AN INTEGRATED APPROACH TO MANAGING GOVERNANCE, RISK, AND COMPLIANCE
DRIVE BUSINESS PERFORMANCE AND STAKEHOLDER CONFIDENCE
The organizational fragmentation resulting from disconnected, departmental activities can result in inconsistent policies, difficulty predicting risk, a lack of enterprise transparency, and duplication of effort. As you increase collaboration with partners and suppliers, the consequences of organizational fragmentation intensify.
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Today’s business climate is complex and increasingly difficult to predict. Stakes are rising in a global market in which competition is fierce and the economy is unforgiving. Across all industries, companies are grappling with high expectations and margin pressures. And at the same time, businesses face unprecedented numbers of legal, regulatory, and business partner mandates, as well as value chain requirements that affect nearly every aspect of their operations. Looking forward, you can expect more of the same – and at a potentially significant cost to your bottom line unless you plan now. The question is, given today’s highly regulated environment, how can you control risk, manage effectively, and ultimately drive performance?

To address these requirements, forward-thinking organizations are taking a broader, more integrated approach to managing interrelated strategic planning activities and business risks. Essentially, this approach is an evolution toward an integrated program of governance, risk, and compliance (GRC) management and away from the common fire-drill method of channeling precious resources and management attention to address specific regulatory mandates independently and in isolation from each other.

By embarking on an integrated strategy and employing a comprehensive GRC solution, you can proactively achieve two significant returns on your investment. First, and most immediate, you can confidently address all regulatory- and business-related risks and achieve compliance at a lower cost. Second, while your competition is mired in tactical compliance management, an integrated GRC approach enables your organization to differentiate itself and achieve greater agility by optimizing your business processes and using risk intelligence for better decision making.

Not all governance, risk, and compliance activities are equally important. Management needs to carefully consider the relative significance of the various GRC activities and factor in related concerns, including the nature of the business; the level of inherent risk for various processes, projects, and objects; and the degree to which there are adequate numbers of employees who are skilled in carrying out various projects and processes.

EXECUTIVE SUMMARY
EMPLOYING A UNIFIED GRC STRATEGY FOR GREATER PERFORMANCE
Today’s governance, risk, and compliance philosophy is marked by multiple levels of fragmentation that compound the cost of addressing risk and managing compliance, and by little or no investment in an enterprise governance policy. In most organizations, compliance is typically handled as a series of disconnected, tactical, one-off projects that are usually initiated out of fear – fear because the cost of noncompliance can be insurmountable. In addition to fines, businesses are at risk of bearing the cost of litigation and remediation, and they also risk negative impact on their brand, reputation, and market valuation. Without a unified GRC strategy, your organization is ever more vulnerable as the complexities and interdependencies of risks increase (see the sidebar).

At a high level, GRC activities are typically fragmented across four dimensions:

- Organization
- Systems
- Regions
- Internal GRC disciplines

**Converge Governance, Risk, and Compliance for Efficiency and Insight**

“Forrester recommends that professionals looking to adopt GRC programs begin by identifying where converging governance, risk, and compliance can provide greater efficiency and insight.”


**THE FOUR DEGREES OF FRAGMENTATION**

**RAISING THE COST OF GRC COMPLIANCE MANAGEMENT**
Organizational Fragmentation

In many organizations, implementing policies, identifying and measuring risks, and supporting regulatory mandates take place at the departmental level. Horizontal mandates address such areas as financial reporting, security, privacy, and records retention issues that address all types of businesses. Vertical mandates address an exhaustive number of industry-specific areas, such as import-export regulations, environmental standards, occupational safety, and credit risk exposure. The organizational fragmentation resulting from disconnected, departmental activities can result in inconsistent policies, difficulty predicting risk, a lack of enterprise transparency, and duplication of effort. As you increase collaboration with partners and suppliers, the consequences of organizational fragmentation intensify. You are accountable for good governance and compliance within your own organization, as well as across your extended enterprise, so risk increases.

Figure 1: Fragmentation Along the Organizational Structure
System Fragmentation

Most businesses lack GRC information integrity because governing principles and policies, risk measurement, and compliance with regulatory mandates are typically supported by departmental IT systems. Without centralized governance, systems may use different metrics, standards, and methodologies for analyzing risk and compliance information, making the aggregation of data a complex and time-consuming task. Local process optimization and point solutions implemented across the enterprise can further isolate information within systems, resulting in a limited view of enterprise risk. Without an aligned and integrated perspective on governance to guide risk profiling and mitigation, you can’t effectively monitor compliance and risk and adjust business processes to meet changing requirements, market trends, and regulatory mandates.

