



# Unlocking Success: KPMG's Business Integrator for SAP S/4 Transformation

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The KPMG Business Integrator (BI) framework is a multipartner transformation model that balances excellence in both functional and technical capabilities with a mission-first approach.



At KPMG, we leverage an approach that includes the project management and governance required to manage the integration with key stakeholders and to adequately document key considerations, requirements, and user stories as required. We use SAP solution architects to continuously evaluate the leading technical solutions between core and complementary technology enablers like Agility-Layers (e.g., SAP's own Business Technology Platform (BTP) or other low-code platforms such as ServiceNow, Salesforce, Microsoft Dynamics and Appian, etc.) as required based on the outcome of the S/4HANA technical alignment assessments. The KPMG BI methodology is designed to bridge the gap between multiple organizations with different perspectives and priorities to confirm that functional needs are represented in final technical requirements. Our focus is on representing business needs with the systems integrator (SI) and chief information officer representatives to help maximize the SAP investment and assist with improvements to the audit sustainment strategy in accordance with the Chief Financial Officer Act of 1990.

Following SAP S/4HANA requirements definition and design, an active BI role aids in monitoring the progress of the business requirements as the SI works on implementing them, documenting changes or potential changes with the associated rationale for those changes, and accounting for the traceability of the requirements throughout the implementation. KPMG leverages leading practices and capabilities to develop the S/4HANA requirements that will support compliance and audit objectives by recommending solutions that will remediate current pain points and issues with the SAP S/4HANA enterprise resource planning (ERP), to include compliance with the Federal Financial Management Improvement Act (FFMIA) objectives. Notably, this enables an understanding of how requirements and configuration decisions will not alone remediate all known pain points and issues and may help understand the business process changes that must be implemented alongside the ERP to compliment the changes enabled through the S/4HANA transformation.



## Business integrator

**“Lead the business to a successful solution deployment”**

Solution design | Value realization | Business adoption | Program coordination

## Systems integrator

**“Bring digital technology leading practice and excellence”**

Technical design | System integrations | Technology enablement



## Business Stakeholders

**“Articulate and drive the ambition”**

Business knowledge | Sponsorship | Strategic direction

## SAP Industry Solutions (IS)

**“Use of standard SAP to its capability”**

Solution assurance | Product expertise



## The KPMG SAP transformation approach: Harmonizing people, process, technology and data

As the implementation progresses, the BI will support validation, verification, and tracking of user stories and acceptance criteria, aligning user stories to the product roadmap, and the alignment, delivery, and results of test scripts for User Acceptance Testing (UAT). This is in addition to providing management over UAT and monitoring the progress in implementing and validating business requirements throughout the testing phase. To perform quality assurance, the BI will establish a Metrics Plan to monitor that the system is being delivered on-time and within scope/budget and meeting all requirements, including utilizing process, quality, product, and cost metrics, as applicable.



## The KPMG approach to SAP systems development

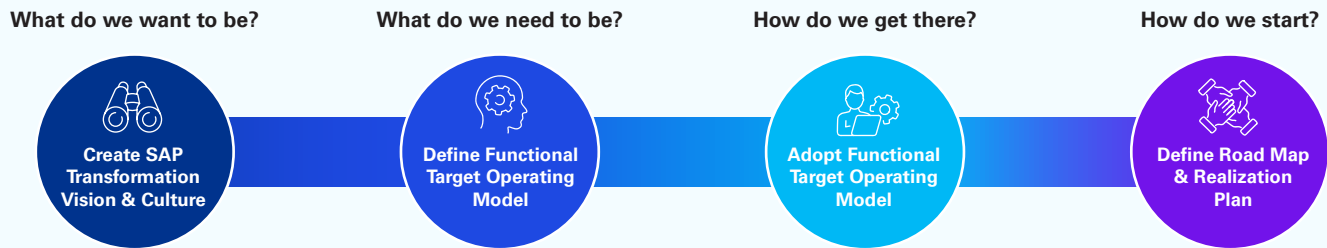
Today's modern technology deployment model enables transformation by utilizing different expertise of trusted advisers for different elements of the program. The classic paradigm of technically focused and functionally focused communities working together to design and develop the system is insufficient to consider the wide range of implications that a systems development capability requires. KPMG recommends the use of a BI to engage between the functional and technical communities with the explicit goal to bring a business-led approach that considers a diverse set of perspectives to the systems implementation, including, at a minimum, SAP domain expertise, functional domain expertise, process reengineering and improvement, data management, testing, audit improvement, financial compliance (GAAP, FFMIA, FMFIA, FISCAM) and IT compliance (NIST, RMF, FISMA), and other federal laws, regulations, and policies. As a BI, KPMG has the breadth of professionals and client-specific domain experience that can enable us to assess and design the critical S/4HANA requirements that will lead to improved outcomes for the organization. Our team can bring to our clients various domain experience and a skill set specific to the SAP modernization and transformation goals for the S/4HANA implementation.



