The Journey to Digital Transformation
We support our clients to drive the maximum value from their Digital transformation and Technology investments.

**Our Offerings**

- **Growing Innovation**
  - Digital transformation
  - IoT – Internet of things
  - Customer experience Mgt
  - Cognitive transformation
  - Distributed Ledger/Blockchain

- **Productivity & efficiency**
  - System Implementation & Architecture
  - Digital Labor
  - ERP System maximization

- **Security, Risk & Compliance**
  - Cyber Security
  - Business & technology resilience
  - Identity and Access management

**Data Governance & Management - Data Analytics**

- IT Governance- IT Service Management- TBM –Technology Business management
- Program and Project management
- Infrastructure – Cloud Computing – Outsourcing- Contract management

**Our Partners**

- SAP HANA
- IBM Watson
- Salesforce
- ServiceNow
- Archer
- Blue Prism
- Mastersaf
- AppTio
- Oracle
- Workday

**Our Structure**

- Global (CoE), Regional and Local teams – 300 IT Consultants

**Our Delivery Capabilities**

- Advisory
- Implementation
- Operation

**Global, Multilatinas and local clients**

- Industry oriented – Financial Services, Telecom, Energy and Natural Resources, Public Sector, Life Science and Consumer goods
| **Client challenge** | — To provide support for BTG Pactual bank and Petrobras International (PIBBV) in the JV set up to explore PIBBV African oil & gas assets. To the BTG Pactual, the operation represents a step in the generation of investment opportunities on the African continent and in the oil and gas segment, in line with the resource management investments growth strategy, as well as the continuous expansion and diversification of the portfolio of products available to their customers. |
| **KPMG response** | — The overall objective of KPMG’s services is to assist PO&G in the Transition Plan (Separation and JV blueprint) and its implementation.  
— In phase 1 the focus is on design (separation touch points, target operating model and governance), mainly delivered by a central team in Brazil. Deliverables: JV principles, Project governance model and reporting mechanism, Project Management Office established and operational, Workstream charters, Target Operating Model, list of main touch points and solutions, TSA/LTA schedules, JV governance, Organisation charts, Reserved Powers and Delegated Authorities (RPDA), Transition Plan, Project dashboard and Stakeholder mapping.  
— In phase 2 the plans initiated in phase 1 will be finalized and will involve resources in local countries in Africa and the Netherlands, besides the Brazilian team. Deliverables: Detailed separation and JV plans, Detailed JV operating model, Tax impact analysis of detailed JV operating model, JV Business Case, JV Budget, TSA and LTA’s finalized, Synergy case, Detailed JV organization, Detailed Stakeholder Management plan.  
— Phase 3 will focus on the actual implementation of the plans and will kick off in parallel with Phase 2, involving local resources in Africa. Deliverables: Execution of the Transition Plan, Tracking of progress and monitoring of risk, issues and costs, Organization build, Long term operational improvements plan. |
| **Benefits to client** | — Business enablement for value creation in the JV.  
— BTG Pactual – Expand its portfolio in Oil & Gas abroad.  
— Petrobras – Realize part of its divesture program.  
— Alignment of cultural differences between partners. |
## Client challenge

- Algar Tech has been operating in the market for more than 10 years providing business processes solutions: with a team of more than 10 thousand partners, nine thousand employees providing BPO, three Data Centers and three software factories.
- Asyst is a Brazilian multinational which specialised in Service Desk, leading the market throughout Latin America. The Company comprised a team of 2,500 collaborators and provide solution to more than 170 clients around the world.
- AlgarTech’ and Asyst's executives have experienced bad results in previous M&A transactions.

## KPMG response

- A KPMG aimed to provide a high performance team with experience in integration to support on the process and share integration good practices in the following departments: HR, Commercial, Operations, Logistics, Finance, IT and Processes.
- A KPMG assisted Algar Tech together with Asyst in all the integration milestones: definition of integration strategy, Preparation for Day 1, First 100 days on implementation.
- A KPMG contributed with the knowledge transfer of the methodology to support client in future acquisitions.

## Benefits to client

- Synergies captured for each department for the next three years, with a projected value of more than R$17 million (after stabilisation).
- Organisational and management model (organisational structure proposed), with the presentation of an estimated synergy.
- Integration methodology for future acquisitions
A global life sciences distribution company is facing the challenges of a changing healthcare environment and rapid expansion. To keep pace and preserve margins, they planned to build a COE for data and analytics to service the enterprise. KPMG designs and builds an advanced analytics center of excellence (COE).

In the first phase of the engagement, KPMG assisted the organization in the design of a target operating model for a global, enterprise advanced analytics COE. KPMG built processes to assist in organizational design, knowledge management, request processing, financial management, SLA reporting, program management, and use case execution.

