Security in knowledge

PLAYING THE GAME OF THRONES: ENSURING THE CISO's ROLE AT THE KING'S TABLE

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Sapient

RSACONFERENCE
EUROPE 2013

#RSAC

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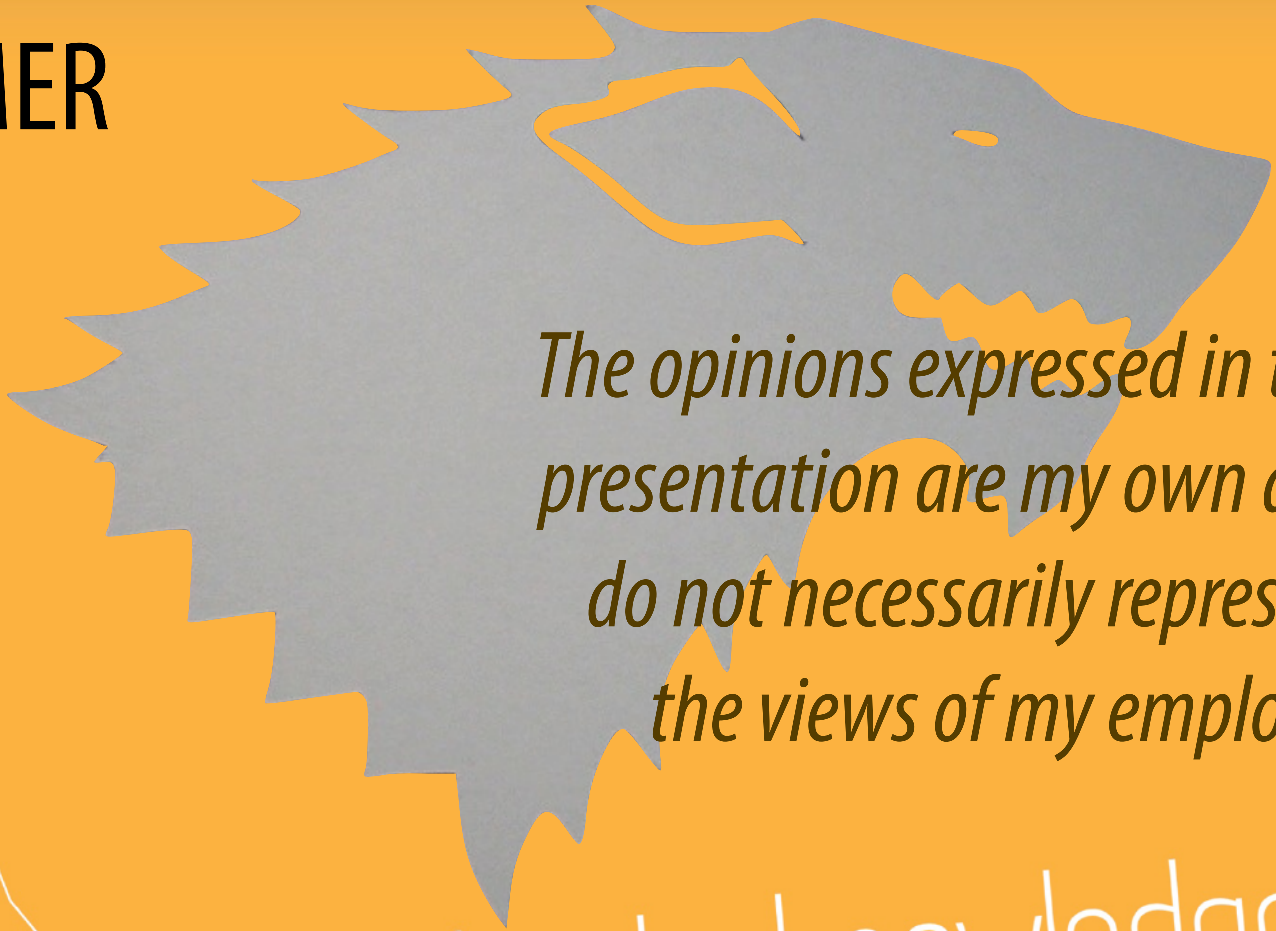

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WHY ARE WE HERE?

