



THE SECURITY STANDARD™



Securing the Enterprise from a Dangerous Cyberworld

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CSO

Aligning Security to the Business

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Visa



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Competition

Our businesses compete.

We compete.

Business alignment defines the winner.



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Business Alignment

- Businesses exist to generate profits (or societal value creation for not-for-profit organizations)
- Security exists to enhance those profits
 - Improving cash flows while maintaining equal risk
 - Reducing risk while maintaining equal cash flows
- Business alignment is: ***achieving a risk posture whereby the business realizes profit enhancement by virtue of security***



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Easier Said Than Done

- Balancing the business' risk/reward profile is challenging:
 - Too few controls = excessive risk
 - Too many controls = declining marginal utility
- Standards and regulations fail to account for business criticality (e.g., inward-focused vs. value-driven)
- Each business has unique priorities, resources, etc.
- Communication with business leaders can be difficult
- So we need to take matters into our own hands and learn the business!



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Business Value Chain

- The business value chain shows where and how the business generates value
- It allows us to identify where IT supports business value creation, and by how much
- It offers insight into business needs and requirements so we can ensure selection of the appropriate security strategy



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Security Strategy

- Risk and reward are the levers that drive business alignment
- Once we understand the business, we align our strategy to it

	Strategic Approach	Philosophy	Goals
 Reward-Focused	Revenue-First	Are my investments in any way impeding business execution?	Do as much as possible with as little as possible
	Relative Value	Will this investment outperform my benchmark?	Meet or exceed industry/peer performance
	Absolute Value	Does the reward of this investment outweigh the risks?	Balance risk and reward to create maximum value
	Compliance	Am I compliant with regulations and applicable policies/standards?	Achieve “best practice” security
	Risk-to-Zero	Have we invested in controls to eliminate all threat exposure?	Holistic protection at any cost
Risk-Focused			



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Quick and Dirty Business Alignment “How-To Guide”



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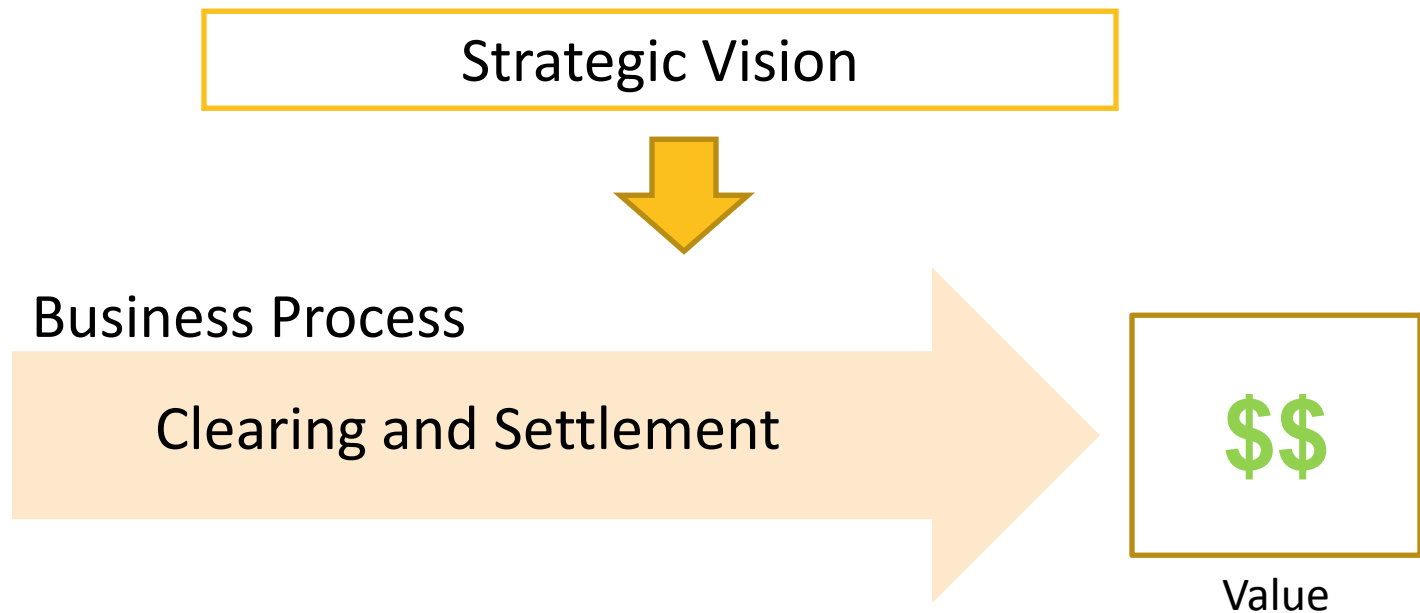
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Link Business Strategy to Execution

