



Set GRC initiatives off on the right foot



Take the first step toward a more effective governance, risk and compliance (GRC) program with a well-defined vision, strategy and roadmap for implementation

Lack of a clear path forward can doom GRC initiatives at the start.

In a rapidly changing world, companies struggle to keep up with constantly shifting compliance and risk exposure, both external and internal. Regulatory pressure and increasing executive demand for risk insight present evolving challenges for risk, audit and compliance professionals who are being asked to do more with less.

On the surface, new GRC technologies offer appealing solutions to meet rising monitoring, analysis, documentation and reporting needs. But in the absence of a well-defined plan, these tools will fall short of expectations and requirements.

Ask the right questions before GRC program implementation begins.

- Where are your current GRC efforts falling short, and what are the pain points?
- Can you clearly articulate your GRC tool expectations, and do you know how to assess different GRC vendor tools to meet your needs?
- What are the deadline expectations for going live with implementation?
- Have you identified the right stakeholders and decision-makers, and do you know how they define success?
- Have you clearly defined all key stakeholders in a timely way to account for all future-state objectives?
- Is there clear ownership of the GRC program, as well as accountability for the results?



Organizations at the beginning of their GRC journeys can avoid pitfalls by defining expectations, timing and key activities from the start.

A strong vision, strategy and roadmap for program implementation allows companies to better connect and manage the myriad components of their GRC projects across the organization. Clearly defined governance and program ownership avoid decentralized management and stakeholder confusion, helping the organization meet deadlines and drive consistent results. Ultimately, by thinking through tomorrow's challenges today, organizations set the right tone for a successful GRC implementation down the line.

Defining the GRC strategy, vision and roadmap

KPMG has the expertise and GRC program experience to help companies think through details required for a successful initiative before organizations are too far down the road. We help identify:

- the right stakeholders
- the business functions in scope
- the program leaders and their responsibilities
- the desired outcome – what success looks like
- the maturity of the current GRC function.

Key program deliverables and accelerators.

Once primary issues and goals are defined, KPMG works with organizations to develop a plan of action for a successful GRC program and technology implementation.

- **GRC guiding principles.** Articulate the overall goal and objectives of the initiative for each stakeholder group from the outset. Assess current and future stakeholder involvement, and determine executive buy-in.
- **GRC governance structure.** Set clear escalation channels and role alignments between the risk, audit and compliance teams, other stakeholders, and technology vendors. Clearly articulate roles and responsibilities.
- **High-level roadmap.** Establish a clear path for the future to execute program activities in a timely and transparent manner. Assess the maturity of existing GRC program components and activities and determine desired future optimization.
- **Success criteria.** Specify use cases, data and system measures against which progress should be monitored and hold both the organization and the technology vendors accountable.

The KPMG difference

KPMG has the deep experience and a tested methodology to deliver solutions across the spectrum of governance, risk and compliance. We differentiate ourselves through the following:

Expertise. Our team of subject matter professionals have the skills and knowledge to provide implementation and support services that meet varied GRC needs across a wide range of industries.

Flexible methodology. KPMG's GRC methodology enhances risk management programs, quality processes, regulation- and industry-mandated compliance programs, and corporate governance initiatives, all tailored to each company's specific needs.

Track record of success. We have effectively assisted multiple clients in implementing holistic, end-to-end GRC solutions, as well as in transitioning vendors with little disruption.

Proven solutions. We identify and offer tools that accelerate readiness and implementation activities for core GRC applications, and our strong relationships with many providers help provide a cohesive experience for our clients.

KPMG Enterprise GRC Lifecycle Methodology



KPMG's Enterprise GRC Lifecycle Methodology guides companies through their transformational GRC journey, whether it's implementation of technology in a single functional area or establishing an integrated, enterprise-wide GRC program across an entire organization.

The key to the success of our methodology is the involvement of cross-disciplinary teams to ensure the best possible outcome across the entire project lifecycle, including people and change specialists who will support the swift integration of the system into your day-to-day business.

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