



Working towards resilient organisations – insights from risk management and resilience research

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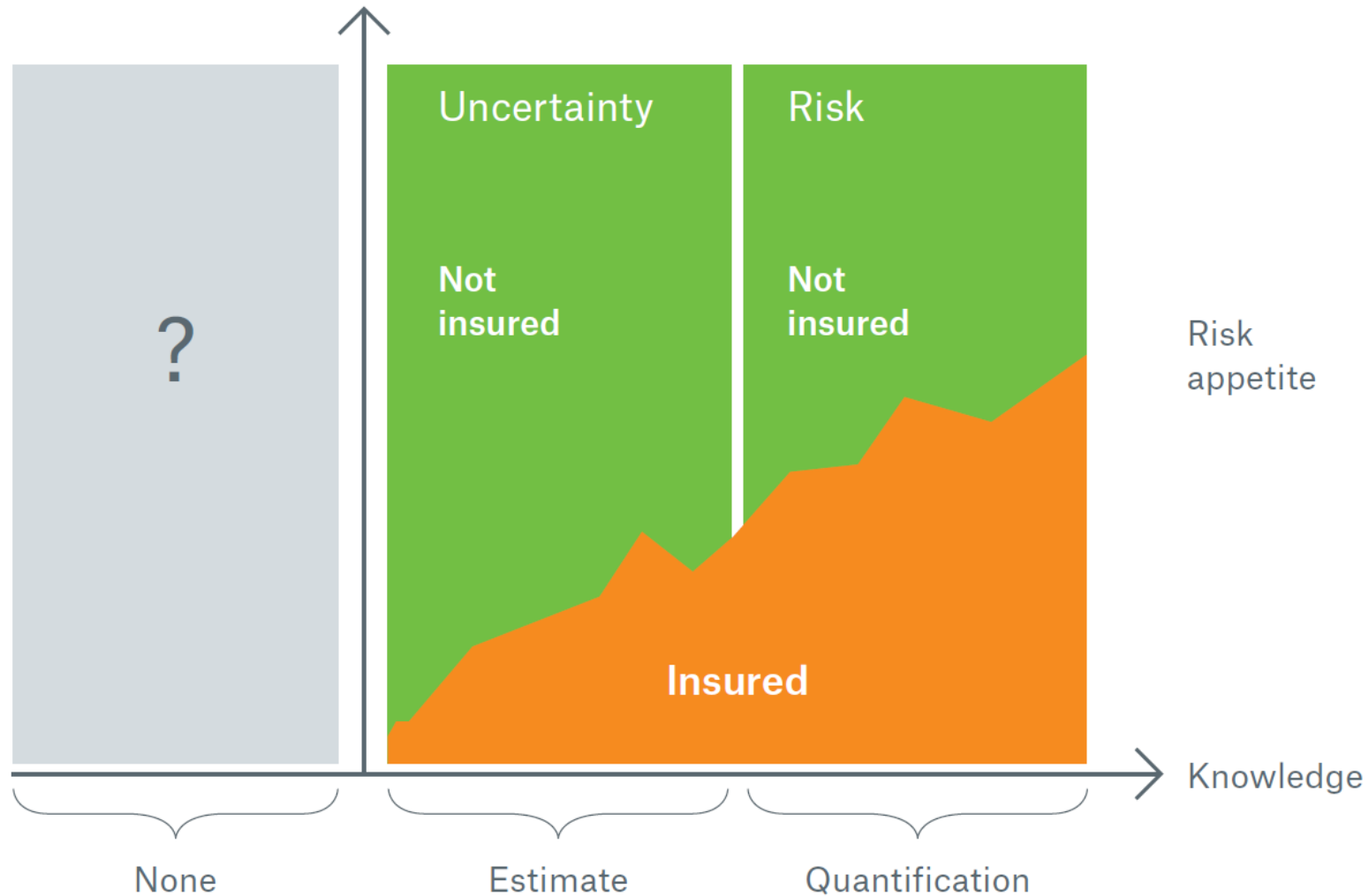
SMART
RESILIENCE



Frequently used risk management principles:
“False precision and reckless approximation”



