How a Fortune 500 manufacturer modernized audit & compliance with ServiceNow

Iceberg recently worked with a Fortune Global 500 manufacturing company to consolidate, automate and modernize the processes that support their IT audit and compliance activities.

The Challenge

"Our audit and compliance processes are out of the Victorian Era!" That's how the project lead at a multinational manufacturing company described the methods they were using to manage their annual IT General Control (ITGC) audit. The massive undertaking included a combination of email, word documents and excel spreadsheets to collect evidence, test controls, and provide reports to management, regulators, auditors, and other stakeholders.

Each one of their IT controls was linked to 22 workpapers in Word format, and each of those documents included multiple evidence attachments. This documentation had to be repeated for every plant in every country in which they operated around the world.

That's a massive amount of documentation, and it's easy to understand why it was becoming increasingly difficult for the company to manage. The process included thousands of hours of administrative overhead, staff was burning out, and the process was so complex that nobody had any real visibility or confidence in the effectiveness of their controls.

They recognized that they needed a solution to streamline the audit process, create one central repository for all their IT controls, and provide greater oversight to ensure compliance. They also had a broader vision to leverage ServiceNow to support a more extensive integrated risk management program in the future.

The Solution

The organization already had ServiceNow deployed in their IT department, so they understood the impact it could have to help streamline internal processes and workflows. They selected Iceberg as an implementation partner to provide them with guidance and risk management subject matter expertise.

Our team worked closely with the customer's team to develop requirements, map roles and processes, design a solution, and configure and test ServiceNow. We used the company's existing ServiceNow deployment as a foundation, and leveraged out-of-box GRC functionality wherever possible for the implementation. The implementation took approximately four months to complete, and included knowledge transfer and training for end users.

The Impact

By implementing ServiceNow for their IT audit and compliance activities, the organization will now be able to reduce the length of the ITGC audit by half, thanks to a reduction of manual work and streamlining activities. This solution will be deployed initially at two facilities, where they expect to free up the equivalent of at least one FTE, representing a savings of at least $100,000 per year.

Delivering Risk Intelligence

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By aggregating all of the workpapers, evidence, and control documentation into one central repository, the organization now has a more accurate view into their compliance and risk posture. Audit managers have greater visibility into the state of evidence collection and audit processes thanks to a centralized dashboard, and many redundant and manual tasks have been eliminated. As a publicly traded company, it was important to achieve a higher level of confidence that they are fully compliant with key regulations, including SOX.

With more time freed up to focus on other areas of risk, the company expects to see significant improvements to job satisfaction and morale, and the overall effectiveness of the internal audit group. The implementation also standardizes work activities, improving continuity between resources and driving greater overall process resiliency.

They plan to use this "Phase 1" implementation as a foundation to migrate other audit and compliance processes onto the ServiceNow platform, and eventually extend the program to their facilities around the world. Longer term, this use case will also be a foundation for a broader enterprise risk management program built on ServiceNow. The next phase, currently in progress, includes the implementation of an extensive control framework, and future phases will include expansion into other areas of ServiceNow, including SecOps.

Quotable

"I want to thank Iceberg Networks for the professional and thorough approach you take in your work. I am sincere in saying you are easily one of the most impressive vendors I have worked with in my career."

–Customer's ServiceNow Director and Project Leader

The customer's project leader highlighted several areas where Iceberg's team excelled:

1. **Iceberg Engagement Manager:** "You are an outstanding PM who gave us a simple, easy-to-understand work breakdown structure and told us what we all needed to do and when we needed to do it."

2. **Iceberg Technical Consultant:** "You are a great developer/architect with fantastic communication skills who spent lots of time in knowledge transfer."

3. **Iceberg Technical Consultant (QA):** "Thanks for creating the Test Cases in ServiceNow – we now have an artifact that is going to help us in our ServiceNow upgrades going forward."

4. **Iceberg Solution Architects:** "Your guidance and vision helped us all better understand how ITGC audits are one piece of a bigger Risk Management program and the potential to keep maturing in this area – I personally learned a lot from listening to you."

Project Outcomes

- *Create a central repository for all controls.*

- *Demonstrate SOX compliance as a publicly traded company*

- *Reduce resource fatigue during the audit due to manual follow-ups and phone calls and duplication of activities*

- *Establish a strong foundation for an integrated risk management program*

Added Value

- *Higher productivity for resources by reducing duplication and manual activities.*

- *Increased quality and timeliness of compliance information*

- *Increased confidence and trust in risk intelligence data from stakeholders, including internal audit, management, and regulators*

About Iceberg

Headquartered in Ottawa, Canada and serving all of North America, Iceberg helps organizations plan, deploy and support successful implementations of Governance, Risk Management & Compliance (GRC) solutions, to drive more informed business decisions. Our team of consultants, developers and subject matter experts offers a full life cycle of services, including executive workshops, implementation and integration, and support services.

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