

The Forrester Wave™: Information Security Consulting Services, Q1 2016

The 13 Global Providers That Matter Most And How They Stack Up

by Martin Whitworth
January 29, 2016

Why Read This Report

In Forrester's 31-criteria evaluation of information security consulting service providers, we identified the 13 most significant firms in the category — Accenture, Atos, BAE Systems, Dell SecureWorks, Deloitte, EY, HPE, IBM Security Services, KPMG, Protiviti, PwC, Verizon and Wipro — and analyzed their offerings.

This report details our findings about how well these consultancies fulfill our criteria, and where they stand in relation to each other, to help security leaders select the right partner for their initiatives.

Key Takeaways

CISOs Are Seeking Skills And Experience

The information security consulting services market is strong and growing because security leaders see it as a way to acquire the rare skills and expertise needed to address their top challenges. The increasing trust in service providers to act as strategic partners is a key factor of this growth.

KPMG, Deloitte, EY, PwC, Accenture, IBM, BAE Systems, Wipro, And Protiviti Lead The Pack

Forrester's research uncovered a market in which these firms are all very strong and worth considering for most security consulting needs. HPE, Verizon, Dell SecureWorks, and Atos also offer competitive options for a wide range of security initiatives.

Consultant Skills, Executive Engagement, And Security Strategy Are Key Differentiators

As demand for consulting services increases, the availability of skilled resources distinguishes the best firms from competitors. Prospective clients also look for consultants' ability to engage with top security and business executives.

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Forrester conducted consulting service evaluations in Q4 2015 and interviewed or surveyed 13 vendors and more than 100 user companies.

Related Research Documents

- [Develop Your Information Security Management System](#)
- [Evolve To Become The CISO Of 2018 Or Face Extinction](#)
- [Structure Your Security Practice For Success](#)

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CISOs Need Services To Solve Current Challenges

Security leaders are seeing more-complicated challenges as engaged corporate stakeholders try to protect their organizations and customers while enabling the business to innovate and grow.¹ These challenges are further compounded by the ever-changing threat landscape and more widely publicized data breaches.²

Security Leaders Look To Consulting Firms To Help Execute Their Strategy

Skilled information security practitioners are difficult to find, and companies are having a tougher time recruiting teams to meet growing demands.³ Security consulting service providers can be a valuable source of manpower for a specific initiative or as staff augmentation for the security team.

But consulting firms can do more than serve as interim staff and implement projects. CISOs now need capable and trusted partners to help them with a new class of activities:

- › **Senior executives and board members need education.** Cyber risk may now be on the board agenda, but board members and executives don't always know what this means to your organization. Consulting firms can provide a level of objectivity that boards often demand when looking for business context.
- › **The security strategy needs business alignment.** Security teams must demonstrate that their efforts support the organization's business objectives. Security consulting firms typically have deep business expertise to make these connections.
- › **The security teams need benchmarks.** CEOs and boards frequently ask security leaders to determine and demonstrate whether their capabilities, staffing levels, budgets, and results compare favorably with those of their peers and competitors — consulting firms should have this perspective.
- › **Supply chain partners and other third parties need oversight.** Recent data breaches have demonstrated that companies are only as secure as their weakest partner.⁴ Evaluation and assessment of third-party ecosystems is a key challenge for security teams and often a focus of consulting engagements.
- › **The security program needs measurement.** The old adage holds true: "If you can't measure it, you can't manage it." CISOs need sound metrics and measurement capabilities to make smart decisions about how to allocate resources, and security consulting firms have terrific experience here.⁵
- › **The business needs new technologies.** New smartphones, tablets, and mobile devices are changing the ways employees and customers access corporate systems. The Internet of Things (IoT), digital disruption, and other global business trends will force the CISO to implement new security control processes and technology.⁶ The CISO should be keen to enable these initiatives, and look for guidance from security firms to make it work.⁷

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- › **The human factor needs to be involved.** All too often, the human element of security is forgotten. Security teams must ensure that staff, contractor, partners, and customers have the right guidance to interact with systems and data in a secure manner, and consulting firms can help build programs to drive behavior change.⁸

Select A Consulting Service Provider That Strengthens The Team

The consulting service providers we reviewed for this report will deliver exceptional results if you use them for the right projects. The goal is to choose a firm that will complement your team and corporate culture. Staff expertise, company size, location, methodology, and technology partners all contribute to a firm's ability to deliver. With this in mind, don't be afraid to ask for résumés, interview the proposed staff for the project, and require existing client references.

