



 **高管关注**
Executive Team Focus

□ **在财务和采购的不同视角中寻找协同——2017年采购调查报告（精编版）**

甫瀚咨询《2017年采购调查报告》于2017年第一季度以在线形式展开。受访者来自各行业的公司。根据本次调查报告的结果显示，能够缔结如此融洽关系的财务部门和采购部门寥寥无几。为何如此？因为在采购的绩效或者说采购职能为企业所能提供的价值方面，这两个部门的意见并不一致。通过调查，其中的收获可谓一目了然：采购部门需要专注于如何推动价值的提升，以及如何量化并沟通他们的绩效。调查中最引人注目的发现是，近一半的财务主管表示，采购部门在所节约的采购成本中可转化为利润的比例为20%或更低。仅有两成的财务主管表示，他们的采购部门对直接和间接成本实施了有效管理。总体而言，采购部门能真正实现的成本节约只占小部分利润。

Bridging the Gap Between Finance and Procurement——Protiviti's 2017 Procurement Survey

The results of Protiviti's 2017 Procurement Survey are clear: Procurement functions need to focus on how they drive value and how they quantify and communicate their performance. Almost half of finance leaders say 20 percent or less of procurement savings drop to the bottom line. Just one in five finance leaders say their procurement functions effectively manage both direct and indirect costs. Overall, only a small percentage of bottom lines actually realize the savings that procurement functions have achieved.

□ **企业供应商风险管理基准调查最新动态——2017年供应商风险管理基准调查（精编版）**

甫瀚咨询与共享评估计划已连续第四年对供应商风险管理开展年度调查，基于共享评估计划开发的供应商风险管理成熟度模型（VRMMM），对企业的供应商风险管理能力进行综合评价。随着风险及监管环境的快速变化，企业的供应商风险管理能力不断面临新的挑战。根据2017年最新的供应商风险管理基准调查结果，我们的主要发现有：（1）所有行业的企业在管理供应商及第三方风险方面均取得显著进展。（2）董事会对网络安全风险的关注度逐步提升，且其参与度与企业自评的第三方风险管理实践成熟度强相关。（3）针对高风险供应商，大多数企业计划采取终止或改变与第三方供应商关系的办法以降低风险。

2017 Vendor Risk Management Benchmark Study

As rapidly changing risk and regulatory environments continue to challenge vendor risk management capabilities, the results of the latest Vendor Risk Management Benchmark Study show that: (1) Organizations in all industries are making incremental progress in improving how they manage vendor and third party risks. (2) Governing boards are increasing their level of engagement with cybersecurity risks, an important trend because board engagement continues to correlate highly with self-reported third party risk management practice maturity. (3) A majority of companies plan to de-risk (via exiting or changing) third party vendor relationships that pose the highest risks.



解决方案集合 Integrated Solutions



甫瀚动态 Protiviti News

内审与财务咨询 (Internal Audit & Financial Advisory)

□ COSO发布《企业风险管理—战略与绩效的整合》新框架

本次COSO于2017年9月发布的《企业风险管理—战略与绩效的整合》更新框架，着重强调了将风险作为一个考虑因素用于企业战略制定和驱动绩效的重要性。更新内容的第一部分就当前和不断发展的企业风险管理概念及应用提供了新的视角；第二部分则侧重于框架内容。新框架由五大易于理解的要素组成，适用于不同的观点和组织结构，并加强了战略和决策等方面的内容。此次更新包括：(1) 为企业风险管理在企业制定和执行战略时产生的价值提供了更深入的见解。(2) 强化了绩效和企业风险管理之间的协调，以帮助设定绩效目标和了解风险对绩效的影响……



专业视角 Point of View

□ 解读《中华人民共和国网络安全法》及其影响

《中华人民共和国网络安全法》自2017年6月1日起施行，这是中国建立严格的网络治理指导方针的一个重要里程碑，标志着中国在打击网络犯罪方面迈入至一个重要里程碑。该法由七个章节、79项条款组成，涵盖范围极为广泛。其包含一个全局性的框架，旨在监管网络安全、保护个人隐私和敏感信息，以及维护国家网络空间主权/安全。

[China's Cybersecurity Law and Its Impacts](#)

On June 1, 2017, China's Cybersecurity Law went into effect, marking an important milestone in China's efforts to create strict guidelines on cyber governance. Consisting of 79 articles in seven chapters, the Cybersecurity Law is exceptionally wide in scope, containing an overarching framework targeting the regulation of internet security, protection of private and sensitive information, and safeguards for national cyberspace sovereignty and security.

□ 甫瀚咨询三度蝉联《财富》杂志“千禧一代”最佳雇主百强

[Protiviti Named to 2017 Fortune 100 Best Workplaces for Millennials List](#)

Protiviti has been named to the [Fortune 100 Best Workplaces for Millennials® list](#) for the third consecutive year. The annual list is based on employee feedback on a wide range of topics including fairness, meaningful work, teamwork and organizational benefits.

□ 甫瀚咨询“i on Hunger”公益项目四度荣获《咨询杂志》“社会责任杰出贡献奖”

[Protiviti Honored with an Excellence in Social & Community Investment Award for 'i on Hunger' Initiative](#)

Consulting magazine has named global consulting firm Protiviti a recipient of the publication's 2017 "Excellence in Social & Community Investment Award" for the firm's expanded [i on Hunger](#) initiative. Protiviti is a four-time recipient of the award, which recognizes firms for their outstanding social and community investment and engagement.

□ 甫瀚咨询成为2018年度最佳雇主——再度荣获Glassdoor“最受员工欢迎奖”

[Protiviti Honored with a Glassdoor 2018 Employees' Choice Award as One of the Best Places to Work](#)

Protiviti has been honored with a [Glassdoor Employees' Choice Award](#), recognizing the Best Places to Work in 2018. The recognition is the result of direct input from current and former Protiviti employees, who elected to provide feedback on their jobs, work environments and companies via Glassdoor. Protiviti is recognized on the U.S. Large Companies list.