Beyond the Questionnaire: Tips to Modernize Your TPRM Program

TPRA | THIRD PARTY RISK ASSOCIATION

ProcessUnity

Today’s Presenter

Ed Thomas
Senior Vice President
ProcessUnity

ProcessUnity & CyberGRX Announce Merger

THIRD-PARTY RISK MANAGEMENT LEADERS JOIN FORCES

ProcessUnity

WORKFLOW PLATFORM

The industry's premier platform for accelerating TPRM program processes

+

CyberGRX

GLOBAL CYBER RISK EXCHANGE

The world's largest exchange for third-party cyber risk intelligence

×

ProcessUnity

CyberGRX

ARTIFICIAL INTELLIGENCE

Powerful agents that drive deeper automation for risk data collection & evaluation

= End-to-End Third-Party Risk Management

Accelerated Due Diligence

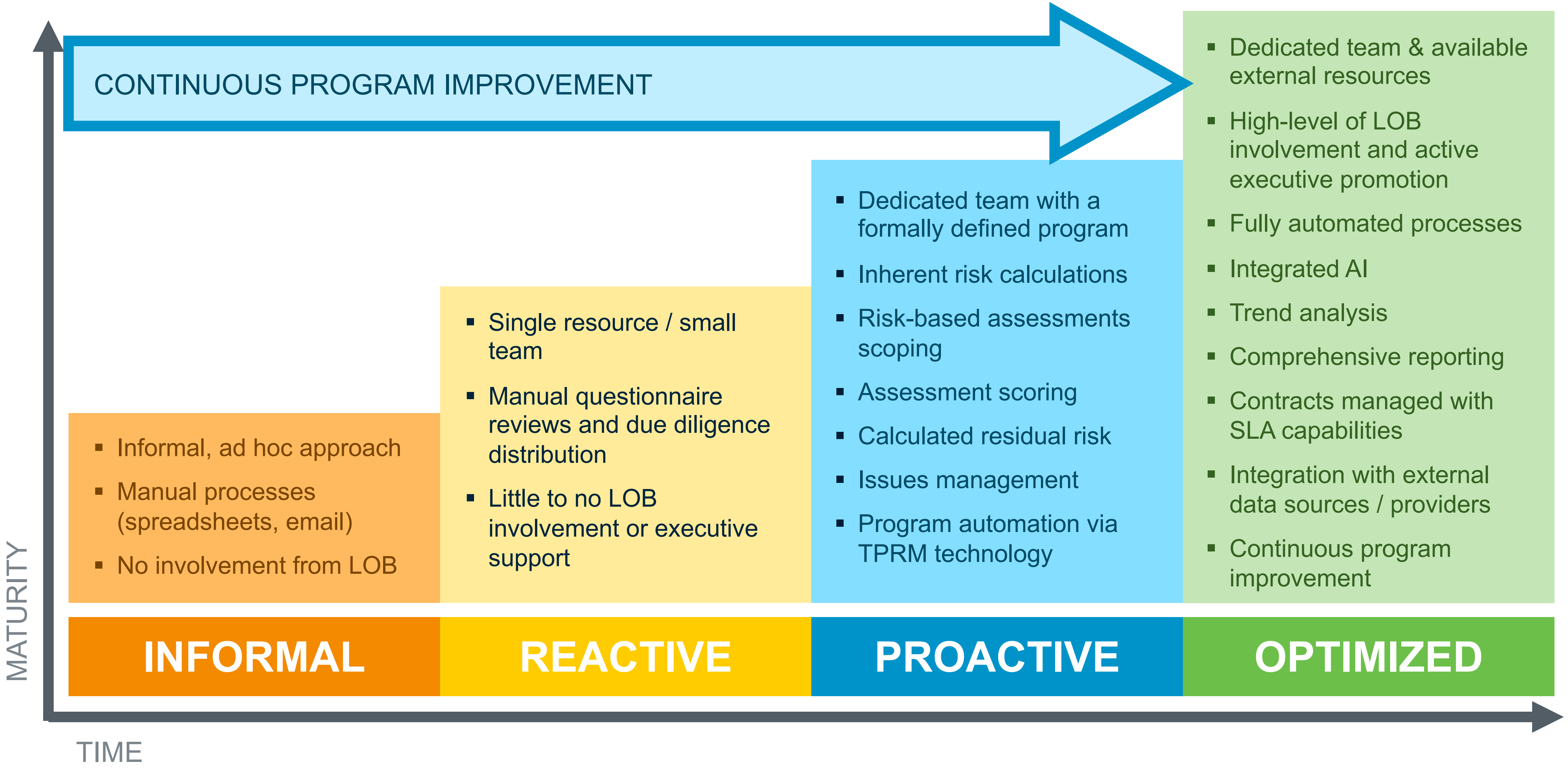
Comprehensive Continuous Monitoring

Actionable Third-Party Risk Insights

Today's Agenda

- Build a Plan for Program Improvement
- Why Procurement & InfoSec Need to Work Together
- Onboarding Upgrades
- Ongoing Monitoring Tips
- Performance Management
- Program Measurement
- Summary / Q&A

Incrementally Improve Your Program



CONTINUOUS PROGRAM IMPROVEMENT

INFORMAL

- Informal, ad hoc approach
- Manual processes (spreadsheets, email)
- No involvement from LOB

REACTIVE

- Single resource / small team
- Manual questionnaire reviews and due diligence distribution
- Little to no LOB involvement or executive support

PROACTIVE

- Dedicated team with a formally defined program
- Inherent risk calculations
- Risk-based assessments scoping
- Assessment scoring
- Calculated residual risk
- Issues management
- Program automation via TPRM technology

OPTIMIZED

- Dedicated team & available external resources
- High-level of LOB involvement and active executive promotion
- Fully automated processes
- Integrated AI
- Trend analysis
- Comprehensive reporting
- Contracts managed with SLA capabilities
- Integration with external data sources / providers
- Continuous program improvement

Why Improve?

IT'S GOOD FOR YOUR COMPANY

- Reduce Risk
- Ensure Compliance
- Build Efficiency
- Improve Planning Efforts
- Gain Competitive Advantage
- Ensure Business Continuity

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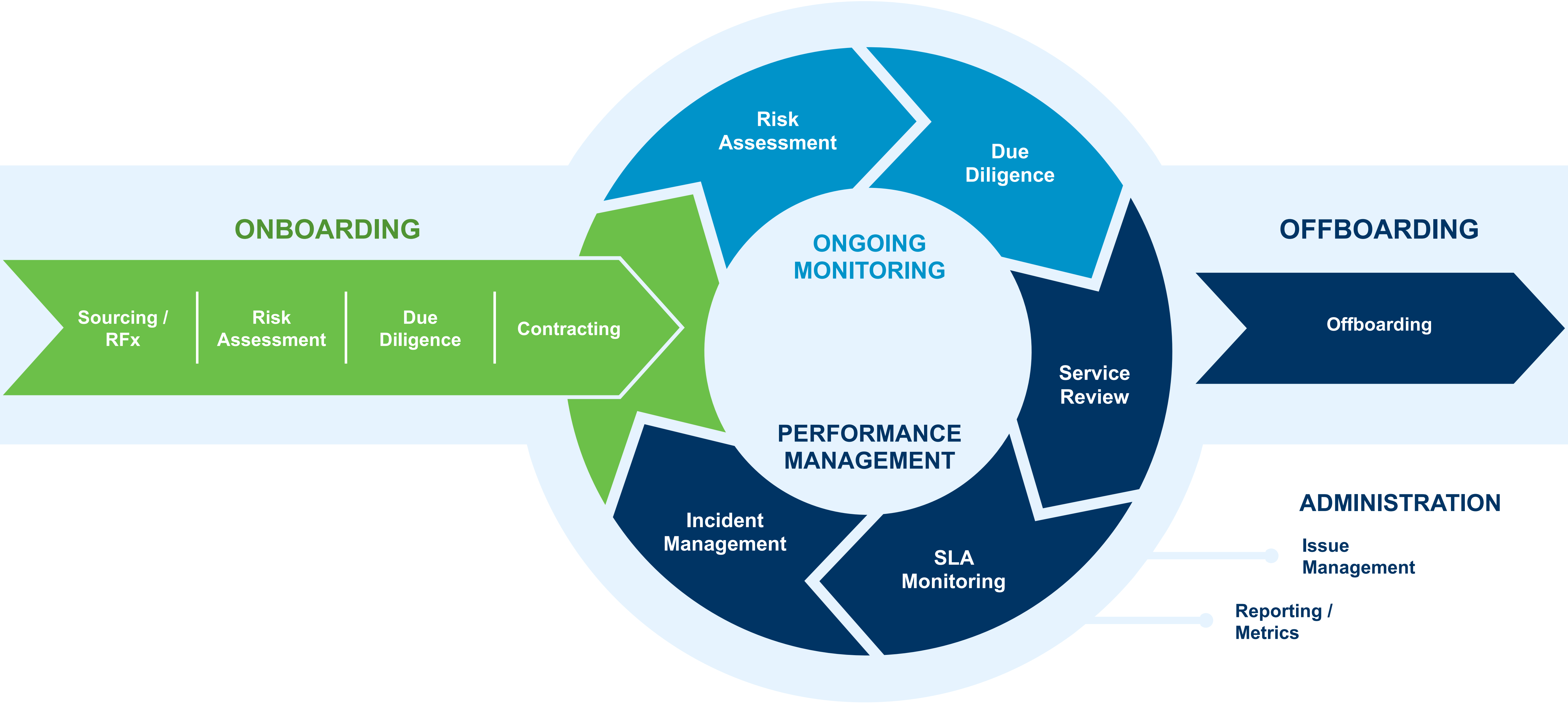
IT'S GOOD FOR YOU TOO!

- Personal Satisfaction
- Stop the Bad Guys
- Job Security
- Career Advancement

Third-Party Risk Management Lifecycle



MODERNIZE YOUR TPRM PROGRAM

Partners in Risk Management: Procurement + Cybersecurity

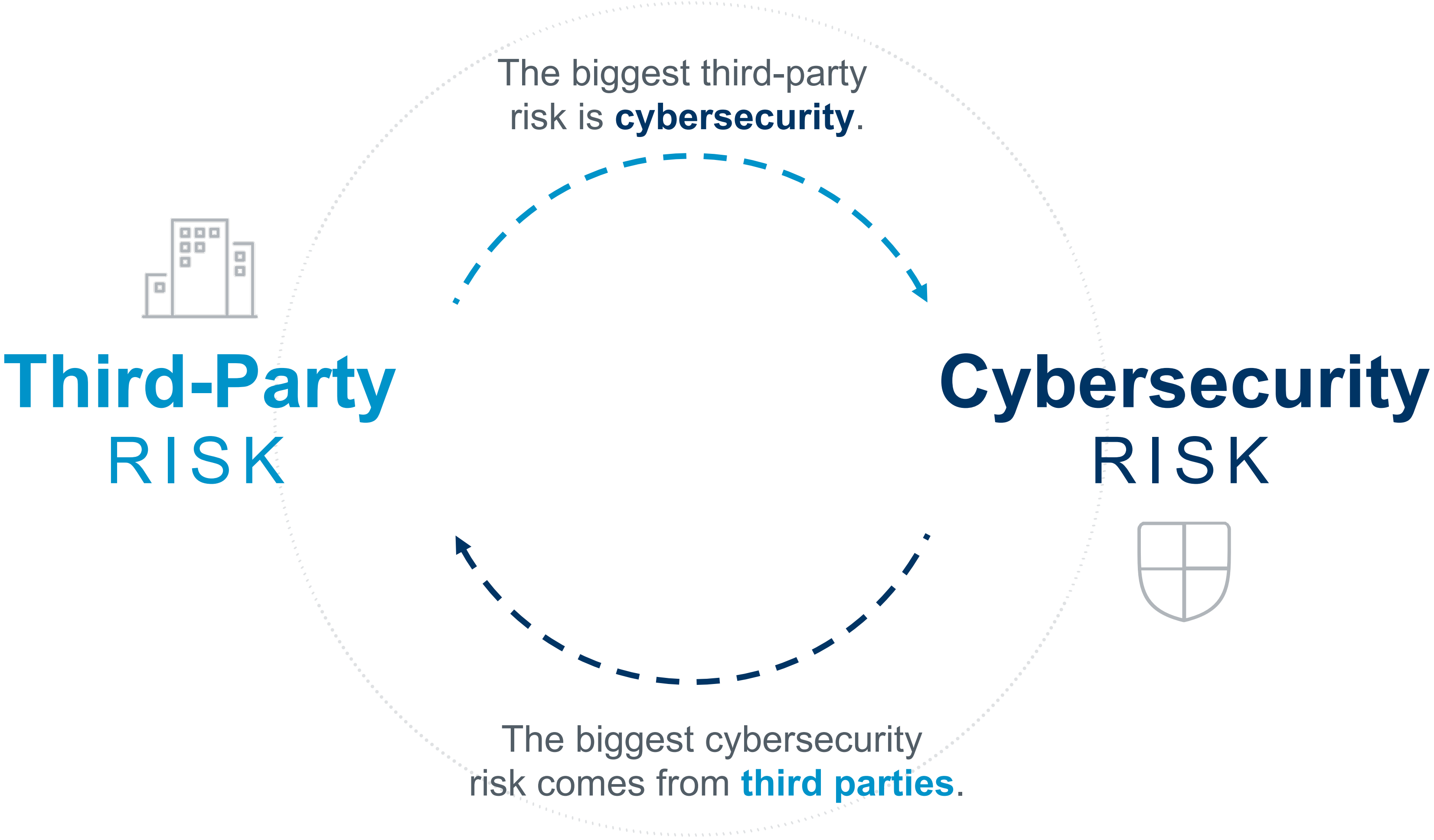
ProcessUnity

The Biggest Risks Companies Face

Third-Party
RISK

Cybersecurity
RISK

The Biggest Risks Companies Face



The biggest third-party risk is **cybersecurity**.

Third-Party
RISK

Cybersecurity
RISK

The biggest cybersecurity risk comes from **third parties**.

