



Advisory

**Anticipate tomorrow.
Deliver today.**

KPMG in Qatar

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KPMG Advisory

Right now, many organizations are faced with the challenge of gaining competitive advantage while meeting the demands of fiscal austerity. The current economic conditions, developments in technology and evolving regulations are disrupting many long-established business models. However, with the right advice and fresh thinking, businesses can thrive in these circumstances.

KPMG's Advisory professionals in Qatar work together with you to cut through the complexity of today's rapidly changing marketplace, to help you identify opportunities and overcome challenges and to support your long-term ambitions. We combine the expertise in our global network and our locally-based professionals' knowledge and skills to develop practical recommendations designed to help clients work smarter, grow sustainably and compete successfully. Our thorough understanding of the local operating environment, coupled with international experience, means that we will deliver the results that matter to you.



Supporting your whole journey

At KPMG, we appreciate that your organization's journey is unique – everything from inception, history, growth trajectory, people and culture, to your vision for the future. Yet, there are some common challenges that all businesses face, such as: improving customer relationships, transforming their business models, optimizing operations, managing risk, and getting the best performance from your people.

In addition, today's companies face an enormous amount of disruption due to technological innovation. Issues such as cyber security, artificial intelligence, and digital strategy, have climbed up the corporate agenda and leaders are expected to respond to a lot more change, more rapidly than ever before.

Having a trusted advisor with a breadth of experience and expertise, will help you navigate the evolving risks and capitalize on opportunities. Our professionals help our clients create and sustain value in many ways, such as:

- Establishing strategies to change, grow, adapt, shape and respond to disruptive forces
- Engaging with customers on their terms
- Turning their technology vision into reality
- Leveraging their people as a strategic asset
- Optimizing their operations and streamlining support functions
- Converting their data into insight
- Transforming risk into a strategic advantage
- Embedding governance, risk and compliance throughout their organization, supply chain and business ecosystems
- Mitigating threats to their operations, IT systems and business
- Buying, selling, funding or restructuring their business or partnering with others.



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Our Advisory professionals in Qatar work with some of the country's largest and most prestigious organizations. Our approach is to form long-term partnerships to help them enhance and transform their business, in a sustainable way.

We have extensive capabilities that will support you at every stage of your whole journey – accessible through our local team and leveraging our global network. We are here to help you prepare for tomorrow, today.



Advisory services

KPMG in Qatar offers extensive capabilities to support our clients at whatever stage they are in their business journey.

Whether you are:

- building your business and looking to raise funds, make acquisitions or creating partnerships;
- setting your strategy so you focus on what matters most to your stakeholders;
- putting in place the right systems, processes and governance to operate effectively and deliver successfully; or
- monitoring and evaluating business performance.

We are here to help.

Business life journey



Building your business

- Transaction services
- Feasibility study
- Partnering
- Funding a business



Setting your strategy

- Business strategy
- Digital strategy
- IT strategy
- Cyber security strategy



Delivering successfully

People & Governance

- Corporate governance
- Organization & talent management
- Enterprise risk management

Operations

- Supply chain management
- Business process management
- Operational excellence
- Project management
- Change management



Monitoring your performance

- Internal audit compliance
- Turnaround
- Financial restructuring
- Forensics
- IT assurance
- Project assurance

Technology & Digital

- Digital transformation
- Cyber security implementation
- Application implementation
- Advanced analytics
- Technology infrastructure
- IT service management

Building your business



Transaction services

Even in challenging economic times, business leaders need to consider transactions as a means of renewing and transforming their enterprises. Strategic transactions – acquisitions, divestments, IPOs, privatizations, mergers and alliances, debt and equity deals – can enhance competitive advantage and shareholder value.

Our team offers a range of services to help you assess, plan and manage acquisitions, mergers, divestments and initial and secondary debt and equity offerings.

Our services

- Pre-deal and post deal valuations and PPAs
- Financial and asset due diligence
- Vendor assistance for deal preparedness
- Merger and acquisition advisory
- PPP bid advisory



Partnering

Creating and setting up a new joint venture or business combination requires specialized skills, not only to assess the legal and tax environments but also analyze capital market provisions in the local environment.

