

RiskSpotlight Portal

Enabling Organizations with Operational Risk Intelligence

SOLUTION **PERSPECTIVE**

Governance, Risk Management & Compliance Insight

© 2024 GRC 20/20 Research, LLC. All Rights Reserved.

No part of this publication may be reproduced, adapted, stored in a retrieval system or transmitted in any form by any means, electronic, mechanical, photocopying, recording or otherwise, without the prior permission of GRC 20/20 Research, LLC. If you are authorized to access this publication, your use of it is subject to the Usage Guidelines established in client contract.

The information contained in this publication is believed to be accurate and has been obtained from sources believed to be reliable but cannot be guaranteed and is subject to change. GRC 20/20 accepts no liability whatever for actions taken based on information that may subsequently prove to be incorrect or errors in analysis. This research contains opinions of GRC 20/20 analysts and should not be construed as statements of fact. GRC 20/20 disclaims all warranties as to the accuracy, completeness or adequacy of such information and shall have no liability for errors, omissions or inadequacies in such information. Although GRC 20/20 may include a discussion of related legal issues, GRC 20/20 does not provide legal advice or services and its research should not be construed or used as such.

Table of Contents

The Interconnected Web of Operational Risks 4
 The Inevitability of Failure: Fragmented Intelligence of Operational Risk 4

RiskSpotlight Portal 7
 Enabling Organizations with Operational Risk Intelligence..... 7
 What the RiskSpotlight Portal Solution Does..... 8
 RiskSpotlight Portal Delivers Operational Risk Intelligence 10
 Benefits Organizations Have Received with RiskSpotlight Portal 11

Considerations in Context of the RiskSpotlight Portal 13

About GRC 20/20 Research, LLC 14

Research Methodology 14



TALK TO US . . .

We look forward to hearing from you and learning what you think about GRC 20/20 research. GRC 20/20 is eager to answer inquiries from organizations looking to improve GRC related processes and utilize technology to drive GRC efficiency, effectiveness, and agility.

RiskSpotlight Portal

Enabling Organizations with Operational Risk Intelligence

The Interconnected Web of Operational Risks

In today's rapidly evolving financial services industry, the traditional organizational structure, centered around brick-and-mortar offices and well-defined business functions, has transformed into a dynamic and interconnected network of operations, processes, and technologies. The complexities of this web are far-reaching, impacting everything from day-to-day operations to compliance with a continually changing regulatory landscape. No longer constrained by physical locations or static workflows, financial institutions now operate in an environment where risks emerge from every direction—internally from operational inefficiencies and externally from market fluctuations, regulatory changes, and emerging technologies.

The operational risks financial institutions face today are multifaceted and interconnected, involving every aspect of business operations—from information technology and digital resilience to compliance, human resources, and customer service. This shift from traditional business boundaries means that organizations must manage the risks they control directly and those that arise externally and from dependencies on third-party services, digital infrastructures, and regulatory bodies. What once was a neatly defined ecosystem of risks has evolved into a sprawling, highly connected matrix of risk factors that require constant vigilance and comprehensive oversight.

Whether large or small, financial institutions now face the challenge of maintaining operational resilience in this increasingly complex environment. The need for agility, real-time intelligence, and proactive risk management has never been more critical. Institutions risk severe financial losses, regulatory penalties, and reputational damage without the ability to adapt swiftly to operational disruptions, emerging threats, and regulatory shifts. In such a landscape, traditional methods of managing operational risk—siloed risk oversight, manual monitoring, and periodic assessments—are woefully inadequate.

The Inevitability of Failure: Fragmented Intelligence of Operational Risk

Several common but critical flaws often undermine operational risk management in financial services. These include the continued reliance on legacy systems, disjointed oversight, and manual processes that fail to keep pace with the speed and scale of modern financial operations. Institutions clinging to outdated practices are significantly disadvantaged in effectively managing and mitigating operational risk.

- **Siloed Oversight of Operational Risk.** A prevalent issue in many financial institutions is the siloed approach to managing operational risks. IT, compliance, risk management, or finance departments often handle risk management in isolation. Each business unit assesses and addresses its unique risks, but this compartmentalization prevents the organization from gaining a holistic view of its overall operational risk profile. The result is that risks that seem insignificant within a single department can escalate when viewed collectively across the institution. For example, an IT-related operational risk may be managed effectively within the IT department. Still, the same issue could have broader implications for regulatory compliance, financial integrity, and customer trust when viewed in aggregate. Without a unified operational risk intelligence strategy that integrates data and insights across all departments, institutions are left blind to the full scale of their exposure. This fragmented approach also makes implementing coordinated risk mitigation strategies difficult, leaving vulnerabilities unaddressed until they escalate into crises.

