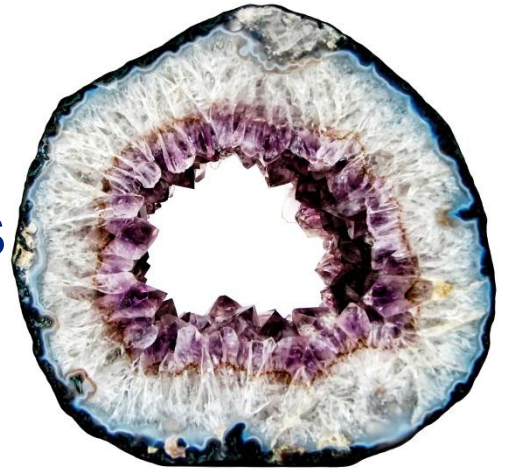


## Enterprise Risk Services Dissecting risk to create value



### About Deloitte

Enterprise Risk Services within Deloitte member firms advise organisations on how to effectively mitigate risk and make informed and intelligent risk decisions to maximise opportunities. This includes assisting our clients prevent and manage risk-related issues regarding financial and non-financial business processes, technology and operations. Where appropriate, our advisory services extend to the design and implementation of revised control frameworks including technology solutions.

### Our Solutions



### 1. Governance, Regulatory and Risk

In today's business environment, executives have a greater and more holistic understanding of risks affecting the organisation, as well as the organisation's overall risk management programme. These risks may be related to the organisation's strategy, operations, and compliance with environmental, health, safety, legal and regulatory requirements. Therefore, executives should develop a thorough understanding of the organisations overall risk management processes.

#### Enterprise Risk Management and Governance Services

Enterprise Risk Management and Governance Services assists boards, C-suite executives, and senior management in developing and deploying strategic risk management programmes and processes. In today's challenging market conditions, companies often have a lower tolerance for "surprises" and a greater need to manage risk holistically. Furthermore, certain regulatory rules require disclosures regarding the board's role in risk oversight are driving the need for an enterprise-wide view of risk.

**Services include:**

- Enterprise risk management
- Risk assessment, monitoring and management
- Risk benchmarking and analysis
- Risk reporting and monitoring
- Risk intelligent process and systems
- Risk management implementation and training
- Corporate governance benchmarking against leading practices
- Board education and awareness

**Regulatory and Compliance Services**

Regulatory and Compliance Services focus on assisting organisations address regulatory requirements pertinent to their business activities and strategic objectives in an effective and cost-efficient manner. Deloitte provides in various regulated industries a wide array of services to organisations that proactively seek to promote compliance standards, educate their workforce and detect potential violations. Deloitte also assists clients in addressing identified compliance issues, interacting with regulatory authorities, and responding to inquiries, investigations and other regulatory actions.

**Services include:**

- Compliance processes, policies and procedures
- Compliance and risk assessments
- Compliance reporting
- Compliance reviews
- Compliance benchmarking and modeling
- Remediation services

**2. Security, Privacy and Resiliency**

Our Security, Privacy and Resiliency solutions help clients to develop and implement enterprise strategies and programmes for managing information and technology risks. We connect demonstrated standards-based methodologies and frameworks with extensive industry knowledge and experience to create practical, sustainable management strategies and technical and operational architectures.

Across these strategy, management and technology integration solutions, Deloitte helps clients find the appropriate balance between risk management and cost containment.

**Security Management**

Our Information Security Management professionals assists organisations to address information security requirements, using proven methodologies to design and implement programmes and solutions around information security related policies and standards, governance and strategy, metrics, automated dashboards, and automated risk and compliance solutions.

**Cyber Security**

Cyber threat is growing more rapidly than cyber security due to the accelerated growth of Internet-enabled devices and machinery and thus everything that depends on cyberspace is at risk. System downtime leads to loss in profits, reputational damage and unhappy customers. Data loss and breaches not only damage brands but also lead to regulatory fines and compensation payouts for affected customers. Deloitte's Cyber Security Integrated approach enables organisations to assess cyber threat management procedures in controlled but realistic scenarios rather than relying on hypothetical plans.

**Resilience**

Operational Resiliency is a critical component of successful business management. Experience shows that typically more than 50 percent of businesses without an effective resiliency plan will ultimately fail following a major disruption. The need to ensure continuity of service has never been greater due to more organisations operating 24/7 and an increasing dependence on technology to conduct business. Increasing stakeholder and regulatory expectations demand an approach that ensures equal consideration is given to managing the immediate and longer term outcomes from incidents affecting people, processes, systems or events external to the organisation.

