



Insights

“Get closer than ever to your customers. So close that you tell them what they need well before they realize it themselves.”

Steve Jobs

- The Toolkit
- Our Work In This Space
- Insights**
 - Point of View**
 - Overview of Internal Supporting Insight
 - Thought Leadership
 - Links to External Insights
- Delivery
- Skills & Capability

Why do clients need to change their customer experience: why does CX matter?

Your customers are increasingly differentiating their interactions with you based on CX. We believe that applying data analysis techniques can unlock your customers’ true motivation and the way they interact with your business. CX allows you to better get to the customer pain points that really matter. CX in our view is a tool that allows you (our clients) to focus on achieving:

- Operational cost reduction;
- Enhanced advocacy/loyalty/trust;
- Increased revenue & growth; and
- Lower churn / increased retention

and where designing services demands the same rigor as designing products.

Why KPMG is different and what we bring

We bring a unique blend of qualitative, quantitative and data driven insights that unlock real customer motivations. We go beyond journey maps to apply a deep understanding of the cost of customer interactions on your organization. Understanding the current state is one important however bringing contemporary innovation theory and practice to create meaningful new customer experiences is where we excel.

Beyond NPS


Net Promoter Score™ (NPS) is without question a valuable customer loyalty metric used by organizations across the world. KPMG believes that metrics without true customer insights on behavioral motivations, and, importantly, without the insights that lead to improvement action ultimately fail the organization and the customer.

Our simple formula for driving Customer Experience value is as follows:


V = Ia²	
V	Value
I	Insights
a	Action

A tiny amount of insight x action² creates an incredible amount of value to our clients understanding of their customers experiences.

Our unique offering blends the following components:



Development of current state and future journey maps based on deep understanding of behavioral motivations



C-Scope Customer Experience Analytics platform to provide advanced customer data driven insights



Insights > Point of View > 1

The Toolkit

Our Work In This Space

Insights

Point of View

Overview of Internal Supporting Insight

Thought Leadership

Links to External Insights

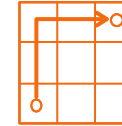
Delivery

Skills & Capability

.../.



Journey mapping tools that provide different lenses to suit client situation. Applying a cost lens is unique and plays to KPMG brand association



Persona grids that map out current state motivational drivers and steps to change customer oriented behaviors and superior performance of customer facing workforce



Advanced visualization tool to generate consistent high quality journey maps for any situation supported by creative design capability for bespoke client visualizations



A powerful software tool to support the design and development lifecycle, helping to accelerate the identification of client requirements for customer experience projects



A proven, robust and fully developed customer experience method (with supporting tools , templates and training material) from the UK and Czech Republic.



ThinkCube™ innovation tool to drive truly creative thinking by combining non-traditional thought processes



Increase in CSAT/NPS across journeys



Increase in cross-sales



Decrease in customer complaints



Reduction in operational costs across channels



Increase in customer retention



Increase in number of customer in most profitable segments

- The Toolkit
- Our Work In This Space
- Insights
 - Point of View**
 - Overview of Internal Supporting Insight
 - Thought Leadership
 - Links to External Insights
- Delivery
- Skills & Capability

CXM is a powerful tool combining voice of the customer, financial and organizational analysis to drive deep understanding of your customers motivations, and to accelerate the development of better customer experiences

Many organizations, both in the public and private sector are faced with rising service expectations by their customers whilst at the same time lowering operating costs, building trust, and increasing retention and revenue. Customer sales and service processes typically rely on legacy systems and practices, leading to regular service breakdowns, complaints and poor customer service.

In competitive markets, the cost of acquiring new customers is far higher than the cost of retaining existing customers. Digital communications are only beginning to transform how you interact with customers. The huge number of interactions across the customer journey are both an opportunity and threat to customer loyalty and business performance. Leading organizations understand that increasingly it is a superior and consistent customer experience that will differentiate one organization from the next.

