

S P R & CO

Chartered Accountants

RISK AND RESILIENCE

Our Capability Statement

www.sprandco.com

November, 2023

Explore >



TABLE OF CONTENT



1.	<u>ABOUT SPR</u>	<u>03</u>
2.	<u>WHY CHOOSE US</u>	<u>04</u>
3.	<u>OVERVIEW</u>	<u>05</u>
4.	<u>RISK ECOSYSTEM</u>	<u>06</u>
5.	<u>OUR EXPERIENCE</u>	<u>07</u>
6.	<u>OUR SERVICE LINE</u>	<u>08</u>
7.	<u>OUR APPROACH</u>	<u>11</u>
8.	<u>KEY CLIENTS</u>	<u>13</u>
9.	<u>CASE STUDY</u>	<u>14</u>
10.	<u>OUR LEADERSHIP</u>	<u>21</u>
11.	<u>OUR EXPERTS</u>	<u>22</u>
12.	<u>COUTACT US</u>	<u>24</u>



ABOUT SPR



S P R is an audit and consulting practice that endeavors to exercise original thought to deliver meaningful insights that meet and exceed client expectations. Our partner driven boutique approach ensures that we constantly push the envelope to offer unique and customized solutions that put client needs first.

We are 350+ people with strong presence across India. Our team includes Chartered Accountants, CFE, CISA's, CDPSE, CRISC, Engineer's, MBA's and Other IT & Accounting professionals to enable comprehensive service delivery in all our Chosen Domains.

Highlights



2000+

Client Engagements



350+

Professionals



30+

White Papers



14

Business Partners



200 MILLION+

ROI Delivered to Clients



5 MILLION+
Person Hours



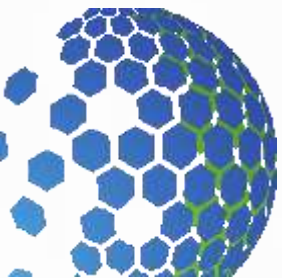
Network Offices
In USA & Colombo



40% + Women
Equal Opportunity Brand



Offices
In South Africa & Botswana





WHY CHOOSE US



Baselining

Accurate and structured diagnostics ahead of the engagement to ensure that all objectives are identified.



High ROI

Our methodologies are commensurate with the organisation scale and ensures significant value delivery



Structured Approach

The structure and capability maturity model of the organisation determines the engagement approach – Gradual or Fast-tracked



Relationship Building

We grow with our clients. Our long-standing client relationships enable a mutually beneficial growth journey.



Digitization

All our engagements are focused on identifying potential digitization and automation Opportunities that results in value maximization.



Benchmarking

Knowledge Repositories and industry frameworks/best practices enables benchmarking of all deliverables to best-in-class comparisons.





OVERVIEW



We are a niche practice that believes that our intense specialization in risk is both relevant and critical, especially in present times when risk culture and governance agendas dominate board room discussions.

Our Practice strategy with a strong risk bias enables us to apply contemporary technology and best in class practices across industry verticals to offer unique and customized solutions that prioritizes customer expectations.

When the outcomes differ significantly from expectations, organization resort to escalating commitment and irrationally directing resources to the failed course of action.

In the current capricious business environment dominated by disruption, we at S P R help businesses to tailor, prioritize and manage risk based on present state capability and maturity resulting in exploring un-tapped potential and securing a competitive edge.

Key Risk Domains



**Strategic and Reputation
Risk**



**Financial
Risk**



**Operational
Risk**



**Regulatory
Risk**



**Technology
Risk**



**Environment, Health &
Safety Risk**



RISK ECOSYSTEM



Majority of studies have revealed that people often over estimate their ability to influence events that, in fact, are heavily determined by chance. When businesses tend to be over confident about the accuracy of their forecasts and risk assessments and far too narrow in their assessment of outcomes, impact tends to skew. Our experts are well equipped to manage a diverse spectrum of Risks and support leaders around the world to effectively navigate Risk tides.





