From Benchwarmer to Baller: Advancing Your TPRM Program With Maturity Models and Self-Assessments

April 10, 2024

PRESENTED BY

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Venminder

Session Agenda

1. What is program maturity and why it matters

2. Program maturity models and scales

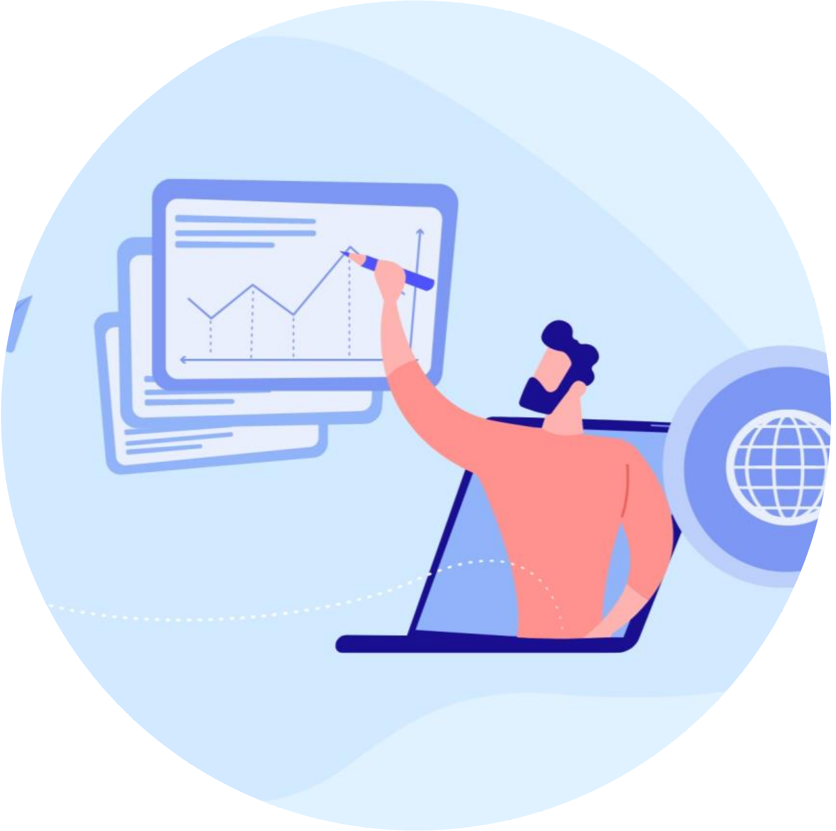
3. How to build your own maturity model and self-assessments

4. Prioritizing improvements

5. Key takeaways

What Is Third-Party Risk Management (TPRM) Program Maturity

- TPRM program maturity refers to the level of development, stability, and reliability of a TPRM program. It's an important factor that determines the overall effectiveness of the program in managing third-party risks.
- When a TPRM program is mature, it means that it has gone through multiple iterations of development, testing, and improvement. It's stable and reliable enough to effectively manage third-party risks.



Why TPRM Program Maturity Matters

- It directly affects the ability of an organization to manage third-party risks and protect itself from potential security breaches or compliance violations, customer dissatisfaction, operational interruptions, and financial loss.
- A mature TPRM program is less likely to overlook critical risks or fail to address them in a timely and effective manner.
- A mature program is well-designed and optimized for performance, which can lead to faster and more efficient risk management.
- TPRM program maturity is also a key factor in determining the overall cost of managing third-party risks. Mature TPRM programs require fewer resources and are easier to maintain, update, and modify, which can save time and money in the long run.

Why Assess Your TPRM Program Maturity

- Identify areas of improvement
- Help prioritize TPRM investments and resources effectively
- Benchmark your program against regulatory requirements and best practices
- Enhance the visibility of the TPRM program at your organization
- Demonstrate TPRM program competence to internal stakeholders, management, investors, and customers
- Help the board and senior management understand the complexities of TPRM
- Encourage a culture of continuous improvement
- Regular assessments lead to better risk management outcomes

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What Are the Attributes of a Mature TPRM Program?

- **Defined:** The process objectives and goals have been clearly defined.
- **Documented:** The process has been clearly documented and employees know where to access all necessary information. Training is available for those who require it.
- **Standardized:** Processes are consistent across teams.
- **Effective:** The process achieves its objective and produces consistent outcomes.
- **Efficient:** Processes are easy to execute and manageable. Severe delays are rare.

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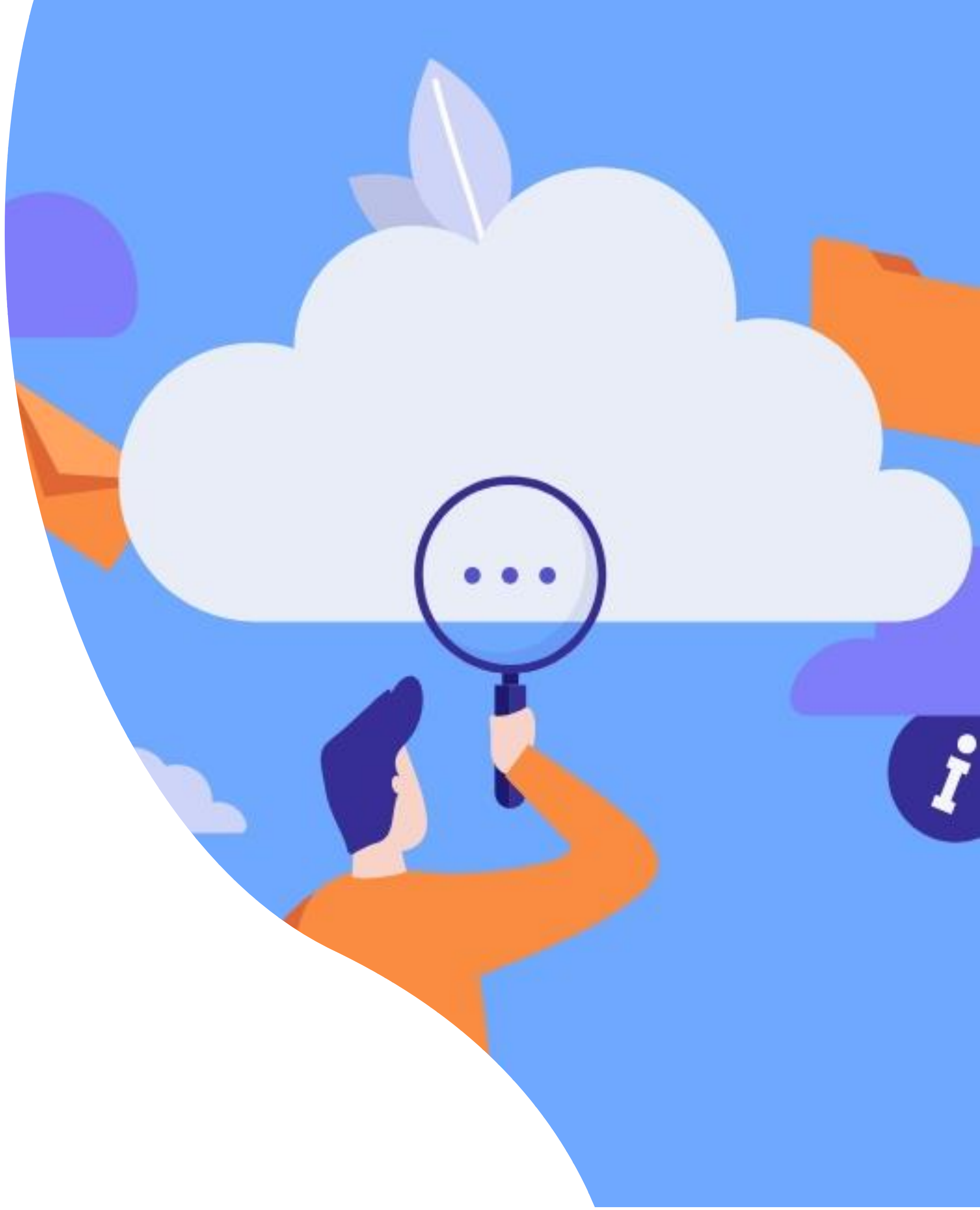
What Are the Attributes of a Mature TPRM Program? *CONTINUED*

