



# Shape your future

**Connected. Powered. Trusted.**

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# Shape your future

We are facing a period of huge change and uncertainty. The COVID-19 pandemic will have long-lasting impacts across all industries.

Organizations know they need to reinvent themselves to thrive in the new reality but what to do first — and how to do it — are not so clear.

We have been looking to the future and working with clients to determine how their industry sector, business functions, global markets and digital capabilities are going to change. We have also developed practical and viable ways to lead things forward. The result is a systematic accumulation of insights, tools and solutions that provide detailed routes to agility, resilience and profitable growth.

It turns out that, for all the uncertainty and ambiguity, there may be an optimum shape for your organization to deliver sustainable growth and success. We even know broadly what it looks like.

We can provide thought-leading insights into the future, and we can show you what works for other people, and what doesn't. Together we can draw up an actionable roadmap to execute a progressive and risk-enhanced transformation journey based on your priorities and opportunities.

We know the future will be very different, which is why we need to start shaping it today.

## We start by helping you ask the right questions...

01

Is our business prepared to respond effectively and adapt to unforeseen disruptions?

02

Is our business prepared to meet evolving customer expectations?

03

Are we leveraging the latest advances in technology to aid remote collaboration, segment crucial suppliers, and leverage predictive data?

04

Is every part of our business wired for digital success?

05

How do our skills map to the workforce of the future?

06

Have we built stakeholder trust across our business?

07

How do we position ourselves to gain competitive advantage and succeed in the new reality?

08

How do we unlock valuable insights from our data?

09

Can automation solve our regulatory challenges?



# Mobilize your business to own your future

**If you were building a future-ready business from first principles**, you would build stronger connections between customers and experiences, talent and technology, data and decision-making, inputs and outcomes.

**If you could step beyond legacy and convention to explore the art of the possible**, you would exploit the power of technology, unique insights and artificial intelligence to enhance effectiveness, efficiency and agility — ultimately driving high performance.

**If you wanted to thrive and grow in a world that is volatile, uncertain, complex and ambiguous**, you would build active risk optimization into everything you do, inspiring consumer trust while building a solid platform for continuous, confident and commercial innovation.

**If you could do this as it ought to be done**, ideas of connection, empowerment and trust must surely guide your journey to potentially yield twice the impact for your business.<sup>1</sup>



**Rebuild your business around your customers to create a borderless organization, where people, data and technology interact for new levels of productivity and value creation.**

**Harness the latest technologies, leading business practices and tested solutions for a smarter, faster path to nimble, scalable business functions and the right operating model.**

**Embed a balanced approach to risk and regulation into your transformation journey, securing the stakeholder confidence that enables responsible growth, bold innovation and high performance.**

<sup>1</sup> Moderate or significant investment in all eight capabilities of a connected enterprise, a commissioned study conducted by Forrester Consulting on behalf of KPMG, 2018–2020

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**Connected.**

# Connect the dots, double the impact

Today's customers are better informed and more demanding than ever before. Markets are unstable with continuing disruption and upstart challenges to the accepted order. Sustainable growth in a digital world depends on a new order of customer-centricity. Processes are aligned across all functions. And technology, talent and external partners work together to meet customers, effectively and profitably, on their own terms.

The future is about breaking down silos and getting connected. KPMG defines eight clear capabilities of a connected enterprise. Independent validation<sup>2</sup> confirms that organizations who invest purposefully in these areas are twice as likely to meet customer expectations, achieve their business objectives and deliver return on their digital investment.

Each of the [eight capabilities](#) is, intuitively, a good thing to achieve in its own right, but put them together and you supercharge the impact of transformation. KPMG Connected Enterprise provides cutting-edge sector insights, maturity diagnostics, sector blueprints and target operating models to support an accelerated transformation journey. Driving progress against every one of the eight capabilities, we can guide you on where and how to begin your journey and provide all the support you need to get there.