OUR EXPERIENCE



People & Infrastructure

- 150 people are dedicated for Internal Audit function
- \$10 Million + value delivered
- 4000 + Risk Engagements
- 100 + Customers

Key Clients & Projects

- **ITC Limited** - Audit of Central Projects Office Division
- **Vedanta Limited** - Mining Capitalization & Project Audit
- **Phone Pe** - Internal Audits
- **Caterpillar** - Project Audit
- **Larsen & Toubro** - Project Audit

ERPs We Understand



Relevant Skills





OUR SERVICE LINE

[Our Service Line](#)

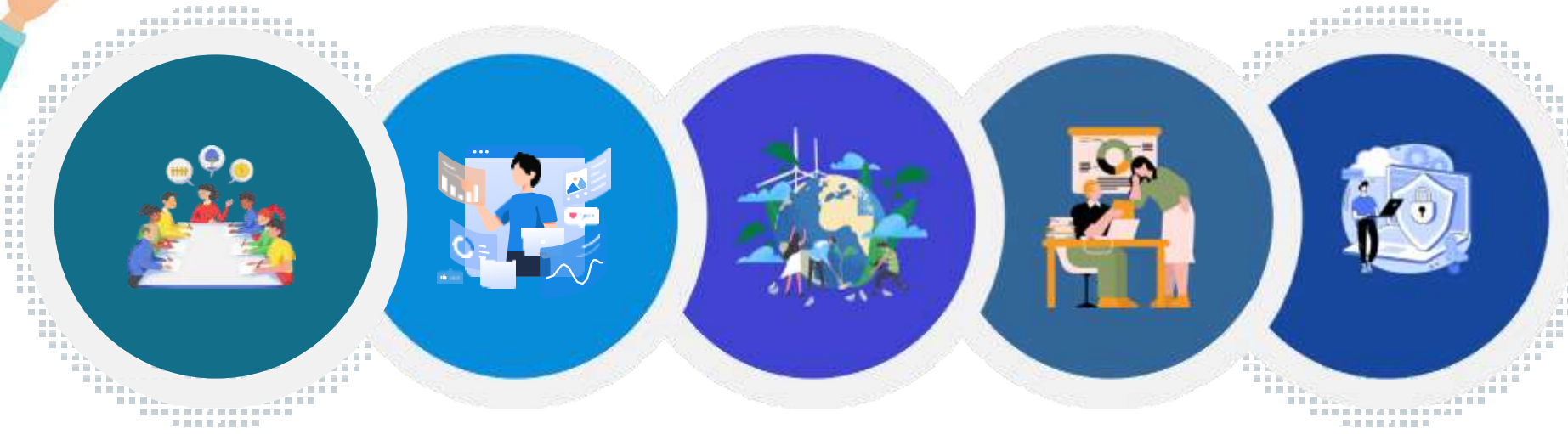
[GRC](#)

[Digital](#)

[Sustainability](#)

[Forensics](#)

[Cyber Security & Privacy](#)



GOVERNANCE, RISK & COMPLIANCE

DIGITAL

SUSTAINABILITY

FORENSICS

CYBER SECURITY & PRIVACY





GOVERNANCE, RISK & COMPLIANCE



Well-defined control objectives are necessary to support business activities. Decision-making with a strong risk bias and managerial purpose determine how mature an organization's processes are. Enabling management to evaluate business processes from the standpoints of availability, efficiency, efficacy, secrecy, and compliance is the main goal of our products.

Our experts guide clients through today's complex business landscape, bolstering governance, mitigating risks, and ensuring compliance. Through efficient risk assessment, business process modeling, ERM framework creation, internal control testing, and internal auditing, we enhance and optimize our clients' operations.

Key Offerings



Enterprise Risk Management



Risk Based Internal Audit



Internal Financial Controls



Regulatory Compliance



Corporate Governance



GRC - KEY OFFERINGS



Enterprise Risk Management

This offering helps risk leaders to define processes that are mature to identify and manage risks thereby inculcating a culture of risk management within the business landscape.