Information Security Consulting Services Evaluation Overview

To assess the state of the information security consulting services market and see how the service providers stack up against each other, Forrester evaluated the strengths and weaknesses of top providers in the market.

Evaluation Criteria Target Client Outcomes And Service Providers' Strategy

After examining past research, user need assessments, and service provider and expert interviews, we developed a comprehensive set of criteria to evaluate top firms in the market. We evaluated 13 service providers against 31 criteria, which we grouped into three high-level categories:

- › **Current offering.** The current offering scores for this Forrester Wave were heavily influenced by customer feedback we garnered by speaking with and surveying each firm's client references. We focused our evaluation on capabilities and client satisfaction in the following categories: satisfaction and ongoing relationship, business acumen, executive engagement, working relationship, collaboration, knowledge management, delivery competency, change management skills, and range of services/skills.
- › **Strategy.** We reviewed each service provider's corporate vision and strategy, concentrating on the following areas: the focus on information security within the service provider organization; business strategy; development of the information security consulting offering; and staff acquisition, development, and retention.
- › **Market presence.** To determine a service provider's market presence, we evaluated each service provider's information security consulting revenue, number of employees dedicated to supporting information security, client base for information security consulting, and global presence.

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Evaluated Vendors And Inclusion Criteria

Forrester included 13 service providers in the assessment: Accenture, Atos, BAE Systems, Dell SecureWorks, Deloitte, EY, HPE, IBM Security, KPMG, Protiviti, PwC, Verizon, and Wipro. Each of these vendors has (see Figure 1):

- › **Global capabilities.** All included service providers operate in at least two major geographic regions in addition to North America.
- › **Breadth of security consulting services.** Each service provider shows capabilities to provide guidance and to implement solutions in a number of different information security domains.
- › **Breadth of experience and skills.** All service providers evaluated for this Forrester Wave have more than 300 dedicated security consulting, advisory, and assessment consultants.
- › **A large client base.** Evaluated service providers each claim at least 350 information security clients globally.
- › **Sizable revenues from consulting, advisory, and assessment.** The annual revenue for information security consulting, advisory, and assessment services for each of the evaluated service providers is at least \$60 million.

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FIGURE 1 Evaluated Vendors: Selection Criteria

Vendor name	
Accenture	IBM
Atos	KPMG
BAE Systems	Protiviti
Dell SecureWorks	PwC
Deloitte	Verizon
EY	Wipro
HPE	

Vendor selection criteria

Global capabilities. All included service providers operate in at least two major geographic regions in addition to North America.

Breadth of security consulting services. Each service provider shows capabilities to provide guidance and to implement solutions in a number of different information security domains.

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Service Providers Demonstrate The Strength Of This Sector

The evaluation uncovered a market in which (see Figure 2):

- › **KPMG, Deloitte, EY, PwC, Accenture, IBM, BAE Systems, Wipro, and Protiviti lead the pack.** The security consulting market is very strong — as is demonstrated by the creditable level of performance that the firms in this market currently enjoy. Key characteristics of these firms include the effectiveness of their client/account management practices, their ability to collaborate effectively, the depth and breadth of their security consulting offerings, the clarity of their business strategy, and the maturity of their staff development and retention systems.
- › **HPE, Verizon, Dell SecureWorks, and Atos offer competitive options.** These firms have great potential and highly compelling customer engagements, and each in different ways is developing the greater breadth of capability to challenge competitors for market leadership. All of these firms

