

Helping clients manage risk and enhance performance



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Risk is everywhere and it must be identified, assessed and mitigated. Your ability to control specific process and technology risks requires understanding and continuous attention. It’s not rocket science – it’s just good management. However, the diverse nature of organisations, complexity of processes and technologies, the changing business environment and regulatory demands make it a constant challenge.

The Enterprise Risk Services (‘ERS’) practice of Deloitte & Touche specialise in providing assurance and advisory services to help organisations manage their technology and process risks effectively and efficiently.

The ERS practice has more than 500 dedicated professionals operating throughout the CIS and specialist industry skills to provide focused solutions, including:

- Financial Services;
- Technology, Media and Telecommunications;
- Energy, Infrastructure and Utilities;
- Travel, Tourism and Leisure;
- Consumer Business;
- Manufacturing; and
- Government and Public Sector.

Within ERS we understand the challenges faced by your business and can work with you to:

- Improve your profitability;
- Maximise the value of Internal Audit;
- Deliver quality projects on time and within budget;
- Perform successful systems testing;
- Secure your computer systems and critical business information; and
- Control your business risks.

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“The Internal Audit function can add enormous value if its strategy, structure and approach allow it.”

Improve your profitability

Ask yourself:

Is your technology spend aligned to the corporate objectives?

Will you be able to deliver the technology capacity required without the costs exceeding budget?

Do you understand your true technology costs and can they be quantified?

Do your revenue processes recognise all revenues and reflect your contractual arrangements?

The difficult economic conditions require organisations to focus on their bottom-line in an effort to maintain their share price. However, increasing revenues and reducing costs can be a difficult and challenging prospect, especially while maintaining service levels and developing profitable products and markets. Two areas of significant success for many have been cost reductions across their technology base and revenue assurance for specific products and services, i.e. do we get paid the right amount of money for what we provide.

Improving profitability is not just about removing excess or cutting corners, it's about improving efficiencies, gaining economics of scale and synergies, effective use of technology and recognising and collecting all of your revenue.

Deliver quality projects on time and within budget

Ask yourself:

Do your project management strategies and practices allow risks to be identified, assessed and controlled?

Are specific projects meeting their key milestones and if not are the remedial actions addressing the problems?

Are you confident that key projects will deliver with regard to cost, time and quality, especially those with technology bias?

The economic conditions have placed greater focus and pressure on the success of major projects within every organisation. Although many organisations have eliminated discretionary spend, they still recognise the need to continue those initiatives which support the strategic direction and core activities of the business. Success of those projects will require the management and control of specific project risks. Failures, delays or missed promises will have a significant impact on business performance.

The strengths – or weaknesses – of your project management skills or a failure to manage project risks can directly affect success in achieving your business strategy.

Maximise the value of Internal Audit

Ask yourself:

Is your Internal Audit strategy, structure and approach appropriate to meet the business requirements, does it reflect best practice and does it add real value?

Does your internal audit team have the right depth of experience to enable it to deliver an effective service?

Does your organisation provide its internal audit personnel with sufficient training to continuously improve the internal audit function and staff retention levels?

Have you considered co-sourcing or outsourcing to allow access to internal audit or specialist skills, reduce costs and develop a best practice internal audit function?

The Internal Audit functions of most organisations have developed from a compliance base and now look to evaluate the business risks and risk management processes and interact with the business to provide assurance, but also value added insights and recommendations. The increasing complexities of business operations, the increased use of technology and the continued pressure on costs mean the Internal Audit function must think strategically and ensure they operate in an effective and efficient manner. Judging the performance of the Internal Audit function can be subjective, benchmarking its activities difficult and developing a business case to co-source or outsource some or all activities a challenge.

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Perform successful systems testing

Ask yourself:

Is testing an integrated part of your systems development lifecycle and does it receive appropriate and timely consideration?

Do your major projects have a test strategy, test plan and a defined process for execution and reporting?

Does your testing approach provide information to support performance monitoring and ensure the system continues to meet functional and performance expectations?

There are a number of recognised system development lifecycles (RAD, SSADM and PRINCE 2) and most organisations have adopted either an industry standard or developed their own approach. Whilst everyone has good intentions the cost pressures, increased sophistication, functionality and interconnectivity of systems and the changing business demands and expectations often compress the development cycle. Couple with this business pressures such as speed to market and many organisations fail to focus sufficient time and resource on system testing. It's not surprising that so many systems fail to deliver the business requirements.

Appropriate and early consideration of system testing (system, functional, load, security, integration, regression and acceptance) across the whole development lifecycle will bring real benefits and ensure the systems meet the business needs.

Secure your computer systems and critical business information

Ask yourself:

Do you have policies and procedures for information security, data privacy, business continuity management and incidence response and escalation?

Are you confident your sensitive corporate and client information is secure from external and internal threats?

Do your individual applications provide a sufficient level of user authentication and authorisation, application integrity, logging and monitoring to ensure end-to-end security?

Increased connectivity across business systems mean that more and more business is conducted electronically, your critical information assets are more at risk from human error, system failures, hackers and computer viruses. You need to protect it and you need to be sure the vital information is free from corruption and available on demand.

With an appropriate security management framework your organisation can reduce the risk of breach, contamination and provide your company and your business partners with confidence that your infrastructure, applications and data can be trusted.

Control your business risks

Ask yourself:

Are you confident that there are 'no surprises' which could harm the reputation, share price or stakeholder confidence in your organisation?

Are your business risk management processes really identifying and addressing key risks facing your business in a structured and focused manner?

Is your risk framework appropriate to meet the needs of the business and the regulatory demands?

Do you have a robust approach to corporate governance and will it withstand the scrutiny of regulators and shareholders?

The inherent business risk profile of any organisation is in constant flux, coupled with this discreet changes such as outsourcing, third party relationships, business combinations, economic developments or regulatory change transform risks or introduce new risks. This in turn changes the environment in which risk managers and business managers must operate and increases stakeholders expectations of the risk management function.

Organisations must be sure their risk management strategy and framework provides the appropriate governance and control and deals with increased expectations and internal and external pressures such as cost and terrorism.

A failure to consider and apply the advances in risk management practices could be costly.

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If any of these subjects are of interest and you would like to discuss further please contact us at:

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