



ZR Consultants
GOVERNANCE, RISK & CONTROLS



G-Cloud 14 – Service Definitions



Crown
Commercial
Service
Supplier





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ABOUT US – OUR USP

"Excellence is an art won by training and habituation. We are what we repeatedly do. Excellence then, is not an act, but a habit"

ZR Consultants have successfully delivered a range of projects for blue chip clients since 2003. We pride ourselves in delivering high-quality outputs within budget and on time. We will work closely with your business to ensure we are managing expectations and building relationships with both internal & external stakeholders.



QUALITY

ZR Consultants produce outputs to the highest standards, demonstrated by the valuable feedback we have received from; KPMG, PWC, Deloitte & EY.



KNOWLEDGE

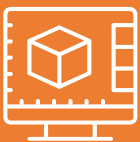
Our team includes some of the best subject matter experts in the industry, mostly ex big 4, all with proven track records of delivering successfully.



RELATIONSHIPS

We believe in building long lasting relationships with our clients based on trust, integrity and honesty.

This is demonstrated by the numerous [testimonials](#) received.



TOOLS AND SYSTEMS

We have developed robust proven tools to deliver complex projects and are equipped with the latest technology to ensure our clients benefit from all of our experience.



VALUE FOR MONEY

Cost-effective solution, when compared to our competitors. Our structured approach means we often deliver millions of pounds of savings for our clients.



100% TRACK RECORD

ZR Consultants have a record of delivering significant programmes for customers, including:





ABOUT US – OUR JOURNEY

Success is a journey not a destination. Have faith in your ability. You will do just fine – Bruce Lee



2003 to 2005

Audit Commission

- Redesigned Audit templates
- Identified over £1m worth of savings

2006 to 2009

Barclaycard, Unilever & Severn Trent

- SOX functions implemented
- Models corrected for £75m error
- Recovered £27m over target following major flood

2010 to 2012

Barclays, Barclaycard & Royal Bank of Scotland

- Significant reduction in external audit fees (approx. £1m) due to high quality of all outputs
- Rescued critical transformation Programme that had failed for 2 years, saving £80m

2013 to 2016

Barclays, Barclaycard & UKSL

- Set up a new SOX and IA function for PPI (£8bn+ project)
- Correction of £1bn provision model
- Identified revenue leakage of £995k
- Investigate & resolve fraud of £100k
- Reduction of External audit fees by £1.1m
- Rated best SOX department in group

2016 to 2017

HSBC

- Rolled out global Operational Risk Framework
- Managed Teams in Africa, America, Asia and Europe
- Implementation of OpenPages system
- Identified efficiencies and savings in areas of security, fraud and cyber
- Development of Early Life Support (ELS) model
- Designed Quality framework

2017 to 2020

KPMG

Sysco, Brake France, Brakes UK, Menigo, Davigel, Seadrill, Booking & Booking Go

- Implemented and managed European SOX Programme
- Reduction of control environment by 46% (saving approx. £4m)
- Managed SAP violations project (saving £400k quoted by External Audit)
- Supported Workiva, BPC implementations
- Resolved significant deficiencies
- Inventory, ITGC, ELC, EUC policies

2020 to 2024

BT Group

SAP4/HANA, SAP GRC PC/AC Controls Transformation Programme

Tesco PLC

Internal Audit Transformation

Booking.com

SOX ITGC Risk and Governance

LSEG

Oracle Fusion GRC/ERP/EPM Controls Transformation Programme

National Grid

SOX Automation

Marks & Spencer

Advisory on S4/HANA ERP Implementation Programme



PROJECT MANAGEMENT SERVICES

"Good business leaders create a vision, articulate the vision, passionately own the vision, and relentlessly drive it to completion"

Our highly experienced team have successfully managed and delivered a vast range of [projects](#), ranging from systems implementations and transformations, rescuing a 2-year failing Programme for a major Bank, managing the Gloucester 2007 flood response including data transfers and transformation.

Our consultants take a hands-on approach and use the best PRINCE 2 and AGILE practices and tailor them to your business including all the following:





IT AUDIT, RISK & CONTROLS

"Streamlining processes and financial controls to deliver increased accuracy, cost-savings and a comprehensive approach to financial control management."

