



Solve the now.  
Explore the next.  
Imagine the beyond.

**wavespace™**



**EY**

Building a better  
working world



# wavespace<sup>TM</sup>

**wavespace inspires creativity to answer your biggest questions.**

We curate talent and technology, bringing them together in a collaboration, proven to energise, and align teams to create meaningful outcomes - whether the goal is to grow, transform or disrupt.

The challenges we face today are unprecedented, meaning organisations must think differently and more creatively about how to prioritise and tackle challenges.

As a business using wavespace, you can convene the right people from across your organisation and EY's global network. Using the wavespace proven approach, methods, and technology collaboration tools we help your team to deconstruct challenges with a single-minded focus on reaching meaningful outcomes in a shorter time frame.

Explore innovative ideas, unlock ingenuity and make change happen - faster.

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EY wavespace will collaborate with companies to increase their competitiveness by challenging existing business models, helping them to use wavespace as a platform to take full advantage of technology, and as a place to nurture innovation and inspire talent.



**Frank O'Keeffe**  
Managing Partner, EY Ireland

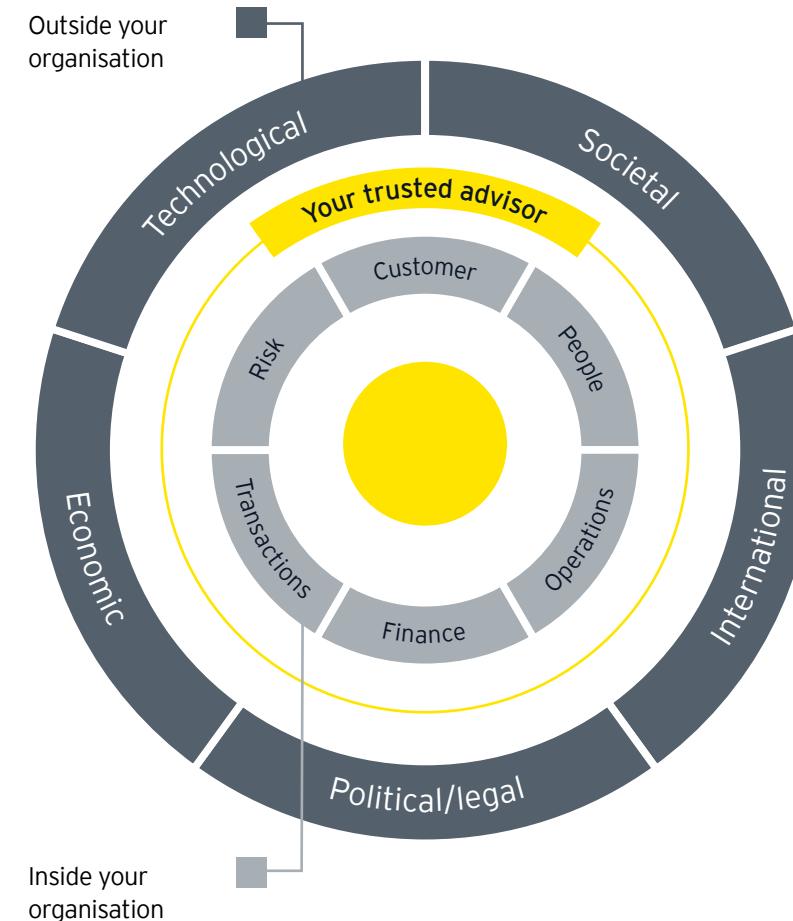


# Helping you make better business decisions

Business and public leaders sit at the intersection of two increasingly complex worlds - one *inside* the organisation and one *outside* the organisation.

Leaders have to navigate a myriad of external issues such as rapidly advancing technology, globalisation, significant legislative changes, environmental/social issues and shifting demographics which are changing business and society faster than ever. These strongly compete with traditional accountability to boards, shareholders, employees and customers. Traditional business models are being upended, sectors are converging, workforces are transitioning and the global economy is becoming ever more complex.

In response, EY developed wavespace, an entirely immersive virtual experience to help clients face the challenges and opportunities of continuous change, digitisation and disruption in the transformative age.



**You**  
With wavespace we approach every project in an adaptive and tailored way. No two clients are exactly the same. We have one purpose in mind.

