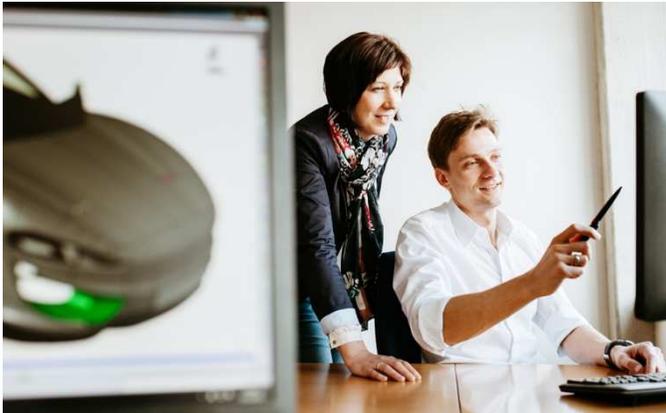




# Land of Milk & Honey: Enterprise Risk Management from Scratch

Dr. Holger Klier / Magna Steyr / PMCC Veranstaltung 07.11.2019

# Magna Steyr-Leistungsspektrum



Engineering



Gesamtfahrzeug-  
produktion



Tanksysteme

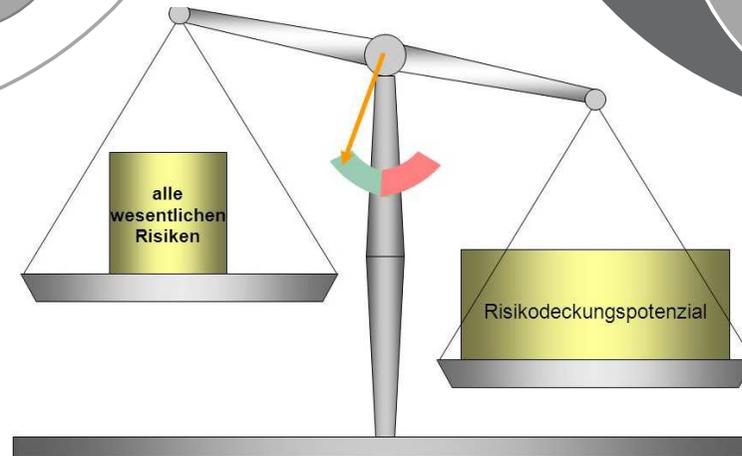
## Themenstellung

Implementierung eines unternehmensweiten Risikomanagements

Die Risikoreife des Unternehmens soll erhöht werden

Risikodeckungs-  
potential des  
Unternehmens

Summe aller  
wesentlichen  
Unternehmens-  
risiken



Summe aller  
wesentlichen  
Unternehmens-  
risiken

## Most Important Business Risks 2019

- 1 **Business interruption (incl. supply chain disruption)**
- 2 Cyber incidents (e.g. cyber crime, IT failure/outage, data breaches, fines and penalties)<sup>1</sup>
- 3 Natural catastrophes (e.g. storm, flood, earthquake)
- 4 Changes in legislation and regulation (e.g. trade wars and tariffs, economic sanctions, protectionism, Brexit, Euro-zone disintegration)
- 5 Market developments (e.g. volatility, intensified competition/new entrants, M&A, market stagnation, market fluctuations)

**Source:** Allianz Global Corporate & Specialty

The eighth annual Allianz Risk Barometer survey was conducted among Allianz customers (global businesses), brokers and industry trade organizations. It also surveyed risk consultants, underwriters, senior managers and claims experts in the corporate insurance segment of Allianz Global Corporate & Specialty and other Allianz entities.

Figures represent the number of risks selected as a percentage of all survey responses (2,882) from 2,415 respondents. Applicable respondents could provide answers for up to two industries. All respondents could select up to three risks per industry. Figures don't add up to 100% because three risks could be selected.

