The 2009 Gartner Risk Management & Compliance Summit was held April 29 – May 1 in Chicago at the Sheraton Chicago. Co-located with the Gartner Business Continuity Management Summit, the event drew hundreds of IT professionals and GRC decision makers involved in enterprise risk management, finance, audit and compliance. This report provides highlights from the three-day event.

Overview
This year’s Summit prepared attendees to deal with GRC challenges in post-crisis world.
Risk, regulation and compliance are at a historic crossroads. Never-before-seen requirements for transparency, a renewed regulatory presence, and tough expectations from creditors, customers and non-traditional stakeholders continue to unfold.

Inflection Point for Business Value
Attendees learned that many organizations are at the inflection point: either unaware of the benefits of leveraging their GRC tools and technologies or unsure of how to do it. Up for discussion were proven ways to use those tools and technologies to create a proactive, comprehensive risk management program — one whose end goal is performance management not just “checking off the boxes” to stay in compliance.

Keynote Sessions
Performance or Survival: Risk Management & Compliance at the Tipping Point
In 2002, Gartner presented “The Emerging Storm,” an analysis of the unbelievable and rapid changes that would be unleashed by the critical uncertainties of globalization. In 2008, the storm arrived and swept aside many institutions and business models. In the conference’s compelling opening keynote, conference chairs John Bace and French Caldwell frankly discussed how GRC professionals can help their organizations survive in a chaotic world where rapid change is continuing to bring unpredictable challenges.
Their recommendations included the following:
1. Enterprises should prepare for new regulations that require more investment in risk management and compliance.
2. Organizations associated with the global influence of the United States should take actions to minimize the risks or effects of terrorism and other attacks on people, production, logistics, distribution of operations and outsourced functions.
3. Public policymakers and corporations that influence public policy must envision a citizenry empowered through social networking and lay out plans for services requirements and changes in the means, processes and infrastructure for e-governance.
4. In a highly regulated business environment, to achieve both good governance and growth, view risks as a dimension of corporate performance. Otherwise, you will become a victim of auditors and examiners.
5. To ensure organizations are leveraging the GRC tools and technologies they currently have, they must make a decision: Either use the tools to simply “check the box,” and worry about it later or use the tools to create a more comprehensive risk management program, and help move their organizations from merely compliance to performance management.

Employment and Workplace Trends in a Post-recession Economy
How will the current economic situation impact longer-term trends like labor shortages, immigration, globalization and outsourcing? What will the workplace look like five, 10, even 20 years from now, given all those factors? John Challenger, CEO of global outplacement and executive coaching consultancy Challenger, Gray & Christmas addressed those concerns in his employment-trend focused keynote. His prescription: when it comes to job retention the best defense is a good offense. Challenger advised participants to follow these three steps: 1. Understand your company’s business. “Be well-versed on issues and trends affecting your company, the industry, the world,” Challenger noted, “as long as they also keep all of their skills up-to-date.”
2. Speak management’s language. Know your company’s value proposition 3. Get ready to be both a generalist and a specialist. “Generalists have the flexibility to move between projects and departments with agility,” Challenger noted, “as long as they also keep all of their skills up-to-date.”

Food for Thought: Spend 10% of your time enhancing and protecting your career. Look at alternative opportunities. And remember, in today’s economy your identity is more linked to your peers than your employer. Nurture the relationships.
Key Takeaways

Here are just a few of the key takeaways participants gained after three-days of intensive interaction with Gartner analysts, industry experts, and their peers.

Ending the Culture Wars: To effectively manage IT risk, business goals must be understood. That’s why an effective information risk management culture requires a strategic alignment between the business and the IT risk managers. (A1. Ending the Culture Wars)

Point/Counterpoint: IT Risk Management/Enterprise Risk Management: Because the relationship of IT risk management to enterprise is often poorly understood, communication between IT risk professionals and the CRO can be insufficient in many organizations. One way to resolve it is to leverage IT management so that one can develop an integrated approach to enterprise risk management. (B1. Jeffrey Wheatman and Vince Oliva)

Reducing Risk & Improving Compliance: An effective vulnerability management program can make an organization more effective and efficient in reducing the risk of internal and external threats while, at the same time, providing the proof of compliance demanded by auditors. (C1. Applying Monitoring, Assessment and Operations Technologies to Reduce Risk and Improve Compliance)

Corporate Social Responsibility: The crisis of ’08-’09 was not just financial in nature. It was a crisis of trust as well. Moving forward, transparency and commitment to CSR and Sustainability will be important pillars to building trust and maintaining the enterprise’s tacit license to operate and its brand. (A2. Developing an Enterprise Approach for Corporate Social Responsibility)

