

The Power Your Third-Party Risk Program Can Deliver in Challenging Times





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Today's Agenda

- Intros
- A few minutes on The Black Swan
- Getting the House in Order: Re-assessing the building blocks
- Enriching the Third-Party Risk Management Workflow
- Getting Outside Help: External Content & Managed Services





The Leader in Third-Party Risk Management Automation

- Programs for organizations of all sizes and maturity
- Built-in best practices
- Unparalleled subject matter expertise
- Short deployment times
- Hundreds of successful customer implementations

Third-Party Risk Lifecycle Support



Onboarding

Establish an enterprise-wide process



Due Diligence

Enforce objectivity within your vendor process



Ongoing Monitoring

Streamline processes while reducing errors



On-Site Control Assessments

Systematically conduct and document



Performance Reviews

Manage with consistency



Contract Reviews

Create a unified process



SLA Monitoring

Document, monitor and record



Issue Management

Formally track vendor issues

Automated Scoring & Scoping

Assess vendors appropriately based on inherent & residual risk

Content Integration

Incorporate financial and cyber ratings into your due diligence

Powerful Configuration

Future-proof platform changes as your program matures

Smart Questionnaires

Reduce vendor fatigue & auto-score responses

SIG Integration

Leverage SIG content in your questionnaires

Recognized by Gartner

Read the reports at processunity.com/gartner

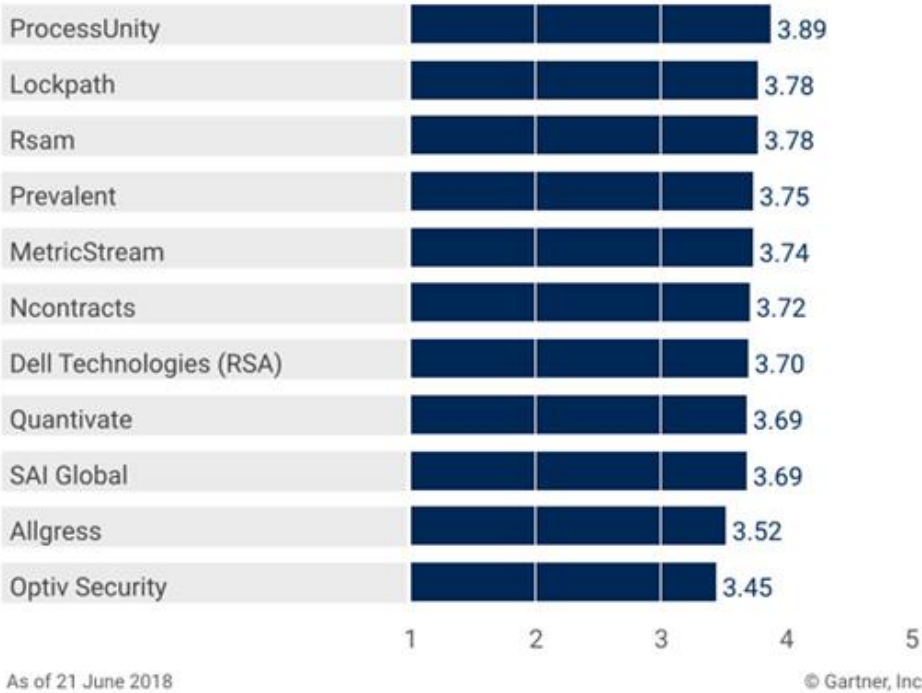
Two Gartner Reports. Two Recognitions in IT Vendor Risk Management Software.

Figure 1. Magic Quadrant for IT Vendor Risk Management Tools



Figure 1. Vendors' Product Scores for the VRM Solution Use Case

Product or Service Scores for VRM Solution



Source: Gartner (November 2018)

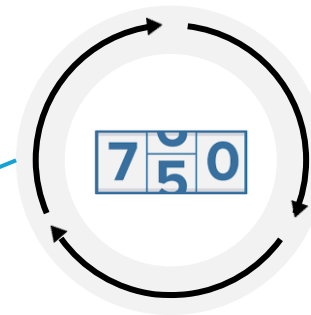
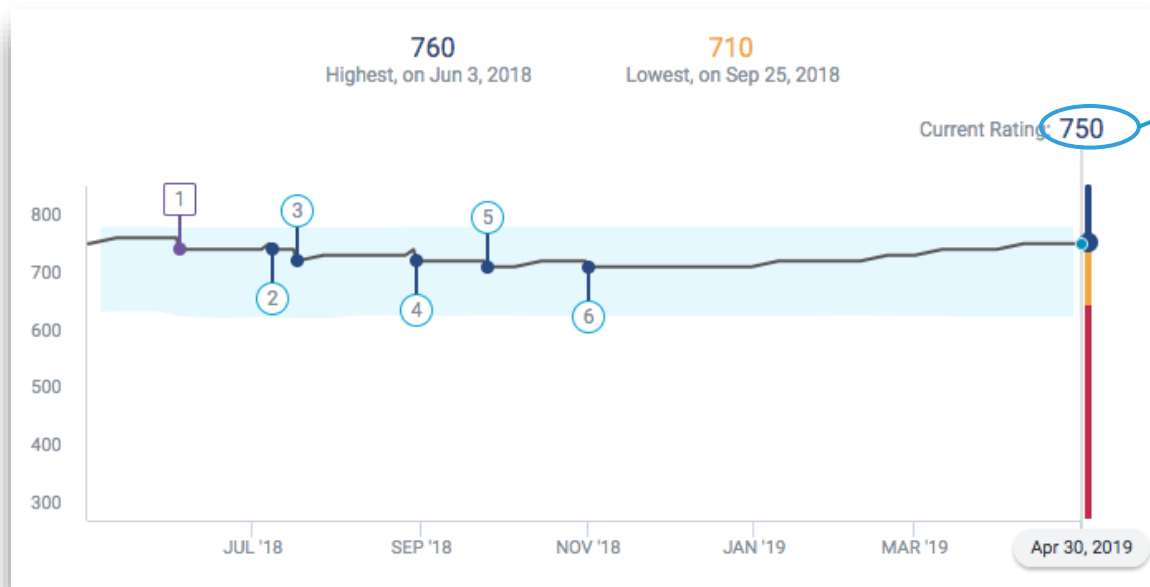
Gartner®

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BitSight: Translate Complex Cybersecurity Issues into Simple Business Context

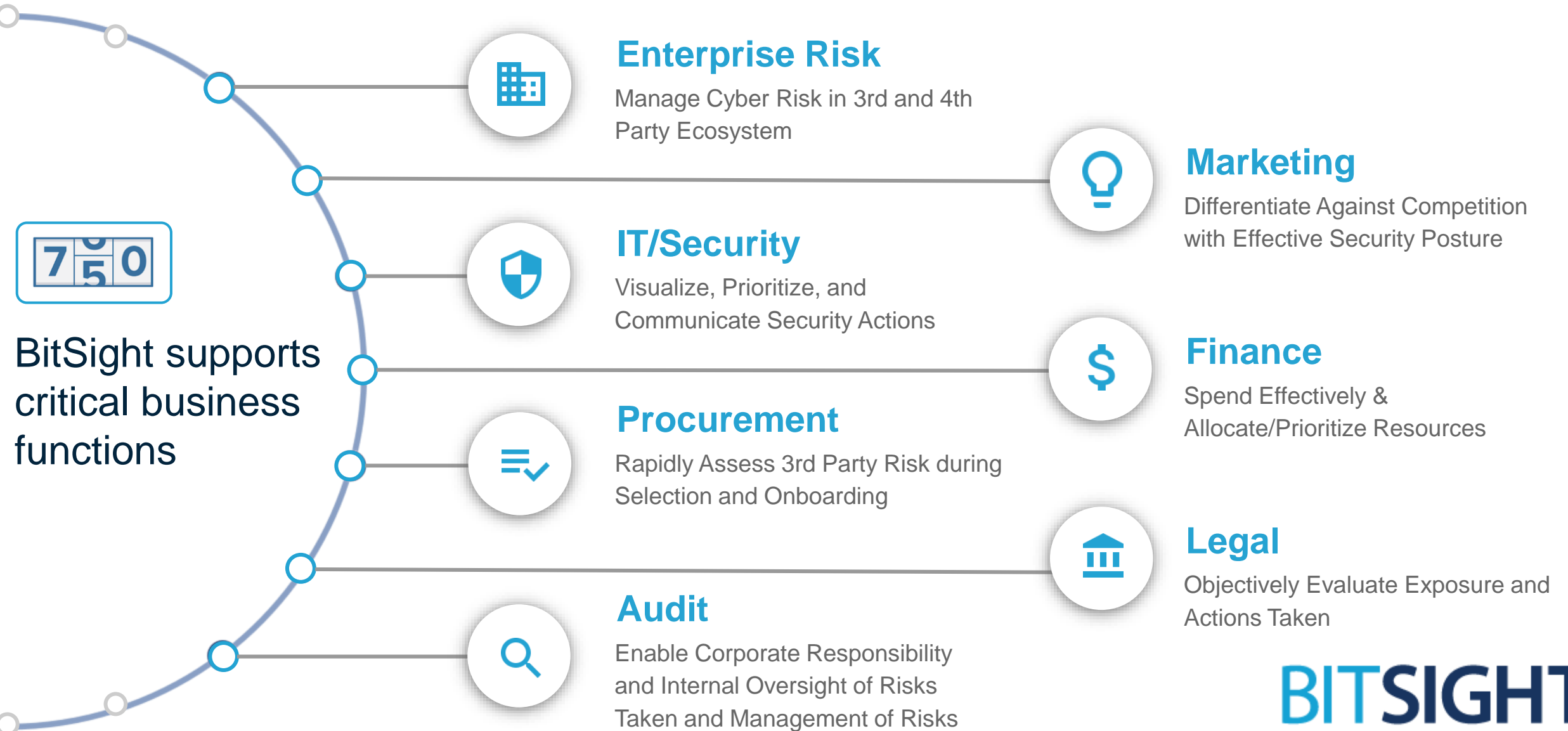
Objective, Continuous, Data-Driven Ratings of Organizational Security Performance



250 - 900

- *Unbiased common* metric to measure cybersecurity performance of organizations worldwide
- SaaS solution, ratings updated *daily*

...to Create a Common Language Across Enterprise...



