The Adventure of Business Use Cases Becoming Real GRC Features and Functions @SAP

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2023

SAPinsider

Agenda

01

Motivation

Why we started this project and what it is about.

02

Our Project

What we wanted to achieve and how.

03

Outcome and Results

Our delivery milestones.

04

Lessons Learned

What to consider.



Motivation



01 Starting Point

- 10+ years after implementation and roll-out
- With regular co-innovations

- Collecting pain points
- Collecting end-user improvement ideas
- How can we make life easier?
- Taking user experience to the next level



01 Approach

Create survey

Topic Feature / Functionality (be as precise as Feed-back UI-Rat- User interface improvement proposal Handling Handling improvement proposal Perfor- Process Additional possible, incl. link or screenshot e.g.) from ing* rating* rating* rating* rating* rating*
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- Collect feedback including ratings
- Analyze results (assess and classify with regards to complexity and delivery responsibility)
- Voting for prioritization
- Alignment with stakeholders
- Statement of Work



02 Our Project



02 Organizational Set-Up

- Kick-Off
- Weekly alignment meetings with development and IT, inc. status updates and issue reporting
- Weekly Business status update meetings
- Monthly Steering status updates
- Bi-monthly Steering meetings
- PMO support



02 Development and Implementation Approach



8

02 Functional Specification for SOW Items and Packaging / Planning / Tracking

Table of Contents

- ·	
Create	ed by
Date o	of Creation
List of	Reviewers
Docun	nent Change History
Relate	d Documents
Signof	f
Introduc	tion
1 Obj	ective of Document
2 Exe	cutive Summary (provide a short summary)
Requirer	nent Description and Added Value
1 Req	uirement Description
2 Det	ailed Specification
2.2.1	Implementation Scope
2.2.2	Additional Requirements
2.2.3	Data Migration
2.2.4	Roles
3 Add	led Value for End User
pendix	
-	
	Date o List of Docum Relate Signof Introduc L Obj 2 Exe Requirer 1 Req 2 Det 2.2.1 2.2.2 2.2.3 2.2.4 3 Add pendix

2 Work packages and associated tasks	5-Apr-2021	25-Apr-2022		91%
Mandatory Field settings SOW#4- (joint planning with SOW#8) Allow for fields, including oustom defined fields, to be included into the mandatory system setting framework - so that the corresponding logic and checks are applied. Customizing table to determine field that will then be mandatory and included in the logic.				Delivered
SOW#4 overall completion rate				100%
One finds fater france (OPDR final/Med RDS) COURT & COURT			(x)	
GRP Data Entry Screen (GRPS Simplified RPS) SOWED & SOWER GRP Data Entry requires significant number of screens to be accessed and filled out. The constant tabbing, moving in and out of screens is not user centric. Develop GRP Activity frontend screen, enable system to allow for multiple Top Risks, related Underlying risks, multiple responses per risk, analyses to be maintained in one step.			()	Delivered
SOW#6 & SOW#7 overall completion rate				100%
One Single Entry Screen Simplified RPS SOW#7 joint planning with SOW#6 Easy data entry screen for Simplified RPS Requesting to develop a single screen where the field risk managers can enter all required data without any screen transitions.				Delivered
Improve Accuracy and Meaning of Field Labels SOW#8 (joint planning with SOW#4) Field description names need to be updated to properly reflect use. For instance, if a particular field is used in Board Reports or Supervisory Board Reports, provide clear indication to the user. Update of field descriptions, inclusion of a "hover over" technology to provide additional end-user information on the "what and how".			8	Delivered
SOW#8 overall completion rate				100%