Regional Fragmentation

In most cases, policies and risks are generally defined and measured at the local level, without proper consideration for their impact on the global, multi-national, national, or regional mandates with which an organization must also comply. Decision makers are often unaware of the interdependencies of various mandates and the risks associated with the multitude of jurisdictions and countries in which they conduct business – including areas of noncompliance in specific markets and the associated tangible (financial) and intangible (brand and reputation) consequences.
Internal GRC Discipline Fragmentation

At the corporate level, as well as departmental or regional levels, there is general uncertainty around the meaning and scope of the disciplines of governance, risk management, and compliance. Management teams tend to battle over semantics, ownership, and policy definitions – activities that can distract them from addressing the real business issues underlying each discipline. Most important, management may not recognize that these disciplines are inextricably linked and interdependent, as illustrated in Figure 4.

For example, while your sales organization drives toward its revenue target, an internal audit committee may recommend a credit risk application (a risk management activity), and the CFO’s department may be busy implementing an internal controls solution to better address mandates of the Sarbanes-Oxley Act (a compliance activity). Without integrated GRC, the sales organization may reach its target without any credit risk consideration and without understanding and adhering to revenue recognition policies. As this example illustrates, the interdependencies of the three disciplines demand an integrated approach.

It is true that each discipline is important in its own right, but – as recognized by SAP, leading analyst firms, and business consultants – governance, risk, and compliance must function interdependently as part of an integrated strategy. Only with an organizational view of GRC information and a comprehensive solution for managing GRC across the enterprise can you manage with confidence, improve business predictability, and drive higher performance.

The real business value comes from leveraging GRC as a performance instrument – not just in terms of avoiding the costs of noncompliance, but in terms of driving revenue and competitive advantage. Ultimately, GRC is about seeing the opportunities associated with a given business change and placing your organization in the best position to capitalize on those opportunities.

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**Figure 4: Interrelationship Between Governance, Risk, and Compliance Management**

- **Governance**
  - Strategies
  - Goals and Objectives
  - Policies and Procedures

- **Risk Management**
  - Risk Identification
  - Risk Analysis
  - Risk Profiles
  - Risk Response
  - Risk Monitoring

- **Compliance**
  - Processes
  - Controls
  - Activities

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SAP Thought Leadership – An Integrated Approach to Managing Governance, Risk, and Compliance
From a pure cost perspective, the status quo is simply too expensive to sustain. The financial impact of fragmented GRC efforts with respect to human capital, services, and technology costs has not been calculated, but the cost of compliance efforts alone has been well documented. AMR Research Inc. reports that 2008 GRC spending will expand to US$32.1 billion, up 7.4% from 2007. The report goes on to say that GRC consists of a broad set of initiatives – some regulatory, many policy driven – that cut to the core of every business regardless of geography or industry.1 AMR Research further reports that “two-thirds of budgets are earmarked for people-related expenses (services plus head count).”2 That cost is largely because fragmented GRC efforts tend to result in “people powered GRC” – inefficient, manual processes that are duplicated across departments.

Overlapping requirements cry out for an overarching approach to GRC. Of even greater significance is the lost opportunity that results from a tactical, fragmented approach to managing GRC. Without a comprehensive and cohesive GRC strategy, you are deprived of a powerful tool for effectively navigating today’s highly regulated business environments. A GRC strategy can also be a critical driver of revenue and competitive advantage because it can help you accurately assess the risk of various business decisions. Objective decision making requires identifying, capturing, measuring, and evaluating all enterprise events – whether they are positive (opportunities) or negative (risks) – and keeping them in perspective in terms of materiality, interdependence, and alignment with your strategic business objectives.

2. Ibid.
Each organization needs to chart its
own GRC course to meet its unique
business requirements, weighing
critical business requirements against
organizational GRC maturity and top-
level commitment. To help you map
your readiness and chart your GRC
course, SAP has created a GRC
maturity model (see Figure 5).

Phase 1: Blissful Unawareness

If your business is in the initial GRC
maturity phase of blissful unawareness,
most likely management is unaware
of the interdependencies of risk and
governance and is focused only on the
obvious, most critical mandatory com-
pliance issues. Companies in this phase
are often early start-ups and small,
private businesses that are more con-
cerned about staying afloat, obtaining
funding, or ensuring a prototype is well
accepted by early customers than they
are about their GRC activities.