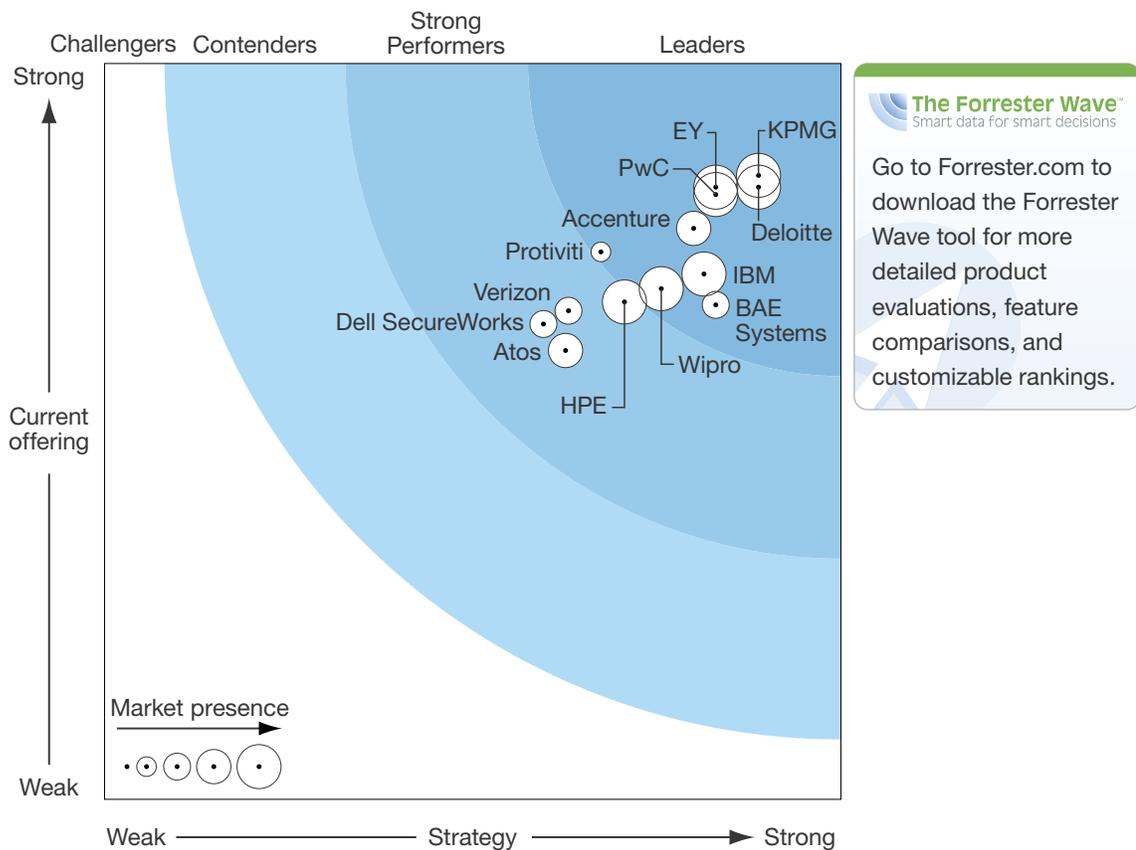
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provide strong security consulting delivery capabilities and good working relationships with their clients — built upon established managed services offerings. They are all active in developing their offerings across all security consulting domains and building market awareness of their capabilities.

This evaluation of the information security consulting services market is intended to be a starting point only. We encourage clients to view detailed product evaluations and adapt criteria weightings to fit their individual needs through the Forrester Wave Excel-based vendor comparison tool.

FIGURE 2 Forrester Wave™: Information Security Consulting Service Providers, Q1 '16



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FIGURE 2 Forrester Wave™: Information Security Consulting Service Providers, Q1 '16 (Cont.)