BitSight: The Standard in Security Ratings



BitSight provides an **independent rating of an organization's cybersecurity performance.**

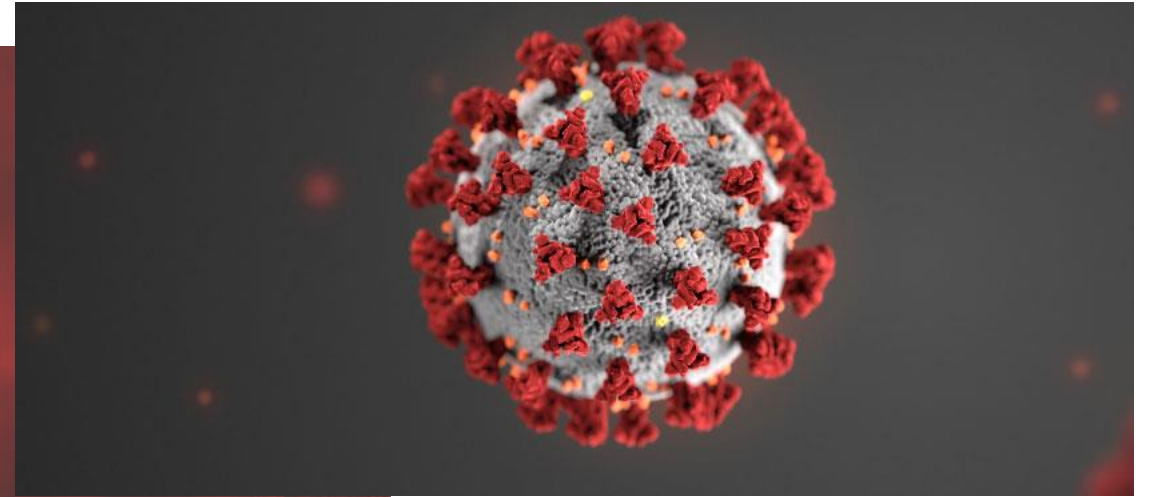
Methodology:

- Continuous, automated, non-intrusive collection of security evidence (200b+ events)
- Data-driven, objective rating of security performance

The BitSight ratings can be incorporated into an overall risk calculation inside of the ProcessUnity platform.



The COVID-19 Pandemic



A close-up, high-contrast photograph of a black swan's head and neck. The swan is positioned in the upper right quadrant, facing right. Its long, dark neck curves downwards and to the left. The feathers are black and have a fine, textured appearance. The beak is a vibrant red, with a small, lighter-colored patch near the tip. The eye is also red, with a black pupil and a white ring. The background is a solid, deep black, which makes the swan's features stand out prominently.

Principles for Preparing for and Responding to a Black Swan^{*}

^{*}Adapted from *Responding to a Black Swan*, Ernst & Young, 2011



Principles for Preparing for and Responding to a Black Swan*

Black Swan events may evolve from one factor or a combination of factors, including human error, negligence, malicious actions or acts of nature. Regardless of their cause, they are alike in that they:

- Occur unpredictably or unexpectedly
- Develop rapidly and continue for days, weeks, and even months
- Are catastrophic in scale and broad in scope
- Present hazards beyond immediate financial risks, jeopardizing lives, long-term health and the environment
- Involve significant asset damage or loss

Responding to a Black Swan*

1. Develop risk recognition criteria in order to know when and how to respond.
2. Develop a quick response team led by a senior manager, typically the COO. This team should include personnel from across the business functions and external advisers. The team should concentrate on containing and minimizing the event.
3. Create a response team of leaders who should assess the situation, understand the risks faced, and response goals in order to quickly initiate the correct response plan.
4. Develop multiple response options and categorize them base on largest contribution toward response goals.
5. Evaluate each option by considering its risk/reward and whether the organization has the capabilities to carry out the plan. Critical assumptions should be documented during this process for future reference.
6. Complete an assessment of suppliers to ensure your suppliers' suppliers are not going to negatively impact your business.
7. Monitor your supply chain. Make sure that you are monitoring the risks associated with both your Tier 1 and Tier 2 suppliers to ensure your company has a complete view of the supply chain.
8. Identify alternative suppliers in non-impacted regions of the world to diversify the supply chain and limit dependencies on any one supplier of geographic region.
9. Assess continually the effectiveness of the response by making corrections as need.
10. After the event, management should discuss lessons learned and incorporate these lessons into training and future response planning.

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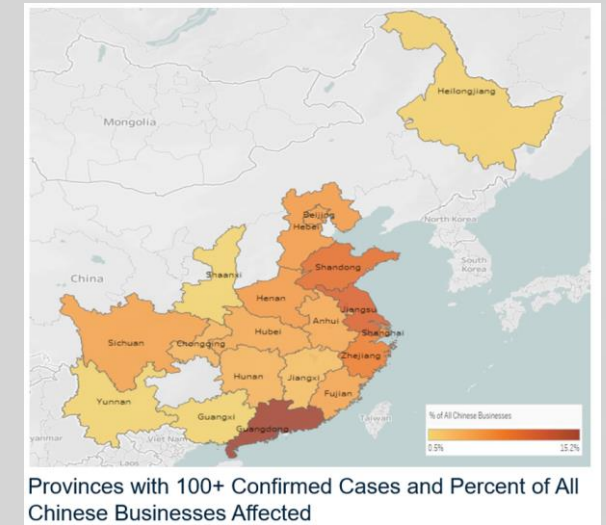


Table 1: Top Products Imported from China and Possible Alternative Supplier Countries

PRODUCT	POSSIBLE ALTERNATIVE SUPPLIER COUNTRY
Electrical machinery, equipment, and parts	Brazil
Nuclear reactors, boilers, and parts	Chile, Singapore
Furniture and parts	Mexico
Toys, games, and sports requisites	Mexico, Brazil
Plastics and article made of plastics	Mexico, Brazil
Motor vehicles and parts	Chile, Colombia, India
Apparel and clothing accessories	Brazil, Canada
Optical, medical, and surgical instruments	Colombia, Brazil, India

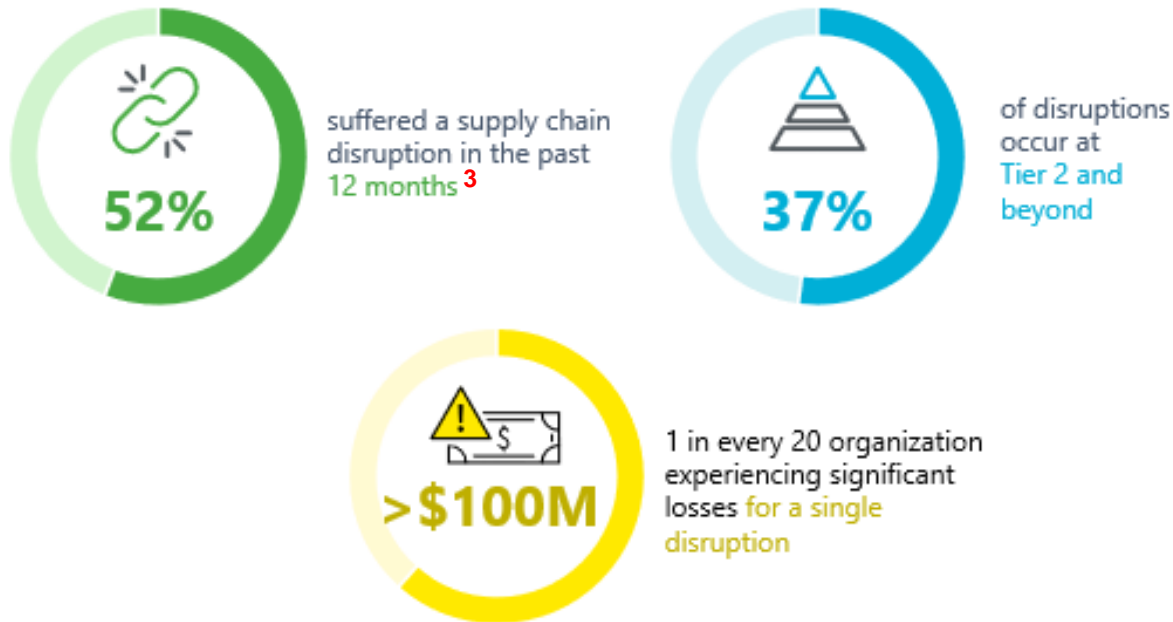
SOURCE: UN Comtrade and Dun & Bradstreet (February 5, 2020)

*Adapted from *Responding to a Black Swan*, Ernst & Young, 2011

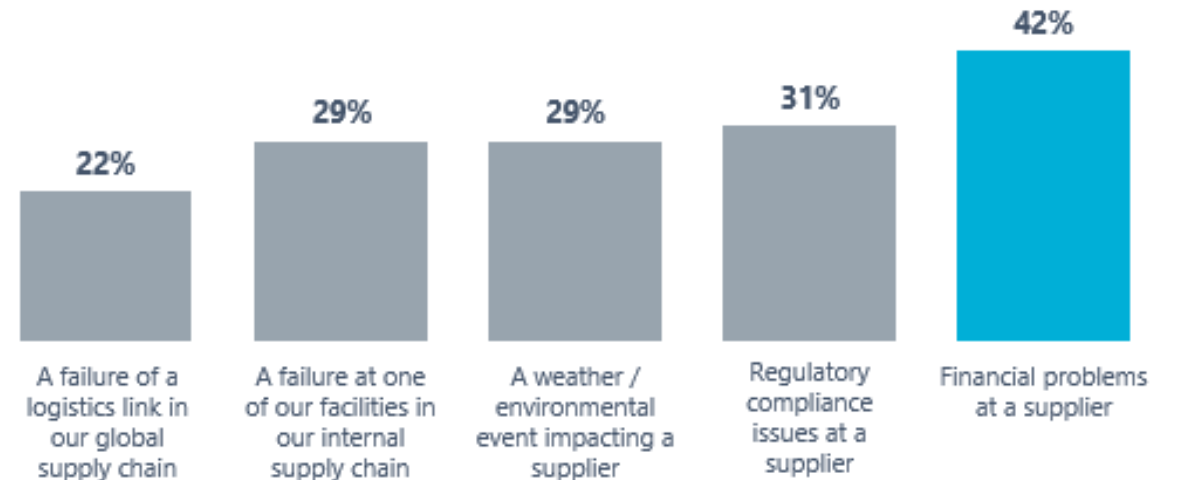
Financial Impact of Disruptions

Supplier disruptions cost organizations time and money

Disruption is Pervasive and Impactful¹



Main Causes of Disruption²



1 - BCI (Business Continuity Institute). Supply Chain Resilience Report. 2019

2 - ProcureCon. Direct Benchmarking Survey

3- Extrapolation based on COVID-19 Pandemic distribution Jan 2020 – April 2020

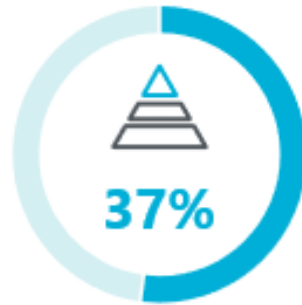
Financial Impact of Disruptions

Supplier disruptions cost organizations time and money

Disruption is Pervasive and Impactful¹



suffered a supply chain disruption in the past 12 months³

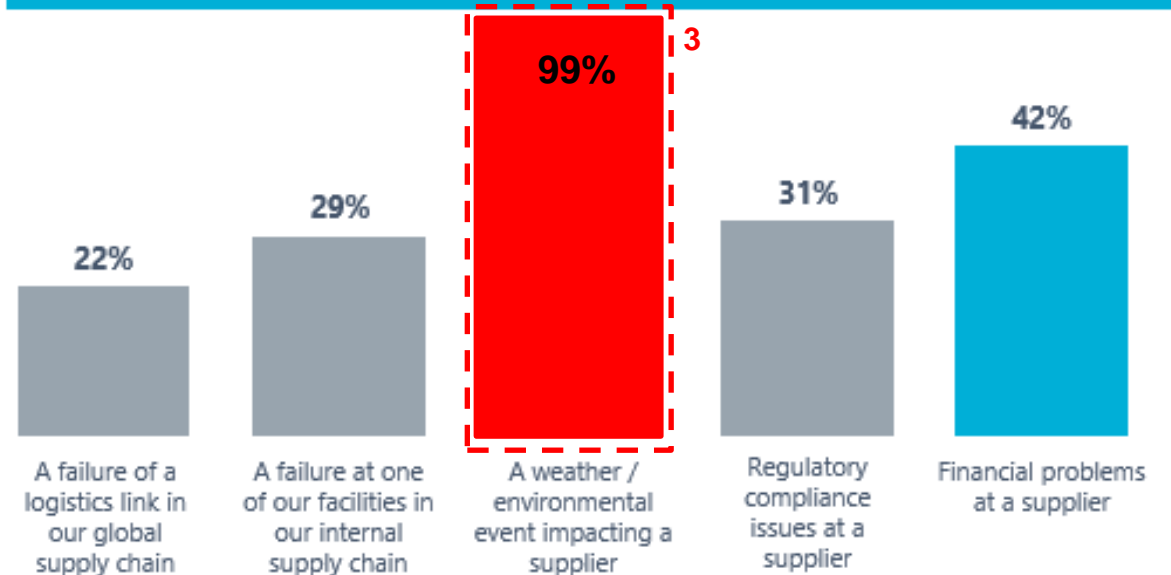


of disruptions occur at Tier 2 and beyond



1 in every 20 organization experiencing significant losses for a single disruption

