### Appendix E: Selected Comment Outcomes of Part E – Research Question 3

**What are the principal risks associated with introducing an EWRM and how may they be managed?**

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| **E1.** A critical challenge facing risk management is achieving a comprehensive view of all the principal risks a telecoms operating company faces. From this perspective, how do you perceive what are the principal risks for your CASE? | Executive | • There many risks and these are operational, financial as very important  
• Risks related to technological changes & skills gaps, regulatory, systems security. | • Principal risk would be one that would lead to non-achievement of the Objectives of the company.  
• Risks of Irrational completion, technological failure, and fraud. | • These are risks such as regulatory, political and financial. |
|                 | Middle level management | • Principal risk would be one that would make loss of business due to network failure e.g., where switch is destroyed. | • These are Fraud risks which would result into financial loss.  
• From my perspective, resistance to change is a principal risk | • These are high impact risks |
| **E3** Why do you consider these risks to be principal for your CASE? | Executive | • These risks can affect the company adversely.  
• They work against the continuity of business.  
• Have great impact to the company | • If not managed you will not achieve the objectives.  
• Principal risks have high impact | • To ensure business continuity. |
|                 | Middle level management | • Because these risks would affect the existence of the company  
• They can affect the company’s’ short & long-term objectives. | • They can have big financial impact on the company.  
• We are service provider and risks that disrupts the service can cause social resentment | • Because of their high impact on the company. |
| **E4.** Why manage the principal risks in the CASE anyway? | Executive | • Its management will enable future profitability and grow business.  
• If these risks are not pro-actively managed one will not control the business.  
• For the continuity of business | • So that can be able to achieve goals & profitability  
• Because of high impact, principal risks need to be managed.  
• To safeguard the company | • To ensure business continuity otherwise the license can be withdrawn. |
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| E5. How do you consider who should take the responsibility for the management of the principal risks in the CASE and why? | Middle level management | • We have to manage and mitigate them so as to sustain the business  
• In order to sustain business  
• Can affect the company if not mitigated. | • To enable the company to achieve organizational goals. | • When principal risks are not controlled, they can affect the operations of the company. |
| | Executive | • CEO and BRM are both responsible, and are in-charge of risks.  
• All managers.  
• BRM department, because the team has experience, exposure and know how in respect of the risks. | • Head of Departments but risk affects everybody.  
• Risk champions in particular areas.  
• CEO & senior officers.  
• It is a joint effort by management team | • Top management in the company.  
• BRM, because they are independent, have dedicated resources,  
• All management team (CEO & executive) |
| E6. How do you see the position of the board of directors in the management of the principal risks, and what role should the board of directors’ play? | Middle level management | • All should be responsible:  
CEO, GM, & senior managers in the management of the risks.  
• All Heads of Departments, because risks can be interdependent  
• CEO, BRM head and rest of managers should all be stakeholders in the management of principal risks.  
• Rests with BRM, head because he supports management and the board. | • All Heads of Departments & all employees  
• Senior management because they have strategic mission to manage the company. | • It would be the head of risk (BRM), and other relevant executive such as CFO |
| | Executive | • Board is highly concerned and accountable to the shareholders, as it approves resources to mitigate the principal risks. | • Should play advisory role, and monitor.  
• Very important, as the board has responsibility to mandate the management to achieve the objectives  
• They offer or play oversight role. | |
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|                 | Middle level management | • Board is responsible for the affairs of the company, accountable to the shareholders, so they should get to manage the principal risks.  
• They are accountable to shareholders, should see that risks are minimized. | • Tone from board to the management to implement controls | • Oversight role. They manage the shareholder interests. |
| E7. How do you see the position of CEO in the management of the principal risks, and what role should he/she play? | Executive | • CEO should be accountable & endorse these principal risks | • CEO should be the champion  
• CEO should be enabler of risk management and control and set tone from above. | |
|                 | Middle level management | • CEO is No.1 person in charge of the principal risks. He has responsibility to the board for management of risks.  
• CEO should see that the management team implements risk management. | • CEO has overall ownership of principal risks. | • CEO should ensure the risk mitigations are implemented and properly monitored. |
| E8. How do you see your role in the management of the principal risks for your CASE and why? | Executive | • We have huge risks every day, which we have to identify and manage  
• My role is to make sure that all risks are mitigated in my business unit.  
• My role is to ensure risk awareness and enshrined in the daily activities | • As head of a function, I should implement risk mitigations at departmental level.  
• See my role as risk champion, and advocate of risk management. | • My role is to identify, control and monitor risks in my department. |
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<td>Middle level management</td>
<td>My role is to work with others to manage the risks, and discuss their mitigations.</td>
<td>May role is that I take responsibility for risks as a manager and cascade it to my Subordinates.</td>
<td>I am part of the management team and ensure that risk mitigation actions are implemented.</td>
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<td>E9. How do you view the position of the officer in charge of business risk management (BRM) in your CASE in relation to the management of the principal risks?</td>
<td>Executive</td>
<td>BRM is always after the departments for follow up on implementation management of principal risks.</td>
<td>BRM to oversee the implementation and ensure strategic risks are mitigated.</td>
<td>BRM very essential, is the eyes &amp; ears of the CEO and the Board in respect of the risks</td>
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<td>Middle level management</td>
<td>My view: BRM head is the face of the company in terms of risks in the company on behalf of the CEO.</td>
<td>Custodian of risk data base and mitigating control solutions.</td>
<td>BRM officer should liaise with other managers to implement all risks mitigating controls identified.</td>
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Source: developed by the author