



TREN RISIKO PASCA PANDEMI COVID-19 DAN HARAPAN PERAN GRC DI MASA DEPAN

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AGENDA

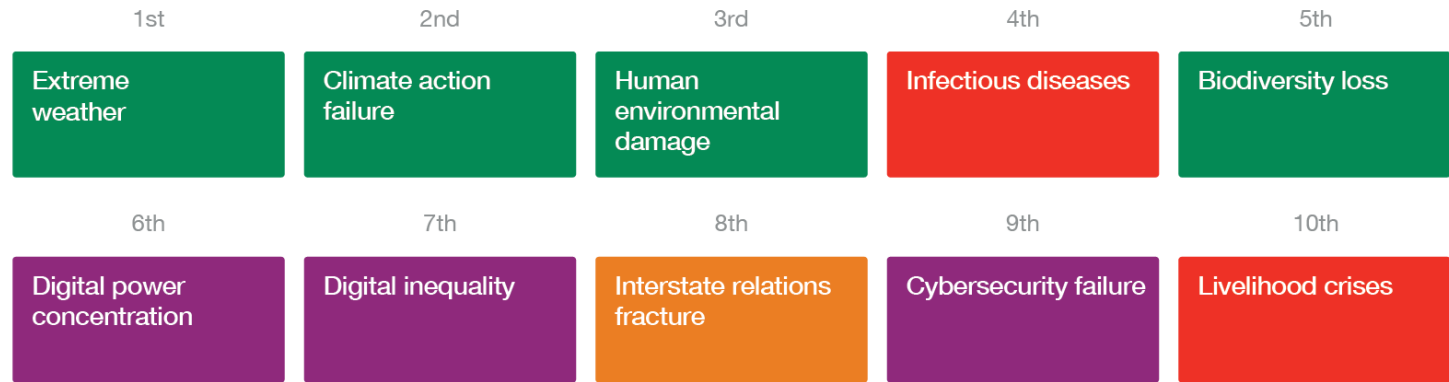
1. Tantangan dunia bisnis pasca pandemi
2. Global risk landscape in the post covid-19
3. Drivers of recent risk trend.
4. Harapan Peran GRC di Masa Depan

Business world condition in the post Covid-19

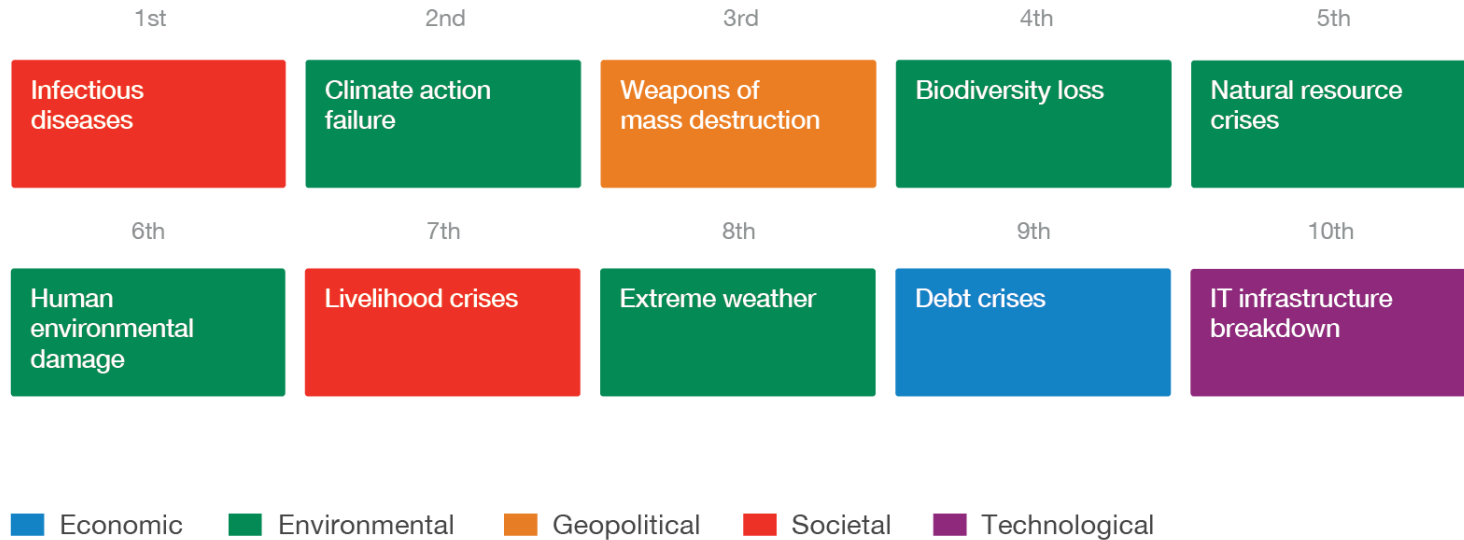
- The world isn't the same. Consumer behavior has changed. Digital transformation and innovation have become more of a priority than ever. New business models, products, and services are emerging.
- The rate of change is happening faster than ever in our world.
- The kinds of risks facing organizations evolve daily: third-party, supply chain, regulatory, privacy, operational, cyber, financial, environmental, etc. And these problems don't exist in isolation – they're interrelated risks that demand holistic responses.
- Businesses have had to manage dual economic and health crises, which have driven
 - new employee and customer engagement protocols,
 - remote working on an unprecedented scale,
 - the re-engineering of supply chains, and
 - numerous bankruptcies, consolidations, and partnerships.

