



CUSTOMER CASE STUDY

Doing more with less with strategic internal controls & automation

CAMPARI GROUP

PREMIUM GLOBAL BEVERAGE BRANDS



THE CAMPARI AUDIT TEAM USES AUTOMATION TO APPROACH INTERNAL CONTROLS STRATEGICALLY, SCALE QUICKLY, AND SERVICE THE BUSINESS.

Campari is a 160-year-old global company. It's a major player in the beverage industry, containing over 50 different premium brands.

The rapid consolidation of the beverage industry began in the early '90s, and since that time, the organization has acquired at least 30 other companies—around one acquisition per year.

This expansion increased business complexity and resulted in major challenges for the audit team: with multiple organizations merging, there was different data, varied information/requirements, and diverse ways of doing things—so they could no longer audit in the traditional way they had been. They needed a way to supply and audit one single set of controls for all of the legal entities across the globe, quickly, and efficiently.

With a small team (but many responsibilities), internal auditor, Giuseppe Dello Iacono, required a solution that would make it possible to achieve more with less, automate tasks and free up time, and increase control design and management efficiencies.



QUICK FACTS

- + Founded in 1860.
- + Headquartered in Milan, Italy.
- + Over 50 different premium beverage brands.
- + Now distributed in 190 markets.
- + Revenue of €1.816 billion and 4,400 global employees.
- + Audit team of 13 provides value to various business functions.
- + Use HighBond to automate, manage, and track internal controls across 25 different countries.
- + Chose the HighBond platform because it was simple to use and it could easily scale and grow with the company.



The scalability and flexibility of the solution is very adaptable in an organization like ours.



SOLUTION

In 2017, the Campari Group internal audit team started using AuditBond and ACL Robotics—part of the integrated HighBond platform. Because it's integrated, HighBond makes it easy for Campari to start with two products and expand as the inter-departmental governance program grows.

Giuseppe and his team evaluated a number of solutions before selecting AuditBond and ACL Robotics. He and his team are responsible for overall organizational governance, and chose Galvanize products because they're easy to use, and don't require an IT background to script and deploy analytics.

Giuseppe has a small internal audit team, but their responsibilities are large—with a combined audit and compliance role performed.

"We have to comply with Italian regulation Law no. 262, which is similar to Sarbanes Oxely. So we use the HighBond platform to manage that compliance requirement," Giuseppe said.

The audit team developed controls for the scope of compliance and the results from the controls script are published in the HighBond platform. This has allowed Giuseppe's team to improve the compliance workflow and more effectively deliver critical results for process owners and finance directors.

"With ACL Robotics, you don't need to have an IT background. My entire team has found the scripting easy to learn and use."

RESULTS

The HighBond platform helped transform audit's value delivery and created what Giuseppe terms a "center for excellence" for control development and design for the entire organization. With multiple controls covering areas including financial, processes, KPI, SOD, and general ledger, other business functions have recognized internal audit as a valuable resource.

Giuseppe said his team developed and refined 150 controls over the past two years, providing a clear roadmap of how the business operates. This is especially important as the organization continues to acquire brands and grow. New employees can now quickly get up to speed on how the business operates and there's no uncertainty about what's expected.

"By creating a single risk and control matrix of around 100 controls for each legal entity around the world, by 30 legal entities, we have established consistency in our controls and compliance reporting," Giuseppe said.

The team developed controls scripts in Analytics and created a portal in HighBond for control owners. *"Control owners can then login or be automatically notified about the controls they are responsible for reviewing and evaluating,"* Giuseppe said. Implementing HighBond and ACL Robotics has resulted in more efficient internal audit and compliance processes, and has also reduced time, resources, and costs. For example, if the team needs to perform a specific audit, they now run a package of pre-built controls dedicated to that business area. Giuseppe said that this provides clear information/a preliminary understanding for his auditors, so they know exactly what they need to investigate when they get on-site.

The platform also makes on-site audits more efficient.

"We access the platform from our mobile devices, which means we're able to do site audits and collect evidence while away from the office and have it all there in one place, ready to use," Giuseppe said.

Giuseppe plans to expand use of the platform and take advantage of additional functionality in the future.



We've begun laying the groundwork to do even more reporting in HighBond, and will be expanding and making more use of other platform products and features, including risk assessments and further compliance reporting.

