



Orkla solved GRC in a quick and efficient way

SAPSA 8th November 2021

James Quinn



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Agenda

- About Orkla
- Project Background
- Why Soterion?
- Project Implementation
 - Challenges
 - Learnings/take-aways



About Orkla



Our vision: Your friend in everyday life

Our business idea:

Improving everyday life with sustainable and enjoyable local brands



The leading Nordic BCG company

Unique customer and consumer insight in local markets

300

local brands with
strong positions

Market positions typically
in the range of

30%-80%

#1

*The leading branded
consumer goods company
in the Nordic and Baltic
regions*



NOK
BILLION

OPERATING REVENUES¹

47.1

EBIT (ADJ.) MARGIN¹






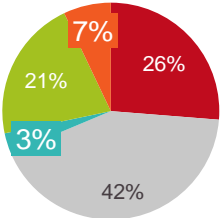
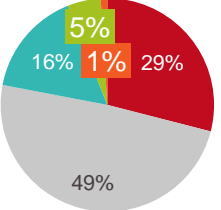
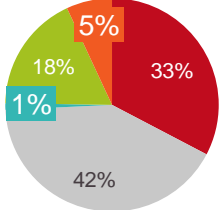
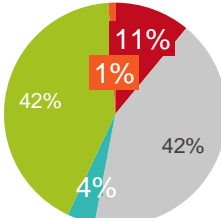
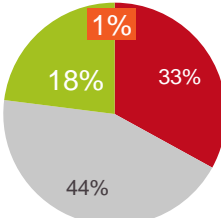
11.7%

MARKET VALUE²

89

¹Orkla Branded Consumer Goods incl. HQ 2020. ²As of 31 December 2020

A unique portfolio of strong local brands

Orkla Foods	Orkla Confectionery & Snacks	Orkla Care	Orkla Food Ingredients	Orkla Consumer Investments	Industrial & Financial Investments
<p>(NOK billion) Sales: 18.2 EBIT (adj.): 2.6</p> <p>EBIT (adj.) margin: 14.4%</p>	<p>(NOK billion) Sales: 7.2 EBIT (adj.): 1.2</p> <p>EBIT (adj.) margin: 16.8%</p>	<p>(NOK billion) Sales: 6.9 EBIT (adj.): 1.0</p> <p>EBIT (adj.) margin: 14.8%</p>	<p>(NOK billion) Sales: 10.7 EBIT (adj.): 0.5</p> <p>EBIT (adj.) margin: 4.7%</p>	<p>(NOK billion) Sales: 3.7 EBIT (adj.): 0.4</p> <p>EBIT (adj.) margin: 10.5%</p>	Jotun (42.6%)
					Hydro Power
					Financial Investments

