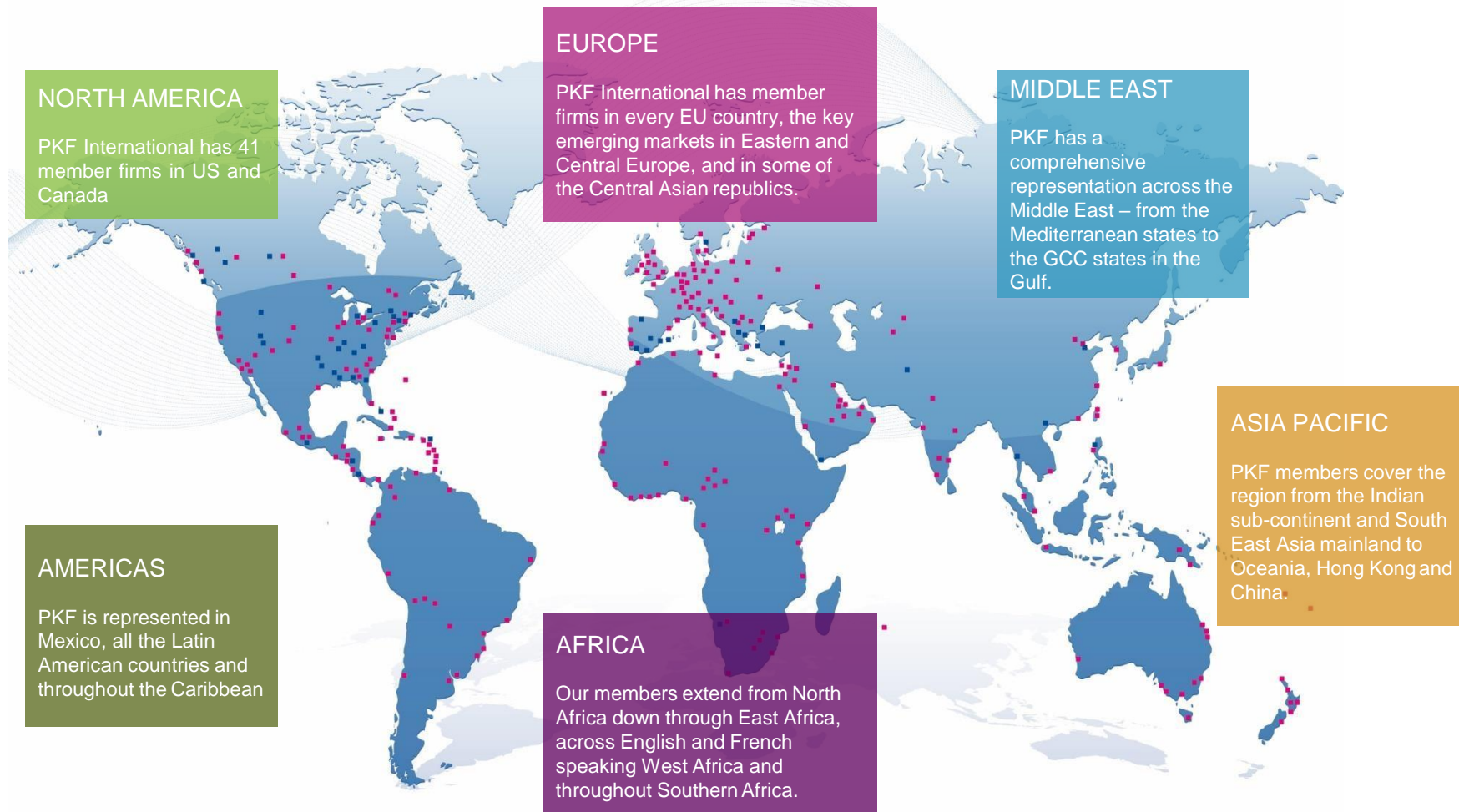


# Consulting Capability Statement



- PKF Consulting Services has been established as a dedicated Consulting and Advisory services organization affiliated to PKF Sridhar and Santhanam LLP, a network firm of PKF International and with an established presence in India of close to 4 decades.
- With an objective to enrich the current advisory and consulting services portfolio and to cater to the diverse requirements of the clients, PKF Consulting has been formed and is being led by a set of marquee Partners each with an average experience of more than 20 years in Consulting / Advisory / Solution Design and Delivery. Partners have rich Industry / past Big 4 experience. To start with, the senior management team is being assisted by a team of 20+ seasoned professionals in the areas of technology and risk consulting with working experiences in the domains of Banking / IT services / Financial Services / Hospitality / Pharma and Manufacturing.