Cybersecurity & Procurement Share Two Goals

Reduce Risk

Internal and external risk management

Reduce Costs

Eliminate process and workflow redundancy

Challenges to Unifying Cyber and Procurement

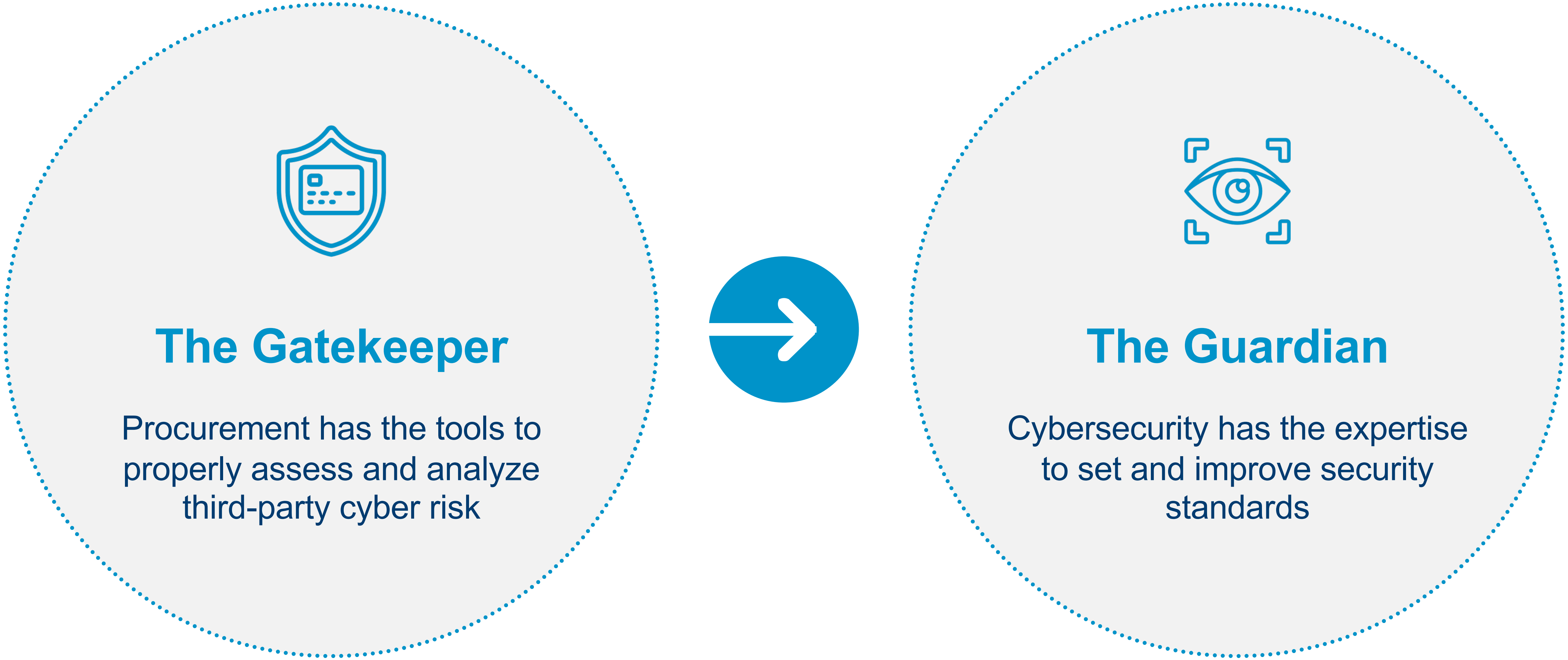
Limited visibility between teams

Duplicate work

Security gaps in the third-party network

Lack of centralized control framework

Partnership to Decrease Vulnerability



The Gatekeeper

Procurement has the tools to properly assess and analyze third-party cyber risk

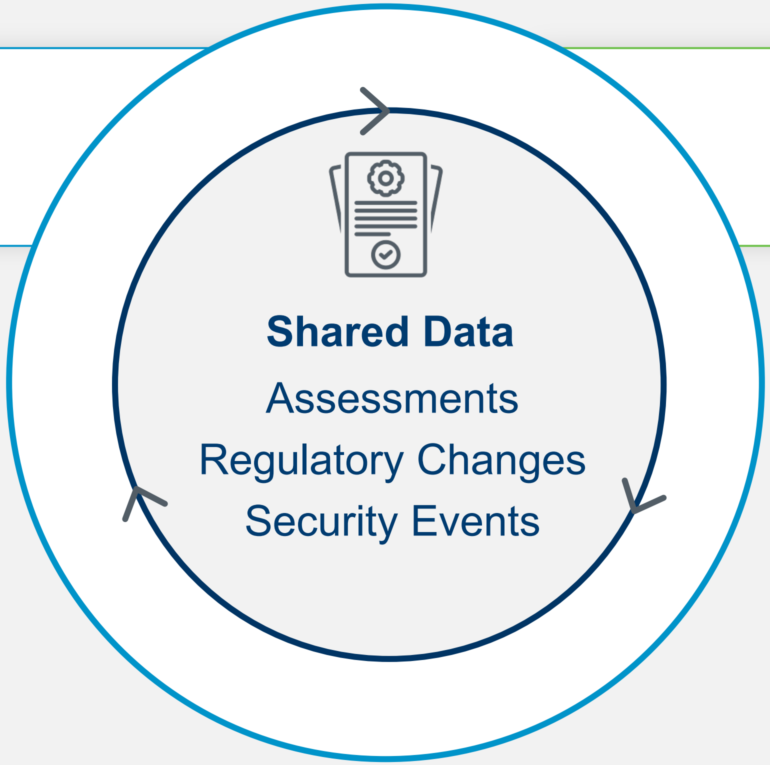
The Guardian

Cybersecurity has the expertise to set and improve security standards

Risk Unification is the Key to a Strong Defense

Cybersecurity

- Continuous control improvements
- Internal and external risk monitoring
- Faster, informed incident response



Shared Data

Assessments

Regulatory Changes

Security Events

Procurement

- Better due diligence questionnaires
- Deeper vendor risk analysis
- Security worked into vendor contracts

Defend Against Internal & External Risk

Procurement Benefit

- Reduce onboarding and assessment cycle times
- Get secure products and services to the business faster
- Assess vendors against internal cybersecurity standards

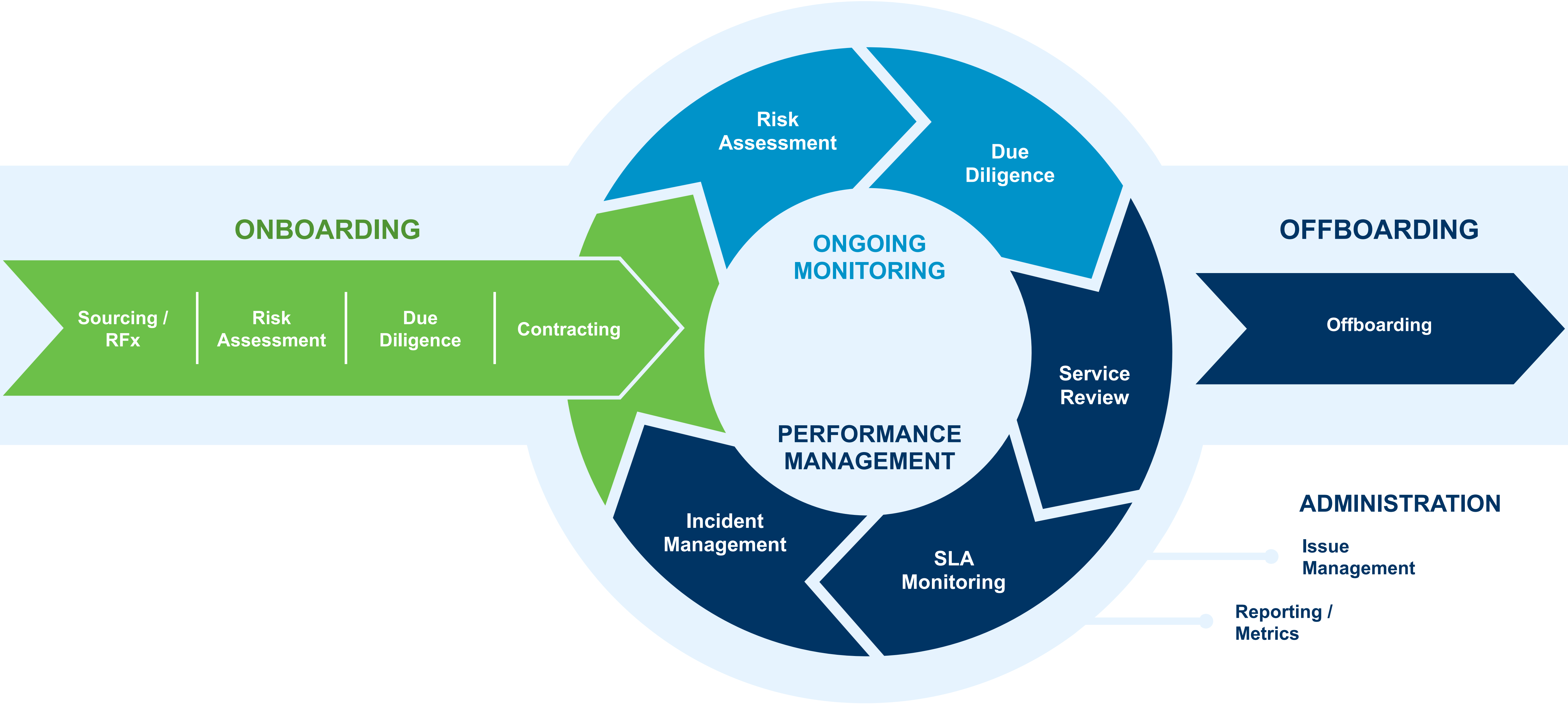
Business Benefit

- Reduce the time and cost of risk reduction
- Increase customer, partner and stakeholder confidence
- Reduce reactionary spend
- Scale with business growth

Cyber Benefit

- Easily identify and remediate security gaps
- Prioritize security investments
- Continuously improve controls
- Deliver at-a-glance security summaries

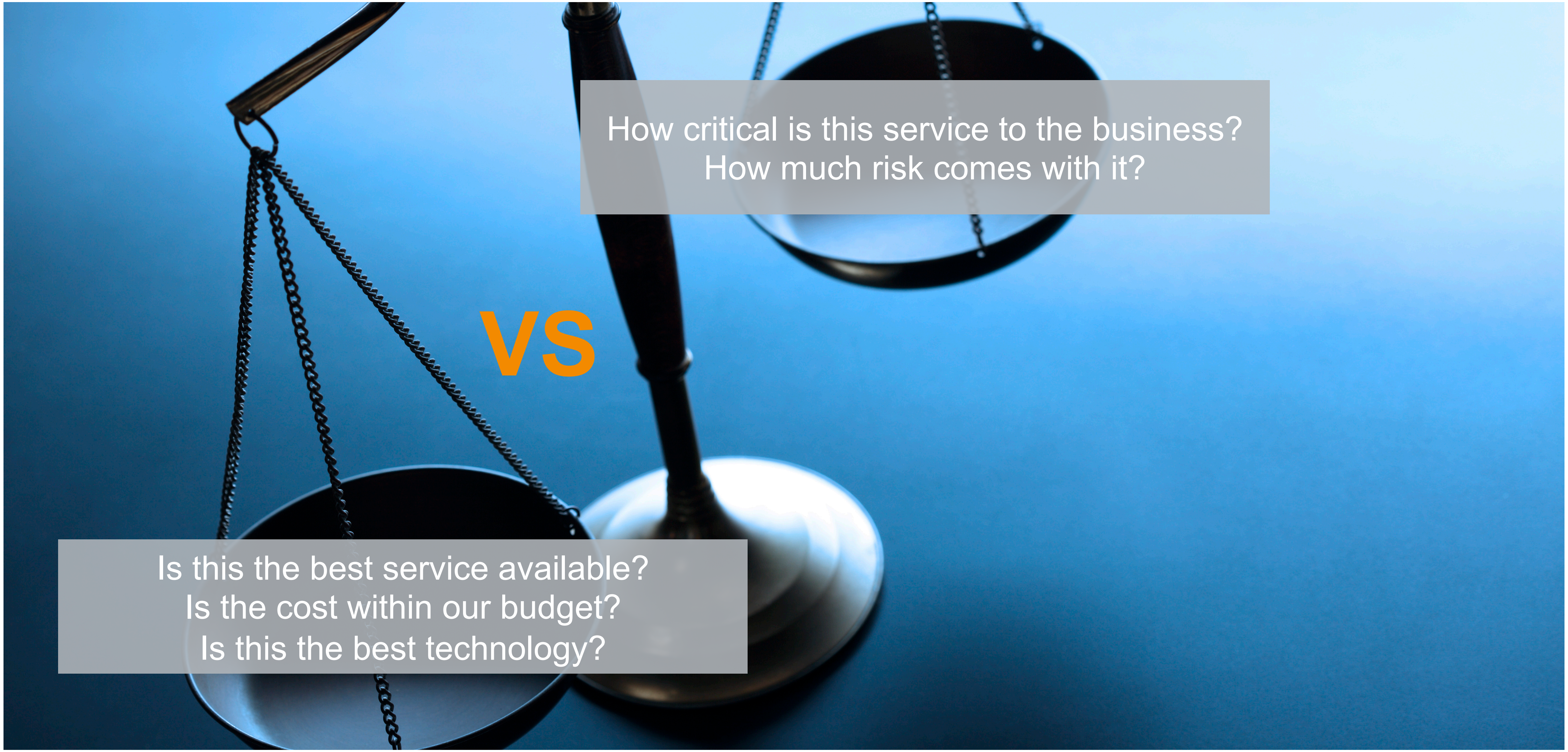
Third-Party Risk Management Lifecycle



MODERNIZE YOUR TPRM PROGRAM

Onboarding

Onboarding: The Balancing Act



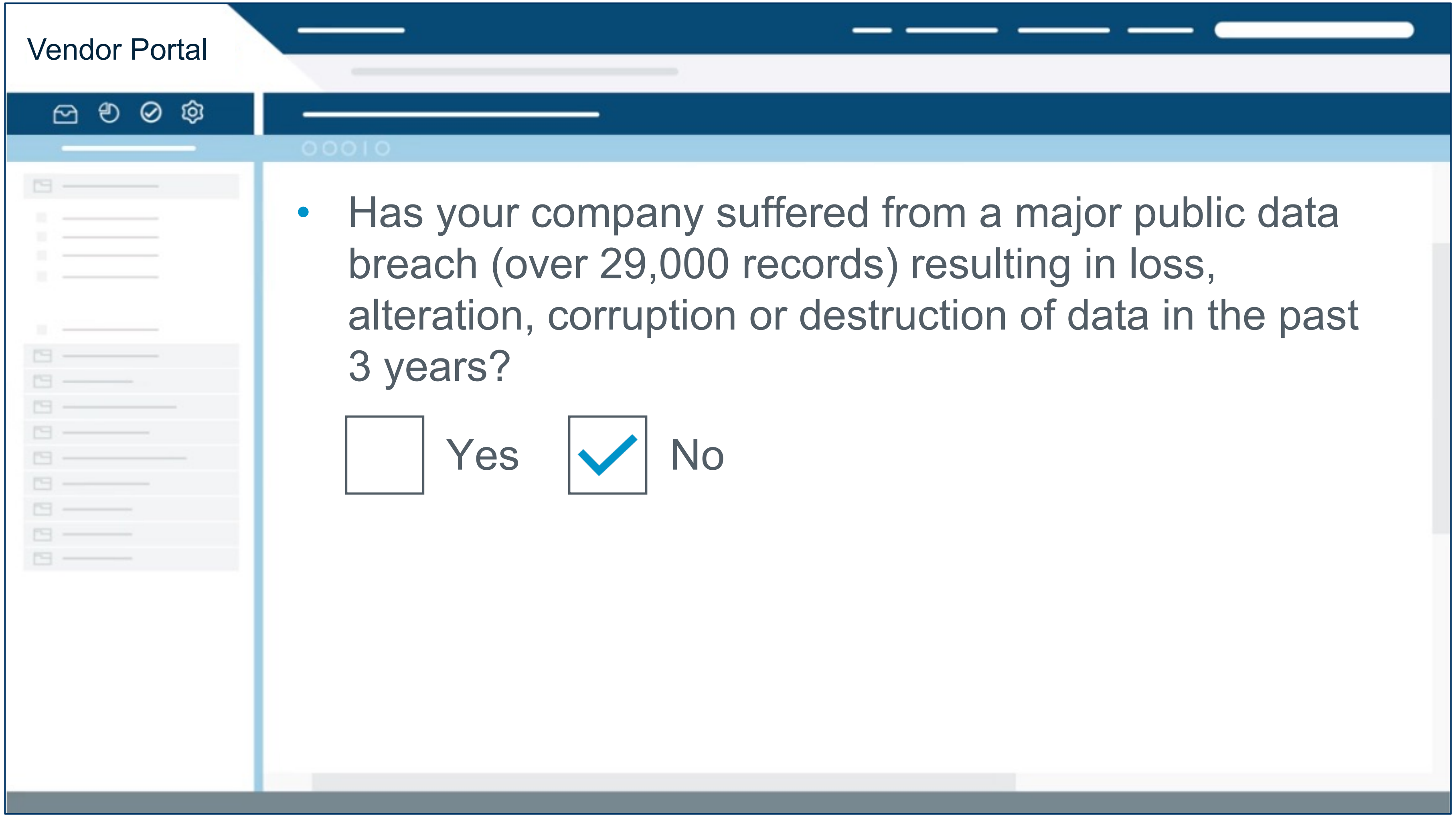
How critical is this service to the business?
How much risk comes with it?

VS

Is this the best service available?
Is the cost within our budget?
Is this the best technology?

Include Risk Assessment Questions in RFP

ONBORDING / SOURCING



Vendor Portal

- Has your company suffered from a major public data breach (over 29,000 records) resulting in loss, alteration, corruption or destruction of data in the past 3 years?