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BECAUSE WE DON'T OWN A PAIR OF THESE

rose-tinted security:
budget love

Source (i)

IN THE GAME OF THRONES...

A QUESTION OF DEFINITION

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WHO ARE WE TALKING ABOUT?

Head of Security

Chief Information

I.T. Security

CISO

Business Continuity

[illegible]

REFERENCE POINTS

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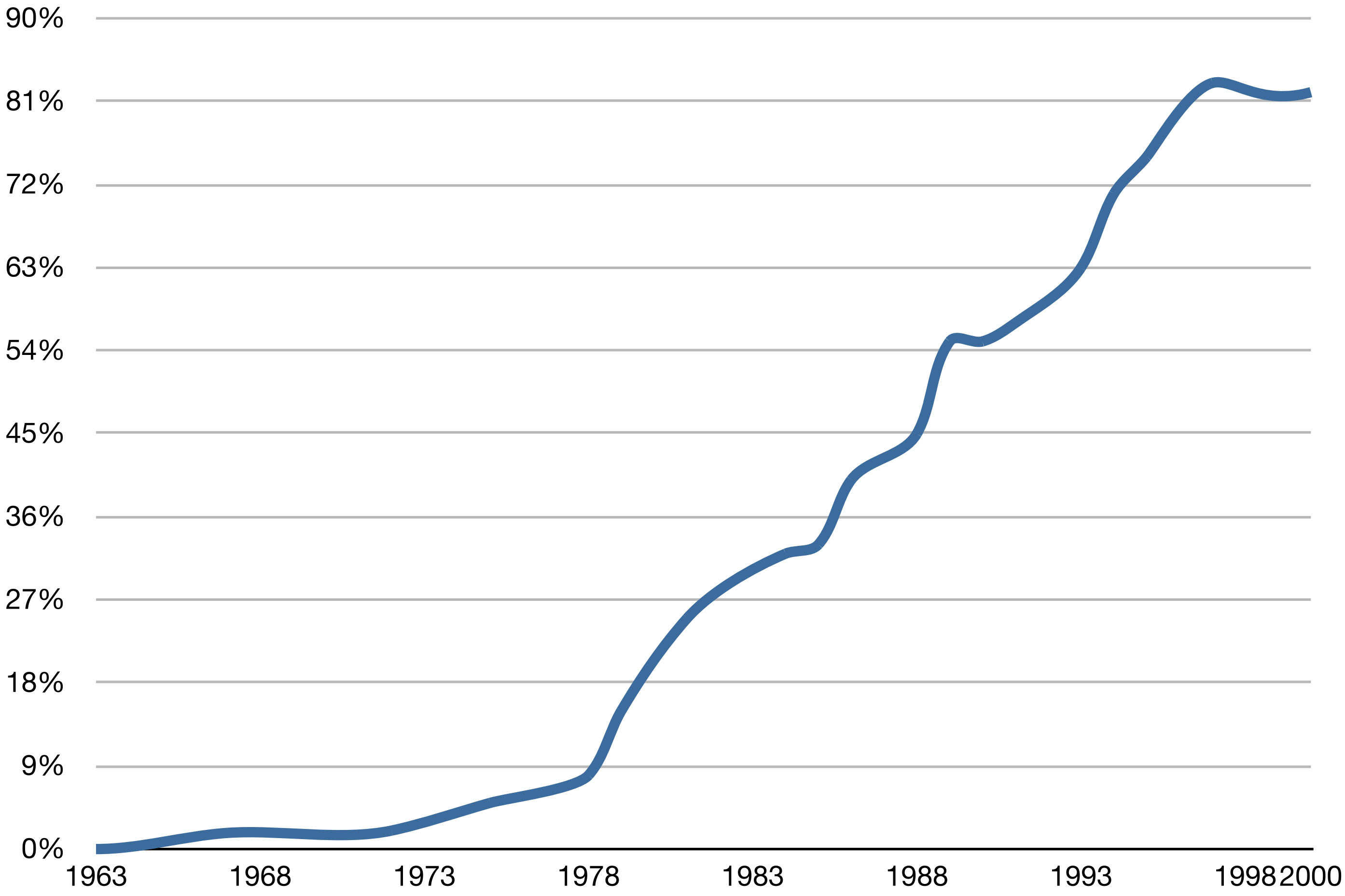
THE RISE OF THE CFO

