

## **RISK AWARENESS – RISK MANAGEMENT IN TIMES OF CRISIS**

### **INTRODUCTION**

Companies require dynamic and flexible risk management to navigate an unpredictable future in which change comes quickly. In view of the realities, all organizations pharmaceutical companies Inclusive need to refresh and strengthen their approach to risk management to be better prepared and skillfully Navigate the “slippery ground” of Nigeria business environment.

The objective of this bulletin is to project what management executive, senior management, and staff of May & Baker Nigeria Plc must do to **build resilience in times of economic uncertainties.**

### **1. WHY DO WE HAVE TO BE DYNAMIC IN TIMES LIKE THIS**

**-Everything Rises and Falls on Leadership of a company.**

(CBN axing the management team of KEYSTONE, POLARIS, UNION BANKS.

**-Expectation and Reputation:**

Rising expectations from regulators, shareholders puts pressure on CEO, management team, Senior staff than ever before.

**-The business environment** is changing rapidly and so unpredictable:(Climate change, government Policies, Regulatory Authority, Forex exchange volatility. Inflation, insecurity etc.

### **2. HOW DO WE NOW MANAGE RISK IN TIMES OF CRISIS.**

**-DETERMINE TOP RISKS THAT SHOULD BE ON MANAGERMENTS DASHBOARD:**

(Example Foreign exchange related risk, Supply chain Disruption, Cyber Security, Reputational Risk, Compliance Risk, Revenue Risk

**-KEEP AN EYE FINANCIAL INDICATOR:**

Keep an eye on financial indicator: Cost of sales, Revenue, Bottom line, Gross profit. Liquidity (figures dont Lie).

**-RISK DISCUSSIONS ACROSS THE ORGANIZATION:**

Foster risk discussions throughout the organization. (2-3 Minutes to be set aside in every staff briefing by the MD to encourage staff to take risk management serious.**(TONE AT THE TOP MATTERS)**

**-PROVIDE RESOURCES FOR RISK CONTROL STRATEGIES:** Management must also invest in risk management by making available financial resources to mitigate risk on time. (A stitch in time saves nine)

**RISK MANAGEMENT INTO DECISION MAKING:**

Discuss risk during decision making, business review meetings and request for risk analysis/information when preparing for company decision.

**-LEARN FROM OTHERS:**

(GSK, SANOFI exiting Nigeria find out the reason for their exit and do everything to avoid the same pitfall.

**-ALWAYS EVOLVE**

Be dynamic and be flexible with your risk mitigation approach across the departments in the organization.

***...to be continued!***

**Internal Control, Compliance and Risk Department.**