

Risk Assessment

Optimizing financial controls through a global center of excellence



Client

Large, multinational insurance carrier.

Business Case

The client needed to centralize and streamline the costly global SOX program with an onshore PMO to streamline methodologies and track all progress.

Challenges

- Huge, costly global SOX program spread across 40+ countries with inconsistent methodologies.
- Lack of focused remediation efforts.
- Lack of early warning signals to uncover deficiencies.
- Lack of integrated metrics, KPIs to track program efficiency and effectiveness.

EXL Solution

- Established global SOX CoE with centralized offshore audit team, analytics and process improvement SME.
- Created an onshore PMO to track program level and country-level testing and remediation progress.
- Streamlined and standardized processes, especially around methodology, quality assurance and reporting.
- Integrated SOX program with other risk functions.

\$300M

Uncovered in potential duplicate payments

Improvement in error rates **90%**

\$1.1 million

Saved by offshoring 13K+ hours of controls testing effort

Improved productivity by **36%**

Optimized

GRC platform and reduced time on report generation/data management by over 30%

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Impact

Automation

- > Optimized GRC platform and reduced time on report generation/data management by over 30%.
- > **~90% improvement** in error rates in estimating Deferred Acquisition Costs through use of an automated model.
- > **~30% efficiency** gains through automation of account reconciliations.



Analytics

- > **~\$300M uncovered** in potential duplicate payments.
- > **~20%** of users set up with incorrect authority levels.

Best Practices and Benchmarking

- > Reduced key controls by **~18%** following a controls optimization effort.
- > Developed SOX Value Scorecard to monitor and improve Program KPIs.

Global Delivery Model

- > **Saved ~\$1.1M** by offshoring **~13K+ hours** of controls testing effort.
- > Built SOX Center of Excellence that focuses on program management and governance, streamlines delivery capability through process improvement, automation and talent management.

About EXL

EXL (NASDAQ: EXLS) is a leading business process solutions company that looks deeper to drive business impact through integrated services and industry knowledge. EXL provides operations management, analytics and technology platforms to organizations in insurance, healthcare, banking and financial services, utilities, travel, and transportation and logistics, among others. We work as a strategic partner to help our clients streamline business operations, improve corporate finance, manage compliance, create new channels for growth and better adapt to change. Headquartered in New York and in business since 1999, EXL has 23,000 professionals in locations throughout the U.S., Europe and Asia.

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