

A cheetah is the central focus, looking directly at the viewer through a sun-dappled forest. The background is a warm, golden-brown bokeh of light and dark vertical lines, suggesting tree trunks and sunlight filtering through the canopy. The cheetah's fur is detailed with its characteristic spots and stripes. A black rectangular box with a teal-colored top and bottom edge is superimposed over the middle of the image, containing white text.

INNOVATE

TRANSFORM

Adapt to the new business reality.

SUCCEED

Technology Strategy and Operations
Cybersecurity and Privacy
Cloud Solutions
Software Services

Enterprise Application Solutions
Enterprise Data and Analytics
● **SAP Solutions**
Emerging Technology Solutions

protiviti[®]
Face the Future with Confidence

ADAPT TO THE NEW BUSINESS REALITY

STAY AHEAD OF THE RAPID PACE OF CHANGE

Partnering with Protiviti for the Future

How well is your organization **adapting** to the ever-changing demands of today's marketplace? Implementing the right mix of technology and programs to **innovate**, protect margins and build shareholder value while keeping your data assets safe requires a partner that can help you **succeed**. Trust Protiviti. We'll help you find the right solutions to make your business excel.

Technology changes constantly.

Yesterday's innovation is today's status quo, and any business that doesn't stay ahead of the curve falls behind. But technology is rarely the sole solution to business challenges. Understanding the business process you want to enable, the customer experience you want to create or the critical information you need to protect is a necessary first step in making technology work *for* you — not against you.

Our consulting experts will become your trusted advisors, providing insight, strategic vision and practical experience. We collaborate with you to design and implement advanced solutions that add value to your business.

See why Protiviti is the right choice to innovate, transform and succeed.

TODAY AND BEYOND

SAP SOLUTIONS

SAP S/4HANA® has the potential to provide benefits such as improved business processes and enhanced performance. However, the shift to SAP S/4HANA will be a significant challenge for some companies as they consider the technical aspects of implementation, as well as the impact on their compliance initiatives, organizational strategy and existing skill sets. For many companies, the path to implementation is unclear.

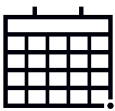
Finance organizations are expected to be forward-looking, using real-time analytics to drive complex back-office decisions, understand the challenges with strategic mergers, and plan for the future. While S/4HANA is a clear enabler to companies, Central Finance can be a stepping stone prior to adopting S/4HANA, particularly when combined with a process transformation.

As companies face the challenges of

digital transformation, S/4HANA and Central Finance products are powerful platforms that allow companies to focus on their strategic initiatives. Organizations must evaluate the total landscape and determine the approach for data management, process streamlining and actionable insights, all while securing the environment in the cloud. How will you prepare for your S/4HANA and Central Finance journey?



HOW IS TECHNOLOGY TRANSFORMING BUSINESSES?



7 – 12 months
Average S/4HANA
implementation time



53% of leaders say
business transformation
is a top driver of their
ERP strategy

From SAP S/4HANA: State of the Market 2019*



A majority (69%) of leaders
are deploying SAP S/4HANA in the cloud



67% highlighted analytics
as receiving significant benefit from ERP



85% report the move to
SAP S/4HANA met or exceeded expectations

WHAT'S TRENDING IN THE MARKETPLACE?

* Ahmed, R. (2019). SAP S/4HANA: State of the Market. [online] SAP Insider. Available at https://sapinsider.wispubs.com/Assets/White-Papers/2019/April/SAP_S4HANA-Migration-State-of-the-Market

WHY PARTNER WITH US?

As a long-standing SAP Gold Partner and 7-Time Partner of the Year, we have earned the respect of the SAP community by providing proven SAP solutions for business process optimization, data and analytics, security and privacy, and risk and compliance.

Our team of SAP-certified professionals can help you navigate the complex SAP landscape and define and execute your road map with powerful business insights that drive enhanced performance and ensure you maximize the value of your SAP investment.