02 Reporting



02 Delivery

*	Short text	Link to test cases as applicable	Additional info as necessary
SOW#5	Allow users to delete their own Old/Invalid	SOW#5 and SOW#28	
50000	Work Items from their inbox.		Please validate the draft test cases developed to accelerate your
			testing and Goulius to ensure they meet your current processes
SUMMOR	CCM issue bandling. Closing of CCM tasks. A		and adapt as necessary
3041#20	beckend report that ellows closure of CCM tasks. A		and doupt as necessary.
	backend report that allows closure of CCM tasks		
	with a status like "auto closed" or similar. This		Corresponding notes are included up to SP19.
	way, we have audit evidence that the tasks have		
	been generated but were not closed. This would		
	allow to clean-up the work inbox; so far only the		
	deletion of work items and cases is supported.		
SOW#41	Interfaces to SAC: Enhance standard content	SOW#41 and SOW#43	Please note: Here the previously developed "PS340-related"
	and views for SAC including visual options		dashboards have been re-engineered as standard dashboards in
	(heatmap) also considering the data integration		addition to a CCM dashboard.
	aspects (RM/PC)		
			Diagea validate the draft text races developed to accelerate your
CONVERS	SAC Dashbased, SAD CDC development support		tacting and Co. I has to ansure they meet your current processes
50W#43	SAC Dashboard: SAP GRC development support		testing and do-tive to ensure they meet your current processes
	of effort to enable SAC Dashboard		and adapt as necessary. Please also validate the numbers to ensure
			correct calculation.
			Corresponding notes are included up to SP19.

	Name \sim	l
	Cancel Work Items.pdf	
	SOW_5_Cancel_Work_Item_Draft.docx	
1	SOW_5_Reject_or_Approve_Requested_Cancel_Work_Item_Draft.docx	
1	SOW_5_Request_Cancel_Work_Item_Draft.docx	

03 Outcome and Results



03 SAP Analytics Cloud Dashboards



Business case:

In the context of the auditing standard PS340, we had developed home grown dashboards for reporting.

Once the concept was fully validated, we wanted to provide this also to our customers and ensure continuous improvement as necessary.



Delivery:

- Risk Aggregation by Risk Category
- Risk Aggregation by Impact Category
- Risk Aggregation by Driver Category
- Driver Interdependencies
- Impact Interdependencies
- Probability Level
- Driver Risk Count Heatmap
- Risk Profile
- Risk Count Heatmap
- CCM



Relevant Information:

Available with SP18 and 19 as well as via notes associated.

Some basic configuration required e.g. to reflect the risk profile thresholds.

Configure URL of NetWeaver Business Client for SAC Dashboards | SAP Help Portal

Configure SAC Risk Profile Dashboard | SAP Help Portal

Configure Currency Conversion for SAC Dashboards | SAP Help Portal

03 One Single Entry Screen – Fiori – Manage Activities, Risks and Responses



_risk_mtwk 887			Generate Report Copy Role Show Change Histor
ed Ny: Marke-Luise Wagener-Kirchner ed Dru: 1502.2023 ged Dy: Marke-Luise Wagener-Kirchner ged Dy: Marke-Luise Wagener-Kirchner ged Dy: Stat2023	to: tive		
ral Information Roles ~ Related Risk ~ Analysis Responses (0) Sur	rey Validation Attachments & Links Notes (0)		
c Information			Edit
me: t dak mluk	Activity:	Valid From: 15.02.2023	
territational linit	Bisk Category	Valid Te-	
015718 (TFIS EMEA)	50018925 (TFIS: Business Strategy Risk)	31.12.9999	
condary Org. Unit:	Trend: New		

Business case:

Data entry requires significant number of screens to be accessed and filled out. The tabbing, moving in and out of screens is not always efficient. Provide a one single entry screen without further transitioning requirements.

Delivery:

- Three Fiori tiles with respective list viewers.
- Sorting, filtering, and grouping.
- One data entry screen with direct interfaces to copy, change history and reporting.
- Custom defined fields are included in representation.

Relevant Information:

Available with SP15 and 19 as well as via notes associated.

Configure the UI Fields for Risk Management Fiori Apps | SAP Help Portal

Custom Defined Fields | SAP Help Portal

03 Personalized Settings

Business case:

We want to be able to adapt the end-user screen according to our needs to increase efficiency in our daily work.

Mandatory fields cannot be hidden-

Relevant Information:

This is planned to be available with the new component version of UIGRRMPC 200 with planned RTC end of March 2023.





03 Enhanced Reporting via Microsoft Word®

XML Mapping	
Custom XML Part:	
http://www.sap.com/grc/	irm/gras/1
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R4	Low		Unlikely
MO_GRP_2017_TR06_ULR4 Description			
	1000000.00 EUR	300000.00 EUR	EUR
	Cybersecurity and Security	Operational	LA_Brazil
Field Name	Field Value		

Business case:

As reporting requirements vary based on business context, we want to be able to easily develop reporting templates directly in MS Word and then use them from within the application.

