Better together

KPMG LLP’s GRC Advisory Services for IBM OpenPages implementations
KPMG is the U.S. member firm of the KPMG global network of professional firms providing Governance, Risk, and Compliance (GRC) Advisory services. Our high-performing people cut through complexity and deliver informed perspectives and clear methodologies that drive realizable value for our clients.

OpenPages is a leader in enterprise-wide GRC and quality solutions for global operations. OpenPage’s enterprise solutions are used by leading corporations in diverse industries. IBM OpenPages eGRC solutions allow you to build an efficient, collaborative enterprise governance, risk, and compliance (eGRC) program through a flexible platform.

KPMG and OpenPages have both been consistently rated as high performers in the marketplace by leading analysts such as Gartner and Forrester.
GRC frameworks, strategies, and technology are on the forefront for many C-level executives for large and small companies. An integrated approach to GRC backed by powerful technology is required to manage risks, maintain compliance, monitor internal controls effectively, and provide real-time insight to management on issue status and remediation.

The KPMG and IBM OpenPages partnership can help clients in their transformational GRC journey via our time-tested methodology.

The strategic alliance between KPMG and IBM OpenPages provides a single, thorough approach to enhancing risk management programs, quality processes, regulatory and industry-mandated compliance programs, and corporate governance initiatives. Clients engage with a core team of specialized GRC professionals well versed in working on joint engagements across multiple industries. KPMG and IBM OpenPages can approach the project as a single unit—which means you could work with one multidisciplinary GRC team with a wealth of risk and compliance business practices and GRC systems experience executing on a single project plan.

“We believe KPMG is well positioned to deliver exceptional value and a satisfying client experience by combining our GRC implementation experience with OpenPages’ value-adding technology.”

Anna Shimerda, Manager – KPMG’s GRC Services
KPMG LLP's GRC Advisory Services for IBM OpenPages implementations
The KPMG GRC life cycle

KPMG’s GRC services span across the various functional areas. Whether our clients are looking to implement point solutions or an enterprise-wide GRC program, we work with IBM OpenPages to tailor an approach that will help in an effective and efficient GRC implementation.

### Vision and strategy
- GRC vision
- Guiding principles
- Executive buy-in
- Functional commitment
- Maturity assessment
- Road map

### Convergence and foundational elements
- Future state process flows
- Convergence opportunities, alignment of shared functionality, and integration points with GRC tool
- High-level business, functional, and technical requirements definition
- Foundational elements—common language and taxonomy
- Maturity assessment
- Enhanced GRC functional area methodologies

### Program management
- Project governance
- Project plan, time line, and budget
- Project risks/issues tracking
- Project resource management

### People and change
- Stakeholder analysis
- Roles and responsibilities
- Communication plan
- Learning, development, and training
- Adoption plan/roll-out

### Vendor selection
- GRC business case development
- Vendor demonstration, RFP scoring
- Tool selection, request for information (RFI)/request for proposal (RFP)

### Technology enablement
- Business requirements definition, based on process design
- Requirements to system mapping and proof of concept
- Data conversion
- Testing strategy, performance, and user acceptance testing
- Deployment postproduction support plan
KPMG’s success in the IBM OpenPages GRC marketplace

We know GRC

- Core team of experienced GRC professionals
- Tailored approach based on tried and tested GRC framework
- Premade accelerators for timely and successful implementation
- Cross-functional skillset to effectively deliver with an agile approach

GRC and IBM OpenPages experience

The tried and tested KPMG IBM OpenPages experience

Powerful, experienced industry advisory council

Tried and tested track record across three lines of defense

Flexible business integration and technology experience

Industry experience

We know the industry landscape

KPMG LLP’s GRC Advisory Services for IBM OpenPages implementations
KPMG’s approach for IBM OpenPages implementations

KPMG and IBM OpenPages can help enable clients to enhance their GRC investment by providing experience, leading practices, and technology from design to implementation of a GRC program.

- **Strategy.** KPMG can work with your company to develop a GRC vision and road map to effectively align, streamline, and automate a GRC program across multiple groups. This includes recognizing opportunities to automate mature functions first, advising on how to gain buy-in to a GRC technology investment, and assisting to optimize return on investment.

- **Technology and processes.** Professionals at KPMG can assess your existing business processes to identify opportunities for converging and enhancing processes across the three lines of defense. With a gap analysis, KPMG and IBM OpenPages can design a future state to drive efficiencies, enhance the risk management program, and increase the transparency across the organization. Our goal is to align processes and systems to a desired GRC model improving the management of the risk across the organization and reporting to key stakeholders.

- **People and change management.** Communication, training, change management, and the appropriate governance structure are of critical importance to a GRC initiative, especially if your company’s GRC initiative spans multiple functions or departments. KPMG’s approach includes consideration of the people and change aspects to help gain user buy-in, acceptance, and visibility into new GRC processes and technology and train users on the new process enabled via IBM OpenPages technology.

“KPMG’s holistic GRC implementation methodology, transformation capabilities, KPMG’s member firms footprint, and our strategic alliance with IBM positions KPMG within the various marketplaces to assist organizations with their transition to IBM’s OpenPages GRC Platform. KPMG is proud to be a Global Systems Integrator for IBM products.”

