

RISK ADVISORY SERVICES

IT ASSURANCE

IMPLEMENTING OR UPGRADING INFORMATION SYSTEMS CAN BE A DAUNTING UNDERTAKING FOR ANY ORGANIZATION. ASSESSING THE RISKS ASSOCIATED WITH IMPLEMENTING IT SYSTEMS AND THE RISK MANAGEMENT STRATEGIES REQUIRED TO MITIGATE THESE RISKS, IS CRITICAL TO ITS SUCCESS.

Significant resource investments don't always yield desired results and failure can be attributed to a number of factors that may not have been considered during the initial stages of implementation.

Many companies fail to successfully implement new IT systems for a number of reasons. Factors resulting in failure may include:

- Time overruns which result in project delays
- Spending over budget
- Unfinished projects
- Failure to deliver required and promised features and functions and
- The inability to recognize the value delivered by the implementation because it is immeasurable

Specific risks related to poorly controlled IT initiatives include:

- Unavailability of critical services and functions
- Unplanned system or network downtime resulting in stoppages of critical business processes
- Downtime on critical applications and databases and
- Negative publicity

Common causes of project failures can be attributed to three factors:

1. Technique problems like vague or incomplete requirements, poor planning or monitoring and scope creep.

2. Team problems such as lack of training, insufficient user involvement and insufficient executive support.

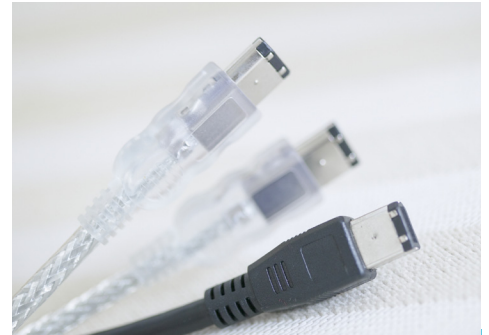
3. Technology problems including excessive new technology, system or platform incompatibilities and/or, underestimated infrastructure requirements.

In the present business climate, organizations rely more on IT than ever before to provide efficient, useful, responsive, secure and accessible services. Today's IT executives are mandated to be both technical leaders and business leaders. They must be able to communicate technology issues and recognize opportunities to improve business operations. This includes the challenges of allocating resources strategically in order to deliver maximum value to the growth of the business.

The Solutions

BDO's IT Assurance suite of services can assist organizations in successfully navigating and managing the risks introduced by IT projects, while adding value to IT organization. Our services and methodologies aim to improve the coordination, efficiency, and control of implementations while minimizing the risk of failure to the organization.

Our **IT Effectiveness** suite of services assist clients in mapping out their IT strategy and



CONTACT BDO

National
Sam Khoury
416 369 6030
skhoury@bdo.ca

Central Canada
Carlo Mariglia
416 369 3078
cmariglia@bdo.ca

David Knott
416 815 3016
dknott@bdo.ca

Eastern Canada
Pierre Taillefer
514 934 7806
ptaillefer@bdo.ca

IT ASSURANCE SERVICE OPTIONS

PLANNING/PROJECT		IMPLEMENTATION			
Requirements Analysis Planning 01	Business and Technical Requirements 02	Design and Specification 03	Construction and Training 04	Tracking 05	Reporting 06
IT Effectiveness Project Assurance	IT Effectiveness Project Assurance Change Management	IT Effectiveness Project Assurance Change Management	Project Assurance Change Management	Project Assurance Change Management	Project Assurance

ensuring it adheres to overall business objectives. Upon completion of the strategy, we can:

- Aid in the development of your user requirements
- Assist in request for proposal development and systems selection or outsourced vendor selection and
- Manage the implementation project to ensure that stakeholder expectations are met

Our approach positions the business and IT function within your company to effectively respond to new opportunities and changing market conditions.

Project Assurance services are geared toward assisting an organization realize the benefits of their newly implemented system. Our team of project management professionals can assist in establishing frameworks to manage project risks, assess the current status of existing projects and provide meaningful recommendations to ensure successful project completion. In addition, we can assist in post-implementation reviews to ensure that project benefits are realized by the business and improve the effectiveness of future projects by identifying lessons learned.

Our approach adds value to the IT project team by ensuring that project risks are managed, desired results are achieved and expected benefits are realized.

Our **Change Management** professionals assist organizations in managing and controlling technology changes from the initial user request through to successful deployment. We can assess your Systems Development Life Cycle (SDLC) process, perform a quality assurance assessment of your implementation at specific checkpoints, as well as design and monitor testing initiatives.

Our approach helps IT organizations save on costs and implement changes quickly through proven change management processes. This results in a lower risk, higher quality change management process.

Technology Risk and Security

Reliance on process and control automation is on the rise. Senior management is under intense pressure to accomplish more with their current infrastructure without increasing risk. Consequently, increased reliance on information systems outside your direct control (e.g. Internet, ASPs, e-commerce) can lead to heightened security risks. Your organization's information technology is a strategic asset that needs to be managed.

BDO's Technology Risk and Security services help organizations realize the full value of their IT investment by ensuring IT decisions are aligned with business objectives. With our industry-proven proprietary methodology and frameworks, our professionals will assist you in sustaining and managing your information risk exposure as well as reduce your IT risks considerably.

As technology continually changes so do the underlying risks. Some of our services include:

- Service Auditor Reports - CICA Section 5970 or SAS 70 Reports
- Enterprise security
- Business continuity & disaster recovery planning
- Privacy and data control
- Change management controls
- IT general and application controls evaluations