

# Capability Statement

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**NCR Consultants Limited**

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NCRCL™ is a management consulting company created out of over 80 years of audit and professional advisory experience. The Company, though only 5 years old has created a niche for itself in the area of management consulting. With diversified projects in the area of finance, software, design of BI systems particularly in the area related to finance, BPR, systems audit, internal audit, design and implementation of management systems including training, NCRCL™ is currently working in different parts of the country and in middle -east.

The recent assignments of the company has been funded by the World Bank, USAID, ADB, SDC/IC, etc and have involved in design, development of government resource planning systems dovetailing accounting, finance, MIS, and works monitoring / management. Currently the company is undertaking design of e-government for Government of India, funded by the USAID FIRE-D project, apart from design of Business Intelligence (BI) systems for Utility, and audit of software for overseas clients. Setting up of controls under Sarbanes Oxley Act is another area in which the company is working on.

NCRCL™ has been extensively involved in areas related to accounting and finance. The consultants in NCRCL™ have exposure to study, design, supervise, implement and review various manuals in the areas related to finance and accounting: accounting procedures, rules and regulations, budget manuals, operations manual and MIS manuals relating to accounting have been designed and implemented by NCRCL™.

**NCR Consultants Limited (NCRCL™)** provides expert inputs to clientele in the areas relating to appropriate Systems and Solutions, Project Finance and Management Consultancy and various value added services and solutions. NCRCL™, started in 1999, is being conducted with the support of N.C.Rajagopal & Co, a 80 year old firm.

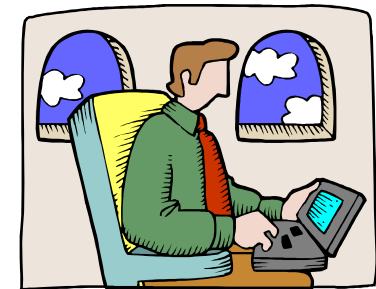
### NCRCL Mission



**Values Beyond Consulting** – are the guiding principles of NCRCL™: For the Clients: the value added by NCRCL™ does not stop just with assignments  
For NCRCL: the professional and ethical values are beyond the consulting assignments  
**Focus** of the assignments is not conceptualization, but **implementation**. The strength of the team lies in design, development and handholding until complete implementation of the systems developed.

The **Core Competency** of NCRCL™ exists in **Eight** different areas, the details of which are given at the end:

- Strategic Management
- Organisational Studies
- Restructuring
- Information Technology / Systems
- Finance & Controls
- Management Accounting
- Manuals
- Training



The three **guiding principles** that drives NCRCL™:

- **Technology** – appropriate not just in just the technicality but in the **domain expertise**
- **Delivery** – to the client as per needs
- **Value addition** – that results in a permanent change

## Competency Sub-Domains in – Management Consulting

- **Policy formulation – analysis – implication:** Participative exercise with departments – donor agencies – analysis of stakeholders analysis
- **Planning platforms:** Participative methods in designing paper – planning workshops – logical frameworks for with milestones and responsibility matrix – planning missions
- **Implementation planning:** Implication analysis of policy and planning documents from the view point of implementation – elements of implementation – pert – implementation detailing – implementation resource planning
- **Process support / BPR :** Process mapping – process reengineering – revision of existing systems – support in revised system for running the system: policy / control / operational levels – process review – refinement – in areas of accounting – finance – MIS – development management
- **Studies:** Sector studies – study / survey design – questionnaire – actual survey – statistical analysis – survey result interpretation – report preparation – with regard to various government departments – evaluation studies – impact studies – review missions – discussion papers – concept papers – white papers – analytical reviews
- **OD / HID:** Organizational Development – Human Institutional Development – analysis – capacity building – organizational (re)structuring – training on both skills and competencies - evaluation – job descriptions – review and analysis
- **Setting up Accounting / Financial Systems:** Needs analysis – Gaps analysis – design of organisation based accounting documents / data base / reports – financial /cost / project analysis based FIS – training – accounting enabled MIS – audit systems
- **Setting up Performance Measurement Systems / KPI:** Identification of Key performance Indicators (KPI) in areas of product / service delivery – information flows for KPI generation – benchmarking – variance analysis – decision / KPI links - training
- **Government Resource Planning (GRP):** As is analysis – Gap analysis – evaluation of legacy systems – database structuring – information needs for decision making – documentation – work flow – design / customization – training – e governance
- **Systems Audit / Performance Audit:** Systems audit questionnaire – systems / process mapping – internal control verification – controls physical / logical / mechanized – analysis of check / balances – security aspects in inputs / process / output – report utilization analysis – systems productivity analysis – dynamic query system for audit management – functional audit reporting – review cycles – audit plan variance – inputs for control cycle management – analysis of business continuity planning
- **Workshops / Seminars / Discussions** – facilitating workshops for the above purposes – design and conduct of seminars – technical discussions – purposive / objective reporting and documentation