- Value comes from business execution – the business processes



Identify and catalogue critical business processes



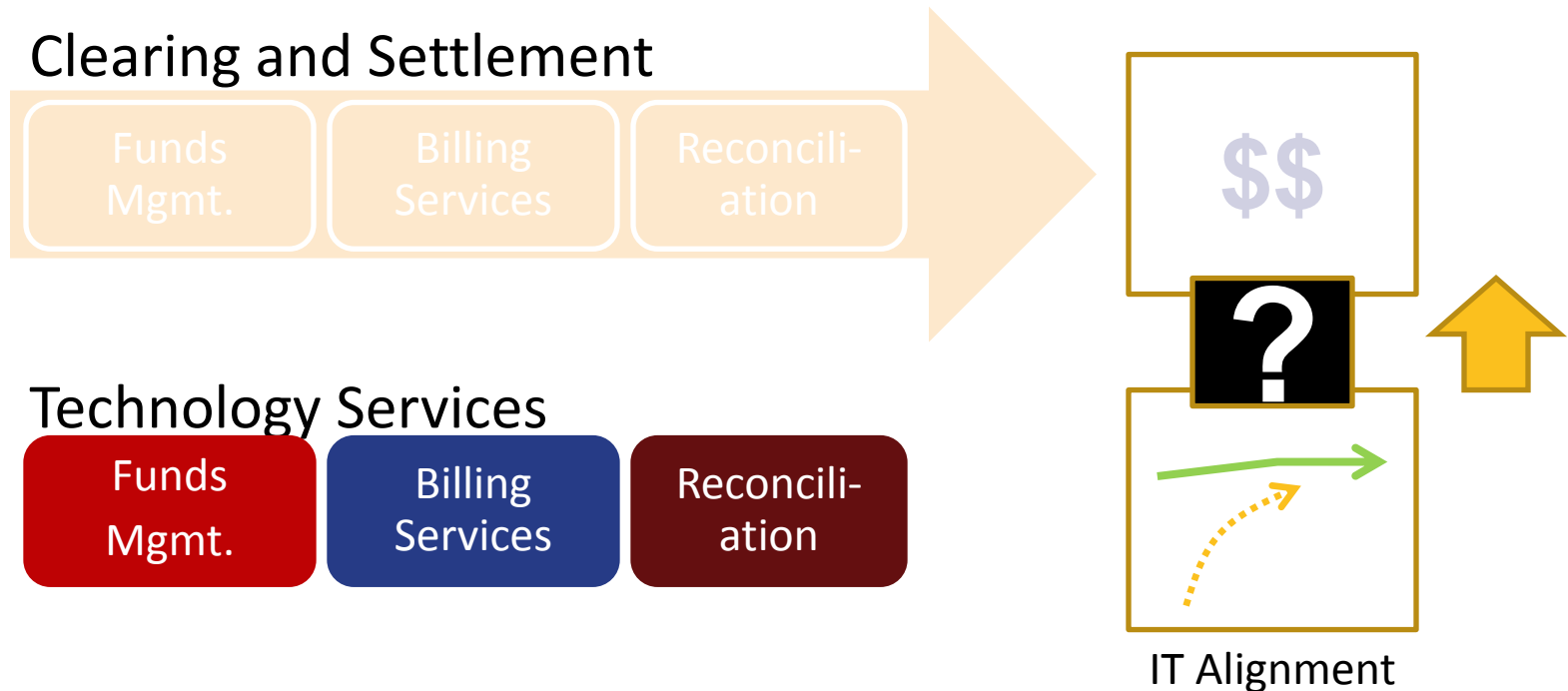
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Link Business Process & IT

