

# 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.



Contact us to learn more about our Project Risk Management Advisory Services at [SAPsolutions@Protiviti.com](mailto:SAPsolutions@Protiviti.com)

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