	Forrester's Weighting	Accenture	Atos	BAE Systems	Dell SecureWorks	Deloitte	EY	HPE	IBM	KPMG	Protiviti	PwC	Verizon	Wipro
CURRENT OFFERING	50%	3.88	3.05	3.36	3.23	4.16	4.16	3.38	3.57	4.24	3.72	4.11	3.32	3.47
Satisfaction and ongoing relationship	15%	4.00	3.00	3.60	3.20	4.00	3.80	3.40	3.60	4.00	4.00	4.00	3.40	3.80
Business acumen	7%	4.00	3.20	4.00	3.80	4.00	4.00	3.80	4.00	4.00	4.00	4.00	3.20	4.00
Executive engagement	8%	4.00	3.00	3.00	2.00	4.00	4.00	3.00	3.00	5.00	3.00	4.00	2.00	2.00
Working relationship	8%	4.00	3.00	4.00	3.50	4.50	4.50	4.00	3.50	4.50	4.00	4.50	3.50	3.50
Collaboration	8%	4.00	3.00	3.00	3.00	4.00	4.00	3.00	4.00	4.00	3.00	4.00	3.00	4.00
Knowledge management	7%	3.00	3.00	3.00	3.00	4.00	4.00	3.00	4.00	4.00	4.00	4.00	3.00	3.00
Delivery competency	25%	3.80	3.00	3.00	3.00	4.00	4.00	3.00	3.00	4.00	3.80	3.80	4.00	3.80
Change management skills	7%	4.00	3.50	2.50	3.50	3.50	4.00	3.50	4.00	3.50	3.00	3.50	3.50	3.50
Range of services/skills	15%	4.00	3.00	4.00	4.00	5.00	5.00	4.00	4.00	5.00	4.00	5.00	3.00	3.00
STRATEGY	50%	4.00	3.13	4.15	2.98	4.44	4.15	3.53	4.07	4.44	3.37	4.15	3.15	3.78
Information security as a priority	30%	4.00	3.50	4.50	2.50	4.50	4.00	3.00	4.00	4.50	3.50	4.00	3.50	4.00
Business strategy	30%	4.00	3.25	4.00	3.00	4.75	4.50	3.75	4.00	4.75	3.50	4.50	3.00	3.25
Offering development	20%	4.00	3.00	4.00	3.67	4.33	4.00	4.00	4.33	4.33	3.33	4.00	3.00	4.00
Staff	20%	4.00	2.50	4.00	3.00	4.00	4.00	3.50	4.00	4.00	3.00	4.00	3.00	4.00
MARKET PRESENCE	0%	3.90	3.40	2.70	2.70	4.70	5.00	4.50	4.50	4.50	2.00	5.00	3.00	4.30
Revenues	30%	4.00	3.00	3.00	1.00	5.00	5.00	4.00	5.00	4.00	1.00	5.00	3.00	4.00
Number of employees	20%	5.00	4.00	3.00	3.00	5.00	5.00	4.00	4.00	4.00	2.00	5.00	3.00	5.00
Number of clients	30%	3.00	3.00	2.00	4.00	4.00	5.00	5.00	4.00	5.00	3.00	5.00	3.00	5.00
Geographic spread	20%	4.00	4.00	3.00	3.00	5.00	5.00	5.00	5.00	5.00	2.00	5.00	3.00	3.00

All scores are based on a scale of 0 (weak) to 5 (strong).

Vendor Profiles

Leaders

- › **KPMG has moved cyber security to the heart of its business.** KPMG recently listed cyber security as one of its six strategic growth initiatives as well as a key to all other initiatives. To bolster this commitment, the company has increased and deepened its range of services, investing heavily in R&D and acquisitions. KPMG has a clear view of the relevant security issues for business executives and technicians. Clients applaud KPMG for being “doers” and easy to work with. They also identify strategic advice, subject matter expertise, flexibility and adaptability, and delivery of

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commitments as being strengths for KPMG. Larger clients also praised the company's ownership of the I-4 organization as an excellent peer-to-peer networking opportunity outside of consulting engagements. Areas that clients identified for improvement include cost of services and sometimes being too technical. Businesses looking for a consulting partner with strengths in strategic advice and assistance with complex business problems should strongly consider KPMG.

- › **Deloitte's global capabilities continue to please customers.** Deloitte continues to build its large global client base with a clear understanding of key security challenges and ability to address them in all geographic regions. Deloitte has invested heavily in offerings that address risk in the digital world and targets business executives including the CISO. Clients praise Deloitte on its ability to deliver programs of work, business acumen, flexibility, and customer focus; however, they note areas for improvement including cost of services and the ability to truly leverage the global resource pool. Deloitte excels when working with mature, perhaps complex, organizations and their digital challenges. Organizations that fit this mold, or are looking for a consulting partner to help them work on key business risk initiatives, should consider Deloitte.
- › **EY continues to demonstrate security expertise and customer service.** The key message of EY's security consulting service is "building a more trusted and secure working world — wherever you are." The company says it invests in capabilities to address key executive concerns and market trends and has built a broad range of consulting services based on this approach. Clients identified strengths for EY including breadth and depth of skills, customer focus, program delivery capabilities, and transparency in the management of the relationship. Areas for improvement noted by clients included the cost of services and the lack of expertise of junior consultants. Companies looking for a comprehensive set of service offerings and an open partner should consider EY.
- › **PwC builds and maintains great customer relations with consistent service delivery.** PwC continues to build and maintain mature relationships with its client base by delivering business-focused solutions. Through a clear understanding of its clients' business concerns and sound technical expertise, PwC has a clear vision for the development of its new security consulting offerings and backs this up with a keen eye on emerging areas, R&D, and investment in partnerships. PwC has actively worked to leverage capabilities across the entire firm to service its security clients. Examples include partnering its cybersecurity team with the privacy team from PwC Legal to deliver a breach response capability, and drawing on digital techniques, such as gaming, for use in crisis management. Clients identify subject matter expertise, customer service, business acumen, and global reach as key strengths for PwC, while cost of services, availability of key resources, and international coordination are areas for improvement. Clients searching for a partner with global coverage, business and technical skills, and solid delivery capabilities should consider PwC.
- › **Accenture's technical skills, industry expertise, and delivery performance drive loyalty.** Built upon a track record as a leading systems integrator, Accenture has a top-down commitment to delivering a range of industry-relevant security services and helping clients defend their

