Case Study | Strengthening Enterprise Compliance Through Scalable Governance

Background: Evolving Compliance for a Growing Enterprise

Vigor Marine Group's CMSD facility has relied on the Compliance Assessment Management System (CAMS), powered by IVIS Technologies, since our tenure under the HII umbrella. During that period, compliance operated within a centralized Fortune 500 framework, highly structured, vertically integrated, and rigorously standardized.

While still vertically integrated, the operating model evolved to support a distributed compliance ownership structure across business units of varying size and maturity.

As the enterprise expanded, we required a compliance structure that would:

- Preserve centralized visibility and executive oversight
- Empower business units with direct ownership
- Reduce duplication and administrative burden
- Scale with operational growth

The objective was not to reduce rigor, but to modernize governance to align with a more agile operating model.

The Challenge: Consolidating Without Compromising Control

In 2025, CMSD launched the Core Element Consolidation Project, reducing our compliance framework from 32 Core Elements to 14.

This initiative was designed to:

- Eliminate redundancy
- Streamline administrative effort
- Improve cross-functional alignment
- Enhance traceability across business units

Each consolidated element was deliberately mapped to preserve:

- Historical documentation and audit trails
- Legal and regulatory alignment
- Functional ownership clarity
- Fraud Triangle risk assessment data, including behavioral risk drivers such as rationalization, opportunity, and pressure

The consolidation strengthened, not weakened, our compliance posture by improving visibility into risk drivers and clarifying accountability while reducing operational friction.

Testimonials from Compliance Leader

> " CAMS has been a foundational part of our compliance framework since our days under a Fortune 500 model. Its true value is how seamlessly it has adapted with us. As Director of HR & Risk Management, I've relied on CAMS through every structural change because it delivers clarity, accountability, and visibility without overwhelming our teams. It has enabled us to maintain discipline and visibility through each phase of growth."
>
> ~ CMSD's Director of HR and Risk Management

CAMS in Action: Enabling Distributed Governance with Enterprise Visibility

The transition from a corporate-driven compliance model to a distributed enterprise architecture required a platform capable of balancing control with flexibility.

CAMS enabled us to:

- Maintain corporate-level governance and executive reporting
- Delegate ownership to Core Element Managers at the business unit level
- Preserve historical performance data and documentation
- Reduce compliance fatigue through streamlined workflows

Core Element Managers now operate within a simplified structure supported by:

- Preloaded historical assessments
- Standardized workplans
- A single source of truth across business units

CMSD served as the benchmark site, completing all Core Element risk assessments as planned and demonstrating the viability of the consolidated model within its operating environment.

Early Results and Progress to Date

- Meaningful reduction in administrative burden driven by consolidation, simplified ownership, and reduced duplication across elements.
- Strong on-time completion by CMSD Core Element Managers during the benchmark phase, reinforcing CMSD's role as an early implementation site for the consolidated model.
- MHI implementation is underway and progressing through a phased adoption approach, with timelines and completion dependent on business unit capacity, competing priorities, and change management sequencing.
- Positive feedback from newly assigned Core Element Managers, citing improved clarity, more defined ownership, and a more navigable structure.

Overall, the consolidation has positioned compliance as an operational capability, supported by enterprise visibility, rather than a standalone reporting exercise.

Governance and Publication Approach

As VMG continues refining its broader ESG and compliance communications strategy, this case study highlights CMSD's experience implementing a consolidated compliance framework within its operating environment.

The story reflects how a business unit within the VMG portfolio modernized its compliance structure while maintaining alignment with broader enterprise governance expectations. Our solution partner is referenced as part of the implementation journey, consistent with how complex operational initiatives are executed across the organization.

This approach allows the work to be shared transparently while keeping the focus on governance discipline, operational accountability, and scalable compliance practices.

Looking Ahead

As additional shipyards evaluate and adopt elements of the consolidated framework, this model allows VMG to:

- Scale a standardized compliance structure across geographies
- Maintain enterprise-level visibility and trend tracking
- Empower business units with accountable ownership
- Integrate compliance as a foundational component of future ESG reporting

The consolidation effort demonstrates how disciplined governance, supported by the right technology architecture, can evolve alongside operational growth without sacrificing rigor or accountability.