- PKF Consulting's vision is to be a leading player in the Technology, Process and Risk Consulting space and be a Consultant of choice and a trusted advisor to its clients.
- PKF Consulting as a member firm of PKF International inherits the cumulative knowledge and experience from its global thought leadership and network of firms while also providing its clients the connect and reach to markets in 150+ countries across the globe.

440 locations in 150 countries with 20,000 employees including 2,600 partners...



... to ensure consistent service and uniform audit approach globally



Accountants &  
business advisers

A Global Network of Independent Accounting Firms, Among top 10 firms providing local expertise in accounting and business advisory services with aggregate fee income of \$2.6 Billion per annum.

We are Exclusive Member in India.

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## **PKF SRIDHAR & SANTHANAM LLP**

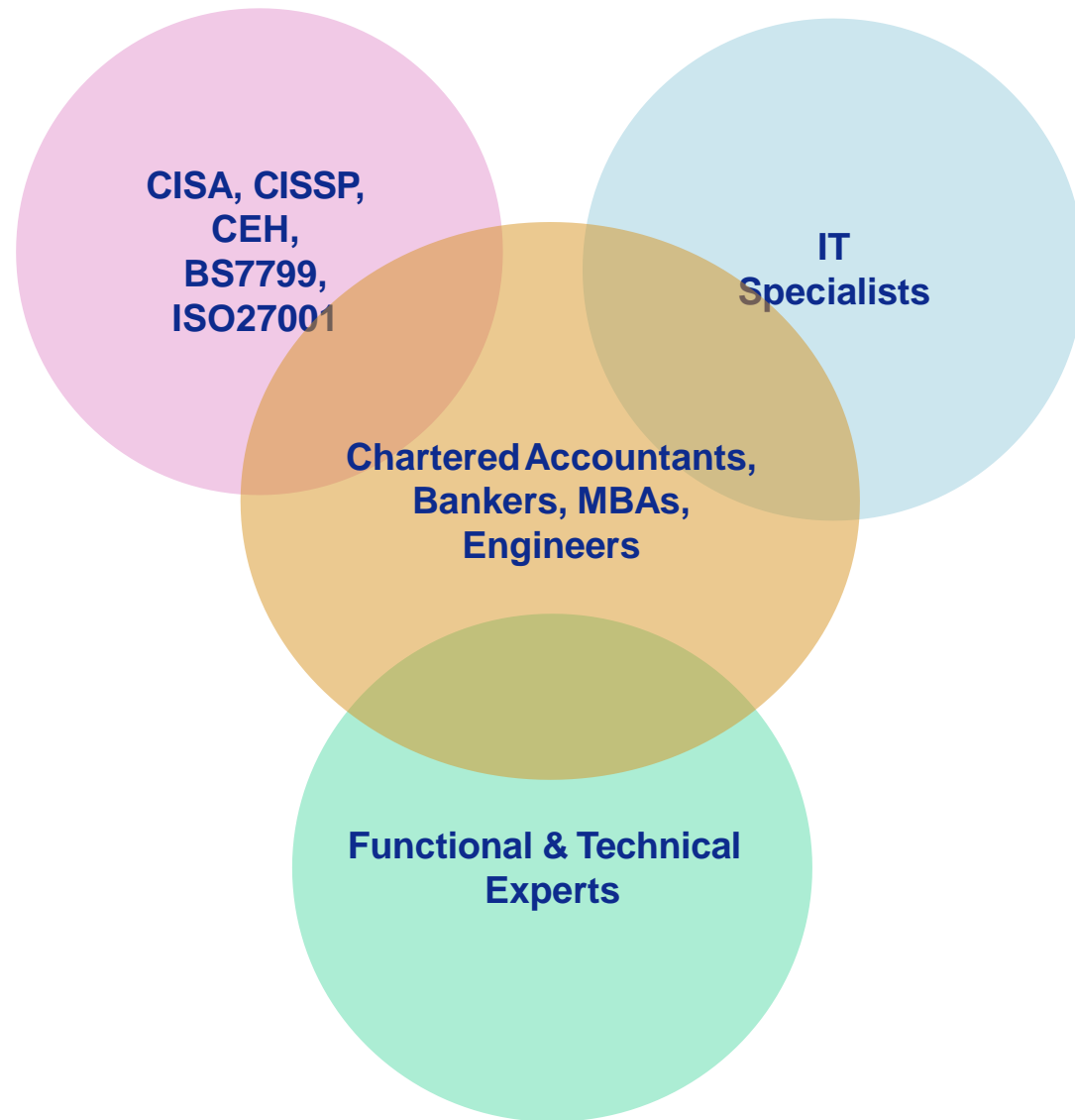
Established in 1978, PKF Sridhar & Santhanam LLP firm of Chartered Accountants, carries the legacy of vast experience and varied exposure in the industry.

