



# Transform data into insight with KPMG and SAP Business Data Cloud



# Introduction

**Technology isn't just infrastructure — it is a catalyst for competitive advantage. Organizations need a trusted, unified data foundation, rapid insights and scalable AI to drive value. By leveraging KPMG professionals' deep functional and sector experience with SAP Business Data Cloud, the IT function can become a strategic engine for transformation, establishing a resilient framework that helps accelerate outcomes and positions your organization for sustained success.**

The role of IT and the CIO has fundamentally changed. Today, CIOs are no longer just responsible for keeping systems running smoothly. They are strategic drivers of business value, enabling agility, insight and innovation across the enterprise. With fast-moving and volatile markets, this shift is critical for building resilience and sustaining growth. As a result, 31 percent of tech executives surveyed in KPMG's [Global tech report 2026](#) say they plan to increase investment in centers of excellence over the next year, while 79 percent of organizations aim to improve their technology maturity level.

Business leaders expect faster reporting, real-time analytics and immediate access to insights that support rapid, data-driven decisions. Long development cycles and delayed reporting no longer meet the pace of modern business. To remain competitive, CIOs must accelerate efficiency and dramatically improve time-to-insight.

At the same time, CIOs are tasked with bringing data and AI together to generate tangible business value, not only improving internal operations but enabling new products, services and business models. This responsibility is heightened by the growing use of AI tools by individual business units outside central oversight, which can increase risk and create fragmentation if left unmanaged. Central to this challenge is the need to build a trusted data foundation — a clean house of data that AI can reliably use. Without trusted data, analytics lose credibility, AI outcomes become unpredictable and decision-making suffers.

Expectations from end users are also rising. Business functions increasingly expect the same intuitive, AI-enabled capabilities at work that they experience in their personal lives. CIOs must empower teams with self-service analytics and AI-driven insight, while ensuring robust governance, data security and regulatory compliance.

# 31%

of tech executives surveyed in KPMG's Global tech report 2026 say they plan to increase investment in centers of excellence over the next year.

CIOs must also help their organizations navigate an evolving landscape of global regulations and data sovereignty requirements. Balancing innovation with compliance across regions adds further complexity to the role of the modern CIO.

So, what stands in the way? Fragmented data landscapes, siloed AI initiatives, limited self-service capabilities and rising operational complexity. But KPMG firms can help.

A KPMG-led SAP Business Data Cloud implementation can help provide clients with a structured, business-led response creating a unified, trusted data foundation that enables agility, embeds AI responsibly and turns data into a true strategic asset.

Early adopters of new tech invest less but gain more, achieving 2.2x ROI compared with 1.4x ROI for late adopters

[Source: KPMG Global Tech Report 2026](#)

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**CIOs have a need for agility — the desire to stay ahead in times of rapid change. Data and AI present tremendous opportunities for organizations that are ready to execute at scale.”**

**Michael Golz**

CTO, SAP Alliance  
KPMG in the US



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# Roadblocks to an agile, AI-enabled enterprise

Modern enterprises face five key interconnected challenges that hinder their ability to turn data into strategic value.

## 01

### **Fragmented, low-trust data across silos**

Data is often scattered across multiple systems, departments and legacy platforms, creating silos that prevent a consistent view of the business. Long-standing on-premises Data warehouses contribute to technical debt, slow innovation and delayed insights, limiting organizations' ability to operationalize AI at scale.

## 02

### **Limited AI integration**

AI initiatives frequently remain isolated from core business processes. Without embedding AI in reporting, analytics and planning, organizations miss opportunities to automate decisions, improve forecasting and accelerate innovation.

## 03

### **Slow time-to-insight**

Fragmented systems and manual reconciliation result in delayed reporting and analysis, forcing decision-makers to act on outdated or inconsistent information. Rapid, insight-driven decisions are increasingly critical in competitive, fast-moving markets.

## 04

### **Regulation and data sovereignty pressures**

Complex regulatory requirements, including GDPR and CSDR, combined with cross-border operations, raise compliance concerns. Inadequate controls increase risk and reduce trust in enterprise data.

## 05

### **Operational complexity from fragmented systems**

Managing multiple platforms and redundant systems is labor-intensive, error-prone and costly. Fragmented landscapes complicate upgrades hinder standardization and slow the scaling of AI-driven insights.

