



Business Transformation: is a journey

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“Most major change initiatives – whether intended to boost quality, improve culture, or reverse a corporate death spiral – generate only lukewarm results. Many fail miserably.”

John Kotter

It is generally acknowledged the pace of change is increasing, with burgeoning demands on organisations to adapt and transform.

Leading or being involved in transformations can be rewarding and career making. We know from our insights that success often follows success.

By definition, transformations are journeys that are often complex, challenging and consuming. There is a need for change and a real opportunity has been created to transform the organisation, backed by increasing expectations and yet constrained budgets.

We know that transformations can be daunting.

KPMG’s involvement in some of Australia’s largest and most complex reform programs reveals that transformation programs can indeed be successful.

Research shows that transformation projects and programs are very challenging and can often stray off course.

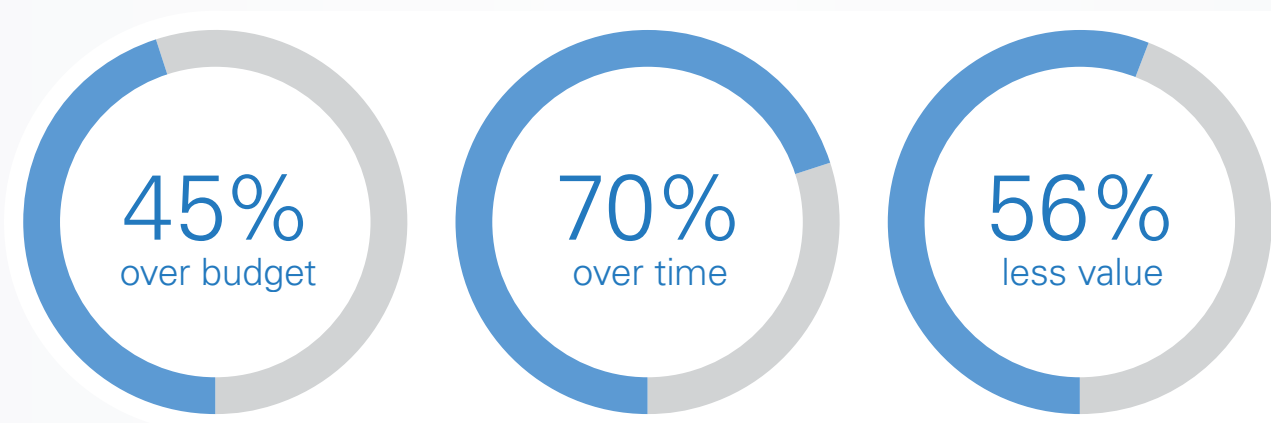
- On average, large projects run 45 percent over budget and 70 percent over time, while delivering 56 percent less value than predicted.
- Over 50 percent of respondents stated that they do not consistently achieve what they set out to do.
- Only 33 percent of companies always prepare a business case for all projects.

KPMG has a unique team that combines experience with a real passion for partnering with clients and focussing on their business outcomes.

We understand that getting it right is critical for you, your customers and your organisation.

Ron Gardoll
Partner, Business Transformation

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Harvard Business Review Sep 2011

Why KPMG?

1

Experience delivering powerful change inspires us

- We have a passion for taking on complex and important challenges.
- Our level of industry awareness and integration offers clients the best possible team.
- Our ongoing commitment to our client relationships is a reflection of KPMG's exceptional client service.

2

Empathy connected to the client vision

- We seek to be your trusted partner and so provide constructive challenge and support.
- We combine deep industry experience and subject matter expertise to help organisations successfully transform.
- We understand the political and technical impediments program face, industry by industry.

3

Deep knowledge and expertise

- KPMG has the people, processes and tools to uncover what really matters to clients to help deliver the transformation agenda.
- KPMG accelerates program delivery through insight driven methods and tools:
 - 'Source' our next generation methods and tools platform.
 - U-Collaborate events: a powerful facilitation tool for solving highly complex, mission-critical business problems.
 - Top down planning and estimating to produce a program/project plan with a clearly defined scope, schedule and cost estimate.

4

Seamless execution working together

- The way we work is through collaboration building on the best of ideas and capabilities from all parties involved.

Experience > Empathy > Knowledge > Seamless Execution

BUSINESS TRANSFORMATION CAN BE AN INTIMIDATING JOURNEY

HIGHLY EXPERIENCED AND MOTIVATED TEAMS KNOW THAT IT TAKES MORE THAN A PROJECT PLAN TO EMBARK ON A SUCCESSFUL TRANSFORMATION JOURNEY

LEADERSHIP

There is a difference between a committed and an involved C-Suite – one works and one doesn't

PARTNERSHIP

Partition and outsource your delivery risk on a 'best of breed' basis

CULTURE

Hiring good people is one thing, getting them to work together is another thing altogether, particularly when multiple parties are involved

PLANNING

The less time spent planning up front the greater the overrun

DETAIL

Be prepared to be swamped in detail and to manage it – these things are far harder than the excitement at the beginning believes it should be

PRIORITISATION

Triage – know what is really essential and never give up on that – be prepared to give up on the other stuff

TECHNOLOGY

Technology spend can bring you undone if your ambitions are too great and the design and implementation are too rushed

RISKS

Mitigate and track your top 6 program wide risks, not just log 200 risks in a register



COMMUNITIES

Where isolated teams become global communities

Passion: 'One KPMG' is an incredibly diverse talent pool which thrives on meeting the challenges of an ever-changing world.

Deep Experience: the best in local expertise with a global reach with a consultant pool of over 15,000.