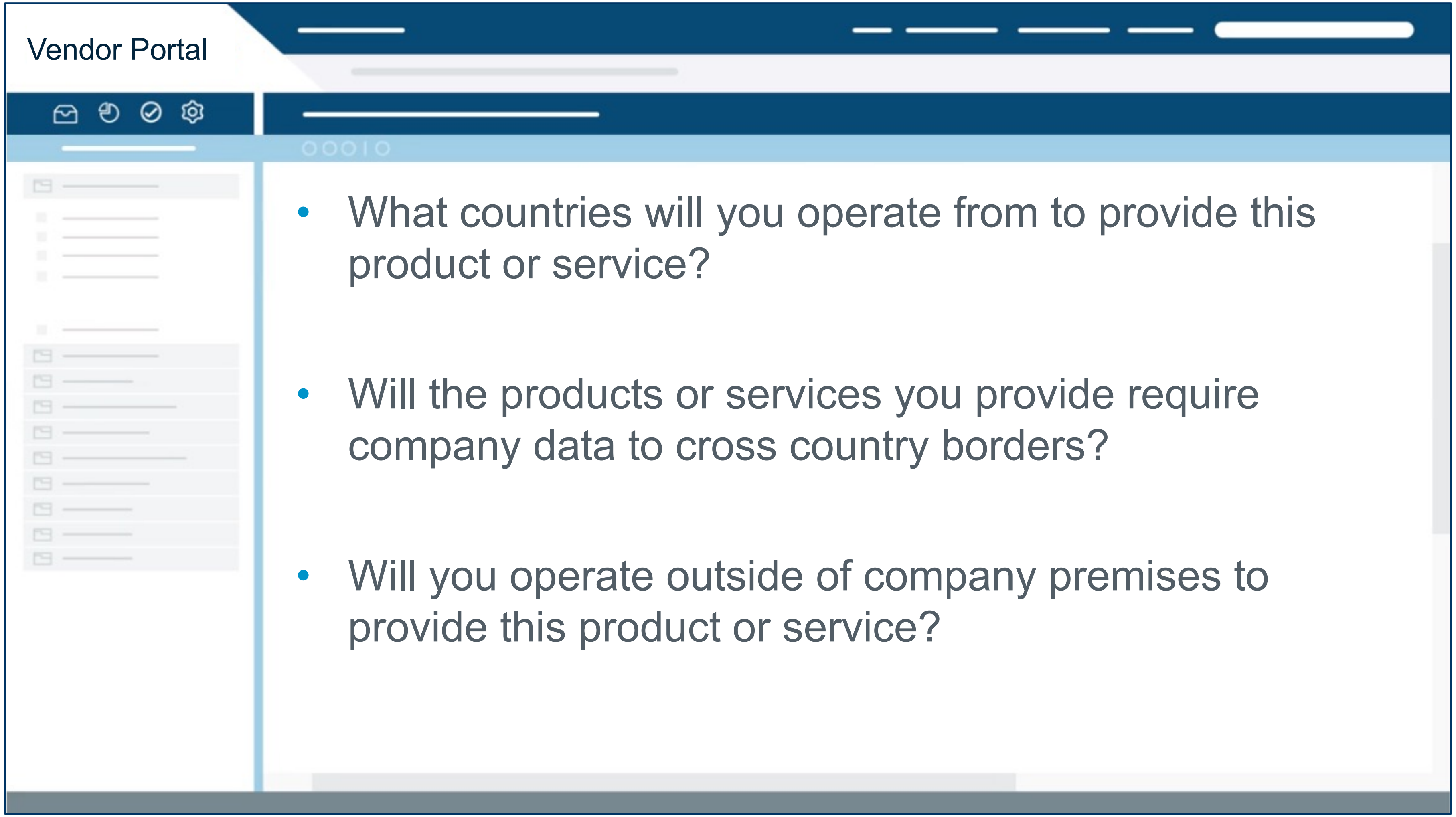
□ Yes ☑ No

Determine inherent risk and vendor criticality earlier in the sourcing process.

Ultimately incorporate the risk of the third party or a service prior to awarding the business.

Include Risk Assessment Questions in RFP

ONBORDING / SOURCING



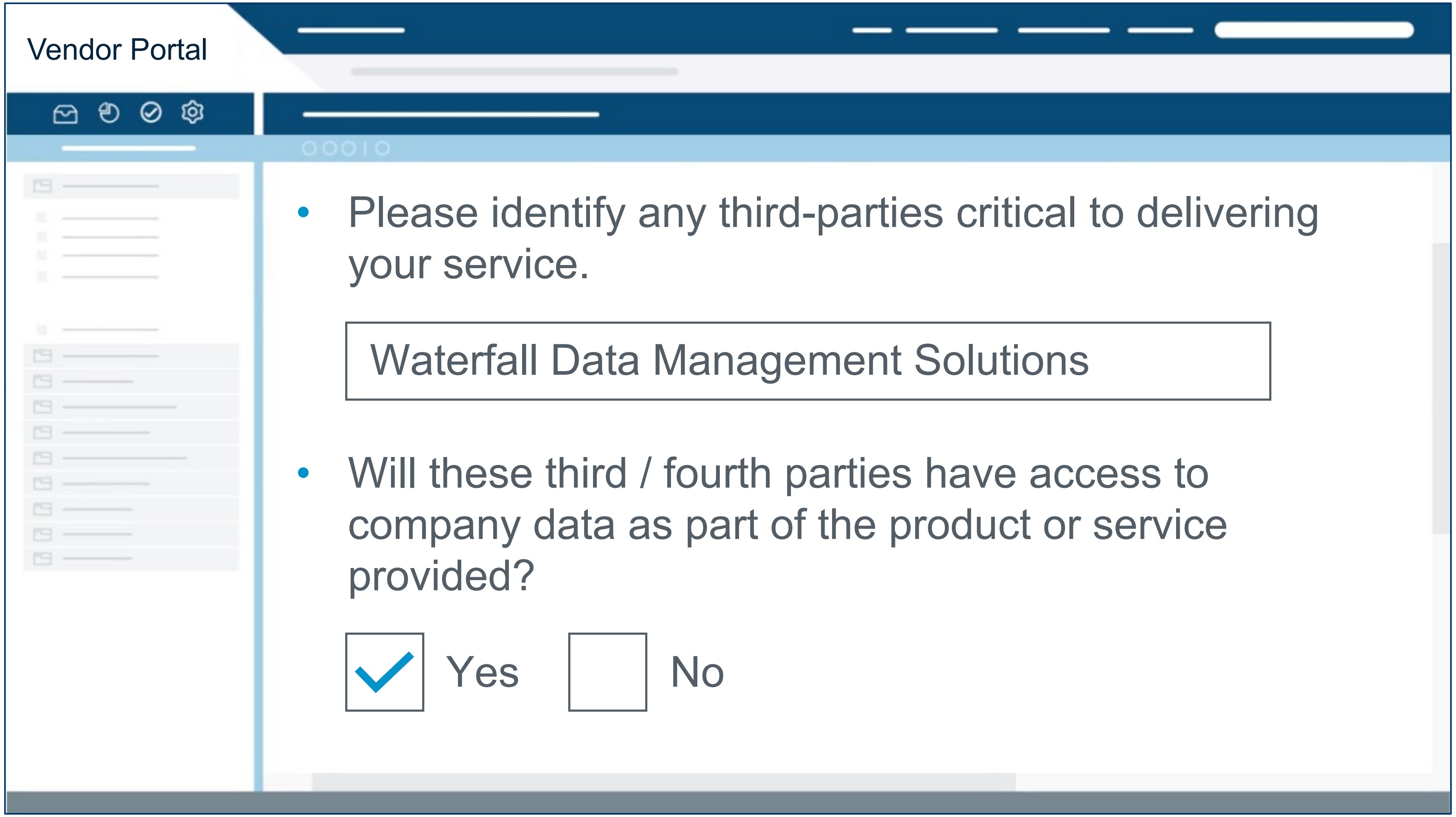
- What countries will you operate from to provide this product or service?
- Will the products or services you provide require company data to cross country borders?
- Will you operate outside of company premises to provide this product or service?

Determine inherent risk and vendor criticality earlier in the sourcing process.

Ultimately incorporate the risk of the third party or a service prior to awarding the business.

Identify 4th / Nth Parties in RFPs

ONBORDING / SOURCING



Vendor Portal

- Please identify any third-parties critical to delivering your service.

  Waterfall Data Management Solutions

- Will these third / fourth parties have access to company data as part of the product or service provided?

  ☑ Yes □ No

Fourth / Nth parties could require addition due diligence. Determine that as early as possible.

Ultimately incorporate the risk of the third party or a service prior to awarding the business.

MODERNIZE YOUR TPRM PROGRAM

Ongoing Monitoring

ProcessUnity

Recalculate Inherent Risk During Ongoing DD

LOW	MEDIUM	HIGH	CRITICAL
0 - 5	*6 - 7*	*8 - 11*	*12 +*

Intake Questions
& Point Values

12	Service is essential to company operations
6	Annual contract amount > $500,000
2	A part of the service is performed internationally
2	Difficult to replace service with alternative
2	High annual record volume
2	Service is subject to regulatory requirements
2	Third party has access to PII or PHI
2	Service is delivered as a cloud-based solution
2	Third party has access to our technical infrastructure
2	Third party outsources a portion of the service

Inherent Risk Drives Scope & Review Schedule

Inherent Risk		Previous Assessment Rating		Residual Risk	Assessment Scope	Assessment Frequency
CRITICAL	+	No Prior Review	=	Critical	Heavy	ASAP
		Unsatisfactory		Critical	Heavy	Annual
		Needs Improvement		Critical	Heavy	Annual
		Satisfactory		High	Medium	Annual
HIGH	+	No Prior Review	=	High	Medium	ASAP
		Unsatisfactory		High	Medium	Biennial
		Needs Improvement		High	Medium	Biennial
		Satisfactory		Medium	Light	Biennial
MEDIUM	+	No Prior Review	=	Medium	Light	ASAP
		Unsatisfactory		Medium	Light	Biennial
		Needs Improvement		Medium	Light	Biennial
		Satisfactory		Low	Light	Triennial
LOW	+	No Prior Review	=	Low	None	N/A
		Unsatisfactory		Low	None	N/A
		Needs Improvement		Low	None	N/A
		Satisfactory		Low	None	N/A

Recalculate Inherent Risk During Ongoing DD

LOW	MEDIUM	HIGH	CRITICAL
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Intake Questions & Point Values

12	Service is essential to company operations	*2*	Service is subject to regulatory requirements
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ProcessUnity

Recalculate Inherent Risk During Ongoing DD

LOW	MEDIUM	HIGH	CRITICAL
0 - 5	*6 - 7*	*8 - 11*	*12 +*

2022 Score

Intake Questions & Point Values

0	Service is essential to company operations
0	Annual contract amount > $500,000
0	A part of the service is performed internationally
2	Difficult to replace service with alternative
2	High annual record volume

2	Service is subject to regulatory requirements
2	Third party has access to PII or PHI
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0	Third party has access to our technical infrastructure
0	Third party outsources a portion of the service

Recalculate Inherent Risk During Ongoing DD

LOW	MEDIUM	HIGH	CRITICAL
0 - 5	6 - 7	8 - 11	12 +

2023 Score

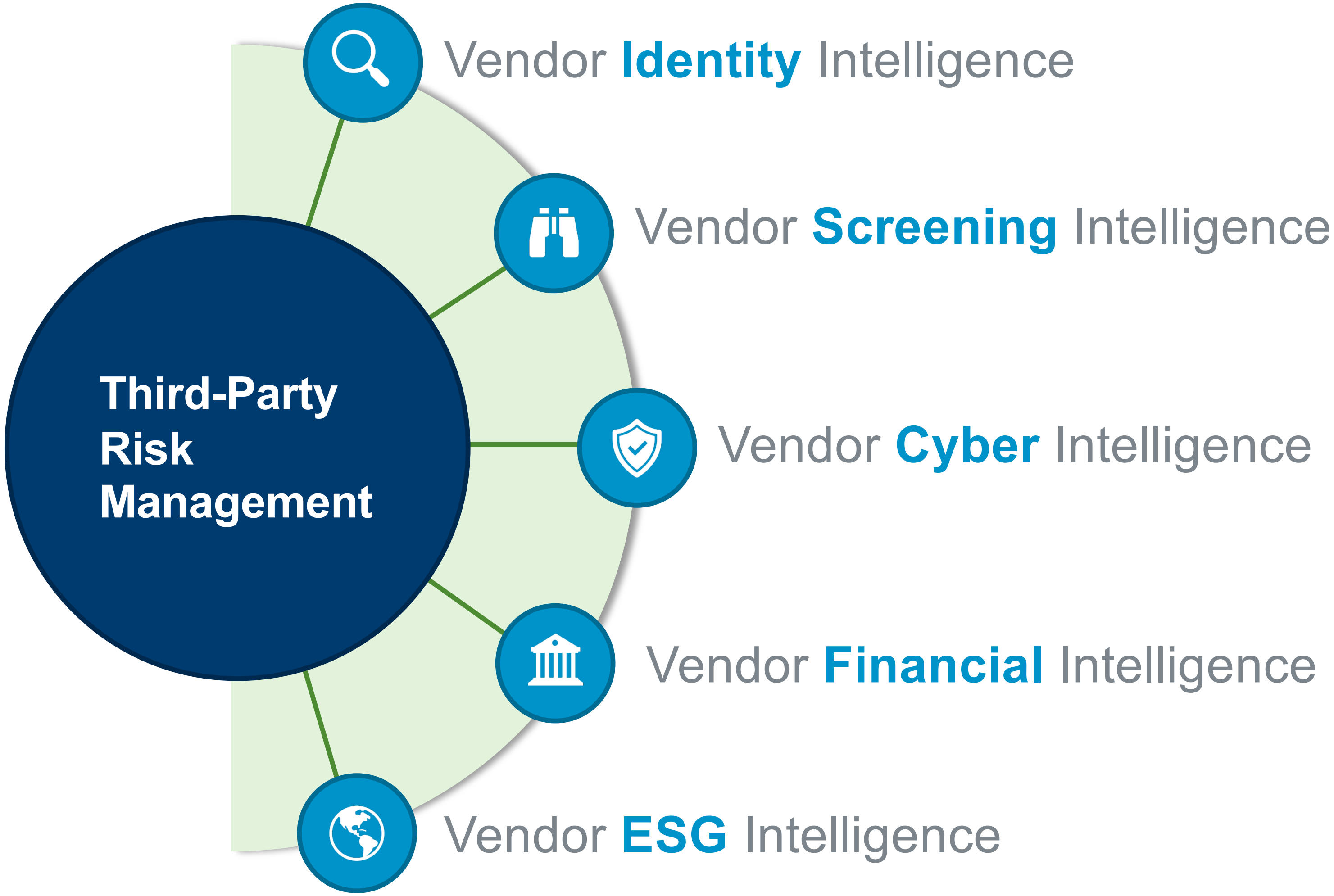
= DD Scope Change!

