# UNILEVER BRAZIL

## SAP® CONSULTING SERVICE OFFERING DETECTS SOD CONFLICTS IN CUSTOMIZED CODE

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**José Paolini Neto,** Director, Americas Information Security, Unilever Brazil

## QUICK FACTS

### Company

- Name: Unilever Brazil, a part of the global Unilever group
- Headquarters: São Paulo, Brazil
- Industry: Consumer products
- Products and services: Products for nutrition, hygiene, and personal care
- Revenue: €40.5 billion (global)
- Employees: 174,000 (global)
- Web site: www.unilever.com
- Implementation partner: SAP® Consulting organization

### Challenges and Opportunities

- Ensure compliance
- Reduce time, money, and resources required to manually check customer-built enhancements to SAP software for noncompliance

### Objectives

Use an automated solution to rapidly assess whether or not the customer-built enhancements create segregation of duties (SoD) conflicts or introduce the potential for fraud

### SAP Solutions and Services

The SAP Consulting organization's service offering for identification of risk-relevant custom development objects

### Implementation Highlights

- Rapid 3-week project
- On-site SAP consultants
- Automated analytics

### Why SAP

- Automated methodologies versus other vendors that use superficial, manual methods to evaluate risk
- Deeper analysis into code and governance risks
- The SAP Consulting organization's superior background in SAP software security; the SAP BusinessObjects™ Access Control application; and SAP software development, tools, and applications

### Benefits

- Accomplished task in 3 weeks, versus 207 employee days
- Eliminated need to staff a project team of developers and process and security experts
- Reduced risk
- Improved compliance
- Increased process reliability

### Existing Environment

- SAP ERP application
- SAP BusinessObjects™ Access Control

### Third-Party Integration

- Database: Microsoft SQL Server
- Hardware: HP
- Operating system: Microsoft Windows

Unilever

Unilever Brazil likes the standardized and flexible functionality in the SAP® ERP application – it incorporates industry best practices, yet it can be tailored to specific company needs. What it doesn't like is how much time it takes to ensure that any customer-built enhancements to the SAP software do not create segregation of duties (SoD) conflicts or enable fraudulent activities. That's why the company engaged the SAP Consulting organization to deliver its service offering for identification of risk-relevant custom development objects.

The SAP consultants used the assessment service to identify areas where there might be problems, so São Paulo, Brazil–based Unilever could target its compliance effort more precisely. As part of the procedure, SAP Consulting uses a specially designed application that resides remotely on an SAP server, interfaces to the customer's SAP software, and extracts the necessary information to analyze the custom code, based on a series of compliance criteria. Using this analysis, SAP Consulting produces a detailed document that identifies customizations that might create SoD conflicts or introduce the potential for fraud.

"We have a great number of customized transactions – more than 8,000 custom objects across 19 Latin American countries involving 9,000 users," says José Paolini Neto, director of Americas information security at the Brazil-based Unilever. "Previously, our risk analyses were totally manual. The SAP Consulting service offering for identification of risk-relevant custom development objects does it automatically and massively."

The savings were equally as massive, eliminating the need to staff a team of developers and process and security experts to identify the problem objects.

"Thanks to the SAP Consulting service offering, we were able to evaluate more than 8,000 custom objects in just three weeks," Neto says. "Without this help, it would have taken us over 207 employee days. Now we understand which programs need to be remedied and where we should focus our efforts."

## Customization Solves Needs, Creates Risks

The Unilever group has operations in more than 100 countries and is one of the largest consumer goods companies in the world. It recently celebrated its 80th year of operation in Brazil, where its products reach 86% of households, or 37 million people, every month – and 100% of Brazilian homes during the course of a year.

Like a lot of large companies with complex business processes, Unilever had built up over the years a substantial number of nonstandard, custom development objects to streamline internal operations and meet customer-specific business requirements. The company needed to understand any risk that might have been introduced during the process of enhancing its SAP ERP application. But it did not want to analyze every piece of software individually – that would have been too expensive and time consuming.

