

# How optimised are you?



- How frequently do you perform an organisation-wide risk assessment so that key risks and controls are fully understood and embedded as part of business as usual?
- Do you have a fully integrated controls framework that supports effective company level controls and is consistent with good practice in corporate governance?
- Have you mapped key financial, operational and IT risks and controls, and developed standardised processes and controls?
- How quickly and effectively can you respond to control weaknesses?
- Have you developed a controls rationalisation programme to ensure that your key controls are tailored to your business needs?
- Have you standardised, simplified and automated business processes and controls to improve efficiency?
- Have you used technology to build a unified approach to controls assessment, monitoring and reporting?
- Have you developed an integrated approach to regulatory compliance, financial controls and operational reporting?
- Does your business have automated, integrated, monitoring and reporting tools to assess controls effectiveness on a real-time basis?
- Are there opportunities to implement improved business processes and controls?
- What benefits could you achieve by centralising or outsourcing business processes and IT services?
- Have you developed a plan to implement and embed robust business processes and controls in the event of strategic business changes such as M&A activity or IPO?
- Do you have a culture of controls awareness and continuous improvement that is reinforced with staff training, skills development, accountability and personal performance measures?

If you want to know more, ask to complete our high level Controls Optimisation Self Assessment.

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# Controls Optimisation\*

The right controls at the right cost

We have helped our clients achieve business benefits through controls optimisation

Establishing effective internal controls is high on the boardroom agenda. There is a view among many stakeholders that well controlled businesses make more money.

Controls Optimisation is our response to the needs of businesses to have the right controls at the right cost.

The right controls are those that mitigate risk to the business in an efficient and cost effective way, and are supported by an embedded culture of controls awareness and sustainable monitoring.

Optimised controls can support better finance functions and business operations, help to manage complexity and achieve effective governance, regulation and compliance.

Controls Optimisation is a process of continuous improvement. It is built around a proven risk based approach to internal control. There is no 'one size fits all' solution.



\*connectedthinking

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# Controls Optimisation cycle

How we help our clients to optimise controls.

## Process Improvement

Identify opportunities to improve existing business processes, systems and controls which will reduce cost, improve risk management and drive real business benefit.

**Manufacturing client**

**Need:** To achieve benefits from post deal integration as efficiently as possible and reduce the overall cost of compliance.

**What we did:** We organised a global programme to assist head office and local business units to perform a comprehensive risk assessment across the group.

**Benefits:** We rationalised controls and achieved a 25-30% reduction in the cost of compliance. We identified opportunities to streamline and standardise business processes, to further reduce cost and complexity.

## Sustainable Structure

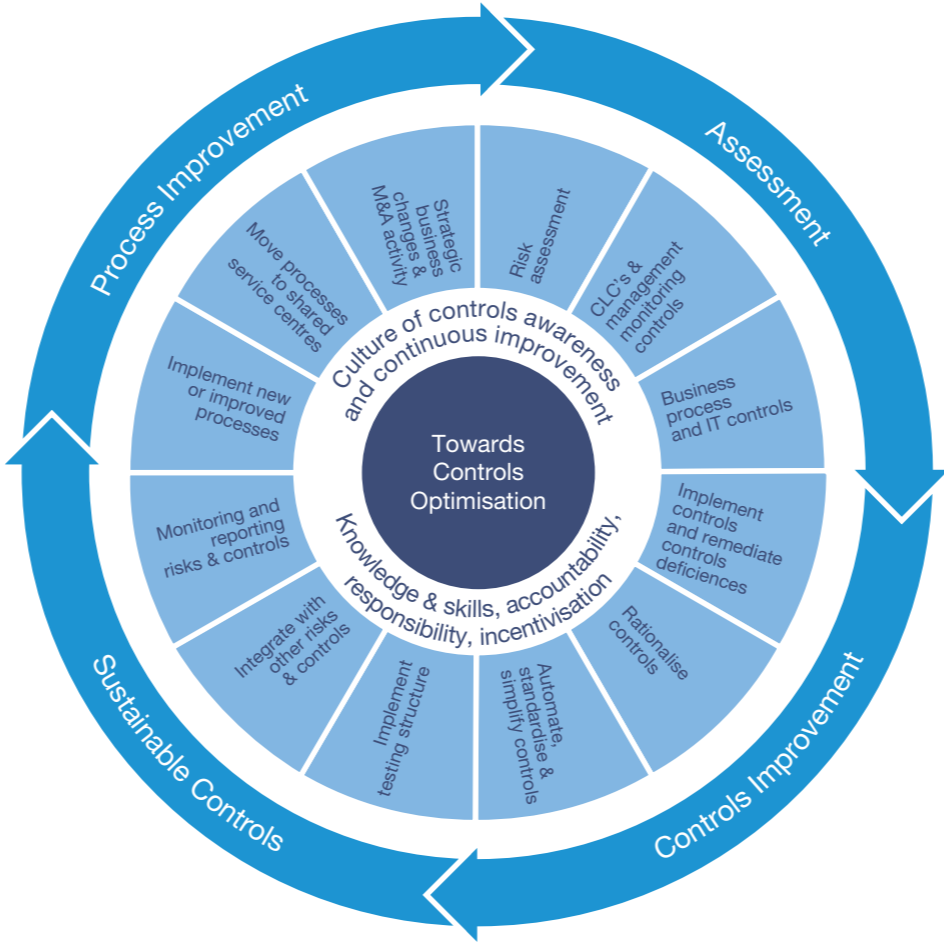
Establish and maintain a system of control with clear accountability, an efficient testing and monitoring structure, supported by effective use of technology.

**Banking client**

**Need:** A standardised, consistent, cost effective and sustainable compliance programme.

**What we did:** Developed a single approach to company-wide regulatory compliance programmes to replace individual business unit programmes. Controls were assessed, rationalised and standardised.

**Benefits:** We rationalised controls and developed a single reporting tool to monitor the quality of controls and risk management effectiveness for finance and operations across the group. We improved transparency and reduced the cost of compliance.



## Assessment

Perform risk assessment and analyse the current internal control environment at the corporate, business process, and IT systems level.

**Retail client**

**Need:** To ensure that the control environment addresses risks to the business.

**What we did:** We assessed company level controls (CLC's) at Group level and then conducted a review at the operating company level to validate Group's perspective. Our findings were reported to the Board and we facilitated discussions to determine the best approach to strengthening CLCs.

**Benefits:** We helped the Board establish a more transparent governance and control framework to better address their risks and develop a more robust company level control environment.

## Controls Improvement

Implement recommendations to optimise controls i.e. address gaps, rationalise, automate and standardise controls.

**Energy client**

**Need:** Staff did not understand the importance of internal controls and they were not applying them in practice.

**What we did:** We developed a controls training programme which increased competencies in internal control behaviours and skills. Key elements included e-learning, web-based feedback questionnaire, workshops and the formation of peer support groups.

**Benefits:** The programme learnings became embedded in the participants' behavioural work styles and established a culture of controls consciousness.