

Portfolio examples: Enterprise Risk

Selected Scenario enterprise risk projects



Scenario's risk management activities often extend into "big picture" risk issues, where clients seek a fuller range of risk treatments. These efforts usually include multiple stakeholders, extending outside traditional boundaries, such as to second tier suppliers, government interventions and unexpected or unintended interactions, including industry changes or political motives. Clients are increasingly sensitive to enterprise risks – not just as threats, but also as a means to capitalise on risk, and to profit from more extensive and longer-term risk treatments.

What is Enterprise Risk?

- Threats and vulnerabilities to environmental changes, including the influence on scarce commodities such as water or oil.
- Uncertainties with large investments, such as expensive technology installations for telecoms, transport and utilities businesses.
- Repair versus replacement decisions for major capital assets. Traditional methods for valuing capital works often do not include a risk-adjusted view of potential obsolescence.
- Corporate governance, probity and equity protection, particularly with multi-national firms.
- Fraud, theft, security and intellectual property issues associated with valuable research and development investments.
- Government changes to financial legislation, the social impact of changes to work structures and attitudes, and the move towards increasing corporate responsibility.

Enterprise Projects

- Strategic Planning for RedR Australia. A five-year plan was developed with the board to control organisational risk and achieve priority goals.
- Risk Planning for Treasury Managed Funds division of GIO General Insurance. A suite of risk tools was developed to assist with NSW government enterprise risks.
- Corporate Governance development for the Strategic Rail Authority (UK). A framework for the strategic governance of infrastructure access was developed.
- Infrastructure and asset protection for major transportation groups. A security regime was developed for several inter-modal freight services.
- Business risk assessments for public rail networks. Technology and communication risks were assessed and treated through the rollout of contingency planning exercises.
- Expert witness services in the form of legal risk analysis for public transport planning adjacent to major telecommunications assets. A key metropolitan rail development was successfully defended against competing telecoms interests.
- Taxation Office information threat and vulnerability assessment. A study of tax office records was conducted, leading to an overhaul of information management procedures.
- Defence procurement project risk assessment for a nine year supply agreement for the UK Ministry of Defence. A major supply agreement was defended against commercial threats.
- Electricity risk assessment for wineries and breweries facing significant input cost increases. Input costs accounting for over 50% of product costs were controlled through re-engineering processes.
- Tender adjudication for a metropolitan transport ticketing system. A State Government contract for ticketing was supported with public user input.