This limited GRC awareness trickles
down to employees and is reflected by
little investment in tools and policies to
support GRC. At the same time, busi-
ness performance variability is probably
high, but accepted as unavoidable.
And without effective tools and policies
in place, management lacks the visibil-
ity required to capture and leverage
opportunities.

Figure 5: GRC Maturity Model
Phase 2: Fragmented Implementation

The majority of organizations today fall into the fragmented implementation phase. For these companies, the pressures of local regulatory compliance issues, corporate governance demands, and dynamic business models usually result in disconnected, tactical approaches to these issues. However, there is a growing awareness among executive management that something must be done about the fragmentation of their governance, risk, and compliance initiatives. This realization often occurs after all the various initiatives occurring in isolation are inventoried. Conducting an inventory of initiatives provides greater clarity on the real cost of compliance, current risk exposures, and lost opportunities. If your organization is at this point, you may likely see the formation of a GRC committee under the auspices of a full-time team leader who may report directly to senior management (typically the chief financial officer). The GRC committee typically documents gaps, prioritizes risks, and develops an integrated GRC framework that may require partnering with outside firms that can assist with its development and rollout.

SAP has delivered the industry’s first integrated, comprehensive GRC software solution supported by a full solution portfolio and a rich partner ecosystem. The GRC software solution allows you to move away from reacting to business risks and events and to move toward improving business predictability and performance.

Phase 3: Consolidation

When your organization evolves into the consolidation phase, the GRC committee has developed and accepted a consistent GRC framework, senior management has committed to it, and your organization is ready to initiate a strategic change. Typically, one or two high-risk projects are selected to serve as pilots for the GRC framework. Your organization may initiate other actions, such as establishing a GRC office (ideally with a chief GRC officer to lead it) and fostering greater alignment between business and IT. As early pilots are leveraged, more projects are rationalized and merged into the enterprise GRC framework. And by leveraging a growing GRC ecosystem, you can learn from partners and peers, as well as track business and technology changes that may help you further improve your GRC framework.

Phase 4: Operational Excellence

When your business has successfully transformed the way GRC is embedded into your culture and business processes, you are moving into the operational excellence phase. Characteristics of GRC operational excellence typically include a balanced GRC view across all processes, projects, and objects; GRC ingrained at all organizational levels across the enterprise; and a common language and set of metrics for use with all initiatives. Based on this comprehensive and integrated GRC foundation, your organization can leverage GRC to effectively drive competitive advantage.
Regardless of your current level of GRC maturity, you should familiarize yourself with the cornerstones of effective GRC management. You can adopt the following cornerstones as part of a GRC pilot project or an enterprise-wide GRC strategy:

- Ingrain GRC at every level
- Drive the adoption of the GRC framework with select, high-priority initiatives
- Leverage GRC as a performance instrument
- Partner with the GRC ecosystem for success

**Ingrain GRC at Every Level**

Leading organizations are seeking ways to integrate GRC into how they are managed and operated on a daily basis. Long-term success requires that integrated and comprehensive GRC be mandated by the board of directors, driven by senior management, and executed across all levels of the company. With this desired end state in mind, a practical first step is to partner with existing internal audit and compliance departments that already know and appreciate the challenges of compliance management. By gaining their commitment to an enterprise GRC initiative, you can secure a critical mass of support required to make a strong business case to senior management.

Once you secure senior management commitment, it is important to set the tone at the top and to establish an executive responsible for GRC, such as a chief GRC officer. This person is responsible for articulating your organization’s comprehensive, integrated GRC vision, which is based on your company’s line of business, industry, and market environment. The chief GRC officer drives the systematic adoption of GRC across the organization based on a gap analysis, demonstrating the extent of unmitigated business risk and prioritizing next steps.

This type of top-down GRC framework is founded on the premise that not all governance, risk, and compliance activities are equally important. Management needs to carefully consider the relative significance of the various GRC activities and factor in related concerns, including the nature of the business; the level of inherent risk for various processes, projects, and objects; and the degree to which there are adequate numbers of employees who are skilled in carrying out various projects and processes.

An organization’s growing commitment to managing GRC should also be mirrored within the IT organization, which must establish a key role that parallels the chief GRC officer position and is focused on enabling holistic GRC across the enterprise. For many organizations, the most likely candidates for this new IT role will come from existing IT risk management because these experts already understand the importance of embedding risk management into core business processes.

**Drive the Adoption of the GRC Framework with Select, High-Priority Initiatives**

When business and IT are aligned, you are ready to drive adoption by taking the following steps.