## Application Integrity

Our professionals offer a unique skill set combining business process controls experience with a technical understanding of the ERP applications security architecture. Deloitte's advice is frequently sought in both an assurance and advisory capacity, in addition to often working as security and controls specialists for system implementations or Business Process Transformation projects.

## Information Protection

Information protection issues present a growing challenge as organisations must interpret and comply with complex and diverse international/local laws and regulations on how they handle confidential and personal information. Deloitte's experience can help our clients understand the key factors for reducing exposure to critical risks and potential damage.

## 3. Data Risk Services

To remain competitive in this evolving environment, organisations need to maintain and monitor their data to ensure its ongoing business value. Rather than treating data as an inert by-product of doing business, organisations must protect this critical corporate asset by storing and handling it appropriately. Our Data Risk Services offer a proven methodology for identifying, analysing and quantifying data risks. By enhancing data quality, data accuracy, data governance and data analytics, organisations can do more than avoid, mitigate or transfer out critical risks.



## Data Governance

The legislation of recent years has put data governance firmly in the spotlight with Sarbanes-Oxley, Solvency II, Basel III, sanctions screening, data protection and more, driving regulators' focus on the data management process and associated controls.

In this context data governance defines the policies and identifies the people who govern the retention and disposition of corporate information. It plays a key part in unlocking the value of data, and is vital in successfully implementing data programmes.

Governance is made up of four enabling tools: processes, policies, reports and organisational structure. When successfully designed and implemented, these tools can enable the organisation to realise the value from data.

Deloitte's capability extends from assessment and benchmarking against industry standards, through to the design and implementation of tailored data governance frameworks according to each organisation's specific characteristics and needs. We can provide specialists to lead data governance programmes, helping you to quickly demonstrate business value, whilst also guiding and training on how to govern data effectively once we step back.

## Data Quality

As organisations rely heavily on the information produced by their systems, assurance of data quality is critical. The quality of data in an organisation can be degraded due to multiple sets of the same information across divisions, poor data import, poor control over data acquisition and data transfers during mergers and acquisitions, etc. This can potentially lead to reputational damage, poor decision making caused by incorrect information, wasted investment, errors in financial statements and compliance issues. Improved data quality can provide faster and more accurate management information reports, greater customer insights and facilitate regulatory compliance so that organisations can confidently place higher reliance on their data accuracy.

Data quality is a key component of Deloitte's Information Management framework. From identifying point-in-time data quality issues, through to the full development of a data quality sustainment cycle, our end-to-end approach is structured into three main concepts:

- Build programme foundation: including stakeholder sponsorship; data quality committees and their terms of reference; data definitions.
- Enhance data quality: including data quality profiling; root-cause analysis and impact; risk qualification; prioritisation of remediation activities; roadmap design.
- Data quality sustainment cycle: including process implementation and efficiency; awareness and training; continuous monitoring and reporting framework; upgrade and enhancements.

### **Data Analytics**

Data Analytics focuses on using raw data to make inferences based on existing known relationships or hypotheses. The inverse of this is data mining, which involves heavy duty processing of raw data to discover previously unknown relationships and patterns within the data which can then be interpreted to gain greater insight of a given topic. The effective use of these techniques will increasingly separate the market leaders from the laggards, as those that get it drive value from their data to manage their risks and costs, and improve their competitive position in the marketplace. Although Data Analytics isn't a new concept, it is often applied only in targeted areas of the business. To enable your organisation to make decisions on fact-based analysis and scientific thinking, you need to push Data Analytics capabilities deeper into the organisation – from the C-suite to the front lines.

That takes a new level of focus and dexterity from organisations that are already grappling with plenty of other challenges. With effective implementation, you can:

- Enhance business performance and outcomes
- Strengthen innovation and competitive advantage
- Increase efficiency and lower costs
- Discover hidden insights
- Improve compliance
- Lower costs.

Successful business analytics requires three powerful engines: deep sector knowledge, broad functional capabilities and a high degree of technical sophistication. Deloitte brings a big-picture approach, combining each of these strengths to provide unmatched services.

### **Data Conversion and Integration**

Unless an organisation is already using leading edge systems with integrated data, there will inevitably be a need to migrate and integrate data as new systems are implemented and old ones mothballed. During this process it's almost certain data will need to be migrated – and odds are, there will be problems, leading to delays, cost overruns and substandard data in your new ERP, CRM, Data Warehouse or Billing system. Net result: the return on investment suddenly looks a lot less attractive.