Our audit, risks & controls professionals are subject matter experts. They have years of experience in delivering challenging transformation projects, at a fraction of the cost of our competitors. The quality of our work has led to significant reductions in audit fees by lowering the level of independent testing required by external auditors.

Further savings have been identified via control rationalisation, revenue leakage and process optimisation.

ITGCs

Design and implementation of effective ITGCs (access, change management, disaster recovery, etc.) for critical applications.

CONTROLS AUTOMATION

Replacing manual processes with automated controls to drive efficiencies and reduce the risk of human error ([see CCM slide](#)).

SEGREGATION OF DUTIES(SOD)

Embedding appropriate SOD rulesets and controls to detect potential conflicts within critical applications (e.g. SAP & Oracle) and proper oversight over Sensitive Access (SA).

CYBER SECURITY

Cyber services covering areas such as Access & Identity Management, Data Governance, and Incident Response & Disaster Recovery ([see cyber slide](#)).



APPLICATION ONBOARDING

Supporting onboarding of new applications by providing key insights around areas such as data migration, SDLC risks, & automation opportunities

DESIGN & OPERATIONAL TESTING

High quality & comprehensive walkthroughs & testing, inputting into SIT / UAT test scripts, ensuring outputs can be relied upon by external auditors.

IT / CYBER REMEDIATION

Ensuring remediation of all deficiencies by working with the business to ensure robust and practical plans are implemented.

EXTERNAL AUDITORS

Managing relationship with external auditors and ensuring any findings are effectively challenged and adequately reported.

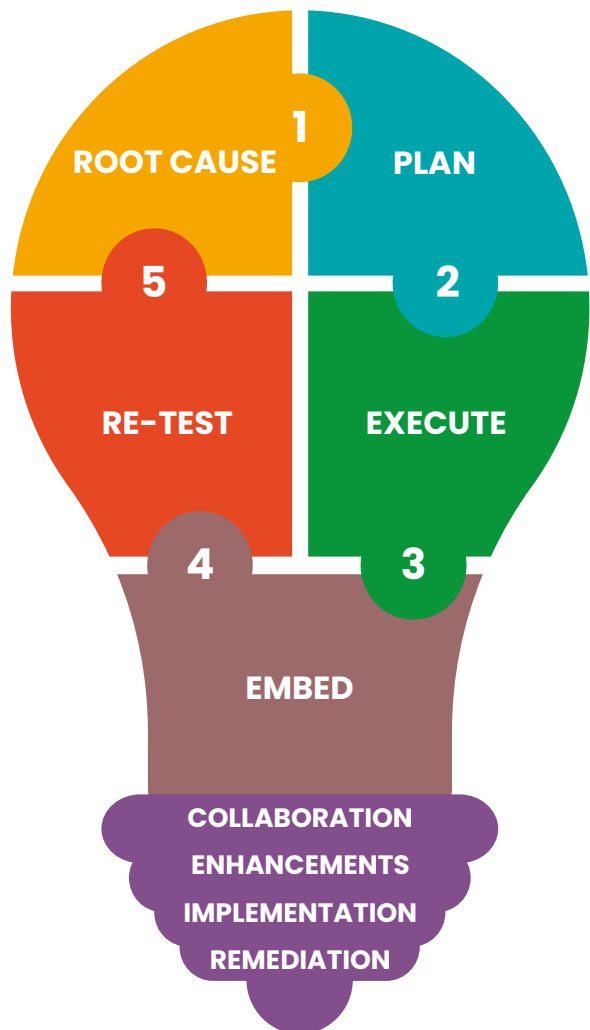
Highly effective, innovative and successful transformation Programmes, delivered at a fraction of the cost, when compared to the traditional big 4 accounting firms



REMEDiation & MITIGATION OF DEFICIENCIES

"Improvement usually means doing something that we have never done before." - Shigeo Shingo

ZRC have a track record of remediating material deficiencies in a collaborative, structured & pragmatic manner. This includes identifying the root cause of an issue & devising a robust action plan, with clear deliverables & timelines that will not only remediate the issue but future proof your organisation against similar issues recurring.



1. ROOT CAUSE ANALYSIS

Each issue is investigated to identify the root cause of the issue. This can be due to human error, evidence retention, a configuration in a system etc. Evidence of mitigation collated to demonstrate the issue was isolated or to rectify the error caused.

