



**MetricStream**  
**GRC**  
**SUMMIT 2016**

## **MetricStream GRC Summit 2016**


One of the most anticipated events of the year, the MetricStream GRC Summit 2016 was attended by over 500 GRC leaders from across the world. Held on April 25-27, 2016 in Washington D.C., the summit featured over 60 sessions and 70 speakers covering the latest trends and opportunities in GRC.

**Leading with GRC**

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# Foreword

Every year, the MetricStream GRC Summit brings together GRC practitioners, business executives, board directors, government leaders, and industry analysts to network and learn about the best practices, trends, and innovations that are shaping the future of GRC.

This year's summit in April was our biggest one yet! Customers, partners, and executives traveled from Europe, the Middle East, and Asia Pacific to be part of the event. We were also privileged to have an inspiring lineup of speakers from Aetna, AT&T, Blue Cross Blue Shield of Michigan, Comcast Corporation, Energizer, Forrester Research, General Motors, Johnson & Johnson, KPMG, MarketAxess, Sallie Mae Bank, Umpqua Bank, and many other organizations. A special word of appreciation to our sponsors and event partners for making the summit a great success.

The theme for the 3-day summit, "Leading with GRC," emerged from the observation that in today's highly risky and regulated business landscape, what often sets leaders and high performers apart is their ability to balance risks and opportunities effectively. This idea was echoed across the summit keynotes, mastermind interviews, panel discussions, case study presentations, app showcases, and more.

Our distinguished keynote speakers -- Admiral Mike Mullen, the Honorable Suzanne Spaulding, and Mark Bertolini -- drew on their rich knowledge and experiences to discuss how visionary organizations are successfully "leading with GRC" in multiple spaces such as healthcare, cybersecurity, and automobile. Taking the theme forward, our Executive Chairman, Gunjan Sinha, described how MetricStream is enabling customers to lead with GRC by creating true systems of GRC intelligence.

The big reveal of the summit was M7 -- MetricStream's transformational new GRC platform for high performers. M7 is designed to take GRC to a whole new level of ease and pervasiveness with a state-of-the-art user experience, configurability, personalization, mobility, analytics, and more. We are truly excited about this innovation!

One of the most highly anticipated sessions at the summit was our 2016 GRC Journey Awards which recognized teams and individuals who have made outstanding contributions to GRC. This year we had 17 award recipients -- a testament to the fact that a growing number of businesses are taking bold and innovative steps to lead with GRC. Congratulations to all the winners.

Rising up to the risk challenges and opportunities that lie before all of us will require that we commit to the vision of preserving corporate integrity, protecting brands, and driving exceptional performance. We invite you to join our various MetricStream communities -- both in-person and online -- where we can continue the GRC dialogue, and collectively find new ways of leading with GRC.

This is just the beginning. Coming up this fall is the MetricStream GRC Summit Europe in London On Nov 7-8 followed by our next Global GRC Summit 2017 in Washington DC. Do mark your calendars -- we look forward to seeing you there.

Thank you,

**Shellye Archambeau,**  
CEO, MetricStream

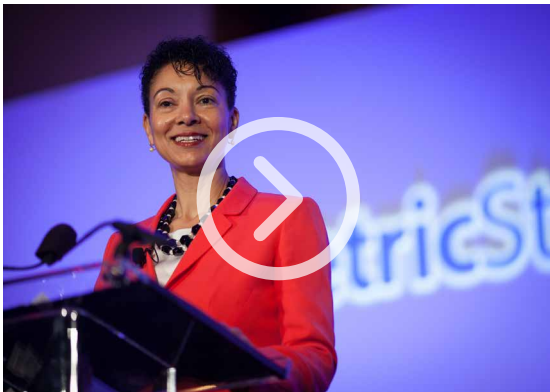


# Opening Remarks

## Shellye Archambeau

CEO, MetricStream

We live in a world where companies have to make decisions faster than ever, remarks Shellye Archambeau. Here, she explores how better risk visibility leads to better decisions which, in turn, translate into stronger business performance and resilience. Citing multiple customer success stories, Archambeau explores how companies can become successful risk takers and risk champions with the right processes and tools. She also reveals MetricStream's GRC Promise, and highlights the company's achievements over the last year, including a new patent and a new GRC platform.



