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**Denise Vu Broady
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Dedication

To my husband for always listening, no matter how long my stories take. And to Safra, my guiding light. —Holly

To Tsafi, my better half, who has been extremely patient and supportive with a hectic year of travel and work and letting many chapters of this book join us on vacations and weekends. —Denise

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Introduction



GRC is an acronym that may be Greek to the uninitiated, but chances are if you picked up this book, you are at least interested in knowing what it means. And even if not everyone knows what GRC means, the concepts involved are ones that everyone understands.

The G is governance. In short, this means taking care of business, making sure that things are done according to your standards (and those of the ever-present regulators, not to mention your company's Board of Directors). It also means setting forth clearly your expectations of what should be done so that everyone is on the same page with regard to how your company is run.

The R is risk. Everything we do involves an element of risk. When it comes to running across freeways or playing with matches, it's pretty clear that certain risks are just not to be taken. When it comes to business, however, risk becomes a way to help you both protect value (what you have) and create value (by strategically expanding your business or adding new products and services).

The C is what everyone knows about — compliance with the many laws and directives affecting businesses (and citizens) today. One of the authors of this book would also like to extend that C to controls, meaning that you put certain controls in place to ensure that compliance is happening. This might mean monitoring your factory's emissions or ensuring that your import and export papers are in order. Or it might just simply mean that the same person is not creating vendors and cutting checks to her brother-in-law Frank on the sly. The C relates to laws as familiar as Sarbanes-Oxley (SOX) or as emergent as Europe's REACH (if we've got you on that one, see Chapter 12).

But when you put it all together, GRC turns out to be not just what you have to do to take care of business, but a paradigm to help you grow your business in the best possible way and — even more — to figure out what that way is.

About This Book

When we decided to write a book about GRC, we thought about writing a book for experts, a thought-leadership book. And although this book is no slouch in the area of thought-leadership (if we do say so ourselves), we decided that what was needed the most was a way to start the conversation about GRC. What are you doing, in terms of governance, risk, and compliance? What should you be doing? And do you know that it's a much bigger picture

than you realize, encompassing areas like sustainability and dovetailing very nicely with developing and executing your key business strategies?

That's why this book was originally going to be called *GRC For Dummies*. But (as you can see by the title), it's *SAP GRC For Dummies*. That's a bit of a misnomer because unlike classics like *SAP NetWeaver for Dummies*, this book is not all about SAP software. It's mainly about GRC. But SAP has leading software for GRC, so at the end of relevant chapters, we tell you about products like SAP GRC Risk Management and how it can help you. This book could have been all about SAP GRC, easily — there are probably areas that SAP covers that you don't even know about. (For example, we bet you didn't know that SAP is a leader in the area of software for environmental management.) But just a disclaimer before we start—there's a lot more to learn about SAP GRC than we cover in this book. We focus on giving you the background to get started conceptually in the most important areas.

Now that we've explained a bit about the book, are you ready to get started and to become well-versed in GRC? That way, if you need a conversation stopper for Aunt Ida at Thanksgiving — or, better, a conversation starter when talking to almost anyone about what it takes to succeed in business today — you'll be prepared.

Foolish Assumptions

In writing this book, we made a few assumptions. If you fit one of these assumptions, this book is for you:

- ✓ You're interested in GRC from a corporate perspective. You can think about GRC from an individual perspective (paying your taxes, protecting your identity, and balancing your checkbook, for example), but this book talks about how to use GRC to improve your company, not your household.
- ✓ You have some background in common business terms like profit and loss and common accounting terms such as general ledger and purchase order.
- ✓ You're not adverse to acronyms. GRC can be a little like alphabet soup at times. For clarity, we provide a glossary to help you find your way through the more obscure TLAs (three-letter acronyms).

How This Book Is Organized

To help you get a better picture of what this book has to offer, we explain a little about how we organized it and what you can expect to find in each part.

Part I: Governance, Risk, and Compliance Demystified

You need to have a good foundation in place to see how GRC can help you. Part I starts out with the ABCs of GRC to give you the big picture and then heads straight into risk and governance to round out your education.

Part II: Diving into GRC

The C in GRC is for compliance, and Part II takes you through some of the regulations companies must comply with and the corporate scandals that led to those regulations. Once you know about them, what do you do about them? This part also addresses tools like access control and process control that can help you ensure compliance. And, since globalization has brought so many companies into the global trade arena, Part II provides details about the compliance-related issues you need to know about to effectively source goods from or sell goods to other countries.

Part III: Going Green

Saving the planet is on everyone's minds these days, and it's not just good policy—it's good business, too. Part III addresses how you can ensure that your company's policies about people, processes, and products keep you compliant with the law and enable you to deepen your company's shade of green.

Part IV: Managing the Flow of Information

GRC is strategic. It can provide you with new insights into how to run your business. Part IV first delves into the flow of information in the enterprise from an IT GRC perspective, ensuring that data is kept secure and private, for example. It then turns to the important area of sustainability reporting, the nonfinancial reporting that more and more companies are doing and which is so important to a variety of stakeholders, from employees to investors to nongovernment organizations such as Greenpeace. Finally, and perhaps most importantly, Part IV addresses how you can use what you learn about your company through a program of integrated GRC to help you envision and execute the best possible corporate strategy.

Part V: The Part of Tens

Maybe the Part of Tens are your favorite part in any *For Dummies* book (we always look for them). Here you'll find best practices for GRC implementation and best practices for global trade. You'll also find pointers to resources to help you in your quest to become an expert in the area of GRC, from books to blogs to web sites.

Glossary

As you read this book (or skip from chapter to chapter, section to section, looking over only those parts that interest you), you may have additional questions in some areas. That's why we include a comprehensive glossary, chock full of definitions of the many terms that you're likely to encounter as you learn more about GRC.

Icons Used in This Book

To help you get the most out of this book, we use icons that tell you at a glance if a section or paragraph has important information of a particular kind.



This icon indicates information that is more technical in nature, and not strictly necessary for you to read. If technical jargon gives you a headache, feel free to skip these.



When you see this icon, you know we're offering advice or shortcuts to quickly improve your understanding of GRC concepts.



Look out! This is something tricky or unusual to watch for.



This icon marks important GRC stuff you should file away in your brain, so don't forget it.

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