Intake Questions & Point Values

0	Service is essential to company operations	2	Service is subject to regulatory requirements
6	Annual contract amount > $500,000	2	Third party has access to PII or PHI
0	A part of the service is performed internationally	0	Service is delivered as a cloud-based solution
2	Difficult to replace service with alternative	0	Third party has access to our technical infrastructure
2	High annual record volume	0	Third party outsources a portion of the service

Employ Expert Vendor Intelligence

ENRICH THIRD-PARTY RISK LIFECYCLE PROCESSES WITH TARGETED RISK INTELLIGENCE


Third-Party Risk Management
Vendor **Identity** Intelligence
Vendor **Screening** Intelligence
Vendor **Cyber** Intelligence
Vendor **Financial** Intelligence
Vendor **ESG** Intelligence

Capture Holistic Risk Postures & Streamline Third-Party Reviews

- More accurate onboarding via targeted embedded ratings
- Deeper due diligence based on specific risk domains
- Automated monitoring between periodic vendor assessments
- Automated issue identification and creation
- Streamlined reporting by risk domain for visibility across vendor population

Expert Vendor Intelligence

- Cybersecurity Ratings:
  - BitSight
  - Black Kite
  - CyberGRX
  - RiskRecon
  - SecurityScorecard
- Financial Health Scores:
  - RapidRatings
  - Dun & Bradstreet
- Environmental, Social, Governance
  - EcoVadis
- ABAC / UBO / Adverse Media
  - Refinitiv
  - Dun & Bradstreet
- Multiple Risk Domains
  - Interos
- Free Resources
  - Stock Tickers
  - Financial Filings
  - Google News Alerts

Confirm Vendor Submissions

EXPERT VENDOR INTELLIGENCE

Confirm Vendor Submissions

EXPERT VENDOR INTELLIGENCE

Vendor Assessment Responses

YES	100%	YES	100%
GREAT	A+	GREAT	A+
YES	100%	YES	100%
GREAT	A+	GREAT	A+

Confirm Vendor Submissions

EXPERT VENDOR INTELLIGENCE

Vendor Assessment Responses

YES	100%	YES	100%
GREAT	A+	GREAT	A+
YES	100%	YES	100%
GREAT	A+	GREAT	A+

Expert Vendor Intelligence

RapidRatings FHR: 72

Confirm Vendor Submissions

EXPERT VENDOR INTELLIGENCE

Vendor Assessment Responses

YES	100%	YES	100%
GREAT	A+	GREAT	A+
YES	100%	YES	100%
GREAT	A+	GREAT	A+

Expert Vendor Intelligence

RapidRatings FHR: 72

BitSight Security Rating: 680

Confirm Vendor Submissions

EXPERT VENDOR INTELLIGENCE

Vendor Assessment Responses

YES	100%	YES	100%
GREAT	A+	GREAT	A+
YES	100%	YES	100%
GREAT	A+	GREAT	A+

Expert Vendor Intelligence

RapidRatings FHR: 72

BitSight Security Rating: 680

Refinitiv WC1 Positive Results: 2

Confirm Vendor Submissions

EXPERT VENDOR INTELLIGENCE

Vendor Assessment Responses

YES	100%	YES	100%
GREAT	A+	GREAT	A+
YES	100%	YES	100%
GREAT	A+	GREAT	A+

Expert Vendor Intelligence

RapidRatings FHR: 72

BitSight Security Rating: 680

Refinitiv WC1 Positive Results: 2

EcoVadis Ethics Score: 30

Continuously Scan for Material Changes

EXPERT VENDOR INTELLIGENCE

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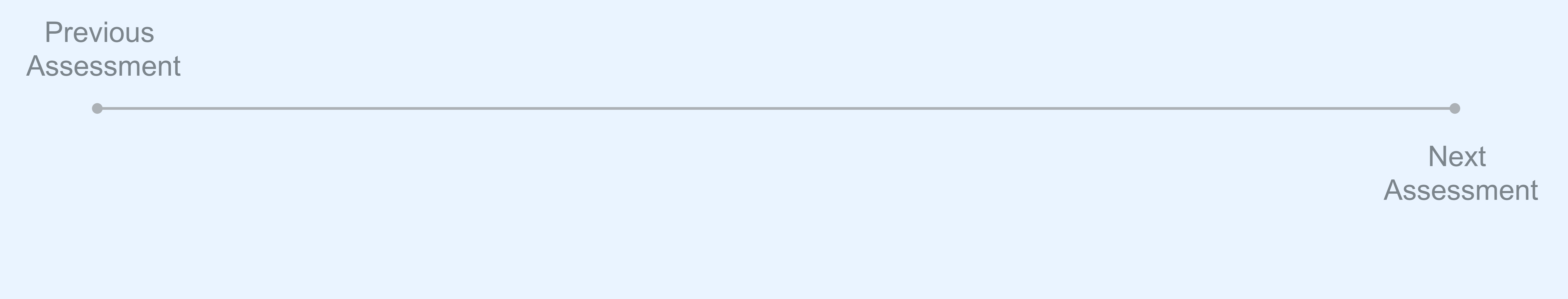
EXPERT VENDOR INTELLIGENCE



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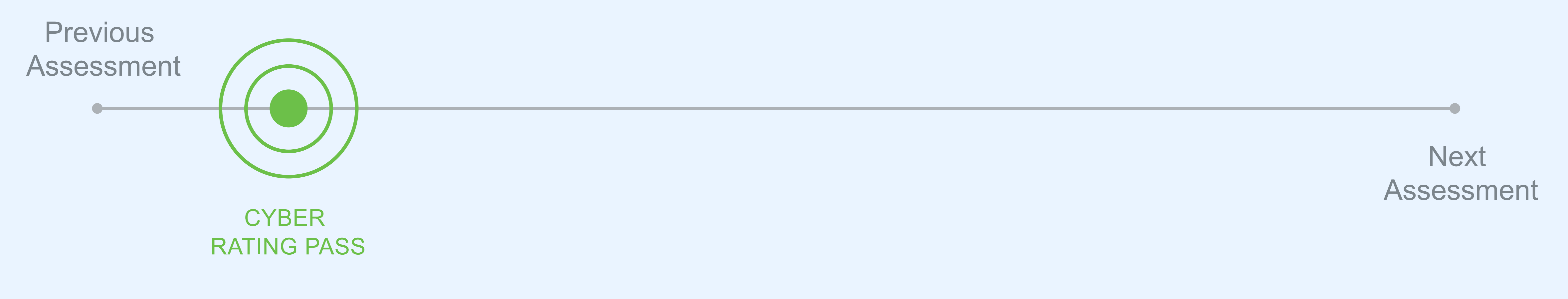


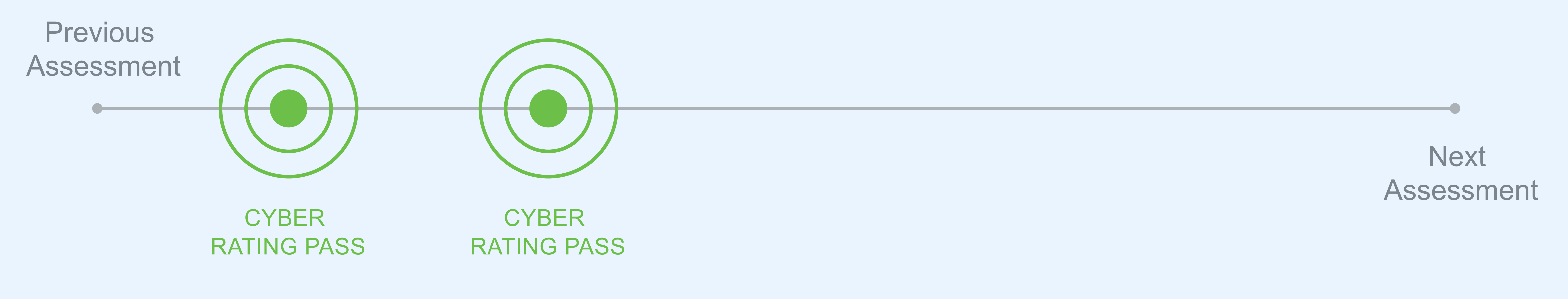
Previous Assessment

CYBER RATING PASS

Next Assessment

Continuously Scan for Material Changes

EXPERT VENDOR INTELLIGENCE



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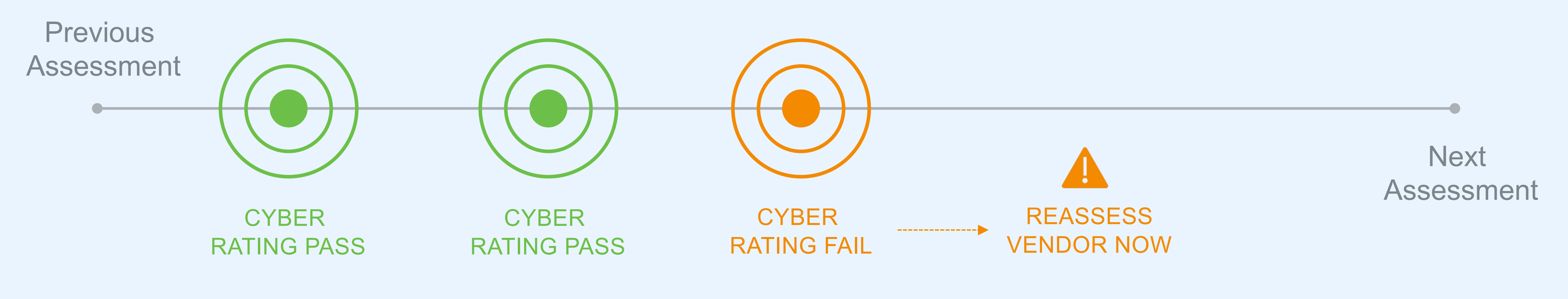

Continuously Scan for Material Changes

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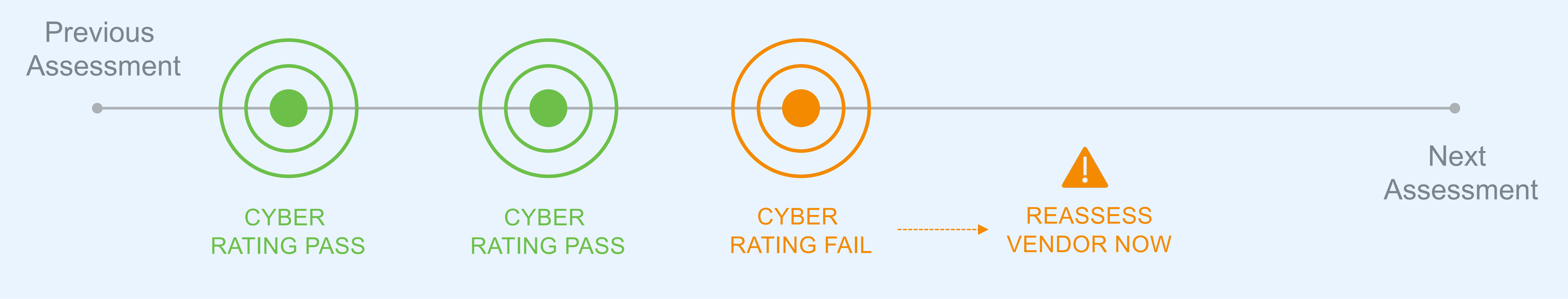


Previous Assessment

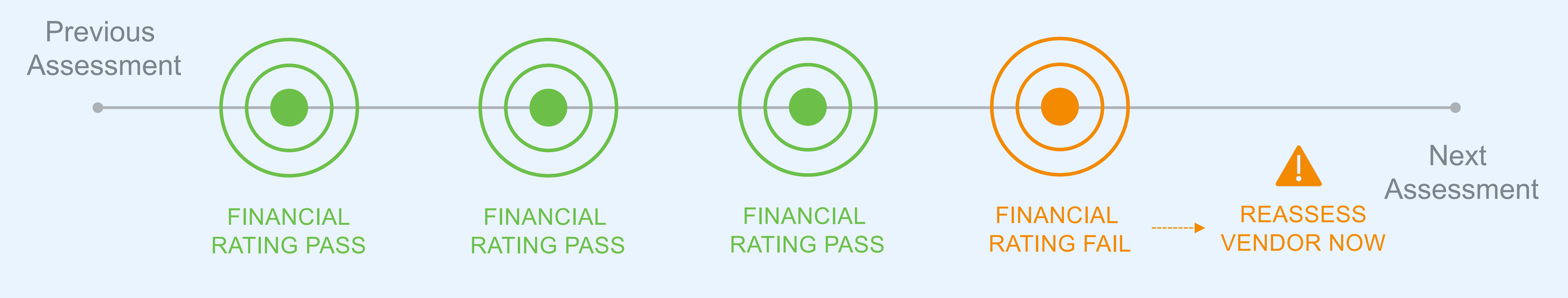
CYBER RATING PASS

CYBER RATING PASS

CYBER RATING FAIL

REASSESS VENDOR NOW

Next Assessment



Previous Assessment

FINANCIAL RATING PASS

FINANCIAL RATING PASS

FINANCIAL RATING PASS

FINANCIAL RATING FAIL

REASSESS VENDOR NOW

Next Assessment

Extend Your Team with Industry Experts

REDUCE BACKLOG, ASSESS "HARD-TO-ASSESS" VENDORS, ACCESS SUBJECT-MATTER EXPERTS

Assessments as a Service

accenture

CastleHill
MANAGED RISK SOLUTIONS

Crowe

CyberGRX

Cybersel

Deloitte.

DVV solutions

EY

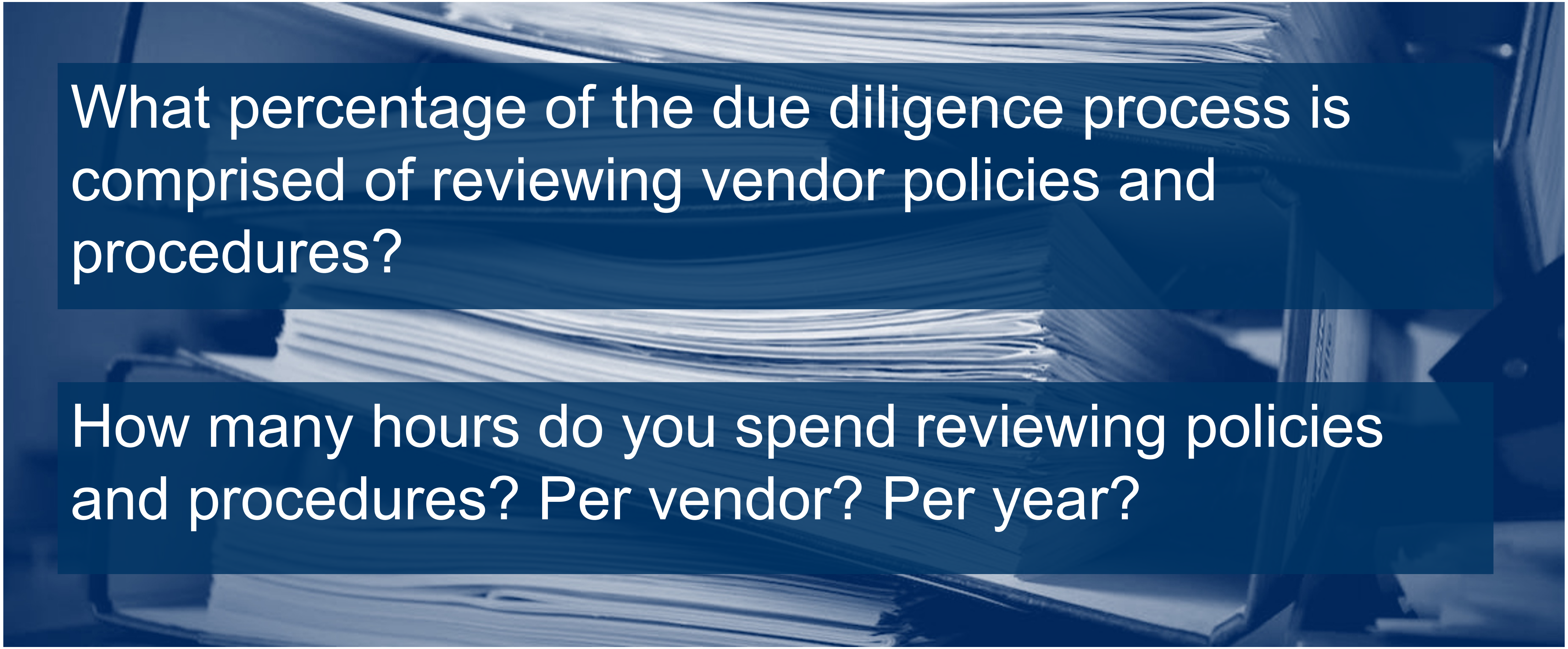
genpact

MorganFranklin®
CONSULTING

pwc

Extend Your Team with Artificial Intelligence

HOW CAN WE REDUCE TIME TO COMPLETE DUE DILIGENCE?

