



# The Advisory story

**In a world of dramatic disruption,  
KPMG helps companies meet  
today's challenges while charting  
a path to tomorrow's growth**

Q4 2018

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[kpmg.com](http://kpmg.com)

# How do you thrive in a world of disruption?

Our world is undergoing dramatic disruption. Accelerating advances in technology and changing business models are transforming the rules and risks of the game. Aggressive competition is coming from upstarts and unknowns. Mergers and acquisitions offer opportunities for new markets. And whatever the customer wants, the customer gets.

The Advisory professionals at KPMG LLP (KPMG) view the challenge of disruption holistically, drawing on the diverse capabilities from our entire firm to offer comprehensive solutions to meet the critical issues facing our clients.



## **From vision to value**

From managing aging technology, streamlining operations, dealing with regulatory and accounting change and risk, charting a new strategy, or using data more effectively, we are ideally equipped to make positive change happen, even if that's simply helping you decide what to do next.



## **Designing a corporate structure for long-term success**

Advisory at KPMG helps your business model adapt to a dynamic world. We can help you define a business strategy and transformation plan to better serve your clients and their changing needs.



## **Enable enterprise performance**

We help you to work through revised strategies, new products, expanded markets, reconsidered business models, and better efficiencies. Finance, supply chain and operations, human resources, and information technology are all areas where KPMG professionals can assist executives in transforming their businesses.



## **Protect the business**

We help you address governance, risk management, compliance with regulation, managing major projects, conducting forensic investigations, contract compliance, internal audit, information protection, and sustainability.

# Prepare for the future while delivering results today

The wheels of change turn quickly in today's business environment. That means it's crucial for companies to prepare for the future, while delivering results today. But figuring out how to do that isn't always easy. For instance, how do you engage your customers now, while anticipating their needs in the years ahead? How can you manage your current systems, while adopting new technologies? How can you keep your employees happy, while deploying intelligent automation? How can you keep your operations protected, while anticipating new threats?

Many of the answers to these questions center on digital transformation, artificial intelligence, and cyber security.



# Digital transformation

To succeed in the digital world, businesses must not only provide superior experiences today, but also deliver on their promises in a far-reaching and continuous transformation—digital transformation. However, the Harvey Nash/ KPMG CIO survey found that U.S. companies report low overall effectiveness levels in their digital strategies, with just 22 percent describing their digital strategies as very effective.

Although digital transformation is enabled by technology, it touches much more. It means taking on business-wide change to modify an organization's structures and processes, as well as the way its people work—across the front, middle and back offices—providing the agility for companies to adapt to future technology advances. And it means integrating high volumes of data to predict, influence, and respond to customer behavior.

KPMG's Advisory is more than a digital agency; we are an end-to-end digital transformation consultancy with the breadth of knowledge and experience that implies.

KPMG's expertise bridges the gap between the transformation strategy and implementation, between business, operating, functional, and human capital models, and ultimately between vision and value.

For more information on digital transformation visit our Web page.

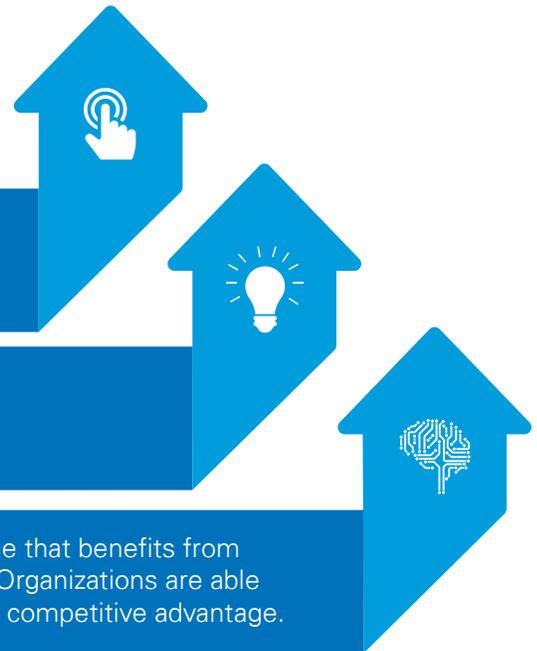


## What is digital transformation?

Term **Digital** affects the world we live in today. One where there's constant innovation combined with always-on access to the vast amounts of data that can be used for better decision making.