Risk Based Internal Audit

Internal audit provides independent assurance on the effectiveness of internal controls and risk management processes to enhance governance and achieve organisational objectives and supplements the efforts of the Board and Directors Responsibilities under Sec 134 of the Companies Act 2013.

Internal Financial Controls

We help our clients with Internal Financial Control reviews to achieve the objectives viz. Safeguarding of assets, Policies and procedures adopted by the company for ensuring orderly and efficient conduct of its business, Timely preparation of reliable financial information, Accuracy and completeness of accounting records, Prevention and detection of frauds and errors. The IFC framework adopted by the company will have to address combination of internal controls on financial reporting and other controls in order to align with the definition of IFC in the Companies Act.

Regulatory Compliance

In order to identify critical weaknesses and create an implementation plan to strengthen our customers' compliance frameworks, we conduct diagnostic reviews to compare their framework practises with S P R's framework in India and industry best practises worldwide.

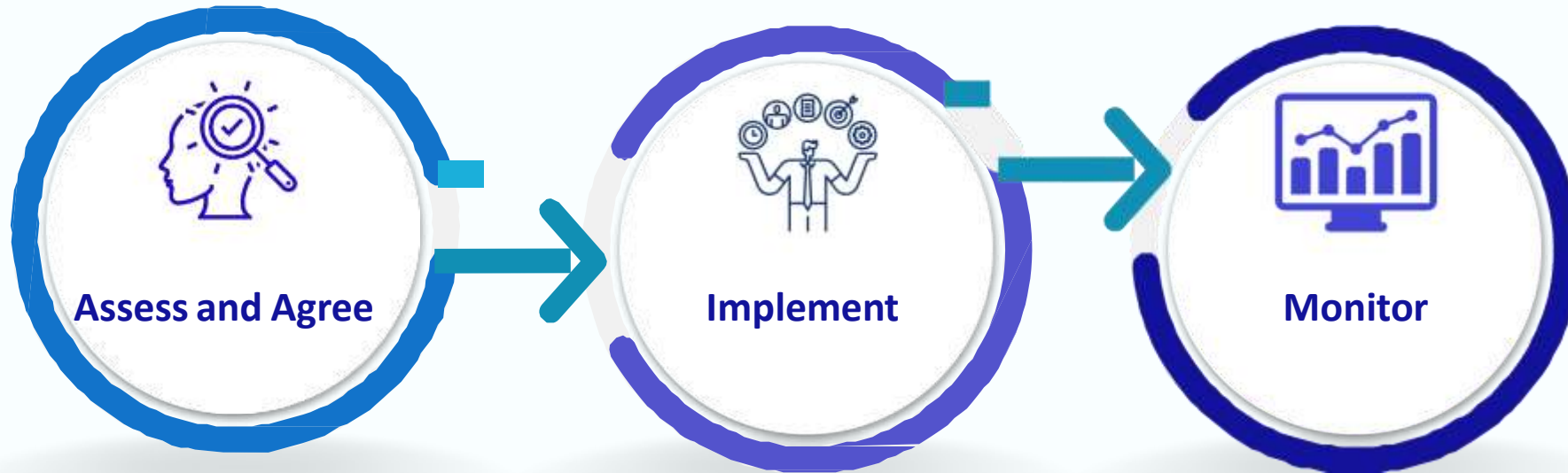
Corporate Governance

In order to better comprehend the regulatory environment, we help directors and management identify the relevant regulations. Our methodology integrates a regulatory framework study with an evaluation of the systems and procedures that can support compliance and good corporate governance.