Two aspects of the unexpected – risk and uncertainty



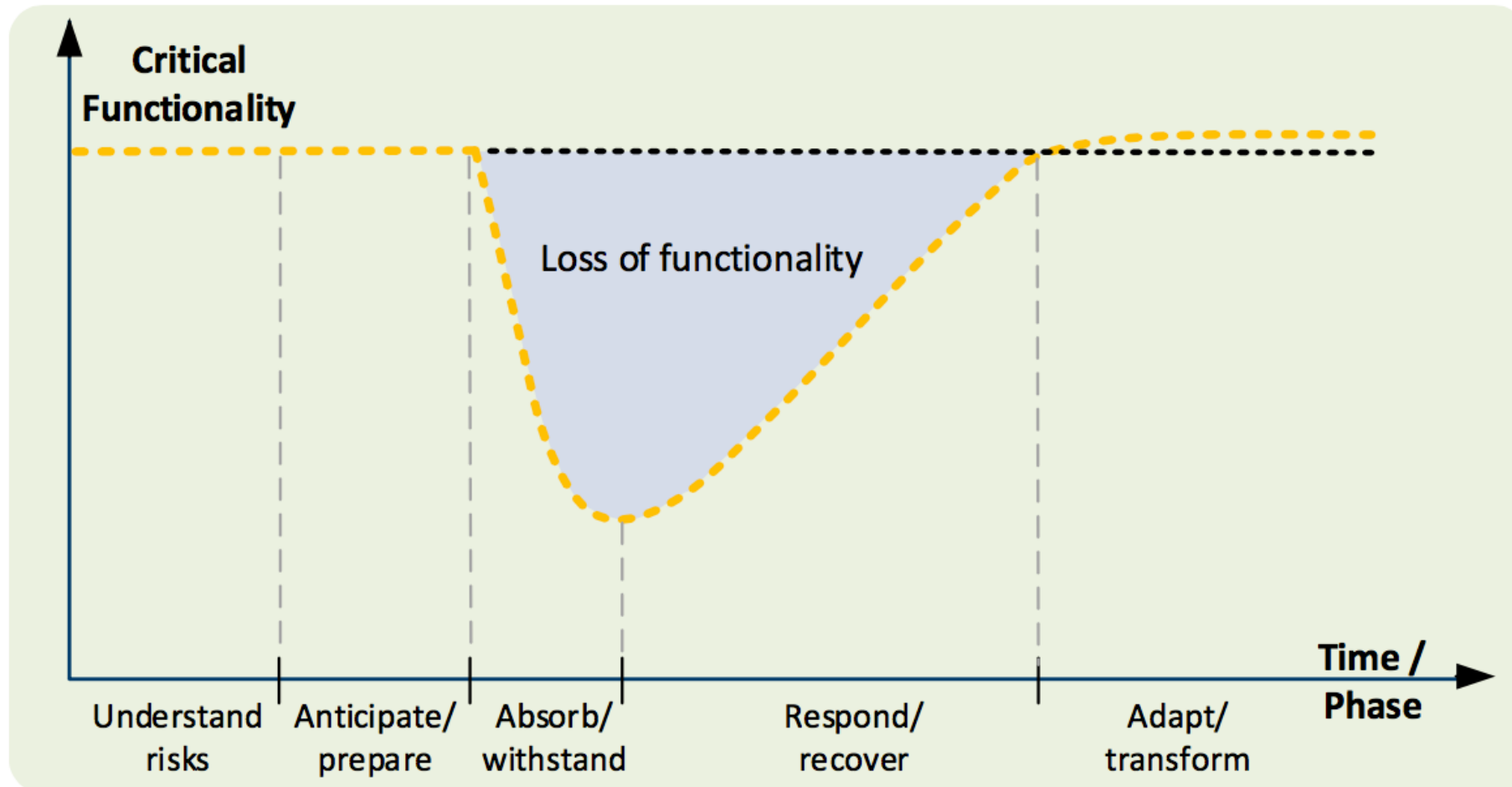
The challenge of critical infrastructure risks



