



GLOBAL CONFERENCE 2025

ENTERPRISE RISK MANAGEMENT:
RISING FROM THE ASHES

THE ENIGMATIC CRAFT
OF STRATEGIC RISK

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No One Size Fits All

Today's objective: sharing what works for me,
with hope that some lessons I learned may benefit the audiences
Today's topic is simplified and aimed for multi-industries applicability

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My Optics

Past Roles Experience

Financial Service Risk Management Group - Head

ERM implementation projects in various companies experience

Risk Management specific projects experience (sector risk rating, market risk, credit risk)

Financial instruments and derivative fair valuations

Strategy projects experience

Industry level master-plan development

Wholesale Bank Strategy Planning - Head

Bank strategic planning experience

Portfolio risk monitoring experience

Master Degree in Risk Management

Current Role Experience

Chief Risk Officer

Enterprise Risk Management

Financial Risk Management:

- Market Risk (Int Rate Risk, FX Risk)
- Credit Risk
- Liquidity Risk & Asset Liab Mgt

Non Financial Risk Management:

- Operational Risk
- Reputational Risk
- Integrated Risk & Control System

Capital Monitoring

Country Executive Accountability Regime Lead/Coordinator

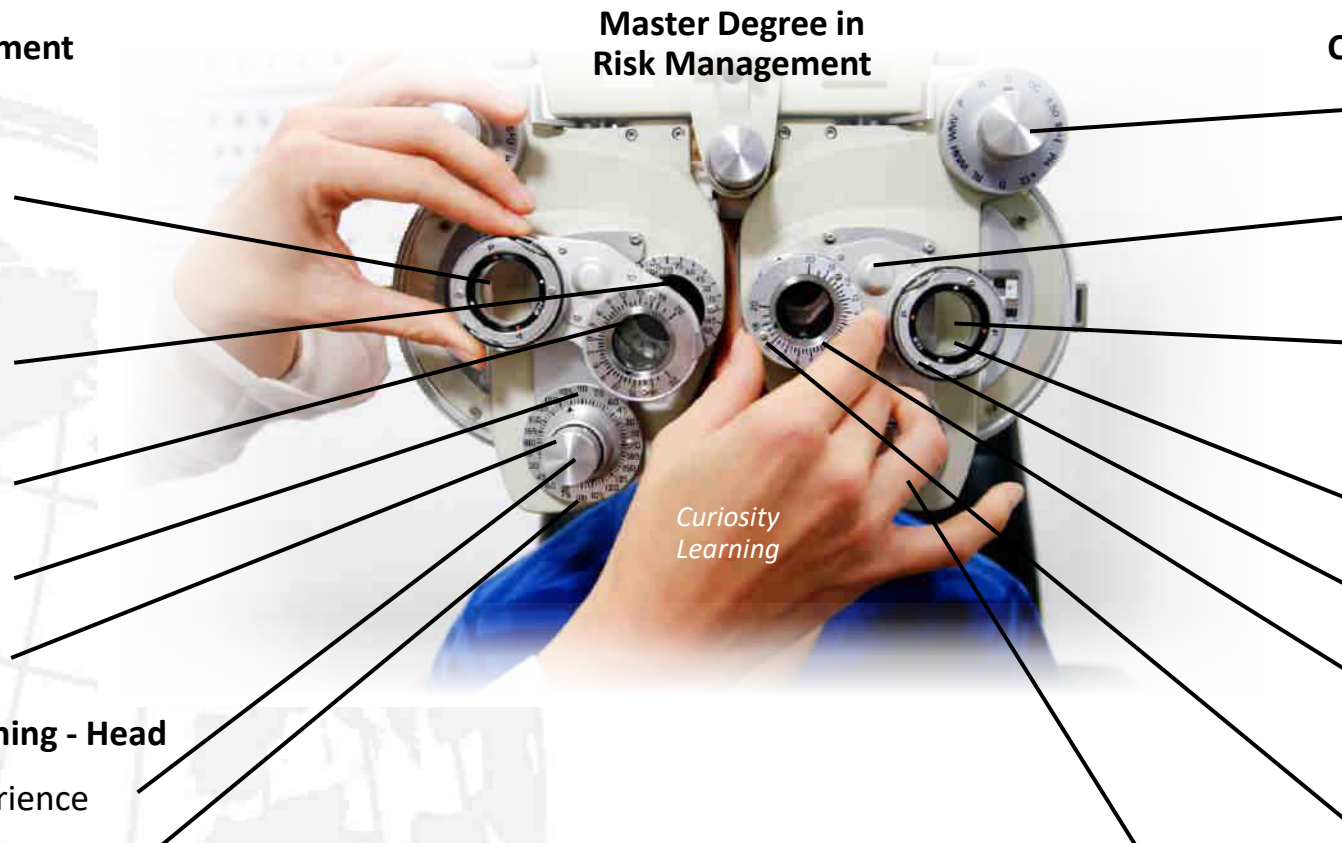
Country Governance Caretaker (2017 - 2023H1)

