

# The Forrester Wave™: Governance, Risk, And Compliance Platforms, Q1 2018

The 14 Providers That Matter Most And How They Stack Up - February 15, 2018

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## Why Read This Report

In our 23-criteria evaluation of governance, risk, and compliance (GRC) platforms, we identified the 14 most significant ones — ACL, Enablon, IBM, LogicManager, MetricStream, Nasdaq, NAVEX Global, Riskconnect, RSA, Rsam, SAI Global, SAP, ServiceNow, and Thomson Reuters — and researched, analyzed, and scored them. This report shows how each provider measures up and helps risk management professionals make the right choice.

## Key Takeaways

SAI Global, MetricStream, And LogicManager Lead The Pack

Forrester's research uncovered a market in which SAI Global, MetricStream, LogicManager, Nasdaq, Riskconnect, Rsam, and SAP lead the pack. Enablon, ACL, RSA, IBM, and NAVEX Global offer competitive options. ServiceNow and Thomson Reuters lag behind.

Risk Pros Are Looking For SaaS Providers, Automation, And Dedicated Customer Support

The GRC market is growing because more risk professionals see risk management as a way to address their top challenges. This market growth is in large part due to risk pros increasingly trusting GRC providers to act as strategic partners, advising them on top risk decisions.

Cloud, Analytics, And Customer Support Are Key Differentiators

As on-premises technology becomes outdated and less effective, improved SaaS implementations will dictate which providers will lead the pack. Vendors that can provide cloud, analytics, and customer support position themselves to deliver successful risk management programs to their customers.

## MANAGING RISK IS MORE IMPORTANT THAN IT'S EVER BEEN

Risk and compliance management is more important than ever, thanks to the increasingly intangible nature of business value and the growing risk of violating customer trust. ([see endnote 1](#)) Yet once again, the past year brought us the worst examples of corporations behaving poorly. We've seen mistakes and risk events across every industry; many of these could have been identified and managed through more formal assessment processes, better compliance training and accountability, and better use of risk data at strategic levels of the organization. The increasing cost of mistakes is clear:

- Corporate reputations are at risk. The hit to their reputation after a mishap, and the ensuing loss of customers and other stakeholders, damaged companies more than any other category of loss. ([see endnote 2](#)) Just look at the automotive industry. Volkswagen sent off an industry shockwave with its emissions scandal, causing regulators and customers alike to call into question the entire German car

industry. ([see endnote 3](#)) Meanwhile, Takata tarnished the reputation of auto makers worldwide by supplying them with dangerously faulty airbags, and GM's ignition scandal called into question the safety and competitiveness of the American car industry. ([see endnote 4](#)) As customers fled to competitors and as partner ecosystems dried up, Volkswagen's mistake cost them \$30 billion, Takata's \$24 billion, and GM's \$4.1 billion.

- Regulatory fines are skyrocketing. With the uncertain regulatory landscape, managing compliance is becoming a challenge for most risk managers. The General Data Protection Regulation (GDPR) in Europe is a prime example of the challenge. If a company or any one of its third parties breaches the data of a European citizen, the company will face a fine of 4% of annual global revenue or €20 million, whichever is greater. ([see endnote 5](#)) With these kinds of fines, large multinational organizations will need to manage training, technical controls, and ongoing monitoring of employees as well as third parties. For a company like Google, which had annual income in 2017 of \$73.8 billion, a fine for violation of GDPR would be more than \$2 billion. ([see endnote 6](#))
- Disruptive business models are introducing new risks. The shared economy business model stands out because of its amplified regulatory, strategic, and operational risks. After a hacker stole the information of 57 million Uber customers, Uber attempted to silence him for \$100,000. ([see endnote 7](#)) However, this breach has been just a small blip of concern compared to some of the larger issues related to poor corporate culture, harassment, and mistreatment of drivers as executives focused solely on aggressive growth.

