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GRC 2.0 - The GRC.EcoSystem  
**GRC.Informer**

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GRC.Inquiry  
Do you need advice on the selection of GRC products and services?

Buyers of GRC products and services can engage Corporate Integrity (at no cost) via email or a half-hour call to get the advice needed to make purchase decisions.

Let Corporate Integrity help you, contact us at: [inquiry@corp-integrity.com](mailto:inquiry@corp-integrity.com)

GRC.Pundit Blog   
Read and comment on Michael Rasmussen's thoughts on the **GRC.Pundit** blog:

- [1/23 - GRC 2.0 - The GRC.EcoSystem](#)
- [1/23 - GRC Gripes](#)
- [12/28 - Understanding GRC](#)
- [12/05 - Why Integrity?](#)

Upcoming Events

**Notable Quote:**

**"It seems to be a law of nature, inflexible and inexorable, that those who will not risk cannot win."**

**John Paul Jones**  
U.S. Revolutionary War Naval Hero



Friend,

**Greetings and welcome to 2008!**

Every New Year it is exciting to step back and gain a fresh perspective and direction. For me this is an especially exciting year as I embark on a new journey - Corporate Integrity, LLC. Welcome to my inaugural newsletter the **GRC.Informer** where I hope to captivate your attention with riveting thoughts and perspectives impacting the corporate Governance, Risk, and Compliance (GRC) space.

Corporate Integrity, LLC is a GRC strategy advisory firm providing leadership in education, research, analysis, and advisory services by monitoring the challenges and trends of the business roles accountable for corporate governance, enterprise risk management, and compliance.

Please feel free to forward this newsletter to colleagues and friends - subscription information can be found in the footer of this newsletter.

GRC 2.0 - The GRC.EcoSystem

It has been nearly four years since I originally defined the GRC market for professional

## Upcoming Conference Presentations

Michael Rasmussen will be presenting at the following events:

- 2/12; [Milwaukee ISSA Chapter](#); **Corporate Social Responsibility: Impact on Information Security**
- 2/27-28; [QUMAS Connect 2008](#); **Rhythm of Risk**
- 3/19-20; [Enterprise Risk World 2008](#);
- 4/15; [GRC Toronto 2008](#); **GRC Overview: Where Are We Going and How**

## Upcoming Webinars

Michael Rasmussen will be presenting in the following webinars:

- 3/11; Institute of Internal Auditors Webcast; [Measuring the Ethical Environment of Your Organization](#).
- 3/25; CFO.com Webcast; [An Integrated Approach to Risk & Compliance](#).

## Upcoming Travel Schedule

Michael Rasmussen has travel plans that brings him to the following areas):

- 1/24-25; **Kansas City**, Kansas, USA
- 1/31; **Chicago**, Illinois, USA
- 2/4-08; **San Francisco**, California, USA
- 2/25-27; **Miami**, Florida, USA (QUMAS Connect 2008)
- 3/10-14; **Orlando**, Florida, USA (SAP GRC2008 & Archer User Summit)
- 3/19-20; **Tampa**, Florida, USA (ERM World)
- 4/7-11; **São Paulo, Brazil** (GRC Executive Meeting 2008)

services and technology solutions. While PricewaterhouseCoopers was the first (to my knowledge) to use the acronym GRC, I was the first industry/market analyst to define a market for products and services and call it "GRC." In fact: I have been referred to as the "*Father of GRC*".

A New Year combined with starting my own company - providing *strategic direction in governance, risk, and compliance* - has allowed me to wipe the slate clean and redefine the GRC market landscape. This is what I am introducing to you now and what I call - GRC 2.0 - the **GRC.EcoSystem**.

Before further introducing the **GRC.EcoSystem**, I first need to get on my soapbox and list some grievances:

- **GRC is not exclusively about technology!** What a buzz I have created - every software vendor in the world seems to be defining a GRC market message. The issue is that there is a growing perception that GRC = technology. My formula, however, would be GRC > (is greater than) technology. A solid GRC strategy will contain a technology enablement, but GRC is bigger and broader than just what technology can provide.
- **GRC is not exclusively Sarbanes-Oxley!** Another trap GRC falls into is that individuals equate it with SOX. GRC is not just about solving SOX compliance issues. GRC strategies may get off the ground in a company with SOX - but it needs to have a broader vision to be truly GRC.
- **GRC is not exclusively about enterprise risk management (ERM)!** ERM is an important part of GRC, but ERM is just one leg of the three leg stool. ERM is about measuring and monitoring risk across the enterprise. This may include, among many other areas, governance-related risk as well as legal and compliance risk. However, GRC is broader than ERM in all that it ties together.
- **GRC is not about a single role owning all things GRC!** There is no Chief GRC Officer - at least none that I am aware of. GRC is about multiple roles in the organization working together - collaborating - to provide a holistic and integrated approach to GRC that includes the Corporate Secretary and Board of Directors and dives down into the weeds of quality, health & safety, security, etc.

To further explain - GRC is about collaboration between roles in the organization who share information, integrate frameworks, and provide reporting on GRC issues in order to get the big picture of what the organization is up against. Organizations implementing GRC strategies continually tell me they are aiming for four benefits to the business. . . .

1. **Sustainability.** Organizations demand a sustainable process and infrastructure for ongoing risk and compliance processes that are not going away.
2. **Consistency.** Organizations require that multiple roles in the organization start working together in an integrated framework.
3. **Efficiency.** The line-of-business is fighting back because of redundant assessment and audit processes looking for similar information for different purposes.
4. **Transparency.** Business demands transparency across key performance and risk indicators so they can monitor the organization's health, take advantage of opportunity, and avert or mitigate disaster.

