Implementing the value chain of the future
KPMG’s Operations Advisory Practice

Our mission

Our vision is to help our clients create breakthrough competitive advantage by designing and implementing the value chain of the future; one that is purpose built, globally integrated, demand driven, lean, agile and resilient.

We help drive structural improvements that accelerate growth, lower costs, improve services and reduce risks. We partner with our clients throughout their transformation journey, delivering sustainable value from strategy through results.

Our people

Our Operations Advisory practice has a global footprint comprised of over 1000 seasoned operations specialists located in all major geographic markets. These practitioners have deep, pragmatic knowledge in every major operations discipline, allowing us to provide objective advice and compelling insights, and deliver end-to-end solutions with proven results to our clients.

What you get from KPMG

- **Collaborative working style** from concept to realization of your future state vision
- **Strategy through execution** across transformation, technology, tax, risk, and controls
- **Global presence** via our vast network of professionals in over 150 countries
- **Sustainability of benefits** through structural improvements and continuous knowledge transfer
- **A focus on total value delivered** across end-to-end operations
- **Genuine functional insights** harnessed from practitioners’ experiences and our research findings
- **Jumpstart your journey** through market-leading approaches built from real-world experience across industries and around the globe
Supporting the Operations Agenda

Our Services

Leveraging a global network of practitioners and proprietary methodologies, our innovative offerings are tailored to meet your needs and drive sustainable impact.

Supply chain maturity assessment
- Spend analytics
- Inventory analytics
- Competency assessment

Direct sourcing
- Order management
- Transportation management
- Warehouse management
- Supply chain collaboration
- Tool selection
- Tool implementation

Operations advisory

Supply chain diagnostic
Supply chain strategy
Supply chain execution
Supply chain planning
Procurement advisory

Segmentation
- Footprint optimization
- Target operating model
- Asset-lite operations
- Manufacturing, distributing
- Logistics strategy
- Operating model development
- Network strategy and design
- Complexity management
- Cost to serve

Supplier relationship management
- Tax-efficient procurement
- Process Optimization

Spend transparency
- Supplier risk management
- Category sourcing and management
- Tech enablement

Our approach

Linking Strategy

Value Driven
- Business outcome focused, with continuous sustained deployment

Business Led
- Information driven approach with an end-to-end process centric view

Holistic
- Leveraging appropriate technology, process maturity assessments and benchmarking

Accelerated
- Client benefits driven from strategy through execution
Driving value for our clients

- Designed supply chain processes for a Supply Chain Control Tower implementation, driving an 11% fill rate improvement for a consumer goods company.

- Transformed a decentralized and inefficient global distribution and logistics function into a streamlined center led model that identified over $75 million in benefits.

- Reengineered a global manufacturing and distribution footprint and designed a new operating model that resulted in 20% reduction in total landed costs.

- Identified $25 million annual savings after assessment of fast moving consumer goods company’s existing planning processes against leading practice Integrated Business Planning model.

- Completed a comprehensive global supply chain transformation for an oil and gas client that delivered 130% of the business case savings estimate.

- Identified 14% in cash leakage for a healthcare organization.

- Identified 2 out of 8 brand categories account for a +90% of total economic contribution, for a food manufacturer.

- Developed a procurement operating model, and executed a supply chain transformation for a utility company.

- Delivered sourcing savings to a high-tech company with a 15:1 ROI.

- Launched an enterprise-wide supplier risk management program for a financial services firm.
Leadership in the marketplace

Research and publications

**Supplier Category Management:**
Driving value through the procurement organization

**Developing a global logistics strategy and target operating model:**
How KPMG led the way for a global diversified manufacturing company in changing times

**Advanced Inventory Optimization:**
Drive significant working capital and customer benefits through advanced inventory optimization.

**Supply chain transformation: Vision to realization:**
Case study on a midstream pipeline & utilities organization supply chain transformation.

**Integrated Business Planning:**
Integrated business planning services that help business establish SC visibility, and process integration

**Implementing the Value Chain of the Future:**
KPMG’s point of view on the unprecedented supply chain complexity being currently developed by manufacturers and retailers of consumer products

Recent events

- Coupa INSPIRE 2015
- Procurement Leaders Summit 2015
- Ivalua OnAir 2015
- Platts Utility Conference 2016
- Taulia Connect 2016
- ISM/Spend Matters Global Procurement Technology Summit 2016
- Coupa INSPIRE 2016
- Gartner Supply Chain Executive Conference 2016

In the media

- *A Radical New Way to Meet Customer Demand* (Forbes)
- Supply Chain Transformation: “The Big Picture” Yields Big Results (Pipeline & Gas Journal)
- Purchasing the Cloud (Autoline TV)
- The Knock-On Effect Of Healthy Supplier Cash Flow (PYMNTS.com)
- A Management Consulting and Systems Integrator Evolution – KPMG and Taulia as Archetype for a New Partnering Model (Spend Matters)

Awards

**Spend Matters**
KPMG — A 2016, 2015, and 2014 Spend Matters 50/50 Provider to Know

"[KPMG is] building a new type of professional services-driven model, which is somewhat remarkable given how conservative the Big 5 have been historically."

**Gartner**
Gartner Leader in Business Operations Consulting in 2014 Magic Quadrant

**JDA Consulting**
JDA Consulting Partner of the Year, North America Manufacturing

**ALM Intelligence (formerly Kennedy Information)**
KPMG — an ALM Intelligence Vanguard Leader of Sourcing & Procurement Consulting 2015

“KPMG exhibits strength across the capability spectrum, with notable expertise combining p2p process improvements with appropriate asset automation.”
“Having worked with other consulting organizations in the past, I felt KPMG differentiated themselves by not only providing the insights and knowledge of leading practices but how they collaborated with us to design and deliver a supply chain program that was tailored for our needs. KPMG brought resources with broad and deep expertise to support every aspect of the transformation and were able to fit in with our culture to the point that it became difficult to differentiate a KPMG team member from one of our team members. KPMG has been a true business partner in our journey and critical to the success of our transformation.”

– General Manager, Supply Chain Excellence, Major North American Energy & Utilities Company