■ Norway
 ■ Nordics ex. Norway
 ■ Baltics
 ■ Europe other
 ■ World other





Project background



Background

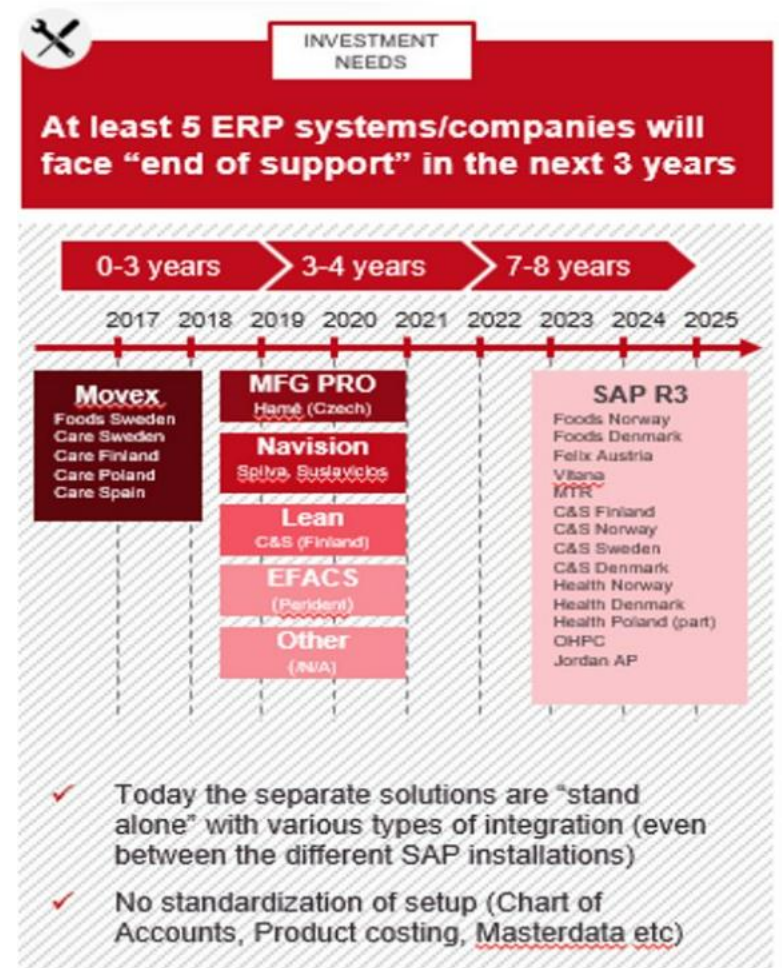
- Recurring audit findings
- New ERP implementation
 - New, stand-alone HANA system
 - Clean role concept
 - GRC/Access automation tool scoped-out of implementation
- Wanted a tool in place ASAP to try and avoid past issues

Recurring Audit Findings

- Many Segregation of Duties risks
- Many Critical Access risks
- Inefficient role design concept
- Inefficient, email based access process

Many ERPs

- Purchases and acquisitions have added to number of supported ERPs
- Many entering end of support period
- No standardization



High Level Architectural Design





Why Soterion?



Factors influencing tool decision

- Massive ERP project running simultaneously
 - No appetite for costly infrastructure
 - No appetite for costly SAP licenses
- Needed flexible, fast implementation
- Had to be HANA ready
- Had to address the 3 big audit findings
 - User Access
 - Risk Reporting
 - Elevated Access/FireFighter

Choosing Soterion

- Ready to go 'out of the box'
- Delivered the core functionality required
- Flexible license agreement
- Actively updated
- Fast technical implementation
- HANA and Fiori ready

CENTRAL IDENTITY

ELEVATED RIGHTS

ACCESS RISK MANAGER

Business Roles
Address multiple business objects

Granting Se...
From time to time, users allow you to do this eff...

Our Process
The Elevated Rights Ma...

Elevated Rights Roles
While access roles can...

Business Roles to linked to Depa...

Business Role
Soterion's Business Role function converts the technical GRC language into a business-friendly language. All actions that the Business Role owners to make informed de...

Resolution-driven Gap Analysis Reporting
Soterion for SAP performs a Gap Analysis between potential SAP access risk and the actual SAP access risk in your authorization environment. Identifying and resolving this superfluous access is the first step in taking control of your SAP authorization landscape. Any redundant user access can then be remediated without business interruption and allows business to focus on the real access risk. Redundant user access typically contributes to 80% of the access risks in an SAP environment.

Access Risk Manager: Identify Risk
Gain insight into your SAP access risks with business-friendly reporting.
SAP Access Risk Analysis — Incorporating Transactional Usage
Soterion for SAP analyses users' authorizations and incorporates the user's historical transactional usage data to differentiate between the potential and the actual access risks. This allows business to focus on the real access risk in the SAP environment.
Business-friendly SAP Access Risk Reporting
Soterion for SAP allows the organization to view data from every angle by using drag and drop functionality for grouping and filtering. Graphical overviews show the organization's access risk landscape, including high-risk areas, in relation to risk tolerance and appetite levels. Reporting on SAP access risks at department level makes it easy to define the responsibility of ownership.
Business-Process Flows Reporting
Supporting business process flow diagrams provide more context to the access risk, converting the technical GRC language into a business-friendly language to ensure better decision-making.