**Create a GRC Framework**

Driving the adoption of enterprise GRC requires creating a GRC framework based on your organization’s unique business needs. As part of the framework, a GRC committee determines a common methodology, vocabulary, and measurement and aggregation scales for use across your enterprise. As part of this process, GRC teams work directly with the departments that are currently operating as islands of GRC, leveraging existing work and merging this information into a larger (and eventually enterprise-wide) GRC framework. The focus is on building and extending your existing GRC processes rather than re-creating them.

**Identify and Implement Pragmatic GRC Pilot Projects**

Once the GRC framework is in place, the next step is to identify gaps in compliance management, prioritize the gaps with the greatest potential for business risk, and implement one or two pilot projects to test the framework and prove the value of integrated GRC. For most organizations, pilot projects address compliance with corporate or regulatory mandates. You can then leverage the results of the pilots to
drive adoption of the GRC framework throughout your organization. As part of the pilot implementation, GRC teams evaluate the software required to support the pilots, making sure that they select products that also support the overarching GRC framework.

Embed GRC Across Your Enterprise

Pilot projects enable GRC teams to demonstrate the strategic value of comprehensive, unified governance, compliance, and risk information. Senior management can understand business risks from an enterprise perspective, as well as identify new opportunities. In most cases, once senior managers understand the business value of integrated GRC, they secure funding for moving ahead with GRC initiatives across the enterprise.

To implement integrated GRC enterprise-wide, you benefit from using a systematic implementation approach that addresses people, processes, organizational structures, and IT systems. The combination of these individual areas – and the balances between them – determines the overall GRC maturity level of your organization. Maturity only increases after your organization achieves improvements in the following four areas.

From a process perspective, you need to embed GRC into your core business processes. This is the prerequisite for automation and lays the foundation for GRC management by exception. The goal is to implement automated, embedded GRC processes that monitor everyday business processes, detect predetermined thresholds for risk, and only escalate events that require human intervention. This is a far less costly approach than people-powered GRC management.

From an organizational perspective, you must align organizational structures to support integrated GRC to ensure the oversight and governance required, to address and control potential risk exposures, and to capture opportunities.

From a people perspective, aligning operations with your company’s strategic objectives enables the business transparency that internal and external stakeholders demand. Employees need to be trained and guided in using compliance-friendly practices that are supported by software.
From a systems perspective, your organization needs to follow in the footsteps of successful organizations by standardizing on a GRC software solution early in the implementation process. The software should enable movement toward holistic GRC management across the enterprise. This is a critical step in building an effective and comprehensive GRC approach that is repeatable, sustainable, and cost-effective. Depending on the maturity level of a given organization, the software should support operational needs at a departmental or divisional level, manage certain aspects of compliance, support day-to-day decision making, and meet the expectations of senior management.

As organizations progress to higher maturity levels, the software should also help at a strategic and proactive level. Specifically, it can help decision makers aggregate GRC issues, set direction, manage cross-organizational operations, and establish a strong link both culturally and technologically between shareholder value, strategic planning and objective setting (governance), risk, and compliance management.

Leverage GRC as a Performance Instrument

The real business value comes from leveraging GRC as a performance instrument – not just in terms of avoiding the costs of noncompliance, but also in terms of driving revenue and competitive advantage. Ultimately, GRC is about seeing the opportunities associated with a given business change and placing your organization in the best position to capitalize on those opportunities. This requires moving toward tightly integrated business and IT functions – the key to
improving enterprise risk awareness and response capabilities, as well as recognizing opportunities.

For example, if you accurately understand insurance risks, you can bargain with insurance vendors to lower insurance cost based on hard data. Your organization can also choose to self-insure itself rather than spend money on outside insurance. In such cases, informed decision makers can take calculated risks that can boost the bottom line.

**Partner for Success**

A critical success factor for establishing an enterprise GRC framework is external collaboration. It is important to build and enhance the GRC framework using the domain expertise of a GRC community that includes, but is not limited to, thought leaders and recognized GRC organizations; audit, management, and risk consultancies; key software and technology partners; and information and content partners. By working with these partners, you can tap into their knowledge, insights, and best practices to maintain GRC as a strategic weapon rather than a cost center. Ideally, this ecosystem revolves around the software used to enable comprehensive, integrated GRC management.

**How Software Can Help**

Once GRC software is in place, it can unite your organization across all four dimensions discussed previously. Here’s what you should be looking for when selecting software.

