



Amping up operational risk intelligence

A clearer view drives higher performance



An organization's operational risk management function should have a holistic view of the risk landscape—including intelligence on industry trends, emerging risks, geopolitical shifts, and compliance requirements. But in many cases, program teams are stretched thin by competing priorities and aren't able to focus on emerging risks and loss events requirements and new risk intelligence. Adding more headcount often isn't in the budget, since resource requirements can fluctuate.

What's needed now is a way to supplement your risk intelligence capabilities—giving you the capability, toolset expertise and reports you need to keep your operational risk management, C-suite, risk committees, and governance functions informed and on track. Our hosted analytic and risk visualization services provide significantly improved risk insights and managed services for predictive risk intelligence, analytics, and risk visualization services to your operational risk program.

Better intelligence, better decisions

Our service offerings can be customized for a particular type of intelligence. By leveraging our cross-industry understanding, outside perspective, and deep technological experience, we use cognitive and big data technologies to provide advanced analytics to help you further enhance the effectiveness of risk intelligence for your organization. We can provide predictive risk intelligence and enhanced analytical insights to emerging loss risks, or emerging events, to support proactive decisioning and reactive risk mitigation efforts. Risk intelligence empowers functional risk owners, C-suite and boards of directors with the insights they need to make effective, real-time and impactful operational decisions in pursuit of achieving strategic objectives.

With these managed solutions, you will have risk intelligence at your fingertips in

near real-time for each circumstance. If a new loss event or operational decision crops up, these managed solutions help provide the intelligence data necessary to make appropriate decisions with actionable insights. For example, with an understanding of emerging risks, organizations can mitigate issues and make strategic decisions to prevent potential losses. Executives can stave off potential threats with advanced knowledge of their exposure, and make appropriate decisions to prevent or lessen its effects.

Some of our areas of focus include:

- Predictive risk monitoring
- Marketplace threat management
- Loss exposure modeling and analytics
- Insight and recommendations
- Risk monitoring and reporting

Operational risk management strategy and program snapshot



Who: C-suite and operational risk executives.



What: Deloitte Risk and Financial Advisory's managed services for operational risk intelligence provides the data you need to enhance your decision-making capabilities.



Why: Cost pressures, technology challenges, resource constraints, and talent management issues often impact operational risk management programs. We provide cost-effective offerings designed to boost your team's performance.



When: Services are delivered on a predefined and regular basis, for a duration that you define.

Not only do we have deep experience in operational risk management, we bring together our strong research and intelligence capabilities—as well as our capabilities in cognitive, big data and robotics technologies—to benefit your operational risk program. As a result, we help you enable operational risk to be a core, strategic function through timely, informed, and flexible risk governance and intelligence solutions.

A new look at operational risk intelligence

Our risk intelligence managed services are available across the lifecycle and library of operational risks. We can help you reduce and mitigate risk events by monitoring predictive indicators that define and reduce loss impact through near-time risk intelligence feeds. We can assist your in-house operational risk management functions, freeing you to:

- **Leverage data to make informed decisions:** We provide operational risk intelligence capabilities to meet the diverse needs of our clients across the full

extent of operational risk types through market and industry benchmarking data.

- **Flex to shifting priorities:** We work with your team to help you identify your goals, explain our reporting analytics, and build a regular rhythm to integrate risk intelligence to help you achieve your operational and organizational goals. Using this approach, we can help you develop the intelligence you need, when you need it, regardless of other initiatives that may require your team's attention.
- **Deliver customized information:** Our operational risk management specialists

help you find the right balance and level of information for your stakeholders—putting the right information, in the right hands, at the right time.

- **Gain additional resources and insight:** Our managed services include report-based engagements, fully-managed models, and support models.

Deloitte Risk and Financial Advisory's operational risk management solutions

We help organizations become more resilient by strengthening their operational risk programs. To that end, we offer enterprise-wide solutions in four categories:



Design: Strategy and solutions to help clients build resilient operational risk programs.



Operate: Managed services to help boost performance and transform risk management into a core strategic enabling function.