Access Risk Manager: Get Clean
Remediate SAP access risks with minimal business interruption using powerful data analytics.

Resolution-driven Gap Analysis Reporting
Soterion for SAP performs a Gap Analysis between potential SAP access risk and the actual SAP access risk in your authorization environment. Identifying and resolving this superfluous access is the first step in taking control of your SAP authorization landscape. Any redundant user access can then be remediated without business interruption and allows business to focus on the real access risk. Redundant user access typically contributes to 80% of the access risks in an SAP environment.

SAP Access Risk Clean-up Projection
The Risk Clean-up Projection view estimates to which degree your SAP Authorization solution can be cleaned up using Soterion for SAP's methodology. The clean-up actions focus initially on the removal of unused access contributing to risk, ensuring significant risk remediation with minimal impact on business.

Risk Clean-up Wizards
The Risk Clean-up Wizards provide clear, focused, step-by-step suggestions on how to eradicate access risks, from the removal of superfluous allocations to the splitting of roles based on role usage analytics.

Risk reporting



User Access Management

Workflow | Inbox | Reports | Configuration | James O

Workflow Item Status | Workflow Configuration Status | Workflow Jobs

Setup Overview

1

Active Delegations
Delegations allow Users to approve Workflow Items on behalf of other Users for a specific period of time.

[Workflow Delegations](#)

98

Functions Without Owners
Functions that are used in the active Rule Set should have a Function Owner Group defined to allow simulations containing Risks to be correctly routed.

[Setup Function Ownership](#)

11,899

Roles Without Owners
Roles that require approval when allocated to Users should be assigned to a Role Owner Group.

[Setup Role Ownership](#)

2,872

Users Without Line Managers
Users should have a Line Manager or be assigned to a Line Manager Group in order for their User simulation requests to be approved.

[Setup Line Managers](#)

Workflow Groups & Approval Steps

Workflow Groups

Drag a column header here to group by that column

Group Type	Group Name	Number of Members
Risk Owner Group	Risk Approver - Sales	2
Risk Owner Group	Risk Approver - Security	1
Risk Owner Group	Risk Approver - Transports	1
Risk Owner Group	Risk Approver - User Maintenance	1
Role Owner	Approver ABAP support roles	1
Role Owner	Approver B2B support roles	1
Role Owner	Approver CPDS support roles	1
Role Owner	Approver MDG Customers OPS	1
Role Owner	Approver MDG Customers CRM	1
Role Owner	Approver MDG Customers global	1
Role Owner	Approver MDG Finance OPS	1

Workflow Approval Steps

Drag a column header here to group by that column

Workflow Type	Number of Approval Steps
User Access Request	1
Role to Comp. Role allocations	0
Role to Position allocations	0
New User	0
Transaction to Role	0
New Role	0
Role Authorizations	0
Positions to User	0
Remove Roles	0
Remove Roles From Position	0
Users to Business Role	0

19

Simulator | James O

Type | Simulation Selection | Results

Stay Clean Simulations

Simulate making changes in your authorization landscape before applying it to SAP

Role Simulations
Simulate the impact of allocating or removing items from a Role

Position Simulations
Simulate the impact of allocating or removing items from a Position

Business Role Simulations
Simulate the impact of allocating Roles and Users to a Business Role

- Allocate Roles To Business Role
- Allocate Users To Business Role
- Remove User from Business Role
- Remove Roles from Business Role

User Simulations
Simulate the impact of allocating or removing items from a User

Authorization Simulations
Simulate the impact of allocating Auth objects to a Role's Transaction