- **Limited Resources in the Face of Expanding Risk and Regulatory Pressure.** The financial services industry is inundated with a rapidly expanding array of regulatory requirements and risk factors, from economic and cyber risks to environmental and social governance (ESG) considerations. At the same time, institutions are being asked to manage these growing risks with limited resources. Budgets are tight, and risk management teams are often understaffed, making it nearly impossible to effectively monitor and mitigate the expanding risk landscape without significant operational strain. Even though technology offers new tools and capabilities, many institutions still need to fully embrace automation, artificial intelligence (AI), and data analytics to enhance their risk management efforts. As a result, their operational risk functions remain hampered by human limitations, unable to keep pace with the velocity and complexity of modern risks. Failing to invest in operational risk intelligence solutions places these institutions at a competitive disadvantage and increases their vulnerability to operational failures, regulatory penalties, and financial losses.

- **Overreliance on Manual Processes.** Financial institutions' continued reliance on manual processes to manage operational risk intelligence is a significant challenge. Risk management processes that rely on documents, spreadsheets, emails, and file shares create inefficiencies and introduce considerable room for error. In this environment, risk data is fragmented, often outdated, and prone to being overlooked amidst the vast volumes of information institutions must process daily. For example, institutions using spreadsheets and manual processes to collect operational risk intelligence struggle to maintain accurate and up-to-date records. Significant risks or events may go unnoticed or unaddressed for extended periods, increasing the likelihood of cascading operational failures. Furthermore, when a risk event occurs, manual processes inhibit an institution's ability to respond quickly and effectively, as it takes time to gather the relevant data, assess the situation, and implement corrective actions. Moreover, manual processes fail to provide the feedback loops institutions need to improve their operational risk management practices over time. In an environment where operational risks are constantly evolving, institutions must be able to adapt

quickly and learn from strong operational risk intelligence providers. Without the agility provided by automated, real-time processes, institutions are vulnerable to repeating the same mistakes.

- **Incomplete View of Risk Vectors.** Operational risk in financial services is multifaceted, encompassing many risk vectors that extend beyond the economic and cyber domains. These risks include compliance risks (e.g., failing to meet regulatory requirements), operational risks (e.g., system failures, human errors), environmental risks (e.g., natural disasters impacting operations), and reputational risks (e.g., negative public perception). However, many institutions focus too narrowly on specific risk areas, such as financial or cyber risk, while neglecting other critical components of their operational risk profile. Institutions must adopt a full-spectrum view of risk intelligence to manage operational risks effectively and consider all relevant vectors. This includes both traditional risk domains and emerging areas of concern, such as environmental, social, and governance (ESG) risks, operational resilience, and location-based risks. By integrating operational risk intelligence feeds into their operational risk management frameworks, institutions can gain a more comprehensive understanding of their overall risk landscape and make more informed decisions about allocating resources and mitigating potential vulnerabilities.
- **Operational Risk Intelligence Overload.** The sheer volume of risk intelligence that financial institutions must process can be overwhelming when done in scattered silos and feeds. Institutions are inundated with information from various sources, including regulatory updates, news feeds, legal alerts, social media, and geopolitical risk reports. While access to this information is essential for managing operational risk, the challenge lies in filtering out the noise and identifying the most relevant and actionable insights. Risk teams can quickly become overwhelmed by the flood of data, struggling to sift through the noise and focus on the most critical risks. This information overload makes it difficult to maintain situational awareness, delays decision-making and inhibits timely risk mitigation.

The bottom line: Financial institutions require a modern operational risk landscape with accurate and actionable operational risk intelligence information. Legacy practices—such as periodic assessments, manual processes, and siloed oversight—are no longer sufficient to manage the complexities of today’s financial services environment. Institutions must embrace operational risk intelligence solutions that provide continuous, real-time situational awareness across all risk vectors to mitigate operational risk effectively. Institutions need to invest in operational risk intelligence solutions that integrate data from across the industry and worldwide, providing a single pane of visibility into developing operational risks that can impact the organization. These solutions leverage automation, artificial intelligence, and data analytics to continuously monitor risks, identify emerging threats, and enable proactive risk mitigation. By adopting a full-spectrum, real-time approach to operational risk management, financial institutions can be proactive and not just reactive in forecasting, managing, and mitigating operational risk exposure.

