

Project Risk Management Advisory Services

Enabling a Successful Transformation

Many industry research reports have shown that 70% or more of ERP implementations fail. A poorly executed project can create many risks including budget overruns and delayed timelines which can negatively impact financial performance. By leveraging Protiviti's Project Risk Management (PRM) advisory services, companies can evaluate risks continuously throughout transformation and implementation programs and can gain an independent and unbiased perspective to monitor impact to timeline and budget.

Our PRM advisory team collaborates with organizations and system integrators (SI) to enable more visibility to management and stakeholders by providing insight and leading practice support across common high-risk areas and raising considerations such as:

- Does the project have the right level of sponsorship to succeed?
- Has the business defined the vision for future state business processes?
- Have the impacts of changes to the business been assessed?

Key Success Factors Using a Project Risk Management Approach



Roles and Responsibilities

Establishing a Steering Committee, a well-defined Project Management Office (PMO), and clear roles and responsibilities will support the path for critical workstreams. Lack of communication and slow decision-making are identified as underlying risks during an implementation.



Organizational Change Management

It is critical that an Organizational Change Management (OCM) program be developed, communicated and re-evaluated continuously through go-live and should include user training, adoption and optimization.



Data Governance

Scope and strategy for data governance, including conversion, mapping and validation should be defined early and treated as a top priority. Successful completion of testing depends on quality of data available. If data is delayed, this may result in a longer conversion cycle and budget/timeline overruns.



Security and Controls

An advocate for security and controls should be identified before blueprinting or should be embedded in the process throughout the implementation. Strong collaboration between functional leads and compliance/internal audit will result in shared responsibility for the inclusiveness of compliance requirements.

Many organizations identify a lack of internal resources or technical expertise, creating a need for independent advisory support or to backfill responsibilities as an extension of the project team. Protiviti brings Project Risk Management advisory services to our clients along with a robust managed support model that provides technical and business resources to support the implementation of large-scale digital transformations (e.g., S/4HANA, Workday, Ariba, Oracle ERP Cloud, etc.) and coverage of day-to-day business operations.



Project Management Office and Governance

- Establish PMO structure, roles and responsibilities
- Validate completeness of project plan
- Establish scorecard and methodology for continual assessment of risk factors and mitigation efforts



Business Process Readiness and Solution Design

- Understand key business objectives and requirements
- Create a formally documented RFP and/or requirements matrix
- Evaluate resources, responsibilities and proposed contracts



Integrations

- Validate integration design, build and testing, to include monitoring, data reconciliation, error notification and resolution, and security components
- Utilize sampling techniques to confirm effectiveness of error resolution process



Organizational Change Management

- Create change enablement and communication plan
- Assess stakeholder concerns and commitment
- Define metrics to measure critical process and user adoption



Data Governance and Conversion

- Establish data governance program including framework of roles, data dictionary, defined metrics, and policies
- Utilize sampling techniques to perform completeness and accuracy validation on a subset of transactional and master data objects



Compliance Security and Controls

- Utilize accelerators to perform pointin-time assessments during key project milestones
- Validate configurable controls and security role architecture against control design and defined segregation of duties (SoD) ruleset



Testing Strategy and User Acceptance Testing

- Create UAT management and Execution team
- · Define UAT entrance and exit criteria
- Define reporting metrics to track progress
- Manage day-to-day execution
- · Coordinate defect management



Cutover and Hypercare

- Define a comprehensive set of specific tasks to transition business to the new system
- Define timeline and dependencies
- Define communication plans (including escalation), resource support matrix, and SLAs



Reporting and Analytics

- Plan for complete inventory of key reports during blueprinting
- Review and validate process for developing reports
- Understand reporting architecture, tools and technology

Contact us to learn more about our Project Risk Management Advisory Services at SAPsolutions@Protiviti.com



Protiviti.com/SAPsolutions



SAPsolutions@Protiviti.com



SAPBlog.Protiviti.com