A formula for leading customer-centric organizations

KPMG believes that metrics without true customer insights on behavioral motivations, and, importantly, without the insights that lead to improvement action ultimately fail the organization and the customer. Our simple formula for driving Customer Experience value is as follows:

V = Ia²	
V	Value
I	Insights
a	Action

A tiny amount of insight x action² creates an incredible amount of value to our clients understanding of their customers experiences.

Benefits of great CX design

The very best customer service organizations we have worked with typically deliver:

- 15% Increase in CSAT/NPS across journeys
- 10-25% Reduction in operational costs across channels

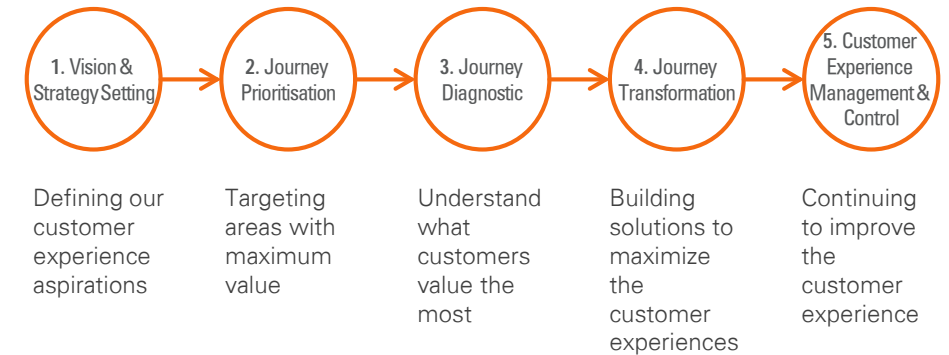
- The Toolkit
- Our Work In This Space
- Insights**
 - Point of View**
 - Overview of Internal Supporting Insight
 - Thought Leadership
 - Links to External Insights
- Delivery
- Skills & Capability

.../.



Our CX Method provides:

We give you insight into what your customers experience, analyzing what they value, diagnosing problems and redesigning processes and interactions to deliver improved financial returns. By mapping customer journeys, researching customers and analyzing data, we help you to redesign your customer interactions, to delight customers and to increase growth.



Credentials

We helped a UK banking group to industrialize its approach to measuring and monitoring customer journey performance, allowing it to enhance the customer experience. We identified significant revenue and cost opportunities, as well as driving up NPS scores. We have applied the methodology in both B2C and B2B environments.

We mapped the customer journeys for 116 global mobile carriers across 25 countries. KPMG mystery shopped the purchase, activation and customer service for 2000 prepaid SIM's through the retail, contact center and online channels. The objective was to identify what telcos were differentiating the customer experience, what were the global better practices and a mapping of the customer journey for each. How the experience differed per channel and the cross channel experiences of a typical customer journey.

.../.



- The Toolkit
- Our Work In This Space
- Insights
 - Point of View**
 - Overview of Internal Supporting Insight
 - Thought Leadership
 - Links to External Insights
- Delivery
- Skills & Capability

Delivering a consistent branded customer experience delights them and can lower your operational costs. To get this right requires joined up delivery across your organization together with a laser-like focus on the moments of truth that really matter

Customer experience matters more now than ever before with leading organizations striving to deliver a consistently branded customer experience. A branded customer experience is about delivering a brand promise at every touchpoint in a way that is consistent (across interactions, channels and occasions), relevant (to the needs of target audience) and differentiated (versus competitors).

Delivering a branded customer experience makes it difficult for your competitors to copy and is therefore a great source of competitive advantage. Delivering a branded customer experience consistently builds loyalty over time because loyalty is driven largely from the positive actions that an organization makes. Organizations that deliver a branded customer experience protect themselves against customer/consumer churn in markets that are price-sensitive and highly competitive.