2. PLAN

A comprehensive Action plan is produced in collaboration with all stakeholders which clearly states what needs to be done, by whom and by when.

3. EXECUTE

The delivery of the action plan is managed, tracked and reported on like a project with milestones and dependencies. In some cases, a remediation committee may be established.

4. EMBED

The remediation is embedded into the controls and processes to ensure it becomes part of the business and ensuring it safeguards the business against any future risks.

5. RE-TEST

The failed control(s) are re-tested and sufficient evidence retained to demonstrate the closure of the issue.

Booking.com

"Remediated and mitigated 30+ significant deficiencies"

Sysco

"Remediated and mitigated 500+ global deficiencies, which were grouped into mini projects"

BARCLAYS

"Following identification of a 90% failure rate, ZRC implemented a cultural project which reduced this down to 4%"



ZRC have increasingly been providing more support to our clients in the area of cyber security services. We have recently designed all the cyber processes and controls for a newly acquired company that was coming into scope for SOX and are expanding into the middle East to conduct Cyber Audits. Our suite of Cyber Security Services places emphasis on:

Network Security

Implementing robust detection and prevention systems to monitor and control incoming and outgoing network traffic

Access Control

Develop, Design and Enforce strong access controls and least privilege principles to ensure access only necessary for every role

Identity Management

Implement strong identity management (IAM) controls to ensure only authorised users have access to resources

Awareness Training

Delivery of cyber security best practices, including how to recognise and avoid phishing attacks, social engineering tactics, and other common security threats. Regular communications to all stakeholders



Cloud Security

Encrypt sensitive data both in transit & at rest to protect from unauthorised access, leverage cloud provider security tools & services

Application Security

Conduct regular assessments, including static & dynamic application testing, to identify & remediate vulnerabilities in custom-developed applications

Vulnerability Management

Implementing processes to update & patch software, operating systems, to address vulnerabilities and enhance the overall security posture

Incident Response & Disaster Recovery

Develop and regularly test an incident response plan to ensure a swift and effective response to security incidents. Establish a comprehensive backup and disaster recovery strategy



ERP CONTROLS TRANSFORMATION

"Without change, performance would never improve" – Marianne Bradford

PROGRAMME MANAGEMENT

- Project plan, RAIDs, Stakeholder maps, RACI's, TOR's, Dependencies, Governance, QA, Comm's, attestations
- Change Management – Impact on Controls

DECOMMISSIONING

- Plan for decommissioning legacy
- Data Archive solution to ensure compliance with policies
- Decommission legacy Risk & Controls

GRC TOOL

- Adequate design for Risk and controls
 - Attestation process and JML
- Reporting attributes, specs and designs
 - User Access and roles
 - Automations & CCM's

E2E INTERFACES

- E2E Architect of data flow
- Data Transfer controls over C&A
- SIT/UAT conducted over data transfers
- Incident Management processes.



DATA MIGRATION

- Documented approach to Data Migration
- Evidence to demonstrate completeness and accuracy
- Evidence to ensure all Data Migration Risks are addressed

(Controls over Migration tools)

RISK & CONTROLS

- Process flows, narratives, RACM's
- Deep Dive into complex/sensitive processes
- IUC / EUC libraries, ITGC scope
- Process / Control owner attestations
- DEA/OET plan pre and post go live
- Rationalisation & automation
- External Audit engagement plan
- Remediation – Pre and Post Go-Live

USER ACCESS

- Role/User profiles (Business & Privileged)
- SOD / SA Matrixes
- Firefighter processes

ATTESTATIONS / EXIT CRITERIAS

- Exit criteria clearly defined for milestones
- Plan for addressing caveats
- Evidence retention of all resolutions
- External Audit Sign off