RiskSpotlight Portal

Enabling Organizations with Operational Risk Intelligence

RiskSpotlight is a solution provider of A.I.-enabled operational risk intelligence that GRC 20/20 has researched, evaluated, and reviewed with financial services organizations using in complex, distributed, and dynamic business environments. RiskSpotlight has developed an operational risk intelligence portal (RiskSpotlight Portal) that leverages AI and subject matter expertise to make operational risk management and the intelligence it needs to be efficient, effective, resilient, and agile. The solution provides an integrated approach to managing the operational risk intelligence lifecycle within organizations, providing a single source of truth on operational risk events and developments external to the organization and their potential impact on the organization.

RiskSpotlight takes a different approach to operational risk intelligence, and that difference is critical to protecting organizations from operational risk exposure. The solution ingests, parses, and analyzes volumes of developing operational risk information to filter through irrelevance and noise to deliver insights on what matters to the organization. This enables organizations to streamline operational risk processes, particularly in distributed cross-/multi-jurisdictional environments. Organizations can identify the operational risk news and intelligence that apply to their business and map them to their business, products, and services.

In researching RiskSpotlight, GRC 20/20 has interviewed several clients and found that RiskSpotlight has helped these organizations be efficient, effective, resilient, and agile in keeping abreast of the breadth and depth of operational risk intelligence worldwide. RiskSpotlight is used by large to small financial services organizations to manage operational risk intelligence. It provides integrated operational risk intelligence feeds for up-to-date content and supports some of the industry's most demanding operational risk programs and their needs.

GRC 20/20's evaluation, research, and interactions with clients have determined the following:

- **Before RiskSpotlight Portal.** Before implementing RiskSpotlight, organizations typically managed operational risk intelligence through manual processes involving a variety of documents, spreadsheets, and emails that were often out of sync — and things were slipping through the cracks. These manual processes were usually supplemented with costly employee time compiling information that was constantly behind in keeping up with current changes. Operational risk intelligence involves a significant amount of risk staff time spent monitoring various information sources coming at the organization from every direction. In addition, reviewing operational risk events and the potential impact on the organization was a manual process, which exacerbated the challenge. Feeds were received from different costly law firms, subscriptions, and feeds that produced a lot of noise and redundancy, which overwhelmed the organization strapped for resources.

- **Why RiskSpotlight Portal.** Organizations decided to implement RiskSpotlight Portal as they desired a solution that could replace their manual processes, eliminate the excessive use of documents, spreadsheets, and emails, and reduce staff time spent managing operational risk intelligence from disparate sources. Furthermore, organizations needed a complete system of record for operational risk intelligence. Clients find the RiskSpotlight Portal is more affordable and accurate than the other solutions they evaluated. They liked the simplicity of use and the industry knowledge and insight that RiskSpotlight delivers.
- **How RiskSpotlight Portal is used.** Clients find that the RiskSpotlight platform has become the organization's central operational risk intelligence and information repository that feeds into its broader operational risk management processes and platforms. It is a system of record documenting operational risk events and keeping the organization current in the context of change. A typical use case involves monitoring the operational risk alerts that come into the system every day, reviewing to determine if a change in compliance, policies, and controls is needed, and assigning changes and tasks to operational risk subject matter experts and business owners. This enables organizations to identify, record, and classify relevant non-financial risk events, losses, and updates that can trigger inputs for internal assessment and response.
- **Where RiskSpotlight Portal has excelled.** The RiskSpotlight Portal enables clients to manage complex operational risk information and intelligence. They find they have more accurate and consistent operational risk information, with fewer things slipping through the cracks and failing to finish. The solution makes operational risk intelligence content accessible to the appropriate recipients without manual intervention. It also enables efficiency by ensuring recipients receive only the intelligence relevant to their business, not the noise, allowing them to focus on what matters. Clients find that RiskSpotlight eliminates time-consuming manual processes and reduces operational risk exposure.

