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**Modernizing compliance:
Pulling critical levers to improve effectiveness**

November 7, 2017

Modernizing compliance

Pulling critical levers to improve effectiveness

Tuesday, November 7 from 2:15 – 3:15PM

Panelists

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Novo Nordisk, Inc.

Chief Compliance Officer and Vice President

Lindsay Havern, JD

Pfizer

Vice President and Assistant General Counsel

Ann-Marie Tejcek, MA

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Senior Director Ethics & Compliance, USA/Canada

Bryan Timer

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Director, Data Analytics & Transparency

Moderators

Jack Tanselle, MBA

Deloitte & Touche LLP

Managing Director, Life Sciences Regulatory and Operational Risk

Clarissa Crain

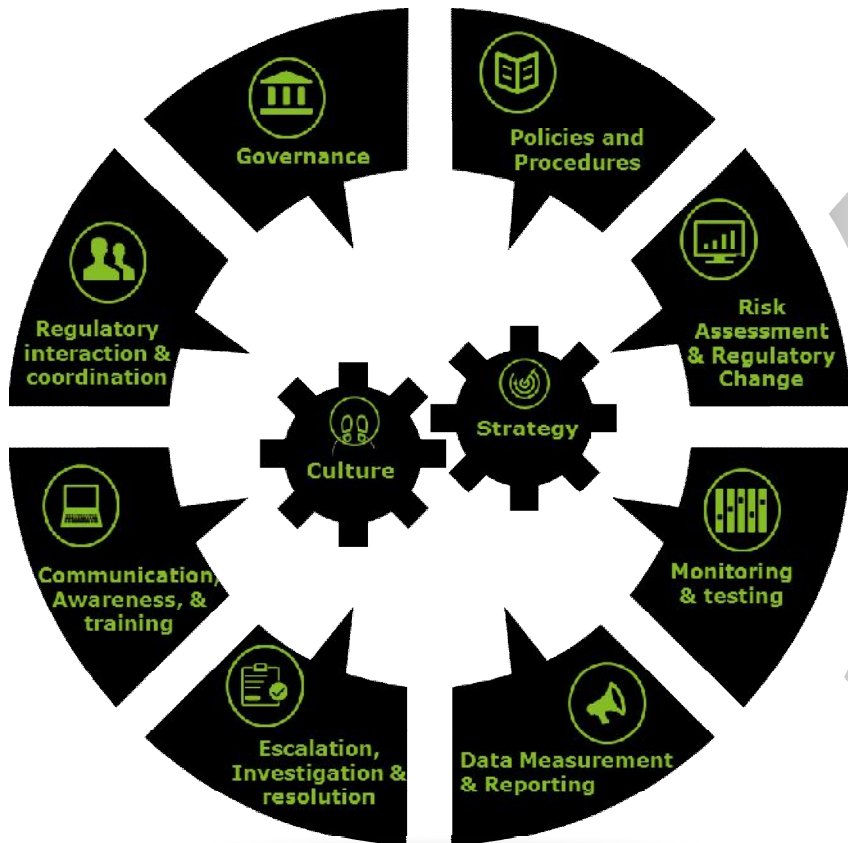
Deloitte & Touche LLP

Senior Manager, Life Sciences Regulatory and Operational Risk

Driving compliance productivity through compliance modernization

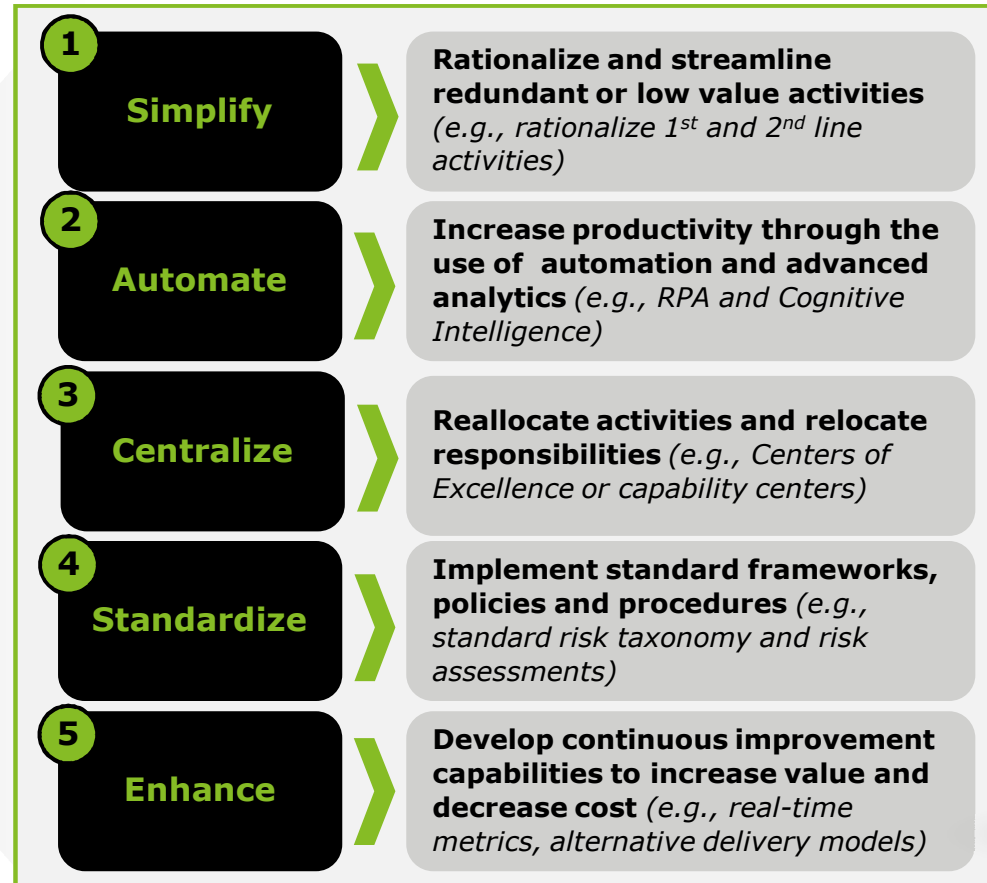
Pulling productivity levers across components primed for modernization can help drive the integration of risk and compliance with business strategy

