Designing for impact: Rethinking CPM for stakeholder outcomes

Shift from traditional practices to a goal-oriented approach for optimal results

The finance department is the best place to lead the organization in modernization. Technology addresses time-consuming manual tasks like data entry, reconciliation, and report generation. It can also correct human errors. Analyzing large volumes of data equips finance to spot fraud, streamline regulatory compliance, and meet rising customer expectations.

A successful Corporate Performance Management (CPM) reporting structure hinges on clearly understanding stakeholder needs. That starts with a better grasp of what is driving change within organizations and creating opportunities for finance to lead the way.

Drivers for finance modernization

Within an organization, there are a handful of major drivers for transforming business as usual. These organizational drivers impact modernizing finance. Drivers include:

- **Enterprise resource planning (ERP) upgrades:** Plans for undergoing an ERP upgrade like SAP S/4HANA require broader technology architecture and implications for enterprise performance management.
- **Mergers, acquisitions, or restructuring:** Infrastructure changes require connecting and consolidating data from multiple ERP or source systems, ensuring smooth transitions and unified reporting.
- **Business growth:** Growth can change needs. The back office may need a solution that is scalable and capable of handling increased performance demands and complex business structures.
- **Data-driven strategy:** When a company adopts a data-driven strategy, the shift often requires an Enterprise Performance management (EPM) system that provides users with performance data and insights, plus analytics for decisions.
- **IPO readiness:** Companies going public need tighter financial controls, Securities and Exchange Commission compliant reporting, and audit-ready systems.
- **Regulatory compliance:** New disclosure requirements like disaggregation of income statement expenses (DISE) demand an advanced CPM solution for compliance by providing comprehensive data management and audit trailsehensive data management and audit trails.

Play nice with DISE

The OneStream platform can be leveraged to streamline compliance with various new disclosure requirements through data models, workflows, data integrations, business rules, and dynamic reporting. One example is the recently issued ASU 2024-03, Disaggregation of Income Statement Expenses, mandating the disaggregation of income statement captions that include specified expense categories, such as purchases of inventory and depreciation & amortization.

OneStream automates financial reporting and supports data-driven decision-making. By combining OneStream's unified platform with the experience of KPMG in finance transformations, we are well positioned to deliver exceptional value and drive meaningful change. Together, we are redefining the future of finance."

– KPMG LLP

Design with the end in mind

By focusing on the end in mind—the goal—the process can be reimagined. In this new environment, the focus shifts to shareholders, project governance, decision-making, and optimization.

1

Understanding your stakeholders

Finance includes various sectors, each with specific duties for shareholders. Creating a unified platform for finance executives involves understanding the perspectives of each stakeholder and ensuring the platform addresses their unique requirements internally and externally to an organization. Transformations should occur to make stakeholder experience better, not for the sake of transforming.

2

Formalize project governance and decision making

Examples of poor project management are plentiful and include scope creep, delays, and budget overruns. Project management with governance ensures adherence to timeline and budget with line of site into current activities while keeping stakeholders accountable.

3

Define the lineage between sources and business outcomes

Successful programs understand where information resides, how it is captured and what movements and transformations need to occur to provide meaningful insight to the consumers. Defining this data lineage and any cleansing efforts required is a foundational component to change. In today's environment many accelerators exist to support automated integration and data clean up

4

Optimize OneStream to minimize maintenance

Optimizing OneStream requires alignment of technology and internal processes. High-quality data is delivered across systems optimizing OneStream's capabilities. Stakeholders can use a unified reporting tool that enhances transparency and aligns outcomes for finance controllership. Project management governance promotes flexibility and efficiency and reduces customization that contributes to ballooning maintenance costs.

Achieving the art of the possible

By pairing OneStream with KPMG LLP (KPMG), finance can achieve the art of the possible. Imagine the capabilities that modern finance provides. Stakeholders can now accelerate the production of recurring reports and generate strategic insights based on diverse data inputs. Users can draft contracts faster with artificial intelligence (AI) and utilize predictive models/scenarios for more accurate forecasts and budgets. Powerful research tools deliver marketing intelligence while GenAI detects anomalies.

OneStream and KPMG can provide these exciting capabilities. We're ready to work together to help your business achieve these goals and take finance further:

- **Unified platform:** OneStream's unified platform integrates financial close, consolidation, financial planning, and reporting into a single platform. KPMG helps ensure finance's existing processes and data integration are ready for these exciting capabilities. Include embedded platform AI capabilities, extensible data model
- **Imagine future-ready planning and consolidation processes:** The future of finance doesn't look like the function of today. To truly unlock value and accelerate growth, finance functions must look beyond today's ways of working and embrace an art of the possible with newly imagined functionality.
- **Intelligent forecasting:** OneStream's Sensible AI enables OneStream to improve forecast accuracy, equip scenario analysis, and provide automated insights. KPMG bolsters this with its Future of Finance vision with machine learning algorithms that analyze large datasets, identify patterns, and utilize external signals to improve the accuracy of financial forecasts.
- **Touchless close:** OneStream's seamless integrations with source systems, unified data model, and standardized workstreams paired with the KPMG Target Operating Model leading practices around intelligent automation will help you achieve a painless record to report process with minimal manual intervention.
- **Modernizing the workforce:** KPMG has proprietary strategies and processes for the confluence of technology, multiple generations in the workforce, and the growth of hybrid schedules. To take advantage of OneStream, employees must be upskilled and adaptable.

Our collaboration with KPMG brings together OneStream's unified, AI-powered platform with the trusted experience of KPMG in finance transformation. Their deep understanding of client needs and ability to deliver strategic guidance ensures that organizations fully realize the value of their investment—enabling CFOs to unify finance and operations, make faster, data-driven decisions, and maximize their impact across the enterprise."

– OneStream

Work with a recognized transformation leader

KPMG is ranked #1 for quality AI advice and implementation in the US. KPMG was also named a Leader in the 2024 Gartner® Magic Quadrant™ for Finance Transformation Strategy Consulting. That's good news for implementing OneStream with KPMG.

KPMG and OneStream: Together, we make the difference.

Today, with competition and change ever present, CFOs have an edge made possible by the collaboration of KPMG and OneStream. KPMG is a leader in AI-driven transformation, emphasizing a structured approach to integrating breakthrough technology solutions. OneStream is leading the way in modernizing finance. Together, we make a difference in delivering technology that is impactful and transformative to finance operations.

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