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FROM FRAGMENTED RISK DATA TO ***CONNECTED RISK INTELLIGENCE***

Connect enterprise risk data to reduce compliance-related effort and accelerate risk-informed decisions



Executive summary

Risk is becoming more interconnected by the day, but many organizations still use disconnected data, systems and processes to manage risk. That fragmentation can make it difficult to see relationships across risks, controls, obligations, issues and owners—and more difficult to respond when conditions change.

The business impact is clear: higher compliance effort, slower remediation, delayed reporting and less timely risk-informed decision-making.

Deloitte's Integrated Risk Management (IRM) Transformation Launchpad is a Deloitte-led, ServiceNow-enabled approach designed to help organizations build a more connected risk operating model. It combines a data-first methodology, reusable accelerators, ServiceNow IRM capabilities, workflow automation, adoption support and outcome-based delivery. The approach centers on three value levers designed to help teams:

Unify
risk and compliance data through shared taxonomies, identifiers, governance and traceability.

Automate
evidence collection, control testing, issue routing, assessments and other risk workflows.

Accelerate
risk-informed decisions by embedding AI into risk and compliance workflow.

Together, these value levers can help leaders act on better information, reduce repetitive work and build a more scalable foundation for IRM transformation.

Risk management has become a connection challenge

Risk rarely respects organizational boundaries. A single business process may involve technology assets, employees, third parties, regulatory obligations, controls, policies, customer data and operational dependencies. Yet the information needed to manage those elements is often spread across independent systems and teams.

This fragmentation creates avoidable work. Risk leaders may consolidate information from multiple sources for executive reporting. Compliance teams may map regulatory changes manually. Business owners may respond to similar evidence requests from multiple risk functions.

The pressure is measurable, with recent reports indicating:

76% Organizations reporting increasing assurance work[1]

31% Organizations describing risk-and-controls monitoring as advanced or mature[1]

These conditions create recurring challenges:

Inconsistent structures:

Fragmented taxonomies, methodologies and decision rights make risk difficult to compare. They also complicate coordination across the three lines of defense.

Manual execution:

Evidence collection, routing, testing and reporting consume time and increase duplication.

Limited visibility:

Incomplete data and multiple tools make it harder to understand current risk posture, remediation progress and emerging issues.

When risk information remains fragmented, teams spend too much energy assembling a view of risk and too little energy managing it.



Start with the operating model and data foundation

Many technology implementations begin with platform configuration. Teams identify desired features, translate requirements into user stories and tailor the technology to existing processes.

That sequence can produce a functioning platform, but it can also carry legacy inconsistencies into the new environment. If the underlying taxonomy, ownership model, data relationships and governance routines remain unresolved, the platform may inherit duplicate workflows, conflicting definitions, unclear accountability and unnecessary complexity.

A stronger starting point asks which risk elements should be connected, which identifiers and data-quality rules can support consistent reporting, who owns decisions and escalations, and which systems provide authoritative data.

A governed data layer provides the standardized definitions, unique identifiers and lineage needed to support automation, analytics and connected risk operations. A target operating model clarifies who decides, who executes and how risk activities are coordinated across the enterprise.

This foundation is a strategy-led, data-first approach to IRM transformation: the platform supports the target operating model rather than determining it by default.





Three moves toward connected risk intelligence

01 | UNIFY

Outcome: Create a common language for risk and improve traceability.

Effective integration begins with a governed foundation that creates a consistent understanding of risk across the enterprise.

That foundation includes shared taxonomies for risks, controls, obligations, issues and related business elements. It also includes persistent identifiers, hierarchy standards, versioning rules, ownership structures, data-quality expectations and lineage.

Together, these elements can create clearer relationships across:

Objectives **Risks** **Controls** **Evidence** **Issues** **Remediation**

An integrated risk environment can connect these elements to support traceability, coordinated action and more informed decisions. Consistency does not require every function to operate identically; it requires enough common structure to compare, coordinate and act.

02| AUTOMATE

Outcome: Reduce manual effort and connect evidence, ownership and decisions.

Once the foundation is in place, organizations can focus automation on work that consumes significant effort, creates avoidable delays or makes important decisions difficult to trace.

ServiceNow can connect evidence collection, control testing, risk assessments, regulatory obligations, third-party reviews, issue remediation, audit coordination and resilience workflows. Strong candidates typically involve repeatable rules, high volumes, predictable evidence requirements or clear escalation thresholds.