Country BCM & Crisis Management (2019 - 2022)

Industry Contribution

Vice Chair for Insurance Sector's National Standard of Competence Committee (appointed by Association Regulator - 2019 & 2024)

Committee Member for Life Insurance Industry CRO Working Group (since 2017)

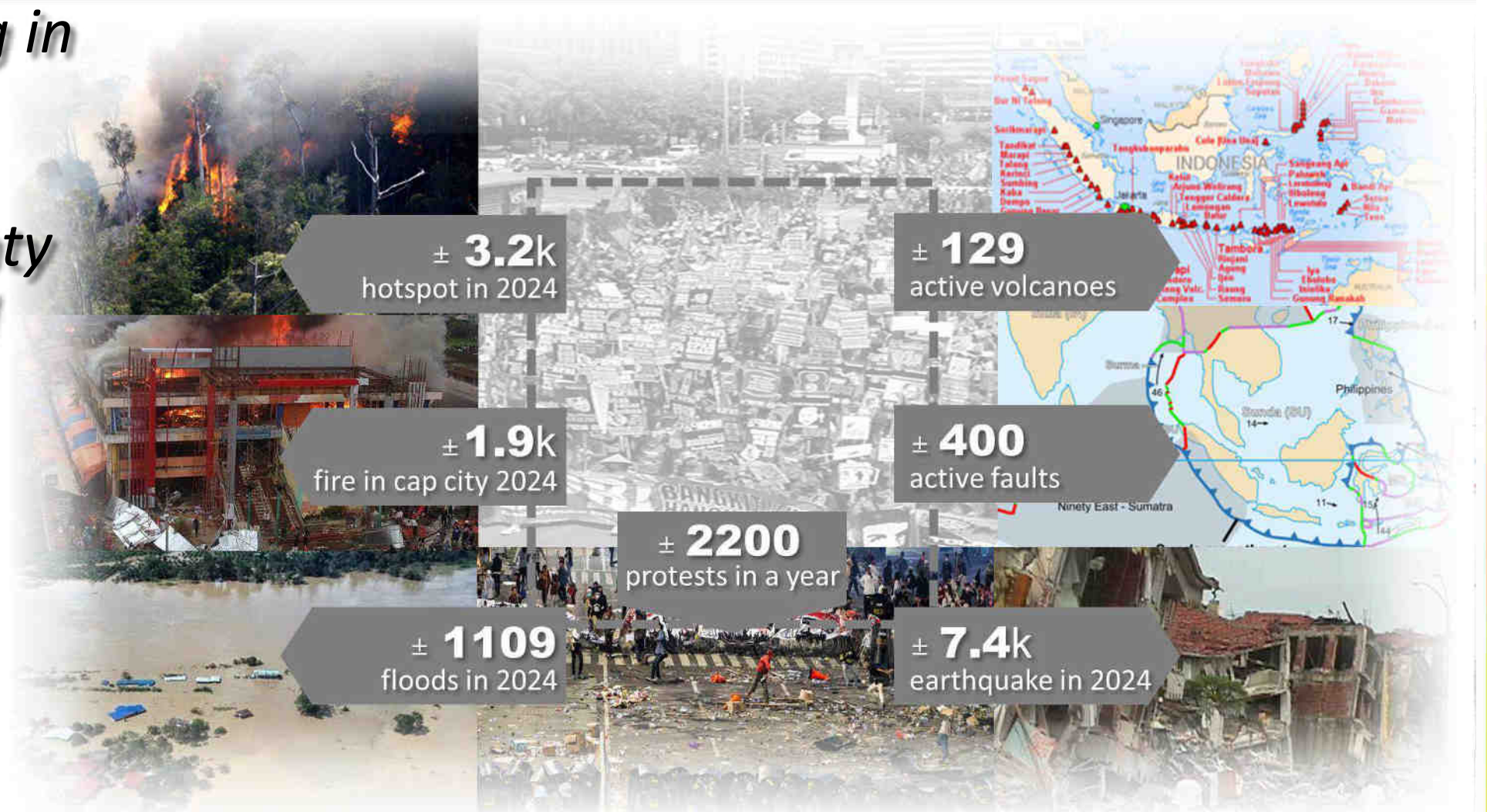


*what could
possibly go
wrong*



My Context

*operating in
a world
where
uncertainty
is normal*



Our World Evolved Fast

regulatory changes



global dynamics



climate change



nat-cat

geopolitics

supply chain sovereignty

polarization

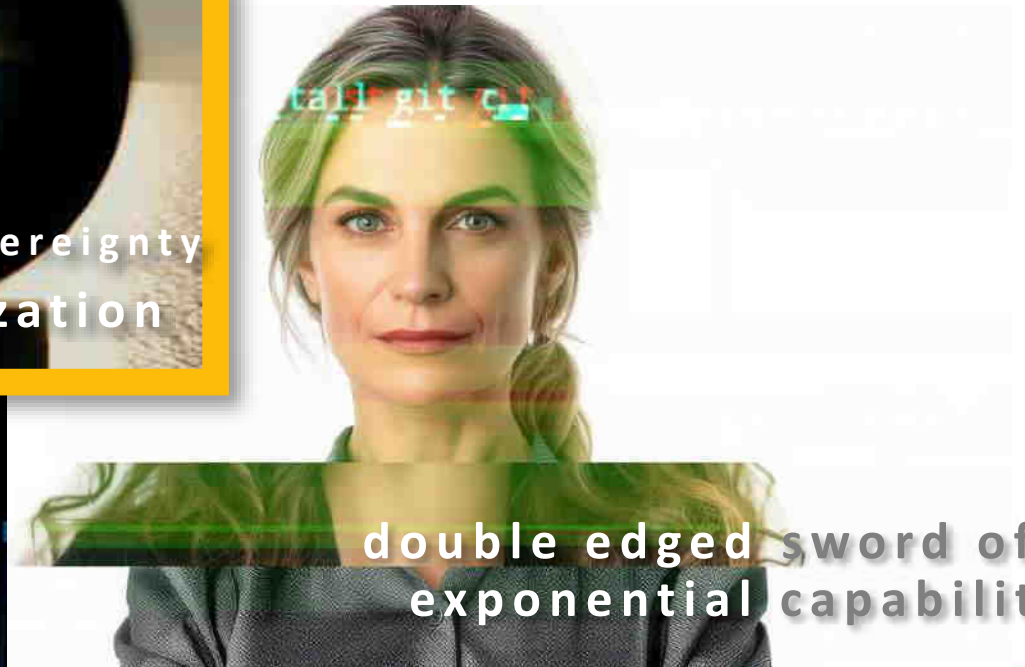
financial market volatility



cyber risks



tail risk



double edged sword of AI
exponential capability

A Reminder

Notable was the rise in **large bankruptcies**: 113 filings by companies with more than \$100 million in assets were recorded through mid-2024, an **8%** increase year over year and **43%** higher than pre-2020 averages.

Mega-bankruptcies (with \$1B+ in assets) also surged, with 16 such filings in just the first half of 2024—the busiest half-year since 2020. This surge is **spilling into 2025**. Compared to the first quarter of 2024, Chapter 11 filings have increased by **22%**, and Chapter 13 filings by **8.3%**.

Source:

- <https://blog.cscglobal.com/the-surge-in-large-corporate-bankruptcy-filings-whats-driving-the-2024-2025-wave/>
- Cornerstone Research
- <https://www.bankruptcywatch.com/statistics>

Year-Over-Year Weekly National Bankruptcy Filings (Through Week 30)

