



Moving to a secure and compliant SAP S/4HANA environment. What's next?

Webinar KPMG Advisory

April 30th, 2020

www.kpmg.com

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- Speakers participating in this webinar comply with the COVID-19 measures, respecting the social distancing rules. The presentation desk is disinfected each time a new speaker is participating.

Today's speakers



Hans Meulmeester

Hans Meulmeester is the competence lead of IT Governance, Risk & Compliance (IT GRC) within the KPMG Advisory Belgium practice.

He has accumulated thorough expertise in various fields within IT GRC including control assessment/integration, FSA, SOx, Identity and Access Management (IAM), Segregation of Duties (SoD), User- & Authorization management. Therefore he is considered an authority with regard to the domains of IT Compliance, Application security and GRC solutions.



Reinaart Claesen

Reinaart Claesen is a senior manager at KPMG Advisory Belgium focusing on SAP S/4HANA technology and transformation within the Digital Risk Management and CFO Advisory service lines.

In the light of KPMG One Advisory, Reinaart and his team are supporting clients as a business transformation partner in SAP S/4HANA finance process (incl. tax) and compliance related domains.

Accumulating his previous SAP Finance integration activities, Reinaart is now extensively involved in ERP value case design, large scale quality assurance and project management roles within end-to-end SAP S/4HANA transformation tracks.

Today's experts

Cedric Guisson

Cedric is part as an advisor of the IT Governance, Risk & Compliance team within the KPMG Advisory practice, focusing on SAP authorizations, security and segregation of duties. In addition, Cedric is part of the SAP technology team, supporting the development of new services and the exploration of new products developed by SAP.



Maarten Vercruyssen

Maarten is manager within KPMG Advisory focusing on SAP Security and Governance, Risk and Compliance. With over 8 years of experience, Maarten worked at multiple clients and projects with regard the design and implementation of SAP authorizations, as well as in auditing and reviewing existing authorizations in both ECC and S/4HANA environments.

Dimitri Van Hoolst-Matthyssen

Dimitri is a Senior Advisor at KPMG Belgium focusing on SAP S/4HANA technology and digital risk management. His key expertise lays within setting up governance, risk & compliance frameworks and assisting clients in their move to SAP S/4HANA.



01

What are key security and compliance challenges during an ERP business transformation?

What challenges do companies face?



Respond to new technologies and transformation trends



Improve cost and agility by using new solutions



Increase pace of change to match customers, competitors and regulators



Attract and retain talent in a highly competitive marketplace



Mitigate process risk and regulation with proactive and preventive controls



Improve return on capital through better data and insights

The evolution and future of SAP

The evolution of SAP

- HANA is the fastest growing application in SAP's history
- SAP is rapidly re-platforming their core ERP on the HANA technology
- Future innovations are focused on the HANA platform

What is HANA?

- HANA is an acronym for **H**igh Performance **A**nalytical **A**ppliance
- Focused on 3 elements to increase performance:
 - Columns-oriented database
 - In-memory appliance
 - Designed for multi core computing



KPMG EMA GRC Survey 2019 SAP S/4HANA

Why are our clients moving to
SAP (S/4)HANA?

49%

of interviewees have
implemented a
SAP HANA platform

16%

of the interviewees
are already running
SAP S/4HANA

79%

of interviewees see the
SAP S/4HANA platform
as a business case due
to process efficiency

Why would you migrate to HANA?

26%

Anticipation of end of
business suite
maintenance and
support (2027)

23%

Improved
performance
of SAP solutions

21%

Reporting
possibilities

18%

Implementation of SAP
S/4HANA Finance
or Central Finance

12%

New SAP S/4HANA
implementation
(Greenfield)

When are you planning to migrate to HANA?

22%

Within
24 months

17%

Between 24
and 36 months

11%

After
36 months

33%

No plans to move
to SAP HANA

17%

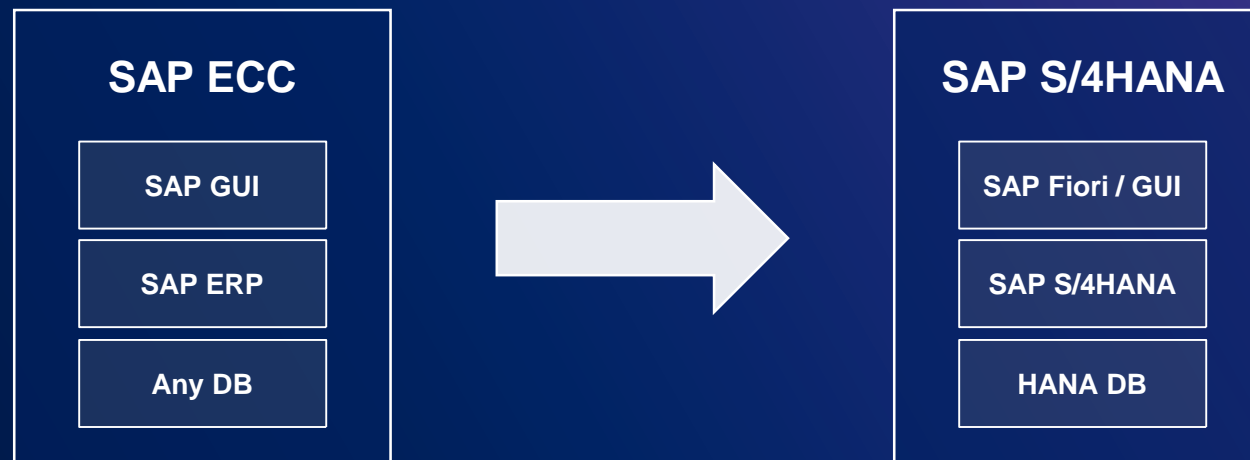
No decision
made

What are key changes in SAP S/4HANA?

Powered by the in-memory
HANA database

On-premise and cloud
capabilities

Improved
user experience with Fiori



How is this transformation impacting your control environment?

What do we need to consider when moving to SAP S/4HANA?

Implementation Scenario

Are you opting for a greenfield or brownfield implementation (i.e. new implementation or conversion)?

