Are you confident that business benefits of your system implementation will be appropriately identified and realized?

Do you have confidence that your projects will be completed on time, on budget and to the required quality?

Have you identified how you can enhance your internal control environment to more effectively and efficiently meet your operational, regulatory and financial reporting requirements?
**Defining Project Success, Managing Project Risks**

The success, durability, reputation and value of a company can be positively influenced by the consistent achievement of system implementation objectives and outcomes. In an environment where accountability for success is heightened, requirements are more complex and regulatory pressures – such as compliance and security – are escalating, achieving system implementation outcomes and satisfying stakeholders has become increasingly important and challenging.

Delivery of a successful project requires that expectations and desired outcomes of all key stakeholders are considered, including:

- **Business outcomes**: the expected business outcomes and benefits should be clearly identified, accountability established and realization monitored;
- **Project outcomes**: appropriate project management discipline should be applied to ensure that the solution will be delivered on time, on budget, will satisfy the stated requirements and the organization will be adequately prepared;
- **Centrals outcomes**: the design and implementation of centrals should satisfy operational, regulatory and financial reporting requirements in an efficient and effective manner.

Organizations implementing projects face countless risks which could preclude the desired outcomes from being achieved. These risks could include:

- **Business and benefit risks**: lack of accountability, poorly defined metrics, invalid business case, assumptions;
- **Project risks**: insufficient resources, scope changes, poor communication;
- **Control risks**: unfamiliar technology, misunderstood objectives, lack of end-to-end understanding, poor data quality, incompatibility interfaces.

With such high risks, management can benefit from gaining comfort that their implementations will achieve their intended results.

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**How can PwC support the journey? Your challenges, our capabilities**

Through our Systems Implementation Assurance (SIA) approach, the nature, timing and extent of our reviews will be tailored to meet the unique risks of your project and may include one or more of the following types of reviews:

- **Project Risk Assessment**: composition of a risk assessment at any phase of the project to identify key project risks and areas for management focus;
- **Pre-Implementation Review**: the review of your resources, project plans, timelines, centrals design, blueprints and implementation plans, and data conversion techniques prior to the implementation activities to provide comfort around the project prior to commencement;
- **Special-Purpose Reviews**: the review of the system implementation from the compliance standpoint (accounting, tax and legal requirements); the functionality analysis against blueprint assumptions; the check of the parameters relating to security and segregation of duties; the review of the configuration of key automated procedures and centrals within the business processes; independent testing of data migration for its completeness and accuracy;
- **Go-Live Assessment**: the performance of a health check (pre-go-live) to determine whether project plans, testing and other key implementation project activities, including system security and compliance with laws and regulations, have been successfully completed prior to cutting over to the new system;
- **Post-Implementation Review**: review and verification that the planned outcomes defined in the earlier stages of the project are in place and operating, and that intended project, control and business benefits have been accomplished.

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**Control challenges through the SIA lifecycle**

**Business Outcomes**

- **Business Case**: is the technology change aligned with the company strategy and does solve a business issue with measurable outcomes?
- **Benefits Realization Plan**: is an appropriate plan in place that clearly defines proposed benefits?
- **Project Structure**: is ownership at a high enough level to ensure change and are tasks aligned to realize benefits?
- **Readiness**
  - **Technical Readiness**: does the project have the requisite technical and operational setup to support the project implementation?
  - **Organizational Readiness**: has there been change management, organizational structure and staff resources established?
  - **Data Quality**: has the data been successfully captured, robust and in a usable format?
  - **Interfaces**: has management implemented appropriate processes to flow data from one system to the next to ensure data integrity?

**IT General Controls**

- **IT General Controls**: does the technical infrastructure and manual IT processes support the new environment technical infrastructure?

**Business Processes**

- **Business Processes**: has management evaluated the optimum mix of manual and automated controls necessary to completely and accurately capture and validate data?

**Project Outcomes**

- **Project Management**: are project resources, costs and timelines being effectively managed?
- **Project Governance**: has the project received the appropriate level of management support?
- **Functional Readiness**: is there evidence that the project team will support the new environment?
- **Organizational Readiness**: have there been activities to ensure the readiness of personnel to support the new environment?
- **Data Quality**: is there support for the configuration of key automated procedures and centrals within the business processes; independent testing of data migration for its completeness and accuracy?

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**SIA approach**

- **Client project phases**
  - Define
  - Design
  - Build and test
  - Deliver
  - Implementation support
  - Maintain

- **Stakeholder expectations and outcomes validation**
- **Risk assessment**
- **Tailored reviews**

- **Control outcomes**
- **Project outcomes**
- **Business outcomes and benefits**

**The PwC SIA approach provides tangible value to your project and organization, including:**

- A clear view of the expectations of the various project stakeholders;
- Alignment of project, benefits and control activities with stakeholder expectations, enabling increased focus and efficiencies;
- A unique and independent perspective on relevant risks at each phase of your project, presenting a clear and understandable view of the road blocks that could potentially prevent you from achieving project success;
- Continuous feedback to project sponsors and project managers enabling them to proactively identify and address potential implementation risks before they significantly impact the company;
- Transfer of knowledge, enhancing your organization’s capabilities to successfully deliver future projects.
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