OUR APPROACH



**Understand Client
Business and Key Controls**

**Perform Effective and
Efficient Internal Audit**

**Continuous Reporting and Tracking on
Status of Implementation**

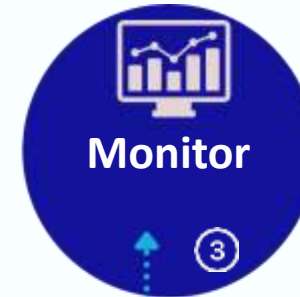
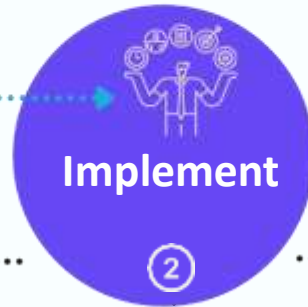




OUR APPROACH



- Client Business Process
- Accounting System
- Other Operating Systems
- Delegation of Authority
- ICOFR Templates
- Standard Operating Procedures
- IT Policy Manual
- Statutory Compliance Trackers



- Scope
- Process Coverage
- Locations
- Calendar

- Finding – Initial or repeat
- Impact
- Recommendation
- Management response
- Risk Rating
- Responsibility
- Remediation Date

- Control design issues
- Operating issues
- Fraud risks
- IT risks
- Governance Issues
- Statutory Compliances
- Accounting standards

- Prepare and Update Corrective Action Trackers
- Alerts for Target Dates to Users
- Follow up of Previous Audit Observations
- Report and Flag Repeated Non Compliances



KEY CLIENTS



The image displays a collection of logos for key clients, arranged in a grid-like fashion. The logos include:

- vedanta** (transforming elements)
- CATERPILLAR**
- LAVAZZA** (TORINO, ITALIA, 1895)
- JANA HOLDINGS**
- KPL INTERNATIONAL** (chemistry of partnerships)
- Ford**
- LT**
- ₹ PhonePe**
- Jana Capital Limited**
- ICCW** (International Centre for Clean Water, ASUTD Medias Initiative)
- waycool**
- ATE** (Enduring Value)
- CavinKare** (Making Lives Happier)
- RENAULT**
- Hema's**
- AIKAA** (INTERIORS & DESIGN)
- Curatio** (We listen... Innovate)
- FACOR**
- thryve** (DIGITAL)
- TRANSFORM** (DIGITAL TRANSFORMATION)
- ALPHA GROUP OF INSTITUTIONS** (Established 1987)
- vuram** (Services, Redefined)
- DATA**
- XCODE** (LIFE)
- ARCH** (ARCH CONSULTANTS LTD)
- zalaris**
- Funnelkraft**
- cube** (FROM BLUEPRINT TO REALITY)
- kauvery hospital**



1

Implementation of Risk Management Framework

An Engineering, Procurement and Construction major

Business Requirement

The company is one of the largest EPC companies in India:

- Review the Risk Management Framework
- Understand their Business Process with respect to Project Planning
- Project Implementation, Design the Policies and Procedures, Implementation of Controls in their Organization.

Identified Process Challenge

The following challenges were noticed as part of the Engagement:

- Understanding of the various phases of the Project lifecycle
- Lack of Relevant Data
- Involvement of Manual Processes / Manual Data
- Absence of Policies and Procedures

Solution Approach

The Engagement team had identified the solutions for each of the challenges presented by performing the following:

- Conduct Top-Down approach of process understanding across user profiles and modelled the entire flow of project lifecycle
- Identified the flow of data across sources - software and interfaces and mapped the same to business processes
- Business process wise ERP functionality provisions were mapped and identified unutilized functionalities to enable in future and key critical areas were recommended for pointed product solutions
- Documentation of the procedures / policies in standard formats pre agreed with the entity & creation of a repository of documents function wise

Business Benefit and Result

- Delivered a comprehensive Policy and Procedure document for each of their Business Processes
- Prepared a standard format for each Business Processes and implemented automation into the critical Business Processes
- Periodically reviewed the compliance with the designed policies and procedures and assist the Management in mitigating the risks in Business Processes
- The above resulted in reduced cost of operations and better compliance with respect to relevant laws applicable for the organization



