

Situation: Governance Risk and Compliance (GRC) frameworks often fail to support growth and return opportunities

A rapidly evolving business environment is challenging companies to deal with constant change, increasing complexity and demands for transparency. In this environment, managing risk while ensuring growth and return, demands a rigorous yet streamlined governance, risk and compliance (GRC) framework. A company's approach to managing governance, risk and compliance must support the needs of executives to maintain flexibility and agility while balancing risk, return and growth.

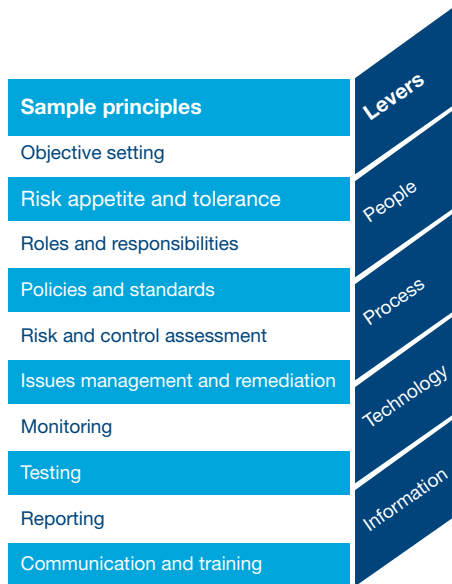
The challenge of designing and implementing a GRC framework capable of supporting growth is often complicated by a myriad of emerging risks and new laws and regulations. Typically, organizations have responded to new risk and regulatory requirements by investing significant resources dedicated to GRC oversight functions. The result has often been a GRC framework that is a series of organizational silos layered on top of one another, with each function operating independently, using its own people, processes, information and technologies to address specific risks or regulatory requirements.

This approach, while often effective in supporting the avoidance of risk, often fails to provide the flexibility necessary for organizations to capitalize on growth and return opportunities. Companies are now challenged to revisit their GRC frameworks seeking to simplify the web of oversight functions, committees, processes and systems that have been duplicated across multiple business units, geographies and departments.

Perspective: Use a principles based approach to Integrate governance, risk and compliance

For almost any company, there is a set of core activities that, when applied across organizations, business units, functions, processes or controls in a systematic and integrated manner, result in more efficient and effective management and oversight of governance, risk and compliance. At PwC, we call these activities "principles"—because referring to them in this manner helps managers and planners think about "what" they are doing and "why" as opposed to "who" is undertaking action.

PwC's principles-based approach to integrated governance, risk and compliance



While a “principles” based approach to managing GRC can deliver efficiencies and increased effectiveness, the full integration of all GRC processes into a single set of principles may not be practical or desirable; instead the goal is to align timelines and integrate activities and resources at sensible points. This approach will ultimately enable companies to reallocate business unit resources to revenue generating roles, control costs, manage responses to the regulatory environment and avoid unintended risks.

Solution: PwC and Oracle provide the “technology lever” to integrate GRC controls

The combination of PwC’s iGRC principles based framework and Oracle’s GRC Control Suite of products enables companies to move toward integration using a controlled, targeted approach that helps executives achieve the right balance between flexibility and standardization. Organizations benefit by being able to proactively understand their risks, anticipate the impact of emerging legislation and regulations, meet their compliance mandates and leverage their Oracle technology investment to achieve sustainable efficiencies.

How we help

We help our mutual clients establish an integrated governance, risk and control environment leveraging **Oracle’s® GRC Control Suite** to increase transparency, improve governance, automate core control functions, make better risk management decisions, and lower costs.

Some examples of how PwC and Oracle technologies can help you improve GRC performance include:

Risk and control assessment

PwC can evaluate the effectiveness of your current business process controls and access controls to develop a strategy to address financially significant applications that impact compliance and help you implement process improvements to eliminate control bottlenecks. We then translate this strategy into a technology architecture and roadmap to recommend and implement Oracle® technology enhancements that can be deployed to automate manual processes, reduce complexity, eliminate duplication, and identify the most promising areas for cost savings. PwC leverages **Oracle’s Governance, Risk, and Compliance Manager (GRC Manager)**. Built on open, standards-based technologies, Oracle GRC Manager effectively automates and simplifies your compliance initiatives, while giving you the flexibility to integrate with Oracle E-Business Suite or PeopleSoft Enterprise business systems or a combination of heterogeneous applications.

Access control management

PwC can assist with the development and execution of a security design strategy as part of an Oracle implementation or upgrade. We help companies standardize user roles across the enterprise that incorporate segregation of duties (SoD) control objectives. We also assist with the customization of SoD rules leveraging PwC leading practice knowledge base. **Oracle® Application Access Controls Governor** provides real-time monitoring and proactive enforcement of crucial access policies, such as those that support segregation of duties (SOD). The system anticipates potential SOD conflicts before they arise, and even prevents any assignment of roles or responsibilities within an application that would compromise proper segregation of duties. It also extends key access controls to “super-users” and temporary or contract workers.

Optimization of business process controls

PwC helps your organization build a sustainable, ‘real-time’ controls environment that extends across your Oracle E-Business Suite. PwC helps standardize and automate internal controls and manual business processes to align the controls environment with business strategies and objectives. We leverage **Oracle Configuration Controls Governor** to provide an automated solution that controls and tracks changes to key application setup data and code, using approval workflows and notifications to facilitate change management without negatively impacting core business operations. The solution enables tracking of all attempted or executed changes, providing a detailed audit history. Thus, helping ensure application integrity, audit changes, and continuously monitor setups and code.

Monitoring and reporting

PwC helps establish policies and procedures for ongoing monitoring of controls. We leverage **Oracle Transaction Controls Governor and Oracle Preventive Controls Governor** to provide an automated solution for continuously monitoring transactions against policies to detect suspicious transactions or inappropriate business practices. The system proactively alerts the appropriate stakeholders for effective and timely remediation of violations.

Testing

PwC helps your organization prioritize and customize automated security and control testing rules and the creation of operational guides and procedures for your organization. We leverage **Oracle’s GRC Manager** to automate the creation of test plans and provide automatic initiation of test review and approval processes across business units.

Advisory Services with Oracle

The PwC and Oracle advantage

PwC and Oracle's collaboration provides a community of practice with a strong technical and business focus on governance, risk and compliance. PricewaterhouseCoopers is a leader in providing business advisory services to some of the world's largest organizations. By combining PwC's in-depth regulatory, governance, risk and compliance and industry knowledge with Oracle's comprehensive suite of GRC technology solutions, our mutual clients gain a streamlined, enterprise-wide approach to address their business issues, reduce costs, and optimize performance.

For more information

Please visit www.pwc.com/us/oracle

PwC contacts

Joseph DeVita
Partner, Advisory Services
203 539 4186
joseph.devita@us.pwc.com

Donna Chu
Director, Advisory Services,
Oracle Alliance
408 817 4316
donna.chu@us.pwc.com

Oracle contact

Ron Lezama
Oracle North America
Alliances and Channels
763 458 3948
ron.lezama@oracle.com

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