Addressing these challenges requires a unified data platform and an open architecture that connects once-fragmented systems. This is the foundation of KPMG's approach with SAP Business Data Cloud, enabling organizations to move from fragmented and siloed data to trusted, actionable insight. But first, organizations must set a path for success.

# Setting a target vision for success

To compete, organizations need a clear target vision for how data is managed, governed and used across the enterprise. This must go further than simply envisaging incremental improvements to reporting and instead establishing data as a trusted, scalable foundation for growth. SAP Business Data Cloud can provide the blueprint for this transformation.

Here are KPMG professionals' key recommendations:

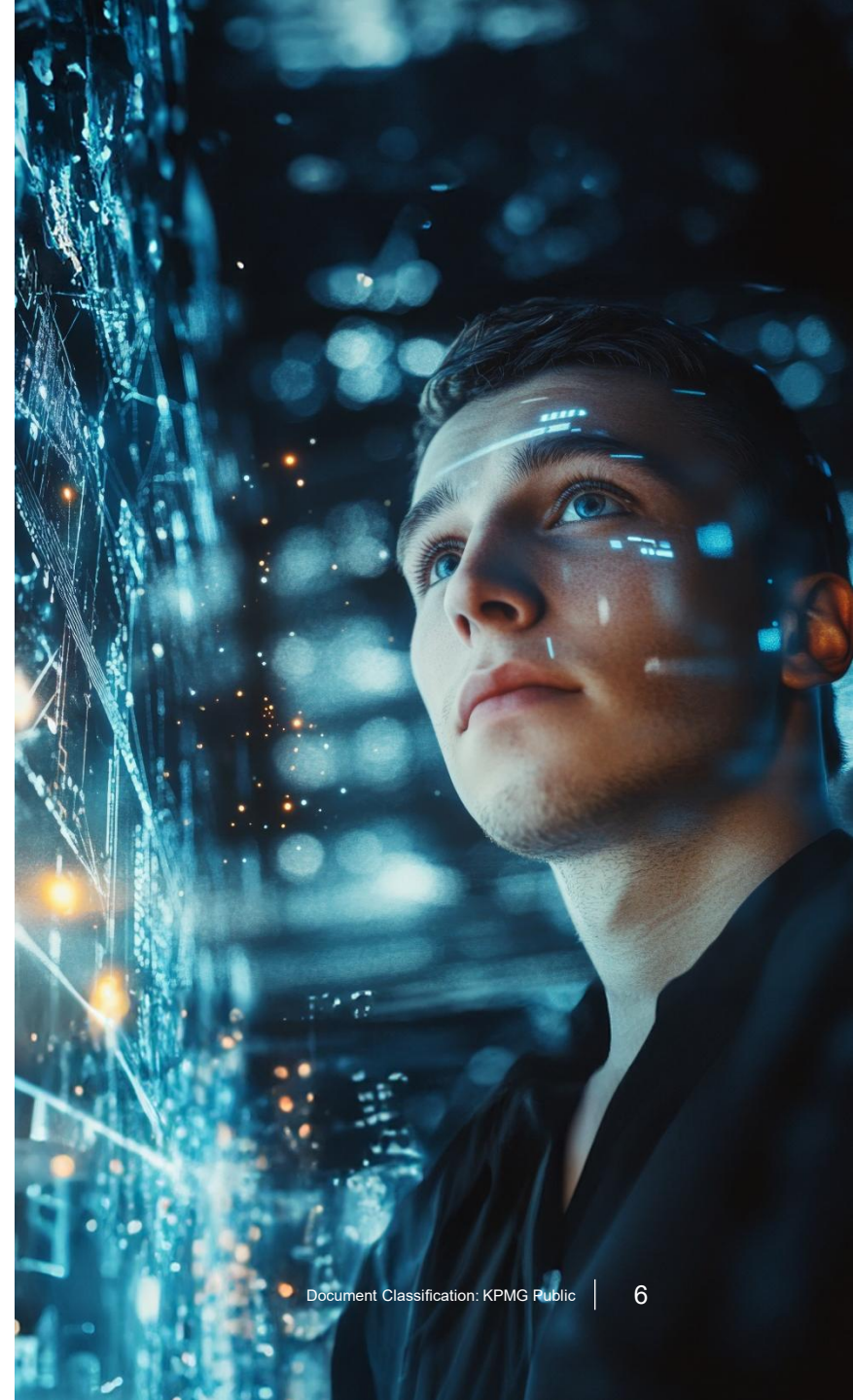
## 01 A unified, trusted data foundation

At the heart of the target vision is a single, trusted view of enterprise data. SAP Business Data Cloud creates this by integrating data from across the organization into one semantic model, built on a knowledge graph that links information across systems and domains. This allows data to be understood within the wider business context rather than as isolated technical assets.