Main Causes of Disruption²



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2 - ProcureCon. Direct Benchmarking Survey

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...What a difference a month makes

ProcessUnity Response

- Immediate WFH business continuity exercise > WFH BAU
- Pandemic Questionnaire: Assess your Third-Party Network
 - Vet your critical and high-risk vendors

ProcessUnity

ProcessUnity Pandemic Questionnaire

Introduction: Changes to the Status Quo

When an event like COVID-19 occurs, business leaders work together to assess the potential impact and lay out contingency plans – from instituting work at home policies, to prioritizing projects and establishing financial resiliency timelines. As many of an organization's day-to-day operations rely on third parties, it's equally critical to understand the health of vendors and suppliers as part of this planning process.

New risks, while sometimes identified and evaluated during business-as-usual processing, take on a greater sense of importance and time sensitivity. For example, companies may need to shift their focus to concentration, geo-political and financial risk while adjusting the lens of cybersecurity to ensure all work-from-home controls and procedures are operational and effective.

COVID-19's importance on specific risk domains:

- **Concentration Risk**
Concentration risk is a term describing the level of risk arising from concentration to a single fourth party, or location. The risk arises from the observation that more concentrated products / services are less diverse and therefore more at risk from a single event. COVID-19 importance – Third parties and fourth parties could be in high impact zones and be unable to provide continuous products/services.
- **Geo-Political Risk**
Geopolitical risk is commonly defined as the risk of one country's foreign policy influencing or upsetting domestic political and social policy in another country or region, but its scope is much wider. Geopolitical concerns include military conflicts, wars, terrorist's attacks, riots, sanctions etc. COVID-19 importance – Border restrictions, government policies and trade impacts make cross-border products/service delivery more difficult.
- **Financial Risk**
Financial risk derives from the financial health of a third party, reflecting its ability to remain operational and deliver contracted products/services. The risk can be difficult to identify within private organizations but is an important indicator of financial solvency. COVID-19 importance – Financial resiliency plans typically are correlated to timing and the health of the overall economy. Pauses in financial markets can weaken third and fourth-party ability to sustain operations.

ProcessUnity

Third-Party Risk Management

QUESTIONNAIRE TEMPLATES

ASSESSMENTS

- Administration
 - Manage Assessments
 - Assessment Periods
 - Assessment Types
- Questionnaire Setup
 - Questionnaire Templates
 - Questionnaire Template Usage/As...
 - SG - Preferred Responses

QUESTIONNAIRE TEMPLATES

SG Core 2020

SG Life 2020

Draft Questionnaires

Pandemic Questionnaire

01 - Primary Impact Questions

- 01 - Are there any disruptions to the product/service...
- 02 - Are there any known community transmissions...
- 03 - Please provide plans on how we will receive C...
- 04 - Are products/services reliant upon any non-US...

02 - Concentration Risk

- 05 - Where is your greatest concentration of prod...
- 06 - Where is your greatest concentration of third...

03 - Remote Work Risk

- 07 - Are you able to deliver the product/service v...
- 08 - Are you instituting work from home policies fo...
- 09 - Are your third parties (our fourth parties) c...
- 10 - Regarding your work from home employees, does...
- 11 - Regarding your work from home employees, does...

04 - Financial Solvency Risk

- 12 - Please rank your financial resiliency plan th...
- 13 - Please rank your financial resiliency plan th...

05 - Business Resiliency Risk

- 14 - Are your third parties (our fourth parties) p...
- 15 - Have you done an assessment of your third par...
- 16 - Please provide a copy of your Business Contin...
- 17 - Please provide a copy of your Incident Manage...

06 - Pandemic Risk

- 18 - Do you have a pandemic policy?
- 19 - Do your third parties (our fourth parties) ha...
- 20 - Do you have a communication plan with local g...

Pandemic Questionnaire

Questionnaire Record

External ID

Enable Serial Number Response Import

Yes

Questionnaire Instructions

Please answer all questions and provide all documentation requested. If a question cannot be answered or document not provided, please provide a reason why by using the note icon (add comments) to the right of the questions. Please note that questions that require an attachment can be attached by clicking on the paper clip icon (add attachments) to the right of the questions. Remember to save your work frequently.

Default Recipient & Dialog Info

Send Questionnaire - To

Send Questionnaire - CC

Send Questionnaire - Suppress Dialog

Send Questionnaire Follow-up - Editable Questions

Follow-up Only

Enable Questionnaire Delegation

Available Internal Delegates

Initial Email Defaults

Email language entered below will display when you send the questionnaire out to the customer for the first time.

Email Message Subject

Adhoc Pandemic Questionnaire

Email Message Body

Thank you for being one of our trusted Third Party providers. We periodically send ad-hoc questionnaires to get a more thorough understanding of our Third Party programs. In light of the recent COVID-19 outbreak we are reaching out to all Third Parties. Please click on the following link to access the questionnaire. Thank you!

Follow-up Email Defaults

Email language entered below will display when you send the questionnaire back to the customer with follow-up requests.

Follow-up Email Message Subject

Follow-up Email Message Body

Other Properties

Include Documentation Summary Section

ProcessUnity		Pandemic Questionnaire	
#	Primary Impact Questions	Response	Comments / Additional Information
PQ1	Are there any disruptions to the product/service that are being planned for or expected with regards to COVID-19 (release dates, travel arrangements, delivery timelines)?		
PQ2	Are there any known community outbreaks within any of your facilities or third parties (our fourth parties) that may receive communication in the event of a disruption.		
	Upon any non-US personnel or facilities?		
	Graphic concentrations of product/service delivery?		
	Graphic concentrations of third parties (our fourth parties)?		
	Product/service via a remote workforce?		
	Time policies for personnel involved in delivering the product or		
	Time policies relevant to work from home.		
	Third parties) initiating work-from-home policies for personnel involved in		
	Their security policies to ensure customer data is adequately protected?		
	Do your employees, does your company support multifactor authentication		
	Do your employees, does your company have protocols around their IP		
	Business continuity plan that is in place to weather this event within the next 3		
	Business continuity plan that is in place to weather this event between 3-6 months		
	Business continuity plan that is in place to weather this event between 6-12 months		
	Third parties) providing regular updates on their ability to deliver products		
	Business continuity plan of your third parties' resiliency plans?		
	Business Continuity Plan.		
	Incident Management Plan.		
	Business continuity plan?		
	Do you have a pandemic policy?		
	Do your third parties have a pandemic policy?		
	Please provide an update in the "additional information" box.		
	Business continuity plan with local government?		

Getting the House in Order

Re-assessing your TPRM building blocks

The Third-Party Risk Lifecycle



Onboarding

Establish an enterprise-wide process



Due Diligence

Enforce objectivity within your vendor process



Ongoing Monitoring

Streamline processes while reducing errors



On-Site Control Assessment

Systematically conduct and document



Performance Reviews

Manage with consistency



Contract Reviews

Create a unified process



SLA Monitoring

Document, monitor and record



Issue Management

Formally track vendor issues

The Third-Party Risk Lifecycle

How Can You Assess More Vendors, More Thoroughly... in Less Time...



The Third-Party Risk Lifecycle

...So Your Team Can Spend More Time Reducing Risk and Generating ROI.



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A Few of the Challenges Organizations Face Today

Critical Vendors

Identifying / Grouping Critical Vendor by Risk Tier

- Who are our critical outsourced third-parties?
- What services are they providing?
- Where are they located?
- How do we risk-tier our vendor database?

Framework & Process

Establishing a Framework / Process for Internal & External Review

- How do we ensure adoption and compliance across the organization?
- How can we improve vendor responsiveness / reduce fatigue?
- How do we improve executive support / communication?

Documentation

Storing Supporting Documentation

- How and when do we re-assess third parties?
- How do we organize the data from our vendor population?

Nth Parties

Determining Which Fourth (Fifth?) Parties to Assess

- Which vendors are using fourth parties to deliver services?
- How far down the chain do we have to go to feel secure?

It's Not Going to Get Easier

- More third-parties (and fourth-parties)
- More / new / different threats
- Evolving regulations (EBA, GDPR, CCPA, FCA, PCI, HIPAA, DPA)
- Vendors are buckling under the load