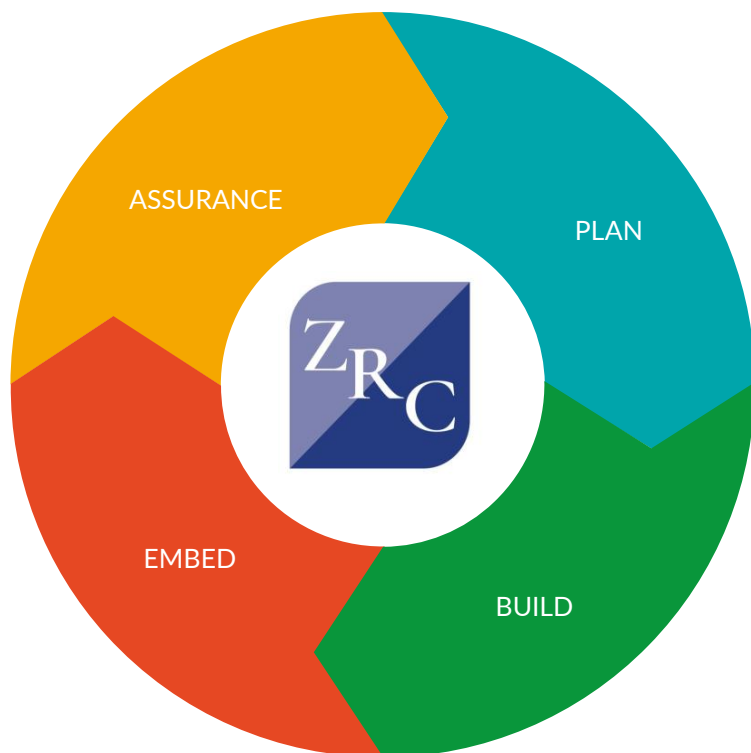
CONTINUOUS CONTROL MONITORING (CCM)

What are CCM's?

CCM's are automated and preventative measures designed to identify and communicate any breaches of a risk, therefore allowing management to address any issues real time

Benefits of CCM's:

- Preventative automated controls
- Savings in Operational costs
- Timeliness
- Reduced Remediation costs
- Reduced Risk
- Increase in productivity
- Enhanced accuracy
- Management Visibility



PLAN

Identify risk, identify assertions, Business Requirements documents (BRD), Design Logic, Identify Control / Process owners, Identify impact on RACM's, Identify Technology

BUILD

Build within selected Technology platform, Adherence to Group Change Management process, SIT, UAT, Negative testing, address any failures and release to live

EMBED

Design and update key controls into RACM, Document and design CCM control as well as incident management process and controls. Update any controls narratives/process flows.

ASSURANCE

Ensure third party testing capabilities – Sharing of logic, BRD, SIT/UAT testing for first year, reports to show performance for given time period (with IUC/IPE's), evidence of incident management



ESG – HOW CAN ZRC HELP?

- Most companies already produce reports every year pertaining to ESG, sustainability, CSR etc. , however there is now a need to demonstrate and evidence the ESG disclosures and supporting figures reported, including greater ITGC controls over the systems and applications the data is derived from.
- At the heart of the various ESG reporting regulations/regimes is the driving principles to ensure a true, fair and accurate view of an organisation's ESG reporting – to provide confidence to investors and stakeholders over reported targets and outcomes.
- This is identical to the various ICFR regimes (e.g., US SOX or the proposed UK SOX). There are significant learnings and quick wins from those governance structures that can be applied for ESG reporting immediately to reduce the compliance burdens.

ZRC can provide you with solutions to implement long term solutions which are valuable and accurate as part of your overall ESG Reporting programme

1. Project Management

Establish a stakeholder list, RACI, Project Plan, RAIDS log and programme governance for delivery

2. ESG Reporting Roadmaps

Assess company produced ESG reporting roadmaps to ensure all relevant reporting requirements are considered

3. Process Flows

Trace back the disclosure to source and produce process flows with Risks, controls and systems mapped.

4. Workshops

Run Workshops to identify risks and existing controls or gaps where new controls are to be designed

Accuracy

The precision of data measured against original documents or authoritative sources & validated against defined business rules

Completeness

The existence of required data attributes in the population of data records

Conformity & Consistency

Data alignment to internal, external, industry standards & assurance that data values, formats & definitions agree between populations

Uniqueness & Coverage

Refers to the singularity of records and/or attributes, The objective is a "single source of truth"

Timeliness

How well content represents current market/business conditions (e.g., outdated etc.)