The result is greater trust in data, consistent definitions across once-fragmented systems and a reduction in manual reconciliation and reporting effort. By establishing a harmonized, governed data foundation, organizations move from reactive data management to an AI-ready architecture that supports both current and future use cases.

## 02 Bringing AI and data together on one platform

AI initiatives often remain siloed or disconnected from core enterprise data. SAP Business Data Cloud brings data and AI together on a single trusted platform. Through bidirectional integration with capabilities such as Databricks, Joule and embedded AI services, organizations can move beyond experimentation and build their AI capabilities based on harmonized data. This can then shift AI from a support tool for internal efficiency to a scalable capability that drives innovation and value creation.



## 03 Faster time-to-insight

SAP Business Data Cloud supports faster insight by providing SAP-managed Intelligent Applications and data products across lines-of-business that can be deployed in hours, not weeks or months. Using SAP Analytics Cloud, organizations can streamline reporting, plan with accuracy, drive transparency and enable real-time scenario modelling. The result? Decision-makers gain faster access to actionable insight.

## 04 Localized compliance options

In 2026 compliance is no longer an afterthought. KPMG professionals' recommended target vision embeds governance, security and compliance into the data platform from day one. SAP Business Data Cloud supports this with centralized data governance and robust controls.

With KPMG's global regulatory and risk expertise, organizations can navigate complexity with confidence and reduce compliance-related risk.

## 05 Open, scalable architecture and platform interoperability

SAP Business Data Cloud is the foundation for a business data fabric that integrates seamlessly with existing technologies. This allows organizations to build on existing investments while evolving their architecture over time. By reducing redundant, custom-built integrations, SAP Business Data Cloud also lowers operational complexity and maintenance effort. The result is a scalable, open and efficient platform that can adapt as business needs and technologies evolve.

## 06 Empowered business functions and decentralized ownership

Finally, the target vision shifts data ownership and responsibility across the business. SAP Business Data Cloud enables business units to take a greater role in creating, managing and consuming SAP and other managed data products within a governed framework. This decentralization empowers teams to innovate with new technologies while maintaining enterprise-wide security standards. Enhanced access to trusted data and embedded AI means business functions can drive efficiency, improve performance and respond more quickly to change.

Achieve all this and data can become a true strategic asset rather than a bottleneck.

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**SAP Business Data Cloud is designed for openness, offering CIOs flexibility to integrate diverse features and partners and enabling future growth and strategic expansion.”**

**Ahmet Atli**

Partner, Consulting,  
Technology Transformation  
KPMG in Germany

# Spotlight on SAP technology

At the core of the target vision sits SAP Business Data Cloud, the central platform that brings together enterprise data, analytics and AI on a single, trusted foundation. SAP Business Data Cloud connects data across SAP and non-SAP systems, enabling consistent insight and AI readiness across the enterprise. Prebuilt data products provide ready-to-use business content that accelerates deployment, reduces build effort and delivers faster value from day one.

