



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

protiviti®  
*Face the Future with Confidence*

# STAY AHEAD OF THE RAPID PACE OF CHANGE

*Partner with Protiviti's Technology Consulting practice*

**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.

We leverage emerging technologies and methodologies to innovate, while helping organizations transform and succeed by focusing on business value.

Our advanced Technology Consulting solutions range from strategy development through design, implementation, and managed services. We are also experts in operational resiliency, data and analytics, cybersecurity and privacy, cloud, application implementation, artificial intelligence and robotic process automation.

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

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.

# TODAY AND BEYOND

## ENTERPRISE APPLICATION SOLUTIONS

There is a two-fold trend in commercial software products:

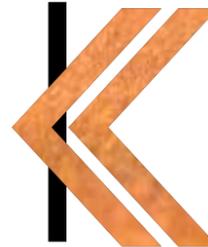
- The consolidation of top tier ERP offerings under SAP, Oracle, Microsoft, Workday, Infor and Salesforce.com
- All are promoting cloud solutions/ subscription based commercial arrangements.

This, in turn, has stimulated a sharp uptick in enterprise application

implementations and upgrades, with particular emphasis on incorporating Cloud solutions and other advances including:

- Seamless integration software
- Internet of Things (IoT)
- Mobility
- Machine Learning and Advanced Analytics
- Intelligent Automation/Robotics
- Digitized Data

However, the same advances that allow unprecedented access to information have also brought heightened risks to the **privacy** and **integrity** of customer, employee and organizational data, along with growing **regulatory** restrictions and **security** standards to protect this data.



### HOW IS TECHNOLOGY TRANSFORMING BUSINESSES?

According to Gartner, "the worldwide enterprise applications software market will reach \$233.8 billion in 2019, growing 10.3% in constant U.S. dollars. The CAGR for the period 2018-2023 is estimated to be 9.4%."\*

The majority of companies investing in new applications or upgrades indicate major drivers as:

- Improving business performance
- Allowing for growth
- Reducing working capital
- Customer experience and service

Additional strong drivers include:

- User efficiency
- Standardization/Consolidation
- Aging system/need to modernize

### WHAT'S TRENDING IN THE MARKETPLACE?

\*Gartner Forecast: Enterprise Application Software, Worldwide, 2017-2023, 1Q19 Update, 25 March 2019

# WE UNDERSTAND YOUR PERSPECTIVE

## AND DELIVER A CUSTOMIZED STRATEGIC SOLUTION

Each client brings a unique set of challenges to be solved and strategic opportunities to seize. Organizations are almost universally re-evaluating their business models and platforms to stay relevant and achieve success in this digital era. Invoking meaningful transformative change is both rewarding and elusive. Ideas, initiatives, and a wide range of priorities compete for limited people and dollars to bring them to fruition. At Protiviti, we take the time to fully understand the particular needs our clients bring to the table, and then partner to customize solutions for powerful insights and proven delivery.

#### THE CHALLENGES CLIENTS BRING

Organizations are struggling to sort through opportunities and considerations from modern/cloud applications, particularly as they embark on transformation initiatives.

The majority of new solution implementations run over budget, deliver late, and/or fail to produce expected value.

Increasing privacy and fraud concerns and the need to prove compliance are demanding more sophistication and automation.

#### THE ANSWERS CLIENTS ARE LOOKING FOR

Insights on technology capabilities and strategic fit of application solutions to propel the business strategy.

An experienced partner that can craft a viable plan, drive progress and measure success based on business results.

Expertise and tools to build in and maintain intuitive and efficient security and control automation.

## ENTERPRISE APPLICATION SOLUTIONS

Transforming business happens one step at a time.

Attention to detail, respect for the process and a commitment to excellence set Protiviti apart.

Protiviti's Enterprise Application Solutions provides expertise to help organizations plot, navigate and complete the journey towards true business transformation by harnessing the power of modern application technologies. A collaborative and flexible approach is offered to map business strategies to best-fit systems; deliver implementations on-time, on-budget and with high impact functionality; and embed automation for security, privacy, and compliance within enterprise applications.