Integrating Risk Data into Enterprise Data Initiatives: Don’t link business decisions exclusively to regulatory action. Build data governance and an infrastructure that enables innovation and growth, as well as process optimization and reporting. (B2. Integrating Risk Data into Enterprise Data Initiatives)

Enterprise Information Management (EIM): EIM is not all your information. Rather it’s those information assets critical to business success or fundamental to the business strategy. Use the following criteria to determine which information has enterprise significance versus information that does not—business impact, decision impact, risk impact or organizational impact. (C2. Continuous GRC Becomes Enterprise Information Management)

Best Practices for a Global Privacy Program: Enterprises that have global operations must develop appropriate localized privacy policies before deploying Web or e-mail filtering technologies enterprise-wide. Policy development must include consultation with local HR organizations and legal counsel, and appropriate government employee councils or authorities. (A3. Trespass the Border, Not the Law: Implementing a Best Practice Global Privacy Program)

Tips for Linking IT Risk Management and Compliance to Corporate Performance: Formalize a risk and security program. Map Key Risk Indicators (KRI) into Key Performance Indicators Don’t use operational metrics in executive communication. Link risk initiatives to corporate goals. Communicate to executives emphasizing what works and what doesn’t. (B3. Report to the Board: Five Practical Tips to Link It Risk Management and Compliance to Corporate Performance)

Selecting Operational Risk Management (ORM) Apps & Vendors: Create a strategic plan toward performance-based management and select vendors that meet both immediate and longer-term goals. Be sure to deploy a consistently defined and maintained framework for risk and compliance data and modeling across the enterprise. (C3. Operational Risk Management Software for Financial Services)

Real-World Sustainability and Risk Management: As the focus on enterprise risk management continues, pressure to get IT risk management in place will mount. Now is the time to consider these steps — collaborate with IT personnel to get regular information on incidents and operational reports. Get senior management to contribute to awareness and communication efforts. Develop evaluation criteria that have business relevance. Decide on a method and plan, stick to it, and measure it. (A4. A Case Study in Real-World Sustainability and Risk Management)

Managing Risk: A cyclical, process-based approach to managing risk is the most effective way to handle it within an organization. The cycle of activities should include governance, planning, building and running. Also, see how your program maturity stacks up against others in your industry. That knowledge will help you set a road map for your own risk management program. (B4. The Risk Program Maturity Benchmark: How Does Your Organization Stack Up?)

Information Governance: All data is now discoverable, which means that all data must now be managed, not as bits and bytes but as content with meaning, value and potentially liability. Archiving, legacy content management, ability to search large amounts of data and automated policy management are not only desirable, but expected by courts and regulators. Don’t be caught unaware. (C4. Information Governance: How E-Discovery, Information Retention Management and E-Mail Archiving Are Creating a New Set of Business Imperatives)
Key Takeaways, continued

**Where Should IT Put Its Green Emphasis?** Be sure you first understand the terrain. Commit to identifying the green opportunities for business and IT and clarify and prioritize ROI. By the end of the year, leverage green IT savings to fund projects targeted to the business. *(A5. Where Should IT Put Its Green Emphasis?)*

**Third-Party Security:** A good security due diligence process, coupled with oversight and/or deployment of additional security tools, cannot only mitigate increased risk when sourcing, but provide much-higher levels of security than when delivered internally. *(B5. Building a Better and Cheaper Third-Party Security Program)*

**Manual vs. Automated Control:** Automated controls trump manual ones. They can be configured to prevent actions contrary to policy, rather than just detecting them after they happen. And improve governance by enforcing policies and bringing direct business benefits such as improving working capital. *(C5. Continuous Controls in ERP and Financial Systems)*

**Getting Ahead of Regulations:** Cost-effective compliance requires a long-term view. To achieve business benefits, treat compliance as an ongoing program with operational support. Compliance with regulations will involve ongoing efforts on the part of every company. Good regulatory regimes depend on three things: Organizational support, Process control methodology, Content control. *(A6. Getting Ahead of Regulations: Why Compliance Isn’t Enough)*

**Enterprise Architecture & GRC:** Enterprise architecture can help with GRC cost optimization by eliminating or reducing overlapping software and addressing vendor consolidation. What’s more, by offering a line of sight to the business strategy it can help realize more effective prioritization. *(B6. Using Enterprise Architecture to Achieve Risk Management and Compliance)*

