



Shared services and outsourcing advisory

KPMG LLP

Shared services and outsourcing advisory practice

KPMG LLP's (KPMG) Shared Services and Outsourcing Advisory (SSOA) practice is recognized as one of the world's leaders. We work every day to deliver shared services and outsourcing advisory services that help clients improve service delivery models, reduce support costs, and drive specific business outcomes in order to achieve sustainable, continuous improvements and competitive advantage.

The numbers

- Serving clients in 155 countries with hundreds of Advisory professionals globally
- Provide services to 76 percent of companies listed on the FORTUNE Global 500 list
- Supported thousands of transformation projects

Differentiators

- **Objectivity as advisors:** Unlike other advisory firms, we are not outsourcers, nor do we favor any supplier, technology, or delivery model. Thus, we serve as a trusted advisor that provides unbiased advice to clients.
- **Beginning-to-end experience:** Our capabilities stretch across the lifecycle from strategy to implementation to services portfolio management.
- **Functional breadth:** Our advisors have deep transformation experience in all major business support functions including information technology, finance & accounting, supply chain, human resources, procurement, customer contact, and real estate and facilities management.
- **Experience across all industries:** Our vast industry experience gives us a deep understanding of our clients' challenges, business processes, and regulatory and competitive environment. We have experience in the following industries: Banking, financial services and insurance, pharmaceutical, healthcare, public sector, energy, consumer, food and retail, manufacturing and diversified industrial, and technology.
- **Technology and governance services:** We provide managed governance services that help clients capture value and manage risks associated with shared services and outsourcing suppliers. We also help clients understand, evaluate, and implement outsourcing governance technologies that fit their organizational needs and requirements to create measureable business value.
- **Extensive data and analytics:** KPMG has an extensive database of aggregated costs and performance data across a broad range of business functions. This data is augmented by a broad KPMG database that helps clients analyze current costs and determine service delivery model alternatives.
- **Collaborative, pragmatic approach:** Our advisors have been transformational executives, shared services center operators, and third-party outsourcers and, therefore, approach client engagements with fresh ideas, and pragmatism that can only come from hands-on operational experience.
- **Research and tools:** Our advisors are supported by an extensive set of intellectual property, tools, and industry-leading research including KPMG's Sourcing Advisory Global Pulse Survey, which is a quarterly report that outlines trends in the use of outsourcing, shared services, offshoring, and other global business service delivery initiatives; and our [Shared Services and Outsourcing Advisory Institute](#), an online collection of KPMG research and thought leadership that relates to the SSOA practice.

- **Industry knowledge and relationships:** We have active relationships with all Tier 1 and 2 vendors; thus, we understand their business, capabilities, limitations, and strengths.
- **Integrated competencies and services:** Our SSOA practice has access to KPMG's broader set of global capabilities in risk, transactions, tax, and compliance, which provides our clients a holistic range of services that can help create value while reducing complexity.

Lifecycle approach

At KPMG, we understand that provisioning business services is about continuous improvement and achieving specific business outcomes. Thus, our methodology is flexible and modular. We provide services from strategy to implementation and everything in between based on the client's objectives.

Specific areas of specialization

Services Delivery Strategy

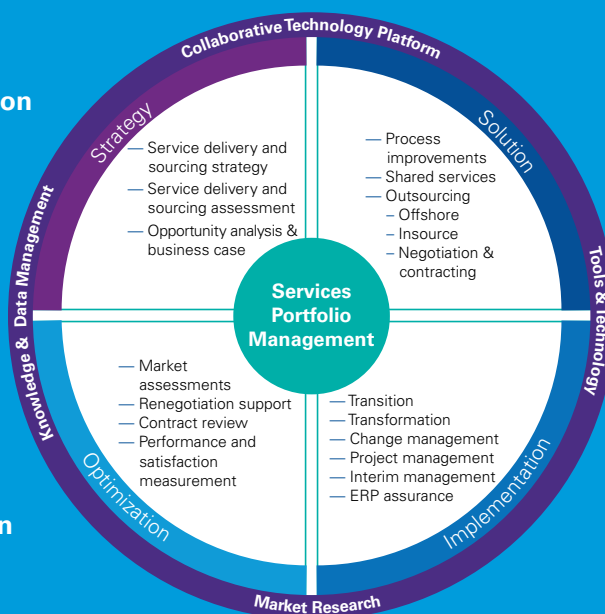
Alignment of Business Strategy with Services Model
Outcome Definition and Opportunity Case
Technology Strategy and Transformation Road Map
Cloud Opportunity Assessment
Organizational Model and Change Management

Services Design, Provisioning, and Implementation

Shared Services Design, Location Selection and Implementation
Cloud Services Design
Service Provider Sourcing
Outsourcing Enablement, Expansion, and Remediation
Process Design and Transformation
Technology Design and Enablement
Contract Structure and Negotiation Support
People and Change Management

Services Portfolio Management and Optimization

Governance Model Design
Managed Governance Services
Governance Technology
Risk Assessment, Management, and Monitoring
Provider Relationship Management Support
Third-Party Assistance
Performance and Delivery Model Optimization



Contact



David J. Brown
Global Lead

Shared Services and Outsourcing Advisory

T: 314-803-5369

E: djbrown@kpmg.com

kpmg.com/socialmedia



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