



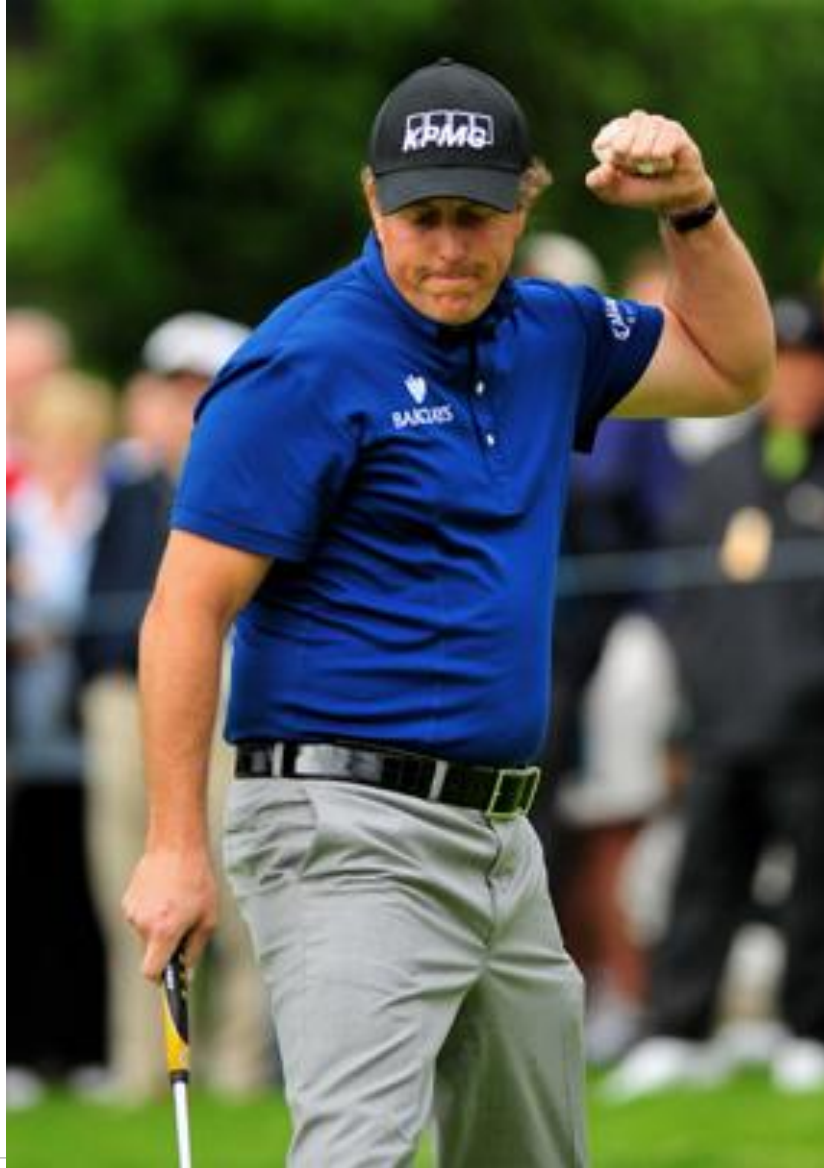
cutting through complexity

The KPMG Hub

Business value through social collaboration

4 November 2013





About KPMG



cutting through complexity

KPMG is a global network of professional firms providing Audit, Tax and Advisory services. We have more than 152,000 outstanding professionals working together to deliver value in 156 countries worldwide. Member firms' clients include business corporations, governments and public sector agencies and not-for-profit organisations.

Audit	Tax	Advisory
Audit teams equipped with a high level of technical skills and empowered with professional skepticism provide the heart and soul of a good audit.	Through a forward thinking multidisciplinary approach, technical experience, and deep industry knowledge, KPMG's Tax professionals can add value and help organizations manage the tax complexities of an ever-changing business environment	KPMG's professionals combine technical, market, and business skills that allow them to deliver objective advice and guidance that help the firms' clients grow their businesses, improve their performance, and manage risk more effectively.