“Although the world is risky, we have to take risks. The key is understanding and having the risk intelligence and information so that you can balance the overall risk with the potential reward.”

# Keynote

## Gunjan Sinha

MetricStream Executive Chairman

How can GRC be leveraged to predict the next left-field disruption, build stronger business ecosystems, and tap into the power of the digital universe? Gunjan Sinha presents MetricStream's "audacious" mission to deliver GRC as a system of intelligence for high performers through the company's most game-changing innovation yet – M7, the next-generation GRC platform. The future of GRC, says Sinha, will lie in curating and correlating data from multiple sources, and deriving predictive business intelligence that drives high performance.



"M7 will fundamentally shift our thinking about GRC – about how we preserve, protect, and perform, and how we think about intelligence."

# Keynote

## Admiral Mike Mullen

The 17th Chairman of the Joint Chiefs of Staff and Member, Board of Directors, General Motors

A decade or so ago, not many people would have predicted that an automobile recall could threaten a manufacturer's very survival. Yet, that is the world we live in, notes Admiral Mike Mullen, as he traces General Motor's (GM's) journey through a harrowing recall crisis which forced the company to take a long, hard look at its risk culture. Soon after, GM completely transformed its risk management processes from ad hoc, to tightly structured, process-driven, and almost fully integrated. Listen to Adm. Mullen as he describes how the company came out stronger from the recall crisis. He also provides a glimpse into the risk environment in his military career, and explores the key risks confronting enterprises today.



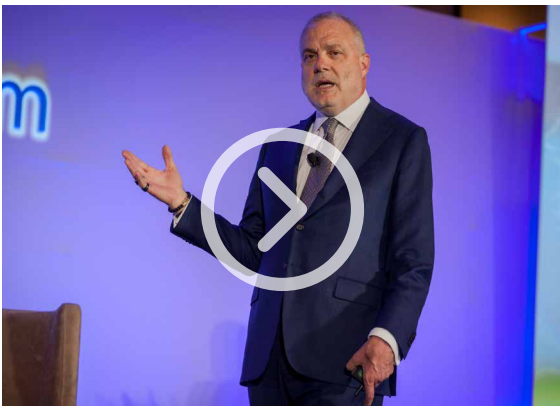
“Without the commitment of the CEO and executive leadership team to focus on risk, the risk level, understanding, and integration at a company like General Motors would be nowhere.”

# Keynote

## Mark Bertolini

Chairman and CEO, Aetna

If we can fix healthcare, we can actually save the nation's economy, says Mark Bertolini, as he explores the probable cause of mounting debt in healthcare, and the possible solution to this challenge. At a time when the average healthcare consumer feels like a rat caught in a maze of payers, pharmacies, clinics, labs, and more, Bertolini asks how can we change the system? How can insurers shift their focus from consumer illness to wellness, from managing risks to managing health? How can we also build better trust between insurers and regulators, and create a harmonious system of regulations that focus on keeping consumers healthy? Listen to Bertolini as he explores the answers to these questions in this insightful talk.



“What if we had a healthcare system that said that the best place to provide care is in your home, and the best people to provide that care are friends, family, and neighbors, and if you have to go to a hospital or a doctor, we’ve failed in keeping you healthy?”

# Keynote

## Suzanne E. Spaulding

Under Secretary for the National  
Protection and Programs Directorate  
(NPPD) at the Department of  
Homeland Security

To take full advantage of the benefits that a networked world has to offer, we need a fundamental level of security and attention to resilience, remarks Suzanne Spaulding. In this video, she delves into the initiatives adopted by the NPPD to manage the risks to critical infrastructure, particularly cybersecurity risks. Listen to her as she discusses the importance of a holistic approach to risk management, the need for the CEO and the board to get involved in cybersecurity, and the steps taken by the U.S. to prevent the likelihood and impact of a Ukraine style cyber-attack on critical infrastructure.



“In cybersecurity, we spend so much time talking about threats and vulnerabilities and not nearly enough time understanding the “so-what” of cyber – the consequences. The threat and vulnerability landscape is huge and overwhelming. You have to focus on the things that have the greatest impact.”



