

Transforming the internal audit function

The capabilities of the internal audit (IA) function often lag behind the pressing business needs of technology sector businesses, such as semiconductor, computer hardware, software, and Internet hosting organizations.

Rising expectations

This lag can create a gap between what is expected and what IA delivers. The rising expectations of audit committees may also contribute, along with a shortage of senior IA talent and knowledge; and an inability to cover the expanding scope of global operations.

When this lag happens, a transformation program can correct misalignment between longstanding IA procedures and current needs. IA transformation seeks to develop internal resources with deep business knowledge and the agility to keep up with the pace of innovation.

Meeting stakeholder expectations

Crowe helps IA reconnect to fundamental principles: understanding expectations, adapting evolving business models, and providing services cost-effectively. Crowe IA professionals have experience helping semiconductor, computer hardware, software, and Internet hosting companies overcome business challenges.

Benefits of IA transformation with Crowe

A comprehensive IA transformation program delivered by Crowe professionals helps high-tech organizations to:

- Gain a wider perspective on the full range of risks – strategic, financial, compliance, and operations – in today's high-tech industry
- Take into account company culture and use change management to produce genuine transformation
- Employ a tailored approach to identify areas of higher risk
- Develop knowledgeable staff who demonstrate creative and strategic thinking

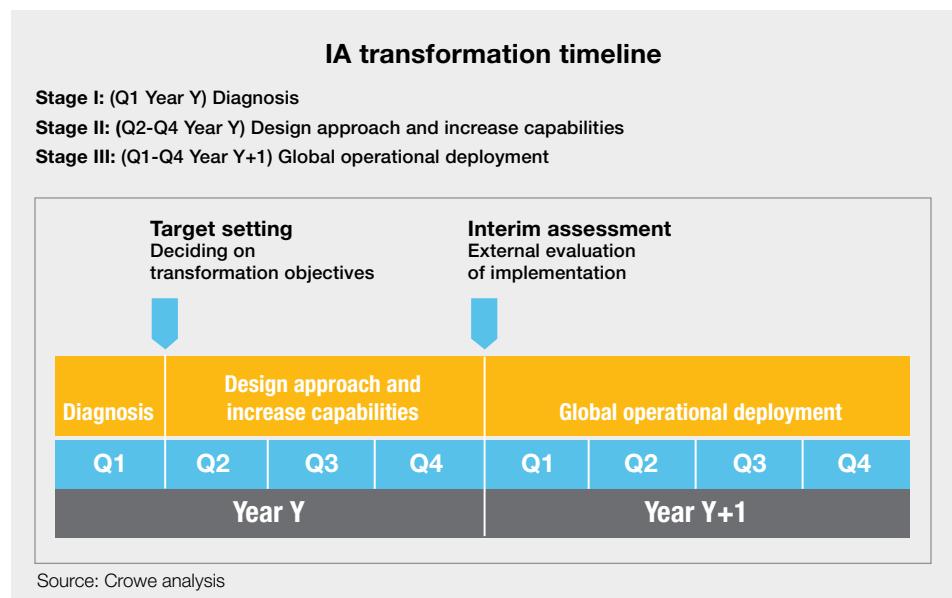
About Crowe high-tech services

For the innovative and demanding technology sector, Crowe helps semiconductor, computer hardware, software, and Internet hosting companies address complex business issues that can hold back achievement of strategic objectives. The Crowe high-tech services group brings together accounting, consulting, and technology professionals in a highly collaborative and productive global team. Its wide range of competencies and extensive industry experience combine to produce pragmatic solutions that can help high-tech clients build their businesses.

Learn more

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Understanding the scope of transformation

Although shared challenges exist across high-tech sectors, each organization faces a unique journey in improving its IA capabilities. Consequently, Crowe designs and tailors its program to help each semiconductor, computer hardware, software, and Internet hosting organization.

Typically implemented over two years, a transformation program begins by identifying gaps during the initial diagnosis phase. Gaps might be found in IA's capabilities to communicate effectively, review specific operational areas, or adequately cover fast-developing regions.

Depending on higher-risk areas identified, Crowe then designs a comprehensive plan to strengthen IA capabilities in targeted areas. Crowe project management, change management, and communication experience help keep multiyear programs on track.

Because true transformation calls for a change in mindset, cultural change is necessary in all regions affected by the plan. A governance structure, which often includes a charter, needs ongoing support from steering committee members who believe in the need for IA transformation.

The Crowe commitment to IA quality

Crowe helps IA deliver greater value to semiconductor, computer hardware, software, and Internet hosting organizations through realignment to vital business objectives and uncovered risk areas. Crowe strengths include:

- Deep knowledge of internal controls and risk management
- An agile approach that uses information systems and data mining capabilities
- Access to global talent to bring together regional and local coverage for high-tech companies with geographically dispersed operations