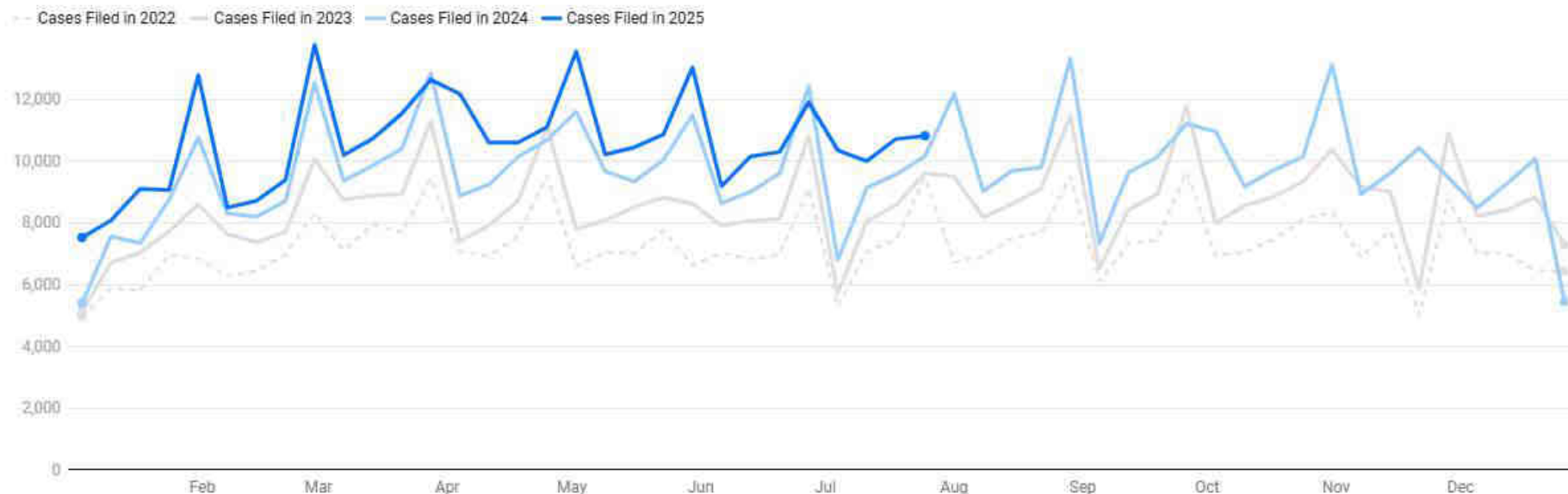


Chart: Ryan Stone, BankruptcyWatch • Source: [BankruptcyWatch](https://www.bankruptcywatch.com) • [Get the data](#) • Created with [Datawrapper](#)

**“As GRC professionals, our task is
not to replicate the strategist,
but to fortify the strategy”**

“We don’t rewrite strategy.
What we need: **assess**, **pressure test** and **embed**
risk consideration in the strategy formulation”

