

GRUMA

ACHIEVING COMPLIANCE AND CONTROL WHILE AVOIDING RISK

QUICK FACTS

Industry

Consumer products – food

Revenue

US\$3.2 billion

Employees

19,000

Headquarters

Monterrey, Nuevo León, Mexico

Web Site

www.gruma.com

SAP® Solution and Services

SAP® GRC Access Control application

Implementation Partner

In-house expertise

Key Challenges

- Comply with governance regulations and increase internal controls
- Quickly create and set up new users without exposing organization to risk
- Accurately assess potential impact of security risks to organization
- Efficiently track compliance as per auditor recommendations to free IT staff time
- Enable full access for the IT team

Implementation Best Practices

- Standardized users roles and created new ones to accommodate exceptions
- Set appropriate clearances from the start
- Documented external mitigation procedures when access needs conflicted with defined rules
- Involved process owners in mitigation process
- Shared reports and knowledge with auditors to optimize audit process

Financial and Strategic Benefits

- Better compliance with regulations
- Tighter internal controls – as per the Committee of Sponsoring Organizations of the Treadway Commission (COSO) definitions
- Faster, risk-free user setup
- Improved risk assessment
- Faster resolution of auditor observations
- Greater ability to track compliance with auditors' recommendations and measure improvements
- Reduction of open issues

Why SAP Was Selected

- Proven solution with preconfigured rules
- Seamless integration with SAP® and non-SAP software at the highest level of detail
- Comprehensive risk-analysis functionality
- Support for compliance with governance regulations
- Ability to implement software quickly and create new users and profiles easily

Low Total Cost of Ownership

- Used existing rules to minimize custom definitions and risk identification
- Used documentation to speed mitigation procedures when risk was detected, optimizing staff time
- Reduced audit time by using same software as external auditors
- Enabled faster resolution via reports communicating business consequences

Operational Benefits

Key Performance Indicator	Impact
Internal IT audit revision time	90% faster
External IT audit revision time	50% faster
Validation of the audit recommendation time	90% faster

GRUMA is the worldwide leading producer of corn flour and tortillas and sells its products in over 50 countries. GRUMA required a process and tool to ensure that its end users had the right access privileges to perform day-to-day business operations without exposing the business to risk. GRUMA selected the SAP® GRC Access Control application and established a compliance program with minimal investment that enables exceptional change and access control.



“SAP GRC Access Control plays an essential role in GRUMA’s change control and segregation of duties processes. The software enables us to ensure compliance and gives stakeholders better insight into the entire process.”

Juan Carlos Vela, CIO, GRUMA

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Growing Without Risk While Maintaining Control

For public companies, satisfying governance compliance regulations can be a time-consuming and expensive endeavor, especially without an optimal technology solution in place. For GRUMA, which has operations in the United States, Mexico, Central America, Venezuela, Europe, and Asia Pacific, compliance was particularly complex given the scale of its enterprise. The company needed a process and tool that would enable it to fulfill regulation requirements, while ensuring that its end users had the right access privileges to perform daily business functions without putting the company at risk. GRUMA selected the SAP® GRC Access Control application. “The software’s preconfigured business rules and detailed reports were strong decision factors for us. Both would enable us to quickly establish and maintain a better compliance program and help us manage our ongoing business growth with the right level of control,” says Juan Francisco Castellanos, GRUMA’s IT manager.

Resolving Compliance Issues

GRUMA knew it needed to improve access control. While the company had to comply with Sarbanes-Oxley Act regulations, it did not have an official compliance program in place. So when the company’s IT department set up new users, there was no way to assess potential risk associated with the level of access granted. In spite of initial efforts to establish a more formal process, IT was only able to visualize potential risks – and could not identify corrective solutions. By using the predefined rules provided in SAP GRC Access Control, GRUMA was able to quickly resolve these issues.

Implementing a Speedy Solution

To streamline the implementation, GRUMA involved key stakeholders that included internal audit and control personnel and members of the IT department, as well as the process owners. Together the team established a well-defined change control process that is facilitated by SAP GRC Access Control. “Now, whenever there is a new business requirement to create a role, we can analyze the request. We can identify any potential risks associated with the newly granted privileges and see what actions we can take to control them,” explains Juan Carlos Vela, GRUMA’s CIO. “But we can do this quickly to meet our process owners’ needs for a fast response.”

Benefiting from Better Processes

By using preconfigured rules and involving key stakeholders in the implementation process, GRUMA was able to quickly ensure compliance, with minimal investment of time and money. The software not only supports GRUMA’s change management and access control best practices, but since it is used by GRUMA’s external auditors, the company is realizing additional benefits. “Because our internal audit department and our external auditors both use SAP GRC Access Control, we’ve been able to significantly reduce the resources and time spent during every audit,” Vela states.

Looking Ahead

GRUMA will continue to use SAP GRC Access Control to manage, report, and reduce systematic risks. As its business continues to grow and evolve, adhering to governance regulations will be a priority. With SAP GRC Access Control, GRUMA can now respond to business needs quickly while maintaining control.

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