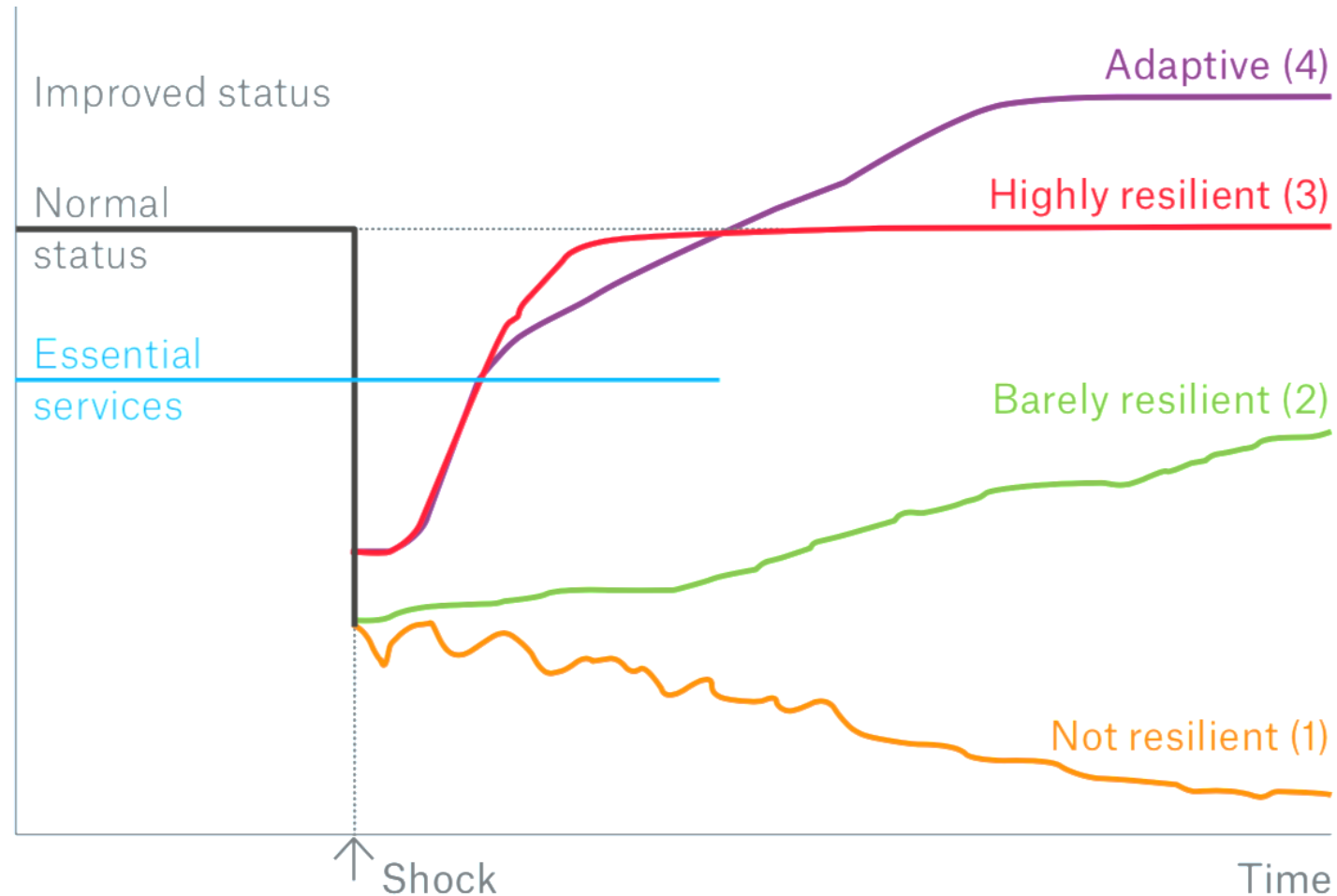
Photo by Marvin Meyer on Unsplash

- Multi-dimensional
 - Technology
 - Society
 - Politics/Regulation
 - Economic
 - Environment
- Connections - both visible and invisible
- Human factors
- Emergence of global effects from local causes
- Both lack and abundance of information and data
- Tipping points and spill-over effects

