Transforming cultures and business models creatively and collectively
Moving from experience to operations, emphasizing the client need to connect front to back offices

1st transformation wave: Digital First

2nd transformation wave: Digital Operations

Next wave: Efficient Execution

Digital Customer Engagement
Digital Marketing
Mobile

KPMG Connected (end-to-end) Enterprise

Break-down silos between customers’ digital and offline engagements, and between functions

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How do we define Digital Transformation?

“Digital transformation is a new business transformation paradigm that leverages cutting-edge technologies to design and implement a customer-centric operating model”
Our Vision

“To be a leading Digital Transformation service provider in the region”

Our Mission

Our mission transcends from KPMG’s core values. We are committed to build and maintain our clients’ Trust by delivering at the highest Quality, with Consistency, while upholding the highest level of Accountability.
Our Motto

“Transforming cultures and business models creatively and collectively”

Digital Innovation
- Using digital tools for organizational innovation

Business Models
- Adoption of agile structures, governance and working practices

Culture
- Incepting the agile mindset and culture in the Digital Era

Digital Transformation
Our Digital Transformation Framework

KPMG’s Connected Enterprise Framework creates a customer-centered organizational alignment with eight capabilities that connect the front, middle and back-office of an organization; thereby excelling in the delivery of the customer promise.
Our Accolades

**Leader in Digital Transformation and Systems Integration**
KPMG has been recognized as a leader in Digital Transformation Consulting and Systems Integration Services published by IDC, 2018

**Leader in Business Transformation**
KPMG has been recognized as one of the world’s top consultancies in "The Forrester Wave™: Business Transformation Consultancies, 2017"

**Leader in Customer Advisory Services**
KPMG has been positioned as leader of Customer Services Consulting in the new ALM Vanguard report, 2018

**Leader in Data & Analytics**
KPMG is positioned as a Leader in Gartner’s Magic Quadrant for Data and Analytics Service Providers, Worldwide, 2018
KPMG offers 8 comprehensive solutions covering all aspects of Digital Transformation, which cater both the public and private sectors’ needs.

- Digital Strategy
- Emerging Technologies
- Digital Platform Architectures
- Digital Readiness & Maturity Assessment
- Digital Innovation
- Digital Ecosystem
- Digital Operations
- Digital Policies & Regulations
Digital Transformation Solutions Description

1. **Digital Strategy**
   We assess our clients’ business strategy and digital capabilities based on best practices; perform gap analysis; work with them to develop their digital vision; and design a strategy that will help them digitally transform their businesses. Our solution also includes strategy activation plan and execution.

2. **Digital Readiness & Maturity Assessment**
   We work closely with our clients to assess their digital capabilities and maturity level, compared to the sector’s and to best practices, so as to identify their readiness for implementing Digital Transformation.

3. **Digital Ecosystem**
   We help our clients find, set up and govern the partnerships needed to form their digital ecosystem. Partnerships include startups, tech providers, and other entities that make them become a digital pioneer.

4. **Emerging Technologies**
   We advise our clients on the best-fit emerging technologies (e.g., AI, ML, Cloud, Blockchain, RPA, VR/AR), and devise a strategy that helps them digitally transform their businesses based on their digital needs and aspirations.

5. **Digital Operations**
   We develop everything needed to successfully set up and operate a digital organization from infrastructure and business requirements, to processes, procedures, org structure, and performance management.

6. **Digital Platform Architectures**
   We help our clients design and choose the right technical architecture and components to realize their digital goals in a cost effective and performant manner.

7. **Digital Innovation**
   We conduct design thinking and innovation workshops at KPMG’s Insights Center, and work side-by-side with our clients to help them innovate in their digital services and offerings.

8. **Digital Policies & Regulations**
   We work closely with governments and organizations to define their digital policy framework, based on international standards and best practices, which will enable the execution of digital transformation.
Digital Strategy

Description

We assess our clients’ business strategy and digital capabilities based on best practices; perform gap analysis; work with them to develop their digital vision; and design a strategy that will help them digitally transform their businesses. Our solution also includes strategy activation plan and execution.

Approach & Methodologies

We employ a solid digital strategy development framework...

...along with robust activation and implantation plans

Key credentials

Central Governmental ICT Entity
National Digital Transformation & Innovation Program
- KPMG performed a strategic study into the creation of a National Digital Transformation & Innovation Program.

Central Governmental ICT Entity
National Digital Transformation Strategy Update
- KPMG updated the national digital transformation strategy in KSA across all sectors and industries.

One of the Largest Development Financial Institutions in KSA
- Based on gap analysis and market learnings, KPMG developed the bank’s mission, vision, and strategic objectives.

Central Governmental Housing Entity
Digital Transformation Strategy
- KPMG developed a digital strategy and a roadmap for strategy implementation.

A federal pension & social security organization
Digital Transformation Strategy
- KPMG formulated a digital transformation strategy across the dimensions of business aimed at defining a scalable, flexible and efficient operating model.

