



It's tough to make the  
right IT decisions...









# ...if you don't have a clear view of where you want to go.

KPMG's Technology Business Management professionals can help you align your IT perspective with your organization's business vision and strategy.

There's no question that technology capabilities – and costs – continue to grow. The question is: How do you ensure you're getting the greatest return on this investment and that it will help your organization meet its strategic goals?

KPMG's Technology Business Management (TBM) services help you answer that question with a combination of tools, processes and experience that's hard to match. KPMG member firms' TBM approach is designed to help you build a more strategic working relationship between IT and finance – one that can deliver critical benefits across the entire organization.

Now, and going forward.

# Run IT like a business

When it comes to managing technology, there's no such thing as business as usual anymore. Today's IT organizations are expected to create sustainable value and contribute to the overall bottom line. One way to accomplish this is for CIOs to improve the way they make technology decisions in order to optimize costs, quality and the overall value of their IT services.

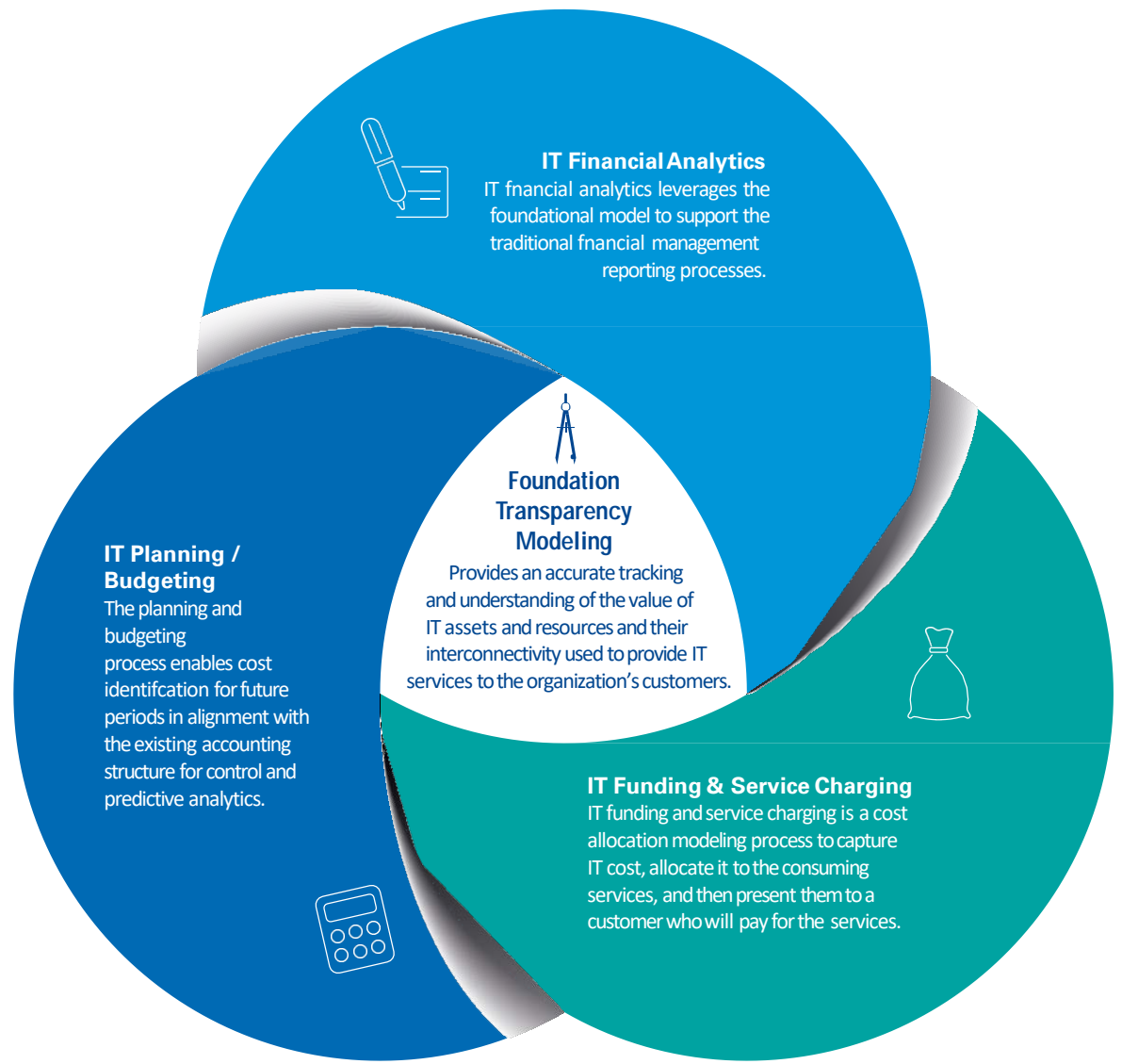
That's where KPMG member firms' approach to TBM comes in.