☆ Simulation is not workflowable
✔ Provision to SAP

20



Workflow Item Status

Workflow Configuration Status

Workflow Jobs

Setup Overview



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[Workflow Delegations](#)



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Risk Owner Group	Risk Approver - User Maintenance	1
Role Owner	Approver ABAP support roles	1
Role Owner	Approver BW support roles	1
Role Owner	Approver CPIDS support roles	1
Role Owner	Approver MDG Customers OFS	1
Role Owner	Approver MDG Customers OHN	1
Role Owner	Approver MDG Customers global	1
Role Owner	Approver MDG Finance OFS	1

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Positions to User	0
Remove Roles	0
Remove Roles From Position	0
Users to Business Role	0



- 1 Type
- 2 Simulation Selection
- 3 Results

Stay Clean Simulations

Simulate making changes in your authorization landscape before applying it to SAP.

Role Simulations ▼
Simulate the impact of allocating or removing items from a Role

Position Simulations ▼
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Business Role Simulations ▲
Simulate the impact of allocating Roles and Users to a Business Role

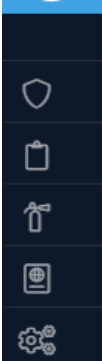
- Allocate Roles To Business Role ↗
- Allocate Users To Business Role ↗
- Remove User from Business Role ↗
- Remove Roles from Business Role ↗

User Simulations ▼
Simulate the impact of allocating or removing items from a User

Authorization Simulations ▼
Simulate the impact of allocating Auth objects to a Role's Transaction

