

RISK MANAGEMENT AS AN INSTRUMENT TO ENABLE INNOVATION

ENISA-ANACOM Workshop on
Risk and Innovation
Lisbon, 22 January 2010

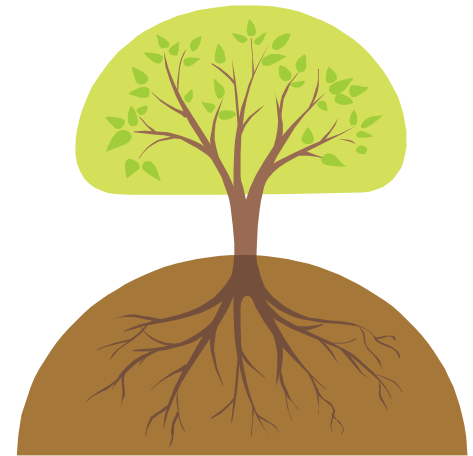
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Innovation is the key to growth

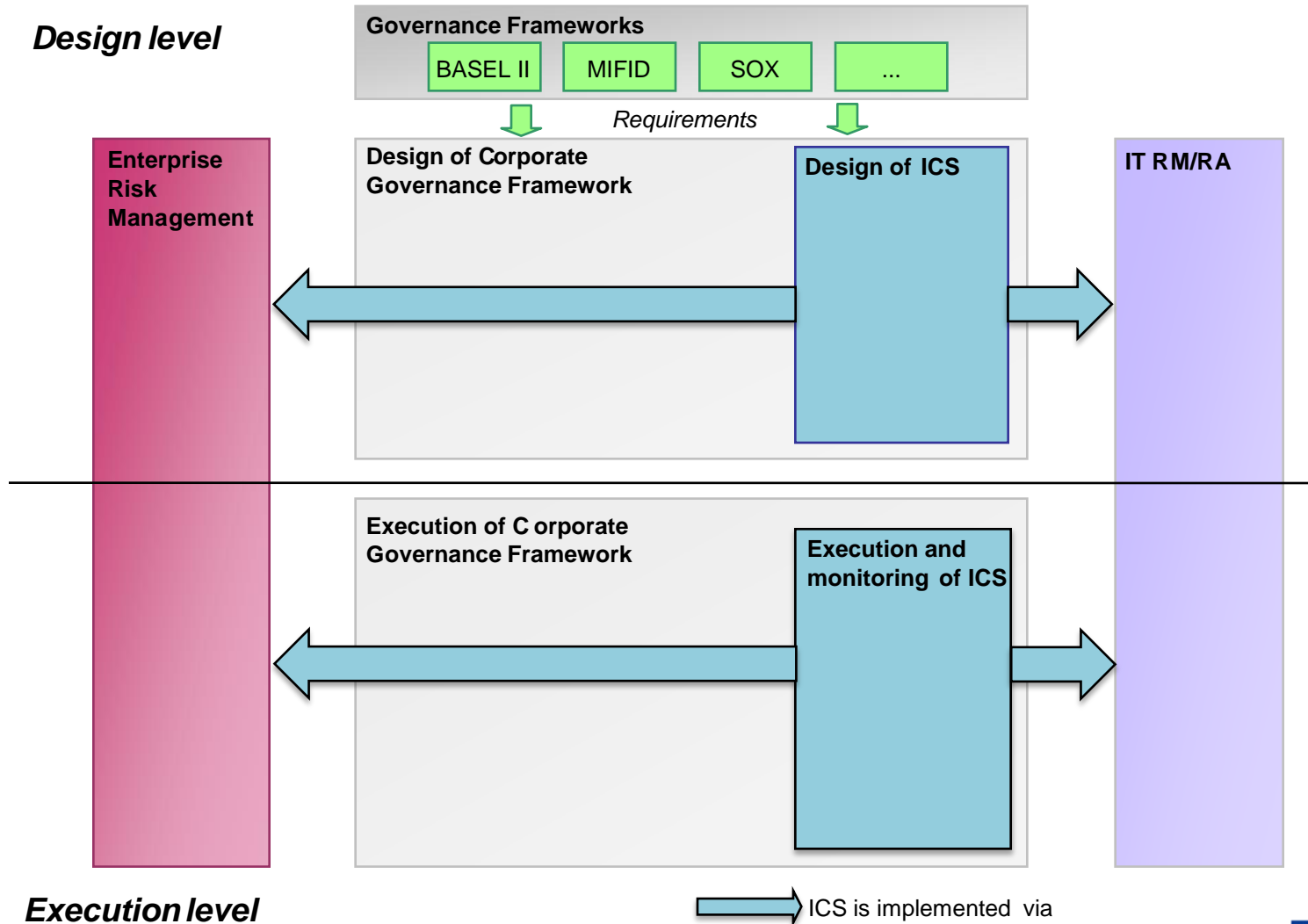
- Innovation is about doing things in a new way
- Innovation helps in generating new opportunities for business activities by injecting new ideas
- Innovation contributes to the improvement of competitiveness, fosters knowledge based economy and contributes to the overall prosperity of our societies.
- Innovation capacities are raised by investments in ICT and lead to economic performance
- ENISA, as an organisation acting on facilitation of the internal market, has to consider innovation and its role in ICT and information security