In this new reality, every element is focused on delivering the intentional customer experience, nothing is wasted and new sources of value are dragged to the surface. Deep insights support the decision-making that shapes disruptive innovation. Advances in technology align customer and employee experiences,

combining automation with human judgement, machine learning and empathy. And every investment is calibrated to deliver the right customer experience, profitably.

The bottom line of connected thinking is shared interest: everybody benefits from a virtuous circle of value creation — from customers and colleagues, to the wider ecosystem of stakeholders, partners and communities. KPMG Connected Enterprise harnesses the power of digital technology, accelerates value and builds trust to help achieve what matters most to you.

Connect  
your business.  
For 2x the  
impact.

<sup>2</sup> 1,299 professionals involved with customer-centric strategy decisions

Source: A commissioned study conducted by Forrester Consulting on behalf of KPMG, September 2018

**Powered.**

# Power your business, accelerate value

So you want to make your organization agile, efficient and future-ready. How do you accelerate and sidestep the creaking, patched legacy and transform your business functions? This is a big question for business leaders. While 96 percent of companies are focused on transformation, 83 percent of executives are not confident their businesses can build and manage a new operating model.<sup>3</sup>

The answer is to use the power of cloud computing to break down barriers, increase agility and deliver step changes in performance and efficiency. This is not about recreating legacy systems on someone else's servers. Cloud is a foundational technology that supports other breakthrough capabilities, from predictive analytics to artificial intelligence and machine learning. The path to a digital operating model is attainable.

We can offer a faster start to your functional transformation by helping you envision the future of your business and implement the art of the possible: a formidable combination of leading practices and processes, tested solutions, a next-generation delivery framework and active, practical support for future upgrades and continuing evolution. Preconfigured blueprints, service delivery models, master data management and tools which have been proven in businesses like yours can be precisely tuned and customized to your strategy, culture and business context.

KPMG Powered Enterprise is available for the full range of functions and technology platforms. In fact, KPMG has strategic alliances with the world's leading cloud providers, from Coupa, Microsoft and Oracle, to ServiceNow and Workday. So no matter what functions you're transforming, we can help you integrate systems across the front, middle and back offices.

With KPMG Powered Enterprise, you can use and share data in new ways, foster collaboration and support seamless commerce. This is the new plumbing and wiring for a truly customer-centric, connected enterprise. Our solutions also enable your workforce transformation: a confident, accelerated journey to a new operating model with new value. It will harness the best technology and business thinking available, but shaped entirely by your own objectives and priorities.

<sup>3</sup> Agile or irrelevant: Global CEO Outlook, KPMG, 2019



**Trusted.**

# Earn the trust, grow with confidence

When you earn and deserve the trust of all your stakeholders, you create a solid platform for responsible growth, confident decision-making, bolder innovation and sustainable advances in performance efficiency.

Companies are in a volatile world where the threats are multiplying and interacting in complex ways. Digital cause-and-effect means that one bad thing invariably leads to another and leaders feel that the sky is always about to fall on their head. What are CEOs saying? That their three big areas for action are sustainability, digital and trust.

At KPMG, we feel a good deal more positive and optimistic about the future. We look at risk and regulation from a new perspective: It's not just your business that's under threat, but everyone involved with your organization — from customers and employees to regulators to activist investors — also has skin in the game. So if you earn (and continue to deserve) the trust of all those stakeholders, they give you the license and permission to succeed.

This is the Trusted imperative, which defines a new and dynamic approach to risk and regulation for a digital era. When threats to growth range from regulatory change to climate change, from disruptive technology to cyber-attacks, we help you to anticipate, embrace and balance risk, while focusing your attention on the business

outcomes and strategic priorities that matter most to you. You can also bounce back faster from the random and the unpredictable and become more assured in your decisions. This is how you secure a future that is successful and sustainable.

