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## Delivering Enterprise Value with Oracle Governance, Risk, and Compliance

*Interviews with Oracle GRC clients and analysis reveal quantifiable cost savings from implementing Oracle GRC applications. Across the board, clients reported an average reduction in compliance costs of up to 40%.*

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### Executive Summary

Business is complex, and requires agility to stay competitive. Risk and compliance measures can work against business agility, when managed manually and/or across numerous siloed initiatives. Success in today’s business environment requires the organization to integrate, build, and support business process with an enterprise view of risk and compliance.

**The bottom line:** Organizations spend more money on risk and compliance than they should, due to inefficiency.

Governance, risk, and compliance (GRC) software must deliver value. Oracle is a GRC vendor delivering economic value to its clients. Oracle clients report receiving value across a range of GRC benefits, including efficiency, economy, and protection for the organization.

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# Delivering Enterprise Value with Oracle Governance, Risk, and Compliance

The common reported benefits recognized by Oracle GRC clients include:

- Accuracy of information
- Timeliness of information
- Efficiency through consolidation of controls
- Effectiveness through control automation
- Reduction in malicious and erroneous activity
- Reduction in external auditor fees
- Greater awareness of issues
- Interrelationship of risks, compliance requirements, and controls
- Accountability and ownership of risk and controls

Interviews with Oracle GRC clients and analysis of the results reveal quantifiable cost savings from implementing Oracle GRC applications. Across the board, clients reported an average reduction in compliance costs of up to 40%. One client noted a return on software investment going into the second year, while another achieved a return on investment in only five months.

Oracle GRC clients find specific quantifiable cost savings and value in:

- Reduction in errors
- Efficiency in documenting compliance
- Reduction in issue tracking
- Reduction in reporting time
- Audit fee reduction

Oracle offers a suite of applications that deliver an open and extendable architecture, which makes GRC efficient and manageable.

## *Methodology*

Oracle engaged Corporate Integrity to interview five clients using solutions in its GRC application suite to identify the value and benefits achieved through individual implementations. Each client was interviewed independently from Oracle to determine how they approached and solved GRC issues, while gaining an economic return over former manual processes. Corporate Integrity found each client had reduced costs for managing GRC and related risks and controls, providing greater transparency and accountability throughout the business. The clients were based in different regions of the world and represented both public and private sectors.

All clients interviewed acknowledged that inefficiencies, redundancy, errors, and potential risks were better identified, averted, or contained than they were with their previous manual processes. The result: Risk reduction and enhanced business agility and performance.

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Corporate Integrity conducted the following client interviews:

- **European public works agency:** This agency, with its more than 2,000 employees, focuses on design and construction of city infrastructure, management and maintenance of roads, public gardens, playgrounds, sewers and pipes. Services extend to other activities such as legal matters, archeological research, and environmental policy.
- **Telecom provider:** This publicly-traded network data center and Internet exchange services provider supports the needs of the world's leading online brands. These demanding businesses rely on the company's expertise to provide safe and secure network exchange points to connect with each other, their customers and the global Internet. This telecom provider operates 34 sites across North America.
- **Global manufacturing firm:** This diversified global manufacturing company provides solutions in network power, process management, industrial automation, climate technologies, and appliance and tools businesses. The company has sales exceeding \$22 billion, with more than 140,000 employees across over 250 locations.
- **Software company:** This company is a leading provider of business and financial management solutions. It has annual revenue of \$3.2 billion, and approximately 8,000 employees with major offices in the United States, Canada, the United Kingdom, India and other locations.
- **High tech manufacturer:** This company, an Asian-based powerhouse, is one of the world's leading high-technology manufacturers with revenue of approximately \$1.7 billion, and 5,500 employees worldwide. The company has nine offices in seven countries throughout Asia, Europe and North America.

## Business Encumbered by Risk & Compliance

Business today requires agility to stay competitive: To lead in the market requires an organization that is quick to respond to changing conditions. To pause means loss.

Risk and compliance often work against business agility. Requirements and initiatives bear down on the business, introducing inflexibility. When managed manually and/or across numerous siloed initiatives, risk and compliance can be a burden on business.