### ENVISION VALUE

#### SOLUTION DESIGN AND SELECTION

- Application Strategy and Roadmap
- Solution Design
- System Selection



### REALIZE VALUE

#### IMPLEMENTATION SERVICES

- Project Management
- Data Conversion
- User Acceptance Testing
- Change Enablement/Training
- Security and Controls Design and Build
- Implementation Risk Management
- Point Solution Implementation



### PROTECT VALUE

#### APPLICATION SECURITY AND CONTROLS

- Segregation of Duties/Security Diagnostics
- Access Redesign
- Automated Control Optimization
- GRC/Access Management Implementations
- Access Violation Management Implementations
- Managed Services



# EAS | SOLUTION DESIGN AND SELECTION



Our approach to solution design, system selection and process optimization is built around the principle that system and process improvement is an integrated effort, and system changes are driven by proactive optimization and automation solutions rather than an afterthought during the implementation phase. We provide value at the front end to allow effective allocation of time and resources during the implementation process.

CLIENT PROBLEMS WE SOLVE	BUSINESS OUTCOME	<b>transform</b>	CLIENT CHALLENGE	SOLUTION DELIVERED	<b>succeed</b>
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Facilitate application strategies and a cohesive technology roadmap in line with the overall business strategy and transformation objectives

Architect a harmonized set of processes and technology enablers for the future vision

Select the best applications, technologies and vendors/system integrators

Estimate and plan implementation timelines and total cost of ownership (TCO)

**ENVISION**  
A business process-driven approach allied with strong architectural design skills produces a more holistic strategic plan

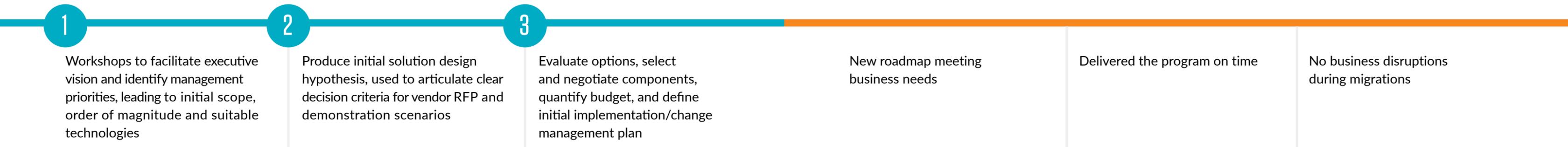
This proactive approach to solution design of future processes, business rules, data and integrated applications reduces the risk of scope and implementation surprises, and accelerates functional design

Protiviti's extensive set of industry-specific Leading Practice Reference Models and proven methodology for strategy and selections yields much higher confidence in the chosen path

This global network security company needed to define and implement an enterprise applications roadmap that would provide scale to support its rapid revenue growth, global expansion and diversification beyond hardware to software and services. The solution would need to replace 10+ years of in-house, custom-developed solutions with embedded automation logic

**ERP SELECTION**  
Led development of the enterprise applications roadmap and selection of a new ERP and related systems

**ERP IMPLEMENTATION SUPPORT**  
Designed, organized and planned the client business-side activities on the program, including data conversion, reporting and analytics, user acceptance testing, cutover, etc.



OUR STEPS TO SUCCESS	BUSINESS RESULTS
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1 Workshops to facilitate executive vision and identify management priorities, leading to initial scope, order of magnitude and suitable technologies

2 Produce initial solution design hypothesis, used to articulate clear decision criteria for vendor RFP and demonstration scenarios

3 Evaluate options, select and negotiate components, quantify budget, and define initial implementation/change management plan

New roadmap meeting business needs

Delivered the program on time

No business disruptions during migrations

# EAS | IMPLEMENTATION SERVICES



Our Implementation Services include support of process and system transformation programs ranging from individual project work streams (program governance, solution design, testing) to full implementation for point solutions such as Lease Accounting.

