



PROCESS
EXCELLENCE
PROGRAM

Moody's Best Achievement in Operational Excellence to deliver an outstanding Value Creation or Innovation Execution project

Moody's is an integrated global risk assessment firm that empowers organizations to make better decisions



In February 2020, under sponsorship of the CFO, the Finance organization established the Process Excellence Program (PEP)



Program Results

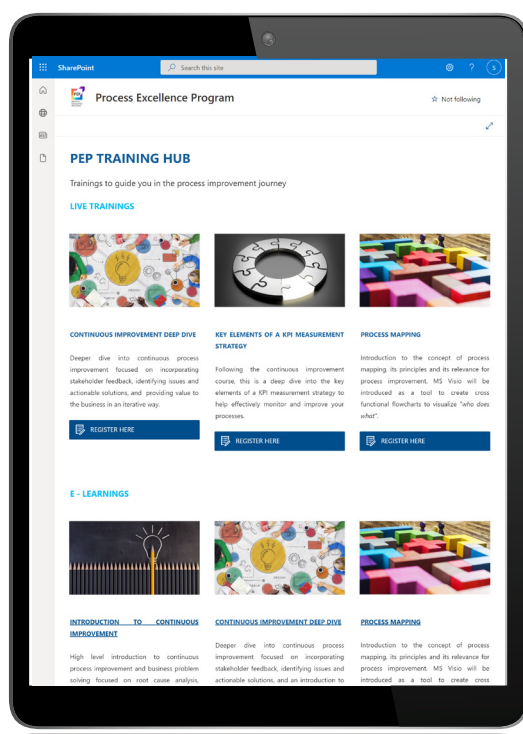
Through **training, coaching, support** and **centralized project** leadership, the organization has been able to demonstrate substantial impact through process improvement and automation

37 projects have been executed under this model

Primary Pillars

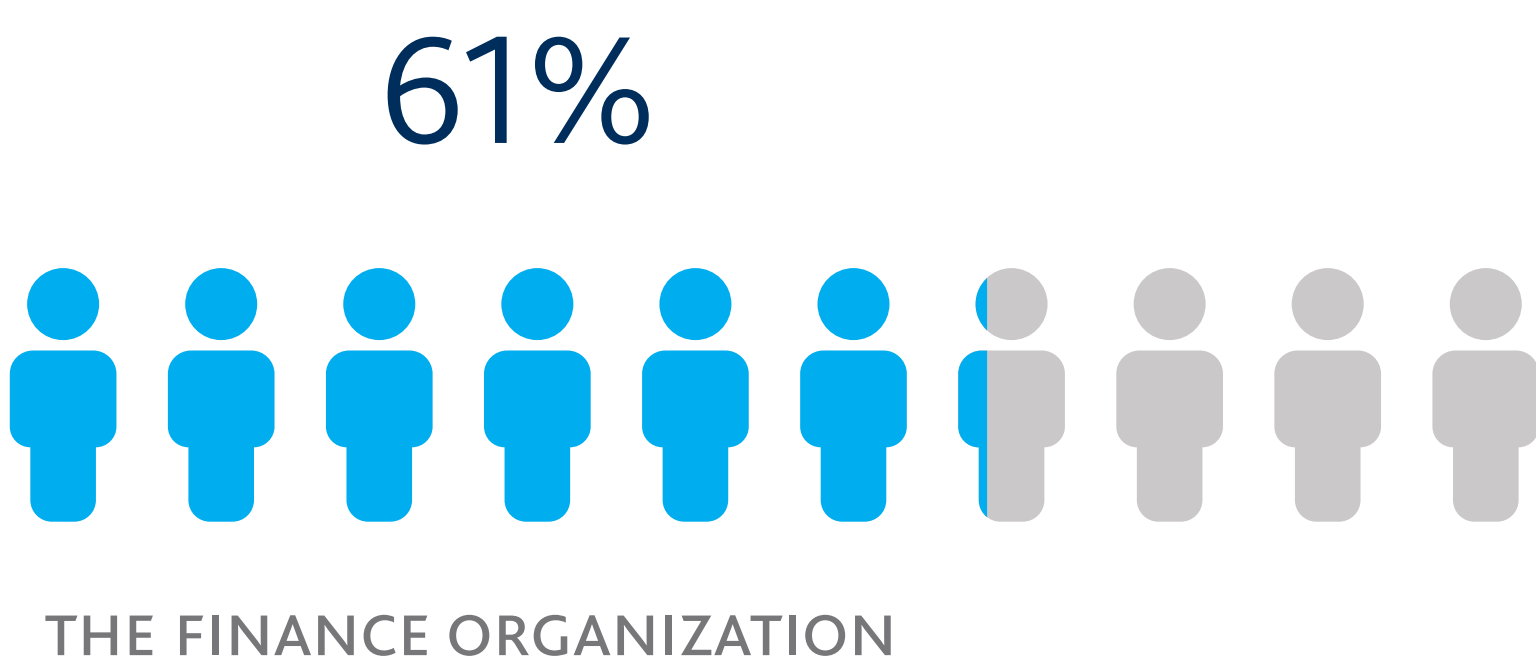


"PEP in Action" was launched to showcase user stories focused on how projects are driving value to the organization (since inception, 18 projects have been featured) which helps to inspire and motivate teams to kick off their own projects



The **PEP Training Hub**, a one-stop shop for all PEP training, was created for learners to access the full suite of learning resources, including the annual training calendar, e-learning and classroom registration links, as well as reference materials

The Finance organization represents the largest population of trained employees, with **257 employees**



520
hours of training completed

KEY EXAMPLES

MOODY'S FINANCIAL CLOSE PROCESS
Acceleration of the financial close process by 37%, which is the shortest and most efficient corporate close process since Moody's started tracking the close and the financial reporting timelines

ACCOUNTS PAYABLE INVOICING
Full process redesign which resulted in a 70% reduction of invoice cycle time

MIS BILLINGS/COLLECTIONS PROCESS IMPROVEMENT
The improved process resulted in invoices reaching 92% of external customers (65% improvement), and a 91% decrease in missed emails. Overall, the invoices paid within a month went up by 44%

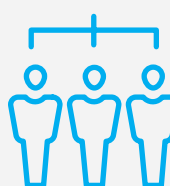
COMPANY-WIDE PROJECTS

Three high impact executive sponsored, company-wide projects are currently in progress. They are focused on improving the **new hire employee onboarding experience, purchasing new software for employees, and streamlining the process from sourcing to paying vendors**

Results since the inception of the program



Teams have reduced cycle time by **867 days** - a **33%** reduction in comparison to the baseline



13,000 less hours of non-value add activities an improvement of **47%**, an equivalent reduction of **6.7 full-time employees**