# Mastermind Interview

**Shellye Archambeau**  
CEO, MetricStream

**In conversation with**  
**Mark Bertolini, Chairman and CEO, Aetna**

Known for his unconventional approach to leadership and healthcare, Mark Bertolini opens up to Shellye Archambeau about his personal philosophy, as well as his radical management strategies such as paying employees to sleep more. He discusses how yogic teachings have allowed him to be a better leader and build a better company where employees are more productive and less stressed. He also emphasizes the importance of focusing on human talent over capital resources – a belief that led him to raise the minimum wage of his employees to \$16 an hour.

Recently, Aetna was in the news for its impending \$37bn acquisition of health insurance giant, Humana. Noting that mergers are not about getting bigger, but about sharing common strategies, Bertolini recalls his “Oh my God” moment when he realized that both Humana and Aetna believed in the same vision and, more importantly, shared similar cultural values. He also sheds light on Aetna’s culture of risk awareness and transparency, approach to third-party governance (building ecosystems based on trust and sharing), and innovative cybersecurity mechanisms.

“*There is no work-life balance. It’s all life. When my son was diagnosed with terminal cancer, I knew exactly where I needed to be and it wasn’t the office...So, be where you need to be, and do what you have to do for what’s important to you. Let your center be your compass on how you need to spend your time.*”



# Mastermind Interview

## French Caldwell

Chief Evangelist, MetricStream

### In conversation with Admiral Mike Mullen, 17th Chairman of the Joint Chiefs of Staff and Member, Board of Directors, General Motors

Citing the Volkswagen emissions incident and the military's Tailhook scandal, Adm. Mike Mullen discusses the importance of creating a strong risk culture characterized by accountability, as well as clearly defined strategies and guidance for risk-taking. He tells French Caldwell that it's important to allow employees to take risks, but he also emphasizes the need for effective processes and structures to measure and address risks.

Today, Adm. Mullen is considered one of the most influential Chairmen of the Joint Chiefs of Staff, but there was a time when he was almost written off from the Navy after the ship that he was commanding collided with a buoy. Drawing from these experiences, Adm. Mullen highlights the importance of failures as a key learning experience and route to success. He also touches on topical industry concerns ranging from the focus on short-term results over long-term returns, to the risks associated with third parties.

“*From a leadership perspective, if you get to a point where people are taking the right amount of risk, reward it. And when someone takes risk and doesn't get it right, don't say 'Off with his head,' because that message reverberates around the outfit and then nobody's going to take any risk.*”



# Visionary Insights

## Internet of Things: Risks and Rewards

**Renee Murphy,**  
**Principal Analyst, Forrester Research**

By 2020, over 50 billion devices -- from driverless cars, to planes and cardiac pacemakers, to home appliances and smart pills will be connected to the internet, and that will make our lives easier, according to Renee Murphy. She says that although this is good for the industry, it will tax security resources, as it creates a fertile environment for people to hack into and bring down systems. Watch Murphy discuss how IoT is beginning to make everyday life simpler and, how, despite having a mature system in place, risk factors will multiply.

“IoT is going to fundamentally change the way we do business. It's going to change banking, it's going to change insurance, it's going to change policy. And if we are not talking about everything in business that it's going to change, then we are not taking into consideration all of the risks.”



# Visionary Insights

## The Past, Present, and Future of Integrated GRC

### French Caldwell, Chief Evangelist, MetricStream

Till a few years ago, GRC was largely about SOX compliance. However, the next phase of GRC will be more personal and focused on individuals, says French Caldwell. Watch Caldwell delve into the past, present, and future of GRC, while outlining the business drivers influencing investment in GRC, and the business value of GRC. He also provides anecdotal evidence of how political uncertainty, newer regulations, cyber threats, IoT, and digital business will impact the GRC space.

“I’ve yet to see a compliance violation or corporate scandal or some dramatic incident that did not have at its center some level of human involvement. Human GRC or human focused GRC is next.”



# Panel Discussion

## Speakers

Kimberly Burnette Woods  
Manager,  
Data/Business Solutions, USAA

Joe Cooney  
VP, Internal Audit,  
Juniper Networks

Isabel Smith  
Director, Internal Audit, J&J

Joseph Monks  
CRO, MarketAxess

## Moderator

Yo Delmar, VP,  
MetricStream

## GRC Journeys: Successes and Learnings

Getting stakeholders on board with a GRC program, aligning the GRC strategy to business goals, and keeping the conversation fresh and updated are some of the key tasks involved in a successful and sustainable GRC journey. Yo Delmar talks with executives from USAA, MarketAxess, Juniper Networks, and Johnson & Johnson about the GRC journeys that their respective organizations have taken, including some of the challenges, best practices, and strategies. Their experience has taught them that a large portion of the planning goes into breaking down the strategy into tactical steps, and helping the company work with teams to prioritize risks and streamline processes.