Our research and our work with leading organizations indicates the following seven factors that when combined, give the greatest likelihood of success of creating consistent branded customer experiences:



Strong Governance

Successful customer experience projects have strong governance led by people at the top of the organization skilled at working across internal organizational boundaries. Project sponsors have access to the C-Suite in order to affect change across the organization. We believe that good governance is grounded in having a clear and unequivocal case for change with benefits for customers the organization and individuals working for the organization clearly understood and bought into.



End to End View

Customers don't know or particularly care about how you've structured your organization to deliver a product or service. What they do care about is a seamless experience as they interact with your organization. For many, this can manifest itself in a single 'omni channel' experience, meaning that each channel or touch point looks, feels or sounds the same. The very best experiences with the leading customer-centric organizations not only deliver superior experiences within discrete parts of your value chain, but across the entire lifecycle of customer interactions.

- The Toolkit
- Our Work In This Space
- Insights
 - Point of View
 - Overview of Internal Supporting Insight
 - Thought Leadership
 - Links to External Insights
- Delivery
- Skills & Capability

.../.



Data driven insights

Many organizations undertaking customer experience work gather information and glean insights from qualitative sources, typically workshops with senior audiences, or canvassing customer opinion. That's great, up to a point. We believe that organizations can short-circuit the process of choosing which customer journeys to or moments of truth to focus on, but tapping into the rich seam of insights that can be gleaned by analyzing real customer data.

We believe in focusing on quality data, not big data, interpreted by people with the right blend of skills to know what to look for and who can make sense of it all. We also advocate the use of advanced technologies to analyze experience failures that occur across different channels to get to the root cause of an issue.

Our C-Scope Customer Experience Management platform is a sophisticated suite of technologies and capabilities that can rapidly help organizations get to the heart of customer experience issues.



Improve what your customers value most

Making positive changes to the customer experience can only be a good thing, right? Well yes and no. Naturally a positive change is by its nature good thing, however by applying a cost lens to customer experience, organizations can make value-based judgments on where best to focus scarce resources.

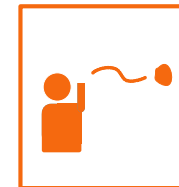
At the heart of our customer service proposition is a unique methodology - it identifies where customer service matters most, assesses your performance and helps you make informed investment decisions across the entire business.



Behavioral motivations

We believe that analyzing the true behavioral motivations of customers leads to a much deeper understanding of what makes customers tick, and what you need to do to delight them.

To better understand the complexity of your customers, we create Persona Grids to identify the unique combinations of these attributes, which we call Personas. We use this as a tool in conjunction with Empathy Maps to develop a deeper understanding of the environment behavior concerns and aspirations of customers.



Visualization & prototyping

We love visualizations, and believe that the most powerful way of building consensus is to sketch out the end to end customer experience. Visual thinking tools such as pictures, sketches and diagrams help knit together complex parts of the customer journey and build our understanding of the way things are right now and what they might be in the future.

.../.



The Toolkit

Our Work In This Space

Insights

Point of View

Overview of Internal Supporting Insight

Thought Leadership

Links to External Insights

Delivery

Skills & Capability

.../.

People can absorb, understand and share a common meaning behind a simple drawings and sketch, making things much more tangible and understandable.

In the brave new world of digital, developing simple prototypes can bring ideas alive and make them more tangible. Prototypes range from simple sketches, through to computer deigned wireframes, and mock-ups of the screens that customers will see on their devices and are thinking tools that help our clients explore a number of possible directions to take. At KPMG Digital, we use our proprietary CYCLE requirements and prototype management software to rapidly develop and refine ideas and concepts and ensure that all review comments are captured in a structured and coherent manner – ultimately saving time money and gets the right result.



Ongoing real time customer feedback

In our experience many of the core customer experience metrics that KPMG recommends can be found within business cases for customer experience initiatives, however, the consistency of metric definitions, quality of associated measurements, and transparency behind those measurements in most instances cannot be determined. We have developed a governance model based on leading practices to support the continued reporting of customer experience metrics and a feedback loop to enable setup, structure, management, measurement, enforcement, and change over time .



