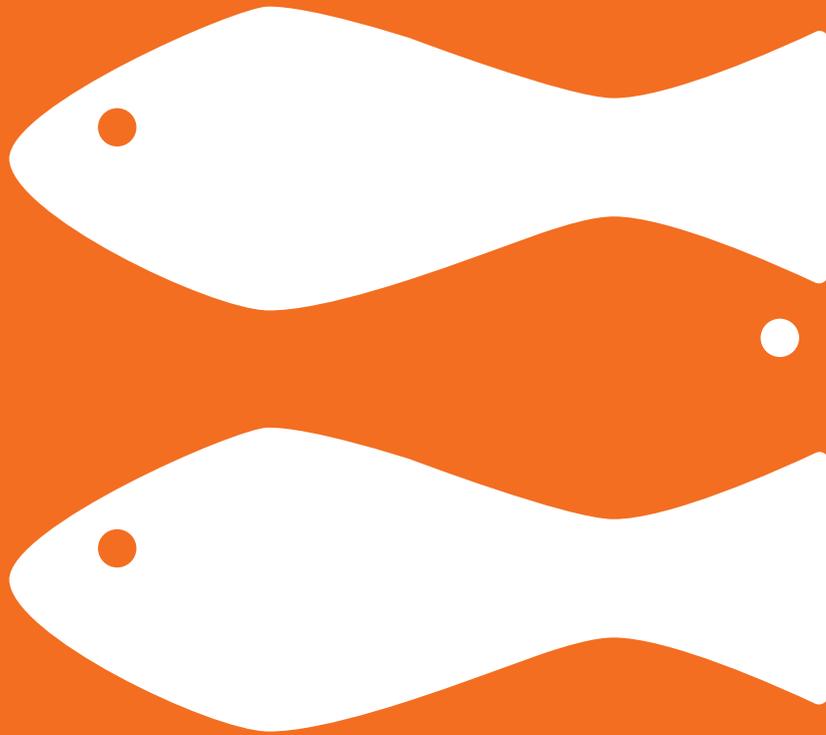


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Transformation confidence

Reducing the element of chance in the process of change



*It's safer to lead change
than let change lead you.*

Confident, informed and in control

The world is changing at a faster pace than ever. Customers and stakeholders demand more value, wholesale market disruption is both a threat and an opportunity, and the race to increase or retain competitive advantage is intensifying.

Flexibility and agility will be required to respond swiftly in order to take advantage of these opportunities.

Boards are responding by making strategic investments in major business transformation, with new citizen and customer focused products and services, expansion into new markets, new technologies and efficiency improvement being key areas of focus.

These are significant undertakings that impact the business, customers and suppliers. Astute project and program selection, execution and benefits realisation is crucial to success.

“Most senior executives will only ever sponsor one or two big business transformations. These can be defining moments and the price of inexperience is high. We have seen a high volume of change efforts fail. Sponsors often feel removed from the detail and need help to feel closer, increasing their confidence and certainty of achieving the desired outcome.”

Joshua Chalmers | PwC Transformation Confidence Lead

The stakes could not be higher.

The role of PwC’s Transformational Confidence professionals is to help transformation leaders achieve their vision while managing risk effectively.

We’re guided by three critical questions:

- **Is it achievable?**

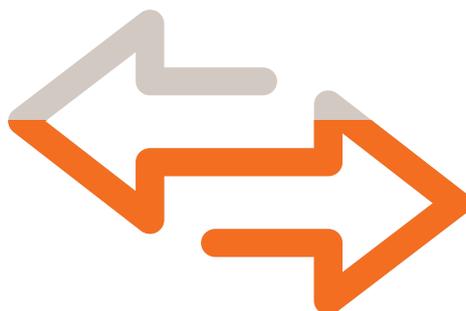
Is the goal realistic and clearly understood?
Does your organisation have the culture, capability and drive to see it through?

- **Is it the right time?**

Does your organisation have the capacity to undertake this change or will other commitments get in the way and undermine it?

- **Do you have the necessary skills?**

Does your organisation have Transformation experience? Do you have access to the right resources at the right time?



70%

of all change efforts fail.

How do we measure success?

We succeed by delivering on commitments and achieving the right outcomes.

Achieve success by applying leading practices. This means that:

- The vision and objectives of the transformation are clear and investment in projects and programs aligns with strategic goals.
- The end state is practical, achievable and will result in desired benefits.
- Programs and projects are sponsored by leaders who are connected to delivery teams and empowered by access to the right information.
- Planning is effective, with the right resources, delivery approach, training and tools.

Our approach

Business transformations need a framework and active management if they are to succeed.