825 Board Members & Executives rated 30 Risk from 1-10 (fall 2018)



Manufacturing & Distribution / Number of Respondents: 129

### War for Talents

Our organization's succession challenges and ability to attract and retain top talent in a tightening talent market may limit our ability to achieve operational targets

### IT Capabilities

Our existing operations and legacy IT infrastructure may not be able to meet performance expectations related to quality, time to market, cost and innovations as well as our competitors, especially new competitors that are "born digital" and with a low cost base for their operations, or established competitors with superior operations

### Global Trade Policies

Evolving changes in global trade policies may limit our ability to operate effectively and efficiently in international markets

### Cyber Threats

Our organization may not be sufficiently prepared to manage cyber threats that have the potential to significantly disrupt core operations and/or damage our brand

### Labor Costs

Anticipated increases in labor costs may affect our opportunity to meet profitability targets

# Aufgabe

Implementierung eines unternehmensweiten Risikomanagements

Die Risikoreife des Unternehmens soll erhöht werden

~~Risikodeckungs-  
potential des  
Unternehmens~~

~~Summe aller  
wesentlichen  
Unternehmens-  
risiken~~

Verbesserung von  
Management-  
entscheidungen

Strukturierter  
Umgang mit  
Unsicherheit  
(Risks / Opps)

## ERM Mission

Unterstützung des Managements mithilfe eines systematischen Umgangs mit Unsicherheit  
Entscheidungsfindungen zu verbessern

You can't manage what you can't measure

Risikoinformation im Rahmen von bestehenden Berichtslinien, Meetings & Reports kommunizieren

Dezentrale Verankerung der Managementkompetenz strukturiert mit Unsicherheiten umzugehen

**Manager steuert seinen Verantwortungsbereich**

Team berichtet über relevante Probleme und Risiken

In Bezug auf Unsicherheiten angewiesen auf Erfahrungen

**Managemententscheidungen werden getroffen**

Team bereitet Entscheidungsgrundlage auf

“Risk management is not an exercise to be undertaken just once by experts or once a year by risk departments. It is a mind-set, a culture, a way of approaching problems, processes, and decisions. ... Companies need to establish the capacity for risk-informed decision making.

Buehler K., Freeman A., Hulme R., (2008), *Owning the right risks*, Harvard Business Review, September.

“By cultivating and supporting a robust risk culture at all levels of the organization (i.e., including line management and process owners whose activities and decisions create risk), an entity ensures that responsible personnel undertake day-to-day decisions in the pursuit of achieving business objectives in a risk-informed manner that balances risk and opportunity considerations.”

The Bulletin (2018): *A Risk-Informed Approach to Enterprise Risk Management*, Protiviti, Volume 6, Issue 10.



Im **Strategischen Management** sehen wir den Schlüssel zur Unternehmensentwicklung und empfehlen daher die Verankerung eines entsprechenden Strategieprozesses wie auch eines regelmäßigen Strategiecontrollings unter Einbindung aller relevanten Stakeholder.



Als zentrale Themenstellungen im **Projektmanagement** sehen wir die Notwendigkeit komplexe temporäre Aufgabenstellungen strukturiert und transparent abzuwickeln (Effizienz – die Projekte richtig machen!) wie auch die Herausforderung, die Ressourcen strategisch adäquat einzusetzen (Effektivität - die richtigen Projekt machen!).



Im **Prozessmanagement** glauben wir an den Nutzen komplexe, wiederkehrende Abläufe im Unternehmen entsprechend ablauforganisatorisch wie auch aufbauorganisatorisch zu definieren und damit die Basis für eine qualitativ hochwertige Leistungserbringung sicherzustellen.