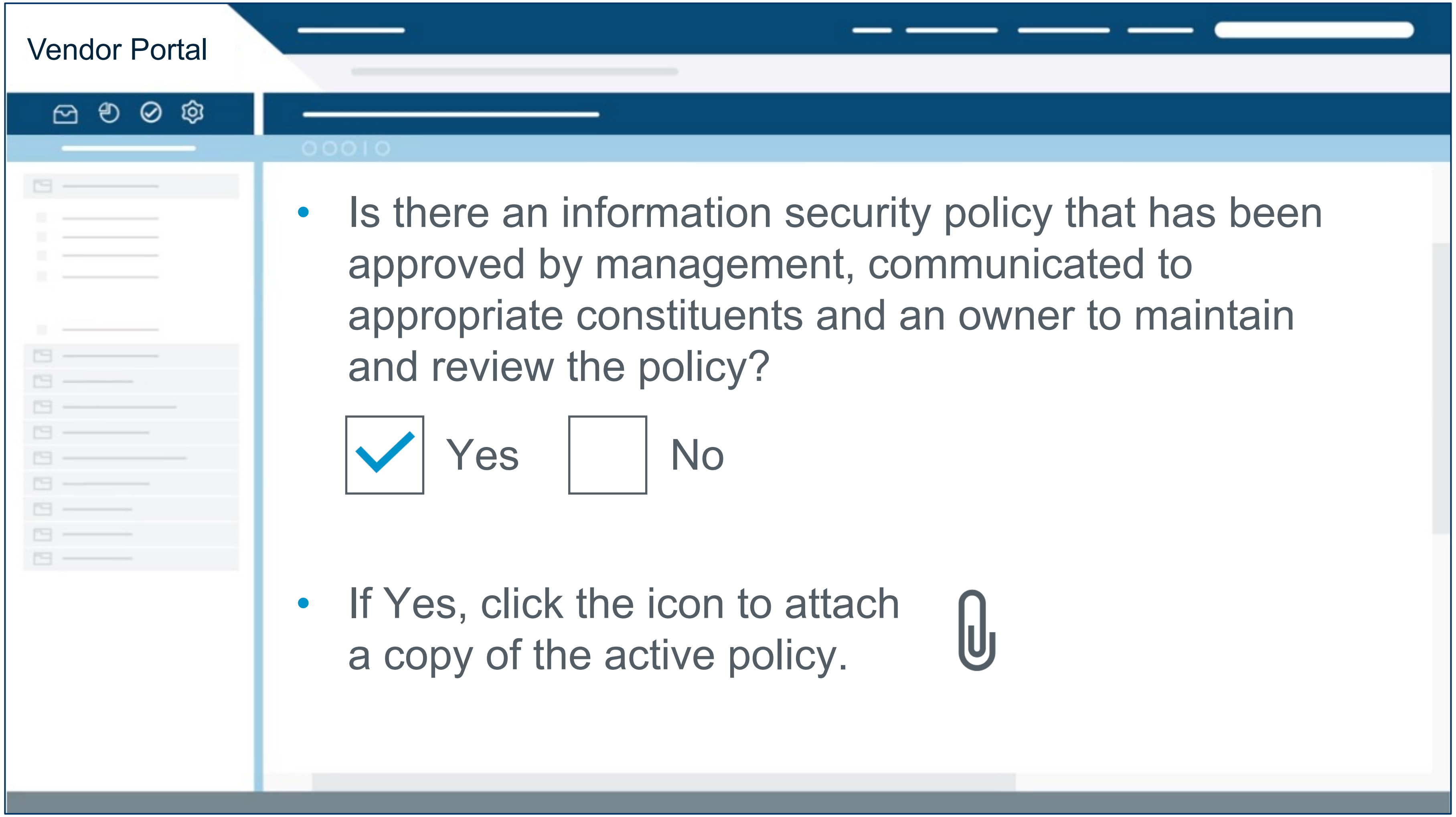


What percentage of the due diligence process is comprised of reviewing vendor policies and procedures?

How many hours do you spend reviewing policies and procedures? Per vendor? Per year?

Extend Your Team with Artificial Intelligence

SIGNIFICANTLY REDUCE TIME TO COMPLETE DUE DILIGENCE



Vendor Portal

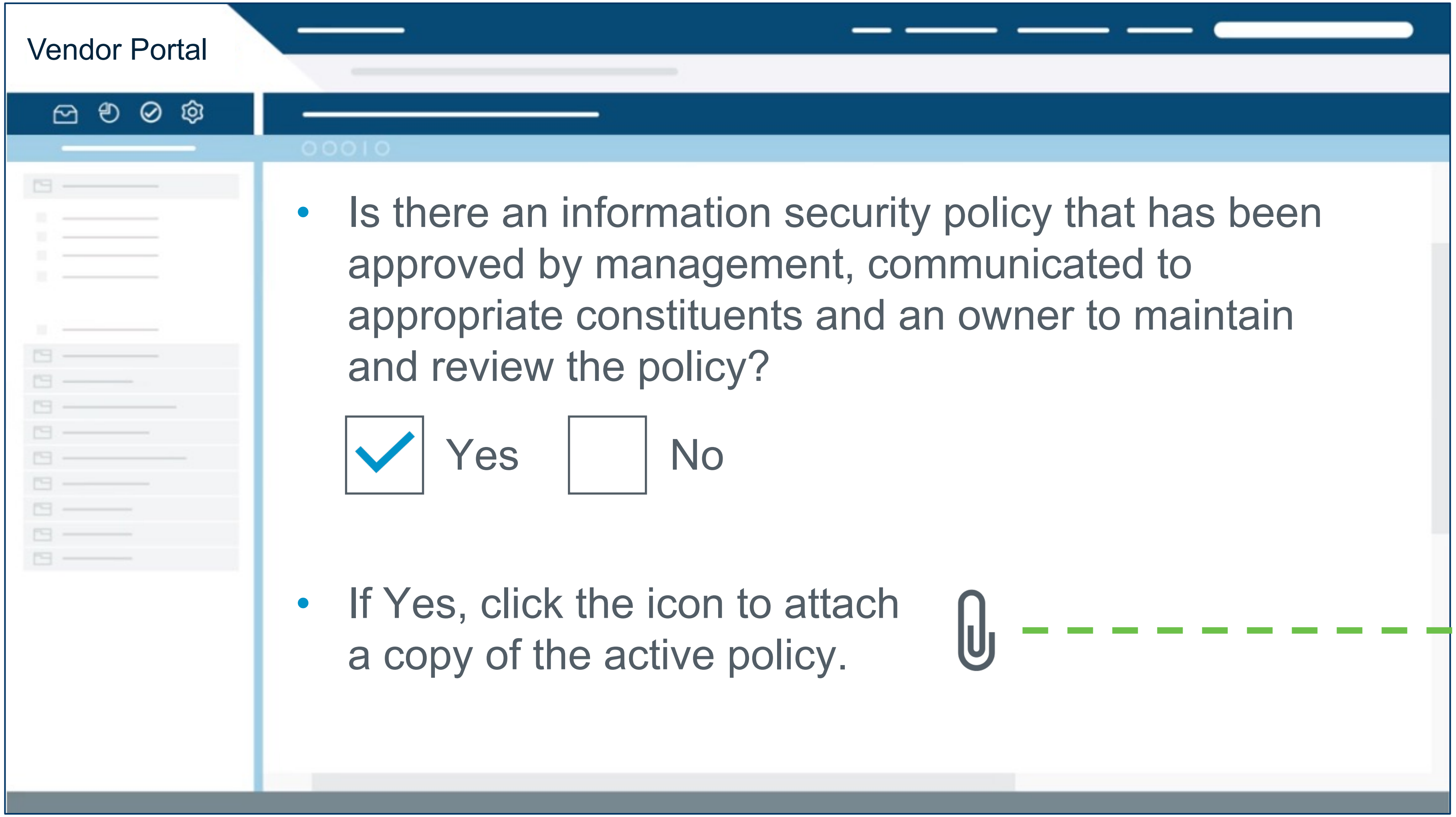
- Is there an information security policy that has been approved by management, communicated to appropriate constituents and an owner to maintain and review the policy?

  ☑ Yes ☐ No

- If Yes, click the icon to attach a copy of the active policy.

Extend Your Team with Artificial Intelligence

SIGNIFICANTLY REDUCE TIME TO COMPLETE DUE DILIGENCE



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  ☑ Yes ☐ No

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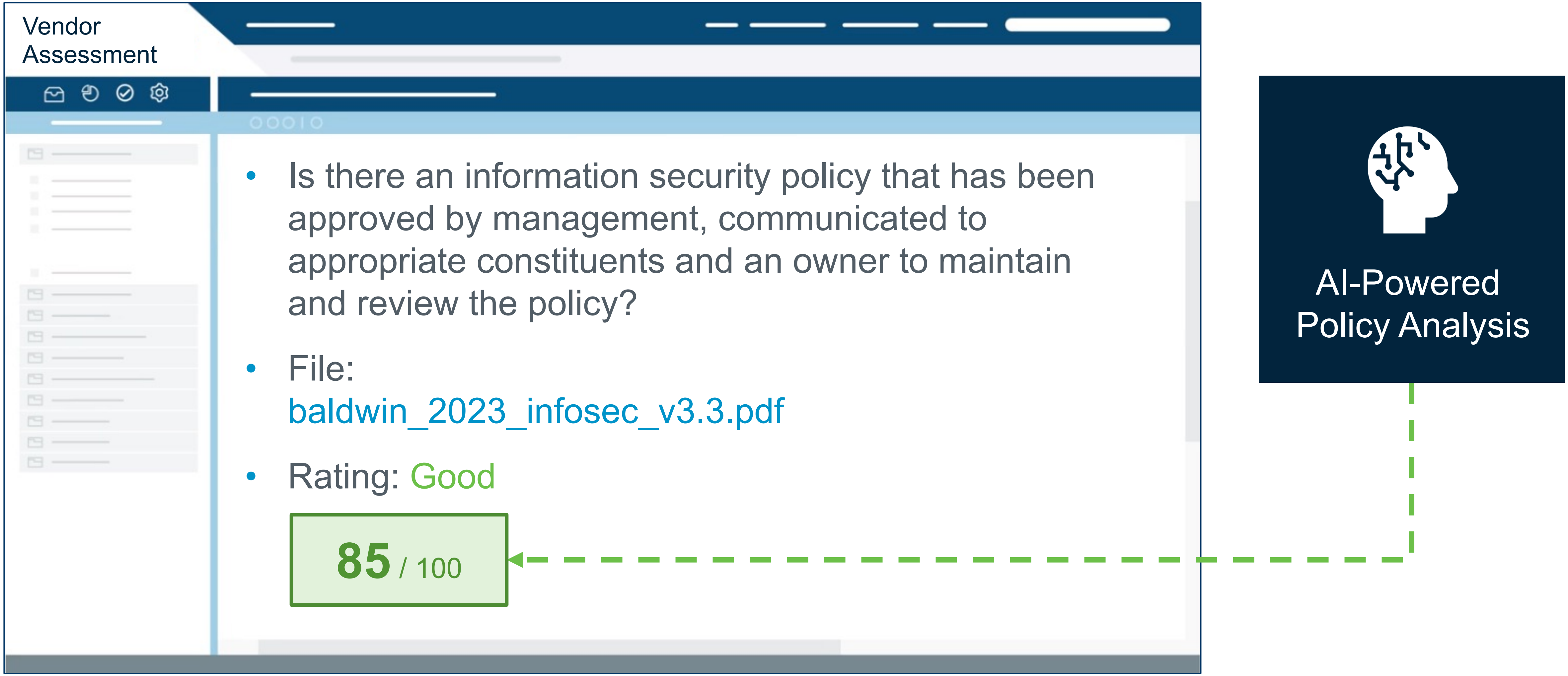
AI-Powered Policy Analysis

Extend Your Team with Artificial Intelligence

SIGNIFICANTLY REDUCE TIME TO COMPLETE DUE DILIGENCE

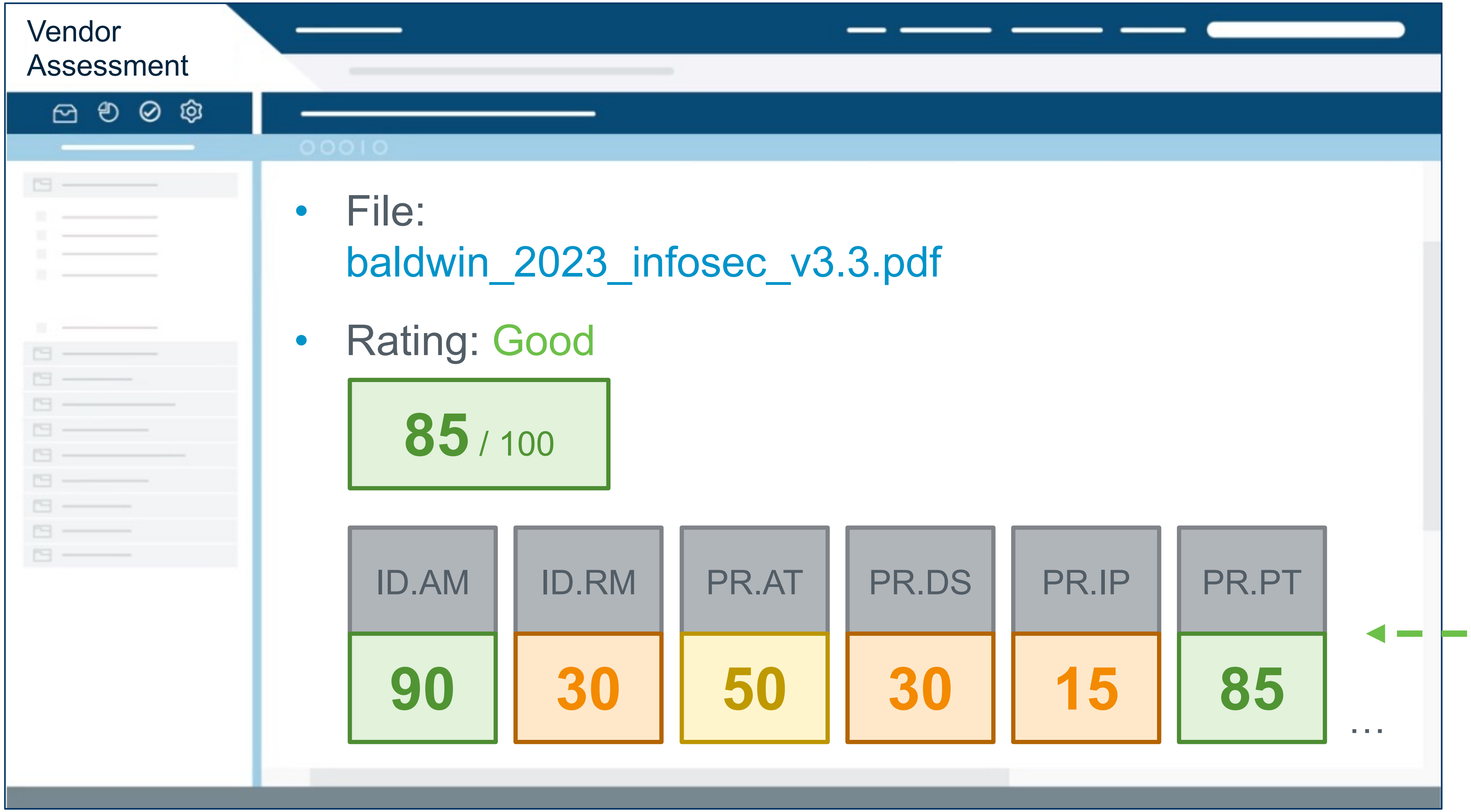


- Is there an information security policy that has been approved by management, communicated to appropriate constituents and an owner to maintain and review the policy?
- File: baldwin_2023_infosec_v3.3.pdf
- Rating: Good

85 / 100

Extend Your Team with Artificial Intelligence

SIGNIFICANTLY REDUCE TIME TO COMPLETE DUE DILIGENCE



Vendor Assessment

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- Rating: Good

85 / 100

ID.AM	ID.RM	PR.AT	PR.DS	PR.IP	PR.PT	
90	30	50	30	15	85	…

NIST CSF FRAMEWORK CATEGORIES

MODERNIZE YOUR TPRM PROGRAM

Performance Management

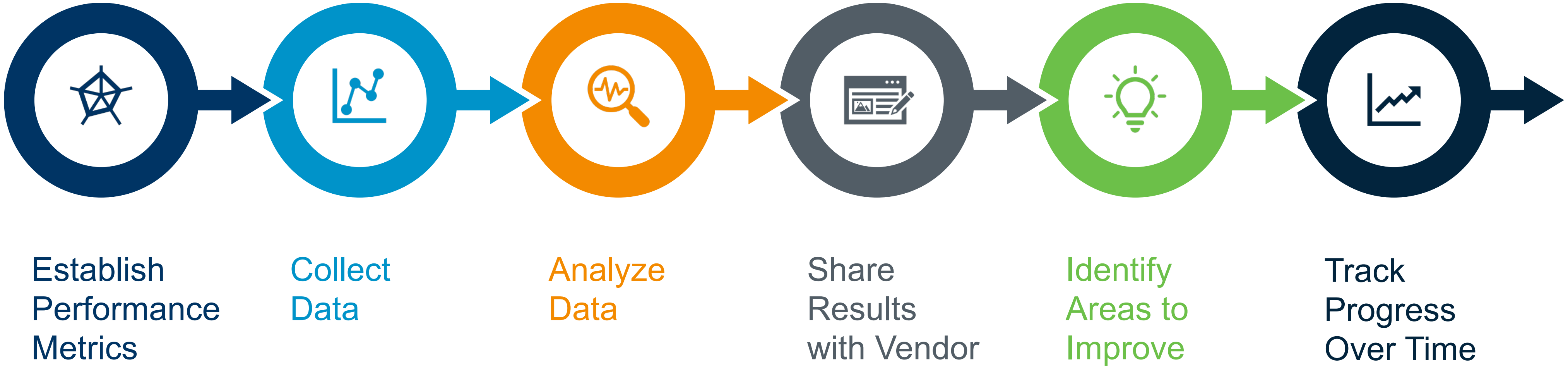
ProcessUnity

Vendor Performance Management

- **Improve Service Quality**: Determine where vendor performance is falling short and create opportunities for improvement.
- **Save Money**: Better performance leads to fewer service disruptions, reduced downtime, and fewer quality issues = cost savings.
- **Strengthen Relationships**: Clear expectations + regular feedback = better communication and more successful outcomes.
- **Mitigate Risk**: Monitoring vendor performance allows companies to take proactive measures to mitigate risks before they become larger problems.