SAP PARTNERSHIP HIGHLIGHTS

- SAP Full Services Implementations
- SAP Planning and Assessment Services
- SAP Managed Services
- SAP Licensed Reseller

ONE-OF-A-KIND STAFFING SOLUTION PROVIDER

- 2.5 million contractors available



15+
SAP delivery
centers globally

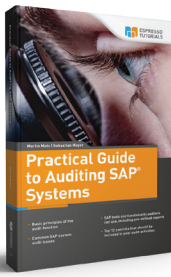
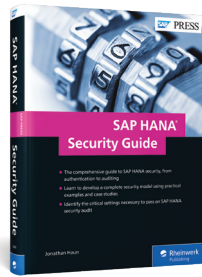
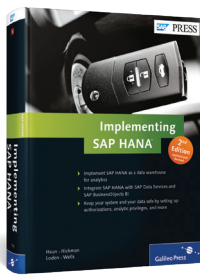
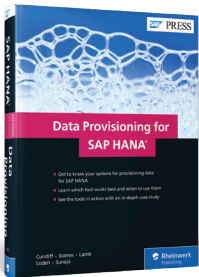
18+
Years
SAP Gold
Partnership

7-time
SAP Gold Partner

600+
SAP clients

SAP® HANA
CENTER OF EXCELLENCE

INDUSTRY THOUGHT LEADER



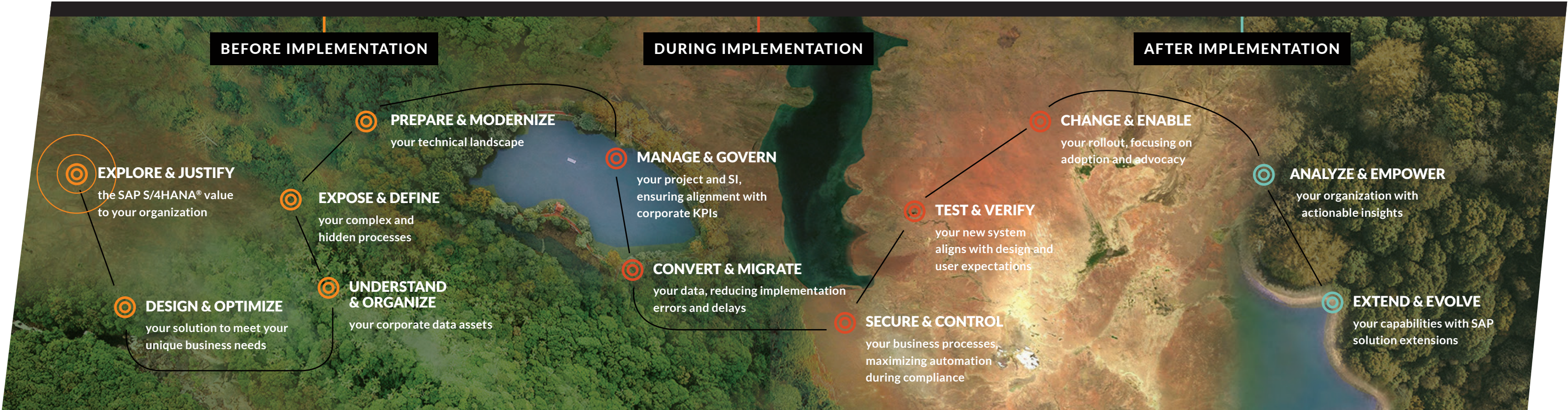
WE UNDERSTAND YOUR PERSPECTIVE

AND DELIVER A CUSTOM ROADMAP FOR YOUR BUSINESS

CFOs and CIOs must transform traditional finance functions throughout their organization, adopting new technologies and leveraging proven leading practices. This will allow them to drive more growth, profitability and scalability for their organizations. This challenge, coupled with support for SAP ECC ending in 2027, means the time to act is now. With average reported implementation times of 7 to 12 months, companies must take a serious look at their SAP S/4HANA planning and implementation options. Whether you choose to start with Central Finance or elect a full S/4HANA deployment, it is important to engage business leadership and make critical decisions before starting your journey. Careful research and planning can ensure you avoid pitfalls and obstacles to successfully reach your destination.

