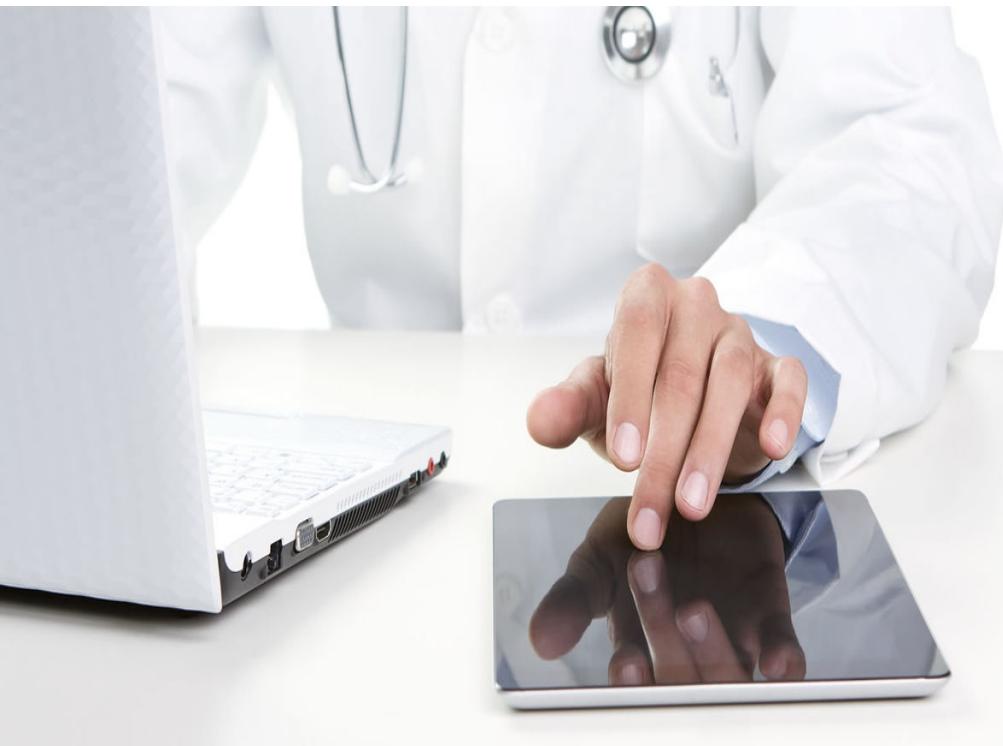# The Journey to Digital Transformation

We support our clients to drive the maximum value from their Digital transformation and Technology investments

Global Assets

- Customer Compass
- CrumbBase
- BottleNose
- Innovation Factory
- 3pie
- KPMG Sofy

Our Offerings

IT Strategy – IT operating Model – CIO LAB

Growing Innovation	Productivity & efficience	Security, Risk & Compliance
• Digital transformation • IoT – Internet of things • Customer experience Mgt • Cognitive transformation • Distributed Ledger/Blockchain	• System Implementation & Arquitecture • Digital Labor • ERP System maximization	• Cyber Security • Business & technology resilience • Identity and Acess manageemnt

Data Governance & Management - Data Analytics
IT Governance- IT Service Management- TBM –Technology Business management
Program and Project management
Infrastructure – Cloud Computing – Outsourcing- Contract management

Our Partners

SAP HANA · servicenow · IBM Watson · archer · salesforce · blueprism · mastersaf SOLUÇÃO FISCAL E TRIBUTÁRIA www.mastersaf.com.br · Microsoft Dynamics · APPTIO · NETSUITE ORACLE · ORACLE CLOUD · workday

Delivery Capabilities

Advisory	Implementation	Operation

Our Structure

Global (CoE) ,Regional and Local teams – 300 It Consultants

Global, Multilatinas and local clients

Industry oriented – Financial Services, Telecom, Energy and Natural Resources, Pulic Sector, Life Science and Consumer goods

POGBV – Separation and JV Assistance

Client challenge	—To provide support for BTG Pactual bank and Petrobras International (PIBBV) in the JV set up to explore PIBBV African oil & gas assets. To the BTG Pactual, the operation represents a step in the generation of investment opportunities on the African continent and in the oil and gas segment, in line with the resource management investments growth strategy, as well as the continuous expansion and diversification of the portfolio of products available to their customers.
KPMG response	—The overall objective of KPMG´s services is to assist PO&G in the Transition Plan (Separation and JV blueprint) and its implementation. —In phase 1 the focus is on design (separation touch points, target operating model and governance), mainly delivered by a central team in Brazil. Deliverables: JV principles, Project governance model and reporting mechanism, Project Management Office established and operational, Workstream charters, Target Operating Model, list of main touch points and solutions, TSA/LTA schedules, JV governance, Organisation charts, Reserved Powers and Delegated Authorities (RPDA), Transition Plan, Project dashboard and Stakeholder mapping. —In phase 2 the plans initiated in phase 1 will be finalized and will involve resources in local countries in Africa and the Netherlands, besides the Brazilian team. Deliverables: Detailed separation and JV plans, Detailed JV operating model, Tax impact analysis of detailed JV operating model, JV Business Case, JV Budget, TSA and LTA's finalized, Synergy case, Detailed JV organization, Detailed Stakeholder Management plan. —Phase 3 will focus on the actual implementation of the plans and will kick off in parallel with Phase 2, involving local resources in Africa. Deliverables: Execution of the Transition Plan, Tracking of progress and monitoring of risk, issues and costs, Organization build, Long term operational improvements plan.
Benefits to client	—Business enablement for value creation in the JV. —BTG Pactual – Expand its portfolio in Oil & Gas abroad. —Petrobras – Realize part of its divesture program. —Alignment of cultural differences between partners.