**Together**  
Collaboration is at the heart of our culture and who we are. With every client we work relentlessly to listen, challenge and refine the thinking to arrive at a truly co-created outcome and valued client experience.

**Outcomes**  
Together we inspire design and deliver sustainable outcomes in an increasingly dynamic, disrupted and unpredictable world.

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Instead of setting up a separate digital business which operates in a silo away from the main business, EY wavespace creates a more organisation-wide digital capability and innovation mind-set that connects with deep industry knowledge, regulatory and compliance expertise.



Frank O'Dea  
Chief Innovation Officer, EY Ireland

# Transformation

Technological shifts and the digital revolution are connecting the world and making it smaller. Every organisation has different needs and is at a different stage of their transformation journey.

## Caterpillars

The majority of companies, staying the course and exploiting existing success.

## Chrysalises

A smaller group, undertaking transformation to exploit digital and foster a culture of innovation.

## Butterflies

The smallest group, transformed and embracing the ethos of being disruptive rather than just doing innovation.

## wavespace experience

Depending on the stage of your organisation, you may wish to utilise wavespace Dublin for many different reasons - sometimes to deal with burning issues or simply to explore innovations that can future proof your business in a disruptive world.

### A wavespace experience can benefit organisations who want to:

- ▶ Leverage cutting-edge technologies, tools and capabilities to empower and accelerate your innovation journey
- ▶ Explore the 'Nextwave' of your industry
- ▶ Examine the new players who are emerging/ converging into your market and find new ways of staying ahead of the competition
- ▶ Solve a specific long-term strategic or operational challenge
- ▶ Act as a collaborative force that helps align teams on decisions aimed at achieving strategic organisational objectives
- ▶ Upskill your people and resources to equip them with agile mind-sets and methods

### What to expect from a wavespace way of working:

- ▶ A relentless focus on meaningful outcomes
- ▶ A collaborative experience proven to unlock creativity
- ▶ A blend of talent to break through to better answers
- ▶ An innate understanding of emerging technology
- ▶ A way to align your teams and accelerate change within your organisation
- ▶ Creative problem solving and out of the box thinking.

# Tools and technologies

At wavespace, you can see how EY's experience in emerging technologies such as data analytics, robotics process automation (RPA), artificial intelligence, blockchain, digital and customer experience and cybersecurity is helping clients create competitive advantage. This technology and innovation coupled with deep industry knowledge and regulatory experience is a powerful combination brought to life in a wavespace session.

**wavespace** makes innovative use of the latest hardware and software to create an immersive and collaborative experience to drive creative outcomes.

## Data Analytics

Used the right way, data and analytics can create competitive advantage, re-engineer processes and enhance risk controls. Many organisations are infusing data analytics into the very core of their business processes and getting results such as improving capital allocation decisions, reducing fraud/waste and improving customer experience.

## Intelligent Automation

Robotics is transforming the efficiency of every organisational function from finance, tax, HR, and IT to supply chain, regulatory compliance and customer care. Software robots operate as virtual employees reliably automating manual and repetitive tasks at scale. The result is intelligent automation. Bringing robot and human expertise together can unlock a powerful combination of intelligence to transform.

## Artificial intelligence

Artificial intelligence (AI) is not a single technology but a set of methods and tools with sub-domains applied to countless situations. We like to say, "Technology is implemented. Bots are built. But AI is applied." AI is maturing and being embedded in enterprise systems and becoming more accessible for non-technical users. Artificial intelligence can enable working better, smarter and faster.

## Blockchain

Blockchain has the potential to streamline and accelerate your business processes, increase protection against cybersecurity and reduce or eliminate the roles of intermediaries.

## Digital and customer experience

Everywhere you look technology is transforming customer experiences and expectations, and it's happening faster all the time. Alongside the expertise of visual design practitioners and digital consultants techniques such as User Experience (UX) and User Interface (UI) can create a customer-centred approach; from creating new digital channels to increasing customer and employee satisfaction, engagement and retention. Innovative research methods can be rapidly deployed to measure customer experiences and create 'what-if' scenarios.

## Cybersecurity

In today's interconnected landscape, enterprises are under relentless scrutiny from adversaries looking for attack vectors at multiple levels of sophistication. EY's global mind-set and collaboration across our diverse teams inspires us to understand cybersecurity challenges our clients face. We team to co-create a foundation that protects today's business, then adapt that foundation as the organisation and threats change and anticipate attacks that may be coming.