At KPMG in Qatar, we work with our global team to help you build relationships locally, with full understanding of the strategic, financial, operational, and legal implications of creating and setting up a joint venture or alliance. We assess and appraise potential partners, considering what is right for the business. We design the partnership, execute the deal and implement the new business arrangements.

Our services

- Strategy development
- Options appraisal
- Negotiation assistance
- Plan implementation
- Partner search



Feasibility study

Whether the economy is in an expansion phase or during the slowdown, entrepreneurs are keen to base their long term investment decisions on sound market understanding and a realistic assessment of the viability of their business idea.

Our experienced business strategy team has deep understanding of the Qatar market and has assisted established business groups, new companies, government bodies and Qatari entrepreneurs with feasibility studies on a wide range of products, services and business sectors.

Our services

- Market assessment
- Financial appraisal



Funding a business

A strategic approach to defining your capital financing objectives and understanding your debt, mezzanine and financing options is essential to sustainable growth.

Our professionals in Qatar offer hands-on assistance through the process of raising capital, from initial assessment and strategy to successful execution. Using clear and consistent communications, we help you develop and strengthen shareholder support for the deal. We produce financing strategies, which include identifying and evaluating financing options and help you select these to create the optimal capital structure for your business.

Our services

- Financing strategy
- Deal preparation
- Debt and equity raising
- Restructuring/refinancing existing debt

Setting your strategy



Business strategy

In the face of rapid change, organizations need dynamic business strategies that drive profitability amid disruption, including those related to the digital age.

In Qatar, our Strategy professionals can help you articulate your 3 to 5-year financial and performance targets, considering your growth opportunities, cost-efficiency needs, profitability, return on investment thresholds and risk appetite. From this starting point, we determine how your current business model, core business processes and operating models need to evolve to meet these goals.

Our services

- Corporate strategy
- Sustainability
- Growth strategy
- Strategic planning
- Business model development



IT strategy

Today, every business strategy is driven by technology. The right technology, implemented properly, appropriately managed and monitored, can lead to significant gains in growth and efficiency.

At KPMG, we work with clients to analyze technology issues within their businesses and to develop a clear IT strategy that fully supports their business objectives. We can work with you to develop governance frameworks and drive effective IT strategy and performance, ensuring your systems add value to the business whilst monitoring any inherent risks.

Our services

- IT strategy
- IT sourcing strategy
- IT governance
- IT in mergers and acquisitions
- IT operating models
- Enterprise architecture
- Infrastructure strategy
- Program and project management
- Cloud strategy



Digital strategy

Digital is not a thing, but is simply a word that describes our world today. Advancements in technology have blurred the lines between physical and virtual, creating an emergence of digital disruptors that provide new pathways for organizations to create value.

At KPMG, we believe digital is broad in its impact, but also industry-specific. It goes far beyond the front office to facilitate true enterprise-wide business transformation so organizations can build sustainable competitive advantage. While we understand that embracing digital may present its own challenges, we view disruptors as enablers rather than inhibitors, allowing businesses the opportunity to innovate, transform and thrive.

Our services

- Digital strategy & governance
- Digital maturity assessment
- Customer journey mapping
- Mobility
- Analytics strategy
- Blockchain strategy
- Agile transformation
- Emerging technologies Impact assessment
- Innovation & venturing strategies



Cyber security strategy

In today's digital world, decision-makers cannot afford to be held back by cyber risks. They need to make bold decisions and feel confident that their cyber strategy, defence and recovery capabilities will protect their business and support their growth strategies.

Our global network of business-savvy cyber security professionals recognize that cyber security is about risk management – not risk elimination. No matter where you are on the cyber security journey, we can help you reach the destination: a place of confidence that you can operate without crippling disruption from a cyber security event.

Our services

- Cyber strategy and governance
- Cyber maturity assessment
- Enterprise security architecture
- Third party risk management
- Cyber crisis management
- Business continuity
- Data privacy
- Emerging technology risk
- Training and awareness

Delivering successfully

People & Governance



Corporate governance

Maintaining high standards of governance is crucial to board members and to the long-term success of the businesses they control. The complexities of modern business, the legal and regulatory framework and the expectations of key groups, require Boards of Directors to assess how they manage risks and opportunities closely. By understanding stakeholders' expectations and requirements, boards are better able to understand risks, respond to challenges and seize opportunities.