Global Risks Landscape 2021

Top Global Risks by Likelihood



Top Global Risks by Impact



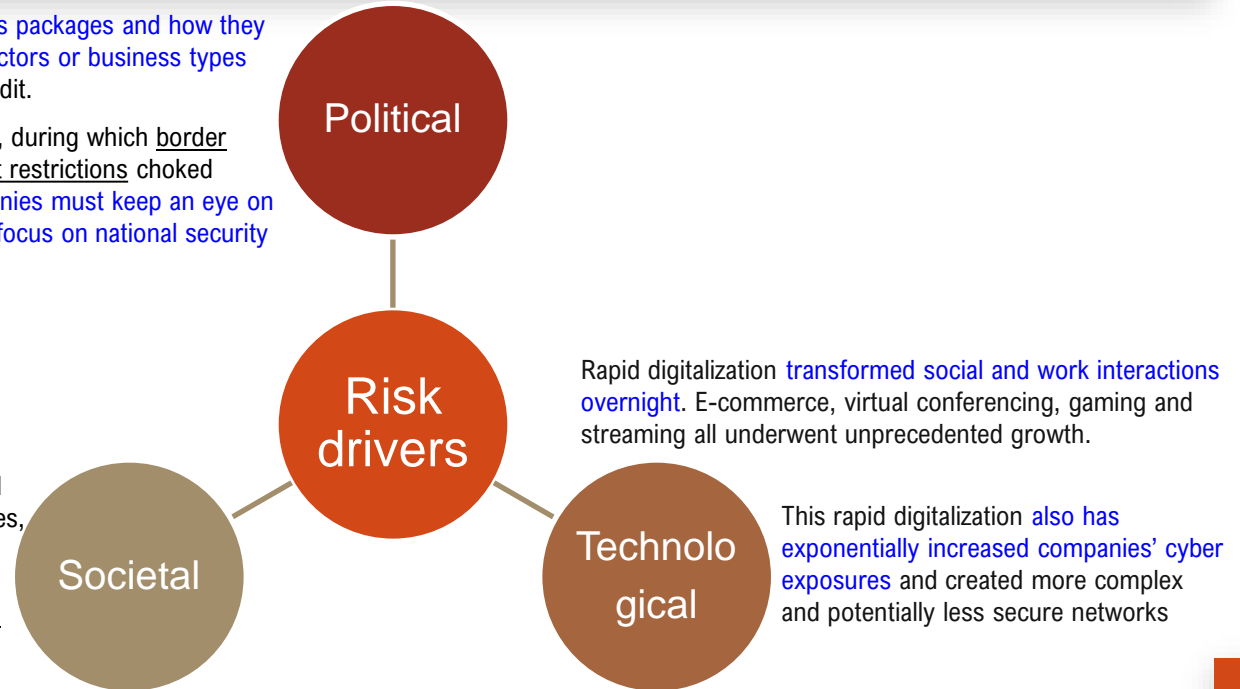
Source: World Economic Forum Global Risks Report 2021

CRITICAL DRIVERS FOR DISRUPTION (WEF Global Risk Report, 2021)

Different trajectories of stimulus packages and how they may be skewed to particular sectors or business types along with the availability of credit.