- We provide confidence at each stage in the life of a business transformation: optimising the investment in change, delivering the change, and realising benefits and outcomes.
- Our work is underpinned by tools and frameworks that are continually developed based on our extensive experience working with clients in different industries.
- We work with you to gain the confidence and insights to help you achieve success.

Transformation confidence

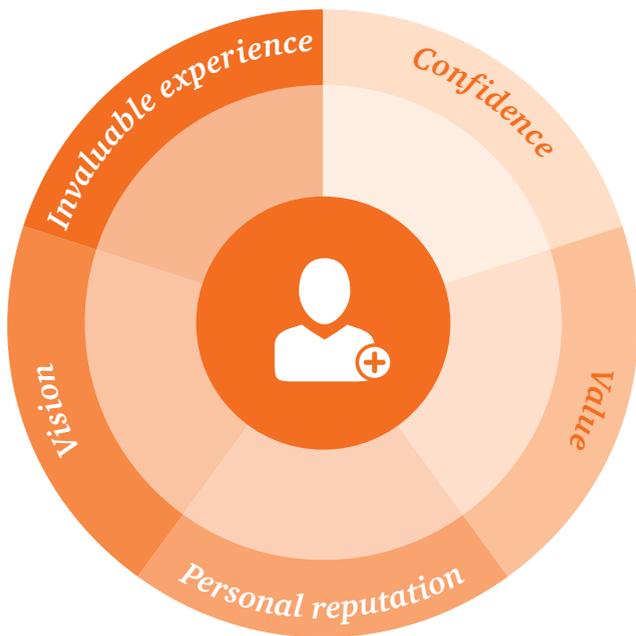
| | | | |
|---------------------------------------|---|--|--------------------------------------|
| 1 <i>Program governance</i> | 2 <i>Financial and regulatory integrity</i> | 3 <i>Solution and data integrity</i> | 4 <i>Business needs</i> |
| 5 <i>Business readiness</i> | 6 <i>Change management</i> | 7 <i>Support readiness</i> | 8 <i>Benefits delivery</i> |

When is the time to act

Transformation leaders will encounter a series of critical moments on the journey towards achieving transformational change.

We recommend that you talk to us when:

- The business lacks objective criteria and quality fact based information to support how you invest in change.
- You are about to undertake a complex or risky project or program of strategic importance.
- You are getting mixed messages or are beginning to question the quality of the status reporting you are receiving.
- You have concerns about the organisation's capacity and capability to deliver the change.
- You require greater connectivity to your transformation initiatives and the opportunity to course correct if and when required.
- You have insufficient insight into the progress of your transformation initiatives.
- Transformation initiatives begin to run behind schedule, over budget, or deviate from their original intent.



How do you benefit

The key benefits of engaging PwC's Transformation Confidence professionals are:

Confidence. We provide you with a clear and independent view that cuts through to the fundamentals – highlighting areas of strength as well as areas to fix.

Value. We identify problems that can be fixed before they become issues. The earlier in the transformation we are engaged the greater the value we provide.

Personal reputation. Transformation has very visible outcomes that reflect on the transformation leader. We help you stay true to those outcomes.

Vision. Our work is forward-looking. Our recommendations are practical and where necessary they are supported by tools and techniques that can be re-used by your organisation.

Access to invaluable experience. We bring insights from both inside and outside of your industry to help you succeed by leveraging the PwC global network.

Assess your transformation profile

There are some critical questions we ask our clients to answer:

Are the scope and benefits of the transformation clear and aligned to strategy?

Do we have baseline data on benefits and are we measuring and monitoring?

Is there an agile and formal approach to controlling changes to the program?

Are the key stakeholders engaged and is organisational change management appropriately planned and funded?

Is decision making timely and agile?

How effective is the process to identify and manage risks and opportunities?

Is cost estimation thorough and is financing of the transformation efficient?

Is the schedule realistic, achievable and understood by all?

Is the approach to managing quality clear to all delivery teams?

Are we effectively managing our suppliers?

Is the transformation team motivated and suitably skilled and resourced?

Is project assurance sufficiently funded (1-3%), embedded, and do they have the skills and platform to raise hard truths at the right time?

How can we help

We have a successful track record with organisations providing insight and confidence to business transformations of all sizes across many industries.

We bring:

Experience – we align our teams of experienced professionals to your business transformation.

Tools and frameworks – we use leading edge tools and frameworks that uncover insight that leads to confidence and value.

Vision – practical, forward looking and achievable recommendations aligned to leading practices inside and beyond your industry.

Access – access to PwC’s global network of subject matter experts, who can support you with many aspects of your business transformation.

Further reading

At takecontrol.pwc.com.au, you can read case studies of how we’ve helped our clients refine their frameworks for business transformation more effectively and efficiently.

The transformation imperative



Insight



Experience



Confidence

Contact

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