2

Internal Audit Service

A Small Finance Bank headquartered in Bangalore

Business Requirement

The key objectives of this engagement would be to:

- Assistance to the Internal Audit Department in performing of audits required as per RBI regulations as well audits from a process / control improvement perspective
- Help in strengthening internal control system, processes and procedures through continuous review of functional activities at the Centralised Processing Centre (CPC)
- Present critical observations to the ACB and follow-up for closure as per directions from the management

Identified Process Challenge

The erstwhile Micro-finance company was in its nascent stages as a Bank when we commenced our assignment. Hence the following challenges were faced in the initial stages:

- Roles and responsibilities not comprehensively defined
- Excessive dependencies on individuals
- High attrition of staff
- Data stored across multiple applications/platforms
- Lack of documented process notes / frequent revision in process
- Understanding and ensuring strict adherence to RBI regulations as applicable to each processes
- Co-ordinating with multiple auditees and stakeholders

Solution Approach

- The solution approach by engagement team is as follows
- Conduct process walk-throughs and prepare detailed audit checklists / risk registers
- Prepare framework and finalise testing plan
- Continuously review and update the risk registers if there are any changes to process, regulatory guidelines, etc.
- Understanding the existing processes, design & control frameworks and suggesting process improvement aspects.
- Focus on process / products having high risk of revenue leakage or regulatory non-compliances

Business Benefit and Result

- Ensuring a large landscape of audit coverage including areas such as comprehensive KYC verification, end-to-end AML process audit, customer servicing and grievance redressal, Revenue assurance, TPP, GL reconciliations, V-CIP, etc.
- Availability of a dedicated professional and skilled team for carrying out the engagement scope
- Providing monthly internal reporting as per agreed timelines.



3

Remediation of Internal Audit findings

A Mining Company in the African continent

Business Requirement

Understand the existing Entity scoring mechanism on the following fronts:

- Process Audit Findings
- MIS Grading
- Grading on Physical Verification of Inventory
- Enable remediation mechanism for the audit findings
- Enable a more robust control framework

Identified Process Challenge

The observations identified had been classified into 3 namely:

- Not Implemented
- Partially Implemented
- Implemented post remediation strategy
- Absence of a designated Internal Audit Department to address the issues identified on timely basis

Solution Approach

The Engagement team had identified the solutions for each of the challenges presented by performing the following:

- Determination of RCA for observations identified.
- Preparation of Robust Process wise CAT (Corrective Action Tracker) documents for observations identified with a remediation strategy.
- Onsite field work support with operating items to improve the underlying control framework

Business Benefit and Result

- Improved the Entity wide scoring.
- Developed process SOP's wherever applicable for future guidance and working mechanism.
- Converted majority of observations from Not implement / Partially Implement to Implemented / Partially Implemented respectively.
- Process Wise CAT documents across department for way forward activities.



4

Review of Procure to Pay Process

A Tobacco Major in India

Business Requirement

The key objectives of this engagement would be to:

- The company is a one of the major cigarette manufacturers in India.
- Review the Procure to Pay process in all their Manufacturing units.
- Review their ERP with respect to Procure to Pay.
- Review their Standard Operating Procedures with respect to Procure to Pay.
- Report the deviations and suggest improvements.

Identified Process Challenge

The following challenges were noticed as part of the Engagement:

- Understanding of the various phases of the Procurement lifecycle.
- Difference rate for same Materials / services across the Vendors.
- Inaccurate Data in Masters leading to Duplicate Payments.
- Lack of Documentations.
- Ineffective utilization of ERP functionalities.

Solution Approach

The solution approach by engagement team is as follows :

- Conduct bottom-top approach of process understanding across user profiles and modelled the entire flow of procurement lifecycle.
- Performed detailed analysis on rate card variance for same materials / services with different rates and modelled the same for cost optimization
- Key data fields to made mandatory at time of creation / updation of masters and recommended validations for each field.
- System of digital archival by way of Transactional flow wise documentation trail suggested for development.
- Business process wise ERP functionality provisions were mapped and identified unutilized functionalities to enable in future.