➡ Impact of redesigned processes on the current control framework.

Service Model

Are you moving to an on-premise or cloud environment? Do you opt for a single or multi-tenant cloud setup?

➡ Impact of quarterly releases on your business processes: How do they impact the control and authorization model?

Data Model

The SAP S/4HANA data model is fully redesigned in order to leverage the features and capabilities of the SAP HANA database.

➡ Some tables will become obsolete. Authorizations are set up on a database level. How does this impact controls and authorizations?

Process Design

SAP S/4HANA comes with several new functionalities, processes and reporting capabilities that can increase the organization's efficiency.

➡ Various transactions and reports will no longer be used. What is the impact of these changes on the current controls?

Fiori UX

Are you adopting the Fiori UX from the start, or will you be using SAP GUI alongside?

➡ The impact of Fiori transactions on your control environment must be evaluated. How does Fiori change the authorization model?

What is the impact on my controls and security framework?

Data model and finance process simplifications – Some examples of changes

	Change description	Impact on the controls and security framework
1 Business Partner	All customer, vendor, & business partner master data centralized under the BP. Transaction code BP is the single point of entry to create, edit, & display master data for BPs, customers, & vendors. Legacy Customer/Vendor master data transaction codes are not available.	Vendor/Customer Master security controls redesigned on Business Partner. Master data authorization groups, BP SAP GRC security objects, etc. ruleset impacts
2 Goods Movements	MIGO will be the centralized screen for goods movement. FIORI apps are available for view of material stock/documents. Other goods movement transaction codes are removed.	All movement type security role controls redeveloped around MIGO transaction only. SAP GRC ruleset impact.
3 Credit Management	S/4HANA Credit Management [UKM* transactions] replaces ERP's FI-AR Credit Management functionality. FI-AR credit transactions become obsolete.	Redevelopment of credit management security roles & controls. SAP GRC ruleset impact.
4 Cost Elements	All cost element master data becomes part of the chart of accounts. All cost element maintenance will now be conducted via transaction code FS00. Legacy transaction codes are removed.	New G/L master security controls if segregating cost element. SAP GRC ruleset impacts.

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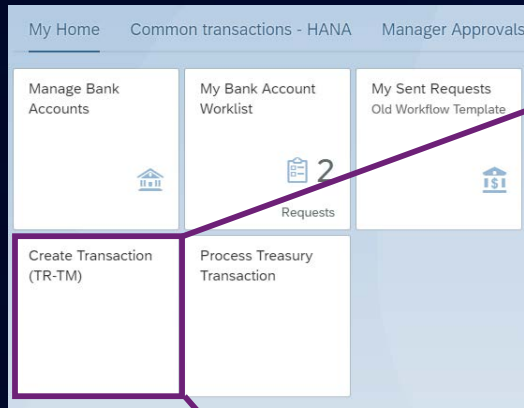
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Use case - Fiori UX



Liquidity Management Specialist

GLOBAL

Sign Out

App Finder Settings About

Recent Activity Frequently Used

FTR_CREATE	Application	2 minutes ago
Search	Search	3 minutes ago
Manage Bank Accounts	Application	67 days ago
Review Bank Accounts	Application	67 days ago
My Bank Account Worklist	Application	67 days ago
Search	Search	83 days ago

Company Code:

Product Type:

Transaction Type:

Partner:

ID Number:

Default Entry Financial Transaction

* Financial Transaction:

Specifications

Transaction Currency:

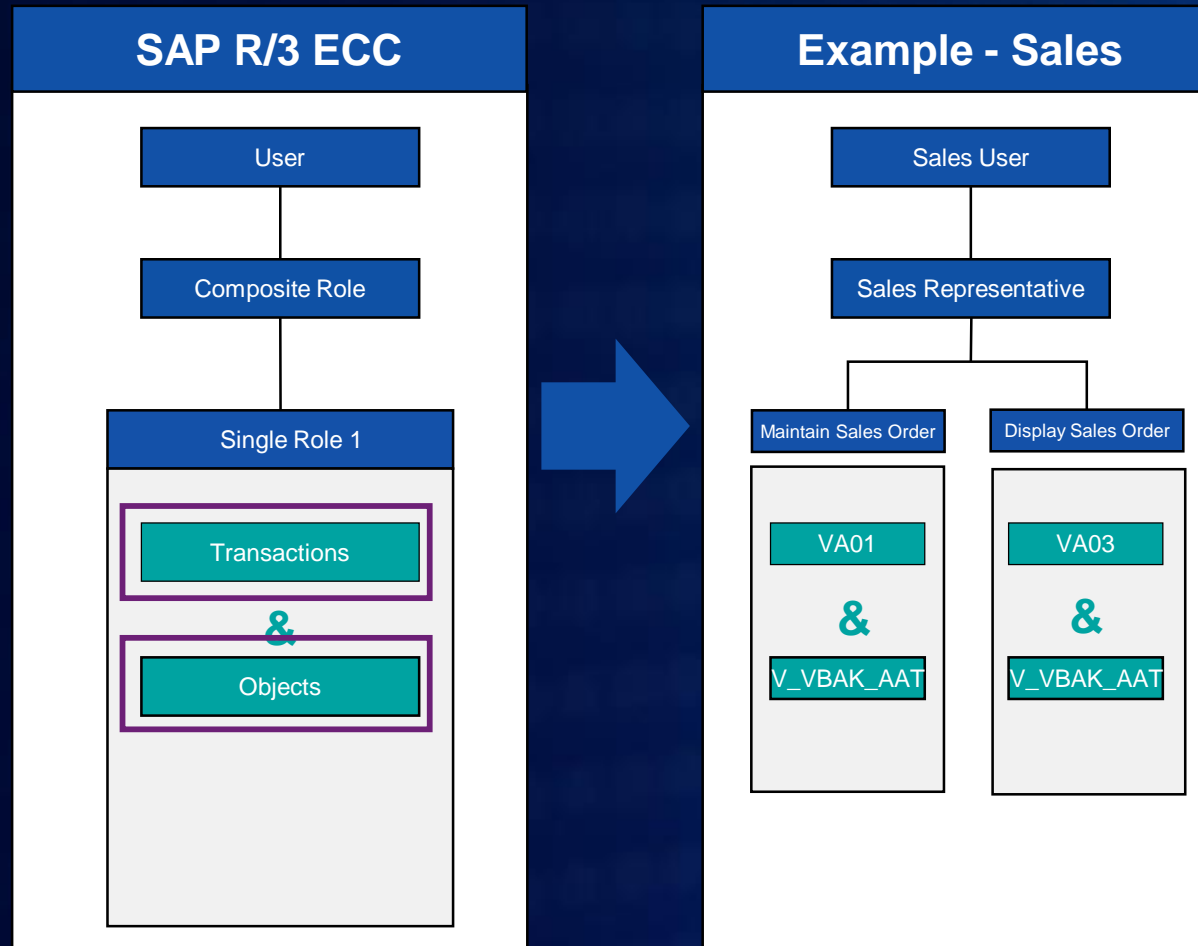
Portfolio:

