

Changing your perspective

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.



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.



A global life sciences client undertaking a major transformation of its sales, distribution and finance operations – we assisted the client by providing a range of transformation services including on-going executive level risk advisory, periodic stage gate reviews and targeted deep dives in high risk elements of their transformation.

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.

Transformation confidence

Helping you get closer to your transformation programme

The executive summary series – paper No.4

“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.”

Marco Amitrano
Global Assurance Markets Leader



What’s on your mind?

Bridging the confidence gap
Many leaders lack visibility of the programmes they are accountable for. As a result, they don’t have confidence in, or clarity about, whether they can successfully achieve long and short term goals. You need to believe that the initiatives you sponsor will be truly transformational and will deliver the vision and strategy you have committed to. So how do you bridge the confidence gap?

Is it achievable?
You need to be sure your programme can deliver on its commitments; you need to establish its viability upfront. This is not purely about a financial business case but also whether the organisation has the time, energy, capability and commitment to see the programme through.

Is it the right time to change?
Many organisations attempt to deliver too many programmes in parallel and don’t devote enough time to bedding down change in the business. You need to have confidence that the business can support more change and other programmes will not impact your ability to deliver on your commitments.

Do you have the right skills available?
It’s not uncommon for organisations to discover that transformation skills and experience are in short supply. It’s likely your best people are needed to drive forward the business as a whole, leaving you with the dilemma of extracting them and disrupting business as usual, or proceeding without them and compromising the ability of your programme to deliver the expected returns.

Transformation confidence: Helping you get closer to your transformation programme

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

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.


What good looks like


 **Senior sponsorship is a must-have**
Programmes are leadership-led, sponsored by senior executives who are actively focused on outcomes. They have access to the right information and trusted advice to deliver business outcomes.

 **Business-led programmes deliver business outcomes**
Programmes need to be business-led focusing on the content and quality of what’s being delivered aligned with corporate strategy, rather than technology-led, which risk ending up as systems implementation projects, shifting attention away from your original business objectives.

 **Stay focused on delivering outcomes**
Your programme is set up to deliver transformation and business outcomes from the outset. The programme’s goals are understood across both the team and the wider organisation.








 **Make sure you’ve got the right support**
You know your programme structure and can assess where your team’s skills and experience need supplementing, recognising the value of a reliable, independent perspective and taking prompt action to ensure programmes are resourced appropriately.

 **Action-based, not information-based reporting**
You have access to the right information enabling you to ask the right questions and make informed, timely decisions over the lifetime of the programme.

 **Keep on top of your third party suppliers**
You are not over-reliant on a third party and don’t risk losing control of your programme. The contractual obligations of any third party are clearly aligned with your programme objectives.

When to act

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

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.