- **Adherence:** There is a high level of organizational awareness and strong internal compliance with rules and requirements.
- **Automated:** The organization has automated processes when possible and practical.
- **Measured:** The organization tracks process maturity using consistent metrics, such as KPIs.
- **Analyzed:** The organization regularly evaluates processes for efficiency and effectiveness.
- **Continuously Improving:** Teams adapt processes as needs or objectives change and outcomes continue to improve.

Measuring TPRM Program Maturity

Before you begin measuring the maturity of your TPRM program, ask yourself the following questions:

- How mature is risk management in our organization overall?
- What is the desired state for TPRM program maturity in the organization?



Measuring TPRM Program Maturity – A Practical Approach

Measuring your TPRM program maturity involves the following:

- A clear understanding of your organizational objectives and desired target state.
- A maturity model or scale that distinguishes levels of program maturity.
- A self-assessment tool that can be scaled to meet your needs over time.
- A way to gather and report the results of the self-assessment.
- A commitment to convert findings from the self-assessment process into actionable plans for improvement.
- A method to prioritize the action plans.

Processes and Tools –
Identifying Objectives for TPRM

It's important to identify your objectives for TPRM program maturity before you identify (develop) and implement a process to measure it.

Example objectives:

- More effective risk management
- Improved data quality
- Internal compliance
- Stakeholder satisfaction
- Better decision making
- Lower cost to run the program
- Improved business continuity and resiliency

Processes and Tools – Identifying Objectives for TPRM *CONTINUED*

Why should you identify (or confirm) your objectives for TPRM program maturity?

- To validate that the objectives are consistent with your business strategy
- To avoid spending time and energy measuring maturity indicators that are inconsistent with or don't support the objectives
- To develop a consistent and repeatable data set
- To help you identify the right maturity model to use

Processes and Tools –
Which Maturity Model Should I Use?

The maturity model will serve as a roadmap for your TPRM program's progress and provide a consistent reference point for each level of maturity along the way. You have multiple options when it comes to maturity models.

Purchase an established maturity model specifically designed for TPRM:

- These solutions are typically very comprehensive
- Often include an assessment
- Designed specifically for TPRM
- It may not be a cost-effective option
- Potentially more detail than you want or really need

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Processes and Tools – Which Maturity Model Should I Use? *CONTINUED*

Utilize an existing maturity model, such as:

- Program Maturity Framework (PMF)
- Capability Maturity Model Integration (CMMI)
- Process and Enterprise Maturity Model (PEMM™)
- Process Performance Index (PPI)

When it comes to using these types of maturity models, there can be issues, including:

- They're not built specifically for TPRM
- They each have levels of detail and applicability
- They may require excessive customization to create a workable solution

Generic Maturity Assessment Model Example

	Step 1	Step 2	Step 3	Step 4	Step 5
Model Type	**Initial**	**Managed**	**Standardized**	**Predictable**	**Optimizing**
Business Process Maturity Model	The business has inconsistent management practices or teams that react to crises rather than predict them.	The business has a management foundation, but teams work in silos with minimal collaboration or evidence of improvement strategies.	The business is aware of its processes and strives for consistency and uniformity in its operations and delivery.	The business achieves reliable results by controlling the variations within their outputs through their process infrastructure and asset capabilities.	The business strives for continuous improvement and innovation.

What to Know About Maturity Models and Scales

While a generic TPRM program maturity model and scale can be useful, they often have limitations that need to be taken into consideration:

- Doesn’t account for the volume or complexity of sub-processes and non-process elements.
- Doesn’t account for the maturity of individual components of your TPRM program. There are a lot of moving parts, and everything doesn’t mature at the same time.
- Doesn’t necessarily align with your organization's overall risk management strategy or objectives.

Processes and Tools –
Which Maturity Model Should I Use? *CONTINUED*

Build your own maturity model and self-assessment:

- Requires development time and effort
- Cost effective
- Customizable
- Scalable

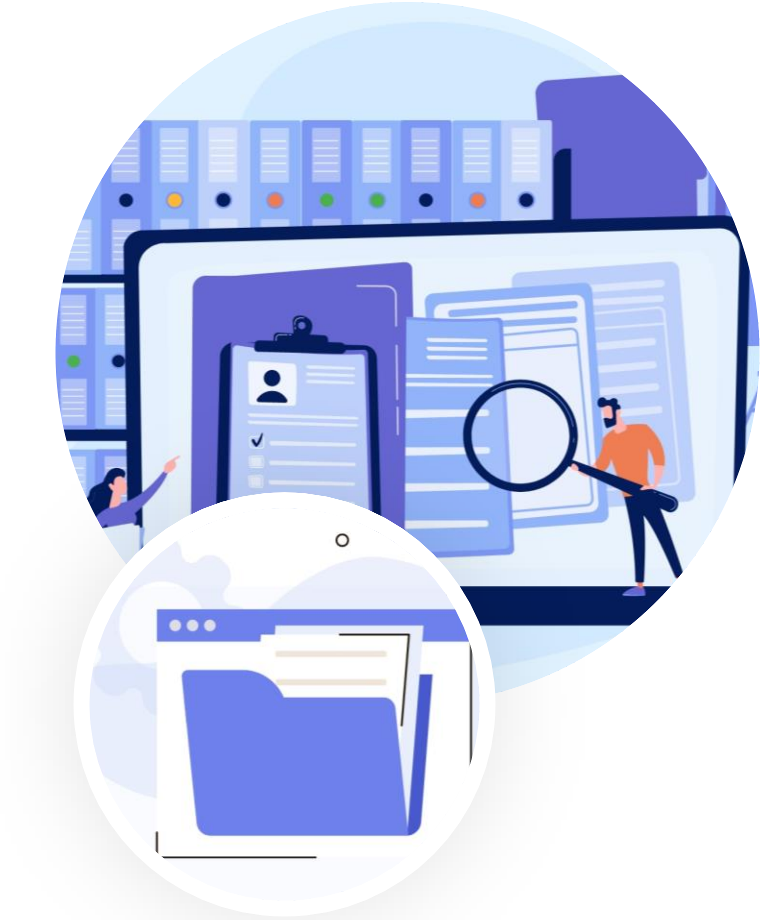
Developing Your Own Maturity Model and Scale

While it does require some effort, there are benefits to developing your own maturity model and scale:

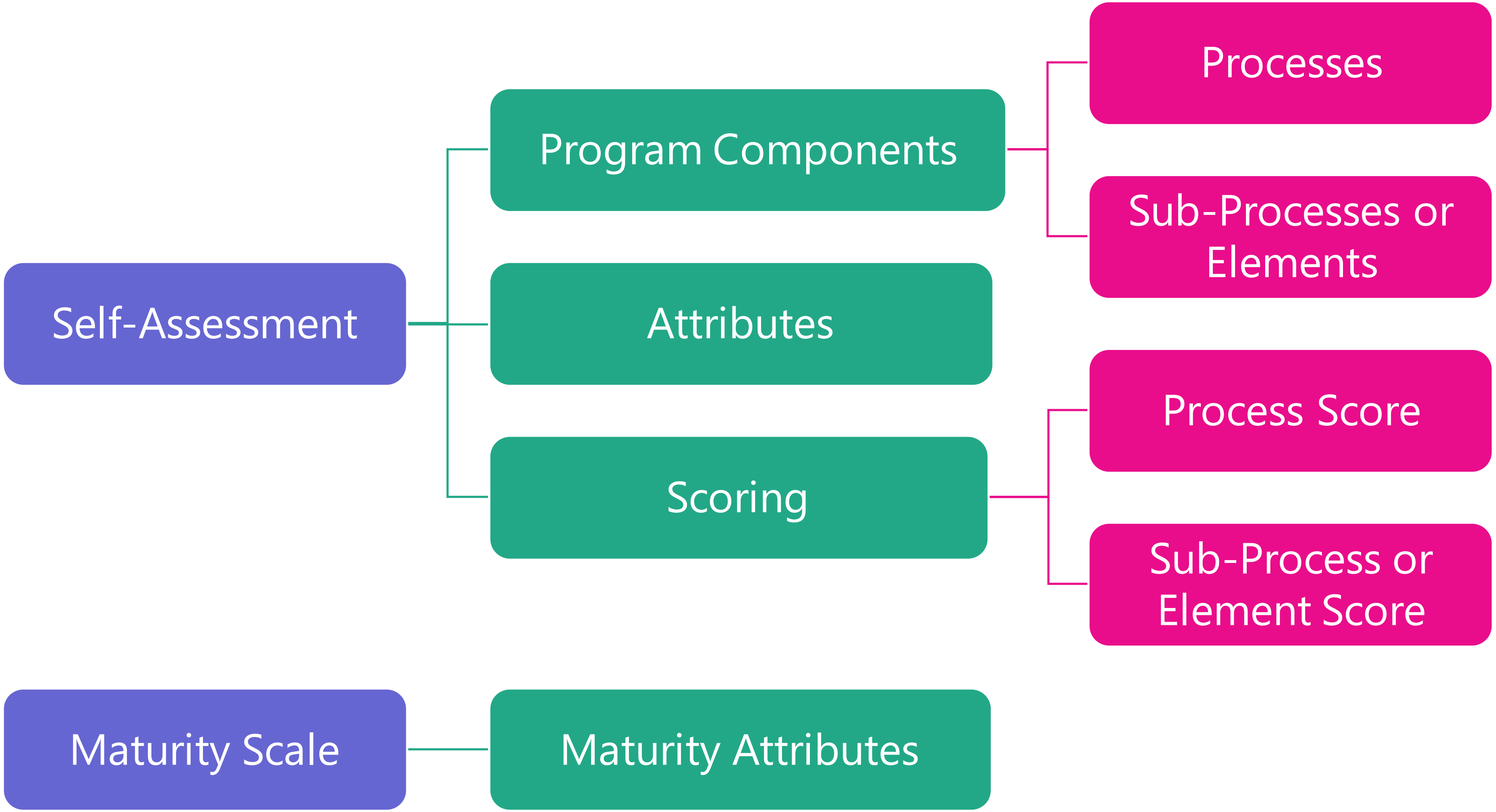
- Often a more cost-effective solution
- Easily customized to your environment and objectives

- Your maturity model should consist of components required to measure program maturity, typically including a self-assessment and a maturity scale.

- You need to create a maturity scale that is easily understood by your organization and can be adjusted as needed.



Developing Your Maturity Model



Self-Assessment

Program Components

Processes

Sub-Processes or Elements

Attributes

Scoring

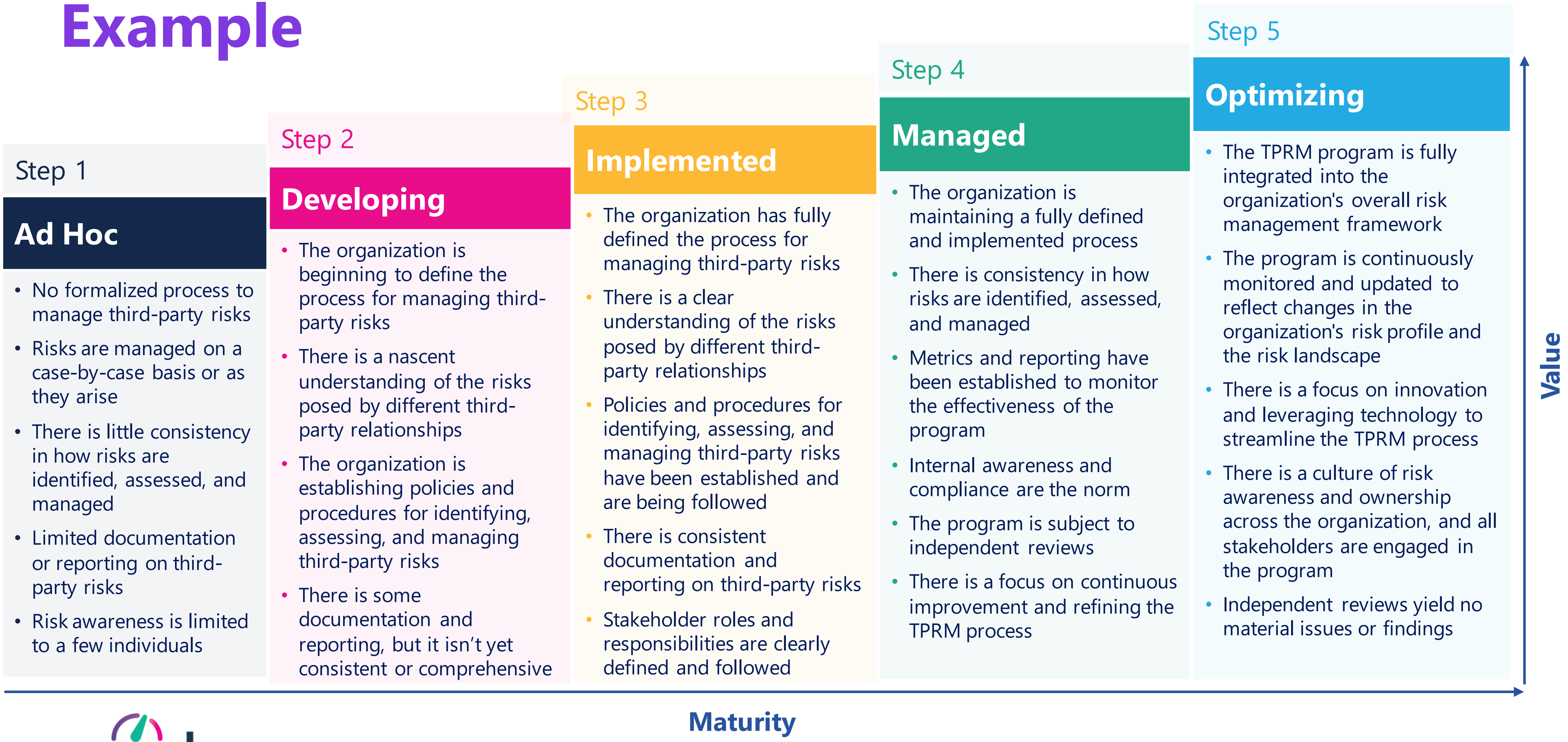
Process Score

Sub-Process or Element Score

Maturity Scale

Maturity Attributes

Developing Your Own Maturity Scale
Example



Step 1
Ad Hoc

- No formalized process to manage third-party risks
- Risks are managed on a case-by-case basis or as they arise
- There is little consistency in how risks are identified, assessed, and managed
- Limited documentation or reporting on third-party risks
- Risk awareness is limited to a few individuals