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## **PKF Proserv**

A leading Business Process Outsourcing service organization with 100+ staff providing services in the areas of mutual funds and financial accounting.

- ***Dedicated team of Professionals across India***
- ***Dedicated Risk, IT & Technology Professionals***
- ***Mix of professionals from various disciplines – bankers, engineers, accountants, network specialists, software professionals etc***
- ***Over 10 Certified Professionals (CISA, CISSP, CEH, BS7799, ISO 27001 etc)***



Below mentioned are the services bouquet of PKF Consulting Services LLP:

<b>1</b>  <b>Cybersecurity</b>	<b>2</b>  <b>GRC Consulting &amp; Technology</b>	<b>3</b>  <b>Process and Risk Consulting</b>	<b>4</b>  <b>ERP Implementation and Advisory</b>
<b>5</b>  <b>SoX and IFC assessments</b>	<b>6</b>  <b>Banking and Financial Services</b>	<b>7</b>  <b>IT Strategy &amp; Implementation Support</b>	<b>8</b>  <b>Data Privacy</b>
<b>9</b>  <b>Business Intelligence</b>	<b>10</b>  <b>Robotics Process Automation</b>	<b>11</b>  <b>Regulatory Reviews</b>	<b>12</b>  <b>Digital Forensics</b>



The speed with which cyber security risks evolve is as staggering as the magnitude of the liability associated with attack, especially for companies in the BFSI segment. From simple phishing scams to complex data security breaches, losses can be devastating in confidential, proprietary and customer information as well as in public trust and corporate image. The days when companies felt safe with passwords and firewalls alone are long gone. Today, thorough protection demands a holistic, comprehensive, integrated control system for managing risk.

Our teams possess strong foundations in all aspects of information technology and cybersecurity – several are designated “ethical hackers.” They stay abreast of existing and potential threats and serve as a single point of contact for all interactions, providing you with heightened service and cost efficiencies.