Organizations must take risk. It is part of business – it is business. Organizations need to understand whether they are taking the right risk, if risk is being managed effectively, and how to monitor risk-taking. A cavalier and uncontrolled approach to risk-taking is a result of a poorly defined corporate culture around risk, and may result in disaster – even for companies with strong brands.

GRC requires the proper context across the entire culture of an organization. The only way an organization can manage risk appropriately is if acceptable and unacceptable risk tolerances and appetites are defined, communicated and managed across organizational levels by the board and management. When the governance function does not do this, risk-taking is up to individuals, and the integrity of the organization is in jeopardy.

Once a proper culture of risk management is defined, risk is established and communicated through policies and training. This is where risk needs compliance. Compliance is more than adhering to laws and regulations. Compliance ensures the organization adheres to its risk culture, policies, procedures, and controls. In the case of risk management, compliance plays a critical role in communicating policies and validating that the organization is staying within proper boundaries of risk-taking established by organizational governance roles.

Success in today's dynamic business environment also requires the organization to integrate, build, and support business process with an enterprise view of risk and compliance. Without a new approach to risk and compliance, the scattered and non-integrated approaches of the past fail, and introduce greater risk and regulatory threats. A sustainable enterprise view of risk and compliance is one in which accountability is effectively managed and the business has a complete system of record,

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providing visibility to assets across a multiplicity of risk and compliance issues. Precisely, technology can help manage and provide compliance with multiple regulatory standards, and allows for the direct integration of controls within business processes, applications and systems to prevent and/or detect unwanted behavior.

## *Isolated risk and compliance initiatives introduce greater risk*

While new risk and compliance issues and processes are constantly coming to bear, organizations must take care to tackle the problem at its roots. Instead of treating each issue as an individual problem (as in the past), organizations must define a common process and technology architecture to manage risk and compliance across the entire range of issues. This leads to greater cost savings and efficiency.

The old paradigm of managing risk and compliance is a recipe for disaster. Organizations have been reactive, using manual or point solutions and individual, fragmented efforts that do not relate to a broader strategy. This isolated approach to risk and compliance strains the business. For example: A top-10 North American bank had more than 30,000 spreadsheets for operational risk management assessment, and nearly as many for Sarbanes-Oxley compliance. A European financial conglomerate felt pressure from the line of business because of redundant risk and compliance processes, which required numerous documents and information in several formats.

The result is complexity, redundancy, and failure. The organization is not thinking about how controls and processes can be architected to meet a range of risk and compliance needs – nor do they gain an understanding about how risk management and compliance impact corporate performance. An ad hoc approach to GRC results in poor visibility across the organization and its control environment. A framework or architecture for managing risk and compliance as an integrated part of business is key.

**The bottom line:** Because of inefficiency, organizations are spending more money on risk and compliance than they should. A non-integrated approach to GRC impacts business performance and how it is managed and executed, resulting in:

- **Wasted resources and spending:** Silos of risk and compliance lead to wasted resources. Instead of thinking about how resources can be leveraged to meet a range of risk and compliance needs, they are developed independently. They often become a Band-Aid, removed from business systems and processes. The organization ends up with varying and overlapping processes, systems, controls, and technologies. This creates multiple initiatives to build independent systems – projects that take time and resources. The business is burdened by multiple and differing GRC processes and assessments.
- **Poor visibility across the enterprise:** A reactive approach to risk and compliance combined with siloed initiatives make organizations blind to the big picture. Islands of control are individually assessed and monitored - supported by scattered silos of technology that are not integrated into the business itself.
- **Overwhelming complexity:** Using multiple approaches to risk and compliance is confusing. Varying frameworks, manual processes, over-reliance on spreadsheets, and point solutions that lack an enterprise view introduce uncertainty to the business environment. Complexity increases inherent risk and results in controls that are not managed consistently - introducing more points of control failure, compliance gaps, and unacceptable risk. Using technology that is not integrated into critical business applications to automate bad processes further condemns the business. Inconsistent controls can frustrate the organization, regulators, and business partners.
- **Lack of business agility:** When information is trapped in individual roles, the organization becomes risk-and-compliance crippled, struggling to gain the full perspective of risk and compliance during business change. The organization is not agile in response to the dynamic business environment, and becomes wrapped up in spinning a multitude of risk and compliance plates, inevitably creating inefficiency.
- **Greater exposure and vulnerability:** Complexity creates more exposure and vulnerability, the opposite of what GRC tries to achieve. This comes from a narrow attention to the immediate burdens on the business and can be exacerbated by some GRC solutions that focus on assessment and replacing spreadsheets without aligning and integrating with

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business processes and enterprise applications. Duplication and gaps therefore cripple GRC activities and the organization is ill equipped for aligning GRC to the business.