Insights > Point of View > KPMG Branded

The Toolkit

Our Work In This Space

Insights

Point of View

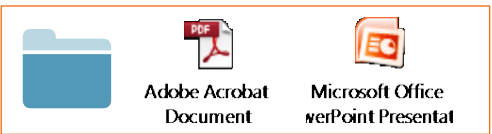
Overview of Internal Supporting Insight

Thought Leadership

Links to External Insights

Delivery

Skills & Capability



Why do clients need to change their customer experience: why does CX matter?

Our unique offering

- Operational cost reduction
- Enhanced relevancy, loyalty and trust
- Increased retention and growth rate
- Lower abandonment rate and online designing services decrease the same sign on shopping products

Why KPMG is different and what we bring

Our KPMG CXM (CXM) is a unique approach to deliver customer experience insights and insights across the world. KPMG CXM is a unique approach to deliver customer experience insights and insights across the world. KPMG CXM is a unique approach to deliver customer experience insights and insights across the world.

Key Metrics

- 20% increase in number of customer in new profitable segments
- 20% increase in customer retention
- 10-25% reduction in operational costs across channels

Our CX Method provides:

- 1. **Identify** - Identify the customer experience insights and insights across the world.
- 2. **Understand** - Understand the customer experience insights and insights across the world.
- 3. **Design** - Design the customer experience insights and insights across the world.
- 4. **Implement** - Implement the customer experience insights and insights across the world.
- 5. **Monitor** - Monitor the customer experience insights and insights across the world.

Conclusion:

The KPMG CXM is a unique approach to deliver customer experience insights and insights across the world. KPMG CXM is a unique approach to deliver customer experience insights and insights across the world. KPMG CXM is a unique approach to deliver customer experience insights and insights across the world.

Contact us:

For more information on our CXM approach, please contact us at:

Key Contact:

Key Contact:

Key Contact:

CXM is a powerful tool combining voice of the customer, financial and organisational analysis to drive deep understanding of your customers motivations, and to accelerate the development of better customer experiences

Benefits of great CX design

- 15% increase in CXM (CXM) score points
- 30% increase in sales
- 55% increase in customer retention
- 25% increase in number of customer in most profitable segments
- 20% increase in customer retention
- 10-25% reduction in operational costs

A formula for leading customer-centric organisations

v = ia²

Why KPMG is different and what we bring

Our KPMG CXM (CXM) is a unique approach to deliver customer experience insights and insights across the world. KPMG CXM is a unique approach to deliver customer experience insights and insights across the world. KPMG CXM is a unique approach to deliver customer experience insights and insights across the world.

Key Metrics

- 20% increase in number of customer in new profitable segments
- 20% increase in customer retention
- 10-25% reduction in operational costs across channels

Our CX Method provides:

- 1. **Identify** - Identify the customer experience insights and insights across the world.
- 2. **Understand** - Understand the customer experience insights and insights across the world.
- 3. **Design** - Design the customer experience insights and insights across the world.
- 4. **Implement** - Implement the customer experience insights and insights across the world.
- 5. **Monitor** - Monitor the customer experience insights and insights across the world.

Conclusion:

The KPMG CXM is a unique approach to deliver customer experience insights and insights across the world. KPMG CXM is a unique approach to deliver customer experience insights and insights across the world. KPMG CXM is a unique approach to deliver customer experience insights and insights across the world.

Contact us:

For more information on our CXM approach, please contact us at:

Key Contact:

Key Contact:

Key Contact:

Delivering a consistent branded customer experience delights them and can lower your operational costs. To get this right requires joined up delivery across your organisation together with a laser-like focus on the moments of truth that really matter

Our unique offering

- Operational cost reduction
- Enhanced relevancy, loyalty and trust
- Increased retention and growth rate
- Lower abandonment rate and online designing services decrease the same sign on shopping products

Why KPMG is different and what we bring

Our KPMG CXM (CXM) is a unique approach to deliver customer experience insights and insights across the world. KPMG CXM is a unique approach to deliver customer experience insights and insights across the world. KPMG CXM is a unique approach to deliver customer experience insights and insights across the world.

