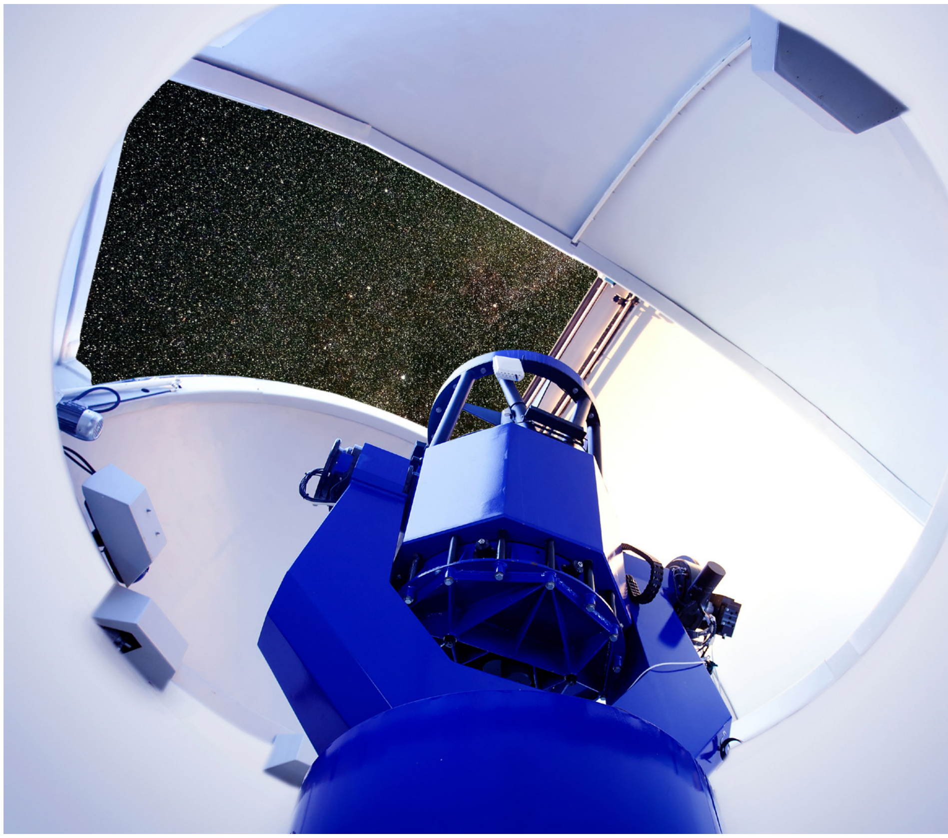

Exploring Strategic Risk

300 executives around the world say their view of strategic risk is changing

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The findings in this report are based on a global survey of over 300 respondents from the Americas (33%), Europe/Middle East/Africa (33%), and Asia/Pacific (34%). Nearly all respondents were C-level executives (263), board members (22) or specialized risk executives (21). Surveyed companies came from all five major industry sectors (consumer/industrial products (C&IP), life sciences/health care (LS&HC), technology/media/telecommunications (TMT), energy/resources (E&R) and financial services (FS), and all had annual revenues in excess of US$1 billion (or equivalent).

Additional detailed insights were obtained from personal interviews with executives from eight leading companies, with a balanced mix of representation from major industries and global regions. For more information, visit www.deloitte.com/strategicrisksurvey.

Executive summary

Business executives around the world say their understanding of the universe of strategic risk is changing. Here's how.

Managing risk effectively has always been a touchstone of the most successful companies. But in today's risk-filled business environment, it can be hard for executives to have confidence that their plans and strategies will play out as expected. A big reason is that strategic risks – those that either affect or are created by business strategy decisions – can strike more quickly than ever before, hastened along by rapid-fire business trends and technological innovations such as social media, mobile and big data. Companies that fall behind on the innovation curve may quickly fall prey to innovation's evil twin – disruption. That is just one of the reasons managing strategic risk has become a high priority for many executives.

"It used to be that if certain risks were to happen, a company could have up to a news cycle to respond," says Phil Maxwell, Director Enterprise Risk Management, The Coca-Cola Company. "The speed of risks is so much greater now, and as a result you have to be more prepared – faster to respond than you were in the past. That's one of the biggest differences today versus even three or four years ago."

In a recent study, we uncovered significant evidence that many other businesses around the world are also adopting a new view of the risk universe. The study, conducted in the spring of 2013 by Forbes Insights, on behalf of Deloitte, was a global survey of strategic risk management practices at more than 300 major companies around the world. In the survey, Deloitte wanted to better understand how businesses can manage strategic risk more effectively – both now and in the future. The survey explored a wide range of issues and questions, including: To what extent are companies considering and addressing risks when developing and evaluating their business strategies? What new risks do their strategies create? Which strategic risks are critical to avoid – or essential to take? What is the strategic impact of new technologies, and which investments are essential to managing risks and exploiting new opportunities? Also, even if a company's strategy is executed flawlessly, what other risks could undermine the business? Focus areas of the survey included the alignment of strategy and risk, monitoring strategic investments, and emerging views of strategic risk management.

While some findings reinforced what many already believe, there were also some surprises. Here are a few of our key findings:

- Strategic risk has become a major focus, with 81% of surveyed companies now explicitly managing strategic risk – rather than limiting their focus to traditional risk areas such as operational, financial and compliance risk. Also, many companies are taking a broad view of strategic risk that doesn't just focus on challenges that might cause a particular strategy to fail, but on any major risks that could affect a company's long-term positioning and performance.

