



Security implementation for global roll-out of an SAP cloud based planning tool

How Pumpkin helped JTI implement a
business critical SAP IBP solution on
time, on budget and without
complications

C A S E S T U D Y

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Japan Tobacco
International

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Pumpkin's proven security implementation approach enabled a simple, secure & painless SAP IBP implementation

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.



Products
distributed in 130
markets



48,000
employees
around the world



119+ nationalities
represented across
the workforce

The challenge

During 2020-2021 JTI made the decision to standardise their planning activities; replacing the disparate and diverse way their markets planned with the SAP cloud planning tool, IBP whilst also bringing APO Production planning into S/4 at the same time.

As SAP IBP (Integrated Business Planning) is a relatively new product and wholly new to JTI, the project had no in-house experts to implement a robust and future proof SAP security design.

JTI needed the IBP access to be segregated between key parts of the planning life cycle; Demand, Supply, Rough Cut, Capacity and FP&A and they also had a unique requirement in that they wanted to restrict the cycle at key times with SAP Security restrictions.

Due to the complexity of the business process, the sheer volume of planning data, not to mention the numerous ways IBP can be restricted, JTI wanted to avoid a scenario where the authorisation solution would be costly and time consuming to maintain.

Most importantly was the business criticality of the project. Without an efficient and effective security model, this high profile project and vital part of the business would fail.

“

When running the global and fully integrated planning process, we saw it as a challenge to ensure a clear split of users' roles per function to avoid disruption of the planning cycle

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Olga Kocherga, BTS Planning & Transportation Director, JTI

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The solution

First and foremost, Pumpkins implementation experience ensured the client resisted the pitfall of over restricting a new system and avoided over complicating the solution.

Working collaboratively, our consultants used a risk-based approach to drive out exactly what was important to restrict and nothing more, focusing on the key figures, operators, and other planning data that REALLY matters.

We insisted on defining and agreeing the security model early in the project lifecycle, ensuring unit and functional integration testing was executed with the security model in place.

The project also involved the decommission of a standalone SAP APO system, and Pumpkin seamlessly lifted and shifted the 15 year old PPDS access into S/4 and integrated it into the existing SAP security design.

Finally, we developed an SAP security solution to resolve an ongoing gap in IBP that is the current inability to 'switch off' parts of the plan as it moves through phases.

Instead of simply telling the Demand Planners to resist the temptation to make further changes once the Supply Planners take over the process, Pumpkin restricted Statistical Forecasting on a given day of the cycle, and only return it when the Global Planning team give us the green light. This has saved hours of lost work regularly and this simple process has given the whole of JTI absolute faith in the integrity of the IBP security solution we implemented.

“The way how Pumpkin consultancy team approached security solution design was outstanding. While carefully considering business need, final solution never compromised our internal RACI and segregation of duties”

Olga Kocherga
BTS Planning & Transportation
Service Director, JTI

WHAT IS IBP?

SAP Integrated Business Planning (IBP) is a cloud-based planning software for supply chain management that uses real-time information to help companies respond more quickly to market and business volatility.

WHAT IS PPDS?

Production Planning and Detailed Scheduling (PPDS) on SAP S/4HANA is a tool in the APO (Advanced Planning and Optimization) module which takes care of planning and scheduling considering the capacities of various resources.

Benefits

- Having the security design nailed down before functional integration test led to a much reduced number of defects during user acceptance test, providing over 300 participants with a pain free first experience of the tool, improving early user engagement and adoption of this new business critical tool.
- This same simplicity led to a low level of post go-live SAP security issues faced by the 1000+ end users with the majority of them planning with IBP seamlessly and without error from day one, meaning day to day business activities were not compromised or inconvenienced.
- Our monthly restriction process, for the outlay of 1 or 2 hours of effort per month eliminates the risk of the global plan being compromised which would have a hugely negative financial and operational impact.
- Going one step further, working with functional experts, we introduced a concept of temporary access to key figures that the global business planning team can choose when to assign - handing ownership to the people who most understand the challenges, fostering a dynamic and responsive solution, saving time and gaining efficiency.
- The intelligent and future proof security design led to a very low cost support model, with JTI able to integrate authorisations support of IBP into the existing support team with no additional resource required.

“Being live for more than a year, our current security support is easy to manage, very transparent and does not require big efforts for maintenance”

Olga Kocherga
BTS Planning & Transportation Service
Director, JTI



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