We believe TBM goes beyond software. It requires a broader perspective that brings together the right tools and technology with processes that have achieved results. And in KPMG's case, these processes reflect member firm TBM professionals' in-depth experience in working closely with both IT and finance. At the same time, TBM professionals are also able to tap into the range of industry knowledge, data analysis capabilities and change management experience across the global network of KPMG firms.

This approach can help you create greater cost transparency and establish a strong partnership between Finance, IT and your business lines. The result? A strategic road map for creating sustainable business value, while increasing your ability to run IT like a business.



# KPMG's TBM Capability Framework



### IT Financial Analytics

IT financial analytics leverages the foundational model to support the traditional financial management reporting processes.



### Foundation Transparency Modeling

Provides an accurate tracking and understanding of the value of IT assets and resources and their interconnectivity used to provide IT services to the organization's customers.

### IT Planning / Budgeting

The planning and budgeting process enables cost identification for future periods in alignment with the existing accounting structure for control and predictive analytics.



### IT Funding & Service Charging

IT funding and service charging is a cost allocation modeling process to capture IT cost, allocate it to the consuming services, and then present them to a customer who will pay for the services.



# Start off on the right foot

“I’ve heard about TBM but I need  
a strategy and a road map.”

– IT Executive

Extensive experience in TBM implementation has revealed that there's no such thing as one-size-fits all. With that in mind, KPMG member firms work directly with clients on every implementation to determine a clear, customized strategy – one designed to help align their technology performance program with organizational business expectations.

This custom-tailored approach begins with looking at your organization's current state, specific goals and understanding where gaps may exist between technology objectives and business strategies.

Then working together KPMG professionals can help define the TBM strategy, roadmap, high level architecture and assist in the evaluation and selection of the appropriate TBM tool.

This approach offers a wide range of advantages, including:

- **More value from your TBM program.** KPMG's approach and assessment tools helps you understand where improvements should be focused enabling opportunities and business requirements to be converted into a strategy and roadmap.

- **A broader perspective.** KPMG firms offer a suite of TBM services that enables a single, transparent view of the relative technology costs and performance across your enterprise. This can help guide informed forecasting decisions, change behaviors and improve overall technology value.
- **Better performance.** KPMG's TBM professionals can help you achieve a more collaborative IT culture focused more on outcomes. This includes support and guidance through behavioral, process and organizational structure changes.
- **Real-world business support.** In addition to technology insights, KPMG professionals bring in-depth experience with financial management and other business issues to your TBM implementation. As a result, you are better able to communicate the value of TBM in language the business side of the house understands which, in turn, makes it possible to deliver IT services that satisfy real business demands.






# Transform out-of-the box software into outside-the-box results

Understanding how TBM can benefit an organization is easy. Understanding how to take full advantage of these benefits is another story. That's a key reason to involve KPMG member firms early in your TBM implementation.

KPMG's TBM professionals have already completed a number of implementations. This includes assistance with onboarding the implementation partner, assessing the organizational impacts of the TBM program and identifying the target operating model. Rigorous project management, models and analytics tailored to client needs can help lead the way to a successful post implementation phase. A focus on stakeholder adoption and value analytics to assist in optimization efforts, is maintained throughout the implementation.

It all supports a TBM approach that is designed to be more cost effective and valuable, with timely results which can help to provide a harmonious change for your workforce.