## *Manual processes drive inefficiency and raise GRC costs*

What may seem like an insignificant risk in one part of the organization may have a different impact when other risks are factored in. Organizations depend on out-of-sync controls and corporate policies that are inadequate to manage risk and compliance. These failures occur because organizations manage specific requirements, risks, and controls, but do not strive for a common integrated framework and architecture to bring efficiency to GRC processes. Executives are becoming aware of these redundant risk and compliance projects, which waste time and resources with manual and labor-intensive assessments.

The cost and performance loss associated with manual and basic technology approaches is significant. Areas where organizations report significant issues and cost include:

- **Reactive after-the-issue fire fighting:** Managing risk and compliance in siloed projects and assessments results in a reactive approach focused on GRC fire fighting and not fire prevention. This costs the organization significantly. Resolving issues after the fact leads to hard costs of investigations, resolution, and fines, and soft costs of vulnerability and negative impact on reputation and brand.
- **Unmanageable amounts of paper and spreadsheets:** Organizations have relied on manual paper trails, email, and spreadsheets to deliver surveys, assessments, and to track incidents. This process lacks any integrity, audit trail, and does not allow for non-repudiation. It's impossible to verify that someone did not change data after the fact to cover a trail. Multiply this by thousands of spreadsheets in the organization, and it grows quickly out of control. A top-10 bank reported more than 38,000 spreadsheets collected for a single compliance purpose. The cost to manage risk and compliance in a paper trail or in electronic documents is significant – and it can come back to hurt the organization.
- **Horrendous reporting:** When an organization tries to make sense of all of the data collected manually and electronically, it soon realizes it has a nightmare on its hands. How do you aggregate and provide meaningful reports from hundreds to thousands of disparate sources of information? The answer: Too much labor and time.
- **Files and documents out of sync:** The effort to track and control versions of all of these documents quickly falls out of sync and loses relevance to the organization. Accuracy and relevance of the information being reported on comes into question.
- **Significant spend on external auditors and consultants:** Legions of out-of-date documents mean more work for external auditors and consultants who come in to validate and attest to compliance, control, and risk management. The more incomplete, inaccurate, and complex sources of data you give them, the more they see dollar signs.
- **Common anomalies and errors go undetected:** When organizations fail to automate and monitor controls, exposure to fraud, error and waste increases. Time and resources are spent remediating issues after the fact. This in turn impairs companies' operations and minimizes business performance.

## *GRC, done right, delivers efficiency and value to the organization*

Modern business requires a new paradigm for tackling risk and compliance issues across the enterprise. No longer can organizations afford to focus on single risk and compliance issues as unrelated projects and assessments, nor can they allow software Band-Aids to masquerade as GRC. A targeted strategy addressing GRC requirements through common processes and integration into enterprise applications gets to the root of the problem.

The failure to use an integrated view of GRC results in business processes, partners, employees, and systems that behave like leaves blowing in the wind. Organizations face a complex array of risk and compliance demands impacting the business. The more extended and distributed the business, the more challenging risk and compliance are to manage. An integrated GRC

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architecture aligns them to be efficient and manageable. Inefficiencies, redundancy, errors, and potential risks are identified, averted, or contained. This reduces risk exposure for the organization and enhances business agility and performance.

Achieving efficiency and value in GRC requires that organizations have a long-term GRC vision with shorter-term actions. The organization needs to define where it is headed and architect and apply a long-term GRC strategy, while meeting the issues and challenges of today. A solid GRC foundation provides an extensible technology platform that is adaptable and scalable. An enterprise GRC solution does not operate as a silo unto itself but integrates with performance management systems, ERPs, and other business applications and processes.