To address **systems** fragmentation, the software should work seamlessly within a heterogeneous IT landscape, integrating with existing legacy systems and other point solutions already in place to centralize information for enterprise visibility of risks across the enterprise (for example, to enable one version of the truth). The software should also provide real-time monitoring of key risk indicators and compliance activities across the enterprise, report measurements back to a centralized risk registry, and automatically escalate events to key decision makers for action.

To address **organizational** fragmentation, the software should set an enterprise-wide standard for implementing policies; identifying, measuring, and responding to risks; and supporting regulatory mandates. This standardization ensures that policies are consistent across the enterprise, enables businesses to accurately predict risk, fosters enterprise transparency, and prevents duplication of effort.

To address **regional** fragmentation, the software needs to scale globally and adapt to country or region-specific mandates so that management has a balanced, objective, real-time view of governance (strategy), risk, and compliance status across the enterprise. GRC accepts and delivers on the needs of local users as well as global optimization.

To prevent fragmentation of **GRC into separate disciplines**, the software needs to combine strategy and objective setting (governance) with risk management. This requires providing real-time information to business decision makers so that they understand where risks are and can tie objectives to mitigating them. The software should also help you plan compliance and governance activities so that they become an extension of risk management, mitigating risks one task at a time. This integrated approach, which is driven by risk information, also ensures accurate resource allocation so that you do not inadvertently focus compliance efforts on areas that are already strong and overlook hidden areas of weakness.
SAP: TURNING GRC INTO COMPETITIVE ADVANTAGE
WITH AN INTEGRATED, COMPREHENSIVE SOFTWARE SOLUTION

Good governance is reflected in many intangibles, including brand and reputation, and it translates directly into share price premiums. Institutional investors and rating agencies look closely at an organization’s capability for understanding and managing its risks.

New developments in business software are fueling the convergence of the distinct but interdependent disciplines of GRC. Recognizing the critical role of integrated business processes, organizational visibility, and global- and industry-specific requirements in establishing a successful GRC strategy, SAP has delivered the industry’s first integrated, comprehensive GRC software solution supported by a full solution portfolio and a rich partner ecosystem. The GRC software solution allows you to move away from reacting to business risks and events and to move toward improving business predictability and performance.

The GRC software encompasses four layers.

**Level One: Common Software Foundation**

A common software foundation provides the common denominator across a heterogeneous system landscape and serves as the basis for all GRC solutions. From an IT perspective, a common software foundation prevents duplication and fragmentation of effort across GRC mandates, protocols, and systems. This foundation includes, but is not limited to, robust enterprise information management, comprehensive business process management, security, and integration infrastructure.

**Level Two: Embedded Horizontal and Vertical GRC**

Within the software, GRC management is treated as part of all core business processes, not as a separate business process. As a result, GRC applications are embedded in day-to-day activities, drive the automation of routine activities, and ensure information and process consistency across your enterprise. GRC services, which can be added or changed incrementally as needed, provide solutions to horizontal mandates and industry-specific requirements.

From the perspective of the employees who use the software, there are no separate processes to learn and execute. The software guides them through compliance-friendly and risk-aware practices as part of their regular work, whether it is a daily or an annual process step.

**Level Three: Business and Risk Management**

A primary motivation for uniting GRC disciplines is to more effectively manage them from a system perspective. Governance policies and corporate guidelines are linked to risk tolerance levels and aligned to risk management and compliance management activities. Real-time agents are constantly monitoring key risk indicators and report measurements back to a risk registry, which is a component of the business and risk...
management layer (see Figure 6). The risk registry is the trusted source of risk information about all objects, processes, and projects across your entire organization. It also provides a risk map that facilitates communications with senior management and executive boards about GRC issues. The risk map provides a comprehensive, enterprise-wide view of real-time compliance and risk levels, as well as a status report on the strategic direction of your organization against governance plans and objectives.

**Level Four: Measurement and Collaboration**

Risk assessments and algorithms aggregate and analyze the information in the registry and create business alerts when appropriate. These automated alerts are pushed out to the appropriate decision makers, supporting a complete process from insight to action. Decision makers can use analytical tools for risk assessment and prioritization, as well as for improved responsiveness and flexibility. Additional analytics tools provide regional and departmental managers with risk balance sheets so that they proactively manage in accordance with the overall business strategy.

