

## At a Glance

### Challenges

Make a sound, well-functioning enterprise risk management program even better by developing and implementing changes that improve the organization's ability to identify, assess, and mitigate risk.

### Solution Suites

- Risk Management Information System (RMIS)
- Governance, Risk and Compliance (GRC)

### Solutions

- Enterprise Risk Management (ERM)
- Internal Audit
- Workflow Automation and Notifications

### Results

- Additional stakeholders engaged in more frequently conducted risk surveys
- Risk scoring model changes
- Risk surveys and rankings incorporated into strategic planning
- Risk mitigation plans linked with KPIs
- Collaboration between Risk Management and Internal Audit Teams

# Window & Door Manufacturer

## Comprehensive, Responsive, and Agile Risk Management

*ERM, Internal Audit, and RMIS solutions support a dynamic and strategically focused approach to enterprise risk management*

*"With Origami Risk, we are holistically identifying risk at all levels of the organization. It has enabled us to have a comprehensive view of risks to the business."*

## An Enhanced Approach to Risk Identification, Assessment, and Mitigation

A number of factors – rapid growth spurred by increased product demand, continual changes in governmental rules and regulations, and the potential for global supply chain disruption, among others – combined to present challenges to the well-established, comprehensive enterprise risk management (ERM) infrastructure in place at the company.

The organization's executive leadership understood the necessity of adopting and evolving existing processes for identifying, assessing, and mitigating risk. A senior executive summarized the challenges this way:

***“We needed to approach risk in ways that were more timely, more integrated with normal business processes, and more sophisticated in response to organizational changes as well as to ever-morphing business conditions.”***

To accomplish this, the Senior Director of Enterprise Risk Management and his team designed plans for enhancing the comprehensiveness, responsiveness, and agility of the organization's ERM program. Central components of the changes included:

- More fully leveraging the expertise and experience of employees to identify interrelated and emerging risks
- Introducing new scoring models to better assess and rank the potential impact of risks on the organization's strategic, financial, and operational objectives
- Incorporating risk surveys and rankings into the annual strategic planning activities of senior leaders
- Using Key Performance Indicators (KPIs) to gauge the effectiveness of mitigation plans in real time and quickly adjust based on the effectiveness of specific mitigation efforts or changing conditions
- Working with the Internal Audit team to monitor program performance and ensure ongoing improvement

With the approval of executive leadership, the board of directors, and a designated ERM committee, next steps entailed implementing the changes and rolling them out to the organization.

## The Right ERM Technology Solution is Close at Hand

Since 2014, the team had used Origami Risk's Management Information System (RMIS) solution suite to manage workers' compensation, auto liability, and product liability incidents and claims; track vendor certificates of insurance (COIs); and collect values for the business's annual insurance renewal process. High levels of satisfaction with the RMIS software and the client service they receive piqued interest in learning more about Origami Risk's ERM solution.

Among the ERM features and potential applications evident to the team as they received product demonstrations and discussed the solution's capabilities were:

- **Configurability:** The flexible ERM solution could be adapted to the organization's unique framework and scoring models, without requiring changes to backend code. This would allow for a shorter implementation time and allow for future changes as their ERM program evolves.
- **Automated Workflows and Notifications:** The Origami Risk solution would provide options for automating ERM-related processes. For example, rather than issuing and following up on risk assessment surveys on a one-off basis, the team could configure rules for automatically generating assignments and notifications to risk owners.
- **Ease of Use:** In addition to administrative tools and settings members of the risk management department were already familiar with, Origami Risk's intuitive interface and embedded instructions could help to simplify ERM-related activities. For example, risk owners could easily access and update KPIs on the actions assigned to their risk plans. Furthermore, ease of use might also reduce the need for lengthy, time-consuming training and help promote widespread adoption.

After deciding to move forward with the solution, the team began working with Origami Risk to put the ERM technology in place.

## Adding Internal Audit Functionality to a Comprehensive, Single-Platform Solution

As the implementation of program enhancements and the new technology solution progressed, the team also decided to incorporate Origami Risk's Internal Audit functionality into their program. In addition to using the tool to more efficiently create, perform, monitor, and report on audits, sharing a common platform helps to foster transparency and collaboration between the risk management and internal audit teams.

