



Driving impactful business results through a human-centric change approach



Organizations who focus on their people at the start of a Coupa transformation will realize sustained business value

Across all industries, the full promise of business transformation, often enabled by technology modernization, is being missed because of a consistent inability to properly inform, motivate, and integrate key people and talent.

Transformations, especially those with the complexity of procurement that typically involve all or most employees that enable self-service purchasing of goods and services, are fundamentally difficult processes. From designing the system, to troubleshooting issues, to running test scenarios, these transformations involve a myriad of different functional areas and tasks.

Change management, a key part of any transformation, can feel like an afterthought. KPMG understands that the success of any transformation lies not only in delivering the right product for your people, but in creating the right employee experience to maximize adoption of the future state. Often, large transformations introduce too much change too quickly, preventing the organization from absorbing the change. This leads to employee burnout, and eventually, failure of the program.

The KPMG approach is different

KPMG LLP's Change by Design approach, employees across the organization will experience a change journey designed to provide intentional and relevant change activities throughout the transformation instead of being asked to absorb a high volume of change all at once. **So how do we do it?**



Understand the business and the employee

Before a proper plan for change can be created, it is imperative that we understand the unique company and employees. **The KPMG differentiator is our codified methodology for tailoring change experiences by personalized needs.** Our main goal during any business transformation is to bring employees along the journey. We give them a voice in the design process and create an experience where they are part of the change. Through meaningful stakeholder engagement activities, KPMG has a structured and systematic way of establishing a two-way dialog with all stakeholders in the transformation process to fully understand the nuances.



Create a bespoke approach

Understanding the people, processes and technology is fundamental to our work, but that is only the first step. After engaging impacted stakeholders across the organization, our “Make it” methodology enables us to develop and implement a tailored approach. This methodology encompasses the key elements of organizational change, including change management, organizational design, process alignment, and training.



Make it clear

Align leaders around the strategic aims, ambition and scale of change



Make it known

Communicate the change vision and case for change and begin to create ownership of the solution



Make it real

Translate change vision into reality for people and define what it means



Make it happen

Move the organization towards the end state and equip people to work in new ways



Make it stick

Ensure there is capability in the organization to sustain the change

As initiatives are designed, KPMG maps out the potential impact on different segments of the organization's workforce with the objective of putting in place systematic mechanisms for engaging employees in the specific contexts of their role in the organization.

By mobilizing people, closing gaps, and creating continuity, we use our bespoke approach to best implement Coupa for each one of our clients

Engaging leadership is critical. We establish a foundation of transparency in which leaders not only share the ‘future-state’ vision for the organization, but also seek and gather input from key stakeholders **to truly understand what needs to be done... or avoided**. We collect the right data to inform and influence the decision-making process. This enables us to accelerate the transformation and optimize the final results. This proven way navigates shifts in the implementation process as environmental factors change. It also allows senior decision-makers to keep their finger on the pulse of the organization through a major change event.

Change by design allows us to take a human-centric approach to change and design the future state work experience that will resonate. By taking the time to understand stakeholders, we motivate impacted employees to take ownership of the change. This personalized change journey is aligned to business outcomes, provides a superior user experience and addresses key behaviors and motivational triggers.

Personalized Change Management, done by highly motivated change leads, makes great transformation possible.



Client success

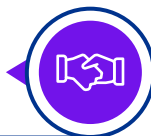


The KPMG Change Management Team (Transformation Delivery Practice) came in with a strong set of change management tools and capabilities that were already configured to successfully transition people to Coupa. And then they tweaked the communications to speak to our employees in a language and style that fits with our culture. As a result, we had a very successful transition and we continue to leverage and update the change materials and structures they established to keep our employees current.

Managing Director of Shared Services, Fortune 500 Consumer Products Company.

KPMG and Coupa: Better together

Long standing relationship with **9+ years** of joint implementation experience.



Leading implementation partner with over **160 successful implementations** – spanning 100+ countries worldwide.

Find out how the KPMG modern approach to integration can help your business deliver a successful transformation.

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