



# Risk Advisory Services

Business Performance Services  
IT Advisory  
Public and State Administration  
Travel, Leisure & Tourism  
Services for Financial Institutions

ADVISORY

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In today's dynamically evolving and highly competitive business environment, companies need to respond to changes with ever-increasing speed and efficiency.

The current management trend focuses on the efficiency of key business processes and improving financial performance, thereby creating positive shareholder value. But companies often do not have the internal resources or the necessary knowledge and experience to make the required changes. In some areas, it may be more effective to use external professionals who possess the required knowledge and experience and are able to provide specialized opinions using tested methods and tools.

The Risk Advisory Services department of KPMG Czech Republic offers a comprehensive range of services aimed at increasing business performance and optimising business processes, as well as IT advisory.

We help top management teams to define their business strategies, to manage performance, to manage their business and IT risks and organisational and process restructuring, and to manage and optimise their IT processes. We provide these services as part of complex approaches tailored for individual industries and sectors, for example public administration bodies, financial institutions and operators in the travel, leisure and tourism industry.

Added value stems from the application of our knowledge of a particular industry combined with the tried and tested methods and procedures of the global KPMG network.

## Business Performance Services

Businesses operating in the highly competitive European marketplace are faced with the increasing need to improve their performance and shareholder value. Business Performance Services are geared towards addressing these very issues that are critical to top management teams.

We offer our clients a wide range of services that help them tackle these strategic and internally hard-to-manage challenges that fundamentally affect the overall performance of a company and its ability to out-perform the competition, providing clients with increasingly better and faster services.

### **Our services are primarily focused on:**

#### **Performance management**

- Development of strategies and strategic planning
- Performance management and measurement
- Value Based Management (VBM)
- Balanced Scorecard (BSC)
- Executive reporting

Partners and Managers  
of Risk Advisory Services  
department



Eva Racková  
Partner, in charge of  
Risk Advisory Services



Petr Bučik  
Director



Jiří Vondrášek  
Senior Manager

### Strategic cost control

- Controlling and creating estimates
- Planning and budgeting
- Activity Based Costing (ABC)
- Cost reduction
- Financial management optimisation

### Process improvement

- Organisational and procedural restructuring
- Crash analysis
- Improving process performance
- Optimising company processes, incl. outsourcing solutions

### Purchasing and logistics

- Optimising purchasing and logistics processes
- Logistics audit
- Outsourcing

### Risk management

- Business risk management

### HR management

- HR strategy
- Improvement of HR processes
- HR audit
- Performance management and incentive framework

### Sustainability advisory

- Corporate social responsibility (CSR) strategy
- Sustainability reporting
- Assurance

### Project management

## IT Advisory

IT managers and directors are coming under increasing pressure – they constantly have to demonstrate the added value of IT and maximise the IT benefits for the company as a whole. Significant changes in data processing, information system architecture and the related IT management methods give rise to constantly emerging challenges in providing efficient IT support for business processes, maximising the benefits from IT innovations and minimising IT risks.

We provide hardware and software-independent IT and communications advisory services. We have professionals possessing technical knowledge of individual platforms as well as experienced project managers and professionals with knowledge of effective IT management methods and procedures.

### As part of our services, we specialise in:

#### Creating higher IT added value for your business

- IT strategy development
- IT cost and performance benchmarking
- IT sourcing and outsourcing
- IT standards and policies (e.g. COBIT, ITIL, CMM)
- IT architecture definition (for applications, data, infrastructure)



Martin Blaho  
Manager



Pavel Fojtík  
Manager



Alena Kalinová  
Manager

### Ensuring that IT projects are delivered on time and at the agreed cost

- Project management
- Project risk management
- Independent project status evaluation
- ERP selection and implementation advisory (business case, benefits, definition of processes and controls)

### Providing high-quality and secure IT services

- Implementing IT security management systems
- Developing security policies and procedures
- Penetration testing
- Business continuity planning and crisis management
- Development of disaster recovery plans

### Effective IT management and legislative and regulatory compliance

- Internal IT audit
- IT Sarbanes-Oxley – documentation and testing
- Auditing shared service centres (SAS 70)
- Compliance certifications (ISO 27000, ISO 20000)

## Public and State Administration

Public administration has undergone a series of significant changes over the last few years. Since becoming a member of the European Union, the Czech Republic has taken on new responsibilities and obligations. Increased expectations related to the quality of public services have created new opportunities for cooperation between the public and private sectors in the area of advisory services, which could ultimately be beneficial to Czech society as a whole.

