

## Enterprise Risk Assessment

What are your top risks and how do you plan to address them?



# Overview

Conducting an enterprise-wide risk assessment brings together your organisation's key personnel to identify threats, critical risks and impacts that should be considered when pursuing the overall mission and objectives of the organisation. By systematically assessing enterprise risks, your organisation will be in a position to:

- Identify the key risks hindering the achievement of strategic objectives;
- Establish a well-defined process for communicating significant risks to Executives and the Board;
- Create the foundation for strategic planning and decision making through targeted risk responses; and
- Achieve legal compliance with the Swiss Code of Obligations whilst creating ongoing value for the organisation.

## Our methodology

Deloitte's risk assessment methodology uses market-proven processes and procedures developed over the years that emphasize collaboration and input from individuals across the organisation.



- Clarification of organisational objectives and goals sets the tone for understanding the organisation's operations and working environment.
- Gathering perspectives from the people "on the ground" goes a long way toward helping leaders understand what risks could have the most significant impact on the organisation over the next business cycle (3-5 years).
- The use of anonymous voting technology solicits input and fosters discussion. Insightful results in turn promote buy-in while achieving consensus.
- Reporting on both process and results enables Senior Management and Governing bodies to understand the key risks facing the organisation as well as next steps for integrating risk assessment results into business operations.
- Risk assessment outcomes help organisations to establish strategic priorities and activities to tackle key risks.

## Business benefits

### Strategy planning

- Establishing a clear link between objectives, risks and selected strategic initiatives.
- Aligning project participants to organisational priorities.
- Supporting decision making and efficient resource allocation.

### Risk reporting

- Avenue for continuously communicating the "real risks".
- Opportunity for a pragmatic risk management policy and process documentation.

### Formalizing risk response

- Developing formal action plans and risk measures for risks falling outside the acceptable tolerance levels.
- Identifying risk champions responsible for the overall implementation and monitoring of risk mitigation plans.
- Bringing focus to future risk-related initiatives (internal audit, project risk management, business continuity planning, etc.).

### Risk culture and ownership

- Increasing risk culture and ownership at all levels of the organisation thus enhancing the organisation's ability to understand, identify and proactively manage risks.
- Improving cross-functional risk identification and cross-departmental communication.

### Compliance management

- Complying with the legal requirements of the Swiss Code of Obligations whilst creating more value from your investment in compliance.

Risk assessment initiatives are rarely seen as the end of the Enterprise Risk Management (ERM) process. To adequately manage and mitigate the critical risks that fall outside acceptable tolerance levels, organisations should take action. An effective risk assessment should result in the creation of risk responses and the set-up of control and monitoring activities.

## Risk assessment approach

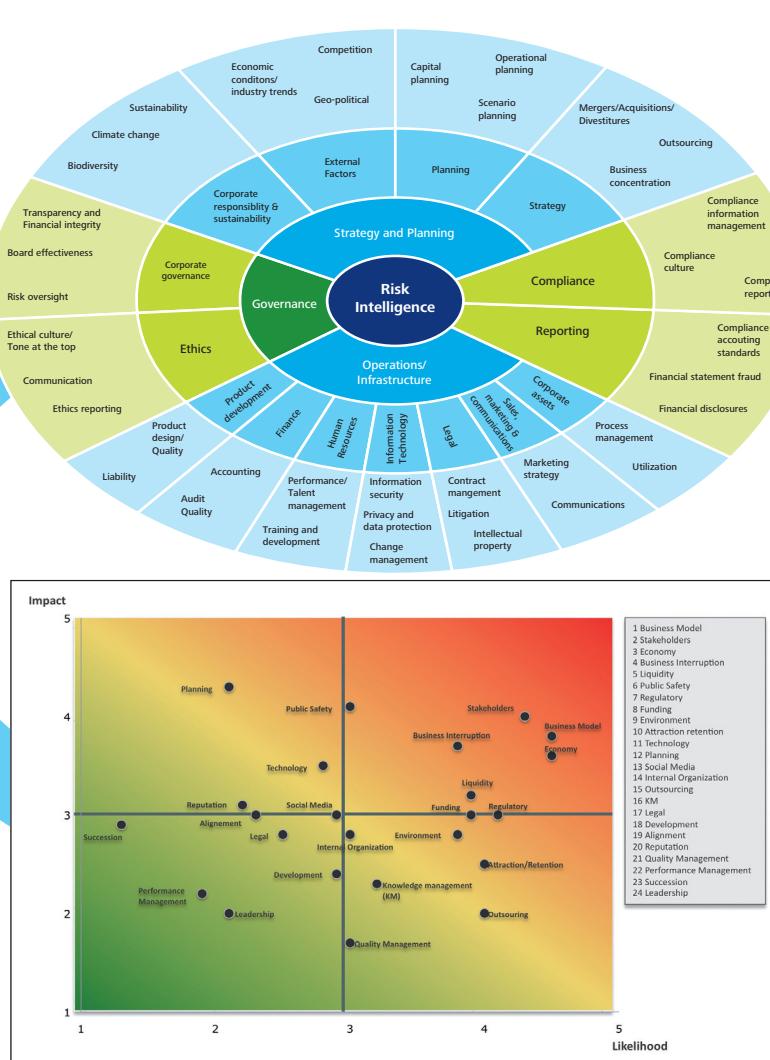
Our expert team will facilitate interviews and workshops with your organisation's key individuals for a range of risk areas. Deloitte will assist you in the identification, prioritisation and planning of remediation activities for critical risks. The process is conducted by and for your organisation.

### Organisational Mission and Objectives

### 1. Risk Interviews

### 2. Risk Universe

### 3. Risk Register



### 6. Action planning

### 5. Risk prioritisation

### 4. Risk Voting

---

No Risk Management program can get very far without an in-depth understanding of the specific risks that an organisation faces. That is why risk identification and assessment are important – as a way for the organisation to get a handle on the universe of significant risks it faces, and to determine how important each risk is to the achievement of its overall goals.

## Your contact team

### Zurich

**Philipp Lanz**  
Direct: +41 (0)58 279 64 69  
Email: [planz@deloitte.ch](mailto:planz@deloitte.ch)

### Geneva

**Sebastien Sarrazin**  
Direct: +41 (0)58 279 82 43  
Email: [ssarrazin@deloitte.ch](mailto:ssarrazin@deloitte.ch)

**Jenni Kettunen**  
Direct: +41 (0)58 279 64 25  
Email: [jkettunen@deloitte.ch](mailto:jkettunen@deloitte.ch)

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited ("DTTL"), a UK private company limited by guarantee, and its network of member firms, each of which is a legally separate and independent entity. Please see [www.deloitte.com/ch/about](http://www.deloitte.com/ch/about) for a detailed description of the legal structure of DTTL and its member firms.

Deloitte SA is a subsidiary of Deloitte LLP, the United Kingdom member firm of DTTL.

Deloitte SA is recognised as auditor by the Federal Audit Oversight Authority and the Swiss Financial Market Supervisory Authority.

This publication has been written in general terms and therefore cannot be relied on to cover specific situations; application of the principles set out will depend upon the particular circumstances involved and we recommend that you obtain professional advice before acting or refraining from acting on any of the contents of this publication. Deloitte SA would be pleased to advise readers on how to apply the principles set out in this publication to their specific circumstances. Deloitte SA accepts no duty of care or liability for any loss occasioned to any person acting or refraining from action as a result of any material in this publication.

© 2013 Deloitte SA. All rights reserved.

Designed and produced by The Creative Studio at Deloitte, Zurich. 30977A