



Exploring the future

**Global business services in
consumer markets**

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Consumer-packaged goods (CPG) companies and retailers must reinvent their business models to become more flexible, adaptable, as well as more cost-effective.

CPG companies and retailers are seeking ways to transform their operations. At a time when profit margins are under pressure, CPGs and retailers are facing significant shifts in consumer buying habits. Today's consumers are more sophisticated, and they are buying through multiple channels. Companies are investing in advanced data and analytics in order to get a pulse on consumer habits. Since the 1990s, they have relied on offshore shared services and outsourcing in a "lift-and-shift" model, which have been functionally siloed to reduce costs and achieve economies of scale. Initially, they enjoyed the labor arbitrage savings but not many of the transformational benefits tied to an integrated end-to-end solution.

As these companies are transforming their overall business models, a key component is the creation and evolution of global business services (GBS) organizations that bundle transactional and expertise-based services across the spectrum of back and middle-office processes to create an agile platform for efficiency and effectiveness. Outsourcing and internal shared services have been going on for a long time, but they were fragmented and decentralized," says Don Ryan, advisory director, KPMG. "Now, companies are taking it to the next level to support core business processes in a way that is cross-functional, harmonized, global, and integrated."

A key element of GBS is the focus on processes that span the entire enterprise, from one end to the other. The orientation of end-to-end processes as part of GBS can enable the enterprise to adopt new technologies more rapidly and benefit from them faster. An example of this is cognitive automation, a continuum of technologies that companies can use to automate business processes and operations. CPGs and retailers are familiar with digital disruptors and the use of automation, and are focused on the evolution of consumers and how they look for products and experiences. Organizations that have deployed digital capabilities such as social, mobile, cloud, data, and analytics to their front offices can now better turn those to their back and middle-office processes. Layer on robotics and advanced cognitive capabilities and you can build a GBS organization not just for efficiency but to drive overall enterprise business outcomes.

When cognitive automation is included as a key set of technologies in GBS, it can dramatically enhance both the efficiency and effectiveness of the delivery of services across the enterprise.

Many companies are moving the advanced analytics services to GBS organizations to leverage talent across the enterprise. Retailers are using advanced analytics to evaluate the consumer buying channels. While the consumer enjoys visiting the physical location of the retailers, they are not always buying the products they come to see in the store.

“Outsourcing and internal shared services have been going on for a long time, but they were fragmented and decentralized,” says Don Ryan, Advisory Director, KPMG. “Now, companies are taking it to the next level to support core business processes in a way that is cross-functional, harmonized, global and integrated.”

Potential benefits

CPGs are leading the maturity trends in GBS, and they are now measuring the benefits. While traditional retailers are lagging in maturity, CPGs are looking for opportunities to leverage GBS to advance quickly.

Among the main benefits of a GBS organization are:

 **Cost savings.** Cost reduction remains a major concern for organizations that face continued pressure on their profit margins. By consolidating and integrating core functions, companies can continue to extract savings long after companies have exhausted other avenues for achieving efficiencies.

Almost all CPGs and retailers have reduced the workforce, and yet, cost reduction remains at the forefront of executives' minds. GBS takes cost reduction to the next level. When cognitive automation and end-to-end process efficiencies are part of GBS, labor costs are reduced by 40 percent to 75 percent, more than double the savings derived from shifting operations to cheaper labor markets.

One of our clients has announced that they drove \$100 million in savings, which they directly attribute to their GBS end-to-end process framework. This is in addition to savings that were already achieved during 15 years of cost take-out initiatives in these same areas.

 **Stronger compliance.** Organizations are able to build more robust structures to comply with growing demands for better business conduct from regulators around the world. If a company has standard structures and processes across the organization, it makes it easier to comply with regulators. Once you have integrated GBS activities, then within these, the supply chain function, for example, can monitor and report on conflict minerals, product safety, and packaging and labeling compliance in a standardized format and profile that meets the expectations of the regulator and is easily auditable.

 **Faster implementation of corporate transactions.** Completion of mergers and divestitures can be accelerated, shortening time to market and time to benefit. "M&A is top of mind for chief executive officers in the consumer markets industry. They want to know how they can make their organization the highest quality, to be acquired,

or to be the acquirer." One CPG company leveraged its GBS organization to assist in the disentanglement and integration of four acquisitions over a three-year period, realizing expedited time lines and improved quality.

 **Increased flexibility.** The recent acceleration of corporate transactions and other business model changes in the industry is creating the need for a flexible and adaptable platform for the back and middle offices enabling them to scale up quickly to meet new business needs. One global organization quoted that they integrate acquisitions 25 percent faster because they leverage their GBS organization. A strong GBS organization will play a crucial role in creating a platform that is more responsive to business needs globally than a regionally focused, siloed structure of shared services.

 **Global reach.** By incorporating all key services worldwide into a single GBS organization, companies can fully realize economies of scale and create a catalyst to accelerate common leading-practice ways of working around the world.

