TURN**KEY**

Business profile

Japan Tobacco International (JTI) is a global company doing business around the world. With over 25,000 employees and operations in 120 countries, JTI is a truly international business.

With their scale of operations across the globe, JTI decided back in early 2000 to implement a single ERP instance based on SAP to support their business. With the growing number of users and business expansion, JTI had invested in SAP Governance Risk and Compliance (GRC) back in 2009.

Upgrading the SAP GRC solution for a truly global business

Challenge

Over time, GRC has become a critical module and it was time to enhance its capabilities.

"Last year we reviewed the entire SAP security setup in JTI and one thing that came out, was that the GRC version 5.2 no longer fit JTI requirements and that is why we engaged Turnkey Consulting" says Sam O'Rourke – SAP Security Services Lead.

JTI decided to move to version GRC 10.0 and in January 2012 went to competitive tender for GRC security specialists. Turnkey Consulting won that tender.

"The thing that really struck me about Turnkey's tender was that it was really easy to read, it addressed everything we asked for, they'd interpreted our needs very well and yet they kept the proposal very simple and well structured. We knew exactly what we were going to get" explains O'Rourke.

Although initially viewed as a technical upgrade, moving to GRC 10.0 allowed JTI and Turnkey to revisit the business requirements and identify opportunities to improve the system, whilst providing additional functionality.

> *"To be honest, without Turnkey I do not think we would have been able to implement GRC 10.0 in the way that we have."*
>
> **SAM O'ROURKE,**
> SAP SECURITY SERVICES LEAD, JTI

Benefits

It was important for JTI SAP Security Service team to rely on the expertise of Turnkey consultants to ensure the timely delivery of this critical project and on budget.

It has also helped JTI SAP Security Services to develop internal expertise by working closely with Turnkey Consulting and becoming more self-sufficient with new technology in the future.

Summary

On Turnkey's role in the project, O'Rourke goes on to say *"To be honest, without Turnkey I do not think we would have been able to implement GRC 10.0 in the way that we have, Turnkey have put an incredible effort and expert knowledge to deliver the implementation of this upgrade to JTI on time as planned."*

Solution

The project started in March 2012 with key personal from Turnkey Consulting, chosen for their experience and profile, working with a JTI project manager to develop the project plan.

"Turnkey was highly involved in the project plan and in developing the implementation plan, they were also engaged in proposing quick wins such as automation by linking to the SAP HR system."

JTI and Turnkey engaged in business requirements workshops with key JTI stakeholders, including business users, JTI Global Service Desk, IT teams and HR competency center teams, Turnkey then converted those requirements into blue print documents.

Turnkey also worked in improving the overall user experience for both the role requesters and approvers whilst ensuring compliance with our internal control framework.

"It was well managed and we could rely on good people from Turnkey Consulting to support the GRC 10.0 go-live and help us manage the challenges that are typical of a solution upgrade project."

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