Algar Tech – Integration Advisory

Client challenge	—Algar Tech has been operating in the market for more than 10 years providing business processes solutions: with a team of more than 10 thousand partners, nine thousand employees providing BPO, three Data Centers and three software factories. —Asyst is na IT Brazilian multinational which specialised in Service Desk, leading the market throughout Latin America. The Company comprised a team of 2,500 colaborators and provide solution to more than 170 clients around the world. —AlgarTech' and Asyst's executives have experienced bad results in previous M&A transactions.
KPMG response	—A KPMG aimed to provide a high performance team with experience in integration to support on the process and share integration good practices in the following departments: HR, Commercial, Operations, Logistics, Finance, IT and Processes. —A KPMG assisted Algar Tech together with Asyst in all the integration milestones: defintion of integration strategy, Preparation for Day 1, First 100 days on implementation. —A KPMG contributed with the knowledge transfer of the methodology to support client in furture acquisitions.
Benefits to client	—Synergies captured for each department for the next threeyears, with a projected value of more than R$17 million (after stabilisation). —Organisational and management model (organisational structure proposed), with the presentation of an estimated synergie. —Integration methodology for future acquisitions

Analytics center of excellence

Client challenge	**A global life sciences distribution company is facing the challenges of a changing healthcare environment and rapid expansion. To keep pace and preserve margins, they planned to build a COE for data and analytics to service the enterprise.** KPMG designs and builds an advanced analytics center of excellence (COE).
KPMG response	In the first phase of the engagement, KPMG assisted the organization in the design of a target operating model for a global, enterprise advanced analytics COE. KPMG built processes to assist in organizational design, knowledge management, request processing, financial management, SLA reporting, program management, and use case execution.

Benefits to client	**Start-up**	**Building scale**	**Competitive advantage**
	— Launching advanced analytics COE	— Scaling in strategic areas:	— Recognition from business units in advanced analytics COE's value
	— Building a community of D&A capabilities and resources	— Use cases	— Robust pipeline of use cases from across the enterprise landscape
	— Supporting priority business units through delivery of use cases and ad hoc analytics project support	— Technology	— An established ecosystem leveraged for big-data insights
	— Hiring and establishing core advanced analytics COE resources	— Resources	— Attracting top D&A talent in the marketplace
	— Building technology platforms	— Enabling an expanded contingency of business units and functions	
	— Examining strategic vendor relationships	— Aligning and integrating advanced analytics COE resources into business units	
		— Solidifying strategic vendor relationships	
		— Becoming a self-sustaining unit	

Sentiment Analysis using Natural Language Processing

KPMG provided a bio-medical client with insight into customer pain points using Natural Language Processing (NLP)

Client challenge	A bio-medical client sought greater insight into their customer feedback mechanisms in order to understand the root cause of negative customer experiences. Existing customer service feedback was received over the phone and transcribed into a comment field by customer service representatives. Any action taken in response by the representative was also written into the same field. This created challenges for the client when undertaking text analysis. **KPMG was retained to aid the client in identifying salient themes of customer dissatisfaction, with the goal of improving service offerings and investing in solutions that would be of most value to their business.**
KPMG response	KPMG built a solution that leveraged NLP techniques to perform sentiment analysis on customer feedback. Once Natural Language Processing had been applied, themes, and their causes were identified and visualized to provide additional business value (see Stage 3 to the right). The increased sophistication and intelligence of the analysis led to more meaningful outcomes and results.
Benefits to client	KPMG's approach enabled the client to identify the key reasons for customer dissatisfaction, allowing them to improve their service offering based on salient themes. With deeper insights into customer challenges, the client was able to prioritize which items would be 'quick wins' and provide most value to its customer base. With the clear understanding of their customer service functions, the client was able to leverage the data science techniques and technology employed by KPMG to upgrade their entire organizational landscape and strive for self sustainability.

