Whether you are trying to transform your IT from a service operations focus to a business enablement focus, capitalise on it to deliver value across your supply chain, or run your IT operations like a business as well as help your business maximise the value of IT investments, or are working to convert data into insights to improve overall business results, KPMG helps empower the CIO agenda. We help CIOs take advantage of opportunities, mitigate challenges and— ultimately— help IT demonstrate its value as a true business partner.

Additionally, we have strategic alliances with the following technology providers:

- Oracle
- RSA
- ServiceNow
- Apptio
- Workday

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Paul is Head of Professional Practice Services within KPMG and has more than 30 years of experience advising professional service firms and their owners. He became a partner in 1999 and has advised many businesses, their founders, shareholders and partners on achieving their long term strategic aims of growth and increased profitability. He has held a number of operational/management roles within KPMG, but more recently is focused on supporting clients in their strategic, operational and people related ambitions, goals and challenges.

Paul works closely with CIO Advisory colleagues in supporting client needs and facilitating specialist support from the wider KPMG team. This covers key areas such as:

- Sales and business development
- Operational efficiency and KPIs/Financial Dashboards
- IT systems and data security
- Governance and the regulatory environment, including guidance on internal audit
- Financing strategies including working capital advice
- M&A activities
- Employment consulting and pensions
- Automation and Technology Solutions

His clients include a broad range of businesses in both legal and non-legal services as well as specialist sectors such as real estate, retail, manufacturing, engineering and the charitable sector.

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Unprecedented change in technology being driven by the rapid introduction of diverse and disruptive technologies, creating enormous opportunities for both new and existing firms, means James' expertise and experience is in demand.

James has more than 15 years' experience working within KPMG's CIO Advisory function and has helped CIOs of some of the world's largest firms transform their organisation. James also heads up KPMG's UK IT Sourcing Team and now complements KPMG's Professional Practice Solutions team. With his know-how and insight, particularly in Outsourcing, James brings IT advisory capabilities, such as Operating Model, Outsourcing and Strategy, to law firms that are seeking to compete more effectively by using technology as an enabler for change.

At KPMG, James helps clients to be on the front foot when it comes to realising benefits from technology, whether in the UK or internationally. James has worked on a diverse range of projects including:

- IT Operating Model definition lead for a major UK Government Department
- HR IT transformation lead of top five European Airline
- Global transformation of IT organisation and associated operating model for top five largest pharmaceutical companies enabling annual savings of $580 million
- Infrastructure outsourcing lead for largest Japanese pharmaceutical companies in the world realising 35% run cost savings over the life of the contract
- Application outsourcing lead for second largest Japanese pharmaceutical companies in the world
- Application outsourcing lead for a FTSE 10 oil and gas company
- SAP Transformation lead for an oil and gas super major;

James works with a diverse range of clients across a range of sectors including legal, public sector, transport and pharmaceutical.

![KPMG]

The Creative CIO Advisory Services

Professional Practice Solutions
Details make a masterpiece

March 2017

CIOA Services

Today's CIO agenda is largely focused around driving value through their IT organisation and enabling the business with technology and information. The current rapid pace of change threatens to overwhelm even the most competent IT organisation. Business change requires flexibility and agility of technology teams. Market changes require a constant focus on cost and business value while managing risk and compliance. Technology change is driving innovation with the most significant and fundamental change across all of these being the shift in the role of IT itself.

For today's CIO, IT must advance the business, not just support it. IT is expected to add value by improving business performance, by accelerating time to market, by opening new markets, and facilitating mergers and acquisitions—all while keeping a sharp eye on costs and quality.

KPMG LLP (KPMG) provides a range of integrated technology services to serve our clients and to help advance today's CIO and broad technology agenda. Our goal is to improve the strategic value of your investments in technology by cutting through the complexity of today's dynamic technology environment to support the business agenda through enabling technologies and addressing issues of risk, governance, and data security. We have over 10,000 IT Advisory professionals across the globe providing assistance to our clients in order to:

- Use IT to advance the business, not just support it.
- Advance IT maturity to provide efficient and effective IT services
- Position the IT organisation to be a strategic business partner
- Rationalise complex application portfolios to cut duplicative spending and increase business agility
- Manage risk and compliance through supplier management, data integrity, security, privacy, governance, and controls.