Some companies choose to implement SAP S/4HANA using a greenfield approach, with a chance to rethink and improve processes, limit customization and correct past mistakes. Using the preconfigured leading processes of SAP Model Company services can accelerate an SAP solution deployment, allowing access to leading practices and processes, accelerators, and business and implementation guides. Or companies can follow a brownfield approach, which offers the least disruption and preserves existing investments and customizations. Other considerations include deployment options such as cloud, on-premise or a combination.

Whatever path you choose to follow in your SAP S/4HANA adoption journey, our team of SAP-certified professionals can help you navigate the complex adoption landscape, define and execute your roadmap with powerful business insights that drive enhanced performance, and ensure you maximize the value of your SAP investment.



WE'RE ONE OF A KIND

FLEXIBLE SOLUTIONS THAT ADJUST TO YOUR NEEDS

We are the only organization that provides flexible delivery models to help you address short-term skill gaps, deliver projects or transform your organization by creating the right team that can scale up or down, quickly and cost-efficiently.

We have flexibility to tailor our delivery models to meet your organizational needs:

BLENDDED DELIVERY	ONSHORE DELIVERY	OFFSHORE DELIVERY
MANAGED SOLUTIONS		
CONSULTING		
FLEXIBLE STAFFING		
<ul style="list-style-type: none">Project leadership delivered in collaboration with skilled resourcesLocal, specialized talent with option to convert to permanent	<ul style="list-style-type: none">Delivered in collaboration with our consulting solution centersAccess to Robert Half's 24x7 Service Center with Tier 1 and 2 technical and operational support staff	<ul style="list-style-type: none">Delivered in collaboration with our offshore solution centersGreater concentration of resourcesReliable, optimized source of talent



More than 2.7 million experienced professionals at Robert Half support Protiviti's core team of consultants, operating from over 400 offices across 25 countries. We provide the specialized skills you need fast, and with minimal to no travel costs. It also means we can ramp up or down depending on your needs.

MANAGED SOLUTIONS: OUR VALUE PROPOSITION

POWERED BY ROBERT HALF STAFFING SERVICES

OUR MANAGED SOLUTIONS PROVIDE YOU WITH

- | | | | |
|--|---|---------------------------------------|--|
| Cost reductions by avoiding overhiring | Bandwidth to prevent burdening full-time employees to deliver on projects | Ability to scale up or down as needed | Experienced subject-matter experts, on demand, for unique and complex issues |
|--|---|---------------------------------------|--|

MANAGED SOLUTIONS VALUE

ADVISORY

Identify, anticipate and solve problems through transformation and implementation

- Solving complex programs with Agile methodologies and design thinking while managing deliverables, milestones and outcomes
- Technology enablement through artificial intelligence, machine learning, process mining and robotic process automation

THE RIGHT TEAM

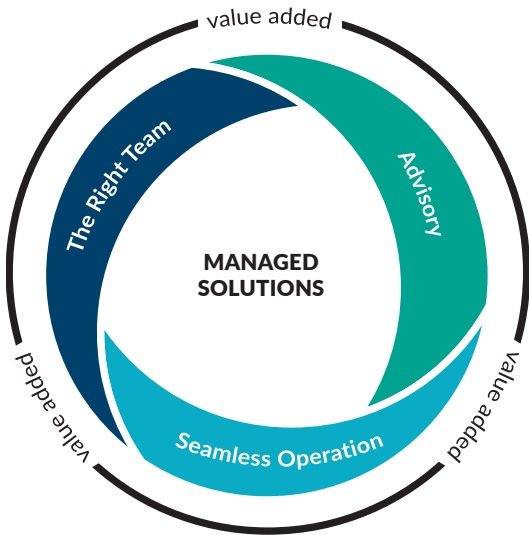
Address skill set gaps and hiring challenges