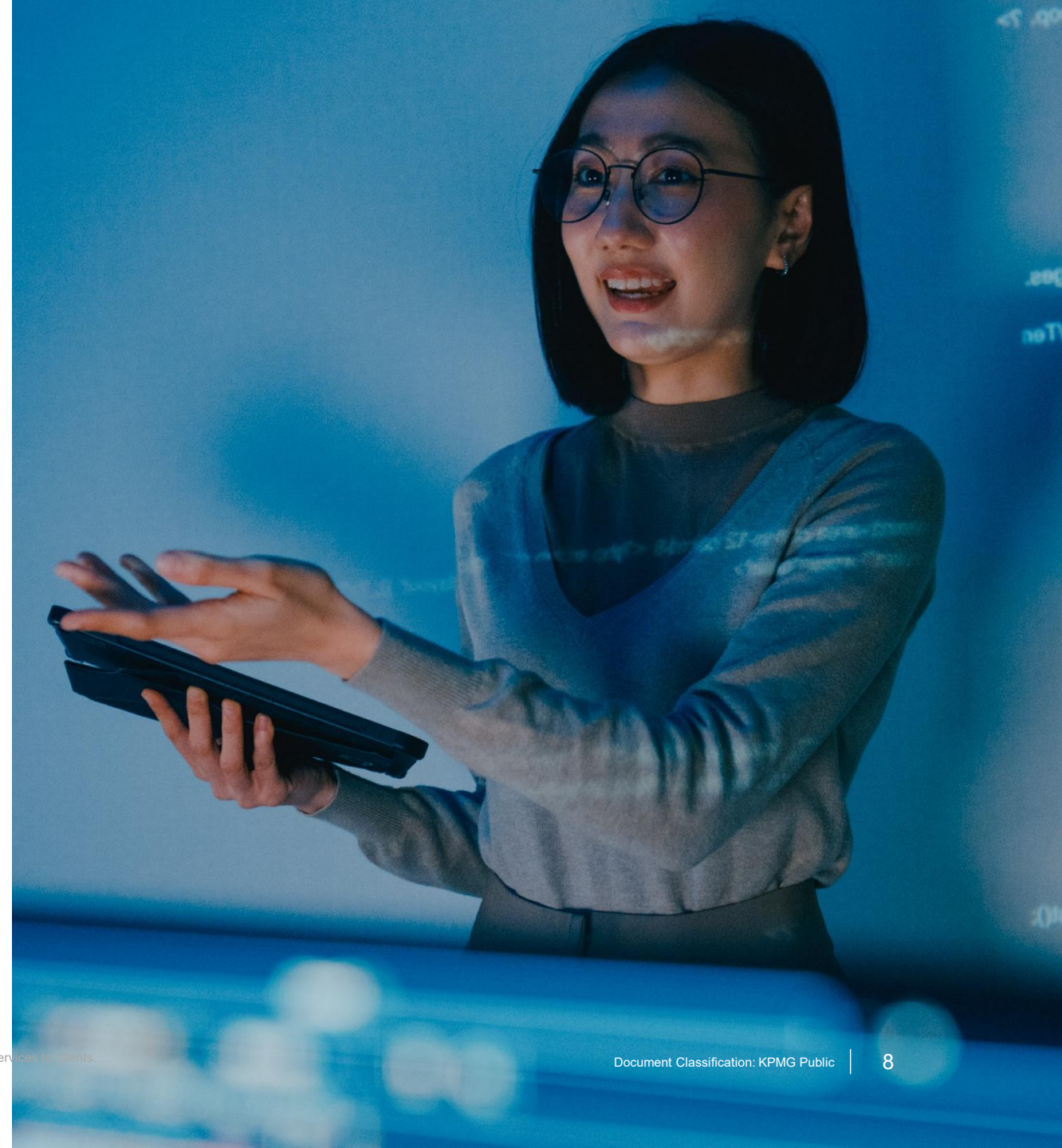
SAP Datasphere enables seamless data integration and harmonization across complex landscapes. It accelerates time to value by semantic definitions and associations from SAP applications and enriches and simplifies the data landscape.

SAP Analytics Cloud builds on this foundation to deliver real-time reporting, advanced analytics and planning capabilities. By providing a single access point for insight, SAP Analytics Cloud can accelerate time-to-insight, simplify complex tasks and support faster, more confident decision-making.

Embedded AI capabilities are delivered through Joule, an AI solution that runs across SAP applications. Joule enables contextual, business-relevant AI use cases, supporting both operational efficiency and innovation across functions.

For organizations with existing data warehouse investments, SAP Business Warehouse continues to play a critical role by enabling data integration and supporting the transition from on-premise warehouses to a cloud-based architecture.

As part of SAP Business Data Cloud, SAP Databricks unifies semantically rich, business-ready data with industry-leading AI/ML, data science and data engineering, enabling organizations to operationalize complex data at scale.



# How KPMG gets you there

**KPMG approaches SAP Business Data Cloud implementations with a clear focus on business outcomes, scalability and long-term value. At the core of this approach is KPMG Powered Enterprise, a standardized, AI-enabled transformation methodology that connects technology initiatives to strategic objectives.**

Rather than treating SAP Business Data Cloud as a standalone data platform, KPMG positions it as a foundation for insight-led decision-making, operational efficiency, AI-driven innovation and, ultimately, business growth.