Step 2
Developing

- The organization is beginning to define the process for managing third-party risks
- There is a nascent understanding of the risks posed by different third-party relationships
- The organization is establishing policies and procedures for identifying, assessing, and managing third-party risks
- There is some documentation and reporting, but it isn't yet consistent or comprehensive

Step 3
Implemented

- The organization has fully defined the process for managing third-party risks
- There is a clear understanding of the risks posed by different third-party relationships
- Policies and procedures for identifying, assessing, and managing third-party risks have been established and are being followed
- There is consistent documentation and reporting on third-party risks
- Stakeholder roles and responsibilities are clearly defined and followed

Step 4
Managed

- The organization is maintaining a fully defined and implemented process
- There is consistency in how risks are identified, assessed, and managed
- Metrics and reporting have been established to monitor the effectiveness of the program
- Internal awareness and compliance are the norm
- The program is subject to independent reviews
- There is a focus on continuous improvement and refining the TPRM process

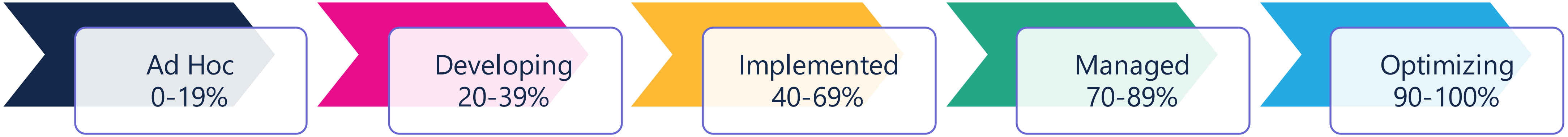
Step 5
Optimizing

- The TPRM program is fully integrated into the organization's overall risk management framework
- The program is continuously monitored and updated to reflect changes in the organization's risk profile and the risk landscape
- There is a focus on innovation and leveraging technology to streamline the TPRM process
- There is a culture of risk awareness and ownership across the organization, and all stakeholders are engaged in the program
- Independent reviews yield no material issues or findings

Translating Maturity Into Numeric Values

A maturity scale should describe different levels of program maturity and provide a way to translate scores within the self-assessment and align them to the scale.

For the examples provided today, sample scores have been translated into a maturity percentage.



Ad Hoc
0-19%

Developing
20-39%

Implemented
40-69%

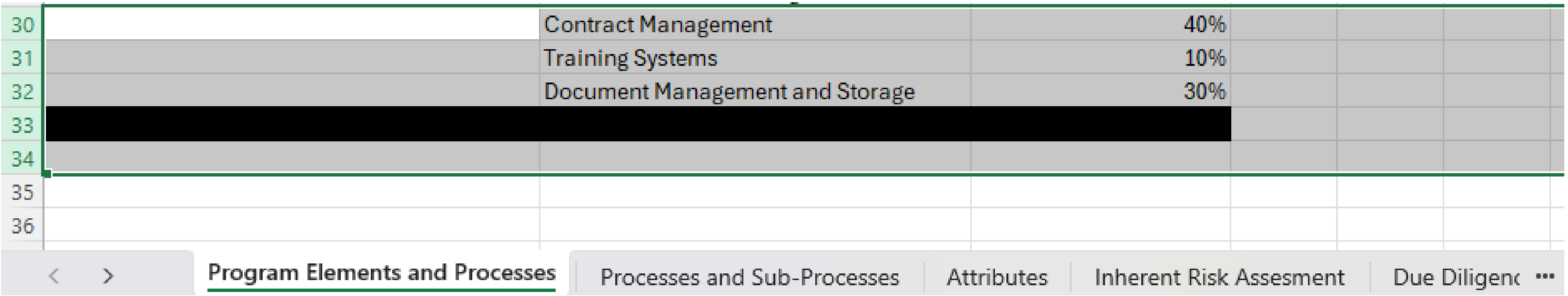
Managed
70-89%

Optimizing
90-100%

Note: *All percentages are not evenly distributed, with the midpoint having the broadest range and the top range being the most difficult to achieve.*

Developing Your Self-Assessment
Getting Started

- Self-assessments can be easily created in a spreadsheet workbook (Excel, Google Sheets, etc.).
- Utilize multiple tabs to keep data clean and organized. Putting too many calculations or data on a single page can result in multiple errors if you need to update, change, insert, or delete a data cell.



30		Contract Management	40%
31		Training Systems	10%
32		Document Management and Storage	30%
33	[redacted]		
34			
35			
36			

Developing Your Self-Assessment
Thinking About What to Assess

Consider the program elements and details you'll assess. The more detailed your assessment, the easier it will be to identify and prioritize areas of improvement.

Risk Management Processes	Governance	People	Tools
• Methodologies for Risk Ratings • Criteria for Critical • Inherent Risk Assessments • Due Diligence • Subject Matter Expert Reviews (Vendor Risk Reviews) • Contracting • Periodic Risk Re-Assessment and Due Diligence • Risk and Performance Monitoring • Contract Renewals • Termination • Exit Planning	• Policy • Board and Management Involvement • Risk Committees or ERM Integration • Oversight Mechanisms • and Processes • Risk Appetite • Internal Compliance • Documentation • Reporting	• Roles and Responsibilities • Training and Education • Stakeholder Engagement • Stakeholder Compliance	• Inherent Risk Questionnaire • Vendor Risk Questionnaire • TPRM System • Contract Management • Communication Templates • Communication Tracking • Training Systems • Document Management and Storage

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Developing Your Self-Assessment
Where to Start

1. **It's recommended to start with your core TPRM processes, as the effective execution of these processes is the most important part of any TPRM program.**

Core processes:

- Planning
- Inherent risk rating
- Due diligence
- Contracting
- Periodic risk re-assessment and due diligence
- Risk monitoring
- Performance monitoring and management
- Contract renewals
- Termination

