



The Carlsberg Group is a brewing company founded in 1847 by J. C. Jacobsen who established a state-of-the-art brewery on a hill outside Copenhagen, Denmark. The brewery was named for his son Carl, and the hill (or berg) that it was built on. Since Jacobsen's death in 1887, the majority owner of the company has been the Carlsberg Foundation. The city as we know it has now expanded far beyond that hill, and Carlsberg has expanded far beyond the city to become the fourth largest international brewery group in the world. The company's flagship brand is Carlsberg but it also brews Tuborg, Kronenbourg, Somersby Cider and more than 500 local beers.

Nine markets in Western Europe, along with Group, Central Supply Chain and Shared Services functions, are now live and operating on a common SAP platform.

About Winterhawk

Winterhawk is the leading global SAP Security, GRC, Cyber and Data Privacy consulting practice. Supporting more than 2 million users worldwide, we are proud to be innovative, independent and cost-effective. Our services are complemented with domain expertise, software content, accelerators and toolkits that provide fast, efficient and expert implementation and support services.



CARLSBERG SAP ROLE RE-DESIGN PROJECT AND SAP BAU OPERATIONAL PROCESSES BENEFIT FROM WINTERHAWK'S EXPERTISE

Overview

When Carlsberg initially rolled-out SAP on a common Western European platform, speed was of the essence. Ordinary concerns such as proper and efficient role design were generally neglected, and little attention was paid to practices such as segregation of duties. After much analysis and presentation of these facts, senior management agreed that the situation needed to be addressed beyond the simple introduction of GRC tools - a total re-design of the role build and user administration concepts was required.

The Challenge

Investing internal time and resources into the project work could adversely affect regular Business As Usual (BAU) routines; countless requests were coming through daily for new users and access, as well as roles needing to be changed. There were many systems to manage on the new SAP landscape, a large number of legacy environments to keep afloat - well over 10,000 users across dozens of SAP systems - and a relatively small team to manage it all. At the same time, aware of fundamental flaws in their design and processes, Carlsberg had to act quickly to ensure that the situation did not worsen.

Daniel Hansen, SAP Security Manager explains, *"We could not simply abandon our day-to-day work to focus on projects. Not only were we embarking on a SAP Role Re-design Project, we had to simultaneously improve the management of our BAU processes for all of our existing systems. It was clear that we were going to need some outside expertise. We needed a reliable partner to help us with aspects of our re-design project, and that is where we were introduced to Winterhawk for the first time. They're not your average SAP Security consultants - these are the rare types who also understand risks and controls, and how things fit into the wider business context. Technical people are easy to find, but the ones who also understand the bigger picture do not grow on trees."*

"We have a real partnership with Winterhawk, not just the simple fulfilment of defined tasks in a statement of work."

DANIEL HANSEN
SAP SECURITY MANAGER

The Solution

Carlsberg recognised early on that Winterhawk's expertise could benefit the project as well as their BAU operational processes, and so both were addressed at the same time.

Daniel Hansen said, *"We were able to get consultants on-boarded and working quickly, and it is no exaggeration to say that we threw the backfilling consultant supporting the BAU side straight into the proverbial "deep end", with very little time for training and proper handover. Winterhawk not only proved to be immediately up to the challenge, but also capable of delivering much more than we asked."*

"Their experience soon influenced the way we worked. It was not long before we were receiving unsolicited praise from our customers specifically for Winterhawk's work."

Over time, Carlsberg's requirements evolved, requiring significant flexibility from Winterhawk consultants.

"This process has always been seamless, with new consultants just as skilled as their predecessors and there is virtually no negative impact to service. More than just being highly skilled, Winterhawk staff appear to go out of their way to align with and coach each other internally. The BAU Consultants are always up to speed with what the Project Consultants are doing and visa-versa. We no longer stress about vacation or other blackout periods, because the Winterhawk people are always able to provide cover," said Daniel Hansen.

"Winterhawk continues to come up with valuable improvement ideas and constantly challenges the status quo. Not only do they bring a wealth of best-practice experience from the industry, they actively seek to apply this experience and improve our processes under their own initiative. Their professionalism and enthusiasm is evident in everything they do and they take pride in what they deliver."

"It is clear that Winterhawk knows how to manage our daily operations, and they have become an indispensable part of our team. It is equally clear that we will continue with and even expand this relationship in the future as new projects come along, but also potentially extending their work in the BAU space beyond simple backfilling of key resources."

DANIEL HANSEN
SAP SECURITY MANAGER:

"We have so much confidence in the work that Winterhawk delivers; they require very little overseeing, and that allows us get on with other business.

We are starting to realise now that building our internal competencies in complex areas may not always be a good investment when there are partners like Winterhawk who can fill the gaps. When new work comes along, we have more alternatives at our disposal."

Other Noted Benefits

- Major improvements to our daily governance processes as a direct result of Winterhawk's efforts.
- Formalised standards and policies in place, with further improvements in progress.
- Operational responses noticeably improved since including Winterhawk in day-to-day management of SAP Security, in terms of both speed and quality.
- Seamless handover to the BAU once the project deliverables are completed.