Our Cyber Security Services include:-

- IT Governance Development and Business Strategic Alignment
- IT Risk Management Design and Implementations
- Disaster Recovery and Business Continuity Plan Development & Reviews
- Incident Response Plan Development and Reviews
- Cyber Security Risk and Vulnerability Assessments
  - Network and Web Application Penetration Testing
  - Web Application code review
  - Malware Analysis
- IT Policy and Procedure Development / ISO 27001 reviews & certification assistance
- Technical Infrastructure Review of the Operating systems, Databases and Network devices
- IT General Controls Review covering Physical & Environmental Security, Application security etc.
- PCI-DSS Self-Assessment Questionnaire Gap Analysis



2



GRC  
Consulting &  
Technology

Major trends of the last decade such as globalization and radical shifts in business models have escalated the need for business agility while simultaneously posing roadblocks. The impacts of these trends have triggered ripple effects from a Governance, Risk and Compliance perspective. The problem is that most businesses today are taking a narrow approach to managing GRC, leaving them slow to respond, driving up costs, and leaving them to unexpected and potentially harmful business risk.

To address these requirements, forward thinking organizations are taking a broader more integrated approach to managing interrelated strategic planning activities and business risks. Essentially this approach is an evolution towards an integrated program of GRC management and away from the current fire-drill method of channelling scarce resources and management attention to address specific regulatory mandates independently.

In reality, governance, risk and compliance are interdependent and must be managed holistically in an integrated approach. Ideally all applications should operate using a single shared GRC data repository that provides complete visibility across the organization and automates manual tasks.

PKF can work with you to offer comprehensive solutions to address the GRC requirements from both established and leading vendors (SAP, Oracle etc) as well as bespoke solutions, as follows:-

- GRC Access Controls Implementation
- GRC Process Controls Implementation
- GRC Risk Management Implementation
- Reviews of implemented GRC solutions to assess alignment with business requirements
- Continuous Control Monitoring Solution (Bespoke)



3



Process and  
Risk  
Consulting

Enterprises are facing increased challenges for business leadership to succeed in the face of market dynamics, competition and increasing regulatory burdens. Today, risk management is a leadership instrument which is a global necessity in governing an enterprise. All over the world, companies are increasingly required to report not only financial numbers but also on how they monitor changes in market conditions and related risks and opportunities, and how they are dealing with them (including the provision of indicators on their stability) in order to obtain market credibility. Application of risk management techniques such as Enterprise Risk Management (ERM) identifies risks, and opportunities helping to align and focus limited company resources on core objectives.

ERM provides management with enhanced capabilities to align risk appetite and strategy, link growth, risk and return, minimize operational surprises and losses, identify and manage cross-enterprise risks, and rationalize capital. Managing risk more successfully will enable an organization to achieve its performance and profitability targets, prevent the loss of resources, and ensure effective reporting and compliance.

PKF can help organizations to establish the policies, structure, processes, capabilities, tools and techniques necessary to effectively manage risk. Our specific services include:-

- Assist organizations in designing and implementing an Enterprise Risk Management program
- Risk Assessments to identify and assess an organization's strategic, operational, financial and compliance risks
- Assess the current risk management framework and capabilities of the organization, analyse gaps and recommend improvements
- Automating risk identification, assessment and monitoring and reporting across the organization
- Risk Profiling assessments for senior management and the Board
- ERM training and awareness programs
- Third party vendor risk management reviews including vendor site reviews

3



Process and  
Risk  
Consulting

Business Processes form one of the key levers in implementing the business strategy. It forms the core that governs “how things work” in an organization. Process are often cross functional which means they span departmental boundaries and in its good practice format should typically subscribe to three key elements – time, cost and quality. While in some cases, processes in an organization typically evolve over time out of ways of working, in several other cases, changes in business conditions due to market practices, company culture and even technology require an organization to adopt “shortcuts or workarounds” that affect one or more of the key elements of time, cost and quality leading to processes becoming cluttered, inefficient and stale.

It therefore becomes imperative that organizations either as part of reviews initiated due to internal or external events or due to changes imposed due to regulation and/or technology adoption, explore options to reconsider its current way of working to improve its process performance. In addition to the traditional focus on time, cost and quality, facets to consider may include quality and consistency of data used in the process, reducing the risks within the process, among others.