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Innovation is not just about adapting to and implementing new technology – it’s about empowering a business and its people to act and operate at the same pace as the world around us. EY wavespace can act as a catalyst to accelerate the innovation capabilities of our clients’ businesses.



**Graham Reid**  
Head of Markets, EY Ireland



# wavespace sessions

A wavespace session is designed to generate possibilities and find answers. So they start with a question like one of these -

- ▶ How would the application of AI, RPA or Data Analytics help my business transform?
- ▶ How do I use analytics to improve customer experience outcomes?
- ▶ How can you build trust when emerging technologies bring new risks?
- ▶ How do we align our senior leadership team on a new digital strategy?
- ▶ How do I drive one common view of risk among key stakeholders?
- ▶ What can we do to improve our supply chain in the age of digital disruption?
- ▶ How do we discover and explore the art of the possible for our organisation?

## Choosing the right type of session...

### Showcase

Demonstrate a unique point of view or capability

### Solution design

Innovate new constructs to optimise, protect, or grow

### Visioning

Create a compelling view of what you will become

### Risk assessment

Anticipate risks and address them

### Makers

Design and test a new product idea or organisational concept

### Explorer

Discover external forces that impact your company

### Mobilisation

Build a high-performing team that works well together

### Post mortem

Learn from successes and failures in a past project

### IT and business processes

Create or redesign business processes and requirements

### Art of the possible

Discover the art of the possible in the age of digital disruption

## To achieve one of these outcomes...

### Inspiration

Uninspired >>> Inspired  
Indifferent >>> Stimulated

### Alignment

Disagreement >>> Consensus  
Mis-aligned >>> Aligned

### Disruption

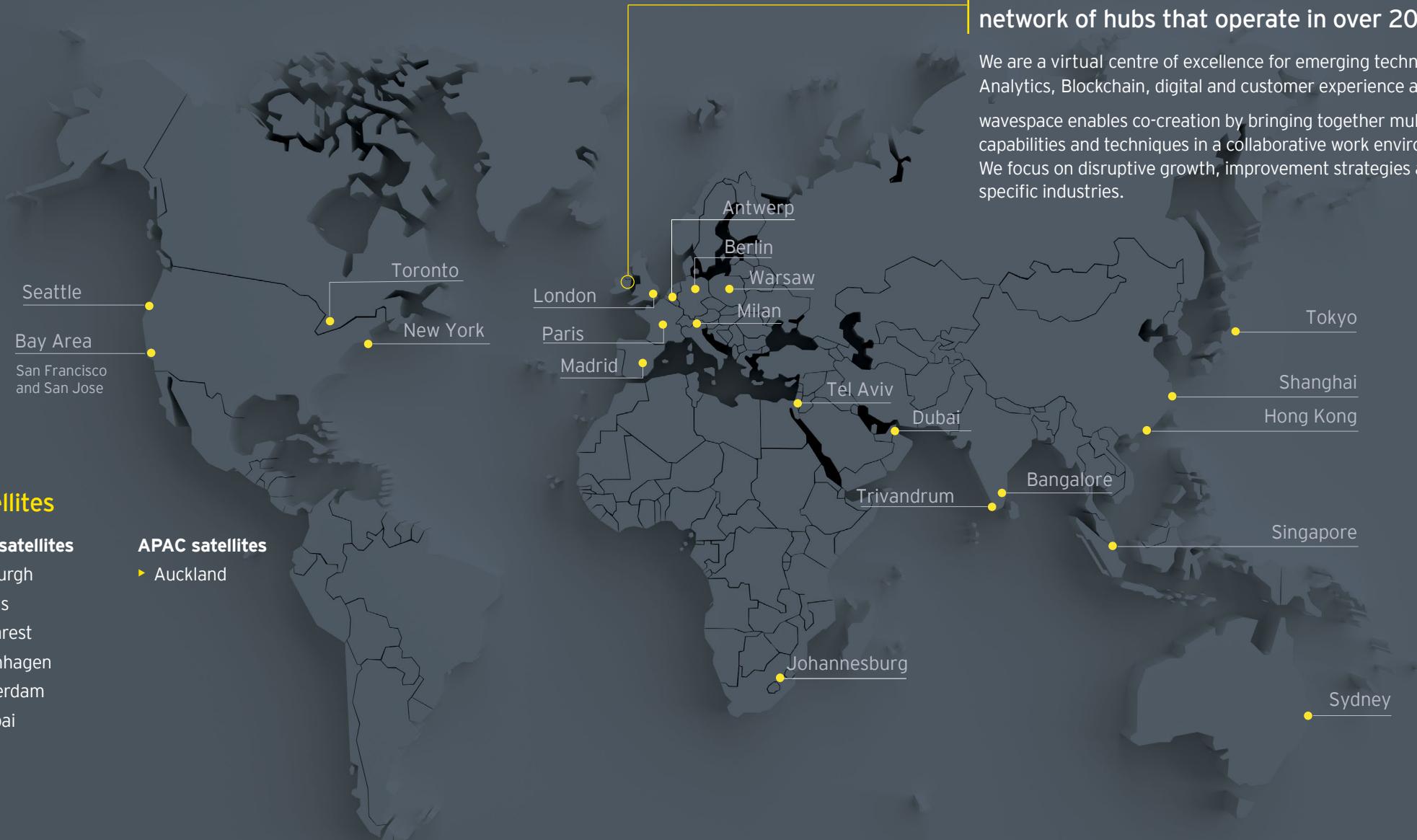
Status quo >>> Disrupted  
Analogue >>> Digital