Business Benefit and Result

- Delivered a comprehensive risk registers along with the mitigation strategies for Procure to Pay.
- Identified the inaccuracies in the Master data and ensured sanitization of the Masters.
- Implemented an effective Purchase plan resulting in reduced Purchase and Transportation costs.
- Automated the Delegation of Authority Matrix in ERP resulting in effective monitoring of Procurement.
- Designed a comprehensive Procurement MIS which helps the organization make effective decisions.



5

Engagement – SSC Set up in BOT Model

FMCG Major Head quartered in Chennai

Business Requirement

The FMCG entity having its Head office at Chennai, undertook an initiative of a setting up of a Shared Service Centre at the native place of its Founder to handle the corporate finance functions as an independent Processing Centre for Invoices Processing, treasury operations, BRS preparation, GST Reconciliation and Payroll accounting. The expectation or the purpose of this

- Process Simplification
- Applying Industry best practices
- Increased workforce productivity
- Ensuring control and documentation of processes
- Improving the timely processing of transactions
- Measuring and improving the process quality
- Identification of scope for technology enablement
- Pre-defined and periodical MIS reports

Identified Process Challenge

The following challenges were noticed as part of the Engagement:

- Understanding of the existing processes
- No formalized process to ascertain the control lapses
- De-centralized processes and documentation
- Absence of source documentation and agreements
- Identification of the responsibilities
- Non-availability of documented SOPs, process flows or procedure
- Non-Linear process across streams
- Conflicting Segregation of Duties
- De-centralized record keeping
- No MIS tracking for volume and value of transactions processed
- Single phase transition for all processes

Solution Approach

The solution approach by engagement team is as follows:

- Simultaneous knowledge transfer for all streams of Invoice processing and other areas of finance
- Process documentation and review by the stakeholders
- Implementation of Processor manual and checklist
- Clearing of Backlogs
- Agile method of implementation of Best practices across the process areas

Business Benefit and Result

- 50% reduction in effort
- 30% reduction in Cost
- Lean based flat organization structure with Agile teams leading to 2x improvements
- Offline working enabled for Finance and Non-Finance teams
- Established TAT and fixed deadlines (T+3 for processing)
- Shared Service Governance with metrics and KPIs that enable performance improvement



CASE STUDY



6

Engagement – Audit of Civil Projects Division

A Tobacco Major in India

Business Requirement

The Projects division of Tobacco Major who provides business of engineering, procurement and construction management services, project management services and also to develop, design or maintain building whether owned by the company or third party including their erection, construction, alteration and remodeling. The expectation or the purpose of this engagement is as follows:

- Examine the present operating environment, and understand the existing control framework
- Identify potential vulnerabilities if any
- Highest control weakness if any as well as root cause analysis of the same
- Suggest a robust system of manual/automated control to mitigate the same

Identified Process Challenge

The following challenges were noticed as part of the Engagement:

- Incomplete Fixed Assets Registers
- Delay or gaps in inter departmental communication for obtaining audit information and quality information received
- Internal Control gaps in Segregation of Duties
- Non-availability of authorized SOPs, process flows or procedure for External Business Documentation and Employee Reimbursements
- Identification of gaps and incomplete information in Vendor Master
- Identified the gaps in Employee reimbursement expenses.