Compliance Risk Management Framework



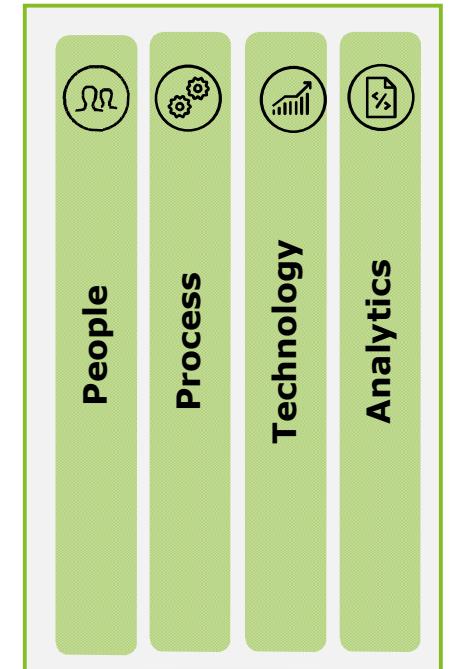
Standard framework that meets enhanced regulatory expectations

Productivity Considerations



Modernization options to increase productivity, drive down cost, and create value across the framework elements

Operating Model Levers



Enablers across the productivity considerations

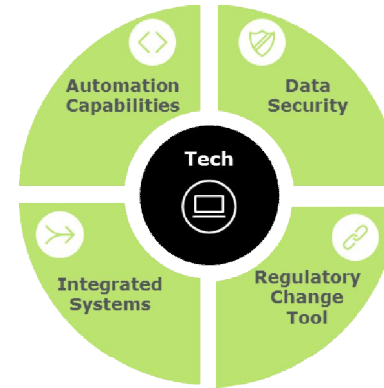
Levers to enable transformation and modernization

Automation and enhancements should be considered within a broader ecosystem of people, process, technology, and analytics

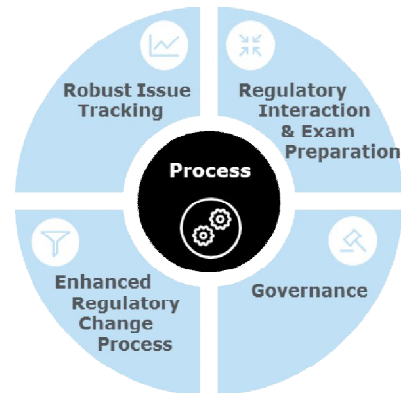
People



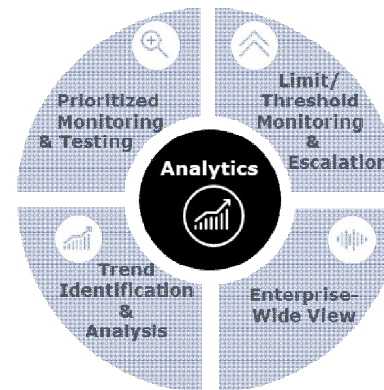
Technology



Process



Analytics



Questions for the Panel – Across the levers

More often than not, two or more levers get pulled at the same time.

People

- How are compliance organizations re-engineering resource models to align to strategies of modernization and business partnership?
- What skillsets are critical within compliance to achieve modernization objectives?
- What is the role of compliance governance functions and how should compliance communicate with these functions to demonstrate value and drive appropriate culture?

Process

- How are appropriate levels of business ownership achieved through resourcing models and processes?
- How are compliance organizations moving from a reactive view of risk to a proactive view? How are quantitative and qualitative elements of a risk assessment used to enable this? How does collaboration with other functions enable this?

Technology

- How can the use of technology for process automation and analytics allow for better deployment of compliance personnel?
- What technological investments or advancements do you anticipate should bring the most value to compliance functions and why?

Analytics

- How can compliance improve program effectiveness through access to more data and analytics?
- In what ways is compliance bringing new insights and other value to the business through investments in analytics?

Some benefits of compliance modernization

In considering the case to modernize, should your organization commit, the following outcomes may be achieved for the Compliance function

Outcomes of modernization



Transformative change: Re-engineer core processes and automate the function to be more proactive and predictive; modern enterprises need top-of-the-house strategies and reliance models



Flexibility: Rapidly scale up or down depending on the nature of the compliance and/or business issue



Increase to capacity: Re-engineer traditional resource model and allocation methods and use deployment of technology, analytics, managed services, and offshore resources to achieve highest and best use of resources



New competencies: Compliance professionals are elevated to true business partners and advisors



Potential cost reduction: Cost reduction opportunities exist by creating efficiencies and seeking ways to be more effective with increased capacity across the organization through use of tools, technology, and resource allocation



Enterprise-wide view of risk and compliance: From predicting to sensing to acting and monitoring, the lines between these formerly separate realms are disappearing quickly



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