- Most companies are not just making strategic risk management a higher priority; they are changing how they do it. In fact, nearly all respondents (94%) have changed their approach to strategic risk management over the past three years. The numbers were slightly higher in Asia/Pacific (96%) and slightly lower in Europe/Middle East/Africa (EMEA) (91%).
- A key improvement is that more and more companies are integrating strategic risk analysis into their overall business strategy and planning processes – and the integration seems to be working. Among the companies surveyed, 61% now believe their risk management programs are performing at least adequately in supporting the development and execution of business strategy.
- Strategic risk management is a CEO and board-level priority. Two thirds (67%) of the surveyed companies say the CEO, board or board risk committee has oversight when it comes to managing strategic risk.
- Reputation risk is now the biggest risk concern, due in large measure to the rise of social media, which enables instantaneous global communications that make it harder for companies to control how they are perceived in the marketplace.
- Other technologies are also having a major impact on the business and risk landscape. The majority of surveyed companies (53%) believe technology enablers and disrupters such as social, mobile, and big data could threaten their established business models, and 91% have changed their business strategies since those technologies began to emerge. The technologies have had their biggest impact in three sectors: TMT (97%), C&IP (96%), and Life Sciences (94%). Regionally, the biggest impact was in Asia/Pacific, where 98% of respondents report having changed their business strategies.
- Three years from now, human capital and the innovation pipeline are expected to be the top strategic assets that businesses will need to invest in.

We have witnessed an information explosion in the past decade – what Tom Friedman of The New York Times recently called "the Great Inflection"[1] – a hyper-connected world grounded in social media, cloud computing, 4G wireless, ultra-high-speed bandwidth, system-on-a-chip (SOC) circuits, mobile devices, tablets, etc. Managing risk in this new business universe requires much more than listening to customer feedback. The accepted information hierarchy – including established newspapers and media outlets – has rapidly given way to a multidimensional information matrix where no single voice dominates. Information and opinions of all kinds are easier to access – yet more difficult to evaluate and control.

In response to these issues and trends, companies are making a deliberate effort to improve their strategic risk management capabilities and performance.

Traditional approaches for managing risk tend to focus on monitoring leading financial indicators as well as the evolving regulatory environment. However, because they are generally grounded in audited financial statements, the resulting risk strategies and hedges are largely driven by prior performance and past negative events – and do not necessarily serve to detect future strategic risks or predict future performance. As such, they are more focused on protecting value than creating it.

This report takes a closer look at our survey findings, and offers deep insights into what companies in most major industries and regions around the world are doing to manage strategic risk more effectively – and how they are using strategic risk management as a tool to make decisions with more confidence and create greater business value.

Four types of risk

Throughout this report, we will refer to four main categories of risk that Deloitte considers to be broadly consistent with the way many companies think about risk.

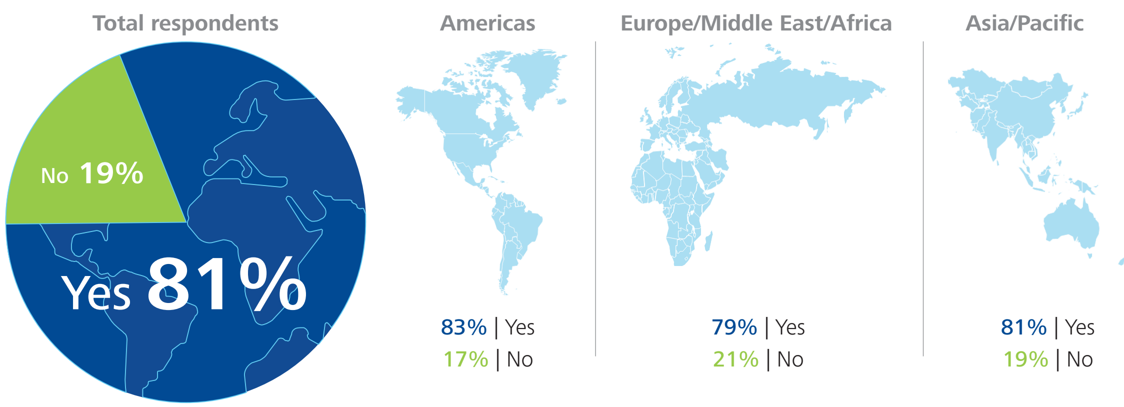
- Strategic risks are risks that affect or are created by an organization's business strategy and strategic objectives.
- Operational risks are major risks that affect an organization's ability to execute its strategic plan.
- Financial risks include areas such as financial reporting, valuation, market, liquidity, and credit risks.
- Compliance risks relate to legal and regulatory compliance.

[1]http://www.nytimes.com/2013/01/30/opinion/friedman-its-pq-and-cq-as-much-as-iq.html?partner=rssnyt&emc=rss

Strategic risk emerges as a key focus for businesses around the world

The survey shows that the vast majority of companies (81%) are now explicitly and actively managing strategic risks – and the results were quite consistent across all regions and industries. What's more, many companies are taking a broader view that doesn't just focus on the risks that might cause a particular strategy to fail, but on whatever key risks could affect a company's long-term positioning and performance.

Q. Does your organization have an explicit focus on managing strategic risks?



"Risk is at the forefront of everybody's thinking," says Reto J. Kohler, Managing Director, Head of Strategy, Corporate & Investment Banking, Barclays. "When we develop a strategy we think about the risks associated with it, but also what [business] risks are minimized by following that particular strategy."

"When you are dealing with risks, Corporate Management should proactively focus on strategic and transversal risks and Business Units are responsible for managing the risks they own," says Elisabeth Pacaud, Associate Vice President, Group Risk Management at Sanofi. "A strategic risk is one that directly impacts the company's identified strategic goals whether they are diversification, innovation, or emerging countries."

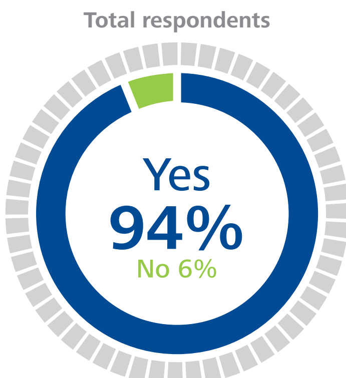
Managing strategic risks effectively can do more than just protect value by avoiding potential downsides; it can actually help create value by taking advantage of uncertainty and volatility to maximize gains and improve competitive positioning.

