



2018 GRC Market 4.0

Market Sizing, Forecasting, Analysis & Segmentation

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Michael Rasmussen, J.D., GRCP, CCEP

GRC Economist & Pundit @ GRC 20/20 Research, LLC

OCEG Fellow @ www.OCEG.org

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Two Things to Note . . .

Complimentary Inquiry

- Organizations evaluating or considering GRC solutions are free to ask GRC 20/20 on our understanding and comparison of solutions in the market to meet your GRC requirements.
- Inquiries are single focused questions that can be answered in under 30 minutes.
- Complimentary inquiry is only available to organizations evaluating or considering GRC solutions for their internal use.

RFP Development & Support

- GRC 20/20 has an extensive library of RFP requirements across a range of GRC capability areas presented in this presentation.
- GRC 20/20 can be engaged in RFP development and support projects to streamline your process, gain perspectives learned from other organizations, and to keep solution providers honest in their responses.

Our Objectives . . .

- 1) GRC Market Definition & Overview
- 2) GRC Market Segmentation & Sizing
- 3) GRC Market Drivers & Trends
- 4) GRC Technology Innovations

The Official Definition of GRC . . .



GRC is the integrated collection of capabilities that enable an organization to:

G) reliably achieve objectives

R) while addressing uncertainty and

C) acting with integrity.

SOURCE: OCEG GRC Capability Model



Governance

Governance sets direction and strategy for the organization to reliably achieve objectives. Governance sets the context for risk management, without context risk management fails.



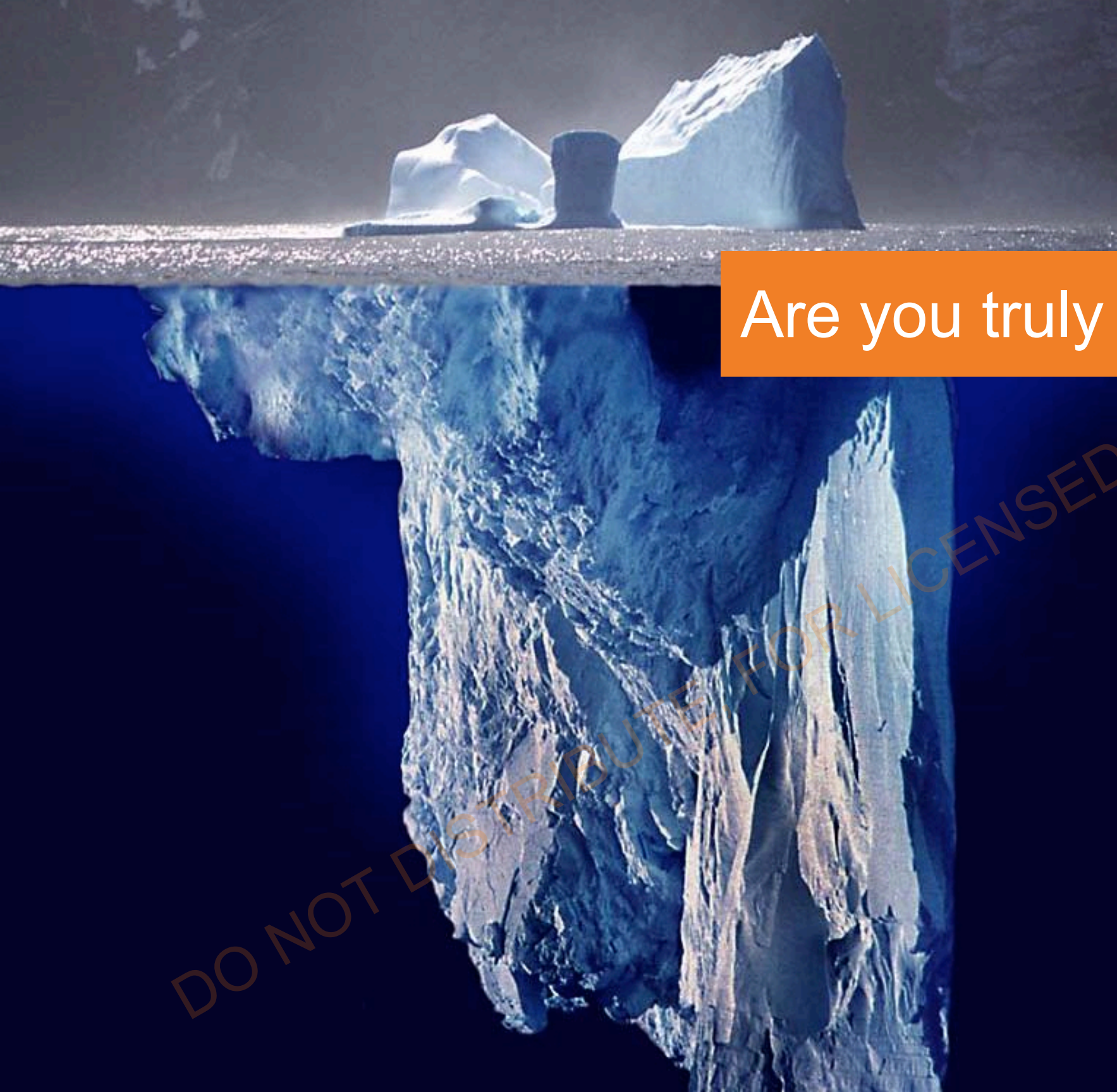
Risk Management

Risk management seeks to manage and understand uncertainty by assessing and monitoring risk within context to take action on risk through acceptance, avoidance, mitigation, or transfer.



Compliance

Compliance aims to see that the organization acts with integrity in fulfilling its regulatory, contractual, and self-imposed obligations and values. Compliance follows through on risk treatment plans to assure that risk is being managed within limits and controls are in place and functioning.



Are you truly aware of your risks?

“Never in all history have we harnessed such formidable technology. Every scientific advancement known to man has been incorporated into its design. The operational controls are sound and foolproof!”

E.J. Smith,
Captain of the Titanic



”

” Realize that everything connects to everything else.

Leonardo da Vinci



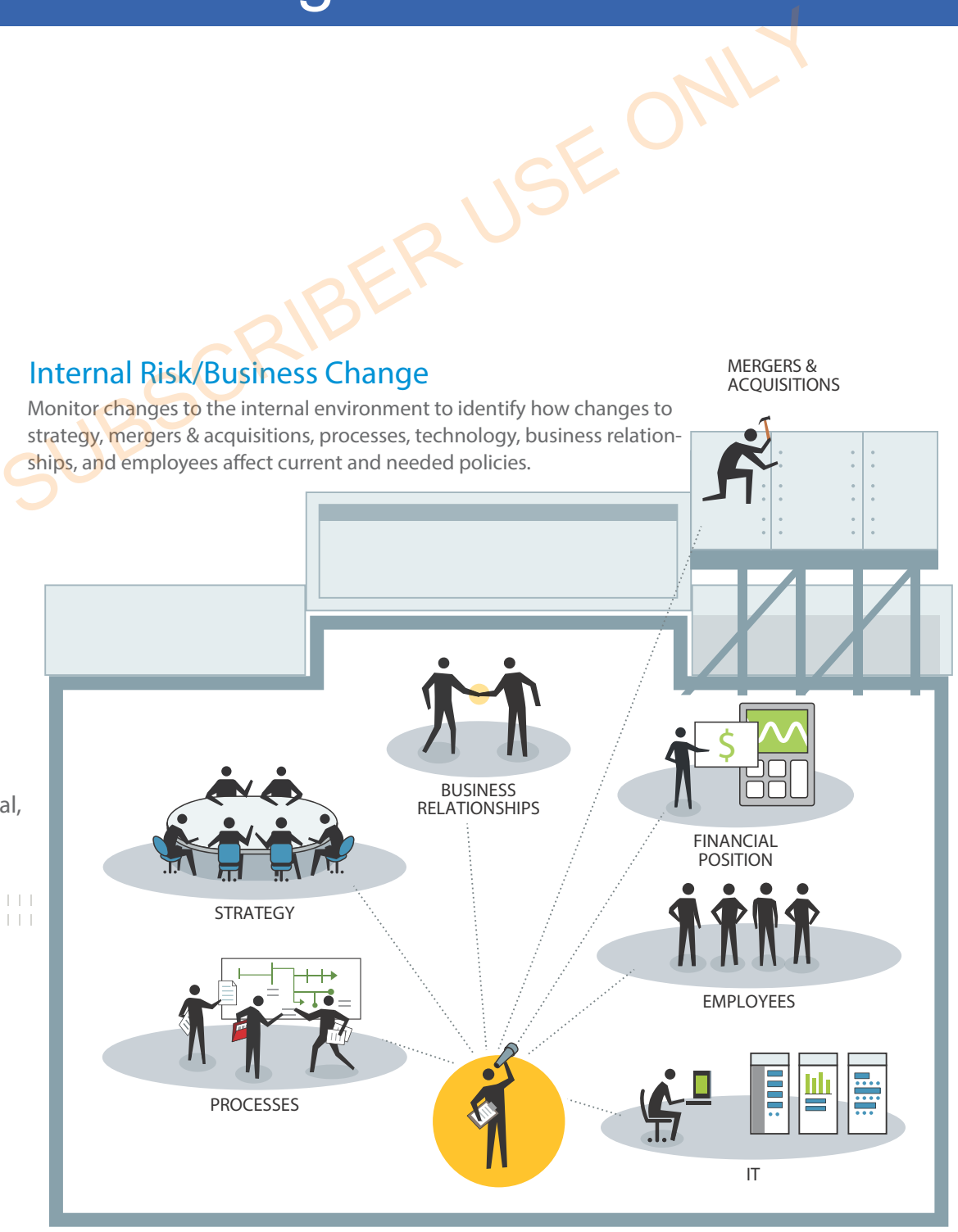
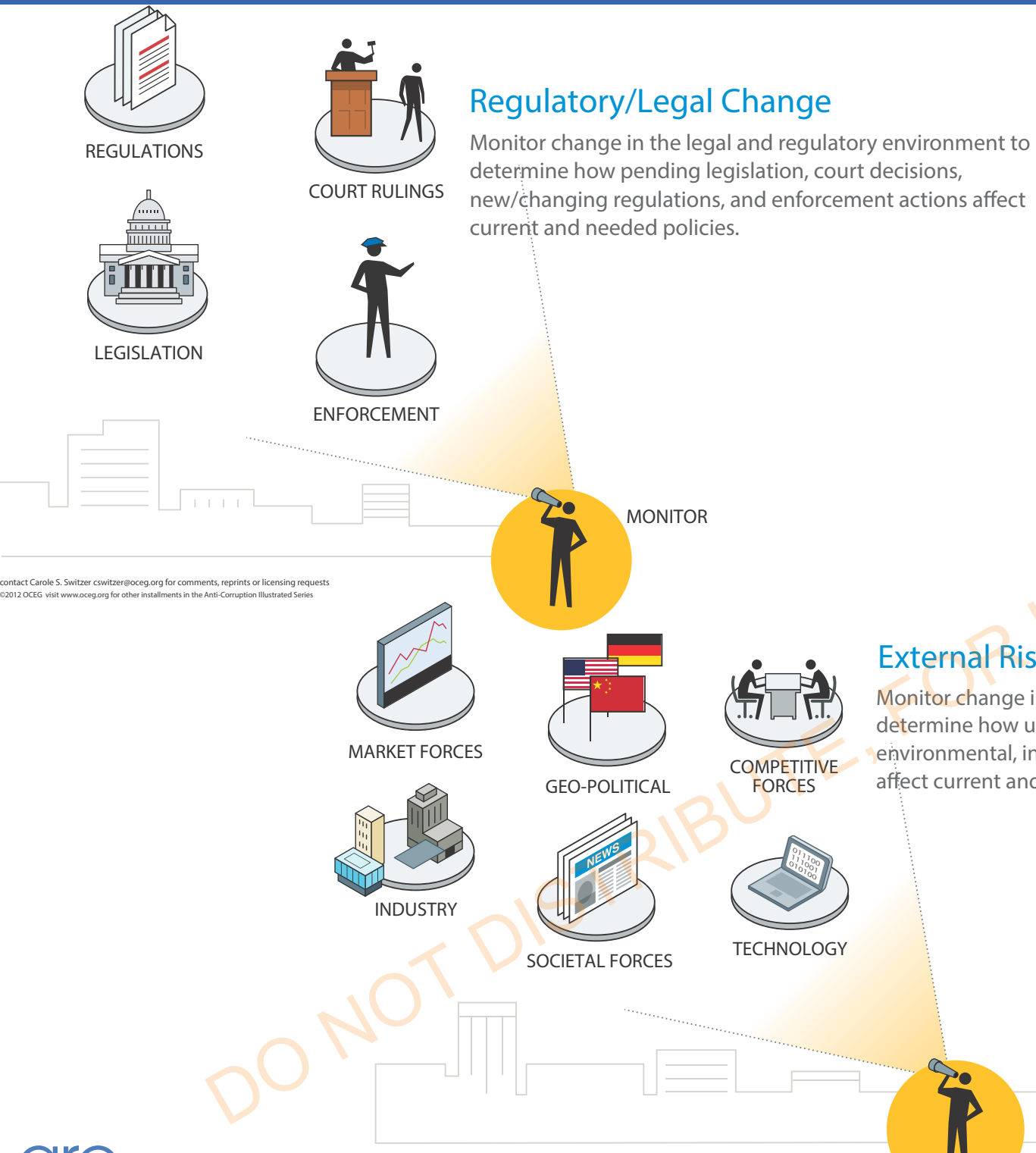
The Chaos of Interconnectedness



The Organization Has to be Able to See . . .

- ❑ **The Tree.** The individual area of risk
- ❑ **The Forest.** The interconnectedness of risk

Change is the Greatest Challenge Impacting GRC Management



Inevitability of Failure: Too Many Approaches

There are too many departments sending too many communications in different formats. GRC management is buried in documents, spreadsheets & emails.

- Wasted resources through redundancy & overlap
- Excessive emails, documents, and paper trails
- Poor visibility & reporting
- Files and documents out of sync
- Overwhelming complexity
- Lack of accountability



Confusing Conundrum of GRC Management Processes & Information

The Winchester Mystery House

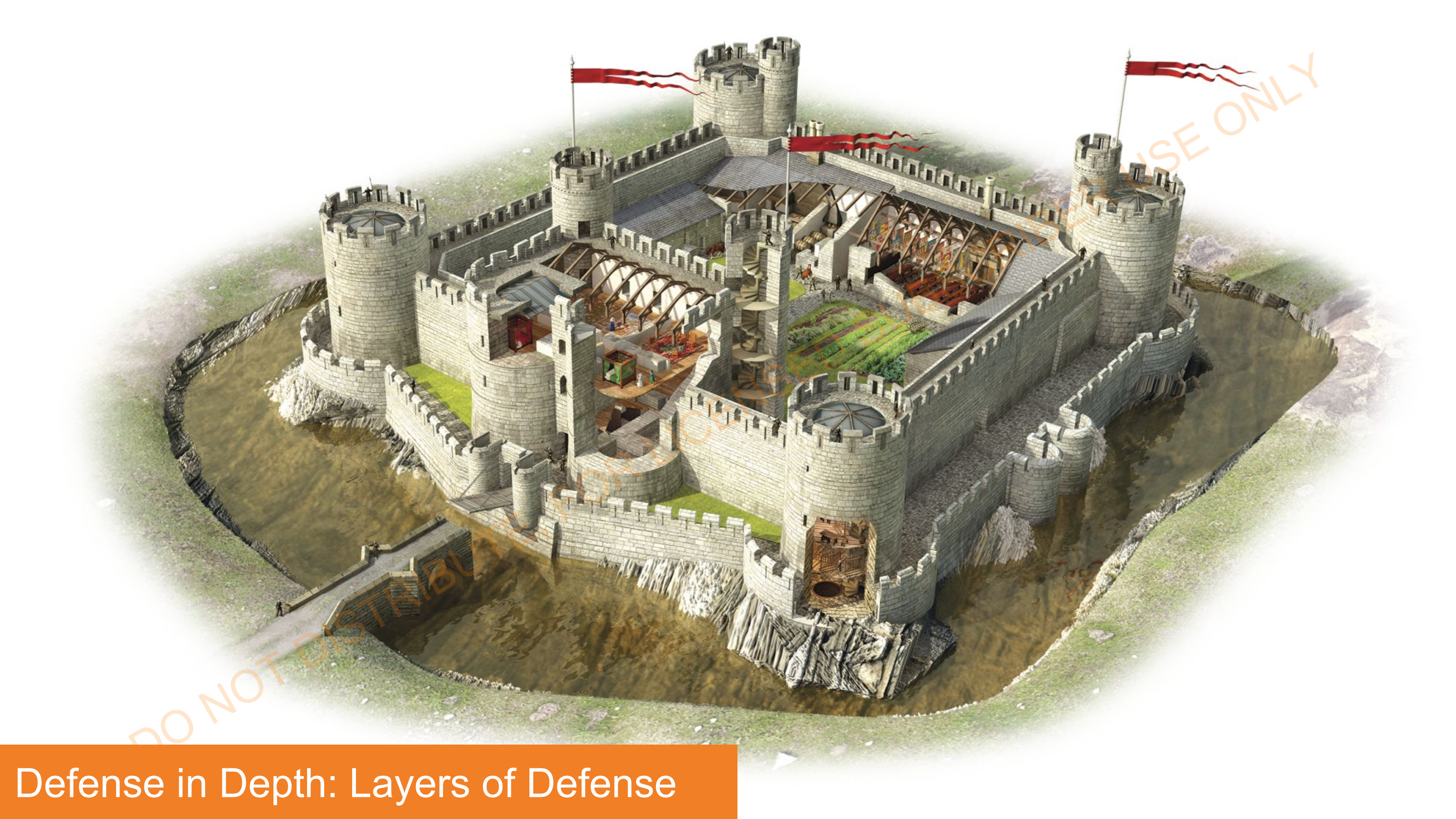
- 160 rooms
- 47 fireplaces
- 6 kitchens
- 10,000 windows
- 65 doors to blank walls
- 13 staircases abandoned
- 25 skylights – in floors
- 147 builders/no architects
- Built without a blueprint
- \$5.5 million over 38 years