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businesses. The company backs this up with a clear focus on developing new services and partnership opportunities. According to clients, Accenture continues to demonstrate strong project management and delivery capabilities that result in client loyalty and repeat business. Clients have also identified breadth of skills, responsiveness, and scalability of the resource pool as being key areas of strength for Accenture, while noting cost of services and swapping staff in and out of assignments as areas for improvement. Companies looking for a breadth and depth of technical and project management skills for large consulting and implementation assignments should consider Accenture.

- › **IBM Security Services brings an integrated approach to transforming clients' security programs.** Recent reorganization at IBM reflects a clear focus on security with a business unit dedicated to it. Aiming to help customers undertake complex business transformations securely, IBM Security brings together the company's consulting, managed service, and cloud service offerings. Current clients see IBM's global coverage, breadth of services, business acumen, and flexibility as key strengths — while identifying cost of services and continued attempts to upsell as areas to improve upon. Companies looking for a consulting partner that can do it all and possibly manage it afterwards should consider IBM Security Services.
- › **BAE Systems brings skills and experience, and now needs to grow internationally.** BAE Systems is building upon its wide-ranging background in the defense industry and private sector, aiming to be the premier player in the security consulting marketplace. Leading with security intelligence and a risk-driven approach, BAE Systems is currently working to expand its capabilities and customer base. The company brings extensive security skills and a business-focused context according to clients, who also commend its commitment to service and client relationships. BAE Systems continues to invest heavily in R&D, developing offerings through acquisition, and strengthening its business outside of Europe — especially in North America. Companies wishing to benefit from security intelligence skills honed in the defense industry, from an organization that is committed to growth, should consider BAE Systems.
- › **Wipro is growing its business through reliability and strong delivery.** Wipro has continued to build its security consulting services alongside its managed security services to become a noteworthy player in the marketplace. Through R&D guided by customer feedback, the company is actively developing many security-as-a-service offerings as well. Clients cited Wipro as being a reliable organization with good technical skills and attractive pricing. They also noted Wipro as being easy to work with and having good customer focus. For areas to improve, clients raised potential issues with visas for India-based staff, challenges with internal communications, and some complications associated with offshore resources. Organizations looking for solid value for competitive cost and from a committed workforce should consider Wipro.
- › **Protiviti retains clients through project delivery and customer service.** Although a relatively small player in the global security consulting services marketplace, Protiviti continues to build a loyal client base — predominantly in North America. In addition to technology-centric

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engagements, many of its security consulting engagements develop through existing audit or risk/compliance relationships, and clients cite pragmatic advice and program delivery capabilities as areas of strength that cement the relationship. Other strong suits, according to clients, are flexibility and technical acumen, while noted areas for improvement included too much dependency on key resources and lack of geographic coverage. Organizations with an existing relationship or a desire for audit and compliance skills in addition to information security will find Protiviti worthy of consideration — but less so, currently, outside of North America.