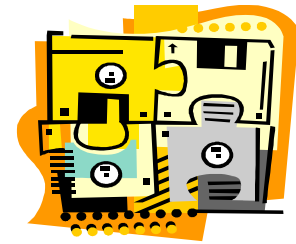


approaches in policy formulation  
policy – policy implication study –

planning platforms including concept  
project planning – financial planning

## Competency Sub-Domains in Information Systems

- **Systems analysis / Software Specs:** Detailed systems analysis - decision based organizational design - systems specs for software development - management of SDLC - review mechanism - software quality assurance - unit /alpha / beta testing - systems manual - training
- **MICS:** Design and development of Management Information and Control Systems based on decision structure - Workflow documentation - Document profiling - for various functional areas
- **Systems Audit / Performance Audit:** Systems audit questionnaire - systems / process mapping - internal control verification - controls physical / logical / mechanized - analysis of check / balances - security aspects in inputs / process / output - report utilization analysis - systems productivity analysis - dynamic query system for audit management - functional audit reporting - review cycles - audit plan variance - inputs for control cycle management - analysis of business continuity planning
- **Setting up Accounting / Financial Systems:** Needs analysis - Gaps analysis - design of organisation based accounting documents / data base / reports - financial /cost / project analysis based FIS - training
- **Setting up Internal Control Systems:** function based ICS based on extent of mechanization - control profile - cost considerations - related reporting / evaluation system
  - **Setting up Performance Measurement Systems / KPI:** Identification of Key performance Indicators (KPI) in areas of product / service delivery - information flows for KPI generation - benchmarking - variance analysis - decision / KPI links - training
  - **BI / Computerized DSS:** Business intelligence - Information Systems Profile - Decision Profile to Organisation Structure - design and development of functional Decision Support Systems (DSS) - specs - computerization - modeling - DSS tools - training - evaluation
- **ERP / GRP:** As is analysis - Gap analysis - evaluation of legacy systems - database structuring - information needs for decision making - documentation - work flow - design / customization - training
- **Supply Chain Solutions:** Supply chain mapping - internal service delivery - external service linkages - service loops - value adds at service delivery junctions - supply chain systems
- **IS Security Policy:** Security policy covering all aspects of asset management - business process - business continuity planning



## Work Profile

Industry Sector	Area in Finance / Control	Key Areas covered	Status	Remarks
1. Engineering – High end fabrication / pressure vessels	Working Capital Management	1.Report on working capital cycle 2.Report on receivables / payables 3.Cash cycle analysis	Implemented	
2. Local Government including 20 different departments	1. Financial Accounting 2. Budgeting 3. Financial Integrated Management Information Systems (FIMIS)	1.Financial Statement Analysis 2. Budget Variance Analysis 3. Cash flow Analysis 4. Liability Analysis	Implemented	Supported by bottom-up budgeting mechanism
3. Non Banking Finance Company	1. Financial MIS 2. Audit and Control reporting	1. Analysis of operational finance – Spread / Value addition 2. Analysis of proposals – IRR 3. Cost of capital and EVA	Implemented	
4. Garment export	1. Finance integrated MIS	1. Performance Analysis – technical / financial 2. Cost analysis 3. Value added statement	Implemented	Under conversion to higher level of software
5. Milk and Milk products	1. Finance integrated MIS	1. Identification of KPA, KPI for various service delivery parameters 2. Cost Sheet based on service delivery area with trend indicators	Implemented	
6.Electronic assembly	1. Finance integrated performance management system	1. Strategic level finance integrated performance management report	Implemented	Company since sold
7. Furniture manufacture for export market	1. Finance integrated production monitoring system	1. Planning, inventory and sales reports with financial ratios (with norms at various levels of production)	Implemented	Company takeover
8. Educational Sector	Orientation of the existing software to provide various financial aspects for top	Identification of integration possibilities	Report submitted	Implementation plan under preparation