### GRC Product Innovation Is Gathering Steam Among Pure SaaS Vendors

On-premises and hosted GRC solutions require a high degree of customer support compared to SaaS applications, which make them a drain on vendor resources. With that in mind, the past two years have seen GRC vendors pushing toward SaaS solutions and away from their on-premises or hosted models. These changes are a win-win for both GRC vendors and customers for several reasons:

- Pure SaaS vendors are viewed as business partners instead of providers. Customers of SaaS GRC vendors note that these companies are hyperengaged and help them improve their GRC program with a continuing business relationship well beyond implementation. SaaS providers generally have better customer satisfaction scores, and their customers have integrated these vendors into their continual improvement planning.
- SaaS providers can monitor customer environments for usage and performance. These vendors can manage the platform all the way down to frequency of form usage, to figure out whether people are adopting specific GRC processes. The vendors can readily report this information back to customers as well, to help them find the best way to engage employees and spur adoption. This active involvement between the GRC vendor and the GRC customer promotes continuous improvement.
- SaaS GRC platforms are designed with best practices built into the tool. The forms, workflows, and reports are preconfigured, so customers can adopt platforms with little configuration, if they choose. Especially for organizations that are just starting out or for the midmarket, a limited SaaS implementation based on best practices, with authoritative text and a short implementation timeline, can solve their most pressing risk management and compliance headaches.

## GOVERNANCE, RISK, AND COMPLIANCE PLATFORM EVALUATION OVERVIEW

To assess the state of the GRC market, Forrester evaluated the strengths and weaknesses of the most relevant GRC vendors. After examining past research, user need assessments, and vendor and expert interviews, we developed a comprehensive set of 23 evaluation criteria, which we grouped into three categories:

- **Current offering.** The vertical axis of the Forrester Wave™ graphic reflects the strength of each vendor's product offering, including its capabilities to deliver content management; document management; user event input/output, distribution, and communication; risk analytics; risk and control management; workflow management; audit management; dashboards and reporting; GRC breadth and depth; regulatory change management; integration capabilities; organizational context; end user experience; and language support.
- **Strategy.** The horizontal axis measures the viability and execution of each vendor's strategy, which includes the vendor's product implementation, product version support and custom code, customer maturity, and partnerships.
- **Market presence.** The size of each vendor's bubble on the Forrester Wave graphic represents its presence in the GRC market, based on its revenue, financial resources to support strategy, GRC staff size, global support for language and availability, and customer base.

#### Evaluated Vendors And Inclusion Criteria

Forrester included 14 vendors in the assessment: ACL, Enablon, IBM, LogicManager, MetricStream, Nasdaq, NAVEX Global, Riskconnect, RSA, Rsam, SAI Global, SAP, ServiceNow, and Thomson Reuters. Each of these vendors has ( [see Figure 1](#) ):

- **Capabilities to support a wide range of GRC use cases.** Every vendor in the Forrester Wave has a substantial enough breadth of capabilities to address the needs of governance, risk management, and compliance professionals across multiple industries, domains, and use cases.
- **Substantial market presence.** All vendors evaluated in this Forrester Wave had at least 150 customer organizations and earned more than \$30 million in GRC revenue.
- **Relevance to the market.** Inclusion in this Forrester Wave means that the vendor actively competes in the GRC market, showing up in competitive situations and discussions among Forrester clients.

Figure 1: Evaluated Vendors: Governance, Risk, And Compliance Information And Inclusion Criteria

Vendor	Product	Version
ACL	ACL	ACL Analytics 12.5 ACL Analytics Exchange 6.5
Enablon	Enablon 8	v8.4
IBM	IBM OpenPages	v7.3
LogicManager	LogicManager	LogicManager v17
MetricStream	MetricStream M7 GRC Platform	v7.0
Nasdaq	BWise	5
NAVEX Global	PolicyTech NAVEX Engage RiskRate EthicsPoint	September 1, 2017 July 31, 2017 August 30, 2017 August 15, 2017
Riskconnect	Riskconnect Integrated Risk Management	GRC.2017.2
RSA	RSA Archer	v6.2
Rsam	Rsam GRC	v9.2
SAI Global	Compliance 360	September 7, 2017
SAP	SAP Solutions for GRC	v10.1
ServiceNow	ServiceNow Governance Risk and Compliance	Jakarta
Thomson Reuters	Thomson Reuters Connected Risk	September 7, 2017

#### Vendor inclusion criteria

**Capabilities to support a wide range of GRC use cases.** Every vendor in the Forrester Wave™ has a substantial enough breadth of capabilities to address the needs of governance, risk management, and compliance professionals across multiple industries, domains, and use cases.