Knowledge Management in Professional Services

Characteristics

Knowledge **IS** the product being sold

Competitive pressure is greater than ever

Common approach to problems, but design customized solutions for each client

Many policies, regulations, and contractual obligations to protect client confidentiality

At any given time, 25% of our staff are brand new

KM implications



KM is **core** to the company strategy and must involve everyone



KM should focus on tangible **impact** on revenues and efficiencies



Focus on codifying **approaches & products**
Connecting and collaborating is also a core element of knowledge transfer



Develop **strict guidelines** to protect content



Needs to support **“just in time” learning** to get people up to speed quickly

KPMG's Knowledge Strategy -- delivering value to our people and clients

Service delivery

Fast and effective **staffing** and **team start-up**

Access to the best **methods** and **approaches**

Sharing across team & clients

Account management

Collaboration and sharing with key client contacts

Fast teaming and responses to **new account opportunities**

Client and **industry** insights

Proposals

Access to **credentials** & **proposals**

Finding **where** we've done work before and **who's** led the work

Faster and quality **proposal development**

Harness the Knowledge of our 155,000 people to create and deliver more value for our clients

- **Wins and revenue growth**
- **Cost optimization and speed**
- **Service Quality**
- **Employee engagement**

Innovation and services development

Market & competitor **intelligence**

Scaling innovations coming from client teams

Using the **KPMG "crowd"** to drive innovation

Market development

Relevant, sharp **thought leadership**

Client-ready **research** and perspectives on demand

Rapid **inputs/insights from others** on client issues and opportunities

Staying current

Industry insights and trends, and the KPMG point of view

Client news and trends

A strategic shift in our program towards enabling Collaboration

Portals / Content Centric



Collaboration Centric



'Internal Social Collaboration' versus External Social Media

Internal Social Collaboration

VS

External Social Media

Using social collaboration functionality to build and sustain stronger collaboration and sharing within an organisation.

- Find internal people and experience
- Access insights of others
- Build networks on key topics
- Respond to client inquiries

