



ALM INTELLIGENCE  
PACESETTER  
RESEARCH

# Cybersecurity

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2022

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PASSWORD:





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### Related ALM Research & Tools

[ALM Intelligence: Analyst Reports](#)

[BenefitsPro.com: COVID-19](#)

[Consulting Magazine](#)

[Credit Union Times: COVID-19](#)

[GlobeSt.com: COVID-19](#)

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ALM Pacesetter Research (APR) is a market research initiative of ALM Intelligence with an inclusive perspective of the professional services landscape. Rather than traditional market research which focuses on one market segment, APR looks across a broader range that includes law, consulting, insurance, financial advisory, and other actors operating in the market defined by the research topic. ALM Intelligence started Pacesetter Research in 2020 to examine how more volatile demand dynamics are forcing market players to reevaluate their approach to **innovation**, **risk**, market **convergence**, and ultimately, **opportunity**. The purpose of ALM Pacesetter Research is twofold:

- Deliver practical insights into the buying and selling of professional services in an increasingly converging marketplace
- Help buyers evaluate their sourcing options with objective assessments of providers' services and capabilities

### Pacesetter Advisory Council (PAC)

Market Leaders are selected by a panel of experts comprised of ALM editors, journalists, market intelligence analysts, and external professionals and academics who have experience working with professional services providers.



### Research Methodology

APR analysts combine qualitative and quantitative research methods to profile Market Leaders in each market. These providers are evaluated and scored against five core criteria to determine Pacesetter status.

- 1 Business model
- 2 Value proposition
- 3 Service delivery
- 4 Client enablement
- 5 Brand eminence

### Audience

APR provides independent and objective analyses to providers and buyers of professional services coupled with practical insights that inform the decision-making process for strategic planning and procurement professionals.



# Market Overview

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April 2022

Cybersecurity – technology, the sophistication of cyber criminals, what and who is targeted – continues to evolve rapidly, but the big shifts in cybersecurity services have more to do with catching up to what exactly “cyber” means for an organization in 2022. The most important of these realizations is that technology enables organizations and as such permeates everything they do. This, in turn, means that cybersecurity must do the same. A cybersecurity strategy must be more than an endpoint security solution; it must be embedded in operational procedures, employee training, management decisions and form a definitive thread in all external relationships including vendors, suppliers, logistics partners and customers.

Furthermore, cyber criminals in 2022 have moved from targeting data (usually for ransom) to disrupting operations – in effect, holding key organizational functions hostage. They have become more adept at probing an organization’s entire value chain for weaknesses and entry points, then exploiting those weaknesses to threaten or inflict damage. This is reflected in recent surveys where CEOs voice fears of cyber threats less for any data loss or ransom payouts, and more as an instrument of business interruption.<sup>1</sup>

This means that cybersecurity in 2022 is more than a technology problem; it is also an operational, financial, human capital, value chain, product management, regulatory, and ultimately, a strategic problem. This implies, of course, that a well-crafted cybersecurity strategy can also be a differentiator and competitive advantage. Indeed, management consultants and multiservice providers have incorporated their cybersecurity offerings into their broader business transformation and long-term resiliency solutions.

The array of providers competing in the cybersecurity space remains massive, spanning mobile phone service providers to technology firms, endpoint solution software firms, security boutiques, retired IT specialists, as well as law firms, insurance companies (both carriers and brokers), management consulting providers and multiservice firms. What distinguishes Innovators from this large crowd of professional services providers is the recognition that any

approach to cybersecurity requires a holistic solution incorporating the whole organization, as well as the client need for long-term engagement. On the farther end of the scale, this translates into managed services and Cyber-as-a-Service solutions, but other providers also recognize the importance of embedded solutions integrated with a client’s broader risk management strategy.

The Cybersecurity 2022 report explores how the Pacesetters in 2022 are those providers who have moved beyond stand-alone, “check-the-box” cybersecurity services to integrate cybersecurity into their approach to broader client business functions, so that their cybersecurity offering is as at home in risk management or supply chain management as technology. It is not that every provider offers a full, end-to-end cybersecurity suite of services, but that their solutions seamlessly integrate with client business functions. This includes law firms, which embed cybersecurity in their digital transformation advisory offering, as well as insurance carriers bundling broader business insurance offerings to include a comprehensive cybersecurity risk transfer offering for cost-challenged middle-tier clients. Cybersecurity is a fast-moving target, and innovators and Pacesetters alike recognize that clients do not need boxed software but long-term partners to manage cyber risk in the flow of their other business risks.