Key Metrics

- 20% increase in number of customer in new profitable segments
- 20% increase in customer retention
- 10-25% reduction in operational costs across channels

Our CX Method provides:

- 1. **Identify** - Identify the customer experience insights and insights across the world.
- 2. **Understand** - Understand the customer experience insights and insights across the world.
- 3. **Design** - Design the customer experience insights and insights across the world.
- 4. **Implement** - Implement the customer experience insights and insights across the world.
- 5. **Monitor** - Monitor the customer experience insights and insights across the world.

Conclusion:

The KPMG CXM is a unique approach to deliver customer experience insights and insights across the world. KPMG CXM is a unique approach to deliver customer experience insights and insights across the world. KPMG CXM is a unique approach to deliver customer experience insights and insights across the world.

Contact us:

For more information on our CXM approach, please contact us at:

Key Contact:

Key Contact:

Key Contact:



Insights > Point of View > KPMG Branded

The Toolkit

Our Work In This Space

Insights

Point of View

Overview of Internal Supporting Insight

Thought Leadership

Links to External Insights

Delivery

Skills & Capability



Our Approach to CX Transformation

We give you insight into what your customers experience, analysing what they value, diagnosing problems and redesigning processes and interactions to deliver improved financial returns. By mapping customer journeys, researching customers and analysing data, we help you to redesign your customer interactions, to delight customers and to increase growth.

1. Vision & Strategy Setting

We will create an original and compelling vision of customer experience and the strategy to get you there.

- Benefits
- Drives customer/citizen value
 - Future focussed
 - Transformation across the organisation

- Components
- Market and sector review
 - Customer segmentation
 - Customer value analysis
 - Transformation route map

2. Journey Prioritisation

We will identify the customer journeys that really matter — to your customers and that drive value for you.

- Benefits
- Bottom line focussed prioritisation
 - Customer at the heart of the organisation
 - End-to-end efficiencies

- Components
- Customer journey architecture
 - Cost to serve analytics
 - Capability maturity assessment

3. Journey Diagnostic

For your most important journeys we will help you understand your customers interactions with you and how you perform against your brand promise.

- Benefits
- Identifies efficiencies
 - Voice of customer driven
 - Empowering and building client capabilities

- Components
- Primary customer research
 - Data driven moments of truth identification
 - Importance/performance analysis
 - Prioritised transformational plan

4. Journey Transformation

Your customers future interactions with you will be redesigned by balancing the optimum mix of new technologies, processes and people capabilities.

- Benefits
- State of the art solutions
 - Differentiated customer experiences
 - Cultural shift

- Components
- Detailed 3D journey maps
 - Digital App build
 - Innovation toolkits
 - Cultural transformation
 - Automated and streamlined journeys

5. Customer Experience Management & Control

We will provide you with the best tools and select the right metrics for you to gather and act on customer feedback on an ongoing basis.

- Benefits
- Continued efficiency improvements
 - Continued customer experience improvements
 - Continued cultural change
 - Continued value creation

- Components
- Real time measurement platforms
 - Business tools to drive actions
 - Executive / management dashboards and solutions



Insights > Overview of Internal Supporting Insight

The Toolkit

Our Work In This Space

Insights

Point of View

Overview of Internal Supporting Insight

Thought Leadership

Links to External Insights

Delivery

Skills & Capability

The CX Lexicon

THE CX LEXICON

Looking to impress your clients or colleagues with your grasp of Customer Experience concepts? Then check out our handy guide to the world of CX...