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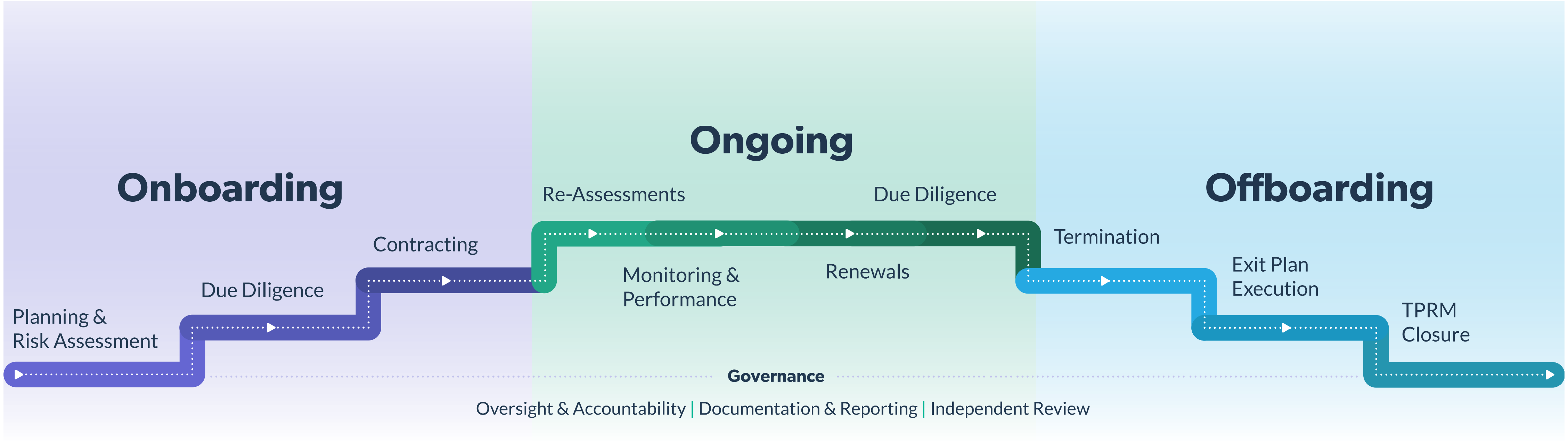
Using the Lifecycle as a Guide for Self-Assessment

If you need help identifying core processes and elements, use the TPRM lifecycle as a guide.



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Developing Your Self-Assessment *CONTINUED*

2. **Identify sub-processes and elements to be measured for each core process.**

Process or Element	Sub-Process or Element
Inherent Risk Assessment	• Identification of critical vendors • Risk rating methodology • Inherent risk assessment questionnaire
Due Diligence	• Due diligence scoping • Vendor risk questionnaire • Due diligence documentation • Subject matter expert (SME) review • Issue mitigation • Residual risk scoring

Developing Your Self-Assessment *CONTINUED*

3. Identify the attributes you will measure for each sub-process or process element.

Attribute	Description
Defined	The process objectives have been clearly defined and agreed upon.
Documented	The process has been documented and is accessible for those who need it.
Standardized	The process are executed consistently across teams.
Effective	The process achieves its objectives and produces consistent and predictable outcomes.
Automated	The process is automated as possible and practicable.
Measured	The process is measured using consistent and reportable metrics.
Analyzed	The process metrics are regularly analyzed to evaluate process effectiveness and efficiency.
Internal competence and compliance	Stakeholders understand and execute processes per requirements.

Developing Your Self-Assessment *CONTINUED*

4. **Determine how you'll score or rate each sub-process or element.** This needs to be consistent throughout the process so that you can normalize the data across the self-assessment.

Scoring options examples:

- Numeric scales: rating each item from 1, the lowest score, to 10, the highest.
- Letter-based grading: A, B, C, D, F
- Fixed rating scale: Yes = 10 points, Partial = 5, No = 0

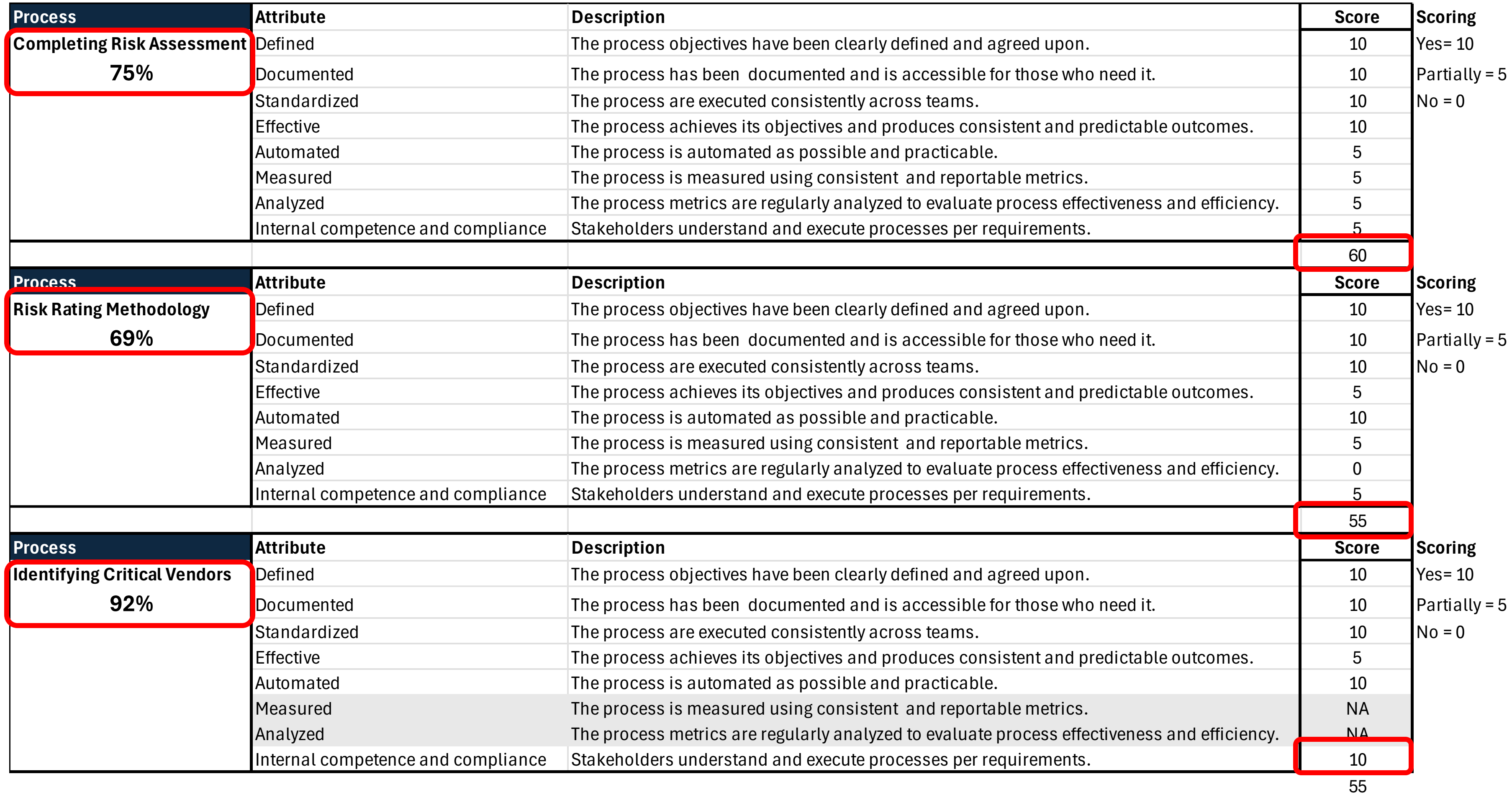
Regardless of your choice, the scoring criteria must be articulated and repeatable. This will ensure that the ratings are based on criteria vs personal interpretation.

You may also consider using weighted scoring – where the most important processes or elements are weighted more heavily against the total calculation.

Developing Your Self-Assessment *CONTINUED*

Pro Tip: Simple, repeatable formulas are recommended.