☆ Simulation is not workflowable

↗ Provision to SAP ⓘ



SAP System

All Systems ▾

Show

This month to date ▾

No of Elevated Rights Sessions

2

Average ER Session

0.4 hours

Users Currently Checked Out

0

Total Access Risk Violations

SOD

0

Critical Transactions

1

Privacy

0



Entitlements Expiring within a month

1



Dormant ER Users



67

Pending Workflows

2



Check Outs Per Reason





Check Out History

Drag a column header here to group by that column

User Log	Checked Out On	User Checked Out	SAP System	C... Out To	Hours Reque...	Checked In On	Check Out Reason	Reference Number	Comments	W... U...	Workflow Status	Is Appro...	Workflow On
①	02.11.2021 10:38:44 AM	FF_FI_7 (Soterion Firefighter f...	SH1	TAS...	8	02.11.2021 11:12:15 AM	Month End Support	Upgrade issue 192	Agda idoc 9364206 was taken in twice. FI doc...	AGM...	Pending		
①	02.11.2021 10:28:39 AM	FF_FI_7 (Soterion Firefighter f...	SH1	TAS...	8	02.11.2021 10:37:39 AM	Month End Support	Upgrade issue 192	Agda idoc 9364206 was taken in twice. FI doc...	AGM...	Pending		
①	28.10.2021 1:10:00 PM	FF_AB_1 (Soterion Firefighter ...	SH1	AGA...	24	29.10.2021 1:10:44 PM	Routine Support	IBP table entries ne...	IBP table entries need to delete from SH1	RKR...	Approved	✓	29.10.2021
①	28.10.2021 11:50:54 AM	FF_QM_1 (Soterion Firefighter...	SH1	SAM...	24	29.10.2021 11:55:27 AM	Project Support	INC8776883	We have received the information from busine...	AMB...	Approved	✓	01.11.2021
①	27.10.2021 6:44:32 PM	FF_FI_7 (Soterion Firefighter f...	SH1	TAS...	1	27.10.2021 6:48:17 PM	Emergency Support	INC8769442	Need to delete payment order 100003936 for ...	AGM...	Approved	✓	01.11.2021
①	27.10.2021 11:21:04 AM	FF_AB_1 (Soterion Firefighter ...	SH1	SAG...	24	28.10.2021 11:24:41 AM	Project Support	179	179 POs not released from SAP	RKR...	Approved	✓	28.10.2021
①	26.10.2021 2:17:58 PM	FF_PL_7 (Soterion Firefighter ...	SH1	THOL...	8	26.10.2021 2:22:54 PM	Routine Support	INC8718488	retrofit emergenc transport	HELI...	Approved	✓	26.10.2021
①	26.10.2021 10:58:55 AM	FF_LG_7 (Soterion Firefighter ...	SH1	PRAT...	1	26.10.2021 12:03:02 PM	Emergency Support	SR2881239	To maintain the printer for determination, trans...	FWE...	Approved	✓	26.10.2021
①	25.10.2021 1:10:49 PM	FF_LG_7 (Soterion Firefighter ...	SH1	PRAT...	1	25.10.2021 2:12:21 PM	Emergency Support	SR2881239	Required to change / View entries in ZEWM...	FWE...	Approved	✓	26.10.2021
①	25.10.2021 12:19:09 PM	FF_QM_1 (Soterion Firefighter...	SH1	SAM...	24	26.10.2021 12:23:08 PM	Project Support	SR2882656	Based on attached screenshot in Service now,...	AMB...	Approved	✓	26.10.2021
①	25.10.2021 10:43:28 AM	FF_LG_6 (FF_LG_6)	SH1	EWA...	3	25.10.2021 10:52:53 AM	Emergency Support	Check number rang...	Check number range EWM WHse 0810 2021	FWE...	Approved	✓	26.10.2021
①	25.10.2021 10:35:30 AM	FF_LG_6 (FF_LG_6)	SH1	EWA...	3	25.10.2021 10:41:11 AM	Emergency Support	Check number rang...	Check number range EWM WHse 0810 2021				
①	25.10.2021 10:14:31 AM	FF_LG_6 (FF_LG_6)	SH1	EWA...	3	25.10.2021 10:34:16 AM	Emergency Support	Check Number rang...	Check Number range EWM inventory 0810				
①	25.10.2021 9:49:19 AM	FF_AB_1 (Soterion Firefighter ...	SH1	AGA...	24	26.10.2021 9:52:55 AM	Routine Support	Upgrade issue - Nee...	Upgrade issue - Need to remove IBP table ent...	RKR...	Approved	✓	26.10.2021
①	22.10.2021 2:12:32 PM	FF_LG_1 (Soterion Firefighter ...	SH1	EKC...	24	23.10.2021 2:15:09 PM	Routine Support	SR2881171	Table ZSD_ALLOWED_CC needs to be updat...				
①	22.10.2021 10:11:11 AM	FF_SD_5 (Soterion Firefighter ...	SH1	VIPM...	1	22.10.2021 11:13:46 AM	Project Support	Issue tracker ID : 29	We need to save layout of report VA14L .				
①	21.10.2021 3:25:27 PM	FF_LG_7 (Soterion Firefighter ...	SH1	PRAT...	1	21.10.2021 4:05:31 PM	Emergency Support	INC8771890	Delivery need to be reversed from EWM as 1 ...				
①	21.10.2021 3:08:17 PM	FF_SD_5 (Soterion Firefighter ...	SH1	VIPM...	5	21.10.2021 4:03:29 PM	Emergency Support	INC8771890	We Need to reverse the delivery and create In...				
①	20.10.2021 10:39:26 AM	FF_PR_4 (Soterion Firefighter	SH1	EP&V	24	21.10.2021 12:23:00 PM	Emergency Support	S4 Upgrade	To check the feasibility to run the report & IIT10				