Strong Performers

- › **HPE continues its growth in security capability and focus.** Over the past three years, HPE has undergone an internal transformation to become a much more focused global player in the security consulting market. The company has developed a clear vision to develop its security services and has invested heavily in R&D to shape future offerings. Client references pointed to the breadth and depth of capabilities, responsiveness, and ease of working relationship as key areas of strength. When asked about areas for improvement, clients pointed out that there were some ‘big company issues’ such as too many managers involved in engagements and difficulties navigating the HPE organization. Organizations looking to grow with an established security consulting partner, perhaps building on their existing investment in infrastructure and managed services will find HPE’s security consulting services a viable proposition.
- › **Verizon shows strengths in regulatory compliance and incident response.** Outside of its existing customer base, Verizon’s security business is best known for its annual Data Breach Investigations Report (DBIR) and its younger sibling the PCI Compliance Report. It is no surprise that these relate directly with Verizon’s strengths in incident response and PCI regulatory compliance. Other services in Verizon’s portfolio are not as well-known at this time. Areas of strength applauded by clients included responsiveness, delivery skills, and consultants’ expertise. Clients noted lack of geographic coverage, relatively low numbers of consultants, and swapping of consultants during engagements as being areas for improvement. Companies looking for incident response or PCI skills, or those looking to undertake projects that will ultimately engage Verizon’s MSSP offerings, should consider Verizon.
- › **Dell SecureWorks offers a full range of security services to a loyal client base.** Aiming to be a full-service security company, Dell SecureWorks sees its consulting services as a key component of its portfolio. The company markets expertise from “the threat to the boardroom” and claims its focus is on outcomes-based services. Don’t be surprised, however, if they propose other portfolio components — particularly managed security services — as part of any solution. Clients have commended Dell’s customer service, technical capabilities, and ease of working relationship, and they appear very loyal following their initial engagements. Areas that clients identified for improvement included availability and continuity of key resources and clarity of account management. Businesses looking for strong technical security skills or considering a managed security solution as part of the package should consider Dell SecureWorks.

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- › **Atos is developing into a strong global competitor by building on its expertise.** From a European base, Atos has plans to expand its services to the global marketplace and has already set about this task with acquisitions of Bull and Xerox-ITO.⁹ The company focuses its marketing message on generating and maintaining trust and compliance, and it builds this concept into all of its consulting projects. Clients applaud Atos' focus on security culture and appreciate the company's openness in business relationships and keen eye on costs — especially in time- and materials-based assignments. Client feedback indicated that there is still work to be done to ensure the availability of key project resources and also to manage delivery of fixed-price work. Organizations looking to grow with their security consulting partner or benefit from technology and infrastructure background may find Atos' security consulting services an interesting proposition.

Engage With An Analyst

Gain greater confidence in your decisions by working with Forrester thought leaders to apply our research to your specific business and technology initiatives.

Analyst Inquiry

Ask a question related to our research; a Forrester analyst will help you put it into practice and take the next step. Schedule a 30-minute phone session with the analyst or opt for a response via email.

Learn more about inquiry, including tips for getting the most out of your discussion.

Analyst Advisory

Put research into practice with in-depth analysis of your specific business and technology challenges. Engagements include custom advisory calls, strategy days, workshops, speeches, and webinars.

Learn about interactive advisory sessions and how we can support your initiatives.

Supplemental Material

Online Resource

The online version of Figure 2 is an Excel-based vendor comparison tool that provides detailed product evaluations and customizable rankings.

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Data Sources Used In This Forrester Wave

For our information security consulting services evaluation, we used the following materials and insights to assess the strengths and weaknesses of each service provider:

- › **Pitch decks, requests for proposals (RFPs), case studies, and client interviews.** Forrester requested service providers submit three proposals for assignments they have won, with the option to scrub any confidential information. Materials submitted must have articulated the scope, project approach, and expected outcomes. We did not request any specifics on contracts, legal items, or pricing. We then asked to be connected to either the exact customer the proposal was created for, or if the proposal was anonymous, to connect us with a client that has similar completed work by the service provider. We conducted phone interviews with these references, with the purpose of comparing the scope of the project to the actual business outcome and satisfaction experienced by the client.
- › **Market presence surveys.** Forrester requested service providers complete a short survey that covered items in the corresponding section of the evaluation. The questions covered areas such as geographic spread, number of clients, number of consultants, and revenue.
- › **Service provider briefings.** We asked vendors to conduct a 2-hour strategy briefing with executives to collect company strategy and positioning information. We used the information in the briefings to provide insight on the company's background, positioning, value proposition, and strategic vision.
- › **Customer reference surveys.** To further validate the service provider's qualifications, we surveyed an additional seven customer references. While this is not a statistically representative sample, we believe these references provide valuable qualitative insight into each service provider's offering.

The Forrester Wave Methodology

We conduct primary research to develop a list of vendors that meet our criteria to be evaluated in this market. From that initial pool of vendors, we then narrow our final list. We choose these vendors based on: 1) product fit; 2) customer success; and 3) Forrester client demand. We eliminate vendors that have limited customer references and products that don't fit the scope of our evaluation.