What the RiskSpotlight Portal Solution Does

GRC 20/20 has evaluated the features and capabilities of the RiskSpotlight Portal and finds that it delivers an A.I.-enabled solution extended and empowered with subject matter expertise to manage operational risk intelligence in the context of today's demanding financial services organizations. RiskSpotlight automates what used to be manual and labor-intensive operational risk information-gathering tasks amidst a maze of documents, spreadsheets, and emails and integrates with industry-leading operational risk management platforms for further value. RiskSpotlight Portal keeps organizations ahead in the evolving operational risk developments globally. Gone are the days of manually sifting through countless websites and silos of external operational risk information; RiskSpotlight offers targeted operational risk intelligence that directly impacts a business. It summarizes operational risk events, news, and updates and enables quick, informed action. This facilitates effective operational risk horizon scanning, helping organizations utilize it to manage emerging threats proactively.

RiskSpotlight's success is their business model in which they leverage an intimate understanding of operational risk intelligence, particularly for financial services, to

automate and manage the breadth of global operational risk events, news, and developments. What sets RiskSpotlight apart is its commitment to data quality, accuracy, and relevance. Utilizing meticulously designed and maintained processes, RiskSpotlight provides a foundation for decision-making in a world of uncertainty and change. RiskSpotlight distills actionable operational risk intelligence from voluminous textual data. This is accomplished by integrating proprietary A.I. models, subject matter expert quality assurance, and specialized internal tools. This synergistic approach speeds up the operational risk intelligence process and ensures high accuracy.

RiskSpotlight as a company delivers more than the RiskSpotlight Portal; the breadth of their offering includes:

- **Operational Risk Intelligence/Content.** RiskSpotlight provides a suite of operational risk content designed to support organizations in identifying, understanding, and mitigating emerging risks. Through the RiskSpotlight Portal, users can access a library of operational risk insights, including deep dives into priority risk topics, real-time monitoring of external operational risk events, and a curated database of over 60,000 news articles. The platform offers a detailed OpRisk library tailored for the financial services sector, complete with KRIs, controls, and impacts. RiskSpotlight's real-time updates on emerging risks, regulatory changes, and best practices empower organizations to avoid potential disruptions and align their operational risk management with industry standards like Basel Sound Principles, ISO 31000, and COSO ERM.
- **Operational Risk Consulting.** RiskSpotlight delivers consulting services that enable organizations to enhance their operational risk management frameworks. Through its expert advisory offerings, RiskSpotlight helps businesses assess their current risk landscape, design custom operational risk scenarios, and develop tailored risk mitigation strategies. Leveraging its comprehensive operational risk data and insights, the consulting service provides actionable recommendations that strengthen organizations' resilience, improve governance, and align their risk management processes with global best practices. RiskSpotlight's consulting also addresses specific organizational challenges, such as regulatory compliance, operational risk horizon scanning, and incident response planning. They are experts in supporting the implementation of GRC solutions, bridging the gap between the business and technology to ensure the requirements defined in the framework translate into the delivered functionality of the GRC tool.
- **Operational Risk Training.** RiskSpotlight offers specialized training programs (most recently focused on leveraging Generative AI) to equip professionals with the knowledge and tools to manage operational risks effectively. These training sessions are supported by real-life case studies, operational risk scenarios, and insights from RiskSpotlight's extensive risk events database. Whether through workshops, webinars, or bespoke training modules, RiskSpotlight tailors its programs to each organization's unique needs. The training covers critical operational risk topics such as emerging risks, best-practice frameworks, and scenario-based learning, helping teams across all lines of defense—from risk owners to internal audit—develop the skills to proactively identify, assess, and respond to operational risks.

RiskSpotlight Portal Delivers Operational Risk Intelligence

The RiskSpotlight Portal delivers an advanced, data-driven approach to operational risk intelligence horizon scanning, offering financial institutions the tools and intelligence needed to stay ahead of emerging risks, regulatory updates, and external loss events. The RiskSpotlight Portal is designed to meet the needs of diverse organizational stakeholders, equipping them with actionable insights and curated content for informed decision-making. It enables institutions to build a risk-aware culture, proactively manage operational risks, and ensure regulatory compliance in an increasingly complex risk environment.

