



# Driving Performance Through People



People & Change

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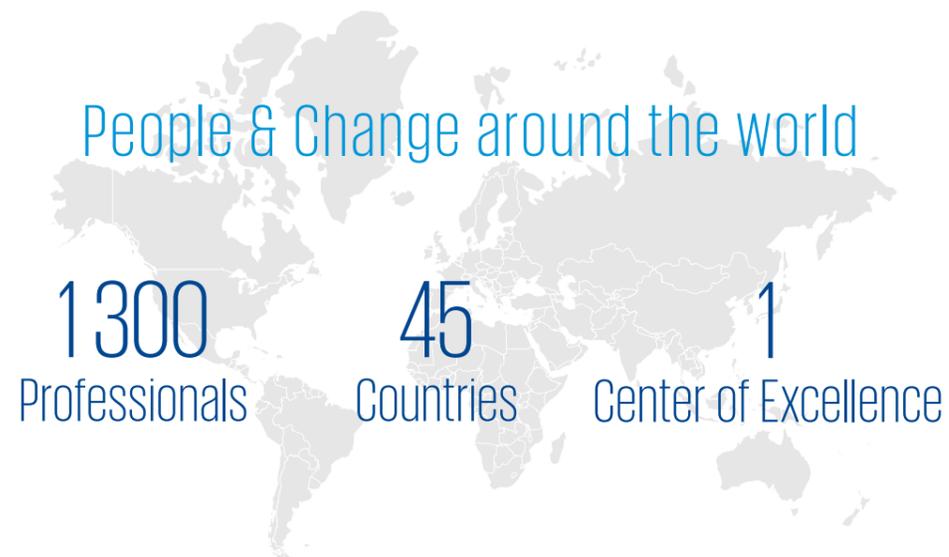
“What we do makes  
a fundamental difference to the way  
people are managed, led and developed.  
This results in a significant improvement  
in business performance.”

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# People & Change overview

We have a truly global capability of more than 1300 People & Change practitioners with proven experience of large scale Business and HR Transformation supported by a strong Change Management and Human Resources expertise



## ✓ People as a strategic lever

We identify the people implications of transformation program early on and challenge our clients to consider these as strategic levers for success

## ✓ Evidence based

Using evidence and data analytics to show connections between HR and business KPIs and opening doors to new processes and people strategies that impact the bottom line of the organization

## ✓ Proven experience

KPMG has been recognized by Kennedy in the top 2 HR Transformation Consulting firms in October 2015

## ✓ Breakthrough accelerators

We have developed powerful accelerators incorporating benchmarks, reference models, robust methodologies and integrated tools supported by our Center of Excellence

## ✓ Strategic alliances

Our strategic partnerships at international level allow us to have a deep knowledge and capabilities on state-of-the-art HR technology solutions, coaching and social law issues

## Our offer



### Behavioral change management

A proactive and structured approach to facilitate complex changes and enable the behavioral change required



### Organization development

An approach to design and re-design organizations to achieve specific performance objectives



### Talent management

A comprehensive approach to attract, develop and retain talent and capability to deliver a competitive advantage



### HR transformation

A strategic transformation of HR functions through process, technology and operating model innovation



### Workforce intelligence

A focus on strategic workforce planning and HR analytics to enhance operational performance

# Behavioral change management

Enabling the behavioral change required to deliver business benefits, including 'Vision and case for change', 'Engaging stakeholders', 'Involvement strategies', 'Organizational alignment', 'Sustainable change' and 'Measuring benefit'

## WE BELIEVE

- ✓ Traditional approaches to managing change are no longer sufficient in today's world
- ✓ Leaders must actively lead change – sponsoring is not enough
- ✓ Early and committed engagement is crucial to address the scale, scope and complexity of transformation programs
- ✓ One size does not fit all – change is situational

## OUR DIFFERENTIATORS

We have a structured approach and a set of people and cultural tools to assess, monitor and embed Transformation

Our high-level approach to culture change leverages our behavioral change management ("BCM") methodology and our unique dilemma reconciliation capability to reduce complexity

Change is a constant – we transfer BCM skills to our clients



# Organization development

Creating an organization where the strategy, operating model, structure, processes, infrastructure, values, and behaviors are aligned to realize the shared organizational intent. Enhancing collective intelligence, open innovation and implementing new social technologies are fundamental for the Transformation to be successful

## WE BELIEVE

- ✓ Conscious holistic design choices are required to optimize performance
- ✓ Effective Organization Development is anchored on a shared rationale
- ✓ Alignment of culture and values enables organizational effectiveness
- ✓ Leadership and empowerment are core to adoption of new behaviors

## OUR DIFFERENTIATORS

We offer tailored innovative and collaborative facilitation methods based on co-construction and collective intelligence: U-collaborate, innovation factory, creativity sessions, learning expeditions, etc.

