KPMG BRINGS REAL-TIME VISIBILITY TO PROJECTS AND TRANSFORMS ITS BUSINESS

ADEACA™ | KPMG

Transforming Project Enterprises with Lean Business Solutions

KPMG SWITZERLAND
PROFILE

INDUSTRY   Professional Services
HEADQUARTERS Zurich, Switzerland

KPMG Switzerland, part of the KPMG worldwide group, is one of the leading audit and advisory firms in Switzerland delivering services to companies around the globe.
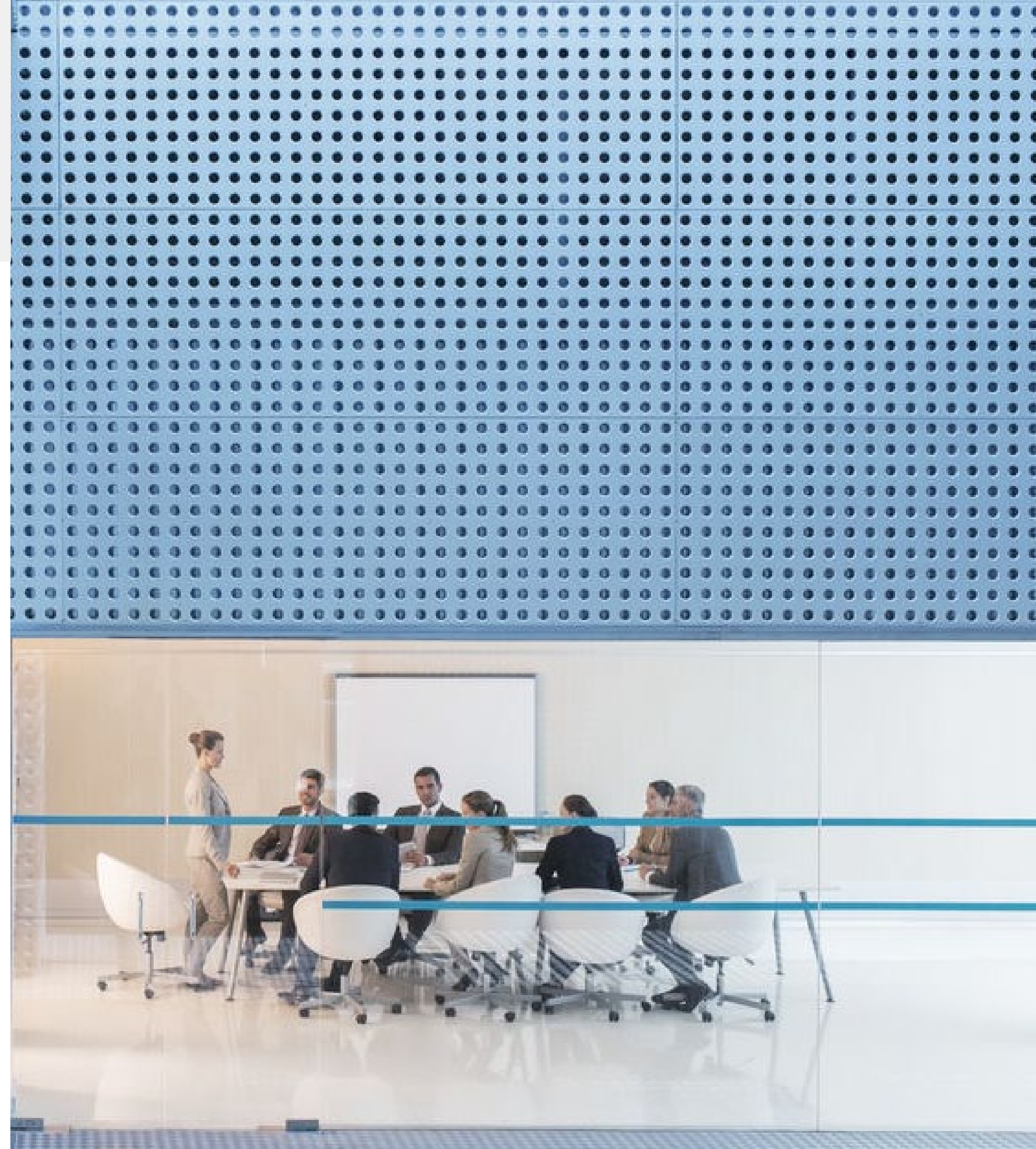
The KPMG network is one of the four largest international professional services networks in the world, along with Deloitte, PwC and Ernst & Young. KPMG offers audit, assurance, tax, consulting, advisory, actuarial, corporate finance, and legal services.

Like the other Big 4 firms, the KPMG network had a global SAP footprint. However, because each country organization is partner-owned, it also operates independently when selecting business applications.

EXECUTIVE SUMMARY

KPMG needed a solution to manage internal and external project requirements from various industries. It lacked real-time insight into project performance, which put the company at risk. It searched the market for one integrated solution that could deliver financial, human resource and project management together. After thorough evaluations, it chose ADEACA's Unified Project Solution to deliver on the promise of lean for project enterprises.