Activity External Number Assignment

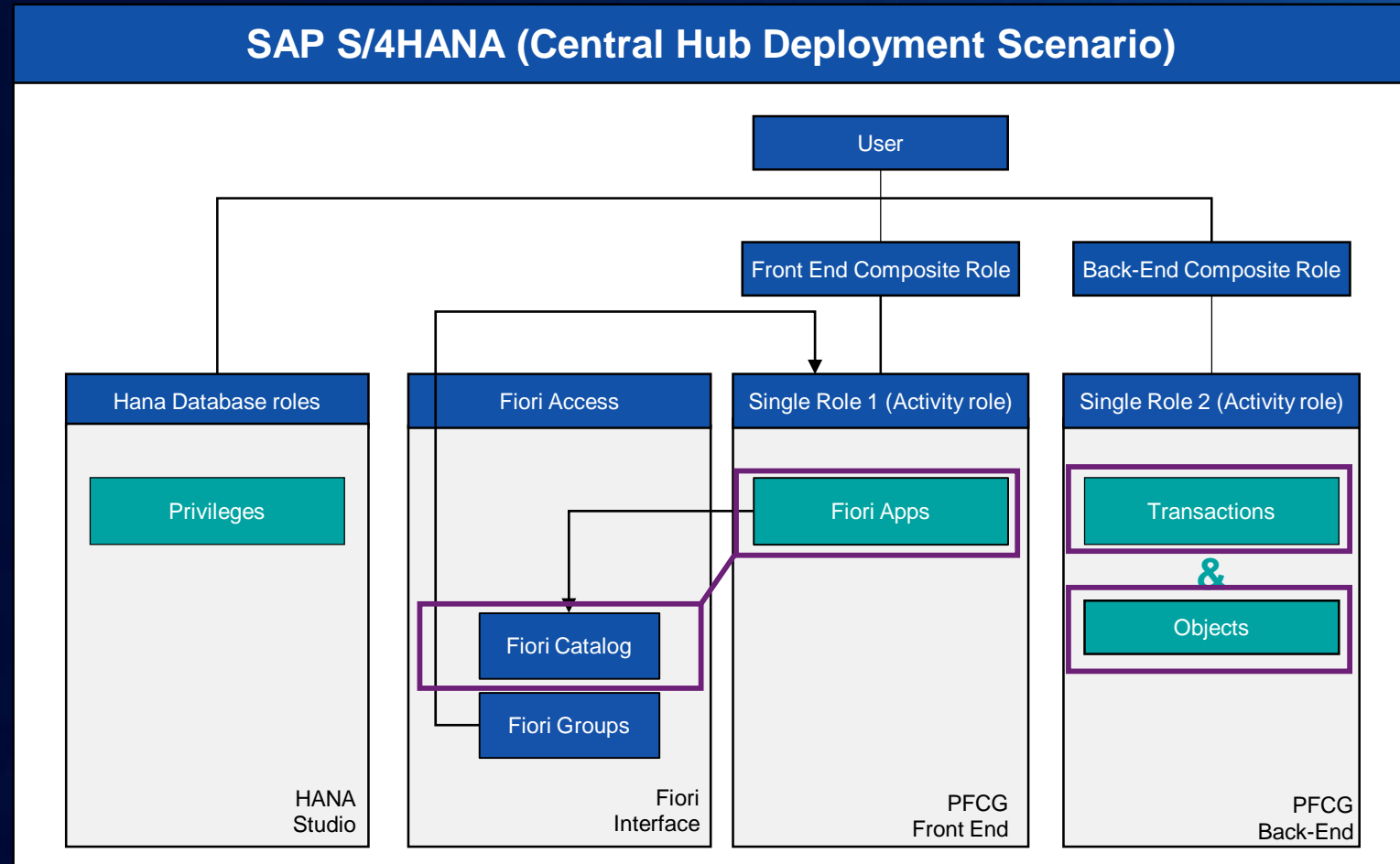
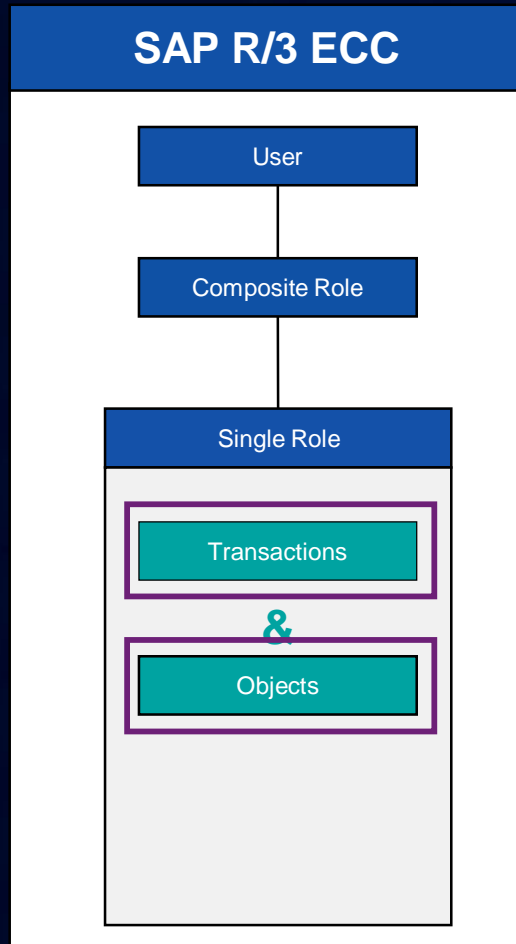
Order/Fixing Contract Transaction:

Authorization does not exist

Use case - "Authorization does not exist"



Use case - "Authorization does not exist"



Security concept in SAP S/4HANA

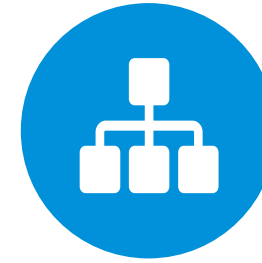
An increased level of complexity



Security Requirements

The security concept is applicable for:

- UX Layer
→ Fiori
- Application Layer
→ Back-end system
- Database Layer
→ HANA



UAM

In order to work with S/4HANA, access to front- and back-end is required.

HANA is role based
→ Roles can cover a.o. privileges



Authorization

Fiori combines:

- Full Fiori applications
- Tiles using transactions in the background

Therefore, HANA still uses transactions like SE16H, FBL5H, etc.

Technicalities are hidden behind the tiles for end-users

What happens when it goes right?



Manage risks and
comply with
regulations



Reduce **distractions**
and manual
interventions



Ensure stakeholder
confidence



Gain process
efficiencies and
reduce costs

02

How can KPMG's Powered Enterprise framework accelerate and embed compliancy in your SAP S/4HANA transformation?

KPMG Powered Enterprise

Powered Enterprise is a comprehensive method and set of assets based on decades of business and technology experience in business transformation

We built Powered Enterprise to help you...



Start from a model that is based on our business and technology experience



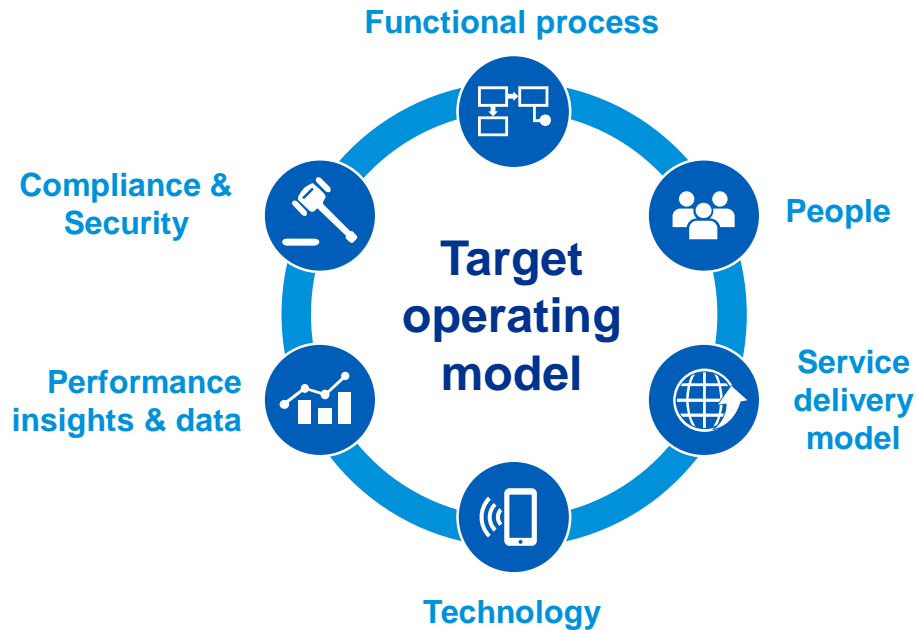
Transform more efficiently with reduced risk, following leading practices



Establish a governance environment of proven and tested business controls

What's in the box?

Validate pre-built operating models, don't start from scratch.



The Powered Enterprise toolbox contains predefined deliverable assets that are tailored specifically to SAP S/4HANA:

- Target operating models
- Service model and organizational design
- Industry insights
- Business process taxonomies
- Functional process flows
- Risk and control catalogues
- People, roles and responsibilities
- Test scripts and protocols
- User training content and schedules
- KPI libraries
- ...

Our toolbox covers each layer of an organization

Powered Enterprise is designed specifically for SAP S/4HANA

SAP S/4 HANA



6 Design layers

Service delivery model	People	Functional process	Technology	Performance insights & data	Compliance & Security
Service delivery options	Organization & role mappings	Functional decomposition	Application architecture & integrations	Reporting package & dashboards	Risks & controls
Service management framework	Global process owners	Maturity models	Application module by process decomposition	Value driver KPIs	Policies
	Role based job descriptions	Leading practices	Environment architecture	MDM implementation designs	
		Role based process flows			

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SAP S/4 HANA



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From process taxonomy...