 **Real-time data-driven insights.** GBS organizations are streamlining business processes to make better decisions and create value from smarter and faster data analytics. A continuous cycle of event-driven data exploration allows GBS organizations to always be aware of what is going on in their businesses. A few of KPMG's Consumer Markets clients have already established data and analytics centers of excellence as part of GBS. One of KPMG's clients could not accurately track or forecast actual sales. They required deeper insight into key sales performance to better forecast demand and plan for supply. KPMG supported the client in implementing the robust architecture of the new extract, transform, load (ETL) platform, which provided flexibility and scalability, and the new ETL process fetched data for reports based on real-time information, which was impossible earlier.

 **Accelerate speed to market with new products/services.** GBS also supports core business events that are critical to the success of a business, which include new product launches by optimizing end-to-end processes around product life cycle management.



A GBS strategy is insufficient without a carefully thought-out method of how to operationalize it.

Despite these potential benefits, many CPGs and retailers have not yet taken full advantage of the effect of establishing GBS for their organizations. Once they see the wide-ranging gains from GBS and implement them fully, they will be able to realize the value. But they should not underestimate the scope of the changes required and the degree of resistance they might be met with in the company. The roles and responsibilities of many people at all levels of the organization will be affected, as one would expect with any profound alteration in governance and processes. Effectively managing the transformation to a full GBS model is essential if all the benefits are to be achieved. Seen from the opposite perspective, a GBS strategy is insufficient without a carefully thought-out method of how to operationalize it.

How cognitive automation can enhance GBS

Driven by advances in such technologies as machine intelligence, digital engagement, and data analytics, cognitive automation is set to enable a progressive “digitization” of labor. These technologies range from automating routine tasks to the use of machine learning algorithms and, ultimately, cognitive artificial intelligence. Cognitive automation sits on top of existing information technology (IT) architecture and, in its most advanced form, interprets data from multiple sources to make decisions. It can, for example, monitor the supply chain continuously to ensure a consumer markets company and its suppliers comply with the anti-bribery and corruption regulations around the world by combing databases to look for outliers. At the same time, the cognitive engine can be directed to weed out suppliers that are charging too much or to help develop a more flexible and efficient procurement system across a region of the world.

Stages of maturity

Since 2011, KPMG LLP (KPMG) has conducted ongoing research with leaders at leading Global 500 and FORTUNE 1000 companies to gain a deep understanding of GBS maturity.

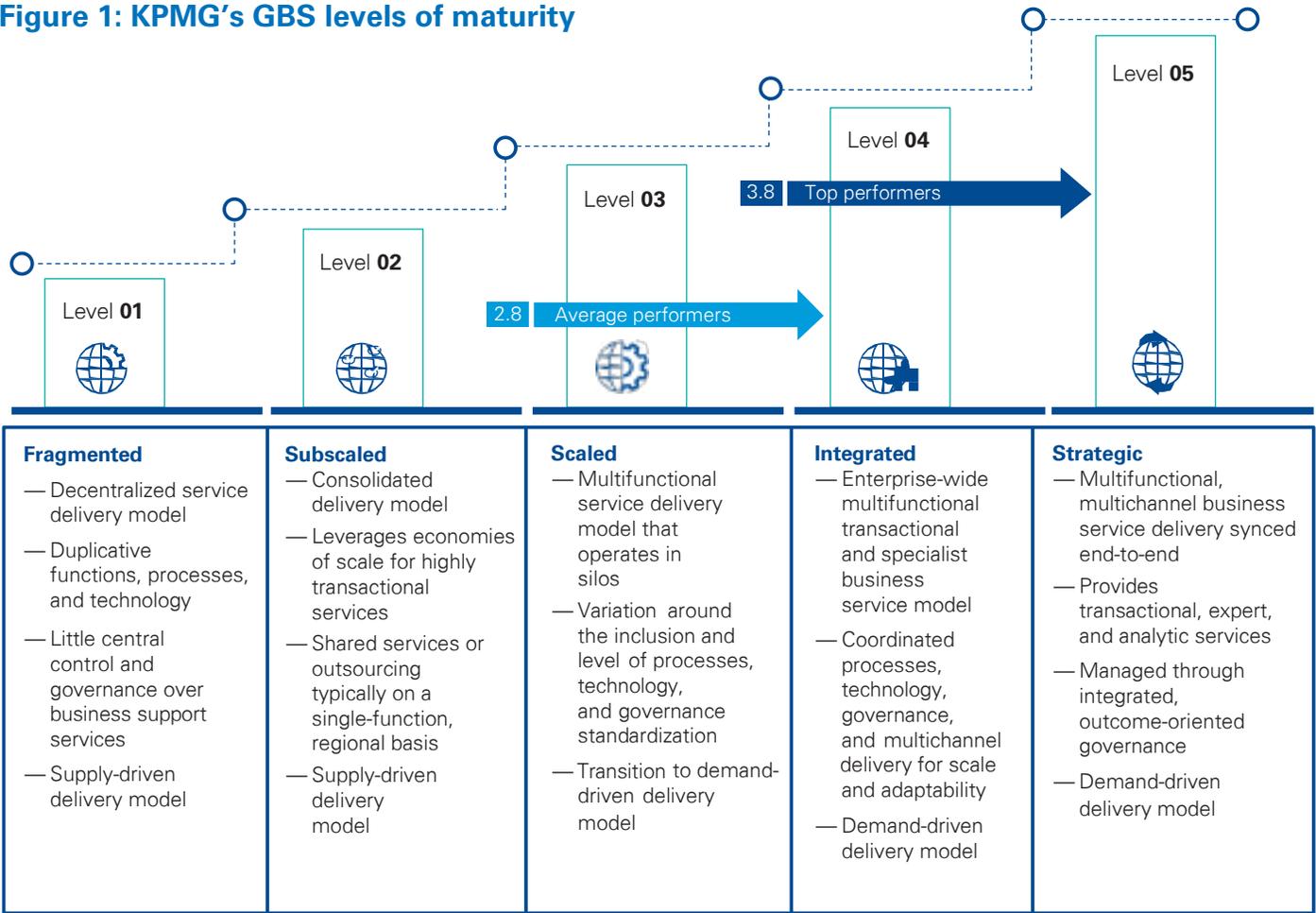
We have benchmarks on over 200 leading companies worldwide across multiple industries beyond consumer markets, including technology, media, and telecommunications, life sciences, and financial services.