. . . And We Hope Nothing Fails

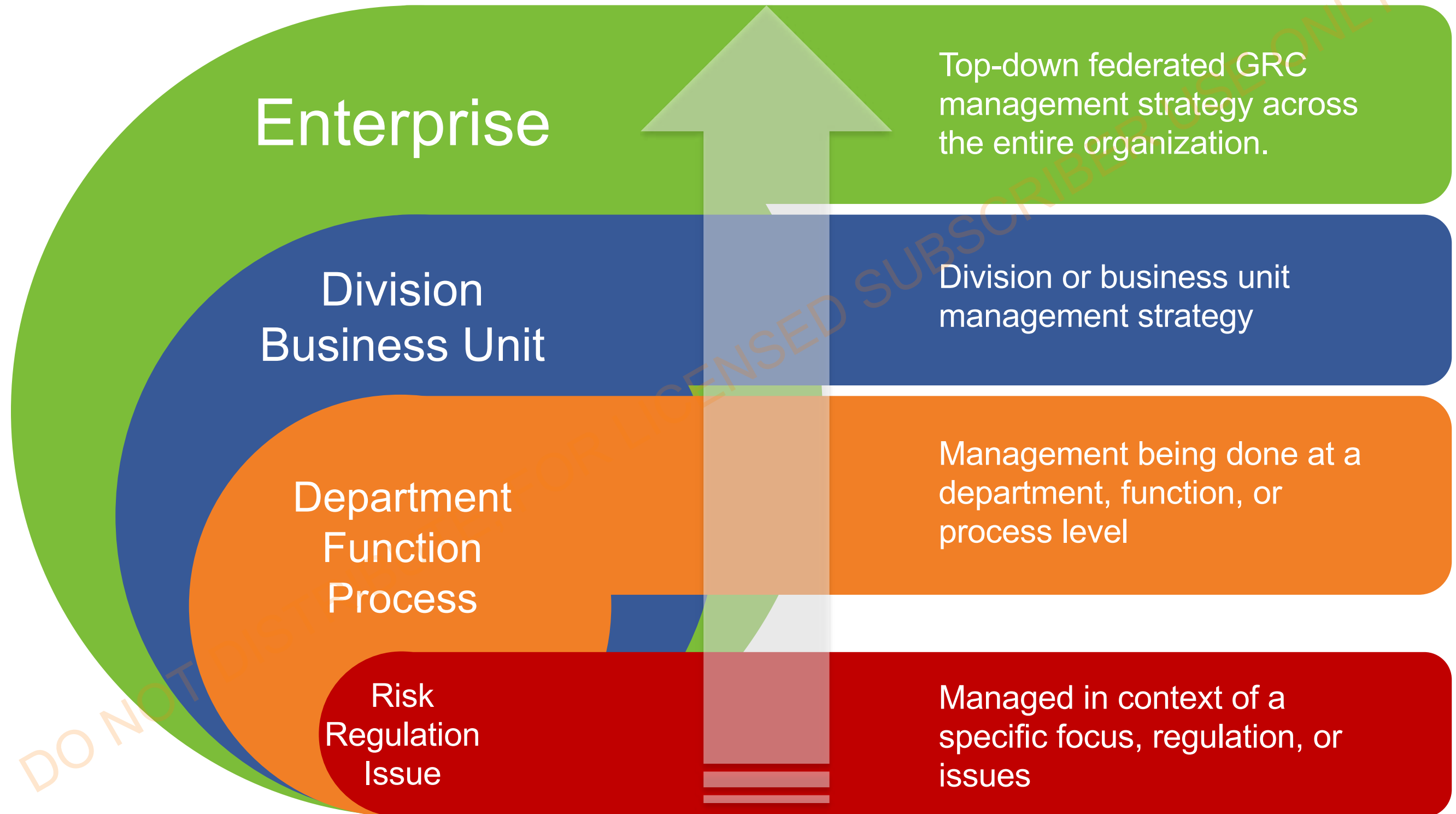
- Inability to gain clear view of GRC information interdependencies;
- High cost of consolidating GRC information;
- Difficulty maintaining accurate GRC information;
- Failure to trend across GRC assessment periods;
- Redundant approaches limit correlation, comparison and integration of GRC information; and
- Lack of agility to respond timely to changing risks, regulations, laws, and situations.





Defense in Depth: Layers of Defense

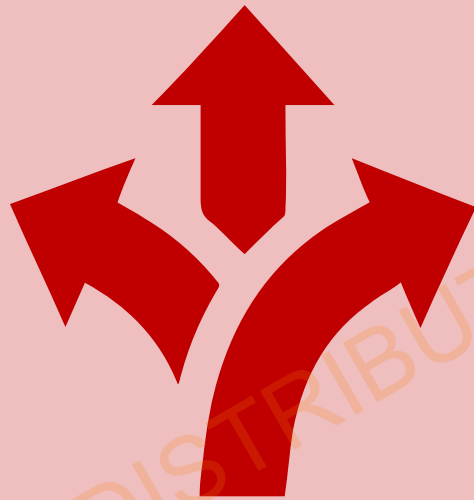
Varying Levels of GRC Management



What is Your Approach to GRC Management?

Distributed GRC Management

- Disconnected departments managing GRC related activities in different ways with little or no collaboration with other departments



Federated GRC Management

- An integrated approach that balances GRC management centralization with distributed participation and collaboration





GRC Strategy



GRC Process

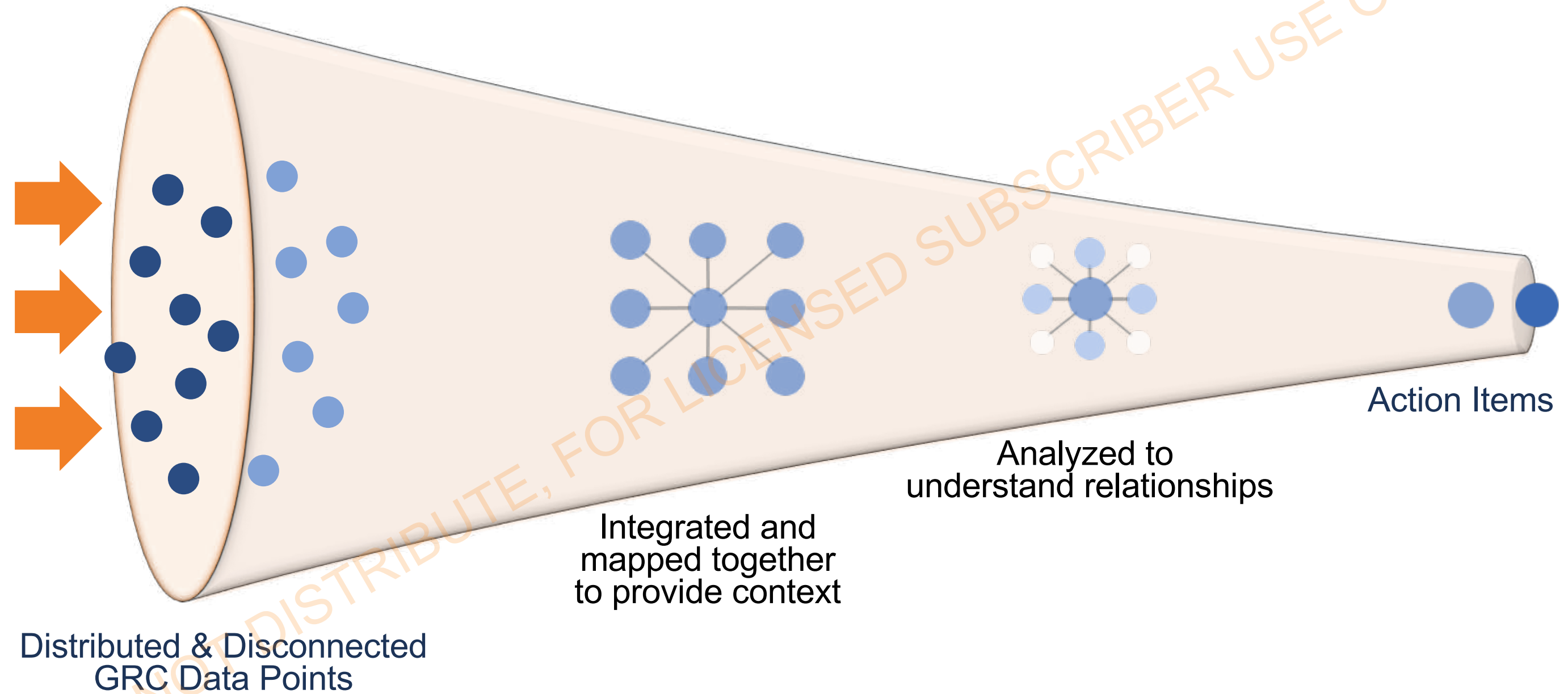


GRC Information

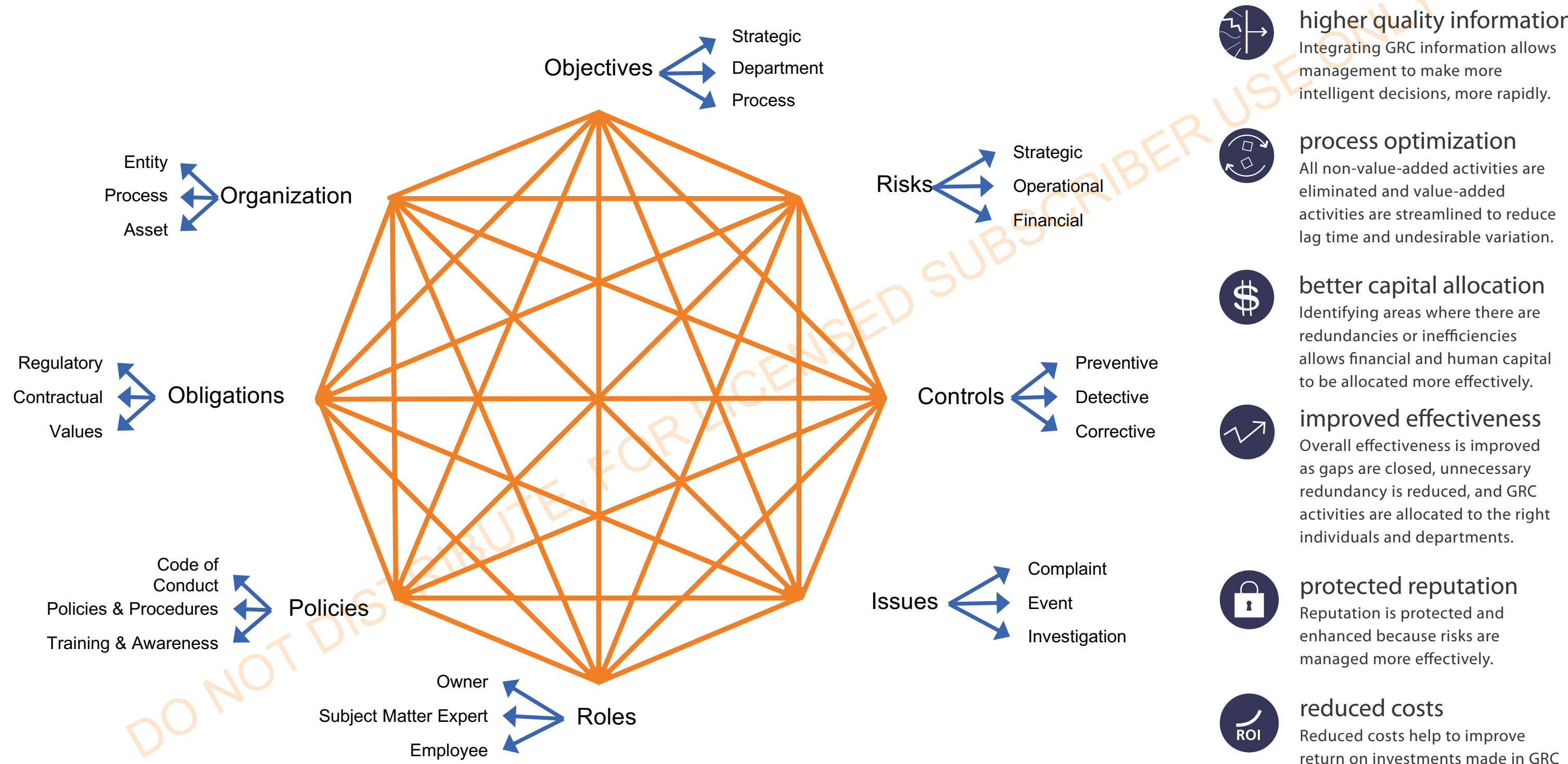


GRC Technology

360° GRC Contextual Analytics & Intelligence Capabilities



GRC Information Architecture Provides 360° Contextual Intelligence



-  **higher quality information**
Integrating GRC information allows management to make more intelligent decisions, more rapidly.
-  **process optimization**
All non-value-added activities are eliminated and value-added activities are streamlined to reduce lag time and undesirable variation.
-  **better capital allocation**
Identifying areas where there are redundancies or inefficiencies allows financial and human capital to be allocated more effectively.
-  **improved effectiveness**
Overall effectiveness is improved as gaps are closed, unnecessary redundancy is reduced, and GRC activities are allocated to the right individuals and departments.
-  **protected reputation**
Reputation is protected and enhanced because risks are managed more effectively.
-  **reduced costs**
Reduced costs help to improve return on investments made in GRC activities.

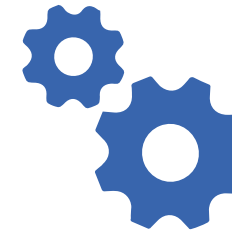
Our Objectives . . .

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The GRC Market: Technology, Information, & Professional Services



GRC Technology Solutions



843 technology solution providers that offer solutions related to GRC

GRC Intelligence & Content Solutions



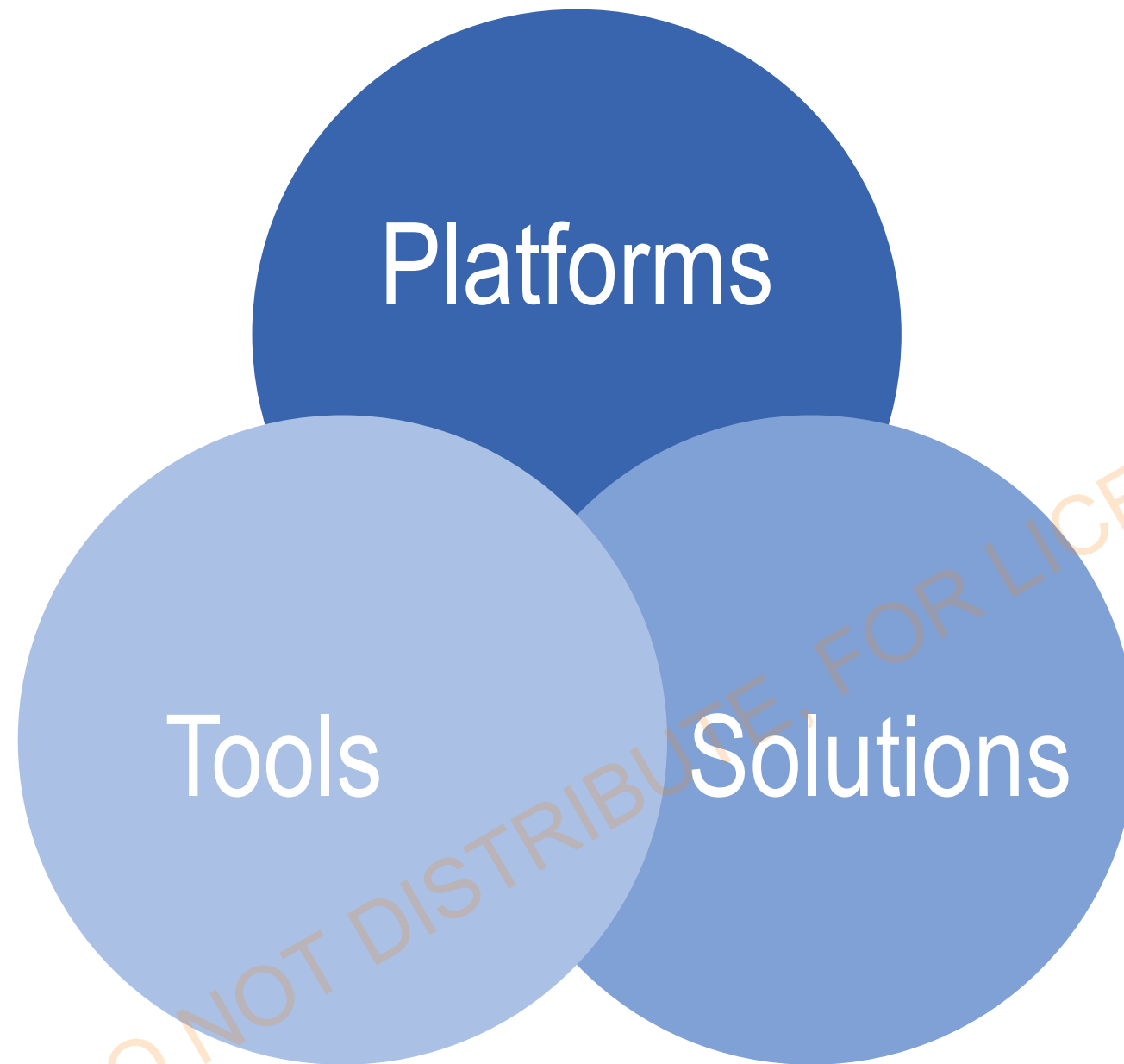
112 providers with 384 content/intelligence solutions across a range of GRC areas

GRC Professional Services Solutions



1,000+ professional service firms offering services related to GRC

GRC Technology Market: Types of Technology



Platforms

Platforms provide a breadth of capabilities that span solution areas in a segment enabling them to be a platform to manage a GRC segment extensively.

