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## Business Competencies

### Risk Management (Assessment, Mitigation)

Has the capacity to effectively assess and manage risk within the organisation. Takes account of the risk environment and regulatory environment within which the business operates. Puts in place clear plans and business processes in order to accurately assess risk and ensures clear actions are taken to mitigate such risk. Ensures that effective risk assessment becomes an integral part of planning and decision making across the organisation. Considers the financial, regulatory and reputational impact of the failure to effectively manage risk.

Competency Evidence	Indicative Behaviours	Suggested Career Stage
<b>1</b> <b>Basic</b>	<ul style="list-style-type: none"> <li>• Clear on the regulatory and compliance environment within which marketing activity is regulated in their industry sector.</li> <li>• Put in place the necessary business processes to ensure that marketing outputs are compliant with the relevant regulatory requirements.</li> <li>• Accesses the required information across the business, in order to make effective risk assessments as required.</li> </ul>	<b>1 2</b>
<b>2</b> <b>Developing</b>	<ul style="list-style-type: none"> <li>• Has sufficient controls in place to ensure that marketing spend is properly approved and effectively tracked and that material losses or overspend are flagged and addressed in a timely manner.</li> <li>• Ensures that the marketing team makes risk assessment (including reputational risk) an integral part of problem solving and decision making within the area.</li> <li>• Puts in place additional risk management measures within areas of marketing which may have a greater risk profile, such as new product development, product testing, pricing and promotional activity in a regulated sector.</li> </ul>	<b>3</b>
<b>3</b> <b>Solid</b>	<ul style="list-style-type: none"> <li>• Makes an informed assessment of possible risk and will balance this with the need to make progress and to make business decisions in a timely fashion.</li> <li>• Considers not only legal and regulatory requirements but will also take account of reputational risk based on ethical failures within the organisation.</li> <li>• Expert in the regulatory requirements for this business sector and is sought out by others to answer and resolve situations, which a significant risk or regulatory component.</li> </ul>	<b>4</b>
<b>4</b> <b>Strong</b>	<ul style="list-style-type: none"> <li>• Develops a broader understanding of the business, is financially literate and can integrate effective risk management strategies into marketing / business plans and decision making across the organisation.</li> <li>• Influences the board and the executive team to ensure that an appropriate balance is struck between the business objectives and the risk management and regulatory requirements in this business sector.</li> <li>• Fosters a culture of high performance within the organisation which marries the need for building long term sustainable business success with the risk and regulatory environment within which the organisation operates.</li> </ul>	<b>5</b>
<b>5</b> <b>Exceptional</b>	<ul style="list-style-type: none"> <li>• Supports the board in developing a progressive risk management culture, which marries the need to protect company resources and reputation and at the same time delivers sustainable business success.</li> <li>• Fosters improved decision making across the organisation by ensuring that risk management and reputational considerations become an integral part of how significant decisions are taken within the business.</li> <li>• Creates a culture where effective risk management is seen as a key ingredient to sustainable long-term success and not as an obstacle to progress within the organisation.</li> </ul>	<b>6 7</b>