- IT systems support business process execution



Identify and catalogue IT services that support business processes



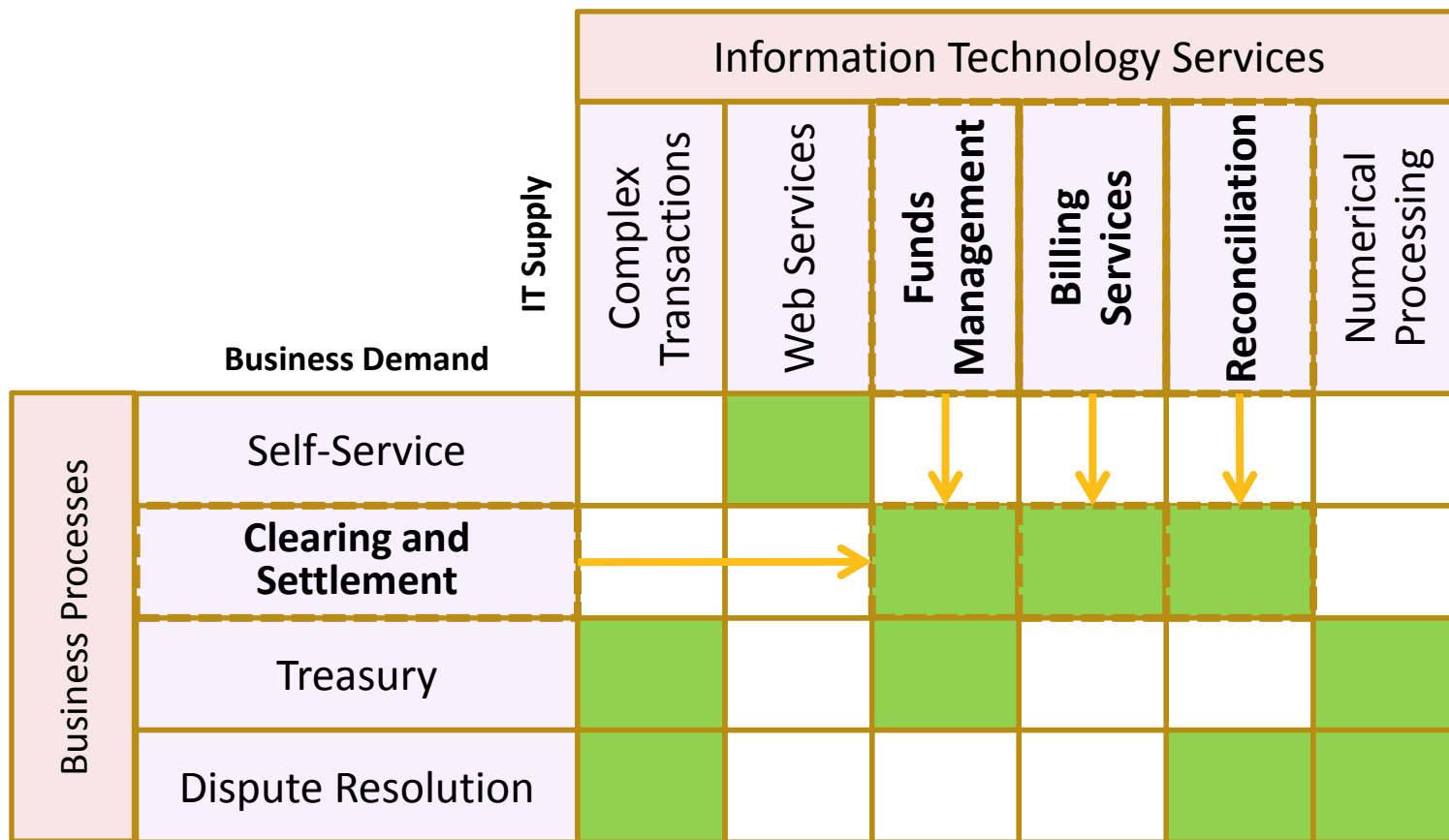
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Business Process and IT Mapping