Workflow Item History

Drag a column header here to group by that column

Workflow Number	Workflow Type	Reference Number	Description	Status	Priority	Created On	C... By	Risks Introduced	L... A... By	Last Actioned On	Actioned By Delegate
	el										
1168	Elevated Rights Activity	Upgrade issue ...	SAP User Checked In	Pending	Medium	02.11.2021 11:24:27 AM	TAS...	1			
1167	Elevated Rights Activity	Upgrade issue ...	SAP User Checked In	Pending	Medium	02.11.2021 10:38:34 AM	TAS...	0			
1166	Elevated Rights Activity	IBP table entrie...	SAP User Checked In	Approved	Medium	29.10.2021 1:21:12 PM	AGA...	0	Roar...	29.10.2021 1:22:09 PM	
1165	Elevated Rights Activity	INC8776883	SAP User Checked In	Approved	Medium	29.10.2021 12:05:49 PM	SAM...	3	Asbj...	01.11.2021 1:37:03 PM	
1163	Elevated Rights Entitlement		Elevated Rights Entitlement for SGULLE	Approved	Medium	28.10.2021 1:36:54 PM	EXT...	0	Heidi...	28.10.2021 2:40:08 PM	
1162	Elevated Rights Entitlement		Elevated Rights Entitlement for SGULLE	Approved	Medium	28.10.2021 1:36:15 PM	EXT...	0	Heidi...	28.10.2021 2:40:15 PM	
1161	Elevated Rights Entitlement		Elevated Rights Entitlement for SGULLE	Approved	Medium	28.10.2021 1:35:48 PM	EXT...	0	Asbj...	28.10.2021 1:37:17 PM	
1160	Elevated Rights Entitlement		Elevated Rights Entitlement for SGULLE	Approved	Medium	28.10.2021 12:28:53 PM	EXT...	0	Fred...	29.10.2021 11:51:40 AM	
1159	Elevated Rights Check Out		Elevated Rights Check Out Request	Approved	Medium	28.10.2021 11:48:05 AM	AGA...	0	Roar...	28.10.2021 12:59:29 PM	
1158	Elevated Rights Check Out		Elevated Rights Check Out Request	Approved	Medium	28.10.2021 11:44:31 AM	SAM...	0	Asbj...	28.10.2021 11:49:26 AM	
1157	Elevated Rights Activity	179	SAP User Checked In	Approved	Medium	28.10.2021 11:35:09 AM	SAG...	0	Roar...	28.10.2021 12:59:19 PM	
1156	Elevated Rights Entitlement		Elevated Rights Entitlement for MEEUPA	Rejected	Medium	28.10.2021 8:47:29 AM	RUT...	0	Anne...	28.10.2021 8:53:24 AM	
1155	Elevated Rights Activity	INC8769442	SAP User Checked In	Approved	Medium	27.10.2021 6:49:36 PM	TAS...	1	Anne...	01.11.2021 7:52:40 AM	



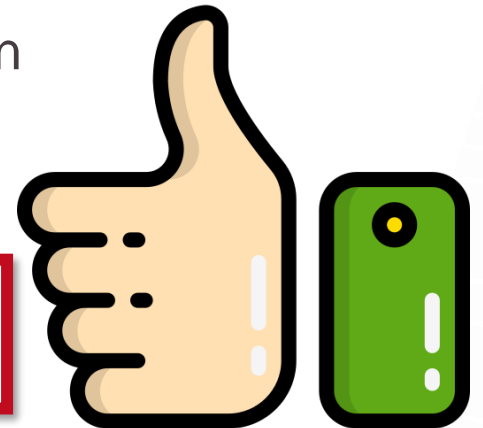
Challenges



Timeline

- Go-live of Project phase
 - +1500 users
 - 'hands-off' the critical systems until after go-live and HyperCare
- Implementation partner involved
 - Big 4 consulting group who were already familiar with the organization
 - Dependencies as tool had to be in place before any training began

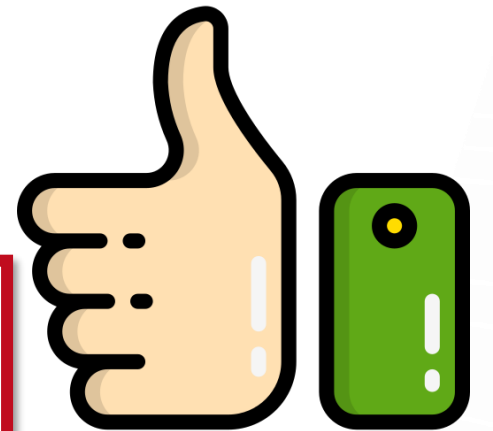
Timelines were extremely sensitive
Tool had to be implemented fast and per project plan



