

Protecting the value of your enterprise Integrated governance, risk, and compliance with Deloitte and SAP



Overview

Greater insight

In today's ever-changing business environment, every organization faces a certain degree of uncertainty and risk. The effectiveness of how governance, risk, and compliance (GRC) are managed separates market leaders from industry laggards. A consistent approach across the enterprise backed by supporting technology can lower costs and improve business performance. That's why Deloitte is working with SAP to bring insight, experience, and services that can help organizations enhance their effectiveness and efficiency throughout their enterprise GRC initiatives.

The problem

Silos of information

Unifying risk efforts across the organization is one of the biggest challenges most companies face. This may be in part because many organizations are developing silos of risk activities that cause inefficiencies across the enterprise.

For example, business risks — such as supply chain interruptions, unstable consumer confidence, and natural disasters — are often managed independently of compliance risks that result from such regulations as Sarbanes-Oxley and Dodd-Frank, and regulatory bodies, including the Food and Drug Administration (FDA), the North American Electric Reliability Corporation (NERC),

and the Federal Energy Regulatory Commission (FERC). These various silos can create duplicative processes and technologies across the organization. Ultimately, companies are left without an enterprise-wide view of the organization's risk landscape, limiting their ability to efficiently manage potential exposures.

A fresh approach

Informed decision tied to business value

Deloitte believes information technology should play an important role in risk management, proactive compliance, and adherence to standards and policies. GRC needs have become a key driver of IT priorities.

However, many companies find gaps in their existing IT architectures when they consider their GRC needs. Some even find barriers to producing the high-quality GRC information they need and want. There is widespread recognition that technology must become an enabler of better governance, enterprise risk management, and efficient compliance, but deciding how to proceed can be complex and confusing. That's where Deloitte can help organizations to:

- Define the path forward
- Formulate a plan and establish priorities
- Determine the most appropriate place to start
- Maximize the use of existing assets and investments
- Implement enterprise solutions for GRC

Integrated GRC drives business value

An integrated approach to GRC is essential to breaking down functional, process, and technology silos and achieving better recognition, understanding, and prioritization of risks. User provisioning and managing access to, and overall security of, various applications are the cornerstone of an effective GRC program. They can assist in fulfilling the myriad regulatory, legal, and contractual requirements in support of defined business objectives.

That's why we are helping organizations in their efforts to design, implement, and integrate GRC into core business processes — to help them protect and enhance the value of their companies, while balancing the needs of multiple stakeholders.

Deloitte has broad experience and capabilities in assisting clients with top-of-mind security, privacy, and risk management issues. We provide a programmatic, unified approach to developing GRC strategies, coupled with effective tools to assist organizations in meeting compliance and risk management objectives, including:

- Assistance in developing an integrated risk and compliance vision, and corresponding solutions
- Organizational design and transformation services
- Communications, training, and awareness for solution roll-outs
- Role-based access control (RBAC), access control strategy, and Lightweight Directory Access Protocol (LDAP)/Active Directory (AD) integration
- Data Feed Manager and data integration (ETL) configuration
- Development of configuration guides and sustainment plans
- Reporting enhancements
- Data warehousing and analytics enhancements

Key considerations

- GRC is not just about financial reporting.
- Good GRC is proactive, not reactive.
- It's impossible to have an effective GRC program without the right information technology.
- Integrating GRC and Performance Management demands enterprise solutions.
- The benefits of GRC technology go far beyond compliance.

SAP Framework for Unified GRC



SAP® BusinessObjects™ governance, risk, and compliance (GRC) solutions unifies risk management, access control, and process control by utilizing a common interface and foundation to streamline data and process sharing, while providing users with a consistent look and feel. These changes create an integrated risk platform that features end-to-end policy management, risk management and mitigation, and compliance through the common application foundation, process automation, automated monitoring and exception handling, and analytics layers. As such, enhanced automation of compliance requirements and risk monitoring allows organizations to move resources and costs away from manual testing and data gathering — and focus on security efforts that protect the critical infrastructure and brand.

Deloitte's GRC solutions leverage these changes in conjunction with our risk and compliance knowledge and accelerators to address business risks by assisting companies in managing regulatory and policy compliance, and potentially reducing the overall total cost of ownership.

A key to capturing these benefits is effective integration services provided by specialists with extensive GRC, ERP, security, and privacy experience. Deloitte offers these and other capabilities to help businesses realize the benefits of integrated GRC management.

Deloitte and SAP

Enabling risk intelligence

Deloitte has had an alliance with SAP since 1989 and is a SAP global partner. Due to our long-standing history of collaborating on solution development, Deloitte was involved in the evaluation of the SAP Access Control rapid-deployment solution. Together, Deloitte and SAP remain dedicated to providing companies with solutions that address leading trends in the security and control arena — today and into the future.

Deloitte and SAP bring together the necessary insights, experience, and competencies in leveraging technology to address critical GRC needs.

The Deloitte Difference

A unified GRC approach

With an extensive depth and breadth of competencies in the GRC space, Deloitte is distinctively positioned to deliver on the full scope of SAP BusinessObjects GRC solutions.

SAP-qualified rapid deployment solution provider

As a SAP-qualified rapid deployment solution provider, Deloitte can offer accelerated new implementations, or existing version upgrades, in a standardized process through a combination of predefined services and content. Rapid-deployment solutions is an accelerated first step to bring key GRC processes online while additional, more advanced features are ramped up.