Program Building Blocks

Building Blocks: Base Processes & Flows

Building Blocks: Base Processes & Flows

Pre-Contract

Post-Contract

Building Blocks: Base Processes & Flows

Onboarding Workflow



**INHERENT RISK
ASSESSMENT**

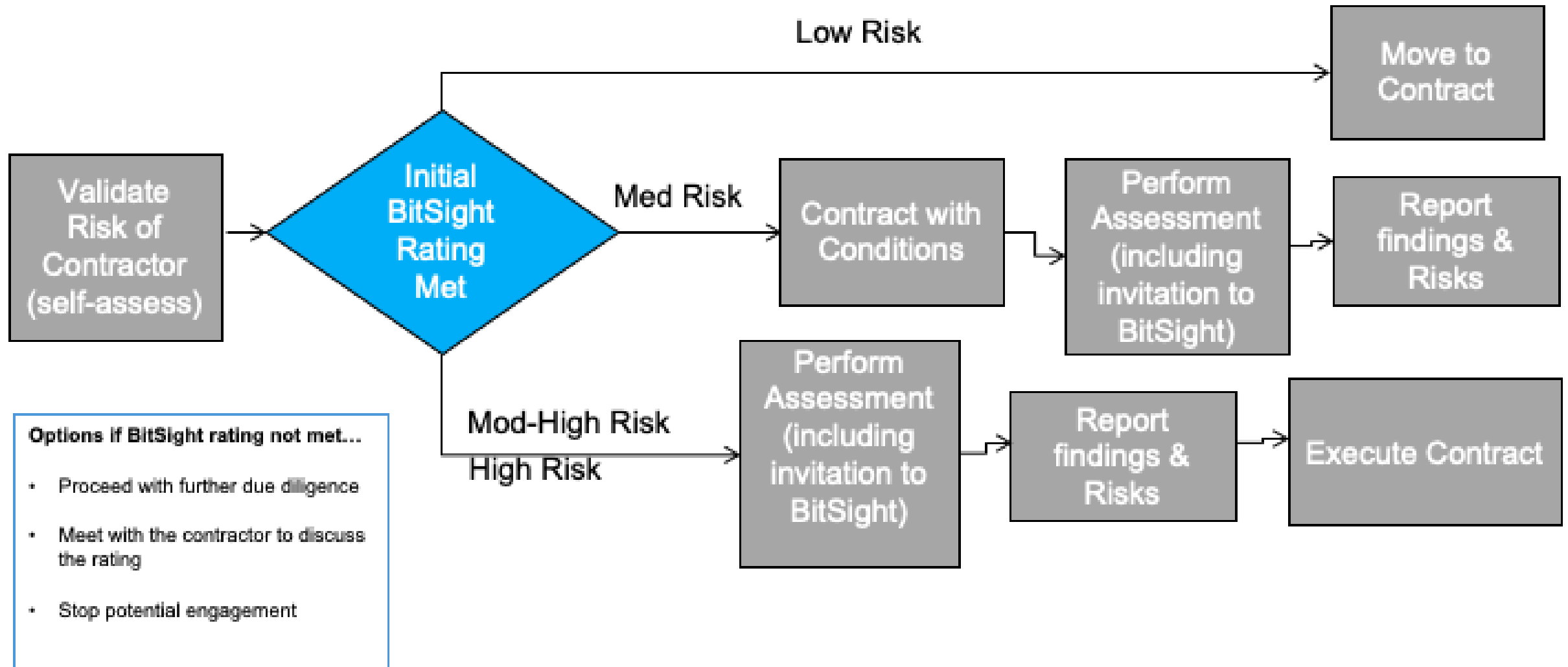


**DUE DILIGENCE
ASSESSMENT**

Pre-Contract

Post-Contract

Moving Quickly to Meet Business Needs



Building Blocks: Base Processes & Flows

Onboarding Workflow

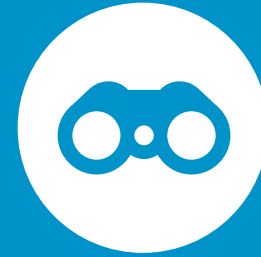


**INHERENT RISK
ASSESSMENT**



**DUE DILIGENCE
ASSESSMENT**

Ongoing Monitoring Workflow



**DUE DILIGENCE
ASSESSMENT**



**SERVICE
REVIEW**

Pre-Contract

Post-Contract

Building Blocks: Base Processes & Flows

Onboarding Workflow

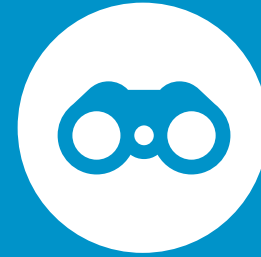


**INHERENT RISK
ASSESSMENT**



**DUE DILIGENCE
ASSESSMENT**

Ongoing Monitoring Workflow