5. Risk & Control Matrix

Produce RACM with all ESG controls (where possible cross referring to existing controls significantly reducing costs)

6. Process Development

Establish a process to retain sufficient evidence to demonstrate compliance to a third party (E.g., external auditors)

7. Governance Structure

Design a governance structure for management to adequately operate, test and/or remediate controls. Structure for reporting, tracking & escalating also to be designed



THE ZRC METHODOLOGY

- ZR Consultants use a structured project management model of delivery which not only measures progress against all deliverables but also allows for sufficient challenge and approval from stakeholders.
- All our deliverables are tracked and ragged, we document clear and concise exit criteria's which must be achieved for us to mark any outputs as complete. Upon commencing any deliverable all client stakeholders that need to review and approve the outputs are identified.
- Once one of our consultants completes a piece of work it is QA'd by a Peer and then QA'd by a Partner/Director and once all QA points have been resolved is it shared with our stakeholders who will have ample time to raise any challenges and queries.
- Once all QA points are resolved then final sign off is obtained from all stakeholders and saved as evidence of approval.
- We measure live and final performance with a holistic view and a live tracking process throughout our delivery.



- ZRC pride ourselves on always delivering on time, within budget and to the highest standard of quality.
- All our outputs are tracked real time

- Quality is tracked closely with all QA points raised being centrally collated and then put into Themes (e.g., Evidence not cross referenced, SOD not considered etc.).

- We monitor client satisfaction on an on-going basis both on a 121 level and as part of a group.
- All our stakeholders are provided with ample opportunities to raise any concerns which we will look to address as soon as possible.

- We often dig deep into processes, identify cost saving opportunities outside of our SOW and will often support the realisation of these efficiencies and cost savings.
- All of this is closely monitored, documented and shared.

- We often work on transformation programmes which can present significant cultural challenges.
- We pride ourselves in taking our stakeholders on the journey ensuring they are part of any key deliverables.



CLIENTS WE HAVE WORKED WITH

"Testimonials describe what has been, and are a promise of what is to come"



"Really deep domain knowledge."

"Truly market leading."

"Exceptional throughout."

"Worked as part of the team rather than traditional consultants."

"Delivered a complex and highly sensitive project successfully."

"Project managed a wide remit with clarity and diligence."

"Diligent, determined, analytical, trustworthy."

"Offer significant cost value whilst maintaining high quality standards."

"Delivered significant reduction controls."

"Always thorough and of high quality."



CLIENT TESTIMONIALS

"Testimonials describe what has been, and are a promise of what is to come"



"ZR Consultants successfully delivered the SOX Programme and helped rationalize the control framework by delivering a significant reduction in the number of key SOX controls"

BRAKES / SYSCO, FINANCE DIRECTOR

Booking.com

"We were very satisfied with the services delivered by ZRC, and especially the added value throughout their delivery by reducing our consulting spend and providing us with focus on the completion of our programme requirements, including a thorough handover to BAU on completion."

BOOKING, RISK & CONTROLS SENIOR MANAGER



"ZR Consultants bring a really deep domain knowledge to the world of controls design, execution and management. They are focused, set high standards and yet pragmatic and focused on execution. I am delighted to endorse them."

BT, DIRECTOR OF FINANCE TRANSFORMATION



"ZR Consultants have done brilliant work"

"We can't vouch for your consultants enough"

KPMG, PARTNER - INTERNAL AUDIT



"ZR Consultants have helped me on a number of different programmes. From rescuing a project that was not progressing well to helping establish an effective PMO. Highly effective, highly efficient and very professional. Their internal controls/Sox expertise is a key strength. Truly market leading."

TESCO, CHIEF AUDIT & RISK OFFICER



"I want to take a moment to express my sincere gratitude for all of the work you did to support FareHarbor this year. You all were great to work with. I'm confident that we would not be in a good place without your contributions."

FAREHARBOR, DIRECTOR OF OPERATIONS

RATE CARD

Please find below the ZRC rate card for our services. For comparative purposes and to show the cost efficiencies of engaging ZRC, we have also given you an indication of competitor rates. A discount of up to 15% has been applied for G-Cloud services:

ROLE / LEVEL	YEARS OF EXPERIENCE	ZRC DAILY RATES (Based on 8 hours per day)	% Potential savings (when compared to Big 4*)
Partner / Principal	20 Years +	£1,440 to £2,500	75%
Director / Programme Director	15 Years +	£1,100 to £1,800	93%
Senior Manager / Programme Manager	10 Years +	£1,000 to £1,500	93%
Managers / Junior Project Manager / Senior Testers	5 Years +	£700 to £1,000	97%
Senior Associate / PMO / Junior Testers	3 Years +	£500 to £900	85%
Associate / Entry level Tester	1 Years +	£350 to £600	150%

*based on rates for FY23



WHY ZRC? OUR USP'S

"You seldom improve quality by cutting costs, but you can often cut costs by improving quality"

ZR Consultants provides a superior service to its competitors but without the price tag.

