

KPMG's Shared Services and Outsourcing Advisory Practice

Shared Services and Outsourcing (SSOA) Advisory Practice Overview

KPMG's SSOA practice is recognized as one of the world's leaders in shared services and outsourcing advisory services. Our goal is to provide our clients with the full suite of capabilities required to provision services and drive high value, sustainable transformation in their business services models.

How are we Different?

In 2011, KPMG acquired EquaTerra, one of the world's leading shared services and outsourcing advisory firms. This combination brought hundreds of experienced KPMG and EquaTerra advisors, market leading data and sourcing management technology together with KPMG's global advisory platform to create the world's largest and most comprehensive advisor on shared services and outsourcing. No other firm combines the data, methods and practical experience in shared services delivery and outsourcing with the broad, global transformation capabilities that KPMG now brings to its clients.

Pragmatic Approach

We help clients by giving them the tools, experience and data to align their services to support their overall business strategy. Our highly-tenured advisors possess deep, specialized knowledge in shared services, outsourcing, internal transformation and enabling technologies. As many of our partners and professionals have been transformational executives, shared services center operators and third party outsourcers, they are able to approach client engagements with the innovation, leading edge thinking and pragmatism that comes from hands-on operational experience.

Enterprise Services Transformation and Cloud

The "Enterprise Services Transformation," or EST, is KPMG's services transformation framework. It serves as a strategic compass for our clients to align their business services capabilities with their business objectives, while transforming and improving the internal processes and enabling technologies.

As our clients begin to rapidly embrace the flexibility and scalability that cloud technologies provide, their relationships with outsourcing service providers increase in complexity, transparency becomes more complicated and control risks increase. Adding to the complexity is a more virtual distribution of work which has implications for tax and regulatory compliance. EST provides a structure and roadmap for our clients to develop a flexible services model that embraces new technologies and captures value, while simplifying the complexity and managing risk.

Our EST framework evolved from years of experience and working with the world's leading organizations as advisors, front line operators and transformational executives. No other firm brings to its clients the breadth and depth of experience in business transformation and change with the risk, audit and tax capabilities needed to design and adopt the new business models that cloud will enable.

Specific Areas of Specialization

- **Services Delivery Strategy**
 - Alignment of Business Strategy with Services Model
 - Outcome Definition and Opportunity Case
 - Technology Strategy and Transformation Roadmap
 - 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 Assurance
 - Performance and Delivery Model Optimization

Our Data:

- Having advised clients through engagements worth over \$300 billion in services contract value, KPMG has an extensive database of aggregated costs and performance data across a broad range of business functions, both internally delivered and outsourced.
- This data is augmented by a broad KPMG database that provides a basis to analyze current costs and help clients determine service delivery model alternatives.

Our Research: KPMG research provides clients with insight on broad market trends in business transformation, shared services, outsourcing and cloud enablement. Our full suite of research can be found at EquaTerra.com.

Tools and Technology: To help our clients simplify the management of increasingly complex outsourcing relationships, KPMG developed EquaSiis™, a set of tools built on Microsoft SharePoint that automate many of the administrative functions of outsourcing governance, and provide improved collaboration and decision-making analytics capabilities. We offer this technology to our clients as a part of our Managed Governance Services, which can reduce the administrative costs and improve the quality and availability of performance, financial and relationship data to our clients.

Our Lifecycle Approach:

KPMG views the provisioning of business services as an ongoing process of improvement that takes into account the dynamically changing capabilities of the supply markets hand-in-hand with the evolving business needs of our clients.

Our methodology is flexible and modular, and considers the size of the effort with each client’s internal capabilities and tolerance for risk. One size does not fit all.

KPMG Services



Functional Transformation: KPMG has deep functional transformation experience across the enterprise, with specialization in specific disciplines including:

- Finance and Accounting
- Information Technology
- Human Resources
- Supply Chain
- Procurement
- Real Estate and Facilities Management

Industry Depth: KPMG recognizes that when deep understanding of the business issues in a specific industry are factored into a service delivery model, our clients are capable of transforming more effectively and differentiating themselves against their peer groups and competitors. Our advisors not only bring sourcing and transformation knowledge to our clients, but also experience and insight into the industries we serve. With this depth, we are equipped to help our clients solve industry-specific challenges, move services up the value chain into industry specific processes, and navigate the regulatory and competitive environment.

Our industry depth includes:

- Banking, Financial Services and Insurance
- Pharmaceutical
- Healthcare
- Public Sector
- Energy
- Consumer, Food and Retail
- Manufacturing and Diversified Industrial
- Technology

KPMG Advisory

The extraordinary depth of our U.S. SSOA practice is supported by more than 138,000 partners and professionals from across KPMG International's global network of member firms.

Our leadership in shared services and outsourcing advisory is underpinned by one of the world's largest platforms for transformational advisory services, which covers three important areas: Management Consulting, Risk Consulting and Transactions and Restructuring. We bring these capabilities together with our Tax and Audit platform to provide our clients with a holistic range of services that can help create value while reducing complexity.

- KPMG's SSOA Practice by the numbers:
 - Advised contract value – \$300 billion+
 - % of the Fortune 100 served – 75 percent
 - Average experience of our advisors - 20 years
 - Transformation projects supported >2,000

Contact us

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