We strive to actively develop the partnership between the public and private sectors. We have incorporated public administration advisory into our range of services to meet the increasing demand from public institutions for professional assistance in adapting to the new conditions. During each project, we use all available resources and our international experience, prudently applying the processes that have proved effective in the private sector to the public sector environment.

#### Our services include:

- Preparation and implementation of projects co-financed from EU funds
- Euro conversion advisory
- Process and HR audit
- Project monitoring, reporting and evaluation
- Reform strategy and modernisation of public administration
- Increasing administrative and absorption capacity
- Programming and public budgets
- Public spending management and control
- Process improvement and efficiency enhancement
- Supporting public-private partnership (PPP).

#### Our major projects include:

- Preparation of JROP and SPD 2 project applications
- Financial and economic evaluation of JROP supra-regional investment projects
- Analysis of information systems for structural fund monitoring
- Analysis of services for industry and analysis of the economic impact of the draft EU Directive on Services in the Internal Market
- Benchmarking analysis of 11 type-III municipalities in the Ústí region, focusing on their readiness to utilise EU funds
- Advisory services in the area of preparing the transportation and environment sectors to utilize EU funds in the programming period 2007 – 2013
- Co-drafting of the NUTS II Regional Operational Programme for 2007 – 2013
- Review of the work procedures and implementation structures of EU fund recipients
- Development of a performance measurement and reporting system for a public sector organisation.



Daniel Kožený  
Manager



Tomáš Kulman  
Business Development Manager



Pavel Pelant  
Manager

## Travel, Leisure & Tourism

In the area of tourism and leisure time activities, we focus mostly on preparing business and financial feasibility studies, supply/demand surveys in a particular market segment, conceptualisation and the positioning of projects in the market, financial models, project performance measurement and definition of the general benefits of a project. Our services for the public sector include the preparation of strategic documents (concepts, programmes) in the area of tourism and regional development.

We offer these services to private and public entities operating hotels, spas, golf resorts, ski resorts and other sports and leisure facilities.

In line with the prevailing trends, today's development projects are mostly mixed, with the tourism sector being linked with investments in real estate, e.g. residential housing development. We would therefore examine your business plan from the perspective of the individual project components, but also in terms of the synergies and benefits of the project as a whole.

We also specialise in development projects in Prague as well as in other regions, which include both commercial real estate and residential projects. We provide services for projects aimed at the rehabilitation and restoration of brownfield and historical sites.

In areas where structural interventions are involved, we assist our clients by preparing applications for subsidies from structural and other funds, as well as all the additional supporting documents, both required and optional. We provide services relating to the implementation phase of projects funded from such sources (monitoring reports, utilisation applications, timetable/budget updates) and we conduct final audits of the projects, where required.

## Services for Financial Institutions

The Czech financial services market still bears the marks of an ongoing transformation which started more than 18 years ago. The regulatory environment and the legislative framework are changing and many financial institutions are involved in mergers or acquisitions. Financial institutions are thus constantly having to make organisational changes and adopt new methods and procedures. However, the necessary changes also create new opportunities. Moreover, in the coming years, the Czech financial services market will face another big challenge requiring timely preparation – entry into the eurozone.

Thanks to the technological advances of the recent years, clients of financial institutions now have access to accurate and up-to-date information about the entire market. Their expectations are much higher and they demand high-quality products and services that can be conveniently accessed via modern communication channels. The previous “mass nature” concept associated with the products and services of financial institutions is thus changing. More than ever before, the battle for customers will require sophisticated strategies, streamlined processes, product innovations, optimised supply channels and a tailored customer approach.

**We can help financial institutions tackle these challenges, particularly in the following areas:**

- Business strategy development
- Increasing sales and marketing efficiency
- Transition to the Euro common currency
- Preparation for entry into SEPA
- Performance management and measurement
- Efficient human resources management
- Risk management
- Project management
- Increasing IT efficiency
- Regulatory reports for the Czech National Bank and the National Bank of Slovakia

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