



Korea Certification Bodies Association

## 제1회 인증의 가치 제고를 위한 고객 세미나

# Toward Risk Managed "Perfect Company" (리스크가 관리되는 "완전한 회사"를 향하여)

Risk Based Assessment  
(리스크를 기반으로한 평가)

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# Why Risk Management ?

(왜 리스크 관리 인가?)



# New risk reality (리스크의 현대적 실체)

- Companies today are operating in an increasingly more global, complex and demanding risk environment



- Society at large is gradually adopting a “zero tolerance” for failure
- Increased demands for transparency and business sustainability
- Stricter regulatory requirements
- Increasing IT vulnerability

# What is Risk-Managed Company?

(리스크가 관리되는 회사란?)

## Traditional Management

- Place high vision
  - Have targets with program
- 
- Problem doesn't exist in normal condition
  - Take action when emergency problem happens
  - Live on success of today/past

**Reactive Management**

## Risk-based Management

- Place high vision
  - Have targets with program
- 
- Problem is inevitable and “No problem” is a risk
  - Obstacles (Risk) for achieving objectives are well assumed
  - Top management faces risks and leads

**Proactive Management**

# Element of Risk (Hazards) – 리스크(위험)의 요소

- Obstacles against achieving objectives
- Uneasiness / Anxieties from uncertainties of future
- Apprehensions
- Weakness
- Threats
- Scenario of negative consequence (How you fail)
- Potential causes of failure

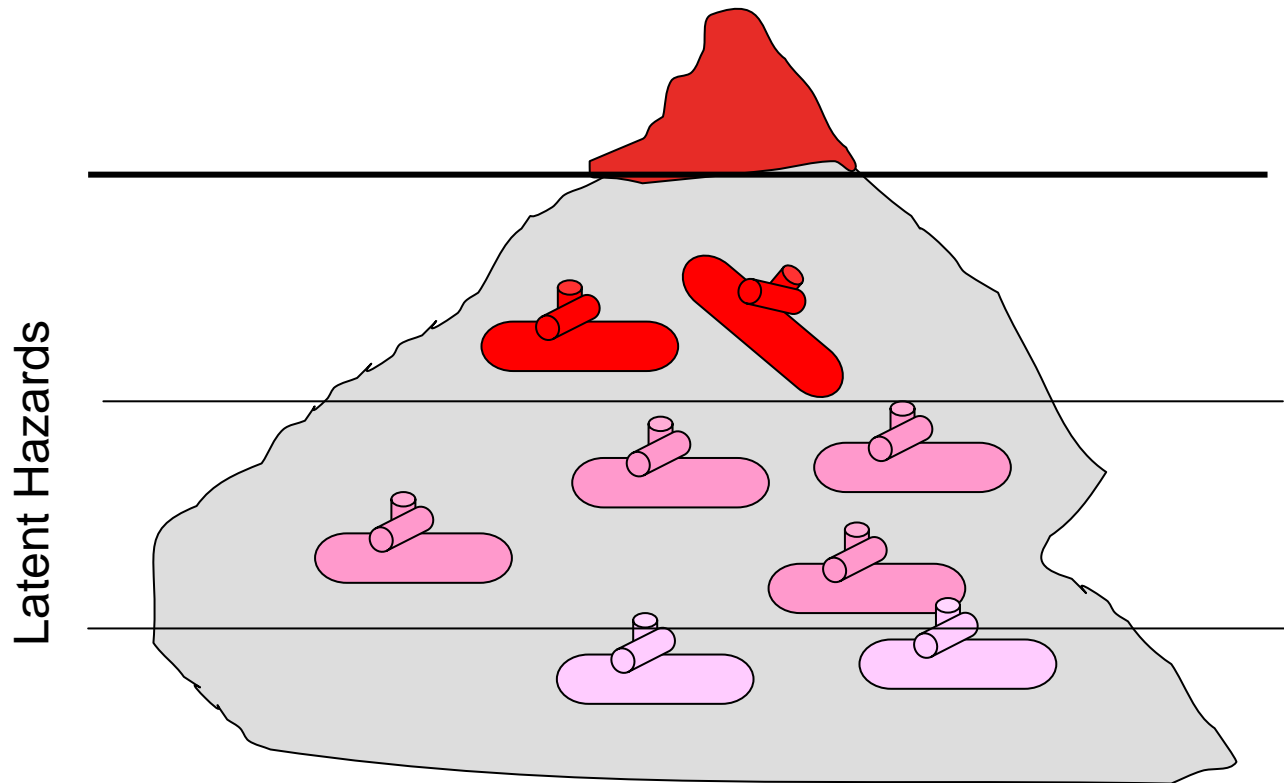
# Hidden Risk (감추어진 리스크)