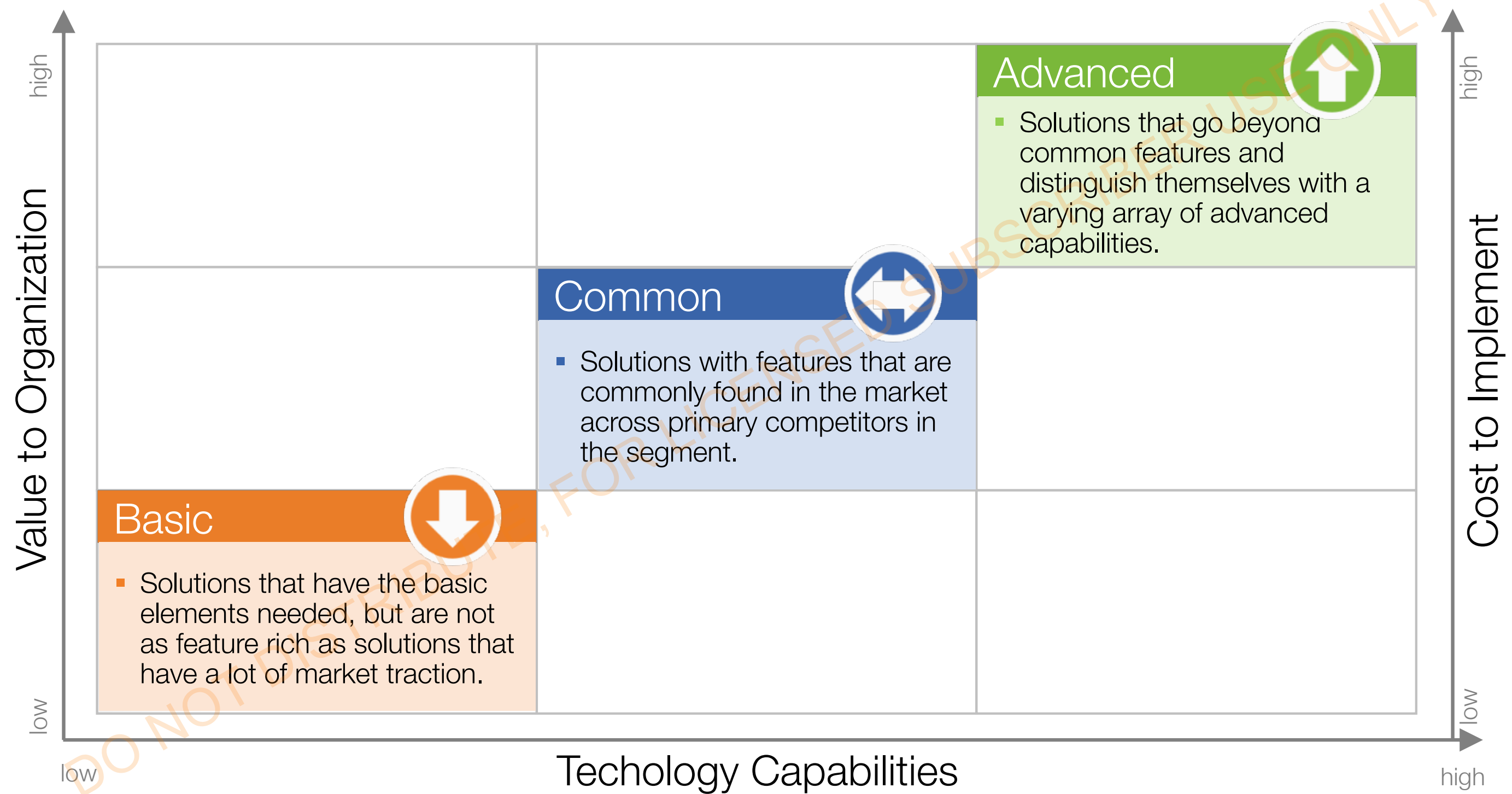
Solutions

Solutions are technologies that are more focused in what they do. They tend to solve specific problems and come at a segment from a narrower perspective. They can compliment a platform or run independently from it.

Tools

Tools are technologies that assist or enable a segment, but do not fit adequately in any of the definitions for platforms or solutions. Every GRC segment has a Miscellaneous Tools category to catch all the related technologies that assist and add value, but do not have enough market presence in a segment to get their own solution or platform identification.

Basic, Common & Advanced Solutions



GRC Technology Market Segment Definitions

GRC Technology Segment	Description
Enterprise GRC	Capability to manage an integrated architecture across multiple GRC areas in a structured strategy, process, information and technology architecture.
Audit Management	Capability to manage audit planning, staff, documentation, execution/field work, findings, reporting, and analytics..
Automated Control	Capability to automate the detection and enforcement of internal controls in business processes, systems, records, transactions, documents, and information.
Business Continuity Management	Capability to manage, maintain, and test continuity and disaster plans, and implement these plans expected and unexpected disruptions to all areas of operation.
Compliance Management	Capability to manage an overall compliance program, document and manage change to obligations, assess compliance, remediate non-compliance, and report.
Environmental Management	Capability to document, monitor, assess, analyze, record, and report on environmental activities and compliance.
Health & Safety Management	Capability to manage, document, monitor, assess, report, and address incidents related to the health and safety of the workforce and workplace,
Internal Control Management	Capability to manage, define, document, map, monitor, test, assess, and report on internal controls of the organization.
IT GRC Management	Capability to govern IT in context of business objectives and manage IT process, technology, and information risk and compliance.
Issue Reporting & Management	Capability to notify on issues and incidents and manage, document, resolve, and report on the range of complaints, issues, incidents, events, investigations, and cases.
Legal Management	Capability to manage, monitor, and report on the organization's legal operations, processes, matters, risks, and activities.
Physical Security Management	Capability to manage risk and losses to individuals and physical assets, facilities, inventory, and other property..
Policy & Training Management	Capability to manage the development, approval, distribution, communication, forms, maintenance, and records of policies, procedures and related awareness activities.
Quality Management	Capability to manage, assess, record, benchmark, and track activity, issues, failures, recalls, and improvement related to product and service quality.
Risk Management	Capability to identify, assess, measure, treat, manage, monitor, and report on risks to objectives, divisions, departments, processes, assets, and projects.
Strategy & Performance Management	Capability to govern, define, and manage strategic, financial, and operational objectives and related performance and risk activities.
Third Party Management	Capability to govern, manage, and monitor the array of 3 rd party relationships in the enterprise, particularly risk and compliance challenges these relationships bring.

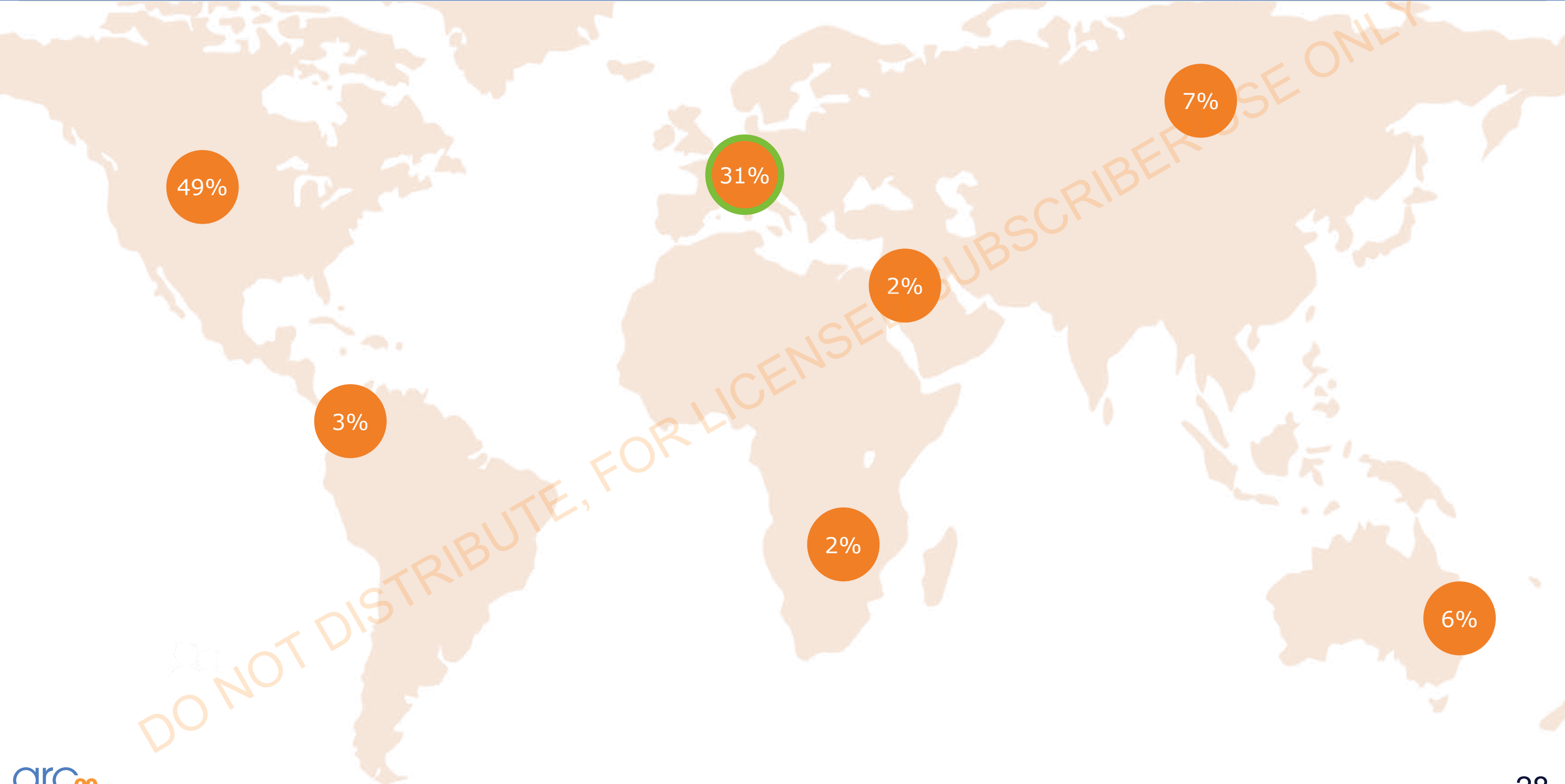
GRC Intelligence Market Segment Definitions

GRC Intelligence Segment	Description
Audit Content & Intelligence	Content providers of audit templates, forms, and intelligence.
Business Continuity Content & Intelligence	Content providers of business continuity templates, forms, and intelligence
Compliance Content & Intelligence	Content providers of regulatory libraries, regulatory intelligence, compliance forms and templates.
Environmental Content & Intelligence	Content providers of environmental intelligence, forms, and templates.
Health & Safety Content & Intelligence	Content providers of health & safety libraries, content, forms, and templates.
Internal Control Content & Intelligence	Content providers of internal control libraries, forms, and templates.
IT GRC Content & Intelligence	Content providers of IT GRC/security control libraries, threat and vulnerability intelligence, forms, and templates.
Legal Content & Intelligence	Content providers of legal databases, libraries, legislation tracking, forms, templates, and spend intelligence.
Policy & Training Content & Intelligence	Content providers of policy libraries, training courses, and policy and training related content, forms, and templates.
Risk Management Content & Intelligence	Content providers of risk intelligence feeds, risk libraries, loss data, risk forms, and templates.
Third Party Management Content & Intelligence	Content providers of third party management intelligence, due diligence, watch lists, negative news, ratings, monitoring, forms, and templates
Issue Specific Content & Intelligence	Content providers of content and intelligence related to specific issues, regulations, and risks (e.g., bribery/corruption, conflict minerals, labor)
Industry Specific Content & Intelligence	Content providers of industry specific content and intelligence.

GRC Professional Services Market Segment Definitions

GRC Professional Services Segment	Description
Audit Services	Services focused on external audits as well as internal audit staffing and management.
Consulting Services	Services focused on GRC related management and strategy consulting.
Legal Services	Services focused on legal matters and advice related to GRC.
Outsourced Services	Services that are outsourced such as specific GRC functions, monitoring, certification, etc.
Systems Integration Services	Services focused on implementation, build out, and development of GRC related information and technology architecture and solutions.

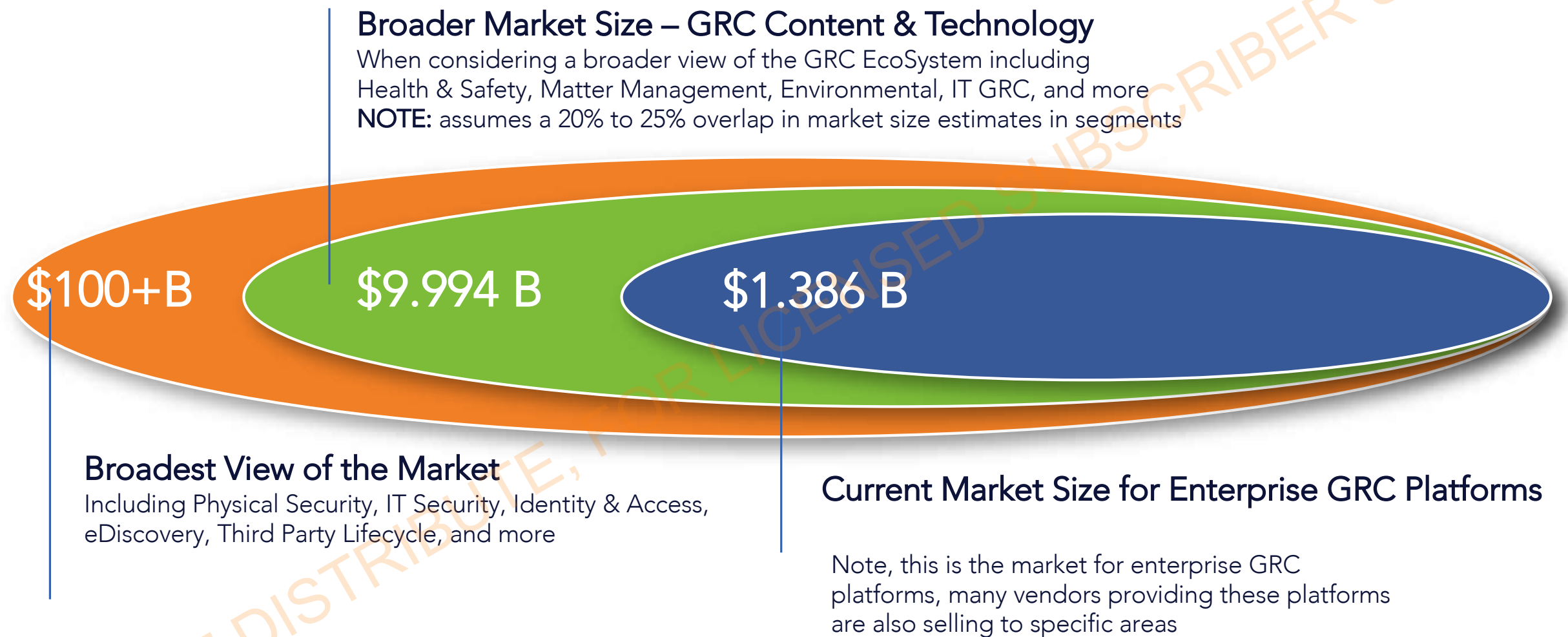
2018 Overall Market Size by Geography



GRC Technology Market Segment Definitions

GRC Technology Segment	2017 Software Market Size	Forecasted CAGR Growth	Notes
Enterprise GRC	\$1,386 Million	15 to 20%	Overlaps with other areas below
Audit Management & Analytics	\$394 Million	15 to 20%	Higher growth is in mid-market
Automated Control	\$549 Million	10 to 15%	Lots of niches and vendors
Business Continuity Management	\$206 Million	10 to 15%	
Compliance Management	\$496 Million	15 to 20%	
EH&S Management	\$934 Million	15 to 20%	
Internal Control Management	\$460 Million	10 to 15%	
IT GRC Management	\$555 Million	15 to 20%	
Issue Reporting & Management	\$385 Million	15 to 20%	
Legal Management	\$340 Million	5 to 10%	Focused on Matter managed, does not include eDiscovery
Physical Security Management	TBD		
Policy & Training Management	\$312 Million	15 to 20%	
Quality Management	\$1010 Million	10 to 15%	
Risk Management	\$2,156 Million	15 to 20%	Lots of niches and vendors
Strategy & Performance Management	TBD		
Third Party Management	\$354 Million	20 to 25%	Content would triple this market size

GRC Technology Market Size: How Big is Big?



Enterprise GRC Platform & Architecture

Enterprise GRC Platforms

GRC Data Integration Solutions

GRC Analytics & Reporting Solutions

Organization & Process Modeling Solutions

Miscellaneous GRC Platform & Architecture Tools

Enterprise GRC Platforms & Architecture technologies deliver a range of cross-department functionality across GRC functional areas into an integrated technology ecosystem. For some this is single GRC platform for the entire organization. For others it is an integrated architecture in which there can be a core platform but often extends and integrates into a range of other solutions and data sources.

To be an Enterprise GRC Platform requires a single platform architecture that has multi-department (e.g., enterprise wide) use across the following areas, at a minimum:

- Enterprise/Operational Risk Management,
- Compliance Management
- Internal Control Management
- Issue Management (e.g., incident, case, investigations)
- **NOTE:** most Enterprise GRC Platforms offer a range of additional module beyond these.

What Are the Critical Components of Your GRC Platform?



Audit Management & Analytic

Audit Management Platforms

Audit Analytic Solutions

Miscellaneous Audit Tools

Audit Management & Analytic technologies are used by auditors to manage and perform audits.

- **Audit management solutions** are used to manage audit cycles – this includes audit planning, resource scheduling/calendaring, work paper management, audit execution, audit process management, and audit reporting. They also support a risk-based approach to audit planning to prioritize audits based on the risk to the business.
- **Audit analytic solutions** utilize data analytics and continuous auditing (automated control enforcement & monitoring) to extract insights from operational and financial data to assist in audits and provide assurance.

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GRC Technology Market: Automated Control Enforcement & Monitoring

Automated Control Enforcement & Monitoring

Transactions Control Solutions

Configuration Control Solutions

Fraud & Corruption Control Solutions

Segregation of Duty Control Solutions

Master Data Control Solutions

Identity & Access Control Solutions

Process Control Solutions

End User Computing Control Solutions

Social Media Monitoring Solutions

Miscellaneous Automated Control Tools

Automated Control Enforcement & Monitoring

technologies provide to automatically and continuously monitor, enforce, test, assess, and report on controls within the organization. This category of software is also often referred to as Continuous Control Monitoring (CCM) or Automated Controls. This includes the capability to test, on a continuing or periodic basis, data and activity against defined rules to identify and report potential errors, the failure of controls, or inappropriate actions – including tests of business transactions, network activity, intrusion attempts, the sharing of confidential information or intellectual property, systems access, etc. Also included in this area is the ability to do GRC data analytics, monitoring, and mining.