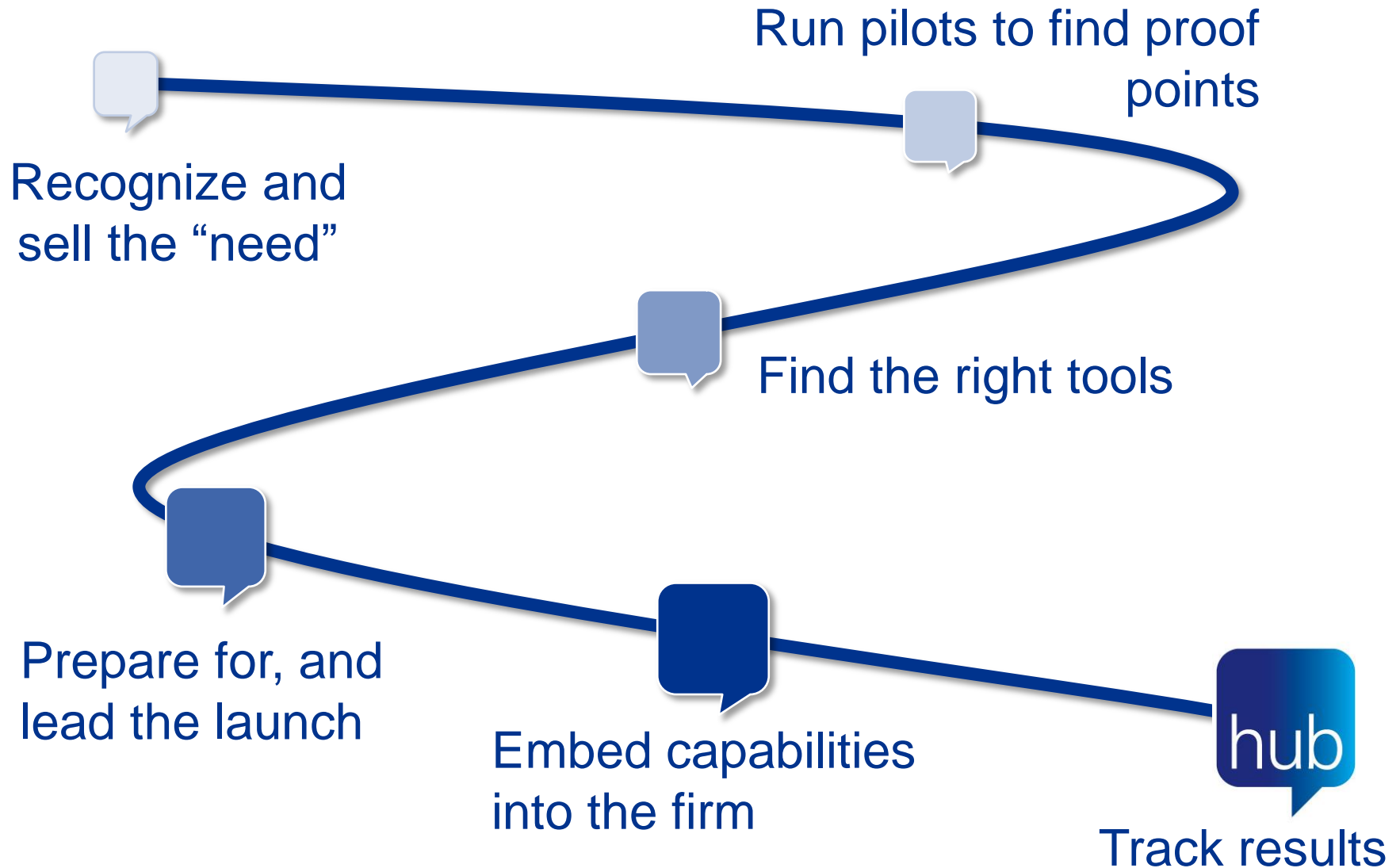


Using social media sites (such as Facebook, Twitter, YouTube) to build and sustain stronger market presence and external relationships.

- Strengthen external relationships with key stakeholders
- Project and reinforce your organisation's brand
- Improve the client experience



Our journey



The imperative exists in any organization

- **Collaboration is the lifeblood of our business – and is getting more critical to our success**
- **Our current tools hold us back, and this impacts our business every day**
- **New social collaboration tools are a “game changer” and can transform our business**
- **They are here to stay and will only become more relevant – and new hires expect this in their work environment**
- **Our peers and competitors are figuring this out faster than we are**
- **This is not just about tools, but about building a capability**



Make the discussion around benefits as tangible as possible

Team across networks to more quickly collaborate on ideas, initiatives and proposals

Quickly find experts you don't know to get help addressing **urgent client questions**

Make it easier for **leaders to push updates** and insights to broad audiences

Faster, secure collaboration for **client service teams** in private forums

Time savings and improved **employee engagement**

Mobile and iPad access so we can collaborate in real-time



Illustrate the impact with stories

Brent se
with c
benchma
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Now Social collaboration

- **Brent posts his question to Hub communities on Healthcare and SSOA**
- **Tom, who has followed these communities, sees the post and connects with Brent, who he doesn't know**
- **They share insights from home using mobile devices**
- **We have delivered the "best of KPMG," to the client, driving revenue and reducing cost**



Brent Dugas,
Manager, Canada MC



Tom Smith
Director, UK Tax

Use key leaders to sell the business case

“In summary I believe we have to press ahead. From the way I see social tool X used in the UK, it makes a very positive contribution to immediate and unstructured knowledge sharing. I am a regular user because it helps me understand things I don’t know and may not have thought of looking for”

“We have not cracked how we share knowledge effectively and are unlikely to do so with just the current toolset – the power of KPMG is often in the minds of our people. I see it (internal social media) helping to answer questions quickly if the right people are in the loop.”