**Transformation** is the evolution of an organization to meet new strategic objectives or to adapt to changing external environments.

**Digital transformation** is the evolution of business transformation. One that benefits from advancements in technology because we now live in the digital world. Organizations are able to innovate and create value in entirely new ways to build a sustainable competitive advantage.



## Case study:

### Relationship deposit pricing yields growth

We worked closely with a large U.S. bank to create a customer-centric pricing solution that optimized individual responses to interest-rate changes. Using predictive models that differentiate deposit customers across a range of behavioral dimensions, from share of wallet and rate sensitivity to attrition risk and client lifetime value, our solution optimizes interest expenses while supporting the development of the deeper customer relationships that drive sustainable growth. This is clearly a breakthrough in the application of analytics to financial services, but it also draws on KPMG's wider understanding of the banking industry, regulatory compliance, and process design: through close "extra-mile" collaboration, we helped build simple, practical tools that transform the way branch teams interact with customers. Now sales associates can offer people products closely matched to their current circumstances—and the customers they might become tomorrow. As well as immediate savings in net interest expenses, the solution is already proving itself as a powerful lever of customer retention, cross-selling, and balance growth. The bank has improved customer loyalty and achieved a 20 percent reduction in interest expense since deployment.

We deliver the results that matter.

#### Awards and recognition

##### Forrester

KPMG International has been named a leader in the Forrester Research Inc. report, The Forrester Wave™: Business Transformation Consultancies, Q3 2017.

##### IDC MarketScape

A Leader, Worldwide Digital Transformation Consulting and Systems Integration Services 2017 Vendor Assessment, Doc #US41523517, June 2017

##### HfS Blueprint Report

Top-tier provider and "Winner's Circle" designation, Digital Technology Strategy and Consulting Services 2017.



# Intelligent automation

Intelligent automation has sparked a dramatic revolution in how humans and machines interact.

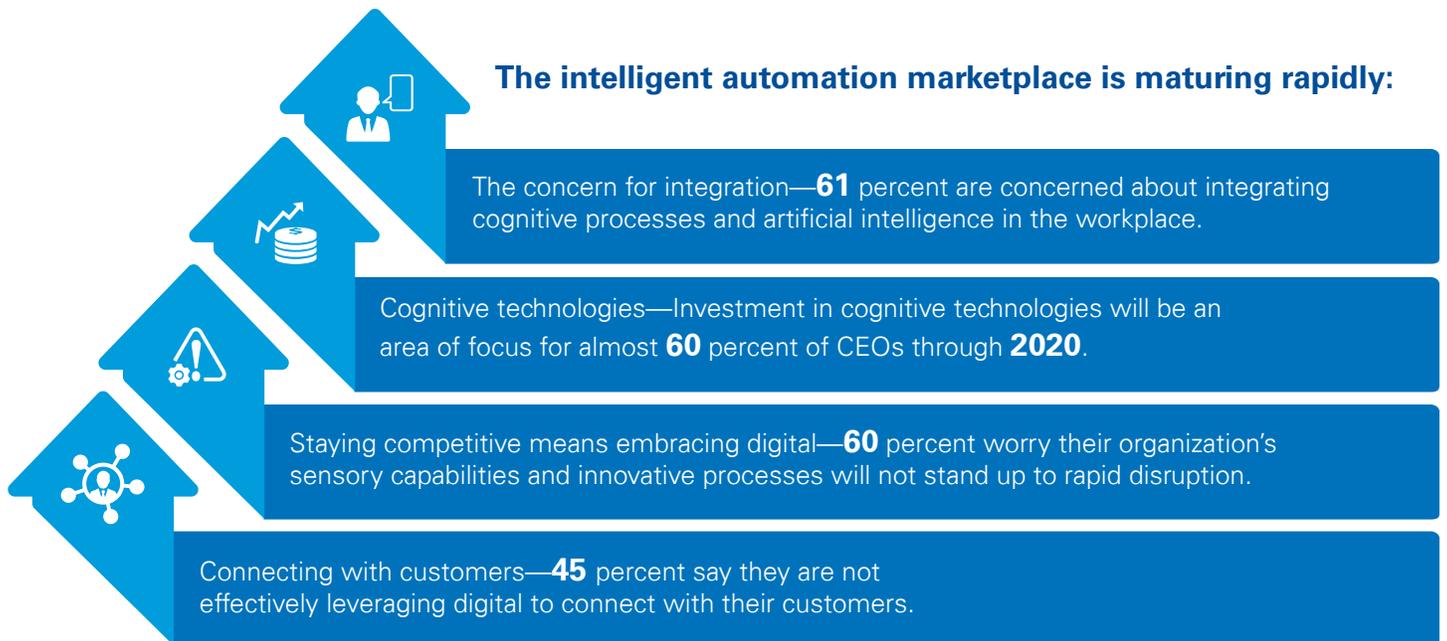
In their most advanced form, these technologies will interpret vast amounts of data from multiple structured and unstructured sources including, text, voice, imaging, and video; evaluate evidence; and use specific algorithms and ontologies to simulate reasoning, making decisions based on a mix of evidence and probability, much like a human would.