GRC Technology Market: Business Continuity Management

Business Continuity Management

Continuity Planning & Management Platforms

Crisis Response Solutions

Disaster Recovery Solutions

Miscellaneous Business Continuity Tools

Business Continuity technologies model, record and direct the responsibilities, plans, actions and execution of continuity and disaster plans, testing of operating procedures, alternatives, information back-ups, data recovery and restoration processes during expected and unexpected disruptions to all areas of operation.

GRC Technology Market: Compliance Management

Compliance Management

Compliance Management Platforms

Compliance Assessment Solutions

Regulatory Change Management Solutions

Stakeholder & Regulatory Interaction Solutions

Compliance Forms, Reporting & Filing Solutions

Social Responsibility & Reporting Solutions

Miscellaneous Compliance Tools

Compliance Management technologies support the overall coordination of legal, regulatory, contractual, values, ethics, and corporate obligations and responsibilities with associated compliance documentation, assessments, tasks, and records. This includes the ability to monitor, document, and manage changes to the regulatory environment and other obligations; to document all obligations of the organization; to perform compliance assessments against obligations; manage regulator and stakeholder interactions on compliance; and report on the state of compliance to regulators and stakeholders.

GRC Technology Market: Environmental Management

Environmental Management

Environmental Management Platforms

Air, Water, Waste Management Solutions

Chemical Management Solutions

Energy & Carbon Management Solutions

Land Use & Permit Solutions

Sustainability & Environmental Reporting Solutions

Miscellaneous Environmental Tools

Environmental Management technologies help monitor, analyze, record, and report organizational activity focused on compliance with environmental laws and regulations, related corporate policy related to managing environmental controls and conditions, and assessing the environmental impact of the corporation's operations, strategies, and plans.

GRC Technology Market: Health & Safety

Health & Safety Management

Health & Safety Management Platforms

Health & Safety Forms & Document Solutions

Health & Safety Incident Solutions

Occupational Safety Solutions

Hazard Analysis Solutions

Chemical Management & Labeling Solutions

Miscellaneous Health & Safety Tools

Health & Safety technologies manage the regulatory and policy-based guidelines and processes for protecting and reporting on the workforce, workplace, resources-under-management and external environment impacted by an organization's activities.

GRC Technology Market: Internal Control Management

Internal Control Management

Internal Control Management Platforms

Financial Close & Reporting Solutions

Internal Control Reporting Solutions

Miscellaneous Internal Control Tools

Internal Control Management technologies provide the ability to define, document, map, monitor, test, assess, and report on controls within the organization, including process and systems documentation. These solutions document internal controls, provide control assessments/self-assessments, and manage this through workflow, tasks, and reporting.

GRC Technology Market: IT GRC Management

IT GRC Management

IT GRC Platforms

Asset Discovery & Management Solutions

IT Project, Change & Service Delivery Solutions

Vulnerability & Threat Management Solutions

IT Incident & Event Management Solutions

Security Event & Information Mgmt Solutions

IT Security Solutions

Miscellaneous IT GRC Tools

IT GRC Management technologies are used to govern and direct information and technology (IT) strategies in the context of business. The governance function of IT is the alignment, strategy, and direction of IT to support the business. A core component of IT GRC Solutions is the ability to manage and monitor security, risk, and compliance across IT systems throughout the organization and across significant business relationships.

GRC Technology Market: Issue Reporting & Management

Issue Reporting & Management

Incident/Investigations Management Platforms

Hotline & Issue Intake Solutions

Corrective Action/Preventive Action Solutions

Complaint Management Solutions

Forensics & Evidence Collection Solutions

Impact & Loss Analysis Solutions

Miscellaneous Issue Reporting & Mgmt Tools

Issue Reporting & Management technologies provide issue intake and investigations management. Issue reporting solutions (e.g. hotline, whistleblower) provide a confidential, independent resource for individuals to report observations related to issues as well as potential acts of fraud, theft, inappropriate or illegal behavior, negligence or other impropriety. Investigations management solutions are used to manage investigations, issues, incidents, events, or cases: they specifically provide consistent documentation and processes for the management of events — from reporting, to managing and documenting the investigation, to recording the loss and business impact.

GRC Technology Market: Legal Management

Legal Management

Legal Management Platforms

Matter Management Solutions

Legal Spend Management Solutions

Discovery / eDiscovery Solutions

Claims Defense & Legal Discovery Solutions

Contract Management Solutions

Board & Entity Management Solutions

Intellectual Property Management Solutions

Legal Research & Analytic Solutions

Miscellaneous Legal Management Tools

Legal Management technologies administer the collection of facts related to events and legal cases under investigation, for use in verifying their circumstances, in order to provide valid information for testing by independent parties with the confidence that the information provided is related to these events. Discovery tools assist in managing and communicating discovery holds and uncovering, segmenting, organizing and storing electronic forms of evidence that can be used in an investigation, both before and after the occurrence of the related events, including tools that separate potential discovery documents from their original locations and repositories. This category of technology also includes systems for retention management that integrate with content/document systems to manage the storage, disposition, and retention of information.

GRC Technology Market: Physical Security Management

Physical Security Management

Physical Security Management Platforms

Physical Asset Management Solutions

Surveillance & Monitoring Solutions

Physical Loss Management Solutions

Miscellaneous Physical Security Tools

Physical Security Management technologies enhance physical asset and individual protection, and the authorization and monitoring of access to an organization's facilities and property. This category of technology also includes systems to manage physical loss and theft.

GRC Technology Market: Policy & Training Management

Policy & Training Management

Policy & Training Management Platforms

Policy Management Solutions

Training Management Solutions

Policy Forms & Disclosure Solutions

Training & Gamification Solutions

Miscellaneous Policy & Training Mgmt Tools

Policy & Training Management technologies manage the development, approval, distribution, communication, forms, maintenance, and records of organization policies, standards, procedures, guidelines and related training and communication awareness activities. This includes solutions used to train individuals on policy and risk areas to employees and extended business relationships. Elements of gamification, eLearning, learning management, document/content management are part of this segment from a GRC perspective. Forms and disclosure management solutions (e.g., conflict of interest, gifts & entertainment/hospitality) are included in this segment as they relate and support organization policies.

GRC Technology Market: Quality Management

Quality Management

Quality Management Platforms

Non-Conformance & Variance Solutions

Equipment Management Solutions

Product Regulation & Labeling Solutions

Corrective Action/Preventive Action Solutions

Miscellaneous Quality Management Tools

Quality Management technologies record, benchmark, track and manage activity related to product and service quality assessments and certifications, production failures, product recalls, design and delivery improvements and their related regulatory guidelines.

GRC Technology Market: Risk Management

Risk Management

Enterprise & Operational Risk Mgmt Platforms

Risk Assessment Solutions

Finance & Treasury Risk Management Solutions

Insurance Risk & Claims Management Solutions

Risk Analytics & Modeling Solutions

Model Risk Management Solutions

Project Risk Management Solutions

Loss Collection & Analytic Solutions

Miscellaneous Risk Management Tools

Risk Management technologies support the identification, assessment, evaluation and response, and monitoring of risks and opportunities of risk across the organization. This includes the ability to monitor changes in the external and internal contexts to alert an organization to changing risk conditions (e.g., geo-political, economic, competitor, technology, and natural disaster) that can impact business. These systems help identify specific causes and execute historical review, simulation, interpretation and projection of impacts on an organization's operations or assets given the potential consequences of events and the likelihood of events occurring sequentially or simultaneously. This category includes enterprise risk management systems, operational risk management systems, as well as specialized risk applications. Finance/Treasury Risk Management - involves an array of applications and systems used to identify and manage the risk factors, causes and response procedures in an organization's financial and treasury management. These include risk technology focused on specific areas such as liquidity, credit, market, and commodity risk management that help identify risk and execute historical review, simulation, interpretation and projection of impacts on an organization's financial assets given the potential consequences of events and the likelihood of events occurring sequentially or simultaneously.

GRC Technology Market: Strategy, Performance & Process Management

Strategy, Performance & Process Mgmt

Strategy, Performance & Process Platforms

Performance & Objective Management Solutions

Enterprise Architect & Process Modeling Solutions

Enterprise Asset Management Solutions

Enterprise Change Management Solutions

Enterprise Intelligence & Analytic Solutions

Miscellaneous Strategy & Process Mgmt Tools

Strategy, Performance & Process Management

technologies include solutions for identifying and managing corporate strategies, goals, and objectives and cascading them through the organization; optimizing operational and financial performance against those objectives; and providing valuable information for decision-making and reporting purposes.

GRC Technology Market: Third Party Management

Third Party Management

Third Party Management Platforms

Third Party Risk Management Solutions

Procurement & ERP Third Party Solutions

Screening & Due Diligence Solutions

Miscellaneous Third Party Management Tools

Third Party Management technologies provide organizations the ability to govern third party relationships (e.g., vendor, supplier, contractor, consultant, service provider, outsourcers, agent) and the lifecycle of onboarding, contracts, due diligence screening, performance monitoring, risk management, compliance management, quality and service level management, and off-boarding. The third party GRC specific solutions record, and maintain the communication, attestation, and assessment of policies, contractual compliance, risk and compliance assessments, and audits across extended business relationships. Third party screening solutions are used to vet third parties and validate them against databases such as politically exposed persons, watch lists, social accountability, and more.

Our Objectives . . .

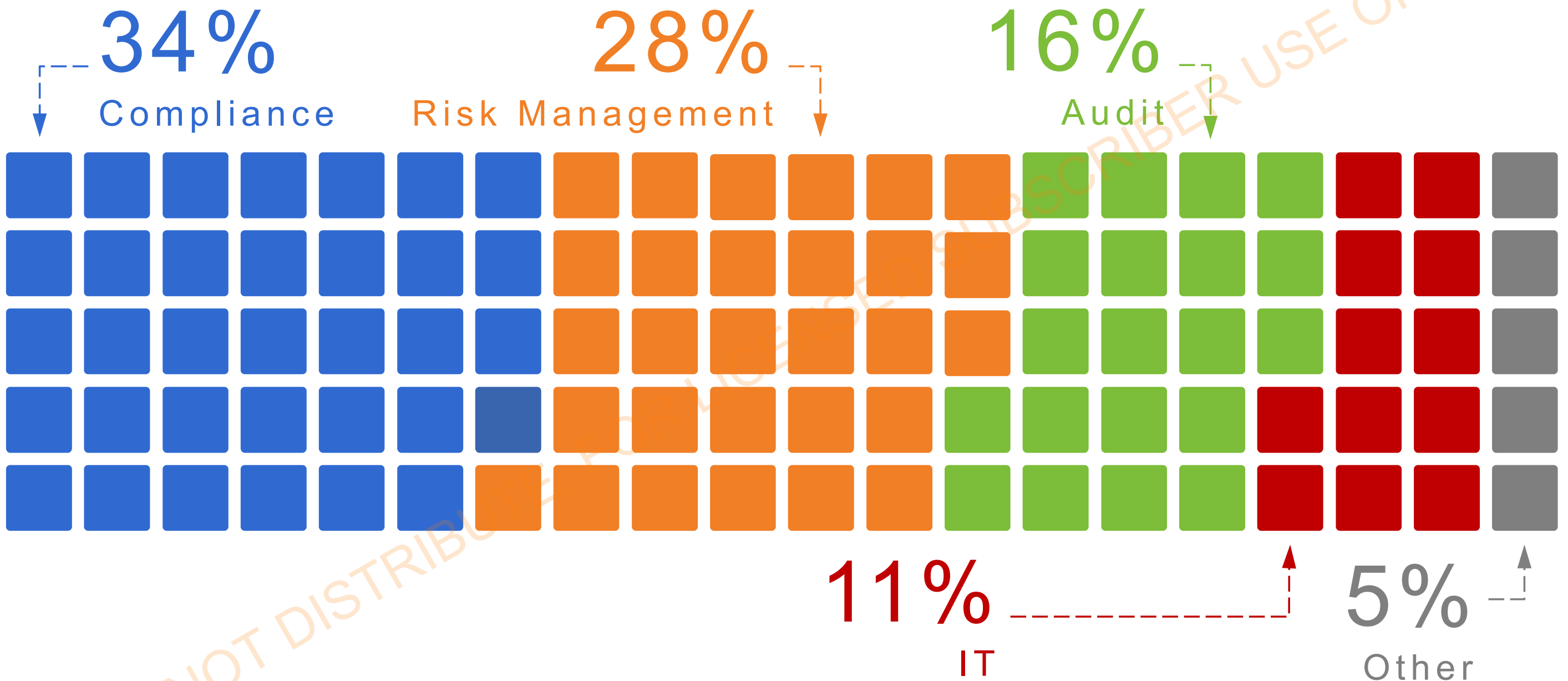
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Drivers & Trends: Enterprise GRC

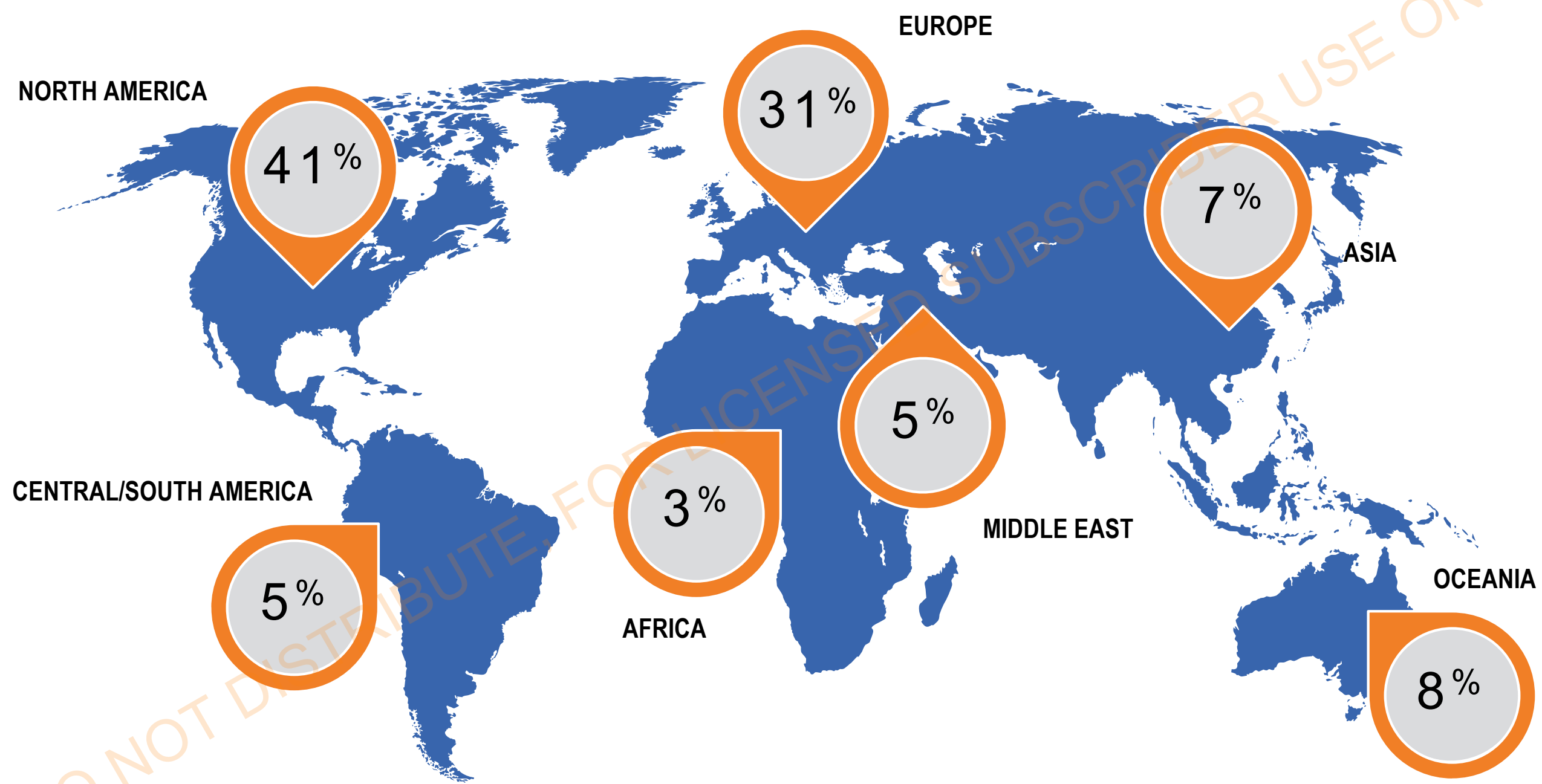
Drivers	1	Constant Change	Exponential growth in regulatory, risk and business change is making scattered GRC processes and information constantly behind and exposing the organization.
	2	Growing Relationships	The growing array of 3 rd party relationships with increased regulatory and risk exposure is bearing down on organizations to include in GRC strategies.
	3	Scattered Information & Platforms	Many organizations still find they are encumbered by silos of information that is disconnected, and often have several disconnected GRC platforms in different areas.
	4	Growing Beyond Initial GRC Platforms	Those that have implemented a GRC platform in the past decade are often finding that the solution is out of date and cumbersome to use when compared to the new generation of solutions.
	5	Need for External GRC Content	There is growing demand and need for the integration of external content and intelligence feeds into the GRC architecture.

Trends	1	GRC Architecture	No platform does everything. Organizations are looking toward an information and technology architecture that integrates GRC, though there often is one central core platform.
	2	Integration	Enterprise GRC Platforms are no longer self-contained solutions to manage GRC workflow and tasks, they require strong integration capabilities into a range of business systems.
	3	Best of Breed Where it Makes Sense	In a GRC architecture approach, organizations are looking toward a common hub and core for Enterprise GRC but allow for best of breed solutions where they make sense.
	4	Business Process Modeling	There is growing demand in RFPs for GRC solutions to have business process modeling capabilities to visually layout and document how business processes function in a GRC context.
	5	GRC Mobility & Engagement	Enterprise GRC is no longer for the back-office, but needs to be intuitive and easy to use for the front-office. New releases are showing improved user interface and mobility options.