## Oracle GRC – Features, Benefits, and Value

### *Oracle GRC overview*

Oracle engaged Corporate Integrity to interview five clients that use solutions in the Oracle GRC application suite to identify the value and benefits achieved through individual implementations. Corporate Integrity found each of these clients had used the Oracle application to reduce the cost of managing GRC and related risks and controls, while providing greater transparency and accountability throughout the business.

Oracle offers a suite of GRC applications to deliver an open and extendable architecture that makes GRC efficient and manageable. All the clients interviewed acknowledged that inefficiencies, redundancy, errors, and potential risks were better identified, averted, or contained than they were with previous manual processes. The result: Risk reduction and enhanced business agility and performance.

The Oracle GRC product suite is broken down into the following primary components (the range of Oracle products related to GRC in its entire offering of solutions is greater than any other vendor):

- **GRC Manager:** Provides a centralized repository for all GRC-related content, combined with workflow, assessment, and task management. Features include cross-enterprise, risk-based trending, analysis, simulation, mitigation and treatment capabilities.
- **GRC Intelligence:** Integrates GRC dashboarding and visibility across GRC initiatives and applications.
- **GRC Access Controls:** Delivers a centralized and automated repository of segregation of duty (SoD) policies that enables detection and remediation of SoD conflicts. The solution analyzes and remediates conflicts of interest and improper access for a given role, and performs what-if analysis for proposed changes to access rights.
- **GRC Configuration Controls:** Provides continuous and real-time monitoring of changes to application configurations. The solution analyzes and monitors critical functional setups within applications and actively enforces change controls on key setups based on policies and best practices.
- **GRC Transaction Controls:** Provides continuous monitoring of business applications and transactions for suspicious activity. The solution enforces business controls in real-time to prevent unauthorized actions or business transactions. A user-friendly rules engine allows business managers and auditors to easily translate control policies into automated analytics that uncover areas of potential fraud or wastage.

These Oracle GRC applications are supported by a range of other Oracle middleware and database solutions, such as the Oracle Audit Vault, Oracle Database Vault, Oracle Identity Manager, and the Oracle Enterprise Manager.

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## GRC value – key benefits reported by Oracle GRC clients

GRC software must deliver value, and value comes in different degrees. While some GRC vendors show value by adding workflow and reducing spreadsheets for assessments, others show value through automation of GRC-related processes and controls within business applications. Oracle clients see value across a range of GRC benefits – delivering efficiency, economy, and protection to the organization. Common reported benefits recognized by Oracle GRC clients are:

- **Accuracy of information:** Oracle clients find their implementations produce accuracy in reports that previous manual processes failed to achieve. This results in fewer errors and omissions.
- **Timeliness of information:** Oracle clients find the information provided through the GRC applications reduces the amount of time spent on reporting, making it more relevant to the need at hand while reducing working hours involved.
- **Efficiency through consolidation of controls:** Oracle GRC clients find the consolidation of common controls necessary to meet multiple mandates means fewer controls that must be managed and monitored.
- **Effectiveness through control automation:** Oracle GRC clients find cost savings and efficiency through automation of controls for access, configuration, and business transactions. This reduces working hours needed to manage and assess controls.
- **Reduction in malicious and erroneous activity:** Oracle GRC clients find improved control automation and enforcement means fewer fraud incidents and mistakes.
- **Reduction in external auditor fees:** Oracle GRC clients consistently find that the amount of money they spend on external auditors and consultants has gone down after implementation. External professionals find the data produced through Oracle GRC applications is more reliable, which reduces their time to test.
- **Greater awareness of issues:** Oracle GRC clients find they have rapid awareness of control failures and issues that previously took significant time to identify (if identified at all), reducing the impact and exposure to the organization.
- **Interrelationship of risks, compliance requirements, and controls:** Oracle GRC clients find the solutions allow for greater transparency across the business by relating risks, compliance requirements, and controls to each other, making it easy to manage complex interrelationships across the business.
- **Accountability and ownership of risk and controls:** Oracle GRC clients find the solution enables a better system of accountability around risk and control by the business process owner.