**Substantial market presence.** All vendors evaluated in this Forrester Wave had at least 150 customer organizations and earned more than \$30 million in GRC revenue.

**Relevance to the market.** Inclusion in this Forrester Wave means that the vendor actively competes in the GRC market, showing up in competitive situations and discussions among Forrester clients.

## VENDOR PROFILES

This evaluation of the GRC 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 ( [see Figure 2](#) and [see Figure 3](#) ). Click the link at the beginning of this report on Forrester.com to download the tool.

Figure 2: Forrester Wave™: Governance, Risk, And Compliance Platforms, Q1 2018

Q1 2018

## THE FORRESTER WAVE™

Governance, Risk, And Compliance Platforms

Q1 2018



Figure 3: Forrester Wave™: Governance, Risk, And Compliance Platforms Scorecard, Q1 2018

	Forrester's weighting	ACL	Enablon	IBM	LogicManager	MetricStream	Nasdaq	NAVEX Global
<b>Current offering</b>	50%	3.70	4.10	4.36	3.94	4.38	4.28	2.18
Content management	5%	3.00	3.00	5.00	3.00	3.00	3.00	3.00
Document management	7%	5.00	5.00	5.00	5.00	5.00	5.00	3.00
Input/output, distribution, and communication	9%	5.00	3.00	5.00	5.00	3.00	5.00	5.00
Risk analytics	7%	3.00	5.00	5.00	3.00	3.00	5.00	1.00
Risk and control management	7%	5.00	5.00	5.00	3.00	5.00	5.00	3.00
Workflow management	7%	3.00	3.00	3.00	3.00	5.00	3.00	1.00
Audit management	7%	5.00	5.00	5.00	3.00	5.00	5.00	1.00
Dashboards and reporting	5%	3.00	3.00	5.00	3.00	5.00	5.00	3.00
GRC breadth and depth	7%	3.00	5.00	5.00	5.00	5.00	3.00	1.00
Regulatory change management	7%	3.00	3.00	5.00	5.00	5.00	3.00	1.00
Integration capabilities	7%	3.00	3.00	5.00	5.00	5.00	5.00	3.00
Organizational context	10%	1.00	5.00	5.00	3.00	5.00	5.00	1.00
End user experience	10%	5.00	5.00	1.00	5.00	3.00	3.00	1.00
Language support	5%	5.00	3.00	3.00	3.00	5.00	5.00	5.00
<b>Strategy</b>	50%	3.00	3.00	2.20	3.80	3.80	3.40	3.80
Implementation and maintenance costs	20%	5.00	3.00	3.00	5.00	3.00	3.00	3.00
Product version support and custom code	20%	5.00	5.00	3.00	5.00	3.00	3.00	5.00
Customer maturity	40%	1.00	3.00	1.00	3.00	5.00	3.00	3.00
Partnerships	20%	3.00	1.00	3.00	3.00	3.00	5.00	5.00
<b>Market presence</b>	0%	3.40	4.20	5.00	3.00	4.60	3.80	3.80
GRC revenue	20%	5.00	5.00	5.00	3.00	5.00	3.00	5.00
Financial resources to support strategy	20%	3.00	5.00	5.00	5.00	5.00	5.00	3.00
GRC staff size	20%	1.00	3.00	5.00	1.00	5.00	3.00	5.00
Global support: language and availability	20%	3.00	5.00	5.00	3.00	3.00	3.00	3.00
Global GRC customer base	20%	5.00	3.00	5.00	3.00	5.00	5.00	3.00



