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**Compliance**

***Presentation by:***

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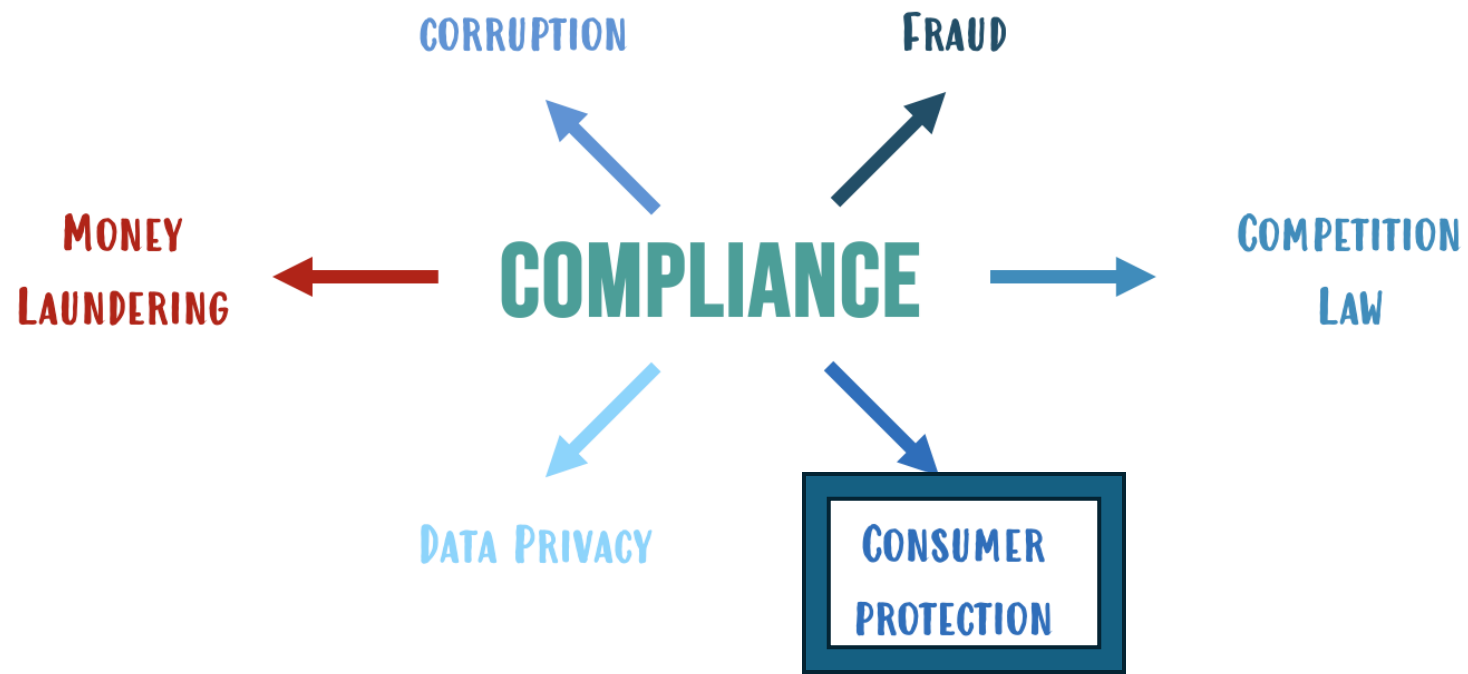
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# International forum Interface on competition and consumer protection

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# What is compliance?



# How is compliance done? Risk management.



## IDENTIFICATION OF COMPLIANCE RISK

Risk Matrix



## COMPLIANCE FRAMEWORK ADDRESSING THE RISKS

Create internal policies, controls, procedures, etc.



## BUILDING AN ETHICAL CULTURE

Continuous training of staff.



## MANAGING THIRD PARTY RISKS

Information about third parties.

