



A Blueprint for Security Transformation

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Blueprint for Security TFM

Security Operational Excellence



- MAKE SECURITY SIMPLE
- INTEGRATE for effectiveness
- AUTOMATE for efficiency (incl. AI)
- BUT – vendors MUST allay ‘black box’ and vendor lock-in concerns
- EXTERNALISE for scale, capability

Risk to Demonstrate Business Impact



- Expressing security concepts in business language
- Demonstrate impact/progress of the security programme
- Security aims to help MANAGE RISK, not block it
- Security team as RISK ADVISOR: only manage what you control (i.e. security just a slice of all risk)

Digital Trust Enabling Digital Transformation



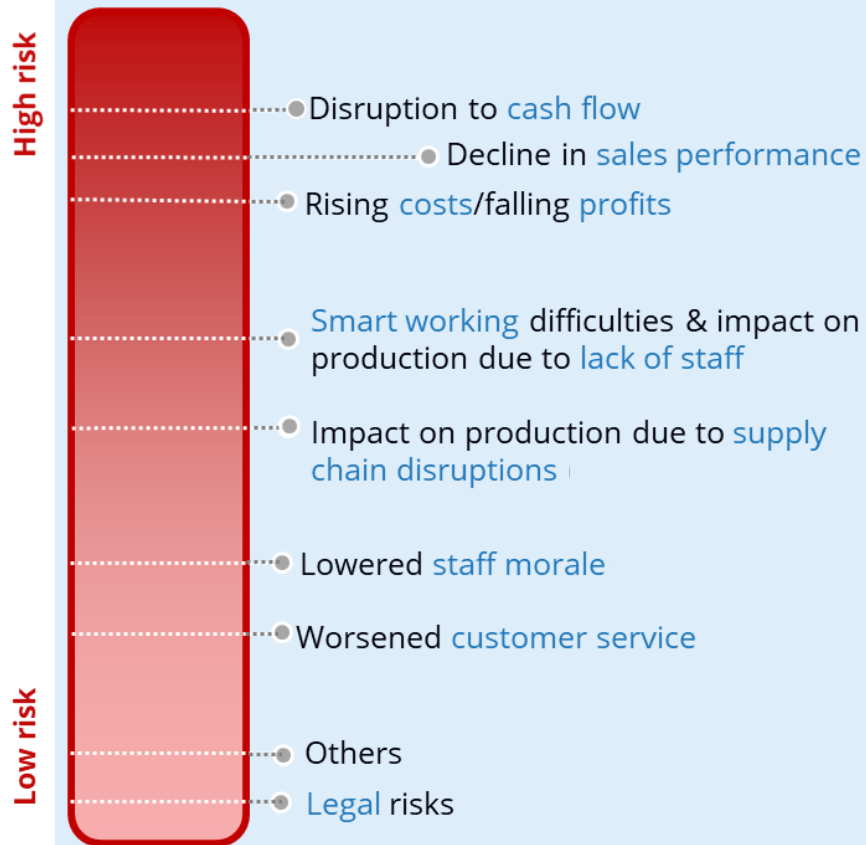
- Security embedded into corporate culture
- A great way to achieve this is by embedding security CHAMPIONS into LoBs to drive security, while using LoB language & context
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COVID-19: The Elephant in the Room!



What is on Business Leaders' Minds?