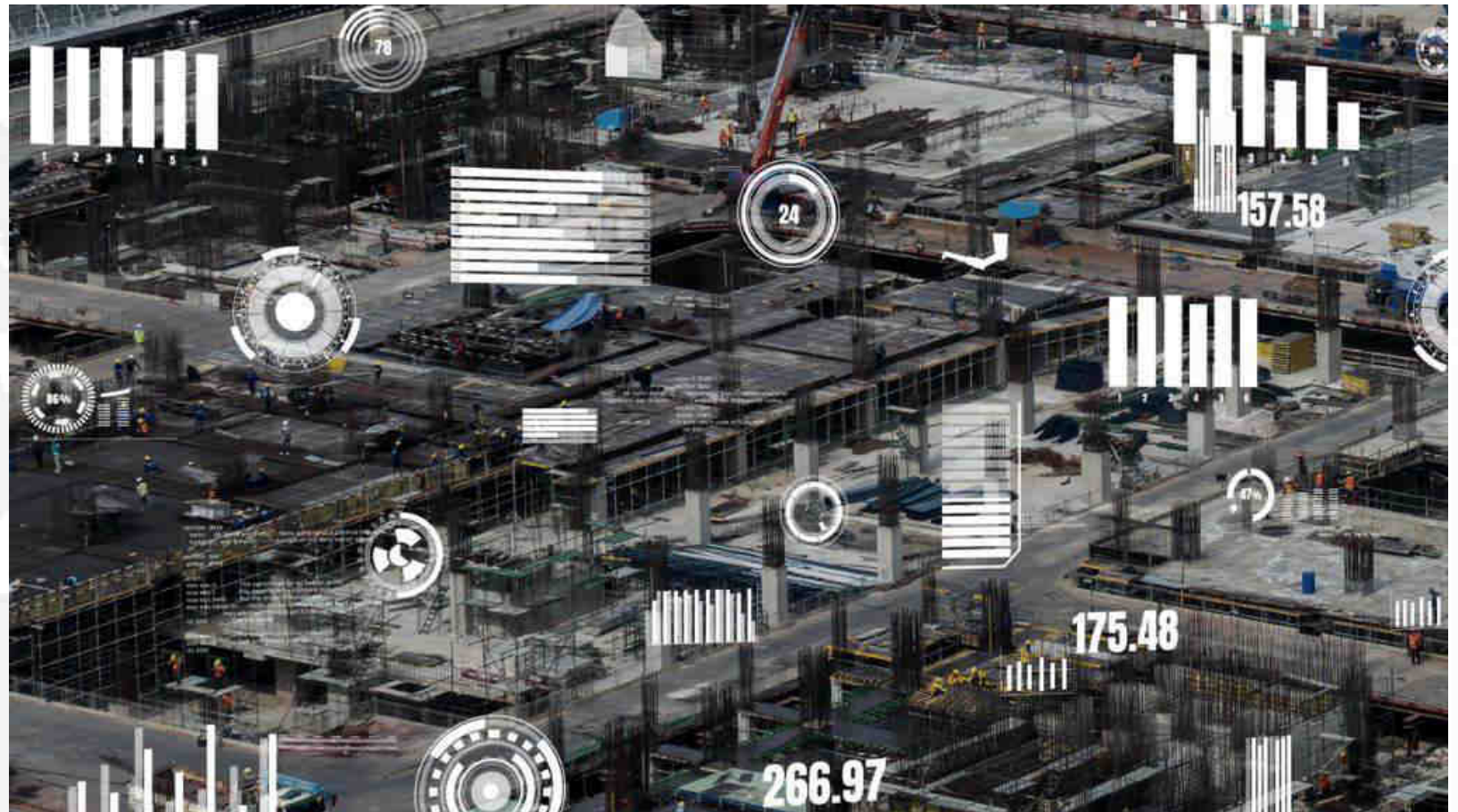
Assess *the internal landscape*

- **Financial Landscape:**
What financial levers are we assuming we can pull and how stable or time-sensitive are they?
- **Customer & Market Landscape:**
Are we relying on customer behavior that's proven or hoping it will continue without testing it?
- **Operational & Process Landscape:**
Can our internal engine handle the strategy's pace or are we pushing it into the wrong gear?
- **People & Capability Landscape:**
Are we assuming the organization can grow into something it's not yet equipped or aligned to deliver?