Conducting Vendor Performance Reviews

MAKE PERFORMANCE REVIEWS PART OF THE ONGOING MONITORING PROCESS



Establish Performance Metrics

Collect Data

Analyze Data

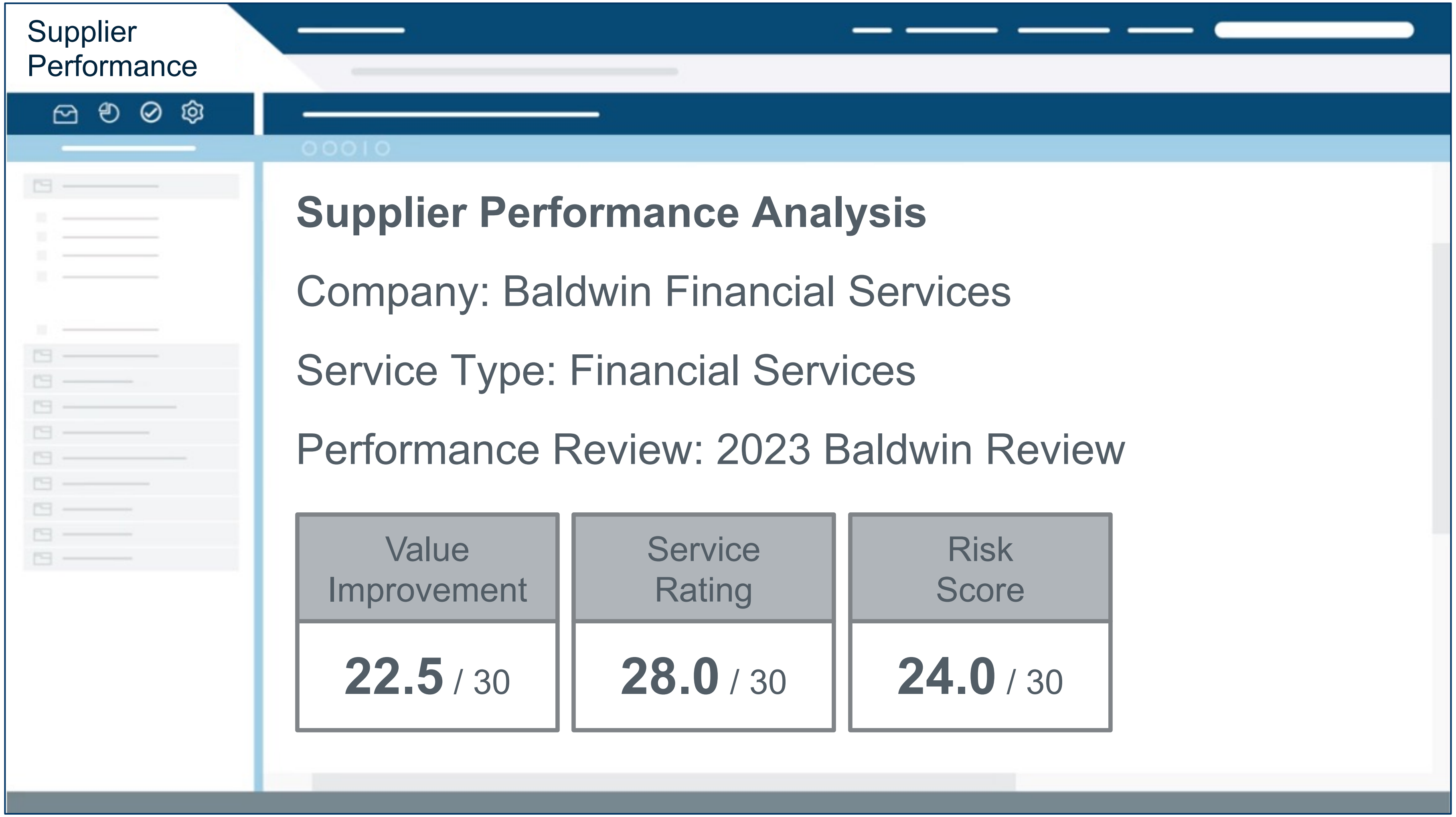
Share Results with Vendor

Identify Areas to Improve

Track Progress Over Time

Vendor Performance Analysis

GENERATE VENDOR SCORECARDS BASED ON KEY SERVICE METRICS



Supplier Performance Analysis

Company: Baldwin Financial Services

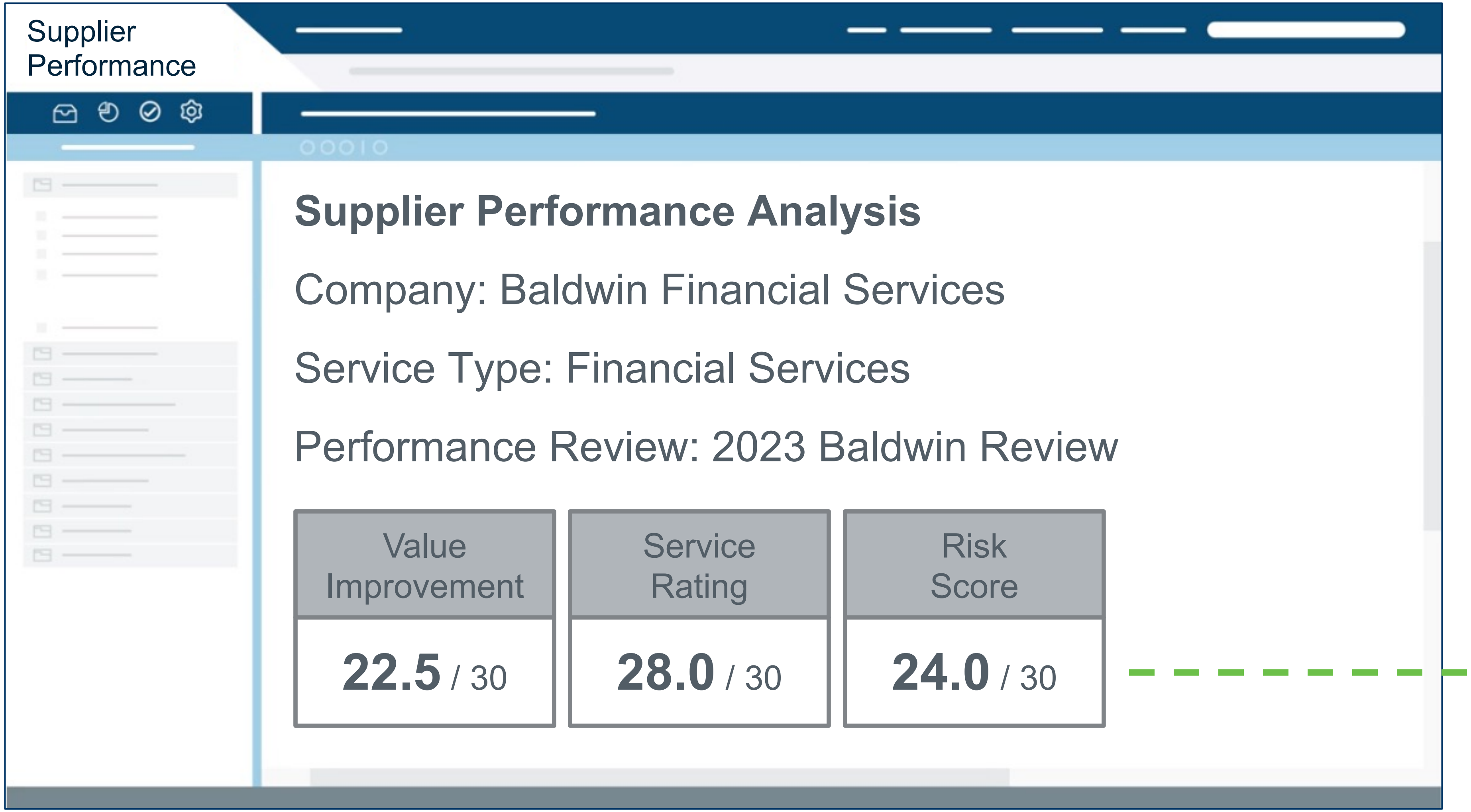
Service Type: Financial Services

Performance Review: 2023 Baldwin Review

Value Improvement	Service Rating	Risk Score
22.5 / 30	28.0 / 30	24.0 / 30

Vendor Performance Analysis

GENERATE VENDOR SCORECARDS BASED ON KEY SERVICE METRICS



Supplier Performance

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Track Improvement Over Time

Vendor Performance Analysis

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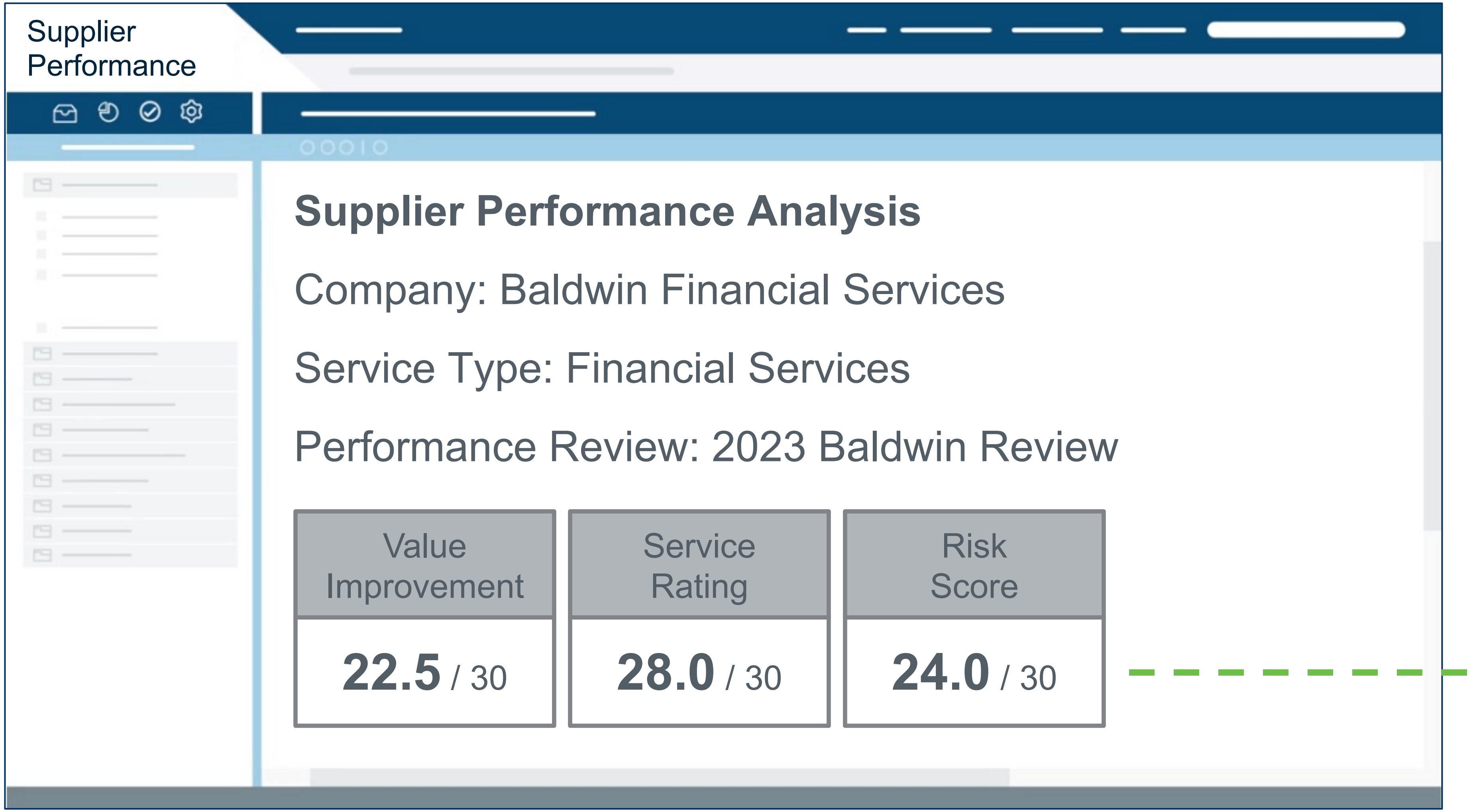

Supplier Performance

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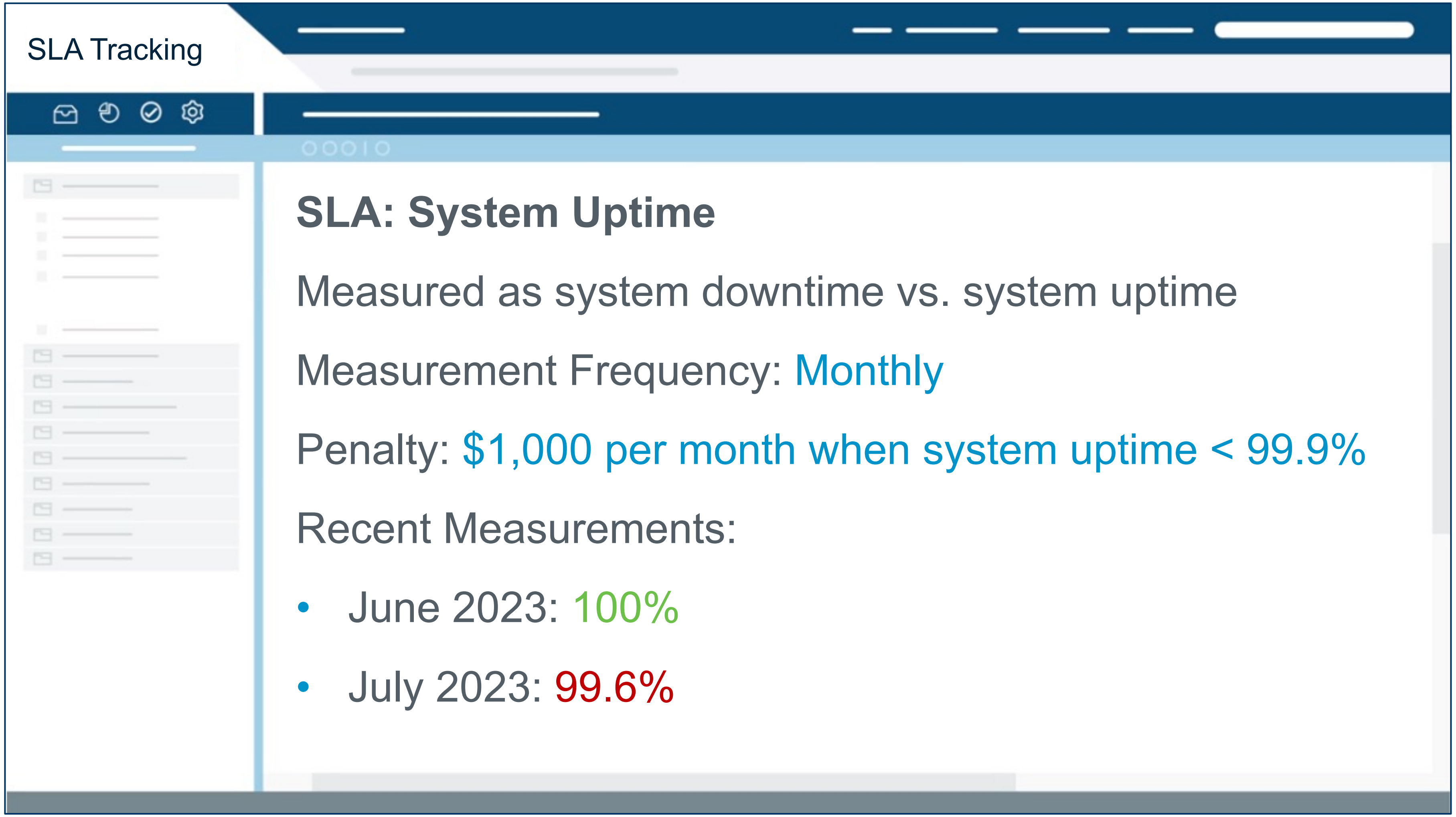
Report Metrics to Management

Review & Track SLAs

REVIEW SLAS WITH LOB VENDOR OWNERS DURING REVIEW PERIODS



SLA: System Uptime

Measured as system downtime vs. system uptime

Measurement Frequency: Monthly

Penalty: $1,000 per month when system uptime < 99.9%

Recent Measurements:

- June 2023: 100%
- July 2023: 99.6%

Build a library of Service-Level Agreement types and measure vendors against them.

