

IT Project Advisory Services

Today's business leaders are under increasing pressure to perform and make business commitments to boards, shareholders, governments and customers. A big part of achieving commitments rests with an organisation's ability to maximise the full potential of its technology project investment.

KPMG surveys show that companies in Asia Pacific are lagging behind their international counterparts in embracing enterprise-wide Programme Management. The result: higher incidences of project failure across all industry groups.

KPMG services

KPMG member firms assist organisations to develop an enterprise-wide approach to project initiation, execution and control to achieve desired project outcomes. IT Project Advisory Services helps clients align project activity with key business strategies and identify and manage risk, change and quality as a result of project activity.

Our professionals can provide executive support and assist clients to achieve enhanced organisational capability and greater project efficiency to assist clients deliver the right results.

Project risk assessment and monitoring

Our project advisory professionals can provide independent and objective challenges at any point in the project life cycle.

Business requirements planning assistance

KPMG can help clarify and quantify the project objectives, completeness and sensitivities of the business case, and

identify the critical success factors for the project to ensure initiatives are in line with business strategies.

Selection assistance

Our project advisory professionals can help provide a structured framework to enable clients to identify and assess suitable suppliers to meet their business needs.

Large project management assistance

We assist clients to develop leading practice project management processes, to improve and develop existing competencies in respect of issue and risk management, project reporting and measurement, change management and problem resolution.

Programme management assistance

Our methodology assists the development of clients' programme office processes and facilitates communication across client leadership to help ensure that enterprise programme initiatives are aligned with business strategies.

On-track or off the mark?

Having made the decision to invest funds, there is always an amount of variability in companies' abilities to deliver value from these investments. In other words, projects often do not deliver on their promises.

In the past 12 months, 49 percent of the participants of a recent KPMG survey experienced at least one project failure.

In this same period, only two percent of companies achieved targeted benefits consistently.

Eighty-six percent of respondents lost up to 25 percent of target benefits across their entire project portfolio.

To the detriment of stakeholders, organisations are making commitments, but not always delivering on outcomes.

Source: KPMG Project Management Survey 2005

KPMG Risk Advisory Services

Risk Advisory Services assists clients to focus on fundamental business issues that help increase revenue, control costs, and identify and manage risks, including the risks inherent in the technology systems used to support business objectives. Risk Advisory Services provides clients with information to empower them to meet their strategic and financial goals.

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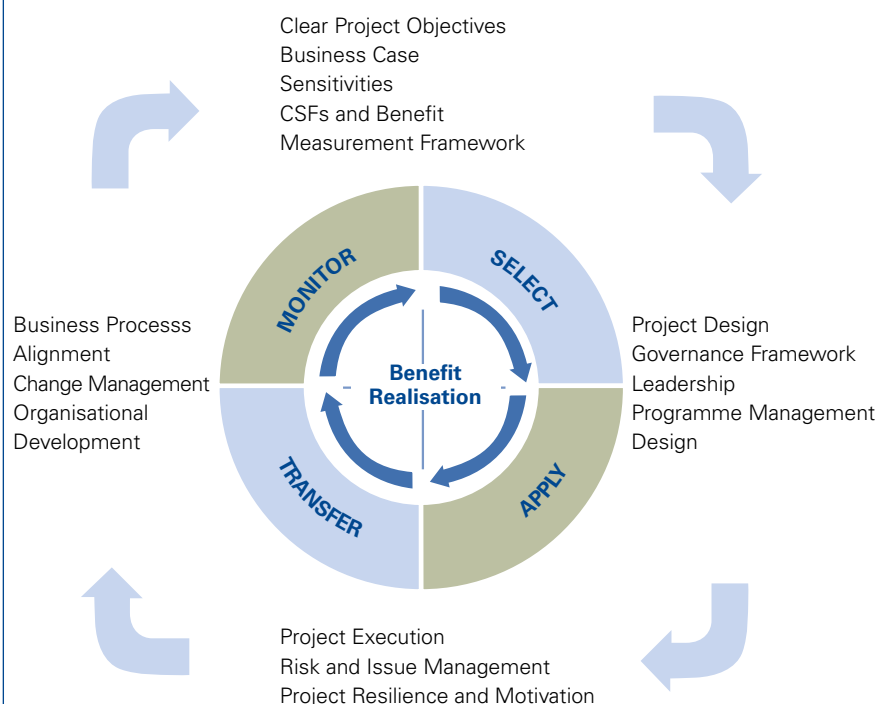
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Support across Project and Programme Life Cycle



Our approach

Our approach is strongly focused on realising benefits across the project life cycle by:

- Providing independent and objective comment at key points throughout the project
- Ensuring that the reporting process and content is appropriate and supports timely and balanced decisions in relation to project progress and issues
- Advising on realistic measurement approaches that enable the project team to determine whether critical success factors are being met
- Maintaining a proactive approach to risk and issue identification to eliminate costly rectification efforts
- Remaining independent whilst fostering and maintaining effective and positive working relationships within the project team.

Reducing the risk of project failure

KPMG China's IT Project Advisory Services seeks to reduce the risk of project failure by identifying and managing the factors that lead to:

- A lack of clear focus on the overall project objectives
- Unrealised project benefits or failure to meet expectations
- Extended project and benefits delivery timescales
- Project costs being higher than originally estimated
- Poor allocation and management of resources across project activity
- Failure to identify and act effectively in relation to emerging risks and issues
- A lack of quality and timely information in relation to project performance, risks and issues
- Failure to manage the risks associated with the adoption of emerging or unproven technologies.