



Transform your business.

For what comes next.



KPMG Powered Enterprise

kpmg.com/powerenterprise



Expanding globalization and demographics. Staying competitive in growing talent wars. Redefining business models. Reducing costs. Chances are, today's marketplace is forcing your business to come face-to-face with the need for transformational change.

While you understand that investing in cloud computing can improve back-office efficiencies and ultimately lead to stronger business outcomes, you may be frustrated with the lack of ROI. Businesses are realizing that simply plugging into a new piece of technology is not bringing about the transformation they hoped for.¹

We work with our clients to make transformation simpler for business. By combining deep sector knowledge and our technology experience, we are reducing risk, accelerating implementation and driving speed to value.

¹KPMG Global Transformation Study, 2016



The power to change

“Major organizations across the globe are attuned to the urgent need to transform their business and operating models, in light of evolving customer behaviors, disruptive technologies, regulatory policies and globalization. Yet many senior executives feel their organizations are not capable of driving the transformational changes necessary to create higher-performing organizations.”¹

¹KPMG Global Transformation Study, 2016

Cloud alone is not the answer

Despite the ability of cloud to transform business, many organizations are still failing to exploit its full potential.



96%

of companies say they're focused on transformation—but **less than half of them feel that they reap the full value.**¹

Executives highlight their key challenges to cloud transformation:

83% lacked execution and implementation capabilities to build and operationalize a new target operating model.¹

63% pointed to security.²

37% admitted to underestimating the significance of the operating model changes necessary to affect enterprise-wide transformation.¹

36% mentioned integration.²

30% blamed legacy technology/systems.¹

¹ KPMG Global Transformation Study, 2016.

² Harvard Business Review Analytic Services, *Cloud Computing Comes of Age* (2015)

What do you need to think about?

Many businesses have been sold the idea that managing the cloud successfully is as easy as plugging into new software, but if this were true, more businesses would be reporting greater ROI.

In fact, there are all kinds of questions to consider.

- How do I get my back-office functions working together more efficiently?
- How do I ensure that my back-office is agile enough to change with our business needs?
- How do I deliver ROI on a technology investment?
- What does the future look like and how do I get us there?

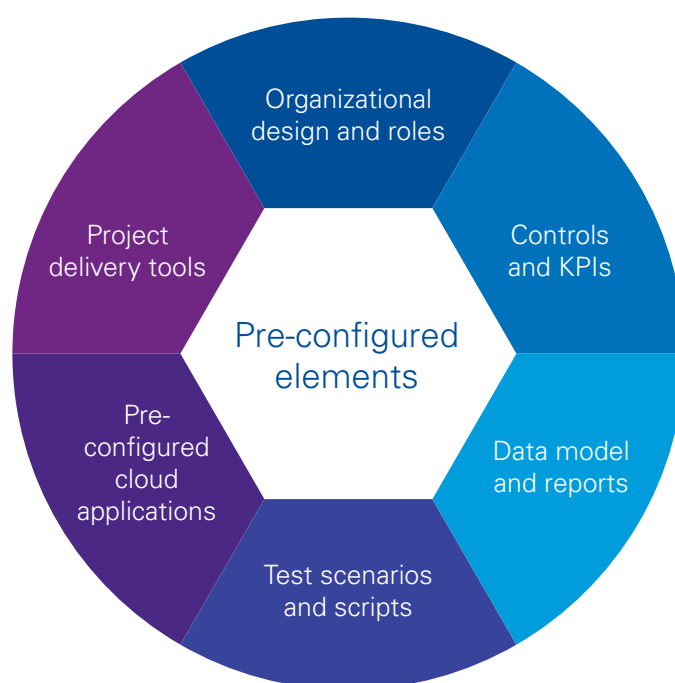


Introducing KPMG Powered Enterprise

KPMG Powered Enterprise leverages decades of business and technology experience to help you transform your back-office faster and achieve a greater step change in value. Our pre-defined models are shaped by leading practices and calibrated based on our experience working with organizations of all sizes and in all industries. These are allied to a structured approach that can help reduce the risks associated with change.

With KPMG Powered Enterprise, you can streamline system changes and minimize unwelcome disruptions. You're free to focus on what matters most—your business strategy.

Built on pre-configured tools and models, KPMG Powered Enterprise is designed to integrate leading cloud software with your business strategy. Through our process, the implementation is tailored to your needs to help you achieve an accelerated, seamless, low-risk move to cloud.



Power across multiple functions

Unlocking the capabilities of cloud technology to transform your organization means looking carefully at how best to use it to meet your unique business challenges. KPMG Powered Enterprise adapts to the needs of different business functions to drive efficiency, increase readiness for growth and enhance security. It can also deliver the cross-functional analysis needed to support business change and effective ongoing management.