Prevalence of CFO Position, 1963-2000



Source (Princeton University, ii)

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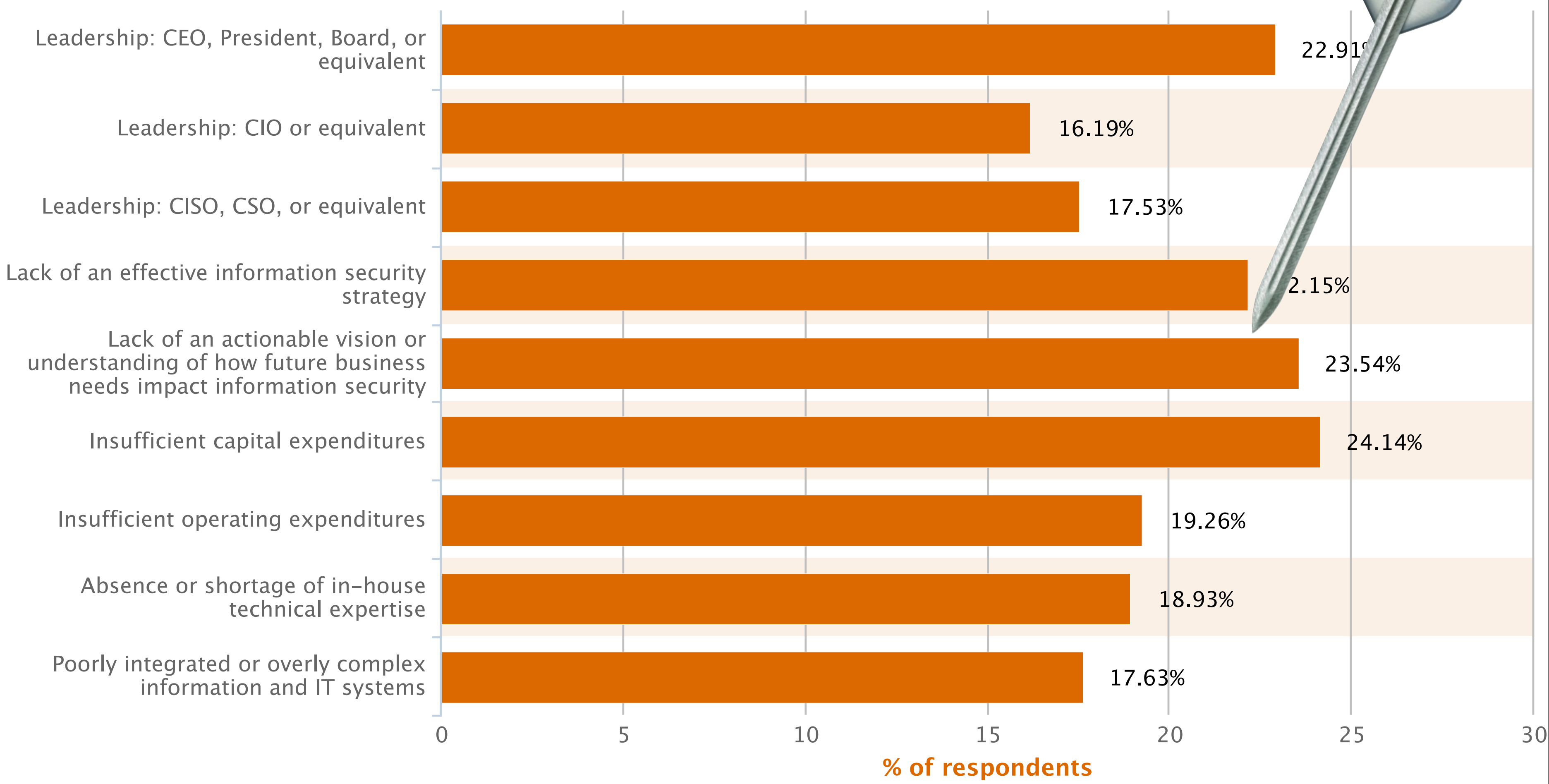
THE RISE OF THE CISO?