Inspiring Confidence: Transformation is what we do by forming trusted partnerships with our clients, before during and after.

Empowering Change: Unlocking the potential that change brings by focussing Program teams and organisations on clear benefits.



INSIGHTS

Where individual experiences become collective insight

Accelerated solutions through Reference Models: Over 15,000 industry scenarios process models, KPIs, business requirements, organisational structures and application solution maps.

Industry Benchmarking and Maturity Models: Compare current and proposed against leading business practice.

Insights on Tap: global and differentiated points of view regarding best practices in process, people and technology.



METHODS

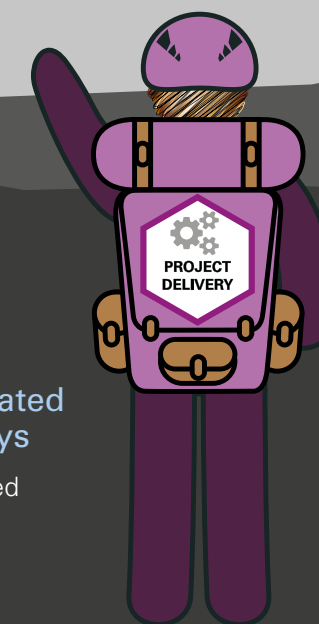
Where fragmented methods become integrated transformational journeys

Methods Platform: with detailed work breakdowns of activities and deliverables.

Transformational Journeys: activities designed to navigate through complex.

Method Visualisation: management information without reinventing the wheel.

Value Delivery Framework: unifying framework, from strategy through implementation.



PROJECT DELIVERY

Where complexity becomes organised delivery

Mobilise project delivery by deploying our best in class tools with ready to roll-out content from leveraging reference models:

- Test management: **JIRA**
- Requirements management: **XConfluence**
- Enterprise modelling: **ARIS**
- Value management: **CHANGEDIRECTOR**
- Project management: **clarizen**
- Project space: **XConfluence**

Excellent and diverse teams armed with a world class toolset 'Source' can overcome mountainous-sized obstacles

KPMG is a leading business adviser for major transformational change programs throughout Australia

KPMG has experience in managing and providing expertise to large, complex organisations in the public or private sector undertaking business transformation or merger initiatives. Examples of relevant project experience include:



APCA – New Payments Platform Program

The New Payments Platform is new infrastructure for Australia's low-value payments. Providing Australian businesses and consumers with a fast, versatile, data-rich payments system for making their everyday payments. KPMG is coordinating Australian Banking participants in the largest payments transformation in a generation.

"The big challenge in these kind of industry jobs is that there are a large number of people from different organisations around the table so the governance and the structure are [kind of] important in how you get the decisions made and how you keep moving on. And I think KPMG were able to demonstrate relatively early on that they could handle that complexity."

Chris Hamilton, CEO of APCA



Australian Defence Force – Strategic Business Transformation

"KPMG worked closely and collaboratively with Defence to develop a credible and accepted business case for Defence Logistics Reform which was accepted as part of the Government's Strategic Reform Program. As the key strategic logistics advisor to Defence, they are working with my core team to develop the Defence Logistics Transformation Program for government approval."

They are responsible for key inputs to program governance reporting, such as management of an integrated schedule and risk register as well as change management including supporting the change agent network at Joint Logistics Unit sites. KPMG has identified achievable operational savings and benefits, brought the diverse group of stakeholders to agreement and developed strategic plans supported by action plans and schedules for communications, workforce, logistics and transition which all link back to the benefit realisation plan, program schedule and risk register."

The KPMG team continue to meet the demanding timeframes of the program with consistently high quality work, and have my strong commendation for a job well done."

Dave McGahey, Program Director, Defence Logistics Transformation Program



AMP – Reinvent for Tomorrow Transformation Program: *Enterprise Target Operating Model*

The AMP Board and Executive Committee wished to more effectively enable AMP's customer-led strategy for the core retail business while also reducing cost and improving efficiency. The enterprise's processes – built for a larger and more complex organization – needed to be simplified to achieve agile and speedy decision making with clear and effective individual accountabilities.

AMP engaged KPMG to complete the detailed design and implement a new enterprise-wide customer centric operating model for AMP's Australian retail business including redesigning and simplifying cumbersome governance processes. We are taking a concurrent approach: designing and implementing the Operating Model in parallel.

What we do.

Our business transformation services

KPMG provides end-to-end transformation support.

Our capabilities include:

- packaged PMO services
- business case development
- program and project management
- planning
- data migration
- change management
- organisation design
- culture change
- digital and technology delivery
- program validation and acceptance
- program assurance
- process design and improvement
- cost optimisation
- business and operations strategy.

“The only thing that can be safely predicted is that sometime soon your organisation will be challenged to change in ways for which it has no precedent.”

<http://fortune.com/2013/04/22/why-companies-need-to-change-the-way-they-change/>

Contact us

Ron Gardoll

**Partner
Transformation
Advisory**

10 Shelley Street
Sydney
+61 2 9335 7518
0414 318 362
rgardoll@kpmg.com.au

Ted Acutt

**Partner In Charge
Transformation – Defence
Advisory**

147 Collins Street
Melbourne
+61 3 9288 5021
0424 133 512
tacutt@kpmg.com.au

Eelco Lijding

**Partner
Transformation
Advisory**

147 Collins Street
Melbourne
+61 3 8663 8669
0428 139 789
elijding@kpmg.com.au

Curtis Davies

**Partner
Operational Improvement
Services
Advisory**

10 Shelley Street
Sydney
+61 2 9455 9978
0417 664 654
curtisdavies@kpmg.com.au

kpmg.com.au

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