- Maintaining control and oversight of the resources
- Access to specific, specialized skills and expertise that cannot be found on your internal team
- Time saved to upskill your existing team

SEAMLESS OPERATION

Manage or fix functions, processes or data to free up your team to work on what matters

- Cost efficiencies: Flexibility to scale up or down with the right resources at the right time (onshore or offshore)
- Reduced risk: Performance, productivity and service levels are our responsibility



SAP SOLUTIONS

Protiviti is a leader in finance transformation, analytics and risk management. As a long-standing SAP Gold Partner, our expertise in SAP Solutions is unmatched in the industry. This expertise, combined with our focused commitment to business process optimization, data and analytics, and security and risk management, enables us to deliver unparalleled product strategy and solutions.

We help companies around the globe identify, measure and navigate the challenges they face within their industries and throughout their systems and processes, using proven value-added SAP solutions. Our extended offerings provide powerful insights that can drive enhanced performance.

REALIZE VALUE

FINANCE TRANSFORMATION

Enterprise planning, implementation, upgrades and support
Financial planning, consolidation and report strategy
Program management and third-party oversight
User acceptance testing
Data management and migration
Organizational change management readiness
Security and compliance
Solution design/Phase Zero assessments
Managed services

Key SAP Products

SAP S/4HANA

SAP Central Finance

SAP BPC

SAP IBP

SAP Process Mining

SAP SOLUTIONS

ENVISION VALUE

ANALYTICS

BI assessments and roadmaps
Data and analytics strategy and architecture
Enterprise reporting and visualizations
Embedded and operational analytics
Enterprise performance management
BI and application managed services

DATA MANAGEMENT

Data readiness assessment
HANA platform assessment
Data quality and standardization
Data modeling and warehousing
Data integration and migration
Data governance and management

Key SAP Products

SAP HANA

SAP Analytics Cloud

SAP BW/4HANA

SAP MDG

SAP Data Services

SAP Information Steward

PROTECT VALUE

SECURITY AND GRC OPTIMIZATION

Security optimization and governance
Segregation of duties and sensitive access management
Assessments, remediation and roadmaps
System implementations
Identity and access management
Cybersecurity
Managed services

CONTROLS DESIGN AND AUTOMATION

Compliance and readiness assessments
Project risk management
Automation control reviews
Controls/Audit assessments
GRC tool implementations
System tool evaluations
Robotic process automation (RPA)

Key SAP Products

GRC and IAG

Identity Management

Event Threat Detection

AVM by Greenlight

FINANCE TRANSFORMATION



Protiviti's Finance Transformation services help organizations transform and improve existing business and finance processes to achieve business transformation goals. From developing a roadmap and business case to full implementation of SAP S/4HANA or Central Finance, our team of experts can help you derive more value from your SAP investment. We help clients with:

- S/4HANA and CFIN planning, implementation and support
- SAP Analytics Cloud/BPC/IBP/ Group reporting strategy and implementation
- Program management and third-party oversight
- User acceptance testing
- Data management and migration
- Security and compliance
- Managed services

