KPMG
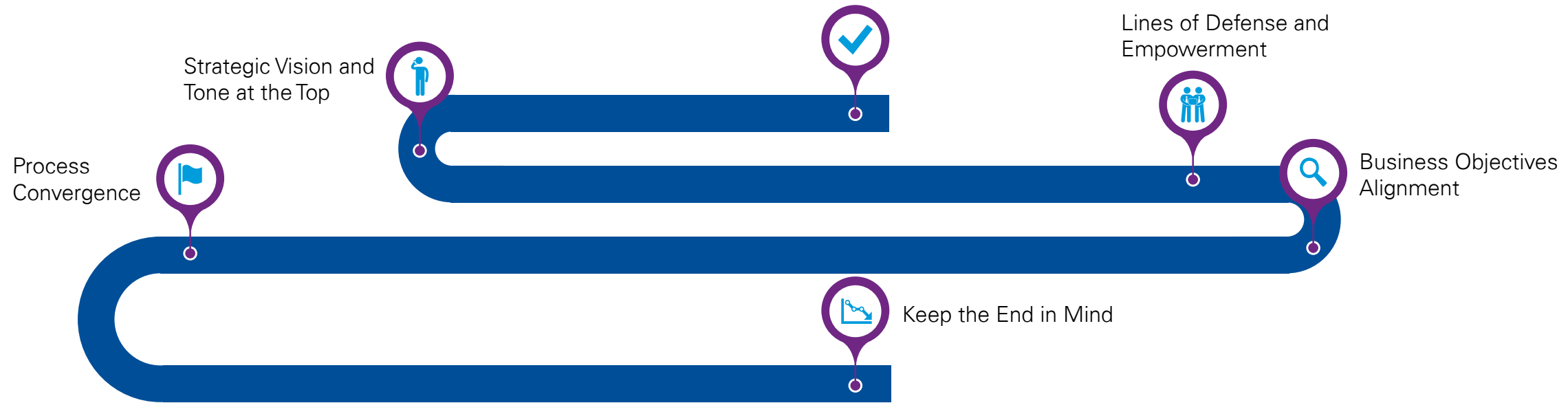
Bringing performance to new heights in your GRC transformation

GRC is a journey. Here are some tips for success along the way.

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Strategic Vision and Tone at the Top

Lines of Defense and Empowerment

Process Convergence

Business Objectives Alignment

Keep the End in Mind

People and Change Management*

– Establish clear line of sight to all stakeholders

– Create a value proposition to promote buy-in and consistent messaging

– Identify business change champions

– Plan ahead for training and adoption

*People and Change are embedded in each of the program components

Technology Enablement

– Map requirements to converged, future state

– Identify gaps and establish a protocol to identify and prioritize changes and enhancements to the baseline platform

– Establish definitions and guiding principles around "configuration" and "customization"

– Create a plan to address data migration activities and application change management

– Establish go-live criteria

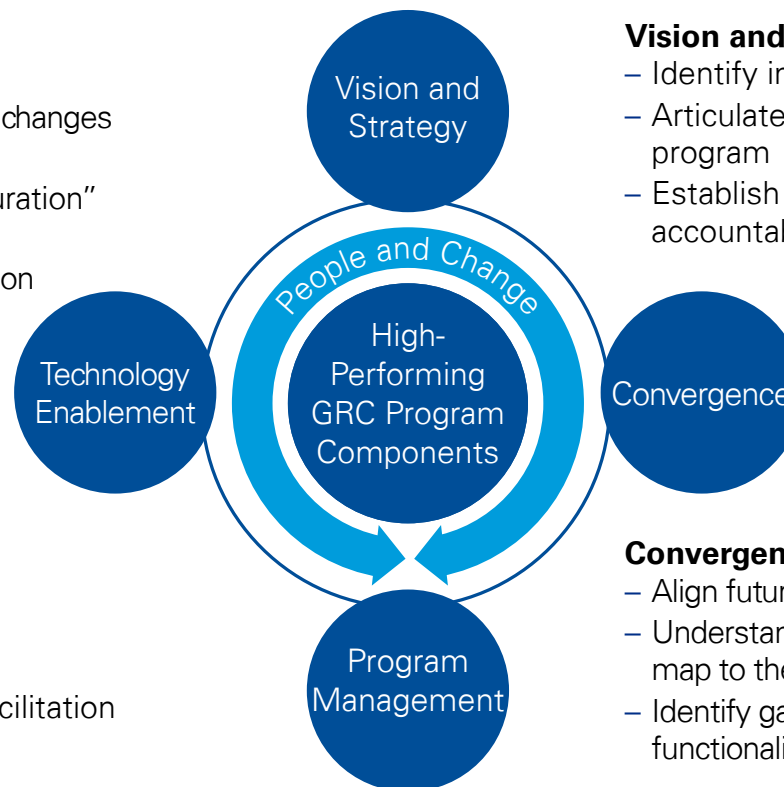– Plan for "infant care" and postproduction support

Program Management

– Establish resource model, budgeting, and roles and responsibilities at GRC program and project level

