

KPMG Shared Services and Outsourcing Advisory At-a-Glance

Shared Services and Outsourcing (SSOA) Overview

KPMG's SSOA practice has a respected reputation as one of the world's leaders in shared services and outsourcing advisory services. KPMG supports clients looking to drive large-scale change in their business models as they balance increasing complexity in expanding geographies, dynamic technologies, and cost optimization.

We help clients achieve their strategic business outcomes, drive significant cost savings and achieve productivity improvement goals by aligning the service delivery model to the overall business objectives. Our experienced advisors and specialized knowledge in shared services, outsourcing, internal transformation and enabling technologies combined with our wide range of advisory and tax skill sets on our global platform provides our clients with the tools, data and expertise needed to evolve and transform their services organization into an "Extended Global Enterprise" of internal and external service delivery capabilities that are organized to not only support the business, but advance it too.

We are not an outsourcer, but are the world's leading objective advisor of complex, multi-process business process outsourcing (BPO) initiatives—and one of the top organizations in information technology outsourcing (ITO) advisory. We have extensive operational experience in designing, enabling and improving shared services capabilities across all major business support functions. Additionally, we have experience in designing and managing IT and business process improvement projects, including technologies based in a Cloud or SaaS architecture.

We have helped organizations drive large-scale changes across the enterprise when evaluating initiatives such as

geographic expansion, M&A, consolidation, human capital management, ERP enablement, dynamic computing architecture – Cloud and SaaS, mobility, and accessibility of workers and clients.

Specific Areas of Specialization

- **Our People:** SSOA is led by a management group with extensive shared services, outsourcing, and business transformation experience and supported by deep, global leadership talent with a broad focus on supporting business change. KPMG's team of advisors have experience in tackling critical components of business transformation, including:
 - Service Delivery Strategy
 - Aligning services with the business strategy and developing the target operating model
 - Business processes and IT service delivery strategy, design and implementation
 - Business case
 - Services Design and Solution
 - Outsourcing Advisory, Enablement, Expansion, Remediation
 - Process improvement opportunity assessment and roadmap for change
 - Technology enablement, opportunity assessment and roadmap for change
 - Change management support, including communications related to business change
 - Risk assessment, management and monitoring
 - Financial investment, structures and return
 - Contract negotiation, including terms, conditions, service levels and KPIs
 - Governance of key performances indicators of managed services (shared services and outsourcing)
 - Organizational design
 - Location selection service center implementation including tax

- Our Data:** SSOA has a robust database of business process and IT transformation projects (e.g. current cost, opportunity, and future case) to support clients' business model strategy development and decision making. It is positioned to provide alternatives to benchmarking for clients looking to obtain quick insight into their cost structure and the opportunities that exist in transformation and outsourcing initiatives.
- Our Research:** SSOA Research provides insight to clients on broad market trends in business transformation, outsourcing, and shared services. Notable studies include a recent Finance and Accounting Outsourcing (FAO) Market study and European Service Provider Performance Studies which cover a broad range of specific buyer's assessment and perspective of their outsourcing providers within European regions such as the UK, The Netherlands, and Nordics.
- Our Lifecycle Approach:** We were the first sourcing advisory firm to address clients' needs across their improvement lifecycle, with a focus on the critical and most challenging areas such as strategy and assessment, transition and transformation, governance, and ongoing improvement.
- Our Technology:** To help address the need we saw with clients facing the challenge of managing complex outsourcing relationships and limited tools with which to effectively and economically manage these relationships, KPMG teamed with Microsoft to develop EquaSiis™. EquaSiis is a set of tools built on SharePoint that automate many of the administrative functions of outsourcing governance and provide improved collaboration and decision-making analytics to outsourcing clients.
- Our Enterprise & Functional Depth:** SSOA has deep functional knowledge across the enterprise. Our clients appreciate our specialization in specific disciplines such as the following:
 - Finance and Accounting
 - Information Technology
 - Human Resources
 - Customer Care
 - Procurement
 - Real Estate and Facilities Management
 - Analytics and Knowledge Processes
 - Advisory Services
 - Industry-specific Transactional Services (e.g. Pharma, Financial Services, etc.)



KPMG LLP Advisory

With our Advisory Services, organizations are able to tap into the trusted business advice and deep industry experience of more than 30,000 business advisors from across KPMG International's global network of member firms.

Our advisory services cover three important areas: Risk and Compliance, Transactions and Restructuring, and Performance and Technology. Within Performance and Technology, we focus on supporting our clients in these primary areas:

- Business Intelligence
- IT-Enabled Transformation
- Financial Management
- Business Effectiveness
- IT Strategy and Performance
- People and Change
- Shared Services and Outsourcing Advisory

About Shared Services and Outsourcing Advisory

SSOA serves all sectors with specialization in Pharmaceuticals, Consumer Products, Retail, Energy, Financial Services, Healthcare, and Public Sector. Our clients include a mix of the Global 1000, multinational corporations, local companies, and large public sector and not-for-profit organizations.

SSOA's advisors, who average more than 20 years of industry experience, have supported more than 2,000 process transformation and outsourcing projects.

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For country, industry and service-specific contacts, please visit: www.kpmg.com/Global/en/Pages/contactus.aspx

For information and research on outsourcing, shared services and internal improvement, visit www.equaterra.com/library

About KPMG

KPMG is a global network of professional firms providing Audit, Tax and Advisory services. We operate in 150 countries and have 138,000 people working in member firms around the world. The independent member firms of the KPMG network are affiliated with KPMG International Cooperative ("KPMG International"), a Swiss entity. Each KPMG firm is a legally distinct and separate entity and describes itself as such.

About EquaTerra

EquaTerra was founded upon the principle of helping clients achieve sustainable value in their IT and business processes through internal transformation, shared services and outsourcing. On February 18, 2011 the business of sourcing advisory firm EquaTerra, Inc. and its subsidiaries was acquired by KPMG LLP (US), KPMG Holdings Limited (UK) and KPMG International.

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