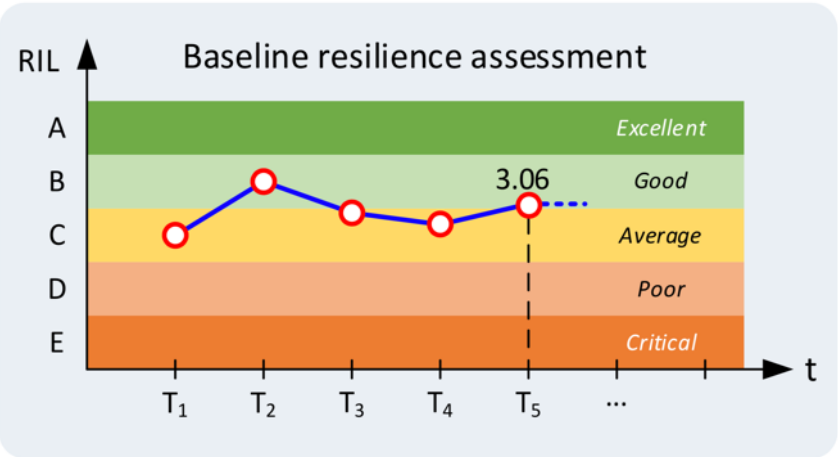
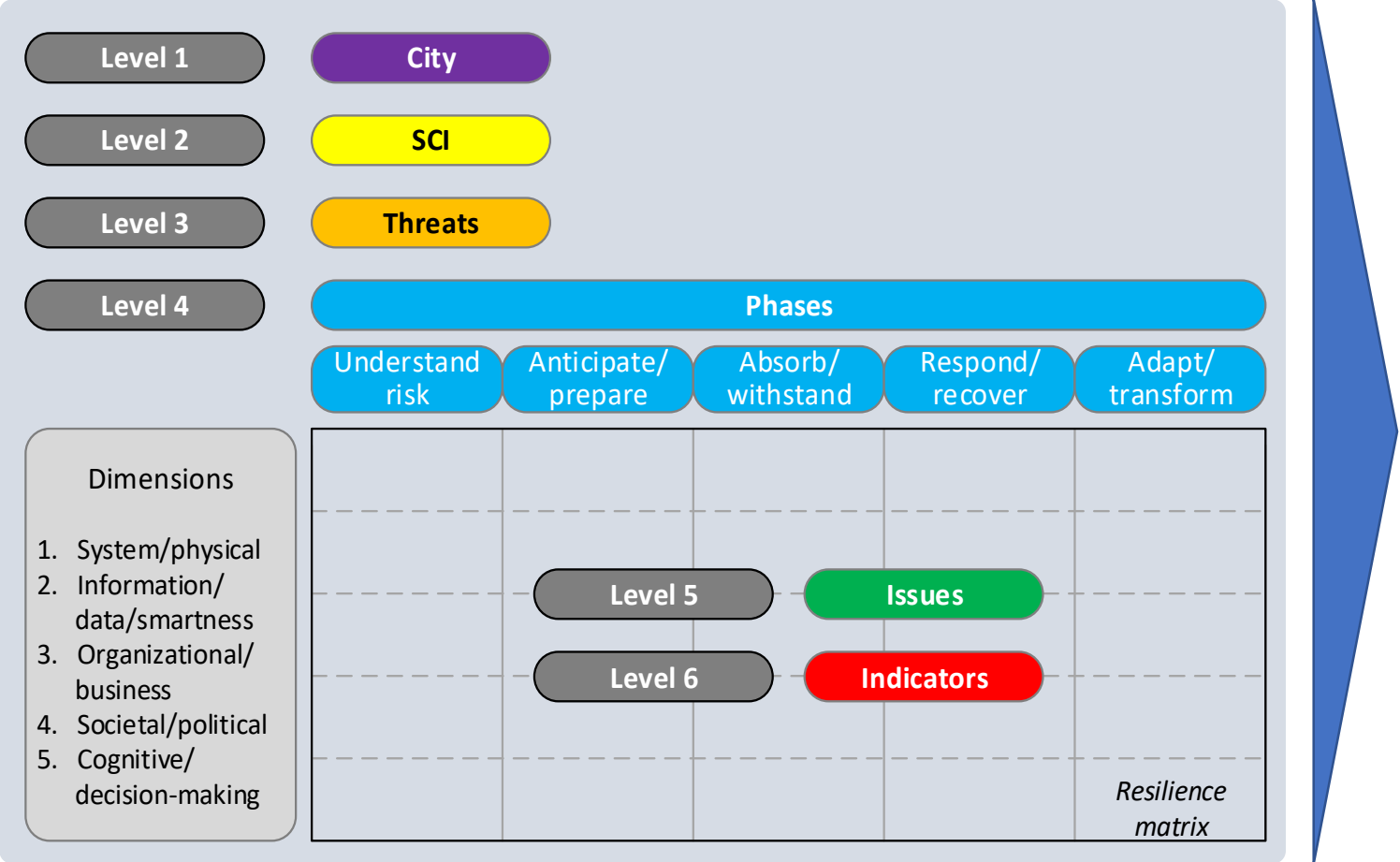
Risk management and the resilience perspective