“This is all about adoption, not about the tool. If we don’t start now we will not be where we need to be in 2 years time- we cannot wait for the technology ..”

A globally scalable solution

- The Hub is hosted in a secure **Private Cloud** – a single tool to support easy collaboration **across KPMG globally**.
- The Hub program is **coordinated by Global Knowledge**, working with all member firms and business Functions to drive implementation and adoption.
- Common toolkits and support processes, and a single license, to **reduce costs and speed adoption**.

Critical Success Factors

- Ensuring **ease** of use/**mobile** access.
- Gaining full **leadership** engagement, and **ownership** from our **businesses**.
- Developing prominent internal communications and marketing initiatives.
- **Change Management** programs that include recognition and rewards.
- Direct **support** to people in our most strategic **networks**.
- **KPI's** focused on success/impact.

Social Collaboration is about building a capability

Business Alignment

- Stakeholder conversations to align with Business Needs.
- Finding how the Hub will solve problems for networks and businesses
- Embed the Hub into how teams and networks work

Change Management & Culture

- Internal communications and marketing
- Leadership engagement
- Training for Subject Managers and users
- Reinforcing the value thru metrics and success stories
- Rewards and Recognition

Project Management

Technology Integration

- Product configuration and customization
- User provisioning processes and SSO
- Help desk support
- Integration with other internal tools
- Mobile configuration and testing

Risk, Legal, Security

- Review and sign off of Risk and Legal controls.
- Security Manifest.
- Implementation of local moderation, user guidelines, preservation etc.

The Hub

The screenshot displays the KPMG 'The Hub' interface. The top navigation bar includes the KPMG logo, a search bar, and user information for Oliver Rolfe. The main content area features a 'Post' button, a text input field, and a post by 'Name Name' with a 'Like' button and a comment input field. The left sidebar contains navigation options like 'My Wall', 'Company Stream', and 'Subjects'. The right sidebar shows statistics such as '47 Subjects created', '51733 Total users', and '105 New documents'.

Highlighted Elements:

- Top navigation bar: Search bar and user profile icon (2 notifications).
- Post creation area: Post, Poll, Event buttons and text input field.
- User profile: Oliver Rolfe, Followers (51), Following (42).
- Navigation menu: My Wall (3), Company Stream, Private Posts, Starred Posts, Oliver Rolfe, Subjects, People, My Filters, Insight.
- Post interaction: Like button, comment input field.
- Statistics: 47 Subjects created, 51733 Total users, 105 New documents, 2092 Posts, 897 User profiles were updated.

How do our people use the Hub?



Leadership Engagement

- ▶ Posted in Company stream or in a Subject
- ▶ Open or secure in a Subject
- ▶ Allows for two way conversation
- ▶ **Example:** Firm announcements



Subjects of Interest

- ▶ Open/Public
- ▶ Open to all users to follow
- ▶ **Example:** Diversity groups



Subjects of Practice

- ▶ By Approval or Open
- ▶ Access controlled by Subject Manager or open to all users to follow
- ▶ **Example:** Cloud computing