CLIENT PROBLEMS WE SOLVE		BUSINESS OUTCOME	transform	CLIENT CHALLENGE	SOLUTION DELIVERED	succeed
<p>Developing a roadmap and business case to begin the SAP S/4HANA or Central Finance (CFIN) journey</p> <p>Implementing SAP S/4HANA or CFIN to achieve business transformation goals</p> <p>Transforming and improving existing business and finance processes to help derive more value from an SAP investment</p> <p>Designing and implementing the latest SAP technologies to assist with all aspects of business planning, consolidations and financial planning and analysis</p> <p>Implementing lease accounting solutions to ensure regulatory compliance</p>		<p>ENVISION Improved business performance, streamlined processes and better access to critical information</p> <p>REALIZE Improved profitability through lower total cost of ownership for software and reduced process overhead</p> <p>PROTECT A central repository of information, so that all users can access and make decisions based on fact</p>		<p>One of the largest optical retailers in the U.S. was experiencing massive growth. Its data volumes had ballooned beyond the ability to manage on spreadsheets. The company called on Protiviti to help it transform its financial processes, including developing a trusted business planning solution that would enable financial planning, forecasting, data consolidation and reporting, while keeping up with changing business needs.</p>	<p>Streamlined and simplified processes around consolidation, planning and reporting, allowing the company to keep pace with a rapidly changing business environment</p> <p>Ability to create and manage a consolidated annual plan for 1,000+ stores, six manufacturing locations and all SG&A cost centers</p> <p>Automation and reduction of processing time for critical tasks due to SAP functionality such as predictive forecasting, smart insights and automated allocations</p> <p>Availability of fully consolidated reports for both management and GAAP, also used to support external reporting requirements</p>	
1	Establish implementation roadmap and transformation goals Conduct workshops and assessments	2	Implement S/4HANA or CFIN Provide project oversight Develop proof of concept Assist with tool selection and implementation	3	Assist with continuous improvement, future rollouts and managed services	
OUR STEPS TO SUCCESS			BUSINESS RESULTS			
			Reduced cycle time for the annual operations planning (AOP) process		Ability to see and consider more “what if” scenario cycles and iterations for better planning and financial outcomes	Visibility into profitability reports and critical feedback for each profit center, allowing store performance issues to be quickly detected and addressed

ANALYTICS



Protiviti's Analytics services help companies gain easy access to the relevant and trusted data they need — when and where they need it. This enables business leaders to deliver accurate, actionable insights to the right people at the right time so that decisions can be based on fact and a single source of truth. We help our clients with:

- BI assessments and roadmaps
- Data and analytics strategy and architecture
- Enterprise reporting and visualizations
- Embedded and operational analytics
- Enterprise performance management
- BI and application managed services

CLIENT PROBLEMS WE SOLVE		BUSINESS OUTCOME	transform	CLIENT CHALLENGE	SOLUTION DELIVERED	succeed
<p>Improving business outcomes by delivering a reporting and analytics framework that unlocks insights often hidden within a sea of siloed data and systems of record</p> <p>Reducing friction in lines of business by surfacing key metrics to the right audience in an automated and consistent fashion — from strategy macro goals to real-time, in-line analytics at the point of transaction</p> <p>Maximizing resources and simplifying monitoring and management processes through a managed services approach</p>		<p>ENVISION Improved decision-making; easy access to relevant and trusted data</p> <p>REALIZE Actionable, trusted insights delivered to the right people at the right time</p> <p>PROTECT One version of the truth, ensuring all users see and make decisions using the same data with an improved, well-performing user experience</p>		<p>A fast-growing natural pet food manufacturer in the U.S. was opening its first company-owned manufacturing facility. Having recently gone live with an ERP system, it was looking for the best analytics strategy to provide real-time visibility into plant operations. It was also preparing for a potential IPO.</p> <p>With the plant going live in only 12 weeks, the company needed a working solution that would enable operations and management to respond to operational challenges and demonstrate its effectiveness with this major strategic initiative.</p>	<p>Implemented an analytics solution to enable metrics visibility across multiple production lines and brands. Provided industry KPIs and best-practice visualizations to clearly convey operational and management needs.</p> <p>Enabled several vital requirements, including:</p> <ul style="list-style-type: none">• Rapid development• Agile and iterative KPI construction• Real-time data• Easy-to-use and intuitive visualizations	
<div><div>1</div><div>BI assessment of functional, procedural and technical aspects of the business</div></div>		<div><div>2</div><div>Provide a roadmap for short-, medium- and long-term goals</div></div>	<div><div>3</div><div>Iterative, collaborative development approach that delivers quick project wins while fine-tuning overall KPIs</div></div>			
OUR STEPS TO SUCCESS				BUSINESS RESULTS		
				Increased BI user adoption with over 700 users per month and more than 11,000 report executions across all departments and levels	Ensured the successful rollout of the client's first plant facility due to real-time visibility into waste, quality, downtime, overtime, profitability and pounds produced	Achieved 100% effectiveness in the first 90 days of operation, proving to investors the company could manage the transition away from a less profitable co-manufacturing strategy

DATA MANAGEMENT



Protiviti's Data Management services help companies go beyond monitoring, managing and measuring data. We help our clients take control of their mission-critical information, designing business standards and strategies and establishing a solid data governance program that can help enhance the business value of their information through more controlled and efficient collection, distribution and use of information.