Solution Approach

The solution approach by engagement team is as follows:

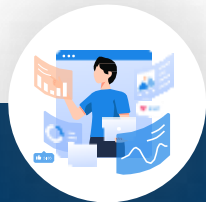
- Wherever it is required, resolved/made the issues/changes and updated the same in FAR
- Wherever there is delay in getting the data the same is escalated to General Manager Accounts.
- Recommendation for updation of SOP or policies wherever it is outdated or required changes as per current procedures followed by the division.
- Obtained mail confirmation from the auditee in case of absence of evidence.
- Recommended to maintain separate SOP for External Business Documentation

Business Benefit and Result

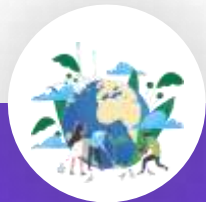
- Strong internal controls
- Controlled risk and improve organizational performance
- Compliance to statutory obligations are met



OUR OTHER RISK & RESILIENCE SERVICES



DIGITAL



SUSTAINABILITY



FORENSICS



CYBER SECURITY & PRIVACY





OUR LEADERSHIP



SRIPRIYA KUMAR
Founding Partner

A Chartered Accountant from the 1996, Priya commenced practice in 2001 after stints in Ford India Limited and PwC. She completed her article ship training from Price Waterhouse Chennai in 1996. A ranker in her CA examinations, she heads the Risk, Process and Business Advisory verticals in addition to being the Managing Partner. She is an elected member of the Central Council of the ICAI (2016-19), member of the Executive Committee of the Council and is the Vice Chairperson of the Corporate Laws and Corporate Governance Committee of ICAI. She is a resource person and a faculty for Audit , Risk and Corporate Laws related subjects of ICAI. She was also recently appointed to the Working group constituted by the Ministry of Corporate Affairs for the drafting of the Rules and Regulations of the Bankruptcy and Insolvency Code.



ADITYA A M
Senior Partner

A Chartered Accountant and a Certified Information Systems Auditor, Aditya is a first-generation entrepreneur and a strategy partner. Aditya heads the Risk and Business Advisory (RBAS) and Value through IT Governance (VALIT) verticals. Aditya landscapes the white space opportunities for the Firm. A risk professional with around 14 years of experience in Risk and IS Governance, delivery and support, risk based internal audits, fraud risk assessments, process documentation, streamlining engagements and IS audits for a diverse range of industries.



OUR EXPERTS



SRIVATHSAN R
Partner - Risk & Accounting

Srivathsan is a Chartered Accountant and a CISA. He has over 8 years of vast Internal Audit Experience across Industries. He has worked largely on Internal Audit of large FMCG Corporates, Banks, Agro based food processing Industry, Sugar Industry, Telecom Infrastructure Industry, Microfinance, Automotive Industry. Srivathsan works with the Risk Advisory Domain and ensures client value delivery. He has conducted Forensic assignments for large corporates and Forensic assignments under IBC.



SANJAY R
Associate Director

A Risk Professional (CFE) with 10 years of experience in Risk and Governance, Risk based Internal Audits, target Forensics, Fraud Risk Assessments, Analytical Review and Dashboards, Formulation of Process Documentation, Review of Documented Procedures for diverse range of industries. Sanjay is also NIST Cyber Security Practitioner and extensively works with the Risk Advisory Domain and ensures client value delivery across Risk based Audits.



JINESH MOORTHI
Associate Director

A Chartered Accountant with 5 plus years of post qualification experience in Risk and Governance, delivery and support, risk based internal audits, fraud risk assessments, compliance to tax laws and regulations, analytical review and dashboards, formulation of process documentation, review of documented procedures for diverse range of industries and significantly into the manufacturing sectors.



OUR EXPERTS



SHIVAM SALUJA
Manager

A Chartered Accountant and CFA Level 2 grad, has developed a diverse skillset that encompasses all aspects of accounting and finance. With 5 years of experience in internal audit, consulting, and forensic investigations. Currently serving as Manager in Risk and Assurance, he has experience in conducting a wide range of audits, including, operational audits, compliance audits, IT audits, forensic audits, process audits and risk assessments.



