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The Culturally Embedding of Risk Management – A Case Study Research of Sparta Rotterdam

Rieuwert Hammerstein

University of Amsterdam Business School
rieuwert.hammerstein@gmail.com

Rui Vieira

University of Amsterdam Business School
r.j.o.vieira@uva.nl

Brendan O’Dwyer

University of Amsterdam Business School
B.G.D.Odwyer@uva.nl

ABSTRACT

The paper provides a deeper understanding of how Enterprise Risk Management (ERM) is embedded in the culture of organizations. Collier et al. (2007) provide a generic picture of the adoption of ERM based on the social constructions of managers and developed a theoretical framework which fits the approach to the concept of culturally embedding risk management. By conducting a case study research at a professional football organization (PFO) – Sparta Rotterdam – and using Collier et al.’s (2007) theoretical framework, this research reveals the specific characteristics of the football industry and also shows the strengths and weaknesses of the theoretical framework.

The findings of this case study research reveal that the framework to a large extent is very useful in analyzing the embeddedness of ERM. However, the influence of the change in organizational culture on the way in which risk management is approached by the organization, that was noticed at Sparta, was not reflected by the framework. Therefore this research presents an adjusted framework, where the influence of organizational culture becomes evident.

Keywords: Enterprise Risk Management, Organizational Culture, Football