Sean Winekauf, Director, KPMG’s ERM/GRC Practice
KPMG’s GRC core competencies

IBM OpenPages apps
- Issue Management
- Policy Management
- Enterprise Risk Management
- Compliance Management
- Incident Management
- Vendor Management
- Threat Management
- Business Continuity Management
- Audit Management
- Model Risk Management

GRC functional areas
- Compliance Management
- Internal Audit Management
- Policy Management
- Information Security Management
- Enterprise Risk Management
- Operational Risk Management

Key industries
- Financial services
- Insurance
- Healthcare
- Technology
- Banking and capital markets
- Energy and natural resources
- Retail

IBM OpenPages inventory of apps
- Survey Management
- Issues Management
- Loss Management
- Case Management
- Third-party Risk Management
- Regulatory Change Management

Key industries supported
KPMG’s IBM OpenPages implementation qualifications

- **Qualified professionals**: We have a strong team of IBM OpenPages professionals.
- **Tried and tested implementation track record**: We have strong functional and technical teams to effectively deliver complex solutions.
- **Flexible approach**: We have a tailored approach for each client to help ensure flexibility and successful implementations.
- **Well-established relationships**: We pride ourselves with building strong client relationships to help ensure a cohesive experience for our clients.
- **Key accelerators**: We have developed tools that have been validated to accelerate readiness and implementation activities for core solutions.
KPMG client success stories – A few examples

Enterprise-wide GRC program enabled by OpenPages

KPMG provided professional services to assist a large insurance client implement an enterprise-wide GRC program. KPMG supported the execution of the client’s Operational Risk Management, Financial Controls, IT Security, and Internal Audit solutions. Assisted in the GRC Program Management, vendor liaison, developing the GRC road map, foundational elements, review of the current state and build out of the future state processes, GRC tool configuration guidance, and testing.

OpenPages compliance enablement

KPMG assisted a large financial services client in designing and deploying thorough regulatory change management, compliance risk assessment, and compliance testing and monitoring functions. KPMG assisted the client by facilitating the future state processes to gain consistency across the organization, eliminate challenges, and identify requirements to be enabled through IBM’s OpenPages.

Vendor selection and business requirements

KPMG assisted a large financial services client with the vendor selection process and business requirements. KPMG assisted the management team by identifying functional requirements, shortlisting vendors, participating in vendor demos, vendor Q&A, and creating a deployment roadmap. Thereafter, partnered with the client to implement the SOX, internal audit, and regulatory compliance solutions.

Gap assessment of the OpenPages environment

KPMG assisted a large financial services client by performing a gap assessment on their financial controls module in OpenPages. KPMG performed a high-level review of the client’s current OpenPages Financial Controls module functionality and identify relevant gaps/challenges with the OpenPages environment. KPMG defined recommendations/areas of improvement that could help build a sustainable OpenPages environment.

KPMG LLP’s GRC Advisory Services for IBM OpenPages implementations
IBM OpenPages accelerators – A few examples

OpenPages GRC platform provides an integrated approach to risk management
The OpenPages Governance Platform serves as the foundation for enterprise-wide business governance through its ability to unite an organization’s GRC operations into a single governance management system, comprised of:
- Comprehensive and Integrated Suite of Applications
- Shared Governance Services Based on Extensible Architecture
- Central Repository for Policy, Risk, and Controls Management
- Integration with Leading-in-Class Applications

Basic framework – Example Object Model
OpenPages Object Model is a predefined core set of objects and relationships. This relationship model provides a baseline for organizations for library setup and linkage of organizational structure, processes, risks, and controls. Object types are associated to one or more other object types and have a parent-child relationship. OpenPages uses a relational database and therefore supports one-to-many and many-to-one object type associations.

FastMap – configuration workbooks
The FastMap import utility is a special customized screen/view that allows a user to perform work that is not available within OpenPages. It is used to simplify complex activities that would otherwise take dozens of mouse clicks and screen changes to accomplish. The FastMap utility helps to perform administrative or maintenance tasks and typically run by business or system administrators.

AFCON – configuration workbook
The AFCON is an automated forms configuration the was designed to be used as an efficient way of completing initial configuration tasks.

KPMG has developed these IBM OpenPages validated accelerators that not only accelerate our client’s GRC implementation, but also can make the GRC project more efficient and effective.

Source: IBM OpenPages, 2016

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KPMG LLP’s GRC Advisory Services for IBM OpenPages implementations
The global industry landscape is facing unprecedented change. New GRC technologies are allowing companies to manage the change and associated risks in a proactive manner. To thrive through this transformation, companies must align on how these changes will impact them and develop clear GRC strategies to evolve and win.

Optimizing governance, risk, and compliance programs: The vital role of managing change
Successful GRC initiatives have a deliberate strategy for managing changing processes, reporting, expectations, and anxieties. This piece discusses the strategy that should be executed with the same discipline and enthusiasm as the more technical aspects of the implementation.
Is the KPMG and IBM OpenPages approach right for you?

Global enterprises can realize real and measurable benefits from a unified approach that combines KPMG’s experience with IBM OpenPages’s GRC technology solution. Contact us if your company is looking to:

– Expand or better automate part or all of your GRC functional areas (i.e., operational risk, internal control testing/Sarbanes-Oxley, enterprise risk management, internal audit, conflict minerals, supplier risk governance, policy management, information security, business continuity/disaster recovery, compliance, etc.)

– Enforce a common language and methodology to assess risk and controls across your organization

– Enable real-time integrated reporting on issues, risks, and controls across your organization

– Manage and converge multiple risk, compliance, and assurance functions across the organization

– Purchase or replace existing technology to support any or multiple GRC functions

– Manage costs associated with risk management, compliance, and related monitoring activities.

Some or all of the services described herein may not be permissible for KPMG audit clients and their affiliates.