**IAM:** The maturing of Identity Access Management (IAM) has not been fast or easy. But IAM is now showing new productivity in addressing the larger concerns of GRCM. This is primarily because managers are addressing IAM in a top-down manner as part of overall enterprise governance efforts. *(C6. Enabling Governance and Risk Management in an Age of Business Challenges)*

**XBRL:** Maximizing business benefit from XBRL over the long term requires more than correct identification of potential applications and tool and skill acquisition. It needs organizational and architectural discipline. If neither is present then XBRL implementations may proliferate creating new islands and silos of data. *(A7. XBRL: Cutting Through the Hype to Improve Corporate Performance and Risk Management)*

**ERM:** Enterprise Risk Management (ERM) is still, in many cases, misunderstood. Many companies feel that their organizations are not capable of achieving full enterprise risk management because of product and organizational silos and the absence of clear directions from senior management. That’s why you need to start small. Prioritize the most volatile risk areas and work from there. Form a “coalition of the willing” as the beginning of a Risk Management committee. *(B7. A Fast-Start Guide to ERM)*

**When to consider CCM?** When any of the following apply—lowering compliance and audit costs while improving access and anti-fraud controls, improving assurance of ERP control configuration, improving financial governance and control reliability, and improving operational performance, including the working capital, through enforcement of business rules. *(C7. Forgotten GRC: Helping the Business Help Itself)*

**Your Internet Reputation:** Internet reputation management is becoming a critical business imperative. For the short-term, you need to establish employee use policies for LinkedIn, MySpace, Facebook and other social media. For the long-term, work with your organization’s PR and marketing resources to create your organization’s reputational management strategy. And put a real-time reputational alerting system into place. *(A8. Reputation: The Next Internet Revolution)*

**What GRAM Can Do for You?** Gartner Risk Assessment Method (GRAM) enables enterprises to efficiently prioritize risk controls based on estimates of impact probability. Because GRAM uses two structured management techniques—scenario planning and the Delphi method—it can be used to assess risk in almost any situation for any asset. *(B.8 Managing Risk Using the Gartner Risk Assessment Method)*

**Enterprise and IT GRC Management Solutions:** The market for enterprise GRC platforms is evolving from a focus on regulatory compliance to include risk management, audit management and policy management. The ability to integrate with other business applications is a critical capability when evaluating GRC solutions. *(C8. Enterprise and IT GRC Management Solutions)*

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- ISACA CPE hours (CISA, CISM, and CGEIT)
- John Marshall Law School’s Center for Information Technology & Privacy Law (CLE & CITPL)
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Attendee Reaction to the 2009 Summit

Extremely informative.

Good coverage of the GRC space.

Worth the time and money.

Excellent … very educational and well-organized.

A top-shelf conference covering risk.

Good discussion and networking with peers. Valuable one-on-one group sessions with analysts.

This was a well-presented, well-organized event. It struck a perfect balance between IT and legal topics.

I find the Gartner events to be the most intellectually challenging and most relevant to our program in enterprise risk management and information security.

I attended with my director. Very practical and on-target content. It helped us solidify our cause for 2009.

Great event for learning both from industry analysts and peers. An opportunity to share best practices and gather ideas for improving risk posture.

Excellent presenters who clearly know the subject matter. The length was also perfect. I learned more in 3 days than I have at week-long events.

A place to determine where we are as a company.

Great venue to learn about managing risk, governance and compliance.

AUDDIENCE VOTES

Top 15 Best-Rated Sessions

1. Enterprise and IT GRC Management Solutions
2. Report to the Board: Five Practical Tips to Link IT Risk Management and Compliance to Corporate Performance
3. Reputation: The Next Internet Revolution
5. Trespass the Border, Not the Law: Implementing a Best Practice Global Privacy Program
6. Where Should IT Put Its Green Emphasis?
7. The Second City GRC Comedy Club: Comply with Me!
8. Point/Counterpoint: IT Risk Management/Enterprise Risk Management
9. A Case Study in Real-World Sustainability and Risk Management
10. Selecting and Applying GRC Frameworks and Standards
11. Ending the Culture Wars
12. Fast Start Guide to ERM
13. Forgotten GRC: Helping the Business Help Itself
14. Continuous GRC Becomes Enterprise Information Management
15. The Risk Program Maturity Benchmark: How Does Your Organization Stack Up?
CONFERENCE HIGHLIGHTS

Three tracks and more than 30 sessions delivered actionable content on how to:

- Build an effective GRC program responding to both regulatory requirements and bigger business issues.
- Prepare for a new era in which IT risk management is fully integrated into enterprise risk management.
- Select and apply GRC frameworks and standards.
- Apply technology for continuous GRC.
- Determine IT’s role in corporate social responsibility and environmental sustainability.
- Address an organization’s multiple and sometimes competing mandates from internal audit, compliance, enterprise risk management, finance and legal.
- Know which GRC products make the best fit.