## Specific cost savings

Interviews with Oracle GRC clients and analysis reveal quantifiable cost savings through Oracle's GRC implementation. Across the board, clients reported an average reduction in compliance costs of up to 40%. One client noted a return on software investment going into the second year, while another achieved a return on investment in only five months.

### Oracle GRC Clients Find Specific Cost Savings & Value

Reduction in errors

- One interview reported a 300% to 400% reduction in errors on GRC reports after implementing Oracle GRC products. Savings were a result of efficiency and accuracy over the manual processes that encumbered the organization before its switch to Oracle.
- Across the board, all interviews with Oracle clients reported that prior to Oracle GRC implementations, compliance and control documentation was full of errors resulting from manual processes.

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<b>Oracle GRC Clients Find Specific Cost Savings &amp; Value</b>	
Efficiency in documenting compliance	<ul style="list-style-type: none"> <li>An Oracle client saw significant reduction in compliance costs after implementing Oracle GRC. This specifically included getting rid of the overhead of maintaining more than 20 compliance binders and the process of trying to keep them current. This resulted in savings in documentation time and updating manual documents whenever application environment changed.</li> </ul>
Reduction in issue tracking	<ul style="list-style-type: none"> <li>An Oracle client reported a 30% time savings in tracking and resolving control issues after implementing automated controls through Oracle GRC.</li> </ul>
Reduction in reporting time	<ul style="list-style-type: none"> <li>The telecom provider saw 20% savings in working hours for compliance reporting. Savings were realized from reduced working hours in manual reconciliation and reporting across multiple sources of compliance documentation, which had been trapped in various spreadsheets.</li> <li>Another interview revealed a similar savings of 15% reduction in time spent consolidating compliance reports.</li> <li>Dramatically better time efficiency and reduction in reporting costs are the most consistent findings across interviews with all Oracle GRC clients.</li> </ul>
Consolidation and automation of controls	<ul style="list-style-type: none"> <li>One interview reported a reduction from 242 to 181 documented controls for compliance.</li> <li>Another client reported reduction from a manual process high of 428 controls down to 258 controls after implementing Oracle GRC. They now have 87 automated controls with 20 more manual controls identified to receive Oracle automation. They have reduced and consolidated manual controls from 314 to 171.</li> </ul>
Audit fee reduction	<ul style="list-style-type: none"> <li>Through implementation of Oracle GRC, one client saw an 18% reduction in audit fees totaling \$200,000 in savings. The external auditor had greater confidence in the data provided through Oracle GRC.</li> <li>Another Oracle client reported similar savings of 15% on external auditor fees after implementing Oracle GRC.</li> <li>One company found that access control review went down from 100% testing by external audit to 33%, while configuration controls went down from 100% testing to 35% with Oracle GRC implementation.</li> <li>Efficiency went even further from a time savings perspective, as the external audit process went from 14 weeks with six auditors down to eight weeks with four auditors.</li> <li>Savings are recouped with internal audit as well as external. One client reported Oracle access control reviews by internal audit went from 350 hours per month down to fewer than 40 hours per month of review time.</li> </ul>

# Delivering Enterprise Value with Oracle Governance, Risk, and Compliance

## Lessons learned from Oracle GRC client implementations

While each Oracle GRC client interviewed reported significant cost savings and return on investment, they were also clear that there was room for improvement around how they approached and implemented the GRC project. Oracle GRC clients provided the following recommendations:

- **Assemble a strong and broad project team:** GRC is about collaboration and communication across areas of risk and compliance: It does not happen in a shadowy recess of the organization. A solid GRC strategy and Oracle implementation will identify and involve all potential stakeholders – such as finance, audit, IT, risk management, and compliance.
- **Involve auditors at the beginning:** Collaboration on a GRC implementation requires cooperation between GRC management (e.g., finance, IT) and internal audit. The best approach is to involve internal audit from the beginning, so they are fully aware of the value Oracle GRC can bring to them and how they can leverage the system for audit purposes while reducing the time spent on audits.
- **Train your team:** While Oracle GRC provides tremendous value, it takes preparation. GRC software implementation requires investment in training of those who will use Oracle GRC, so they can get the most value out of it.
- **Understand the organization's readiness for change:** Several interviewees identified stumbling blocks on the road to GRC success, because the business was content and stuck in manual approaches to risk and compliance. Resistance to change slowed down implementation and associated return on investment. Planning for change and getting everybody on board earlier could have made the process more efficient.
- **Clear and concise documentation:** Efficiency is critical to getting value out of an Oracle GRC implementation. The organization must document the GRC environment, and must do so in a way that is clear and concise.
- **Consultant expertise is critical to project success:** Several clients found their Oracle GRC implementations went smoothly because they brought in outside help that understood Oracle GRC in detail – allowing them to leverage this expertise while streamlining implementation time and costs.

