

**Strategic Workshop (SW) “Governance, Risk and Compliance” (GRC) –
Ribeirão Preto Law and Business Schools – University of São Paulo, Brazil**

The Pro-Rector of Research promoted a “Strategic Workshop (SW) “Governance, Risk and Compliance” (GRC), in a collaboration between both Ribeirão Preto Law and Business Schools, financially supported by the FAPESP – São Paulo Research Foundation. The SW on GRC was organized by Prof. Dr. *Eduardo Saad-Diniz* (FDRP/USP), Prof. Dr. *Edgard Monforte de Merlo* (FEARP/USP) and Prof. Dr. *Hamilton Varela* (IQSC/USP and Pro-Rector of Research representative) and was carried out in 14.04.2016).

The SW on GRC was structured as follows:

Opening Words: *Hamilton Varela* (Pro-Rector of Research – USP); *Umberto Celli Jr.* (Dean FDRP); *Dante Pinheiro Martinelli* (Dean FEARP); *Edgard Monforte Merlo* (FEARP); *Eduardo Saad-Diniz* (FDRP).

Keynote speaker – GLOBAL CHALLENGES ON GRC – *William S. Laufer* (University of Pennsylvania – The Wharton School, USA). Moderators: *Amaury Patrick Gremaud* (FEARP); *Nuno Morgadinho Coelho* (FDRP).

First panel – GOVERNANCE – *Rudinei Toneto* (FEARP) – Governance and socioeconomic development (FEARP-FMRP), *André Lucirton Costa* – Governance and the Health Care System (FEARP-FMRP); *Ana Carla Biachieriene* – Governance and human resource management at the University of São Paulo (EACH); *Jean Fabrice Lebraty* (University of Lyon, France) – Social risk’s management: the Carrefour case in China. Moderators: *Evandro Seron Ruiz* (FFCLRP); *Juliana Oliveira Domingues* (FDRP).

Second panel – VALUATION, RISK MANAGEMENT AND REGULATION – *Edgard Monforte Merlo* (FEARP) – Strategic governance and integrity valuation; *Jose Roberto Ferreira Savoia* (FEA) Regulatory mechanisms and restructuring the transport sector at the State of Parana; *Silvio Hiroshi Nakao* (FEARP) – Accounting norms and risk management; Moderators: *Evandro Seron Ruiz* (FFCLRP); *Juliana Oliveira Domingues* (FDRP).

Third panel – COMPLIANCE – *Emanuela Todeva* (University of Surrey, England) – Deter or comply? Theoretical tensions between regulation, governance and strategic behavior; *Eduardo Saad-Diniz* (FDRP) Evaluating GRC Strategies: alternatives for a Brazilian model?; *Carolina Busco* (Universidad Diego Portales – Chile) – Organizational culture and the rol of stakeholders in risk management: the Chilean experience. Moderators: *João Passador* (FEARP); *Victor Gabriel Rodríguez* (FDRP).

Besides ensuring a real integrative and interdisciplinary approach on Social Sciences, the SW on GRC was conceived to aggregate diverse scholarly perspectives around an incandescent question in Brazil and worldwide. The debates on governance, risk management and compliance are at the very heart of the scientific research, challenging old-age regulatory patterns, impact assessments on socioeconomic development, and perceived trust on public policies and corporate initiatives.

The SW stressed the need of a more accurate analytical framework to understand the GRC issues. From one hand, both studies on the public and private sector conduce to scientific debates about strategies of how effectively engage stakeholders to rebuild trust. To the other, the international political-economic agenda – if such a concept does indeed exist – addresses daily recommendations on integrity, transparency and accountability, affecting domestic legislations, governance standards, and an entire market of compliance products.

As emphasized in the keynote speech by *Laufer*, a strategic mobilization around GRC thesis needs to analyze critically the institutionalization and social control of business ethics, recognizing as the standpoint the lack of evidences on real and meaningful changes in corporate behavior. Within this perspective, *Laufer* challenged the participants to identify an “authentic commitment” to a better organizational climate. To avoid the “compliance game”, smarter regulatory policies should be combined with a more precise notion of corporate criminal liability, based on the constructive fault.

The international guests (*Todeva*, *Busco* and *Lebraty*) stressed the moral aspects of deterrence and the scientific demand to orientate the organizational culture according to a context-sensitive approach. Brazilian scholars evidenced that currently, in Brazil, in the broad specter of thesis dealing with GRC, what really draws attention is the real need of policy reform. All participants agreed with the criticism on the profusion of public policies without systematic rigor, oriented by a non-sophisticated crisis management, limited to react in cases of political contingencies. All three panels emphasized that we are suffering under underdeveloped policies involving the public sector. Panelists pointed out a very similar scenario in the private field, with a correlate lack of innovation – equally unsystematic – among corporate initiatives.

Remarkably, there is a scholarly consensus on the need to promote more in-deep analyses of how to connect all those three domains – governance, risk and compliance – in an intelligent and realistic way. It is far from reasonable to start bringing a more scientific and interdisciplinary approach to review all negative impacts brought to many Brazilian economy’s strategic sectors and how it is affected by a weak regulatory juridical ambience.

The organizers are very grateful to the Pro-Rectory and to the FAPESP for enabling the first – and hopefully not the last – SW realized in Ribeirão Preto.

Organizers: *Eduardo Saad-Diniz, Edgard Monforte de Merlo, Hamilton Varela*