New Virtual Tracks on Legal, Financial and Sustainability Concerns

This year’s conference provided specialized content for financial services professionals, as well as general counsel and IT legal support professionals.

WHAT ELSE DID ATTENDEES FIND?

15 Analyst-User Roundtables: The topics were diverse and the participation limited—to just 15 participants. Facilitated by Gartner analysts, these highly informative sessions offered the chance to learn directly from other participants’ experience. What was up for discussion?

- Best Practices for Records Management & E-mailing Archiving
- ERM Best Practices for Financial Services
- User Activity Monitoring Technology for Compliance & Security
- Applying ISACA’s New Risk IT Framework
- Improving Financial Governance
- Managing IT Risks during Cost-Cutting Periods
- User Development Applications Risks
- Vendor Risk Management
- Best Practices for Applying ISO 27001
- Getting Business Value from XBRL
- Greening IT

FIRST-HAND KNOWLEDGE

Attendees met with Gartner analysts during private One on-One sessions to get individualized attention and advice on the risk management, compliance and governance topic of their choice. These sessions are a great way to get answers, review your checklist or validate your plans.
Gartner Analyst Findings and Recommendations

>> Enterprise Architecture, Greta James
Finding: A holistic approach that spans different business units and geographies is essential to effective risk management and compliance. Enterprise architecture plays a key role in this by linking business processes, information, technologies and applications throughout the organization.
Recommendation: Include compliance and legal, technology and financial risk management issues are included in the EA requirements.

>> E-Discovery, Whit Andrews
Finding: Companies need to invest in initial communications and practices during the collection phase of e-discovery to ensure that efforts don’t go to waste and risks are identified and mitigated.
Recommendation: Spend the money on including senior litigators and spend the resources on regular, formal and informal communications and recordkeeping in collection.

>> Quality Management Is More than Quality Reporting, Dan Miklovic
Finding: Despite the hype, quality costs money, is not easy to achieve, takes time to achieve and is difficult to maintain and despite the fact that many organizations claim to pursue quality, most have quality systems that fail to deliver optimal results.
Recommendation: Quality management support requires a well architected and integrated approach that relies on the principle: everyone should be looking at the same data with same tools, to ensure focus on the problem and not spend time debating whose data is correct.

>> Where Should IT Put Its Green Emphasis, Dan Miklovic
Finding: While there is a lot of hype surrounding Green IT, for many businesses, particularly in manufacturing, energy and utilities, the simple fact is that Green business will yield far more benefits than Green IT but that does not mean CIO’s in those industries should ignore Green IT.
Recommendation: In industries where the benefits of Green IT are small compared to other Green opportunities, CIO’s should still look at Green IT as a way to demonstrate alignment with the business, generate cost savings which may be used to support business focused Green projects, and provide for a better working environment for the business.

>> Fast Start Guide to Enterprise Risk Management, Vincent Oliva
Finding: Enterprise Risk Management is still, in many cases, misunderstood. Many companies feel that their organizations are not capable of achieving full enterprise risk management because of product and organizational silos and the absence of clear direction from senior management. Data collection, integrity and analysis is another issue inhibiting success.
Recommendation: Start small. Prioritize most volatile risk areas and work from there. Form a “coalition of the willing” as the beginning of a Risk Management committee.

>> Corporate Social Responsibility, John van Decker
Finding: Corporate Social Responsibility (CSR) is a discipline and an approach to conducting corporate affairs that is still in its infancy for most commercial enterprises in terms of its impact on core business strategies, particularly in the US. Most firms have done CSR work and reporting in the past, but future requirements, particularly related to carbon and water, will require more formal approaches with appropriate technologies.
Recommendation: IT and the business should monitor developments in CSR reporting requirements carefully and in particular monitor changing stakeholder expectations. The Carbon Disclosure Project is one to watch in particular. In the US we believe that Carbon should be viewed as a proxy for all CSR and the US will begin to participate in Carbon global initiatives by 2010.

>> International Privacy, Carsten Casper & Arabella Hallawell
Finding: Appropriate protection for personal data depends on a number of factors such as location and sensitivity. The legal entity owning the data is legally responsible for protection. On the other hand, it is often the physical location that determines who is perceived to be responsible.
Recommendation: IT projects need to balance these different perspectives on the location of personal data. IT organizations should leave questions of regulatory compliance to their lawyers and focus on procedural and technical protection for personal data in transit and in storage.
Panelists were asked to respond to the question, “If you were part of the Enterprise Risk Management Team, what would you do first?”

