RiskVizon
BUSINESS VALUE BEYOND COMPLIANCE

Comprehensive & Integrated —

What ERM is Meant to Be

Most ‘enterprise’ risk management is neither. It just looks like it.

One business model · Whole risk universe · One platform, one truth · No blind spots · Governed AI

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1
platform, one truth
not siloed tools

1
risk taxonomy
across the organization

0
blind spots
in information & accountability

2
major causes of failure
governance · risk management

ISO 31000:2018 · COSO ERM 2017 ·
IRM Risk Management Standard · BCBS / FINMA.

KEY TAKEAWAYS

- Comprehensive: the whole risk universe covered
- Integrated: one business model, one truth
- Breadth and coherence — no blind spots

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By Anwarul Hasan (MBA, PhD)
Founder & CEO, Risk Vizon LLC · Zurich · July 2026

When an institution fails, the post-mortem rarely uncovers an exotic risk no one had heard of. It uncovers a **known** risk — sitting in a spreadsheet, a departmental tool, or someone’s head — that was never connected to the rest of the picture. Regulators keep writing the same two words into their findings: **weak governance** and **weak risk management**. Both are failures of the same thing: an enterprise risk view that was neither **comprehensive** (it had blind spots) nor **integrated** (the pieces never added up). ISO 31000:2018 is unusually blunt about this — the first two principles it lists for effective risk management are, literally, “**Integrated**” and “**Structured and comprehensive**.” Most platforms deliver the appearance of both and the substance of neither. Here is what the two words actually demand — and how we built GRIP to meet them.

What “Comprehensive” Actually Means

Comprehensive is not a longer risk register. It means the **whole risk universe** is in scope — every category that can move your objectives, not just the ones your function happens to own. A bank that models credit, market and liquidity beautifully but treats cyber, third-party, conduct, model and climate risk as someone else’s problem is not doing enterprise risk management. It is doing *departmental* risk management, enterprise-wide by coincidence.

The universe is wider than most programmes admit

- The classic taxonomy — **strategic, financial, operational and hazard** risk, each with internal *and* external drivers (IRM Risk Management Standard).
- Plus the domains that have moved to the centre since: **cyber & technology, third-party, regulatory & compliance, model & AI, conduct & reputational, ESG & climate, and country / geopolitical** risk.
- And the governance layer that sits above them all — capital adequacy, strategic targets, business continuity and the board’s own oversight.

> *“The risks that sink institutions are almost never unknown. They are known to someone — just never assembled into one view in time.”*

What “Integrated” Actually Means

Integration is not a set of connectors bolted between fifteen tools. It means every risk hangs off the **same model of the business** — one taxonomy, one data model, one version of the truth. COSO named its 2017 framework *Enterprise Risk Management — Integrating with Strategy and Performance* for a reason: risk that is not tied to objectives, and to the other risks around it, is just a list.

Why one model matters

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- **Risks interact.** A third-party outage is also an operational, continuity and reputational event. On siloed tools it is counted three times or missed entirely; on one model it is a single, propagating exposure.
- **Risks aggregate.** You cannot see concentration — the same cloud provider, the same counterparty, the same country — if each domain lives in its own database.
- **Accountability needs one map.** "Who owns this, and who pays if it hits?" has no answer when the risk exists in four systems with four owners and no shared structure.

> *"Fifteen dashboards are not integration. They are fifteen chances to disagree about the same number."*

Two Ways to Fail — and Why You Need Both Words

Comprehensive and integrated are not the same virtue, and neither one saves you alone. There are two distinct ways to get this wrong:

- **Broad but fragmented.** You cover every category — but in a patchwork of registers, spreadsheets and point tools. You have breadth without coherence: no aggregation, no contagion view, no single truth. The board sees fragments and mistakes them for the picture.
- **Coherent but narrow.** You have one elegant, quantified model — of a *slice* of the universe. It is beautifully integrated and full of blind spots. The risks that are missing from the model are, by definition, the ones no one is watching.

The institutions that fail usually have one or the other. What protects an enterprise is the combination: **the whole risk universe, on one shared model** — breadth *and* coherence, together, by design rather than by heroic quarterly reconciliation.

GRIP: Comprehensive and Integrated by Design

This is the standard we built **GRIP — the Governance & Risk Intelligence Platform** to meet. GRIP's first two design principles are its name-sakes: cover everything, and hold it all on one model.

- **Comprehensive.** Governance, strategy and capital through to cyber, third-party, model, AI, continuity, conduct and ESG — **one taxonomy, no blind spots**. Nothing left ungoverned; no accountability gaps.
- **Integrated.** Every risk attaches to the same business model — objectives, value streams, processes, assets, suppliers and obligations — so aggregation and contagion are visible, and there is **one platform, one truth**, not fifteen tools to reconcile.
- **AI-enabled.** Governed, explainable AI — reasoning over the whole model to surface concentrations, draft scenarios and flag emerging risk, turning comprehensiveness from a cost into an advantage. Breadth is only tractable when the machine helps you read it.

The result is the view regulators keep asking for and most institutions cannot produce on demand: every material risk, connected to strategy and to each other, owned and current.

"Comprehensive" and "integrated" are the two most over-claimed words in enterprise risk — and the two that matter most. Cover the whole universe, or keep your blind spots. Hold it on one model, or keep your fragments. Do both, and risk finally becomes something a board can actually see and steer.

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> *"Ask your platform to show every material risk to one objective — across every category, on one screen, owned and current. If it can't, you don't have enterprise risk management. You have a filing cabinet."*

I would welcome your perspective — connect with me on LinkedIn or reach out at anwarul.hasan@riskvizon.com.

Read the complete White Paper:

"Comprehensive & Integrated Enterprise Risk Management — Why Breadth and Coherence Must Be Built Together"

Available at: **www.riskvizon.com**

#EnterpriseRiskManagement #ERM #IntegratedRiskManagement #GRC #ISO31000 #COSO #RiskAppetite #BoardGovernance #CRO #ThirdPartyRisk #AIGovernance #GRIP #RiskVizon

ABOUT THE AUTHOR

Anwarul Hasan (MBA, PhD) is the Founder and CEO of Risk Vizon LLC, Zurich. With 25+ years at UBS, KPMG and Swiss Re, he is the architect of **GRIP — the Governance & Risk Intelligence Platform**, designed to empower boards, regulators and executives to govern, monitor and steer enterprise risks in real time.

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