Delivery:

- An enhanced reporting engine.
- The word reporting templates utilize the respective GRC fields incl. custom-defined-fields and also provide an integration into Microsoft with all available features <u>Content</u> <u>controls in Word | Microsoft Learnl</u>
- Integration into application via Generate Report

Relevant Information:

Available with SP19 as well as via notes associated.

A template file is provided. Word templates for general use can be created supported by content control.

Get Sample Custom XML File | SAP Help Portal

Generate Report | SAP Help Portal

Create Word Templates with Content Controls
SAP Help Portal
16

03 Personalized Settings Report Template

Business case:

We want to be able to adapt and include custom defined fields in our reporting template.

Relevant Information:

This is planned to be available with the new component version of UIGRRMPC 200 with planned RTC end of March 2023.

< SAP Personalization Se	ettings 🔻				Q 🕐 🥊
		Report Template			53
VI Section Manage Activities Manage Risks	>	Reserved Templates (9)		S	earch C
Manage Responses	>	Name	Custom Defined Fields (Activity)	Custom Defined Fields (Risk)	Custom Defined Fiel (Respons
 Field Visibility 		Entity: Activity		, ,	
Manage Activities	>	Activity_Standard_New.docx	1	1	
Manage Risks	>	Activity_standard.docx	14	12	
Manage Responses	>	Entity: Risk			
Report Template	>	GRAS_Report_Risk_standardNew.docx		4	
		GRAS_Report_Risk_standard_1129.docx		0	
	>	GRAS_Report_Risk_standard_Nov.docx		2	
		Risk_Standard_1220.docx		3	
		Risk_standard.docx		12	
		Entity: Response			
		GRAS_Report_Activity_standard55.docx			
		Response_standard.docx			
		Personalized Templates (2)	Search	Q Upto	oad Template Delet
		Name	Custom Define Fields (Activity	d Custom Defined /) Fields (Risk)	Custom Define Fields (Respons
		Entity: Risk			
		GRAS_Report_Template_Risk_standard0.docx		0	



03 Mandatory Field Settings and Enhanced Field Labeling

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Field Control for Risk Applications App. Name UI Field ToolTips Activity Category Manage Activities V ActivityCategoryll Assumption Manage Activities V Assumption Constraint Manage Activities V Constrain Description Manage Activities V Name Activity Name Manage Activities V OrgUnit Organization Unit Manage Activities ValidFron Valid From Valid To Manage Activities ValidTo Manage Risks V Activity Activity Manage Risks > Descriptio Description Manage Risks Name V Risk Name Manage Risks V OrgUnit Organization Unit RiskCatego Risk Category Secondary Organization Unit Manade Risks V Trend Risk Trend Manage Risks ValidFrom Valid From ValidTo ✓ Valid To Calculated Con

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Business case:

Allow for fields, including custom defined fields, to be included into the mandatory system setting framework - so that the corresponding logic and checks are applied. Improve Accuracy and meaning of Field Label by supporting adaptions.

Delivery:

- Mandatory field settings supported for Risk, Responses and Activities.
- Fields not required by the standard GRC solution can be hidden.
- Custom logic can be referred to via action and the label explanation is maintained in Tool Tip.

Relevant Information:

Available with SP14 to 16 as well as via notes associated.

Via transaction SM30 the **V_GRRM_FLD_CNTRL** needs to be maintained accordingly.

03 Enhanced Copy Features

K SAP Manage	Risks 🔻			Q 8
Standard \checkmark				
	Diek Tur	.e.	Organizati	onal Unit-
Search	Q		~ _	C
Risk Level:	Activity:			
	~		C	Adapt Filters Go
		~ \$		
Active (561) Draft (89)				
			_	_
Risks (561)			Create V Copy	Delete 🗔 🖆 🗸
Created On	Changed On	Name	Risk Type	Organizational Unit Name
04.07.2022	04.07.2022	RM_SOW15_TR0 2_4July	Operational Risk	Field risks >
Activity Name:				
Risk Level: High Validity Period: 04.07.20	122 - 31.12.9999	1		
ID: 51067131				
04.07.2022	04.07.2022	RM_SOW15_TR0 2-URL2_4July	Operational Risk	Field risks >

Business case:

Ability to copy a full risk or activity (incl. Top and underlying risks, open or closed) into a new activity. This would significantly shorten the process in creating new risks etc.

