

Investing in a Better Approach to Enterprise Risk Management

Client Snapshot

Company: The Keane Organization

Headquarters: Wayne, Pennsylvania

Business: A leading provider of compliance and risk management solutions to Fortune 1000 corporations and financial institutions.



Keane is no stranger to governance, risk management, and compliance (GRC). In fact, the firm's core business is helping clients manage state and federal compliance challenges—while building economic value with customers, preserving key investor, employee, and vendor relationships, and, ultimately, driving *measurable* improvements to revenue. With a strong focus on GRC, it's not surprising that this organization has long maintained a formal approach to enterprise risk management (ERM).

Although the company's approach was formal, it was supported by processes that were largely manual and often reactive. Working with a forward-thinking insurance broker, Keane identified a technology-based ERM tool. After testing it, executives found it to be so clearly beneficial that they not only bought it for Keane's own internal use, they also acquired the technology and associated intellectual capital to launch a new line of services: Keane Business Risk Management Solutions.

A Better Approach to ERM

As Keane's Chief Operating Officer Dorothy Flynn explains, the company has always adhered to high standards for governance, risk management, and compliance: "Although we're not a large, publicly-held company, we've asked our auditors to evaluate us as if we were held to the same requirements as those highly regulated companies."

That attitude is why a new insurance broker—who approached Keane with a focus on managing risk, *not* selling more policies—got their attention and won their business. "This broker took the time to interview our executive

management team about risk in the business overall and in each of our specific areas," Flynn says. "He challenged us to think through risk—and whether or not we were doing enough to protect our business."

He also introduced the company to what is now known as Keane SCORE™, a technology-based tool for ERM. Flynn says Keane quickly saw the value in SCORE, which takes a unique approach that reflects the knowledge and expertise of the risk managers who developed it. SCORE helped Keane to not only objectively evaluate their current approach to ERM, but also to automate the ongoing processes. It facilitates smooth, efficient enterprise collaboration while providing a central repository for risk data—truly driving the measurement, management, and monitoring of risk across the business.

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“The tool allowed us to identify any areas of weakness, develop a plan for addressing them, and then track our progress against those goals,” Flynn says. She notes that SCORE includes a thorough audit trail, so there's simply no way to misrepresent the progress—or lack thereof—when presenting to upper management or a Board of Directors.

It wasn't long before Keane recognized SCORE's value not only for audits and reports, but also for day-to-day business. SCORE allows the company to automate ongoing activities; for instance, the IT department uses SCORE to manage and track security processes and software licensing. In addition, the company can now benchmark various departments against each other and against industry standards.

"For top management, SCORE delivers critical GRC management and reporting capabilities," Flynn notes. "For the next layer of management, it provides support for daily operations."

Higher Risk, Higher Rewards

Flynn says that Keane saw tremendous value—and market potential—in SCORE: "Every day, we're working with clients to address their compliance requirements. We recognized how this tool would be invaluable in helping organizations achieve their goals more quickly and efficiently."

Also, Flynn—who has a background in the insurance industry—could see the value for that market. After all, despite 10 years with the same broker, Keane switched to the new one who had come in with a consultative, risk-management-based approach.

"Whether we like it or not, regulations are here to stay," Flynn notes. "In fact, they're only going to get tougher and require more, not less, effort. Add that to the existing pressures all businesses are under to reduce costs and increase revenues and the challenges can be overwhelming. We view Keane SCORE as the ideal tool for helping businesses deliver on *all* of those requirements—quickly."

Because SCORE is highly flexible, it can be customized for virtually any organization in any industry—from a small, one-location business to a large, multi-national corporation that faces a variety of regulatory requirements. Keane Business Risk Management Solutions is already customizing SCORE for use in a variety of settings. Versions of the tool are available or underway for:

- Loss control/underwriting professionals who need faster, more efficient means of measuring, managing, and monitoring clients' risk
- Corporations needing to define, assimilate, and manage an array of risk management initiatives throughout their enterprise
- Mutual funds, where the chief compliance officer role was born
- Airports that need to dynamically identify and mitigate extensive operational risks

- Any company that needs (or wants) to meet the requirements of Sarbanes-Oxley
- Hospitals and other healthcare organizations that are bound by the requirements of the Health Insurance Portability and Accountability Act (HIPAA)
- Executives with responsibility for managing unclaimed property while complying with a myriad of regulatory requirements

Driving Performance

Across the board, governance, risk management, and compliance should ultimately help drive performance—which is exactly what SCORE is designed to do. "Keane's philosophy on compliance is that, at the end of the day, it should be about delivering measurable business results," Flynn concludes. That's what SCORE is doing for Keane—and what Keane's Business Risk Management Solutions can do for other organizations.

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For More Information

To learn more about how our Business Risk Management Solutions can help you manage enterprise risk more quickly, effectively, and cost-efficiently, please call us at 410-230-0022 or visit our website at www.KeaneBRMS.com.



Keane

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