Secure Client Discussions

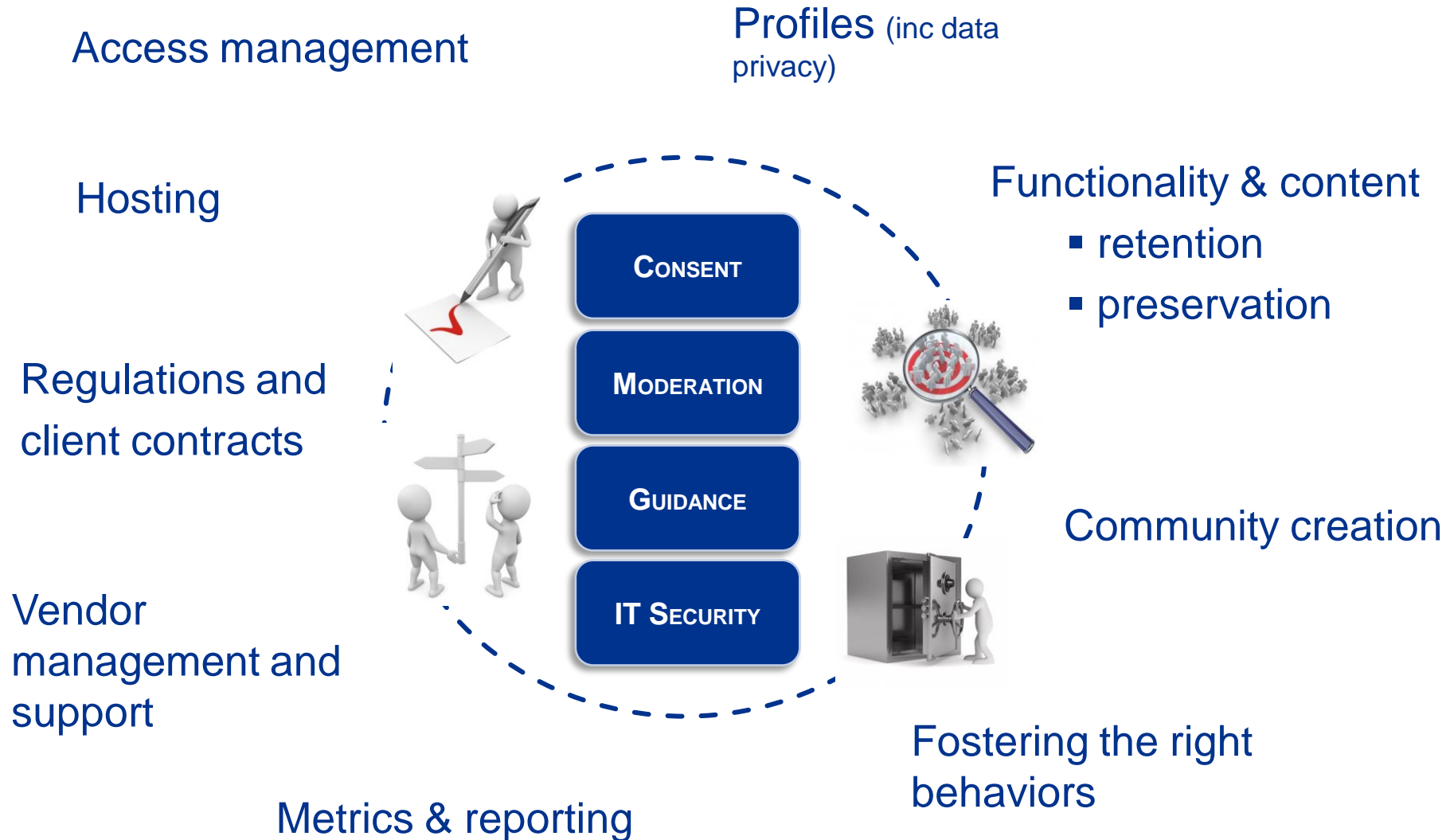
- ▶ Private (secure)
- ▶ Access controlled by Subject Manager
- ▶ Will include client confidential info
- ▶ **Example:** Client XYZ