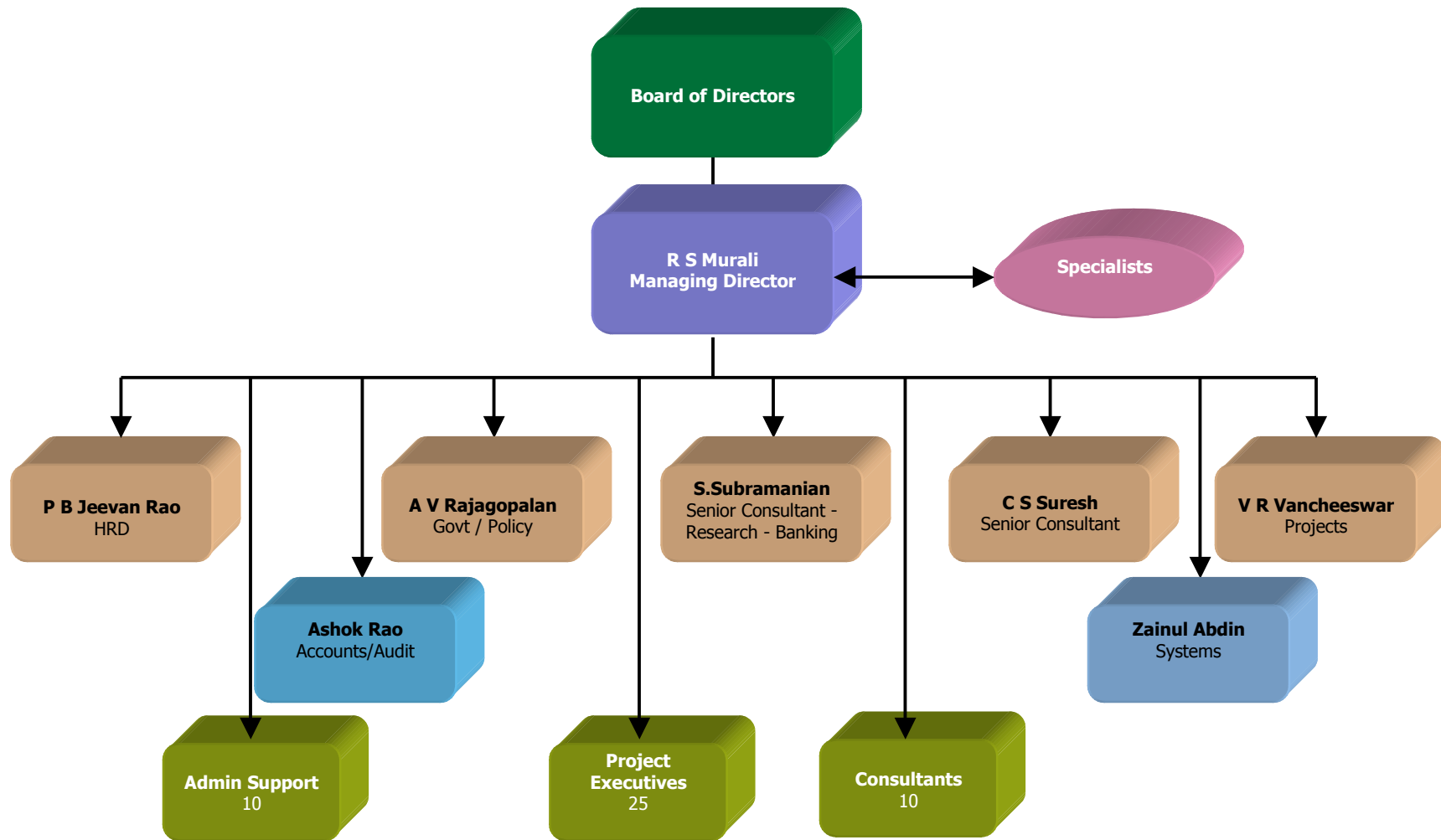
Industry Sector	Area in Finance / Control	Key Areas covered	Status	Remarks
9. Mining and Mineral Processing	management decision making 1. Analysis of financial controls for including SOX compliance 2. Valuation of business	1. Identification of core process and controls 2. Valuation methods	1. Commenced 2. Report submitted	Under implementation
10. NBFC	Process mapping for introduction of new financing instruments	From origination of the instruments to accounting and review	Draft under discussion	
11. Medical Institutions	Complete mapping of various processes for establishing control systems	All Hospital, Pharmacy and Canteen operations	Report submitted	Most of the areas reengineered process implemented
12. Local Government	Process mapping for converting the accounting system from cash basis to accrual based, establishing process controls and for reengineering	All revenue and expenditure items	Report submitted, implementation support provided	Implemented and internalized
13. Software	Complete audit of the software functionality with regard to financial accounting software and controls including security	Mini ERP in Finance and Accounting area	In final stages	
14. City Development Authority	Evaluation of Internal Control Weakness through Rapid Assessment Framework	Various processes from land and infra development to site allotment	Completed	Implemented
15. Water and Electricity Utility	Strategic / Financial Management orientation to MIS	Identification (including research on global best practices) of KPIs at various levels of management for top management decision support	Design stage	Design accepted