	Select Risks Select Objects to Copy Up	3	Confirmation
Shov	v Year v 2022 v	Apply Advanced	
View:	[Standard View] V	0.1.1	
	RISK	Organization	Risk Category
-	RM_SOW15_TR02_4July	Field risks	International Laws and Regulations
-	RM_SOW15_TR02-URL2_4July	Field risks	Opportunities
<u> </u>	RM_SOW15_TR02	Field risks	International Laws and Regulations
<u> </u>	RM_SOW15_TR02-URL2	Field risks	Opportunities
	RM_PR_UL Risk 2_Copied_FromTmplt_21June	Test Org - New Reports	PR_Risk_Cate
	A/P 40 Risk	Field risks	Accounts payable
	TR05 - RM - Risk Template	Field risks	International Laws and Regulations
	TR02 - URL01 - Flori_Guide	Field risks	Opportunities
	TR01-Fiori_Guide	Field risks	Opportunities
	RM_SOW15_TR02	Field risks	International Laws and Regulations
	RM_SOW15_TR02 Copied_20Jun	Field risks	International Laws and Regulations
	RM_SOW15_TR02	Field risks	International Laws and Regulations
G	0	E IIIII	Previous Next > Finish Cance

Delivery:

 Enhanced Copy feature for Risks and Activities in both NWBC and Fiori with necessary maintenance options integrated.

SAP 	3 —	Co	opy Risk	-1		
Select Risks Select Objects to Copy Update Cr	eated Objec	ts	Confirmation			
Risks / Responses						
✓ Name	Туре	Share	Organization	Risk Category	Valid From	Valid To
KM_SOW15_TR02	Risk		Field risks	International Laws and Regulations	21.06.2022	31.12.9999
RM_SOW15_TR02-URL1	Risk	~	Field risks	International Laws and Regulations	19.04.2022	31.12.9999
RM_SOW15_TR02_ULR1_Resp1	Response	~	Field risks		19.04.2022	31.12.9999
RM_SOW15_TR02-URL2	Risk		Field risks	Opportunities	19.04.2022	31.12.999
TR04 - URL2 - Resp1 - Define Scope in contract	Response		Field risks		04.11.2021	31.12.999
TR04 - URL2 - Resp2 - Hire Program Manager	Response		Field risks		04.11.2021	31.12.9999
TR04 - URL2 - Resp3 - Hire Developer	Response		Field risks		04.11.2021	31.12.9999
GRP_2017_Top_Risk_Response_Template	Response		Field risks		21.06.2022	31.12.9999
Risk Attributes Alt Ø enerat Y Anatysis V KRI Instances Response Attributes Y Alt Ø enerat Y Attachments and Links	Influenced	d Risks	✓ Incident	s 🗹 Attachments and Links		
Other Settings						
Activate Created Objects						
<u>()</u> •				🗸 Previous N	ext 🔰 Finish	Cancel

Relevant Information:

Available with SP14 to 16 as well as via notes associated.

03 MCP – CCM integration



General Info Sign: Advancially general is then GTS Decision: Advancially general is the GTS Decision: Advancis the GTS



Business case:

We want to be able to combine automated controls with manual Control Performance for a holistic representation of associated tasks while supporting automation to the extent possible.

Semi-automated Manual Control Performance.

Delivery:

 With the existing CCM functionality based on data source and business rule, the control logic is defined to generate exception data to be further analyzed and used for further manual control performance.

Relevant Information:

Available with SP14 as well as via notes associated.