Complex Environment

- New ERP
 - HANA system
 - Fiori gateway (since decommissioned)
 - Numerous legacy clients

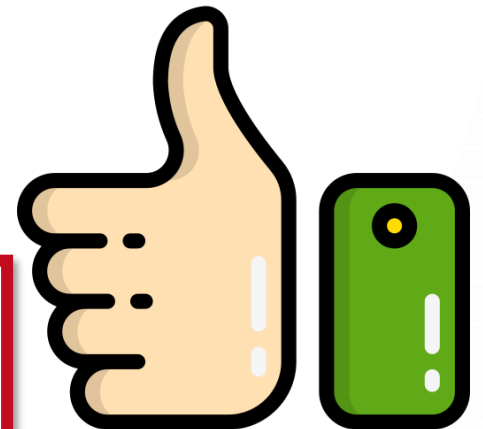
Tool had to be HANA ready
Tool needed to support cross-client reporting
Consultants have to be up to date and adaptable



Corona

- No onsite 'war-room'
 - IT organization – Norway
 - End Users – Sweden
 - Implementation partner – Netherlands
 - Soterion experts – UK/Netherlands

Consultants had to be flexible, responsive and available





Learnings/take-aways



Keep it simple

- Start with small wins
- Demonstrate the value of the tool
- Just 'get it connected'
 - Gives you meaningful information without time-consuming customization
 - Generic ruleset is more than good enough for initial analysis
 - Can start to gather user usage data
 - Supporting evidence for role clean-up or redesign

Get some easy wins

- Elevated access is a great introduction to workflows (from experience)
 - Comparatively simple and intuitive process
 - Likely to already have inhouse/support staff familiar with concept
- Elevated access/FireFighter process likely already being done in your business
 - Simple way to demonstrate improved governance and accountability
- Every company is unique, but we have seen some challenges/push-back from consultants
 - Liked it better in the old days (had SAP_ALL)
 - Feel it could be due to lack of trust (Scandinavian culture)

Manage expectations

- Audit findings likely have been recommending some sort of automation tool for some time
 - ‘Why is this still happening?’
 - No tool is going to be a silver bullet that fixes all in one go
- Be careful of the language used
 - GRC
 - IAM
 - Access management
 - What are you actually delivering?

Get the timing right (or try to)

- Never going to be optimal
 - Working around a big project (ERP Implementation)
 - GRC type solution was scoped out of initial plans
 - Implementation is simple, but freezes, risk aversion etc. will limit availability to systems
- Massive demands on end users
 - ERP change means huge changes
 - Going from 'simple' email access to tool requires even more training
 - Live or dies by user adoption and buy-in
- New processes take time to embed
 - Want to give local champions time to familiarize
 - Summer adds a dead-zone mid-year

Embedding new processes

- Implementation partner big help
 - We anticipated that the soft side was 80% of the project
- Let IT focus on getting tool up and running
- Documentation will be important
 - Want to smooth transition to offshore IT support
- **However**
 - We used consultants who had been involved with ERP upgrade
 - Familiar with organization

Get the Business involved

- SoDs are not just an IT issue!
- Outdated authorization concept as the result of time and acquisitions, carve-outs
 - Maybe this one is an IT issue
 - Easy reports can build the business case for role redesign or upgrade
- SoDs by way of user assignment
 - Roles are clean but people have lots of access
 - Going to require role owners/approvers involvement
 - Likely going to need compensating controls in the business to mitigate
- SoD findings from your auditors can't just get stuck with IT

Thank you all for your time!

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