The GBS maturity is used to measure a company's GBS maturity against KPMG's proprietary database. The higher the level of maturity, the greater the company's ability to deliver business services in a coordinated, global, and integrated way. Organizations are assessed according to their position on five levels of maturity:

1.  **Fragmented.** Service delivery is decentralized and processes, functions, and technology are duplicated. There is little central control, and services are "pushed" to the internal clients rather than being driven by demand.
2.  **Subscaled.** The delivery of services is consolidated to achieve economies of scale in the provision of highly transactional services. Some services are shared and outsourced, usually for single functions and regions.
3.  **Scaled.** Services are delivered across multiple functions but the silos remain in place. Processes, technology, and governance of business services are not fully standardized or integrated.
4.  **Strategic.** Multifunctional services are delivered across the enterprise. Processes, technology, and governance are supplied across several channels. Internal capabilities support the delivery of services via a single contact point.
5.  **Integrated.** Multifunctional services are delivered from one end of the enterprise to the other across several channels that are managed through an integrated, outcome-oriented governance structure. At this stage, GBS is able to provide analytic services to the enterprise, as well as advice on a range of important business issues, such as compliance, innovation, and agility.



Figure 1: KPMG's GBS levels of maturity



Focus on efficiency: Value-driven through standardization, simplification, scale, labor arbitrage, transparency, control

Focus on outcomes: Value-driven through end-to-end optimization, agility, analytics, insights, innovation, governance, compliance

The implementation of a GBS strategy begins with an independent assessment of the consumer markets company's maturity along 10 dimensions that encompass the organization's operating model.

Delivery and sourcing strategy – The business service organization's strategy and relationship to the overall enterprise

Service portfolio – The range and geographical reach of business services in the company, from finance and internal audit to human resource (HR) and compliance

Data and analytics – Its capability to analyze large amounts of data, financial and otherwise, for the purpose of business decision making

Talent management – The ability to leverage the strengths of the organization to attract, retain, and nurture the skills of the business services workforce

Process excellence – The deployment of business services throughout an enterprise's global operations with a focus on continuous improvement, quality, and innovation

Change and program management – A focused, holistic approach to ensure everybody in the company is ready, willing, and able fully to adopt and sustain changes in the organization. This helps to realize expected benefits, reduce resistance, and manage risks that might undermine the value of the initiative

Enabling technology – A technology platform for enterprise resource planning (ERP), applications, and tools to enable the deployment of standardized and agile services

Enterprise service governance – A systematic approach to working with stakeholders to manage risk and drive the value derived from business services

Commercial perspective – The way in which business services engage with internal customers, based on a customer relationship model

Tax and risk optimization – A company's capability to monitor and manage its business services tax, legal, and risk exposures around the world

Figure 2: Sustainable business services are enabled by maturity across KPMG’s 10 dimensions