After examining past research, user need assessments, and vendor and expert interviews, we develop the initial evaluation criteria. To evaluate the vendors and their products against our set of criteria, we gather details of product qualifications through a combination of lab evaluations, questionnaires, demos, and/or discussions with client references. We send evaluations to the vendors for their review, and we adjust the evaluations to provide the most accurate view of vendor offerings and strategies.

We set default weightings to reflect our analysis of the needs of large user companies — and/or other scenarios as outlined in the Forrester Wave document — and then score the vendors based on a clearly defined scale. These default weightings are intended only as a starting point, and we encourage

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readers to adapt the weightings to fit their individual needs through the Excel-based tool. The final scores generate the graphical depiction of the market based on current offering, strategy, and market presence. Forrester intends to update vendor evaluations regularly as product capabilities and vendor strategies evolve. For more information on the methodology that every Forrester Wave follows, go to <http://www.forrester.com/marketing/policies/forrester-wave-methodology.html>.

Integrity Policy

All of Forrester's research, including Forrester Wave evaluations, is conducted according to our Integrity Policy. For more information, go to <http://www.forrester.com/marketing/policies/integrity-policy.html>.

Endnotes

- ¹ Security and associated risk are no longer just matters of rhetoric or sound bites for board members and senior leadership — they are front and center on the board agenda. Security and risk leaders have to adjust their role to take account of this, or risk being replaced. See the “[Evolve To Become The CISO Of 2018 Or Face Extinction](#)” Forrester report.
- ² The information security threat landscape is changing rapidly, and security organizations are struggling to keep up with the changing nature. See the “[Understand The Business Impact And Cost Of A Breach](#)” Forrester report.

News of data breaches now dominate the headlines when they occur — see the “[Lessons Learned From The World's Biggest Customer Data Breaches And Privacy Incidents, 2015](#)” Forrester report.
- ³ As security grows in importance and complexity, we see an increased need for skilled staff. Unfortunately, the need is not matched by supply, and, as a result, the security recruitment marketplace has become very competitive and potentially expensive. See the “[Structure Your Security Practice For Success](#)” Forrester report.
- ⁴ In September 2015, over 15 million T-Mobile customers were negatively affected by hackers breaking into Experian's computer system. Source: Jose Pagliery, “T-Mobile customers' info breached after Experian hack,” CNN Money, October 1, 2015 (<http://money.cnn.com/2015/10/01/technology/tmobile-experian-data-breach/>).
- ⁵ Security and risk pros need to measure the effectiveness of their security programs. You get what you measure, and metrics are an important technique in getting to an improved security posture. For more information, see the “[Develop Effective Security Metrics](#)” Forrester report.
- ⁶ To read more about IoT predictions for 2016, see the “[Predictions 2016: IoT's Impact Inside Companies](#)” Forrester report.
- ⁷ To read more about the evolving role of the CISO in the coming years, see the “[Evolve To Become The CISO Of 2018 Or Face Extinction](#)” Forrester report.
- ⁸ The human element is one of the most critical aspects of your security program, yet it's often the most neglected. Many security leaders prioritize other projects and see little value in the efforts they do commit to training and awareness. However, this is the problem: Awareness initiatives are sporadic, with materials that reflect the minimal, uninspired investment. Meanwhile, security technologies that are critical to protecting your environment are often rendered useless due to easily avoidable human factors. To continuously drive improvement across your security and risk program, reevaluate the way you address and influence your entire workforce, and how you can turn a major

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vulnerability into a security asset. This report takes lessons from both CISOs and communications experts to outline a new approach to what has too long been a stale and stagnant practice — a new way S&R pros can engage the human firewall. For more information, see the “[Reinvent Security Awareness To Engage The Human Firewall](#)” Forrester report.

⁹ To enhance its offerings in manufacturing, healthcare, and public sector deployments, as well as reinforcing its presence in some key markets, Atos bought Bull for £502.6 million (€620 million, \$844 million) in a deal announced in May 2014. Source: Alex Scroxton, “Atos buys Bull for £503m,” ComputerWeekly.com, May 27, 2014 (<http://www.computerweekly.com/news/2240221366/Atos-buys-Bull-for-503m>).

Atos spent more than \$1 billion taking over the IT outsourcing operations of Xerox in June 2015, tripling its size in the US and getting a large business process outsourcing and document outsourcing businesses in the process. Source: “Atos completes the acquisition of Xerox ITO,” Atos press release, June 30, 2015 (http://atos.net/en-us/home/we-are/news/press-release/2015/pr-2015_06_30_03.html).

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