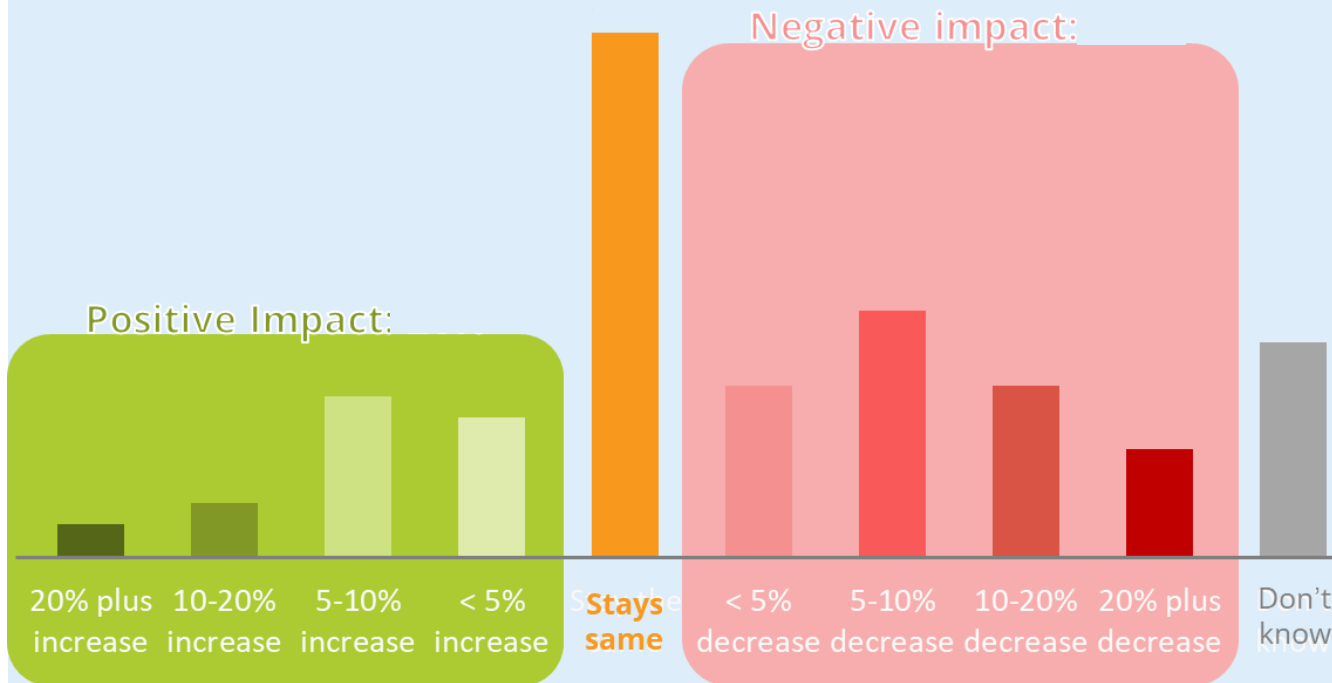
What are the major risks of COVID-19 to your organization in your opinion?



European companies are concerned about risks around financial sustainability and their ability to generate cash flows, while concerns around liability, customer service, or employee's morale rank lower in the “risk scale”.

What's the News for IT?

How do you expect COVID-19 to impact your organization's external IT spending for 2020?