We deliver a high performing organization framework centered on clear strategic content with maturity models, KPIs and HR benchmarks

# Talent management

Developing human capital within an organization to meet the current and future needs of the business and support its strategic objectives. This includes: 'Learning and development strategies', 'Identifying/developing high potentials', 'Succession planning', 'Retaining top talent' and 'People strategy/employer brand'

## WE BELIEVE

- ✓ Businesses should treat talent as a strategic ExCo-level agenda
- ✓ Point solutions will fall short if not integrated into strategic requirements
- ✓ Talent analytics are key to measuring ROI
- ✓ Design for the culture and talent that you want

## OUR DIFFERENTIATORS

We deliver a comprehensive approach to attract, develop and retain talent and capability to deliver a competitive advantage

Our Talent Framework considers the context in which you are working, helps you define your Talent Strategy in alignment with your business strategy by working through key considerations, and helping you determine what to focus on in order to drive real business impact

# HR transformation

Creating fit-for-purpose people functions by aligning HR and business strategy and putting the appropriate structure, capabilities and systems in place that enable HR to deliver real value to the business, including: "HR strategy", "HR service delivery model development", "HR process redesign", "HR team effectiveness", "HR team efficiency" and "HR value-added measures"

## WE BELIEVE

- ✓ HR systems are there to support the strategy and operating model, not to drive
- ✓ Monitor and measure the impact of HR practices and policies on the delivery of business benefits
- ✓ HR should align strategy and operating model to business objectives

## OUR DIFFERENTIATOR

POWERED HR *helps clients focus on what matters*

### What is it ?

KPMG Powered HR delivers a bespoke, next generation HR function

- Pre-determined 3-step approach, taking the client through the phases of Define, Decide and Deliver
- A tailored operating model incorporating leading practice organization, people, process and technology
- Embeds KPMG's leading practice and expertise across HR, Talent, risk and controls
- Designed and built as an integrated solution, deployed on the Oracle and Workday Cloud
- Allows you to focus on the 20% that creates the unique and value adding HR function

### What is the value to HR ?

Creates an evidence-based HR function via access to analytics

- Improves HR decision-making ability
- Increases efficiency and effectiveness in delivery HR process
- Reduces administrative burden
- Enables HR to identify and manage talent
- Provides business leaders with access to people data across their enterprise
- Provides differentiation where desired, and standardization where needed
- Establishes quickest route to leading HR practice adoption

## KPMG Powered HR

*What are the benefits ?*



### Insight and experience

Powered HR harnesses the insights and extensive experience from KPMG to help ensure that your technology is a strategic enabler and supports the business objectives



### Higher certainty of outcome and lower risk

Cloud technology should be an investment - not a guessing game. We have built in tools and methods to reduce the risk of technology change



### Faster process

We have streamlined the HR transformation process, allowing you to adopt quickly and efficiently. We have also standardized and simplified HR processes across your company so it is quick to achieve HR Transformation



### Lower cost

Cost savings at implementation and in the longer term

# Workforce intelligence

Enabling organizations to get better value from their workforce through data analytics, allowing them to make evidence-based decisions that enhance business performance

## WE BELIEVE

- ✓ HR decision-making needs to shift towards Evidence-Based HR
- ✓ HR practitioners need to develop enhanced business acumen and industry knowledge to realize the benefits of workforce analytics
- ✓ HR should develop the skills required to embrace analytics

## OUR DIFFERENTIATORS

We have developed a scalable framework for the Strategic Workforce Planning to identify demand and forecast supply i.e. the right skills, at the right place and time at optimum costs

The KPMG BIO tool (Benchmarking, Insights and Opportunities) is a fast and simple way of combining disparate organizational sets, such as payroll, benefits, absence, engagement results, customer sales, profitability and error rates



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“The rationale of evidence-based HR is to drive greater value through the better use of the most important asset of an organization, i.e. its people.

This is a powerful shift and if you ignore it, you are losing out on opportunities to drive greater customer satisfaction, to drive revenue, to drive higher employee engagement and commitment.”

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## **Contact**

### **Jean-David Aurange**

Head of People and Change, France

T : +33 (0)1 55 68 88 61

E : [jdaurange@kpmg.fr](mailto:jdaurange@kpmg.fr)

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