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1. Steve Hallo. (2022, January 31). Fear & liability on a global scale: Allianz highlights 2022’s top risks. PropertyCasualty360°. [https://www.propertycasualty360.com/2022/01/31/fear-liability-on-a-global-scale-allianz-highlights-2022s-top-risks/?kw=Fear%20%26%20liability%20on%20a%20global%20scale:%20Allianz%20highlights%202022%27s%20top%20risks&utm\\_campaign=newsroomupdate&utm\\_content=20220131&utm\\_medium=enl&utm\\_source=email&utm\\_term=pc360](https://www.propertycasualty360.com/2022/01/31/fear-liability-on-a-global-scale-allianz-highlights-2022s-top-risks/?kw=Fear%20%26%20liability%20on%20a%20global%20scale:%20Allianz%20highlights%202022%27s%20top%20risks&utm_campaign=newsroomupdate&utm_content=20220131&utm_medium=enl&utm_source=email&utm_term=pc360)



*The goal of ALM Pacesetter Research is to help buyers of professional services navigate an increasingly complex landscape with confidence. We use a multidisciplinary perspective to identify best-in-class providers of legal, consulting, financial, insurance, employee benefits, and other professional services, and analyze how they are evolving as an ecosystem of interdisciplinary service providers. Our research is grounded in over 50 years of accumulated market insights and qualitative research models that combine knowledge of management science with case studies and other sources of knowledge to understand patterns of market supply, demand, behavior, and ways of doing business.*

### IDENTIFY

- The ALM Pacesetter Advisory Council (PAC) convenes in advance of the research project kick-off; members include ALM journalists and editors, and external experts such as consultants, general counsel, and industry thought leaders
- The PAC selects the set of Market Leaders that will be covered in the research topic from a larger group of providers that members have identified in the normal course of their work
- PAC members also provide expert knowledge and insights to the ALM Pacesetter team throughout the research and analysis process

### RESEARCH

- The ALM Pacesetter Team within ALM Intelligence conducts primary and secondary research
- Primary research includes in-depth interviews with practice leaders at the provider firms covered in the research; satisfaction interviews with clients referred by those providers; and in-depth interviews with thought leaders, recruiting professionals, and other sources
- Secondary research includes data gathered from annual reports and earnings calls, management presentations, public filings, case studies, press releases, journals and publications, online information databases and other publicly available resources

### ANALYZE

- ALM Pacesetter analysts evaluate and score the Market Leaders against five core criteria
  1. Business model
  2. Value proposition
  3. Service delivery
  4. Client impact
  5. Brand eminence*See criteria definitions on next page*
- Market Leaders that achieve a Pacesetter Impact Score equal to or over 85 are designated as ALM Pacesetters
- Pacesetter analysts map markets and stakeholders and write market trends
- Market segment overviews are peer reviewed by the appropriate PAC member

### About ALM Intelligence

ALM Intelligence provides proprietary data, analysis, tools, and knowledge that empower our clients to succeed. The product suite and vast data repository arm professionals with the critical business information required to make the most impactful and informed decisions possible. The exhaustive data repository and product functionality enable professionals to combat competitive challenges head-on with the confidence to remain ahead of the field. The depth of ALM Intelligence's expertise across the benefits, insurance, consulting, and legal industries provide a broad spectrum of actionable intelligence to facilitate & execute strategy. Please visit [www.alm.com/intelligence](http://www.alm.com/intelligence) for more information.

### About ALM

ALM, an information and intelligence company, provides customers with critical news, data, analysis, marketing solutions and events to successfully manage the business of business. ALM serves a community of over 6 million business professionals seeking to discover, connect and compete in highly complex industries. Please visit [www.alm.com](http://www.alm.com) for more information, and visit [www.alm.com/events/](http://www.alm.com/events/) to learn about our upcoming events. Please follow us on Twitter at @ALMMedia.

**30+**

Publications

**65+**

Events hosted  
globally

**250+**

Intelligence reports  
developed

**2.65M**

website visitors per  
month

**2.85M**

Newsletter  
subscribers

**1.08M**

Mobile visitors per  
month



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