Source to Contract				Requisition to Pay						
1.0 Strategic Category Management	2.0 Supplier Relationship Management	3.0 Strategic Sourcing	4.0 Contract Lifecycle Management	5.0 Requisitioning	6.0 Purchasing	7.0 Receiving	8.0 Invoice Processing & Payment	9.0 Purchasing/ Payment Inquiries	10.0 P-Card & T&E Card Administration	11.0 Period End Close
1.1 Define Category Portfolio Management & Requirements	2.1 Define Supplier Portfolio Management & Requirements	3.1 Identify Supplier Opportunity & Business Requirements	4.1 Establish Contract Portfolio Management	5.1 Create Requisition	6.1 Create Purchase Order	7.1 Receive Advanced Shipment Notice	8.1 Receive Invoices & Credit Notes (incl. Self Billing & Credit Notes)	9.1 Manage Supplier Self-Service Portal	10.1 Administer P-Cards/T&E Cards	11.1 Close AP Sub ledger & Reconcile with GL
1.2 Build Business Alignment	2.2 Certify and Develop Supplier	3.2 Develop Sourcing Strategy	4.2 Manage T&C's & Contract Templates	5.2 Review & Approve Requisition (Incl. Budget Control)	6.2 Review, Approve, & Distribute Purchase Order	7.2 Accept/ Refuse and Record Receipt of Goods/ Services	8.2 Validate, Approve & Post Invoices/ Credit Notes	9.2 Support Requisition Inquiries	10.2 Create & Submit Card Expense Report	11.2 Perform Reconciliations & Identify Adjustments
1.3 Perform Category Analysis	2.3 On-board Supplier & Setup Supplier Master Data	3.3 Execute Sourcing Strategy	4.3 Manage Contract Compliance & Admin.(Incl. Master Data)	5.3 Modify or Cancel Requisition	6.3 Manage Purchase Order Lifecycle	7.3 Research/ Resolve Exceptions (Dispute, Delivery, etc.)	8.3 Generate Payments File & Release Payments	9.3 Support Purchase Order Inquiries	10.3 Audit Card Expenses & Resolve Exceptions	11.3 Prepare GRNI & Other Month End Accruals
1.4 Develop & Execute Category Strategy	2.4 Manage Supplier Performance & Risk	3.4 Negotiate & Select Supplier	4.4 Close Out Contract		6.4 Modify or Cancel Purchase Order		8.4 Perform Bank Reconciliations	9.4 Manage Payment Inquiries & Exceptions	10.4 Post Approved Card Expenses to AP Sub	
1.5 Define Buying Channel		3.5 Author & Finalize Contract			6.5 Expedite Order				10.5 Modify or Close P-Cards/T&E Cards	
1.6 Govern & Manage Category		3.6 Enable Supplier & Item Master/ Catalog							10.6 Manage P-Card/ T&E Card Provider Payment	

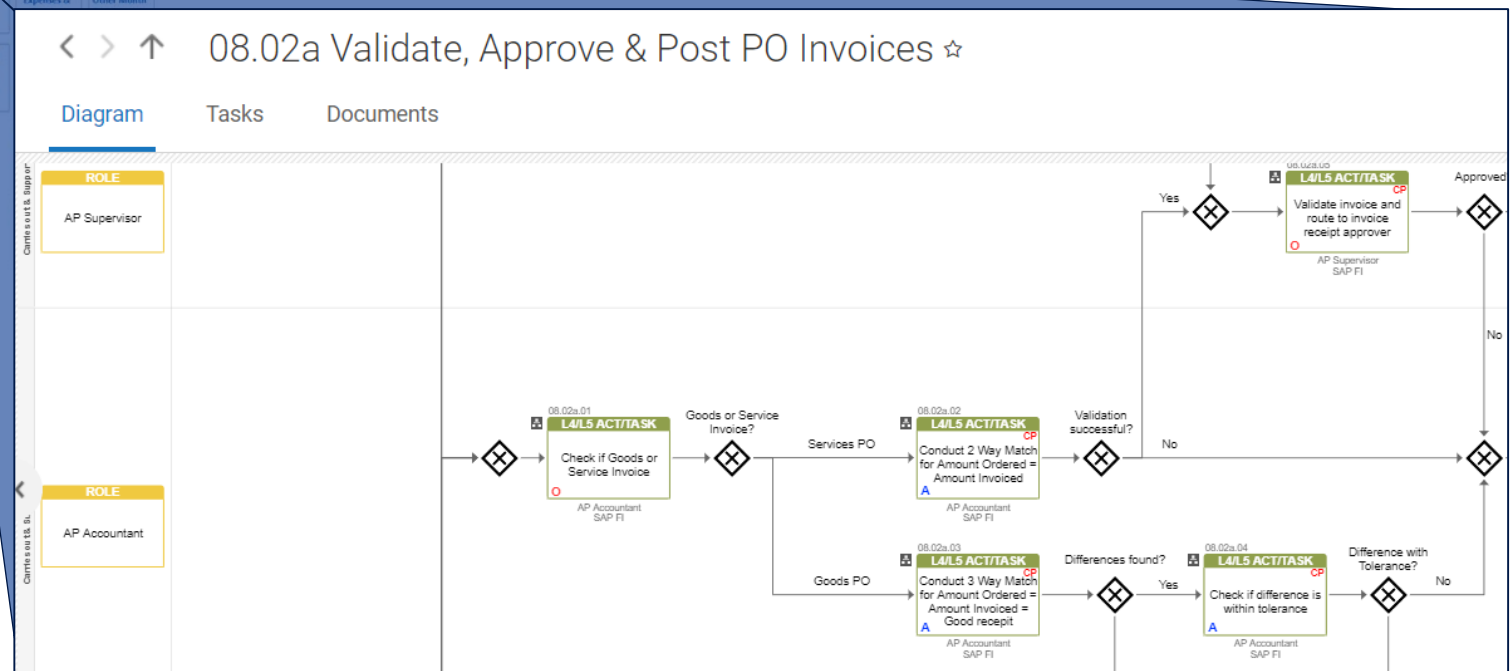
The process taxonomies lay out the leading-practice based processes, specifically tailored to SAP S/4HANA.

They are used as a starting point for defining a process based risk and control framework.

From process taxonomy... to role based process flows

Source to Contract				Requisition to Pay						
1.0 Strategic Category Management	2.0 Supplier Relationship Management	3.0 Strategic Sourcing	4.0 Contract Lifecycle Management	5.0 Requisitioning	6.0 Purchasing	7.0 Receiving	8.0 Invoice Processing & Payment	9.0 Purchasing/ Payment Inquiries	10.0 P-Card & T&E Card Administration	11.0 Period End Close
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1.4 Develop & Execute Category Strategy	2.4 Manage Supplier Performance & Risk	3.4 Negotiate & Select Supplier	4.4 Close Out Contract	5.4 Modify or Cancel Purchase Order	6.4 Modify or Cancel Purchase Order	7.4 Perform Bank Reconciliations	8.4 Perform Bank Reconciliations	9.4 Manage Payment Inquiries & Exceptions		
1.5 Define Buying Channel	2.5 Author & Finalize Contract			5.5 Expedite Order						
1.6 Govern & Manage Category	2.6 Enable Supplier & Item Mastery/ Catalog									

Role based process flows outline the specific steps (roles, inputs, outputs, etc.) within the process taxonomy in SAP S/4HANA.