GRC 20/20 Inquiries by Role



GRC 20/20 Inquiries by Geography



Top 5 Industries Asking Inquiries

1 Financial Services

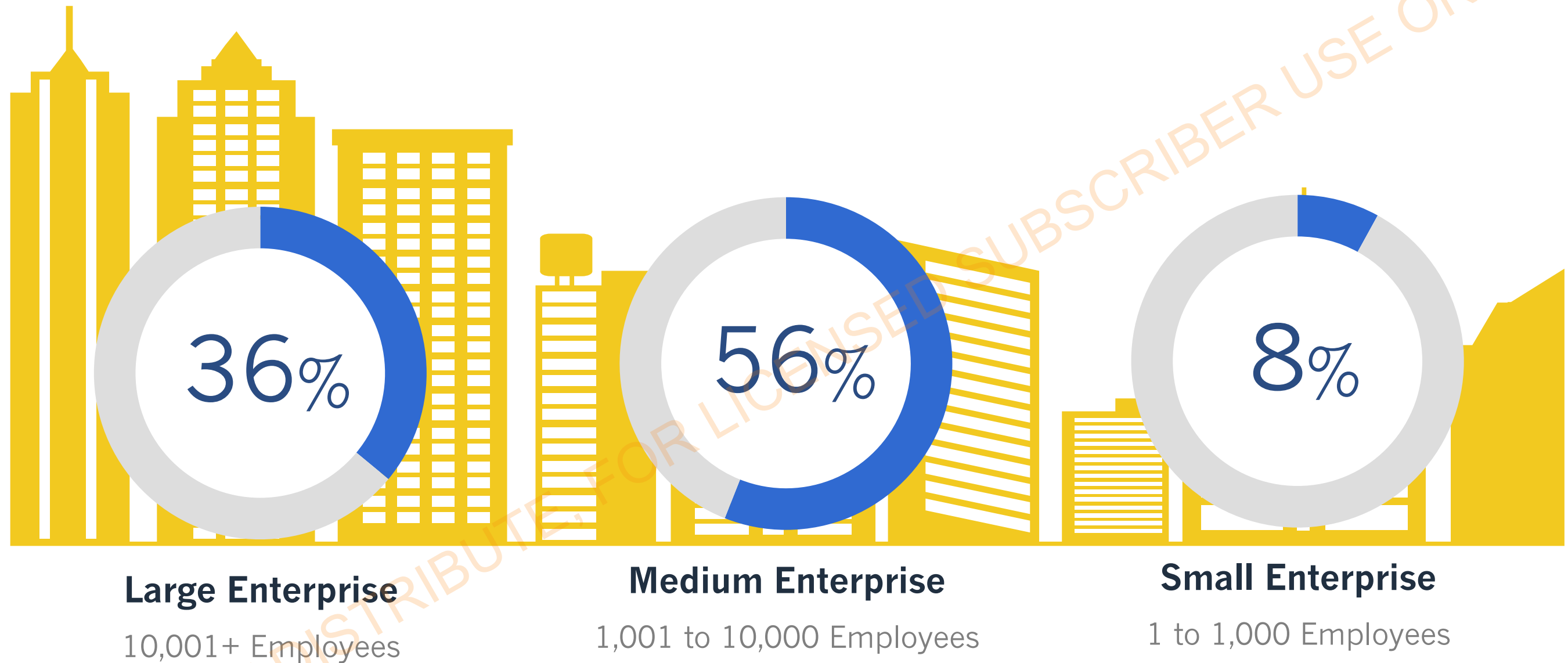
2 Utilities

3 Manufacturing

4 Retail

5 Life Sciences

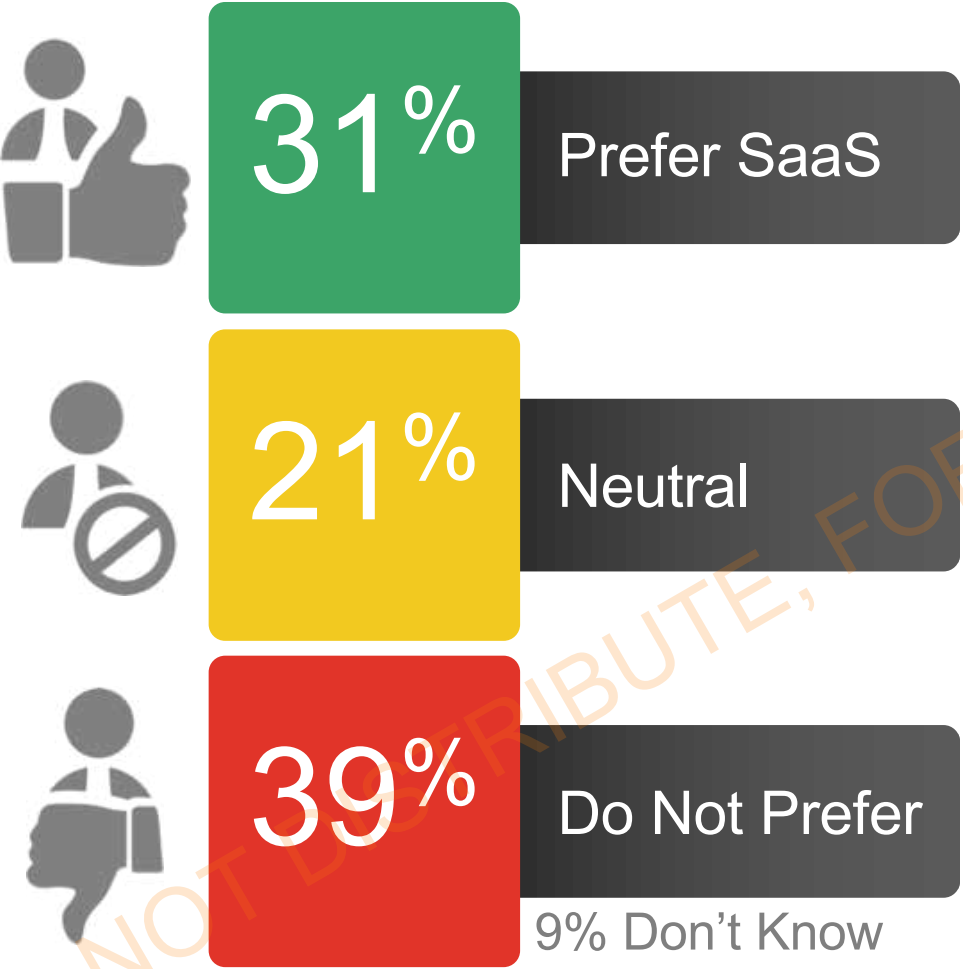
Inquiries by Organization Size



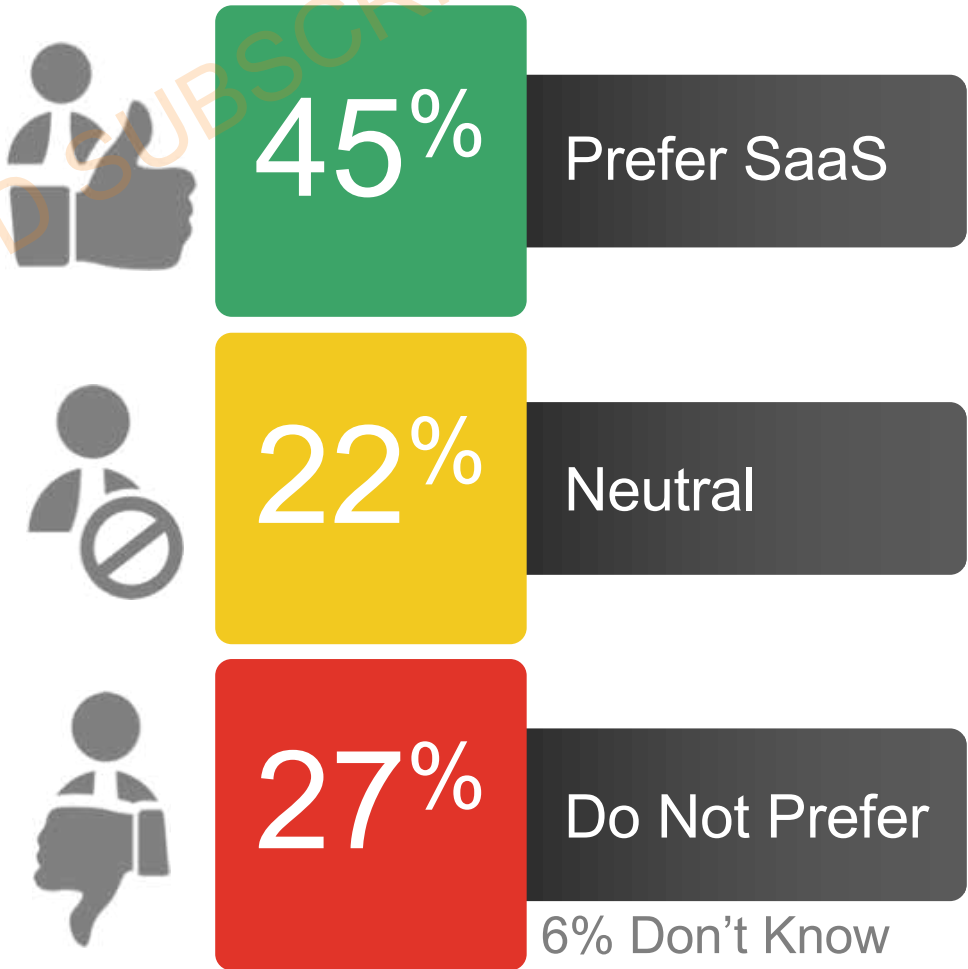
Preference of SaaS or Traditional Software for GRC

Do you prefer SaaS GRC (hosted externally) or traditional software (internally hosted)?

All Responses

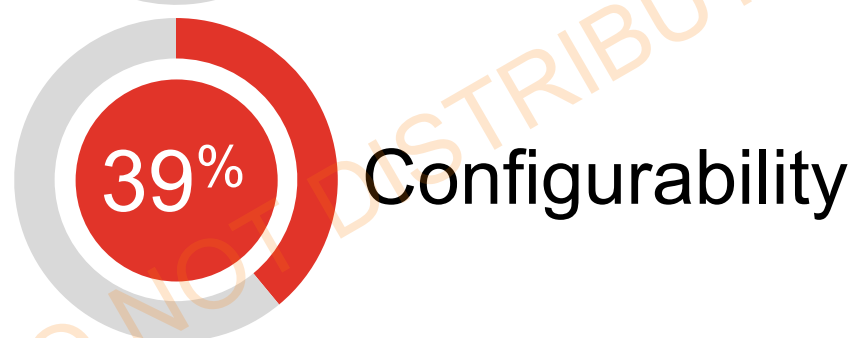
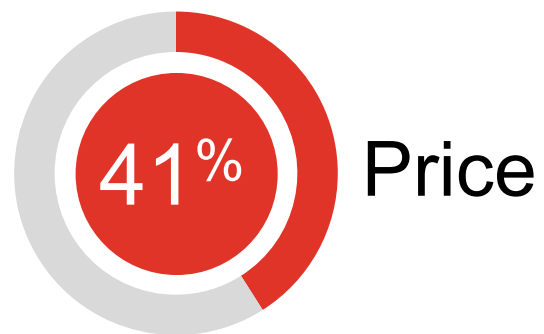


Those Leading GRC Strategy



290 respondents from organization using or considering GRC solutions/technology

Top 8 Criteria Looking for in New GRC Purchases



290 respondents from organization using or considering GRC solutions/technology

Level of GRC Integration

Pick the statement that best describes your organization's state of integration of GRC capabilities. (The more integrated you are, the more you share information and use standardized approaches to how you manage and provide assurance about performance, risk and compliance.)

Our processes and technologies remain largely siloed

28%

10%

We have integrated processes and technology across many or all organizational silos of operation

25%

We have integrated processes across many organizational silos, but we have not yet completely addressed integrating technology that supports these processes

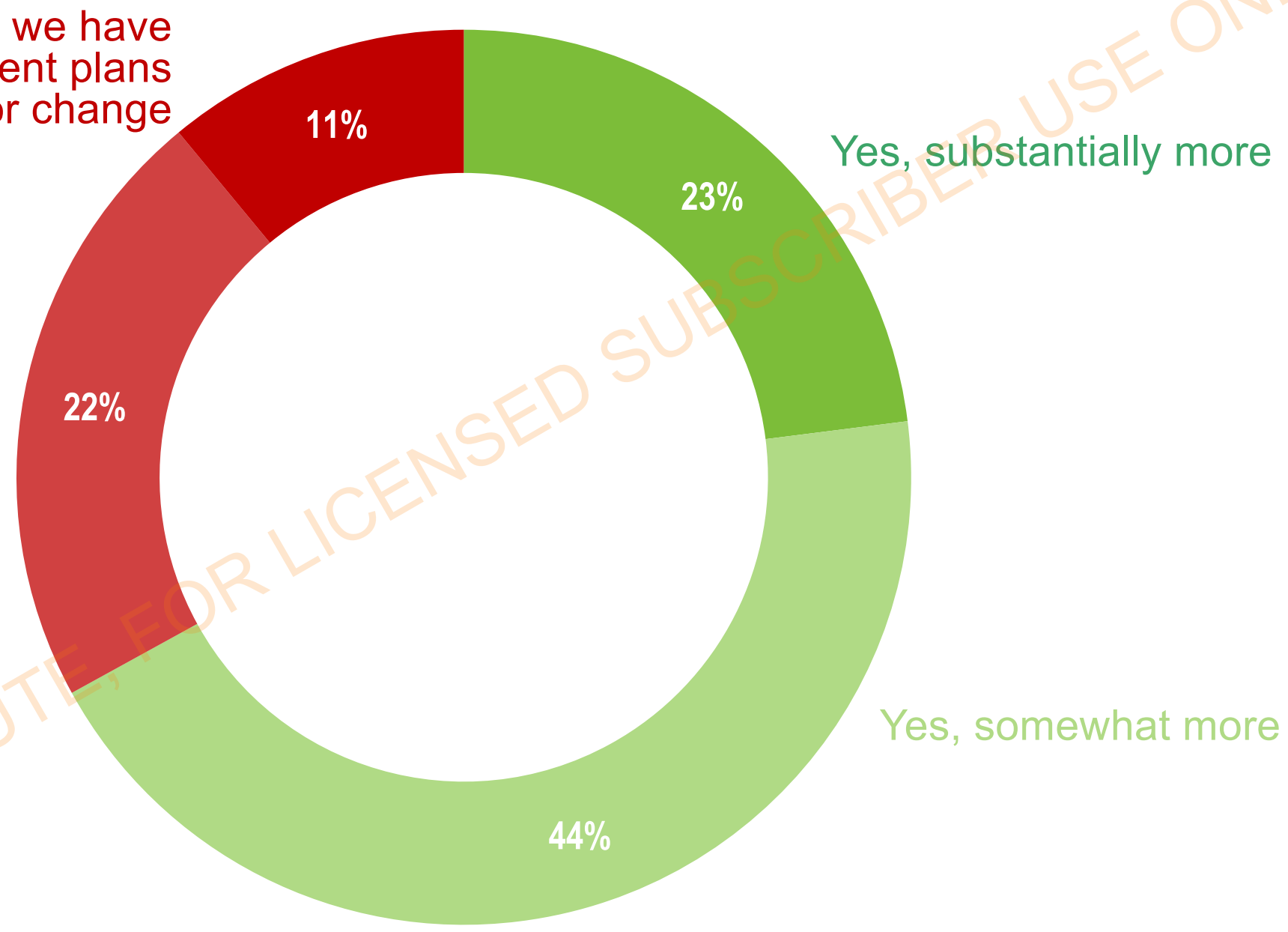
37%

We have standardized some processes and use of technology but not across the entire enterprise

571 respondents from organization using or considering GRC solutions/technology 57

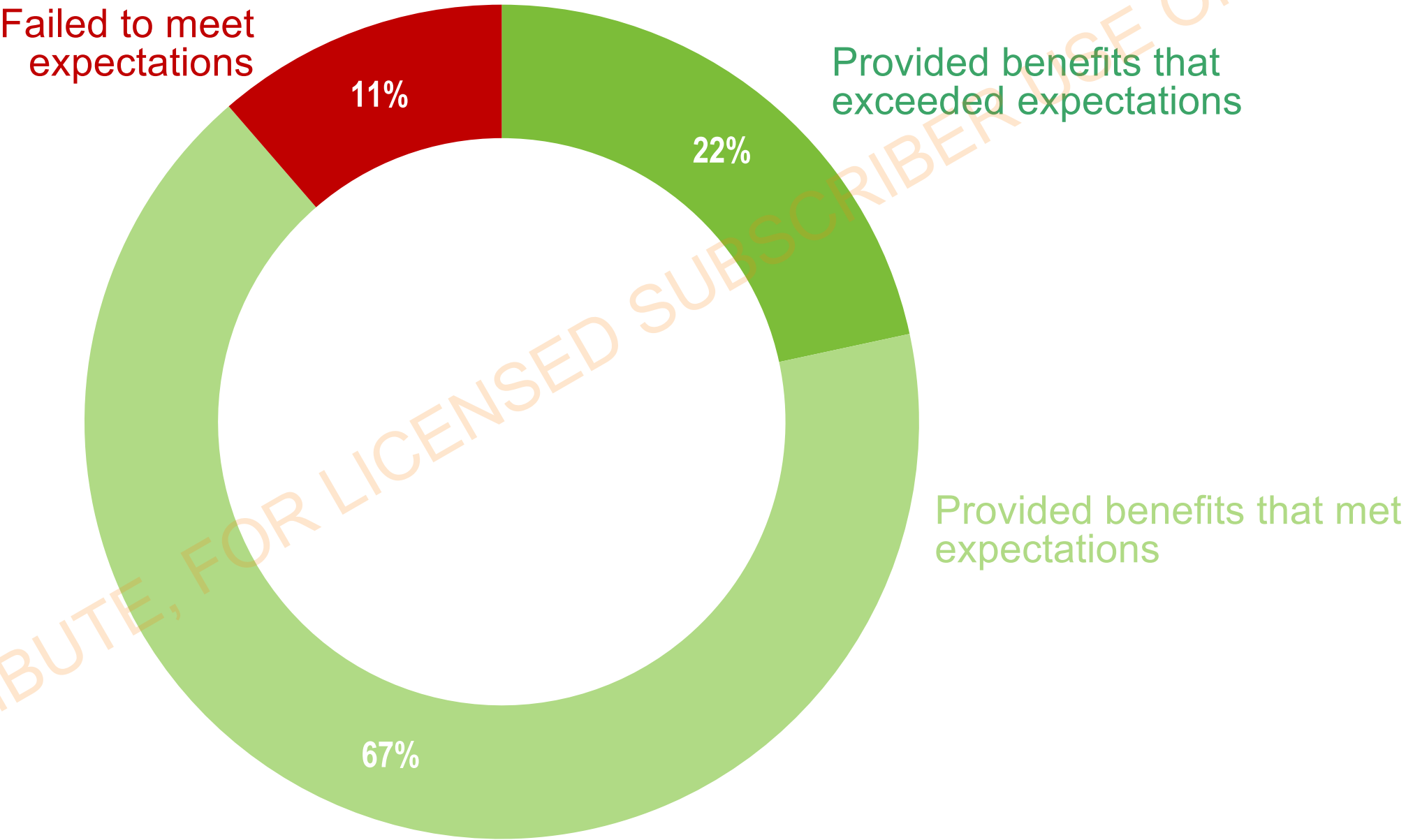
Level of GRC Integration Compared to 3 Years Back

Is there greater GRC integration in your organization today than there was three years ago?