Represent interdependencies of BPs and IT services



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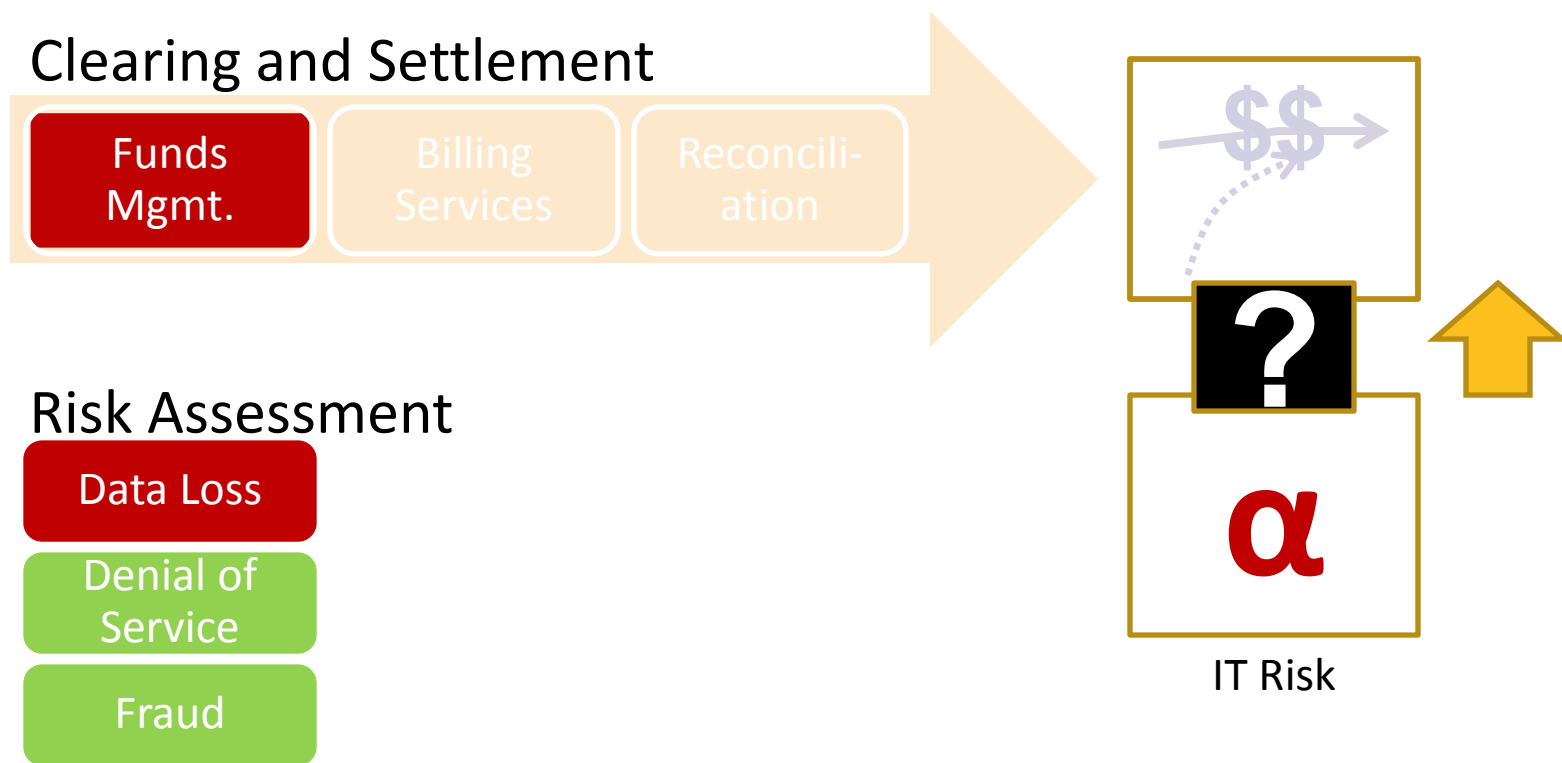
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Link IT and Risk

- IT risks jeopardize IT system operations



Associate IT service risk relative to business process (quant/qual)



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Cyber Security Risk Mapping

		Information Technology Services							
		IT Supply	Complex Transactions	Web Services	Funds Management	Billing Services	Reconciliation	Numerical Processing	
Business Demand									
Business Processes	Self-Service								
	Clearing and Settlement								
	Treasury								
	Dispute Resolution								