- In this example, the maximum value any one process can score is 80 points.
- To determine the process maturity %, the total process score is divided by 80.
- The maximum total score for a process may be adjusted when attributes are N/A.



Process	Attribute	Description	Score	Scoring
Completing Risk Assessment **75%**	Defined	The process objectives have been clearly defined and agreed upon.	10	Yes= 10
	Documented	The process has been documented and is accessible for those who need it.	10	Partially = 5
	Standardized	The process are executed consistently across teams.	10	No = 0
	Effective	The process achieves its objectives and produces consistent and predictable outcomes.	10	
	Automated	The process is automated as possible and practicable.	5	
	Measured	The process is measured using consistent and reportable metrics.	5	
	Analyzed	The process metrics are regularly analyzed to evaluate process effectiveness and efficiency.	5	
	Internal competence and compliance	Stakeholders understand and execute processes per requirements.	5	
			60	
Process	**Attribute**	**Description**	**Score**	**Scoring**
Risk Rating Methodology **69%**	Defined	The process objectives have been clearly defined and agreed upon.	10	Yes= 10
	Documented	The process has been documented and is accessible for those who need it.	10	Partially = 5
	Standardized	The process are executed consistently across teams.	10	No = 0
	Effective	The process achieves its objectives and produces consistent and predictable outcomes.	5	
	Automated	The process is automated as possible and practicable.	10	
	Measured	The process is measured using consistent and reportable metrics.	5	
	Analyzed	The process metrics are regularly analyzed to evaluate process effectiveness and efficiency.	0	
	Internal competence and compliance	Stakeholders understand and execute processes per requirements.	5	
			55	
Process	**Attribute**	**Description**	**Score**	**Scoring**
Identifying Critical Vendors **92%**	Defined	The process objectives have been clearly defined and agreed upon.	10	Yes= 10
	Documented	The process has been documented and is accessible for those who need it.	10	Partially = 5
	Standardized	The process are executed consistently across teams.	10	No = 0
	Effective	The process achieves its objectives and produces consistent and predictable outcomes.	5	
	Automated	The process is automated as possible and practicable.	10	
	Measured	The process is measured using consistent and reportable metrics.	NA	
	Analyzed	The process metrics are regularly analyzed to evaluate process effectiveness and efficiency.	NA	
	Internal competence and compliance	Stakeholders understand and execute processes per requirements.	10	
			55	

Developing Your Self-Assessment *CONTINUED*

5. **Create a total score for each sub-process.**

6. **Align that score to your maturity scale.**

Process Maturity Level

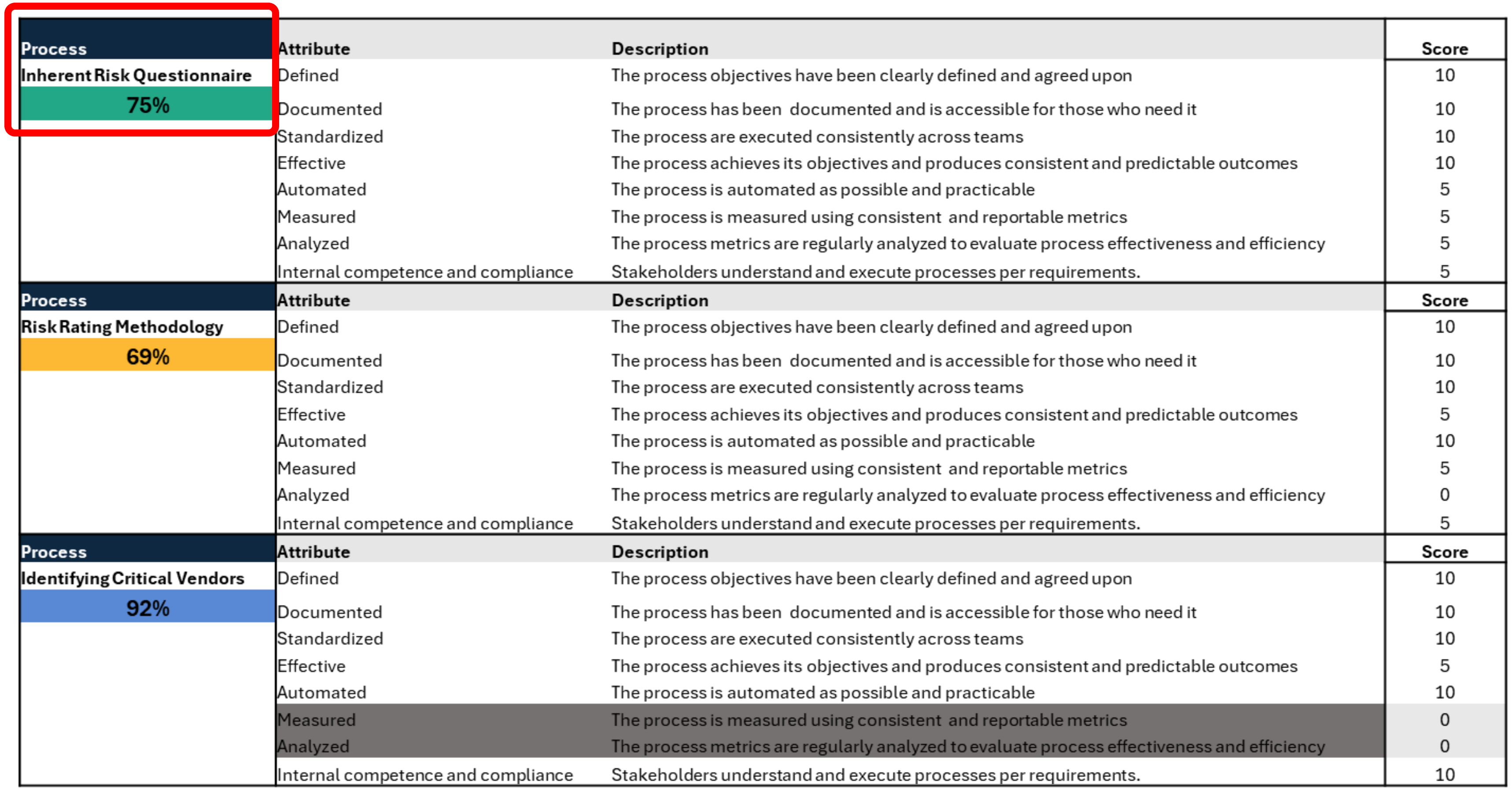
Optimizing: 90-100%

Managed: 70-89%

Implemented: 40-69%

Developing: 20-39%

Ad-Hoc: 0-19%



Process	Attribute	Description	Score
Inherent Risk Questionnaire 75%	Defined	The process objectives have been clearly defined and agreed upon	10
	Documented	The process has been documented and is accessible for those who need it	10
	Standardized	The process are executed consistently across teams	10
	Effective	The process achieves its objectives and produces consistent and predictable outcomes	10
	Automated	The process is automated as possible and practicable	5
	Measured	The process is measured using consistent and reportable metrics	5
	Analyzed	The process metrics are regularly analyzed to evaluate process effectiveness and efficiency	5
	Internal competence and compliance	Stakeholders understand and execute processes per requirements.	5
Process	**Attribute**	**Description**	**Score**
Risk Rating Methodology 69%	Defined	The process objectives have been clearly defined and agreed upon	10
	Documented	The process has been documented and is accessible for those who need it	10
	Standardized	The process are executed consistently across teams	10
	Effective	The process achieves its objectives and produces consistent and predictable outcomes	5
	Automated	The process is automated as possible and practicable	10
	Measured	The process is measured using consistent and reportable metrics	5
	Analyzed	The process metrics are regularly analyzed to evaluate process effectiveness and efficiency	0
	Internal competence and compliance	Stakeholders understand and execute processes per requirements.	5
Process	**Attribute**	**Description**	**Score**
Identifying Critical Vendors 92%	Defined	The process objectives have been clearly defined and agreed upon	10
	Documented	The process has been documented and is accessible for those who need it	10
	Standardized	The process are executed consistently across teams	10
	Effective	The process achieves its objectives and produces consistent and predictable outcomes	5
	Automated	The process is automated as possible and practicable	10
	Measured	The process is measured using consistent and reportable metrics	0
	Analyzed	The process metrics are regularly analyzed to evaluate process effectiveness and efficiency	0
	Internal competence and compliance	Stakeholders understand and execute processes per requirements.	10

