Technology Business Management (TBM)

A KPMG Service for G-Cloud 15

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Service Definition

Introduction to KPMG's Technology Business Management (TBM)

Service Description

TBM is a set of disciplines focused on creating maximum performance of the IT investment portfolio by enabling collaboration between IT, finance, and business partners.

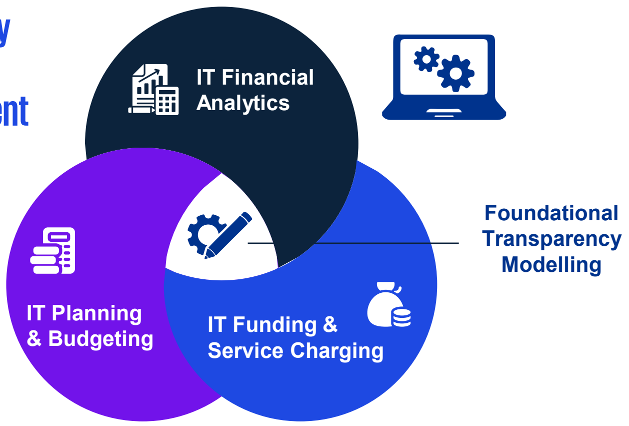
By enabling IT organisations to 'Run IT as a Business', they can gain transparency into the cost, quality, performance and value of their services, and drive alignment between technology supply and business demand. This enables IT to talk with the business and board members in a language they understand –moving from a technology provider to a value creator for the business.

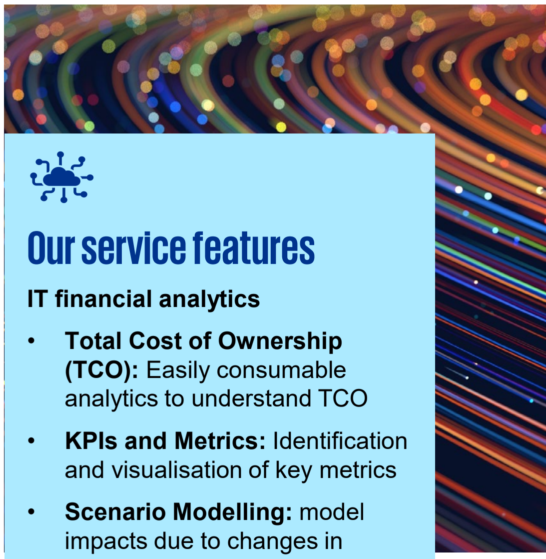
It is a combination of leading practice processes, proprietary KPMG tools and experienced IT Finance professionals to optimise the performance of the IT organisation, measured by a suite of CIO level KPIs.

The benefits KPMG Technology Business Management can deliver

- Clear visibility & insight into IT spend enabling fact-based decisions, improving IT's credibility as a service provider
- More effective partnering with the business through forecast-driven demand management and data-driven allocation strategies.
- Increased performance of existing investments by understanding portfolio performance relative to expectations.
- Clearandarticulatevalueproposi tionsforITservicesandlinkageto businessspend.
- Optimise resources to service "run the business (RTB)" and "change the business (CTB)"demands.
- Fuel collaboration and innovation between IT, Finance and the business
- Improved budget cycle efficiency and accuracy with spending aligned to business priorities.

Technology Business Management





Our service features

IT financial analytics

- **Total Cost of Ownership (TCO):** Easily consumable analytics to understand TCO
- **KPIs and Metrics:** Identification and visualisation of key metrics
- **Scenario Modelling:** model impacts due to changes in vendors, sourcing strategies, expected demand, etc.

IT planning & budgeting

- **Variance Management:** a systemic governance process to identify, explain and resolve variances to budget and forecast.
- **Demand Management and Budgeting:** Ability to translate service unit demand into IT supply elements
- **Investment Portfolio Management:** analysis of incremental cost and benefits for integration into a value management and benefits realisation program.

IT funding & service charging

- **Service Costing and Pricing:** Visibility into fully loaded cost of service and flexible pricing mechanisms to drive demand/usage behaviours.
- **Cost Recovery:** Access to published pro-forma cost and/ or price for services consumed and recovery approach
- **Funding and Investment:** funding and investment models used to source and optimise the supply of IT components