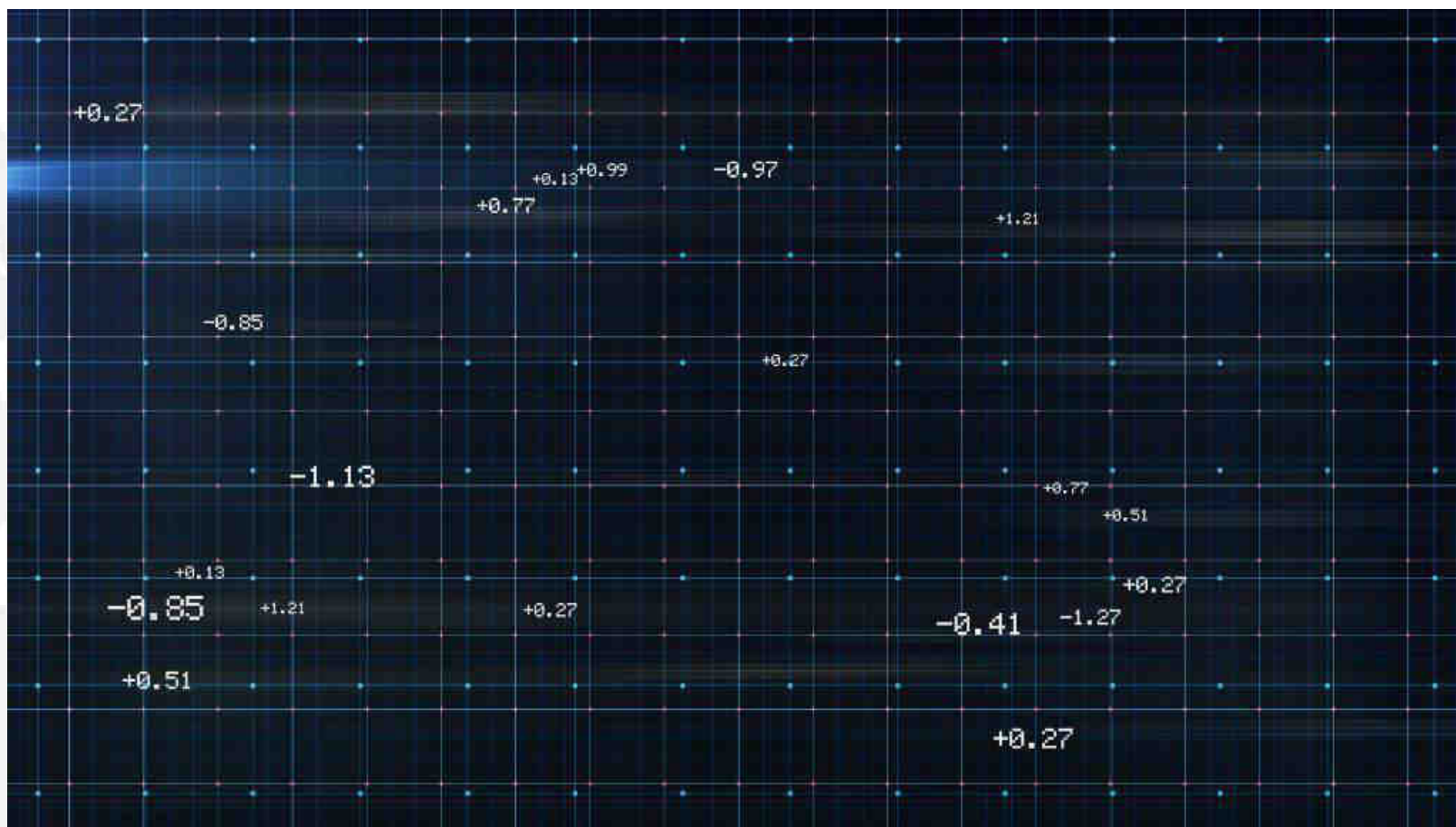
Assess *the external terrain*

- **Market & Competitive Dynamics:**
What must remain true in the market for our strategic position to hold?
- **Macroeconomic & Financial Shifts:**
Could macro trends (rates, FX, inflation) make our strategy unworkable or mistimed?
- **Regulatory & Policy Environment:**
What decisions from regulators or policymakers could derail or delay our strategy?
- **Sociotechnological Trends & Public Sentiment:**
What external signals, social, technological, or behavioral could reshape demand or trust mid-journey?



Pressure Test *the break-point*

- **Execution Fragility & Bottlenecks:**
What part of the strategy fails first under pressure?
- **Time Misfires & Delays:**
Not just “What if we fail?” but also: “What if we succeed... too late?”
- **Scenario Shocks & Tail Risks:**
Which external shock could blindside the plan and are we scanning for it early enough?
- **Cascade Effects & Interdependencies:**
Are we testing risks in isolation or do we understand how one fault multiplies into many?



Embed *risk into signals to decisions*

- **Define Strategic Triggers with Response Paths:**

A good trigger doesn't just say when to act, it makes clear what to do when the line is crossed.

- **Embed in Decision Gateways & Planning Routines:**

Risk shouldn't show up after the fact, it should be in the room where decisions are shaped.

- **Build Early-Warning Signals (KRIs):**

Don't wait for failure. Install foresight signals that detect deviation while there's still time to respond.

- **Align with Execution Rhythm & Business Monitoring:**

Resilience doesn't require more meetings, it needs sharper signals embedded into the ones we already have.



Communicate

risk insights that shape board decisions - not just reporting

- **Focus on triggers:**
Not just risk lists or lagging indicators, translate signals into actionable thresholds that prompt timely decisions.
- **Translate signals into decisions:**
What are we watching, and what's the pre-agreed response if that signal crosses the line?
- **Elevate strategic narratives:**
Bring forward the 3–5 risks that matter most to direction, timing, or value. Not every heatmap square.
- **Move beyond metrics:**
What does the board need to understand and decide, not just monitor?





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THANK YOU

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