KPMG has the experience and depth of talent to drive change and provide the insights needed to continue to innovate. In a nutshell, we help IT leaders drive change and deliver results.

Today's CIOs and IT organisations are faced with many complex challenges and imperatives for success

The KPMG approach focuses on the business benefits of technology. We support the CIO agenda through services, methodologies, and deep subject matter skills. We engage with senior business and IT executives to support the optimisation of existing technologies and develop the future technology vision, along with initiatives that will support the future business agenda, transform the IT function to increase efficiency and effectiveness, and improve its core future capabilities.

1. Create business value

In order to create business value, today's CIOs must lead the business in using technology to enable innovation and advance the business agenda. KPMG helps clients take a holistic view to successfully adapt their business to better anticipate and cope with continuous changes. Our approach helps CIOs more successfully manage IT as a business and enable the organisation with the right information and technology to outperform its peers. Our services include:

Typical CIO challenges
- Demonstrate IT value
- Drive innovation
- Enable business strategies

Representative services
- IT innovation agenda
- Rapid value assessment
- Industry and competitor scan
- IT strategy
- Product/service positioning and extension
- Shareholder value analysis
- Scenario-based planning

2. Navigate business change

Today's CIOs need to help the business implement and achieve the desired benefits of major changes, including mergers, acquisitions, entry into new markets, or outsourcing. KPMG helps clients take a strategic approach to adapt IT to respond to the needs of the business during these types of fundamental change through services including:

Typical CIO challenges
- Unrealised post-M&A synergies
- Slowed or paralysed responses to changing priorities
- Difficulty to scale capacity up or down

Representative services
- Pre- and post-deal planning and assessment
- Post-merger integration
- Target operating model design
- IT governance and oversight
- Leadership and change readiness
- Business capability maturity and IT enablement

3. Optimise IT investments

Today's IT investment portfolio must be aligned with business priorities and maximise the return on those investments. KPMG helps clients to leverage technology to drive profitability and competitive advantage as well as enable key elements of the business strategy. We help our clients take their technology vision and turn that vision into a practical reality through the design and implementation of new operating models, making decisions on whether to outsource or operate shared services and what activities and applications can be outsourced, as well as enhancing the cloud, managing data centres, and helping ensure the right architecture and infrastructure to increase visible IT value. We offer the following services:

Typical CIO challenges
- Unclear/competing business priorities
- Poorly managed demand and investment priorities
- High cost delivery and support model

Representative services
- IT budget and spend
- IT funding model and chargeback
- IT service costing
- Asset value and useful life
- IT cost transparency
- IT supplier management
- Cost base review
- IT service market-based pricing
- IT cost benchmarking
- Software license/maintenance rightsizing and compliance

4. Transform IT capabilities

IT executives are under pressure to continually optimise the IT delivery model to meet the evolving expectations for performance, quality and cost. KPMG helps clients to advance the organisation's IT capabilities and effectively manage resources to successfully deliver programs and services that improve business performance.

Typical CIO challenges
- Inability to quickly respond to needs
- Duplicative, costly systems
- Bloated non-responsive systems
- Attracting and retaining talent

Representative services
- IT capability maturity and leading practices assessment (e.g., ITIL, COBIT)
- Workflow and process effectiveness
- Tools enablement and integration
- Sourcing effectiveness and governance
- Cloud readiness
- Program/project management effectiveness

5. Deliver IT with confidence

CIOs need to understand and proactively manage risks to protect the business and minimise the impact of disruptions. KPMG works with IT executives to deliver IT capabilities with the right balance of cost, performance, and risk. We provide a range of services that support clients in managing governance, reducing risk, and increasing people and organisational effectiveness using the full resources of our firm, including.

Typical CIO challenges
- Cyber-attack threats
- Privacy and confidentiality expectations
- Changing regulatory expectations

Representative services
- Major program health check
- Contingency recovery planning
- IT security and controls
- Penetration testing
- Regulatory compliance and response