## GRC Value Proposition Delivered by Oracle

Organizations implement GRC to achieve an enterprise view of risk and compliance, with a specific need to identify inter-relationships in today's complex and distributed business environment. GRC initiatives involve a federation of professional roles – legal/compliance, risk, audit, IT, finance, and the line of business among others – working collaboratively to define common processes. It's also crucial to integrate the implementation of GRC technologies into critical business processes and applications.

GRC, done correctly, returns value to the organization. Through research and interviews, Corporate Integrity identified five value areas that organizations aim to achieve:

- Agility
- Consistency
- Efficiency
- Transparency
- Accountability

# Delivering Enterprise Value with Oracle Governance, Risk, and Compliance

## Agility

Organizations demand a sustainable process and infrastructure for ongoing governance, risk, and compliance processes that are becoming more onerous. Further, organizations must continuously sustain risk and compliance management practices: Business is changing rapidly – requiring agility. Point-in-time assessments are no longer good enough by themselves. Business is changing hour-by-hour and minute-by-minute. The dynamic nature of business demands an organization address GRC collaboratively and continuously.

**Oracle GRC delivers value in agility with control automation and monitoring.** Oracle clients use automated controls to make sure risk is mitigated and compliance is achieved as the business - its systems, transactions, and processes – change. Oracle GRC Access Controls, Configuration Controls, and Transaction Controls provide an agile foundation for the business, so it can focus on business while maintaining control.

## Consistency

Organizations require that multiple roles in the organization work together in an integrated framework and technology architecture. Each GRC player must understand how their role fits into the big picture. Consistency has to be part of the technology environment where risks, requirements, and controls are defined and directly integrated into business processes and enterprise applications. GRC is about getting everyone to play their different positions (roles within the enterprise) out of the same playbook.

**Oracle GRC delivers value in consistency with GRC control monitoring as well as documentation.** Oracle GRC control automation solutions deliver value to clients through consistent and continuous enforcement of controls in the environment. Oracle GRC Manager allows the organization to move away from mountains of spreadsheets and encumbering processes into an integrated architecture to document and manage GRC information across the business.

## Efficiency

The line-of-business is pushing back against redundant assessment and audit processes that require similar information for different purposes. These processes can prevent businesses from getting work done. Redundant and non-integrated GRC solutions have a harmful cost impact on the enterprise. GRC, done correctly, aims to ease the burden on business by leveraging common processes, assessments, and information through technology integration and enablement.

**Oracle GRC delivers value in efficiency through time-savings.** The Oracle clients interviewed showed consistent savings in the amount of time spent on managing, testing, and documenting controls. Efficiency is also achieved through the reduced time Oracle clients spend reporting on GRC. Oracle control automation solutions enable automation of previously manual controls, while providing greater testing and validation of transactions against risk and compliance policies.

## Transparency

Business demands transparency across key performance and risk indicators so it can monitor the organization's health, take advantage of opportunity, and avert or mitigate disaster. Corporate performance management is tightly related to risk management. When done correctly, performance and risk management are two sides of the same coin.

**Oracle GRC delivers value in transparency for reporting across business functions.** Oracle clients find greater accuracy and timeliness in reports, providing management assurance that risk and compliance is managed within defined boundaries and performance is optimized.

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## Accountability

Organizations are in the hot seat – a multiplicity of risks, mandates, and requirements are attacking from every angle. It is the organization's responsibility to manage GRC issues effectively, efficiently, and responsively. This requires a system of accountability where executives can see the status of GRC issues, events, incidents, and unresolved findings and hold individuals accountable for resolution. Companies must be able to see the big picture of GRC, along with a drill-down into specific GRC areas. A lack of accountability and ownership when issues arise is a warning sign for regulators or investigators to dig deeper.