## List of Industries handled by various Consultants in NCRCL

1. Paper Mill	36. Mica mining & processing unit
2. Cotton Spinning Mills	37. Bulk Drug & Formulations unit
3. Granite Export unit	38. Plywood making unit
4. Garment Export Unit	39. Spice oils & oleo-resins making unit
5. Photo Gravure / Offset Printing unit	40. Soap & detergents manufacture
6. Construction unit	41. Ayurveda drugs making & health club
7. Rice Bran oil manufacturing unit	42. Terry towel making unit (EOU)
8. Electronic Equipment / Component making & export unit	43. Stainless steel & special fabrication shop
9. Air conditioner & Cold storage equipment making unit	44. Cables (incl. co-axial) manufacturing unit
10. Leather Garment making & Export unit	45. Race Clubs ( horse incl. stud farms)
11. Commodity trading & export unit	46. Hotels & restaurants
12. Cashew processing & export unit	47. Hospitals & nursing homes
13. Wattle extract processing	48. Animal Husbandry & cattle breeding units
14. Specialised electronic / chemical pump making unit	49. Aquaculture
15. Salt iodisation plant making unit (export)	50. Calendar & greetings card making unit
16. Capsules (medicine) making unit	51. Biological formulations including tissue culture
17. International quality stationery making unit	52. Banks (incl.SFCs & IDCs) & Insurance Companies
18. Computerised photo colour lab	53. Fodder Seed multiplication unit
19. Agro chemicals making unit	54. Frozen Semen processing & distribution (cattle)
20. Carpet / Drugget making / export unit	55. Sericulture: mulberry farms, cocoon marketing
21. Leather processing unit	56. Sericulture: Reeling, Twisting & Weaving units
22. Civil construction company	57. Service NGOs, women's groups & voluntary organisations
23. Electrical Transformer making unit	58. Software development & export unit
24. Corrugated / cardboard boxes making unit	59. Infrastructure development & industrial planning
25. Film distribution companies	60. Educational & training institutions
26. Film processing labs	61. Cargo-handling & storage
27. Film producing companies	62. Property & Farm development
28. Finance companies & Chit funds	63. Milk Chilling Plants
29. Large scale electronics manufacturing & assembly unit	64. Milk & Milk Products Dairy.
30. Sugar Mills	65. Contracts Furnishing
31. IMFL making & breweries	66. Mining (Copper/Zinc)
32. Defence equipment manufacturing unit	67. Gaskets – Special Industrial.
33. Button drills making unit	68. Meat processing.
34. Diamond export unit	69. Manufacture of Air-conditioners.
35. Zari & silver thread making unit	70. Software development and export.