– Manage expectations

– Clear objectives need to be set up front to improve the facilitation and focus of meetings
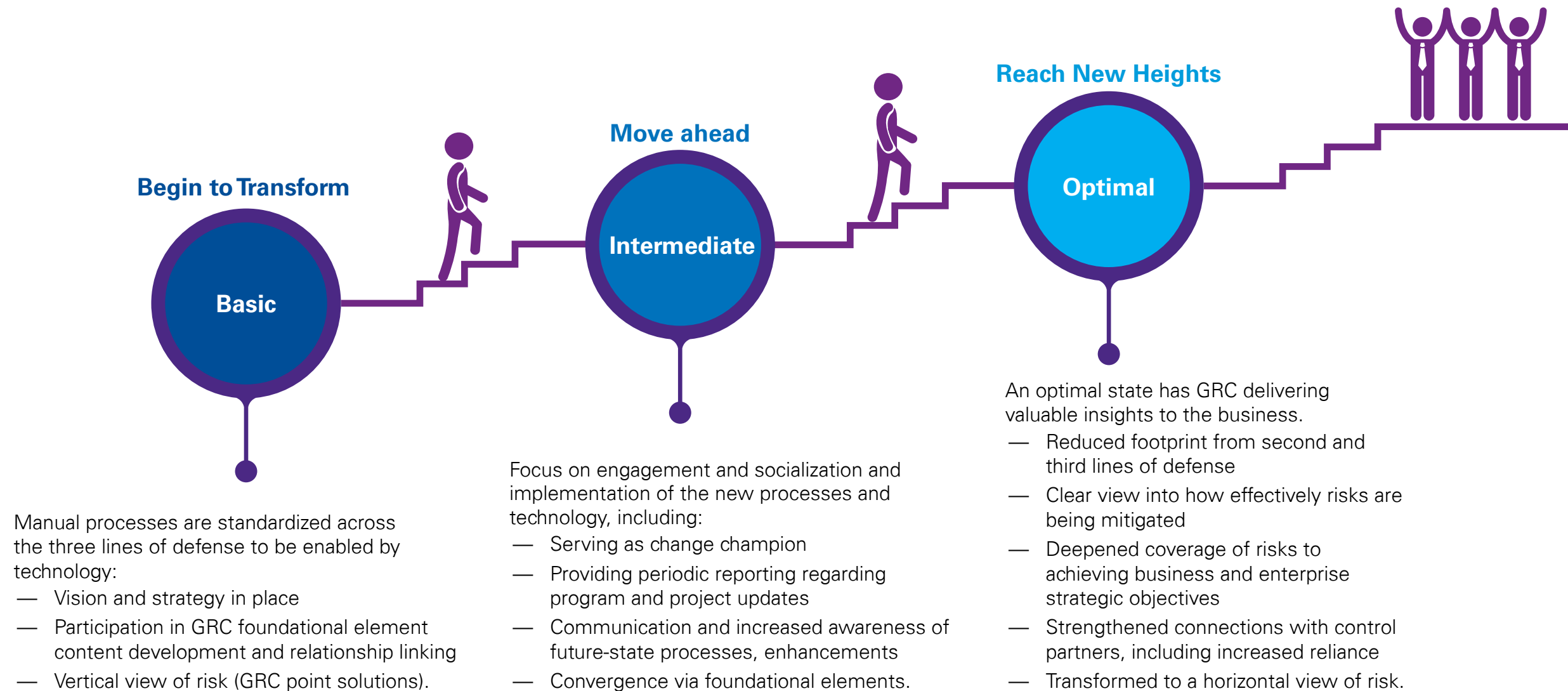
Vision and Strategy

– Identify initial and future stakeholders at the onset

– Articulate the overall goal and objectives of the GRC program

– Establish a governance structure with clear ownership and accountability

Convergence

– Align future state to vision and strategy

– Understand current and future state processes and how it will map to the future state

– Identify gaps early on as well as obtain alignment of shared functionality and integration points (people, process, and data)

Vision and Strategy

People and Change

High-Performing GRC Program Components

Technology Enablement

Convergence

Program Management

Bringing performance to new heights in your GRC transformation from basic to optimal performance

Begin to Transform

Basic

Move ahead

Intermediate

Reach New Heights

Optimal

Manual processes are standardized across the three lines of defense to be enabled by technology:

— Vision and strategy in place
— Participation in GRC foundational element content development and relationship linking
— Vertical view of risk (GRC point solutions).

Focus on engagement and socialization and implementation of the new processes and technology, including:

— Serving as change champion
— Providing periodic reporting regarding program and project updates
— Communication and increased awareness of future-state processes, enhancements
— Convergence via foundational elements.

An optimal state has GRC delivering valuable insights to the business.

— Reduced footprint from second and third lines of defense
— Clear view into how effectively risks are being mitigated
— Deepened coverage of risks to achieving business and enterprise strategic objectives
— Strengthened connections with control partners, including increased reliance
— Transformed to a horizontal view of risk.

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