) for portfolio governance, funding and decision-making
- Implemented enabling technologies and webcast events for idea capture and insight sharing to overcome the isolated, product-centric culture
- Launched cross-BU innovation pilot to identify disruptive innovations and train I-Coaches
- Developed a 3-year Strategic Migration Path roadmap for building innovation capability

Value to Client

- Improved cross-organization speed, consistency, predictability and transparency of innovation process, funding and portfolio decisions
- Accelerated average innovation process cycle time from 8 months to 8 weeks
- Increased BU leaders' ownership and accountability for innovation results and reduced time for BU innovation funding decisions from 6 months to "real time"
- Designed operating model, staffing, governance and funding for an internal innovation incubator
- Catalyzed an "open innovation" culture of collaboration inside and outside the organization by identifying 9 cross-BU , customer needs based integrated solution platforms with revenue potential >$1B

Study #: 7

Foundation for education entrepreneur- Evaluation of Incubation Methodology

Business Need

- EY was engaged with the client to assist the business incubators through the process of documentation of best practices and the implementation of corrective actions. The project also worked to redesign the incubation methodology according to the needs of different types of entrepreneurs. EY was tasked with two primary objectives: The first objective was to conduct an assessment of the key aspects related to incubators so as to detect strengths and improvement opportunities areas of each one of them, but also to document the best practices, and finally to identify potential corrective actions. The second objective aimed to redesign the incubation methodology based on the current needs of the different types of entrepreneurs in order to make the current incubation process more efficient

EY's Solution

- Preparation for assessments: Developed and validated the material and define the logistics related to the field survey
- Gathering the information: Evaluated incubators through the application of defined questionnaires
- Evaluation of business incubators: Performed assessment for incubators through qualitative and quantitative analysis of the variables and elements contained in each of the questionnaires to identify strengths and areas of opportunity
- Identification of leading practices and corrective actions: Based on the previous analyses, established the inventory of corrective actions that seek to improve the network of the incubators.

Value to Client

- Assessed 80% of the business incubators within the country and reviewed their infrastructure aspects, equipment, consulting services, training and technical assistance offered by the incubators, in order to validate their operation, document best practices and identify corrective actions.
- EY designed the business incubators process with the aim to align to the current needs of the different types of entrepreneurs, as well as the needs of incubators.
- Redesigned the methodology based on the current needs of the different types of entrepreneurs to make the entire incubation process more efficient.

Study #: 8

MoserBaer India Ltd.- Evaluation of Incubation Methodology

Business Need

- Multiple lines of business with different business models
- The businesses had very different growth rates (sunrise vs. mature businesses)
- Different technology; distribution network; customer requirements
- Multi location business
- Different cultures
- Different people capabilities / aspirations
- Different working culture across the different business
- Businesses showing dependence for key resources
- New Businesses still relying on Corporate and Main Business (BOM) for key resources

EY's Solution

- Corporate vs. Business Role
- EY helped in Clarifying the corporate vs. business role responsibilities / accountabilities
- Structure to support different business needs
- Role of the Corporate Center for each of the functions
- Mandate of Support functions - Strategic Business Units; Subsidiary Companies
- Design of Corporate Center
- Challenges in the effective allocation of roles, responsibilities and decision making authority
- Business Autonomy: Maintaining corporate control on strategic inter business synergies while providing autonomy to businesses charting the high growth path

Value to Client

- A Clear Structure and operating model for the Corporate centre with respect to each business
- The Structure also adequately leverages cross business synergy and also creates systems for incubation of new businesses

Study #: 9

Government of Morocco-Strategic design and development of free trade industrial zone

Business Need

- The Moroccan Government was evaluating various economic development models for three activity zones of 500 to 1000 hectare surface in north-eastern regions in Morocco
- There was a need to define the positioning and product offering (logistic zones, tertiary industrial zone, leisure, etc.) for the region, to attract potential investors and realize the region's potential
- The objective of the engagement was to identify a set of actions to support the adopted development strategy, and deliver a promotion strategy

EY's Solution

- Define a positioning and a product offer (logistic zones, tertiary industrial zone, leisure, etc.) for the region regarding potential investors segmentation and region's potential
- Propose a set of actions to support the adopted development strategy
- Deliver a promotion strategy
- Diagnosis of the potential of the north-eastern region
- Analysis of the main strengths/weaknesses/opportunities and strengths by sector
- Development scenarios by sector and test their feasibility
- Workshop with decision markers on strategy and promotion policy definition

Value to Client

- Detailed diagnostic
- Strategic report presenting the main recommendations and issues for the project
- Financial modelling of the impact of the recommendations and scenarios
- Feasibility and market studies

Study #: 10

Qantas Airways

Business Need

- EY was brought in to develop an Advanced Cyber Strategy that fit for the threat environment Qantas found itself in.

EY's Solution

- EY was brought in to develop an Advanced Cyber Strategy that fit for the threat environment Qantas found itself in.
- Separate cyber threat assessments specific to Qantas Airways, Jetstar and Qantas Loyalty entities,
- A current state and future state cyber risk report including gap analysis, benchmarking of controls and roadmap, including the investment model for each; and
- A security operating model assessment, target state operating model and formal Request for Proposal documents for Qantas Group to release to the market for an Advanced Security Operations Centre.

Value to Client

- Implement the Governance & Operating Model changes
- Execute quick-win/no-regret initiatives as part of mobilizing a Cyber Transformation Program and focus on progressing key technology initiatives
- Secure seed funding to establish a cyber transformation program of work
- Market and champion the cyber transformation agenda with key business stakeholders
- Build out requirements and go to market for a partner to provide Advanced Security Operations Centre capability