Combining deep skills in risk and regulation with advanced technology and change expertise, KPMG professionals will work alongside you to address risks in an uncertain world. But there is more to this than a safe pair of hands. We also bring the strategic vision and technical edge to help you earn and deserve the trust of all your stakeholders. And that is the ultimate key to responsible growth, bold innovation and sustainable advances in performance and efficiency.

KPMG works with  
**84%** **Fortune 500**  
**companies**  
across the world

Annual revenues  
in excess of  
**\$29b**

We have over  
**200,000**  
people in over  
**146 countries and territories**  
across the world.



We are a major investor in talent  
through good times and hard, and we  
also channel around

**\$1b** into **innovative services,**  
**new technologies** and  
**focused acquisitions**  
every year.

We partner with local schools and communities  
to help eradicate illiteracy, distributing  
**over five million new books**  
to low-income children across more than

**100 communities**  
**across the globe.**

Invest more than

**\$115 million**

in local communities

But none of this really  
explains what makes  
us different.

**So why should  
you be working  
with KPMG?**

# Five reasons to work with KPMG

## We deliver the results that matter

KPMG is agile and versatile, working with you from strategy and design to implementation, improvement and governance. Everything we know and everything we can do is there to meet your challenges, optimize your business and help you solve your problems. This is why, if we do the work, we deliver the value.

## We know how your business works

Our deep sector knowledge embraces both current trends and tomorrow's challenges, so we understand the pressures you face. We also have the knowledge and experience to help you lead through them. We work with you to become future-ready and earn the trust of your stakeholders at every turn.

## We know how to get things done

If you embrace a new business model, there will be implications across your organization. When you change the way you run key functions, you need to think about the impact on people, as well as processes, tax and technology. It's about joining the dots and covering the bases. Because our consultants know how business works, we also know how to put the right skills in the room to help manage the risks and accelerate the value of everything we do.

## We get the best out of technology

Virtually every business problem has a digital solution. World-class technology must be an enabler of your strategy — there is no point in migrating to the cloud if you replicate all the failings of your legacy systems on somebody else's servers. That's why we combine the business, industry and technical expertise of KPMG professionals — along with our powerful alliances with leading cloud providers — to deliver innovative solutions that helps your people get the most from technology.

## We are on your side, all the way

The decisive reason to work with us is the quality and commitment of the people we can put on your team. Our job satisfaction and professional fulfillment come from creating value, inspiring trust and building performance for our clients. And all our people share the same overarching goal: to make a difference today while making the world a better place for future generations.

# Legacy products to legacy-building platforms

- **We deliver the results that matter**
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Big changes in consumer behavior challenge a century-old baking business to explore a digital future. Together we settle down to rebuild processes, skills and partnerships around benefits to their customers — artisan bakers with their own businesses to run. A cost-takeout exercise helps pay the way for the launch of a new digital business platform that offers on-demand services and support for the hard-working bakers of America. Leveraging **KPMG Connected Enterprise** framework, together we helped a legend of the bakery world have its recipe for success in the digital era.

**Could you rebuild your business around your customers?**



# Breaking news to breaking down barriers

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We work with a leading news broadcaster to bring the finance, HR and supply chain functions up to industry-leading standards with the speed and insight of **KPMG Powered Enterprise**. Then we provide the agile, business-led managed services to keep them there. Powered Evolution means minimum disruption and maximum performance. Ongoing business advancements occur as they happen. And the flexibility to ramp services up and down at will, as the business pursues an ambitious acquisition strategy. It's a rolling good-news story for today and tomorrow.

**How will you keep your business functions ahead of the progress curve?**

# Cyber attacks to cyber resilience

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A spike in cyber attacks at a top financial institution threatens consumer confidence and market share. We built a new kind of **fraud risk platform** that integrates open-source libraries and big-data platforms with client-specific machine learning tools. Analyzing a billion data records a week, forensic and predictive capabilities improve with every play, recognizing attack patterns, frustrating the criminals and building the trust that drives customer loyalty. And that cyber resilience also provides the foundation for trusted innovation and growth.

