



## **ERM for Non-Corporate Entities**

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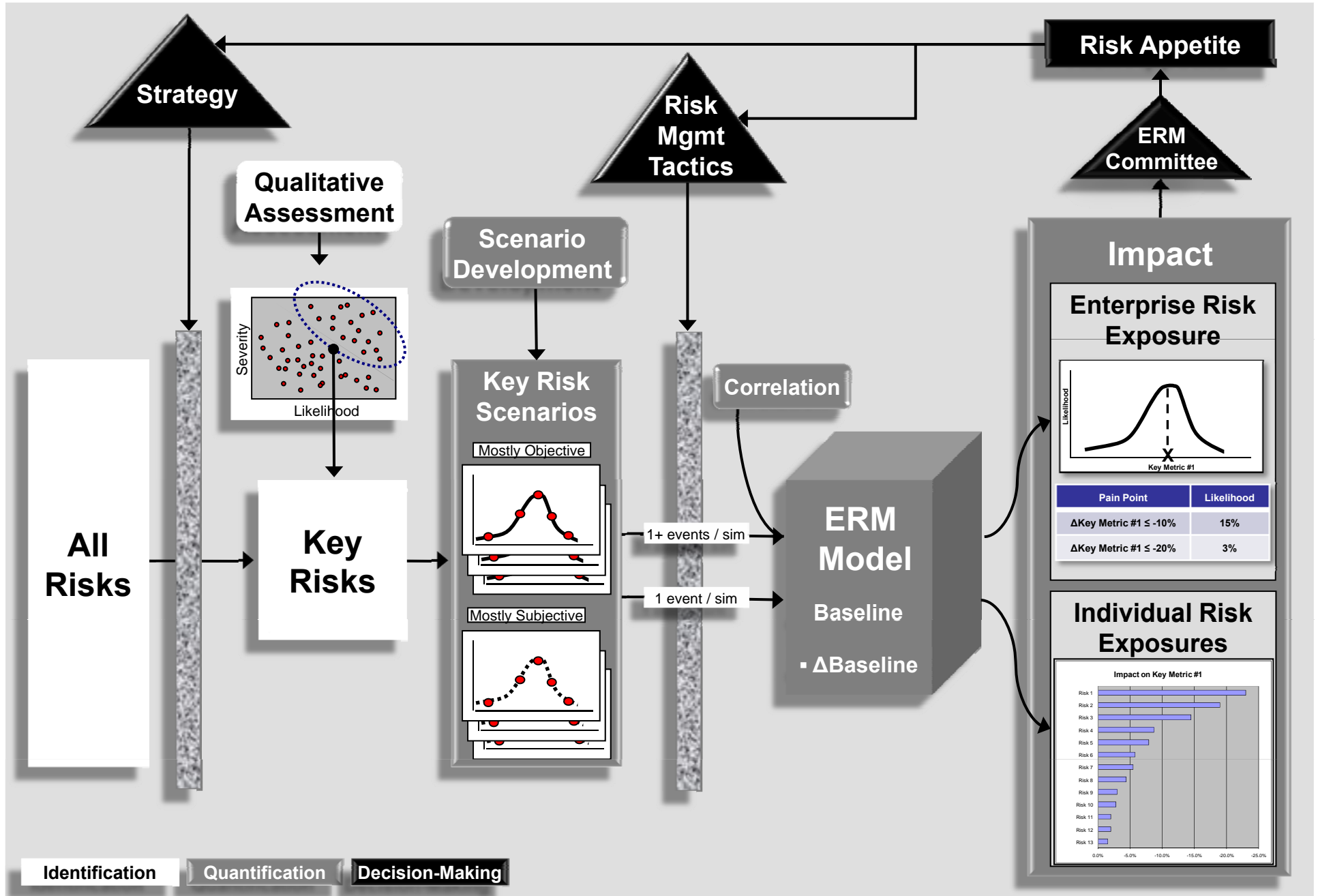
# Examples of non-corporate entities

- Nonprofit organizations
  - Charities
  - Professional associations
- Government bodies
- Individuals

