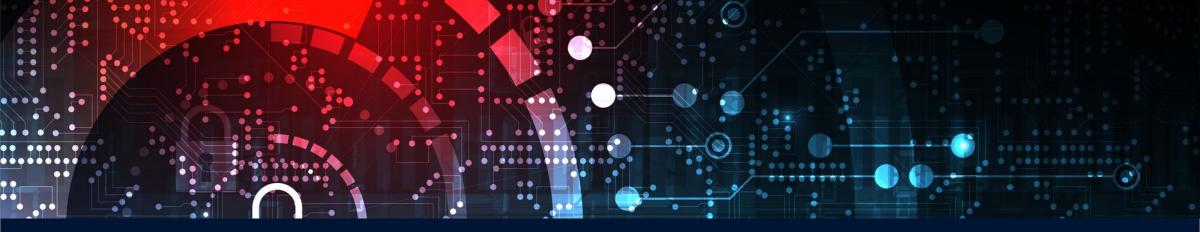


## Aligning Risk Appetite, Tolerance, and Thresholds with Business Planning

In today's complex business landscape, effective Enterprise Risk Management (ERM) is crucial. In this guide, you will learn practical examples of how to align risk appetite, tolerance, and thresholds with strategic, operational, and tactical business planning activities.







### Introduction

ERM is a strategic business practice that helps organizations identify potential risks and make informed decisions on how to mitigate them. Through a holistic approach, ERM enables management to better understand and manage all risks collectively.





## Key Risk Concepts

In risk management, it's crucial to have a common understanding of key terms. Operational risk refers to potential losses resulting from inadequate internal processes or external events. Risk thresholds are specific levels of risk that an organization is willing to accept, while risks and threats have different meanings in the context of risk management.



## **Risk Tolerance**

#### Understanding Variance

Risk tolerance is the specific level of variance that an organization is willing to tolerate around its business objectives. It's a guideline that management sets for operational decision-making.

#### Key Benefits

By having a clear understanding of risk tolerance, organizations can effectively plan for unexpected events and make informed strategic decisions.

#### Impact on Culture

Risk tolerance is a key factor that influences an organization's risk culture and risk management strategy.



## **Risk Appetite**

#### Amount of Risk

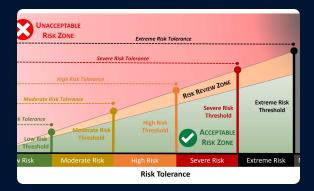
Risk appetite is the amount of risk an organization is willing to accept in pursuit of its objectives. This is essential in guiding organizations' risk management strategies and decision-making.

#### Managing Business Objectives

By having a clear understanding of risk appetite, organizations are better equipped to manage potential risks and work towards achieving their business objectives.



## **Risk Threshold**



#### Clear Line in the Sand

Risk thresholds are the levels of risk exposure that, when exceeded, give rise to management action. This provides organizations with a clear line in the sand that helps them decide when to mitigate risks.



#### **Encourages Proactivity**

Setting risk thresholds encourages organizations to take proactive steps towards risk mitigation and management, reducing the likelihood of risk exposure beyond the level of tolerance.

#### **Risk assessment matrix**

		Negligible	Minor	Moderate	Significant	Severe
Ĩ	Very Likely	Low Med	Medium	Med Hi	High	
	Likely	Low	Low Med	Medium	Med Hi	
_	Possible	Low	Low Med	Medium	Med Hi	Med Hi
Likelihood	Unlikely	Low	Low Med	Low Med	Medium	Med Hi
	Very Unlikely	Low	Low	Low Med	Medium	Medium
	Risk Matrix Examp	le		Like	lihood X Severi	ty = Risk Leve

#### Predictability

By setting clear risk thresholds, organizations can more effectively predict and plan for potential risks.



## Aligning with Business Planning: Practical Example

Consider a tech company, TechX, planning to launch a new product – a cutting-edge smartphone. The strategic goal is to increase market share in the competitive smartphone market.



# Aligning with Business Planning: Practical Example

#### **Operational Plan**

Operational risks, such as marketing failures or production issues, are managed according to TechX's risk tolerance, which accepts potential marketing mishaps but disallows any product quality risks.

#### **Strategic Goal**

TechX aims to secure a large market share in the smartphone industry, facing risks like market acceptance, competition, and regulatory issues. The board and senior management set the risk appetite, considering the potential rewards of a successful product launch.

#### **Tactical Action**

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At the tactical level, TechX undertakes actions like crafting social media content, staffing up, and contract negotiations, facing risks like unengaging content, hiring troubles, and distributor contract issues. The company's risk thresholds dictate when immediate action is needed, such as reviewing an underperforming social media campaign.



## **Benefits of Alignment**

2

#### Better Risk Management

Aligning risk appetite, tolerance, and thresholds with business planning enables organizations to identify potential risks and take proactive steps towards mitigating and managing them. Effective Decision Making Having a clear understanding of risk levels and their impact on business objectives allows organizations to make informed strategic decisions. Improved Organizational Culture

3

Effective risk management strategies and a shared understanding of key risk concepts encourage a risk-aware organizational culture.





## Conclusion

Aligning risk appetite, tolerance, and thresholds with business planning is essential in today's business landscape. By understanding and applying these concepts, organizations can better manage their risks and achieve their business objectives. Effective ERM enables organizations to identify potential risks and make informed, proactive decisions to mitigate and manage them.



## Learn More: Enterprise Risk Management Guide

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