Investment in cognitive technologies will be an area of focus for almost 60 percent of CEOs through 2020, according to KPMG's 2017 CEO Outlook Survey.

KPMG is an award-winning pioneer in solutions that can help companies begin their intelligent automation journey and plan a strategy for future innovations. Our global team of dedicated and skilled professionals has delivered intelligent automation use cases for public and private sector industries at more than 200 clients worldwide.

Our comprehensive service offering addresses strategy, process improvement, security, managing complexity, and people & change.

For more information on intelligent automation visit our Web page.



Source: KPMG's 2017 CEO Outlook Survey

## Case study:

### IA anytime, anywhere

A global company with employees across the world, a Fortune 100 retailer wanted to become more nimble, and able to quickly react to market changes through innovative technology and create value for its business and its shoppers. The retailer saw intelligent automation (IA) as the key to continuing its mission and worked closely with KPMG on an IA program. Teams from across the firm joined forces to identify automation opportunities, establish a Center of Excellence around robotic process automation, and configure IA solutions. As the project progressed, the client looked to an entire suite of IA tools to transform the back office. Utilizing automation, we helped our client identify processes that led to a projected \$14M in annual savings. Throughout the project, they not only thought ahead to technology implementation but also to the governance and program management needed to keep everything on track and future ready. With streamlined back-office functions, high-quality analytics, and global oversight, the company can pass its benefits onto its customers the world over.

We know how to exploit technology.

#### Awards and recognition

**Computerworld magazine**  
2016 Data+Editor's Choice  
Awards

**Hfs Blueprint Report**  
"Winner's Circle" status,  
Digital Technology Strategy and  
Consulting Services



# Seeing cyber security through the lens of your business

It is impossible to compete effectively in today's global marketplace without embracing digital information and emerging technologies. Yet, these advances can also make your organization more vulnerable to cyber risk.

At KPMG, we believe the best approach to cyber security is one that delivers value by protecting your critical assets, enabling your business strategies and providing resilience for sustainable business growth.

Instead of coming to you with a preconfigured approach, KPMG professionals take the time to understand your business priorities, strategic direction, and operations—so we can bring an appropriate context to your cyber security risks and help protect your critical business processes.

We look at the world from your perspective, bringing a business context to cyber security for all levels of your organization—from the boardroom to the back office.

It's important to note that when it comes to cyber security, technology is only one part of the transformation. We also help you design processes for employees, customers, suppliers, and other stakeholders; prepare your organization to adopt the new technology; and help change behaviors through the enterprise.

