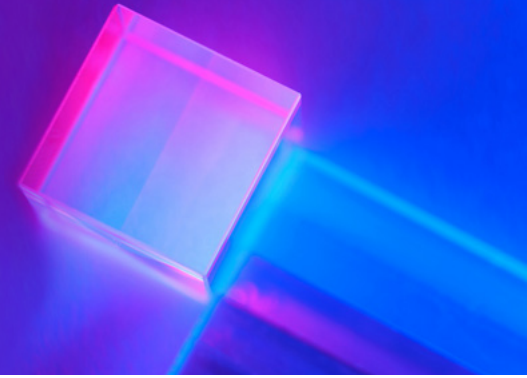


Operating & Cost Strategy

**Optimize your performance with KPMG's
Operation & Cost Strategy**
KPMG Strategic and Performance Transformation



Companies experience various triggers that force them to evaluate and re-design their Operating Model and Cost Strategy and look for additional value



Misalignment between financial targets & operating performance



Complex and inefficient organization designs



Underperformance against targets and peers



Lack of flexibility in context of changing customer demands



Changes in market and competitive dynamics



New management team or CEO



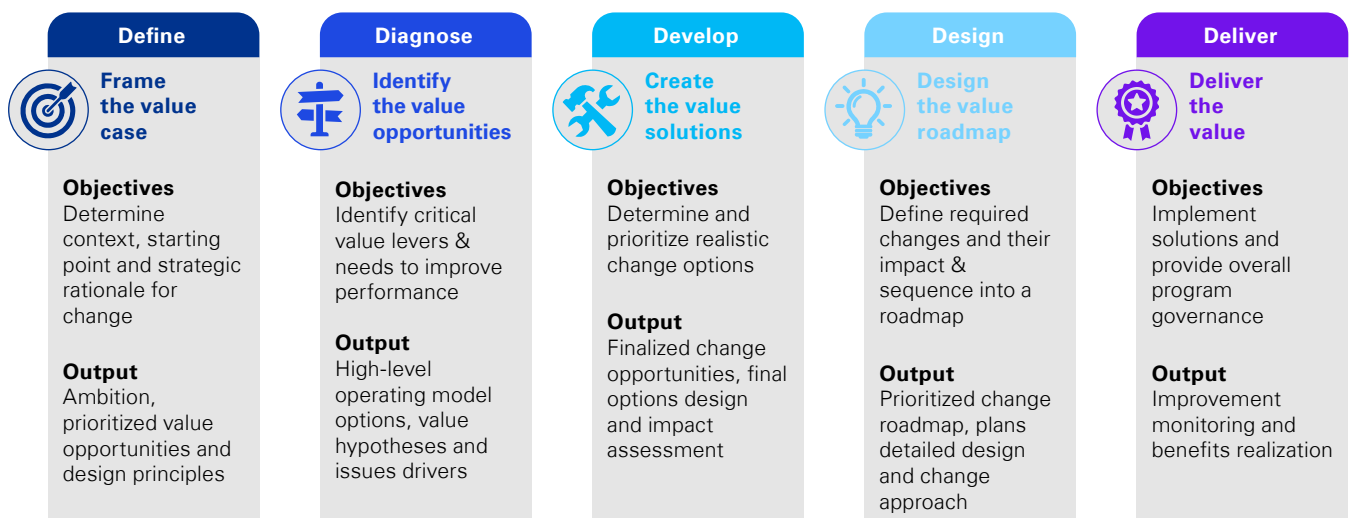
Changes in regulation impacting pricing and margins



Disruptive technologies and increasing digitalization

Our approach will enable you to create an ambitious but practical Operating & Cost strategy that is fully in line with your overall strategy

The Operating and Cost Strategy framework is designed to support our clients at each stage of their journey, from case for change to delivery of results. The type of concerns will affect the pace and style of the engagement (e.g. business review, operating model, value/cost). Our framework is designed to be modular and provides defined points for broadening the service mix or transitioning to another proposition.



How KPMG can assist?



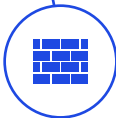
Buyer perspective

We use an external buyer mind-set to challenge the client's organization, which includes the extensive use of comparator and market trends analytics and insights. This ensures a maximal fit with customer expectations.



Rapid pace

We leverage our hypothesis-driven analytics and progressively build on sector insights, points of view and learnings from past growth projects to ensure a nimble project delivery.



Tailored foundations

We base our analyses on verifiable data insights that expose the trade-offs between value and risk, tailored to the client's unique situation.



Focus on delivery

We take an early focus on delivery planning and change portfolio planning, based on value and risk scenarios.



Strategic alignment

We test financial targets and business models upfront to ensure that all resources and assets are optimally allocated to support the overall strategy.

Our approach focusses on the key aspects of operating and cost strategy:

- Articulating the financial ambition, stakeholder alignment, capital allocation and other externalities
- Translating business model priorities into a fit-for-purpose operating model design
- Driving an operating strategy and ways of working that maximize the value to customers
- Providing an appropriate organic growth engine
- Installing an organizational structure that underpins execution success with agile decision making
- Deciding how best to deploy capital to maximize returns and deliver business strategy

Our recent experiences

- Company-wide cost reduction for a Real Estate investment company with a turnover of 5 B€
- International pharmaceutical with a turnover of 480 B€

Contact



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