PKF can assist organizations to help in process standardization and process improvement through the following service offerings:-

- Create Standard Operating Procedures (SoP) to achieve consistency and standardization in the way people and systems work
- Process Analysis and Process improvement engagement to improve process cycle time, efficiency (productivity & cost), control and flexibility.
- IT enabled process improvement studies aimed at optimizing process performance through adoption of IT solution.
- Process Control studies to identify and optimize process control points

4



ERP  
Implementation  
and Advisory

Many companies often run mission-critical ERP / Core systems without implementing appropriate security and controls because they assume proper controls were established during the initial implementation. The danger in this assumption is that a controls focus and skill set is frequently absent from a systems integrator's toolkit. Only after a failed audit or an experience of fraud within the organization do many decision-makers recognize that security and controls are essential components of an ERP implementation. Similarly, for enterprises that have been using the ERP/Core systems over a period of time, the security and controls posture slowly decays due to build up of often excessive access, configuration changes that could often have consequential impacts on other areas of configuration diluting controls or that simply data quality and consistency is compromised.

PKF has developed an array of tools and accelerators to leverage the experience of our professionals and help accelerate the design and implementation of security and controls for these ERP / Core projects. Additionally, for companies experiencing the high cost of ineffective security, we assess and redesign the security and controls in these applications. The following service offerings will assist you in achieving the desired level of security, controls and benefits before, during and after an ERP / Core implementation

- Oracle ERP Implementation and Support Services ( PKF Consulting is a member of the Oracle Partner Network)
- SAP ERP Implementation and Support Services
- ERP / Core Application Controls assessment to assess functional controls
- ERP Effectiveness assessment to assess whether ERP is being optimally utilized
- Segregation of Duties (SoD) assessments to determine conflicting and sensitive access
- ERP Roles Redesign / Remediation services to redesign / delayer access
- Data Quality assessments to assess data quality and consistency
- Data migration audit

5



## SoX and IFC assessments

Need for robust internal controls within an organization is just no more a good practice, it is the law!. While for those entities based or registered in the US or any of their subsidiaries abroad, the Sarbanes Oxley Act of 2002 (SoX) has been the defining moment that required reporting and certification of internal controls both by the management and the auditors. Similar legislation as applicable today in the Indian context is the Reporting on Internal Financial Controls (IFC) as mandated by the Companies Act 2013.

Both the above discussed legislations when mandated for a given organization requires periodic reporting on the state of internal controls by the management and the auditor. The scope of reporting typically included coverage on operational, financial and compliance aspects including those controls that are embedded in an IT environment, which is most typically the case.

PKF Consulting assists clients to manage the complexity of identifying and documenting the IT controls including periodic testing and reporting on the same under the SoX and IFC regulations respectively, as may be applicable. Typical scope of work included the following:-