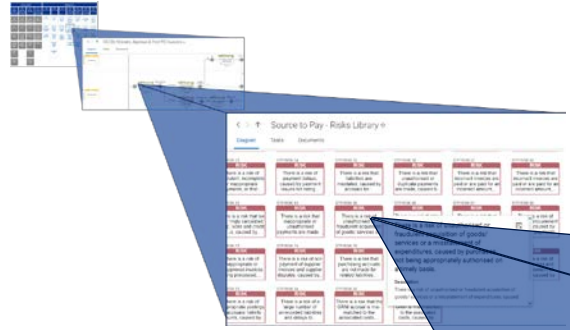
To identified risks...

The screenshot displays the SAP S/4HANA interface for the 'Source to Pay - Risks Library'. The main view shows a grid of risk cards, each with a unique ID (e.g., STPRISK.53 to STPRISK.85) and a brief description. A callout box provides a detailed view of one of the risks, STPRISK.65, which reads: 'There is a risk of unauthorised or fraudulent acquisition of goods/ services or a misstatement of expenditures, caused by purchases not being appropriately authorised on a timely basis.' The callout also includes a 'Description' section: 'There is a risk of unauthorised or fraudulent acquisition of goods/ services or a misstatement of expenditures, caused by purchases not being appropriately authorised on a timely basis.' The interface also shows a navigation pane on the left with 'Diagram', 'Tasks', and 'Documents' tabs, and a breadcrumb trail at the top: '< > ↑ 08.02a Validate, Approve & Post PO Invoices ▾'.

The predefined process flows and related risk points are used to perform a mapping towards the client's processes in SAP S/4HANA.

A risk matrix is created based on the Powered Enterprise assets for the in-scope processes.

To identified risks... and proven controls



Controls and control objectives are allocated to cover the identified risk points per process in a SAP S/4HANA specific risk and control matrix.

Source to Pay - Controls Library ☆

Diagram Tasks Documents

RISK NAME	CONTROL NAME	CONTROL OBJECTIVE	ROLE PERFORMING
76	Automatic 3-way matching	The system has been configured to perform automatic matching of the invoice, receipt, and purchase order.	N/A

STP.CON.60 CONTROL: Potential pre-ordering and...

STP.CON.61 CONTROL: Reconciliation of...

STP.CON.62 CONTROL: Automatic transfer of...

STP.CON.63 CONTROL: Check successful transmission of...

STP.CON.64 CONTROL: Review of system reports

STP.CON.65 CONTROL: Recording accruals for uninvoiced receipts to the appropriate General...

STP.CON.76 CONTROL: Automatic 3-way matching

STP.CON.87 CONTROL: Associations between master data and GL reviewed prior to set up

STP.CON.98 CONTROL: Review of manual accruals for unpaid goods/services

Global Pharmaceutical - SOx Compliancy Case Study

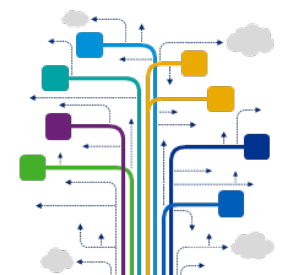
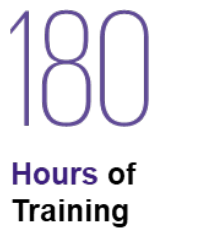
SAP S/4HANA Transformation SOx Compliancy

Create SOx Risk and Control Matrices (RACMs) covering approx. 100 controls on P2P, O2C, R2R, A2R, Treasury, Tax and Trade.

- 01 Define the scope of the SOx control framework**
Assess which SOx control objectives and related processes are impacting the future-state SAP S/4HANA environment.
- 02 Validation with Powered Enterprise for SAP S/4HANA**
Review of the client's SOx control objectives and mapping towards the SAP S/4HANA Powered Enterprise risk and control catalogues.
- 03 Provide test scripts to cover control requirements**
Ensure SOx compliancy of the future SAP S/4HANA environment by providing test scripts and validating test results of control requirements.
- 04 SAP S/4HANA risk and control framework**
Update and deliver the validated SAP S/4HANA tailored SOx risk and control framework, based on Powered Enterprise assets and client specific requirements.



The Powered Enterprise toolbox



03

**What are your next steps
towards a future state
controls environment?**

What's next for compliance and security?

01

Push to cloud solutions

Clients are moving their ERP solutions to the cloud

02

Aim for process automation

RPA, machine learning and AI solutions provide opportunities to greatly increase process efficiencies

03

Adoption of GRC tooling

GRC tooling is becoming key for managing controls efficiently across applications

- ✔ Standardization
- ✔ Automation
- ✔ Real-time reporting
- ✔ Risk reduction
- ✔ Service driven solutions