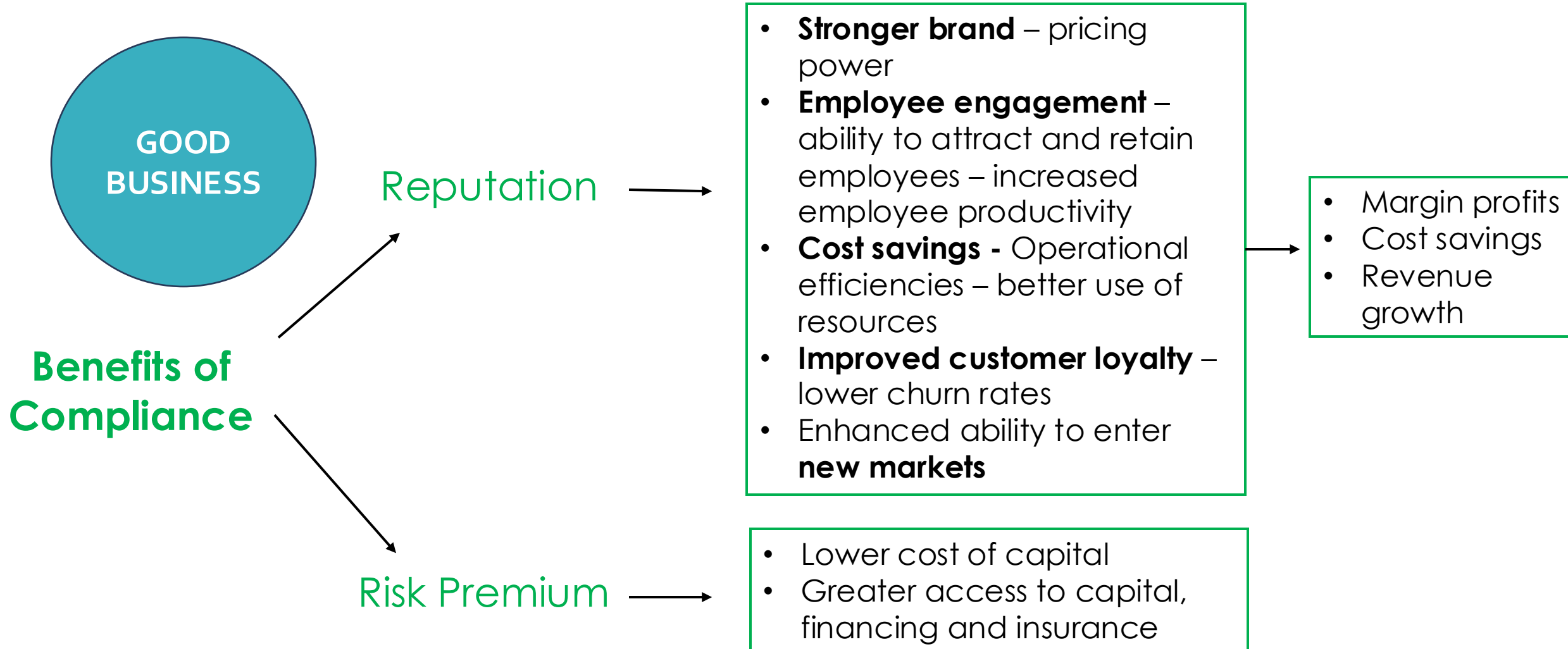


## DETECTING AND MANAGING INFRINGEMENTS

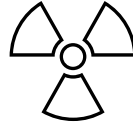
Monitoring and analysing alerts.



# Compliance- why matters?



But ALSO,  
the ugly...



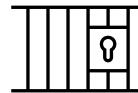
Business disqualification



Individual & corp liability



Fines & damages



Jail



Investor / customer / talent loss

# Volkswagen...

## VW cheated emissions tests, says EPA

Regulator says carmaker installed 'defeat devices' to thwart US laws



© Bloomberg

## Martin Winterkorn resigns as VW boss over emissions scandal

CEO says carmaker needs a new start as he bows to pressure over emission test manipulation



"We've totally screwed up," said VW America boss Michael Horn, while the group's chief executive at the time, Martin Winterkorn, said his company had "broken the trust of our customers and the public".

# The **consequences**....Volkswagen air emmissions scandal

Booked **\$35 billion** in anticipation of fines, litigation, etc

The company **lost 46% of its value** two months after the scandal

**\$1.2 billion** in compensation to dealers

Damage to **brand value**. Pre-scandal 18<sup>th</sup> most valuable, five years later it is 25<sup>th</sup>

Elimination of **30.000 jobs**

**additional damage** remains to be determined....many legal proceedings still open.....

“Culture eats strategy for breakfast.”  
*Peter Drucker*