1 CUSTOMER EXPERIENCE

The sum of all experiences a customer has with a supplier of goods and/or services, over the duration of their relationship with that supplier. This can include awareness, discovery, attraction, interaction, purchase, use, cultivation and advocacy.

2 JOURNEY MAP

A visual representation of the steps customers go through in engaging with an organisation, whether it be a product, an online experience, retail experience, or a service, or any combination. The more touch points you have, the more complicated – but necessary – such a map becomes. Journey maps are typified by capturing not only the process steps, but of the emotional experience of the customer (what they saw, heard, felt etc.)

5 MOTIVATIONAL DESIGN

A framework for designing experiences that can motivate people to change their behaviour in order to affect a business goal. Human motivation is hard-wired in our brains as a core set of 'motivational drives' triggered by 'cues' within our environment. The framework itself consists of a methodology and a collection of design patterns that tap into our various motivational drives.

6 PERSONA GRIDS

Persona Grids are graphic representations of the important, often overlooked differences between people of a certain role that affect their behaviour. We all know that people in different roles behave differently. But even with a single role, no two people are exactly alike. Each person possesses important attributes and skills to varying degrees. To better understand the complexity of our people, we create Persona Grids to identify all of the unique combinations of these attributes, which we call Personas. We use this as a tool in conjunction with Empathy Maps to give insight to how people's unique makeup affects their motivations, values, abilities and behaviour, so that we can help them advance in their role or behave in a way that supports the business goal.

7 EMPATHY MAPS

Are visual tools that help us document and communicate why each of our key personas behave the way they do, and how we will use that information will inform our solution. To create engaging experiences that affect behaviour, we need to understand why people behave the way they do. To do this, we create Empathy Maps, where we document what each of our key Personas are feeling, thinking, doing, etc., as well as identify their unique values and motivations. Where people fall short, we align strategies and feature ideas to help them build the skills necessary to succeed. The better we understand people's context, the better we understand the value we can provide.

8 PAIN POINT MAPS

Pain Point Maps are how we document the nature, prevalence, and severity of the most common points of friction we encounter during our field research. They help design teams focus in on the things that matter most to customers and are typically highly visual graphic displays.

3 MOMENTS OF TRUTH

Those few interactions (for instance, researching a holiday, purchasing a ticket, arriving at a hotel) when customers invest a high amount of emotional energy in the outcome. Skilled handling of these moments requires an instinctive frontline response that puts the customer's emotional needs ahead of the organisation and the employee's agendas.

4 CYCLE

KPMG's proprietary customer experience design requirements software, CYCLE allows teams to capture the design goals and motivations for a project and acts as a repository for technical designs which can be viewed, reviewed, and edited by a design and development team.

9 C-SCOPE

Is KPMG's proprietary cross channel customer experience analytics platform combining sophisticated software, analysis and visualization capability on an industrial scale hosted data solution. Once built, analysts use the solution to conduct ongoing root cause analytics. Where our competitors use common customer experience tools such as journey maps, we have a powerful suite of technologies that provides near-time data-driven insights on the root cause of customer dissatisfaction.

10 COST INSIGHT

Is a key differentiator from KPMG's competitors as we have the ability and supporting method and tools to develop a detailed cost analysis of customer journeys. This allows us to isolate all end to end 'product' costs and provides our clients with opportunities to make investment or to cut costs based upon the combination of customer insight and a fully allocated cost base.

11 THINKCUBE™

Is a tool for creativity and innovation. It's based on two principles, the intersection of domains where interesting things happen at the boundaries between disciplines and environments, and combinatorial play. It is used to generate ideas to develop better customer experiences by combining attributes or aspects of existing ideas.

