

Enterprise Risk Management

Insights

Crowe client experience and market knowledge have demonstrated that enterprise risk management (ERM) programs can lose relevance and effectiveness over time due to factors such as:

- Little insight emerging from risk assessments
- Lack of visible leadership support
- Conflicting performance expectations
- The perceived administrative burden of the program
- Entrenched management silos
- Apparent resistance to change
- Inadequate commitment of resource tools and training

The distinctive value of sustainable risk management can be achieved only when business leaders succeed in embedding risk management practices and awareness into the organization, systems, processes, capabilities, and culture that are already in place.

Your Challenges

Today's companies are experiencing increasingly complex challenges in deploying their risk management programs. This is due to a variety of factors including globalization, intensified regulation, extended and expanded enterprises, heightened scrutiny of data protection, and the persistent drive to optimize resources.

Strong executive leadership and a clear demonstration of the operational benefits are essential to securing a commitment to risk management by the Board of Directors and operational managers.

The risk management program must also respond to the expectations and needs from various stakeholders. Embedding ERM into the cultural and operational norms of the organization will drive sustainability while integrating the risk management process within the operations and across functions will drive results.

Questions for Business Leaders

- How are emerging risks handled within the organization?
- Are business opportunities assessed with risk in mind?
- Do current dashboards include global and real-time risk indicators?

About Crowe Risk Consulting

- More than 1,000 risk consultants globally with one single management team
- Seasoned practitioners with strong insights in governance, risk and compliance
- Part of the Crowe Horwath International network of 29,000 professionals globally
- “Advisory firm of the year”
 - International Accounting Bulletin (IAB) 2013
- “Top 7 Global Risk Consulting firm”
 - Gartner 2013



*More than 1/3 of organizations believe a lack of involvement by top management hinders the risk management process**

*In less than 50% of organizations, risk experts are included in the strategic decision-making process**

*Source: Mastering Risk Awards 2013 CROWE – IFACI

What We Believe

Focusing on four attributes of leadership – strategy, organization, culture and change management – helps drive the sustainability of an ERM program. Integrating the risk management process will drive results. The Crowe Sustainable Risk Management framework accomplishes both by:

Building on What's Already Working

Improvements to risk management are most readily accepted, successful, and sustained when processes and activities that are already familiar to the organization are refined and enhanced, especially when these improvements are focused on the achievement of strategic goals.

Focusing on the Governance

Adapting risk management to the strategy and organizational structure of the enterprise – with clear governance, roles, and responsibilities – will reinforce the right risk management behavior.

Shaping Culture to Support Transformation

Corporate culture is key to the necessary tradeoff between risk and return. The right risk culture provides the best assurance that the organization's resources will recognize and respond appropriately to both known and emerging risks.

Looking Beyond the Enterprise

External stakeholders – such as regulators, vendors and outsource providers, alliance partners, and distributors – have a significant impact on the organization's risk profile internationally.



Crowe Sustainable Risk Management Framework:
Focuses on the leadership attributes that are important to the sustainability of a risk management program.

How You Benefit

We help global organizations by:

Enhancing the Efficiency of the Risk Management Process

Our solutions:

- Risk management maturity assessment
- Governance restructuring
- Design and roll-out of risk management program
- Support to integration between risk functions

Incorporating Risk Management Into the Decision-Making Process

Our solutions:

- Enterprise risk identification and evaluation
- Key risk indicators and escalation procedures
- Risk reporting

Onboarding Managers Into an Enterprise Risk Management Program

Our solutions:

- Risk culture assessments
- Communication and training

Contact Information

North America

Marc Dominus
marc.dominus@crowehorwath.com

Europe

Jonathan Burnett
jonathan.burnett@crowehorwathgrc.com

Asia Pacific

Yangchew Ooi
yangchew.ooi@crowehorwathgrc.com