Conditions to achieve innovation

- Innovation needs a stable and safe internal environment, meaning **good governance**:
 - Management support (commitment to change, investments)
 - Corresponding risk posture
 - Internal processes to foster innovation
- Innovation needs connections with the outside world, meaning **controlled openness**:
 - Preparedness to broker with knowledge
 - Confidence in knowledge/ideas/technologies
 - Recognition of momentum towards acceptance of new/change



Good governance via Internal Control System (ICS)



Controlled openness via information sharing

By departing from the pure hierarchical model and getting to the (social) networked one, innovation turns to be a cooperative task:

- Importance of staffing (both involved individuals and partners)
- Special protection of relevant competitive information
- Analysis of trends
- Observation of ideas, technologies, knowledge
- Consideration of future user requirements
- Establishment of structures and modalities for information sharing



Event Structure: Focus on ICT

Three categories of businesses have been selected:

- **Big Organisations using innovation:** adaptation/optimisation, development of new services, cost reduction, increase effectiveness
- **High-Tech ventures producing innovation:** risk posture for product development, security by design
- **Small-Medium Enterprises (SMEs) using/producing innovation:** innovating with reduced resources (human, knowledge, monetary), while impact from risk exposure can be fatal.



Current ENISA engagement

- **Big Organisations:**
 - Risk management practices and inventories
 - Risk management and corporate governance
 - Continuity requirements
 - Resilience of infrastructures
- **High-Tech ventures:**
 - Assessment of Emerging and Future Risks
 - Assessment reports of emerging technologies
 - Technology usage for resilient infrastructures
- **Small-Medium Enterprises (SMEs):**
 - Risk management benchmarking
 - Risk management for SMEs
 - Continuity for SMEs



Our Aim

- To discuss role of **risks in innovation**:
 - Areas of risk taking (Operations, Market, Finance, Technology, others)
 - Practices for risk assessment and decision making
 - Mitigation strategies
 - Balance between estimated and real risks
 - What about information security risks?
- To understand **how innovation can affect risks/information security**:
 - Brokerage of (non-competitive) knowledge to achieve (competitive) objectives
 - Maintenance of trusted channels
 - Sharing of experience



Going to “listen” mode

The event has manifold objectives:

- Get together with the right people at the right time
- Learn from existing experiences AND
- Listen to comments of participants
- Identify overlaps and gaps
- Shed light to co-existence of risk posture and innovation
- Listen to thoughts/concerns/requirements of stakeholders

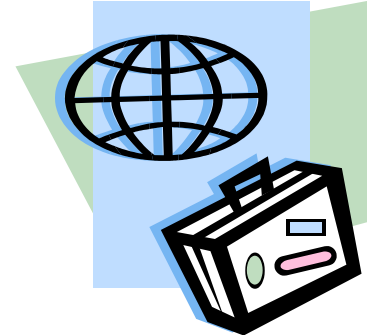


ERGO: We are all here to learn by going into “listening” mode

Results will flow in the ENISA process

ENISA is committed to use the achieved results:

- Conclusions from the event are going to be communicated by ENISA to our constituencies (Stakeholders, PSG, MB, other)
- Consider other follow-ups
- Inject in existing activities
- Bring relevant stakeholders together
- Incorporation into future plans



A word of appreciation

“Risk and Innovation” is a cooperative effort:

- ANACOM has delivered the idea and facilitated organisation
- Speakers and moderators of high profile from all over Europe supported this event
- Participants with key roles have attended the event
- ENISA staff worked hard to set up the event

Obrigado!

ENISA plans to keep organising events with peers in the Member States to foster dialogue and transfer issues at European level

I wish success to the event
and
I thank you for your attention