### Motivation

Resigned >>> Resolved  
Apathetic >>> Invested

### Acceleration

Burned Out >>> Re-energised  
Stuck >>> Progressing



wavespace Dublin has flagship status and is part of a global network of hubs that operate in over 20 locations.

We are a virtual centre of excellence for emerging technologies, such as, AI, RPA, Data Analytics, Blockchain, digital and customer experience and cyber security.

wavespace enables co-creation by bringing together multi-disciplinary talents, unique capabilities and techniques in a collaborative work environment. We focus on disruptive growth, improvement strategies and technologies that impact specific industries.

**With 16 wavespace satellites**

**Americas satellites**

- ▶ Atlanta
- ▶ Miami
- ▶ Charlotte
- ▶ Toronto
- ▶ Montreal
- ▶ Calgary
- ▶ Mexico City
- ▶ Dallas
- ▶ Sao Paulo

**EMEIA satellites**

- ▶ Edinburgh
- ▶ Athens
- ▶ Bucharest
- ▶ Copenhagen
- ▶ Amsterdam
- ▶ Mumbai

**APAC satellites**

- ▶ Auckland

# Case studies

The EY wavespace global network brings together multi-disciplinary talents, unique capabilities and IP, in collaborative, interactive working environments. EY professionals in virtual wavespace sessions have collaborated with clients to produce innovations that include:

## Digital transformation

Looking at the future of the P&U industry through the lens of disruption. How trends such as climate crisis, micro generation, electric vehicles fundamentally alter the ground truth.

## Mergers and acquisitions

How automation accelerators such as robotics process automation, analytics can drive quicker integration between entities ensuring the value of acquisitions and mergers can be realised quicker.

## Transport planning

Building predictive models with machine learning using passenger and fleet data to drive better fleet utilisation, and customer satisfaction by helping to ensure that capacity meets demand.

## Global Business Services

Running peer events bringing together local client leaders in global business services, with global leaders to deliver best in class show cases to help drive improvements.

## Identity management

Developing more than 50 business processes enabled by blockchain technology for customers in the financial services sector, including an identity management platform that provides more secure and efficient onboarding of customers.

## New service development and testing

Helping an automotive original equipment manufacturer develop new mobility services, including premium and on-demand taxi services, smart parking and ride-sharing, and running market-test pilots in major cities worldwide.



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The advantage for clients lies in the connected approach working with agile multi-disciplinary teams skilled in design thinking and digital technologies, but also in the client's business challenges, legal, tax and regulatory requirements.



**Helena O'Dwyer**  
Head of wavespace, EY Ireland

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At EY we believe in partnering with our clients for long term success. wavespace provides a creative and solution oriented environment for us to help our clients tackle the topics and challenges that will unlock their future success.