# Structure of Problem – Submarine Risk

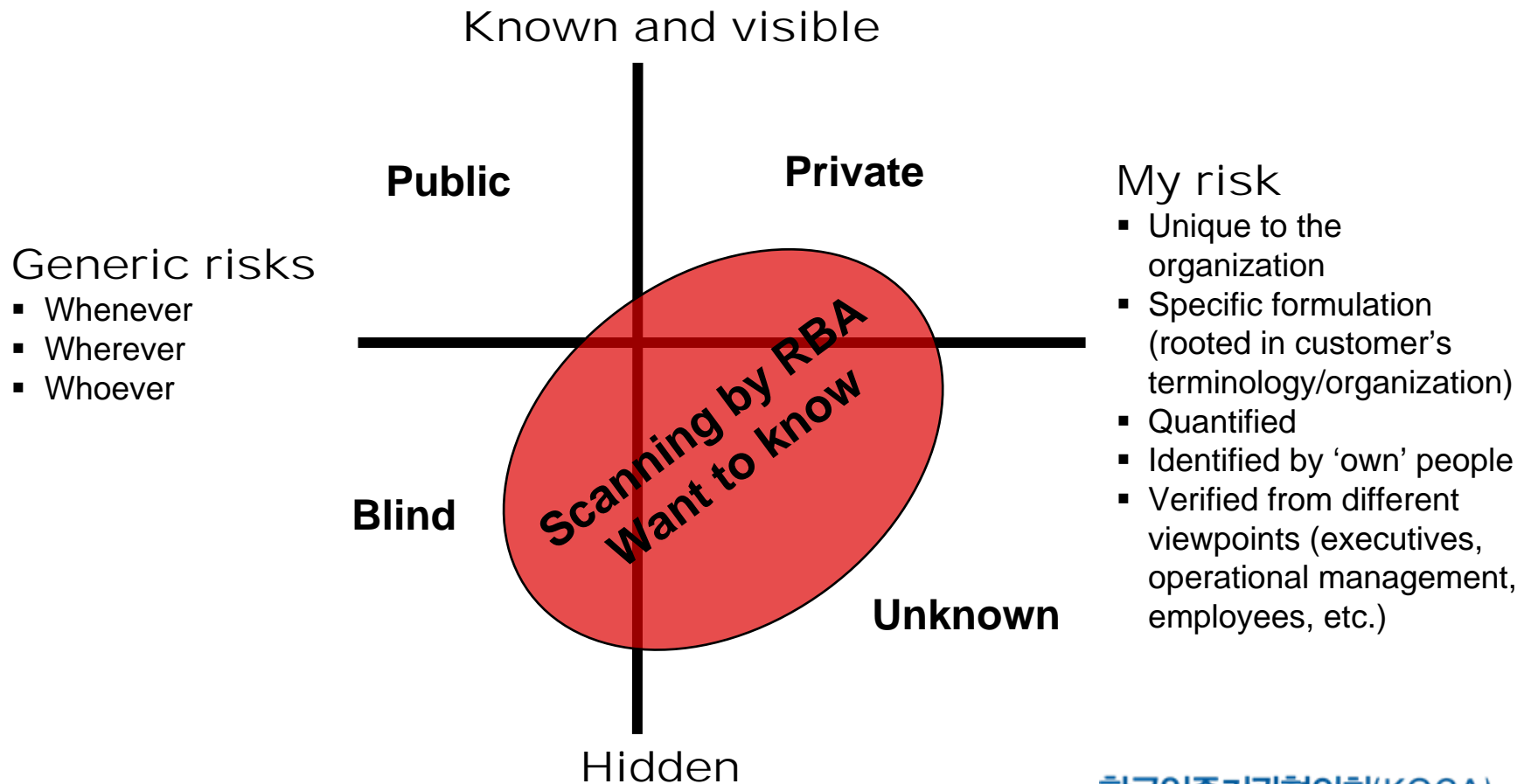
문제의 구조 – 잠재된 리스크

**There are many latent potential problems behind surfaced small problems**



# Hidden Risk (감춰진 리스크)

Important is hidden risks





# Risk tends to be hidden due to:

리스크가 감춰지려는 이유:

- Outside-In
  - Change of outside environment
- Dynamism
  - Speed of change
- Buried in process
  - Overly macro view
- Dilemma
  - “We know it but conflict with other issue..”