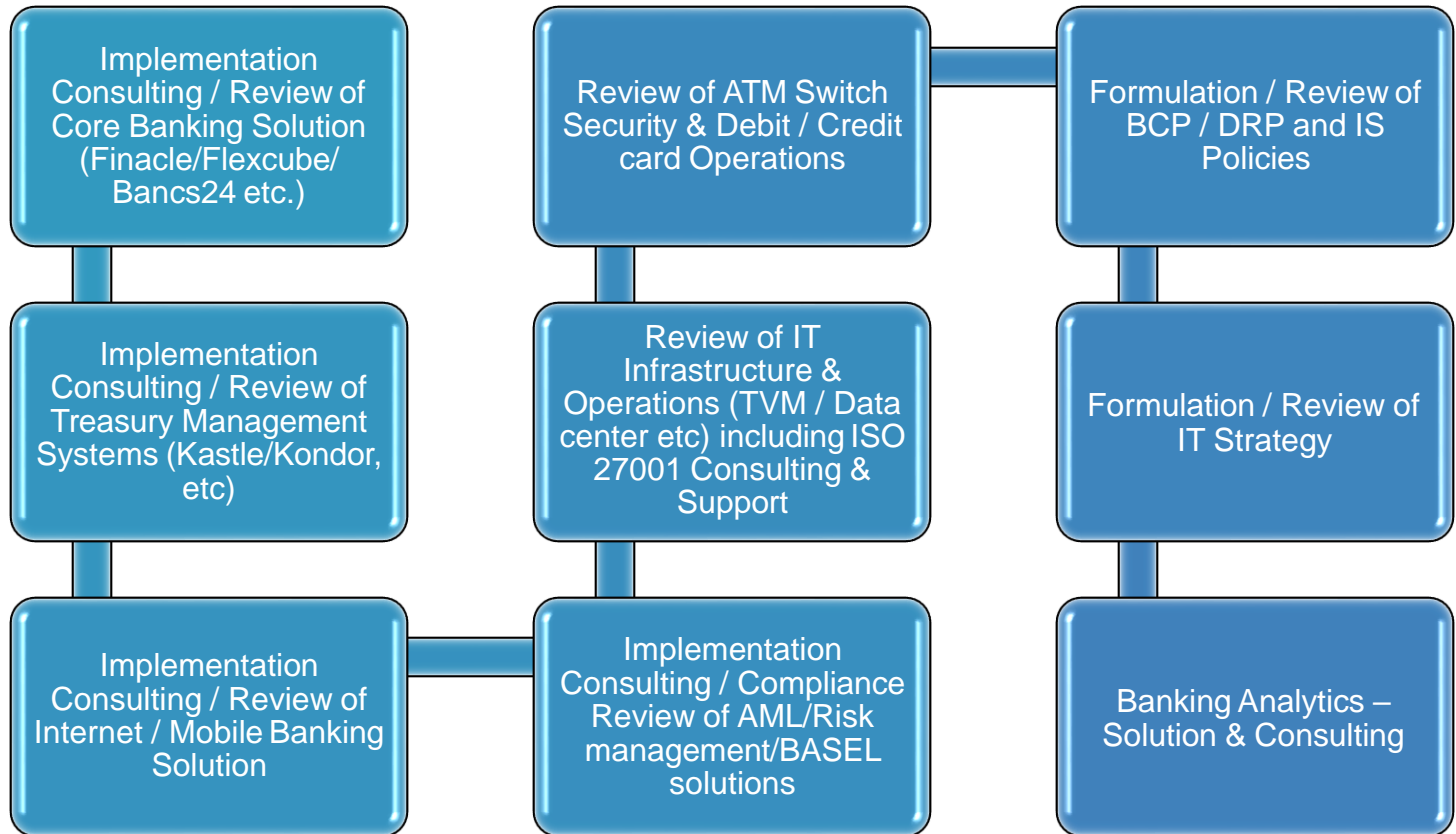
- Risk Assessment and Scoping
- Documentation of internal controls including gap assessment
- Testing of internal controls to assess operating effectiveness
- Controls rationalization to optimize controls and reduce costs and efforts

6



Banking and  
Financial  
Services

Banking and Financial Services is one key industry wherein technology drives business. Since technology underpins Banking processes it is imperative that Banks and Financial service institutions adopt a more holistic approach to technology both in terms of its adoption as well as ensuring robust security of the solutions. New channels of service delivery, new modes of customer acquisition driven primarily by technology often require Banks and Financial services to be at the forefront of technology while at the same time meet regulatory (RBI) and best practice security protocols. Following are some of the areas where PKF can assist Banks including Small Banks in their IT initiatives



7



**IT Strategy &  
Implementation  
Support**

IT Implementation projects especially those at the enterprise level involve significant and complex changes to the way business work and they are typically undertaken to deliver strategic and operational business benefits. They are linked to business goals, and benefits are counted upon to directly contribute to increased revenues or reduced costs. With such high stakes, senior management has a vital interest in project success. Correspondingly, success measurement has extended beyond the traditional on-time, on-budget, on-specification metrics.