KPMG's Corporate Governance team can help you to carry out a wide variety of governance work.

Our services

- Developing bespoke governance frameworks
- Identifying required skills
- Monitoring board performance
- Structuring agendas and information
- Developing and delivering board member induction and training programs
- Board SME support
- Family office governance



Organization and talent management

A tough economy, greater regulatory demands, new technologies, expanding global markets and a growing demand for talent creates a more complex playing field for chief human resources officers. But this is also an opportunity to create new and better people strategies, develop exciting employee value propositions, rethink HR operating models and become employers of choice to gain competitive advantage.

KPMG can help you create effective and efficient organization designs to deliver the capabilities and performance required by your strategy and help you attract, retain and develop the right people, in-line with your current and forecasted business needs.

Our services

- Organization structure design and development
- Job description development
- Job analysis and job evaluation
- Talent management solutions
- Competency framework development and training needs analysis
- Assessment centre development
- Performance management frameworks and systems
- Learning and development solutions development and delivery



Enterprise risk management (ERM)

Calibrating strategy to emerging risks and opportunities is key for every company. Success requires a holistic and integrated approach to managing risk; the competitive landscape and risk environment demand it, regulators expect it, and securing value and growth for investors requires it.

KPMG can help you implement a sustainable ERM program by assessing the current state of your risk management practices, developing a practical implementation roadmap while and providing training to support your successful ERM initiative.

Our services

- Risk governance
- Risk assessment
- Risk quantification and aggregation
- Risk monitoring and reporting
- Risk and control optimization
- Risk dashboards and KPIs
- Risk function transformation

Delivering successfully

Operations



Supply chain management

Shifting patterns in supply and demand, cost pressures and market conditions means that businesses need to be increasingly agile, cost effective and responsive to customer demands.

Our team can help you turn risks into opportunities throughout the supply chain cycle.

Our services

- Supply chain strategy
- Network optimization
- Supply and demand management
- 3PL contract advisory and vendor selection
- 4PL logistics management
- Supply chain automation
- Supply chain simulation and modelling
- Transport management
- Reverse logistics



Business process management

Ensuring the optimal fit between strategy and execution requires methodologies and practices, as well as critical insights from comparable entities, to develop cutting-edge processes. These then need to be implemented and monitored for effectiveness to ensure competitiveness.

KPMG can help you achieve improvements in business process efficiency and effectiveness by developing a holistic understanding of the value chain and using leading practices to focus on execution excellence.

Our services

- Process workflow mapping
- Process assessment, reengineering, integration and implementation
- Policies, processes and procedures development
- Robotic processing automation (RPA)



Operational excellence

Many businesses face pressure on profit margins and, as a result, have started to focus on how to introduce operational excellence to help achieve the results they needed to thrive.

KPMG can help you analyze operational excellence opportunities by providing an external perspective that challenges the status quo. We work closely with you to identify opportunities for enhancing the productivity of assets, processes and services by focusing on increasing efficiencies, improving quality, reducing costs and maximizing revenues to support long-term business objectives.

Our services

- Equipment productivity enhancement
- Process and standard operating procedure (SOP) standardization and development
- Manufacturing/service excellence using lean six sigma and total productive maintenance (TPM)
- Intelligent automation



Project management

The Project Management Office (PMO) is fast becoming the central hub of the enterprise with responsibilities that include supporting stakeholders at all levels with their management of complex projects and programs, aligned to strategic objectives.

KPMG has extensive experience in PMO, portfolio management, change management, and quality assurance. With a local and global track record in leading government and private sector organizations, we help organizations standardize their project delivery approach and management across their portfolio of projects.

Our services

- Project management processes
- Independent insight and guidance
- Monitoring and control
- Capability transfer and skills transformation
- Benefits realization
- Quality management
- Strategy execution
- Vendor management

Delivering successfully

Operations continued



Change management

Organizations embarking on any business transformation, must also focus on the human-centric change journeys that are essential for realizing sustained value. Designing the right future work experiences necessitates a purposeful approach to fit the needs of people and achieve business results.