Partly in response to COVID-19, during which border closures, lockdowns and export restrictions choked extended supply chains, companies must keep an eye on shifts in domestic policies that focus on national security and self-sufficiency

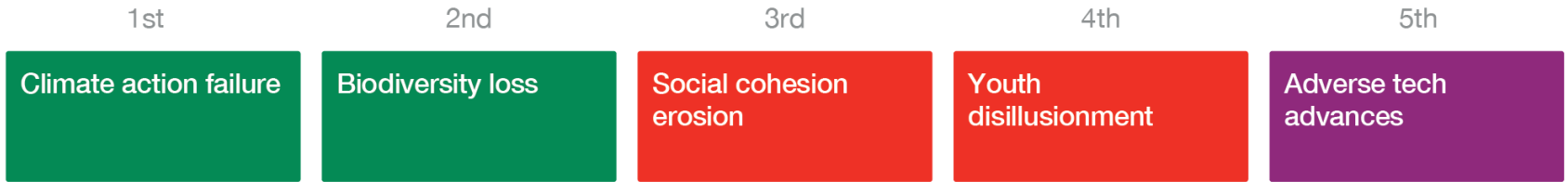
Businesses are facing enhanced societal scrutiny of their practices, particularly in relation to environmental, social and governance aspects of business performance (ESG) and climate change



This monumental shift could create potential catastrophic risks on a longer horizon. The hasty rush towards automation, in response to the need for efficiency and reduced on-site labour, may expose businesses to unforeseen financial and ethical risks

Risks Response Blind Spots

For which risks do respondents consider the global response falls short of their potential impact?



■ Economic ■ Environmental ■ Geopolitical ■ Societal ■ Technological

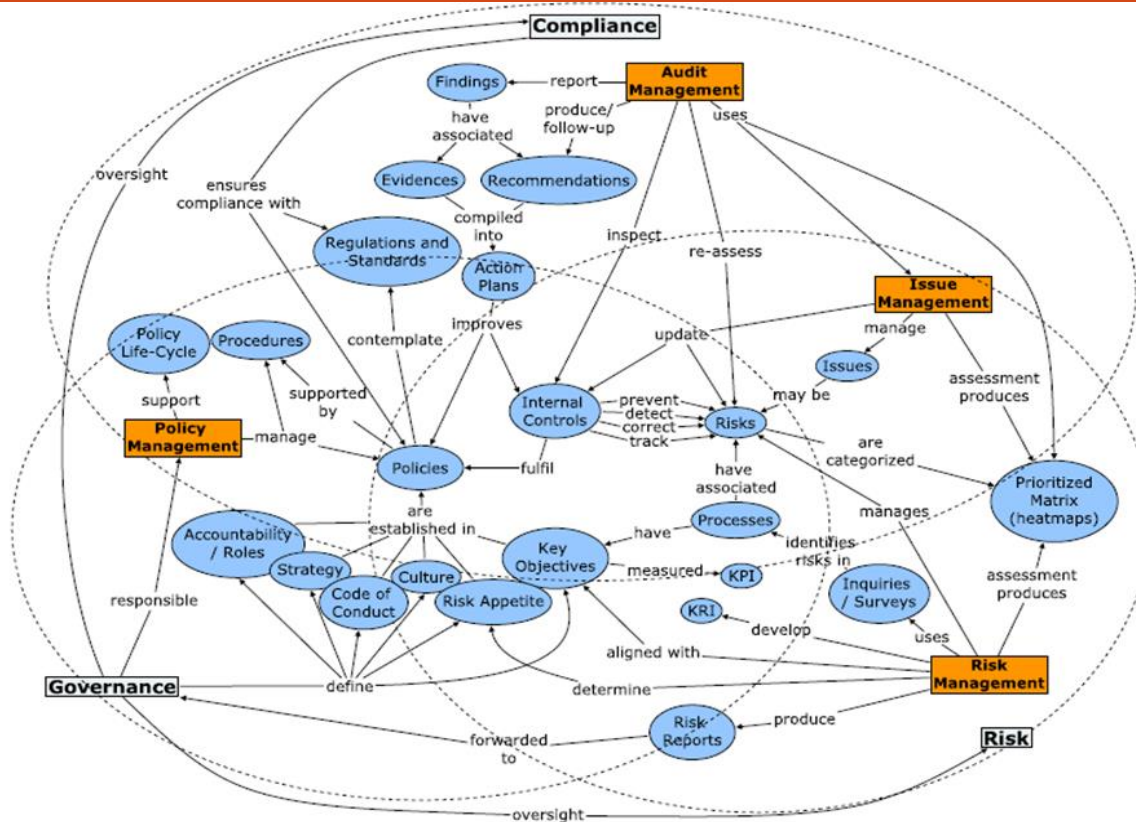
Source: World Economic Forum Global Risks Report 2021