We operate at a strategic advisory level or lead the entire work stream, leveraging our methodologies and IP. Alternatively, we can simply supplement teams to provide additional, flexible execution capacity with experienced resources.

CLIENT PROBLEMS WE SOLVE	BUSINESS OUTCOME	<b>transform</b>	CLIENT CHALLENGE	SOLUTION DELIVERED	<b>succeed</b>
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Ensuring the right parties (internal and external) are appropriately sourced, qualified, allocated, and empowered to deliver their responsibilities to the broader program

Facilitating any overlaps in ownership and delivery, which has been a particular challenge with Cloud system integrators focused on bare minimum technical tasks

Monitoring and holding delivery teams accountable for progress, quality, and cost management

Bringing expertise to workstreams such as security and controls, analytics, governance to improve the ultimate sustainability and auditability of the solution

**REALIZE**  
Systems that deliver on intended business objectives and a user experience that is intuitive and naturally aligned with roles and responsibilities of enhanced future state processes

On-time implementations with minimal disruptions to the business and a well-organized program with appropriate communications and resource coverage provides for a more positive experience for project participants and reduced team member burnout

Integrated approach to managing system implementation risks that consider both project lifecycle and business process concerns (and any audit / SOX commitments)

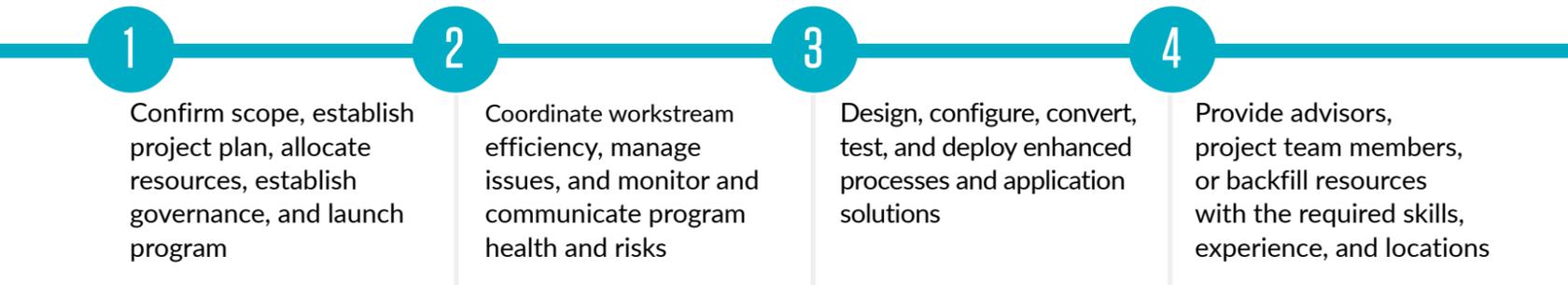
This client was pursuing a digital transformation initiative and encountered a number of challenges including:

- Multiple ERPs, one unsupported
- Acquisition that had not been integrated
- Manual and inconsistent processes
- Limited field data capture capabilities
- Operational reporting needs were not fully met

Performed current state deep dive discovery meetings and analysis and future state process definition. Facilitated selection and management of various software solutions and system integrators

Managed transformation from inception to post go-live (leading testing, training and cutover work streams) for 40 team members and five system integrators

Architect and delivery leadership for sales order solution implementation



**OUR STEPS TO SUCCESS**



**BUSINESS RESULTS**

# EAS | APPLICATION SECURITY AND CONTROLS



Our Application Security and Controls services help identify risks and signs of inefficiency as well as prioritize and implement optimization opportunities around control and compliance frameworks, automated/configurable controls, application security design and administration and continuous control monitoring.