- Data readiness assessment
- HANA platform assessment
- Data quality and standardization
- Data modeling and warehousing
- Data integration and migration
- Data governance and management

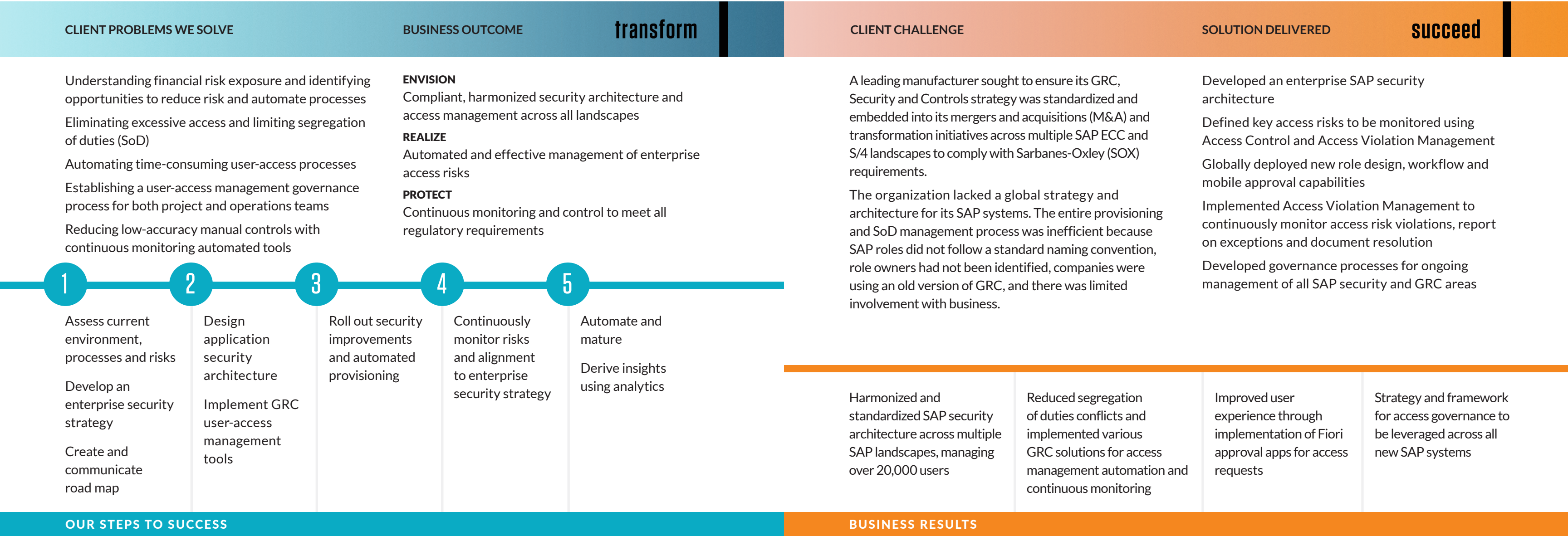
CLIENT PROBLEMS WE SOLVE		BUSINESS OUTCOME		transform		CLIENT CHALLENGE		SOLUTION DELIVERED		succeed	
<p>Having a single repository where data can be stored, managed, secured, controlled and available to feed the various applications, reports, etc., that use portions of that data</p> <p>Using an agile approach to quickly surface data for insights to ultimately support the vision of unlocking the data</p> <p>Integrating data between systems and better understanding the customer experience across platforms as the company reinvents its business and moves from brick-and-mortar to online markets</p>		<p>ENVISION Improved efficiency and flexibility within systems</p> <p>REALIZE Ease of use in reports and streamlined processes across reports</p> <p>PROTECT Business satisfaction and continuous improvement of environment</p>				<p>A media company and large enterprise client had minimal visibility into both its travel and expense (T&E) analytics and spend related to vendors and internal customers. The client was spending countless hours manually gathering data from many applications to gain insight into employee spending.</p> <p>The data would never tie together, and there was no access to detailed transactions for root-cause analysis. Bottom line: Significant mistrust in the data.</p>		<p>Implemented a departmentwide, real-time expense and revenue reporting solution in the cloud and provided actionable information and root-cause analysis on the fly. System pulls from multiple SAP and non-SAP sources to provide a full view of T&E data at a general ledger (GL) level.</p> <p>Developed and delivered prebuilt analysis reports with ad hoc functionality for answering common questions. The solution design maximized available software platforms and was driven from existing systems, providing vital security.</p> <p>Our cloud-based deployment provided benefits, including high-availability disaster recovery, replication and security. This empowered our client to develop new solutions to problems, expediting further SAP development and creating a streamlined process for enhancing beyond the foundational solution.</p>			
<div><div>1</div><div>Sustainable data strategy and roadmap</div></div>		<div><div>2</div><div>Identification of needed services and technologies</div></div>		<div><div>3</div><div>Agile/iterative methodology for development and rollout</div></div>		<div><div>4</div><div>Active project management to support Agile solution delivery</div></div>		<div><div>5</div><div>Validation and user acceptance testing</div></div>		<div><div>6</div><div>Training and change management</div></div>	
OUR STEPS TO SUCCESS						BUSINESS RESULTS					
						The client gained insight into expense data at the detailed GL account level for any combination of divisions or departments in near real-time		The biggest policy offenders could be easily determined by quickly identifying outliers		Access to corporate credit card feed, booking systems, expense submissions and revenue provided a comprehensive view of the T&E habits of this client's staff	