RESILIENSI DAN AGILITAS SEBAGAI BENTUK ADAPTASI PASCA PANDEMI

- The pandemic forced organizations to show resilience against all kinds of events. Resilience is more than traditional business continuity because it requires integration with ERM, and GRC in general.
- Resiliency belongs in risk management alongside agility because they work together, supporting a company's ability to make risk a strategic advantage.
- Where resiliency is a tactical approach focused on recovery, agility is a strategic view of uncertainty that helps organizations plan for the future
- The global pandemic has been an eye-opener into what can happen when organizations aren't prepared for new, emerging risks. Going forward, leadership teams and boards will rely even more on their IRM and GRC functions to effectively manage the risks and opportunities ahead.

Integrated GRC (Vicente & Da Silva, 2012)



GRC is the integrated collection of capabilities that enable an organization to:

- Reliably achieve objectives (Governance);
- Address uncertainty (Risk); and
- Act with integrity (Compliance)

Distinctive and common features of resilience and agility (Gligor, D., et al, 2019 and Worley, C.G., et al, 2014)

In ERM, agility is about the ability to avoid a fall



In ERM, resiliency is the ability of an organization to recover from that fall.

ORGANIZATIONAL RESSILIENCE ASPECTS (SEDLAK & PARTNER, 2021)



CULTURE OF RESSILIENCE (RASMUSSEN, 2020)

- Resilient organizations are like the human body systems, where all departments work together, independently and simultaneously.
- A strong culture of resiliency depends on the ability to see across departments, breaking down silos and embracing a holistic approach to risk, rather than looking at one system in isolation.
- Organizations that seek a culture of resilience need the support of robust processes and automation on a level that can't be achieved in silos or on spreadsheets.
- They need GRC software that connects every part of their business and enables a big-picture view of what's at stake.

HOW CAN GRC AND LEADERS SUPPORT THE AGILITY AND RESSILIENCY (Metricstream, 2021)

- **Develop a Peripheral View of Risks**
 - paying more attention to non-traditional risk factors such as biological hazards, climate change, geopolitics, and transactional data.
 - At the center of these efforts will be the GRC hub i.e., a central, cloud-based console of risk intelligence.
- **Build an Antifragile Business**
 - Better prepared to handle the unknown
 - One way is to remove risk silos.
 - Another way to become more antifragile is to structure the organization with backups, strong business continuity plans, and other mechanisms
- **Gear Up for High-velocity Risks**
 - It's no longer enough to assess these risks once a year or even once a quarter. Continuous risk monitoring and auditing are imperative
 - How does one do this? It all boils down to big data and application of AI and analytics. Organizations that have predictive, real-time risk assessments embedded into their strategic decision-making processes will stand to gain

HOW CAN GRC AND LEADERS SUPPORT THE AGILITY AND RESSILIENCY (Metricstream, 2021)

- **Rethink Priorities Across Business Lines**
 - The need for dynamic and real-time risk assessments has blurred the barriers between each line of defense.
 - No longer is it important to have neatly defined roles and responsibilities for each line.
 - The more important question is whether or not all of them are working together to catalyze business performance. Are they combining their collective strengths to drive business growth? And are they doing all this fast enough?
- **Focus on Value**
 - With demand slowing down since COVID-19 hit, many organizations are slashing expenses. They're questioning areas of spend and cutting down on "nice-to-haves," choosing to focus instead on the investments that will truly generate value in both the short and long term.
 - Among those investments is digital. Many of the businesses that rode out the pandemic were those that used the full potential of the cloud, mobility, and automation. Going forward, more organizations will accelerate digital transformation and innovation even in GRC.
 - Robotic process automation, AI, machine learning, and other digital tools will increasingly be deployed to strengthen resilience and agility against future crises