Leading European Energy Company
Digital Transformation
- Power & utilities
- Digital strategy and a roadmap towards a digital future
We work closely with our clients to assess their digital capabilities and maturity level, compared to the sector’s and to best practices, so as to identify their readiness for implementing Digital Transformation.

With our wide array of digital assessment methodologies, we help our clients understand their position and maturity within their given field of play. ... and conduct evidence based analyses based on strong benchmark data to set the most suitable course of action.

Key credentials:

- Key Retail Council
- Digital Plan & Roadmap

KPMG developed actionable plans to increase the digital maturity, awareness, and usage of digital technologies.
We help our clients find, set up and govern the partnerships needed to form their digital ecosystem. Partnerships include startups, tech providers, and other entities that make them become a digital pioneer.

Our digital ecosystem service has a strong focus on creating added value using our KPMG digital toolbox…

…and draws from our vast network of strategic partnerships to deliver the best services to our clients.

Central Governmental ICT Entity

Governance of ICT Government Owned Enterprises (GOE)
- Public Sector

KPMG performed a strategic study into the governance of ICT government owned enterprises, including ICT policies and SME enablement.

A large semi-government enterprise

Digital Marketplace
- Public Sector

KPMG supported the client from strategy to implementation in creating a digital marketplace to transform the market.

Central Governmental Monetary Entity

Digital Ecosystem Study
- Services

KPMG conducted a gap analysis of the current state, performed qualitative reviews, and developed strategic models and roadmap.

Global Lubricant Manufacturer

Digital Market Entry Strategy
- Consumer & Retail

A digital market entry strategy focused on e-commerce platforms,婴. business trends, sales channels, and creating a roll-out plan.

Armenian Government

Blockchain Ecosystem Case Study
- Public Sector

KPMG performed global benchmarking, developed risk maps, defined legislative requirements, and created the roadmap for implementation.
Emerging Technologies

Description

We advise our clients on the best-fit emerging technologies (e.g., AI, ML, Cloud, Blockchain, RPA, VR/AR), and devise a strategy that helps them digitally transform their businesses based on their digital needs and aspirations.

Approach & Methodologies

We employ a structured approach to evaluate emerging technologies and identify the best for the organization…

<table>
<thead>
<tr>
<th>Family Technologies</th>
<th>Description</th>
<th>Applications</th>
<th>Fit</th>
<th>Impact</th>
<th>Success stories</th>
</tr>
</thead>
</table>
| Artificial Intelligence (AI) | Systems and algorithms that act intelligently by reproducing common processes optimally | • Customer support  
• Simulations | | | Blue River Tech: 14 to optimize cost by reducing the amount of waste |
| Machine Learning | Type of AI that allows decision making and automatic prediction based on patterns in the data | • Consumer forecast  
• Fault prediction  
• Robotics | | | Mazda: VLT to find the optimal target on the promotion of the CX-5 model |
| Big Data | Analysis of large volumes of data from various sources to assist in decision-making | • Optimization of processes  
• Client Analysis  
• Data & Analytics | | | Lonreal: Big data for future predictions |
| Internet of Things (IoT) | Digital interconnection of systems, sensors and assets that allows the continuous exchange of data | • Remote monitoring  
• Centralized management  
• Automation of O&M | | | Virgin Atlantic IoT to connect to the systems of the Boeing 787 aircraft |
| Virtual Reality / Augmented | Generation of a real-looking environment through a visible digital platform with glasses | • Training for employees  
• Construction simulation | | | Iberdrola: VR for employee training in substation rehearses |
| Process digitalization | Improvement of process efficiency by digitizing and optimizing them | • Work-orders | | | Asona Energy: use of Maximo for facility maintenance work order |
| 3D Printing | | | | | |

…based on the organization’s aspiration and state

Key credentials

- **Center of Government Entity**
  - Study of Cloud Computing Services Sector
  - Public Sector
    - KPMG helped the client to better understand the significance of Cloud Services and their implications on the economy at large

- **Investment Holding Company**
  - Digital Technology Strategy
  - Investment
    - KPMG developed a digital technology strategy that would rely on digital technologies that drive the business goals

- **Asian Airlines Company**
  - Loyalty Digital Wallet
  - Aviation
    - KPMG designed of a first-of-its-kind blockchain loyalty digital wallet enabling customers to manage their miles

- **Central Governmental Transportation Entity**
  - IoT Smart City Lighting Strategy
  - Public Sector
    - Evaluated the options of smart and energy-saving lights, conducted a financial and strategic assessment in the procurement process

- **Australian Telco**
  - IoT & Smart City Business Case Model Development
  - Telecommunications
    - KPMG defined the IoT enabled smart services and created a model which provided a financial benefit which was expected to be realized

- **Russian State Government Body**
  - Blockchain and Crypto-Currency PoC
  - Public Sector
    - Developed blockchain technology PoC for the state body, explored the potential applications and reviewed foreign statutory usage regulations
We develop everything needed to successfully set up and operate a digital organization from infrastructure and business requirements, to processes, procedures, org structure, and performance management.