SECURITY AND GRC OPTIMIZATION



Protiviti's Security and GRC Optimization services help organizations achieve operational and compliance excellence while protecting critical systems and information from cyber threats. As a recognized leader in the SAP security and governance, risk and compliance (GRC) space, we help companies ensure regulatory compliance, implement identity and access management controls, respond to noncompliance or security risks, and improve GRC processes. We help clients with:

- S/4 and HANA security design and governance
- Segregation of Duties (SoD) and sensitive access rule-set development
- SAP cybersecurity
- SAP GRC Access Control implementations
- Managed services — security and GRC
- Identity and access management strategy
- Access management assessments and remediation



CONTROLS DESIGN AND AUTOMATION

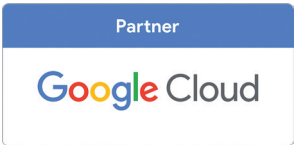


Protiviti’s Controls Design and Automation services enable organizations to revamp their control framework and reduce reliance on manual controls and processes. We enable organizations to optimize their framework using inherent and configuration functionality and help them achieve next-level maturity by utilizing automated tools to monitor their controls. Our solutions include:

- Control design/automation opportunities
- Internal controls/audit assessments
- Evaluation of automated tools
- Continuous control monitoring
- SAP GRC Process Control implementations
- Robotic process automation (RPA)

