



# Security design and implementation for a business critical process

How Pumpkin helped JTI by building an effective SAP security solution for their Global Leaf ERP, whilst building relationships at the same time

C A S E S T U D Y

PUMPKIN CONSULTING

**Pumpkin's proven implementation approach saves time, reduces cost & supports a critical business process.**

## **ABOUT JTI**

JTI was formed in 1999 when the parent company JT Group acquired the non-US operations of R.J.Reynolds. Since then, the international workforce has driven two decades of growth.

Today, there are more than 48,000 employees driving success all over the world. The company mission is to nurture their internationally recognized brand roster while leading the way in Reduced-Risk Products and new ways of doing business.

JTI is committed to making their business not only the fastest growing of its kind, but also the most innovative and sustainably run.

### **THE CHALLENGE**

JTI's core business relies on securing a sustainable leaf supply and in 2013 JTI overhauled their leaf supply processes, and decided to integrate them into SAP, currently only implemented for non-Leaf.

They needed to leverage the power of SAP for 6 countries; USA, Brazil, Malawi, Tanzania, Zambia and Serbia and embarked on a large project; Global Leaf ERP, to do just that.

Early in the project it became clear that SAP security would present a challenge. The existing SAP security solution for non-leaf could not be adopted and there was no clear templated approach or design that could be applied to all countries.

Financial risk was not considered, and with the first wave of testing looming ever closer, existing resources had failed to make any headway.

We had many complexities; not least the fact it wasn't just an SAP project, meaning all of the satellite and interface requirements had to be aligned. Another challenge was the different levels of understanding of security concepts amongst project participants

Nevena Ristic  
Leaf Business Systems Director, JTI



## The solution

No sooner had we landed on the project base in Germany, the Pumpkin team rolled up their sleeves and set to work to ensure SAP security caught up with the rest of the project

Key here was not just technical skills. Pumpkin consultants worked closely and listened to the requirements of key stakeholders across the leaf business and IT, taking people on a journey of SAP security discovery and demystifying the process.

Once the processes and requirements were firmly established, Pumpkin designed a templated "building block" approach of reusable roles that could be applied across all Leaf Origins (countries) to ensure consistency.

Combining their deep knowledge, but also ability to clarify solution details in a way understandable for users, the Pumpkin team successfully dealt with all the challenges

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We also introduced a composite role approach for the first time in JTI, grouping access into roles named after standardised business job titles.

With calm heads and unflappable friendliness in the face of tight deadlines and complex requirements, Pumpkin navigated the choppy waters of testing phases with hundreds of testers.

By the time of go-live over 1,000 end users were successfully using clean, simple, SoD free roles, and a project that had threatened to be derailed by SAP security was guided by us to a successful conclusion.

Pumpkin went on to work closely with the leaf business over the intervening years, building relationships that lasted far beyond the project lifecycle.

## Benefits

- Put simply, Pumpkin succeeded where others before us had failed, we avoided an obvious risk that SAP security could be a blocker to the project's success.
- Collaborative solution led to a simple security design, understood by the business, SAP functional teams, and helpdesk staff reducing effort and associated cost for future changes.
- Our intervention and delivery allowed UAT to complete on time, saving huge amounts of money had it overrun.
- We removed all critical and high SoD's from all leaf composite roles, making leaf the process with the least SoD's across the business.
- Building long lasting relationships with key stakeholders led to an overall improvement on the perception of SAP security within JTI, future proofing relationships and simplifying everyone's lives.

“With their enthusiasm, quick and accurate delivery, and both patience and agility in adjusting the implementation according to business needs, the Pumpkin team are great professionals that are also fun to work with”

Nevena Ristic  
Leaf Business Systems Director, JTI

