

There are many factors that drive an organisation to transform. Businesses are increasingly complex, customers and stakeholders are more demanding and the race for competitive advantage is intensifying.

One of the ways Boards are responding is to make long term strategic investments in major transformation programmes.

These can be a significant undertaking, which can impact an entire business function, the whole organisation, your stakeholders and your customers. The stakes have never been higher.



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Delivering value

A 'big 6' utility client delivering smart meters as part of a broader national government programme to transform the way utilities are provided and managed in the UK by 2020 – we helped our client understand what their transformation assurance might look like, agreeing a rich level of assurance to drive maximum confidence.

This included programme governance, technology implementation, meter design and manufacture, third party contracting and operating model transformation. We helped our client focus on the key risks and issues, giving senior leadership independent advice on the status of the transformation programme.

This included assurance over solution design, controls design, business readiness and business intelligence. Through this the client was able to minimise the risk to operations, maximise business outcomes and control the cost of delivery.



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Trust by Design

Increase your organisation's chances of success

"Most senior executives will only ever sponsor one or two big transformation programmes. These can be defining moments and the price of inexperience is high. Sponsors often feel removed from the detail of a programme and need help to feel closer, increasing their confidence and certainty of achieving the desired outcome."

– Julia Leong, Partner





It is safer to lead change than let change lead you

What does transformation mean?

Examples:

- adoption of new technologies
- business model changes
- major strategic shifts
- process reengineering
- mergers and acquisitions
- restructurings into different sorts of business units
- attempts to significantly improve innovation
- cultural change

In a nutshell, it might be a significant undertaking, which can impact an entire business function, the whole organization, your stakeholders and your customers.

Our point of view

Programmes do not manage themselves

Programmes need to be set up for success
Project failures are often a result of inexperience leading to poor programme management and leadership. You need to make sure upfront that you have the right leadership team, effective sponsorship, strong stakeholder management and third party relationships in place.

Right people, in the right place, giving the right advice

Successful programmes rely on having experienced, skilled people who know how to deliver them, applying deep knowledge of the organisation, functions and industry sector, as well as insights drawn from leading practices.

Good reporting doesn't guarantee success

Effective and accurate progress reporting is critical to all effective programmes but not if it comes at the price of quality. Many programme teams spend too much time and energy developing reports and attending progress meetings at the expense of delivering high quality solutions.

Seeing the bigger picture

You need to ensure that the programme remains focused on what really matters. You also need to maintain your objectivity and not see it as a sign of weakness if you need someone outside the programme to help you.

Transformation programmes are never easy

Programmes are inherently complex and you should expect to deal with difficult issues. You should encourage transparency across the programme, as this will allow you to tackle problems early and head on.

Transformation programmes don't exist in a vacuum

They need to reconnect regularly with the organisations within which they operate and be prepared to reflect changes driven from outside the programme.

"Project failures are often a result of inexperience leading to poor programme management and leadership"

When to get help
There will be points in time in your business activities that prompt action. These will almost always be instances when you should talk to us. Here are some examples.

- ✓ If the transformation is business critical.
- ✓ If expectations are clear that independent assurance is required.
- ✓ If, as a programme sponsor, you're not getting the right challenge or the right information, you don't know your programme is performing as a result and you need to feel closer to it.
- ✓ You have a new programme transformation team and have identified a skills gap.
- ✓ If your existing transformation programme is in difficulty, for example; as a result of over-running, over-spending or loss of focus.
- ✓ You have engaged with a major systems integrator and/or are overly reliant on third parties or contractors (whose contracts may not be aligned to the same business outcomes) for the success of your programme.
- ✓ Your organisation has a history of change programmes that have failed or not delivered desired business outcomes.

How we can help: Transformation assurance

We have a track record of helping clients successfully deliver transformation programmes, based on in-depth experience gained from working with organisations of all sizes, from all industries and sectors.

Independent counsel and programme conscience We provide insight into and transparency on progress, effective assurance and challenge and support when making key decisions.

Total transformation assurance

Our 'Total Assurance' approach and deep programme experience means

we can engage at multiple levels. We focus on alignment to objectives and the quality of project outputs which support your desired outcomes.

Proactive risk identification We help you avoid common pitfalls and work with you to proactively identify and mitigate risks before they become critical.

Pragmatic advice We only ever make pragmatic recommendations to drive your programme forward – it's not a time for textbook-based answers when you are moving at speed.

Third party point of view We help keep your third parties honest and act as your critical friend when you need the comfort of another point of view.

What you gain

Confidence

Ensuring alignment, governance, progress, delivery and quality of your transformation programme.

Protection

Safeguarding of your and your organisation's future.

Personal reputation

Enhancing your personal and professional standing.

Reputational protection

Building trust, stakeholder confidence and belief.

Cost efficiency

Containing costs and delivering value.

Invaluable experience

Enhancing the delivery of your current and future transformation programmes.

Total Assurance Framework

The framework is tailored to your needs while remaining focused on the key components of successful transformation.