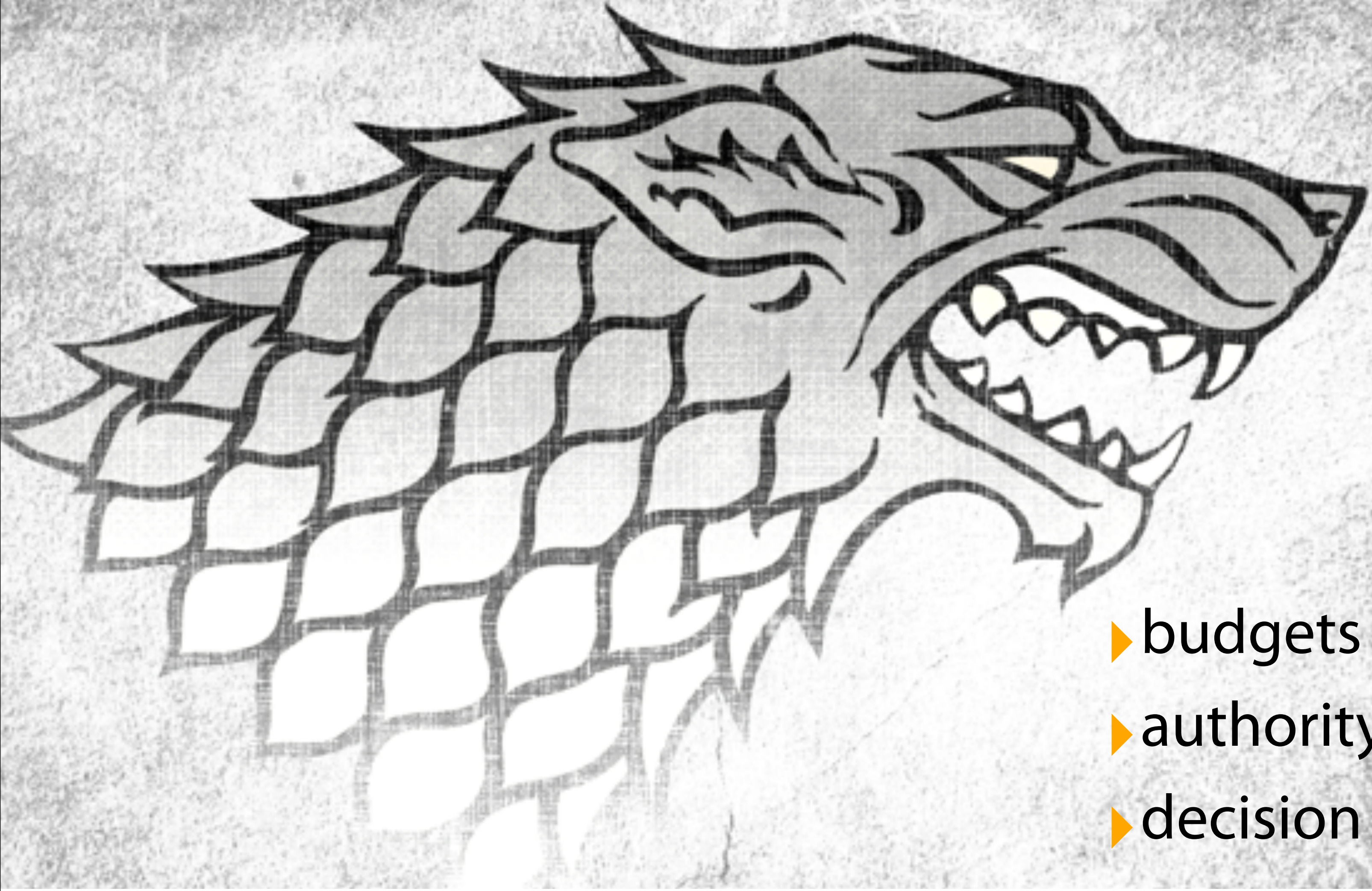


- Source (PwC, iii)