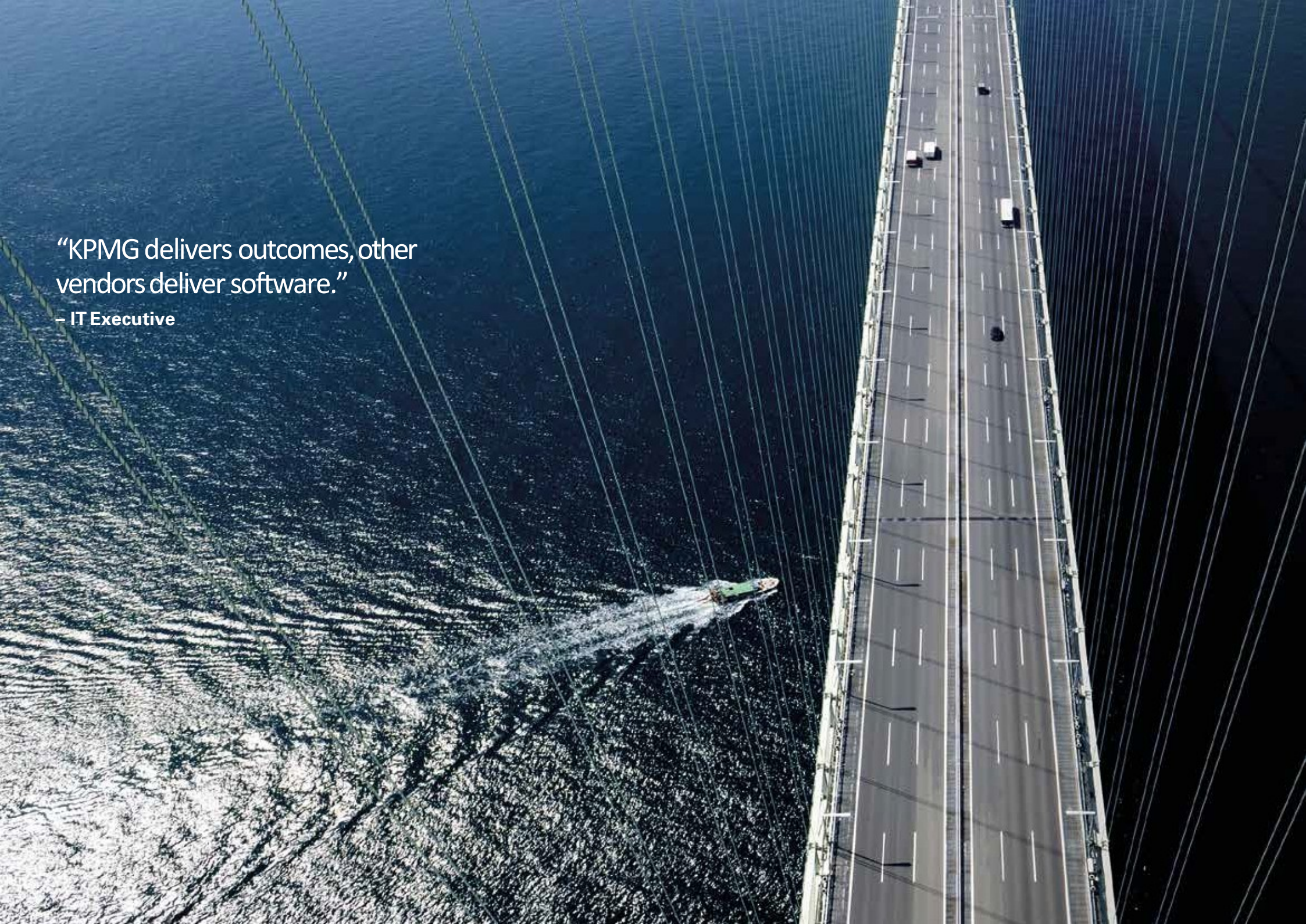


A long, narrow wooden pier extends from the bottom center towards the horizon, disappearing into a thick, grey mist. The water on either side is calm and reflects the overcast sky. The overall mood is quiet and contemplative.

“My objective was to get finance on board. The way I got there was to focus on the cost of delivering IT and getting to efficiency.”

–CIO



An aerial photograph of a long, multi-lane cable-stayed bridge spanning a body of water. The bridge's deck is light-colored with white lane markings. Several vehicles, including cars and a large white truck, are visible on the bridge. The water is dark blue with white wake patterns from a boat moving across it. The bridge's cables are thin and numerous, creating a grid-like pattern against the water.

“KPMG delivers outcomes, other vendors deliver software.”

– IT Executive



# Harness the Momentum

You want the full-time benefits of TBM – but you might not have the right expertise or staff skilled in finance, technology and data analysis to properly operate and enhance your TBM environment. That's why KPMG member firms offer TBM as a Service (TBMaaS).

- TBMaaS is designed to help drive down cost and is more efficient since you don't have to train and maintain your own staff.
- With TBMaaS, KPMG member firms provide skilled professionals to work with you to progress and sustain your TBM journey.
- KPMG's TBMaaS clients have access to member firm professionals' tailored insights on better-practices for reducing cost, structuring portfolios and managing IT risk – a benefit that can give you a competitive advantage.

The result can be an even greater return on your organization's TBM investment. One that lets you focus on delivering insights via benchmarking, total cost of ownership, cost optimization and more.

Keep your IT organization moving in the right direction.

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