The SAP Consulting service offering for identification of risk-relevant custom development objects was the clear choice. Unilever surveyed the market and saw that other alternatives were not automated; they relied on manual methods and evaluated risk superficially. The SAP Consulting service offering provided a deeper level of analysis into the code and potential risks. The analysis reached into the business add-ins – coding that had been attached to standard SAP source code for specific functions or process steps required by the company or its customers. The service offering also drilled down into the application's programming interfaces that oversee the exchange of business data.

SAP Consulting was uniquely positioned to deliver the service. The SAP consultants had the necessary background in SAP software security; the technical and functional knowledge of SAP software for governance, risk, and compliance (GRC); and an understanding of SAP software development tools and applications.

"SAP Consulting had the knowledge and the procedures for the SoD assessments, and it transferred that know-how successfully to our team."

**José Paolini Neto,** Director, Americas Information Security, Unilever Brazil

## Consultants Deliver On-Site and Off-Site Support

During the implementation, SAP Consulting worked with the customer on-site as well as remotely. On-site, it collaborated with the customer on the reports generated from that hookup. SAP Consulting emphasized knowledge transfer, using the reports and consulting engagement to demonstrate to Unilever how to identify risks on its own and create procedures to ensure continuous compliance. "Our internal team now validates all custom transactions according to SoD rules," Neto says. "SAP Consulting had the knowledge and the procedures for the SoD assessments, and it transferred that know-how successfully to our team." Off-site, SAP Consulting ran the automated extraction program on a server at SAP's U.S. headquarters in Newtown Square, Pennsylvania.

"The SAP Consulting service offering for identification of risk-relevant custom development objects significantly lowered our exposure to fraudulent usage of resources and lessened the burden associated with compliance. And it improved the reliability of our compliance processes through automation."

**José Paolini Neto,** Director, Americas Information Security, Unilever Brazil

## SAP Consulting Reveals Hidden SoD Conflicts and Improperly Written Custom Programs

During the engagement, SAP Consulting identified customer-created programs that were not associated with standard SAP transaction codes and programs, and it determined whether or not they created SoD conflicts or introduced the potential for fraudulent activities. Whenever a customer-created program is not related to another standard program or transaction, it represents risk, and the programs should be reevaluated and possibly remedied by the customer.

In that vein, SAP Consulting also pinpointed customer-created transaction codes that were not properly maintained in the customer's system; these transaction codes need to be contained in a specially designated SAP database table to verify the authorization of end users who access the transaction. SAP Consulting also identified customer-created authorization objects that were not supported in the customer's system. The authorization objects guarantee business security and minimize the potential for fraud in activities such as making payments or maintaining salaries.

SAP Consulting also discovered customer-created custom development objects that evoke standard, SoD-relevant SAP transaction codes – which need to be evaluated to minimize risk. And it went deep into the inner workings of Unilever's SAP software landscape to identify custom development objects that contained ABAP™ programming language commands in the source code. These commands include CALL TRANSACTION, CALL FUNCTION, AUTHORITY-CHECK, SUBMIT, INSERT, MODIFY, and UPDATE and need to be incorporated into the customer's overall SoD design.

Finally, SAP Consulting highlighted customer-created SAP transactions linked to database tables. This can introduce a significant risk because an end user can modify the database table directly through the customer-created transactions. A user with access to these transactions could create a fake vendor master record, for example.

## GRC Applications Work Together

Unilever also uses the SAP BusinessObjects™ Access Control application to provide a complete view of SoD compliance across the organization. With the SAP software for access control, Unilever can ensure it has the information it needs to make SoD-compliant customized changes in the future, giving it confidence to continue enhancing its SAP landscape for efficiency while maintaining stringent corporate governance.

The SAP Consulting service offering is a complement to SAP BusinessObjects Access Control," says Neto. In fact, the SoD risk analysis within the service offering for identification of risk-relevant custom development objects is based on the standard SoD rule set found in

SAP BusinessObjects Access Control. "The reports and analyses help us to decide whether or not a customized object is violating SoD rules," remarks Neto.

He then says, summing up, "The benefits are clear: The SAP Consulting service offering for identification of risk-relevant custom development objects significantly lowered our exposure to fraudulent usage of resources and lessened the burden associated with compliance. And it improved the reliability of our compliance processes through automation."

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