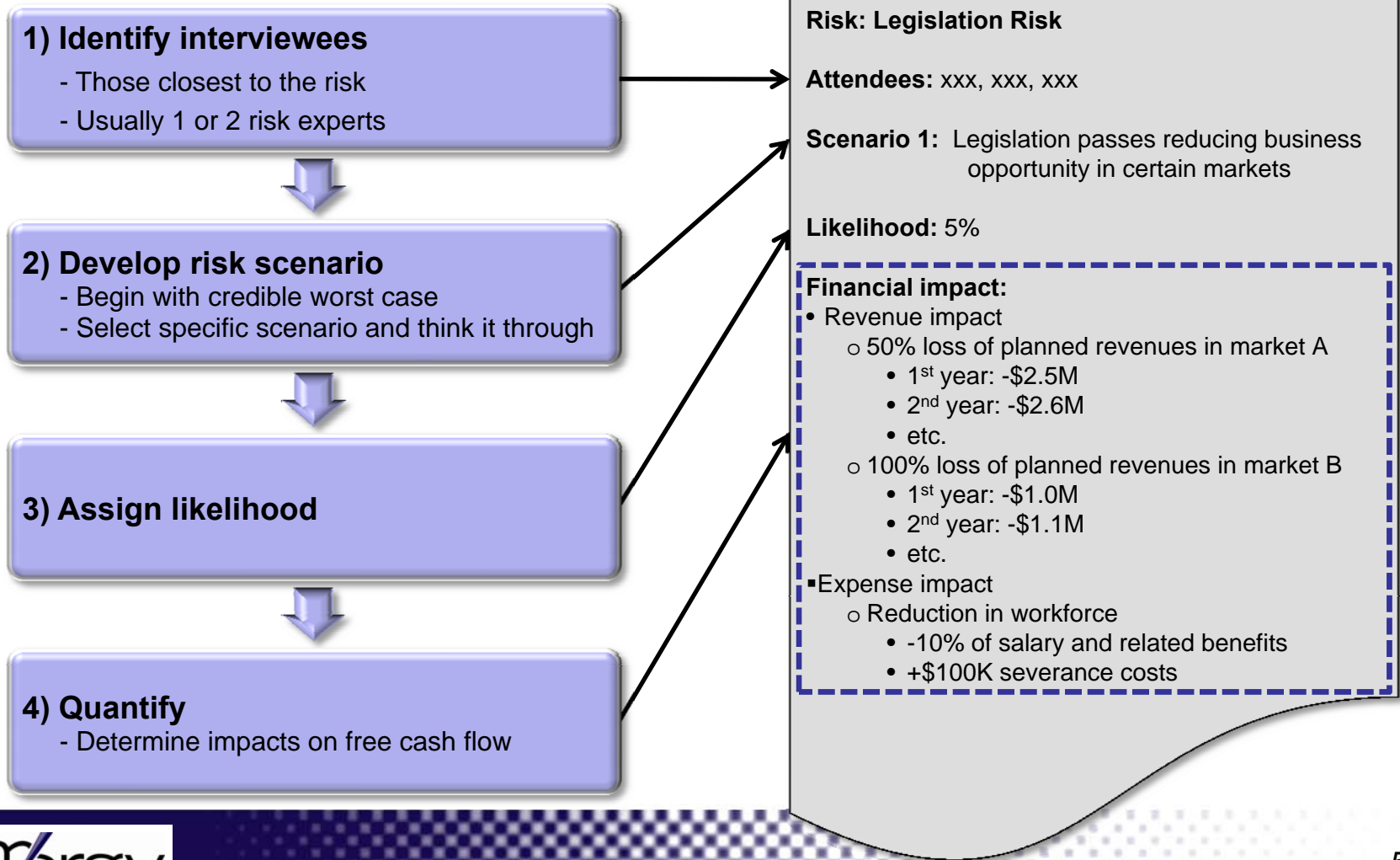
# ERM complications at non-corporate entities

	Corporate Entities	Non-Corporate Entities
Primary stakeholder?	Yes; shareholder	No; multiple equally-important stakeholders
Primary objective?	Yes; grow company value	No; multiple objectives for each stakeholder
Primary key metric?	Yes; company value	No; multiple metrics for each objective
Time a complicating factor?	No; present value equates cash flows	Yes; need non-cash flow metrics by time periods
Simple approach to cash flow	Yes; net the ins/outs	No; e.g., not all cash inflows are the same
Corporate culture	More rigor in strategic plan / projection	Often less rigor in strategic plan / projection

# Objectives-Based ERM Framework



# Developing risk scenarios: FMEA



# Contact information

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