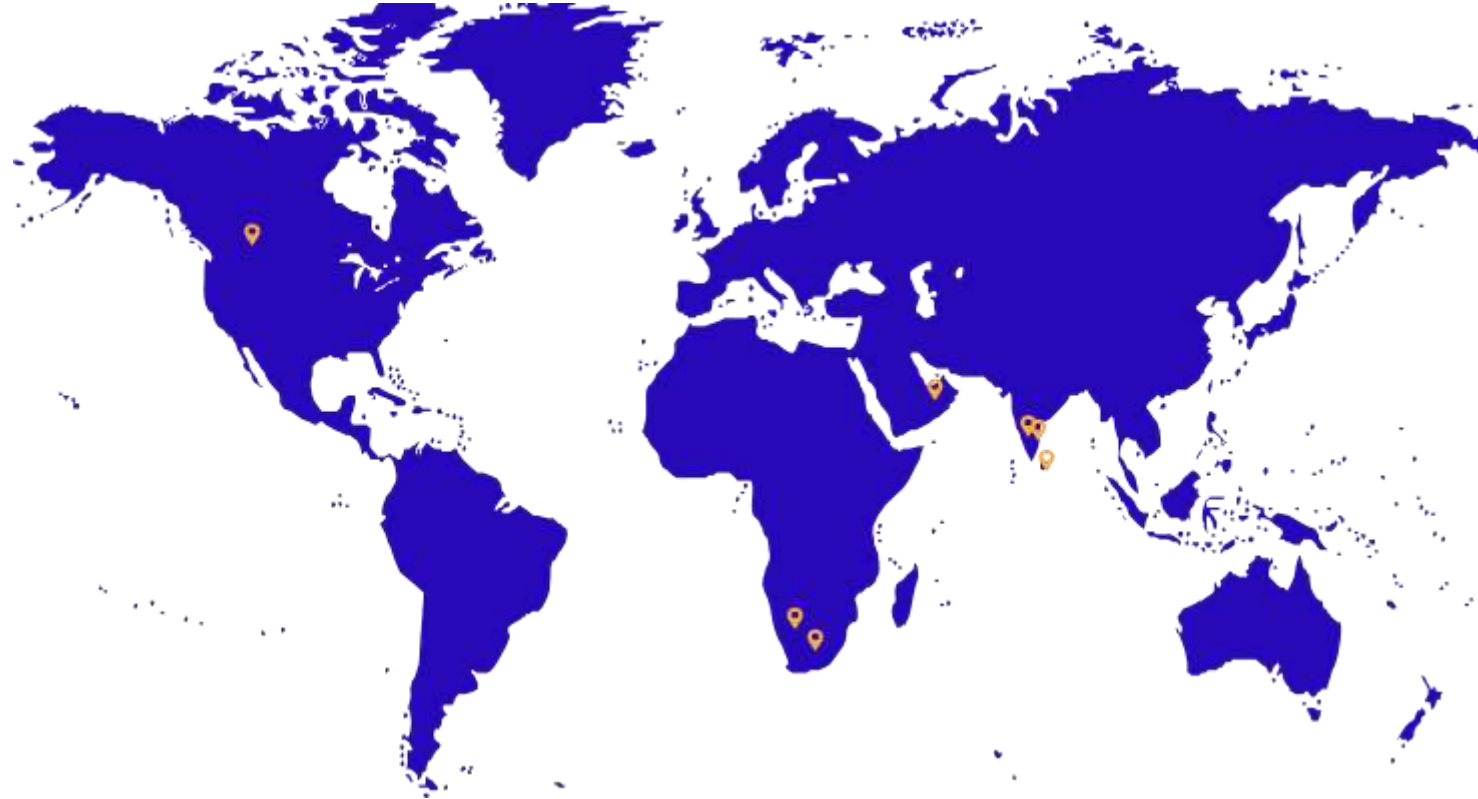
VIMAL JAIN
Associate Director

A Chartered Accountant with 5+ years of post-qualification years' experience in Risk and Forensic Domain, Internal Audits, Process Reviews, Management Consultancy, Ed Tech Consultancy, Secretarial Compliances, Special Audits in a wide range of industries.

He is a rank holder and associate member of Institute of Cost and Management Accountant of India (CMA) and a Qualified Company Secretary (CS).



CONTACT US

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