

Iceberg APS: Building user acceptance and confidence to earn executive trust

Iceberg recently worked with a large commercial bank based in New England to rejuvenate their RSA Archer program. The solution, once seen as a tactical point solution, is now expanding to become a trusted enterprise platform that's a key tool for strategic risk management activities.

The Challenge

The bank purchased and implemented RSA Archer several years ago, working with an outside consulting firm that had limited GRC experience. The initial implementation didn't fully align to the bank's business requirements.

Their program was supported by one in-house certified Archer administrator who had basic knowledge of the software, but not enough experience to make the configuration changes required to meet the ongoing operational and support requirements.

As a result, the organization was not seeing the full value from their investment, and stakeholders were losing confidence in the platform to support mission-critical risk management activities.

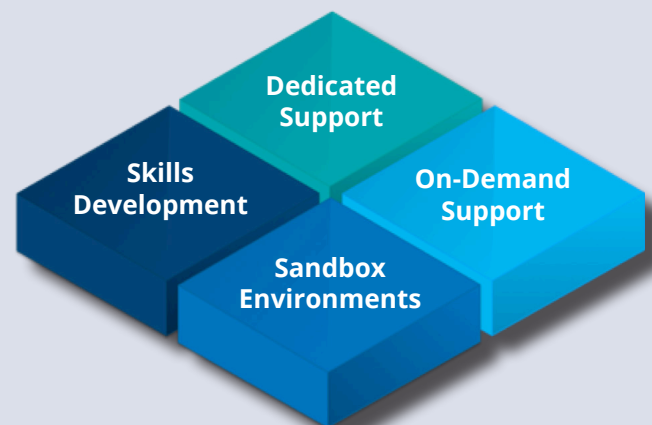
The Solution

The RSA Archer team recommended that the bank engage Iceberg Networks to help. They signed up to Iceberg's APS program in the summer of 2016 with a goal of creating better alignment between their Archer program and their risk management processes, and to regain user confidence in the value of the investment and usefulness of the solution.

Initially, the bank tasked Iceberg with "quick fixes", supporting their internal resource to complete minor adjustments to a vendor management solution that supported vendor assessments and contract management. We collaborated with various stakeholders to identify current gaps in the configured solution and suggest improvements based on best practices. We prioritized configuration changes based on the resources available and the potential to increase the strategic value of the platform within the organization.

Iceberg's experienced Archer administrators mirrored the bank's development environment in our lab, and worked remotely to improve the existing workflows, simplify the

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Iceberg APS includes four flexible service options. For more information, please visit icebergnetworks.com/aps/

CASE STUDY: BUILDING USER ACCEPTANCE TO EARN EXECUTIVE TRUST

vendor questionnaires, and re-calibrate the risk calculations. Once these changes were approved, Iceberg delivered a package to the bank's in-house RSA Archer resource to migrate it into production.

Throughout the engagement, Iceberg also mentored the bank's RSA Archer administrator, building her comfort level particularly around developing reports and dashboards.

The Impact

The bank now has a vendor management solution that meets their requirements, and is being used effectively by a variety of stakeholders to understand and manage risk in the organization. Minor updates to the solution can now be completed in-house, allowing the bank to quickly adapt to any new requirements.

Iceberg has since worked with the company to make improvements to application risk assessments and business process assessments. The success of these early improvements has increased confidence in the platform, and achieved "buy-in" from various business units to migrate additional risk management processes and activities to RSA Archer.

The bank is now well along the journey to make Archer the central tool for risk management across the enterprise. They employ one full time resource to support the Archer program, augmented by Iceberg's remote APS team. Several legacy GRC platforms are now being retired and migrated to RSA Archer as they continue to expand the platform.

Between Iceberg and the bank's internal team, they now have the depth and resiliency of resources to earn the confidence and trust of senior management, allowing RSA Archer to be accepted as an enterprise-level application.

About Iceberg

Headquartered in Ottawa, Canada and serving all of North America, Iceberg helps organizations plan, deploy and support successful implementations of Governance, Risk Management & Compliance (GRC) solutions, to drive more informed business decisions. Our team of consultants, developers and subject matter experts offers a full lifecycle of services, including executive workshops, implementation and integration, and support services.

For more information, please visit icebergnetworks.com/aps/

Added Value

- *Skills development for internal resources*
- *Agility to adapt to changing business requirements*
- *Gaining user acceptance and buy-in from business stakeholders*
- *Consolidating risk management activities within a single solution*
- *Support an enterprise-level application to manage strategic risk management initiatives*