Our model ensures that clients get more experienced resources in a cost-effective manner and our subject matter experts ensure we deliver to the highest standards. We offer our clients a holistic approach with the skills to develop tailored assurance programmes from the ground up that will be transferable to BAU in the long term.



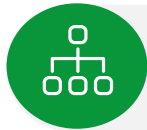
RESOURCES - Dedicated to the project until completion and are highly experienced. We have team members who have delivered on multiple SAP 4/HANA transformation projects.



QUALITY – All our deliverables and outputs are subject to scrutiny by various stakeholders including CEO's , Directors, Process/Control owners, 1st, 2nd and 3rd line of defense. Our outputs are often relied upon by External Audit which results in significant cost savings as it reduces the level of Independent testing required.



VALUE FOR MONEY – We are significantly more cost efficient and often identify further savings throughout our delivery, and we will always go the extra mile.



SOX SUBJECT MATTER EXPERTS – We have delivered SOX & ICOFR Programmes for 20 Years, and we utilise SOX methodology on all our delivery processes. This also has us well placed to support the new UK Governance Reforms and Global ESG implementations being made from 2023 onwards.



ERP/GRC TRANSFORMATION EXPERTS – Tailored Programmes delivered for BT (S4/HANA), Booking.com and Tesco in the last 3 years.



BUSINESS AND IT CAPABILITIES – We utilise the correct skill sets for each phase of a project and ensure that we match them to the requirements agreed in the Programme plan. If this requires change, we manage that change internally and ensure smooth transitions.



ASSURANCE - Our work has consistently been highly praised and relied upon by management and their external auditors including all the Big 4. We have also been responsible for managing the External Audit relationship and have deployed effective project management methods to ensure this is effective and efficient.



ACCESSIBILITY – We integrate as part of the team – there is no “Them and Us” when working with ZRC. We ensure our senior management are available and engaged throughout every Programme.



ESG & SOCIAL VALUE

At ZR Consultants (ZRC) we actively ensure that we get involved in as many initiatives to help others and give back to society. A percentage of our profits are donated to charity and we actively participate in managing a number of initiatives as well as mentoring individuals from disadvantaged backgrounds.

Diversity

ZRC is proud of the fact that we are an Ethnic owned Minority Owned Business (EMB), a full MSDUK member. As members of [MSDUK](#) so you will be supporting a recognised Minority business:

CERTIFICATE OF MEMBERSHIP

THIS IS TO CERTIFY THAT

ZR Consultants

IS AN ETHNIC MINORITY BUSINESS AS DEFINED BY MSDUK.

MSDUK brings together innovative and high growth ethnic minority businesses (EMB's) with global corporations committed to creating an inclusive and diverse supply chain.

01/05/2024

Issue Date

EMB Premium

Membership Type

30/04/2025

Expiration Date

MSDUK CEO

Company No: 5882418
Studio 5, Phoenix Square, 3 Burton St, Leicester LE1 1TB
www.msduk.org.uk | 0116 2532520 | diversity@msduk.org.uk



Social Responsibility and Charity

ZR Consultants carries out significant [charity work](#) all over the world and, therefore, by working with us you will be further supporting the numerous causes we are involved in. On average, we have successfully dedicated 6% of our turnover to worthy causes every year.

Projects delivered have included:

1. 1,500 Sustainable [Period Packs](#) to young women in Africa
2. Built Water Wells and Water Pumps in areas with no clean water
3. Distribution of thousands of food packs to those in need
4. Sponsorship of Orphans and Widows
5. Building of houses for homeless families

Environmental Commitment

ZR Consultants is Committed to Protecting the Environment.

Our mission is to be a leading management consultancy that not only delivers exceptional value to our clients but also champions environmental sustainability by operating in a fair, ethical and sustainable manner.

We are committed to minimizing our environmental impact and promoting sustainable practices. We recognise the importance of reducing our carbon footprint and conserving resources.

Please click [here](#) for our full Environmental Statement / Policy.