# Organization

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## Our Strength... our TEAM

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**RS Murali** is the **Managing Director / Principal Consultant of NCRCL™**, and is a senior management consultant with over 20 years of consulting experience. Murali has extensive experience in designing and deploying solutions for industries and governments with focus on systems and controls. His areas of specialisation include corporate governance, decision support through the use of business intelligence, service delivery and costing. He has drafted and successfully implemented various Manual: Accounting, Process, Procedure, Operations and Training Manuals of various organisations. Murali has worked extensively with projects associated with the World Bank, UNDP, ADB and USAID. His core area is in the conceptualisation, design and implementation of decision support systems, having specialized in the area of "organizational failures". He has carried out projects of BPR, setting up of management systems, financial restructuring both in India and abroad. Murali is a qualified **Chartered Accountant, Cost Accountant and Company Secretary. With basic degree in engineering from University of Madras, he is one of the few Certified Management Consultants** in India. He has **Masters degree in Psychology** and has conducted a lot of studies on HR aspects. He is a member of Information Systems Audit and Control Association, **USA**. He is an alumnus of London School of Economics and Political Sciences and Institute of Development Policy and Management, University of Manchester, **UK**.

**Dr. A.V.Rajagopalan, Advisor and Senior Consultant in NCRCL™** is a specialist in governance, government accounting and financial management with 18 years of service in India and 14 years overseas. He has been involved in preparation of accounting, budgeting and procedural manuals for various organizations in both private and public sectors. He has been active in implementing modern commercial accounting in the government sector at federal states and local government level. He has served in the projects funded by The World Bank, SDC and several multilateral agencies. His earlier position was in the Ministry of Finance, Govt of Botswana, for the national level financial reform project. With a BCom degree from University of Madras, he is a **Chartered Accountant (Rank Holder), Cost Accountant, with Masters in Economics and a PhD in Management**. He is an excellent writer and a teacher / trainer. He has also done extensive research in the area of governance and fiscal administration.

**P.B.Jeevan Rao** is a **Senior Consultant** in **NCRCL™** in the area of HRD. With over three decades of experience in the area of productivity, behaviour, personnel and office systems, PBJ joined NCRCL after a long stint in National Productivity Council. He also was Director of MBA program of a city based Institution. His expertise is in the area of study, design and implement various HRD systems. PBJ is also an active trainer and specialises in training lower management level personnel in various areas of management. He has a BCom degree with MBA; he is also LLB. He is an active member of various productivity councils and an office bearer of Indian Institute of Industrial Engineering.

**VR Vancheeswar** is a **senior consultant** in **NCRCL™** who is a **chartered accountant with nearly 26 years of experience**. He has performed Concurrent Audit of various nationalised banks in an IT driven environment and has devised control systems and procedures for setting up an ERP environment. His area of specialization includes Preparation of project report and Setting up organizational systems with regard to controls, systems and procedures.

**CS Suresh** is a **Senior Consultant** in **NCRCL™** and has expertise in industrial/corporate audit and control systems. He has worked in top international companies in the Corporate sector in India and overseas. He has rich experience in streamlining systems and procedures in various organizations and setting up control systems both from finance and control aspects. He has also done various assignments in Setting up of internal control and audit systems for large private entities and Coordinating for implementation of reforms and reengineering.

**Ashok Rao**, is a **Consultant** in **NCRCL™** and heads the governance team of NCRCL operations in Bangalore. He has excellent exposure to financial management and has the ring side view of corporate governance and banking sector. Actively involved in the design, development and implementation of various NCRCL projects and studies like: reforms in accounting in number Urban Local Bodies like Bangalore City Corporation, Tumkur City Corporation, Bangalore Development Authority, Bangalore University etc. Ashok has Insurance Audit experience coupled with tax planning aspects. He has been involved in drafting various Accounting Manuals, Accounting Policy and Procedure documents. He has been involved with mapping of various process in accounting and finance areas. He has excellent skills in drafting reports and conducting training programmes. Ashok Rao is a Chartered Accountant.

**Praveena K.R.** is a **Consultant** in **NCRCL™** with background in controls and audits. She has exposure to setting up and evaluating controls in organisations, particularly in the areas of accounts and finance. With exposure internal, management and systems audit in India and abroad, Praveena has been involved in the audit of software functionality and documentation. She has a BCom degree and is an ACA, she has been all India rank holder in CA examinations.