

Transition planning and change management

Optimizing workflow, driving efficiencies and reducing costs



Client

Private equity firm with over 100 portfolio company acquisitions with enterprise value of over \$150 billion.

Business case

The client needed to standardize and improve processes in the finance and accounting department in the acquired companies since they had high costs of operations and needed to improve operational efficiency.

Scope

- › Perform end-to-end assessment and map future state
- › Process standardization and paperless end-to-end workflows
- › Right shoring of operations to optimize workflow and reduce costs

- › Update existing finance technology platforms
- › Transition planning
- › Rapid implementation

Background

A rapidly growing private equity company wanted to improve the accounting and finance processes, update technology and right shore tasks for its portfolio companies. For many of the companies, communication and information sharing between finance and the business units were minimal, and processes were not standardized. They also supported several legacy systems, and monthly consolidation and reporting required extensive resources resulting in lengthy close cycles. The companies struggled to get company-wide finance information.

Realizing the need to dramatically transform their processes and technology, they partnered with EXL to help design, implement and transition their processes to drive the desired operational efficiency gains and reduce costs.

\$12 M

realized savings with future state for two portfolio companies

>90 days

implementation

Flexibility

to scale business

Accurate and timely financial reporting

The solution

EXL started with a finance transformation assessment in order to better understand and redesign the finance and accounting processes.

By partnering closely with the companies, EXL was able to implement industry best practices and new technologies to drive process efficiencies, improve quality and lower costs through right shoring. EXL also accomplished the following:

- › Developed plans for best-in-class operations, technology and human capital optimization
- › Partnered with the portfolio companies to develop the business case for optimizing their finance and accounting teams
- › Created process standardization throughout domestic and international locations
- › Handled transition planning and change management to optimize the rollout of the new model
- › Implemented the new future state within 90 days
- › Deployed proprietary technology to provide new metrics and execution of KPIs

The results

By partnering with the EXL team, the client improved performance, reduced costs and built management dashboards to deliver real-time, enterprise-wide performance views.

The key to the success of the engagement was the collaborative nature of the relationship between EXL and the client. Some of the key results included the following:

- › Rapid implementation of the new future state within 90 days
- › Flexibility to scale the business
- › \$12 million of realized savings with future state deployment for two of the portfolio companies
- › Optimization of human capital
- › Standardized and implemented technology platforms
- › Implemented best-in-class operations
- › End-to-end paperless process

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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