CONTACT US

"If we cannot agree, let us at any rate agree to differ, but let us part as friends"

We look forward to hearing from you and expanding the discussion on how ZRC can support you. Please don't hesitate to contact us if you wish to discuss any aspects of this proposal.

COMPANY WEBSITE: www.zrconsultants.co.uk LINKEDIN: <https://www.linkedin.com/company/34689271>



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British American Business

We are
Finalists





Appendix – Detailed Case Studies



PRIOR EXPERIENCE – LSEG

CONTROLS TRANSFORMATION PROJECT

The Approach:

As part of an Oracle Fusion GRC/ERP/EPM/ORMC implementation, develop e2e data transfer flows with risks & mitigating controls clearly mapped. Challenged documentation and produced updated narratives based on Evidence and walkthroughs.

The Challenges:

- 1) Designing and implementing Risk and Controls that are optimised and rationalised, taking advantage of the functionalities available in ORACLE FUSION and ORMC.
- 2) Rationilising controls from legacy SAP and ORACLE across two major businesses (Refinitiv and LSEG).
- 3) Historical issues with Access Management and SOD to be reviewed and rectified.
- 4) Poor process documentation, lack of controls around SOD, JML and Data Transfers

The Outcomes:

- Support the implementation of Oracle Fusion GRC/ERP/EPM and ORMC
- Designing and rationalising controls from legacy SAP and ORACLE utilising ORACLE FUSION.
- Project Management & Programme Governance
- Developing and designing RACM's for multiple applications and databases
- Ensure all data transfers/interfaces have controls over completeness and accuracy
- Supporting the LSEG Financial Controls team by working with the AMP Programme team to ensure all Risk and Controls considerations are taken into account
- Review of existing SAP ERP and Oracle ERP Segregation of duties.
- ZRC also supported the assessment of any impact on BAU processes as a result of deliverables made via AMP including 2LOD

Lessons Learned:

Appropriate governance procedures need to be in place to ensure ownership of processes / controls and the related documentation (e.g. process flows, narratives, RACMs) is clearly defined and routinely reviewed / updated.



BT CONTROLS TRANSFORMATION PROJECT

The Approach:

As part of an SAP4/HANA ERP transformation Programme, ZRC was responsible for the design and implementation of the Risk and Control framework for all Business and IT processes. ZRC guided control / process owners along the transformation journey and provided training on R&C best practices to ensure a seamless transition when operating newly designed controls / processes:

The Challenges:

- 1) Siloed environment whereby identical processes and controls were performed / evidenced differently across the organisation.
- 2) Lack of sufficient R&C training across the organisation around key areas such as controls evidencing (e.g. MRCs), IUCs, and evidence retention.
- 3) Lack of accurate, up to date, and assessable process documentation (e.g. RACMs, flowcharts, narratives).
- 4) Insufficient engagement from key control / process owners during the design phase.

The Outcomes:

Two larger consulting firms had been responsible for delivery for the previous 12 months and made little progress. Within 3 months, ZR Consultants made leaps in delivery and significantly enhanced the quality of outputs winning the trust of BT Executives and the external Auditors.

This resulted in ZR Consultants taking over the entire Controls delivery and creating benefits such as:

- Implementing robust R&C communication plans and trainings across the organisation to ensure consistent controls operation and evidencing across business units.
- Developing E2E R&C process flows for key business areas that were able to be relied on by external audit reducing overall time required to execute detailed walkthroughs.
- We identified ways of reducing costs and embedding some R&C activities into Shared Services group, leading to significant long-term savings for BT.
- Assisting the organisation in implementing robust R&C corporate governance, across 1LOD and 2LOD, to hold key stakeholders accountable for ensuring controls best practices were adhered to for their areas.

Lessons Learned:

- 1) Robust corporate governance is essential to ensuring R&C best practices are properly embedded and maintained within an organization.
- 2) Comprehensive communication plans related to key R&C activities (walkthroughs, testing, training, etc.) are an essential to ensuring alignment across organisations on the purpose and scope of the activities.



