

Audit & Forensic Accounting

Enterprise Consulting

Service Overview

Enterprise Consulting Services offers comprehensive US Regulatory Compliance, Financial, Operations, System/Technology and Program Management support to the financial services, insurance and reinsurance industries. The Practice is comprised of industry experts, many having more than 15 years “Big Four” experience.

Financial Management Services:

Establish business strategy, budget and forecasting to support profit planning, utilizing business intelligence tools and performance metrics.

- Business strategy, budget and forecasting
- CFO Advisory Services
- Performance Management – Key performance indicators, business intelligence tools, management dashboards
- Business Continuity and Disaster Recovery support

US Regulatory Compliance:

Support all aspects of compliance with the Dodd Frank Wall Street Reform Act.

- Dodd Frank analysis, design, development and implementation of CCAR (Comprehensive Capital Analysis & Review) processes, data repositories and reporting capability
- Design of Supervisory Baseline, Adverse and Severely Adverse scenarios, Stress Test planning, and data repositories to accommodate ongoing reporting requirement including the FRY-9, FRY-14 and FFIEC 101 reports.

Operations Management Services:

Focus on process improvement establishing process maps and applying best practices to identify inefficiencies, redundancies, and processes that benefit from automation.

- Process Improvement – industry best practices and process mapping
- Integrated cost reduction-specific materials mapped to industries and segments
- Finance Transformation – Process automation and cycle time improvement
- Organizational effectiveness and control reviews

88 Broad St
Boston, MA 02110

29 Broadway, 28th Flr.
New York, NY 10006

2 Kings Highway West
Haddonfield, NJ 08033

T. +1 (800) 468 6255

F. +1 (617) 695 9084

www.alangray.com

info@alangray.com

Sample Engagements (cont.)

System/Technology Services:

Evaluate, and implement systems and technology to support current business operations. AG's services are supported by comprehensive SDLC methodologies, tools and industry best practices.

- IT planning, strategy, and value analysis
- Business requirements documentation and analysis
- Enterprise system (ERP, CRM, BI, Policy Administration, Claims) evaluation, selection and implementation i Custom development, conversions and system integration
- Architecture and technology assessments

Program Management (PM) Services:

Enhance productivity, communication and control over mission critical projects. AG's Program Management Office (PMO) methodology structures planning, assigns responsibility, determines Return on Investment (ROI), and reduces enterprise risk and cost. AG has extensive experience executing mission critical IT and non IT initiatives such as Enterprise Statutory Reporting, Legal Entity restructuring and simplification and Finance restructuring and optimization.

- Strategic planning and visioning – Program planning, communication, change management i Value mapping and ROI analysis – Cost/benefit analysis (PMO)
- Establish Program Management Office (PMO) – implement methodologies and tools
- Develop and manage project plans for key initiatives
- Provide project management resources to key management under client supervision
- Conduct “in flight“ project reviews and turnaround plans for over budget / past due projects

Representative Accomplishments

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Financial Management Services

- Global Insurance Company–Corporate consolidations review resulting in business process simplification, automation and chart of accounts restructuring.
- International Financial Services Firm – Spend analysis led to the selection and implementation of an enterprise-wide e-procurement system and spend reduction of more than \$25 million.
- Property and Casualty Insurance Company – Managed Transaction Service Agreements (TSA) to unwind system support for newly divested business units.
- Insurance/Reinsurance Company – Executed Service Level Agreements (SLA) for outsourced business systems.

Representative Accomplishments (cont.)

US Regulatory Compliance

- Developed risk models and a Capital Calculation/Allocation system including surplus calculations for an insurance holding company providing collation and analysis of financial data and target capital requirements.
- Planning and development of CCAR reporting requirements for insurance and banking clients. Developed detailed business specifications and data mapping for FRY - 9, FRY -14, and FFIEC 101 reports. Designed and tested risk models and stress test scenarios.

Operations Management Services

- Insurance Company – Performed an analysis of the collections activities and recommended a functional consolidation and new business process that saved the client more than \$1 million annually.
- Global Insurance Company – Performed a business process review of the multinational account servicing operations that led to the creation of a common, cross-business client servicing organization and reduced local policy issuance time by more than 70%.
- Financial Services Firm – Conducted cost reductions initiative for executive management that resulted in a 22% reduction of indirect costs. Study included review of business process, practices, and procedures for corporate accounting, billing, budgeting, forecasting, shared services, financial and project reporting functions.

System/Technology Services

- Global Insurance Company – Engaged as member of a Steering Committee conducting a global implementation of the SAP FICO and Collections and Disbursements products.
- Insurance/Reinsurance Company – Conducted multi-year implementations of financial and management systems.
- Global Commercial Property and Casualty Insurance and Reinsurance Company – Developed an automated method of monitoring, processing and reporting catastrophe claim activity.
- Reinsurance Company – Planned and executed the integration of legacy systems to create a central depository that improved data accuracy and integrity, reduced mainframe and maintenance costs, and enhanced reporting.
- Global Insurance Agency – Developed a web-based .NET application to streamline the reinsurance billing process resulting in a central repository for billing and real-time reporting.
- Financial Services Firm – Designed and developed the Electronic Legal Auditing System (ELAS) that provides a comprehensive analysis of legal bill invoices and history.

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Program Management (PM) Services

- Global Financial Services Firm – Developed a comprehensive PMO for the Board of Directors which presented a monthly snapshot of the status, cost and key metrics for more than \$2 billion in global process, systems, and compliance initiatives.
- International Insurance Company – Developed a Program Management Office (PMO) infrastructure with more than \$600 million in projects under management. Evaluated, selected, and implemented project management tools as a basis for enterprise-wide project management.
- Financial Services Firm – Established the Program Management Office (PMO) to coordinate and control multiple integration projects due to the merger of two multi-billion dollar financial services firms.
- Insurance and Financial Services Firms – Staff supplemented project management professionals to engage, under client direction in numerous IT and non IT project initiatives.

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