Change and program management

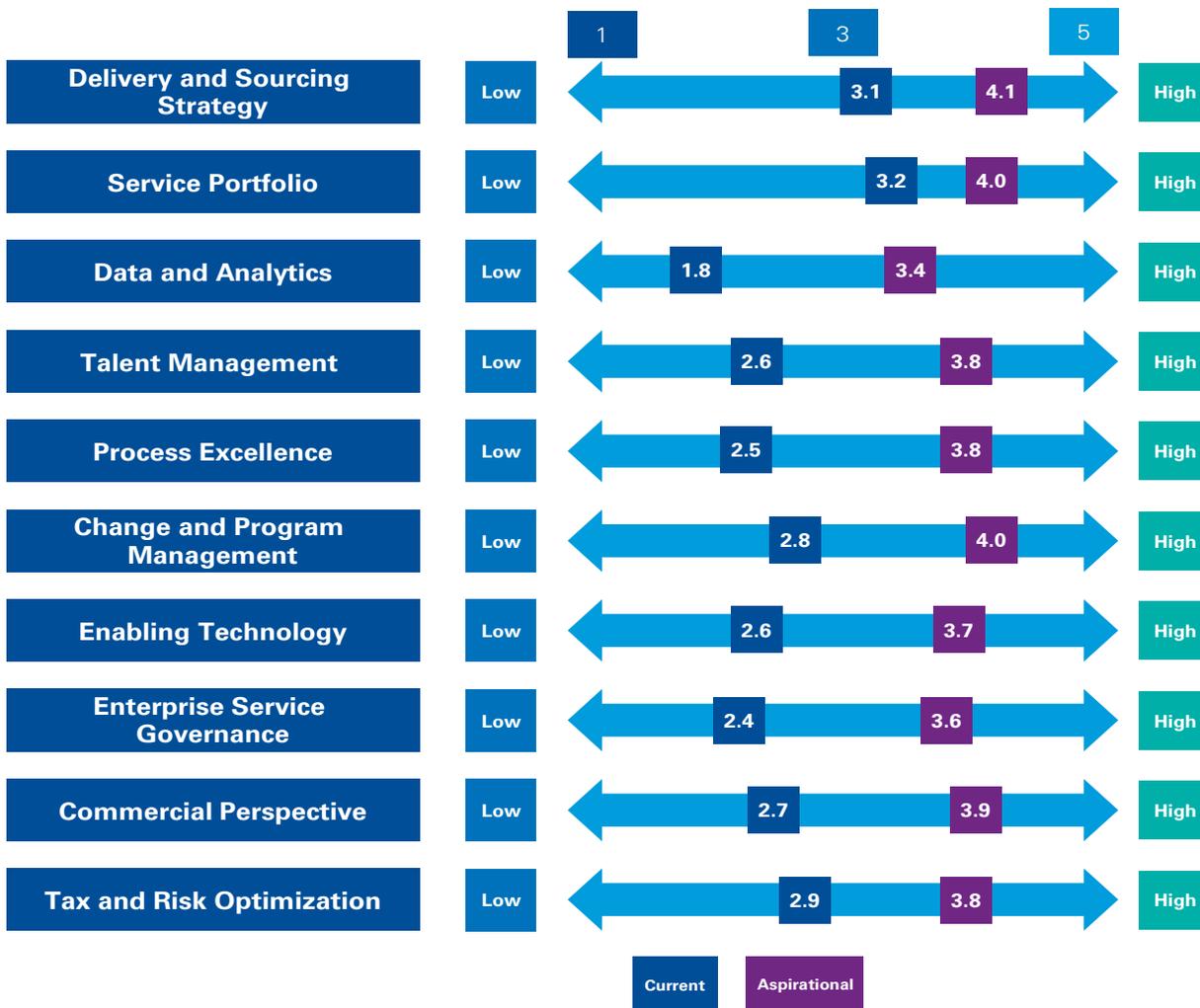
This is a focused, holistic approach for getting the people and the enterprise ready, willing, and able to fully adopt and sustain changes through targeted strategies promoting understanding, buy-in, and ownership.

Change management helps to achieve greater realization of expected benefits, reduce resistance, and mitigate risks that might undermine the value of the initiative.

All of these dimensions need to be evaluated from different vantage points to be assessed for their maturity level. For example, tax and risk capabilities may vary widely, depending on which part of the world the company is operating in. When doing its assessment in Peru, for example, KPMG deploys subject-matter specialists with a range of qualifications to advise and assess companies operating in the country, where labor regulations are very complex. Similarly, the company must assess the degree at which the board is aligned with the GBS initiative, which falls under the commercial perspective. Each of these 10 dimensions must be analyzed to assess their level of maturity along a spectrum, from basic to advanced.

Our ability to assess where companies are on the maturity spectrum is based on a multitude of client engagements and on research they have conducted on more than 200 companies that have GBS in a range of industries, of which 18 are major consumer markets. Based on this research, we were able to determine the average maturity level of the 18 companies on each of the 10 dimensions. The chart (see Figure 3: Consumer markets business services maturity by dimension) shows that the maturity varies widely from one dimension to another and is lowest in data and analytics and talent management. The level of maturity is highest in the service portfolio. As can be seen, there are significant gaps between the actual level of maturity and the aspirational level. Moving from one to the other is the difficult journey that we can help companies to navigate.

