



Transformation Assurance

Building confidence in
successful transformation



pwc.ch/ta

Why does

Transformation Assurance matter?



From evolving consumer needs to market globalisation and increasingly complex regulatory environments, businesses today face challenges like never before. In response, organisations are having to implement an ever-increasing volume of programmes and projects to drive innovation, grow as a company, manage and anticipate emerging risks, keep up with compliance requirements or expand into new markets.

Transformation failures

Organisations of all sizes and industries face project failures that often result in large budget overruns and delays, such as:

- US multinational aircraft manufacturer (2003-2013): delayed launch of new aircraft by almost three years, resulting in CHF 13-18bn in additional costs.
- Swiss Government (2012): introduction of a new integrated tax system was stopped after more than CHF 102m had been spent.
- UK health service (2010): introduction of a new patient records system resulted in budget overruns of at least CHF 25bn if as high as CHF 46bn.
- German airport (2006 – today): delayed opening, with a current budget overrun of over 50% (CHF 2.8bn).
- German supermarket chain (2019): ERP implementation stopped at a budget of approximately CHF 564m.



“Project failures can bear significant costs”

And this is how we help clients to avoid such failures

Our proven but flexible approach allows us to set up an effective assurance function to support our clients in fully achieving their intended programme benefits.

Drawing on our experience, we recommend a two-phased approach, starting with a programme foundation assessment in phase 1. Based on the results (which we outline in a report), we agree with the client on programme health checks and deep dives in phase 2 to assure effective programme operations and quality of deliverables.

Programme timeline



Our toolset allows us to efficiently add value and insights to our client's programme. Our tools address a variety of use cases and the challenges our client's programme faces. Their design is fully flexible to best meet the client's needs.



Global Transformation Assurance framework



12 Elements of Delivery Excellence



Integrated project reporting app (Projecture)



Predictive Project Analytics

Read our thought leadership on transformation assurance:
www.pwc.ch/ta

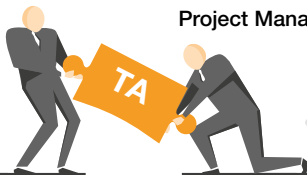
Value proposition

We act as an independent counsel in our client's organisation to provide trusted safeguarding and profound insights into the following topics:

- Independent transformation assurance (at portfolio, programme and project level)
- Proactive risk identification
- Protection of investments and resources
- Continuous feedback to project sponsors and project managers
- Monitoring of benefits realisation
- Benchmark against good practices and standards

Project Sponsor

Project Manager



Bridging the confidence gap

We draw on our extensive experience in auditing and consulting transformation programmes to help clients manage programme objectives, overcome risks and protect their investments.



Selected references

- Reinsurance company: Multi-year programme transformation assurance in financial transformation affecting IT systems, processes and IFRS 17/9 reporting. Project volume: CHF 650m.
- Bank merger: Post-deal integration project management. Organisational integration, IT system integration and data migration. Project volume: over CHF 500m.
- Global pharma company: Capital project management supporting the construction of a new production facility. Three areas: programme governance, commercial assurance, programme controls. Project volume: over CHF 1bn.
- Global retailer: Global transformation project of systems and processes for standard and variable costs, and valuation of materials. Project assessment regarding governance, vendor management, technology, and design. Project volume: CHF 23m.

Variety of services

We have a proven track record in helping our clients apply the right execution structure and approach to deliver projects effectively and successfully. We have the experience to help clients understand what they're trying to achieve and how to get there with the resources and capabilities at their disposal. Our focus is not just on the individual deliverables, but on the outcomes the client needs to meet strategic needs.

Through knowing where to focus and our depth of experience about industries, technologies and transformations, we can quickly deploy and establish the right scale of assurance support.



Portfolio/Programme/Project assurance:

individual risk-based quality assurance to protect investments, identify and properly handle risks and realise benefits



Project recovery: stabilising and repositioning projects in distress to ensure long-term stability and project success



Benefits management: reviewing and articulating benefits in alignment with the strategy of delivering enduring value



Quality assurance (testing): reviewing or helping to set up effective and efficient test management and quality management governance



Post-merger integration: assuring and supporting post-merger activities to achieve the targeted investment benefits and outcomes



Agile assessment: getting clients on course to deliver business value, customer benefits and trust more quickly, effectively and confidently

Who we are

Our global Transformation Assurance team consists of over 100 qualified staff. We are highly experienced in helping our clients on transformation programmes and are certified in project management such as PMI-PMP, PRINCE II, HERMES and IPMA. Our clients work in several industries like financial services, consumer goods, pharma and the public sector.

We invite you to get in contact with us for an exciting discussion on your transformation journey.



Marc Lahmann

Leader Transformation Assurance
Switzerland & Europe
Trade, Industry and Services

marc.lahmann@ch.pwc.com



Andreas Pletscher

Transformation Assurance
Financial Services

andreas.pletscher@ch.pwc.com