

Business Transformation

Helping our clients safely navigate the business transformation journey

1 Market challenges

Organisations experience many 'transformational triggers' such as changes in technology, regulatory, customer expectations and demand for continued growth and efficiencies. Questions clients might ask:

- Have we underestimated the significance and complexity of the changes necessary to affect transformation across our organisation?
- Is our organisation capable of implementing this transformation?
- Can KPMG help us to deliver the change?
- Are we confident that this transformation project we want to embark on will be successful?
- Do we have the specialist skills to deliver the transformational project?
- Is our organisational culture a barrier to change?
- Are our legacy technology/systems a barrier to success?
- Do we have the right project delivery and governance frameworks in place?
- We have defined a set of business improvement goals, but how do we establish a compelling business case to progress these?

2 How can KPMG help?

We work with clients from across all sectors, supporting them to transform their organisations and deliver large scale, complex projects.

A large transformation can signify new opportunities for an organisation, but may also present an array of challenges. Whatever the sector or function, we can help organisations implement effective and complex change, and avoid the major causes of transformational failure.

With the backbone of global expertise, we help our clients safely and adeptly navigate the transformation journey.

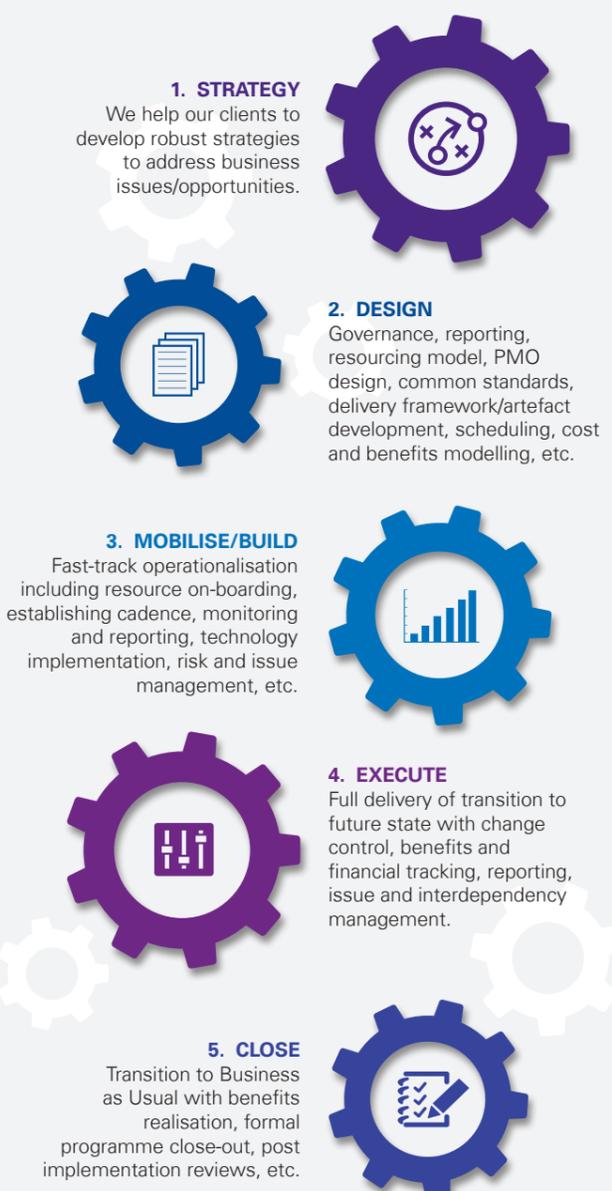
3 KPMG services

KPMG's Business Transformation team brings together a full suite of services to deliver a complex programme of work, a step change in an organisation's capabilities, markets/customers, operating model or core products/technology. Our services include:

- Strategic Transformation Advisory Services.
- Programme Recovery – rapid assessment and remediation of delivery challenges.
- Transformation programme mobilisation and execution.
- Enterprise Agility (agile at scale).
- Operationalisation - governance, reporting, resourcing, planning, requirements, scoping, etc.
- Identification and management of change impacts.
- Programme Management Office (ePMO/PMO) establishment and operation.
- Business Case development and management.
- Transition Support.
- Benefits and Cost Management.
- Portfolio Management Maturity Assessment.
- Project or Programme Health Check.

4 KPMG phases of transformation

We have a core team who work with all of KPMG's service networks to assemble the right team, define the right approach, and the right delivery capability for your organisation.



5 Global expertise, delivered locally

Our global teams have worked across sectors and bring extensive international experience to the New Zealand market. Additionally, our local KPMG experts have immense breadth and depth across a range of disciplines to support clients with specific needs.

The KPMG Business Transformation team brings our industry knowledge, methodologies, insights and experience to deliver solutions that are innovative and value adding to our clients.



JUSTIN HARNESS
Director, Transformation and Major Projects

Justin has recently relocated to New Zealand having led the delivery and establishment of some of the largest, most complex transformation programmes in Australia. Prior to that Justin has worked in Global Financial Services organisations in Sydney and London. Justin specialises in complex programme delivery with an emphasis on driving business and organisational change as well as commercial results.

Recent experience

- Supporting the establishment of a Transformation Office for a large scale Digital Systems Program in the Transport sector.
- Delivered major reform in the Education sector in NSW.
- Transformation of a Global Professional Services Sales and Markets function.
- Established global legal capability for Australia-based investment bank.
- Led off-shoring program for global professional services organisation.

6 An integrated approach

KPMG has an extensive network of professionals with diverse specialisations that we can leverage. Our transformation team is supported by deep expertise across multiple disciplines as required:



7 Scalable delivery model

We have a scalable delivery model that brings together expertise across specialisations and sectors. This enables us to quickly mobilise and ramp-up to provide our specialist support to clients.