



# Implement GRC technology the right way



## Prepare your organization for updated governance, risk and compliance systems

**In their efforts to introduce new GRC technology tools, organizations tend to make the same, common mistakes.**

Companies at the beginning of GRC technology implementation often fail to think through all of the components and key activities necessary to ensure a successful initiative. Those that forge ahead without analysis and planning may find that their business processes were not ready for automation, the new technology doesn't work as anticipated, and timelines for completion can't be met.

In fact, without proper planning, companies may not be using GRC tools to their full potential. Technology designed to monitor and analyze GRC processes becomes nothing more than a repository for documents, failing to support the comprehensive GRC program the company intended. Meanwhile, tools are often implemented in silos, and a lack of process leads to conflicting opinions and efforts between business units.

**Start (or start over) with a thorough GRC technology assessment.**

Whether at the beginning of GRC technology implementation, or dealing with the repercussions of an undesirable result, organizations should conduct a technology assessment to outline steps to implement GRC tools the right way, or to correct any issues from a flawed implementation.

**Ask the right questions to determine readiness for GRC technology implementation.**

**If your company is at the beginning...**

- Does your long-term vision include process efficiencies, integration, cost effectiveness and a horizontal view of risk across the entire organization? Are you looking for an enterprise or a point solution?
- How mature are your business processes right now?
- Is the GRC tool flexible enough to meet your needs? Alternatively, how flexible are your processes to adapt to tool limitations? Can or should you go with an "out-of-the-box" solution?
- What is driving the timeline for implementation? Is it strategy, regulatory requirements, expired licenses for current tools, or frustration with the existing toolset?
- What are the budget constraints? Do you know what it will take to implement the technology, and do you have sufficient resources to support it?
- If implementation is underway...
- Is there a general understanding of where you're heading, including timing and key activities?
- Are you unhappy with your GRC implementation? Do you believe there may be a better way to utilize the technology?
- Are you truly seeing the benefits of the integration?
- Can you clearly observe how the GRC tools enable your business processes?

# Preparing for GRC technology transformation

KPMG supports companies from the start of their GRC technology implementation initiatives. Using our enterprise GRC methodology, we review company vision, business process maturity, the drivers of the initiative and the schedule for implementation. We also map available tool functionality to the business processes that organizations need to address.

## Key Activities

For companies at the start of GRC technology implementation, we help

- Think through the main goals and objectives, either by reviewing documentation or facilitating workshops to understand the vision of the integrated GRC program.
- Conduct a review of the current state maturity of the business functions, which helps align the stakeholders across the GRC functionalities.
- Develop an effective communications plan to allow business stakeholders and end users time to prepare.
- Determine all of the necessary steps to prepare for technology implementation.
- For companies that need to optimize their GRC technology, we help

- Conduct workshops to understand the GRC vision, key stakeholders, pain points and progress to date.
- Perform fit-gap analysis to determine the areas where technology can enhance efficiency to a business process, and how to improve reporting for management decisions.

Based on our methodology and GRC experience, we provide clients with a full assessment and recommendations, including business process improvements and organizational change readiness guidance, to allow for a successful GRC implementation.

## Key program deliverables and accelerators

### GRC program implementation roadmap.

A clear path for the future is critical to the timely and transparent execution of program activities.

### GRC data rationalization and data migration.

Data rationalization and cleaning, as well as a migration strategy, enable a consistent and repeatable process for the onboarding of all data.

**Testing strategy and evaluation criteria.** This includes prioritization of requirements, use cases and fit-gap analysis to provide a link between the business requirements and business process design.

### Deployment post-production support plan.

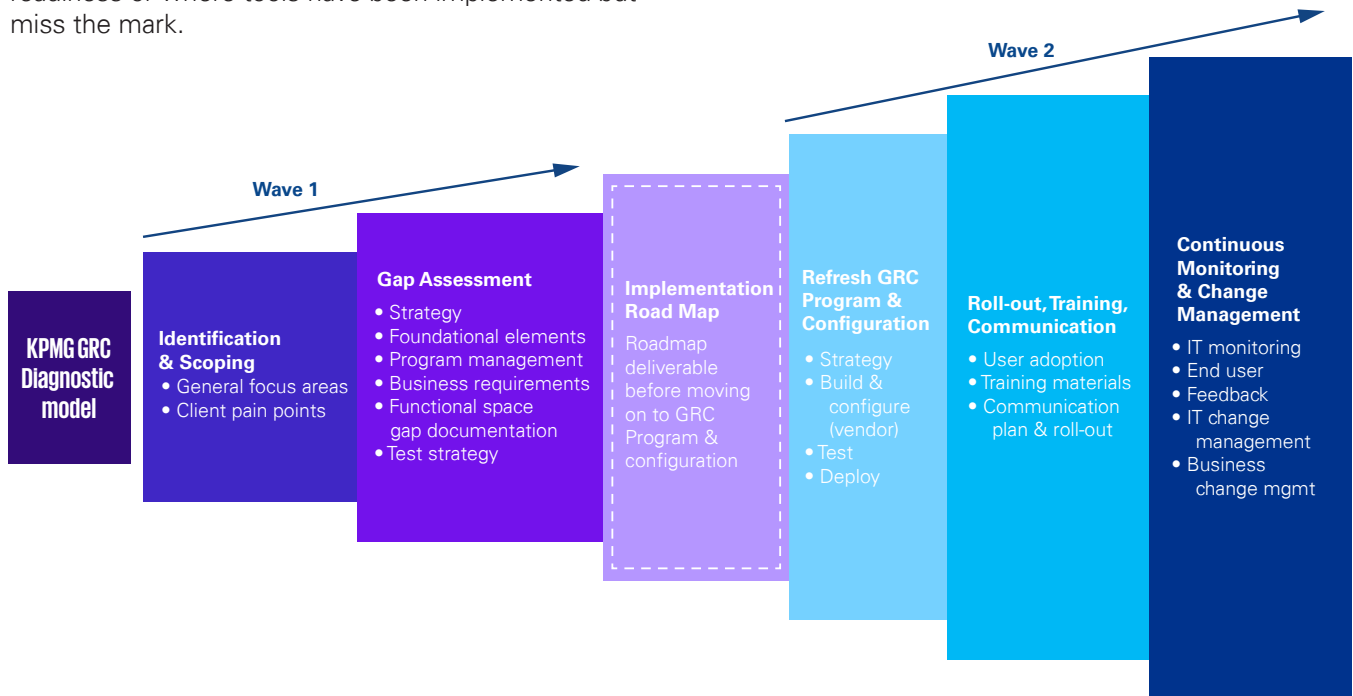


# Technology assessment diagnostic model

KPMG developed a diagnostic model to help companies launch or refresh their GRC technology initiatives.

To start, we help companies scope out the objectives of implementation and any pain points the organization may be experiencing. We also perform a GAP assessment to gain a high-level understanding of the multiple areas of focus, looking at organization readiness or where tools have been implemented but miss the mark.

With that knowledge, we craft a clear roadmap for companies to follow, which includes steps for program strategy and design, and recommendations for roll-out, training and communication.



## 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.





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