announcements
example: firm

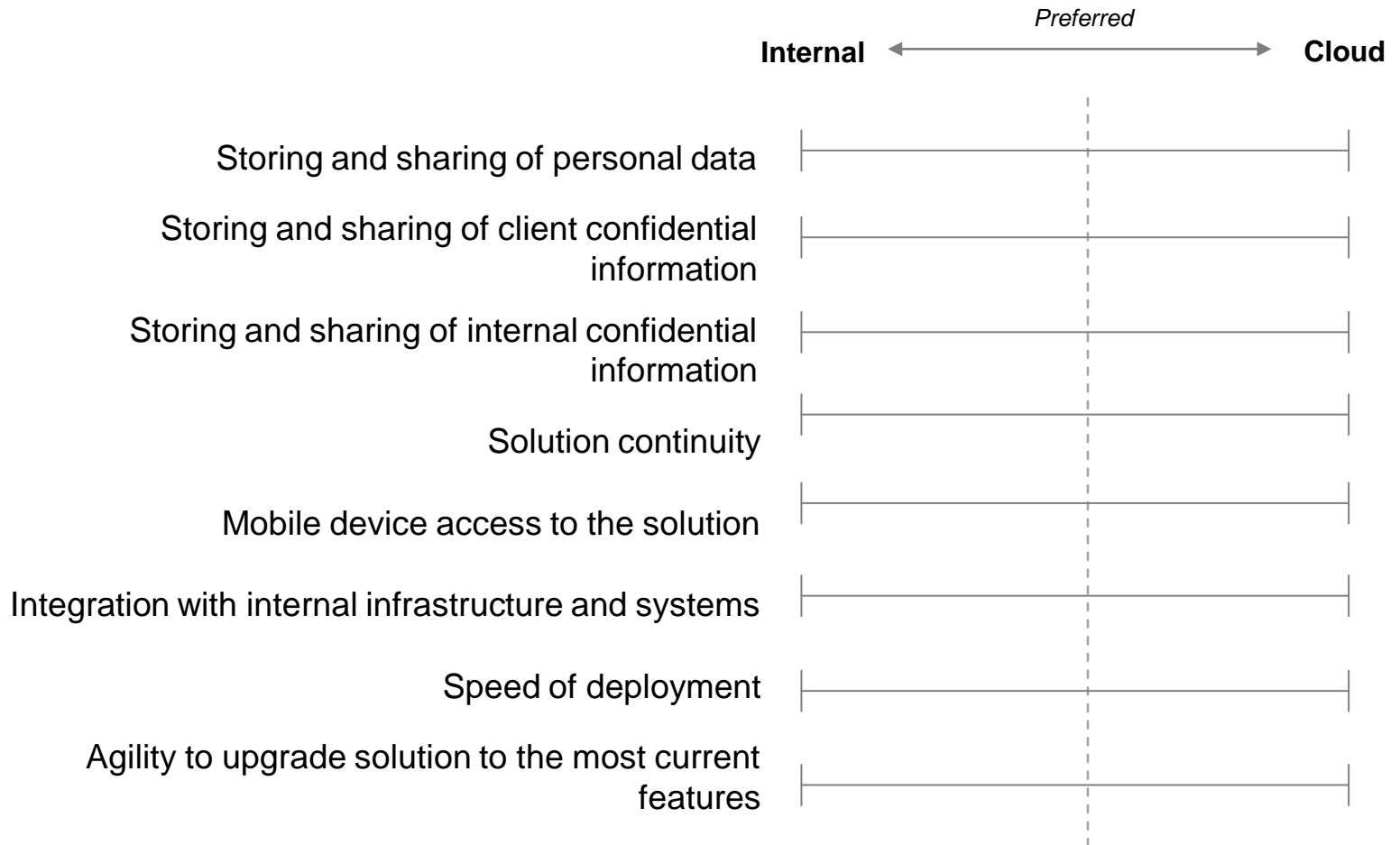
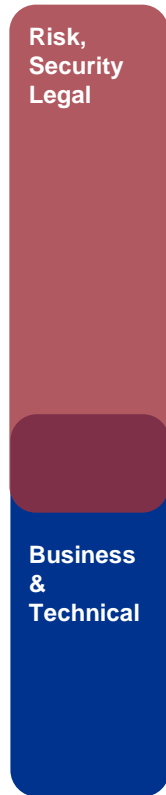
computing
▶ Example: Cloud

XYZ
▶ Example: Client

Governance considerations



Hosting considerations



Promoting effective and compliant behaviors

Rules of the Road

Be compliant ... remember, as a professional at a KPMG member firm, you need to comply with applicable professional obligations, including our obligations to keep client information confidential.