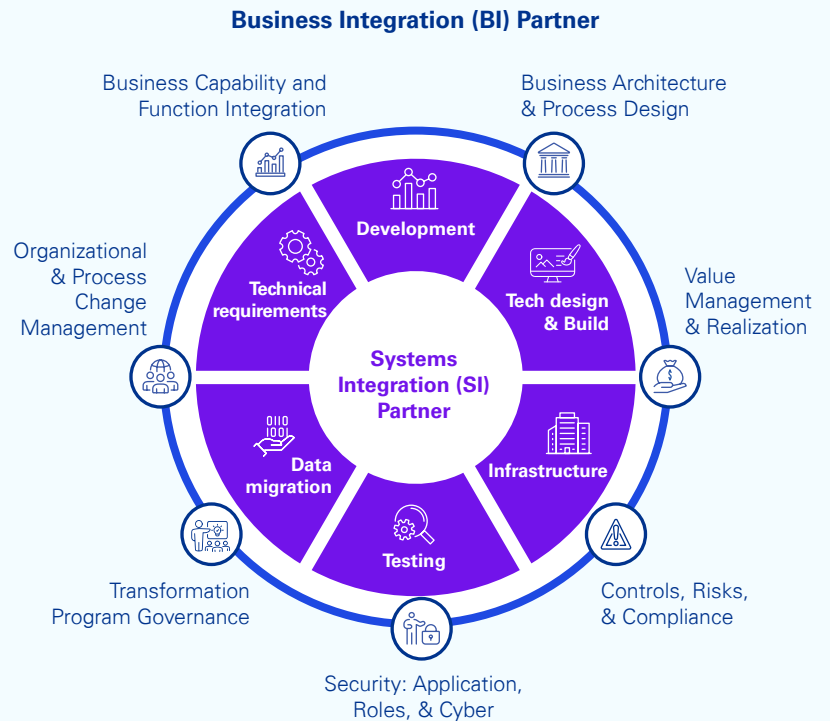
# Defining a new standard for system modernization: KPMG BI proof points

As illustrated, KPMG’s Business Integration approach is being leveraged in the Department of Defense for the transformation of a highly customized SAP ECC 6.0 solution to SAP S/4HANA, leveraging the architectural tenants of an clean core using agility layers. The agency requested support to enable its key decision makers with “art of the possible” product demonstrations showing how SAP S/4HANA standard configuration could support the remediation of its Notice of Findings and Recommendations (NFR) and to drive a more compliant centric ERP at its core.

