

# AUDIT

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Approach and example

# Key points of an audit



- ✓ Objectives pursued
- ✓ Audience to whom the results will be shared with
- ✓ Nature of the expected deliverables
- ✓ Envisaged next steps after the audit
- ✓ 5 key questions that the audit must answer to
- ✓ Engagement letter
- ✓ Nature of the team (expertise) required
- ✓ List of the sites to visit and people to interview
- ✓ Regular progress reports and interim presentations

# Example



## The Problem

- ✓ A new CEO wants to know...
  - If the management reports he gets are reliable
  - If / When / Where key figures can be twisted
  - Why there are 2 CIOs
  - If the IS organisation can be streamlined and realigned on business objectives
  - What are the current IS&T consolidated spendings

# Example

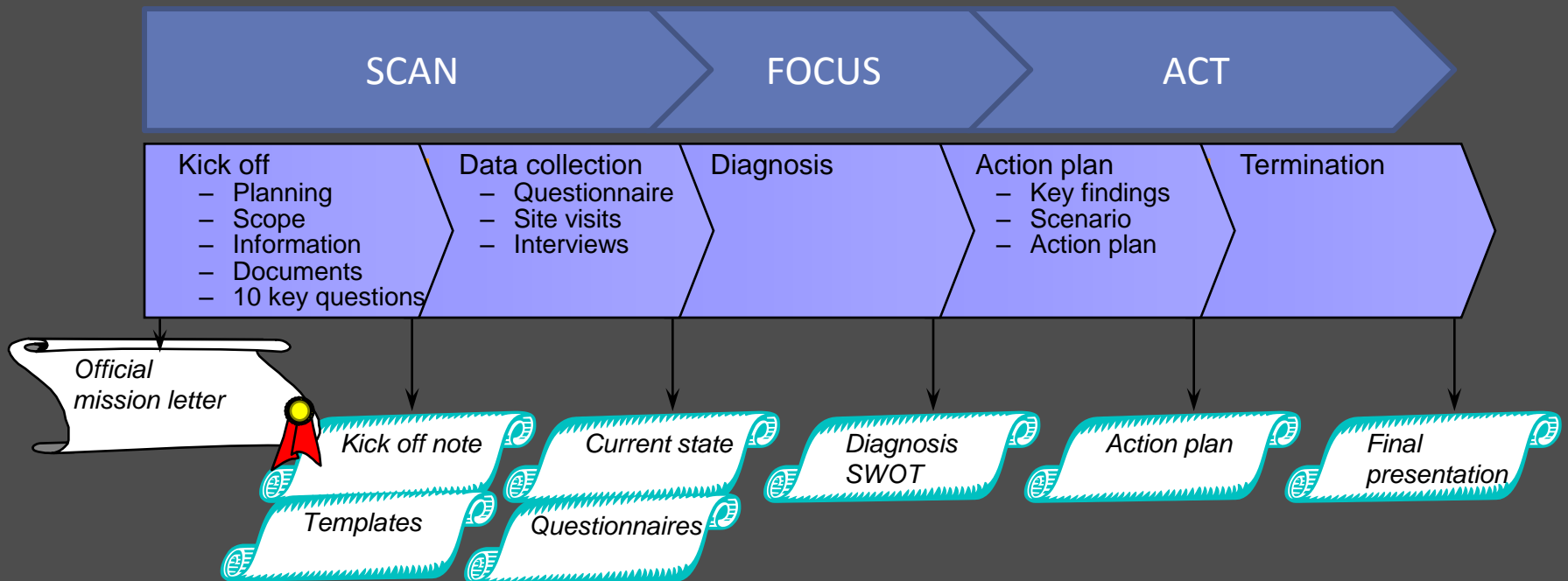


## The Approach

- ✓ Joined team : IS experts + Controllers
  
- ✓ Short Engagement (2 months)
  
- ✓ Sites and interviews
  - 3 representative subsidiaries out of 15
  - 1 HQ and 2 Plants (country of origin)
  - Interviews of key people during the visits plus at the Group level and in 1 sister company

# Example

## The Solution



# Example



## The results

- ✓ Local IS are not reliable but not worth changing one by one in the short term
- ✓ The 2 IS organisation (2 CIOs) will be merged and reorganised in 3 teams : front office, back office, compliance
- ✓ Implementation of an IS committee to monitor the activity, prioritise the project portfolio and ensure the the Audit recommendation are followed
- ✓ SAP implementation to be considered in 3 to 5 years