**DUE DILIGENCE
ASSESSMENT**



**SERVICE
REVIEW**

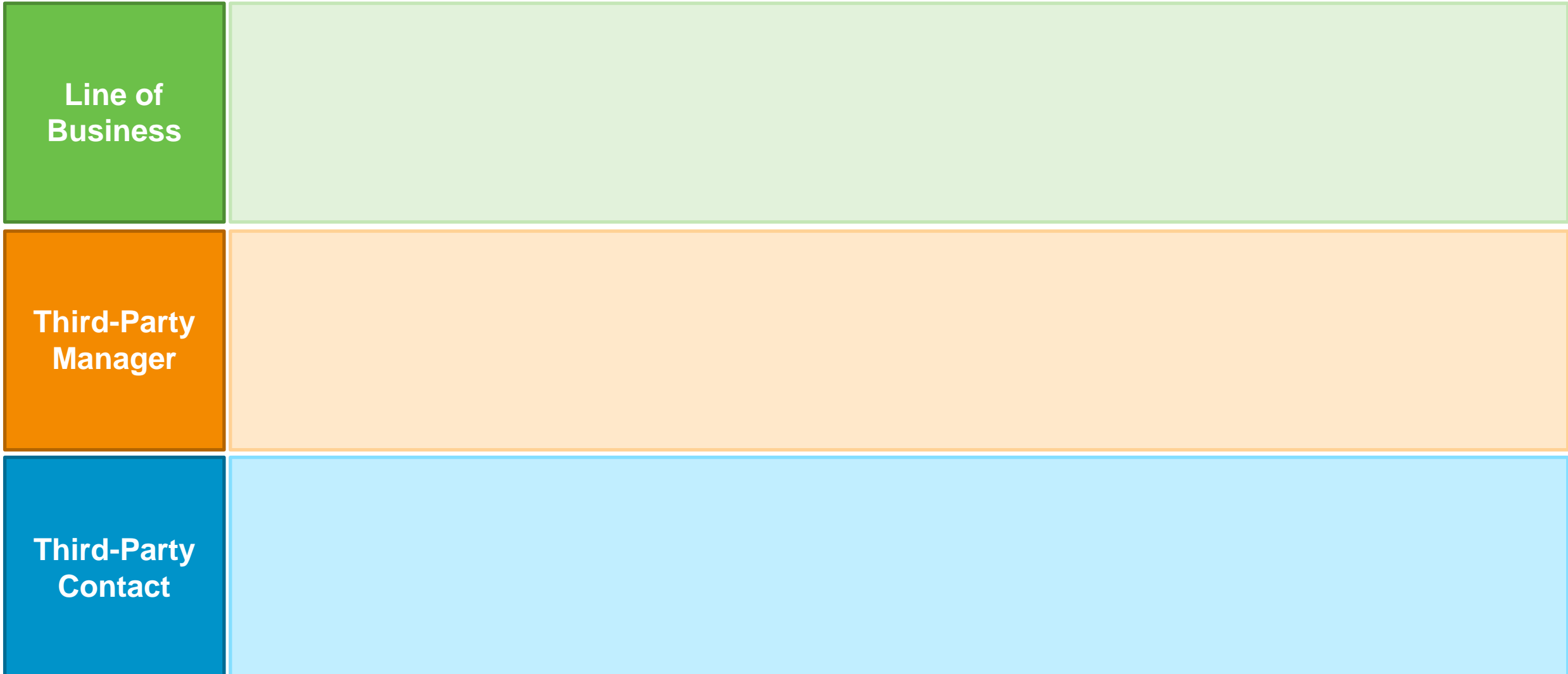
ISSUE MANAGEMENT & REMEDIATION

Pre-Contract

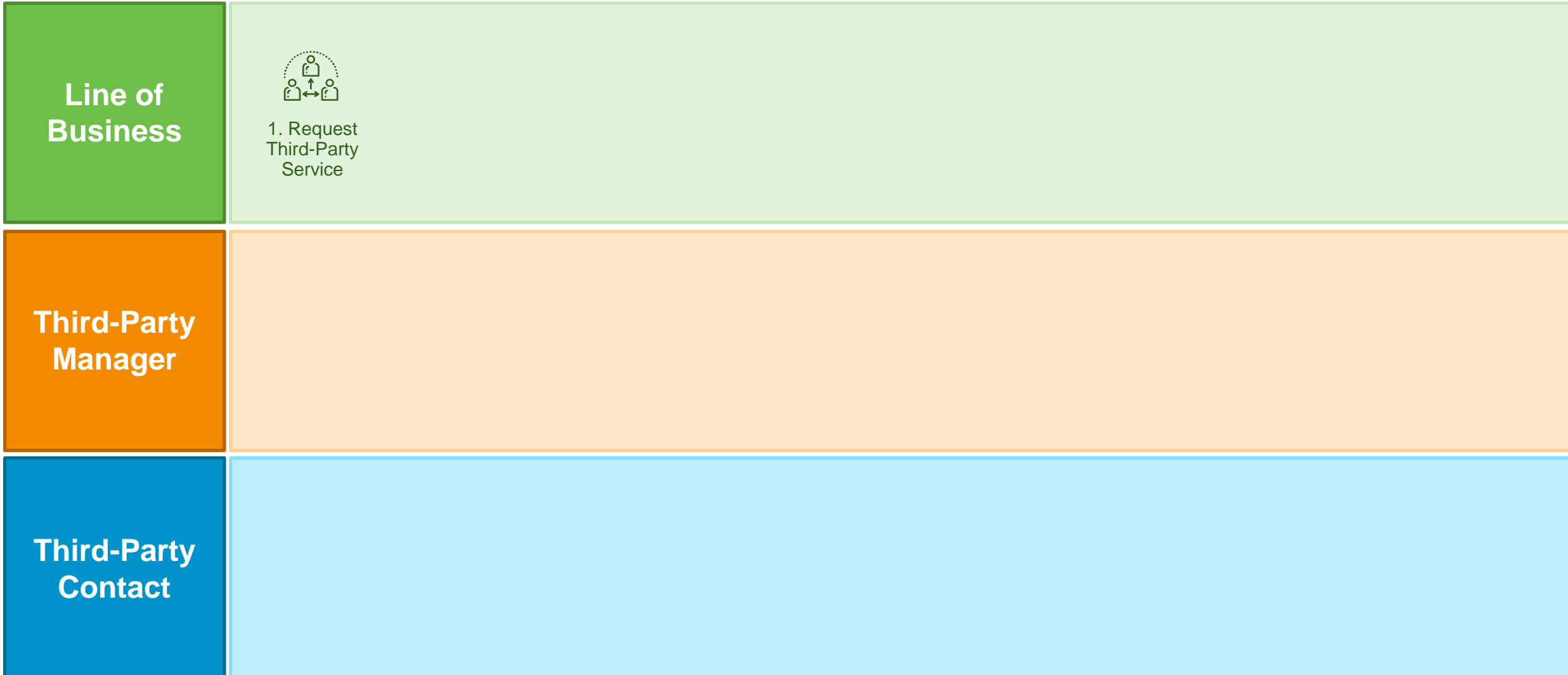
Post-Contract

Enriching the Third-Party Risk Management Workflows

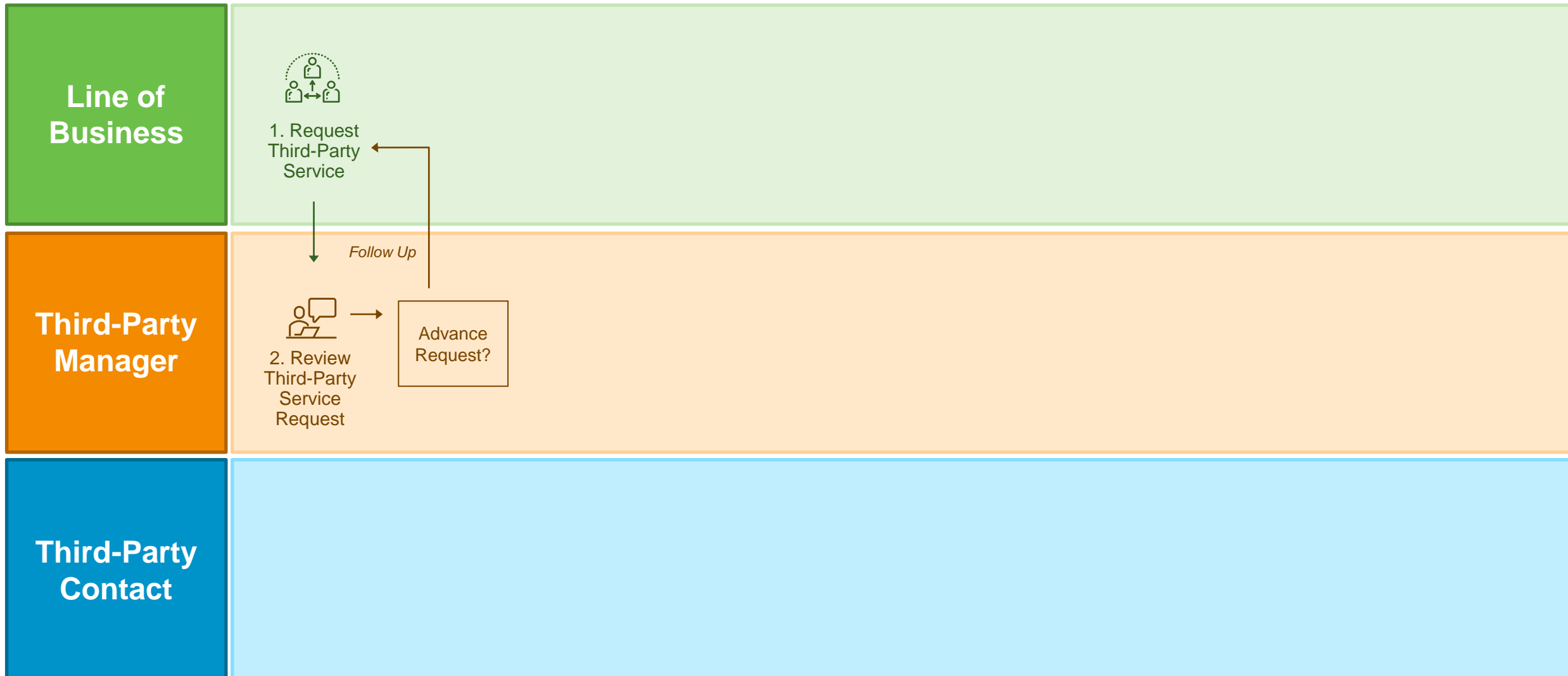
Onboarding Workflow



Onboarding Workflow

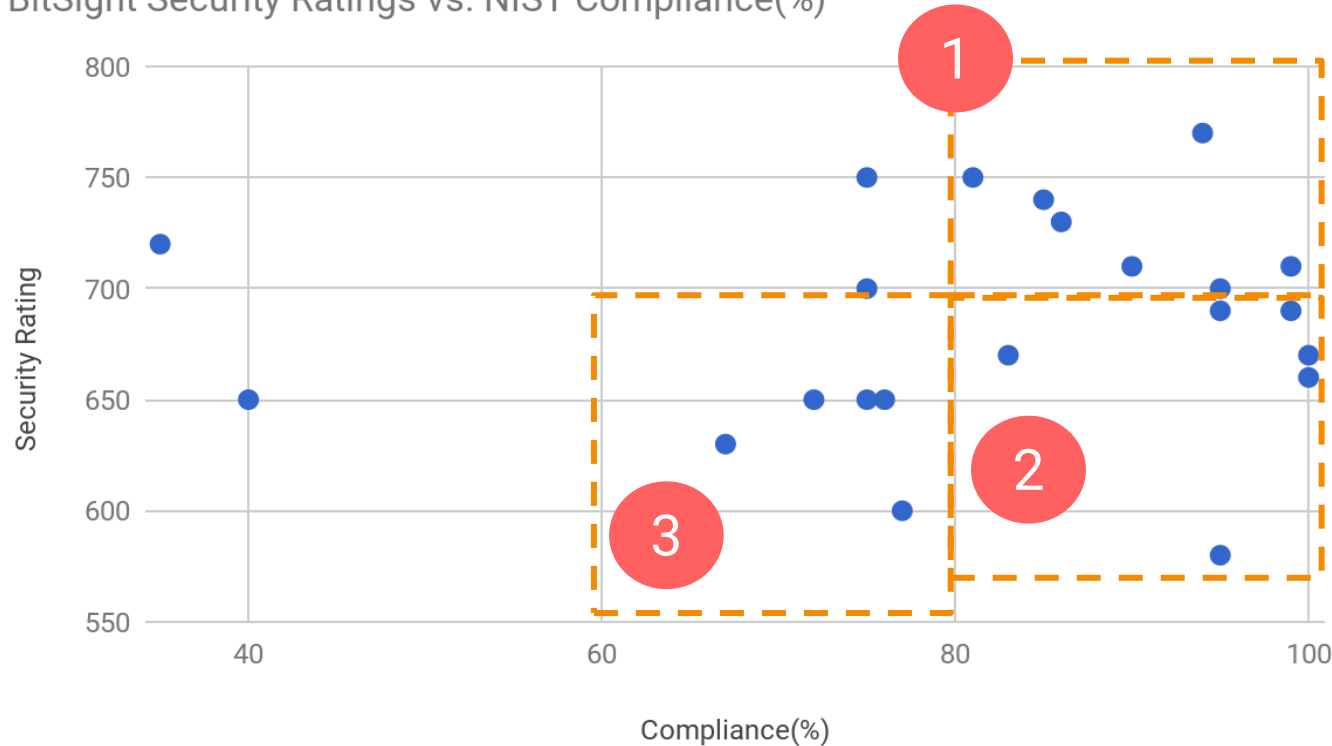


Onboarding Workflow



Leveraging Security Ratings & Questionnaires

BitSight Security Ratings vs. NIST Compliance(%)



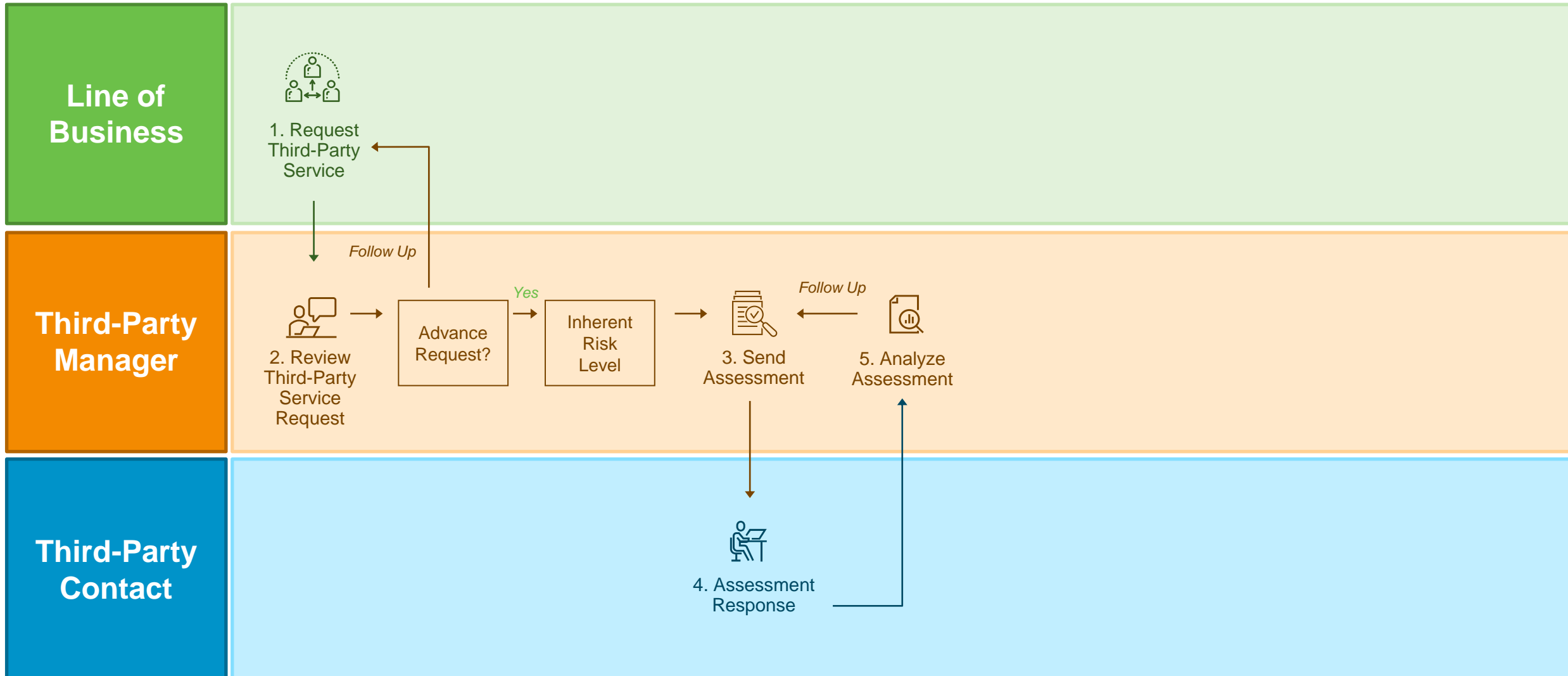
Security ratings + questionnaire response can validate responses and prioritize remediation efforts.

Monitor companies with ratings above 700 and a compliance rate above 80%

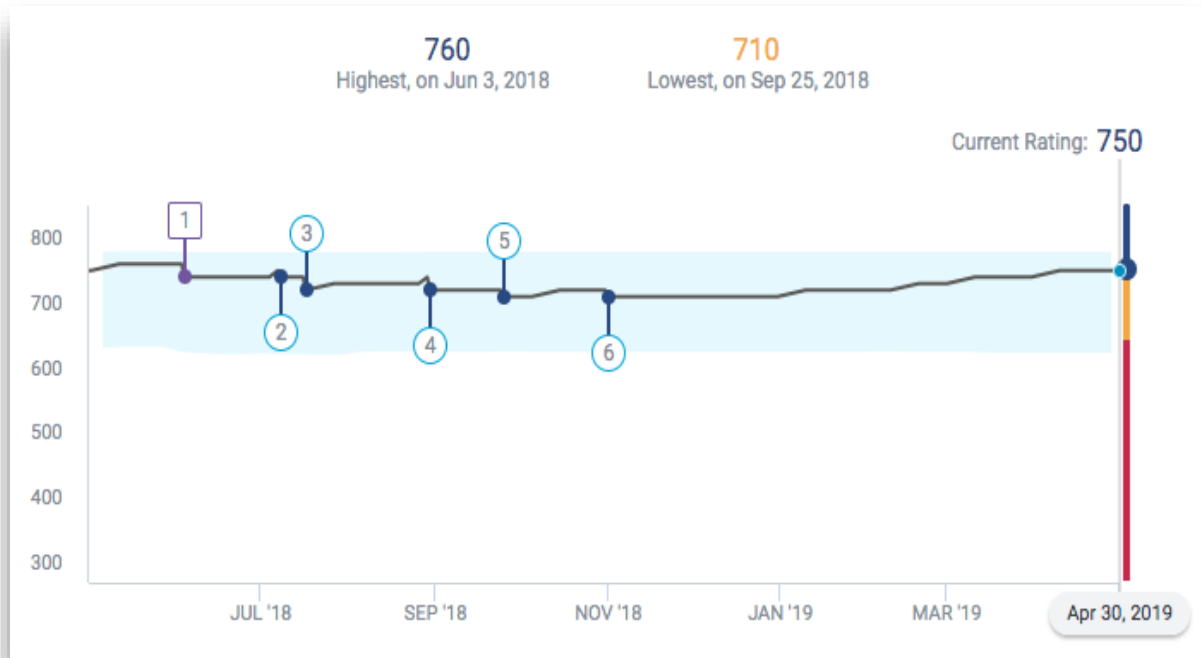
Organizations with low ratings and high compliance are natural candidates for follow-up