Panelists’ Responses

David Blaszkowsky, Director Office of Interactive Disclosure, US Security and Exchange Commission (In the role of Regulator)

“As a regulator, I want to know how to make use of this information or how the public and others would sort out this information; how to move the debate from misinformation and confusion and ill-informed into something that would be better-informed and more effective. Also keep in mind that should things go wrong with the LNG tankers and tank farm, given something might happen, how would we react? How would we get the data that we needed to work with local authorities and commercial organizations and so on to make things right?”

Robert Brownstone, Law & Technology Director, Fenwick & West (In the role of Outside Counsel)

“The first things I want to know is why are you calling me in and who am I representing? Are you thinking that you need a special investigation committee of the board – and you very well may – let’s keep that separate from if I’m going to represent the company? If I’m going to represent the company, I want to meet immediately with inside counsel, your head of IT, and the highest level person who really knows where everything is. In fact, in my regular practice as a lawyer, I work only on cases of electronic information, and I won’t do a first meeting with a lawyer unless they also bring the head of IT and/or the HR leader, so I’m going to want to meet the PR director as well.”

Carolyn Damon, Chief Information Officer, GE Capital Americas - Capital Financial Inc. (In the role of CIO)

“So what we heard on the TV newscast was a lot of details about what’s happening with the company and where it impacts the perception of an outsider looking in or the board looking in. You heard no technology reference, but yet technology was touching every one of those particular areas. It’s a critical component to say, “What are my controls for every one of my areas and how do I feather them against those regulations that touch those spaces?” And that’s what my role [in real life] is very quickly becoming. I spend probably 40 percent of my time now with attorneys. It is an interesting fact of where we’re going, IT has to understand the regulations that are out there, understand business language, as well as understand technology, and then marry the three is the role of the IT leader today.”

Andrew Drake, Assistant General Counsel, Corporate Litigation Practice Group, Nationwide Insurance (In the role of In-house Counsel)

“The case study makes reference to an acquisition that had been done. The question that needs to be asked is has anyone looked at data life cycle management at the acquisition? Another issue that raises a red flag is this sort of element of reputational risk, which isn’t a legal problem but it generates legal problems down the road. If you have disgruntled shareholders, you’ve got a very visible piece of litigation that’s abroad, which could be very expensive, very visible, especially if you continue to do business abroad. And ultimately, those results do trickle down to the bottom line here in the US. So there’s a broad spectrum of risk that is not targeted immediately in the strictest of legal sense, but still has to be managed.”

Rich Muzikar, Director Enterprise Risk Management, Con Edison (In the Role of CRO)

“The first thing I would do is NOT meet with the lawyers. I would meet with the Chief Risk Officer (CRO) and find out who is responsible for risks and how is the Enterprise Risk Management program set up. There is a CRO and that probably looks good to the outside world; however, when you look at the details of case, you have to wonder who is managing the risk? You have several different types of risk. The first one they mention is the financial risk as they had a material weakness in their SOX audit. The controller is obviously the person in charge of financial reporting – that’s an easy one. But when you get into the environmental risks, the nuclear risks, I want to know who is ultimately responsible. I want a name that I can go to on the environmental side and say, ‘What are you doing? Tell me. Show me your plan, because it’s obviously not working.’”

Peter Niculescu, Head of Fixed Income Advisory, Capital Market Risk Advisors (In the Role of CFO)

“I’m a financial specialist in risk and seeing unauthorized trades, speculative trades being made in the Netherlands by a trader who is being accused of all sorts of wrongdoing, to me is a potential for a problem that could actually be a fatal problem in the short term. You simply cannot have unauthorized trading activity at a company and it’s indicative of a very serious governance failure that that could occur. The gentleman’s attorney is alleging the trades were authorized; if that’s true, that’s far worse. These are fairly simple matters to control and that’s the good news. You need the correct middle office/back office separation, you need the correct checks with counterparties, you need delegations of authority, you need risk limits oversight and controls. Ultimately, of course, this is indicative of a lack of risk culture, that there’s an immediate clear and present danger to this company that needs to be addressed now.”
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Throughout the Summit, the show floor was buzzing with activity as attendees met with solution providers to discuss the latest services and product offerings. Many thanks to our sponsors for helping make Gartner Risk Management and Summit 2009 an outstanding educational event for everyone involved.

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MORE THAN 90% OF CONFERENCE ATTENDEES SAID THEY WOULD RECOMMEND THE SUMMIT TO THEIR COLLEAGUES

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