Use the ongoing monitoring schedule to review SLA performance.

MODERNIZE YOUR TPRM PROGRAM

Connect TPRM Assessments to Your Control Framework

ProcessUnity

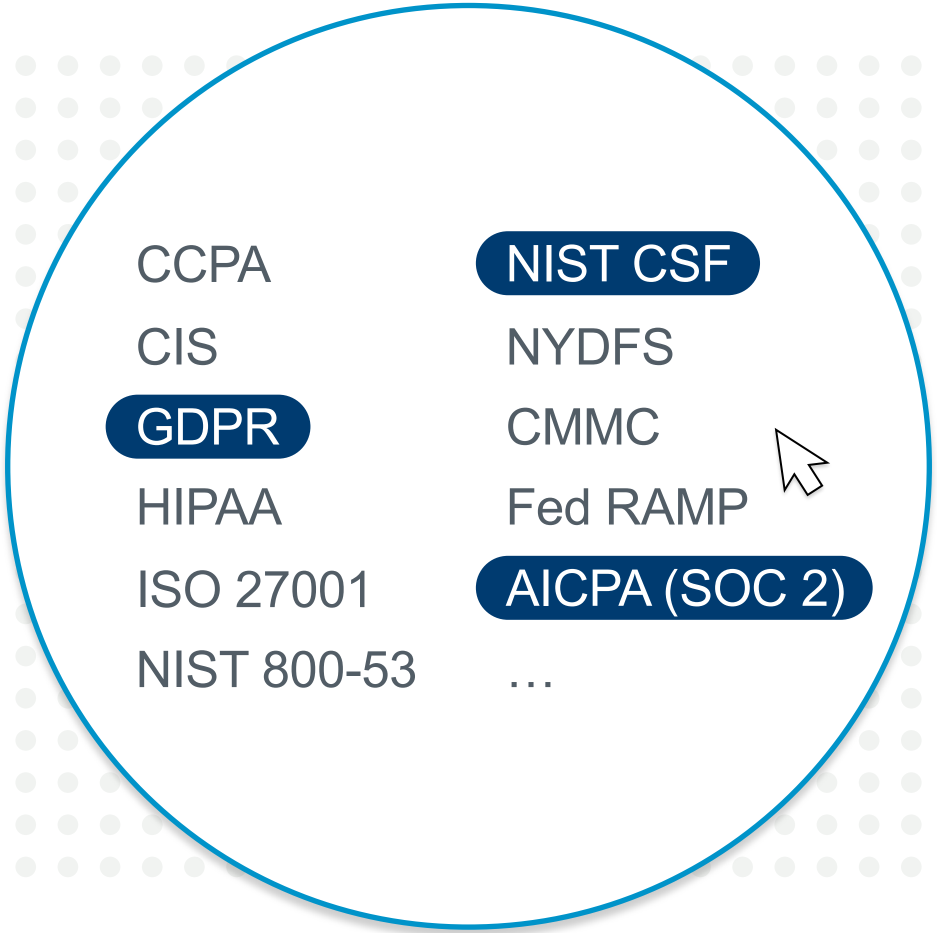
Relate Internal & External Assessments to Your Controls

1. Establish your enterprise controls
2. Scope questionnaires based on controls
3. Relate third-party responses to your controls

Step 1: Get Your House in Order

META-FRAMEWORK ARCHITECT SPEEDS CONTROL LIBRARY CREATION

Select all applicable regulations and standards:



CCPA

CIS

GDPR

HIPAA

ISO 27001

NIST 800-53

NIST CSF

NYDFS

CMMC

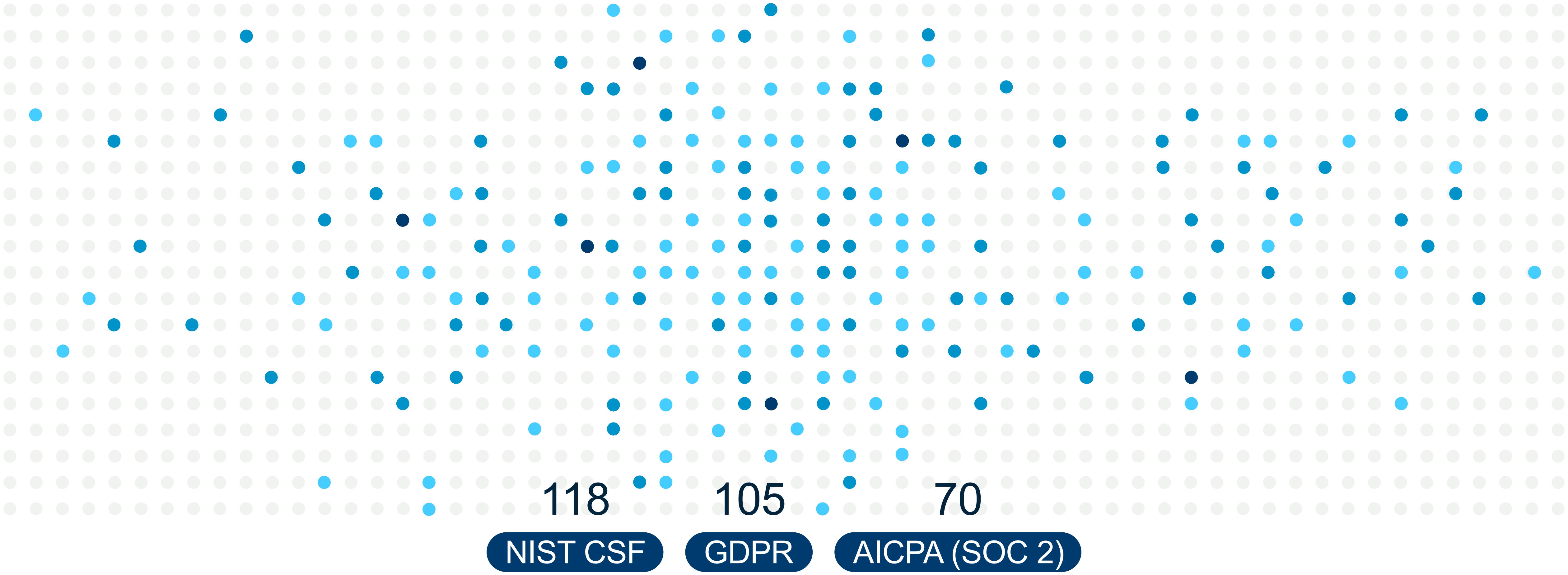
Fed RAMP

AICPA (SOC 2)

…

Step 1: Get Your House in Order

META-FRAMEWORK ARCHITECT SPEEDS CONTROL LIBRARY CREATION



118

NIST CSF

105

GDPR

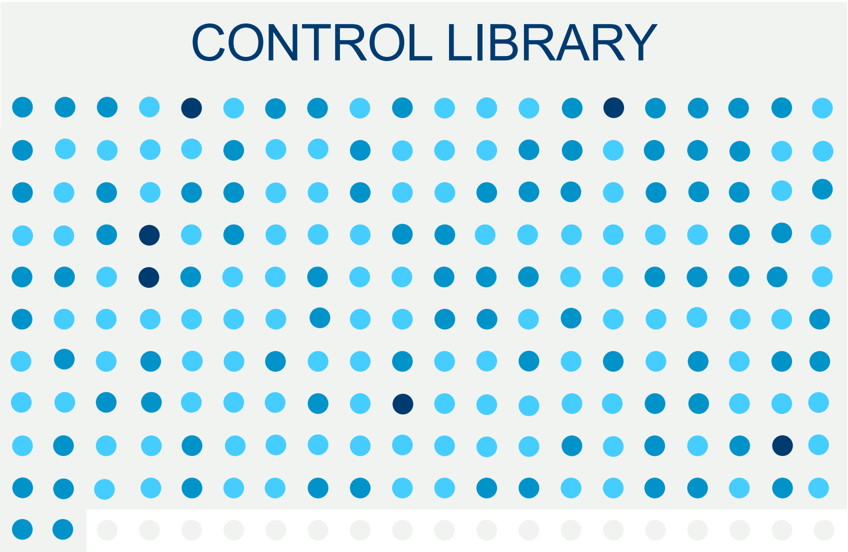
70

AICPA (SOC 2)

Step 1: Get Your House in Order

META-FRAMEWORK ARCHITECT SPEEDS CONTROL LIBRARY CREATION

293	Total controls
91	Shared
202	Identified Controls



118	105	70
NIST CSF	GDPR	AICPA (SOC 2)

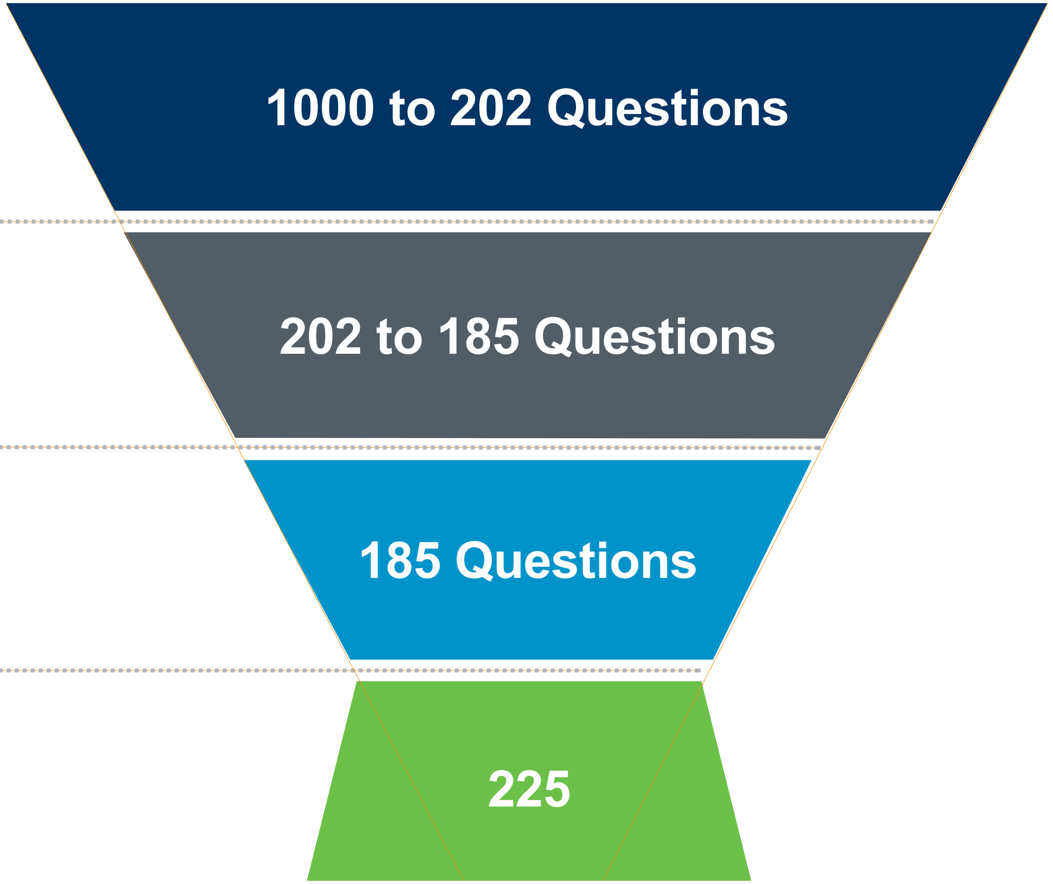
30%

Reduction of control redundancy in a simple click of a button

Step 2: Scope Questionnaires Based on Controls

AUTOMATICALLY SCOPE QUESTIONS BASED ON CONTROLS & VENDOR CHARACTERISTICS

Step 1: Align Questions to Your Standard(s)	Aligns to NIST CSF, SOC II, GDPR
Step 2: Scope Access to Data Questions	Third party has no data access
Step 3: Scope Regulation Questions	N/A: Data regulation questions scoped out already
Step 4: Scope Additional Risk Domain Questions	In scope for ABAC and ESG



1000 to 202 Questions

202 to 185 Questions

185 Questions

225

Step 3: Relate Third-Party Responses to Your Controls

- GOV-01 – Security & Privacy Governance Program

  Does the organization staff a function to centrally-govern cybersecurity and privacy controls?