Direct remediation for low rating and low self-assessment

Onboarding Workflow

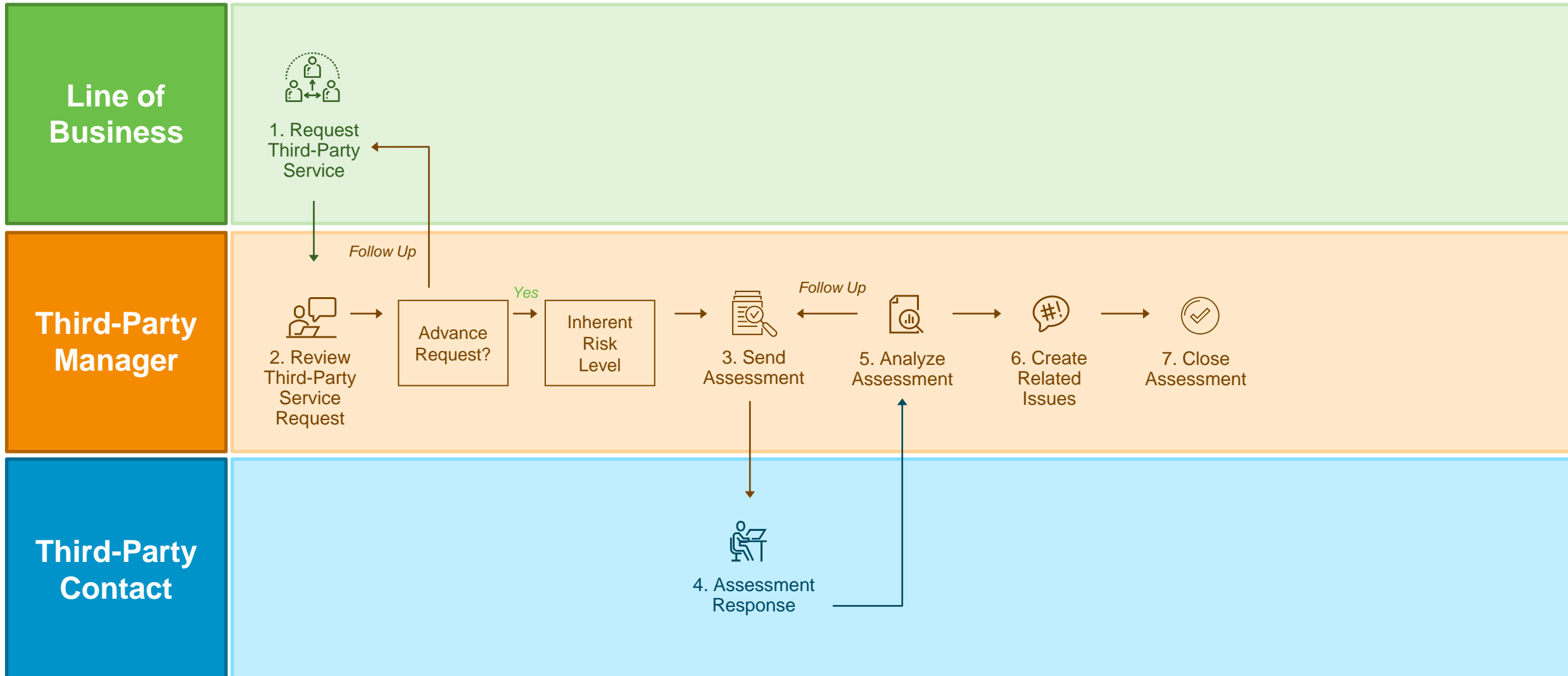


Trust but Validate

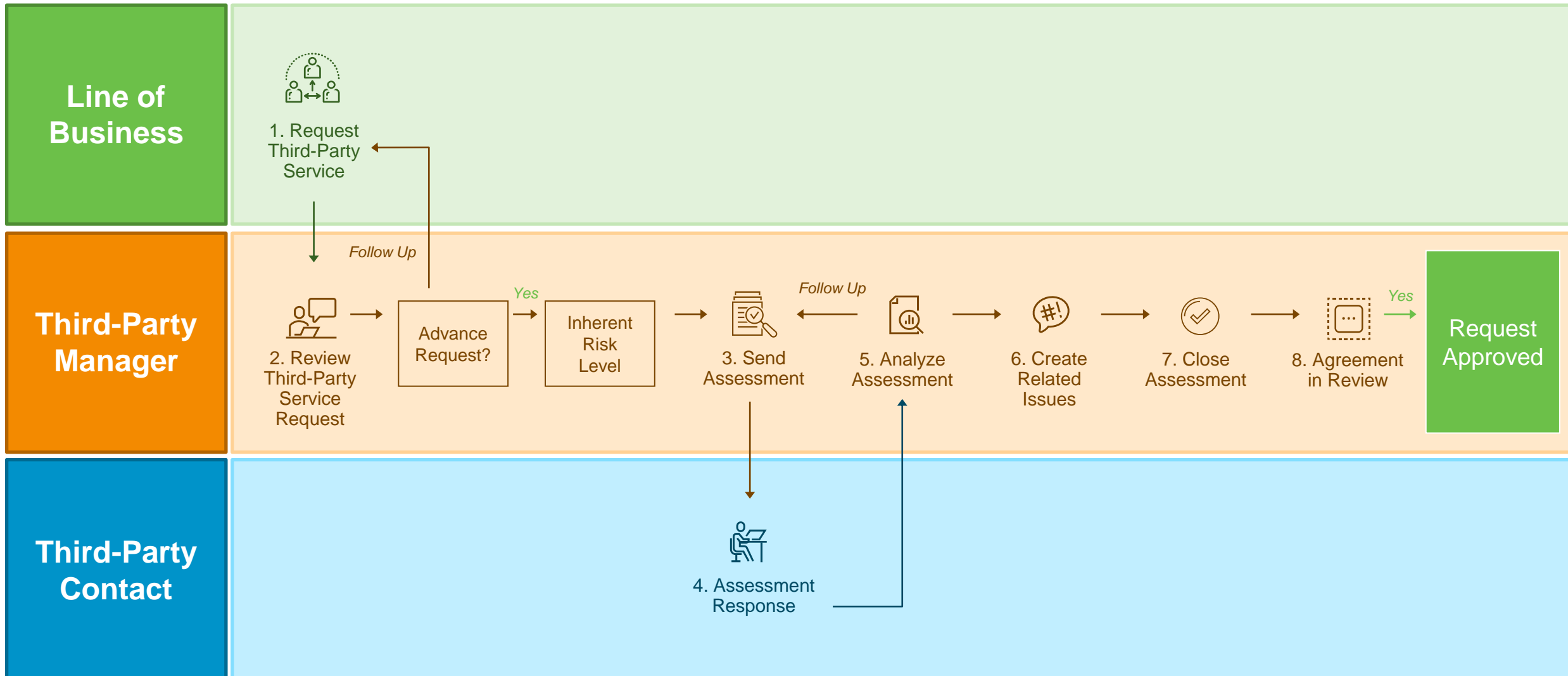


- *Rating platforms continuously monitor vendors for changes in cyber security posture; engage with vendors on an event driven basis (in addition to a calendar driven basis).*
- *Engage with vendors on remediation efforts with specific data and observations.*