01 - Cloud release schedule

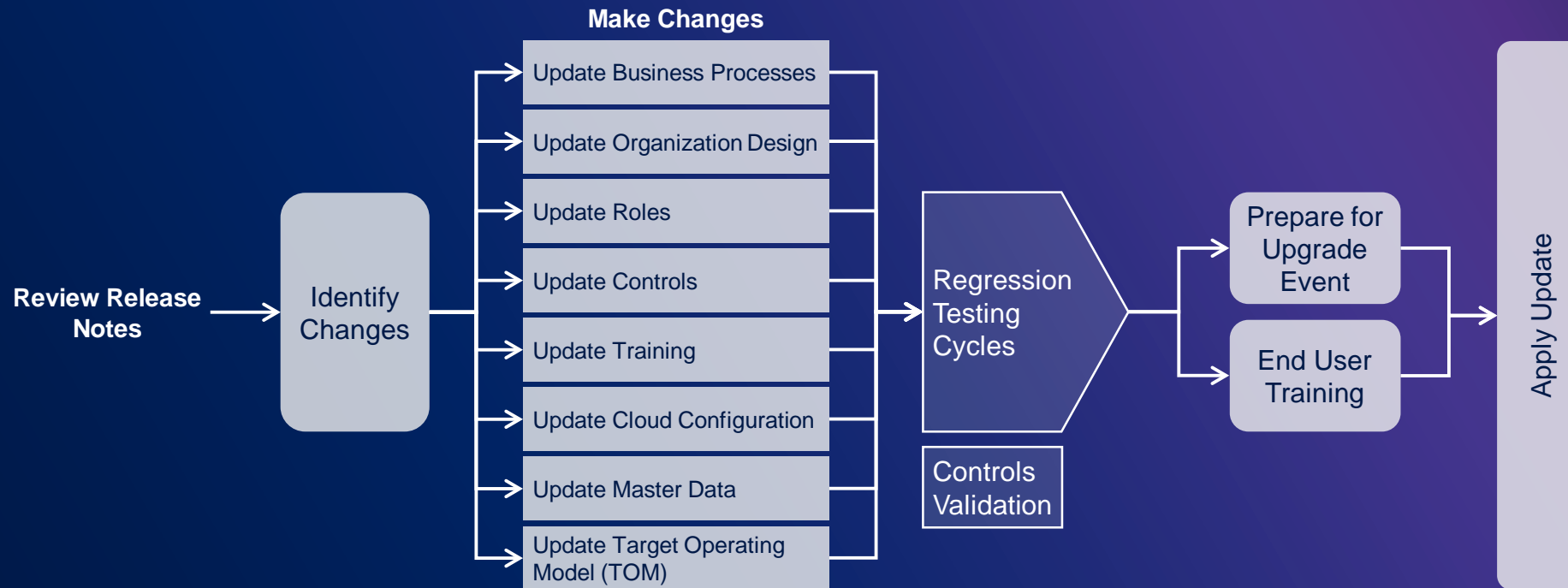
SAP S/4HANA Cloud follows a quarterly release schedule

Quarterly upgrades are performed as follows:

- Q (Quality) systems are upgraded to the latest release on the 1st weekend after the RTC date
 - P (Production) systems are upgraded, on the 3rd weekend after RTC date
- ➔ There is a 2-week window for your team to prepare the release

Planning 2020	Major updates – Downtime Schedule			
Cloud quarterly release name	2002	2005	2008	2011
Release to customer (RTC)	January 29	April 29	July 29	October 28
Q (Quality) systems	Feb 01/02	May 02/03	Aug 01/02	Oct 31/Nov 01
P (Production) and other types of systems (e.g. Starters)	Feb 15/16	May 16/17	Aug 15/16	Nov 14/15

01 - Impact of the cloud release schedule



Controls challenges

- Controls not embedded in process designs and flows
- Too many manual controls defined
- Singular controls
- No planning for the controls-lifecycle

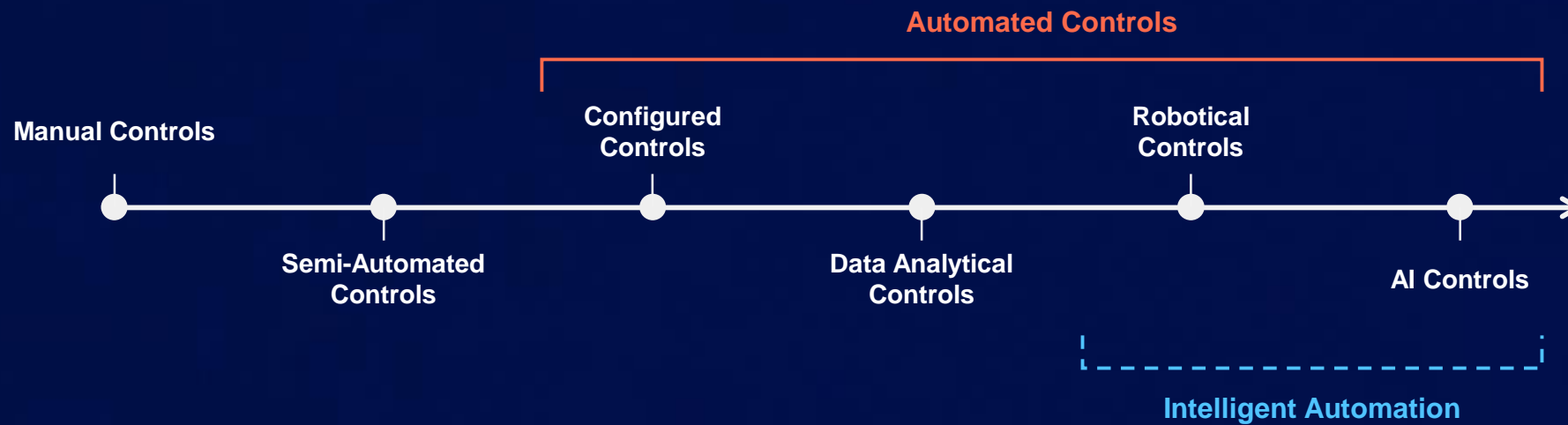
Authorization challenges

- Authorizations not aligned with business processes
- Limited testing cycles using the designed roles
- Data security (mobile devices, password authentication, ...)
- Segregation of duties implications