**Does the integrity of your data inspire consumer confidence?**

# Customer service to customer satisfaction

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A leading wireless carrier senses a mismatch between contact-center investment and customer satisfaction ratings. Deep-dive analysis shows a fragmented organization and inconsistent processes.

But **connected thinking**, supported by deep analytics and advanced machine learning, could change the game for employees, as well as the customers they serve. We design the roadmap and make the journey, from vision to mobilization and value realization. Now personalized, intentional experiences are creating value for customers and company alike.

**Could robots help your people function at a higher level?**

# False alarms to trusted on sanctions

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A global financial institution invested heavily in software to identify payments that broke international sanctions. But 95 percent of alerts turned out to be false alarms.

KPMG built a **self-learning algorithm** using open-source software that was able to eliminate 80 percent of the false alarms. As a result the bank cut its monitoring costs by 25 percent, and the average time to review transactions massively improved.

By using open-source code, auditors and regulators were able to see how decisions were made. As trust grew with the customers and regulators in the fight against organized crime, drug trafficking, terrorism and corruption became a good deal more effective.

**Are your operations trusted by your key stakeholders?**

# Acquisition strategy to acquisition savings

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We work with a global industrial transportation business on a fundamental operational performance improvement program. The aim is to improve profitability after a long period of acquisition and diversification. KPMG helped drive a **data-driven transformation** that streamlined areas of the business, from procurement to pricing, to technology management and tax. Then a deeper, analytical dig into the data releases hidden pockets of value. An all-out assault on inefficiency delivered nearly 20 percent improvement in earnings before interest, tax, depreciation and amortization (EBITDA) in year one. And the business is ready to grow again.

**Are you making the most of the data flowing through your business?**

# Do we have something in your size?

We can help you change your entire business model, disrupt your sector and leap ahead of the competition. But if you simply want to focus on solving a particular business issue, we can help with that too. The opportunities are everywhere: we can work with you to own the technology agenda, manage the risk, deliver the results and drive the value.

Connected thinking applies a concerted, integrated approach to enterprise-wide digital transformation. The consulting capability that makes this possible has to draw on a very wide spectrum of skills, services and solutions. It's that depth and breadth which enable us to assemble purpose-led, multidisciplinary teams for virtually any set of client circumstances. But every one of those consulting capabilities is available as a standalone service for any challenge you might need to address.

With a wide-ranging strategic model like this, you might notice there are certain parallels with the eight capabilities of the Connected Enterprise. This is a very big, global shop. That doesn't mean you have to buy everything we've got — but it does mean we probably have what you need.

Our functional, technical and professional experience is complemented by deep sector knowledge in all the major industries. This is why we can always field people who know your challenges and identify with your priorities. It's not just about consulting, either. Our colleagues in other disciplines, from tax and risk to mergers and acquisitions, can help provide the 360 degree business view that picks up the unexpected consequences and collateral implications of business change.

Of course, all of the above assumes you know what needs to be done — and you might not. If you simply want to start with a chat about how things are going, that's okay too.

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## What do you need to get done?

Harness the power of digital transformation

Engage with your customers on their terms

Navigate the shifts and complexities of regulatory change

Bring people and technology together to outperform in your market

Secure stakeholder trust

Accelerate value at deal speed with mergers and acquisitions

**... KPMG advisory can help with that.**

# Deeper insight delivers customized solutions



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The speed of change calls for different and deeper forms of collaboration that go beyond the conventional consultant/client relationship.

We constantly explore new ways of working together, new permutations of talent, new perspectives on trending topics, so we can push past accepted wisdom and deliver genuinely ground-breaking answers to the big questions. We understand how to design a single roadmap for broad business improvement that incorporates how to get the best out of technology for your clients, your workforce and your business.