In successful migrations, the project team recognises from the outset that migration is far more than a technical 'lift and shift' exercise. As critical business data – customers, finance, assets and so on – is being moved and altered, it requires strong business direction, suitable control mechanisms, testing and business sign-off. Data conversion integration can be a complex undertaking that is often underestimated and executed poorly. Deloitte can help you deliver successful data migrations, helping you manage and mitigate the associated risks and implement the governance required, by providing assurance over the processes and controls you have in place.

#### 4. Controls Transformation and Assurance

##### Internal Audit

The Controls Transformation and Assurance (CTA) offerings focus primarily on providing clients assurance-type services focused on financial, system, and operational internal controls. CTA also provides clients with support in their control transformation journeys. CTA services are supported by best-in-class methodologies that leverage a vast suite of tools and analytic capabilities.

Our professionals take a risk-based approach to internal audit to help clients improve performance and operating efficiency. We work closely and collaboratively with our clients, providing the full range of services—such as helping to design a strategic plan for internal audit, reengineering existing departments, providing specialised resources, or completely outsourcing of the entire internal audit function.

Our practitioners have the knowledge, technology/tools and experience across a broad spectrum of industries, along with a distinctive approach, to make us uniquely qualified to help. We work closely with our clients to build world-class internal audit processes that become critical in helping management assess the current situation and strengthen the entire organisation.

##### Services include:

- Internal audit outsourcing / co-sourcing
- Internal audit loan staffing
- Internal audit expertise / subject matter expert sourcing
- Internal audit effectiveness reviews – Quality assessment services
- Internal audit transformation
- Internal audit advisory
- Internal IT audit

##### Information and Controls Assurance

Information systems rely on work processes that, if not well deployed, monitored and controlled, can be the source of considerable risk. In spite of their sophistication, technical information systems are not infallible. Occasionally, they will produce incomplete, inaccurate and invalid data for a multitude of reasons. The Information and Controls Assurance service area focuses on the identification and mitigation of risks affecting internal systems, business processes, projects, applications, data and third parties. Implementing checks and balances for projects, work processes, computer applications, the underlying infrastructure and third parties is one way to mitigate risks. The Information and Controls Assurance service area focuses on the identification and mitigation of risks affecting internal systems, business processes, projects, applications, data and third parties.

##### Services include:

- Controls transformation services
- External Audit
- International Organisation for Standardisation (ISO)
- Third party reporting

##### Contract Risk and Compliance (CRC)

In today's business environment, many organisations increasingly rely on outsourcing, licensing, alliances, and other business partnerships to meet their objectives. These complex relationships are governed by financial and legal agreements that are often poorly monitored.

A lack of controls around these relationships creates risks, either reporting or operational in nature, and can lead to brand or reputation damage and the loss of significant revenue through uncollected royalties, misreported claims, and inadequate inventory controls. CRC is a service focusing on risk management that can help organisations optimise relationships with other entities to improve business processes, maximise revenue, manage costs, address risks, strengthen relationships and boost performance.

**Services include:**

- Enterprise Business Relationship Management (EBRM)
- Supplier/Vendor Governance
- Software Asset Management (SAM)
- Software License Compliance
- Royalty Compliance

**Sustainability and Climate Change**

Deloitte assists clients to successfully manage corporate responsibility and sustainable development issues. Deloitte’s global service teams have the experience and the subject matter knowledge in several industries to assist your company in embedding corporate responsibility into business activities wherever you operate. Deloitte supports your efforts to deliver long-term sustainable value to your company and your stakeholders.

Key business drivers of sustainability include aligning the sustainability mission of an organisation with their corporate mission, gaining competitive advantage by differentiating products or brands, addressing key stakeholders’ needs and managing their expectations, achieving cost efficiency by greening operations, and mitigating sustainability-related risks to avoid negative reputation exposures.

Our approach is to develop customised value propositions and solutions for organisations, through interrogating, analysing and understanding the organisations information assets, policies, procedures, risks, controls, current and future strategic operational objectives.

**Why Deloitte?**

The value that ERS creates for organisations is synonymous with operational excellence. We maximise the performance of internal business operations by identifying, predicting, resolving and mitigating imminent threats and obstacles as well as enhancing the value of these operations. Depending on an organisations specific challenges and threats, ERS will ensure that the road to operational excellence is clear and adapted to the situation the organisation finds itself in.



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