		Forrester's weighting	Riskconnect	RSA	Rsam	SAI Global	SAP	ServiceNow	Thomson Reuters
<b>Current offering</b>		50%	4.10	3.66	3.62	3.78	3.62	2.76	2.76
Content management		5%	3.00	3.00	3.00	3.00	5.00	3.00	3.00
Document management		7%	5.00	5.00	3.00	3.00	3.00	5.00	3.00
Input/output, distribution, and communication		9%	5.00	3.00	3.00	3.00	3.00	1.00	1.00
Risk analytics		7%	3.00	3.00	3.00	3.00	5.00	1.00	1.00
Risk and control management		7%	5.00	5.00	3.00	5.00	5.00	3.00	3.00
Workflow management		7%	3.00	3.00	3.00	3.00	1.00	3.00	5.00
Audit management		7%	3.00	3.00	5.00	3.00	5.00	3.00	3.00
Dashboards and reporting		5%	3.00	3.00	3.00	3.00	3.00	5.00	3.00
GRC breadth and depth		7%	3.00	5.00	3.00	3.00	3.00	3.00	3.00
Regulatory change management		7%	3.00	3.00	5.00	5.00	5.00	3.00	5.00
Integration capabilities		7%	5.00	5.00	5.00	3.00	3.00	5.00	3.00
Organizational context		10%	5.00	3.00	5.00	5.00	3.00	1.00	3.00
End user experience		10%	5.00	3.00	3.00	5.00	3.00	1.00	1.00
Language support		5%	5.00	5.00	3.00	5.00	5.00	5.00	3.00
<b>Strategy</b>		50%	3.40	3.00	3.80	5.00	3.80	2.20	2.20
Implementation and maintenance costs		20%	3.00	3.00	5.00	5.00	3.00	3.00	1.00
Product version support and custom code		20%	5.00	3.00	5.00	5.00	3.00	3.00	1.00
Customer maturity		40%	3.00	3.00	3.00	5.00	5.00	1.00	3.00
Partnerships		20%	3.00	3.00	3.00	5.00	3.00	3.00	3.00
<b>Market presence</b>		0%	3.00	4.20	3.00	4.20	4.60	3.00	4.20
GRC revenue		20%	3.00	5.00	3.00	5.00	5.00	1.00	5.00
Financial resources to support strategy		20%	3.00	5.00	5.00	1.00	5.00	3.00	5.00
GRC staff size		20%	3.00	5.00	3.00	5.00	5.00	3.00	5.00
Global support: language and availability		20%	3.00	3.00	1.00	5.00	5.00	3.00	1.00
Global GRC customer base		20%	3.00	3.00	3.00	5.00	3.00	5.00	5.00

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

## Leaders

- SAI Global has an increasingly diverse, extremely happy customer base. SAI Global's customers told us again this year that they are very satisfied with their implementations and consider SAI Global to be their compliance business partner. With the acquisition of Modulo, the company leapt into IT GRC and security governance markets, where it has been lacking in the past. Key takeaway: With diverse

use cases in case management, healthcare, and GDPR, the additions of IT GRC and business continuity round out the platform as a single point of governance and compliance capabilities in the enterprise.

- MetricStream is showing clear market innovation with its user interface design. The user interface for the latest release of the MetricStream platform, M7, gives a unique experience to light-touch users. The new interface reflects MetricStream's customer-centric pivot over the past 18 months, which also includes maturing its customer support program and delivering a version of the platform to the midmarket. MetricStream's platform supports a very large number of use cases across diverse industries, including energy, healthcare, insurance, food and beverage, and automotive. Key takeaway: MetricStream's focus on user growth has slowed its technical disruption of the market. While the user interface is unique, the company will have to give users better analytics to keep pace with the more agile vendors in the space.
- LogicManager takes an integrated approach to GRC customer success. LogicManager's customers say that the true differentiator of the company's offering is its customer support; customers are assigned two highly engaged analyst advisors at no additional cost. The platform boasts one of the most rapid average deployment times on the market, and it supports a diverse number of use cases as well as content to support many verticals. Key takeaway: LogicManager's rapid deployment and ongoing partnership with customers help the company take on the big players in the market.
- Nasdaq continues its march toward a subscription-based SaaS model. The Nasdaq B Wise platform has a strong regulatory change management offering for heavily regulated environments, and it's gaining traction with buyers in the midmarket and in information security organizations. Customers continue to extend their implementations with additional use cases and grow the application's footprint in the enterprise. Key takeaway: Nasdaq offers a very diverse and capable platform, although this can often lead to complicated and lengthy implementations.
- Riskconnect leverages the Force.com platform for its functional foundation. Funded by private equity firm Thoma Bravo, Riskconnect built its GRC offering on the Force.com platform, which in essence means the engineers of Salesforce actively work to develop and maintain the product's underlying capabilities. Among many benefits, this means Riskconnect GRC includes support for 72 languages, strong workflow, and extensive dashboarding and reporting. This approach also allows Riskconnect to focus on use case development, content, and analytics for GRC. Key takeaway: Riskconnect is an appealing option for Salesforce.com users and deserves a look on its own for its solid GRC capabilities.
- Rsam is extraordinarily good at collecting data and putting it to actionable use. The Rsam platform's strengths lie with input, output, distribution, and communication. Specifically, it collects data in almost any format (structured or unstructured) from multiple platforms (e.g., financial, ITSM, security, third-party risk intelligence feeds) and leverages it throughout various functions and modules. Customers use this data to identify, analyze, and manage risk. The platform continues to grow with customer needs, one example being its expanding capabilities for third-party risk management. Key takeaway: If you're looking for a platform that can collect a wide variety of data from other systems to help manage risk, Rsam continues to be a good choice.
- SAP's GRC strategy removes the focus on APIs and puts HANA front and center. Taking a different approach to connectivity and integration is the real differentiator for the SAP GRC offering. Shunning APIs and web services and leveraging HANA's in-memory data access, SAP is making a bet that customers want big data and predictive analytics natively in their risk solution. SAP continues to meet the needs of its current GRC customers while driving product innovation. One