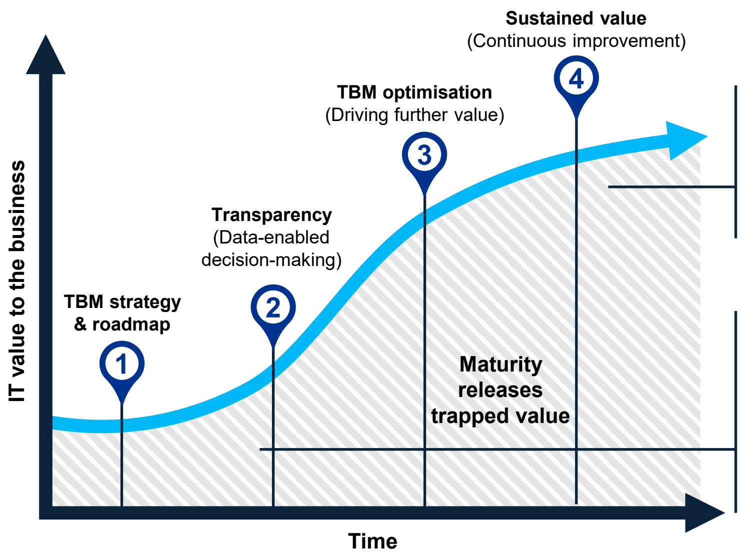
Foundational modelling

- Common taxonomy, reliable sources of record, primary cost drivers, and defensible allocation strategies.
- Continuous evolution of the cost model helps drive improvement in data quality and allocations resulting in a reliable single pane view of IT service costs that can be shared with the business.

KPMG Approach

What is the journey?

TBM is not a quick-hit solution centered on a handful of one-off projects. It has been designed to be a holistic and disciplined journey on which KPMG can guide clients, collaborate and deliver the increased transparency and value from IT Investments:



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- "Run the business" spending is draining most of IT funding and resources
- Substantial unsatisfied "grow the business" demand
- Redundant, poorly-aligned, & under-performing IT portfolio

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- Spending for "run the business" reduced as a result of efficiency gains, and funding shifted for "grow the business"
- Investments optimised for "transform the business"
- IT portfolio rationalised and well-aligned with business priorities

How do we deliver the TBM transformation?

A well-planned TBM journey helps organisations respond to business demand while effectively managing and allocating financial resources and continually optimising the technology portfolio. Our integrated approach supports delivery from strategy to achieving sustained value where TBM becomes the foundation layer for managing the business of IT:

TBM Optimisation Modules	TBM Strategy and Roadmap	Transparency	Optimisation	Sustained Value
Financial Technology Business	• TBM readiness and maturity assessment • Strategic TBM planning and objective setting • TBM Business case • Operating Model assessment • Data modelling to support cost transparency • Business engagement – commitment and accountability from IT, finance and the business	• Technology enablement-tool accelerators • Service cost, allocation and price strategy / modelling • Service Portfolio alignment against ITSM Service Catalogue integration • Operating model implementation • IT Unit and Service Cost Modelling: driving TCO • Technology resource and service consumption • Demand forecasting and capture	• Showback and Chargeback • Budget/forecast automation • Service Performance integration to drive business insights • Financial engineering from TBM to support business change (RTB to CTB/GTB) • Scenario-based planning • Application/infrastructure portfolio optimisation • Vendor rationalisation – strategic partner consolidation	• Rolling budgets and forecasts • Strategic budget/cost planning driven from TBM to support transformation of the business (TTB) • Benchmarking • Cost effective IT Sourcing • IT Service and financial reporting • Model demand • Investment governance

Managing the TBM Journey

- Value Measurement and Management
- Operational and Behavioural Change Management
- Programme and Risk Management

Why KPMG

Why KPMG?

- KPMG member firms were the **first Principal Partner** of the TBM Council and a **leader** in TBM services.
- The KPMG global TBM practice has the **capability to help clients define TBM strategies, provide greater cost transparency and create sustained value**, from our deep experience in IT and understanding of financial processes..
- KPMG member firms value **independence** and believe we are ideally positioned to support member firm clients in **embedding the processes** and **driving** the **tool enablement/acceleration** required to **achieve transparency**, insights and hypotheses..
- KPMG member firms can deliver **added value** through collaborative working, using our **experience, insights** and **market knowledge** to address member firm client specific requirements and challenges.

KPMG's TBM capabilities and experience

KPMG's member firms have helped many organisations on their TBM journey; below are just a few examples of the real and meaningful results achieved:

KPMG in the UK conducted an $8 billion Fast Moving Consumer Goods (FMCG) organisation's TCO review which supported the implementation of a transformation programme covering all aspects of IT supporting saving opportunities in excess of US$60 million per annum.

KPMG in the UK assisted a European headquartered global natural resources organisation implement cost transparency toolingtodriveoutUS$200millionperannumsavingsoftheITbud getandchannelthesavingsfrom“spend”to“invest”.

KPMG in the UK helped a global FMCG organisation where a cost optimisation (TCO) review drove the implementation of IT cost transparency saving opportunities in excess of US$25million.

KPMG in the UK assisted a Global Manufacturing & Automation organisation to develop a TBM strategy and roadmap, with sourcing and implementation of a TBM cost transparency toolset in support of driving a robust and tax efficient cost/recharge model for IT services across 100+ operating countries.

KPMG in the US helped a global telecommunications company reduce operating costs in the second year by 10% and realised US$30 million in savings over five years via asset consolidation.

Contact Us

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