Represent cyber security risks to the business



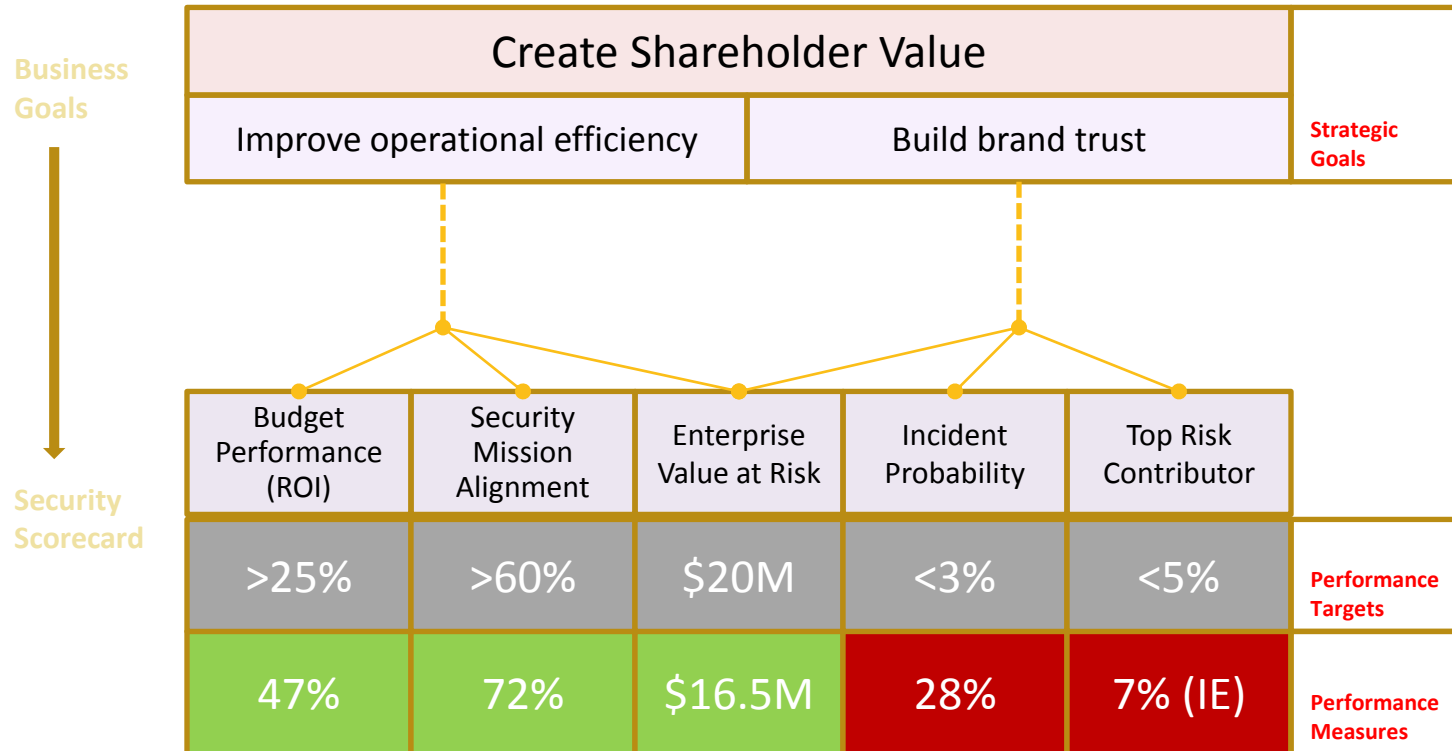
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Cyber Security Measures



Balanced Scorecard [Financial Perspective] (Kaplan, Norton, 1996)