Figure 3: Consumer Markets business services maturity by dimension



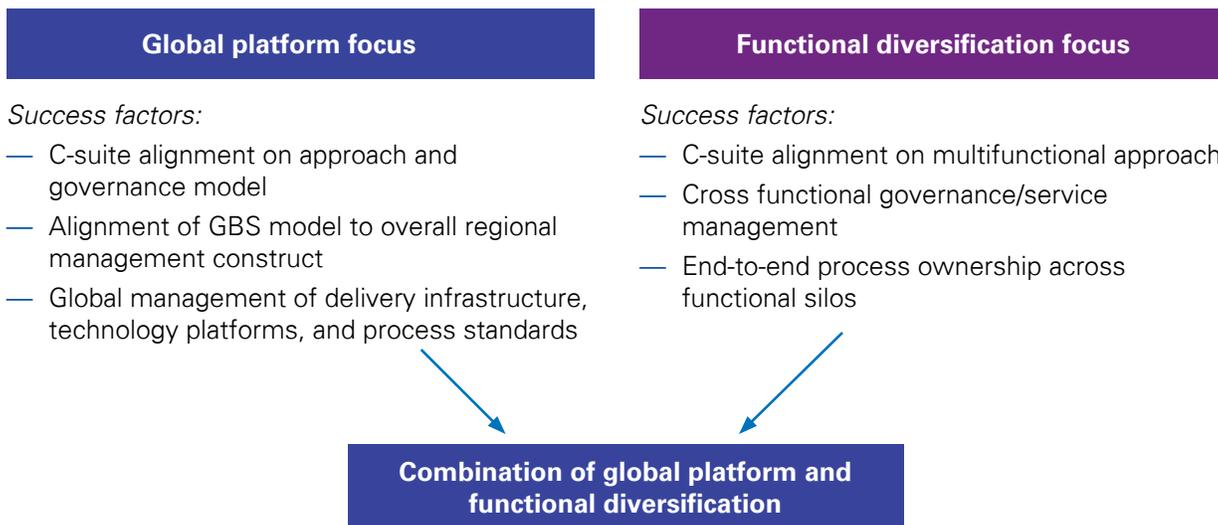
Based on our research the Consumer Products Goods companies have a higher maturity than Retail companies but overall both these industries have some of the most mature GBS organizations. KPMG has advised a number of the largest consumer markets companies in the world. KPMG is currently working with one of the largest and most global consumer products companies on their GBS organization lifecycle. The initiative began with a workshop to determine the “Art of the Possible” resulting in a multi functional GBS organization with Global and Regional centers. The services include Finance and

Accounting, Customer Service & Order Management, Supply and Demand Planning, Logistics & Control Tower Support, Procurement, Master Data Management and Commercial Analytics. This organization is still moving their GBS forward and plans to expand the services to include Production Planning, Human Resources support, Legal support and Robotics Process Automation over the next couple of years. The original program delivered around \$400m in operational savings, but the real value was creating an agile, customer-responsive enterprise that is geared for sustainable future growth.

Building success

Figure 4: Different paths to excellence

Companies have taken alternative paths (sometimes varying by services) in their journeys toward GBS maturity:



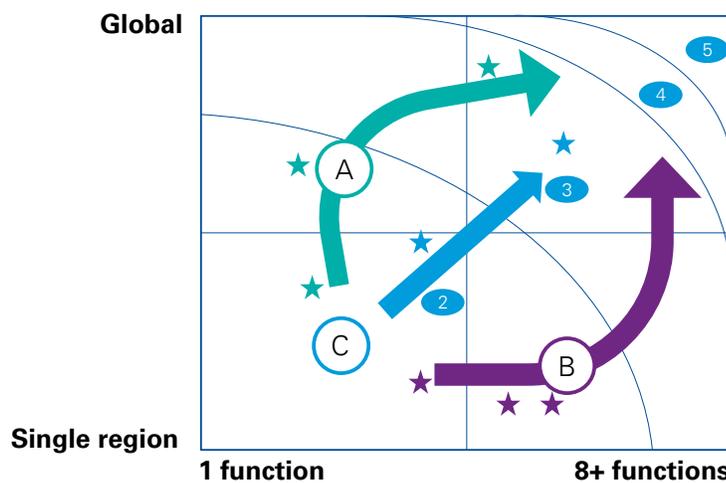
Delivery and sourcing strategy maturity

Global reach, direct linkage with corporate strategy, consideration of alternative delivery models



Service portfolio maturity

Functional breadth and depth, including judgment and analytical services



- ★ Consumer markets GBS global focus
- ★ Consumer markets GBS global and functional focus
- ★ Consumer markets GBS functional focus
- # Organizations' GBS maturity

From a fragmented to a scaled model

By adding scale and increasing services and transitioning to a demand-driven delivery model (i.e., advancing to a GBS level three of maturity), companies can save 30 percent to 40 percent of their costs through process standardization, automation, economies of scale, and labor arbitrage. In this process, there is resistance among functional departments to a loss of control, as services are centralized. The commercial orientation is around ensuring the value proposition makes sense and is crystallized in an internal service-level agreement. The agreement determines the cost of the services provided and the service levels the organization commits to meeting.