Project success today is measured against the delivery of anticipated benefits, engagement of stakeholders and organizational acceptance. This expanded definition of success, combined with senior management's desire for oversight, brings new dimensions to the infrastructure needed to support effective project management and places high value on independent support and/or assurance that project investments are on track to yield intended results

PKF assists client in achieving project success through the following service offerings:-

- IT Program management (Program / Project management services)
- Checkpoint reviews (Staged review upon achievement of given milestone)
- UAT assistance (independent product functionality testing)
- Package Selection / Bid management support

7



**IT Strategy &  
Implementation  
Support**

Strategy is concerned with setting the overall directions for the business and IT, including goals, guidelines and standards to be adopted. IT Strategy is the forward looking guiding discipline that describes how IT will be organized, governed, prioritized, and measured to support the business.

In a client engagement, we seek to guide each of their overall business goals / strategies such as increasing customer retention, by (a) defining applicable standards, e.g. reporting standards, (b) examining the required business / technology changes (c) identifying how these fit into a number of discrete projects, e.g. building a DW / BI, and (d) understanding how each project will be supported by a variety of systems solutions, including information / data, applications functions, hardware platforms, networks, security, and so on

IT Strategy aims to find and deal with a clients' business or IT mismatches between where the client is today (As-Is) and their desired future state(s) (To-Be). This could involve just IT transformation or IT *and* business change... e.g. need to improve poor customer service or reduce sales costs / customer – could be an IT problem, a business problem, or both.

PKF team can assist you in the following:-

- IT Strategy Formulation
- IT Strategy Review



8

Data Privacy

Data Privacy is a key aspect for an organization in protecting the information assets from breaches. We support organizations in the following areas in their data privacy programs:

- Carrying out Readiness Assessments
- Performing Gap Analysis
- Recommending Remedial Actions
- Discovery of personal data elements
- Preparation of Data Flows
- Formulation of Data Protection Policies
- Provide training and awareness

## 9

### Business Intelligence

Technology has now taken decision support systems to a new level, where systems prompt decisions or initiate actions. Often these decision enabling solutions, need to be available to a wide audience. Such solutions demand a combination of expert business analysis skills, complex systems analysis/design and practical application of technology. Many organisations could improve their business efficiency substantially by implementing such solutions.

With PKFs unique combination of business analysis, domain knowledge and IT skills alongwith strategic partnership with niche solution providers enables clients to reap the benefits from such solutions. Areas where we work in the Business Intelligence space includes the following:-

- Banking Analytics (for Banking & Financial services clients)
- Internal Audit Data Analytics (across industry sectors)
- Business Intelligence Dashboards (quick deployment of cross industry tailored dashboards)

10



Robotics  
Process  
Automation

With the transition of economy from agriculture to services, the next big opportunity is now in automating services. Technology is rapidly changing and new opportunities are emerging such as Robotics Process Automation (RPA). RPA is “robotic” software that organizations configure to capture and interpret the actions of existing applications employed in various processes. According to World Bank automation threatens an overall 85% jobs – 69% in India, 77% in China and about 85% in Ethiopia. Similarly, Oxford University says that artificial intelligence (AI) will outperform humans in all the tasks within the next 45 years, if not sooner.