Powered Enterprise guides SAP Business Data Cloud transformations through five phases, from defining the target vision to designing the operating model, building and deploying standardized capabilities, and continuously optimizing value post-go-live.

## The five-phase KPMG Powered Enterprise methodology

Phase	Phase name	Purpose	KPMG role and key activities
1	Vision	Strategize. Define the future-state enterprise and transformation ambition	Conduct in-depth analysis to understand the client's current state, strategic objectives and pain points. Help define the transformation vision and outline the desired end-state aligned to business value.
2	Validate	Design the Target Operating Model (TOM)	Build and validate an actionable transformation roadmap. Define the Target Operating Model, including processes, organization, data, and technology aligned to SAP best practices and industry standards.
3	Construct	Build the solution using standardized assets	Leverage KPMG use cases, templates and industry-specific accelerators. Configure ready-to-go tools and frameworks that accelerate the transformation process and reduce implementation risk.
4	Deploy	Go live and implement the TOM	Deliver end-to-end SAP implementation, including testing, go-live support and change management. Focus on user engagement, and skills development to ensure successful adoption and business readiness.
5	Evolve	Continuously optimize and realize value	Provide ongoing support and continuous improvement services. Monitor performance, optimize processes and deliver value realization and analytics to ensure long-term business benefits and innovation.

# How KPMG helps get you there

Throughout all five phases, KPMG firms' approach emphasizes business value over technology implementation. The objective is not only successful deployment, but high adoption and measurable value creation across multiple dimensions, including revenue growth, cost reduction, improved quality, efficiency gains and clear operational improvements.

With a 'think globally, act local' mindset, KPMG professionals combine a global network of SAP and data specialists with deep local regulatory expertise. This enables organizations to navigate complex requirements such as GDPR, CSRD, and the AI Act with confidence. And they deliver end-to-end, from early strategic discussions through to operational delivery. This includes embedding AI into business processes, products and services, enabling advanced analytics and supporting decision-making through scenario modeling and real-time insight.

Close CIO and C-suite engagement ensure alignment between strategy and execution, while strong collaboration with SAP enables early adoption of new capabilities, proof-of-concepts and reference architectures. KPMG professionals follow a standard principle to 'never move the data but move the analytics to the data'. This minimizes duplication, retains context and semantics. They use Delta sharing as a key enabler of zero-copy paradigms.

By starting with standard content and selectively tailoring solutions to industry and client-specific needs, the KPMG approach helps organizations accelerate value while maintaining global best practices.



# Why KPMG?

## Innovative. Scalable. Business-led.

**KPMG professionals bring together deep SAP expertise, a business-led transformation approach and proven delivery capabilities to help organizations unlock the full value of SAP Business Data Cloud.**

- 01** End-to-end transformation: KPMG professionals act as strategic, long-term advisors focused on ongoing value realization for clients, not only technology implementers. From data strategy and governance to analytics, AI enablement and optimization, KPMG can help support the full transformation lifecycle.
- 02** A proven methodology: Implemented through the KPMG Powered Enterprise methodology, SAP Business Data Cloud deployments can help reduce risk and accelerate delivery for clients.
- 03** Trusted organization with a strong SAP track record: As an SAP Global Strategic Service Partner, KPMG is a trusted advisor with a proven history of delivering complex SAP programs on a scale.
- 04** KPMG has a global alliance with SAP, which provides KPMG professionals early insight into SAP Business Technology Platform as well as SAP Business Data Cloud and SAP AI roadmaps. This enables KPMG consultants to ensure solutions are aligned to the design and capabilities of the future. As a result, clients can accelerate time to value, minimize transformation risk, and future-proof their investments.
- 05** KPMG's multi-disciplinary expertise across AI-ready data architectures, real-time analytics, cloud ecosystems, regulatory compliance, and data sovereignty helps clients accelerate value, reduce risk, and scale transformation outcomes. By integrating these capabilities end to end, KPMG can design and implement "AI-ready" foundations that improve data quality and governance, deploy real-time insights for faster decision-making, modernize workloads on secure and cost-optimized clouds, and ensure compliance with evolving regulations all while protecting sensitive data across borders.
- 06** By integrating KPMG and SAP prebuilt data products and business content, clients can significantly reduce the build effort and accelerate transformation to rapidly turn fragmented data into trusted, actionable insight.

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Document Classification: KPMG Public

Designed by Evalueserve.

Publication number: 140418-G