Be protective ... protect all the content you obtain from The Hub. It is valuable KPMG property.

Be respectful ... communicate professionally with your colleagues. This is a business tool.

Be honest ... post accurate and factual information at all times.

Be original ... respect copyright and the intellectual property rights of others.

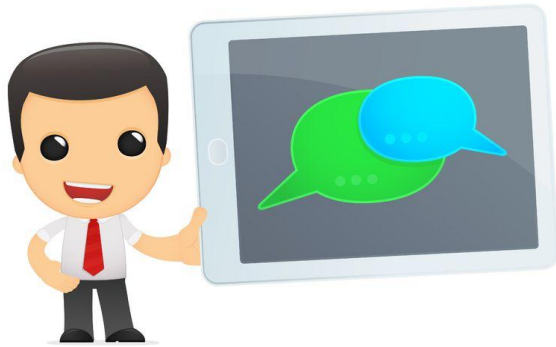
Be you ... develop your virtual profile. Don't try to be someone you are not.

..and last but not least:

Be active! ... express opinions freely and feel comfortable entering into informed debate and discussion. Search and connect with people. This is an important tool for KPMG – use it.



The Hub is primarily a capability, not a tool...

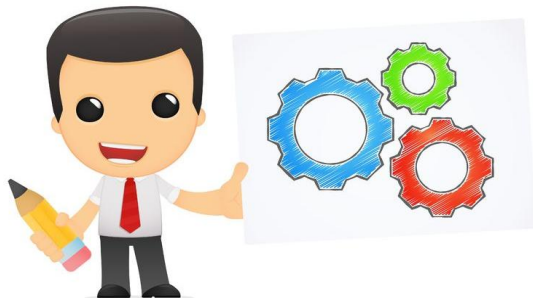


It will change how people connect with each other: people bringing others into conversations... people finding others with expertise they need to deliver their work and following...

It will change how people communicate across KPMG: people actively sharing information and knowledge through posts targeted to interested audiences



It will change how people collaborate with each other: people freely helping others through posting responses... 'liking' content... sharing threads with others...



...and Change Management is a top priority

engaged leadership who are visible and vocal on the Hub



incentives for integrating the Hub into everyday business; relevant content and connections; quick and accurate responses; recognition; altruism; built into wider knowledge reward and recognition programmes



ongoing **communications and guidance**



Post often- weekly/bimonthly if possible:

- Identify whether e-mails/ newsletters or other activities can be moved to the Hub
- Update on client issues and meetings
- Market issues, trends and KPMG POV
- KPMG Market Development events
- Firm and Office events and activities
- Celebrate successes

Identify others on the team who should post and respond to posts and questions

Invite and encourage conversation

Comment on and “Like” other posts



Leadership on The Hub



Ed Giniat

Posted to: Healthcare & Life Sciences October 11, 2013 at 11:55 AM

Build, Buy or Align: that is the question. Another interesting week of travels including a visit to a health system in Danville, PA. I met with the CFO to discuss their challenges and strategies. Quite impressive. Later in the week, I attended the HFMA Thought Leadership Retreat in Washington, DC and met with a number of healthcare CFOs. The hot topic of the week are the various alliances, using an LLC format, including this week's announcement of a partnership in Pennsylvania and New Jersey that includes 7 systems and 25 hospitals. In July, more than 20 hospitals in Georgia combined to form a major healthcare organization. We also heard about a collaborative which now includes 6 healthcare systems across Missouri. The chairman of a major healthcare law firm referred to these as the 21st century collaborations. I suspect we will see many more of these as an alternative to outright mergers and acquisitions.

| | More ▾

Bryan N Callahan, Lisanne Biolos and 1 more this.