Pre-configured Operational Risk Solution for Risk Management

The Operational Risk offering for GRC Risk Management is tailored to the needs of the mid to large size companies. This solution focuses on the use cases of an enterprise risk management solution for IT operational risks that are critical to any industry, including violations of security policy, breaches to network infrastructure, elevated production access, and violations to segregation of duties.

Specific benefits of this solution include the following:

- Accelerate development of risk management processes and activities
- Ability to easily apply specific risk data elements
- Rapid prototyping of environment allows for more thorough requirements gathering

Mobility for decision-ready information

Mobility is becoming the new standard for effective decision-making — real-time insight anywhere, anytime. Deloitte’s approach to mobile decision making involves a broad understanding of the mobile ecosystem and associated technologies, application frameworks, transaction flows and user behaviors, and employing a ‘defense in depth’ strategy. This is combined with careful consideration and selection of applications for security controls at each logical layer of the mobile infrastructure. While addressing the need for security within the mobile ecosystem is critical, it is also imperative that these controls do not prevent the organization from achieving its underlying business objectives and impede or otherwise negatively impact the overall mobile customer experience.

Pre-configured risk & control industry solutions

Deloitte has packaged industry specific data templates for GRC to enable accelerated, content-rich implementations focused on driving key business value. These industry solutions are driven from our proprietary library of risk and control information, and include:

- Risk Assessments
- Surveys
- Controls and documentation
- Automated Process Control rules (in addition to SAP standard delivered)
- Segregation of duties and sensitive access
- Corporate policies

Technical enablement services for SAP BusinessObjects GRC solutions

We are able to assist clients with an executable roadmap for integrated GRC, technical assessments, installations and migrations, performance tuning, and a variety of short and long term cloud solutions for hosted pilots or longer term system usage.

A well-managed GRC program, supported by the right technology and guided by an experienced provider, can catapult an organization further along the compliance continuum, bringing you closer to your desired stage of risk intelligent maturity.

A collaborative IT environment

Deloitte is a recognized leader in the Information Technology security space, and has deep experience to integrate, improve, and protect IT environments.

Bottom-line benefits

| | |
|-------------------------------|--|
| Better risk management | Improved information-sharing, greater process alignment, and the effective use of technology can reduce the chances of ineffectively managing important risks. Improving IT for GRC can produce higher-quality information that we believe is the foundation for risk-based scenario planning, better decisions, and executable strategies. |
| Lower costs | Greater communication and collaboration can mean less duplication of effort and resources, both human and technological. IT systems can be set up to allow key information to be centrally stored and used to satisfy a variety of needs. Process and control automation can minimize error-prone manual activities and reduce costly re-work. |
| Improved business performance | Enhanced risk management, lower costs, and higher-quality information can all translate into better business performance. Reduced costs drive greater profitability and give companies more resources to invest in long-term objectives, while better information gives executives and boards greater confidence in their strategic decisions. |

Enterprise Applications

Our Enterprise Application Integrity (EAI) practice helps clients address business and technology risk through the design and implementation of business process and IT controls, application security, interface and data migration controls, data quality, ERP and compliance tools. EAI services include defining and establishing integrity requirements, identifying points of exposure, and implementing controls related to the assessment, design, and implementation of enterprise or web-based applications including enterprise and B2B application systems, data warehouses, customer-facing applications, extranets, customer relationship management systems, and in-house developed solutions. Deloitte also designs and implements GRC solutions to assist with the ongoing compliance of these systems.

Identity and Access Management (IAM)

Deloitte has a dedicated IAM practice that focuses on organization's business processes and technology supporting the authentication and authorization of employees, contractors, customers, and other stakeholders' access to data, applications and systems. IAM services include current state assessments, strategy development, software selection and implementations, and technical design and architecture for within disciplines such as user lifecycle management, provisioning, role based access control, federation, privileged user management, password management, access governance, single sign-on, and directory services.

Privacy and Data Protection

Deloitte assists organizations with identifying and managing risks and opportunities associated with information management and data protection. We can help our engagements respond strategically and tactically to data asset management issues associated with globalization, diverse and conflicting legal and regulatory requirements, rapidly changing technology, and extended enterprises.

Infrastructure Security and Operations

Deloitte assists its clients in assessing application and network environments to identify vulnerabilities and control weaknesses within information systems and the computing infrastructure. We identify the specific technical, operational and architectural improvements that can be implemented to minimize exposure to a successful infrastructure or application-level attacks. Our team performs penetration and exploitation testing using commercial and proprietary tools and a customized methodology. They assess risk from different angles to identify both internal and external facing threats.

Deloitte can lead your organization to an agile rapid risk response approach to enable greater insight and informed business decisions tied to business value. Our breadth of capability across risk management, IT consulting and organizational transformation allows us to define an approach that efficiently and effectively aligns people, process, and technology.

Contact us

To discuss your unique challenges and how, together, Deloitte and SAP can help you, please contact Deloitte or visit us online at

www.deloitte.com/us/securityandprivacysolutions

Fiona Williams

Partner

Security & Privacy

Deloitte & Touche LLP

+1 714 436 7400

fwilliams@deloitte.com

This publication contains general information only and Deloitte is not, by means of this publication, rendering accounting, business, financial, investment, legal, tax or other professional advice or services. This publication is not a substitute for such professional advice or services, nor should it be used as a basis for any decision or action that may affect your business. Before making any decision or taking any action that may affect your business, you should consult a qualified professional advisor.

In addition, this publication contains the results of a survey conducted in part by Deloitte. The information obtained during the survey was taken "as is" and was not validated or confirmed by Deloitte.

Deloitte, its affiliates and related entities shall not be responsible for any loss sustained by any person who relies on this publication.