**Martina Keane**  
Assurance Lead, EY Financial Services Ireland

# The art of thinking differently

The ability to create a new and innovative business model depends on the ability to put together new ideas, capabilities or technology. wavespace demonstrates how EY is transforming from a traditional professional services organisation to a leading organisation that offers digital solutions to help companies compete at home and internationally.

## We have woven digital capabilities into all practice areas:

### Assurance

In Assurance, EY's use of advanced technology, tools and skills has transformed the provision of our service to a truly analytics-driven audit. The integration of technology into our audits gives us the opportunity to look afresh at our client's risks, providing greater insights and perspectives. This creates the opportunity to continually innovate, improve effectiveness, enhance perspectives and increase stakeholder confidence. Our use of data analytics enables us to bring richer insights to management and audit committees about processes and financial information. Our Dublin-based Global Centre of Excellence for Statutory Reporting bring a more innovative, automated and insightful global statutory audit approach.

### Tax

In Tax, we are helping our clients create tax functions of the future through Connected Tax. We help our clients to anticipate and react to market trends, geopolitical forces and changing regulatory requirements. We help clients convert data from a liability to a prized asset, provide governance and control and give valuable insight to more strategic higher value activities.

### Transaction Advisory Services

In Transaction Advisory Services, the use of transaction analytics to carry out advanced quantitative analysis is driving more accurate deal observations and insights by replacing speculation and helping companies identify the next hot spot for growth quicker. Our business modelling specialists provide robust quantitative analysis and insight, using advanced data science, mathematics, economic and statistical skills, to help with strategic and operational decision making around all elements of the capital agenda.

### Advisory

Our Advisory practice works with clients to solve complex challenges and issues that are prevalent as businesses seek to transform themselves in the digital age. We work with clients to reimagine or transform their business purpose and model; create growth; manage cost and efficiency; respond to market pressures and regulation; resolve operational challenges; and advise on how to manage risk. The EY wavespace network of flagship centres help promote responsible thinking as part of the reimagining of processes, functions and departments.

## Alliances

Globally, EY has entered into over 20 strategic alliances with technology and industry leaders that allow us to blend powerful technology and innovative methods with our distinctive capabilities and industry experience to help clients address their toughest challenges.

We collaborate with organisations such as SAP, Microsoft, IBM, Adobe, Blackline, Pega and ServiceNow to create pioneering solutions, powered by leading and emerging technologies, including AI, blockchain, Internet of Things and cybersecurity.

EY is recognised by the market as leaders in Innovation and Digital Transformation

**Forrester:**

A Leader for Global Digital Business Transformation Accelerators (March, 2019)

**Gartner:**

A Leader for Data and Analytics Service Providers Worldwide (February, 2019)

**HFS Research**

EY ranked first in HfS Top RPA service providers (October, 2018)

**ALM Intelligence:**

A Leader in IT Consulting Operations (January, 2019)

**HFS Research**

EY positioned a Leader in Blockchain Services (January, 2019)

**ALM Intelligence:**

A Leader for Cybersecurity Consulting (August, 2018)

**HFS Research**

EY positioned a High Performer in Artificial Intelligence Services (March, 2018)