Add

Update on Client Issues and Meetings



Edgar R Giesinger

Posted to: Houston Office US Today at 11:00 AM

Just received this morning's SYNC training stats. We are 93% complete. Way to go Houston!

| | More ▾

Team Successes and Events



Paul R Wissmann

Posted to: Media & Telecommunications and 1 more September 5, 2013 at 1:00 PM

Well Samsung and Qualcomm have come out with smart watches. Is this a new product that will catch on?? I am not that vain (ok maybe i am), but I have trouble seeing myself walking around wearing (...Continued)



Galaxy Gear vs. Toq

Samsung Electronics, as expected, announced its Galaxy Gear smart watch and the company's next phablet, the Galaxy Note III, at a media event just ahead of the start of the IFA consumer electronics trade show in Berlin.

http://www.fiercewireless.com/story/samsung-qualcomm-announce-competing-smart-watches-galaxy-gear-vs-toq/2013-09-04?utm_medium=nl&utm_source=internal

| | More ▾

Robert J Perrone and Joseph Mondello this.

Add a comment

Awareness of Market Issues and Trends



Heather C Paquette

Posted to: Detroit Office US and 3 more October 2, 2013 at 7:04 AM

This morning I saw the Marathon commercial for Stacy Lewis. She was talking to young girls (let's call them emerging leaders) about what it takes to be a world class golfer. "Practice, hard work (...Continued)

| | More ▾

You, Kristen A Piersol-Stockton and 18 more this.

Show all 4 replies



Colleen Drummond What a great inspiration... I think I can do that as well.

October 2, 2013 at 7:45 PM |
Heather C Paquette and Kristen

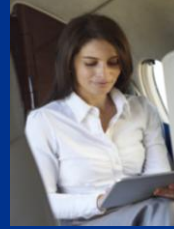
KPMG Market Development and Diversity Initiatives

Success stories



A Board Member of KPMG in the Netherlands, posted a request for retail expertise after meeting the group controller of a major Global food retailer. After being connected to new resources and individuals from the UK, US & Netherlands, his team delivered better insights to the client for a key presentation

Efficiency Client Service Cross Border Collaboration



A Vice Chair in the US member firm has quickly developed a vibrant Hub community that connects 650 departmental staff to each other, best practice and new ideas by posting regularly and encouraging her people to do so. Staff are now more engaged and connected with their leadership and each other.

Efficiency Employee Engagement

The Hub helps connect people to existing information, tools and expertise. It is reducing Costs, supporting Wins & Growth, and enhancing the experience for KPMG people.



A Senior Manager of KPMG in Australia, was evaluating data visualisation tools and requested help in identifying those tools used in KPMG. Within 24 hours he received responses, links to resources and further contacts from the U.K., U.S., Netherlands, South Africa and India, saving him hours in research time and expanding his and the data visualization's network.

Efficiency Cross Border Collaboration



A Tax Partner of KPMG in Ireland, has reduced the volume of email and increased staff engagement and efficiency by mandating that questions or group emails take place on the Hub.

Efficiency Employee Engagement

Final thoughts

- **Turning “interest” into true commitment and output is hard to do**
 - Make the Risk and IT Security your new best friends & involved them from the start
 - Find and use your advocates – make sure they are in strategic parts of the business
 - Make the conversation about building a Capability, not tools
 - Paint the picture of what success looks like in terms your people can grasp
 - Avoid the word “social” as much as possible
- **Many organizations have failed– ensure you focus on business impact . Build a plan to overcome the perceived barriers (e.g., time constraints, hoarding, negative perceptions of Social)**
- **Use pilots and deploy in a phased manner (as opposed to the “big bang”)**
- **Leadership, leadership, leadership**

Thank you

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