Evolving practices in enterprise risk management

While the finance function is always interested and involved in planning for and mitigating risk in the organization, the current pandemic and economic shock is bringing the topic of risk to the very forefront of every organization’s agenda again. APQC has conducted four projects on enterprise risk management in the past (the last in 2014). And according to “voice of the member” research conducted in early 2020, the interest level is still high from APQC’s members in this topic.

Purpose statement

The purpose of this study is to understand current practices for ERM at organizations (fundaments of program structures and practices to identify, assess, and monitor enterprise risks), what has changed in terms of practices from APQC’s previous body of ERM research, as well as how these practices are evolving in light of the current pandemic and how organizations are planning for the next enterprise risk event. This will be APQC’s fifth project on enterprise risk management. While some areas of investigate are not necessarily new in this project, it has been 6 years since APQC last researched this topic, and organizational practices may have changed. In addition, APQC would like to get some new, fresh case studies on ERM. New research questions brought forth by this latest project are in bold, italic font below.

RESEARCH QUESTIONS

1. What are the ERM practices of leading organizations (strategy/structure, people, process, technology, and measures) and ***how has this changed since previous APQC research?***
2. ***What new analytics, tools, and technologies, in particular data visualization, data analytics, and emerging tools and technologies (such as ML/AI), are organizations leveraging for ERM?***
3. ***How did ERM programs at leading organizations prepare them for the current pandemic? Are their/How are their ERM programs anticipated to evolve as a result?***
4. ***How are organizations leveraging ERM to prepare for the “next big thing” (and what are the emerging risks that they are most concerned about preparing for)?***