standout from that strategy is the SAP audit tool, which continues to be a strong SaaS solution with full mobile capabilities. Key takeaway: If you're an SAP shop, be sure to put SAP GRC on your short list.

### Strong Performers

- Enablon continues to be experts in EHS and operational risk use cases. Enablon officially became an operating unit of Wolters Kluwer's Legal and Regulatory division in July, 2016. The company plans to leverage Wolters Kluwer's market presence to expand its customer base around the world. Enablon's core strengths continue to be environmental, health, and safety (EHS) management as well as sustainability and operational risk management. Customers are generally in highly regulated environments, looking for industry-specific content and solutions. Key takeaway: If your organization is looking to manage corporate social responsibility initiatives, environmental health and safety, enterprise risk management, or incident/event management, Enablon should be on your short list.
- ACL's GRC portfolio has grown substantially from its well-known audit tool. ACL's GRC product portfolio began with an audit solution, known for its strong analytics and financial controls testing. From there, the company has evolved to a comprehensive GRC platform vendor, with a product that leverages these exceptional native analytics in every function it offers. The company has a very large and mature customer community, where practitioners share ideas and interact with ACL experts. Key takeaway: If you're looking for a GRC product with a simple user interface, strong mobile support, and strong analytic integration, ACL is worth serious consideration.
- RSA Archer continues to excel in IT GRC use cases. The RSA Archer platform's core capabilities are comparable with the rest of the market, and its continued strength is its very tight integration with RSA security tools. RSA Archer's forgotten differentiator is its most mature domain; while many organizations consider Archer for a wide range of use cases, its product strengths and integration with IT systems make it best-suited for IT GRC. Key takeaway: RSA continues to create use cases in third-party risk, financial risk management, and regulatory change management, building on its IT GRC lineage.
- IBM is embracing analytics in its approach to GRC. The IBM OpenPages GRC platform has been known as a financial controls management product since its inception. It's also a strong operational risk platform, and customers are looking to expand their use of the platform for nonfinancial use cases as well. While some customers report that they will make use of Watson capabilities over the next year, others say the user interface needs improvement first. Key takeaway: OpenPages is an enterprise-class platform and worth a look for complicated implementations that require good analytics and reporting.
- NAVEX Global specializes in compliance, with training content and data management. NAVEX Global continues to shine in the market with its whistleblower hotline and corporate compliance offerings. This includes true anonymous input and workflow to support many use cases, such as case management and third-party compliance. In 2015, NAVEX Global acquired The Network, bolstering its ethics and compliance consulting services as well. Key takeaway: NAVEX Global does not yet offer a full risk management platform, but it does meet the corporate compliance needs for firms in any industry.

