

Deliver a digital, personal, and tailored employee experience

KPMG Powered Enterprise | HR
Enabled by ServiceNow

Today's workforce demands a digital, personal, and tailored HR experience

A star employee is transferring to an office in another state. She goes to one place—her enterprise service portal—for all of the activities and information she needs, from securing new office space to making tax and benefits changes. Personalized support is available 24x7x365, with multichannel information access.

People expect interactions at work to have a personal, consumer-like feel that is tailored to their unique role, demographics, and circumstances. To meet the expectation, advanced human resources (HR) organizations go beyond efficient, effective, process-based experiences. They deliver digitized, comprehensive experiences across all areas of the enterprise. These organizations use platforms that connect across functional HR, information technology (IT), and finance areas, and extend common HR information system platforms to deliver personalized experiences that differentiate organizations from their peers. KPMG Powered HR, enabled by ServiceNow HR Service Delivery (HRSD), can bring these experiences to life and enable HR for the 21st century.

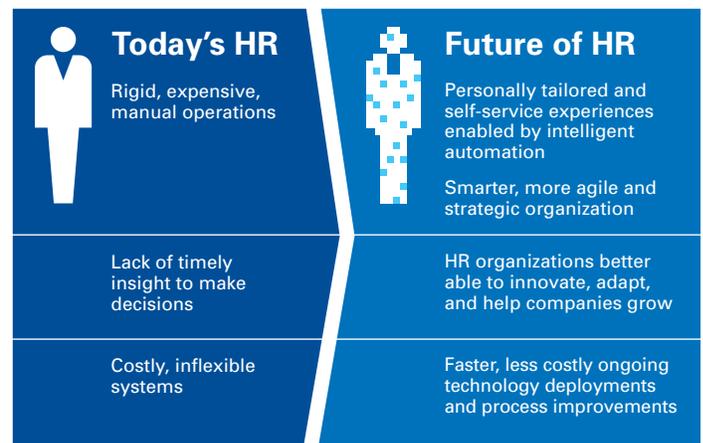
Leap ahead with a modern HR experience

Organizations must address three imperatives to build a modern HR function:

- 1 Provide consumer-grade employee experiences across all enterprise processes.
- 2 Deliver exceptional service with a modern HR operating model that supports evolving roles, enabled by platforms, skills, and employee interaction.
- 3 Deliver tailored experiences that differentiate while also capturing intelligent automation innovation.

KPMG's Powered HR, enabled by ServiceNow® HRSD, extends beyond leading practices and automation with a business-led, transformative approach to help organizations successfully fulfill these needs. KPMG Powered HR prebuilt assets, enabled by the ServiceNow HRSD platform, accelerates the path

to a modern, flexible, and personalized experience across HR and the entire enterprise.



1 KPMG Powered HR enhances the experience for employees and HR professionals

The Future Workplace and Beyond.com study entitled [The Active Job Seeker Dilemma](#) found that 83 percent of HR leaders said "employee experience" is either important or very important to their organization's success.¹ When HR organizations own the employee experience, every aspect of an employee's day connects.

The experience centers on employees' abilities to easily find and act on information by chat, search, e-mail, or voice, whenever needed. Virtual assistants connect these contact methods creating personal interactions and responses for much of the request-based HR workload. This frees HR professionals and business partners to focus on more strategic, sensitive, and complex HR issues. Additional human capacity means HR team members are more available to help their companies focus on workforce shaping and engage with lines of business to understand where the market is headed and how it will affect employees.

¹Jeanne Meister, Forbes.com
"The Employee Experience Is the Future of Work: 10 HR Trends for 2017", January 5, 2017.

2 People want to work and interact with HR in new ways

New operating models that include contract and nonhuman workers are pushing us to reinvent the way we work. With the right systems, processes, and analytics, employees in a modern HR organization can identify roles, skills, and behaviors needed to meet an organization's targets. Retention/turnover was the top workforce management challenge cited by 47 percent of HR professionals in the SHRM/Globeforce survey [Using Recognition and Other Workplace Efforts to Engage Employees](#). Modern HR organizations can help shape culture and anticipate which employees might leave, entice them to stay, and help them add more value.