From scaled to integrated or strategic

The multifunctional service organizations are brought into a single, cross-functional organization under GBS (i.e., advancing to a GBS level four of maturity). As an example a large consumer products company that has 31 services spanning 5 functions. In creating their model, the company wanted to move from functionally siloed services to end-to-end business processes. As an example, for order-to-cash, they brought together optimized services across commercial, distribution, credit, and accounting—4 areas that previously worked independently. By focusing on end-to-end processes, the client began to experience improved performance in the “perfect order.” This measures the accuracy of all activities from taking an order and quoting a price and delivery time, all the way through to fulfilment and invoicing.

A focus on business outcomes is often a new experience for companies. The challenge is to find the right measurements. Companies tend to measure the wrong things and this drives the wrong behaviors. Their measurements have not evolved much from when outsourcing was first established. We have driven down the number of suppliers, but are we paying them on time? Let us worry less about the number of invoices processed and focus more on whether they are paid on time.

We have found that consumer markets companies that undertake the journey tend to find it particularly difficult managing the transition beyond the third stage. In order to successfully move beyond the third stage of maturity, the functions and GBS must work together.



Case Study

One organization conducted an analysis on more than 10 steps managed by various parts of the organization and by their third-party logistics provider. As Rick Bertheaud, a principal in the SSOA practice, notes, “the company was astounded to learn that it was achieving a ‘perfect order’ score of only 34 percent. It’s an illustration of the value of end-to-end service delivery in which the focus is on business outcomes rather than costs alone. In the old model, the problem wasn’t just unsolvable, it was actually undiscoverable.” The more a company focuses on end-to-end delivery and the more it brings value-added activities into GBS, the greater the ability to make better decisions, because it can leverage its expertise across a wider range of operations.

The real value of GBS is when it is integrated into the operational fabric of the company.

Companies sometimes find themselves in a trap because they have appointed a person to run GBS as if it was another function. "But the real value of GBS is when it is integrated into the operational fabric of the company to achieve the flexibility and cost effectiveness that are promised." Bertheaud says, "The way this is dealt with is through changes in governance; by creating a more commercial orientation, services are run like a business, driving decision making to middle levels in a governance model that aligns to the function."

This transition requires a change in thinking. Learning to operate as a service function and charging for services are no longer the main challenge of change management. The bigger challenge is getting people to accept the value of GBS operating above the independent functional organizations, to think less about function and more about process. We do not talk about HR and finance in a GBS world but about the processes or services they deliver. For example, I will no longer be an HR person, but somebody who provides a service such as managing performance plans.

A company might have to make a tactical retreat and move forward later. One large engineering company was unable to fully integrate its business services and decided to return to a functional shared services model level two from level three. They never established end-to-end process ownership and failed to create an outcome-based solution. They have created a complex and costly multifunctional overhead model without the integration benefits.

Many struggle to push the transformation to the frontiers of the company. You cannot assume all companies are fully capable of end-to-end process management from the first day. A big part of it is to go through a natural progression of this governance. Most companies must move from GBS as a landlord, doing some integration and putting things together, to function-directed GBS delivery, to GBS as an independent service entity standing as a peer of the functions and business units. If you push too hard, then GBS will fail. You have to bring companies onboard gradually so they can make progress through this journey. Not all companies aspire to use GBS as an independent service entity. The right GBS model needs to match the overall operating model of the company.

In the case of one large consumer markets company, it took years to reach the point of formally creating and launching a GBS organization because there were entrenched power bases and widely differing views on how to proceed. "It took

a lot of selling internally. It established a GBS organization several years ago in their European division and five years later formally launched it across the entire company.

As always, corporate leaders must set the tone. Ultimately, it does require the chief executive officer to stand up and support it. But it is normally the chief financial officer who leads the initiative. Functions, such as finance, HR, procurement, and IT, have each gone down the shared services and outsourcing route. So there is knowledge about what it can do for the organization. But it is more about who sees an integrated business services operation that is beyond shared services.



GBS consortium

In late 2015, KPMG formed a research consortium of 10 global consumer markets companies. KPMG has benchmarked each member of the consortium against the others, anonymously, so that they know how they compare with their peers. GBS leaders of consortium members meet once a month, off the record, to discuss what is at the top of their agendas. Each month, a different member company leads a discussion on a topic of its choosing and a KPMG subject-matter specialist talks about the firm's experience in advising on GBS in other industries.

Adding value

As companies move past the maturity level of scaled services across functions, GBS begins to provide expert services as well as the day-to-day transactional processes.