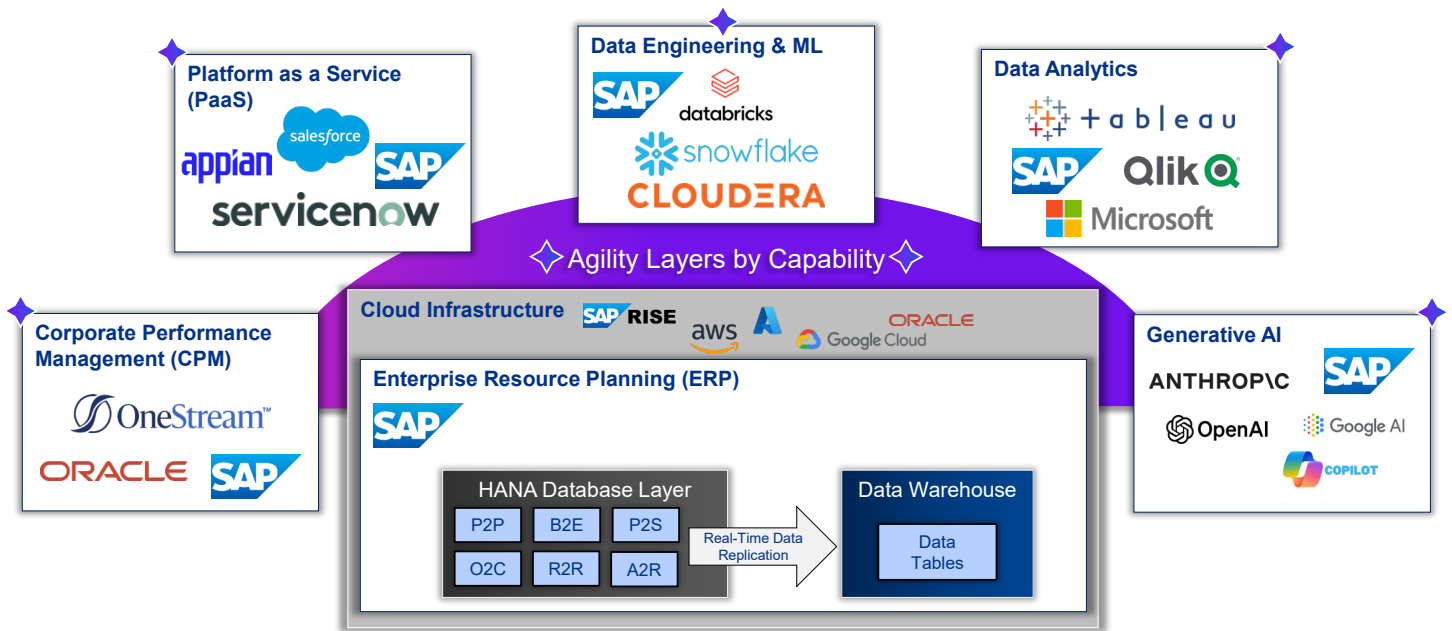
KPMG’s BI approach asks simple but probing questions the define what we hope to achieve with the S/4HANA system, what it needs to be to meet various laws, regulations and policies (LRPs) and then drives the discussion around how to achieve those requirements and how to get started. With a BI partner integrated into the SAP S/4HANA implementation, the business will have a robust team to cover each piece of the transformational lens from design and value management, to LRP compliance to the organizational change and training required to maximize user adoption.



- 01** Programmatically enable a business-led SAP S/4HANA Transformation that prioritizes the mission
- 02** Fully evaluate your unique business needs against SAP S/4HANA standard functionality to define your future-state system
- 03** Tighter alignment of business goals to mission and compliance requirements
- 04** Future proofing your business through a technical architecture that is more adaptable and scalable to future mission and regulatory need
- 05** Reduced technical debt and costly re-work or adjustments by “getting it right” the first time



Modern SAP Architecture focuses on minimizing customizations made directly to the SAP ERP (e.g. Core) through the use of an Agility Layer. This approach reduces technical debt, simplifies upgrades and supports standardization. KPMG promotes the use of an agility layer in order to enable a flexible architectural model that leverages low-code development while balancing best-in-class capabilities and solutions.



## We know SAP: About KPMG SAP

After decades serving as SAP’s global auditor, KPMG brings a truly *independent and differentiated* perspective to the SAP vendor marketplace. KPMG is the only SAP Partner who comes to market unincumbered by existing contracts, relationships, and prior developed solutions. KPMG provides all required SAP services covering every aspect of the technology lifecycle, from strategy development to sustainment; examples of our SAP services include S/4HANA Greenfield migrations; SAP strategy development; SAP Business Technology Platform (BTP) development, business process, controls design, and segregation of duties; SAP integrations and clean-core architecture; SAP governance, risk, and compliance assessment; and G-Invoicing.





## About KPMG Federal Advisory

For more than a century, KPMG has assisted the federal government in the civilian, healthcare, defense, and intelligence space. With our extensive experience in workforce transformation, data and analytics, and technology software and tools, KPMG helps federal agencies accelerate innovation, drive impactful results, and scale in response to an evolving landscape.

Our partners and professionals possess the breadth and depth of knowledge, insight, and experience required to guide federal agencies in their modernization efforts. We help transform financial and operational challenges into opportunities with cross-functional public sector knowledge, open collaboration, and an insightful approach that is tailored to each client's situation and needs.



To learn more about KPMG modernization services, see our website at visit [kpmg.us/fedfintransform](https://kpmg.us/fedfintransform).

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