
Systems Implementation Assurance (SIA)

June 2011

Increasing comfort over key outcomes.

Are you confident that business benefits 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?

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Overview

Today's business environment is continually changing. Markets are no longer constrained by geographic or legal boundaries, enabling companies to expand globally and to collaborate within and across organizations. In this new environment, agility has emerged as a key driver for enhancing shareholder value and ensuring sustainability.

To achieve agility, organizations are engaged in complex initiatives that are expected to efficiently deliver strategic and tactical business benefits to multiple stakeholders without compromising the integrity of the existing environment or violating compliance requirements.

These factors, along with the greater demand for accountability and transparency in the market have raised the stakes for project success.

Successful delivery of strategic initiatives can significantly impact an organization's efficiency, reputation and market value.

Defining project success

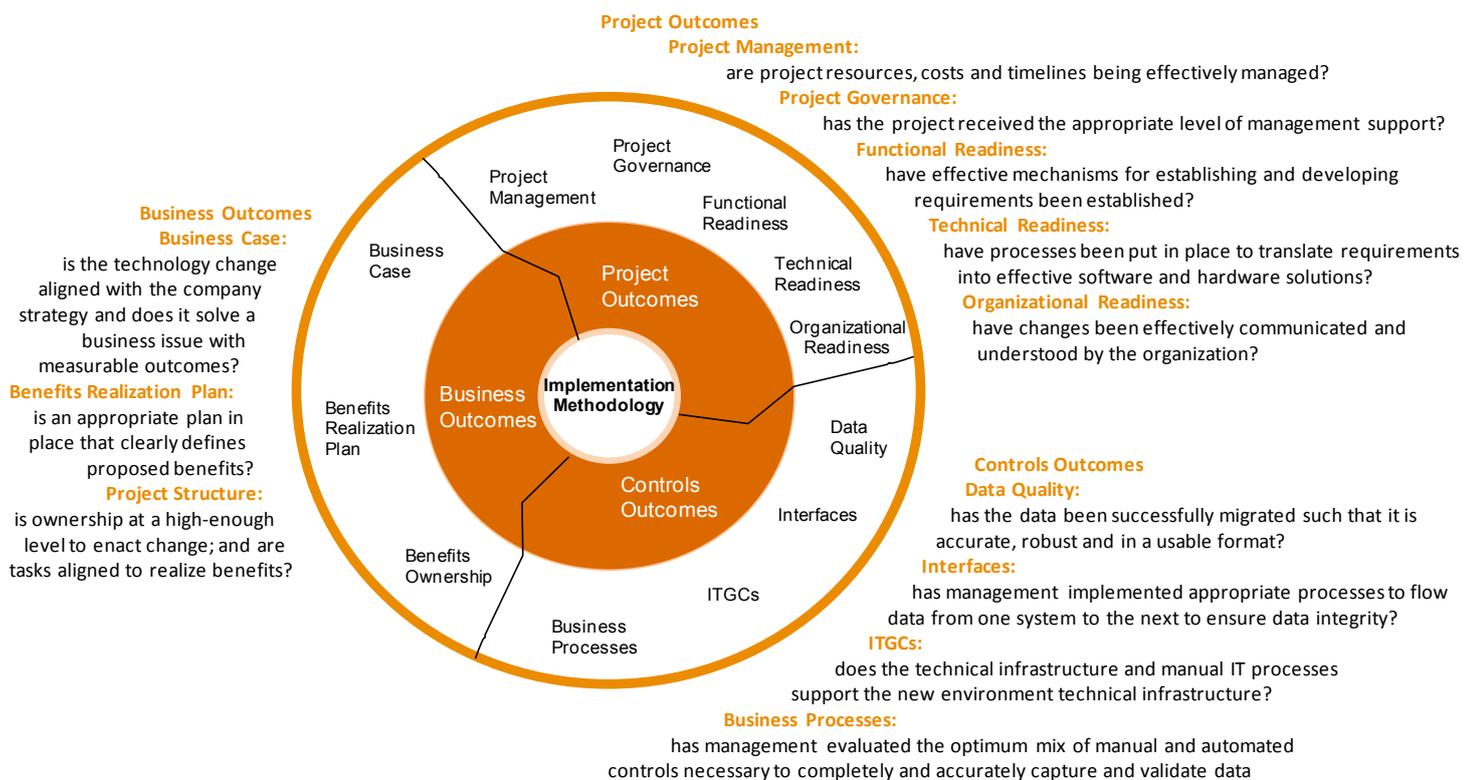
Delivery of a successful project requires that expectations and desired outcomes of all key stakeholders be considered, including:

- **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 the solution will be delivered on time, on budget and will satisfy the stated requirements and the organization will be adequately prepared.
- **Controls outcomes:** the design and implementation of controls should satisfy operational, regulatory and financial reporting requirements in an efficient and effective manner.

Managing project risks

Organizations implementing projects face countless risks which could prevent 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, incompatible interfaces



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Delivering value through SIA

PwC provides comfort that outcomes will be achieved by helping you understand the key outcomes that will determine project success and helping you manage the risks that may prevent these outcomes from being achieved. Our 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, benefit and control activities with stakeholder expectations, enabling increased focus and efficiencies.
- A unique and independent perspective on relevant risks at each phase in your project, presenting an 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.

SIA approach

Each project is unique. Key components of the SIA approach are the up-front assessment of the stakeholder's expectations and the project risk assessment. This risk assessment is utilized to tailor the extent of detailed reviews to be performed as part of the SIA assessment, allowing us to leverage work of the project team and focus our reviews on key risk areas.

We recognize that risks evolve as the project progresses through its life-cycle. In SIA, relevant implementation risks are evaluated throughout the project life-cycle to provide management with a clear view of the most relevant risks at that point in the project life-cycle. As such, it provides continuous feedback to project sponsors and management, enabling them to proactively identify and address potential project risks before they impact performance.

The library of project risks and tools utilized in executing a SIA engagement are based on PwC's cumulative experience in evaluating implementation related risks on projects. The globally proven methodology enables PwC engagement teams around the world to consistently identify, plan and execute reviews in the most efficient and effective manner.

SIA team

Increasing comfort requires the right team. The collective knowledge and experience of our people helps ensure success by providing:

- **Industry experience:** the ability to provide diverse human capital with years of experience across a number of industry sectors, who have the right mix of project, process, and business knowledge.
- **Technology experience:** a deep knowledge of industry specific ERPs, applications and other technology platforms utilized by our world class client base in both the public and private sectors.
- **Project implementation experience:** the ability to provide proven knowledge of business, project and controls outcomes, while also providing knowledge of issues typically encountered, and having insight in to practical solutions to help resolve them.
- **Global network and coordination:** a network of international resources and knowledge that can be deployed globally, that clearly understands our clients people, culture and business environment and can work together to identify the key risks related to providing while providing sound independent and objective guidance.



Contact us

Christos Tsolakis
Partner
Risk Assurance Consulting
christos.tsolakis@cy.pwc.com

PricewaterhouseCoopers Ltd
Julia House
3 Themistocles Dervis Street
CY-1066 Nicosia, Cyprus
P O Box 21612, CY-1591 Nicosia, Cyprus
Tel: +357-22555000
Fax: +357-22555001

www.pwc.com.cy/risk-assurance-consulting



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