For more information on cyber security visit our [Web page](#).



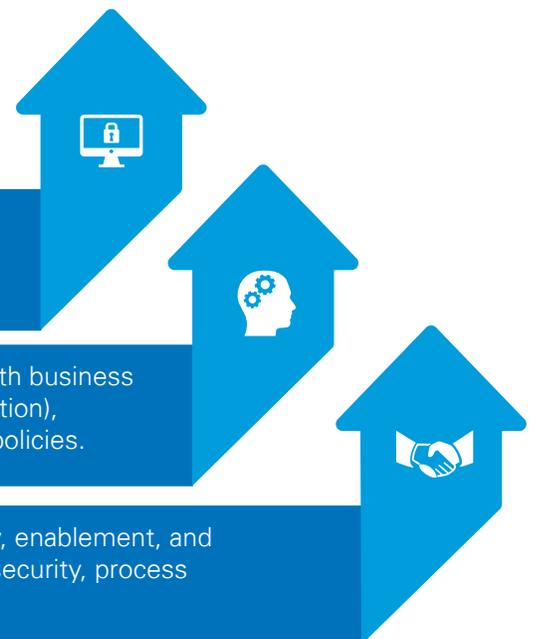
## Defend, enable, and maintain your business — finding the right balance

Organizations universally agree that cyber resources and investments across programs defend, enable, and maintain their business.

**Cyber defense**—Includes actions and infrastructure intended to defend the perimeter, protect sensitive data, and thwart malicious attackers, which involves pre-breach and post-breach activities.

**Business enablement**—Involves cyber teams working collaboratively with business owner to achieve growth and strategic objectives (e.g., digital transformation), allowing the business to grow at its own pace while aligning to security policies.

**Resilience**—Represents an organizational commitment to cyber maturity, enablement, and integration, which involves business, financial, and cultural alignment to security, process automation, and technical automation.



## Case study:

### Creating confident consumers

At a time when it's never been more important to protect the privacy of corporate and customer financial data, a global provider of financial services technology decided to proactively initiate a massive transformation of its cyber security capabilities to reduce the risk of exposure for the organization and its customers. The company wanted to remediate its security vulnerabilities quickly and identify and fill any gaps existing across its global corporate network. It also wanted to establish a governance model and take advantage of the latest technologies to give the company the confidence that it could operate without disruption from a future cyber security event. KPMG worked closely with the CIO, CISO, and CTO functions to run the entire gamut of this multimillion-dollar cyber transformation, providing clarity, discipline, and leading technology. With this enhanced effectiveness, the organization is well positioned to make bold decisions and feel confident that its cyber strategy, defenses, and recovery capabilities will protect its business and support its growth strategies for years to come.

We know how to get things done.