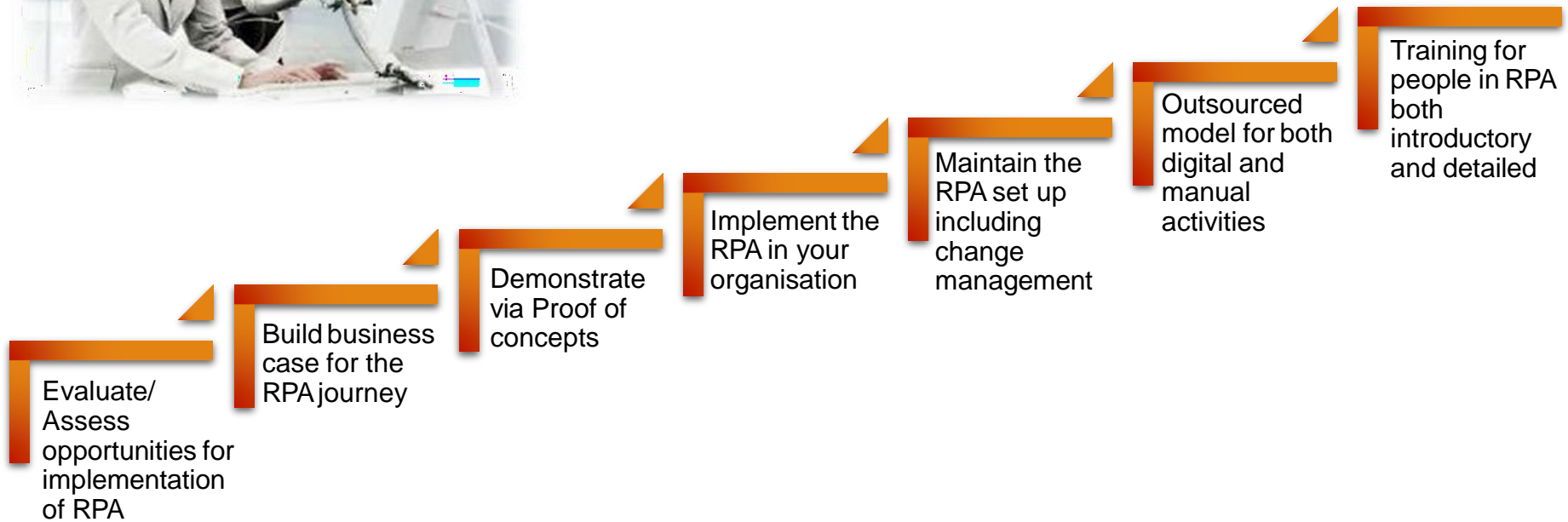
The key factors affecting the pace and adoption are primarily technical feasibility, economic benefits – increased quality alongside labour cost savings, regulatory and social acceptance and cost of developing and deploying solutions. The automation journey has moved from transformation / general automation to Robotization and moving forward to artificial intelligence.

RPA emulates human execution of repetitive processes with existing applications. Software robot (called Bots) aims to manipulate the presentation layer of the application software in the same manner a human does. RPA is IT enabled and business led. It interacts with any application or systems using non-invasive techniques and once implemented, RPA software can automatically process transaction, manipulate data, trigger responses and communicate with other systems, as necessary. RPA is useful in performing high volume back office processes such as those found in finance, accounting, supply chain management, customer service and human resources.

RPA provides significant benefits such as automated solution, works 24/7 driving responsiveness, reduced cost compared to a FTE, 100% accuracy in transaction processing, among several others.

The following slide provides the various areas that PKF can assist you with in your RPA journey.

The various areas that PKF can assist you in your RPA journey



## 11

### Regulatory Reviews

We provide the following services to support organizations comply with the regulatory requirements:

- Sarbanes-Oxley (SOX) 404 - Management testing
- Implementation Services for RBI Information Security Framework for NBFCs / Banks
- Cybersecurity audit for insurance and re-insurance companies as required by IRDA
- Audit of Information Risk Management Systems (IRMS)
- Implementation and Management Testing for Internal Financial Controls as required by Companies Act, 2013
- EU General Data Protection Regulation (GDPR) Implementation and Advisory Services
- HIPAA (Health Insurance Portability and Accountability Act) Advisory Services
- PCI/DSS Advisory Services
- Review compliance with Information Technology (Amendment) Act, 2008

## 12

### Digital Forensics

Digital forensics typically relates to acquisition, analysis, and preservation of data in electronic form which can be used as evidence in a court of law. We offer the following digital forensic services to organizations:

- Forensic Disk Imaging
- E-Discovery
- Examination & Analysis
- Reporting
- Mobile Forensics
- Disk Forensics
- Log Analysis and Reviews



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