Digital Operations

Description

We transform an organization to make it “truly digital”

Approach & Methodologies

Digital Transformation changes the way organizations operate, introducing new ways of working and talent.

Key credentials

Central Governmental ICT Entity
Build, Operate, Transfer
Public Sector
KPMG set up and operated the secretariat of a National Digital Transformation Committee

Central SME Entity
Digital Operating Model
Public Sector
KPMG revised and updated the operating model to align with the functional SME structure and achieve better integration

Government Human Resources Institution
Public Sector
KPMG developed the digital target operating model and strategy in order to increase efficiency, scalability and flexibility of the IT function

Government Financial Institution
IT Operating Model Design
Public Sector
KPMG developed the IT target operating model in order to increase efficiency, scalability and flexibility of the IT function

A Federal Office
Digitalization of the Central Inbox
Public Sector
With a comprehensive digital transformation program KPMG was able to integrate and align the organisational structure

Pension Administrator
Agile IT Operating Model
Banking
Develop an Agile TOG to transform the way of working of the organization

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**Description**

We help our clients design and choose the right technical architecture and components to realize their digital goals in a cost effective and performant manner.

**Approach & Methodologies**

Digital platform architecture requires a clear understanding of the business case and apply both technical and user-centric perspectives ...

... our business-first approach helps to create the most suitable design.

**Key credentials**

- **Confidential**
  - National Architecture for Digital Services
  - Public Sector
  - KPMG formed a solid expertise in government processes and digitalisation, and built the platform and services for the National Architecture for Digital Services

- **Large Postal Company in Netherlands**
  - Digital Platform Architectures
  - Services
  - Leveraging digital platform innovation and supply chain management

- **Global Automotive Company**
  - Smart Factory Journey
  - Automotive
  - KPMG defined a target structure with end-to-end digital processes and identified redundancies within IT baseline

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**Digital Innovation**

**Description**

We conduct design thinking and innovation workshops at KPMG’s Insights Center, and work side-by-side with our clients to help them innovate in their digital services and offerings.

**Approach & Methodologies**

We host our clients in our Insights Center in Riyadh, conduct workshops, and explore the art of the possible using our digital solutions.

We employ the “KPMG Innovate” framework that puts the customer at the center of everything.

**Key credentials**

The World’s Second Largest Food Processor and Marketer

Robotic Process Automation

Agribusiness

KPMG supported the client in refining their RPA strategy, and establishing a Center of Excellence.

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We work closely with governments and organizations to define their digital policy framework, based on international standards and best practices, which will enable the execution of digital transformation.

## Approach & Methodologies

Depending on the context, we employ different approaches for designing the right policies and regulations framework.

### Regulatory Approaches

- Catalyst
- Facilitator
- Endorser
- Provider
- Broker

### Behavioral economics

- Insights from psychology
- Understanding motivations
- Understanding behavior

### Key credentials

<table>
<thead>
<tr>
<th>Principal-based</th>
<th>Government-based</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>National Digital ID</strong></td>
<td><strong>Governmental ICT Entity</strong></td>
</tr>
<tr>
<td>KPMG advised on a strategic study into the creation of a unified national digital ID framework for the public and private sectors</td>
<td>KPMG performed a strategic study into the governance of ICT government owned enterprises (GOE)</td>
</tr>
<tr>
<td><strong>Governance of ICT Government Owned Enterprises (GOE)</strong></td>
<td><strong>Global ICT Indices</strong></td>
</tr>
<tr>
<td>KPMG performed a strategic study into the governance of ICT government owned enterprises (GOE)</td>
<td>KPMG performed a strategic study into analyzing the performance of Saudi Arabia in global ICT indices, and devised recommendations to improve its ranking</td>
</tr>
<tr>
<td><strong>Digital Policies and Regulations</strong></td>
<td><strong>Know Your Customer</strong></td>
</tr>
<tr>
<td>KPMG conducted a study on digital identity, digital signature, as well as on their legal framework</td>
<td>KPMG conducted KYC checks to verify customers in real-time by utilizing a shared blockchain solution and other third-party sources</td>
</tr>
<tr>
<td><strong>Behavior-based</strong></td>
<td><strong>Behavioral economics</strong></td>
</tr>
<tr>
<td>KPMG advised the client in defining a Compliance and regulatory change program</td>
<td>Insights from psychology</td>
</tr>
</tbody>
</table>

**Outcomes focus**

- Evidence based
- Measurable
- Collaborative
- Reciprocal
- Streamlined
- Co-designed
- Outcomes focus
- Proportionate
- Cost effective

**Principal-based**

- Behavior-based
- Insights from psychology
- Understanding motivations
- Understanding behavior

**Behavioral economics**

- Insights from psychology
- Understanding motivations
- Understanding behavior
KPMG Contacts

For further information on the Digital Transformation solutions offered by KPMG, please contact:

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KPMG Values

We lead by example
We work together
We respect the individual
We seek the facts and provide insight
We are open and honest in our communication
We are committed to our communities
Above all, we act with integrity