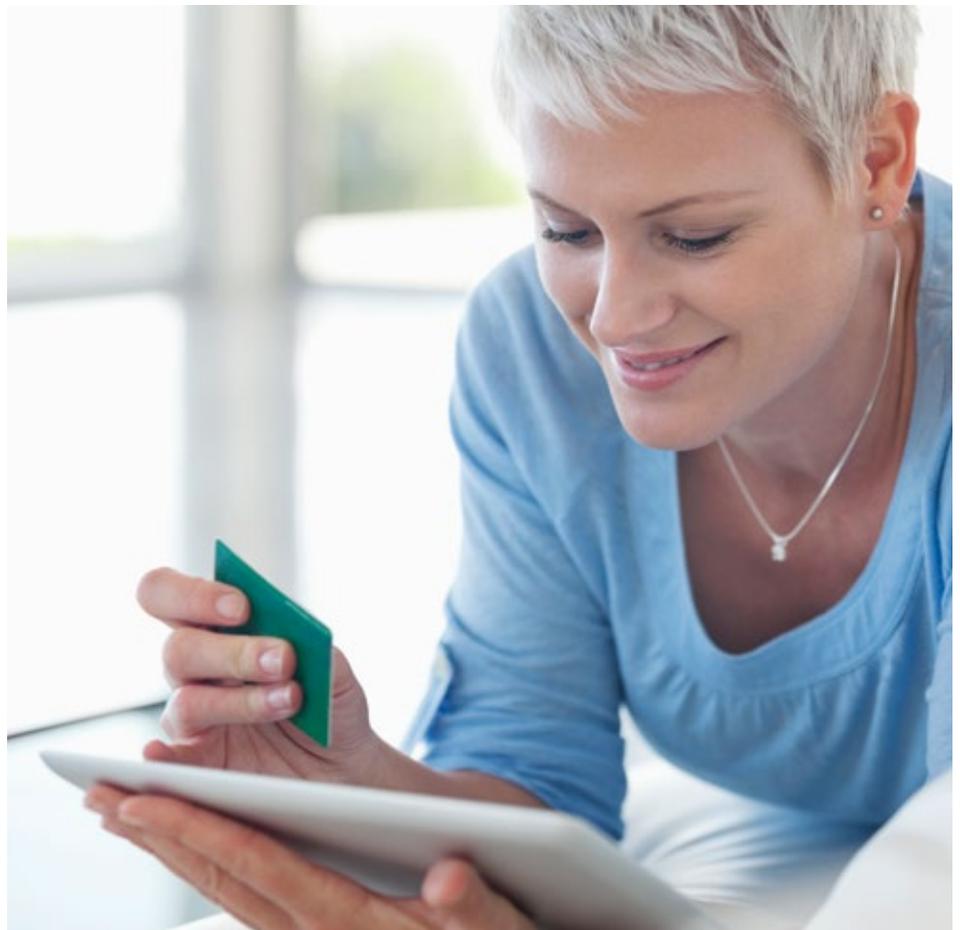
### Awards and recognition

#### Forrester

KPMG International has been named a leader in the Forrester Research Inc. report, The Forrester Wave™: Information Security Consulting Services, Q3 2017.

#### Frost & Sullivan

2017 Innovation award for Digital Responder tool.





# KPMG's Advisory professionals

Improving business performance, turning risk and compliance into opportunities, developing strategies, and enhancing value are at the core of what we do for leading organizations.

We work with you to help solve the business challenges that stand in the way of your growth and progress. It starts with a deep connected knowledge of business, innovation, technology, and industry. We blend skill from different disciplines to create a capability that is highly tuned to your business situation.

KPMG identifies with your objectives and priorities. And that's why we take so much pride and satisfaction in helping to deliver the results that matter, the value that counts, and the improvements that last.

If you have any questions about Advisory at KPMG, there is more information at our Web site:

<https://advisory.kpmg.us/>

# Advisory services

## Corporate services

- Accounting advisory services
- Finance
- Global business services
- Information technology
- Procurement

## Corporate strategy and mergers & acquisitions

- Corporate strategy
- Mergers & acquisitions

## Customer experience

- Customer service transformation and technology
- KPMG Connected enterprise
- Marketing transformation & technology
- Sales effectiveness

## Data & analytics

- Business analytics
- Data driven insights for deals
- Forensic services
- Operations and compliance risk
- Risk analytics

## Digital Transformation

- Cyber security services
- Digital enablement
- Emerging technology risk
- Intelligent automation

## HR, people & change services

- Behavioral change management
- HR operations
- Talent, learning and organization

## Operations

- Contract compliance services
- Innovation and engineering
- Supply chain and operations
- Sustainability services

## Risk Assurance

- Internal audit & enterprise risk
- IT audit & assurance
- Major projects & contract advisory

## Technology

- Enterprise and cloud services
- Program delivery services
- Strategy and operating models
- Technology solution transformation

## Industry-Specific Services

- Consumer & Retail
- Energy, Natural Resources and Chemicals
- Financial Services
- Government & Public Sector
- Healthcare and Life Sciences
- Industrial Manufacturing
- Media
- Technology
- Telecommunications

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