## GRC 1.0 - it was a good start.

When I originally defined the GRC market, unlike other analysts, I had a holistic view of business processes in mind that needed to participate in a GRC vision and strategy. The goal was to make sure that GRC was not limited to SOX/finance or IT.

- 4/14-15; **Toronto, Canada** (GRC Toronto 2008)
- 4/16-18; **Phoenix**, Arizona, USA (OCEG Leadership Council)
- 4/21-22; **Kiawah Island**, South Carolina, USA (OCEG 2008 Spring IT Forums)
- 4/23-24; **Dallas**, Texas, USA (OCEG 2008 Spring IT Forums)
- 4/28-29; **San Francisco**, California, USA (OCEG 2008 Spring IT Forums)
- 9/15-19; **Phoenix**, Arizona, USA (CIO Finance Summit)
- 10/6-10; **Dublin, Ireland** (GRC Dublin 2008)

#### What's New

The latest news and information from Corporate Integrity, LLC.

[1/14 - Corporate Integrity Partners With the Open Compliance and Ethics Group: Combined Thought Leadership Aims to Further Define the GRC Space](#)

[12/12 - Risk and Compliance Expert Opens Doors to New Consultancy, Corporate Integrity, LLC](#)

Recent media interactions with Michael Rasmussen:

- 1/1 - [CFO.com](#).
- 12/10 - [StreetInsider.com](#).

#### Upcoming Research

Michael Rasmussen's research and publication calendar is as follows:

January

- **GRC 2.0 - The GRC.EcoSystem**

February

GRC needed to embrace a range of roles and business processes and could not be hijacked (which it often has been) by specific roles. Thus, I defined the GRC Software Platform as one that could manage policies & procedures, risk & control assessments, loss & investigations, and analytics & reporting across the enterprise.

This was a good start and I have interacted with 114 software vendors that tell me they can do this across GRC roles (NOTE: this is a fabrication or at best a far stretch of the truth for most of them). In the meantime, I was compiling what appeared to be an endless list of 500+ software vendors offering GRC-related solutions. Further, I started working with consulting/professional service firms offering a range of professional services across roles and another growing list of 200+ firms. Finally, I became more aware of the dozens of information/content providers that provided GRC-related content and information to the various roles of GRC.

#### **GRC 2.0 - The GRC.EcoSystem expands on the original vision.**

Obviously, the definition and market of GRC needs an overhaul. And that is what I present to you today in draft form - GRC 2.0 the **GRC.EcoSystem**.

The **GRC.EcoSystem** falls into three primary categories; each with myriad branches and interrelationship beneath them:

1. **GRC Technology Providers.** The **GRC.EcoSystem** moves beyond the four areas I originally defined as GRC (Policy & Procedure Management, Risk & Control Management, Loss & Investigation Management, and GRC Analytics & Reporting). It now provides an architecture that can more relevantly map the 500+ technology providers.
2. **GRC Professional Service Firms.** Next, the **GRC.EcoSystem** provides a framework for modeling the market for the range of consulting and professional services. This includes 200+ professional service firms from the Big 4, mid-tier audit firms, management consulting, systems integrators, outsourcers, and law firms.
3. **GRC Content Providers.** Finally, the **GRC.EcoSystem** defines a model for mapping the dozens of firms aimed at consolidating and providing risk and compliance information to organizations.

The goal of the **GRC.EcoSystem** is to provide a map of the market to GRC professional roles (e.g., corporate secretary, legal, ethics, compliance, risk, security, audit, finance, IT, quality, health & safety, environmental, fraud . . . you get the picture). This map helps these roles understand how they integrate into the holistic view of business GRC issues as well as provides a resource for them to identify the right professional service firms, content providers, and technology providers with which to work.

Next, I would like to mention that my work on the **GRC.EcoSystem** is integrated with my work with the Open Compliance and Ethics Group. The GRC technology provider section is being leveraged as the foundation for what we are building together at OCEG as the GRC IT Blueprint. For those interested in OCEG's work in this space, I would encourage you to contact [Lane Leskela](#) at OCEG to see how you can contribute to this work. Yes, I am working closely with the same individual who used to be my arch-rival and nemesis at Gartner when I was at Forrester.

As for my direction - I aim to take the structure of the **GRC.EcoSystem** when finalized and map, at a minimum, 500+ technology providers with over 1000+ products, 200+ professional service firms, and 50+ content providers into the **GRC.EcoSystem**. It will then be my tool to size and model the market, provide direction to buyers, and build an online directory of GRC to those looking for firms to engage.

Today, I am revealing the following document drafts to get your feedback on the organization and structure of the **GRC.EcoSystem** so I can incorporate it into a final (but ever evolving) market landscape.

- **Next Generation Policy & Procedure Management**
- March
  - **Developing a Regulatory Intelligence Strategy**
- April
  - **Marketing of Compliance**
- May
  - **Developing a Risk Intelligence Strategy**
- June
  - **Monitoring Risk with Risk Dashboards**
- July
  - **Effectively Managing Geo-Political Risk**

- [GRC.Ecosystem Map - DRAFT](#). This link provides the overall visual map in tabloid format. Those interested can purchase a large color printed format from me.
- [GRC.EcoSystem Outline - DRAFT](#). This link provides the map in a text outline form that can be used alongside the map.

I would encourage you to review and provide feedback back to me on how it can be improved. You may post a comment on my blog ([GRC.Pundit](#)) on this topic, or reply directly back to me at my email below.

It has been a rewarding time working with many of you - and I look forward to many more years of interactions with my new endeavor!

Thank You,

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