



Risk Management and ISO 31000 in Switzerland

Interview for isotc262 with

Marco Lustenberger, Head of the Swiss delegation to TC 262

Marco Lustenberger is the coordinator of Federal Risk Management in the Swiss federal administration, responsible for providing guidelines and training to the 70+ risk managers throughout the administration and for coordinating risk reporting for the federal government and parliamentary oversight. Marco previously worked for a petrochemical company in the UAE where he was responsible for implementing enterprise risk management. Marco is a graduate of the University of St. Gallen (HSG) in Accounting and Finance as well as International Affairs and Governance.

isotc262: *Marco you are the head of the Swiss delegation to the ISO/TC 262 meeting in October 2016 in Amman. Can you briefly introduce the Swiss Association for Standardization, your national standardization organization, and yourself please?*

Marco: The main activity of the Swiss National Organization for Standardization (SNV) is the development and publication of standards. As a direct representative of global and European standardization efforts (through ISO and CEN), SNV is Switzerland's interface with various other national and international standards networks. Proper handling of standardization calls for skills and experience. The SNV makes these skills available to Swiss business and society by providing documentation and training. I am a delegate of SNVs mirror committee to ISO TC 262 and expert in various working groups regarding risk management. Professionally I work in the Swiss Federal Department of Finance as Coordinator of Federal Risk Management.

isotc262: *What is the impact of risk management and in particular ISO 31000 in Switzerland?*

Marco: ISO 31000 as the de facto world standard for risk management is relevant in Switzerland, perhaps even more so than in larger countries who may have translated ISO 31000 into a national standard.

isotc262: *Who are the key stakeholders of risk management in Switzerland?*

Marco: Stakeholders of ISO 31000 are found in all industries, in both the public and private sectors.

isotc262: *What are the biggest obstacles for integrating risk management in all organizational activities for managers in Switzerland?*

Marco: I believe that the largest obstacles lie not in the implementation of the risk management process but in how risk is communicated and understood within an organization. I am talking about elements such as risk culture and communicating risk appropriately at each level of an organization.

isotc262: *ISO 31000 quickly became one of the bestselling and most well recognized standards in ISO. What do you think about the future of the standard and how will it change to adapt to new challenges?*

Marco: I think one of the main achievements of ISO 31000 was to break down silos in risk management by providing an approach which works across all sectors and all organizations. The main challenge I see for the future of the standard is to remain sufficiently generic for all current users, while being sufficiently sophisticated for users who have more mature risk management systems or more specific needs. I think the consequence is that a family of standards will develop, where differing needs can be addressed appropriately.

isotc262: *What message do you want to give to the risk management community?*

Marco: Finding a consensus on a global level is not easy. After “overloading” the revision with regional- and industry-specific issues I believe that we are on the right path to achieving a consensus regarding the next version of ISO 31000.

isotc262: *What advice can you give to interested parties in Switzerland who want to offer their input to the work of ISO/TC 262 and who should they address?*

Marco: I would advise them to reach out to members of the national mirror committee – we are happy to receive every contribution. They also have the option of joining the national mirror committee and participating actively in the discussion.

isotc262: **Thank you very much!**

Marco: You are most welcome.