The consensus across the panel is that while technology is an enabler, an important aspect in achieving an integrated GRC vision involves connecting with people across the organization to demonstrate the value of a GRC program, and to make GRC a part of their daily lives.

*“Never let a good crisis go to waste. If you can harness some of the energy from a particular incident that the company is reacting to, you already have board level passion and CEO involvement. And if you can rally the troops, use that as an opportunity to think about how this incident could be prevented. What are the KRIs that could have warned us this was coming? Would a GRC program or a tool help?”*

**- Joe Cooney**



# Panel Discussion

## Speakers

Shellye Archambeau  
CEO at MetricStream and Board  
Director at Verizon Communications  
and Nordstrom

Kenneth Bacon  
Co-Founder and Managing Partner at  
RailField Partners and Board Director at  
Comcast

Rodney Slater  
Partner at Squire Patton Boggs, Former  
U.S. Secretary of Transportation, and  
Board Director at Verizon  
Communications

Candace Duncan  
Former Managing Partner at KPMG,  
Board Director at Discover Financial  
Services (DFS), FTD Companies Inc  
(FTD), and Teleflex (TFX)

## Moderator

Bill Coffin, Editor-in-Chief, Compliance  
Week

## Panel Discussion: Leading with GRC: Board Room & CXO Panel

Bill Coffin opens the discussion with a question to Shellye Archambeau on some of the top issues affecting board members and CEOs. The question was based on her keynote about risk and opportunity being two sides of the same coin. Companies are in business to take risks, answers Archambeau. Boards and executives, being responsible for governance, look at key issues from a risk lens, analyzing if the risk framework and risk processes are as robust as they should be. Kenneth Bacon adds that an opportunity also presents many risks. Watch the discussion unfold as the panelists provide ideas on how risk managers can effectively present information to the board, and what risks to take.

Citing the Panama papers leak and upcoming U.S. presidential campaign, the panelists are asked to share their thoughts on how corporations can prepare for this volatility, and why predicting risk scenarios helps organizations take advantage of those risks or opportunities.

*“Corporations are actually legal structures that were put in place to allow people to combine overall risks, bring assets together, and deploy assets so that they can support entrepreneurial ventures. In essence, companies are in business to take risks.”*

**- Shellye Archambeau**



# Panel Discussion

## Speakers

Pat Murphy  
VP, Internal Audit and CRO at Anthem

Dr. R. Seetharaman  
Group Chief Executive Officer at Doha Bank

Deon Minnaar  
Global Lead Partner ERM & GRC at KPMG

Leo Mackay  
Corporate VP, Ethics & Sustainability at Lockheed Martin Corporation

## Moderator

Gaurav Kapoor, Chief Operating Officer at MetricStream

## Making GRC Simple: A C-Level Discussion

Gaurav Kapoor steers an engaging conversation around some of the biggest risks that industries are facing and the opportunities that come along with those risks. Dr. Seetharaman proposes that industries integrate risk and returns within the business model for a sustainable value stream.

The discussion takes an interesting turn when thoughts on corporate governance are brought to the forefront as the panelists identify a synergy between ERM and sustainability, and how corporate social responsibility plays a major part in it. Additionally, Deon Minnaar gives the audience something to think about when he asks how disruptions are affecting us, and how we ourselves can disrupt.

The importance of having a strong “GRC culture” is addressed when focus is placed on the value of an ERM or GRC program, and when that value is allowed to move through the organizational layers in a top-down and bottom-up approach.

*“You may have the best laid plans for GRC but if you don’t have the right culture, it falls flat. Culture is, in essence, about building awareness – right from the bottom to the top. GRC and thinking about risks should be part of your daily job.”*

**- Pat Murphy**



# GRC and Security Strategy Talk

Randy Sloan  
Managing Director, Citi

Renee Murphy  
Principal Analyst at Forrester Research

Venkatesh Yerrapotu  
EVP at MetricStream

Moderator  
Gaurav Kapoor, Chief Operating Officer  
at MetricStream

## GRC and Security Strategy Talk

Renee Murphy kicks off this discussion with an interesting disclosure: while enterprise architects may be engaged with the IT infrastructure, and with the CIO and CTO, they're not reaching out into the business to be engaged with the product. Additionally, her research showed that enterprise architects generally say that regulatory compliance has no impact on them. This comes as a bit of a surprise since most banking regulations include enterprise architecture.

