TURNKEY

Ruralco

Business profile

Ruralco is a leading Australian agribusiness with a market capitalization of over $300 million and reported revenue of over $1 billion. Largely through strategic, majority owned ventures, a strong business platform has been established which caters to the diverse needs of rural and regional Australia.

With over 50 specialist business units operating across its national network, Ruralco employs a dedicated workforce of approximately 2,000 people.

In recent history Ruralco has expanded considerably through strategic acquisition of specific businesses. Their vision is to lead in their chosen agribusiness sectors and be the preferred partner and employer of choice in those sectors. They champion Australian agriculture locally and globally and are known for their innovation, flexibility and service, delivering profitable outcomes for stakeholders.

Turnkey Consulting implements SAP GRC to achieve significant business benefits

Challenge

Ruralco has big plans for the future. They want to embark on a digital transformation journey, to be ready to meet future challenges and opportunities head on. Their rapid growth through mergers and acquisitions has led to a complex and varied business landscape.

"We wanted to get our back-yard in order, so we can move forward with our aspirations for our digital journey," explains Jeni Pitman, Program Manager, Ruralco.

Ruralco has used SAP for many years, but the growth and acquisitions have resulted in many different business units, and the SAP security systems have not always kept pace with organizational and process change.

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Benefits

Risk and Access is well understood, managed and controlled: Ruralco now has confidence in the security of their systems. They understand where their risks lie, and they have systems and processes to manage it. The new governance group will review changes, processes and procedures in future to maintain good control.

Access violations dramatically reduced: access violations have been reduced by 90% in the first year. This was achieved by re-defining the rule-set and roles.

Starters get the right access, first time: having well defined roles with clear access rights has simplified the process for new starters and changes. There is a concise role catalogue which is logical and well understood by the business, meaning staff get the right access, first time.

Smooth implementation in a complex environment: working alongside key colleagues within Ruralco, and through a well-executed, jointly-managed process, Turnkey Consulting minimized disruption during the implementation.

Summary

"From our perspective Turnkey Consulting was absolutely brilliant. The team came in, they were very methodical and understood exactly what they needed to get done, they operated effectively by themselves, they delivered every milestone they said they were going to deliver, and they went through a process of actually implementing it. The quality of their work was such that it didn't really disrupt anybody." Jeni Pitman, Program Manager, Ruralco

Solution

Turnkey Consulting performed an initial scoping study which comprised being on site for a short period. During this time they interviewed key staff and reviewed processes and systems. This gave them the overview to highlight issues, make recommendations and produce a security roadmap, with short-term quick wins and longer-term strategic initiatives. The scoping study resulted in a year-long project to uplift SAP security across the business.

Phase 1 – GRC technical implementation

The first phase of the project focused on getting key GRC modules up and running, including:

- access risk analysis,
- emergency access management (fire-fighter),
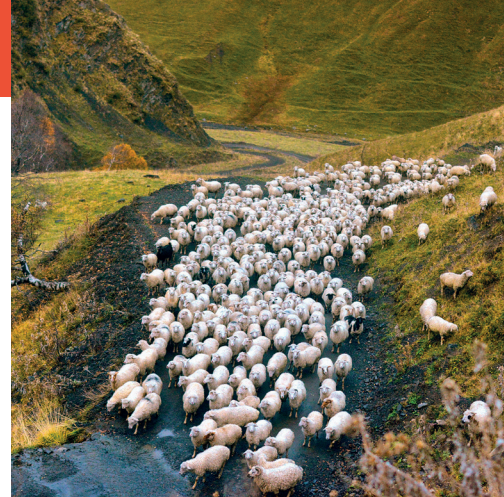- business role management, and
- access request management.

Another key aspect of this phase was to review the rule-set for GRC, to apply the valid risks in their environment and make it more appropriate based on the rules that they should be operating.

Phase 2 - role redesign

Ruralco and Turnkey Consulting then turned their attention to the role definitions, to build in segregation of duties (SOD). By looking at Ruralco's existing roles and responsibilities, the level of risk in the system and recent audit recommendations they were able to determine a proposed role redesign for the users. This phase was divided into four different sections:

- IT Support (technical and functional users responsible for supporting SAP)
- Procure to pay (procurement and accounts payable job functions & access rights),
- Order to cash (sales, billing, delivery and accounts receivable),
- Record to report (finance and reporting related roles and access rights).

"We clarified people's roles to achieve appropriate segregation of duties. This ensures that the same person would not be able to create a new supplier, raise a PO, and then pay that supplier. It reduces the total risk profile of the business," explains Jeni.

The role redesign was achieved through a series of workshops with key personnel from across the business – including process owners and key users. Overseeing the process was a newly established governance group. The redesign required getting into the detail of job functions and essential system access.

Minimal interruption

The chief challenge in this project was the size and scale of operations at Ruralco. With 1000+ SAP users and 50 different business units – all with different rules and roles – it made the project very complex.

An understandable concern for Ruralco was to implement these changes with minimal disruption to existing operations. It was essential that staff could operate effectively throughout the implementation. Turnkey Consulting phased the work to reduce disruption, and followed up issues and defects very quickly, usually within a few hours.

"We now understand our risk profile, and we have processes around protecting our SAP environment. We are meeting compliance and audit requirements. For us from a business perspective, we can have a starter come in and get the right access from the get-go. Previously new starters needed 3-4 access changes to get it right. That's a real business benefit," says Jeni.

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SAP Partner