Functionality of systems with different resilience levels

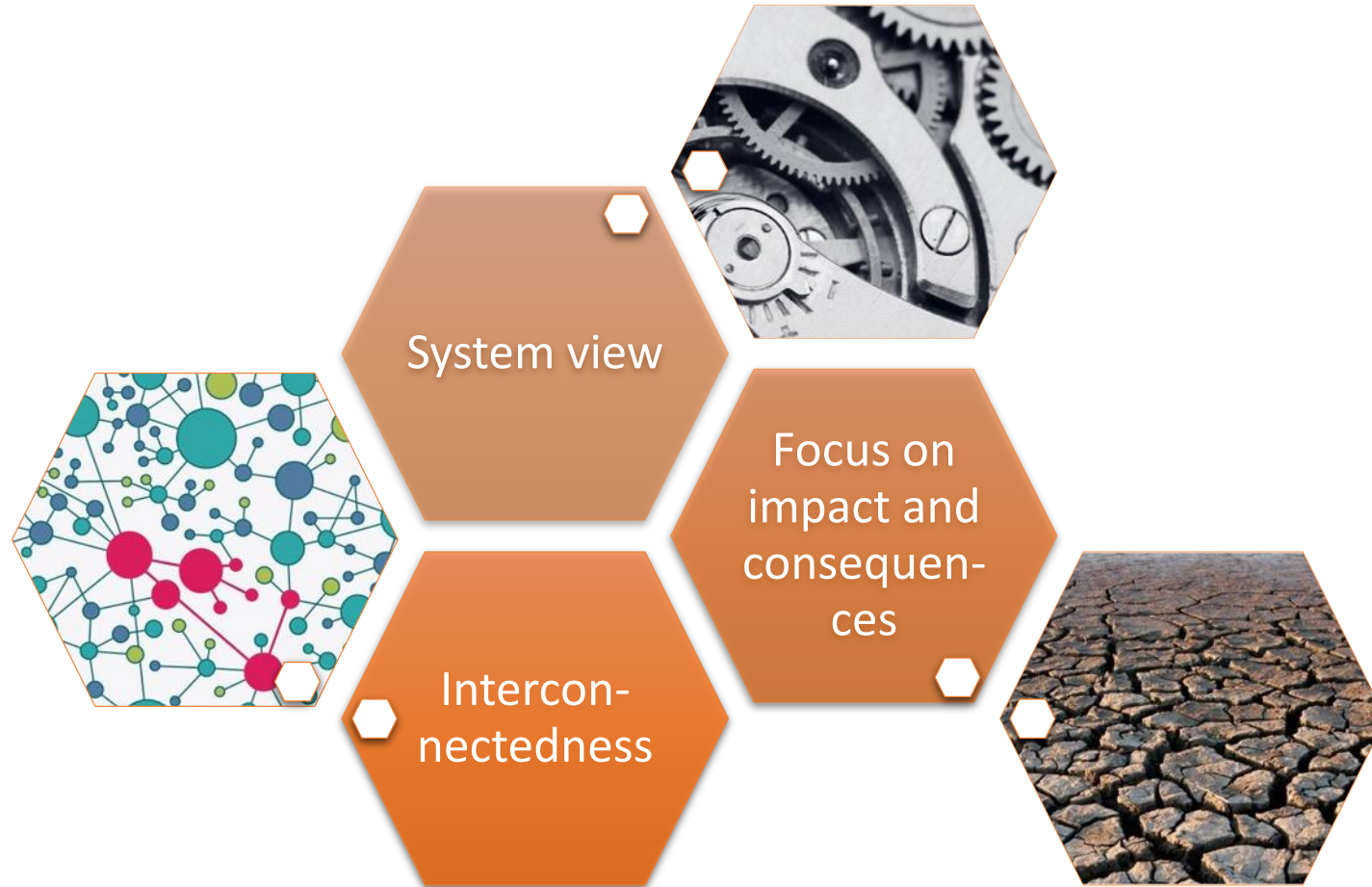


EU-Project SmartResilience – Critical Infrastructure Resilience Assessment Method