Watch the panel discussion as it explores Citi's GRC journey, and the importance of integrating the GRC strategy within the enterprise architecture and overall business strategy, with the ultimate goal of leveraging GRC functions to enable high business performance. Randy Sloan describes the many challenges that Citi faced, including cybersecurity. To combat cybersecurity, Citi created a best-in-class information security team and program, built the Citi Cyber Fusion Center to assess the different attacks taking place, and used various tools and process to assess and mitigate cyber risks. Sloan cautions other banks and financial institutions to prepare for success and failures, and expect the journey to be filled with challenges.

*"The GRC tool is meant to sit in the middle of the data center and pull as much data out of that environment as it possibly can to aid you in making risk decisions, and monitoring the current mitigation strategies."*

**- Renee Murphy**





# Case Study

Margaux Frazee  
Director of Corporate Compliance at  
CareSource

Sean Woodson  
GRC System Implementation Lead at  
CareSource

Melba Gant  
Associate Director at MetricStream

Surya Prakash  
Associate Director at MetricStream

## Compliance Management: Simplifying Healthcare Compliance

The healthcare industry has been grappling with numerous regulations and standards, data breaches, and effective governance. In addition, managing vast amounts of data, and many processes and resources often seems like an uphill battle. Watch how Margaux Frazee and Sean Woodson chart CareSource's journey to integrate their GRC initiatives, bring people together to manage a common goal, and simplify overall compliance.



# Case Study

Shari Breiten  
Director of Operational Risk, Principal  
Financial Group

Ryan Howard  
Regional VP, MetricStream

## Operational Risk “Build a Bridge and a Road Appears” Mantra to a Successful OpRisk Program

When operating out of 18 different countries, with approximately 20 million customers and 15,000 employees, enterprise-wide risk management can be overwhelming. Shari Breiten describes the strategies, challenges, and steps Principal Financial Group took to break down organizational siloes, ensure transparency in risk information, empower employees, and build business value.

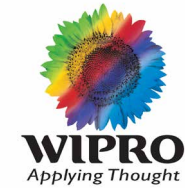


# Sponsors

## Platinum



## Gold



## Silver



## Vendor Theatre



## Livestream & Break



## Govt. Track



# Gallery



# GRC Journey Awards



## Customer Awards

### Enterprise Customer GRC Journey Award Winner:

- A leading multi-national banking and financial services company

### Mid-Market Customer GRC Journey Award Winners:

- CareSource
- Federal Home Loan Bank of Chicago
- MarketAxess

## GRC Program Excellence Awards

### GRC Program Excellence Award Winner:

- Umpqua Bank

## Individual Awards

### GRC Visionary Awards:

- Joseph Monks, Chief Risk Officer, MarketAxess
- Juan Verastigui, Director CRO Business/Data Solutions, United Services Automobile Association (USAA)
- Michael Cover, Manager, Compliance Technology and Support, Blue Cross Blue Shield-Michigan
- Mohammed Adil Aziz, Assistant Vice President, Head of IS Governance and Risk, Riyadh Bank
- Tom Harper, Executive Vice President / General Auditor, Federal Home Loan Bank of Chicago

## GRC Practice Leader Awards

- Rajesh Puthanmodom, Manager of Operational Risk Management, Neuberger Berman
- Shari Breiten, Operational Risk Director, Principal Financial Group

## Partner Awards

- GRC Implementation Partner of the Year – Wipro
- GRC Innovation Partner of the Year – HCL Technologies Ltd.
- GRC Emerging Partner of the Year – VirtusaPolaris

## GRC Customer & Partner Success Awards

- Axiom Bank and FIS™
- USAA and KPMG



# Upcoming Summit

MetricStream  
**GRC**  
SUMMIT **2016**  
E U R O P E

## Announcing MetricStream GRC Summit Europe 2016

Date: November 7 – 8, 2016

Location: Grand Connaught Rooms, London