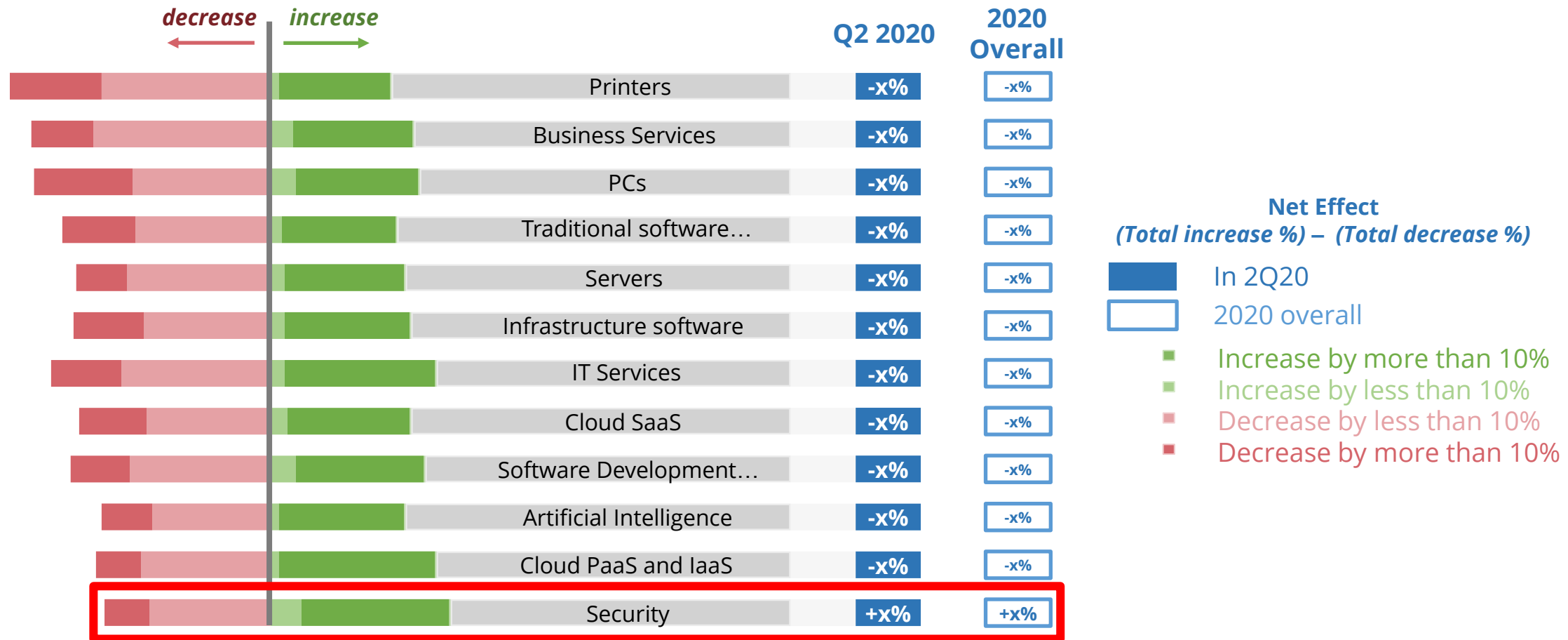


European companies think that the impact of Covid-19 will be stronger on their overall business growth rather than on their investments in IT, as technology will be looked at as a response to critical business threats posed by the Coronavirus.

Technology Investment Plans: Q2 and 2020

March 26th, 2020

Compared to your organization's originally budgeted IT spending plans, in 2Q (April to June 2020) how do you think your organization's actual spending on the following IT products and services will be affected due to COVID-19?



The Journey to Recovery:

Helping Your Business Through the Five Stages



Phase 1: Crisis Management

Business Continuity



We had no real plan, just a generic business continuity scenario for site unavailability. We had to learn and adjust fast, but what helped us to cope was regular risk assessments.”

— CISO, Swedish Manufacturer

Phase 1: Crisis Management

Business Continuity



Before the crisis, less than half of the workforce could work from home. Within one week, 80% could.”

— CISO, Danish Insurer

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Phase 2: Slowdown

ROI Focus

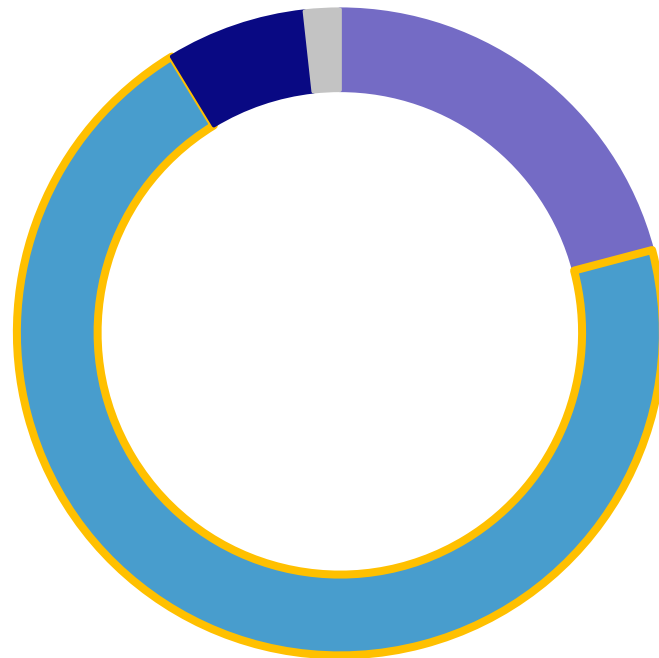
“2020 is a year for safe bets only! This year we will only invest in technologies that will enable us to reduce cost.”