Long-term working capital forecast

KPMG builds long-term working capital forecast for a healthcare and life sciences (HCLS) distributor

Client challenge	**A global healthcare life science distributor needed to refine its working capital scenario planning processes. The client previously used an Excel-based model to forecast aggregated long-term working capital requirements, without visibility to the data or ability to diagnose underlying product- and segment-level dynamics and root causes.** The client had significant data limitations and forecast scenario planning was based on institutional memory instead of verified, granular actual data on accounts payable/receivable, inventory, net sales, and margin.
KPMG response	KPMG developed a three-phase approach: — Scoped the forecasting process, verification of data availability, and high-level model and dashboard design — Prototyped a data model and dashboards to illustrate future-state functionality — Industrialized production-ready model/dashboards for long-term cyclic usage and iterative development KPMG helped the client by: — Framing an interactive dashboard with the client for navigating and diagnosing variances within granular, actual working capital data — Providing recommendations for a target technical architecture to support ongoing use cases, with relevant considerations for performance requirements and data types/flows — Building a prototype using the client's newly installed big data and advanced analytics technology infrastructure, which included Hadoop, Hive, R, Oozie, and Tableau — Industrializing and deploying the model within the client's production environment
Benefits to client	— Documented, enterprise-wide view of working capital drivers and measures, including clarified segmentation and aggregation rules, which previously had not been established — Automated, efficient, and scalable procurement and transformation of forecasting data for FP&A stakeholders, allowing them to invest more time in scenario/event-level planning — Enhanced visibility into events and trends to better understand working capital needs and root cause drivers and to enable early identification of irregularities or patterns to enable corrective action — Improved ability to predict working capital needs through diagnostic variance analysis, driver-based forecasting, and enhanced scenario planning, driving effective capital deployment and shareholder value

Private Equity Lens

KPMG deploys the Private Equity Lens methodology for a global pharmaceutical company

Client challenge	**KPMG was engaged by the leadership of GenMed Development to conduct an unconstrained outside-in assessment of the GenMed Pharma Development organization** **Novartis wanted to assess whether there were any opportunities for productivity improvement that could deliver savings to be reinvested to do more clinical trials, or deliver operational efficiencies and process improvements**
KPMG response	KPMG deployed the Private Equity Lens methodology to rapidly gain an understanding of the organization and identify hypotheses for productivity improvement which were initially quantified and tested with management The diagnostic phase identified cost savings opportunities across four key themes: inefficiencies at program level, return on investment across portfolio, tactical improvements, and operating model interfaces and governance These were reviewed by the GDLT and progressed into a second 'deep dive' phase to identify solutions which were then taken into a third phase to install and implement solutions for improvement
Benefits to client	— The initial diagnostic phase identified cost saving opportunities of $327 million to $614 million — 11 practical recommendations were developed to unlock part of that value across the four themes; six of these recommendations were actioned and developed or implemented within approximately 12 weeks — Further phases are ongoing to deliver additional workstreams that start to look at cross-divisional **opportunities**

RPA- Robotic Process Automation

Client challenge	A global service provider company is facing the challenge to increase productivity an reduce manual work. The invoicing process was selected as a pilot due to the impact on cash Flow and client relationship.
KPMG response	After the evaluation phase , it was selected of a invoice issue, generate and merge the banking document to pay, and send and follow-up the documents to the client. In the first phase of the engagement, KPMG proof the tools and developed a PoC – Proof of Concept in the client environment. KPMG propose the redesign of the process, select the best tool based in the architecture of the environment and development the Bot to support the new process.
Benefits to client	— Reduce significantly the time od the issue the invoices and banking documents — Avoid any print paperwork – two sheets for each invoice — Avoid all scanning process — Organize the documents automatically — Prepare the follow-up process automatically

Hear what analysts are saying about KPMG!

Financial Management

IDC MarketScape© Worldwide Finance and Accounting Business Consulting Services 2016 Vendor Assessment July 2016

ALM Intelligence 'Vanguard Leader' in Finance Excellence September 2016

People and Change

ALM Intelligence 'Vanguard Leader' in HR Technology Advisory, October 2016

Data and Analytics

The Forrester Wave™: Insights Service Providers Q1 2017

Supply Chain

ALM Intelligence "Best in Class" for Supply Chain Risk Management Consulting June 2016

Oracle Cloud Solutions

Oracle Partner Network (OPN) Cloud Elite Status November 2016

Oracle Excellence Awards 2016:

- o Specialized Partner of the Year: ERP Cloud Partner of the Year – Global
- o Specialized Partner of the Year: ERP Cloud – North America
- o Oracle Partner Network Cloud Program Solution: ERP Partner of the Year
- o Specialized Partner of the Year: SaaS Cloud Transformation – APAC
- o Specialized Partner of the Year: ERP Cloud Partner of the Year – APAC
- o Regional Partner of the Year: ASEAN – Cloud ERP Partner of the Year

KPMG is recognized as a leader…

Information Security Consulting Services

The Forrester Wave™ Information Security Consulting Services Q1 2016

Sourcing and Procurement Consulting

ALM Intelligence 'Vanguard Leader' in Procurement Operations Consulting February 2016

Spend Matters 50 Providers to Know May 2016

Change Management

ALM Intelligence 'Vanguard Leader' in Change Management June 2016

IT Strategy

ALM Intelligence 'Vanguard Leader' in IT Strategy Consulting February 2017

Outsourcing

IAOP World's Best Outsourcing Advisors Feb 2016

Global Sourcing Association: Award for Advisory of the Year for excellence in Pan-European Outsourcing October 2016