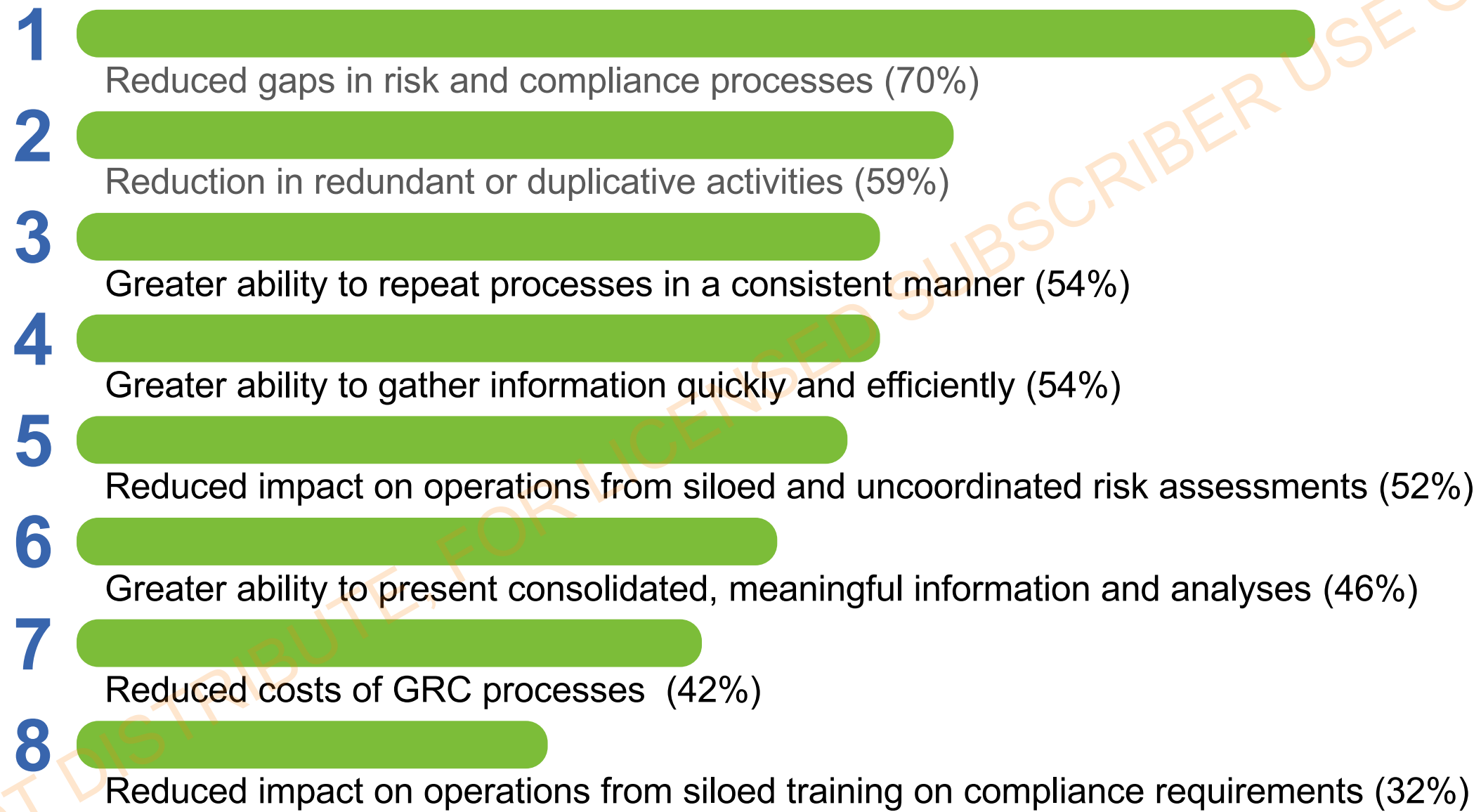
Satisfaction of GRC Integration from those Who Integrated

Where your organization has integrated processes for governance, assurance and/or management of performance, risk and compliance (GRC), the results have:



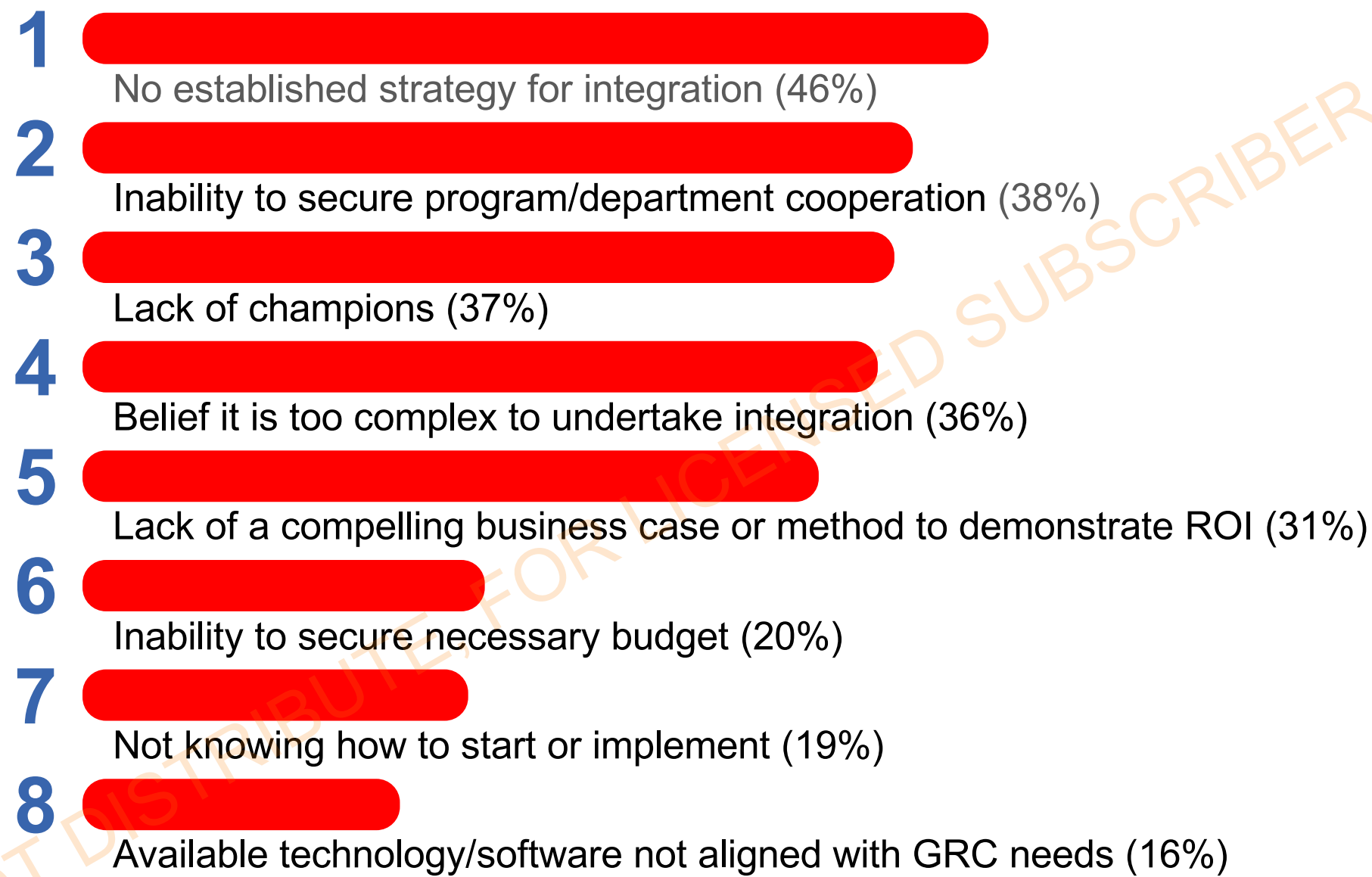
571 respondents from organization using or considering GRC solutions/technology 59

Beneficial outcomes from those who have integrated GRC processes



571 respondents from organization using or considering GRC solutions/technology 60

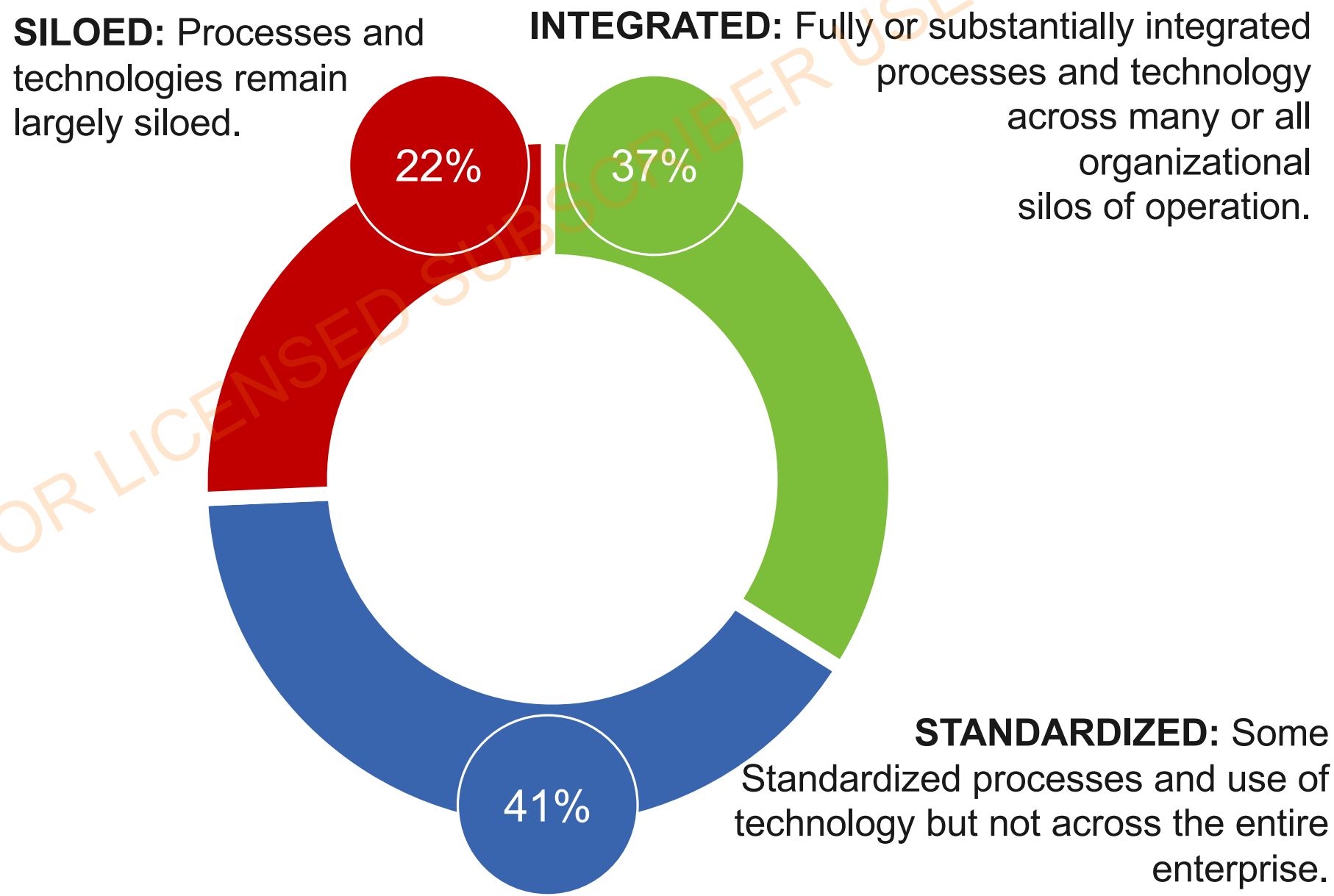
Greatest barriers to integrated GRC in siloed organizations



Current Level of GRC Integration Across Organization

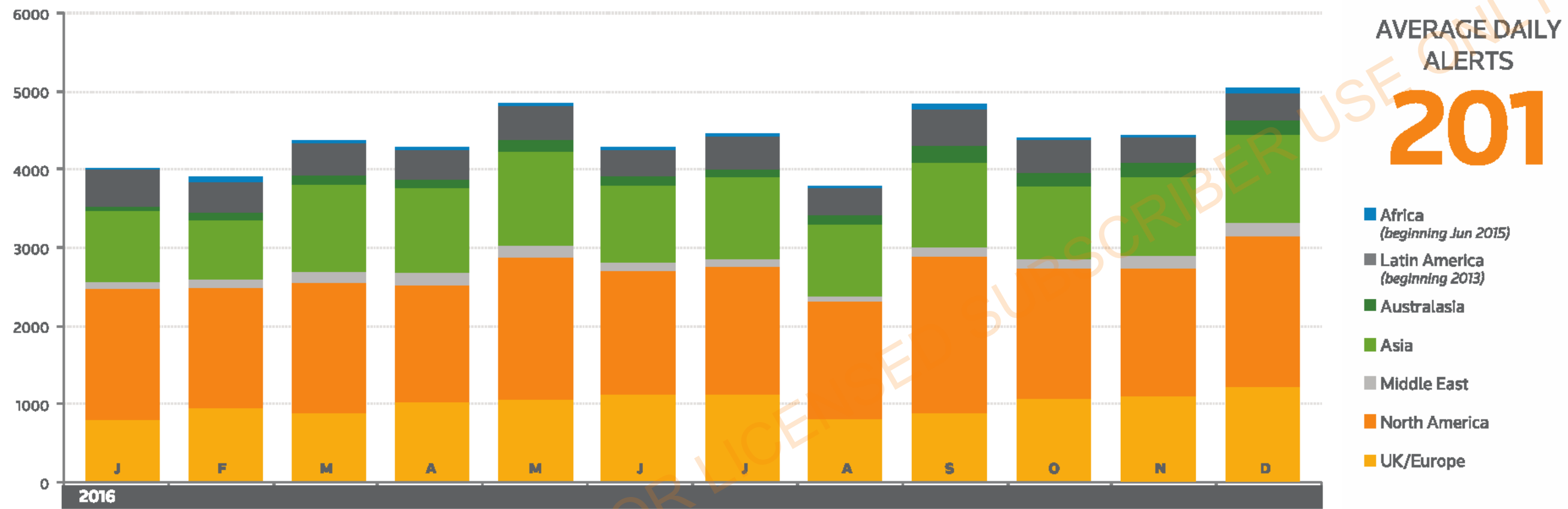
What describes your organization's state of integration for GRC capabilities?

NOTE: The more integrated, the more the organization shares information and utilizes standardized approaches to manage and provide assurance about performance, risk and compliance.

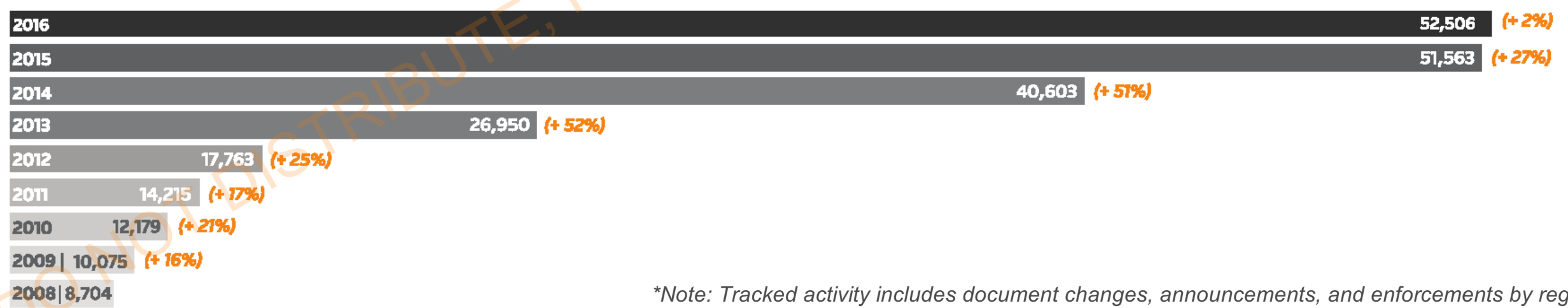


Source: 2017 OCEG & GRC 20/20 Metrics Survey, 279 respondents

Regulatory Activity in Financial Services 2008 to 2016



TOTAL YEARLY ALERTS



**Note: Tracked activity includes document changes, announcements, and enforcements by regulators.
Average Daily Alerts = Total Alerts Year-on-Year / 261 Working Days
SOURCE: Thomson Reuters*

5 Value Priorities Orgs Wish to Achieve With Compliance Technology

1. Regulatory Compliance and Defensibility

Ensure your company satisfies regulatory requirements and demonstrates ethical behavior by clearly documenting policy attestations, training completions and investigations.

2. Manage Your Complete Program with One Platform

One user interface via single-sign on for hotline/case, disclosures, training, policy and third party risk, and reduce reporting time with pre-built dashboards to visualize and analyze compliance data with HR, procurement and travel data.

3. Align Corporate Goals with Ethics and Values

Update business processes such as policy attestation, training, procurement and employee communication to operationalize ethics and values. Analyze helpline issues and campaigns to identify and close gaps.