### Contenders

- ServiceNow has entered the GRC platform market. ServiceNow is well-known around the world as an IT service management platform, and now the company is the newest significant entrant into the

GRC platform market. ServiceNow's GRC module leverages the information that the ITSM tool collects (including data for asset management, change management, incident management, and problem management), which makes a compelling driver for IT GRC use cases. Key takeaway: Customers of ServiceNow ITSM are finding ServiceNow GRC to be an easy transition that helps them take a risk-based approach to information security and IT operations.

- Thomson Reuters' GRC solutions support a wide range of use cases. Thomson Reuters continues to be a capable solution for financial controls management and a strong player in the regulatory change management space. Its Connected Risk solution offers capabilities to manage risk to any area of the business, and the company leverages its regulatory content in its software offering. Key takeaway: Connected Risk is a strong contender for a wide array of use cases, and Thompson Reuters' risk and compliance content is among the best in the industry.

## 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. Click the link at the beginning of this report on Forrester.com to download the tool.

### Data Sources Used In This Forrester Wave

Forrester used a combination of three data sources to assess the strengths and weaknesses of each solution. We evaluated the vendors participating in this Forrester Wave, in part, using materials that they provided to us by October 16, 2017.

- Vendor surveys. Forrester surveyed vendors on their capabilities as they relate to the evaluation criteria. Once we analyzed the completed vendor surveys, we conducted vendor calls where necessary to gather details of vendor qualifications.
- Product demos. We asked vendors to conduct demonstrations of their products' functionality. We used findings from these product demos to validate details of each vendor's product capabilities.
- Customer reference calls. To validate product and vendor qualifications, Forrester also conducted reference calls with three of each vendor's current customers.

### The Forrester Wave Methodology

We conduct primary research to develop a list of vendors that meet our criteria for evaluation in this market. From that initial pool of vendors, we 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. Vendors marked as incomplete participants met our defined inclusion criteria but declined to participate or contributed only partially to the 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 evaluation — and then score the vendors based on a clearly defined scale. We intend these default weightings to serve only as a starting point and encourage 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, please visit [The Forrester Wave™ Methodology Guide](#) on our website.

## Integrity Policy

We conduct all our research, including Forrester Wave evaluations, in accordance with the [Integrity Policy](#) posted on our website.

## ENDNOTES

- 1.Unprecedented changes in business and technology will demand much more sophisticated, strategic, and proactive GRC capabilities. Forrester examines the implications of today's and tomorrow's biggest trends, with practical advice to help risk management pros build a program to usher their firms more safely to success. For more information, see the Forrester report " [GRC Vision 2017-2022: Customer Demands Escalate As Regulators Falter.](#) " ["Back to text"](#)
- 2.Forrester helps risk professionals learn how to understand and qualify their organization's reputational exposure so they can better protect this most important asset. For more information, see the Forrester report " [Brand Resilience: Addressing The Critical Risks.](#) " ["Back to text"](#)
- 3.Source: Russell Hotten, "Volkswagen: The scandal explained," BBC News, December 10, 2015 (<http://www.bbc.com/news/business-34324772>). ["Back to text"](#)
- 4.Source: Charisse Jones and Nathan Bomey, "Timeline: How Takata's air-bag scandal erupted," USA Today, June 25, 2017 (<https://www.usatoday.com/story/money/2017/06/25/takata-air-bag-scandal-timeline/103184598/>) and Max Blau, "No Accident: Inside GM's deadly ignition switch scandal," Atlanta Magazine, January 2016 (<http://www.atlantamagazine.com/great-reads/no-accident-inside-gms-deadly-ignition-switch-scandal/>). ["Back to text"](#)
- 5.Source: "GDPR Key Changes," EUGDPR.org (<https://www.eugdpr.org/key-changes.html>). ["Back to text"](#)
- 6.Source: "Revenue of Google from 1st quarter 2008 to 4th quarter 2017 (in million U.S. dollars)," Statista (<https://www.statista.com/statistics/267606/quarterly-revenue-of-google/>). ["Back to text"](#)
- 7.Source: Dell Cameron, "The Great Data Breach Disasters of 2017," Gizmodo, December 27, 2017 (<https://gizmodo.com/the-great-data-breach-disasters-of-2017-1821582178>). ["Back to text"](#)