This is where data & analytics and cognitive automation come into play. Predictive and prescriptive analytics, properly targeted, help drive better-informed decision making. One head of analytics services in GBS tells how it achieved savings totaling \$2 billion between 2008 and 2015 through revenue enhancements, cost containment, and working capital improvements.

As GBS organizations develop, companies can begin tying their value proposition directly to the C-suite agenda. A company may be able to absorb the services of acquired companies in as little as nine months, for example. "The GBS organization is helping to decommission systems, rationalize the workforce, and increase the speed of obtaining critical information; all of these are of tremendous value," says Bertheaud. But there has to be a strong backbone that can bear the pressure. "When you link disparate service providers by means of data and analytics, you need an organization with very disciplined processes and a very strong governance structure," says Ryan.

A robust governance structure is an extremely important component in the success of GBS, but it works best when combined with other ingredients. Standardized processes, a governance model, and organizational architecture on their own do not create value, but when they are all put together cohesively, they create value for a company.



Commercial organizations and GBS

In the past, the commercial organizations of consumer markets companies have not been included in GBS, even though regulatory compliance tracking and reporting is significant and ever increasing with new regulations. Regulatory compliance tracking and reporting has historically been a distributed activity within the commercial organization handled by individuals as part of their responsibilities. With the increased regulation, some consumer markets companies are moving the regulatory compliance and tracking to their GBS organizations to implement standards, improve quality, and mitigate risk.

Lessons from experience

Consumer markets companies can learn from each other and from organizations in other industries the lessons they have drawn from their experience along the GBS journey. By doing so, they can accelerate implementation of the GBS model and more quickly gain the benefits from it. Based on its extensive experience in guiding companies toward full GBS implementation, KPMG has developed the following lessons to help mitigate the risks and maximize the opportunities:

Align with corporate strategies

Consumer markets companies can smooth the transition up the maturity scale by ensuring that GBS implementation is closely aligned with the overall strategy of the company. This will help to determine the timing of the transition and investment priorities. If the consumer markets company is focused on inorganic growth, for example, then it should tailor the development of its GBS to prepare for the absorption of another company's services into a unified structure.

Use technology to the fullest extent

Cognitive automation offers a powerful way for GBS to make gains quickly, dramatically reducing costs and speeding up time to market. Data and analytics should be used to identify areas for service delivery and measurement as well as those for process improvements and rationalization. Once GBS has developed the analytical capabilities, they can be offered to the business as a valuable service to support enterprise goals.

Integrate IT applications into GBS

Many companies are hindered by fragmented, overlapping IT systems and applications that will impede the transition to GBS maturity. If GBS priorities are aligned with the company's overall strategy, then the timing of investments in things like ERP consolidation and software harmonization will benefit both GBS and the enterprise as a whole.

Communicate the benefits

To build support for their objectives, successful GBS organizations clearly explain the overall business benefits of the model to the enterprise. Early wins gained from the transition are communicated to the entire company, especially the board and senior management, to build momentum behind structural change.

Enhance change management

GBS organizations have to topple siloes, disassemble fiefdoms, and strengthen IT support for the initiatives. All of these require consummate change management skills coupled with strong governance capabilities to support complex GBS operations.

Nurture talent

A successful GBS organization is a compelling career opportunity. The best way to attract the most promising employees is to train them in the skills that will be most effective, both within GBS and the rest of the company.

Then rotate staff both within GBS and between GBS and the business.

Define the possible

Overreaching and implementing GBS too fast can lead to a backlash. For companies that have grown by acquisition or have siloed services, centralizing the delivery of functions may have to move gradually. By taking a more process-focused approach that links shared services with the retained organization, companies might gain sustainable cost benefits.

Based on our experience in working with clients on implementing GBS in the consumer markets industry, we have identified 10 practices that GBS leaders are focused on.

Figure 5: 10 practices of GBS leaders

What the best are doing	What they are achieving
1. Expanding services from back office to front and middle office	Business model alignment, impact, relevance to business
2. Breaking through functional boundaries to create end-to-end process ownership	Transformation, innovation, standardization, ability to drive global process management
3. Industrializing the service delivery platform, including adoption of cloud solutions	Speed to implement, reduced investments, broader transformation
4. Optimizing the global service delivery footprint	Economies of scale and place, consistency, flexibility to quickly ramp up to serve new markets
5. Optimizing the mix and form of outsourcing and captive relationships	Cost variability, best-of-breed delivery, shared risk, access to talent
6. Creating an analytics capability	Depth, insight, relevance
7. Managing talent across GBS boundaries	Accountability, leadership, "employer of choice"
8. Creating an outcome-based commercial orientation and GBS brand	Goal alignment with internal customers, relevance, rejuvenation
9. Creating seamless connectivity with trading partners	Synchronization with suppliers, external customers, and other partners
10. Installing service portfolio management to manage internal and external relationships	Ongoing competitiveness in supply chain, stronger governance and performance



How KPMG can help

KPMG member firms can help you in your quest to enable a more expansive and inclusive approach to product and service innovation and to realize the rewards of collaborating with a broader range of partners. The KPMG Consumer Markets practice is dedicated to assisting businesses of all sizes to identify opportunities and take advantage of industry developments.