→ SAP would not allow KPMG to reach is goals of process optimization and consolidation

→ ADEACA supports all the business processes found in KPMG's project-centric businesses – from quote to cash – within one single solution

→ KPMG standardized and improved process coordination to achieve real-time visibility into project performance

CASE STUDY: KPMG

CHALLENGES

KPMG SERVICES CLIENTS,

From numerous industries with various project needs. For example, KPMG delivers auditing service for financial services but also for corporate clients – from very small companies to big corporate groups, which means it faces different demands from different business lines.

The challenge for KPMG Switzerland, then, was to find the tools to map all those business requirements and provide the right processes to help its employees do their jobs better servicing their customers.

"Each business line has a different focus on customers," said Anastasios Anagnostou, senior manager ERP at KPMG Switzerland. "For example, we have long-term and complex projects that require many resources.

"And we have some environments where we have just-in-time delivery, meaning if you consider an audit, it has to be delivered just in time. You have a time frame where you must issue a report, and you depend on deliveries from clients. So you have to schedule your resources to be at the right place at the right time to get the deliveries, to work on them, and then to deliver the necessary reports."

In addition, the company also deals with internal projects such as software rollouts or relocation or reconstruction projects.

"We have very different business needs from the client-facing side and from the internal side, and the challenge was to find a software to meet all these requirements," **Anagnostou said.**

CASE STUDY: KPMG

CHALLENGES
VISIBILITY

Initially, KPMG Switzerland, which has 1,700 employees, was using a home-grown Lotus Notes-based system to plan its projects and allocate its resources along with Oracle applications for financial management, invoicing and reporting.

The fact that those two systems weren't integrated meant they were operating with unnecessary waste, which seriously hindered the firm's productivity and profitability because business executives didn't have real-time visibility into how the company's projects were performing.

And not having real-time insight into its projects meant that KPMG Switzerland was making critical business decision using inaccurate, inconsistent and outdated data, putting the company at risk.

"So we had a fragmented IT landscape," Anagnostou said. "We had a system to do human resource and payroll. We had another system to manage our customer engagements. We needed to find a system that was integrated and could deliver all those services in one package but at the same time also deliver project management functionality."

THE SOLUTION

THE TEAM FIRST

Considered a generic ERP system, which could have helped KPMG Switzerland manage human resources and payroll while providing the needed financial management functionality, Anagnostou conveyed. However, a traditional ERP would not align all company functions in one system, and therefore could not support a lean approach.

"It's not the core of an ERP system to provide project management functionality," he said.

KPMG Switzerland knew that it needed one fully integrated ERP system to support its core business processes. The company searched the market for an all-in-one real-time standard solution, eventually deciding to focus on Microsoft Dynamics AX and SAP as the best options.

After thorough evaluation, KPMG Switzerland decided that the obvious choice – the SAP solution pushed by KPMG International – wouldn't allow the company to realize its goals: the optimization and consolidation of its business processes.

"We considered SAP along with other products that were delivering project management functionality, but our main goal was to try to fully deliver functionality from one system and not with a software suite or different systems," Anagnostou said.

KPMG Switzerland also determined that Dynamics AX alone would not get the job done either.

"We were also looking for a tool to provide a state-of-the-art project management functionality," **he said.**

LEAN SOLUTIONS

Ultimately, KPMG Switzerland selected ADEACA because it supported KPMG Switzerland's requirements out-of-the-box.

"The most important reason we choose ADEACA was because it delivered state-of-the-art project management functionalities within the ERP seamlessly," **according to Anagnostou.** *"One of the major benefits is we now have one consolidated system. Now we have a platform that everybody can use . . . and this enables us to act as one company."*

KPMG Switzerland turned to ADEACA to obtain better visibility into their project portfolio and establish a foundation for timely decision making. ADEACA supports all the business processes found in KPMG's project-centric businesses – from quote to cash – within one single solution.

From a lean perspective, ADEACA enables KPMG to eliminate needless waste in the form of several applications requiring significant time and effort to maintain and translate data between.

ΛDEΛCΛ | Microsoft Dynamics 365

THE RESULTS

Choosing ADEACA has enabled KPMG Switzerland to effectively go lean and control its client engagements and all related processes while also giving decision makers the necessary real-time insight into the company's business performance. KPMG Switzerland is operating more efficiently, making more timely and better informed business decisions, which is reducing risk and increasing profitability.

With **ADEACA**, KPMG Switzerland manages all its critical business processes in a single integrated solution without relying on point solutions and time-consuming, error-prone data translations between disparate business applications.

Most notably, KPMG Switzerland has standardized and improved process coordination across the company to achieve real-time visibility into project performance, which is a completely new way of doing business.

STANDARDIZED AND IMPROVED PROCESS COORDINATION ACROSS THE COMPANY

START THE CONVERSATION

CONTACT
INFORMATION

Contact ADEACA to schedule a consultation or demonstration of ADEACA ONE.

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