Tie performance measures to business goals



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Strategic Mapping Example



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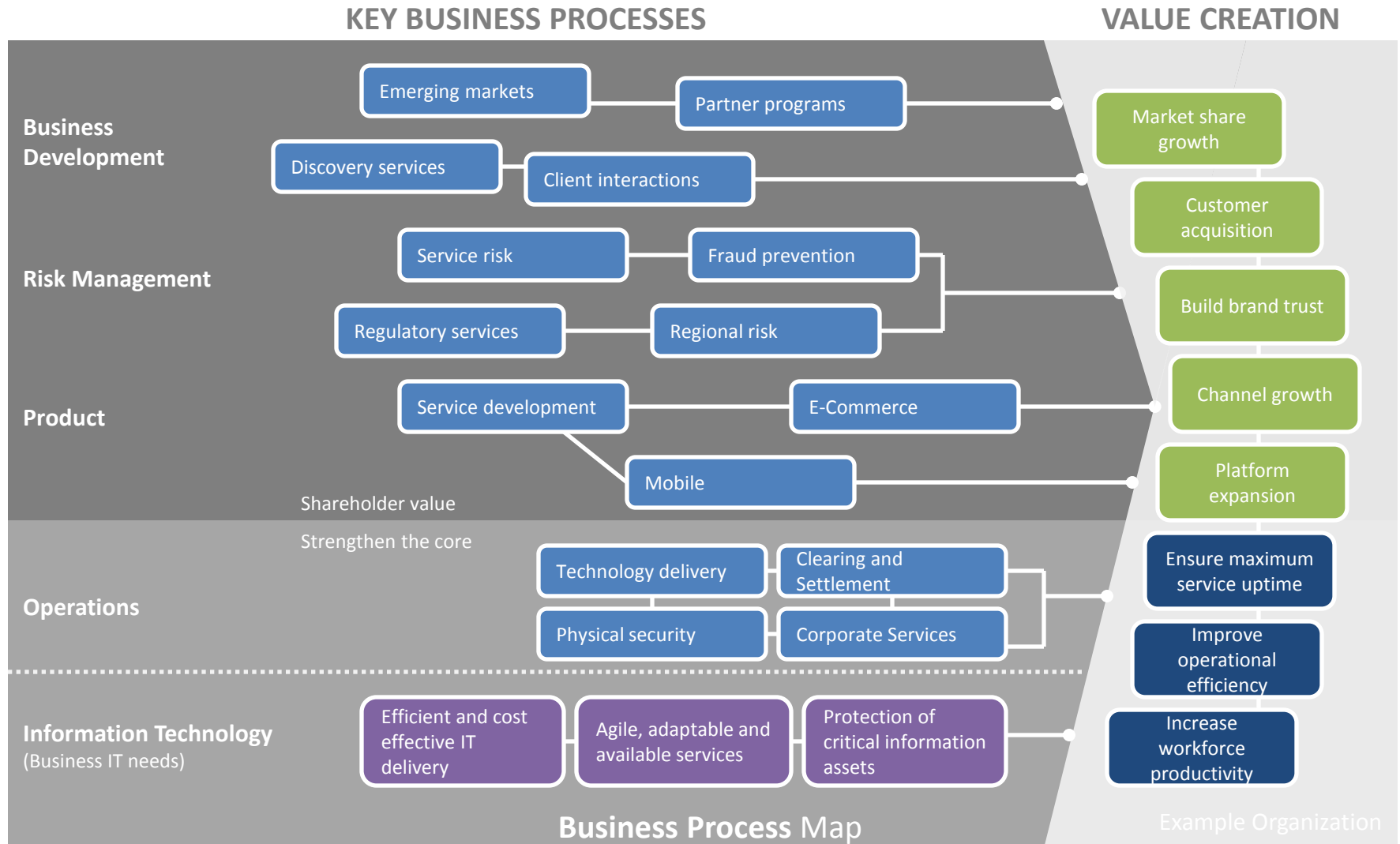
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Business Strategy

