



Natura: Consolidating a Governance Model to Lower Information Security Risk with SAP® Access Control

To strengthen its governance model and meet its expanding needs, in 2010 Brazil-based cosmetics and personal care products manufacturer Natura upgraded to the SAP® Access Control application. This has led to benefits such as an 87% reduction in the company's information security risk level, the **creation of a risk control culture**, and gains in productivity.

Executive overview

Company

Natura

Headquarters

Cajamar, São Paulo, Brazil

Industry

Consumer products

Products and Services

Cosmetics, fragrances, and products for personal care

Employees

7,000, with 1.4 million sales consultants

Revenue

BRL 5.5 billion (US\$2.7 billion)

Web Site

www.natura.net

Partner

PricewaterhouseCoopers LLP
www.pwc.com



BUSINESS TRANSFORMATION

The company's top objectives

- Strengthen Natura's governance model for data and access control
- Optimize strategies for managing access and segregation of duties
- Reduce level of risk
- Strengthen awareness process for security risk management

The resolution

- Upgrade to the latest version of the SAP® Access Control application
- Create a leaner risk matrix
- Involve all business areas
- Train 400 key users

The key benefits

- Lower security risk to the business
- Employee awareness created via dissemination of the risk control culture
- Greater alignment between the management of information security and all business areas
- Reduced maintenance costs due to reduction in volume of support calls made to customer service
- Faster preparation of audit reports

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TOP BENEFITS ACHIEVED

87%

Total reduction in information security risk

60%

Faster preparation of auditing reports

30%

Fewer transactions per profile

See more metrics ►

“Natura established a solid strategy for managing access, with strong employee involvement, and thus significantly reduced the company's security risk.”

Newton Rossetto, Information Security Manager, Natura

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Resolution

Business transformation

Future plans

A strengthened governance model to support accelerated growth

In 2008, faced with a high level of information security risk, Natura began a process to strengthen its governance model. An audit identified a number of weaknesses, including the lack of a solid strategy for managing access. Additionally, the company did not have a culture of governance and information security. The low involvement of business areas in the process of risk assessment made the situation even harder to manage. A change in corporate culture was necessary.

Natura finished creating a risk matrix in 2009. That year, it also implemented SAP Access Control and adapted its processes to conform to the Sarbanes-Oxley (SOX) Act, which requires creation of reliable mechanisms for auditing and security to mitigate a company's business risks.

The new governance model that Natura established allowed for a more accurate assessment of security risks as well as the fulfillment of compliance regulations, and the company obtained SOX certification. With the support of SAP software, Natura saw its level of information security risk drop 69%.

But the company's rapid growth brought additional challenges: more flexibility and integration with business areas were required to strengthen the governance model and the strategy for managing access. So in 2010, Natura began implementation of the Terra project, focused on modernizing its relationship with sales consultants. The company sought to implement an innovative solution that would support its growing governance demands.

"The biggest challenge of consolidating the governance model was raising the awareness of the business areas on the risks involved in granting access."

Newton Rossetto, Information Security Manager, Natura



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Updated IT solutions and architecture

Natura began an intense process of technological innovation. As part of the Terra project, the company upgraded SAP Access Control. The new version enabled simpler interfaces and better integration with other solutions in use at the company. In addition, SAP Access Control could be readily integrated with Natura's existing architecture, which already included the SAP ERP and SAP Customer Relationship Management applications, the SAP ERP Human Capital Management solution, and the SAP Advanced Planning & Optimization component.

Along with this upgrade, the company promoted a new assessment of its access profiles and segregation of duties (SoD). The goal was to create a risk matrix that was leaner and more consistent with the company's growing organizational structure.

The structure of the project for consolidating the governance model, developed with the support of experts from PricewaterhouseCoopers LLP, was defined in three steps. First was the assessment of the access profiles and SoD, which counted on the participation of all the company's business areas. Next came the implementation of the new version of SAP Access Control. And finally, the company worked on employee awareness through the dissemination of a culture of risk management backed with training. Some 400 key users were trained, and the company's managers were introduced to governance procedures and risks associated with unauthorized access.

"The upgrade of SAP Access Control required a new revision of the access profiles and segregation of duties as well as the commitment of the various business areas in Natura."

Newton Rossetto, Information Security Manager, Natura



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Governance based on technology and commitment

Consolidation of Natura's governance model has brought significant gains across the company.

Upgrading SAP Access Control, for example, has allowed for more complete, compliant reporting. The time needed to prepare reports for auditing has fallen by 60%. The upgrade also required a reassessment of access, allowing inactive profiles to be excluded. Thus, the access matrix used by SAP Access Control became leaner, with a resulting 30% drop in transaction volume per profile. Natura also

experienced lower maintenance costs, with 50% fewer support calls being made to customer service.

Raising the business areas' understanding of processes related to the governance model has created a new culture of risk management at Natura. The time needed to maintain controls for employee compensation has fallen by 15%–20%. Overall, the consolidation of the governance model at Natura has achieved a total reduction of 87% in information security risk.

KEY BENEFITS

87%

Total reduction in information security risk

30%

Fewer transactions per profile

15%–20%

Less time needed for controls for compensation

60%

Faster preparation of auditing reports

50%

Fewer requests for support



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Technology for continuous improvement of the governance model

Natura performs a complete revision of its risk matrix and its governance processes structure annually. The goal is not simply to enhance this structure but to ensure its alignment with the company's growth.

Following the consolidation of the governance model, everyone at Natura is more aware of the importance of involving information security management in the development of a new area, activity, or project to help ensure a stable business model.

Continuous improvement of the governance model and optimization of internal controls are strategic goals of the company and all its employees. Therefore, Natura plans to always have the latest technology available to help it through this challenge – and it expects that SAP can be a great help with this.