— CIO, IDC Advisory Board

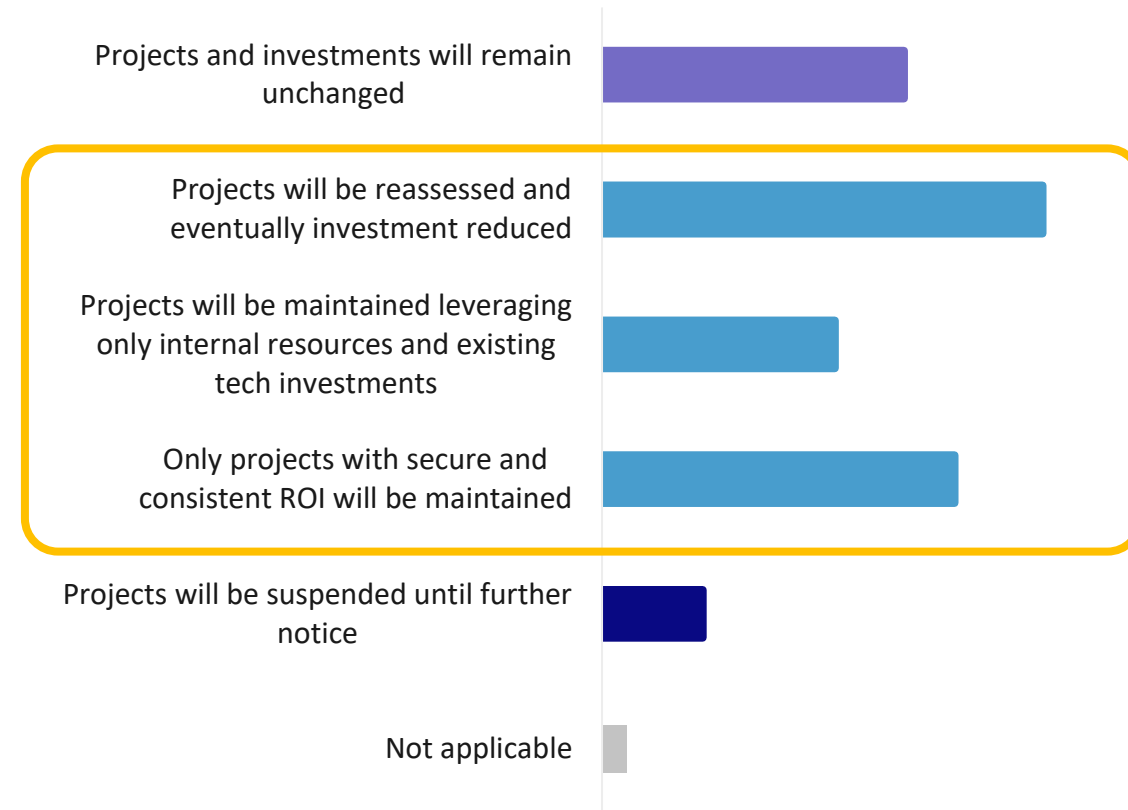
Phase 2: Slowdown

ROI Focus

Which of the following best describes the potential impact of the current pandemic crisis on your organization's technology-led transformation projects?



