To keep pace in a decade of disruption, U.S. banking and capital markets respondents to the Accenture 2017 Global Risk Management Study are investing in technology, integration and talent to drive value from their risk functions.

**TOP CHALLENGES IMPACTING RISK FUNCTION EFFECTIVENESS**

U.S. banks and capital markets firms are investing in new technologies to enhance efficiency and improve risk outcomes.

**HOW ARE U.S. BANKS & CAPITAL MARKETS FIRMS RESPONDING?**

1. **Harnessing smart technology**
   - U.S. banks and capital markets firms are using smart technologies such as RPA to improve efficiency. Increased demand from multiple regulators in multiple jurisdictions, increased demands from senior management and the board, increased velocity, variety and volume of data, shortage of core risk management talent and skills, legacy technologies in the risk function, see improved regulatory data management as cloud's biggest opportunity.
   - But progress is underway: say their teams are effective or very effective at understanding emerging technology risks, agree that risk analytics is integrated with strategic planning and decision making, can accurately report the real status of cyber risk to the board.
   - Key skill priorities in the year ahead: data management, understanding emerging technology risks, including cyber, advanced mathematical and statistical knowledge.

2. **Rising to meet coordination challenges**
   - U.S. banks and capital markets firms are continually striving to embed coordination and achieve risk balance across the business, but there is much to be done:
     - Over the next two years, progress is anticipated: report duplication of effort in risk management across business lines, struggle to balance local and enterprise-wide risk priorities, say lack of integration with other business functions impede risk function effectiveness.
     - Anticipate joint input to key decisions by finance and risk leaders, from currently single enzyme.

3. **Building new layers of talent**
   - Risk teams in U.S. banks and capital markets firms are investing in new tools, business models and technology—and address their gaps in capability.
   - cite a shortage of core risk management skills and agree there is a lack of skills needed for new and emerging technologies.
   - Teams should keep evolving: expect an increase in the outsourcing of risk measure calculation (e.g. standardized models), will have centralized coordination across all risk types, from currently single enzyme.

**THE TRIPLE POWER PLAY**

2017 GLOBAL RISK STUDY U.S. BANKING & CAPITAL MARKETS KEY TRENDS

**U.S. BANKING & CAPITAL MARKETS RISK POTENTIAL EXPOSED**

**RAISE YOUR RISK GAME**

Download the full global banking and capital markets report to see the whole picture—and discover the steps you can take now to drive more value from your risk function.