

## ANKURA COMPLIANCE DIALOG™

# Measured Compliance Improvement

Compliance programs are a business necessity in today's complex risk environment. Regulators clearly expect them; increasingly, so do customers, employees, and investors. The list of companies that have suffered serious financial, reputational, and strategic damage due to compliance failures is ever-growing. In contrast to other business initiatives, compliance programs can seem Byzantine and difficult to pin down on the hard questions: what is the return on investment of the compliance program? Have we invested too little or too much in the program? Is the compliance program effective and optimized to our organizational objectives? How does our program compare with industry peers? And perhaps most importantly, does the compliance program effectively shape employee behavior in a measurable way?

## SOLUTIONS

Answering these questions requires an informed look at real data. Ankura's interdisciplinary team of compliance experts has developed *Compliance Dialog™*, a next generation, on-demand compliance program assessment and analytics system that unpacks the numbers behind compliance effectiveness. *Compliance Dialog™* operates at the nexus of innovative compliance policy and initiative management, social science-based insights into organizational culture and behavior, and rigorous data analytics. The system enables organizations to measure, evaluate, and then tailor their compliance programs along multiple dimensions:

### 1. COMPLIANCE PROGRAM STRUCTURAL BEST PRACTICES

Like any other business function, compliance requires structural scaffolding on which a successful program can be built. Our compliance professionals have developed a battery of questions designed to assess the maturity of a company's compliance program with respect to:

- Program administration
- Standards, policies & procedures
- Communications & training
- Personnel management
- Investigations & remediation
- Monitoring, auditing, & reporting

Ankura uses *Compliance Dialog™* to help our clients' compliance leadership quantitatively assess each of these elements of their compliance programs, enabling us to assist them in identifying and evaluating program areas that present relative risk or opportunity based on multi-dimensional comparison.

### 2. COMPLIANCE AREA SUBSTANTIVE COVERAGE

No matter how well-structured, a compliance program cannot be effective unless it squarely addresses your company's substantive legal and regulatory risks and requirements. *Compliance Dialog™* was developed by Ankura professionals with decades of cross-industry experience as in-house compliance counsel, external compliance advisors, and government regulators, with expertise across the spectrum of regulatory areas.

## ANKURA COMPLIANCE DIALOG™

This range of experience enables Ankura to tailor *Compliance Dialog™* and scale it to address multiple regulatory issue areas and industry-focused problem sets, including:

- Anti-bribery & anti-corruption
- Anti-money laundering
- Cybersecurity & incidence response (23 NYCRR Part 500, PCI, ISO 27001)
- Data governance & privacy (COPPA, HIPAA, GDPR)
- Business continuity and IT disaster recovery
- Government contracts & grants
- Healthcare compliance
- International trade (exports, imports, economic sanctions)

### 3. COMPLIANCE PROGRAM EFFECTIVENESS AND CULTURAL ALIGNMENT

To know whether your organization's compliance programs are working, their effectiveness has to be quantitatively measured. *Compliance Dialog™* leverages Ankura experts' compliance operations know-how and behavioral science insights to facilitate performance measurement against the organization's culture and leadership's expectations.

*Compliance Dialog™* enables an organization's executive team to define the unique, ethical culture of compliance it wants to promote through its compliance program, and then "overlays" the current-actual organizational culture profile (efficiently gathered via a web-based survey) on the executive team's culture expectations to evaluate the gap between the two.

*Compliance Dialog™* can also quantitatively identify and describe the organization's culture of compliance, as well as its sub- and counter-cultures, around four polarities and eight characteristics relevant to a strong compliance culture:

- Internal vs. external
- Passive vs. proactive
- Combative vs. collaborative
- Stable vs. agile

*Compliance Dialog™* also provides a score and prioritized ranking for five causal factors that are critical to a compliance culture, including:

1. Direction and accountability
2. Communication, respect, and motivation
3. Collaboration and teamwork
4. Involvement and empowerment
5. Decision making and influence

### 4. CROSS-INDUSTRY BENCHMARKING

*Compliance Dialog™* also helps organizations measure the effectiveness and performance of their compliance programs against industry peers and organizations with similar profiles. Because *Compliance Dialog™* is delivered as an on-demand, hosted solution, Ankura can measure and compare an individual client's compliance program performance against anonymized, summary performance data from industry, and peers using its extensive, normative database. For example, using *Compliance Dialog™* organizations can determine whether their compliance budget and program maturity is in line with industry peers and other companies of similar size, how their compliance culture compares with industry and peer averages, and what compliance program elements they may be missing vis-à-vis other companies in their industry.

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### 5. PERFORMANCE OVER TIME

Few companies get compliance “right” from the start. One factor that sets companies with great compliance programs apart from those with ineffective ones is their ability to continually adjust their programs based on past performance and evolving external drivers. As part of a compliance program monitoring framework, *Compliance Diiialog™* allows Ankura clients to quantitatively measure and demonstrate continuous improvement in their compliance programs. Using advanced data analytics and regression analysis, *Compliance Diiialog™* can measure performance improvement along multiple employee demographics, tracks departmental and site-specific performance, identifies organizational and programmatic “weak points”, and assesses and measures the effectiveness of specific compliance initiatives. Using these data, Ankura’s compliance experts help our clients identify and understand compliance problems, design and implement specific compliance initiatives, and quantitatively measure and demonstrate the effectiveness of such initiatives.

**“Firms cannot design effective compliance programs without effective measurement tools. For many firms, appropriate measurement can spur the creation of leaner and ultimately more effective compliance programs. Put simply, better compliance measurement leads to better compliance management.”**

Hui Chen & Eugene Soltes, “Why Compliance Programs Fail — and How to Fix Them”  
Harvard Business Review, March-April 2018  
<https://hbr.org/2018/03/why-compliance-programs-fail>

### THE ANKURA DIFFERENCE

Ankura’s differentiator will always be the experience, perspective, and expertise of its people. *Compliance Diiialog™* is a revolutionary solution addressing the need for quantitative analytical rigor in the compliance market, delivered and backed by Ankura’s compliance, behavioral science, and data analytics experts. Our team helps organizations unlock the full potential of their compliance programs through practical, no-nonsense insights designed into *Compliance Diiialog™*, honed through years of experience as government regulators and prosecutors, law firm attorneys, in-house compliance counsel and professionals, compliance executives, law enforcement, and trusted external advisors.

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### ABOUT US

Ankura is an expert services firm defined by *HOW* we solve challenges. Whether a client is facing an immediate business challenge, trying to increase the value of their company or protect against future risks, Ankura designs, develops, and executes tailored solutions by assembling the right combination of expertise. We build on this experience with every case, client, and situation, collaborating to create innovative, customized solutions, and strategies designed for today’s ever-changing business environment. This gives our clients unparalleled insight and experience across a wide range of economic, governance, and regulatory challenges. At Ankura, we know that **collaboration drives results.**