Great employee experiences sometimes need direct human interaction for more complex issues in addition to the personally tailored interactions virtual assistants can provide for common HR and enterprise-related inquiries. KPMG Powered HR, enabled by ServiceNow HRSD, uses the strength of a platform built to fulfill unique HR needs that can also extend service delivery into departments like IT. The results are enhanced, more organized and orchestrated HR interactions with a thorough, integrated virtual assistant and human support model.



Employee experience requires a human-centered, consumer-like approach that knows how employees want to work, what interactions they look for, and how to engage them.

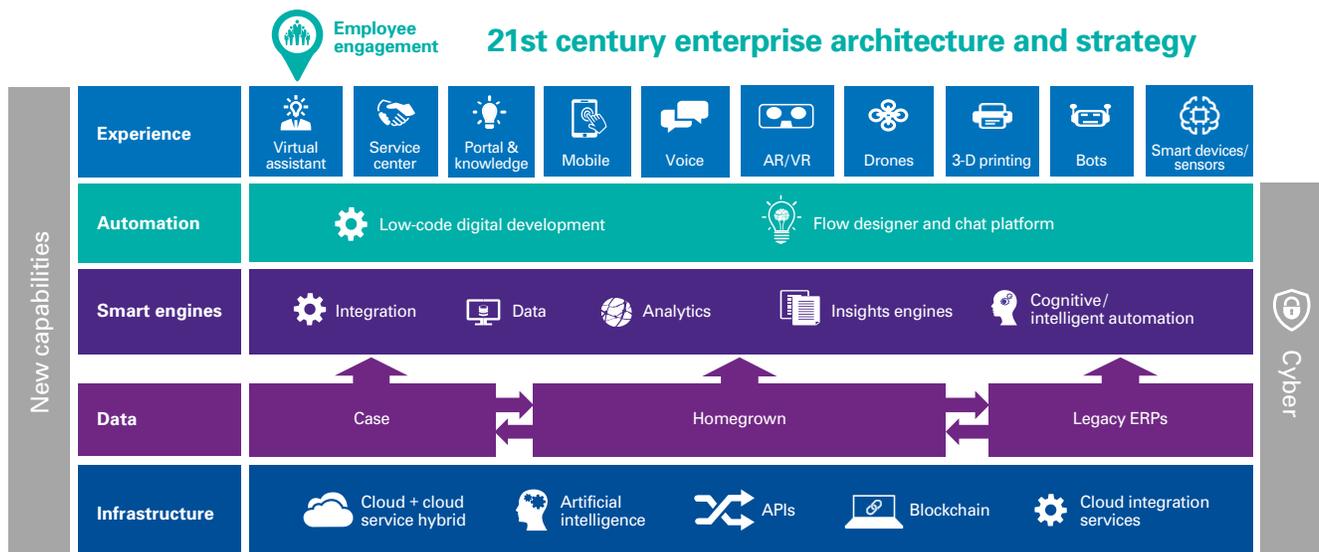
3 Intelligent automation can augment human talent

The biggest trend from the 2017 KPMG CEO Outlook Survey showed 72 percent of CEOs felt it was their job to be the industry disruptor. HR organizations must also disrupt work environments to deliver better employee experiences.

There is a massive shift toward intelligent automation and machine learning in the workforce. Interactions using virtual assistants will likely cross all enterprise functions allowing chat bots to augment human talent by helping negotiate common HR support interactions in a personal and tailored way. At the

same time, intelligent automation will likely drive consistency and standardization, and empower employees to get what they need more quickly than ever before.

Intelligent automation has exponential potential to augment jobs but also requires different human skills. Executives are responsible for taking a human approach to determine what to automate. Chief HR officers also must carefully consider how they want to use technology to enhance the experience rather than replace jobs so they maintain loyal employees and customers.



Companies must deploy more than just great software-as-a-service HR information systems to realize HR technology innovation wave benefits. A modern architecture that captures continuous vendor innovation and enables flexibility to improve the business in ways that differentiate the experience from an organization's peers and competitors is imperative. Understanding how to benefit from a robust architecture enables organizations to deliver on future intelligent automation, data insights, and virtual assistant expectations.

Global manufacturer improving productivity and the HR experience

Challenge: As two century-plus-old manufacturers merge their diverse global employee cultures and populations, its leaders are stepping up productivity and employee satisfaction.

Response: KPMG is helping the client build the HR function of the future that differentiates employee experiences using leading HR service management practices, intelligent automation, KPMG Powered HR enabled by the ServiceNow platform, and a robust change management and adoption program.