- Projects and investments will remain unchanged
- Projects will be reassessed and eventually investment reduced
- Projects will be suspended until further notice
- Not applicable



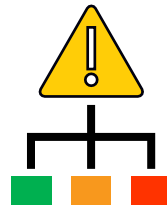
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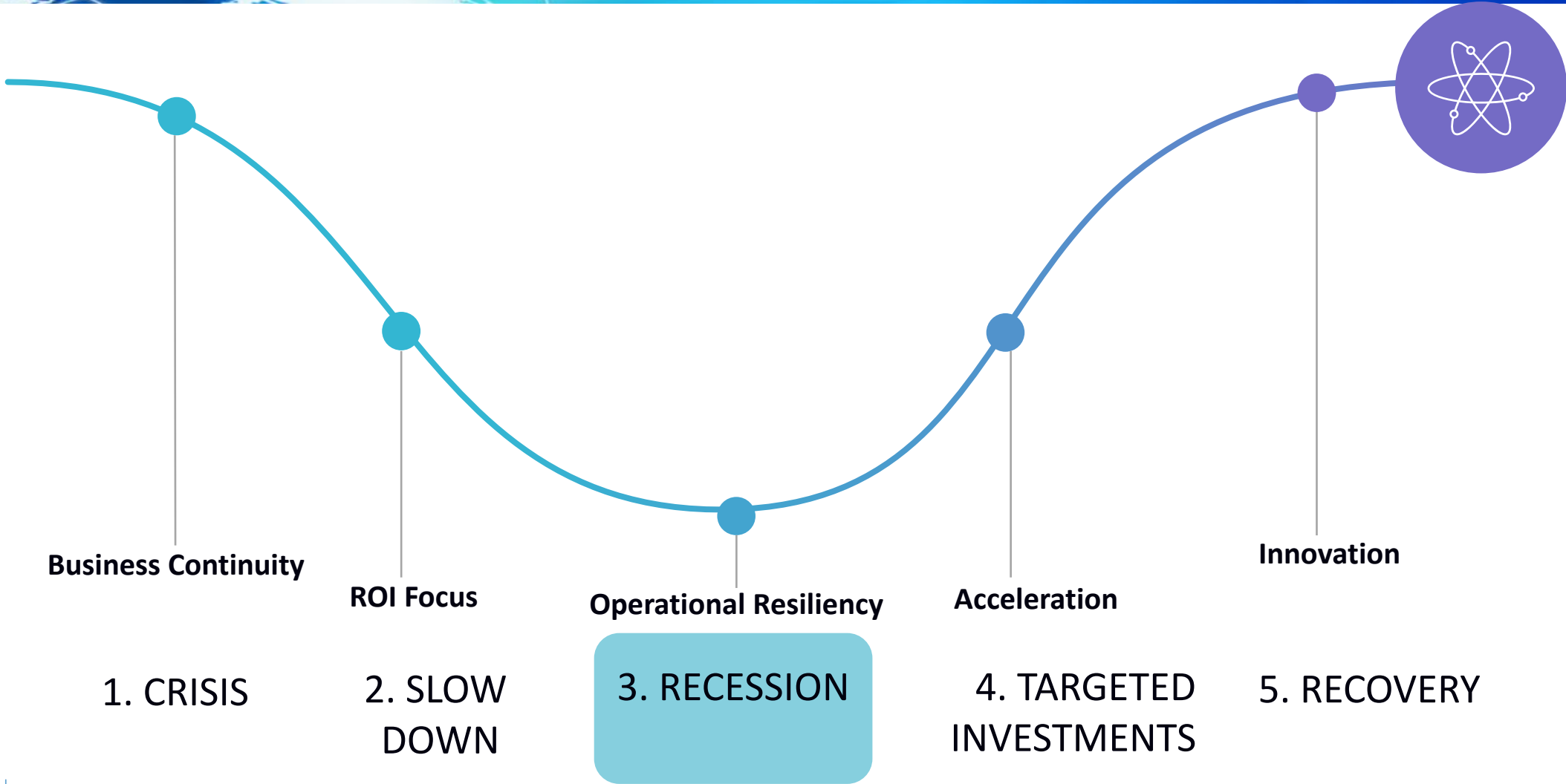
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Phase 3: Recession

Operational Resiliency



**The Next Question from the CFO is:
Are you we going to be able to close
the Q2 books?”**

— CIO, IDC Advisory Board

Mid-Term Focus:

Balance Financials & Operational Resiliency



What are the major risks of Covid-19 to your organization?