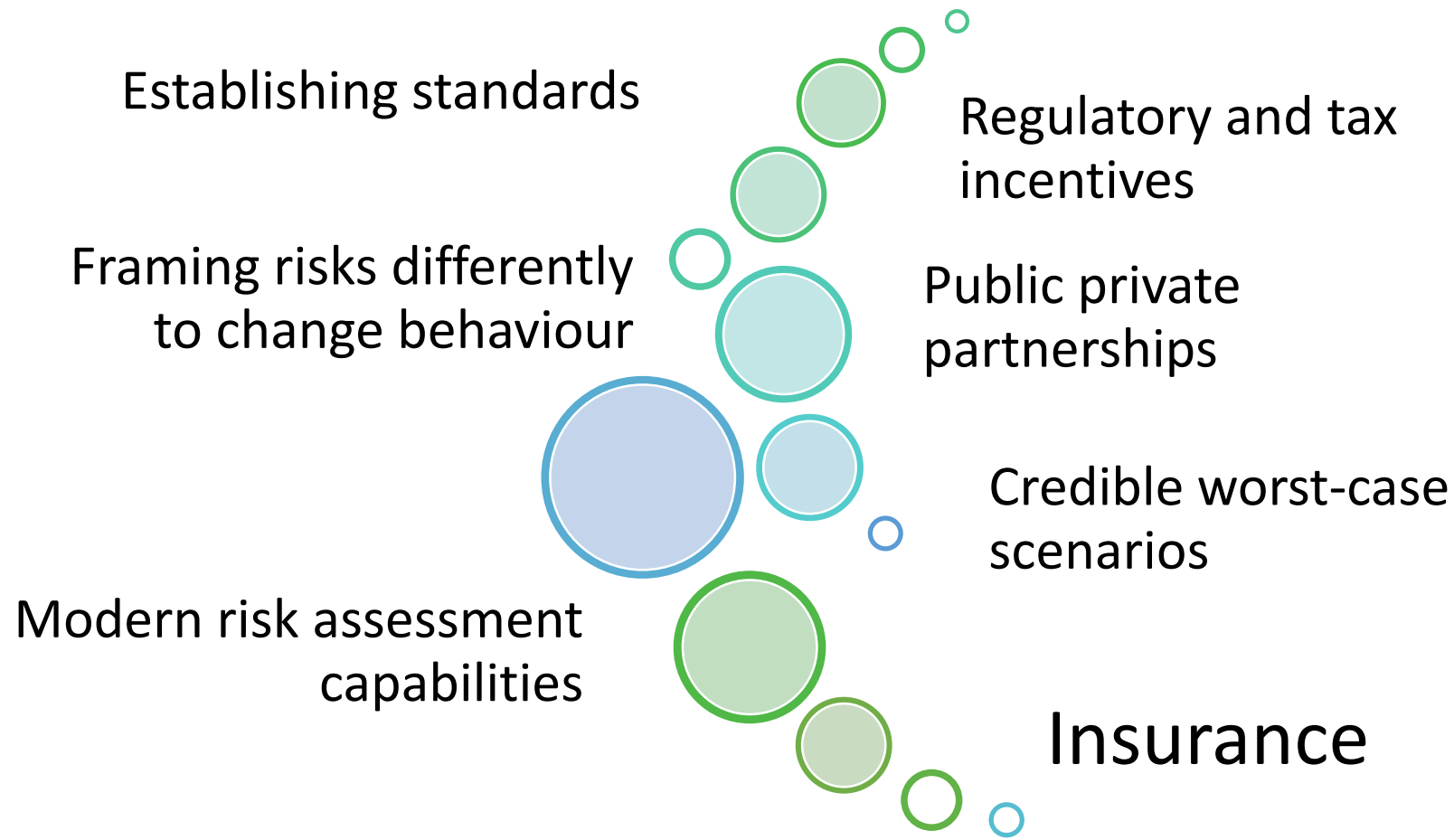


Source: Øien et al. (2018)

Resilience as an adequate answer to the changing risk landscape?



Improving infrastructure resilience through ...



Drivers of resilience in the insurance industry

Operations

- Assess own resilience and understand systemic risks and accumulation in portfolios

Business

- Resilience as an opportunity for the insurance industry to offer new products and services to its clients

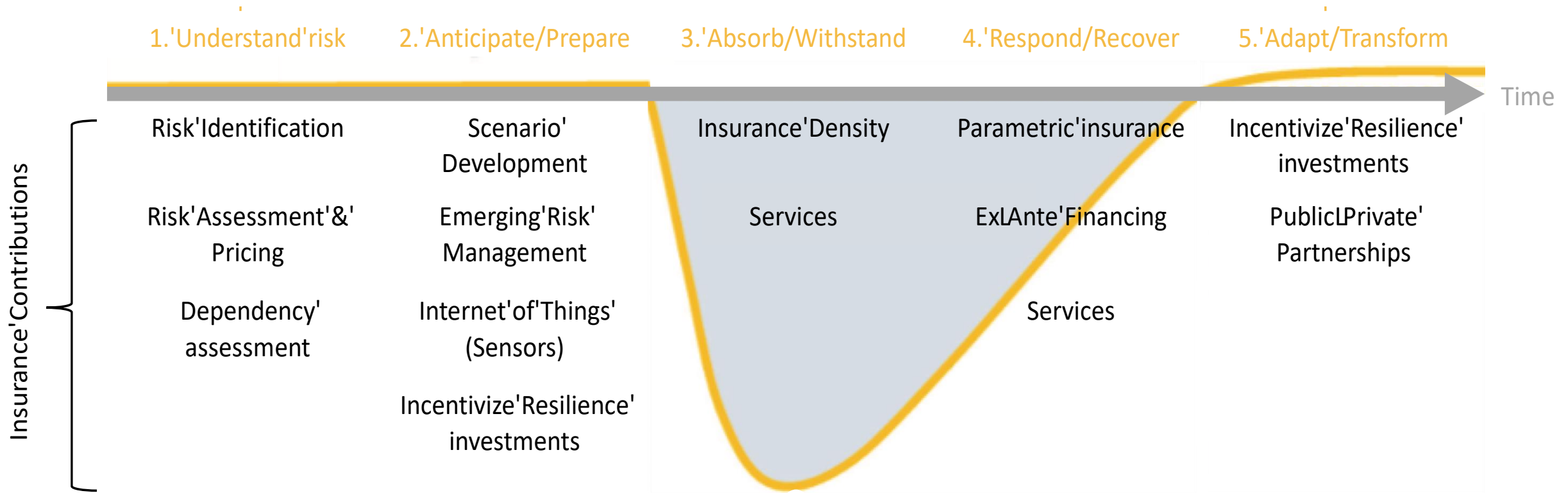
Investment

- Measurement and mitigation of risks in long-term infrastructure projects creates investment opportunities

Reputation

- Resilience is perceived as something positive, in contrast to risk that is perceived negatively

Insurance contributes to resilience – already today



Requirements from insurance perspective

Insurance Need 1: Measure Resilience / Quantification

Insurance Need 2: Assess Portfolio Interdependencies and Systemic Risks

Insurance Need 3: Standardized methods

Insurance Need 4: Independent Rating Implementation

Insurance Need 5: Incentivize Continuous Improvements



Thank you very much!

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