Outcome: The company now delivers a better, more consistent and integrated HR experience and has higher employee satisfaction around the world.

Multinational auto manufacturer's modern HR organization

Challenge: This manufacturer grew so fast it no longer had a standard approach to handling HR issues and no capability to record these issues and employee sentiment. The company needed a system that could grow with it.

Response: The KPMG team helped the company adopt an HR shared service organization model. We integrated HR processes and helped secure and integrate case management, the ServiceNow Knowledge Portal, telephony, and core human capital management enabling technologies.

Outcome: Employees now know where to go for HR answers. The company increased employee satisfaction, improved operational management, and lowered operating costs with a flexible, scalable, and sustainable system.

What's in the box?

The strength of KPMG's Powered HR approach is in prebuilt assets that help kick-start the business value of HR transformations beyond the service center.

KPMG Powered HR solutions also include:

- Prebuilt foundation for interaction using virtual assistants
- Prebuilt automated workflows, satisfaction surveys, tracking, reporting, and knowledge management accelerators
- Easy information access through multilanguage, multichannel enterprise portal that integrates with case and knowledge management functions
- Function integration with HR contact centers powered by major telephony providers.

Our team takes a holistic approach to deploy ServiceNow HRSD that enables companies to use the platform's full value potential to create a business-first HR for the future. We do more than guide the ServiceNow HRSD implementation. Using a collaborative, Agile approach that addresses process, people, and technology, and considers HR organizations' business objectives, we focus on high-value employee experience and automation opportunities. This, in conjunction with the core HRSD deployment, results in high value for the organization, often in the same time and budget as a traditional technology-led approach.

HfS recognized KPMG International with the Winner's Circle designation as a leading software-as-a-service provider in the [HfS Blueprint Report in ServiceNow Services 2018](#).

Successful, growing alliance: KPMG and ServiceNow



KPMG's ServiceNow clients

90%

Global 1000 businesses and large government organizations

50%

Clients who are using ServiceNow for non-IT areas

80%

Implementations with multiple deployment phases and ServiceNow products

KPMG member firms' capabilities



Our breadth and depth of detail, capabilities, and content richness sets KPMG apart. KPMG's HR Transformation practice includes 1,550 service management and organizational change professionals with deep HR knowledge and experience. The organization's 19 years of HR research and insight leads the industry. This insight, combined with the team's HR capabilities, IT transformation, and ServiceNow experience, can help organizations lead in the journey to the future of HR.

We're on your side, all the way.

Some or all of the services described herein may not be permissible for KPMG audit clients and their affiliates and related entities.

© 2018 KPMG LLP, a Delaware limited liability partnership and the U.S. member firm of the KPMG network of independent member firms affiliated with KPMG International Cooperative ("KPMG International"), a Swiss entity. All rights reserved. The KPMG name and logo are registered trademarks or trademarks of KPMG International.

The information contained herein is of a general nature and is not intended to address the circumstances of any particular individual or entity. Although we endeavor to provide accurate and timely information, there can be no guarantee that such information is accurate as of the date it is received or that it will continue to be accurate in the future. No one should act upon such information without appropriate professional advice after a thorough examination of the particular situation.

With KPMG Powered HR enabled by ServiceNow, companies can:

- Provide consumer-grade employee experiences across all enterprise processes
- Build an agile HR operating model that adapts as the company grows
- Help employees adopt and embrace change
- Take advantage of new technologies to improve value and performance
- Drive future success.

servicenow

The ServiceNow platform can transform an HR shared service operation.

Structuring a cohesive approach to all ServiceNow components allows for HR professionals to focus on delivering value to the organization by using a systematic method to approach issue and inquiry resolution. Visit kpmg.com/us/ServiceNow.

Seeing is believing with KPMG Powered HR.

To find out more about Powered HR enabled by ServiceNow and how it can help organizations deliver a consumer-like employee experience, visit kpmg.com/us/poweredenterprise and contact:

Mitch Kenfield

KPMG in the U.S.
Principal, U.S. CIO Advisory & Service Management Leader
mkenfield@kpmg.com
404-222-3295

John Doel

KPMG in the U.S.
Principal, Management Consulting,
HR Transformation Partner
jdoel@kpmg.com
503-327-9167