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risk management and
continuous compliance
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Deloitte and SAP: collaborating to make GRC work for you



Meeting Governance, Risk and Compliance (GRC) requirements is proving to be a very costly, time-consuming and material distraction from the core business activities of most organizations. Despite the cost, it is typically not providing the necessary information for senior management to be entirely comfortable with the compliance status of their business.

Deloitte can help you establish your GRC needs and align your information and processes to meet those needs in a transparent fashion. Building upon your existing technology and processes, our proven methods can deliver cost effective approaches that provide the right information at the right time, taking advantage of new technologies where appropriate. Core to the strategy is the provision of a GRC roadmap and methodology and control frameworks that allow business risks and compliance requirements to be swiftly identified and addressed. These risks and requirements are then managed and monitored with an automated, modular suite of solutions that can be integrated into supporting governance and risk management technologies

SAP has a GRC vision which is enabled through a set of technology solutions that will support you when implemented as part of your GRC strategy. The solutions leverage additional benefits from existing technology investments by aligning your systems with GRC requirements, thus enhancing the quality of information available to senior management. Deloitte's GRC roadmap, methodology and control frameworks can be customized and built in these automated solutions to maintain the integrity of the business processes. By highlighting and recording changes which affect the control environment, risk exposure and control weaknesses can be reduced and the daily GRC burden removed from individuals, allowing them to focus on other value-added tasks and addressing compliance requirements.

By working in partnership, Deloitte and SAP offer you strategic direction, the IT platform, a proven controls framework and the delivery roadmap to get you there. Our approach, enabled by the SAP GRC Suite, provides a top-down risk and compliance-based methodology which can be practically applied to your business.

Deloitte has consistently been a leader in providing GRC roadmap, methodology and control frameworks that allow business risks and compliance requirements to be swiftly identified and addressed. These GRC activities and processes are then implemented, managed and monitored in an automated and integrated modular technology solution - SAP GRC.

The GRC Maturity Model

Nothing	Spreadsheet-Based	Automation of Controls	Sustained Compliance	True Vision
<ul style="list-style-type: none"> • Lack of Visibility • Lack of Cohesion • Reactive and non-integrated approaches to managing the business • Redundancy 	<ul style="list-style-type: none"> • Approach not driven by risk • Redundant Controls • Manual business and IT processes and controls • Inefficient and labour intensive testing • “Reactive” approach to managing control issues 	<ul style="list-style-type: none"> • Application-based business and IT process controls • Efficient testing and operation of controls • Automated testing capabilities • User access and segregation of duties controls • Rationalised controls 	<ul style="list-style-type: none"> • Efficient operation of controls • Proactive approach to control issues • Demonstrated effectiveness of controls • Sustainable compliance processes • ROI/Business value 	<ul style="list-style-type: none"> • Embedded governance • Efficient and flexible operation of controls • True corporate responsibility • Increased stakeholder confidence • Risk mitigation and analytics • Improved business performance and sustainability
Confusion	Manual	Automated	Monitoring	Benefit

Benefits of GRC

- Accommodates key regulatory and governance requirements as well as business-related risks
- Facilitates business process optimisation through the use of risk intelligence for better decision-making
- Reduces cost of compliance through the automation of control activities
- Identifies, manages and reports on risks and opportunities resulting from changes to your business
- Provides a comprehensive product for process control ownership and documented testing
- Increases stakeholder confidence and market trust