**Oracle GRC delivers value in accountability.** Information is what provides accountability – without it there is no way to hold people accountable. These clients find the clarity provided by Oracle GRC means they achieve greater accountability from business process owners, as they communicate the status of controls, issues, risks, and compliance.

## About this Paper . . .

*Delivering Enterprise Value with Oracle Governance, Risk, and Compliance* is a Corporate Integrity whitepaper, sponsored by Oracle. Corporate Integrity wrote the report, and the findings and views expressed do not necessarily reflect the views of the sponsor. Michael Rasmussen was the author of the report and responsible for layout and design.

Oracle is the world's largest business software company, with more than 345,000 customers— including 100 of the Fortune 100—representing a variety of sizes and industries in more than 145 countries around the globe.

For many organizations, the greatest GRC challenge is creating a consolidated view of compliance, risk and internal controls. GRC work is commonly performed by different operating teams managing separate requirements. Oracle addresses this challenge by providing a complete, open, and integrated platform to efficiently and intelligently manage GRC programs. By coupling visibility across business functions with advanced risk analysis and fraud prevention, organizations put the process in place to facilitate GRC initiatives and improve the predictability of their business results.

## About Corporate Integrity . . .

*Corporate Integrity is a research advisory firm providing leadership in education, research, benchmarking, and analysis on the issues and corresponding solutions for corporate governance, enterprise risk, and compliance management.*

Through ongoing research, interactions, and benchmark analytics, Corporate Integrity is the authority in understanding how organizations can foster a culture that “walks the talk” – where integrity is central to governance, risk and compliance (GRC) practices. Corporate Integrity educates organizations and GRC professionals on achieving sustainability, consistency, efficiency, accountability, and transparency in their corporate GRC practices.

In addition to helping organizations understand and improve their internal GRC processes, Corporate Integrity assists technology providers and professional service firms in aligning their sales, product, service, and marketing strategies to the requirements of the roles responsible for GRC.

With the deepest GRC expertise and understanding available in the market, Corporate Integrity has developed a range of service offerings to assist organizations, GRC professionals, technology vendors, and professional services firms focused on GRC.

## About Michael Rasmussen . . .

Michael Rasmussen is the authority in understanding Governance, Risk, and Compliance (GRC). He is a sought-after keynote speaker, author, and collaborator on GRC issues around the world and is noted for being the first analyst to define and model the GRC market for technology and professional services.

With more than 15 years of experience, Michael’s objective is to assist organizations in defining GRC processes that are sustainable, consistent, efficient, transparent, and accountable. His thought leadership is tuned to:

- **Educate** GRC professionals within corporations to identify, understand, and analyze GRC strategies, drivers, trends, and best practices;
- **Assist** technology providers with alignment of their product and marketing strategies to the needs and requirements of GRC professionals; and
- **Collaborate** with professional services firms on their portfolio of GRC service offerings to better equip them to serve their respective clients.

A leader in understanding risk and compliance standards, frameworks, regulations, and legislation, Michael aims to improve corporate integrity through advancing GRC initiatives. He has served in leading roles in public policy contributions to US Congressional reports and committees, and currently serves on the Leadership Council and Steering Committee of the Open Compliance and Ethics Group. Michael has been quoted extensively in the press and is respected for his commentary on broadcast news channels.

In June 2007, Treasury & Risk recognized Michael as one of the 100 most influential people in finance with specific accolades noting his work in “Governance and Compliance: Saving the Planet and the Corporation.” Most recently, in October 2008, he was recognized as a “Rising Star in Rocky Times: Corporate America’s Outstanding Executives Under the Age of 40.”

During his career, Michael has worked in the market analyst, consulting, and enterprise sectors. Prior to founding Corporate Integrity, Michael was a Vice-President and top analyst at Forrester Research, Inc. Before Forrester, he led the risk consulting practice at a professional services firm in the Midwest. Earlier, his career included industry experience in healthcare as well as manufacturing.

Michael’s educational experience includes a Juris Doctorate as well as a Bachelor of Science in Business.