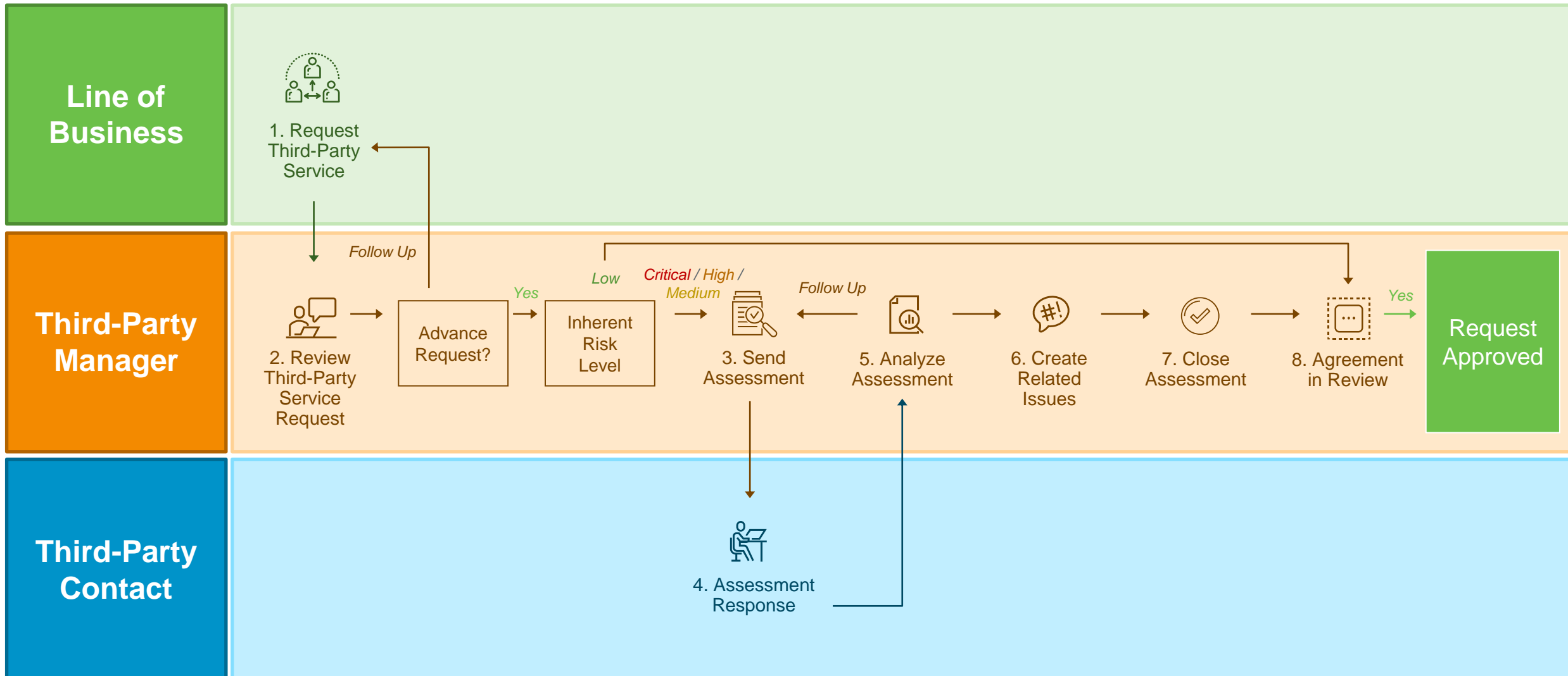
Onboarding Workflow



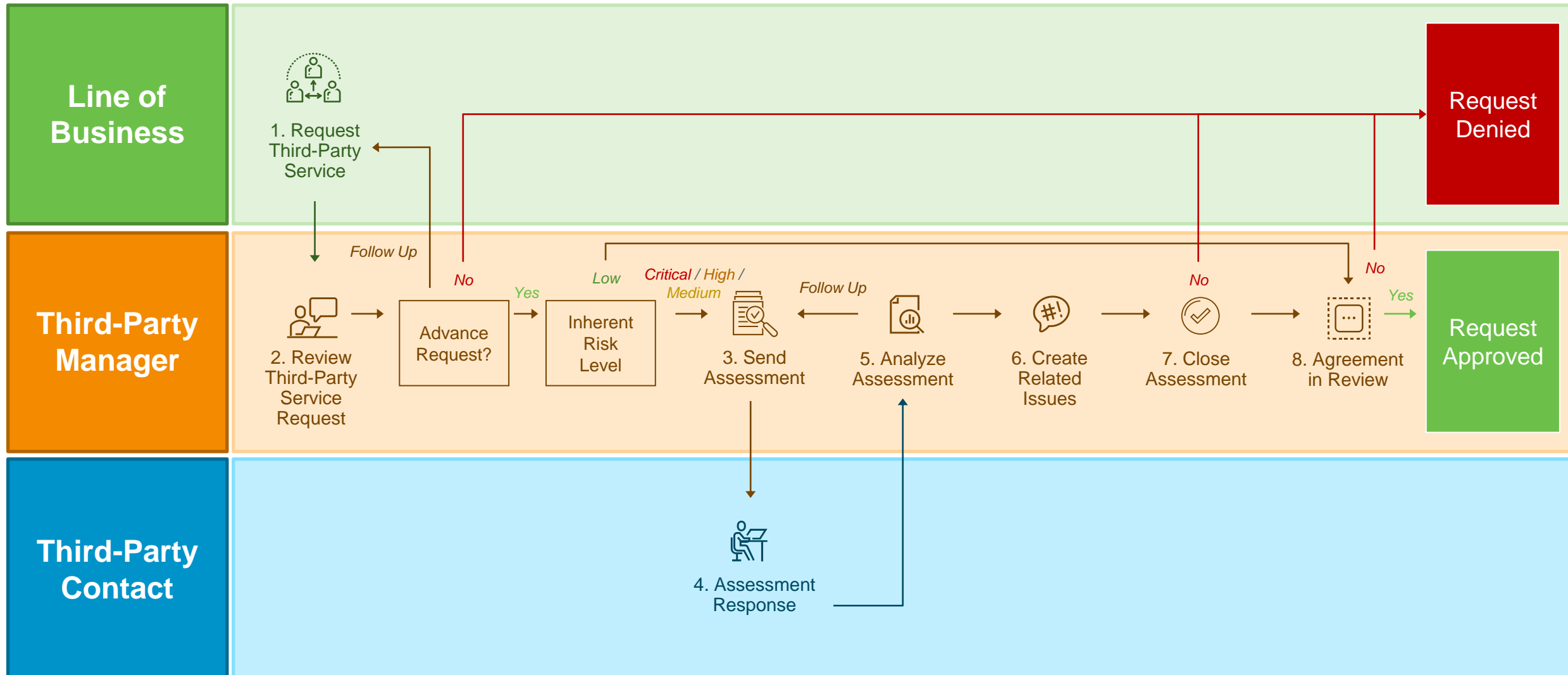
Onboarding Workflow



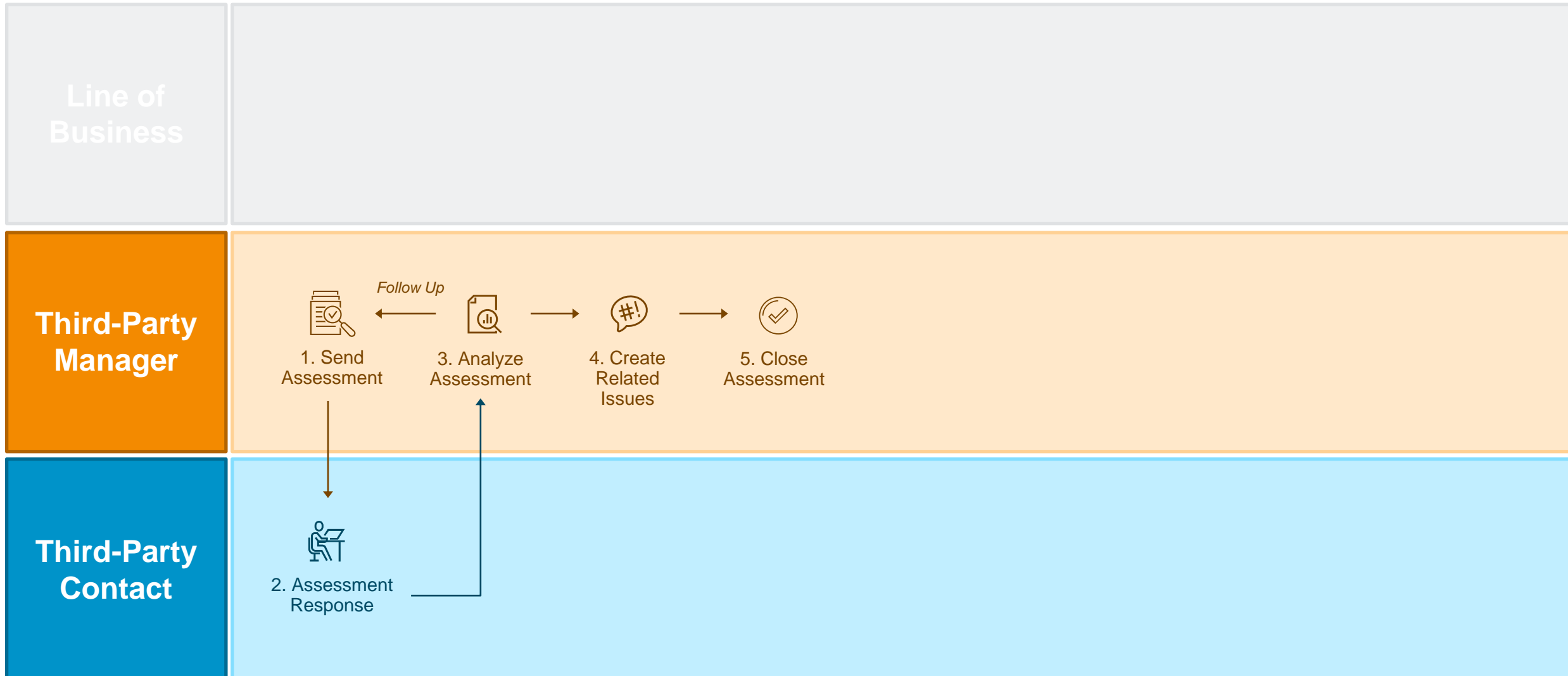
Onboarding Workflow



Onboarding Workflow



Ongoing Monitoring: Periodic Due Diligence



Continuously Monitor

BitSight Alerts

Alert Preferences

☒ Receive alerts via email ☐

Receive alerts for _____

Percent Change ☒
When ratings change by a set percentage

5% 2% 5%

Thresholds ☒
When ratings reach or cross a set threshold

500 700
250 600 900

Risk Vector Grades ☒
When grades reach or cross a set threshold

F D C B A
F D C B A

Selected risk vectors (4)

Botnet Infections, Open Ports, File Sharing, Security Incidents

Manage by Exception

- Alerts by Tier
- Rating % Change
- Specific Risk Vectors

Communication Process

- Preliminary Introduction and Explanation
- EVA/email and Intro Call
- Include BitSight CSM

Remediation

- Vendor Access Dashboard
- Issues Management in GRC
- Escalations to Business when necessary

Risk Hunting

Filters 86 results

Search filter options...

Filters used: BlueKeep

<input type="checkbox"/>	Company	Trend	Security Rating	Industry	Relationship	Tier
<input type="checkbox"/>	7-Eleven Group		640	Retail	—	—
<input type="checkbox"/>	Accor S.A.		350	Tourism/Hospitality	—	—
<input type="checkbox"/>	Agero, Inc.		640	Transportation	—	—
<input type="checkbox"/>	Airbus Group		360	Aerospace/Defense	—	Critical
<input type="checkbox"/>	Allianz Group		610	Insurance	—	—
<input type="checkbox"/>	American Express Company - Corporate		770	Finance	—	—
<input type="checkbox"/>	American International Group of Companies		610	Insurance	—	—
<input type="checkbox"/>	Aptiv Group		580	Transportation	—	High
<input type="checkbox"/>	Atlas Business Solutions, Inc.		670	Technology	—	High
<input type="checkbox"/>	Autobytel Inc.		700	Transportation	—	High

Filters 86 results

Search filter options...

Filters used: BlueKeep

Vulnerability ☒ Clear (1)

- ☐ POODLE (584)
- ☐ CVE-2010-1256 (429)
- ☐ CVE-2010-1899 (429)
- ☐ CVE-2015-9251 (420)
- ☐ CVE-2010-2730 (417)
- ☐ CVE-2010-3972 (417)
- ☐ CVE-2012-2531 (417)
- ☐ CVE-2012-2532 (417)
- ☐ CVE-2018-1312 (397)
- ☐ CVE-2017-7679 (383)
- ☒ BlueKeep (86)

