KPMG offers a wide range of services that can help Apptio’s customer executives improve the value they receive from their TBM initiatives and investments. These services are built upon KPMG’s long-standing experience with TBM and our extended capabilities with Apptio.

5 Key KPMG Services That Help Apptio Customers Achieve TBM Excellence

**TBM Readiness Assessment**
Setting the table for a successful journey is one of the highest value investments an organization can make. Experience has shown that businesses explicitly addressing specific elements in their TBM journey derive more value faster and have greater sustained success.

KPMG helps clients assess their readiness to ratchet up their TBM capabilities, against known leading practices, and identify specific actions for success that can be built into their TBM implementation plans.

**TBM Optimization**
Implementing a TBM solution is only part of the journey. Yet, many businesses’ plans and actions fall short in addressing important elements of a successful TBM program, leaving them frustrated and questioning the value of their TBM initiatives.

KPMG helps clients prioritize their TBM program and drive actions needed to maximize business results, accelerate the time-to-value, and where needed, get a stalled program back on track.

**IT Portfolio Management**
Today’s IT executive must effectively manage complex and often interrelated sets of projects, applications, technologies, and service providers. Successful management of these portfolios, their interdependencies, and alignment with business needs are essential for effective IT cost optimization.

KPMG’s IT portfolio management service helps clients link business demand to streamlined investment governance to develop meaningful portfolio views and create a common platform to maximize business value of the IT estate.

**IT Cost Takeout**
A TBM solution typically offers businesses a fast path to IT financial transparency. But few businesses are satisfied with the short-term money-saving opportunities readily identified in the early days of transparency. Sustainable savings are highly desired, but often elusive.

KPMG has adapted our proprietary Sustainable Value Improvement (SVI) approach to IT. We call it SVI4IT. Initially built to help private equity firms quickly build and test hypotheses for cost optimization as part of deal planning, SVI4IT helps clients identify ways to sustainably optimize IT costs against business value using similar techniques.

**IT Financial Engineering**
As an accelerator to better insight and decision-making, TBM is a powerful enabler to both IT and Finance. Once transparency is achieved, the integration of TBM principles into finance, accounting, product management, and contracting is critical. Many organizations struggle to create a meaningful link between the IT and Finance functions, often overlooking considerations such as tax, regulatory, and accounting implications of IT decisions.

KPMG’s IT financial engineering service helps client executives apply leading practices and approach IT investment holistically. We help clients factor insights into tax, product pricing, showback and recovery models, cost allocation techniques, accounting treatments, and contracting impacts while incorporating IT financial process leading practices early in the product management life cycle.

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**KPMG Survey: IT Value Dominates the CIO Agenda**

“CIOs put IT value and their ability to better react to changing market conditions by using IT, highest on their agenda for the coming years. Eighty percent of respondents put this in the top three of the most important trends. IT value was followed by cost optimization (62 percent), portfolio management (52 percent), and risk and compliance (56 percent)…CIOs rarely mentioned any other major trends themselves.”

Survey responses from 450 CIOs in “From Cost to Value, 2010 Global Survey on the CIO Agenda,” KPMG 2011

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**TBM Journey – Pathway to IT Value Optimization**

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<th>TBM Optimization Domains</th>
<th>Stages in the TBM Journey</th>
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Managing the TBM Journey & Realizing the Value

- Value Measurement and Management
- Organization & Behavioral Change Management
- Program and Risk Management
Client opportunity: On the journey toward Technology Business Management (TBM) maturity, IT, Finance and the business increasingly interact creating more transparency and credibility for all parties. Accelerating progress along the maturity curve to focus on the highest value opportunities is of critical importance for many organizations and may help fund the journey.

Challenge: A variety of factors can impact a company from realizing the TBM outcomes desired. Change management issues, model complexity or completeness, competency development, shifting priorities, and executive sponsorship.

KPMG’s TBM practice can help clients to identify specific interventions to achieve and sustain the goals and objectives of their TBM program. Recognizing that every organization is in a different place on their journey, we seek to address the technical, process and competency agendas. Our end-to-end services help clients make change stick by focusing on the business outcomes that are driving their unique case for change:

- Properly position the TBM transformation in the C-suite
- Prioritize business outcomes requiring interventions (e.g., consumption management, cost takeout, benefits management)
- Train and develop internal resources to sustain the TBM maturity journey
- Optionally provide TBM Managed Services

Approach

KPMG TBM Optimization Services are designed to accelerate and maximize the return on the transformation journey. Our approach focuses on barriers preventing achievement of specific business outcomes

- Reaffirm client’s TBM desired outcomes and case for change
- Diagnostic approach rapidly assesses current data, allocation strategies, available tools, processes, organizational structure and timing
- Tailored optimization plan targeting highest value interventions
- Sustainability through knowledge transfer, benefits realization monitoring and available managed services

Outputs

Our built-for-purpose plan is architected to address obstructions preventing specific business objectives. Our recommendations will weigh risk, cost and complexity

- TBM Journey Scorecard
- Tailored Optimization Plan
- Operating Model
- TBM Diagnostic Recommendations

Related Offerings

- Sustainable Value Improvement for IT: KPMG’s tested method to quickly gain control over cost and investments using Apptio as an accelerator
- Advanced Apptio model development: Maturing model complexity through the introduction of new data sources, business rules, or reporting requirements
- Organizational change management: KPMG’s leading methods and tools are designed to help clients successfully adapt to complex change

Representative Engagements

- TBM diagnostic services for a large financial services client and large Power Generation and Distribution client
- TBM implementation services for a large telecommunication client and global food and beverage client
- On-shore and off-shore TBM Center of Excellence resource services

Some of the services described herein may not be permissible for KPMG audit clients and their affiliates.