

INDUSTRY ADVISORY | QATAR | GCC

TECHNOLOGY & DIGITAL SERVICES

EXECUTIVE REALITY

Technology and digital-services organisations often win business faster than they formalise how they operate.

Enterprise customers now assess suppliers before they buy: security questionnaires, privacy terms and evidence of control sit inside the procurement decision. Governance becomes a commercial capability when the buyer's due diligence, not the product, decides the award.

WHERE GOVERNANCE PRESSURE APPEARS

CUSTOMER DUE DILIGENCE

Enterprise buyers require evidence of security, privacy and control maturity before contracts are awarded.

DATA AND PRIVACY COMMITMENTS

Data handling, cross-border flows and subprocessors create obligations that must be evidenced.

SCALING DELIVERY

Practices that worked at an earlier stage are difficult to sustain as teams and client numbers grow.

PROCUREMENT QUALIFICATION

Incomplete answers to assurance questionnaires can remove a capable supplier on process grounds.

CLOUD AND THIRD-PARTY DEPENDENCY

Platforms, integrations and vendors sit inside the service the customer buys, and their failures become yours.

WHAT THIS MEANS COMMERCIALLY

- 01 Governance becomes a revenue enabler when enterprise customers require evidence before they buy.
- 02 Assurance work completed late in a sales cycle delays revenue rather than protecting it.
- 03 AI features raise customer questions about data use, oversight and accountability.
- 04 Supplier dependencies inside the service become contractual commitments in practice.

WHERE HARBORSTONE FITS

— Information Security, Privacy & Digital Trust

— Enterprise Governance & Risk

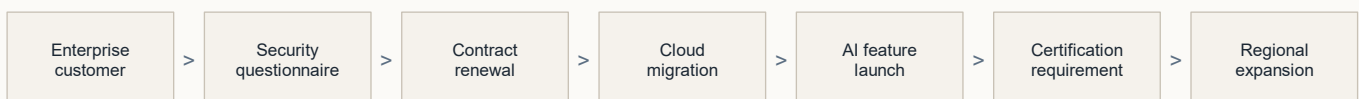
— Audit Readiness & Assurance

— Operational Resilience & Continuity

— Enterprise AI Governance

— Strategic Advisory & Fractional Leadership

WHEN GOVERNANCE BECOMES A BUSINESS ISSUE



When the buyer's due diligence begins, is governance something the organisation can show — or something it still has to build?