# RBA Model

(리스크를 기반으로 한 평가 모델)



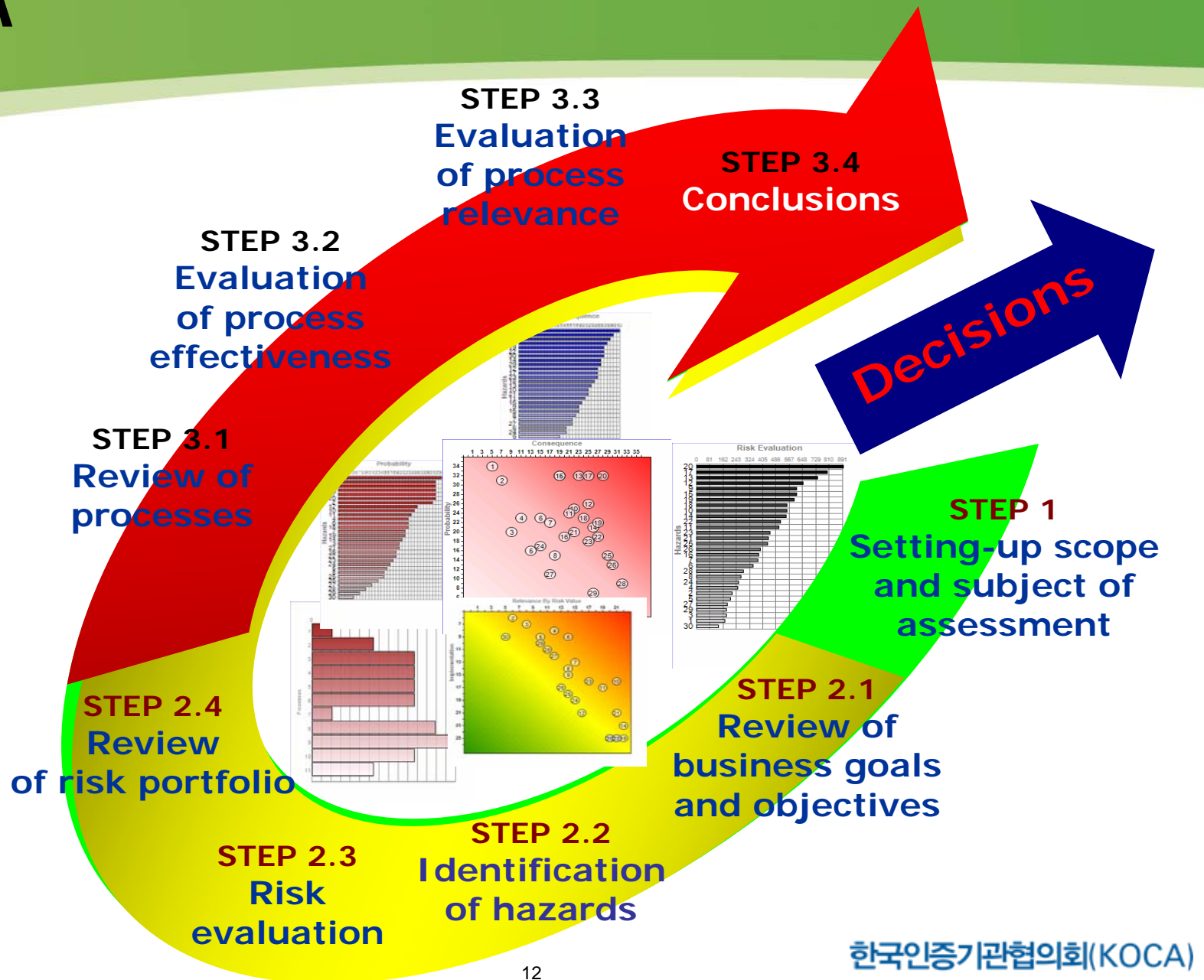
# RBA - Risk Based Assessment

RBA – 리스크를 기반으로 한 평가

RBA is:

Structured method using risk as a basis for prioritizing aspects critical for achieving business objectives