The key features of the RiskSpotlight Portal for operational risk intelligence are:

- **OpRisk Radar Dashboard.** RiskSpotlight's OpRisk Radar Dashboard monitors hundreds of global news sources, identifying key emerging operational risks financial institutions must address. The dashboard ranks risks based on recent media coverage, allowing institutions to focus their attention and resources on the most critical and trending issues. The dashboard enables institutions to prioritize emerging risks by providing digestible and current information, ensuring no significant developments are overlooked. This proactive approach helps mitigate potential disruptions before they materialize into crises.
- **Comprehensive OpRisk Library.** The library offers a detailed catalog of 126 fundamental operational risks tailored for the financial services industry. These risks are linked to 451 causes, 1,102 Key Risk Indicators (KRIs), 1,117 controls, and 80 impacts, providing an extensive framework to benchmark and enhance existing operational risk programs. Built on best-practice frameworks like Basel Sound Principles, ISO 31000, and COSO ERM, the library saves organizations up to 80% in time and cost when developing or refining their operational risk frameworks. By using the library, institutions can ensure that their operational risk management strategies align with global standards, providing assurance to stakeholders and enhancing overall risk governance. The OpRisk Library provides risk owners with a vital starting point for identifying possible mitigating Controls, for example, rather than starting from a blank sheet of paper.
- **Monthly Deep Dives.** Each month, RiskSpotlight delivers deep dives into priority operational risk topics, providing subscribers with concise and targeted analysis of critical issues. These reports highlight mitigation strategies, emerging trends, and relevant case studies, helping institutions keep their risk management frameworks robust and current. The deep dives are designed to be immediately actionable, offering institutions strategic guidance on addressing pressing operational risks in cybersecurity, compliance, and operational resilience.
- **Scenario Library.** RiskSpotlight's Scenario Library offers curated operational risk scenarios based on a fictitious bank (RWS Group). These scenarios cover severe and plausible operational disruptions with financial and non-financial impacts, control failures, and lessons learned. Each scenario includes a detailed background, timeline, crisis response strategies, and insurance analysis. Financial institutions can use these scenarios to strengthen their crisis management and

operational resilience strategies. RiskSpotlight provides the option to tailor scenarios specific to an institution's unique risk profile, allowing for bespoke training and planning activities.

- **External OpRisk Events Dashboard.** RiskSpotlight's External OpRisk Events dashboard is continuously updated with operational risk (loss) events from the financial services industry. Each event is thoroughly documented with timelines, causes, and impacts across financial, customer, reputational, operational, and regulatory dimensions. Financial institutions can use this repository to study real-world operational failures and learn from others' experiences. The dashboard helps organizations understand the broad impacts of operational disruptions and incorporate these lessons into their risk management frameworks.
- **Weekly News Podcast.** RiskSpotlight provides a weekly operational risk podcast that offers a concise 10-minute summary of the most critical developments in operational risk, helping risk professionals stay informed without needing to wade through lengthy reports.
- **Wordcloud Analytics.** A weekly wordcloud highlights the 50 most common operational risk terms, giving users a visual overview of the critical risks discussed across global news and media.
- **Searchable News Repository.** With over 60,000 news articles categorized by 126 operational risks, the repository provides an easily searchable database, allowing risk managers to access relevant information and historical data quickly.
- **Operational Risk Publications Database.** The RiskSpotlight Portal also offers a comprehensive library of 2,000+ regulatory documents, surveys, and reports, making it an invaluable tool for research and benchmarking.

The RiskSpotlight Portal is a valuable tool for financial institutions looking to manage operational risks proactively. Its rich content library, real-time risk monitoring, and tailored analysis empower risk managers and decision-makers to avoid emerging threats, regulatory changes, and operational disruptions. By integrating these insights into their risk management frameworks, institutions can enhance their resilience, improve regulatory compliance, and support their strategic objectives.

Benefits Organizations Have Received with RiskSpotlight Portal

Most RiskSpotlight Portal clients that GRC 20/20 has researched and interviewed moved to the solution because their manual, document-centric approaches consumed too many risk management resources. Consequently, operational risk information must be consistent in the continuous barrage of operational risk developments.

