

Cas KPMG

# ...DATA CHALLENGE

Édition 2025

CSD

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KPMG



## KPMG Canada

KPMG Canada is one of the country's leading professional services firms, offering a full range of audit, tax and advisory services. Present in Canada for over 150 years, KPMG employs more than 10,000 professionals in 40 offices across the country.

As a member of the global KPMG network, which operates in over 140 countries, KPMG Canada benefits from international expertise while being deeply rooted in the Canadian market. Its approach is distinguished by a commitment to innovation, diversity and professional ethics, enabling it to support its clients in their strategic and operational challenges.

KPMG Canada is a key player in the field of data and artificial intelligence (AI), helping companies harness the power of technology to make strategic decisions and improve performance. Through its KPMG Lighthouse division, the firm offers advanced solutions in data science, predictive analytics, intelligent automation and cybersecurity. KPMG supports its customers in integrating generative AI, developing machine learning models and modernizing their data infrastructures to optimize operational efficiency and risk management. The company places particular emphasis on data governance and AI ethics, ensuring responsible, regulatory-compliant solutions tailored to the specific challenges of each organization.

## The Case

In a constantly changing environment, efficient human resources management is a key issue for consulting firms. In this case study, participants will be asked to develop a solution for **automating the monitoring of indicators linked to the assignment of consultants (staffing)** at various levels within KPMG.

The main objective is to **structure, cleanse and analyze** a data file containing information on consultant staffing and then **design a dynamic dashboard to facilitate management decision-making**. The visualization tool used to create this dashboard is left to your discretion (PowerBI, Tableau, Python, etc.), although **Power BI is recommended** to ensure greater consistency with the firm's internal practices.

## Expectations

1. Understanding and cleaning the data
  - Identify and understand the different variables in the dataset
  - Clean and structure the data to ensure quality and consistency
2. Descriptive analysis
  - Present a succinct analysis highlighting key trends and insights
  - Identify relevant metrics for monitoring the assignment of consultants (staffing)
3. Dashboard development
  - Select the most relevant KPIs
  - Design an intuitive and dynamic interface to track them
4. Business recommendations
  - Propose strategic actions based on dashboard insights
  - Go beyond the metrics by suggesting potential more global improvements

## Food for thought

To guide your analysis, here are a few key points to consider:

- **Monitoring project profitability** : What impact does staffing have on mission profitability?
- **Managing consultants that have no assigned project ("on the bench")** : How can you identify available consultants and optimize their assignment?
- **Forecasting and optimizing staffing** : Can we anticipate future needs to better allocate resources?

The challenge of this case lies as much in the ability to structure the data and build a high-performance tool, as in the ability to derive relevant strategic insights for KPMG management decision-making.

The above ideas are provided for guidance only. You are encouraged to be creative and explore other approaches that you deem relevant to the needs of the case.

## Additional information

1. KPMG uses two categories of consultants: internal and external, each with its own remuneration and financial impact.

- **Internal consultants:** These are full-time employees, paid on an annual basis. Their salary remains constant and is not directly influenced by their billable hours.
- **External consultants:** Hired for specific, fixed-term mandates, they mainly bill hours to final customers. Their cost is fixed contractually and remains stable throughout the duration of the mandate.

The use of external consultants is a necessary strategy in a market where qualified resources are scarce. The process of hiring an in-house consultant can extend over several months, and generates additional costs (training, benefits, equipment, etc.) representing around 20% of the annual salary. Using external consultants allows KPMG to respond quickly to one-off needs, without adding to its payroll in the long term.

However, the profitability of such resources is generally inferior to that of internal employees.

In your analysis and recommendations, it will be essential to take this distinction into account and assess its impact on staffing management and project profitability.

2. The data provided has been anonymized and adjusted to ensure confidentiality.

In addition, you may need to formulate certain hypotheses to complete your analysis and support your results. Be sure to spell these out clearly in your solution, to ensure the transparency of your approach.

## Data

You will find an Excel file called **Données Cas KPMG – Data KPMG Case** in your team channel on Teams. This file contains the data you will use to solve the case. A data dictionary describing key columns and sheets is included in the file.

Finally, we know that time is limited and that it's not possible to address every aspect of the case in depth. The objective is therefore to choose a strategic angle and explore it in a

coherent and relevant way. The only essential element for the presentation on March 30 is to have a dashboard to support your analysis and recommendations.

Be creative and, above all, have fun in this challenge!

Good luck to you all!

## Evaluation grid

<b>Relevance of the solution (45 points)</b>	<b>/45</b>
Identifying and meeting the case objective	/10
Understanding and adapting to the business context	/10
Relevance and added value of the proposed solution	/15
The solution meets the organization's information needs	/10
<b>Quality of the technical solution (30 points)</b>	<b>/30</b>
Thorough and detailed analysis (depth)	/10
Viability and explanation of solution implementation (ex : scheduling, budgeting, risk assessment/mitigation)	/15
Risk-taking and originality in solving the case	/5
<b>Quality of the presentation (25 points)</b>	<b>/25</b>
Attractiveness of the presentation (appealing visuals, originality, eloquence)	/10
Professionalism (clarity, team cohesion, respect for time, preparation, general attitude)	/5
Dialogue with the jury (mastery of the subject, clear and precise explanations, no irrelevancies)	/10
<b>Total</b>	<b>/100</b>