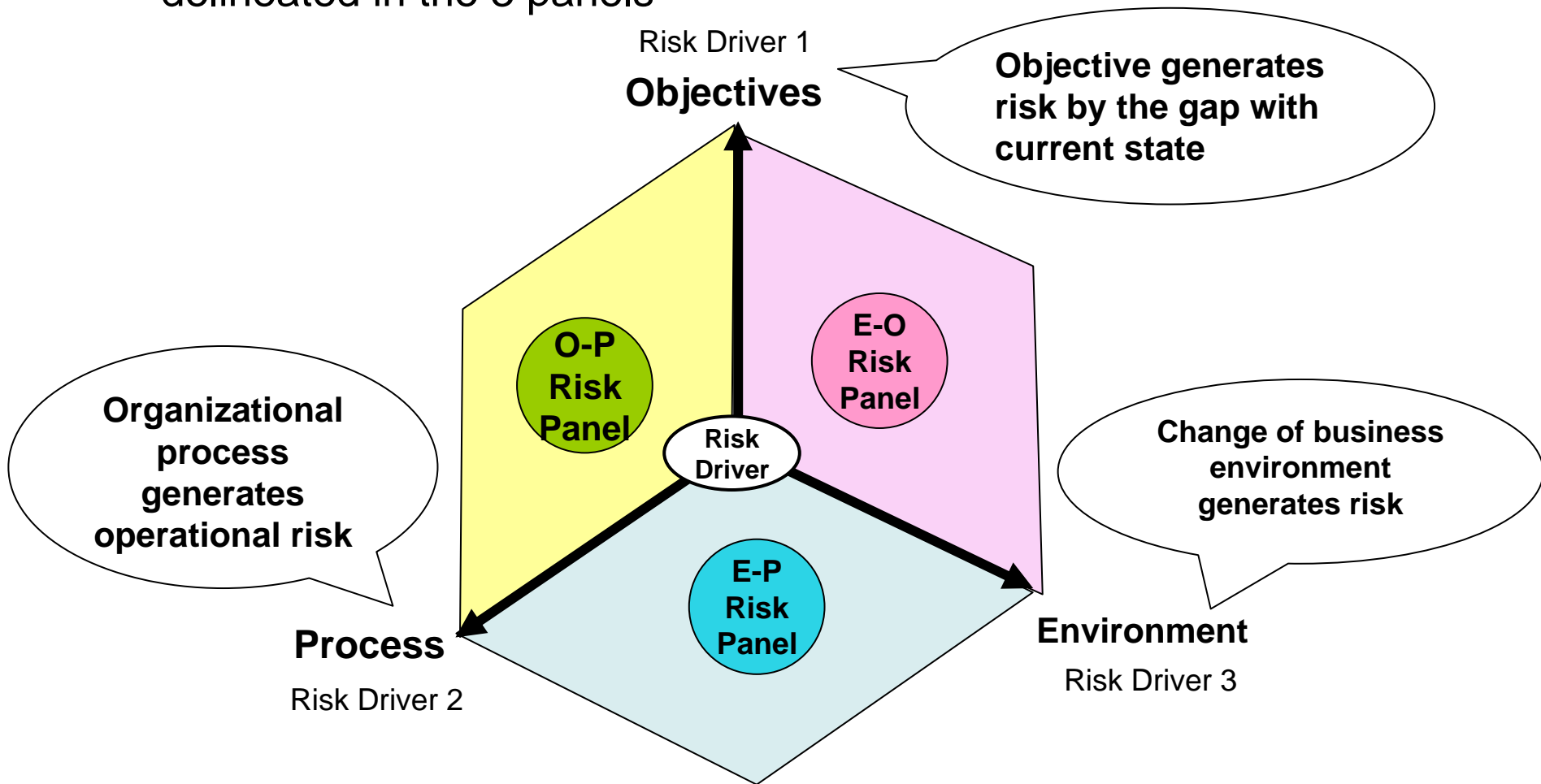
# RBA



# Risk drivers and Risk Panel (3 Dimension Model)

## 리스크 유인자와 3차원 모델

Risks are produced by risk drivers and risk hazards can be delineated in the 3 panels



# Use of RBA Results for company

회사를 위한 RBA결과의 활용

- Process improvement through proactive action
- Management priority and focus
- Basis of Planning
- Validity check of existing strategy
- Identification of focus areas in ISO Audit (Risk Based Certification)

# Thank you !!!