## CLIENT PROBLEMS WE SOLVE

## BUSINESS OUTCOME

## transform

## CLIENT CHALLENGE

## SOLUTION DELIVERED

## succeed

Enable latent capabilities within application configurations to provide optimal automated controls

Resolving overly complex, poorly designed, and vulnerable security for enterprise applications

Optimizing inefficient, highly manual access management processes such as role design, user provisioning, firefighter, access certification and password management

Implementation of enterprise application governance, risk and compliance toolsets to automate control and security environments

### PROTECT

Configurable controls yield higher quality data, less exceptions for resolution, and more confidence in system outputs and compliance (prevent vs. detect)

Optimized access management processes saves both IT and management time for standard onboarding/hiring/termination/compliance events

Users work with a more intuitive security model to request access and their manager to approve and review access

This consumer goods client had failed multiple times to address security issues around access provisioning, role design and segregation of duties within its SAP environment. These issues were causing delays in granting system access for new employees across 30 countries, and affecting compliance monitoring of 18,000 users across three SAP environments

Completed SAP security redesign for 15,000 users; implemented GRC Access Control tool set, including new security governance and associated policies

Implemented custom code for 3,000 transactions using offshore delivery model

Developed S/4 security and control automation strategy and implementation plans for GRC tools such as Access Control, Process Control, and Access Violation Management

1

Leverage technology and analysis to diagnose applications for potential risks and automation opportunities

2

Determine roadmap with scope and sequencing of activities to remedy, stabilize, and optimize control and security protections

3

Apply tactical remediation, security role redesigns, and deploy governance practices

4

Automate access management, segregation of duty testing, and control/violation monitoring

Over 90% reduction in SoD conflicts

Reduced average days to provision user from two weeks to two days

Reduced average day to terminate users from nine days to one day

Reduced number of duplicate transaction codes from over 5,900 to zero

## OUR STEPS TO SUCCESS

## BUSINESS RESULTS

# MEET THE TEAM

## ENTERPRISE APPLICATION SOLUTIONS



**JOHN HARRISON**  
Managing Director,  
Houston

John leads Protiviti's Enterprise Application Solutions specializing in helping companies optimize their investment and performance in business applications. This includes delivery of implementation best practices, automation, and governance of ERP and other cloud applications. He has been involved in various capacities in over 20 ERP implementations throughout his career, with additional projects to enhance existing systems.



**STEVE CABELLO**  
Managing Director,  
Phoenix

Steve leads Protiviti's Implementation Services practice, showcased across a variety of ERP and point solution offerings. He also has specialized depth in health care and Workday applications. His background include application implementation, risk management, business consulting and technology strategy.



**ARIC QUINONES**  
Managing Director,  
Atlanta

Aric leads Protiviti's global SAP practice. He has considerable SAP experience in implementation, system administration, security, compliance, risk and system for various businesses. His primary areas of concentration are SAP S/4HANA, GRC solutions and SAP Security.



**SIAMAK RAZMAZMA**  
Managing Director,  
San Francisco

Siamak leads Protiviti's Enterprise Application Solution Design and Selection practice, providing advisory services to executive management and process leads, assisting them with defining business systems strategy and defining related roadmaps. He is a thought leader in designing solutions supporting enterprise system strategies that help organizations achieve superior operational efficiency.



**MARTIN NASH**  
Managing Director,  
Florida

Martin leads Protiviti's Oracle practice, with a focus on Oracle Cloud, EBS, PeopleSoft and JDEdwards. In addition to implementation, project risk, and security & controls deep experience on these and other ERPs systems, he brings a variety of other technology consulting and audit capabilities. His primary areas of concentration are SAP S/4HANA, SAP Data and Analytics, and GRC/ Security solutions.

# OUR KEY PARTNERS



## TECHNOLOGIES

- SAP Data and Analytics tools
- Workday HCM and ERP
- Salesforce / force.com
- Governance, Risk and Compliance
- Private, Public or Hybrid Cloud
- Agile, Waterfall, and Hybrid implementation methodologies
- Robotic Process Automation (RPA)
- Process Mining
- Costar
- Nakisa®

# ABOUT PROTIVITI

Protiviti 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 independently owned Member Firms provide consulting solutions in finance, technology, operations, data, analytics, governance, risk and internal audit to our clients through our network of more than 75 offices in over 20 countries.

We have served more than 60 percent of Fortune 1000® and 35 percent of Fortune Global 500® companies. We also work 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.



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