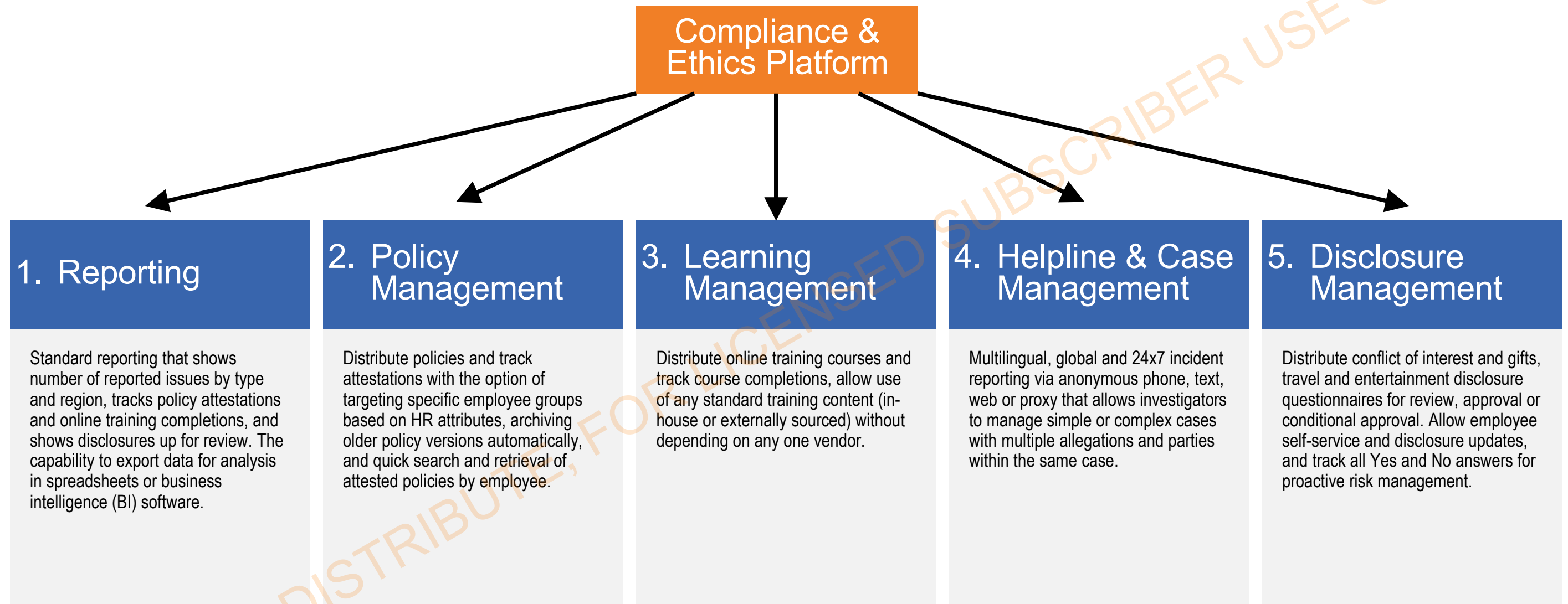
4. Frictionless Employee Engagement

Easy-to-use multi-channel intake methods via hotline (phone), web, text (SMS), proxy and disclosures allows for accessible ways for employees to report workplace issues ensuring the employee voice is heard.

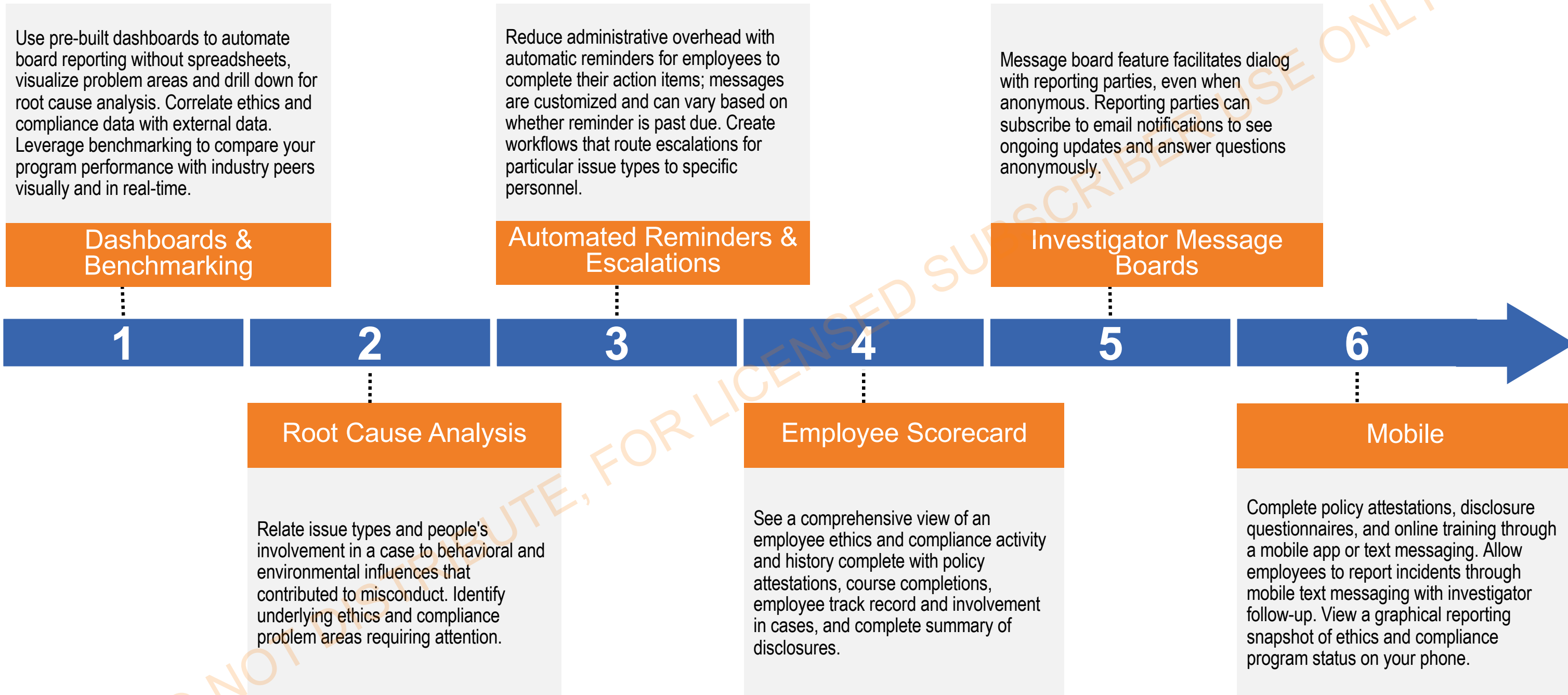
5. Business-Related Information

Increase employee engagement through helpline responsiveness and surface risks through centrally managed disclosures. Gaining employee trust mean issues are reported internally and not to external media.

Top 5 Critical Capabilities in an Integrated Compliance & Ethics Platform



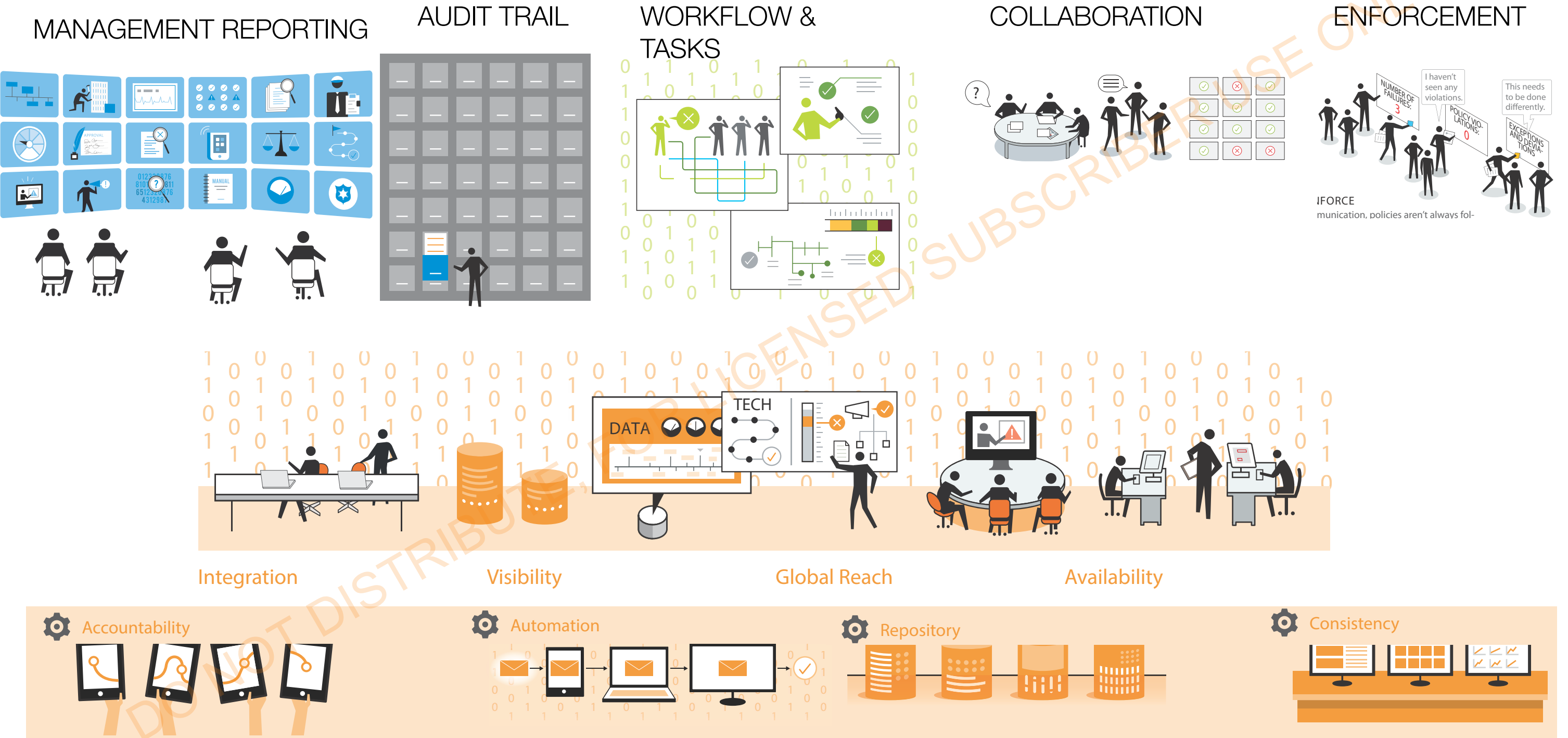
Top 6 Features Desired in Compliance & Ethics Software

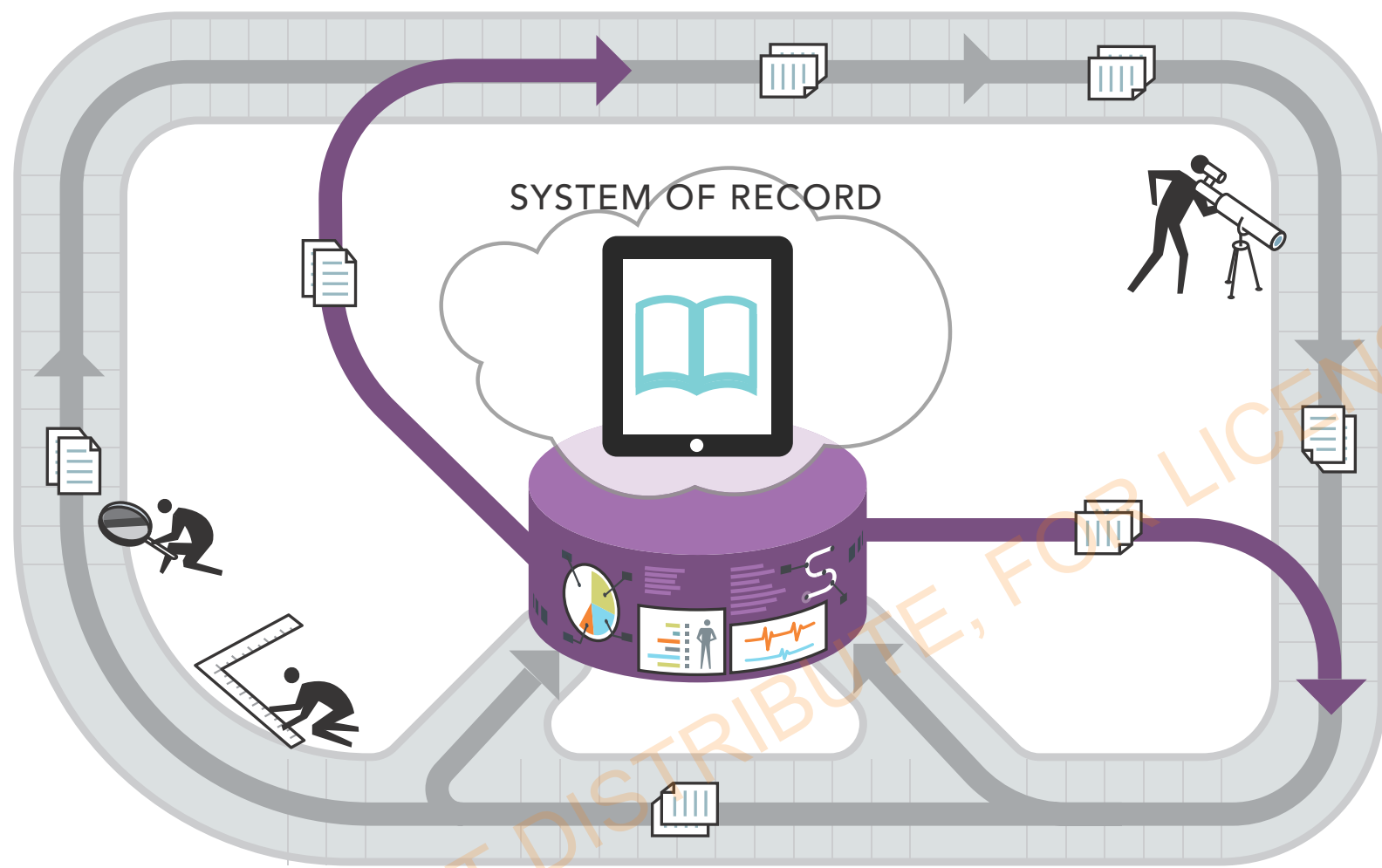


Our Objectives . . .

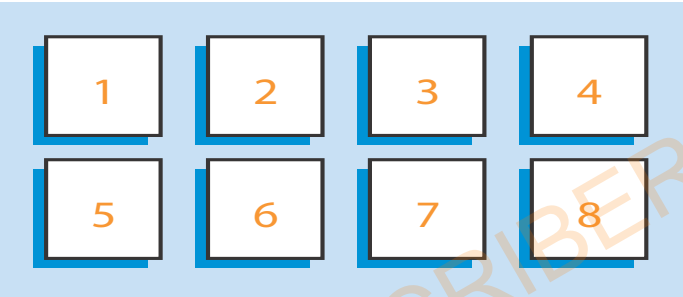
- 1) GRC Market Definition & Overview
- 2) GRC Market Segmentation & Sizing
- 3) GRC Market Drivers & Trends
- 4) GRC Technology Innovations

GRC technology provides automation and tracking

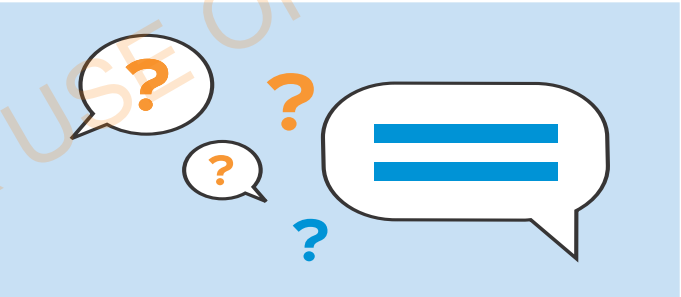




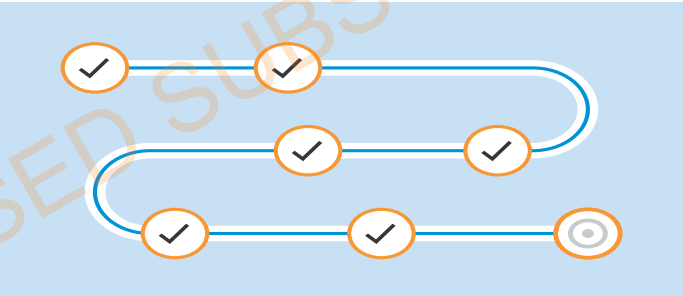
VERSION (DATE/TIME)