“ZR Consultants bring a really deep domain knowledge to the world of controls design, execution and management. They are focused, set high standards and yet pragmatic and focused on execution. I am delighted to endorse them.”
Director of Finance Transformation, BT

SOX P2P Controls Automation Project

The Challenge: A dated P2P process that was not utilising the full capabilities of S4/HANA

The Solutions: Highlighted key areas within the P2P process where Continuous Controls Monitoring (CCM) could be embedded in place of manual reviews to improve the efficiency and effectiveness of key controls.

Technology Used : SAP S/4HANA

The Outcomes:

- 6 Key Manual P2P controls identified for automation through CCM (general examples below). Control automations created efficiencies by highlighting any issues for review and resolution immediately thus eliminating any need for a retrospective review:
- Detective lookback analysis for invoice approvals outside of DOA policy approval limits to be replaced by preventive CCM that raises real time alerts any time a user attempts to approve an invoice beyond their delegated limit
- A manual reconciliation of employee's position grade and pay grade across systems to be replaced by a CCM that monitors employee's profiles across systems and generates alerts to relevant stakeholders of any discrepancies
- Annual manual reconciliation of Goods Receipts (GR) and Invoice Receipts (IR) to be replaced by CCM that captures any differences above a minimal threshold between GRs and IRs at the time of receipt and generates alerts to the necessary stakeholder(s) for review and resolution.





"I want to take a moment to express my sincere gratitude for all of the work you did to support Fareharbor this year. You were all great to work with. I'm confident that we would not be in a good place without your contributions"

Director, Fareharbor

PRIOR EXPERIENCE

FAREHARBOR (USA)

JML DESIGN & IMPLEMENTATION

The Challenge: B.com acquired entity FareHarbor, had immature control environment with poor and often non-existent documentation around IT risks & controls for key applications and e2e process for Joiners Movers, and Leavers (JML). Delivery was required in a very limited timeframe to put the new JML process in place and embed it before the annual audit.

The Approach: ZRC embedded ourselves as part of the FareHarbor team and collaborated with key stakeholders to gain a comprehensive understanding of the current JML process and existing ITGCs for key applications used in the process. We worked with the organisation to identify and define ownership of the future-state JML process and ensure a smooth handover to BAU.

Technologies Used: ServiceNow, SAP, AWS, Slack, Blackline

The Outcomes: ZRC developed formalised R&C documentation of the new JML process implemented at FareHarbor to include the following:

- E2E process flows with key risks, mitigating controls, and applications used for new user onboarding, users changes roles within the organisation, and users leaving the organisation
- Developed R&C matrix from scratch detailing all risks and mitigating controls linked to new JML process
- Developed ITGC RACMs for each key application used in the JML process detailing newly designed access, change management, disaster recovery, & backup controls.

As part of the design of the new JML process, we worked closely with key stakeholders to ensure appropriate training was provided around operating and evidencing all newly designed key controls to ensure a smooth handover to the business.

PRIOR EXPERIENCE

RBS ACCOUNT MIGRATION PROJECT

The Approach:

Migration of NatWest / RBS Customer to 4 New Products

The Challenges:

- 1) Rescue a 2-year failing project to significantly transform the services offered by RBS to their customers. Total budget £115 million.

The Outcomes:

- Data cleansing and Data mapping from 2 core banking systems to several third party service providers (e.g. Mobile Insurance, breakdown cover)
- Data standardisation and cleansing across key fields (e.g. Salutations, locations, titles etc.)
- Data standardisation across two banking platforms and controls around completeness and accuracy of transfers.
- Implemented a collaborative and clear and concise approach to delivery
- Successfully managed over 200 stakeholders and taking them on the journey
- Implemented and agreed all commercial and technical requirements for 3rd parties as well as ensuring data reconciliation
- Delivery across IT, Payments, Digital, Compliance, Products, Branch, Operations, Compliance, Retail & Legal and Marketing

Lessons Learned:

- 1. Stakeholder management** - Various teams didn't feel part of the team or the project hence resulting in a lot of resistance - A number of workshops were held and all stakeholders were taken on the journey and involved in solutions
- 2. Data format** - The data structure was not documented or understood and therefore the raw database tables were all downloaded and analysed to ensure smooth transitions
- 3. System Architect** - Documentation around the E2E architect didn't exist so data had to be followed across the various systems and documented



“ZR Consultants turned around a failing Programme, delivering a full suite of projects including a BAU transition in a timely and accurate manner, to cost, to quality and to budget delivering benefits in the region of £60m”
Director, RBS