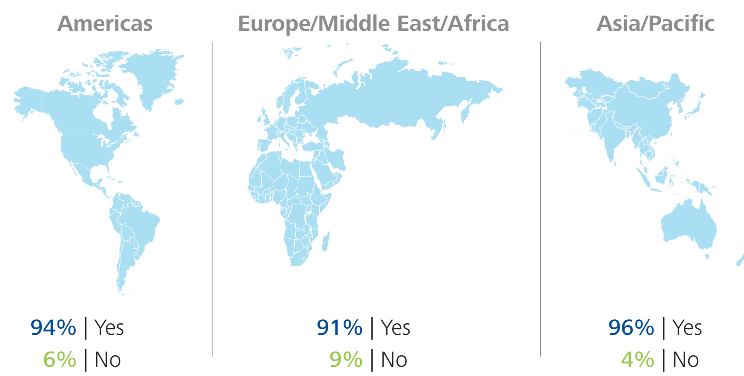
"Risk is uncertainty, "says Sandra G. Carson, VP, Enterprise Risk Management and Compliance, Sysco Corporation. "But we have to take risks to get to our goals, especially during changing times. So strategic risk is not just the negative impact of risk but also the sub optimization of gain. I think companies that figure out both the value protection and value creation part of risk are going to set themselves up for success."

Companies changing how they manage strategic risks

Companies aren't just increasing their focus on managing strategic risks; they are changing how they do it. In fact, nearly all respondents (94%) have changed their approach to strategic risk management over the past three years. The numbers were slightly lower in EMEA (91%) and slightly higher in Asia/Pacific (96%).

Q. Has your approach to managing strategic risks changed in the last three years?





Strategic risk management is "not about doing it the way we've always done it," says Jennifer Evans, Chief Risk Officer Australia, ANZ, "but to have creative and innovative thinking around defining what the strategic risks are."

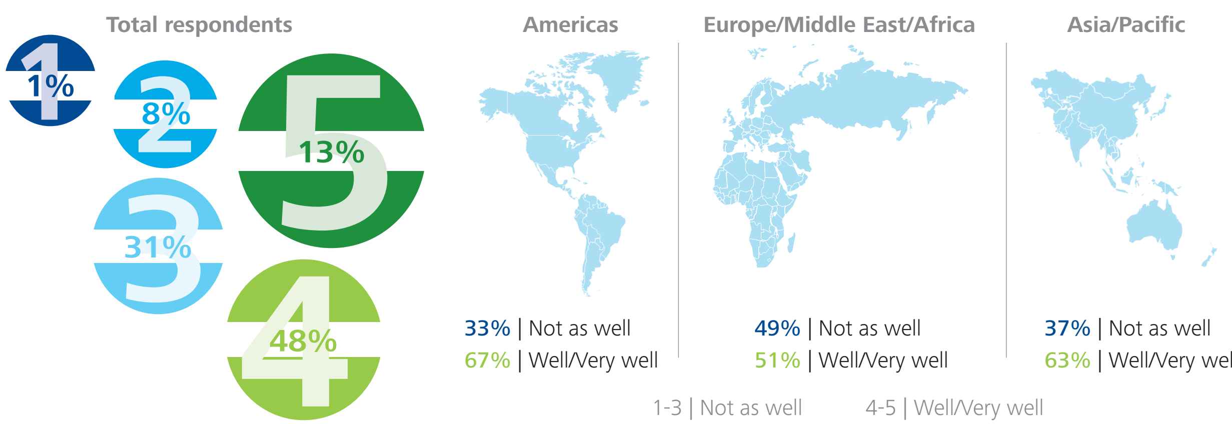
"In former times, we were very much focused on quantifiable risks and had the tendency to quantify risks in order to report them as part of our enterprise risk management," says Dr. Georg Klein, Chief Risk & Internal Control Officer, Corporate Finance and Controlling, Siemens AG. "However, we found that some of the most relevant risks might only have a financial implication after a couple of years or it might even be quite hard to have a sensible estimate on the financial impact of these risks. So we decided to consciously expand from a pure quantification approach of risks to a more qualitative approach that allows integration of soft data for issues such as regulation, media or reputation. This provides a more comprehensive picture of the challenges that are in front of the company."

"We've evolved in our thinking about strategic risk," says Sysco Corporation's Sandra G. Carson. "When we started out, we were trying to figure out the process. Now, as our program and this discipline around enterprise risk evolves, so too does our thinking around strategic risks. We have a specific process that drives our enterprise risk discipline, and our strategic risk investments are determined by this process. It is flexible enough to change and stay relevant, but also structured enough to provide value and be taken seriously."

Risk management now being integrated with business strategy

Perhaps the biggest change is that more companies are integrating strategic risk analysis into their overall business strategy and planning processes. And their efforts seem to be paying off. The survey results show that 61% of companies now believe their risk management programs are performing at least reasonably well in supporting the development and execution of business strategy. The numbers are lower in EMEA (51%) and slightly higher in the Americas (67%) and Asia/Pacific (63%). That's not to say there isn't significant room for improvement. According to the overall results, only 13% of companies rate their risk management programs 5 out of 5 in terms of supporting the development and execution of strategy, and 40% consider them inadequate. The results are significantly worse in EMEA, where only 5% rate their risk management programs 5 out of 5 and 49% rate them inadequate.