THE EVOLUTION OF THE CISO

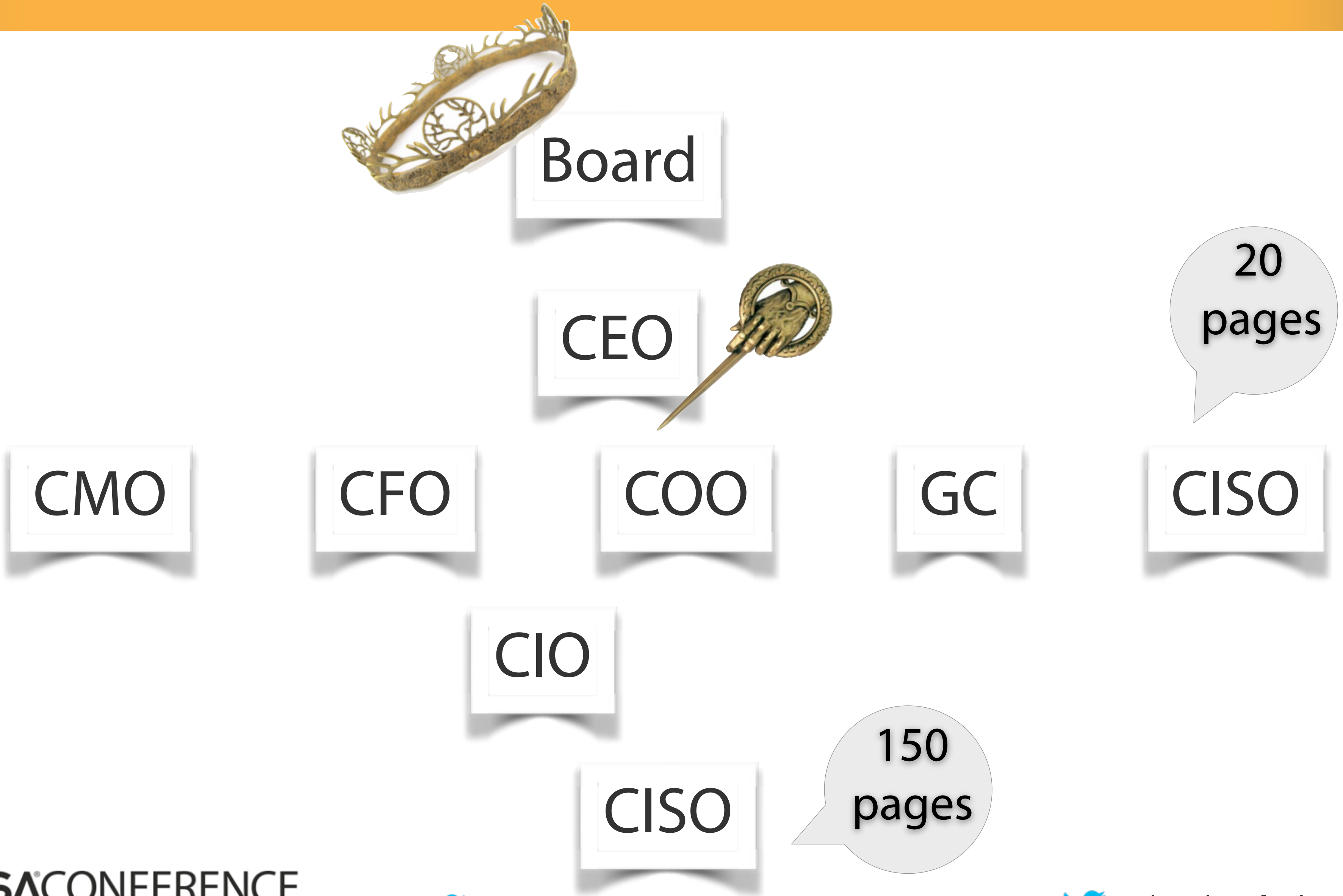
- Organisational Influencers
- Enterprise Protectors
- Responders
- The IT Guy

A QUESTION OF TEETH?