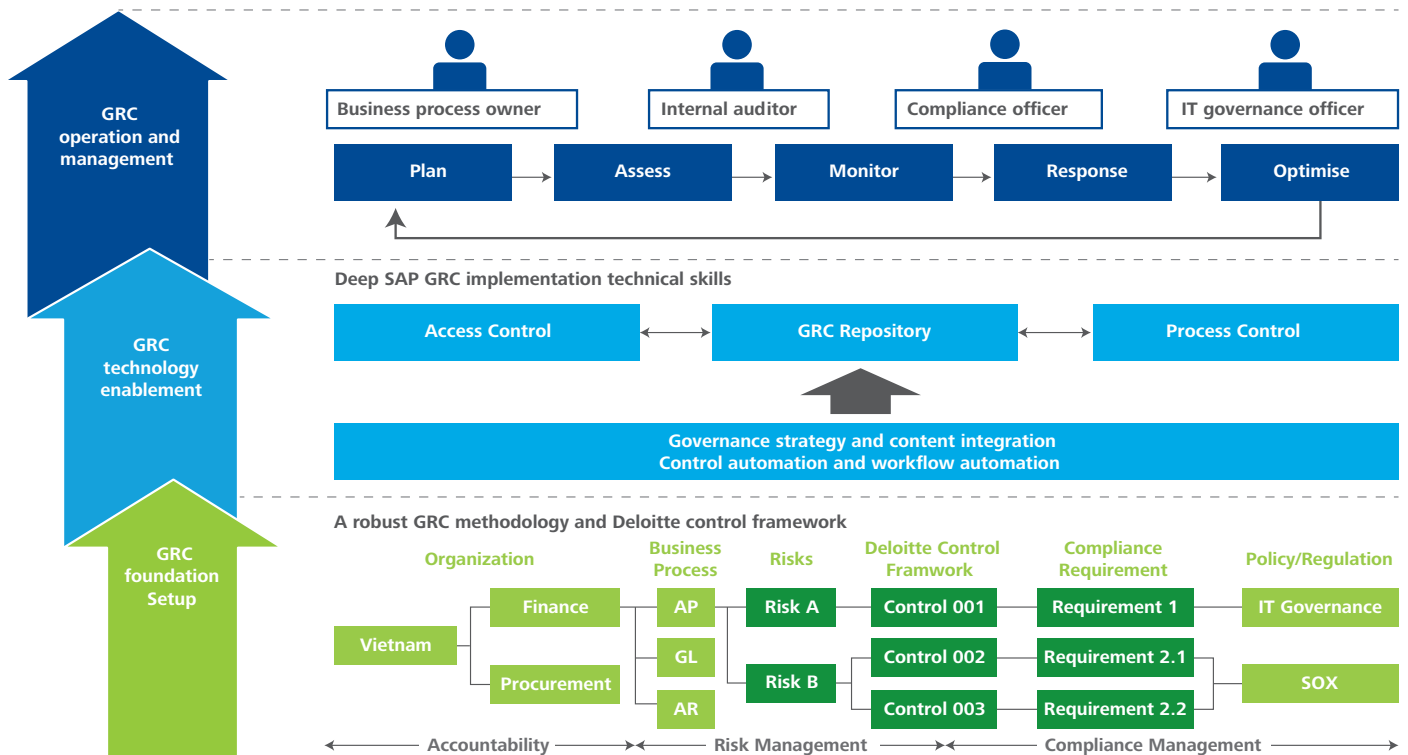
Case studies

Large Electric U	Deloitte GRC services delivered to the client included automation of IT governance controls testing, control assessment and certification processes for SOX using workflow driven process, as well as an automated solution for access revocation and notification process for NERC CIP Regulation. In addition, SAP GRC is being leveraged as a customized centralized enterprise solution for multiregulatory compliance (SOX, FERC, NERC and HR, etc.). Deloitte also implemented SAP GRC Access Control 10.0.
Large Multinational Bank	Deloitte GRC services delivered to this client focused on control framework optimization via the implementation of automated control monitoring rules and increased transparency and visibility of risk mitigation and remediation activities via workflow. Services provided also included the creation of a common scalable risk management platform to document, monitor, test and report on control effectiveness using a risk analysis rule set created by the Deloitte team.
Global Manufacturer	Deloitte has designed a GRC framework and implemented SAP GRC PC 10.1 and upgraded AC v5.3 to 10.1. This includes automated control monitoring and integration between the AC and PC components. The global roll-out occurred in June 2012.

Deloitte is unique in the GRC marketplace because it offers comprehensive advisory services in GRC approach and framework, and also integrates them into a more automated and strategic technology solution.



Deloitte's GRC vision



SAP GRC

The SAP GRC incorporates a growing number of governance, risk and compliance components, supported and integrated by the SAP GRC foundation layer. Current solutions operating effectively in the SAP marketplace include:

- GRC Access Contro Mature SAP users recognise that implementing SAP security is a complex business and risk management topic. Deloitte is Access Control Framework and SAP Access Management practice can be implemented in this module, which will ensure the risk, such as excessive access, segregation of duties and sensitive access risks are remediated or mitigated, and also ensure continuous compliance in SAP user provisioning, role maintenance and emergency access management.
- GRC Process Control A tougher financial audit climate and a greater need for regulatory compliance have increased the demands on management. Deloitte's Process Control Framework can be implemented in this module. It enables Deloitte's knowledge in SAP transaction and master data monitoring controls, configuration controls and manual process controls, across majority business processes in your organization. It will identify the risks associated with daily operations and to define and monitor controls that mitigate these risks. These controls are reliable, effective and auditable.

Deloitte and SAP are able to deliver a solution that can be used to implement or improve controls to address key risks with automated monitoring, alerting and accelerated remediation. This will enable the business to monitor critical processes, ensure compliance with industry and government regulations and report to the board of directors.

Deloitte GRC Services

Deloitte has consistently been a leader in Governance, Risk and Compliance, an area where selecting a strategic partner who has a deep understanding of the issues is essential. To achieve effective risk management and continuous compliance, Deloitte can help create a GRC vision that is sustainable through:

- A long term GRC roadmap We have developed a long term strategic roadmap which has identified key stages of delivery while also providing the opportunity for companies to take a staged approach.
- A robust GRC methodology and Deloitte control framework Deloitte utilizes a proven methodology in establishing the GRC environment that links your organizations, business processes, risks, regulations and compliance requirements to a comprehensive SAP control framework. This Deloitte contro framework is customized to fit your business needs based on the Deloitte-SAP Control Best Practice.
- Deep SAP GRC implementation technical skills Deloitte has one of the largest global SAP practices. We have a strong track record of SAP GRC implementation, SAP control assurance and risk consulting. By implementing SAP GRC, Deloitte will enable the GRC methodology and SAP control framework developed for your business to automate, manage and continuously monitor your risk management and compliance activities.
- Strategic Partnership with SAP Deloitte has a strategic relationship with SAP to deliver GRC solutions to the market.

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