*“One of the advantages of using Origami Risk for both is that the information we are pulling together will feed into the internal audit process,” says the Senior Director of Enterprise Risk Management. “As the internal audit team works with our audit committee to determine their audit agenda for the coming year, they can easily access the risk register and risk mitigation plans. They can then use that information to help shape what they’ll be working on.”*

In turn, the risk management team will also be able to leverage audit results to get a clearer picture of the progress and effectiveness of risk mitigation plans.

## A Dynamic Approach to Enterprise Risk Management

Ultimately, the success of any enterprise risk management strategy is dependent on results. Rather than a series of check-box exercises, the various components of a successful ERM program must truly inform, drive actions that might otherwise not have been taken, and measure effectiveness in relation to the strategic objectives of the organization.

What has made the company's enterprise risk program successful — both in the past and now, with program enhancements in place — is that it's not just theoretical. Instead, the implementation of program changes and the application of technology that truly supports the efforts of the team have ensured that the organization has in place a dynamic approach for taking actionable steps to identify, assess, and mitigate current and emerging risks. These include:

- More stakeholders engaged in risk surveys. Today, the organization is using Origami Risk to expand the identification of risks to the organization's strategic objectives. More than 100 employees are now tasked with completing formal risk surveys.
- By expanding the number of risk stakeholders engaged in the process of identifying risks, the team has a more holistic view of risk, greater visibility into the interconnectedness of risk across the enterprise, and is better able to identify and pull together multiple risk owners who can collaboratively design and execute risk mitigation strategies.
- An increased risk survey cadence. While conducting risk surveys was once an annual process, surveys will now be sent twice per year using Origami Risk. By increasing the cadence of risk surveys, the likelihood that risks are missed is reduced. Furthermore, with the completion of more risk surveys, a stronger risk culture is fostered and there is an improved likelihood that emerging risks are identified.
- Risk scoring model changes. Risks identified through surveys and follow-up discussions are scored in Origami Risk based on a reconfigured formula that takes into account likelihood and impact to the business. As part of the continuous program improvements, velocity will also be added to the formula.

- Risk surveys and rankings incorporated into strategic planning. Enhancements to the program include providing results from risk surveys to the board of directors, senior leaders, and the risk committee. On an ongoing basis, this will provide leadership with visibility into up-to-date risks that can then be used in annual strategic planning sessions.
- Risk mitigation plans are linked with KPIs. Risk mitigation plans will be tracked, measured, and performance assessed using defined KPIs that are assigned to actions. Paired with dashboards and automated notifications in Origami Risk, this will simplify the task of checking on mitigation plan status and following up with designated risk owners.

The risk management team is also working closely with the internal audit team to continuously improve the organization's enterprise risk management program. With the recently completed rollout of internal audit tools from Origami Risk, compiled risk surveys are available for use in determining annual audit agendas in the future. The risk management team will also be able to leverage the work of the internal audit team to assess progress against risk mitigation strategies and help the team to understand if KPIs and performance criteria are being met.

## What's Next

Using Origami Risk's RMIS, ERM, and Internal Audit solutions, the organization's risk management team continues to refine processes that will build upon the success of its comprehensive and dynamic enterprise risk management program. As they do so, they are also exploring new ways to leverage the flexibility of Origami Risk's single-platform solutions to improve existing processes and add new efficiencies. For example, the team will soon begin using Origami Risk for managing litigation files and contracts with vendors and suppliers.

***"We started exploring Origami Risk's ERM solution and found that it really made sense. And as we continue to work in Origami Risk, we are leveraging the system for far more than just our risk management efforts. It's really starting to come full circle and bear some fruit for the business."***

## About Origami Risk

Origami Risk provides integrated SaaS solutions that simplify risk, insurance, compliance, and safety management. Origami delivers its highly configurable RMIS, GRC, EHS, and Healthcare risk management solutions from a secure, scalable platform that includes tools for centralizing data, automating critical workflows, and providing insights into risk and safety initiatives. A singular focus on client success underlies Origami Risk's approach to developing, implementing, and supporting our innovative, award-winning software. Contact us at [info@origamirisk.com](mailto:info@origamirisk.com)