KPMG's change management methodology draws on contemporary developments in behavioural science and systems. We help organizations to ensure that culture, incentives, physical environment, employee experience, capabilities and work habits are all aligned to sustain transformations. KPMG can assist you in developing the change capability that will deliver, embed and sustain improvements in operating structures, processes and technologies and drive profitable growth.

Our services

- Behavioural change management
- Cultural change
- Change leadership
- Change management planning and implementation

Technology & Digital



Digital transformation

True digital transformation is not a one-off program: it's about continuous evolution. It is the ability to deal with uncertainty and respond quickly to change. It blurs boundaries between functions and disciplines and ensures your organization is ready to harness opportunities for innovation and disruption – wherever they may be.

A combination of sector knowledge, business and financial expertise and technological insights uniquely positions KPMG to work with organizations to achieve end-to-end digital transformation. From strategy to tech enablement to cultural change, our multi-disciplinary teams take a holistic view of how processes, platforms and behaviors across the front, middle and back offices need to evolve.

Our services

- | | |
|----------------------------------|----------------------------------|
| — Customer experience management | — Fintech |
| — Innovation management | — Design thinking & facilitation |
| — Social media management | — 3D printing |
| — Mobility | — Industry 4.0 |
| — Smart government | — Digital factory |
| — Digital oil fields | — Digital asset management |
| | — Digital Products & Services |



Cyber security implementation

The constantly evolving threat landscape means that cyber risk is now an everyday business consideration, much in the same way that threats in the physical world have always been.

KPMG's cyber security teams assist leading organizations in transforming their security, privacy and continuity controls into business-enabling platforms, while maintaining confidentiality, integrity and availability of critical business functions. Our approach is designed to be simple and effective – while aligning with the needs of our clients in enhancing their security services and follows a 'Prevent / Improve / Detect / Respond' model.

Our services

- | | |
|---|--|
| — Cyber security strategy & governance | — Cyber security transformation & enablement |
| — Business continuity & crisis management | — Third-party security risk management |
| — Privacy | — Cyber response services |
| — IT/cyber security assessments (apps/infra) | — Red Teaming and Purple Teaming |
| — Identity & access management | — SOC |
| — Next generation security operations center and security analytics | — GDPR |

Delivering successfully

Technology & Digital



Application implementation

We help clients manage and monitor their major application systems, including, but not limited to, major ERP packages, core banking, insurance and business intelligence applications. We have the largest Microsoft implementation team in the Middle East as well as specialists in all other major system providers including SAP and Oracle.

Our services

- Application Portfolio Management
- Enterprise resource planning (ERP) advisory
- Program delivery excellence
- Package selection
- Application testing



Technology infrastructure

We can work with you to create a resilient IT infrastructure that allows you to automatically detect failures and react accordingly. Our cloud computing services can help you leverage infrastructure as a Service (IaaS) to complete turnkey Software as a Service solutions (SaaS), and open-source Platform as a Service (PaaS) to support continuous delivery.

Our services

- Data center technology and operations
- Network technology
- End-user computing
- Infrastructure outsourcing
- Cloud migration
- IoT platform selection and implementation



Advanced analytics

We work with clients to select and implement the ideal business intelligence strategy. Our approach develops a roadmap to help clients improve their performance and seize growth opportunities, while managing risks and optimizing costs.

Our services

- Business intelligence
- Big data
- Performance dashboards
- Data management and governance
- Predictive analytics
- Artificial intelligence & machine learning



IT service management

We help clients assess, design and implement their IT operations capabilities that are required to support their business requirements. This includes providing guidance on designing service catalogues and charge-back mechanisms.

Our services

- Service strategy and design
- Managed Services
- Agile & DevOps services
- ITIL implementations
- Service catalogue design
- Service charging
- ISO and IEC assessments

Monitoring your performance



Fixing a business

In this rapidly changing environment, every company faces challenges. A step in the wrong direction can sometimes have significant effects on corporate performance and company value. When you need to fix operational or financial issues and improve performance, our specialists help you prioritize and focus on the right path.

KPMG in Qatar's integrated team of specialists can guide you through difficult times to deliver real results for your stakeholders.