Specific benefits that clients of the RiskSpotlight Portal have told GRC 20/20 they have achieved in their implementations are:

- **Streamlined operational risk intelligence processes** to rapidly evaluate and understand the context and impact of operational risk events and news.
- **Rapid focus on what the organization needs to know and do** rather than slogging through operational risk developments that are irrelevant to the organization.
- **Increased engagement of managers and employees** who understand what is expected of them in operational risk and scenarios and how to apply them to their business processes.
- **Significant efficiencies in time through a single source of truth** for operational risk intelligence.
- **Integration** by providing an operational risk intelligence solution in the RiskSpotlight Portal that can integrate existing operational risk and GRC platforms.
- **Collaboration and synergies across operational risk functions** instead of different roles doing similar things in various formats and processes.
- **Consistency of operational risk information** as the organization conforms to consistent processes and information structures.
- **Greater insight into operational risks** as they change and impact the organization.
- **Reduction in time and resources needed** to govern and manage operational risk intelligence as critical resources are freed from manual processes.
- **Operational risk intelligence feeds** in which the analyzed operational risk events are delivered to the oprisk professional, enabling them to get a jump start on understanding whether and how the change impacts the organization.
- **Accuracy of operational risk information** synchronized with current business operations and needs as they evolve and change.
- **Greater awareness and ownership of operational risk** that demonstrate "tone at the top" and confidence in processes and documentation.
- **Transparency into events and incidents** through a centralized database and analysis of global operational risk events.
- **Increased agility in the context of operational risk change** enables the organization to be proactive rather than reactive, leading to fewer operational risk findings and issues.

- **Forecast the future through risk scenarios** to prepare the organization for changing risks that affect the financial services organization.
- **Proactively monitor and manage emerging operational risks**, ensuring adequate controls across crucial business processes.
- **Leverage comprehensive operational risk intelligence** and external event data to inform strategic risk decisions, drive policy adjustments, and support resilience planning.
- **Provide focused content and scenarios** tailored to specific risk domains, enabling specialist teams to stay ahead of evolving threats and implement best practices.
- **Use insights to identify gaps in current risk frameworks**, evaluate the effectiveness of internal controls, and ensure compliance with evolving regulations.
- **Ensure alignment with operational risk management strategies** and collaborate effectively across the organization to mitigate risks that impact overall business objectives.

Considerations in Context of the RiskSpotlight Portal

Every solution has its strengths and weaknesses and may only be ideal for some organizations in some situations. While GRC 20/20 has identified many positive attributes of the RiskSpotlight Portal offering—enabling organizations to manage and monitor operational risk intelligence processes consistently—readers should not see this as a complete and unquestionable endorsement of the RiskSpotlight Portal.

Overall, clients have shown high satisfaction with using and implementing the RiskSpotlight Portal solution and find the organization to be very responsive and agile in advancing the solution. Clients praise RiskSpotlight for the solution’s adaptability and the depth of operational risk content and intelligence. They find the solution agile because it allows operational risk staff to get what they need when needed.

Clients would like to provide more integration with other operational risk platforms. Another feature request is to provide action-oriented recommendations based on the financial services organization type/sector.

GRC 20/20 finds that the RiskSpotlight Portal provides value in managing the lifecycle of operational risk intelligence. As many organizations respond to growing operational risk and resilience requirements, they are finding the need for a solution to automate the harvesting of global operational risk developments, news, events/incidents, and guidance. The RiskSpotlight Portal is an ideal solution for organizations because it is more than content — it is a partnership that clients appreciate.

About GRC 20/20 Research, LLC

GRC 20/20 Research, LLC (GRC 20/20) provides clarity of insight into governance, risk management, and compliance (GRC) solutions and strategies through objective market research, benchmarking, training, and analysis. We provide objective insight into GRC market dynamics; technology trends; competitive landscape; market sizing; expenditure priorities; and mergers and acquisitions. GRC 20/20 advises the entire ecosystem of GRC solution buyers, professional service firms, and solution providers. Our research clarity is delivered through analysts with real-world expertise, independence, creativity, and objectivity that understand GRC challenges and how to solve them practically and not just theoretically. Our clients include Fortune 1000 companies, major professional service firms, and the breadth of GRC solution providers.

Research Methodology

GRC 20/20 research reports are written by experienced analysts with experience selecting and implementing GRC solutions. GRC 20/20 evaluates all GRC solution providers using consistent and objective criteria, regardless of whether or not they are a GRC 20/20 client. The findings and analysis in GRC 20/20 research reports reflect analyst experience, opinions, research into market trends, participants, expenditure patterns, and best practices. Research facts and representations are verified with client references to validate accuracy. GRC solution providers are given the opportunity to correct factual errors, but cannot influence GRC 20/20 opinion.

GRC 20/20 Research, LLC
4948 Bayfield Drive
Waterford, WI 53185 USA
+1.888.365.4560
info@GRC2020.com
www.GRC2020.com