5 – Continuously Improving
4 – Quantitatively Controlled
3 – Well-Defined
2 – Planned & Tracked
1 – No

VENDOR	SCORE
ACME Services	5
Rogers Appraisals	5
Golden Products	4
Weatherly Services Inc.	2
Systems Deluxe	1

Automated Control-Based Scoping

BENEFITS

Purpose Built Questions

- Establish questionnaire from your frameworks and regulations
- Dynamic questionnaires for every third party

Faster Response Time

- Faster response time of assessments
- Ability to review more assessments per analyst each year

Compliance Reporting

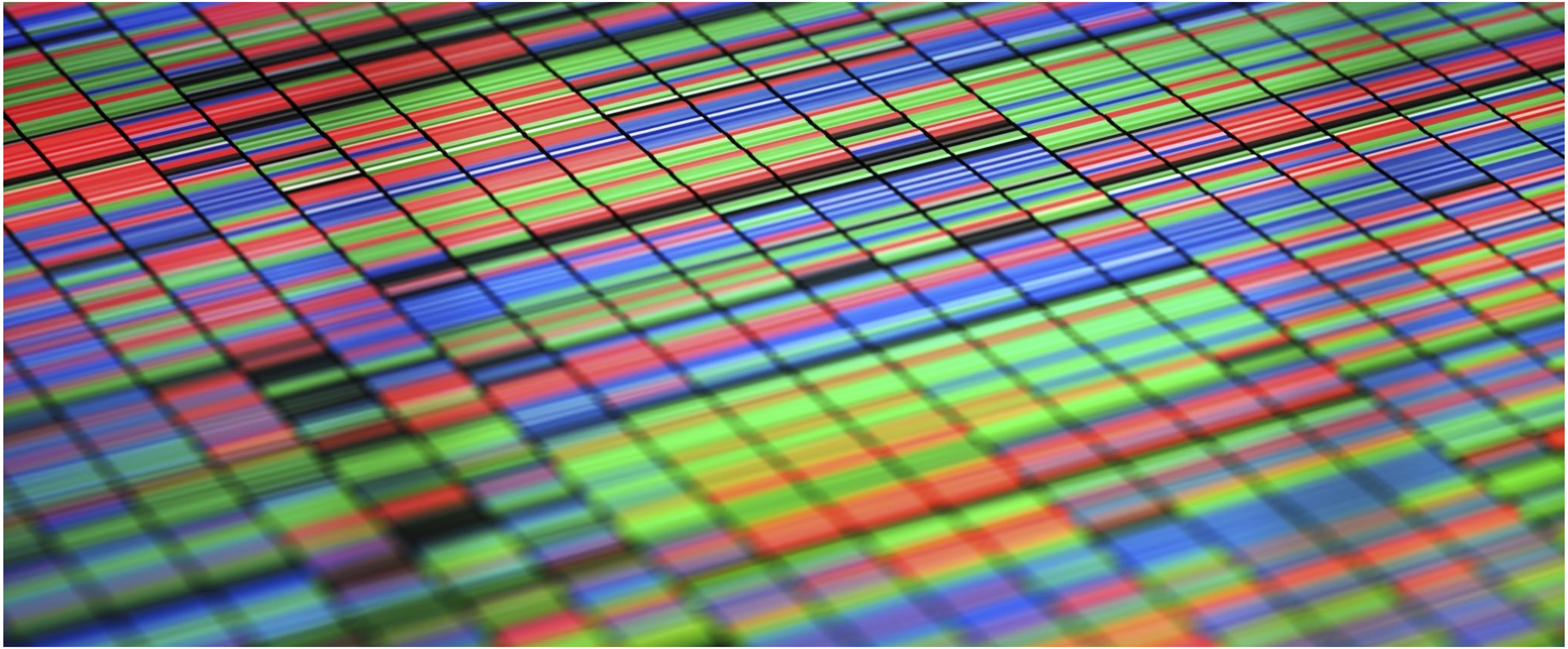
- Identify trends on program level view of every control
- Identify compliance of each third party

MODERNIZE YOUR TPRM PROGRAM

Administration

ProcessUnity

Tracking Program Performance



Tracking Program Performance

- Average Time to Onboard
- Assessment Completion Rate
- Due Diligence Completion Time
- Risk Acceptance Rate
- Risk Mitigation Rate
- Risk Remediation Time
- Service Satisfaction Rate
- Third-Party Compliance Rate
- Third-Party Cost Savings
- Third-Party Incident Rate
- Third-Party Spend
- Vendor Concentration
- Vendor Diversity
- Overall Program Costs

Build Business Cases for Program Improvements

$305.9K

3 Year Total Benefits

59%

Return on Investment

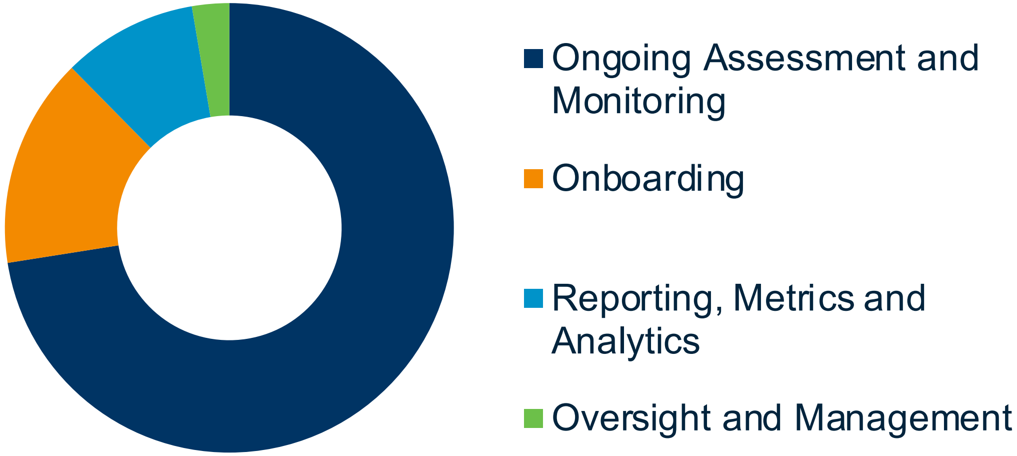
$25.5K

3 Month Cost of Delay

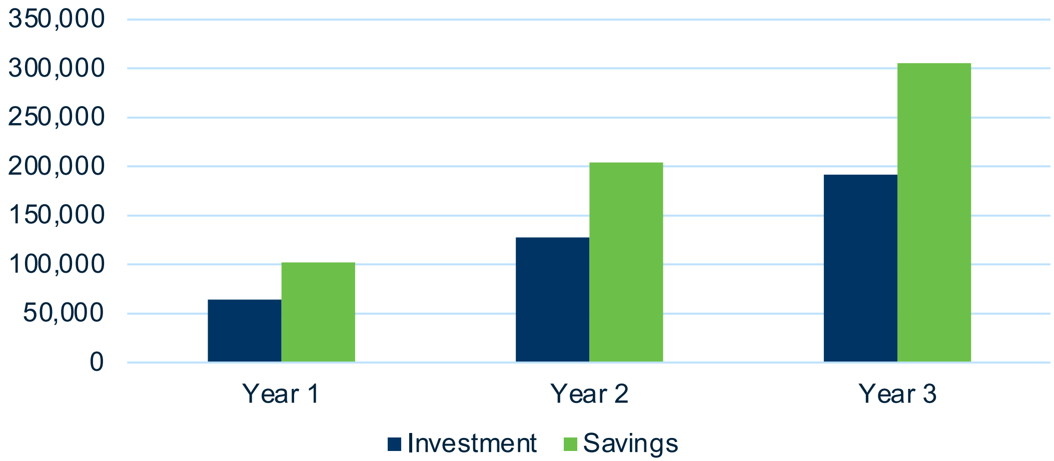
10.5 Mos.

Payback Period
(Months)

Areas of Impact



Cumulative Return on Investment



Build Business Cases for Program Improvements

- Protect your current program
- Make a strong case for new investments

$73,920

1st Year benefit based on 100% of potential annual value

280 More Vendors

Potential Capacity Of Additional Vendors That Could Be Assessed

2,400 Hours

Current Average Annual Time Spent on Annual Review of Third Parties

/

6 Hours

Potential Average Time Spent on Annual Review of Each Vendor

-

120

Vendors Currently Assessed

280 Vendors

Potential Capacity Of Additional Vendors That Could Be Assessed

2,400

Average Annual Time Spent on Annual Review of Third Parties

x

70%

Reduction in Time Required for Annual Review of Third Parties

x

$44.00

Fully Burdened Hourly Rate – Third Party SME

$73,920

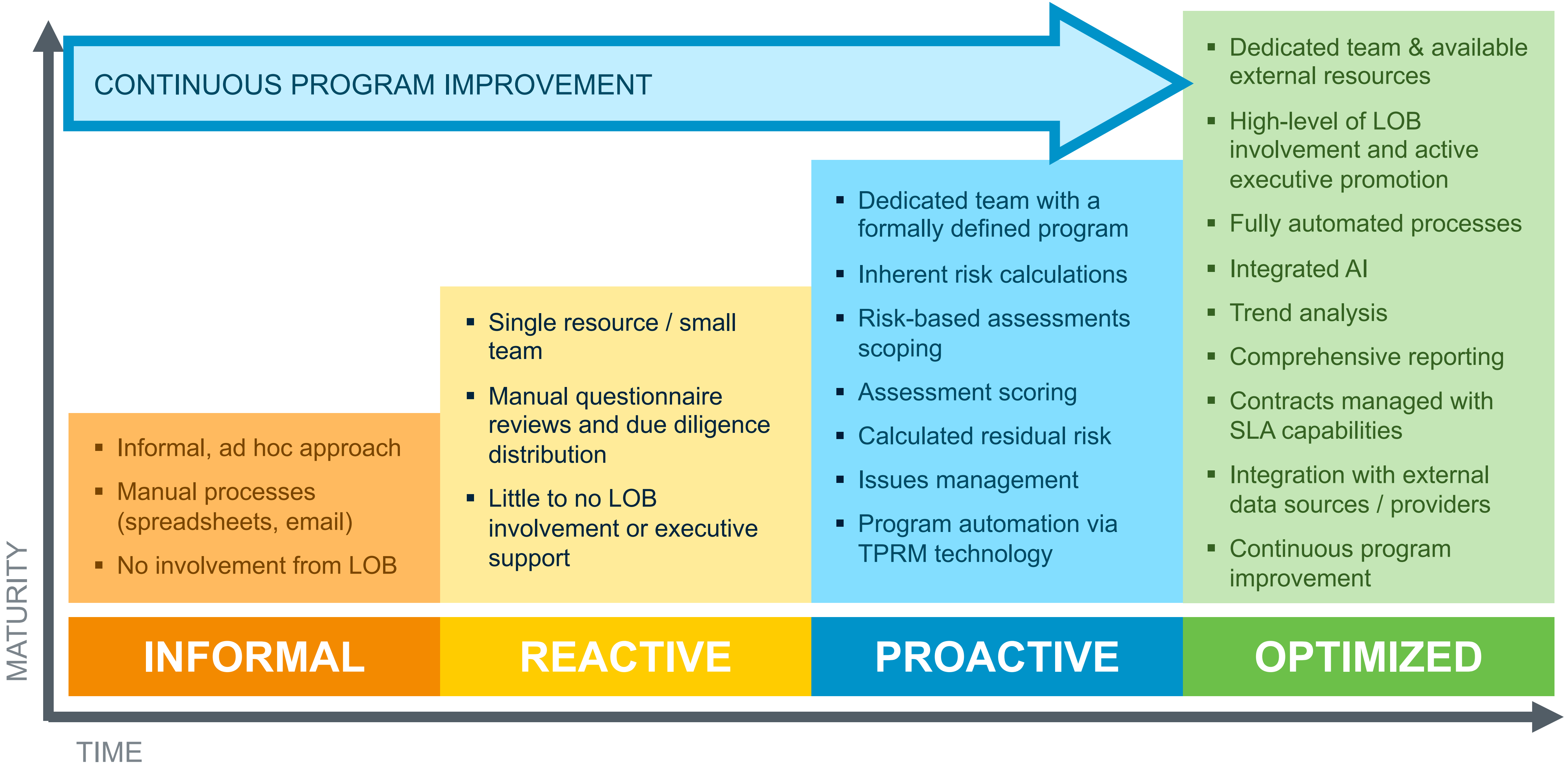
1st Year benefit based on 100% of potential annual value

MODERNIZE YOUR TPRM PROGRAM

Summary + Next Steps

ProcessUnity

Incrementally Improve Your Program



CONTINUOUS PROGRAM IMPROVEMENT

INFORMAL

- Informal, ad hoc approach
- Manual processes (spreadsheets, email)
- No involvement from LOB

REACTIVE

- Single resource / small team
- Manual questionnaire reviews and due diligence distribution
- Little to no LOB involvement or executive support

PROACTIVE

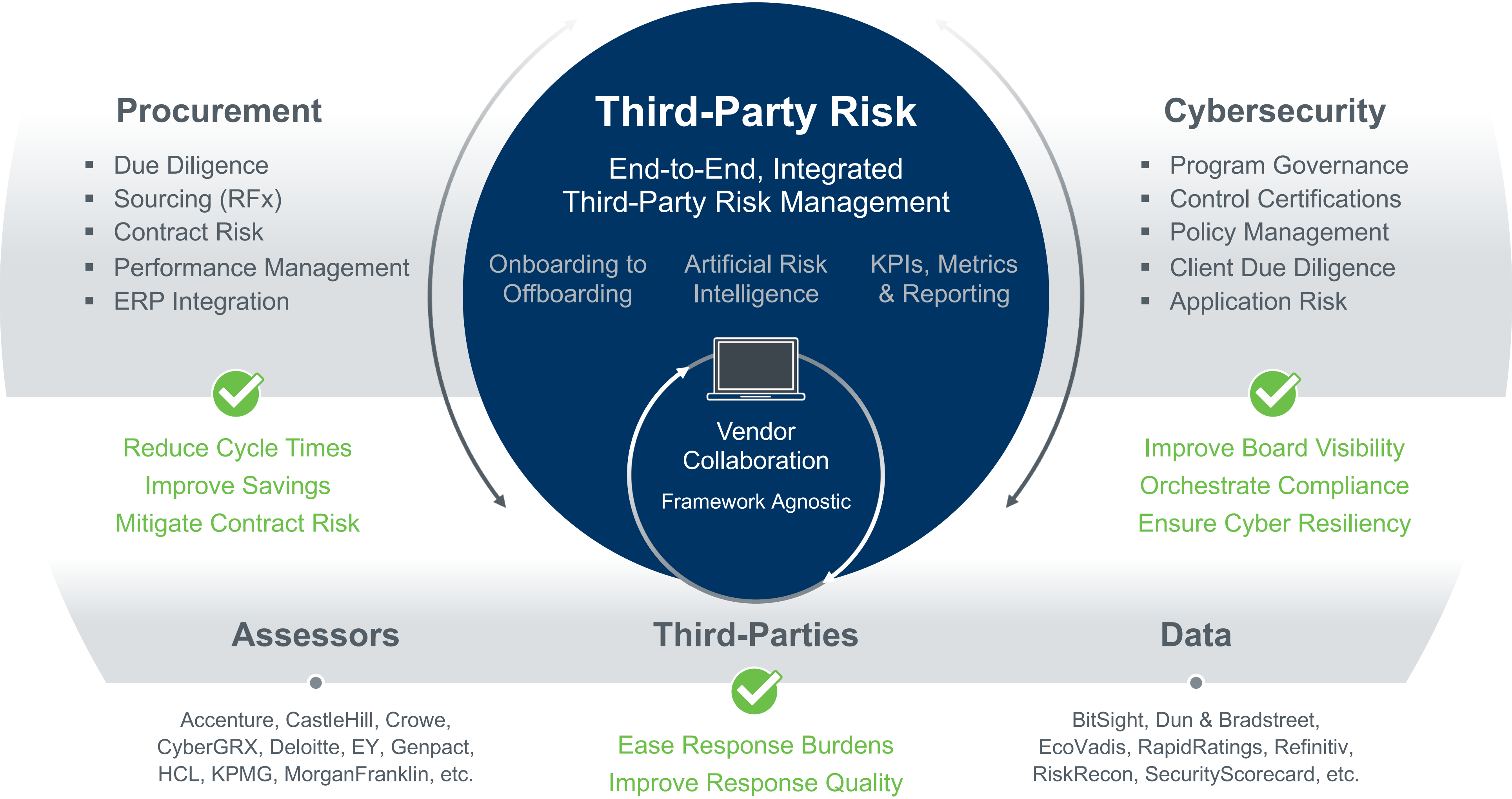
- Dedicated team with a formally defined program
- Inherent risk calculations
- Risk-based assessments scoping
- Assessment scoring
- Calculated residual risk
- Issues management
- Program automation via TPRM technology

OPTIMIZED

- Dedicated team & available external resources
- High-level of LOB involvement and active executive promotion
- Fully automated processes
- Integrated AI
- Trend analysis
- Comprehensive reporting
- Contracts managed with SLA capabilities
- Integration with external data sources / providers
- Continuous program improvement

The Vision

THE ENTERPRISE THIRD-PARTY + CYBERSECURITY ECOSYSTEM



Procurement

- Due Diligence
- Sourcing (RFx)
- Contract Risk
- Performance Management
- ERP Integration

✓

Reduce Cycle Times
Improve Savings
Mitigate Contract Risk

Third-Party Risk

End-to-End, Integrated
Third-Party Risk Management

Onboarding to Offboarding

Artificial Risk Intelligence

KPIs, Metrics & Reporting

Vendor Collaboration

Framework Agnostic

Cybersecurity

- Program Governance
- Control Certifications
- Policy Management
- Client Due Diligence
- Application Risk

✓

Improve Board Visibility
Orchestrate Compliance
Ensure Cyber Resiliency

Assessors

Accenture, CastleHill, Crowe,
CyberGRX, Deloitte, EY, Genpact,
HCL, KPMG, MorganFranklin, etc.

Third-Parties

✓

Ease Response Burdens
Improve Response Quality

Data

BitSight, Dun & Bradstreet,
EcoVadis, RapidRatings, Refinitiv,
RiskRecon, SecurityScorecard, etc.

For More Information

Automate Your Third-Party Risk Management Program:

www.processunity.com/automate

Forrester Report Evaluates Top Vendor Risk Tools:

www.processunity.com/forrester

Contact ProcessUnity:

www.processunity.com/contact

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