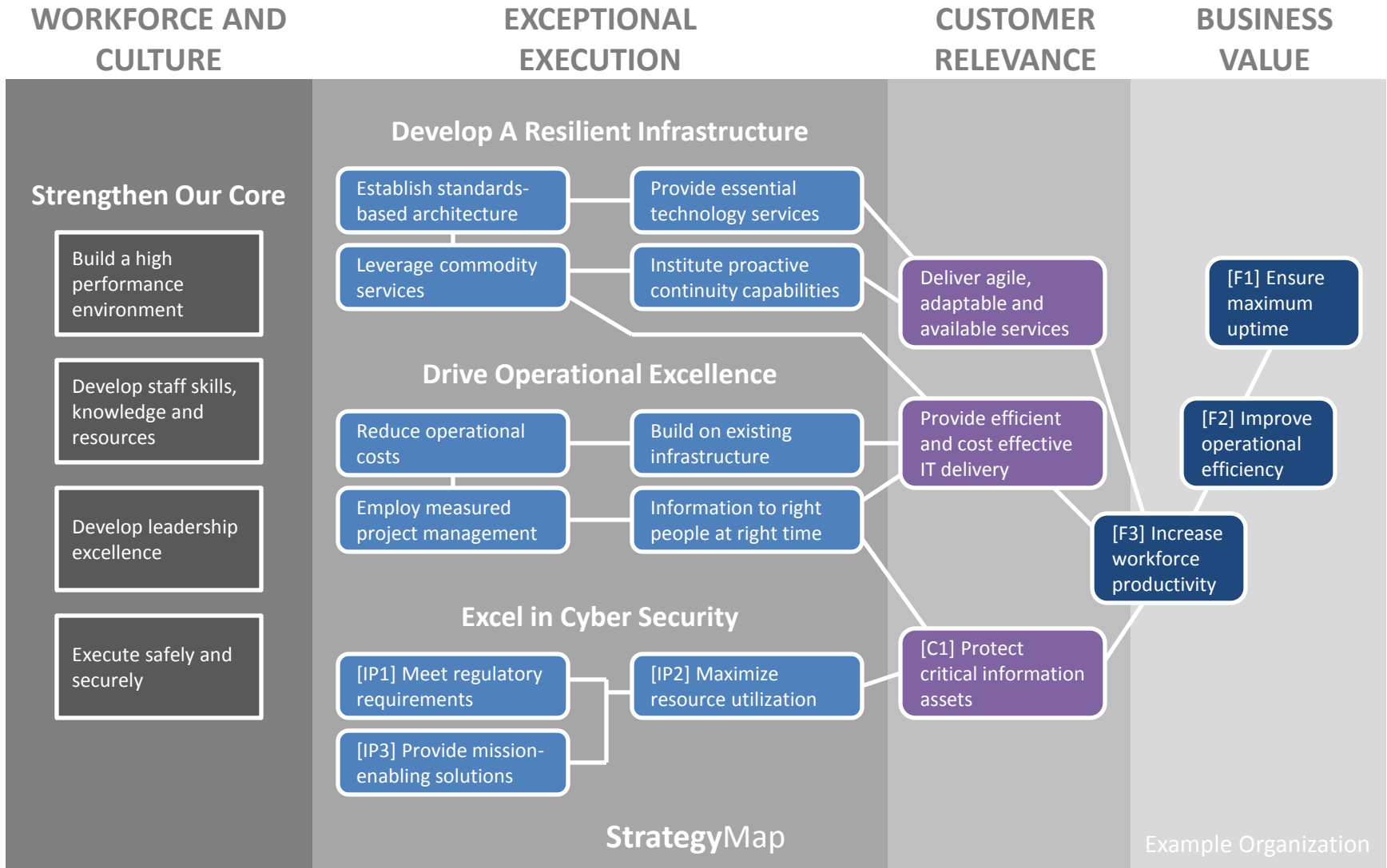
CREATE SHAREHOLDER VALUE*



Business Processes Linked to Goals



IT Strategy Linked to Business Processes



Cyber Security Strategic Crosswalk

WORKFORCE AND CULTURE

STRATEGIC OBJECTIVES

Excel in Cyber Security

[C1] Protect critical information assets

[IP1] Meet regulatory requirements

[IP3] Maximize resource utilization

[IP2] Provide business-enabling solutions

Execute safely and securely

[IP31] Implement risk-based security model

[IP21] Improve security usability

Build a high performance workforce

[IP11] Streamline compliance

[IP22] Improve security tool coverage

[IP12] Implement cont. monitoring

[LG3] Build biz/tech talent pipeline

Develop staff skills, knowledge and resources

[IP32] Improve security processes

[LG1] Implement sociocultural training

[IP23] Co-create with external organizations

Develop leadership excellence

[IP13] Implement security standards

[IP33] Support emerging technology

[LG2] Build customer-focused culture

StrategicCrosswalk

Example Organization

Things I Didn't Have Time to Cover But Are Important For You To Know

- Consider placing “business” security leaders within business units or processes – they can ensure ongoing visibility into business needs
- Ensure security activities are linked to future business goals – not just those of today
- Regularly re-visit business strategy to ensure security strategy continues to be aligned – successful strategies are dynamic
- Follow the ordered steps – it saves time and effort (e.g., don't start with metrics and work backwards)
- Present process mappings to senior leaders to ensure accuracy – it also helps them see that you are viewing security through a business lens
- If not already defined, try to map business processes yourself – they DO exist, even if they are not documented or well understood
- Create an annual report that shows how security is either *supporting* or *driving* business value creation – if you can't do this, you are not aligned
- Try to baseline performance goals and outcomes against peers (costs, risk profile, breaches, innovations, etc.) – especially if using a relative value strategy!



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Competitive Advantage

- Business alignment creates competitive advantage:
 - Provides insight into the risk/reward profile of the business
 - Allows for maximum resource utilization
 - Generates defensible information in support of audits/compliance (e.g., business needs trump standards)
 - Builds credibility with business leaders
 - Lessens the impact when the inevitable breach does occur
 - Creates business value!!



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