Q. On a scale of 1 to 5, how well do you think your risk management program supports your ability to develop and execute your business strategy? (5 indicates very well)

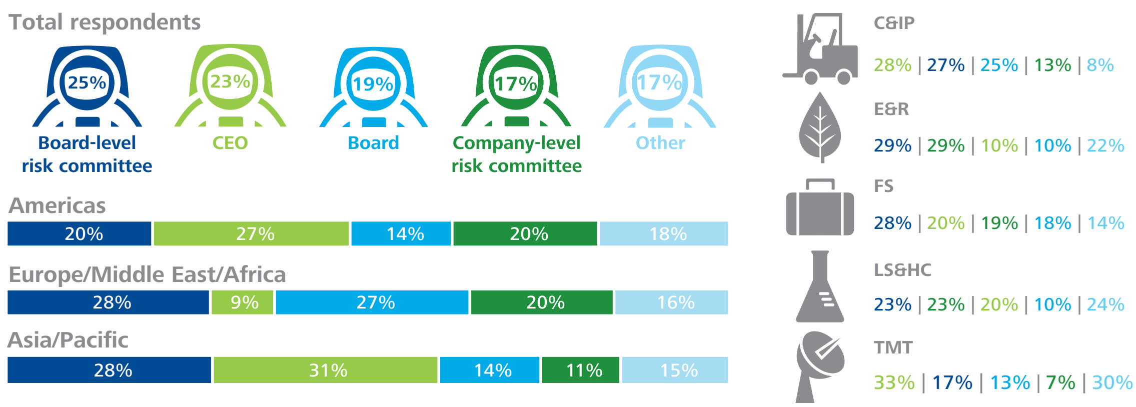


Cisco is also making a deliberate effort to integrate enterprise risk management with the business. "In the past, we collected information via an assessment or a survey. However, we wanted to develop more of a consultative approach to ERM, as opposed to just filling out a survey," says Valerie Spillman, Senior Manager, Enterprise Risk Management, Cisco Systems. "We are working towards a closed-loop approach with the business where we collect information but also prove to be an enabler and value-add function. ERM is currently performing a deeper dive on enterprise risks to further validate quantifying the risk and determining what action plans, if any, are in place or need to be in place to better manage the risk."

Boards and CEOs driving strategic risk management

Two thirds (67%) of the surveyed companies say the CEO, board or board risk committee has oversight over strategic risk. In EMEA, CEO direction is much lower than average and board direction is higher. Top-level oversight is particularly common at consumer companies, followed by companies in financial services and TMT.

Q. Who primarily determines your company's approach to managing strategic risk?



"We have heavy involvement from the executives, the senior leadership team, and the board," says Sandra G. Carson of Sysco. "When I talk about enterprise risk, that's really top-down for us."

At Pola Orbis Holdings "the board of directors is responsible for setting the approach to risk management strategy after screening by the Group's Corporate Social Responsibility (CSR) officers, because the Group has multiple business operations and it's necessary to set the approach to strategic risk from different angles," says Akira Fujii, the company's director of PR/IR and CSR. "Each group company determines risks and takes measures to meet their business needs. Important matters – including the risk strategy of each group company – will be discussed and decided at Pola Orbis Holdings' board meetings."

"Our risk management policy is set by our managing board," says Siemens AG's Dr. Georg Klein. "On the other side, the organizational and accountability structure is primarily set around Siemens' four sectors: Energy, Industry, Infrastructure & Cities and Healthcare. Sector managers, together with regional clusters and corporate units, implement risk management programs that are tailored to their specific industries and responsibilities, yet consistent with the overall policy established by the managing board."

Today's high level of CEO and board involvement is a clear indicator of the growing importance of strategic risk management.

Reputation cited as the #1 risk

Reputation is now rated as the highest impact risk area – not just overall, but for most individual sectors as well. Three years ago, reputation was already the top risk area in financial services – and remains so today. However, in the energy sector, for example, reputation risk wasn't even in the top five three years ago, but today is number one – perhaps fueled by headlines about fracking, oil spills, and the Alberta tar sands. A similar rise in reputation risk has occurred in life sciences and health care, likely driven by health care reform efforts in the U.S. and ongoing concerns about the skyrocketing cost of pharmaceuticals and health services.

Q. Which of the following risk areas have the most impact on your business strategy (three years ago, today, and three years from now)?*

2010	Today	2016
41% | **Brand**	40% | **Reputation**	29% | **Economic trends**
28% | **Economic trends**	32% | **Business model**	26% | **Business model**
26% | **Reputation**	27% | **Economic trends | Competition**	24% | **Reputation | Competition**

"Business Strategy integrates the environmental changes. The emergence of new communication models such as mobile, social networks is one of these key changes which might impact reputation in different and faster modes than before," says Sanofi's Elisabeth Pacaud. "Therefore, as other companies we have had to adapt our vigilance on risks impacting reputation to ensure they are accurately anticipated and proactive controlled."

According to the companies interviewed, social technologies are one of the main factors driving rising concerns about reputation. Given the speed and global reach of social media, companies today are at much greater risk of losing control over how they are perceived in the marketplace[2].

"One of the big changes in recent years is speed to market," says ANZ's Jennifer Evans. "As a consequence of social media, reputations built up over decades can be challenged in an instant. Customers are able to make decisions on an organization based on social media comment, potentially well before your ability to be able to defend or articulate a response."

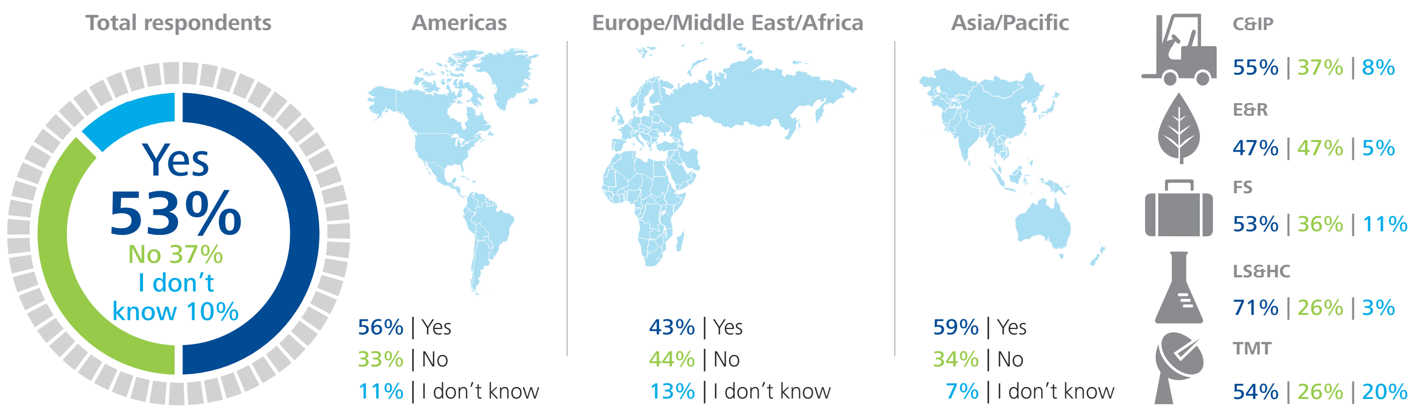
*Respondents could choose more than one answer; the top three are shown above.

