Extended Enterprise 2014

Managing risk in the world of ‘VUCA’
volatility, uncertainty, complexity and ambiguity
1 day conference, 9 October 2014

Cass Business School
Executive Education
200 Aldersgate Street
London, EC1A 4HD
The Institute of Risk Management – Events

Extended Enterprise 2014

Virtually all organisations, whatever their size or sector, now operate within an interconnected web of suppliers, distributors, customers, regulators and many more. This ‘extended enterprise’ provides efficiencies of scale and expertise, but its complex nature also presents growing risk and uncertainty. This can lead to an environment often characterised as VUCA - volatile, uncertain, complex, and ambiguous. If any part of your complex network faces unmanaged risk, then so does your own business.

The techniques and tools that work in simple, linear relationships are increasingly inadequate for the uncertainties posed by complex systems. What implications does this have for risk management?

Extended Enterprise 2014 is run by IRM, in partnership with Cass Business School, one of the UK’s leading business schools. This event presents cross-disciplinary thinking to address the issues facing complex networks and produce new ideas for risk management practitioners. It will help you assess the extent of your extended enterprise, the risks and opportunities it presents and how best to manage them.

Covering many of the themes explored in IRM’s Extended Enterprise thought-leadership guidance, this conference provides practical solutions for managing extended enterprise risk. It will enable you to immediately apply the knowledge of expert speakers and the report’s authors to your own organisation.

Who should attend?
- Chief risk officers
- Heads of risk & risk managers from all sectors and types of organisation
- Operational risk managers
- Risk and insurance managers
- Internal audit and control professionals
- Risk advisers and consultants
- Supply chain professionals
- Business risk academics

Benefits for attendees:
- Understand the full range of extended enterprise threats to your business, including some that may surprise you
- Arm yourself with the latest developments and practical response strategies
- Meet the authors of IRM’s 2014 “Extended Enterprise” thought leadership guidance
- Bring your questions and have them answered in panel discussions and networking opportunities
- Become an organisational expert in identifying and combatting extended enterprise risk

Benefits for the business:
- Understand your exposure to extended enterprise risk
- Protect your reputation by effectively managing your clients’ and customers’ risks
- Minimise the financial, reputational and continuity risks of incidents.
- Embed and integrate extended enterprise risk at board level

BOOK YOUR PLACE TODAY
Visit: www.theirm.org/events/extended-enterprise-2014
For further information contact us - t: +44(0)20 7709 4118 e: events@theirm.org
CONFEREE EN PROGRAMME

09:00 REGISTRATION AND REFRESHMENTS

09:45 A WELCOME TO CASS BUSINESS SCHOOL
Dr JoEllyn Prouty McLaren, CEO, Cass Executive Education

09:50 CHAIRMAN’S OPENING ADDRESS
Richard Anderson, Chairman, Institute of Risk Management

10:00 IDENTIFYING AND MANAGING RISK IN COMPLEX 21ST CENTURY ORGANISATIONS
• Understanding the complexity of your network
• Do you manage your risk as a single enterprise in a sole endeavour, or as multiple organisations in a shared endeavour?
• What are the implications of the extended enterprise for the board and how should risk managers present the issues?
• How do concepts like risk appetite and risk culture operate in an extended enterprise?
Richard Anderson, Chairman, Institute of Risk Management

10:30 LEADERSHIP, MANAGEMENT AND GOVERNANCE IN THE EXTENDED ENTERPRISE
• What are the characteristics of enterprises in the VUCA world?
• Why can’t you manage risk in a complex network in the traditional way?
• What works? What are the leadership characteristics needed to operate in a complex world?
David Welbourn, Visiting Professor in the Practice of Health Systems Management, Cass Business School, City University London

11:00 NETWORKING & REFRESHMENTS

11:30 COMPETENCE IN THE VUCA WORLD
• What capabilities and competencies must companies have to manage risk in this complex world?
• What skills and competencies must key staff members have to understand and mitigate risk to the business from the extended enterprise?
Amelia Stubbs, Senior Client Partner, Korn/Ferry

12:00 PANEL DISCUSSION: CONCEPTUALLY MOVING FROM ENTERPRISE RISK MANAGEMENT TO EXTENDED ENTERPRISE RISK MANAGEMENT
• Dr JoEllyn Prouty McLaren, CEO, Cass Executive Education
• Professor ManMohan S. Sodhi, Operations & Supply Chain Management, Cass Business School, City University London
• Professor Neil Allan, Fellow of the Systems Centre, University of Bristol
• Richard Anderson, Chairman, Institute of Risk Management

12:30 NETWORKING LUNCH

13:30 WORD FROM OUR SPONSORS
Speaker TBC

14:00 COLLABORATION TO MITIGATE SUPPLY CHAIN RISK
• Understanding what ‘extended enterprise’ and collaboration mean in supply chain terms
• Understanding how companies can work together to mitigate risks in the extended enterprise
• Evaluating what the parties can do to prevent or respond to risk incidents
• Illustration using the aluminium industry
Professor ManMohan S. Sodhi, Operations & Supply Chain Management, Cass Business School, City University London

14:30 NETWORKING & REFRESHMENTS

15:00 ANALYSING AND MODELLING YOUR COMMERCIAL NETWORK
• How can you assess and visualise your own network?
• What are the benefits of mapping networks and using software and aides to identify risk?
• How can these methods be applied to your business in a practical way?
Professor Neil Allan, Fellow of the Systems Centre, University of Bristol

15:30 PANEL DISCUSSION: PRACTICALLY MOVING FROM ERM TO MANAGING RISK IN THE EXTENDED ENTERPRISE
• Dr JoEllyn Prouty McLaren, CEO, Cass Executive Education
• Professor ManMohan S. Sodhi, Operations & Supply Chain Management, Cass Business School, City University London
• Professor Neil Allan, Fellow of the Systems Centre, University of Bristol
• Richard Anderson, Chairman, Institute of Risk Management
• Guest TBC

16:00 CHAIRMAN’S CLOSING REMARKS

16:10 CLOSE OF CONFERENCE

This programme is subject to change.
Book your place today for Extended Enterprise 2014

- IRM Member £99
- Non-member £125

**BOOK NOW:** www.theirm.org/events/extended-enterprise-2014

For all event queries please contact: jason.williams@theirm.org or selina.bernard.1@city.ac.uk

Other events to look out for

**Cyber Risk and Insurance**
27 November 2014 - London, UK
Look out for our forthcoming conference Insuring Cyber Risk in Autumn 2014.

**Risk Leaders Conference**
11 November 2014 – London, UK
An opportunity for risk leaders to debate and share the latest practical strategies for current and emerging risk at board level.

**About Cass Business School**
Located in the heart of one of the world’s leading financial centres, Sir John Cass Business School is one of the UK’s leading business schools and an established and valued partner for education, research and consultancy. Cass Executive Education spearheads high-impact leadership and management development programmes that will enable your organisation’s executives to build the capabilities to profoundly advance the way you do business. To find out more please contact Dr Cordula Janowski (Client Director) on 0207 040 8968 or cassexec@city.ac.uk

**About IRM**
IRM is the leading professional body for risk management. We are an independent, not-for-profit organisation that champions excellence in managing risk to improve organisational performance. We do this by providing internationally recognised qualifications and training, publishing research and guidance and raising professional standards across the world. Our members work in all industries, in all risk disciplines and across the public, private and not-for-profit sectors. To find out more please visit: www.theirm.org or call: +44 (0)20 7709 9808