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Developing Your Self-Assessment

CONTINUED

7. **Combine subprocess scores to create a total process score.**

8. **Align those scores to your maturity scale.**

Process Maturity Level
Optimizing: 90-100%
Managed: 70-89%
Implemented: 40-69%
Developing: 20-39%
Ad-Hoc: 0-19%

Process	Sub-process or element	Score
Inherent Risk Assessment **78%**	Identification of Critical Vendors	92%
	Risk Rating Methodology	69%
	Inherent Risk Assessment Questionnaire	75%
Due Diligence **71%**	Risk Based Due Diligence Scoping	88%
	Vendor Risk Questionnaire	81%
	Due Diligence Documentation	44%
	Subject Matter Expert Review	25%
	Issue Mitigation	13%
	Residual Risk Scoring	6%
Contracting **63%**	Validation of Completed Due Diligence	100%
	Contract Review	88%
	Managed Contract Exceptions	0%
Periodic Risk Re-Assessment and Due Diligence **40%**	Review, Confirm, or Update Inherent Risk Assessment	100%
	Requests for Updated Vendor Risk Questionnaire	63%
	Requests for Updated Due Diligence Documentation	25%
	SME Review	38%
	Issue Remediation	13%
	Residual Risk Scoring	0%

Developing Your Self-Assessment

CONTINUED

8. **Create a view that shows all your program components and processes.**

Process Maturity Level
Optimizing: 90-100%
Managed: 70-89%
Implemented: 40-69%
Developing: 20-39%
Ad-Hoc: 0-19%

Program Component	Process	Process Score
Risk Management Activities	Inherent Risk Assessment	78%
	Due Diligence	71%
	Contracting	63%
	Risk Re-Assessment and Due diligence	40%
	Risk Monitoring	34%
	Performance Monitoring and Management	40%
	Contract Renewal	6%
	Terminations	10%
Governance	Policy	63%
	Board and Management Involvement	40%
	Risk Committees or ERM Integration	34%
	Oversight Mechanisms and Processes	40%
	Risk Appetite	6%
	Internal Compliance	10%
	Documentation	73%
	Reporting	50%
People	Roles and Responsibilities	80%
	Training and Education	60%
	Stakeholder Engagement	42%
	Stakeholder Compliance	57%
Tools	TPRM System	60%
	Inherent Risk Questionnaire	78%
	Vendor Risk Questionnaires	55%
	Communication Templates	20%
	Communication Tracking	30%
	Contract Management	40%
	Training Systems	10%
	Document Management and Storage	30%

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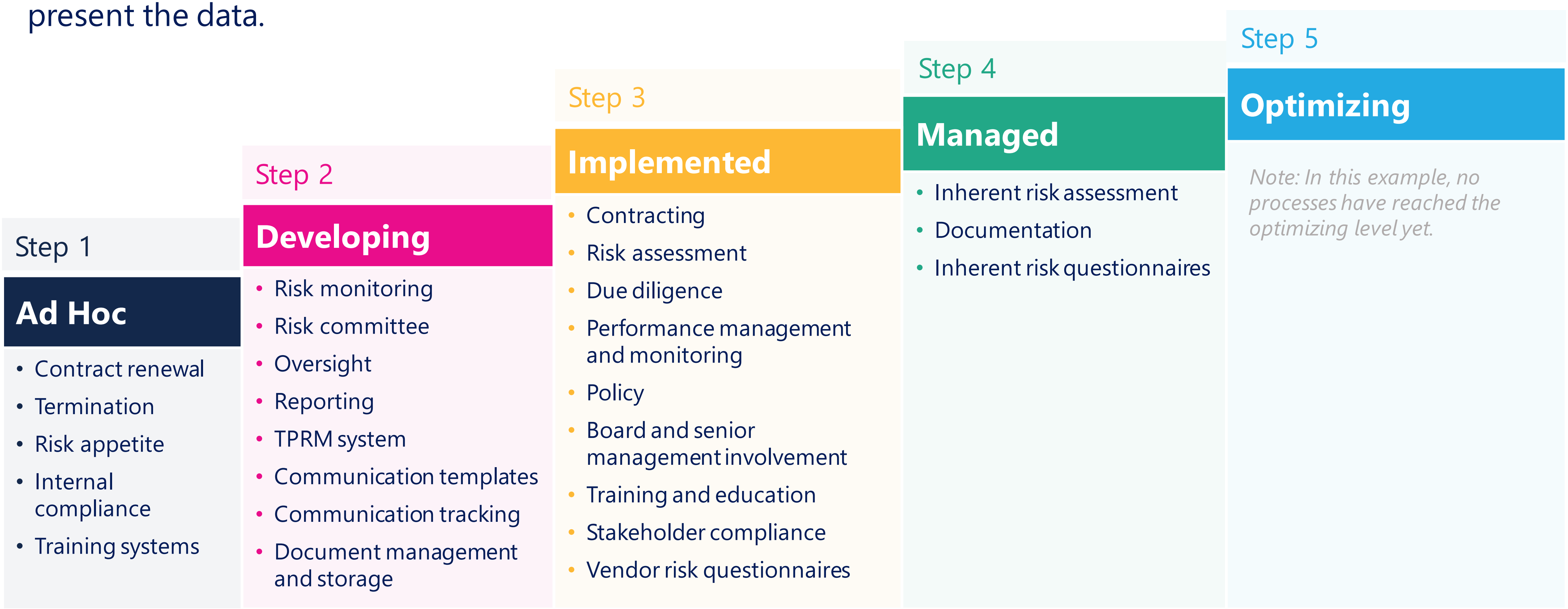
Visually Represent Your Findings

Suggestion 1:
Align scoring to your actual maturity scale

Once you have scored all your sub-processes, processes, and program components, you can determine how to visualize and present the data.



