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Reimagine how you
manage risk

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As risk evolves, so must risk management

The more things change, the more new and emerging risks are encountered—with many of them popping up in unexpected places. This is particularly true given today's digital, interconnected markets and supply chains. And this is why a highly integrated, risk-intelligent approach to risk management is critical.

Operational responsibility for risk management is typically shared across multiple leaders and platforms, often trailing other organizational functions in corporate investment, talent, and innovation. Even if traditional risk management capabilities catch up to other vital enterprise functions, they're still likely to fall short—because traditional risk management no longer meets the demands of today's fast-paced and disruptive environment.

That's why it's imperative for risk management to evolve—to operate at the pace of your business and be integrated in your day-to-day operations to enable strategy, fortify resilience, and deliver results.

Increase success in decision-making

Risk Intelligence is a proactive, integrated approach to managing risk. It focuses on preventing loss *and* creating value. Pursuing opportunities *and* protecting existing assets. Building strategic flexibility *and* maintaining operational discipline.

Our Risk Intelligence professionals help organizations take a more proactive and strategic approach to risk that supports value preservation and creation. Our approach enables leaders to take calculated risks to pursue opportunities with confidence while protecting existing assets. It integrates risk thinking and processes into strategy and operations to enable strategic flexibility and maintain operational discipline.

Our Risk Intelligence practice helps boards and management teams increase their confidence in decision-making and boost the probability of success in choosing and executing their strategy. We do this by:

- Managing both the upside and downside of risk
- Bringing timely risk intelligence to the decision-making process
- Creating a dynamic risk management platform that's embedded in the business
- Improving resilience to navigate change and high-impact events

Integrated risk management programs achieve higher growth¹

92% of organizations with CAGRs greater than 5% rate their risk management programs as **somewhat to highly integrated**.

35% of CROs and **<25%** of other survey respondents view their programs as **integrated**.

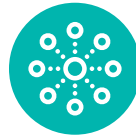
The takeaway? Integrated risk management programs tend to become more effective and efficient by developing methods of identifying, assessing, monitoring, and mitigating risks with an enterprise-wide view. Optimizing risk management by taking an integrated approach can enable organizations to deliver results and achieve higher growth more often.

¹ *Reimagine risk: Thrive in your evolving ecosystem*, Deloitte's 2019 survey of risk management, April 2019, Deloitte Development LLC.



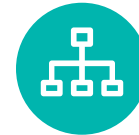
Embrace risk transformation

Today's risk leaders need a panoramic view of risk—an integrated, ecosystem-wide perspective that can lead to an understanding of the full risk landscape and its potential impact on organizations. This panoramic view spans what we like to refer to as the three E's:



Enterprise

This includes risks arising from within your organization as well as risks imposed upon your enterprise, such as financial, operational, technology, regulatory, compliance, reputation, talent, culture, governance, and operating model risks.



Ecosystem

Beyond the walls of your enterprise, your ecosystem includes the entire scope of suppliers, vendors, partners, alliances, and other stakeholders integral to your business success.



Environment

The external macro-environment covers the markets, geographies, and communities in which you operate. The environment can be a source of both risk and opportunity. This includes geopolitics, competition, natural disasters, regulatory uncertainty and reform, trade policies, immigration, capital markets, sustainability, etc.

Deloitte's approach to enterprise risk management (ERM)—which we call Risk Transformation—can better meet the demands of the marketplace and your business. It's a highly integrated approach that embraces the changing landscape by building and operationalizing risk capabilities with the potential to dynamically transform an organization's risk management impact.

Risk transformation is a journey, not a big bang phenomenon. It's an evolution that helps you achieve a deeper awareness and understanding of risk. And it helps you build a more dynamic platform that puts risk intelligence in the hands of the professionals that need it, when they need it, to improve decision-making and results.

Our Risk Transformation practice specializes in helping organizations implement practical approaches that bring risk to life “when and where the business experiences risk.” Our talented team of risk and industry specialists leverage leading methodologies, technologies, and capabilities to provide services through flexible delivery models.



Our Risk Transformation services include:



Enterprise risk assessment

An enterprise-wide assessment, covering the full landscape of risk, that helps organizations identify, assess, and prioritize the most critical risks to and from your strategy. The assessment leverages our proprietary framework and evaluates risk in the context of your enterprise, ecosystem, and business environment.



Risk program evaluation

The evaluation of an organization's ERM program and risk management capabilities against leading practices to understand current maturity, identify enhancement opportunities, and develop a roadmap to improve.



Risk program design

A collaborative process working with leaders to shape the vision, mandate, and design of a new or enhanced enterprise risk program that aligns with their corporate strategy, culture, and operating model. Outputs includes a program charter, governance model, reporting cadence, and tools to facilitate the identification and management of risks in an integrated manner across the enterprise.