FINANCIALS

CASH FLOW
REVENUE
PROFIT



PEOPLE

IMPACT ON PRODUCTION
DUE TO LACK OF STAFF



SUPPLY CHAIN

IMPACT ON PRODUCTION DUE
TO SUPPLY CHAIN DISRUPTION



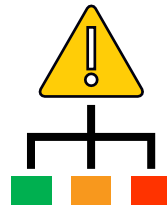
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Phase 3: Recession

Operational Resiliency



We started with technology, but should have started by looking after our people. They cannot be scaled or replaced so easily, and will remember how we treated them.”

— CISO, Swedish Manufacturer

Phase 3: Recession

Operational Resiliency

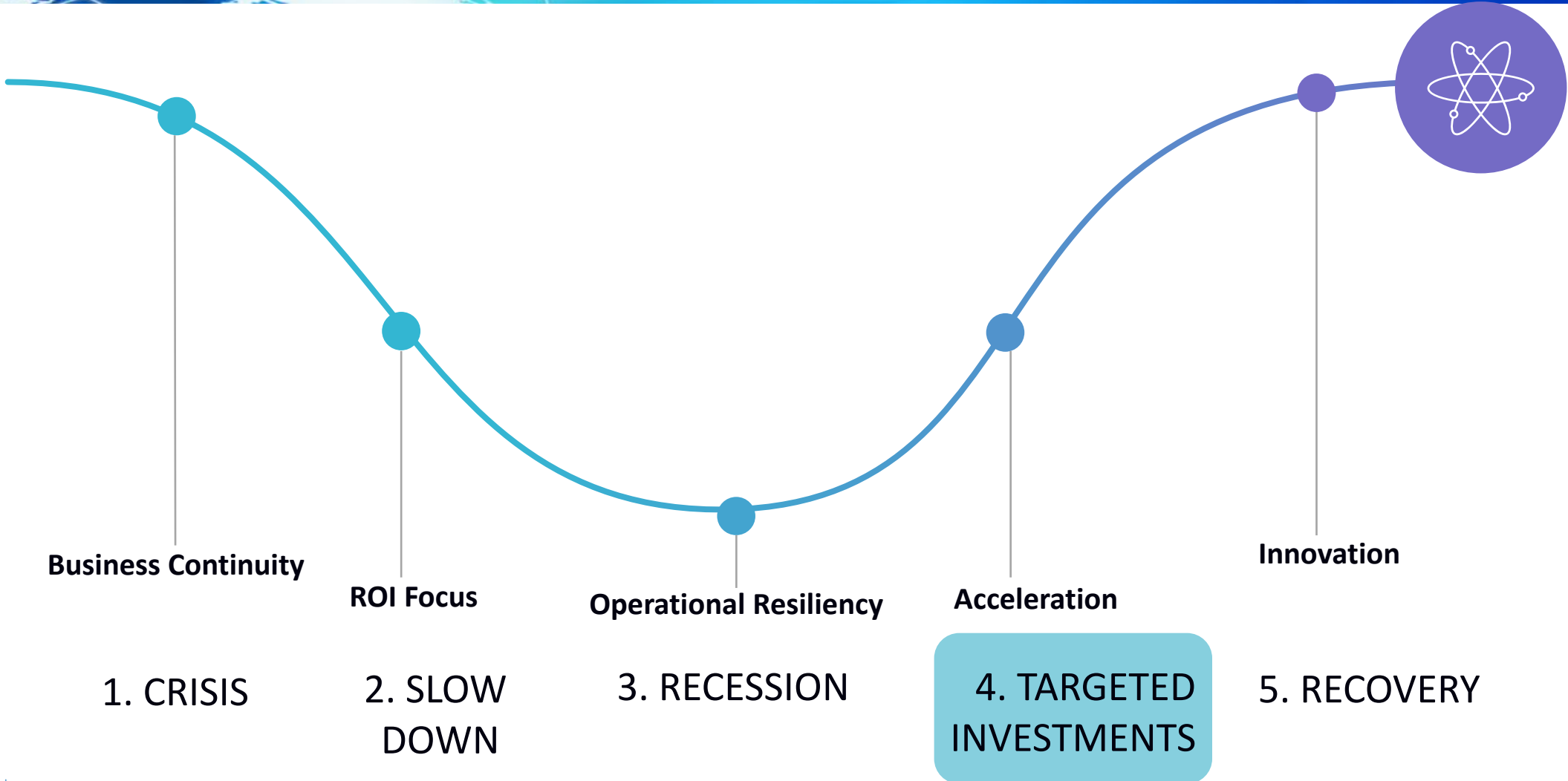


As a community, CISOs have failed to tie security to business risk. We must do this better to gain board-level support for our plans.”

— CISO, French Manufacturer

The Journey to Recovery:

Helping Your Business Through the Five Stages



Phase 4: Acceleration

Targeted Investments



Remember that security should be an enabler for innovation and business outcomes.”