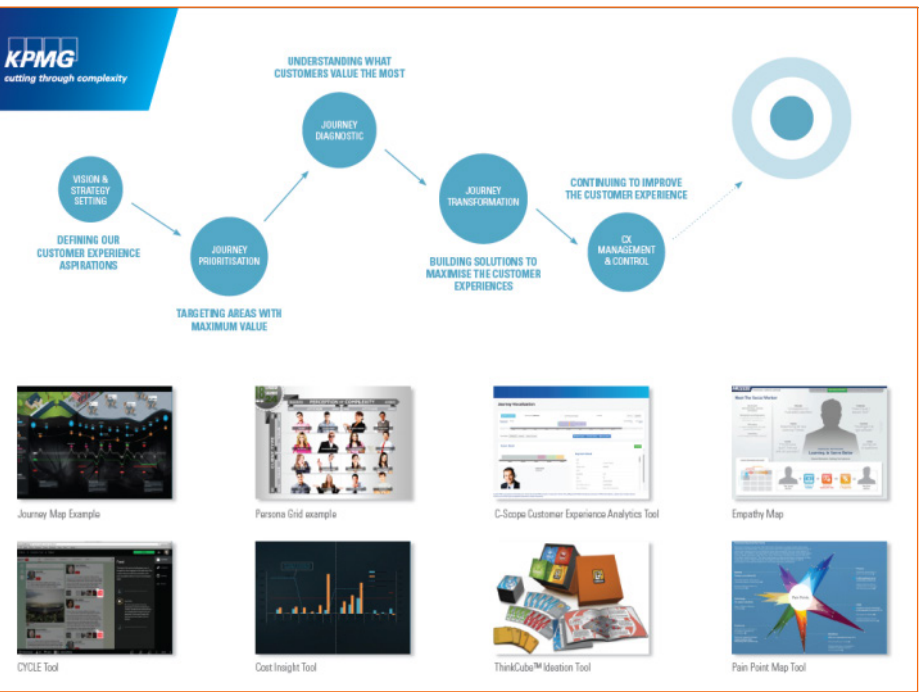
12 CONTROL

Refers to a key phase in our method that helps our clients in defining the right governance model to drive ongoing measurement and actions following the redesign of customer experiences. Our 'Control' method provides a structured approach to facilitate the selection of metrics that link customer perceptions, customer touch-points, operational execution and the resulting business impacts.

13 METRICS

Customer experience metrics are the internal and external measures of everything a customer sees, touches, hears, and feels during their relationship with an organisation.

The Lexicon has been created to act as a fold up, credit-card sized guide to the key terms used in the world of customer experience and showcases some of the unique tools and solutions that KPMG has at its disposal.





The Toolkit

Our Work In This Space

Insights

Point of View

Overview of Internal Supporting Insight

Thought Leadership

Links to External Insights

Delivery

Skills & Capability

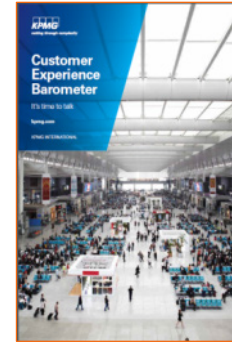
KPMG Customer Experience Barometer

Around the world and across virtually every business sector, our clients are keenly focused on driving revenue growth. For those in service-based sectors, the greatest opportunity comes from delivering a differentiating customer experience. KPMG's Customer Experience Barometer is based on an in-depth survey of 5,000 consumers across five major markets (Australia, China, Germany, the US and the UK) and five key service sectors (banking, general insurance, life insurance, e-retail and utilities).

Publication Date: 26/5/2014

Contact: Hugh O'Reilly, KPMG UK

<http://www.kpmg.com/Global/en/IssuesAndInsights/ArticlesPublications/customer-experience-barometer/Documents/customer-experience-barometer-v1-fs.pdf>



Africa Banking Industry Customer Satisfaction Survey

The annual Banking Industry Customer Satisfaction Survey (BICSS) is a publication of the Management Consulting practice of KPMG Advisory Services.