[2] To view industry results, visit www.deloitte.com/strategicrisksurvey

Emerging technologies have the power to disrupt business models

The majority of surveyed companies (53%) believe technology enablers and disrupters are emerging that won't just affect their business results but could actually threaten their established business models. In fact, as shown on page 9, respondents rated business model risks the #2 impact area in both 2013 and 2016.

Q. Do you see technology enablers and/or disrupters on the horizon that may threaten your business model?



Companies in Asia/Pacific – where the highest percentage of respondents have already changed their business models – seem to be more aware of this threat (59%) than those in other regions. The number was significantly lower in EMEA (43%). From an industry perspective, the percentage of companies that see the potential for business model disruption is highest in life sciences (71%).

The top five technology threats are social media (47%), data mining and analytics (44%), mobile applications (40%), cloud computing (38%) and cyber attacks (36%).

In the Americas, data mining and analytics is viewed as the top technology enabler/disrupter (56%), while in EMEA the top focus is on social media (50%). In Asia, social media and mobile applications tie for the top spot at 51% each. We have already noted the huge impact that social media is having on reputational risk – and on the speed and global reach of risks in general. Other technologies such as data mining and analytics, mobile and cybersecurity are also having a major impact.

Q. Which of the following technology enablers and/or disruptors do you believe may threaten your business model?*

Total respondents

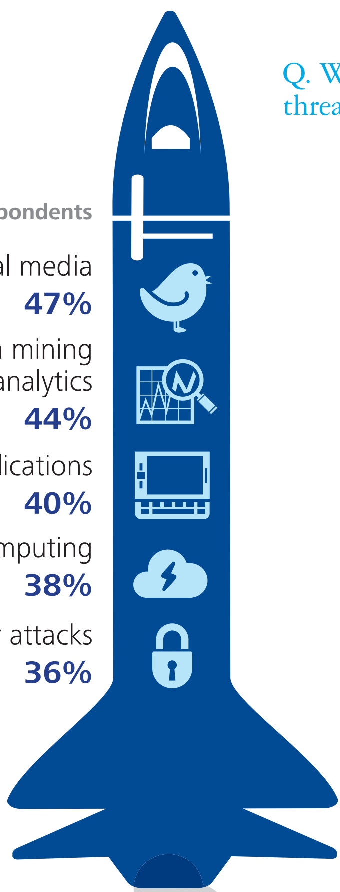
Social media
47%

Data mining and analytics
44%

Mobile applications
40%

Cloud computing
38%

Cyber attacks
36%



Americas

56% | Data mining and analytics
40% | Social media
39% | Cloud computing
37% | Mobile applications
33% | Cyber attacks

Europe/Middle East/Africa

50% | Social media
39% | Cyber attacks
34% | Cloud computing
27% | Mobile applications
25% | Data mining and analytics

Asia/Pacific

51% | Social media
51% | Mobile applications
46% | Data mining and analytics
39% | Cloud computing
36% | Cyber attacks

*Respondents could choose more than one answer; the top five are shown above.

Big data and data analytics can help companies make sense of the vast information – and disinformation – that they now have available both internally and on the internet (including social media). Activities include monitoring news, tips, and rumors about competitors as well as following or influencing the changing tastes and demands of consumers. Consumer preferences are being shaped by an ever wider set of influences and trends that can originate anywhere that companies do business. Of course, not all data is pertinent or valuable to assessing strategic risk. So the challenge of data analytics is to sift through the data, determine the most important risks and risk indicators, and then establish a model to follow and appraise the data while also updating the strategic risk profile on an ongoing basis.

At Coca-Cola, data mining and analytics are a significant focus. In particular, the company is currently engaged in discussions about big data and how to manage and monitor information. "If you think about risk management, a key activity is to prioritize where you should invest your resources," says Coca Cola's Phil Maxwell. "Being able to harness data could increase confidence that you're looking at the right types of data and risks. Big data could be a tool to help you understand more of the emerging risks, but I think what people find is it's very difficult to figure out how to put your arms around that. The key question is how to parse through the data to find something that's actually meaningful and relevant for your organization."

Given Cisco is a trusted leader in the hi-tech industry, one of the biggest risk issues is cyber security as this relates to the company's core business. "Because we're in the IT industry and we're managing data, I think the protection of information – cybersecurity, or any kind of IT security, information and asset protection – is a very important risk to us," says Cisco's Valerie Spillman. "The problem is hackers are always one step ahead, so protecting data is always going to be on top of the list."