## Differentiation According to Existing Decision-Making Processes

Strategic Risks

Project Risks

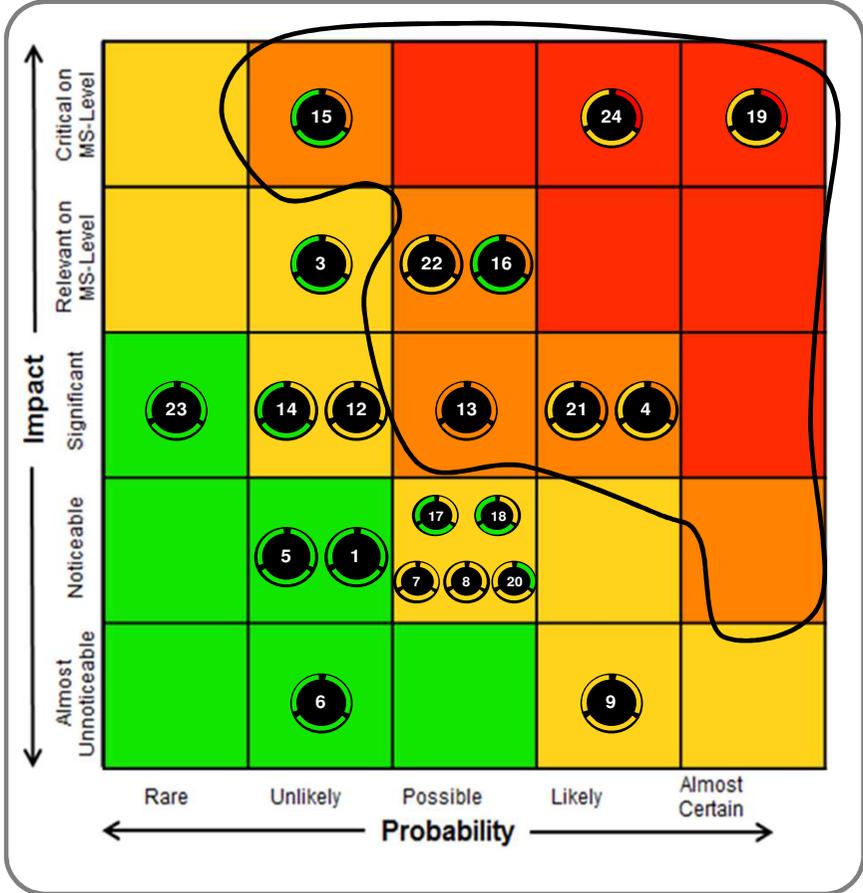
Process Risks

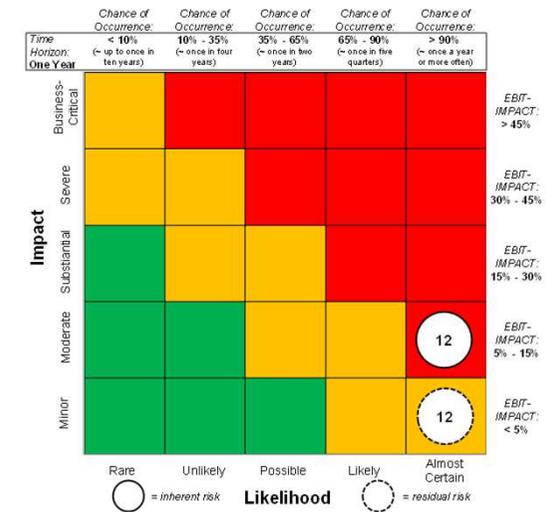
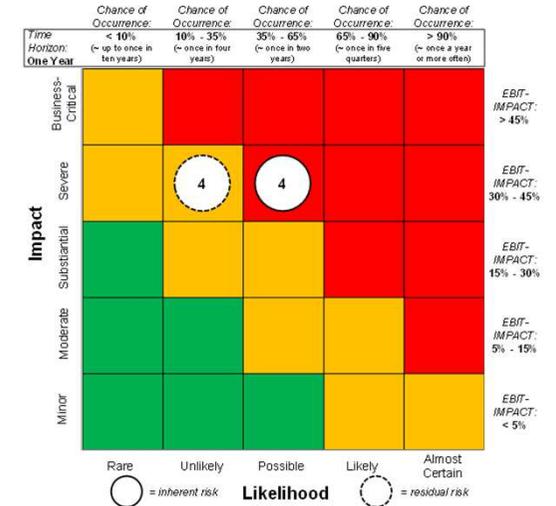
Department Risks

Business Continuity Risks

- 15   22
- 1   6
- 5   16
- 12   3
- 14   19
- 14   23
- 24   17
- 9   18
- 4   21
- 13   8
- 7   20

- Project Targets
- Risk Scales
- Key Players
- Collecting Input





Needs &  
Opportunities

Management  
Commitment

No Change of  
Responsibility

Measure  
Module

Risk-Return  
Balance

Residual  
Risk