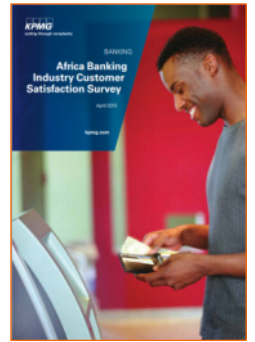
Now in its seventh year, this report details findings from more than 14,000 retail, over 3,000 SME and 400 corporate/commercial banking customers across Nigeria.

The survey focuses on customers' preferences, levels of satisfaction and expectations from their banks. This year's edition included a new feature, the 'future of banking' survey, which set out to understand the perceptions of the new generation of young professionals on how they intend to interact with their banks in the future.

Publication Date: 12/6/2013

Contact: Bode Abifarin, KPMG Nigeria

http://www.kpmg.com/CO/es/IssuesAndInsights/ArticlesPublications/Documents/Africa_Banking_Industry_Customer_Satisfaction_Survey-April2013.pdf





Insights > Thought Leadership

The Toolkit

Our Work In This Space

Insights

Point of View

Overview of Internal Supporting Insight

Thought Leadership

Links to External Insights

Delivery

Skills & Capability

.../.

In search of a better customer experience: a global customer experience study of the mobile market

Delivering a great customer experience is now top priority for many telecoms companies. As the range of products and service options increases, the customer experience has become a critical differentiator. Staff and suppliers at every level are rated against the customer experience they deliver, and are rewarded accordingly.

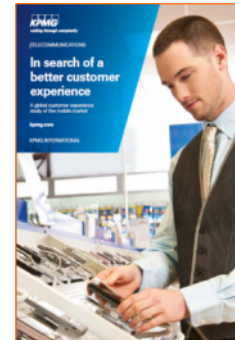
KPMG performed a global customer experience study across 25 countries and 106 mobile providers to identify better practices and trends in the prepaid mobile market:

- We 'mystery shopped' prepaid mobile products and services in 25 countries and from 106 operators.
- We experienced customer service through retail, online and contact centre channels.
- We developed powerful insights into how operators are really performing as they strive to deliver a great customer experience.

Publication Date: 1/7/2013

Contact: Ryan McCumber, KPMG Australia

<https://www.kpmg.com/Global/en/IssuesAndInsights/ArticlesPublications/customer-experience/Documents/no-short-cuts.pdf>





Insights > Links to External Insights

The Toolkit

Our Work In This Space

Insights

Point of View

Overview of Internal Supporting Insight

Thought Leadership

Links to External Insights

Delivery

Skills & Capability

KPMG Research

Contact: Scott Wolfson, KPMG USA

All research companies can be engaged for custom research. Engage with Scott and Analyst Relations team to choose one to best suit needs

Gartner

Website: <http://www.gartner.com/technology/home.jsp>

Speciality: Technology-centred research based on hype cycles and magic quadrants

Gartner access is currently on a country basis. Each participating member firm makes an investment into Gartner, which can be drawn down upon when accessing reports. USA firm currently audits Gartner, however reports may be available. Please contact Scott Wolfson to discuss requirements.

Forrester

Website: <http://www.forrester.com/home/>

Speciality: Technological impact of existing and future technologies

Forrester access is currently limited. USA has access, UK does not, however there is potential to source reports if used internally. Please contact Scott Wolfson for requests

IDC

Website: <http://www.idc.com/>

Speciality: Specialize in IT, telecommunications and consumer-technology

KPMG Analyst Relations can supply some research from IDC and there are other subscriptions in the firm – we can speak to this on a case basis.

Kennedy

Website: <http://www.kennedyinfo.com/consulting/research>

Speciality: Reporting on industry state, including competitor reporting

KPMG have purchased a few reports (which can be found in the Research library of the Analyst Relations portal). KPMG has a subscription to HR consulting research; other reports are purchased on an ad hoc basis.

Source for Consulting

Website: <http://www.sourceforconsulting.com/>

Speciality: Consulting trends

KPMG has a broad subscription to their research, all available on the Analyst Relations portal.