### KPMG Ignition

A global network of more than 25 innovative spaces, KPMG Ignition Centers facilitate new ways of working with one another and our clients. Our centers help us compete for the new types of talent required by 21st century enterprises and serve as a space to collaborate and demonstrate our most innovative solutions.

### KPMG Lighthouse

Our global center of excellence for data-driven technologies provides concentrated expertise, from data & analytics to intelligent automation and artificial intelligence. A network of 12,500 experts, including 1,700 specialist data scientists and engineers, support around 7,000 client engagements every year, accelerating the insight-led innovation that fuels so many successful transformation journeys.

### KPMG Ignite

Our wide-ranging portfolio of artificial intelligence capabilities includes domain experience, integrated open source tools and KPMG-developed IP, frameworks and patterns. Consuming and processing diverse data components from a range of sources, the platform applies AI-based automation patterns to create intelligent workflows to solve business problems more efficiently. Current applications include cognitive contract management, customer interaction analytics, and virtual assistants and chat-bots.

### KPMG Alliances

KPMG has strategic alliances with some of the world's leading technology, data and services providers. Combining the capabilities of these companies with the deep functional, industry and technical expertise of KPMG professionals, we deliver innovative, secure and scalable solutions that are built with the latest technology.

### KPMG Signals Repository

The universe of data is growing at an exponential rate, and AI, cognitive and predictive systems are hungry for data. KPMG Signals Repository is the listening and scoring platform that continuously harvests tens of thousands of signals of traditional and non-traditional data from public and private sources to give clients an edge in their decision-making.



# You light up our world

**“We have what is known in the trade as a ‘deep bench.’ As well as fielding exactly the right mix of skills, we can pick a team that offers a good fit with your own culture and world view. Whatever you do with KPMG, you will be working with people who understand your business and identify with your issues.”**

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In the real world, business problems don't readily fall into convenient boxes like 'technology' or 'talent.' So what if we become part of your story? How does our capability line up with your needs?

Imagine for a moment that your challenges are represented by the lights in a building. Our broad capabilities will light up a different combination of windows, scaling to meet your needs. In fact, one of the key strengths of KPMG's consulting teams is the ability to put the right skills together quickly to match your specific circumstances.

Our consulting teams are organized across the world to meet client priorities. The capability is global and multi-faceted, but the delivery is agile, local and specific: the size and scope of our network gives us the power and reach to engage with the biggest issues

facing the global business community, but the true value is felt at a human level. We have what is known in the trade as a 'deep bench.' As well as fielding exactly the right mix of skills, we can pick a team that offers a good fit with your own culture and world view. Whatever you do with KPMG, you will be working with people who understand your business and identify with your issues.

Our focus on results breeds a down-to-earth consulting approach based on shoulder-to-shoulder collaboration. We can identify your priorities and see tangible value in the relationships that we build together. Trust irons out the bumps in the road. Trust helps us deal with difficult, submerged issues, quickly and effectively, before they become a barrier to progress. Trust means you know we are with you for the long game, delivering what we promise — by outcome as well as input.



# This is how the future works

Whatever you are doing today, there is increasing pressure to do it better tomorrow.

But if the future is full of challenges and uncertainties, that's where all of the opportunities are, too.

The destinations are many. And the dynamics around trends, disruptors and technologies are never ending.

Technology makes all kinds of things possible, but **possible** does not always equal profitable.

Transformation is a mindset. Agility is a currency. Resilience is an asset. Trust is your edge.

We help you prioritize for impact — mobilizing your workforce from point-solutions to business model changes.

Together we can take you beyond the hype, weave together a roadmap and accelerate results.

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Let's work together to  
shape your vision of  
the future — and then  
make it happen.

**Connected.**  
**Powered.**  
**Trusted.**

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There is much more about KPMG, digital transformation and the making of the future enterprise on our website at **[home.kpmg/cpt](https://home.kpmg/cpt)**

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