**Gartner:**

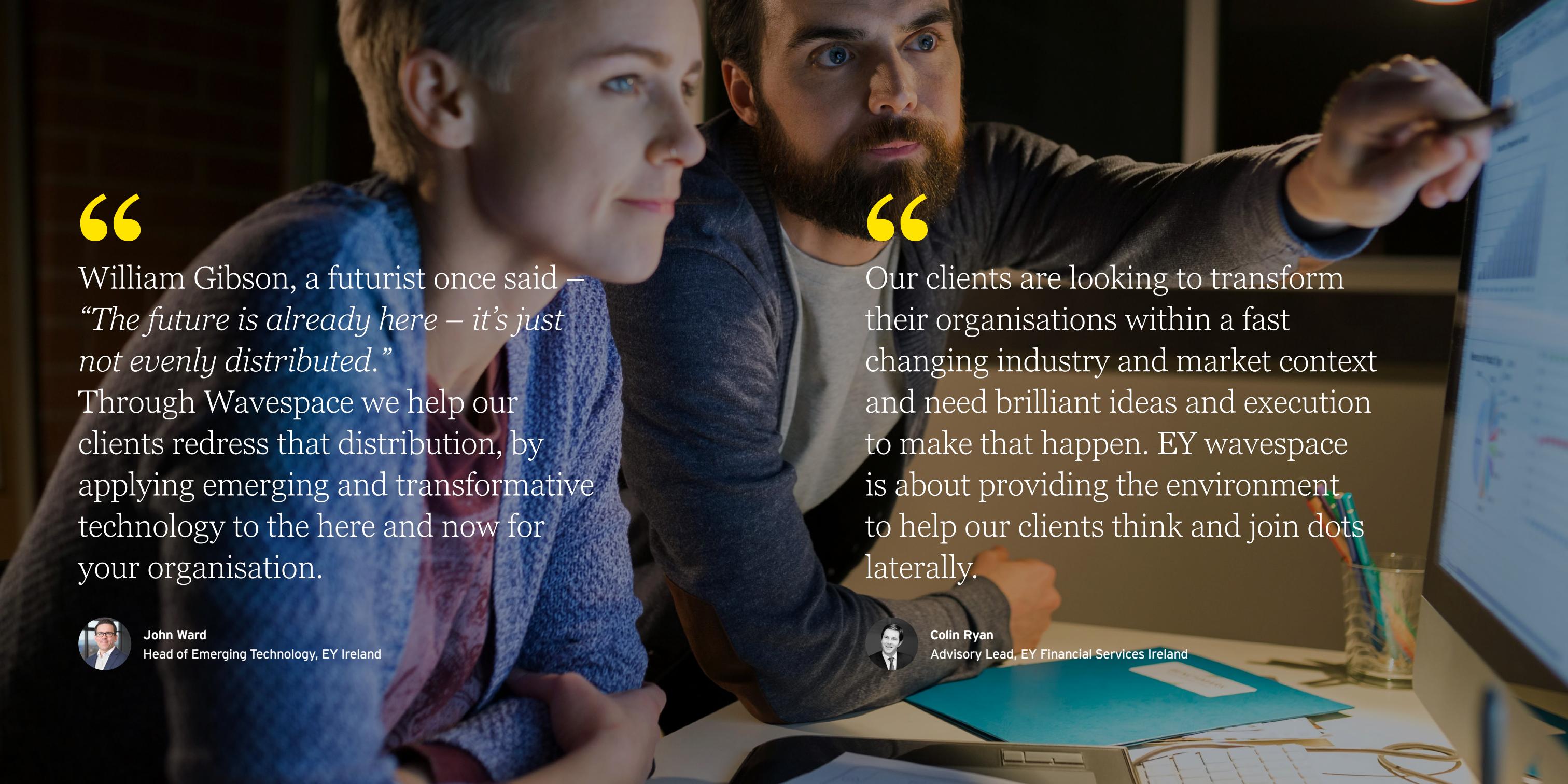
A Visionary in CRM & CX Implementation Services (February, 2019)

**HFS Research:**

EY positioned as a Leader in HfS Blueprint report: Internet of Things Services (April, 2018)

**IDC:**

EY positioned as a Leader for SAP Implementation Services (May, 2018)



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William Gibson, a futurist once said –  
*“The future is already here – it’s just  
not evenly distributed.”*

Through Wavespace we help our  
clients redress that distribution, by  
applying emerging and transformative  
technology to the here and now for  
your organisation.



**John Ward**  
Head of Emerging Technology, EY Ireland

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Our clients are looking to transform  
their organisations within a fast  
changing industry and market context  
and need brilliant ideas and execution  
to make that happen. EY wavespace  
is about providing the environment  
to help our clients think and join dots  
laterally.



**Colin Ryan**  
Advisory Lead, EY Financial Services Ireland

# wavespace<sup>TM</sup>

wavespace is fueled by people and curiosity. Bring all of your biggest hurdles, your blue-sky ideas, your burning questions, your most pressing issues. We've got room for them all.

Here people can get out of their heads. Be freed from the day-to-day. Discover from a new angle.

Here we embrace challenges to make what the future demands of us.

Here we all interact with freedom to design, invent, imagine.

We know when to talk and how to listen. And our collaborations are enriched by applying leading-edge technology.

Get ready. Your wavespace outcome won't disappear at the end of the day - the ripples only get bigger.

# EY | Assurance | Tax | Transactions | Advisory

## 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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