Adding Continuous Control Monitoring to Manual Control Performance | SAP Help Portal

03 Cancel Work Items

orkitems - All			
		Change Ou	ery Define N
w: [Standard View]			Print Ve
Subject	Status	Created On	Due Date
Validate Rink : SA_Risk Test	Ready	07.10.2021 17:27:00	3
Validate Activity: SA_Validation Test Activity 01	Ready	07.10.2021 17:27:00	a
Validate Activity : SA, Fiori_Guide	Cancel Requested	17.02.2022 09:24:3	8
Validate Risk : TR02 - URU01 - Hort_Calde	Ready	17.02.2022 14:80:15	5
Validate Activity: RV_Text_Validate_Activities	Ready	17.02.2022 14:30:19	5
Perform Manual Control Performance CO_Innovation_SOWS Copy Review of annual VAT returns of German S	Ready	13.12.2022 17:32-3	9 20.12.202
Perform Manual Control Performance CO_Innovation_SOWS Copy Review of annual VAT returns of German S	Ready	13.12.2022 17:32:4	5 20.12.202
Perform Manual Centrel Performance CO. Innovation. SOWS Copy Review of annual W/T returns of German S	Ready	13.12.2022 17:33:0	1 20.12.202
Perform Centrel Design Assessment	Reedy	13.12.2022 17:35:33	2 20:12:202
Perform Control Dealer Assessment	Ready	13.12.2022 17:35:5:	3 20.12.202



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Start Date 🗸	is	~		0	• •
Cancel Status 🗸	is	~		\sim	Ð
Cancel Requested By	is	~		- 62 (Ð

Business case:

We want to be able to delete old / invalid Work Items from our inbox for a particular set of workflows.

Delivery:

- The function of Cancel Work Items is not to physically delete work items, case or workflow, but to cancel work items.
- After the actual cancellation, the work items will disappear from user's work inbox and the status of the work items will change to Canceled in Search Work Items.
- For certain workflows a Power user approach is provided.

Relevant Information:

Available with SP19 as well as via notes associated.

Via SM30 in view V_GRPCCUST1 a flag for WORKITEM_CANCEL can be enabled. Once enabled, the button **Cancel** will appear in your work inbox.

Cancel Work Items | SAP Help Portal

04 Lessons Learned



04 Lessons Learned

- There is so much more than it meets the eye or first description...
- Sender vs. Recipient an ongoing challenge requiring continuous improvements
- Detailed test scripts remain key success factor reused service material
- Consider Feedback Loops
- Stay on top of new features and functionalities
- Establish business advisory and support function



Wrap-Up



Project Introduction -Regulatory Intelligence*

Project Scope

Research Project within SAP that investigates if Artificial Intelligence can be applied to compliance standards and (later) internal policy documents.

The goal of the project is to research and invent algorithms that identify, extract and analyze control information in standards and policies upon changes for further use in an internal controls management solution (like SAP Process Control).

With that the project team wants to support compliance specialists and alleviate the current cumbersome, time-intense and error-prone process of required manual reviews whenever relevant standards (or policies) are updated.

How can I contribute?

The SAP project team (that consists of Data Scientists and GRC Experts) is constantly looking for feedback from compliance specialists that are dealing with standards and policy updates on a regular basis. Feedback may include relevance of research results of daily, expectations and usability of the solution.

What is in for me?

Given the experimental nature of the research project there is currently no intend or decision made on productization. However, if you are a compliance specialist with an interest in technology, this is your chance to learn how AI can be applied in your area of expertise.





Where to find more information

GRC on sap.com

- Governance, Risk, and Compliance (GRC) Solutions: <u>https://www.sap.com/products/financial-management/grc.html</u>
- What is GRC: https://www.sap.com/insights/what-is-grc.html

General help with SAP Governance Risk and Compliance

- Help Portal: https://help.sap.com/docs/> Then search for the product you need
- SAP Process Control: <u>https://help.sap.com/docs/SAP_PROCESS_CONTROL</u>
- SAP Risk Management: <u>https://help.sap.com/docs/SAP_RISK_MANAGEMENT</u>

Governance, Risk, Compliance (GRC), and Cybersecurity Blogs and our Community

- GRC blogs: <u>https://blogs.sap.com/tags/237150e2-6555-4a16-b49e-e93dbf1891da/</u>
- SAP GRC Community: <u>https://community.sap.com/topics/grc</u>

Key points to take home



Sm

Smart process design is crucial

Think BIG, but start small

Stick to the standard



Check out what's really in GRC



Training, enablement and feedback are key



User support is ongoing



Look into automation potential





Thank you.



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