Step 1

Ad Hoc

- Contract renewal
- Termination
- Risk appetite
- Internal compliance
- Training systems

Step 2

Developing

- Risk monitoring
- Risk committee
- Oversight
- Reporting
- TPRM system
- Communication templates
- Communication tracking
- Document management and storage

Step 3

Implemented

- Contracting
- Risk assessment
- Due diligence
- Performance management and monitoring
- Policy
- Board and senior management involvement
- Training and education
- Stakeholder compliance
- Vendor risk questionnaires

Step 4

Managed

- Inherent risk assessment
- Documentation
- Inherent risk questionnaires

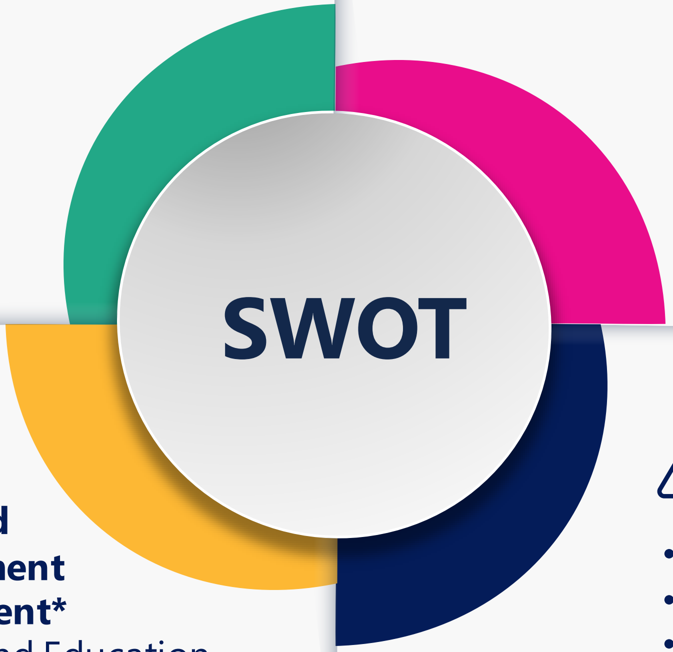
Step 5

Optimizing

Note: In this example, no processes have reached the optimizing level yet.

Visually Represent Your Findings

Suggestion 2:
Create a SWOT Chart



STRENGTHS

- **Inherent Risk Assessment***
- **Documentation***
- **Inherent Risk Questionnaires***

WEAKNESSES

- **Risk Monitoring***
- Risk Committee
- **Oversight Mechanisms***
- **Reporting***
- TPRM System
- Communication Templates
- Communication Tracking
- Document Management and Storage

OPPORTUNITIES

- **Contracting***
- **Risk Assessment***
- **Due Diligence***
- **Performance Management and Monitoring***
- **Policy***
- **Board and Management Involvement***
- Training and Education
- Stakeholder Compliance
- **Vendor Risk Questionnaires***

THREATS

- **Contract Renewal***
- **Termination***
- Risk Appetite
- Internal Compliance
- Training Systems

*** Items in bold represent fundamental or must-have program processes or elements**

Converting Information Into Action – Setting Priorities

You have completed your self assessment and have clear indicators of where to take improvement actions.

It's unlikely that you can address all improvements at once, so now it's time to prioritize!

Top priorities:

- The process is fundamental to effective risk identification, assessment, or remediation (core risk management processes).
- There may be severe regulatory, operational, or financial impacts if the process isn't developed or improved.

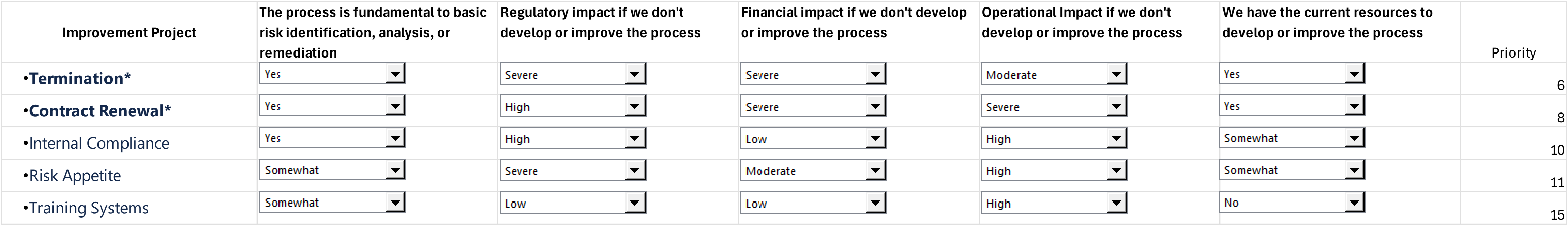
Considerations:

- Accessing the right resources is crucial for achieving your objectives. Even if something is a top priority, progress will be delayed without the necessary resources. Sometimes securing the resources becomes the top priority!

Converting Information Into Action – Setting Priorities *CONTINUED*

- Standardizing and documenting your approach to prioritize your improvement efforts is advisable. This will help you to streamline the process and make it more effective.
- Make sure your approach is repeatable, reportable, and scalable.
- Be prepared to explain your prioritization methodology to management (especially when requesting additional resources).

PRIORITIZATION MATRIX - EXAMPLE



Improvement Project	The process is fundamental to basic risk identification, analysis, or remediation	Regulatory impact if we don't develop or improve the process	Financial impact if we don't develop or improve the process	Operational Impact if we don't develop or improve the process	We have the current resources to develop or improve the process	Priority
•**Termination***	Yes	Severe	Severe	Moderate	Yes	6
•**Contract Renewal***	Yes	High	Severe	Severe	Yes	8
•Internal Compliance	Yes	High	Low	High	Somewhat	10
•Risk Appetite	Somewhat	Severe	Moderate	High	Somewhat	11
•Training Systems	Somewhat	Low	Low	High	No	15

Converting Information Into Action – Developing Action Plans

Once you have developed your list of priorities, you need to create action plans.

For each action plan, include:

- **A project description** (Revise inherent risk rating methodology)
- **The TPRM program component** (Risk management practices)
- **The process** (Inherent risk assessment)
- **The sub-process** (Risk scoring methodology)
- **The plan owner** (TPRM)
- **Team members and roles** (Project manager – Jan, Methodology – Peter, Approvals – Ellen)
- **A description of the project** (Example: Revise risk tiering methodology to match enterprise risk management rating scale)
- **Timeline** (Example: By the end of 3rd quarter, 2024)
- **Other relevant information** (Such as dependencies, approvals, or project milestone dates)

Tracking and Reporting

Develop a master list of all improvement projects and plans and their priority. As new projects are identified or existing projects are completed, you may need to revisit and reprioritize the list. Ensure you're routinely updating the status of each plan or project.

- Keep track of due dates and project status
- Report your progress
- Remember to revisit and update your self-assessment and maturity scale (or SWOT) at least twice a year
- Provide updates to the board and senior management – show them how TPRM program maturity is increasing and highlight your wins

Key Takeaways

- ✓ Measuring your program is a great way to demonstrate expertise and instill confidence in stakeholders, management, investors, and customers.
- ✓ Keeping your TPRM maturity model updated supports a commitment to continuous improvement.
- ✓ Developing a maturity model requires a lot of thought and planning BEFORE building or implementing – avoid the dreaded "do-over" and take your time to get it right.
- ✓ If necessary, start small and focus on those fundamental risk identification, assessment, remediation, and management processes that are the foundation of your TPRM program.
- ✓ If you're building your own model, strive for consistency in measured attributes, scoring, and prioritization.

Key Takeaways *CONTINUED*

- ✓ Once you have developed your initial findings, make sure to share them with the board and senior management – this will help establish a baseline for progress.
- ✓ Make sure you translate your findings into actions by developing and prioritizing action plans.
- ✓ Track and manage those plans.
- ✓ Share your progress and highlight your wins!

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Now it’s time for some Q&A!

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THANK YOU

Questions & Answers

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