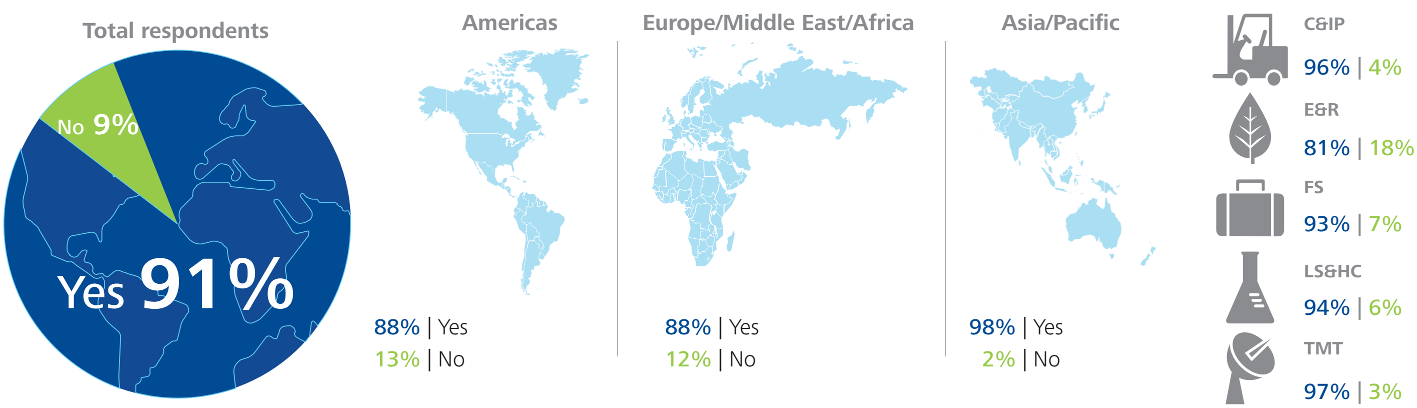
Siemens also acknowledges the major impact of new technologies but doesn't necessarily view them as an extraordinary threat – but rather as a standard part of managing risk. "Mobile, social, and big data issues definitely have an impact; but they are analyzed as part of our strategy process," says the company's Georg Klein. "It depends on the maturity of your strategy. If your strategy is relying on a set of static assumptions, then when there are disruptive changes, let's say in IT technology or some other market parameters, these changes would negatively impact your business model. But if you are dynamic, in the face of disruptive change, you might only need to modify your approach incrementally."

New technologies drive new business strategies

The emerging technology enablers and disrupters are prompting many companies to rethink their business strategies. In fact, 91% of the surveyed companies say they have changed their business strategies since the emergence of mobile, social, big data and various other major technology innovations.

According to the survey data, these new technologies are having an impact on companies in every region and industry; however, some areas are being more affected than others. For example, the biggest impact is being felt in three sectors: TMT (97%), C&IP (96%), and Life Sciences (94%). Regionally, the biggest impact is in Asia Pacific, where 98% of respondents report having changed their business strategies.

Q. Has your business strategy changed since the emergence of mobile, social, digital, big data, and other innovative technologies?*



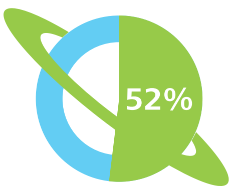
“Being able to harness data could increase confidence that you’re looking at the right types of data and risks.” Phil Maxwell, Director Enterprise Risk Management, The Coca-Cola Company

* Percentages throughout may not add up to 100% due to rounding.

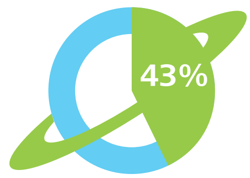
Companies make specific improvements to strategic risk management

As companies strive to improve their strategic risk management capabilities and performance, there are three specific areas they are focusing on: increasing the frequency and budget for monitoring and managing strategic risks (52%), continuous monitoring of strategic risks (43%), and increased executive staffing assigned to managing strategic risks (38%.) Consumer companies in particular are investing heavily in these three areas.

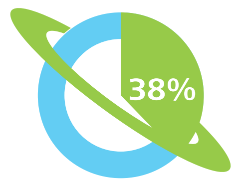
Q. How has your approach changed?*



Increased frequency and budget for monitoring/managing risks



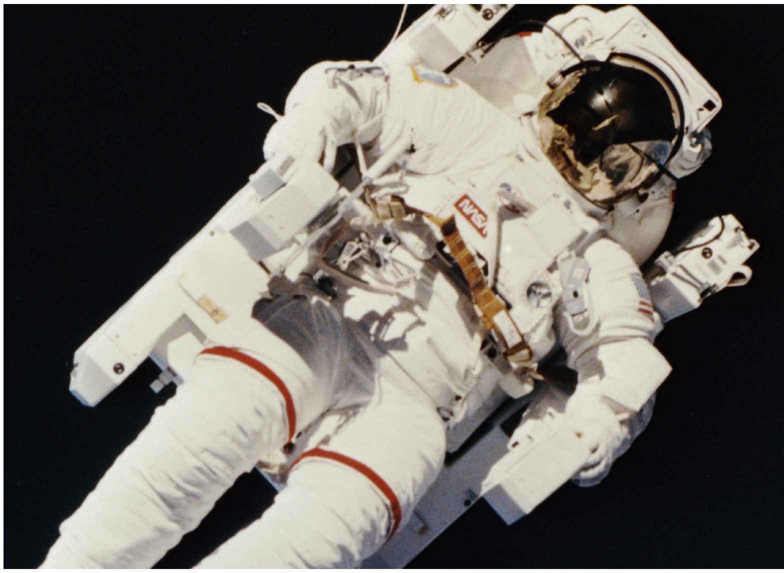
Started to monitor and manage this area continually



Increased the number of executives assigned to this area

"It all comes back to funding, whether it's resource allocation or funding to do a project," says Cisco's Valerie Spillman. "In the era of scarce resources where there are more priorities than available funds, our job is to help Cisco's leadership team make decisions as informed as possible. These include risk tolerance trade-offs as well as competing priorities."

"When we develop a strategy we think about the risks associated with it, but also what {business} risks are minimized by following that particular strategy." Reto J. Kohler, Managing Director, Head of Strategy, Corporate & Investment Banking, Barclays



