

Governance Advisory Services

Governance Advisory Services



A comprehensive set of governance advisory services that maximize the efficiency and effectiveness of an outsourcing engagement no matter where you are in the outsourcing lifecycle – from strategy to optimization

An organization that is not outsourcing some major function or element of its business in today's business climate is a rarity. At the same time, many companies are still making major missteps by neglecting to properly govern their service provider relationships.

Outsourcing is a complex journey that requires meticulous planning, solution definition, rigorous implementation and optimization to attain real value...every step of the way. In fact, much of this process and rigor is governance. Governance should not be an afterthought prolonged until after the agreement is up and running. Instead, it should be factored into every phase of the outsourcing lifecycle. Those who understand this typically experience successful, long-lasting outsourcing relationships that achieve their desired business outcomes and ROI.

Achieve Your Outsourcing Goals with KPMG's Comprehensive Governance Advisory Offering

KPMG's Governance Advisory offering caters to your unique situation and focuses on delivering against your desired business outcomes, no matter where you are in the outsourcing lifecycle. It includes four specific offerings, including: Preparing for Success, Transition Support, Management of the Outsourcing Portfolio, and Outsourcing HealthChecks.

Preparing for Success

KPMG helps clients prepare for outsourcing by establishing an overall framework and structure to be used in governing the relationship – more specifically, one that aligns with the organization's needs and culture. Upon the contract signing, KPMG's Preparing for Success services ensures clients hit

the ground running and don't waste time. KPMG's solid approach prepares clients for success by helping them to find the right balance between mitigating risks and realizing value from their outsourcing relationships. It involves establishing the right organization, including roles and authorities, governance processes and data and analytics to effectively oversee the relationship and make recommendations on enabling technology for the governance work, such as:

- Defining escalation paths
- Establishing effective communication channels

Governance Advisory is one of three complementary offerings available within KPMG's Services Portfolio Management competency.



Transition Support

Once the outsourcing solution is designed and the negotiations and contract are complete, clients enter the transition phase of the outsourcing engagement. Depending on the size of the engagement and the number of service providers involved, this can be a complex and high-risk phase. While the service provider is responsible for the transition of services and processes into their environment, the client remains accountable for the overall success of the program. KPMG's Transition Support services help clients prepare for the transition and alleviate much of the risk involved by setting up a Transition Program Management Office that coordinates all transition-related tasks across the service provider and client. When necessary, KPMG can also serve as an interim governance organization and assist clients with change management and communications.

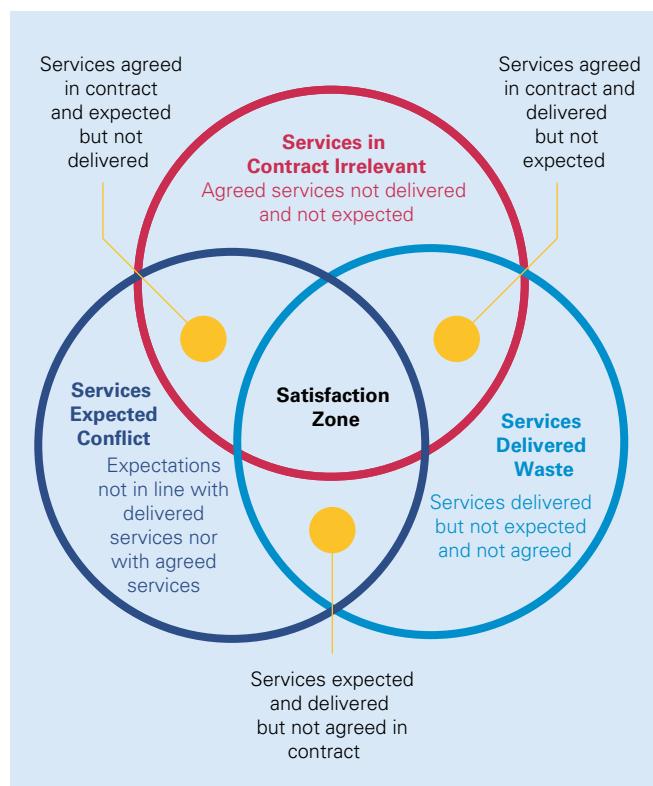
Management of the Outsourcing Portfolio

KPMG provides expertise to clients with multiple providers, either within a specific function or enterprise wide, by helping them develop and implement a portfolio management approach that delivers value. The framework is scalable and customized to reflect the risk profiles associated with each provider relationship. KPMG recognizes that each provider relationship is different and specific to the services being delivered and the chosen delivery model (i.e., outsourcing, shared services, captives, etc.), and therefore, there is no one-size-fits-all solution. KPMG works with clients to understand the nuances of their service delivery portfolio and develop a practical program to ensure that an appropriate and scalable governance framework is in place to deliver the business benefits of the portfolio.

Outsourcing HealthChecks

Having helped numerous clients in similar situations, KPMG sees first-hand the common disconnect between client expectations and service provider delivery. And if left unaddressed, even the smallest of issues can lead to unrealized ROI and rapid deterioration of the relationship.

KPMG's Outsourcing HealthChecks provide a mid-term review of the outsourcing relationship to drive alignment and take the relationship to the next level of performance. While participation from both the client and service provider is critical to success, KPMG's ability to review the relationship as an experienced, unbiased third-party is invaluable. KPMG's Outsourcing HealthChecks leverage its methodology to assess and compare those services that are agreed upon, expected and delivered in order to determine key areas for improvement (as illustrated here).



Contact

KPMG AG

Badenerstrasse 172
PO Box
8036 Zurich

kpmg.ch

Ulrich Amberg

Partner,
Head of Consulting
+41 58 249 62 62
uamberg@kpmg.com

Chinmay Nair

Director, Consulting
Head of Shared Services & Outsourcing
+41 58 249 54 66
chinmaynair@kpmg.com

The information contained herein is of a general nature and is not intended to address the circumstances of any particular individual or entity. Although we endeavor to provide accurate and timely information, there can be no guarantee that such information is accurate as of the date it is received, or that it will continue to be accurate in the future. No one should act on such information without appropriate professional advice after a thorough examination of the particular situation.

©2016 KPMG AG is a subsidiary of KPMG Holding AG, which is a member of the KPMG network of independent firms affiliated with KPMG International Cooperative ("KPMG International"), a Swiss legal entity. All rights reserved.