A high-volume control may be suitable for automated testing and evidence capture. An issue that exceeds a defined threshold can be routed to the right owner with an established escalation path. Regulatory obligations can be linked to affected policies, controls and accountable teams.

Workflow automation brings work, ownership, evidence, approvals and decisions into a connected execution record rather than leaving them spread across disconnected exchanges.

03| ACCELERATE

Outcome: Deliver timely, decision-relevant insights that can help leaders act on current risk signals.

The value of IRM transformation depends on how well the organization can use risk information to make decisions.

Embedding AI into everyday workflows helps close that gap. Within risk and compliance workflows, AI validates and reconciles data in near-real time, cutting the manual effort behind dashboards, indicators, exceptions and governance-ready reporting and making that output more consistent and reliable. This turns risk and compliance data into current, decision-relevant signals leaders can act on, rather than a static historical record.

Technology alone cannot produce those answers. Users need to trust the data and the AI-generated insights, understand the workflows and incorporate the platform into everyday work. Effective IRM transformation therefore pairs embedded AI with strong data foundations, governance, workflow design, adoption and value measurement—creating the conditions for risk intelligence to inform action in near-real time.

The Launchpad: A modular foundation for IRM transformation

Deloitte's IRM Transformation Launchpad is a curated library of interconnected, reusable packs and accelerators designed to support the major phases of IRM transformation. Organizations can use the full suite or begin with selected packs based on maturity, priorities and data readiness.

Blueprint:

Target operating model, governance design, decision rights, and Three Lines alignment framework. The foundation for subsequent delivery.

Taxonomy and ID:

Enterprise risk, control and obligation identifiers with versioning rules, hierarchy standards and naming conventions. Enables consistent aggregation and traceability.

Reference Data Model:

Governed data architecture linking objectives, risks, controls, evidence and issues. Includes data quality rules, lineage approach and integration specifications.

Configuration Accelerator:

Ready-made Extensible Markup Language (XML) ServiceNow packs to assist with common setup elements like risk assessment methodologies, control libraries and reporting templates to reduce manual build effort and promote consistency.

KPI Library and Threshold Methodology:

A pre-built indicator library with threshold-setting methodology, baseline measurement approach and value-tracking framework.

Integration Patterns:

Reference integration patterns for enterprise source systems (CMDB, IAM, Security/Vulnerability, HR, finance)—not vendor-specific but categorized by data type and automation potential.

Wave Plan and Use-Case Backlog:

Prioritized, sequenced use cases with dependencies, acceptance criteria and data readiness requirements. Includes a wave 1 foundations checklist and AI embedded readiness.

Enablement and Adoption:

Training approach, adoption-in-sprint templates, change management playbook and product governance routines to sustain transformation beyond initial delivery.

AI Skills Launcher:

Reusable, governed AI skills that accelerate IRM transformation by generating content, establishing traceability, optimizing frameworks and modernizing governance data.

Designed to work together, these packs and accelerators can help accelerate the delivery of an IRM implementation while providing confidence that the implementation was done right with a high level of quality.

Governed AI, embedded in IRM workflows

AI can help risk and compliance teams interpret source materials, map obligations to controls, identify gaps, support issue triage and provide control-owner guidance. It can also support policy-to-control conversion, AI use-case intake, model inventories and legacy-content migration.

These applications are becoming more important as organizations anticipate broader use of AI agents. Deloitte's 2026 State of AI in the Enterprise report indicates:

74% Of survey respondents expect at least moderate AI agent use by 2027[2]

21% Report mature governance for managing AI agentic risk[2]

The gap between expected use and governance maturity makes the underlying foundation especially important.

AI applications depend on governed data, defined workflows and human review. The Launchpad's AI Skills Launcher is designed around source grounding, reusable prompts, human checkpoints, auditable outputs and workflow integration rather than isolated AI experimentation.

A practical path from readiness to scale

The Launchpad's three primary value levers—the ability to unify, automate and accelerate—describe the outcomes organizations seek from IRM transformation. The path to realizing these value levers can be tailored to each organization's priorities, maturity and data readiness, but they typically progress through four connected stages:

Discovery and blueprint:

Typically conducted in approximately 30 days, this stage assesses the current state, defines the target operating model, establishes the data model and ID strategy, and identifies priority use cases and quick-win automation opportunities.

Establish and activate:

Over approximately eight to 12 weeks, the organization establishes the governed data model, configures core ServiceNow IRM capabilities and stands up governance routines. Baseline measurements capture cycle times, coverage gaps, duplication rates and other indicators needed to track progress.