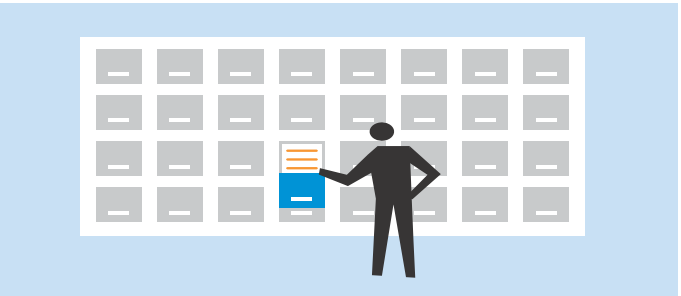
ASK & RESOLVE QUESTIONS



UNDERSTAND CONTEXT



PROVIDE AUDITABLE RECORDS



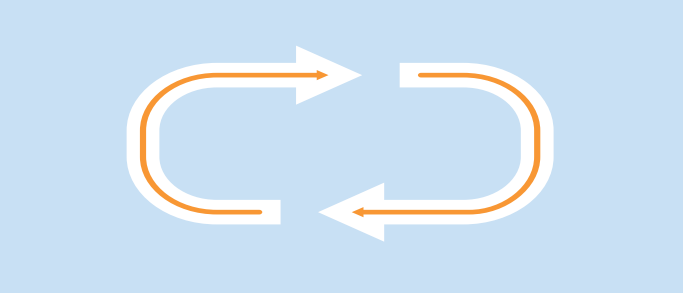
MEET REQUIREMENTS



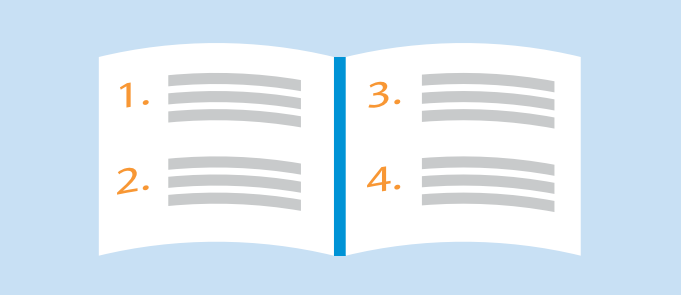
MANAGE EXCEPTIONS



REPEATABLE CYCLE



DEMONSTRATE SEQUENCE



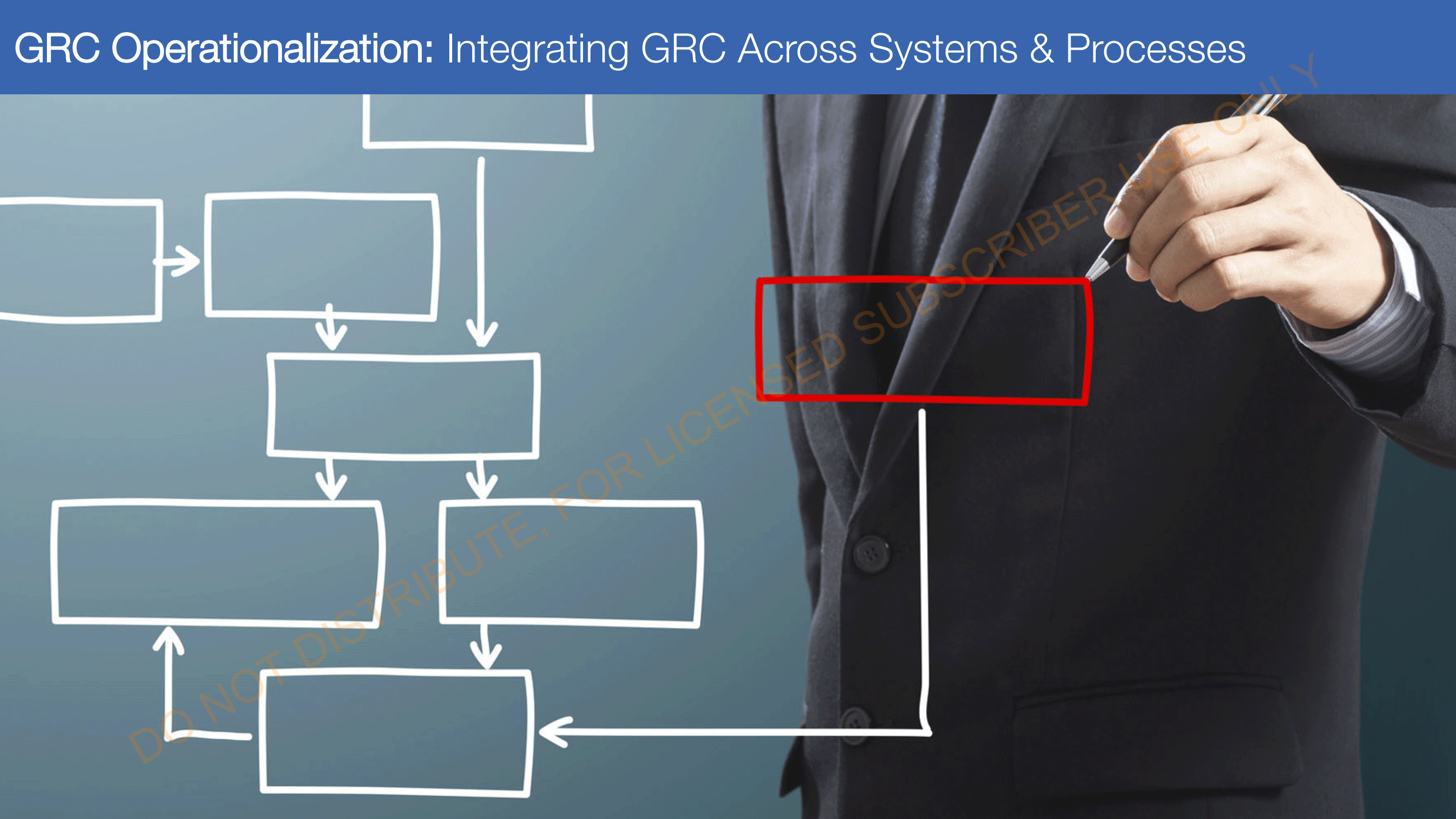


GRC Engagement: Bringing GRC to the Front Lines of the Organization



GRC Collaboration: Providing Collaboration on GRC Across the Organization

GRC Operationalization: Integrating GRC Across Systems & Processes





GRC Intelligence: Integration of Actionable Content



GRC Mobility: GRC Engagement Anywhere, Anytime

Key Considerations in Evaluating Enterprise GRC Platforms



Client References

Check client references. Talk to the primary reference, but also ask to talk to someone on their team that uses the solution every day.



Market Presence

Determine if the solution provider has enough market momentum or differentiating technology to be in the market for the long haul.



GRC Strategy

Ensure that the solution provider shares your definition and direction for your strategy for both today and tomorrow.



Business Value

The solution needs to demonstrate a clear return of value to the business in efficiency, effectiveness, and agility.



RFP Hype

Test drive the solution and asked the direct questions on features, particularly if the features are natively in the solution or have to be built out.



Solution Reach

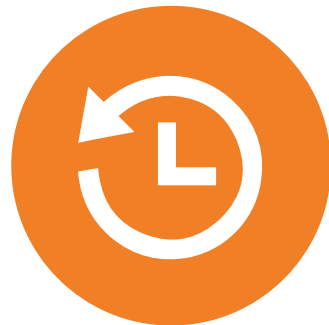
Determine if the solution meets your industry and geographic needs to be able to support operations, languages, and content.

Other Considerations in Enterprise GRC Platforms



Cost

What does the solution cost to acquire? Implement? Maintain?



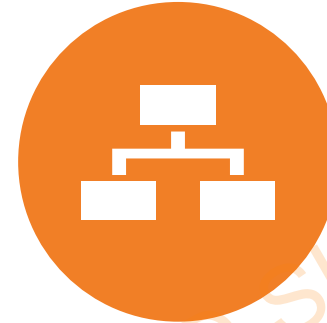
Ease of Use

Does the solution bring efficiency through ease of use and intuitiveness of the platform?



Security

What is the security architecture of the platform? How does the solution provider resolve security issues in their platform?



Information Architecture

Is the solution readily configurable and adaptable to your environment? Does it require costly customization, programming, or consultants to adapt?



Integration

Does the solution allow for the right integration points with other analytic, control, and Enterprise GRC solutions?



Agility

Does the solution meet not only your current needs but also your long term strategy for GRC over the next 3 to 5 years?

2017 GRC User Experience Awards

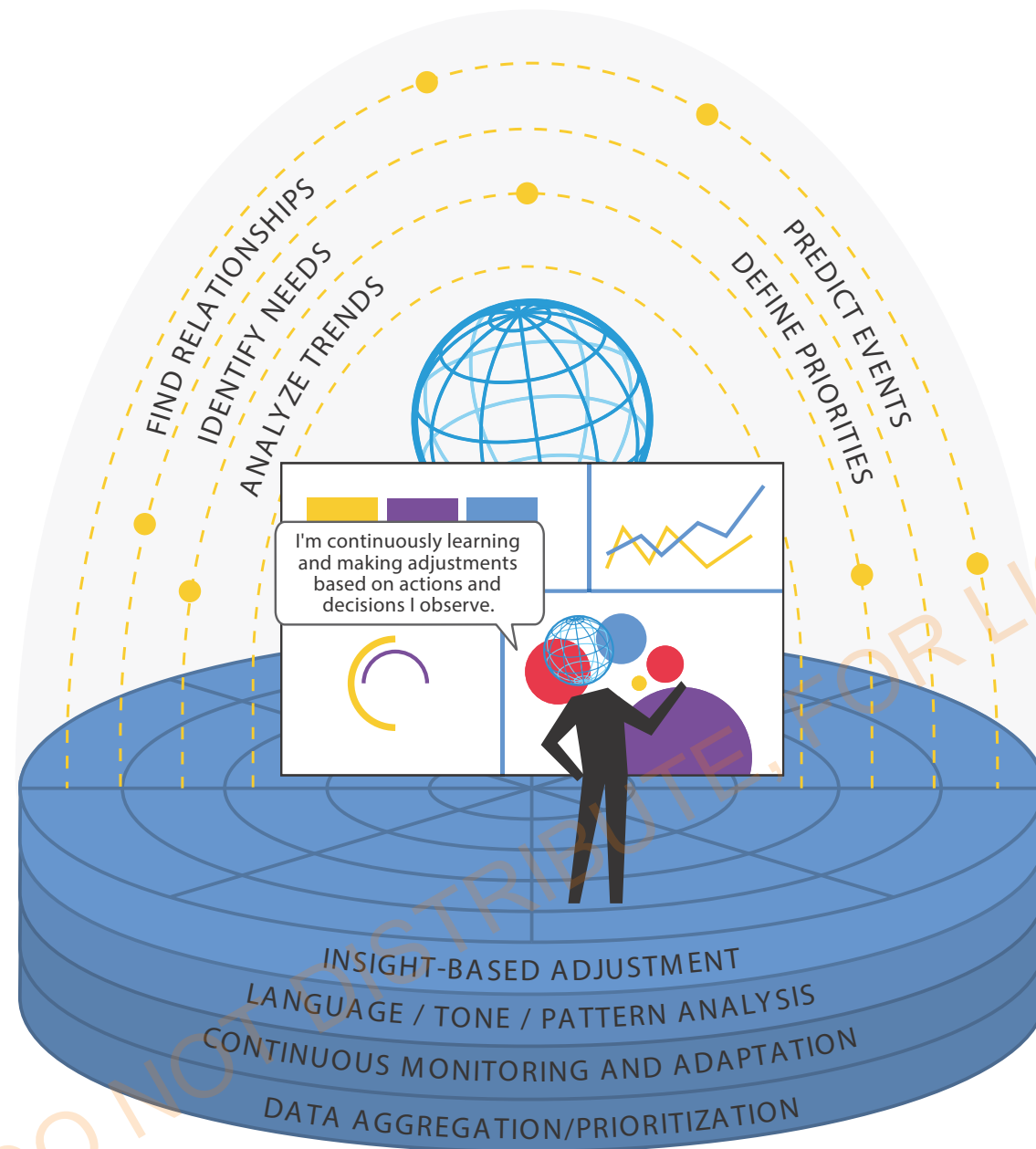
Category	Solution
Enterprise GRC Management	MetricStream M7 GRC Platform
Audit Management	Wolters Kluwer TeamMate+
Automated Controls	Fastpath Assure
Compliance Management	ACL Compliance Maps
Environmental, Health & Safety	IsoMetrix
Internal Control Management	SOXHUB
Issue Reporting & Case Management	Convercent Disclosures Manager
IT GRC Management	Alyne
Legal Management	Mittratech TeamConnect
Policy Management	Workiva Wdesk
Quality Management	Qualsys
Risk Management	TATA Risk Data Controls
Strategy Management	Governor Software Govenor
Third Party Management	Opus Hiperos Information Security



2017 GRC Technology Innovation Awards

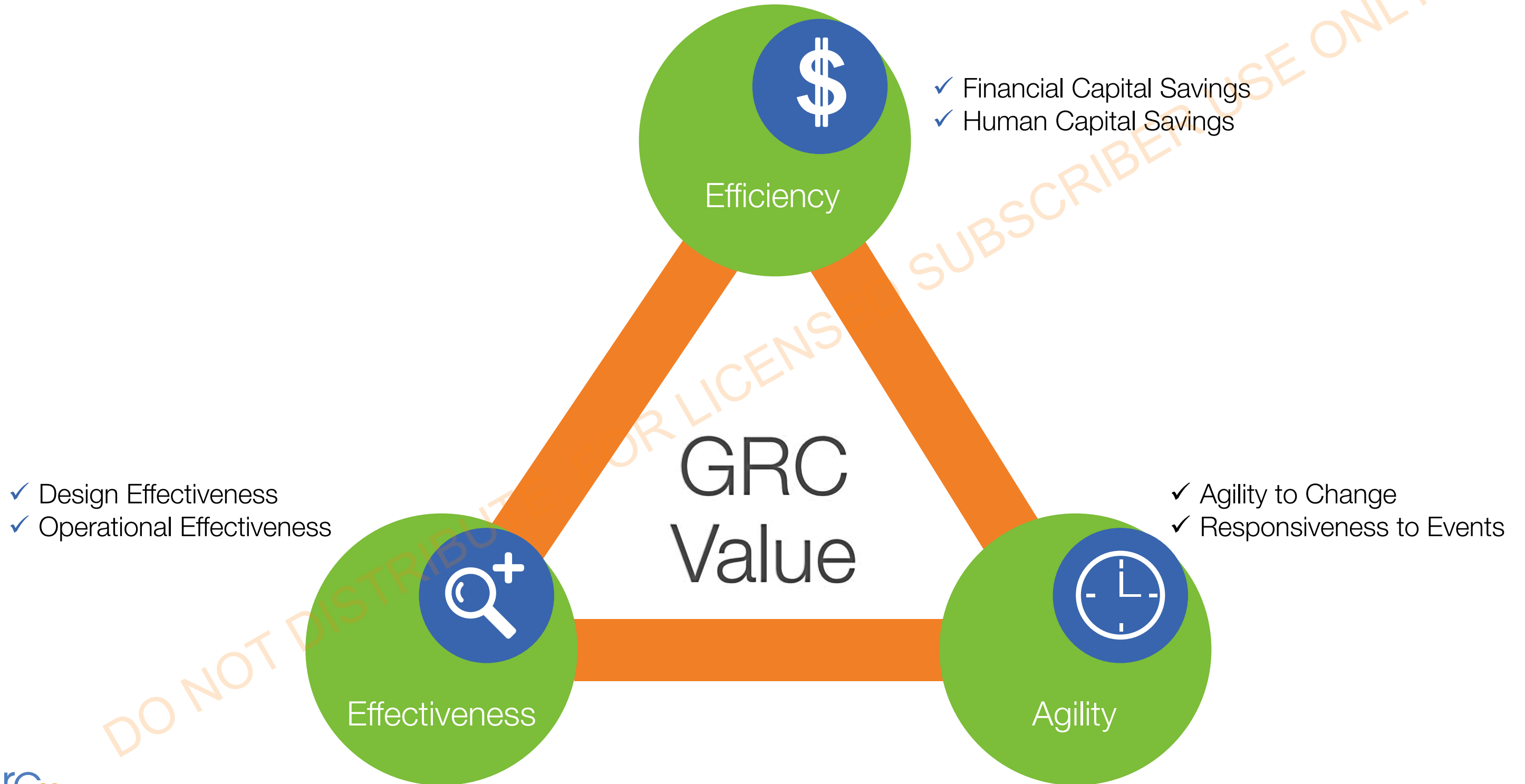
Category	Solution
Enterprise GRC Management	LockPath Dynamic Documents
Audit Management	ACL Timesheets
Automated Controls	ServiceNow Indicator-Based Continuous Control Management
Compliance Management	Propylon TimeArc
Internal Control Management	TATA ECRMF &DigiComply/TRACE/DECODE
Issue Reporting & Case Management	Convercent Messaging Intake
IT GRC Management	LockPath Keylight Formula Engine
Policy Management	MetricStream GRC Pulse
Quality Management	ISMS Solutions Audit Analyzer – ISO 9001
Risk Management	EY Digital Boardroom - Powered by SAP Business Objects
Strategy Management	ACL Strategy Module
Third Party Management	Aravo for GDPR





- Consolidate knowledge from internal and external sources
- Ensure fast times to analysis and answers
- Perform concept-based searching
- Develop and manage rules to identify concepts and topics based on terminology and standards
- Recommend controls based on benchmarks
- Recommend controls for similar regs/obligations
- Answer specific questions and conduct requested research analysis
- Identify and report on trend
- Prevent data drift or duplication
- Compare policies and documents
- Analyze/compare changed and new regulations
- Categorize and recommend actions to an incident
- Map risks and interdependencies

GRC 20/20 Value Perspective: 3 Angles of GRC Value



Maturing GRC Through 360° Contextual Intelligence Delivers . . .

1. Aware

- ✓ Have a finger on the pulse of business
- ✓ Watch for change in internal & external environment
- ✓ Turn data into information that can be, and is, analyzed
- ✓ Share information in every relevant direction

2. Aligned

- ✓ Support and inform business objectives
- ✓ Continuously align objectives and operations to risk of the entity
- ✓ Give strategic consideration to information from risk management enabling appropriate change

3. Responsive

- ✓ You can't react to something you don't sense
- ✓ Gain greater awareness and understanding of information that drives decisions and actions
- ✓ Improve transparency, but also quickly cut through the morass of data to what you need to know to make the right decisions

4. Agile

- ✓ More than fast, nimble
- ✓ Being fast isn't helpful if you are headed in the wrong direction.
- ✓ Risk management enables decisions and actions that are quick, coordinated and well thought out.
- ✓ Agility allows an entity to use risk to its advantage, grasp strategic opportunities and be confident in its ability to stay on course.

5. Resilient

- ✓ Be able to bounce back quickly from changes in context and threats with limited business impact
- ✓ Have sufficient tolerances to allow for some missteps
- ✓ Have confidence necessary to rapidly adapt and respond to opportunities

6. Lean

- ✓ Build the muscle, trim the fat
- ✓ Get rid of expense from unnecessary duplication, redundancy and misallocation of resources within the risk management
- ✓ Lean the organization overall with enhanced capability and related decisions about application of resources

Two Things to Note . . .

Complimentary Inquiry

- Organizations evaluating or considering GRC solutions are free to ask GRC 20/20 on our understanding and comparison of solutions in the market to meet your GRC requirements.
- Inquiries are single focused questions that can be answered in under 30 minutes.
- Complimentary inquiry is only available to organizations evaluating or considering GRC solutions for their internal use.

RFP Development & Support

- GRC 20/20 has an extensive library of RFP requirements across a range of GRC capability areas presented in this presentation.
- GRC 20/20 can be engaged in RFP development and support projects to streamline your process, gain perspectives learned from other organizations, and to keep solution providers honest in their responses.



Questions?

Michael Rasmussen, J.D.
The GRC Pundit & OCEG Fellow
mkras@grc2020.com
+1.888.365.4560

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