



Partnering with TeamMate

“Internal audit isn’t about the systems you use, it’s about having the information you need to influence senior management to improve the control environment”

Jonathan Chapman, audit director, Aviva

40%

Reduction in quantity of management information produced.

When it comes to management information you need to turn the old cliché on its head: it is not how you do it, it’s what you do that matters. After all, no one today needs to know how their smartphone works or even memorise a phone number. What matters is the content of the phone call or email.

In an ideal world, internal audit teams would be able to get on with their critical business of conducting audits and investigations, reviewing controls and using the information they gather to inform and support senior management and enable business growth. Information gathered would be instantly accessible and easily amalgamated or broken down to provide the detail required. Internal audit teams could then focus on analysis and delivering recommendations.

In reality, however, internal audit teams often waste hours or even days attempting to collate disparate bits of information from far flung parts of their organisation, inputting it manually on to spreadsheets and struggling to reconcile incompatible formats, errors and missing details. The “how” then takes over from the “what” causing a massive headache for everyone – not least for the directors who have to make sense of the reports. And as soon as you finish, you have to start the process all over again.

AVIVA'S STORY

These are some of the challenges that faced the internal audit team at Aviva.

Jonathan Chapman, one of its IA directors, started looking for a more efficient system to support the work of Aviva’s audit teams operating in 22 locations across 15 countries. After considering various options, his team unanimously selected TeamMate, a system implemented and hosted by Wolters Kluwer.

10

days saved per month

A year on, he is so pleased with progress that he is optimistic of achieving his main aim of being able to forget the system all together and concentrate entirely on what it is enabling the team to do.

“You have to remove any blocks that prevent your people from being effective and allow them to focus on what really matters,” he says. “What we want is no noise or discussion about the IT system. We want to focus all our energy on our audits and our work.”

Like other complex multinational organisations that have grown rapidly, Aviva evolved with a network of different IT infrastructures and models. “We needed to move away from focusing on making the systems work to



“Access to the tool from anywhere with internet access has made my life so much easier”

Claudio Picotti, group senior manager, Aviva

using the systems to make internal audit effective across the whole organisation,” Chapman explains. “In the past we spent far too much time discussing the system and not the outcomes.”

Timing was crucial. Collecting a full suite of consolidated information and local information took Aviva about v days and could be done only once a month. Achieving this involved input

“TeamMate has been a key tool in achieving the efficiency targets set by senior management”

Michael Ray, internal audits global information officer, Aviva

from every team, plus some external support. “By the time the information was presented to the board it could be two months’ old,” Chapman says. “Furthermore the information was recorded on spreadsheets and research has found that 95 per cent of spreadsheets contain errors.”

Working with TeamMate has enabled Aviva to pull together all the management information it needs in a matter of hours at the start of the month. This can then be updated in a

couple of hours at any point if situations develop or a director asks a question that hasn’t been addressed. Not only is the new management information more flexible – enabling audit to provide either detailed specific information on a region or business area, or to

LEARNING FROM EXPERIENCE

TeamMate can either be hosted by Wolters Kluwer, as in the case of Aviva, or hosted in-house. It can be accessed anytime anywhere via the internet and is continuously developed and upgraded. TeamMate draws on its experiences working in partnership with organisations in 115 countries across all sectors and industries, so users benefit from the accumulated experience of other internal audit teams.

consolidate data from several regions – but the quantity has reduced by 40 per cent, largely by removing duplication or unnecessary material.

“We now have the confidence to say to the top team, you’ll get regular, timely information and if you need any extra information at any time we can get that too,” Chapman says. “It’s made us far more efficient, has freed up internal auditors to do more audits and we are now able to use the data to look

forward and spot potential problems before they happen.”

Aviva is currently going through a successful transformation process, he adds, and TeamMate has enabled him to demonstrate a marked improvement in the speed, efficiency, value and cost of the internal audit function, which is now achieving more and being far more



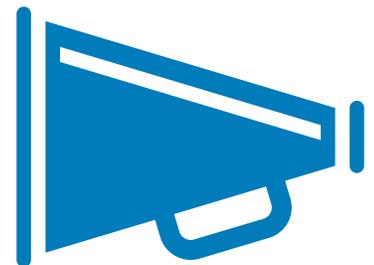
hours - time now needed to update information mid-month

effective with no extra resources. No bad thing to tell a new CEO.

“Change management is not about servers and code, it’s about people – understanding why change is occurring and working to achieve it. This has involved partnership not just with TeamMate, who really understood what we wanted to achieve, but also with internal auditors across the organisation. We’re now at the stage when the system is no longer a discussion point,” Chapman says.

“Systems are a means to an end. It’s all about providing impactful auditing and improving our value to the organisation”

Jonathan Chapman, audit director, Aviva.



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