SAMARCO MINERAÇÃO

ACHIEVING A CULTURAL CHANGE IN ACCESS RISK CONTROL

QUICK FACTS

Industry
Mining

Revenue
US$1.6 million (Brazilian operation)

Employees
2,000 employees and 2,000 third-party professionals

Headquarters
Belo Horizonte, Minas Gerais, Brazil

Web Site
www.samarco.com

SAP® Solutions and Services
SAP® BusinessObjects™ Access Control application

Implementation Partner
Opensis

Samarco Mineração is a private Brazilian company engaged in the mining, beneficiation, pelletizing, and exportation of iron ore. Established in 1977, it ranks 2nd in the overseas pellet market, selling its products to over 15 countries. To create an integrated policy to grant user access and achieve proper control of segregation of duties to mitigate risks, the company deployed the SAP® BusinessObjects™ Access Control application.

Key Challenges

- Lack of an integrated policy to grant user access
- Need to achieve proper control of segregation of duties (SoD) to mitigate risks
- Need for a cross-enterprise access risk analysis with compliant user provisioning
- Requirement to empower management to take responsibility over SoD

Why SAP Was Selected

- Previous analysis of risks of segregation for each position generated for new requested accesses
- Single repository for risk matrix, approval history, and log of super-access usage
- Possibility to create workflow of approvals for all parts needed for each approval process
- Automatic forecasting of approved accesses

Implementation Best Practices

- In-depth Lean Six Sigma study conducted to discover root causes before implementation
- Strong top executive commitment
- Dedicated multidisciplinary team
- Use of ASAP methodology to meet deadlines
- Project alignment with corporate strategy

Low Total Cost of Ownership

- Automated access requests and approvals, replacing unsecure procedures
- Automated granting access to the SAP® ERP application
- Improved quality in call handling by outsourced team
- Reduced time to approve accesses by 70%
- Reduced errors related to function attributions by 100%

Financial and Strategic Benefits

- Cultural change in SoD
- Integration of internal controls and IT
- Traceability of approvals risk of SoD
- Regular use of solution by top executives, reinforcing commitment

Operational Benefits

Key Performance Indicator	Impact
SoD risk reduction	-83%
Users with violation issues	-50%
User provisioning by month	+565% (20 to 133)
Access granting time after process automation (workflow)	From 40 to 8 hours
Maintenance and profile update time	1 week

"We achieved a significant maturity on segregation of duties and an effective access risk control in our environment. That would not have been possible without SAP BusinessObjects Access Control, a truly valuable application."

Celso Kovalek, IT Process and Application Manager, Samarco Mineração

www.sap.com/contactsap

Need for Proper Control

Samarco Mineração, a Brazilian mining company that exports iron ore to over 15 countries, was facing risks due to the lack of control on segregation of duties (SoD). In fact, not having integration between its IT and internal controls areas made it difficult to keep track of all user-access permissions granted, which meant compliance was at stake.

The lack of an integrated policy to grant access to users and achieve proper control made Samarco realize that it needed a tool to rapidly analyze the conflicts and manage a cross-enterprise preventive compliance process. Actually, the internal controls area within the company had a reactive approach, handling requests only when auditors called attention to the matter.

While the IT department was responsible for granting all critical access inside the company, it did not have control over the business risks associated with these permissions. Another key issue was that access to users was granted manually by outsourced analysts, and updates in access processes were sometimes error-prone, which negatively impacted users. On the other hand, the requests for access competed with other requests, thus compromising service-level agreements and processes deadlines.

A Project Aligned with Corporate Strategy

To resolve the lack of standardized procedures to grant access or execute access changes in the company's SAP® software environment, Samarco implemented the SAP BusinessObjects™ Access Control application. This software enables all corporate compliance stakeholders, including business managers, auditors, and IT security managers, to collaboratively enforce proper control of SoD on a continuous basis.

Before implementation, which was supported by Opensis, Samarco conducted an in-depth Lean Six Sigma study to properly identify the root causes of errors.

The governance, risk, and compliance project had the strong commitment of top executives and a multidisciplinary team of 20 people dedicated to it. They used ASAP methodology, which is aligned with Project Management Institute principles and provides flexibility in implementation projects. Also, the team followed a change management approach to reduce impact on personnel. The project was aligned with the company's strategy, identifying critical transactions and violations to redesign Samarco's risk matrix.

Risk Free

With the implementation of the SAP application, the process for accessing the SAP software system has been modified, and Samarco now has an approval workflow where all the necessary managers, general managers, and directors are involved. The company can now analyze the risks before approving access, and managers are aware of the risks involved in business functions and take full responsibility for the access being granted.

Samarco automates access requests and approvals for the SAP ERP application to support the integration between IT and internal control areas – replacing unsecure processes like e-mail. The automatic provisioning enables greater speed in releasing access, thus helping ensure compliance with the approval process.

This implementation meant a true cultural change inside Samarco and set the basis for better control of access risk. Samarco expanded the SAP software footprint in its systems, thus reducing the total cost of ownership. The company is now able to prevent the reintroduction of access risk through a continuous improvement process.

Implementation Partner
Opensis is a Brazilian consulting company that provides IT products and services for risk management, support on demand, and advanced training. It provides support for SAP software systems security in the South American market.

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