Our Consumer Markets professionals work with the top 20 global food, beverage, and consumer goods companies and the top 10 retail companies. They also stay in front of current trends and issues, providing relevant insights and advice to help organizations address their specific business challenges.

KPMG member firms help clients around the world to increase the efficiency of their business and operating models through enhanced professional project management, cost-efficient organizational structures, and streamlined reporting and approval processes.

With our combination of consumer markets and financial Know-how we can introduce a tested scientific and business rationale to complex large-scale projects, helping to improve the return on investment within an organization, and support sustainable growth.

KPMG brings a deep and comprehensive set of capabilities executed through the GBS life cycle to instill GBS excellence.

Tax and risk optimization

- Tax efficient structures
- Tax efficient billing and chargebacks
- Business resiliency/information protection
- Compliance/controls assessment, design, and attestation
- Enterprise risk management

Commercial perspective

- Pricing/chargeback design
- Benchmarking
- Performance management and metrics development
- GBS branding

Enterprise service governance

- Service governance design and implementation
- Service connect digital portal
- Managed governance services

Enabling technology

- Architecture/assessment and planning
- System and information integration
- PMO and value assurance
- Robotics and cognitive technology planning, pilots, and implementation
- Digital/enabling technology design and implementation

Delivery and sourcing strategy

- Business to GBS strategy alignment
- Value driver analysis
- Service delivery model strategy

Service portfolio

- Service delivery model design
- Outsourcing evaluation, selection, contracting
- Location evaluation and selection



Data and analytics

- Data and analytics design and implementation
- Business intelligence
- Information architecture
- Master data management

Talent management

- Human capital planning
- Knowledge capture and delivery management
- Organization design

Process excellence

- Process ownership model design and implementation
- Process optimization

Change and program management

- Organizational change management
- Portfolio, program and project, and transition management
- Value realization

Authors



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Bob has led a number of the firm's more complex global client engagements to improve the delivery of services across multiple general and administrative functions. He has more than 25 years of experience in assisting clients in the transformation of their organizations and operations.

Bob has helped companies realign their structure, governance and management processes, establish shared service centers, evaluate and transition services to outsourcing arrangements, plan and transition processes to offshore centers, reengineer administrative business processes, and reduce the overall cost structure and spend on goods and services.



Kim Huddle

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Shared Services & Outsourcing
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Kim leads the Consumer Markets industry for Shared Services & Outsourcing Advisory group in the United States. She combines 25 years of industry knowledge and outsourcing consulting experience to create client-specific SG&A sourcing strategies. She is very experienced in customer relationship management with a key focus on the C-level executive and has many years of demonstrated success in establishing ongoing partnerships.

Kim joined KPMG through a merger with EquaTerra, Inc. She has worked with many consumer markets clients and has extensive knowledge of the industry's evolution as well as the digital disruptors that have been pivotal to the industry's changing landscape.

Kim leads the Consumer Markets Consortium where 10 of the largest consumer markets clients participate to discuss industry trends as they relate to GBS.



About KPMG

KPMG International and its network of member firms are a global network of professional firms providing Audit, Tax, and Advisory services operating in 155 countries and employing more than 174,000 people. Our U.S. member firm, known as KPMG LLP, traces its origins all the way back to 1897 and became a limited liability partnership in 1994. As a leading professional services firm, KPMG LLP has more than 30,000 partners and professionals providing services throughout all 50 states. With 90 offices, we are a significant presence in your current markets and in those locations where you may want to expand.

Our high-performance culture promotes using our experience and insight to simplify complex challenges, seek new opportunities, and deliver informed perspectives and clear methodologies of value to clients and stakeholders. Our client focus, commitment to excellence, global mind-set, and consistent delivery build trusted relationships that are at the core of our business and reputation.

KPMG recognizes that today's enterprise business services leaders face increasingly complex demands and challenges.

Globally integrated teams from our Shared Services and Outsourcing Advisory (SSOA) practice, in seamless partnership with professionals from KPMG International's broader set of member firm capabilities in risk, transactions, tax, and compliance, help our clients transform their business services to deliver improved value, increased agility, and sustainable business performance.

If your organization is seeking innovative ways to achieve genuine business services transformation, KPMG SSOA can help.

For more information, there's no better place to start than by accessing our research and thought leadership at www.kpmg.com/us/gogbs.

Learn more about our GBS capabilities at www.kpmg.com/us/gbs.

Learn more about our IT outsourcing capabilities at www.kpmg.com/us/outsourcing.





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