Risk capability building

A go-forward approach to helping organizations evolve their risk culture and build stronger risk management capabilities by working closely with risk leaders to design and implement "fit for purpose" risk solutions that deliver timely risk intelligence to business leaders.



Risk response

A deep dive assessments of an organization's top risk(s) to evaluate root causes, potential impacts, current mitigation, risk appetite, and residual risk. Followed by the development and execution of risk response strategies, including the development, tracking and reporting of risk metrics and mitigation effectiveness.



Extended Enterprise Management (EEM)

A critical component of an overall ERM program, extended enterprise management helps organizations manage their third-party risk ecosystem by better understanding and mitigating risks, reducing financial leakage, and accelerating performance across the extended enterprise. Furthermore, EEM shifts the focus from cost to overall value and the delivery of specific benefits, such as lower cost of third-party relationships, reduced compliance and operational risk, and improved business decision-making.

Our end-to-end EEM services include:

- Strategy and program development solutions to assess, design, and implement a comprehensive EEM program
- Assessment and monitoring of third parties' risk profiles and potential areas of vulnerability
- Technology enablement solutions designed to help transform and continuously enhance EEM practices

Risk sensing and analytics

Our cloud-based cognitive sensing platform synthesizes thousands of open source and internal client data points to provide predictive risk intelligence. This powerful suite of machine learning technologies augments the deep domain experience of skilled analysts to analyze, assess, detect, monitor, and predict emerging issues that matter most to a company.

Risk sensing can help you:

- Identify trends and potential issues impacting brand and reputation related to your products, services, and workplace
- Detect, monitor, and prepare for high-impact events emerging in your external environment and ecosystem
- Sense for third-party risks and opportunities in your extended enterprise
- Proactively identify emerging strategic risks and opportunities (e.g., disruption, innovation, transactions)

By focusing on the risks and opportunities that matter most to your organization's strategy, a well-designed and executed risk sensing capability can help your business effectively sense threats, seize opportunities, and shape outcomes.

Take the risk out of reputation



Reputation has never been more valuable, as its worth can be up to 40 percent of a company's valuation. And it's a valuable economic asset that's rising on the risk agenda. Why? Because when reputation is strong, it acts like a magnet for talent, capital, and support. But reputation is fragile, and it's at the mercy of a volatile social climate, which can make it harder to manage and protect. Investors expect CEOs to steward reputation like other assets, yet no operating model exists to manage it.

We help organizations protect value and create advantage by better understanding, protecting, and building stronger reputations.

Whether rebuilding reputation after a crisis, stewarding it through disruption, or resetting it following a change moment, we help clients take an organizational approach based on performance, behavior, and communications.

Our reputation model and approach can help you:

- Better understand your reputation, drivers, and stakeholder opinion and how your reputation creates value
- Build resilience by better understanding reputation risk
- Put governance and ownership around reputation from the board to frontline employees
- Create competitive advantage by executing long-term strategic plans

Brand Operations Services

Your brand is a critical asset. But, running a business and maintaining brand health today is complex. A single customer experience can destroy a brand's reputation, therefore it's more critical than ever to establish a system of checks and balances that can build resilience—and enhance brand delivery and financial performance.

Our Brand Operations services help companies monitor, maintain, and enhance the health of their brands—from the front lines to the corporate office. We combine field-based services, market research, and analytics-driven technology to help companies systematically drive brand performance.

Whether you need help defining your brand standards, providing on-site training, performing on-site inspections, conducting customer experience evaluations, or uncovering new insights, we are your brand "go" team.

We offer:

- Industry specialists immersed in your brand to help you drive action and accountability in the field
- Scalable workforce with access to resources in more than 150 countries
- Flexible staffing model including a crowdsourcing network of more than 1 million third-party contractors
- An innovative performance management platform, TrueView, that puts actionable brand intelligence in the palm of your hands

Emerge stronger from a crisis

What kind of crisis could an organization face in the near or distant future that might put its reputation and business at risk? Whether physical, virtual, or financial in origin, such events can evolve quickly and challenge even the most experienced leaders.

Deloitte Risk & Financial Advisory can help organizations prepare for a crisis and emerge strong. We can assist with the strategic visioning and operational implementation of crisis management capabilities necessary to help you achieve your desired outcome. Our highly experienced Crisis Management team is equipped with leading-edge tools, insights developed over decades of serving public- and private-sector clients, and a deep understanding of federal and state recovery programs.