CLIENT PROBLEMS WE SOLVE			BUSINESS OUTCOME		transform	CLIENT CHALLENGE		SOLUTION DELIVERED		succeed
<p>Unknown or incorrect system configuration settings that impact data and business transactions</p> <p>Understanding how to prioritize audit and compliance requirements during an implementation with a complex system design</p> <p>Providing end users with an understanding of how to optimize the system based on their business needs and leading practices</p> <p>Taking control of business with real-time key performance indicators (KPIs) and proactive alerting</p>			<p>DISCOVER</p> <p>Understand the core components required for a control framework in the context of an IT ecosystem</p> <p>Accelerate and analyze system settings through the proprietary tool suite (Assure)</p> <p>DESIGN & OPTIMIZE</p> <p>Strengthen and optimize control design and configurable controls library</p> <p>AUTOMATE</p> <p>Identify opportunities to utilize next-generation automation tools within the business and audit functions to accelerate compliance initiatives</p>			<p>A financial information firm recently started its journey to implement a new ERP system to transition from PeopleSoft to SAP S/4HANA and had identified a system integrator (SI). The company was looking for a trusted partner to oversee the implementation in order to get a third-party perspective on overall project risk management.</p> <p>Protiviti was brought in to play a strategic role in the risk management implementation, being embedded in project meetings with the system integrator. In addition, many independent assessments related to security and controls were executed throughout the implementation to be leveraged for audit and compliance.</p>		<p>Protiviti was engaged to assist in an independent assessment of the SAP S/4HANA implementation throughout the landscape and life cycle, including:</p> <ul style="list-style-type: none">• Reviewing security architecture and policies and identifying gaps/optimizations in governance and role design• Assessing configurable control and IT-dependent control (SAP report) design and identifying gaps/optimizations• Performing assessment of S/4HANA configurable controls (Assure Controls) to ensure requirements were carried out from design through go-live• Reviewing business end-user training documentation to ensure configurable controls were communicated• Conducting GRC Diagnostic “Health Check,” including assessing whether key requirements were defined and considered for Access Control and Process Control (CCMs)		
<div>1</div> <p>Rationalize the control framework and understand how automated and IT-dependent controls considerations work</p>			<div>2</div> <p>Identify opportunities to leverage additional automated functionality and decrease reliance on controls outside of the system</p>							
<div>3</div> <p>Create a roadmap for opportunities to continue automating and monitoring controls and processes around applications</p>										
OUR STEPS TO SUCCESS			BUSINESS RESULTS							
			Reduction of manual processes relied on for business and financial reporting		Automated and IT-dependent control design specific to key S/4HANA components		Validation of SAP configuration and IT-dependent controls to ensure business requirements were captured		Accurate automated monitoring of SAP controls through efficiencies gained with SAP Process Control	

OUR KEY PARTNERS



TECHNOLOGY-ENABLED SOLUTIONS

SAP S/4HANA Journey

- Project Management and Governance
- Solution Design
- Business Process Optimization
- Process Mining
- Financial Close

Digital Transformation Enablement

- Digital Roadmap
- Cloud Modernization
- Robotics Process Automation
- Artificial Intelligence
- Testing Strategy and Automation
- Organizational Change Enablement

Cybersecurity and Compliance

- Governance, Risk and Compliance
- Identity and Access Management
- GDPR
- Lease Accounting
- Cybersecurity
- Internal Audit

Data and Analytics

- Data Quality and Governance
- Master Data Management
- Data Warehousing
- Predictive and Business Analytics

ABOUT PROTIVITI

Protiviti (www.protiviti.com) is a global consulting firm that delivers deep expertise, objective insights, a tailored approach and unparalleled collaboration to help leaders confidently face the future. Protiviti and our independent and locally owned Member Firms provide clients with consulting and managed solutions in finance, technology, operations, data, analytics, governance, risk and internal audit through our network of more than 85 offices in over 25 countries.

Named to the [2020 Fortune 100 Best Companies to Work For](#)® list, Protiviti has served more than 60 percent of *Fortune* 1000 and 35 percent of *Fortune* Global 500 companies. The firm also works with smaller, growing companies, including those looking to go public, as well as with government agencies. Protiviti is a wholly owned subsidiary of Robert Half (NYSE: RHI). Founded in 1948, Robert Half is a member of the S&P 500 index.

NOTES

This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

protiviti®

EDITION 2

© 2020 Protiviti Inc. An Equal Opportunity Employer M/F/Disability/Veterans. PRO-1220-102022g.
Protiviti is not licensed or registered as a public accounting firm and does not issue opinions on financial
statements or offer attestation services.

[protiviti.com](https://www.protiviti.com)
tcblog.protiviti.com