Open Port ☐

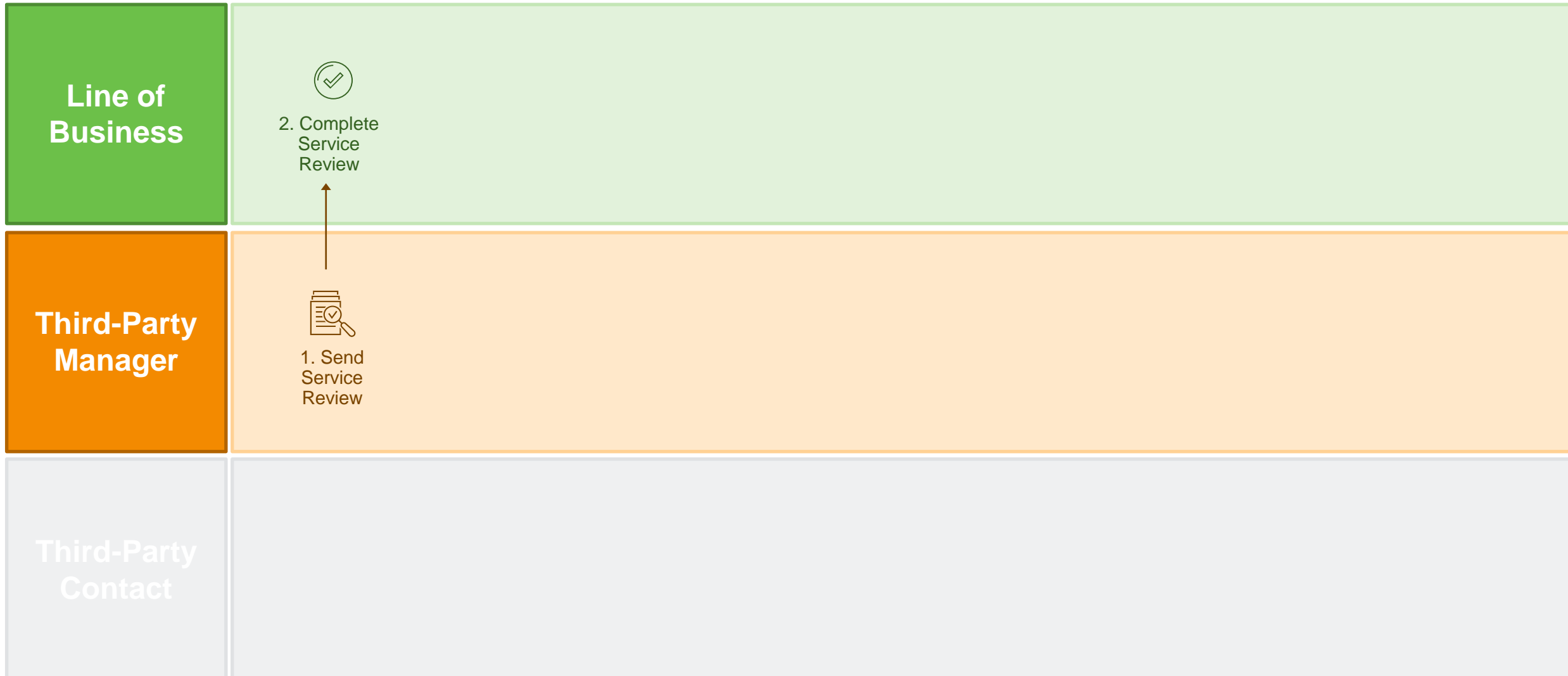
Public Disclosures ☐

Software ☐

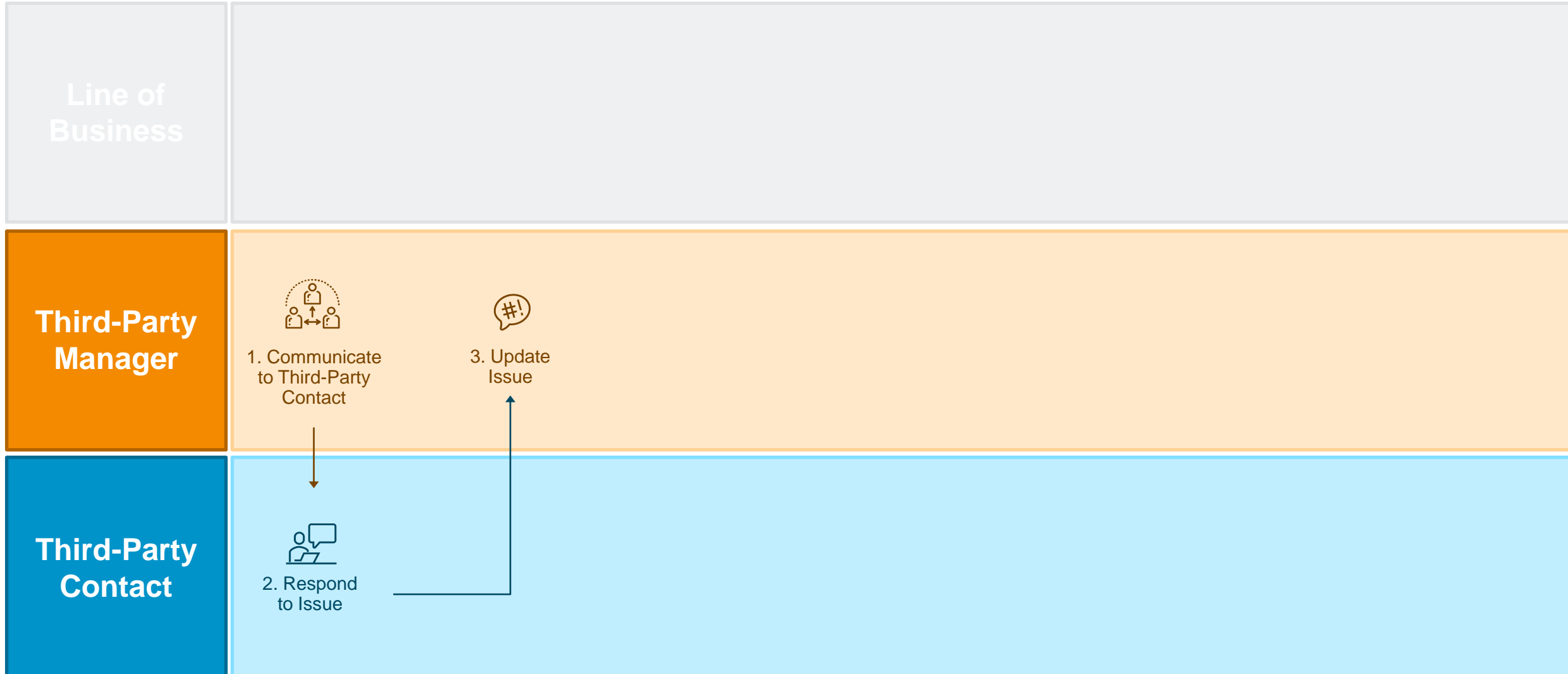
Security Risk ☐

BITSIGHT

Ongoing Monitoring: Service Reviews



Issue Management & Remediation



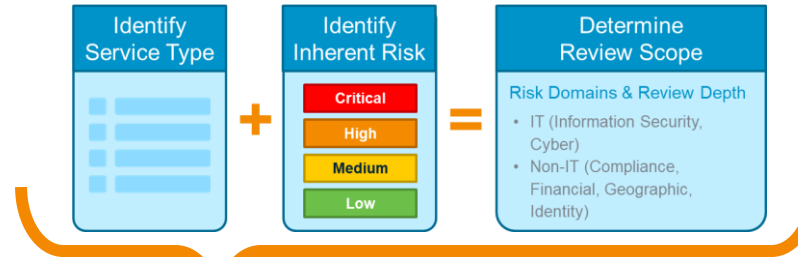
Own the Risk
Share the Responsibility

You Own the Risk (but you can accelerate the review)

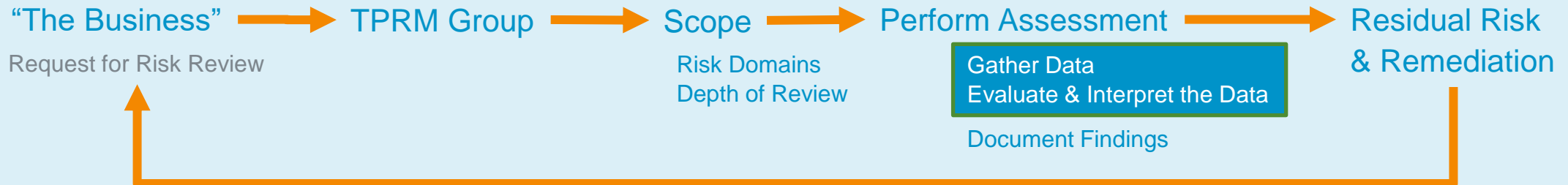
Establish an Embedded TPRM Process

Define onboarding and ongoing monitoring activities.

- Inherent Risk Assessment and Scope
- Review Process and Data Analysis (Residual Risk)
- Cadence and Monitoring (Continuous, Contractual)

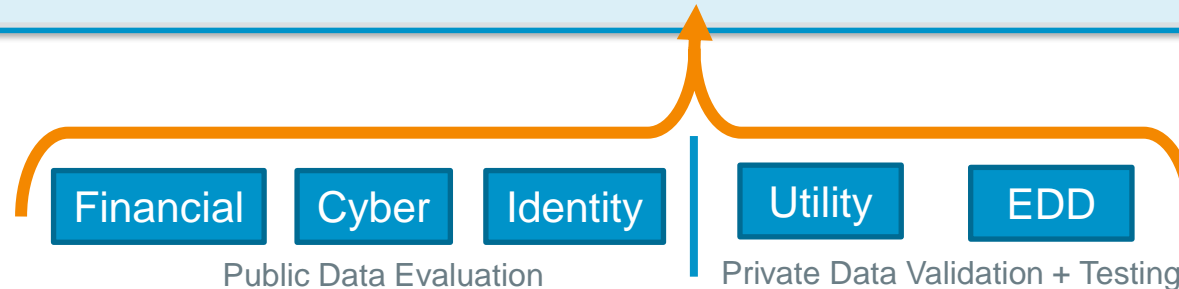


Your TPRM Program



Enriched Content Options

- Understand the difference between public and private data validation
- Set a rationale for leveraging by inherent risk tier
- Off-load the time intense operations
- Embed external content into your process



Summary: Rationalize Your Due Diligence

Categorize & Risk Map the Products/Services You Use

Planning using triggers for the types of risk to monitor and the threats that are presented based on the nature of the third-party relationship can reduce cycle times while ensuring the right due diligence is performed at the right level.

Leverage External Data Where/When it Makes Sense

Public Data – Intelligent data (BitSight, RiskRecon, Refinitiv, D&B etc.) augments your teams' assessments and creates an applied risk view of your vendor population. **Private Data** - Utilities / Exchanges are a piece of the puzzle. Outsourcing specific tasks / portions of the process can enable scale.

Embed Your Risk Process Into the Onboarding Cycle

Auto-scoping and review saves time and reduces vendor fatigue, auto-scoring ensures accuracy and consistency. Reducing busy work = more time for strategic risk management and cost savings.

Consider All Aspects of a Vendor's Risk Profile

Identity, Financial, Reputation, Cyber, Resiliency, Privacy, Compliance, Geographic, Fourth-Party, Conflict of Interest, etc.

Remember: You will always own the risk!

Your internal process/program must ultimately determine acceptable risk levels – combining internal and external data gives the most accurate picture of risk.

ProcessUnity Vendor Intelligence Suite

Vendor Cyber Intelligence



BIT SIGHT[®]
The Standard in **SECURITY RATINGS**



Onboarding
Insights

Vendor Financial Intelligence



Integrated
Assessments

Vendor Screening Intelligence



Continuous
Analysis

Best Practices...*fully integrated and configured!*

Vendor Cyber Intelligence with BitSight

ProcessUnity
TPRM Program



BitSight
Cyber Screening



Intelligent
Onboarding



Enhanced Due
Diligence



Integrated
Assessments



Real-time Issue
Management



Continuous
Cyber-analysis

ProcessUnity Vendor Cyber Intelligence with BitSight



Intelligent Onboarding

1. More informed third-party managers from understanding cybersecurity ratings
2. More comprehensive view of third-party's security posture
3. Reduced onboarding time through integration into due diligence



Enhanced Due Diligence

1. 350+ risk vector mappings to 80+ SIG questions = posture mapping on a per-questionnaire basis
2. Reduced analyst review time and more informed analyst reviews
3. Resulting ratings provide validation and high-quality data for analysis and will aid in key decision-making processes



Continuous / Ongoing Monitoring / Cyber Analysis

1. Reduced third-party risk mid-review cycle
2. Near-real time updates for proactive risk management
3. Reduced TPRM time in tracking and remediating issues

ProcessUnity Vendor Cyber Intelligence with BitSight



Integrated Assessments

1. Better assessment/questionnaire response evaluation via automated intelligence report
2. Cyber risk vector mapping eases assessment analysis and reduces time
3. Ratings improve validation and increase data quality to aid in key decision-making processes



Real-time Issue Management

1. Reduces the time third-party risk managers take in tracking and remediating issues
2. Reduces the time to create issues
3. Systematizes the issue creation process and reduces subjectivity



Dashboard

1. Vendor Cyber Intelligence dashboard provides a wholistic view of all the data within the third-party risk management program by focusing attention on all third parties being monitored by BitSight

For More Information



**Automate Your Third-Party
Risk Management Program**

www.processunity.com/automate

**Gartner Report Evaluates
Top Vendor Risk Tools**

www.processunity.com/gartner

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