Our services

Financial restructuring

- Appraisal and stabilization
- Options assessment
- Intra-stakeholder negotiations
- Development of options
- Implementation
- Ongoing monitoring

Turnaround

- Options identification
- Stabilization
- Turnaround strategy
- Execution
- Value realization



Forensics

Managing the risk of fraud and misconduct has never been more challenging. Vast amounts of digital data, increased regulation and costly enforcement actions and litigation are threatening companies across the globe. Organizations that effectively monitor and swiftly respond to potentially damaging situations are better equipped to deal with them; thereby successfully reducing adverse financial, reputational and/or operational impact.

Our Forensics team work with you to protect your businesses from fraud, misconduct and non-compliances. We help you design, implement and evaluate ethics and compliance programs and related antifraud programs and controls.

Our services

- Fraud and misconduct investigations
- Dispute advisory
- Anti-money laundering
- Fraud risk management
- Intellectual property and contract compliance



Internal audit compliance

The dynamics of today's global business environment are driving organizations everywhere to seek new ways to improve their competitive advantage. Demand for high quality Internal Audit services has therefore grown exponentially as the global awareness of the importance of good corporate governance, effective risk management and appropriate internal controls continue to grow.

Our professionals can help you set up your internal audit function such that they meet your needs, independently review key risks while ensuring the long-term efficiency and effectiveness of your control frameworks in order to meet the needs of various stakeholders.

Our services

- Internal audit function set-up
- Internal audit strategic sourcing and co-sourcing
- Internal audit transformation
- Digital transformation of internal audit functions
- Quality Assurance assessments of internal audit functions



IT assurance

As our clients progress towards leveraging new technologies, we can help them to prepare to deal with risks and equip them with an established robust governance management around new digital technologies.

KPMG in Qatar's team of experienced professionals provide independent, jargon-free advice and advanced technology capabilities to help you proactively and reactively manage your technology risks and use the data to its full potential.

Our services

- IT internal and external audit
- IT assessment and benchmarking
- IT attestation and certification
- Regulatory compliance
- IT governance
- ERP systems and controls

Monitoring your performance



Project assurance

It is imperative for boards and senior executives to have adequate, objective assurance on the status of major capital projects, regarding: schedule, cost, quality and regulatory compliance, to assist them in discharging their accountability and maintain or achieve legitimacy with all stakeholders.

We help clients continually review, and systematically report on, project performance. Benchmarking against leading practice provides opportunities for client improvement. We also review project-related transactions to ascertain adequacy of controls, increase transparency and proactively identify instances of revenue leakage.

Our services

- Payments transaction reviews
- Contract reviews
- Compliance and approvals
- Assess project performance
- Report on project performance
- Benchmark performance
- Forensics
- Vendor screening
- Compliance and monitoring services
- Records risk management
- Fraud risk management
- Continuous control monitoring



About KPMG in Qatar

KPMG has had a presence in Qatar for 40 years. We opened for business here in 1978 and are now one of the largest and most established professional services firms in the country. Our 300+ professionals are led by 11 Qatar-based partners. We recruit the best and brightest from around the world and currently employ over 28 different nationalities.

KPMG in Qatar belongs to a network of independent member firms affiliated with KPMG International. With over 207,000 professionals, led by over 10,500 partners worldwide, our network allows us to bring together subject matter experts from around the globe to form international teams, with deep insight to tackle your most complex challenges.

By choosing KPMG, our clients can be confident that they will be working with professionals who combine global insight with local knowledge to develop custom-designed services that deliver real value. We help you to make better decisions, reduce costs, find partners, raise funds, build a more effective organization, and develop appropriate technological strategies to help you realize your business' potential.

Industry focus across Qatar

To enhance the services that we offer, many of our consultants specialize in a particular field or industry. KPMG was the first of the 'Big Four' firms to establish global, industry-focused networks which help us to provide an informed perspective on the latest trends and issues affecting our clients' businesses. In Qatar, we have professionals across most of the country's key sectors, all of whom are active members of our global networks.

Our industry groups include:

- Government
- Energy and Natural Resources
- Financial Services
- Media, Telecommunications and Technology
- Building, Construction, Infrastructure and Real Estate
- Family-owned Businesses and Small and Medium-sized Enterprises

40 years working with some of Qatar's most prestigious businesses and organizations

300+ Professional staff based in Qatar

153 Connectivity to 153 KPMG practices worldwide

Audit

Tax

Advisory





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