Our Crisis Management services include:



Preparedness

Through business continuity management to make sure the appropriate people, methods, and tools are in place to help businesses address major disruptions. Crisis simulation and war-gaming exercises are also conducted to immerse participants in simulated high-impact scenarios to help evaluate and strengthen their response preparedness and effectiveness.



Response and recovery

Through a wide range of capabilities, from strategic planning, stakeholder engagement, assessments of damage and immediate needs, and cost estimation and project formulation to grant fund maximization, budgeting and cost allocation, project closeout, and audit readiness and execution.



Resilience

Through risk assessments and program governance, diagnostic analysis and benchmarking, policies and procedures, systems development and integration, communications, compliance monitoring, and executive dashboards and reporting.

Experience risk intelligence

We can help leadership teams expand their risk intelligence through leading-edge informational and educational experiences.

Spark Experiences

An innovative way to introduce new, disruptive risk intelligence capabilities. Through an experiential one-hour meeting or a collaborative full-day session, participants will have the ability to:

- Explore key issues and opportunities related to risk management
- Become immersed in advanced, technology-enabled solutions
- Experience new prototype solutions through audio and visual technology

Risk Intelligence Labs

Immersive one-day sessions that empower both new and experienced risk executives to prepare, execute, and lead with confidence.



The CRO Transition Lab

Helps new CROs develop a plan for defining and communicating priorities, developing a strong team, establishing the trust and influence of key stakeholders, and creating an action plan for the next 180 days on the job.



The Elevate Lab


Helps veteran CROs elevate their performance by exploring specific challenges and issues in a confidential environment, taking a fresh look at priorities, evaluating talent and stakeholder relationships, and creating an actionable plan for moving forward.

Lead the way with risk intelligence

Deloitte Risk & Financial Advisory is recognized as a leader in providing risk, financial advisory, and cybersecurity services throughout the world. We've achieved that distinction through:

- Global access and responsiveness
- Specialized skills and experience developed working in the marketplace with leading organizations
- Proprietary methodologies, tools, and accelerators
- Industry focus and experience
- Solution delivery centers in key markets around the world
- Flexibility in how we engage with clients
- Collaboration with risk luminaries and academics

Organizations that have evolved their approach to risk have embraced analytics, technologies, and innovations that harness data, expertise, and experience to drive a broader, more nuanced view of risk.



Deloitte was recognized
as a 2019 global leader in
Strategic Risk Management
Consulting by ALM²

² ALM Intelligence; Strategic Risk Consulting 2019; ALM Intelligence estimates © 2019 ALM Media Properties, LLC. Reproduced under license.

Let's talk

Isn't it time to rethink your approach to risk management? Contact us to learn more about how you can reimagine risk to reveal new strategic opportunities and value for your company.

Chris Ruggeri

National managing principal | Risk Intelligence
Deloitte Transactions and Business Analytics LLP
cruggeri@deloitte.com
+1 212 436 4626

Keri Calagna

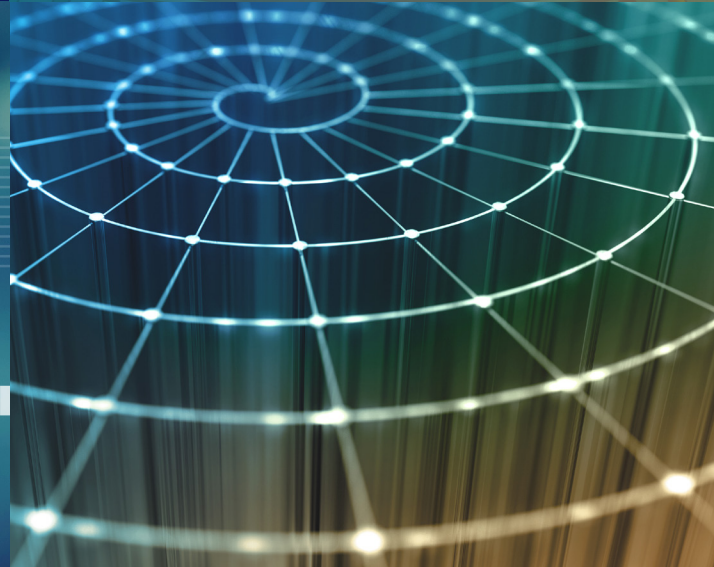
Principal | Risk Intelligence
Deloitte & Touche LLP
kcalagna@deloitte.com
+1 212 492 4461

Dan Kinsella

Partner | Risk Intelligence
Deloitte & Touche LLP
dkinsella@deloitte.com
+1 402 997 7851

Rhoda Woo

Managing director | Risk Intelligence
Deloitte & Touche LLP
rwoo@deloitte.com
+1 212 436 3388





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