**GRC Ecosystem**

A robust ecosystem is essential to the GRC framework. Partners provide a rich set of services and solutions to address the regional or microindustry GRC needs of global organizations. Ecosystem members include the following:

- Advisory and implementation partners with established practices in management, risk, audit, and insurance consulting
- Technology partners that can extend GRC solutions by providing tailored industry solutions and services
- Opinion leaders and community partners – including expert organizations, industry associations, professional groups, publications, and user communities – that provide forums and outlets for sharing best practices across the user community

![Figure 6: The Framework for Governance, Risk, and Compliance Management](image)

**GOVERNANCE, RISK, AND COMPLIANCE (GRC) SOLUTIONS**

- Measurement and Collaboration
- Business and Risk Management
- Industry-Specific GRC
- Horizontal GRC
- Common Software Foundation

**GOVERNANCE, RISK, AND COMPLIANCE (GRC) SOLUTIONS**

- **Service Partners**
  - Audit, Insurance, Risk Advisory Firms, System Integrators

- **Technology Partners**
  - Independent Software Vendors, Security, . . .

- **Opinion Leaders**
  - GRC Organizations, Publications, User Groups
The GRC solutions lay out a strategic and comprehensive approach for successful and confident business management. They provide you with a new level of transparency and confidence across the enterprise and beyond – delivering value to the board, line-of-business management, and external stakeholders who can affect your organization’s cost of capital, market capitalization, and insurance premiums.

With a unified GRC solution, your organization can benefit from the following:

- **Increased shareholder value**
  Good governance is reflected in many intangibles, including brand and reputation, and it translates directly into share price premiums. Institutional investors and rating agencies look closely at an organization’s capability for understanding and managing its risks. Insurers have also rewarded those organizations with lower insurance renewals or extended qualitative coverage and policy limits.

- **Optimized risk-return portfolios**
  The GRC framework and software solutions provide the transparency and insight business decision makers need to select (and reject) projects based on risk impact and probability relative to potential return.

- **Reduced GRC costs**
  Transitioning to an integrated GRC approach significantly reduces the number of people – and the amount of time – required to control and address risk. For compliance in particular, you can trust accurate compliance processes, which are enabled by the GRC software solutions.

- **Improved business performance and predictability**
  The GRC solutions enable transparency across your enterprise and beyond. They give management a systematic process for anticipating and controlling risks and the tools to proactively determine proper actions and critical tasks, reducing unacceptable performance variability.

- **Business sustainability**
  Compliance with thousands of mandates locally, regionally, and globally is a fact of business life today. Because the GRC solutions do not rely upon an infinite pool of compliance and risk-trained employees, GRC provides a clear and efficient path to sustainable compliance and risk management, even as mandates increase and business models and processes become more complex.

- **Greater business agility**
  As the business environment continues to change at an ever-increasing pace, comprehensive and integrated GRC helps your organization become better at identifying material business risks and their interdependencies. It helps management evaluate assumptions in the current business model and assess the effectiveness of the strategies for new business models. By enabling decision makers to identify and assess alternative future scenarios, unified GRC leads to greater business agility and promotes competitive differentiation.
Innovative companies around the world are stepping up to face the challenges of managing GRC in a holistic and strategic manner. Michael Rasmussen of Corporate Integrity LLC says, “GRC is about individual GRC roles across the organization working in harmony to create a collaborative environment for governance, risk, and compliance. It is about collaboration and sharing of information, assessments, metrics, risks, investigations, and losses across these professional roles.”

SAP has recognized the need, has deepened its own GRC domain expertise, and has invested in solutions and a robust, industry-leading GRC partner ecosystem that enables you to achieve the goal of managing GRC with confidence. SAP’s unique combination of deep process insight, industry expertise, integrated technology, and global presence makes us a trusted partner for thousands of organizations.

SAP® BusinessObjects™ governance, risk, and compliance solutions support the concept that business processes are not contained within a single application or silo function of a business. Instead, they cut across an entire corporation or distributed value chain. This means that GRC has to function reliably outside a single application and across a complex business network.

The complexity of the network requires that GRC solutions must be increasingly adaptable and flexible to work in any heterogeneous environment.

The SAP approach to GRC and its solution portfolio provides the framework and the software solutions to help you build your GRC architecture step-by-step, leveraging your existing IT investments in SAP and other technologies. SAP’s business process expertise, industry knowledge, and global presence attract a continuously growing partner ecosystem. In combination, SAP and its partners will deliver a comprehensive and integrated GRC solution portfolio unmatched by any single vendor in the market.

To learn more about how SAP can help you with your GRC strategy and help you reap the benefits of an integrated GRC approach, please call your SAP representative today or visit us on the Web at www.sap.com/sapbusinessobjects/grc.