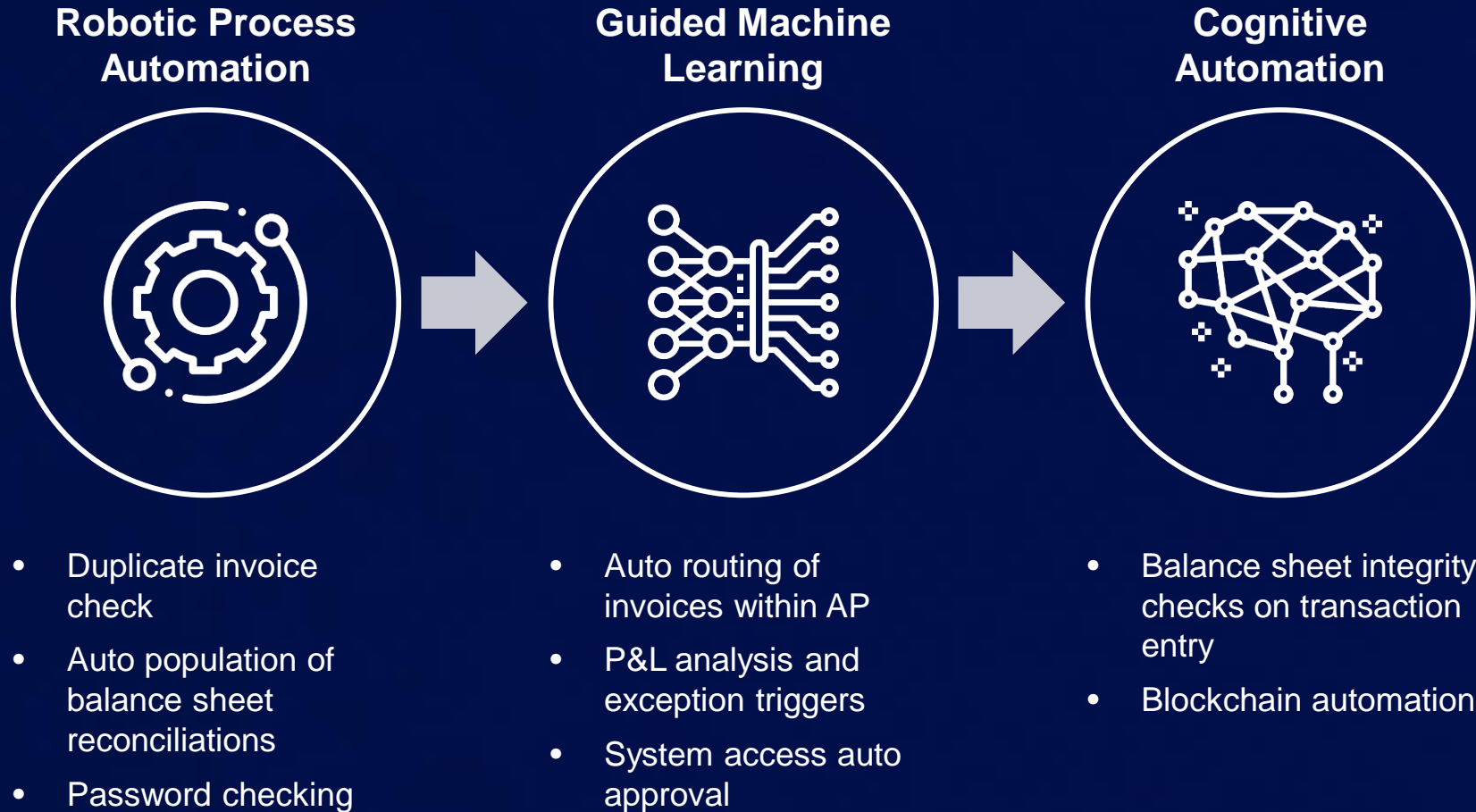
02 - The evolution of automated controls

Where are we now?

- Companies are more and more adopting automated controls.
- There is still a heavy reliance on manual controls.



02 - Moving towards intelligent automation



02 - SAP Intelligent Robotic Process Automation Store

SAP Intelligent Robotic Process Automation Store

Browse Store

Search...

Filter By

Category

- Development 2
- Financial and Logistic Services 24
- Procurement Management 4
- Trading and Sales 1

Line of Business










- Asset Management 2
- Commerce 2
- Finance 31
- Human Resources 2
- IT 2

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Industry

- Aerospace and Defense 31
- Automotive 31
- Banking 30
- Chemicals 31
- Defense and Security 31

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<p>FBL1N</p> <p>Automate the list of Vendor Line Items and download it as an excel file.</p> 	<p>FBL1H</p> <p>Automate the list of Vendor Line Items and download it as an excel file.</p> 	<p>Uploading Payment Advice and Triggering the Cash Reconciliation Process on SAP S/4HANA Cloud and on SAP S/4HANA 1809 and 1909</p> 
<p>Manage Sales Order – Automated Upload Down Payments (Cloud)</p> <p>Automating the Upload of Customer Down Payments for SAP S/4HANA Cloud</p> 	<p>Manage Sales Order - Automated Upload Down Payments (On-Premise)</p> <p>Automating the Upload of Customer Down Payments for SAP S/4HANA 1809 and 1909</p> 	<p>Smart Accruals Collector</p> <p>Automating the Smart Accruals Collector for SAP S/4HANA 1809 and 1909</p> 
<p>Status of items of a Sales Order (ECC) – VA05</p> <p>The bot reads a sales order number sent via email and automates and downloads status of its items into an excel file which is sent as reply to that mail</p> 	<p>Supplier Down Payment Request</p> <p>Automating Supplier Down Payment Request for SAP S/4HANA Cloud, SAP S/4HANA 1809 and 1909</p> 	<p>Supplier Invoice Status Checks (Cloud Edition)</p> <p>Automating the Process for Inquiring into Supplier Invoice Status on SAP S/4HANA Cloud</p> 

03 - How can you efficiently manage your security and controls environment?

GRC tooling can further increase efficiencies and reduces costs by streamlining your control testing. Tooling makes it easier to effectively monitor, manage and report on complex control environments.

Key use cases for GRC tooling are:

Continuous control monitoring

Automated monitoring of controls increases efficiencies and reduces costs. By automating monitoring activities there is less need for manual testing activities.

SoD and access reviews

Segregation of duties and user access reviews are time consuming testing activities. GRC ruleset that automatically detect conflicts can significantly decrease the amount of manual testing needed.

Access Management

IT personnel need to manually inspect user access requests, identify authorization conflicts and grant user access. GRC tooling can greatly decrease this effort by automating these activities.

Examples of tools in the market amongst others :



servicenow



Every two years, KPMG Global performs a GRC priority tools analysis in order to advise customers on the choice, implementation scope and approach with regard to GRC software solutions.

04

Q&A



Feel free to reach out to one of us in case of further questions!



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