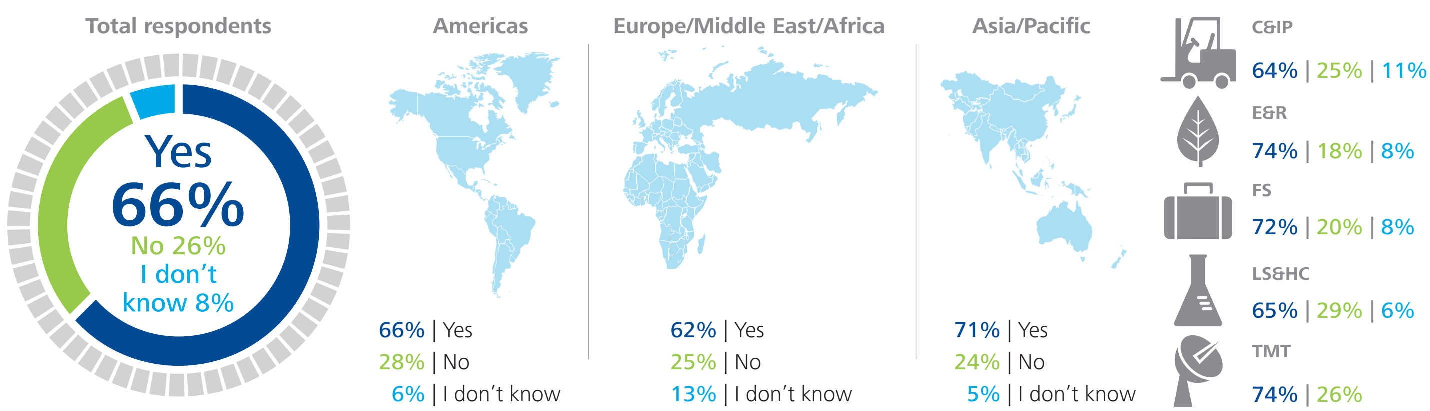
*Respondents could choose more than one answer; the top three are shown above.

Many companies are also working to hone their definition of strategic risk. According to the survey, 66% of companies have established a common definition of strategic risk, with three industries leading the pack: TMT (74%), energy (74%) and FSI (72%). Regionally, the numbers were fairly consistent, with EMEA somewhat lower than average (62%) and Asia/Pacific somewhat higher (71%).

What's more, over half of respondents state the definition includes risks associated with competitive position and enterprise value, with consumer companies leading the way in adopting this expanded view of strategic risk.

Siemens in Germany might have the broadest definition of all. According to the company's Dr. Georg Klein, Siemens AG defines strategic risk as "everything, every obstacle, every issue that has the potential to materially affect the achievement of our strategic objectives."

Q. Does your company have a common definition for the term "strategic risk"?



Siemens AG defines strategic risk as "everything, every obstacle, every issue that has the potential to materially affect the achievement of our strategic objectives." Dr. Georg Klein, Chief Risk & Internal Control Officer, Corporate Finance and Controlling, Siemens AG (Germany)

Organizations tackle social media risks both internally and externally

Half of our survey respondents state that they are active or extremely active users of social media for personal and business reasons; 63% say that confidentiality concerns are the top risk of using social media networks and other digital tactics to achieve the organization's strategic goals; 55% cite security concerns.

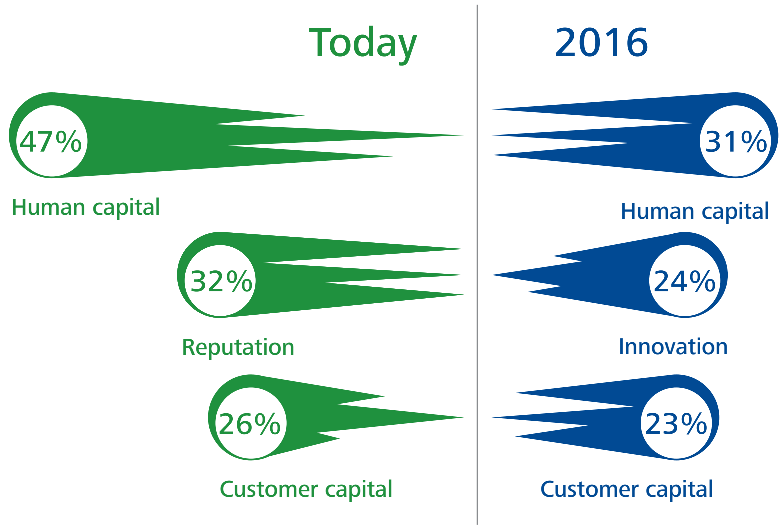
"Some of the brands of Pola Orbis Holdings use social media to effectively communicate with customers and no trouble has been identified for both corporate and personal use," says the company's Akira Fujii. "The issue with social media is the large amount of information available and speed of dissemination, which creates the risk of accidental circulation of negative rumors. Our Media head restricts [internal use of] social media outlets and regularly monitors for appropriate usage of information. We have also set policy for social media for personal use and provide sessions to educate [employees] about risks."

"We have a two-level approach to social media," says Charles Wilson, Vice President, Corporate Communications, Sysco Corporation. "We have a policy, and then we have some guidelines that we provide to our employees to ensure that in the event that they, even in their personal time, participate in the social media space on behalf of the company, they are aware of what is at stake."

Companies invest in strategic assets to reduce risk

Many respondents (47%) view human capital – which includes employees, partners, and contractors – as a strategic asset that is worth investing in. The innovation pipeline is another strategic asset closely related to human capital that many respondents (23%) view as worthy of investment. Many respondents (26%) also view customer capital as an important investment area.

Q. Which assets have and will have the most strategic value to your organization?*



*Respondents could choose more than one answer; the top three are shown above.

"Innovation and the ability to be a step ahead of the competitive market is a key strategic risk for all organizations, whether they be banking or pharmaceuticals," says Jennifer Evans of ANZ. "I think the truly differentiated organizations, are those that can deal with strategic risk issues, whether they exist now or in the future, with talented people who are clearly on the innovative curve. You have a human capital or a people capability risk if you do not have depth in your organization. If you have enough depth in the organization, you can manage your environment. But if you've got a key person dependency, then you've got human capital risk."

"You only have a human capital or a people capability risk if you do not have depth in your organization. If you have enough depth in the organization, you can lose the normal attrition rates of really good people to other organizations. But if you've got a key person dependency, then you've got human capital risk."

Cisco has a similar view about the crucial link between human capital and innovation. "Particularly for IT, innovation is huge and one of the biggest – if not the biggest – priority areas," says the company's Valerie Spillman. "How do you keep up innovation? You need the human capital side – the right skill set and expertise. You need to make the right investments all the way down from the leadership."