Master: Mastering the Art workshops to help improve risk management governance and decisioning to drive effective and risk-based operational performance.



Transform: Technology transformation solutions designed to help change the way organizations experience risk management.

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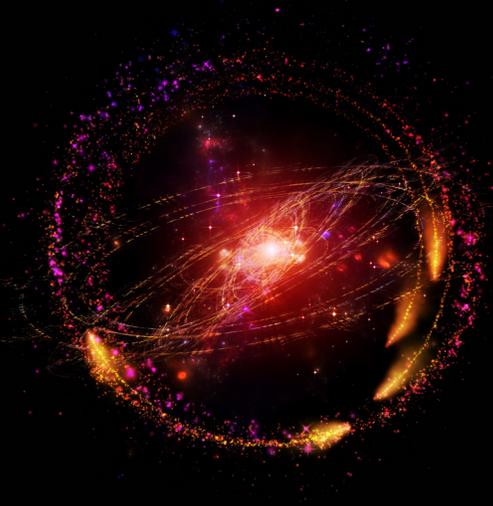
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Driving operational risk excellence

Tighter governance and oversight, more effective function



Operational losses due to competitive pressures, emerging risks, and environmental challenges can be devastating for any organization. Against this backdrop, an organization's operational risk management program is more important than ever. But if the program is unable to provide a broad view of risk to the C-suite—or if material risks aren't communicated with potential losses captured—executives might not be able to prioritize risks or react to decisioning requirements appropriately. The result? Organizations may suffer the losses they sought to avoid.

Multiple demands, limited resources

Arming C-suite executives with the tools they need to make decisions around risks is the foundation of a good operational risk and intelligence management program. But many operational risk management teams find it difficult to juggle the demands they face, especially with limited resources. That's why supplementing your operational risk management program with outside experience that is results-driven and focused on optimizing program effectiveness may strengthen oversight and governance. We can help.

Stronger governance and oversight

Deloitte Risk and Financial Advisory can empower your operational risk management program with results-driven subject and

industry experience to support oversight and governance. Our areas of focus include, but are not limited to:

- Risk and control self-assessment (RCSA)
- Policy and procedure management
- Program assurance
- Operational risk vigilance assessments

Not only do we have deep experience in operational risk management tools, methodologies, and concepts, we also have strong research and intelligence capabilities and technology know-how. As a result, we can deliver efficient and commercially effective solutions that enable your operational risk program with results.

Operational risk management strategy and program snapshot



Who: C-suite and operational risk executives.



What: Deloitte Risk and Financial Advisory's managed services for operational risk excellence augment your team, support your oversight and governance function, and enhance decision making.



Why: Mounting pressures from regulators, auditors, shareholders and executive boards make operational risk effectiveness a top priority. We provide cost effective offerings to help boost your team's performance.



When: Services are delivered on a predefined and regular basis, for a duration that you define.

A fresh look at operational risk excellence

Our risk excellence managed services help organizations strengthen the oversight and governance function within their operational risk management program. We augment your in-house operational risk management capabilities so you can:

- **Strengthen your processes:** Leveraging innovative thinking and leading practices, we help design your program to drive value and meet regulatory requirements.
- **Work more efficiently:** We work with you to identify bottlenecks in your

operational risk management program, provide pertinent risk intelligence, and guide you in tailoring your program requirements to efficiently meet the goals and objectives of your program.

- **Tackle your most pressing challenges:**

Our risk intelligence efforts help you identify, report, track, and mitigate risks as well as monitor and predict emerging risks. Our specialists coordinate remediation plans for risk mitigations, report on management progress, and report on regulatory concerns. We can also assess your operational risk loss data, your issues management data, and

your root cause analysis data—and help you leverage this data more effectively—and better align the use of your loss information to better managing risks in the future.

- **Tailor solutions to your needs:** We offer fully managed services with commercial models to suit your needs. Whether we assist with all your program requirements, or some portion of them, our operational risk management professionals work with you to define the requirements that can strengthen your operational risk management program and then help you manage to those goals.

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