Finance

Finance leaders are burdened by legacy applications, when they should be focusing on strategic areas driving performance like M&A, product profitability and shareholder return. With cloud-enabled technology you can easily access real-time data. Combined with KPMG Powered Enterprise your finance department can gain dynamic insights that will help fuel smarter and faster business decisions.



HR

Today's HR function can continue as a cost center that relies on outdated practices—or it can break into modern delivery. When combined with close attention to cultural change, KPMG Powered Enterprise enables HR to drive growth and efficiency through access to proprietary analytics dashboards.



Procurement

Procurement organizations are faced with integrating the complex web of suppliers, services and business needs to minimize risk and tighten controls—all while reducing costs. KPMG Powered Enterprise can help you automate through proven cloud practices that provide greater insight, control and flexibility.



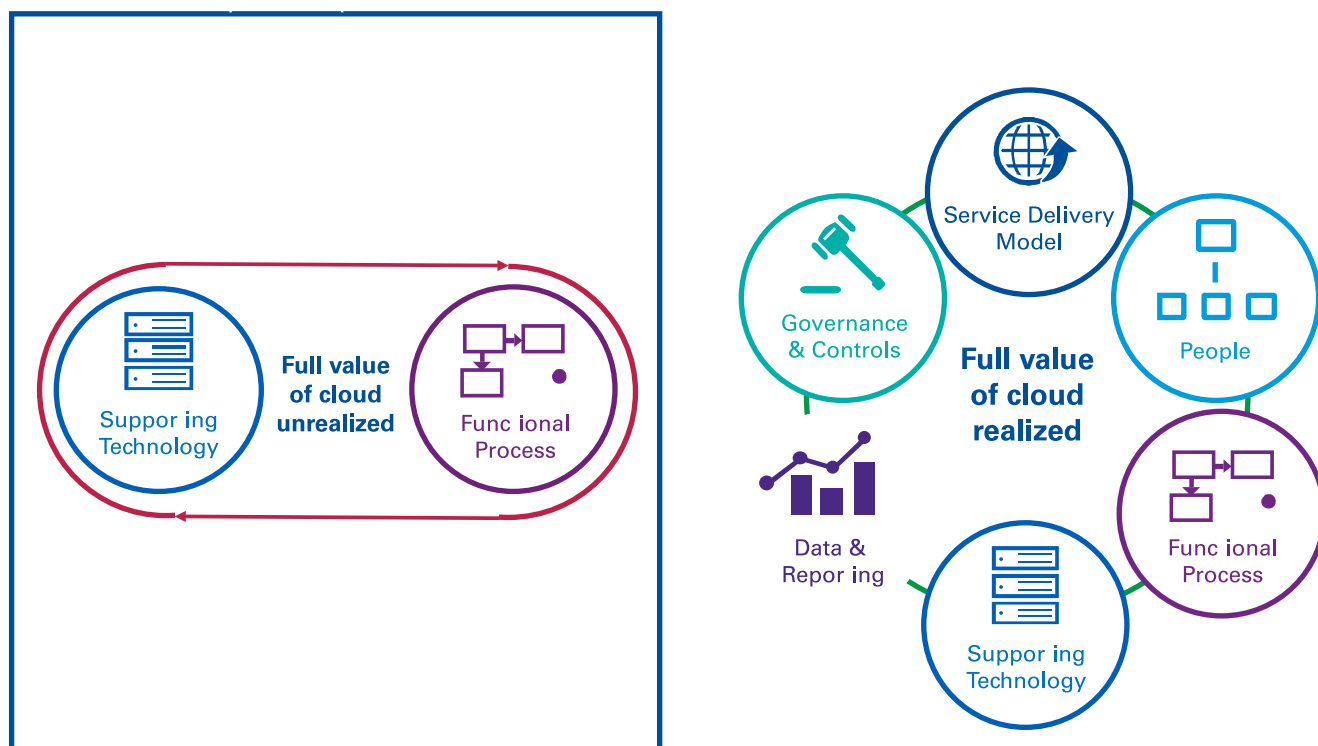
EPM

To fully address the challenges facing your transformation, you need to set a predictable path to the finish line. KPMG Powered Enterprise dramatically improves budgeting and planning capabilities and drives business-led implementations across all functions, quickly.

Unleashing the full power of cloud

KPMG Powered Enterprise helps you open the full potential of cloud computing through our Target Operating Model. Unlike our competitors, we help you examine how each layer of your operation is impacted—from service delivery to governance—and how they can work together to enhance the potential of cloud.

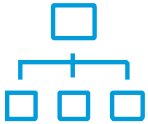
KPMG Powered Enterprise gives you the ability to implement this business-centric approach holistically so that every part of your organization benefits. And it prepares you to better manage change both now and in the future.