Of course, human capital risk often comes down to human behavior. "What we're trying to do is get to a point where we can control our conduct and reputational risk in a similar way to how we manage other principal risks such as credit and market risk," says Reto Kohler of Barclays. "I think that's the big difference to the way we acted before. And when I say 'we' I mean the industry as a whole. At Barclays, we're implementing a conduct risk framework that we didn't have before. Also, we have a huge program of values training; every single employee of the bank globally – all 140,000 people – had to attend values training in person this year."

Looking ahead three years from now, the innovation pipeline is expected to emerge as a top risk-related strategic asset in which to invest.

Hurtling forward

In an era when risk can become reality in the blink of an eye, companies should seek new capabilities and approaches for managing strategic risk. In particular, they should now consider a much broader set of risks and strategic assets – including people, intellectual property, customers, marketing efforts, and even "the crowd." These risks and assets are much more difficult to measure, capitalize on, and hedge against – and thus demand a much more systematic and sustained approach to monitoring and managing risk.

To address the risk challenges of tomorrow today, companies should look outside of their traditional corporate structures – adopting more of an "outside-in" perspective when assessing their strengths, challenges, and opportunities. This will require a new focus on gathering data and appreciating external perspectives from "outside" sources, including customers, bloggers, information trend setters, and marketplace and security analysts. It will also require learning from other companies and industries.

"I'd welcome the opportunity to hear from different industries as well as fellow ERM leaders," says Cisco's Valerie Spillman. "I think it's great hearing from the tech industry from an information protection standpoint (cybersecurity), but I also like to hear from the financial sector to see how they are identifying certain risks and how they are performing a risk assessment."

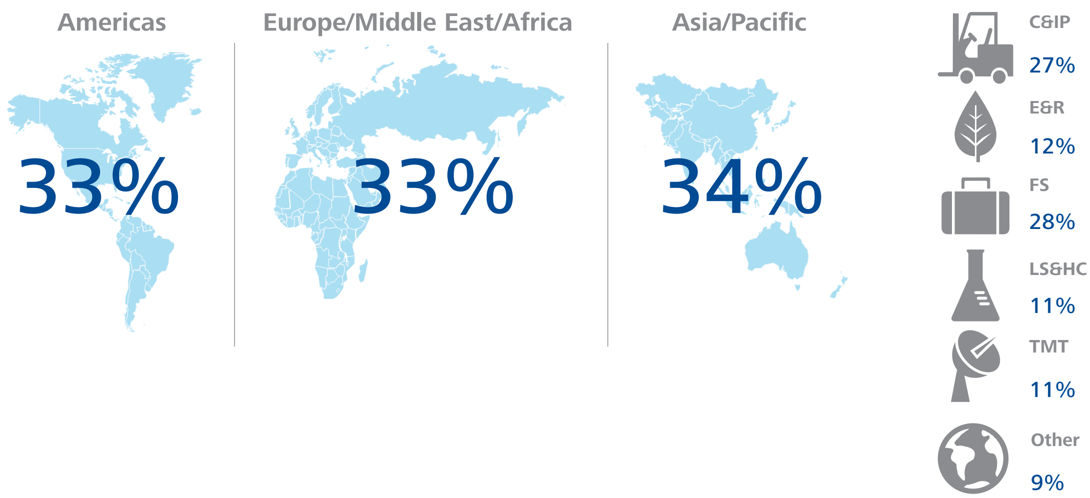
Reto Kohler of Barclays shares a similar sentiment. "I think there are lessons that we could have, for example, from the pharmaceutical industry. I think the pharmaceutical and investment banking industries have quite a lot of similarities in terms of regulatory scrutiny, the importance of human capital, and how both have been suffering from a bad image in the press and the public, etc. I sometimes think the pharmaceutical industry has been dealing with some of those issues for longer than we have and we can learn something from that experience."

Although companies around the world have made significant strides to shore up their strategic risk management capabilities, most recognize they still have room for improvement. Given the increasing speed and global impact of risk (and the growing importance of innovation) organizations must be open to any ideas that could enhance how they manage strategic risk – even if those ideas originate elsewhere. To operate with confidence in an expanding universe of strategic risk, companies need to explore every possible advantage.

About the study

This study is a joint effort by Deloitte and Forbes Insights. The global survey included more than 300 respondents from the Americas, EMEA, and Asia/Pacific. Nearly all respondents were C-level executives (263), board members (22) or other risk executives (21). Surveyed companies came from all five major industry sectors (consumer/industrial products, life sciences/health care, technology/media/telecommunications, energy and financial services), and all had annual revenues in excess of US$1 billion (or the equivalent).

Survey demographics



Additional detailed insights were obtained through personal interviews with executives from eight major companies representing all three geographic regions. Forbes Insights and Deloitte would like to extend their gratitude to the following executives for sharing their views and expertise with us:

Americas

- Sandra G. Carson, VP, Enterprise Risk Management and Compliance, Sysco Corporation
- Charles Wilson, Vice President, Corporate Communications, Sysco Corporation
- Phil Maxwell, Director, Enterprise Risk Management, The Coca-Cola Company
- Valerie Spillman, Senior Manager, Enterprise Risk Management, Cisco Systems

EMEA

- Dr. Georg Klein, Chief Risk & Internal Control Officer, Corporate Finance and Controlling, Siemens AG (Germany)
- Reto J. Kohler, Managing Director, Head of Strategy, Corporate & Investment Banking, Barclays
- Gilles Lhernould, Senior Vice President, Corporate Social Responsibility, Sanofi – Group Risk Committee Chairman
- Elisabeth Pacaud, Associate Vice President, Group Risk Management, Sanofi – Group Risk Committee Secretary

Asia/Pacific

- Jennifer Evans, Chief Risk Officer Australia, ANZ
- Mr. Akira Fujii, Director, PR/IR and CSR, Pola Orbis Holdings

Talk to us
We look forward to hearing from you and learning what you think about the ideas presented in this study. Please contact us at risk@deloitte.com.

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