Benefits to client

- **Start-up**
  - Launching advanced analytics COE
  - Building a community of D&A capabilities and resources
  - Supporting priority business units through delivery of use cases and ad hoc analytics project support
  - Hiring and establishing core advanced analytics COE resources
  - Building technology platforms
  - Examining strategic vendor relationships

- **Building scale**
  - Scaling in strategic areas:
    - Use cases
    - Technology
  - Resources
  - Enabling an expanded contingency of business units and functions
  - Aligning and integrating advanced analytics COE resources into business units
  - Solidifying strategic vendor relationships
  - Becoming a self-sustaining unit

- **Competitive advantage**
  - Recognition from business units in advanced analytics COE’s value
  - Robust pipeline of use cases from across the enterprise landscape
  - An established ecosystem leveraged for big-data insights
  - Attracting top D&A talent in the marketplace
KPMG provided a bio-medical client with insight into customer pain points using Natural Language Processing (NLP)

### Client challenge

A bio-medical client sought greater insight into their customer feedback mechanisms in order to understand the root cause of negative customer experiences. Existing customer service feedback was received over the phone and transcribed into a comment field by customer service representatives. Any action taken in response by the representative was also written into the same field. This created challenges for the client when undertaking text analysis.

KPMG was retained to aid the client in identifying salient themes of customer dissatisfaction, with the goal of improving service offerings and investing in solutions that would be of most value to their business.

### KPMG response

KPMG built a solution that leveraged NLP techniques to perform sentiment analysis on customer feedback.

Once Natural Language Processing had been applied, themes, and their causes were identified and visualized to provide additional business value (see Stage 3 to the right). The increased sophistication and intelligence of the analysis led to more meaningful outcomes and results.

### Benefits to client

KPMG’s approach enabled the client to identify the key reasons for customer dissatisfaction, allowing them to improve their service offering based on salient themes. With deeper insights into customer challenges, the client was able to prioritize which items would be ‘quick wins’ and provide most value to its customer base.

With the clear understanding of their customer service functions, the client was able to leverage the data science techniques and technology employed by KPMG to upgrade their entire organizational landscape and strive for self sustainability.
Long-term working capital forecast

KPMG builds long-term working capital forecast for a healthcare and life sciences (HCLS) distributor

**Client challenge**: A global healthcare life science distributor needed to refine its working capital scenario planning processes. The client previously used an Excel-based model to forecast aggregated long-term working capital requirements, without visibility to the data or ability to diagnose underlying product- and segment-level dynamics and root causes. The client had significant data limitations and forecast scenario planning was based on institutional memory instead of verified, granular actual data on accounts payable/receivable, inventory, net sales, and margin.

**KPMG response**: KPMG developed a three-phase approach:
- Scoped the forecasting process, verification of data availability, and high-level model and dashboard design
- Prototyped a data model and dashboards to illustrate future-state functionality
- Industrialized production-ready model/dashboards for long-term cyclic usage and iterative development

KPMG helped the client by:
- Framing an interactive dashboard with the client for navigating and diagnosing variances within granular, actual working capital data
- Providing recommendations for a target technical architecture to support ongoing use cases, with relevant considerations for performance requirements and data types/flows
- Building a prototype using the client’s newly installed big data and advanced analytics technology infrastructure, which included Hadoop, Hive, R, Oozie, and Tableau
- Industrializing and deploying the model within the client’s production environment

**Benefits to client**:
- Documented, enterprise-wide view of working capital drivers and measures, including clarified segmentation and aggregation rules, which previously had not been established
- Automated, efficient, and scalable procurement and transformation of forecasting data for FP&A stakeholders, allowing them to invest more time in scenario/event-level planning
- Enhanced visibility into events and trends to better understand working capital needs and root cause drivers and to enable early identification of irregularities or patterns to enable corrective action
- Improved ability to predict working capital needs through diagnostic variance analysis, driver-based forecasting, and enhanced scenario planning, driving effective capital deployment and shareholder value
# Private Equity Lens

**KPMG deploys the Private Equity Lens methodology for a global pharmaceutical company**

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| KPMG was engaged by the leadership of GenMed Development to conduct an unconstrained outside-in assessment of the GenMed Pharma Development organization | KPMG deployed the Private Equity Lens methodology to rapidly gain an understanding of the organization and identify hypotheses for productivity improvement which were initially quantified and tested with management. The diagnostic phase identified cost savings opportunities across four key themes: inefficiencies at program level, return on investment across portfolio, tactical improvements, and operating model interfaces and governance. These were reviewed by the GDLT and progressed into a second ‘deep dive’ phase to identify solutions which were then taken into a third phase to install and implement solutions for improvement. | --- The initial diagnostic phase identified cost saving opportunities of $327 million to $614 million.  
--- 11 practical recommendations were developed to unlock part of that value across the four themes; six of these recommendations were actioned and developed or implemented within approximately 12 weeks.  
--- Further phases are ongoing to deliver additional workstreams that start to look at cross-divisional opportunities. |
## Client challenge
A global service provider company is facing the challenge to increase productivity and reduce manual work. The invoicing process was selected as a pilot due to the impact on cash flow and client relationship.

## KPMG response
After the evaluation phase, it was selected to issue invoices, generate and merge the banking document to pay, and send and follow-up the documents to the client.

In the first phase of the engagement, KPMG proof the tools and developed a PoC – Proof of Concept in the client environment. KPMG propose the redesign of the process, select the best tool based on the architecture of the environment and development a Bot to support the new process.

## Benefits to client
- Reduce significantly the time of the issue the invoices and banking documents
- Avoid any print paperwork – two sheets for each invoice
- Avoid all scanning process
- Organize the documents automatically
- Prepare the follow-up process automatically