— CISO, Finnish Manufacturer

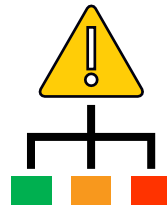
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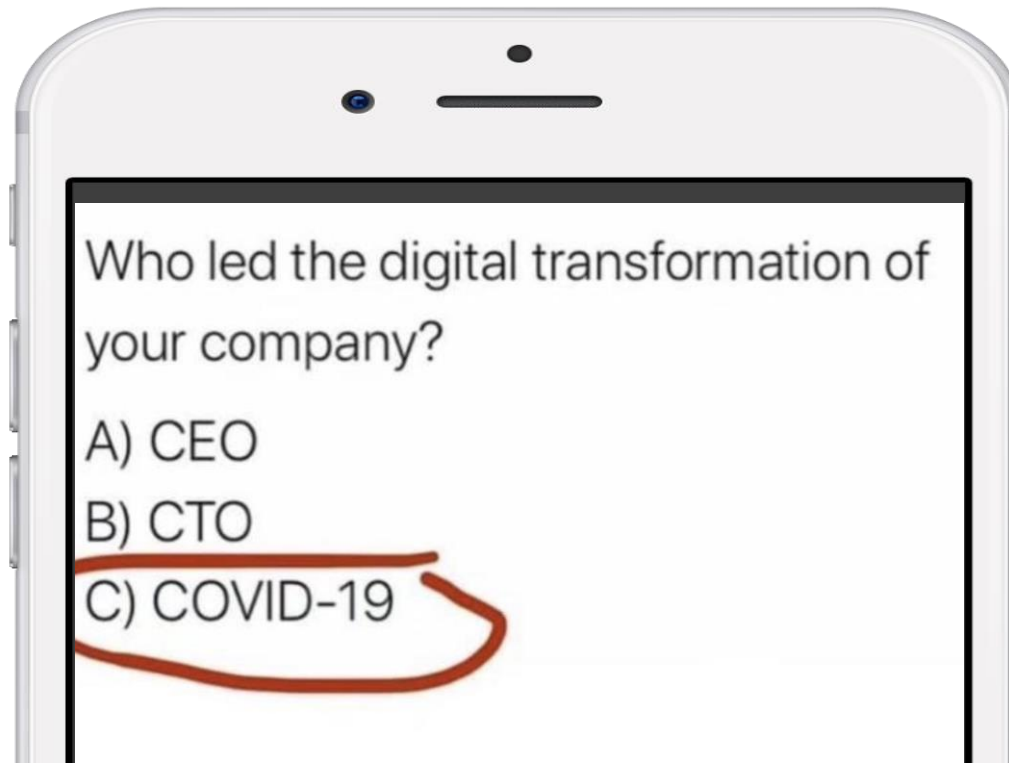
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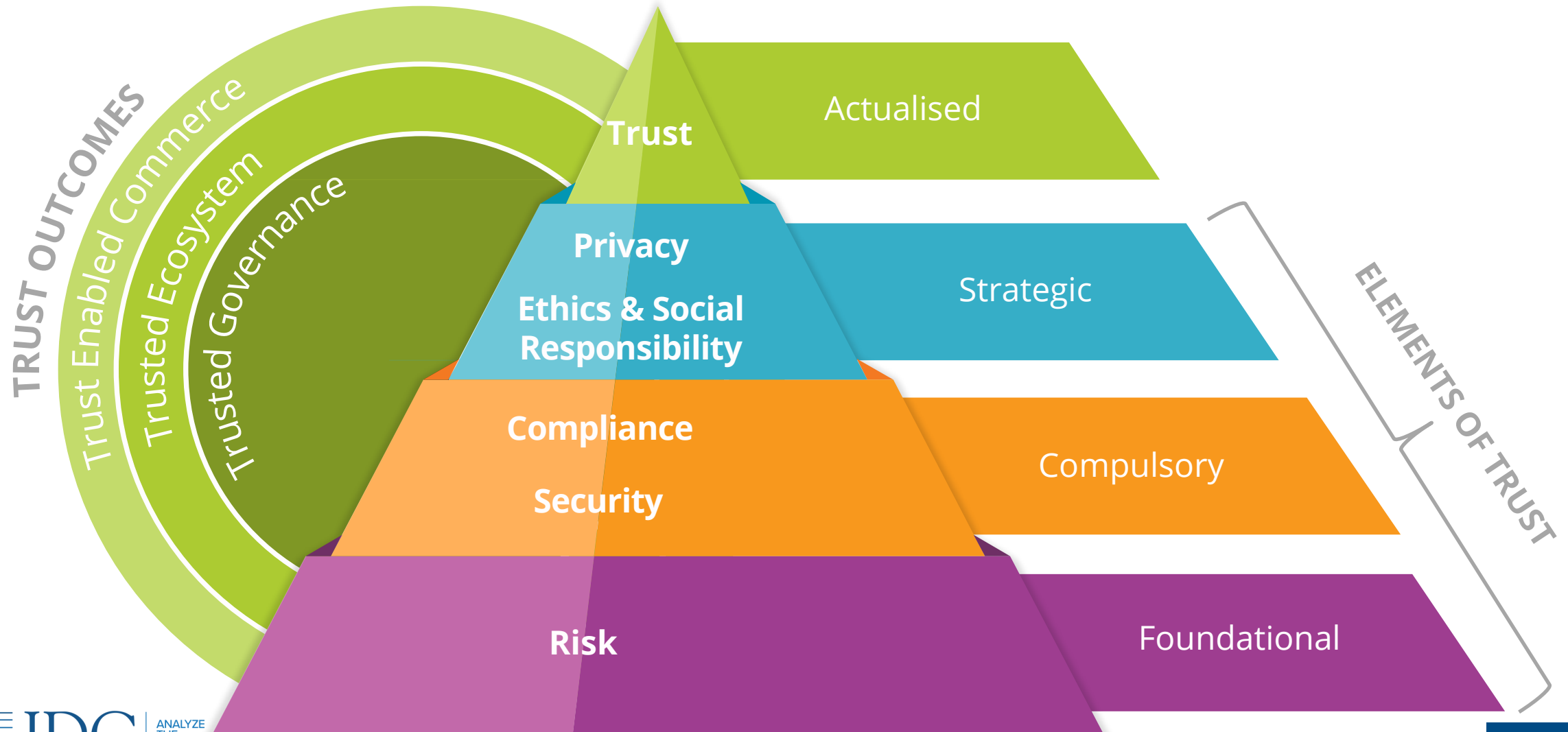
Phase 5: Recovery

A 'Digitally Enabled' New Normal

Humour or Reality?



The Future of Trust



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Research Director
Security & Privacy - Europe

Thank you!



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