Deliver and expand:

Each wave typically runs 10-16 weeks. Teams deliver prioritized use cases with outcome-tied acceptance criteria, connect relevant source systems and introduce workflow automation, monitoring, dashboards and governed AI skills as readiness increases.

Scale and sustain:

Ongoing expansion extends coverage, matures analytics and transitions the organization toward product-led governance. Adoption data, user feedback, data quality and performance measures help to refine workflows and guide subsequent waves.



Measure outcomes, not implementation activity

IRM transformation should be measured by whether risk work becomes faster, more consistent, more traceable and more decision-relevant.

The Launchpad includes a baseline measurement approach and value-tracking framework covering cost to comply, assurance coverage, remediation, risk exposure, audit and regulatory readiness, and governed process adoption.

Informed by Deloitte's experience and observations across relevant IRM engagements, organizations that pursue IRM may achieve:

15-30%
Lower compliance-related effort and duplication

25-40%
faster closure of material issues

30-50%
faster evidence turnaround

95%
current coverage for key controls in material risk areas

15-25%
lower high or critical residual-risk exposure above approved appetite

Targets should be calibrated against each organization's baseline, scope, data quality, process maturity and delivery sequence.

Transformation in action: From fragmented execution to governed IRM

The following illustrative scenario reflects patterns observed across Deloitte IRM engagements. It shows how an organization might move from fragmented execution to a more connected risk operating model.

Starting point

An organization relies on four separate GRC or risk tools, with no shared enterprise taxonomy. Its approximately 12,000 controls include duplicates or items not mapped to current risks. Spreadsheet-based assessments exceed 90 days, control testing is manual, board reporting draws on more than six sources and issue remediation is tracked through email with limited SLA enforcement or trend visibility.

Transformation approach

The organization takes a coordinated approach across data, workflows and governance:

Establish the foundation:

Create a governed taxonomy, data model, organizational and entity hierarchy and unique identifiers. Rationalize the control inventory from approximately 12,000 to 3,200 records.

Activate priority workflows:

Configure core IRM capabilities in ServiceNow, automate testing for approximately 20% of high-volume controls and link control effectiveness to residual risk.

Connect data and governance:

Integrate CMDB, identity, HR and finance data while establishing an Enterprise Risk Committee cadence, clear accountability across the Three Lines and product-led platform governance.

Impact

Based on observed patterns, Deloitte research indicates this approach could help organizations:

- **Reduce risk assessment cycles** from approximately **90 days to 30 days**
- **Reduce control testing effort** by an estimated **25%-40%**
- **Improve issue remediation** from approximately **75 days to ~28 days**
- **Shorten board-reporting lag** from approximately **four weeks to ~five business days**
- **Reduce duplicate requests to control owners** by an estimated **30%-50%**

Meaningful improvement often comes from redesigning the underlying operating model and data structure alongside the technology.

Why Deloitte and ServiceNow

IRM transformation requires more than platform implementation. It calls for coordinated experience across risk, operating model design, data governance, technology delivery, integration, change and adoption.

ServiceNow provides the platform foundation for connecting risk processes, data, workflows and decision support. Deloitte brings industry experience, transformation methodology, risk knowledge and delivery capabilities needed to apply that foundation to complex operating environments.

Working collaboratively, Deloitte and ServiceNow can help organizations establish a stronger data foundation, activate priority workflows, introduce governed AI and build the capabilities needed to sustain value over time. Deloitte's reusable IRM Transformation Launchpad accelerators help make that journey more structured, practical and repeatable.



Ready to accelerate your IRM journey?

Risk management is becoming more interconnected, but many organizations still manage it through disconnected data, systems and processes. A data-first, ServiceNow-enabled approach can help connect the information, workflows, ownership and evidence needed to improve risk visibility and turn insights into action.

Deloitte's IRM Transformation Launchpad provides a practical path forward: establish a governed foundation, activate priority workflows, introduce AI where the data and controls are ready, and measure progress against business outcomes.

Schedule a IRM transformation strategy session with Deloitte to:

- **Benchmark your data and process readiness**
- **Identify quick-win automation opportunities**
- **Prioritize first-wave IRM capabilities**
- **Align governance and decision rights**
- **Define outcome measures for the transformation roadmap**

The session can help translate fragmented risk processes into a practical, prioritized path toward connected risk intelligence.

The objective is clear: make risk easier to see, manage and act on—across the enterprise and over time.

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ENDNOTES

1. Deloitte. Future of Controls: Global Benchmarking Survey. 2024. Accessed 2026.
2. Deloitte. State of AI in the Enterprise. 2026.

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