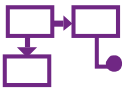
Service Delivery Model

Flexible support for shared services, centers of excellence and outsourcing models to fully leverage cloud capabilities



People

Training, communications, and employee engagement to speed adoption and align talent with changing needs of business



Functional Process

Processes and performance metrics matched to cloud capabilities and leading practices



Supporting Technology

Cloud solutions for ERP, HCM and Procurement including pre-built interfaces, objects and tools



Data & Reporting

Cloud-enabled reporting capabilities including predefined master data structures



Governance & Controls

Full support for risk requirements including pre-built security and business process controls

Potential pitfalls of not taking a holistic approach:

- inefficient operations
- lack of user understanding and adoption
- sub-optimized technical architecture
- compliance violations.

Pulling ahead by standing apart

KPMG Powered Enterprise helps you manage ongoing business evolution without major disruption.

Developing a strategy for using cloud is essential to success: KPMG Powered Enterprise makes the process swifter and simpler than ever before. More than a change to your business technology, it is a change to how you think about your business.

Whatever your challenge, KPMG Powered Enterprise will help you utilize the full possibilities of cloud and build the future you want for your business.

How you can benefit with KPMG Powered Enterprise:

- Accelerate your business decisions on your schedule
- Certainty of outcome
- A team that can help facilitate change management
- A lower investment in time, money, and cost of ownership
- The ability to conquer today's challenges while preparing for the future

Why KPMG?

We understand your business. Our deep sector knowledge embraces both current trends and future challenges. We give you total insight into what's coming over the hill, from threats and disruptions to opportunities and innovations. It's beneficial to work with people who know the issues and pressures you face. But we also have the knowledge and experience to help you deal with them.

- **We deliver the results that matter**
- **We know how your business works**
- **We know how to get things done**
- **We know how to get the full value from technology**
- **We are on your side, all the way**

Results that matter to you and to us

The following client stories give you a taste of what it is like to work with KPMG. They are very different in size, sector and subject, but they capture one important truth: it is not just what we do that makes us special—it is the way that we do it.



Helping a healthcare company monitor its financial health

Our client, a healthcare provider, was growing rapidly. It needed to integrate recently acquired companies seamlessly. But an outdated financial system and an inefficient payables process were making that difficult. The company couldn't access the fast, accurate financial reporting it needed to make informed business decisions. We helped them use the cloud to update their financial system for more than 100 legal entities. New acquisitions could simply plug into the configuration, dramatically reducing the time it took them to onboard. By using our operating model and pre-configured tools, we helped them streamline invoice collection, approval and entry, along with the period close and reporting cycle. At the same time, we built approvals into processes, making workflows much easier to control. Now managers can get a clear picture of the financial health of every part of the operation. Business-reporting is significantly enhanced and business leaders can plan and forecast with confidence.

Increasing visibility so you can make better decisions

➔ **We deliver the results that matter**

A procure-to-pay cloud system brings clarity and efficiency

Despite having put in place a procure-to-pay tool, low adoption meant our client, a risk management and insurance services company, had little insight into how well its procurement processes were working. They lacked understanding of the effectiveness of contracts and had only limited visibility of the workflow between procurement and accounts payable. They asked KPMG to help them with a cloud solution that would increase compliance and reduce the touches per transaction. We standardized the once-fragmented procurement process under a single global process, starting with a pilot and expanding from there. Our involvement helped the company increase spend under management from 20% to 60% in the first two months and achieve 45% e-invoicing to replace manual processing. Due to the change management practices KPMG recommended, there was also rapid adoption, with 57% of users logging into the cloud solution within the first month.

Make change work for your business

→ **We know how to get things done**



Cloud migration that nourishes the business

We worked hand-in-hand with a fast-food company to migrate their early-adopted, heavily customized, on-site technology to a much more flexible cloud solution. The system we put in place met the needs of our client's unique business model while also incorporating a large number of manual and diverse business processes. In addition to a road map for a full applications migration, we designed the enterprise structure and chart of accounts. Then we took charge of business integration, partnering with a technical services contractor throughout development, testing and reporting. With a better aligned business, greater analytics ability and superior business insights, the company is now positioned for rapid growth.

Integrating systems to help you prepare for the future

→ **We know how your business works**

Crunch time for a snack manufacturer needing more effective EPM

Cloud-based enterprise performance management (EPM) is ideal for fast-growing businesses. As an early adopter of the cloud, our client needed to streamline its annual operating plan (AOP) to allow for the integration of acquisitions. The current planning process, which was carried out manually, was time-consuming, inflexible and lacked adequate controls and governance. There were also data quality issues. KPMG assessed the current state of the company's processes in order to focus on problem areas using our pre-configured operating model. We created a robust design and leveraged cloud planning and budgeting services to provide more flexibility. Agile, standardized reporting capabilities satisfied the needs of various data consumers, while our planning solution offered greater controls and governance, and a framework for successful future forecasting and long-range planning capabilities.

Designing a better planning model

➔ **We know how to get the full value from technology**

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