- budgets
- authority
- decision making

THE VIEW FROM HALFWAY UP



Board

CEO

20 pages

CMO

CFO

COO

GC

CISO

CIO

CISO

150 pages

WHAT HAS HELPED

- Source (iv)

GAINING THE KING'S TRUST

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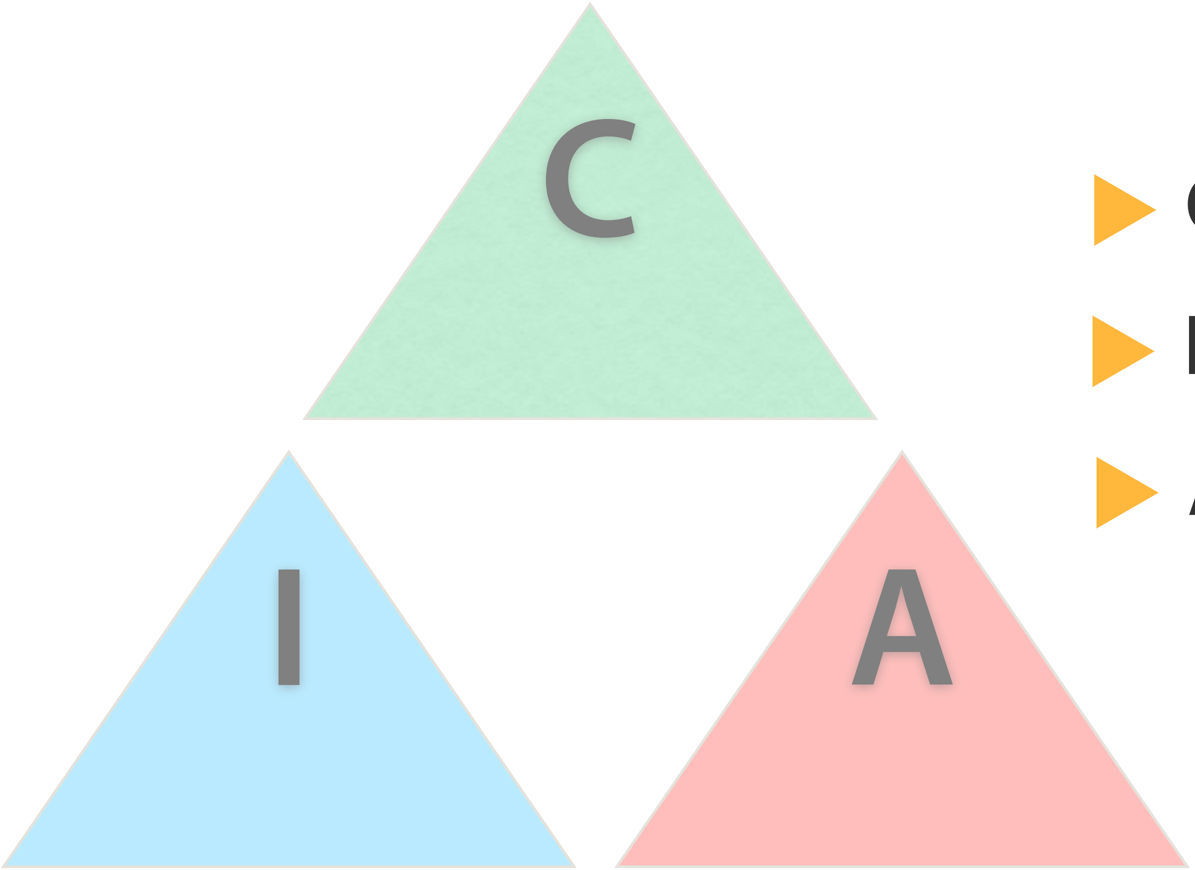
RE-INTERPRET YOUR CIA TRIANGLE



- Confidentiality
- Integrity
- Availability

CIA REINTERPRETED

I

- Trust the ***integrity*** of the data you are gathering

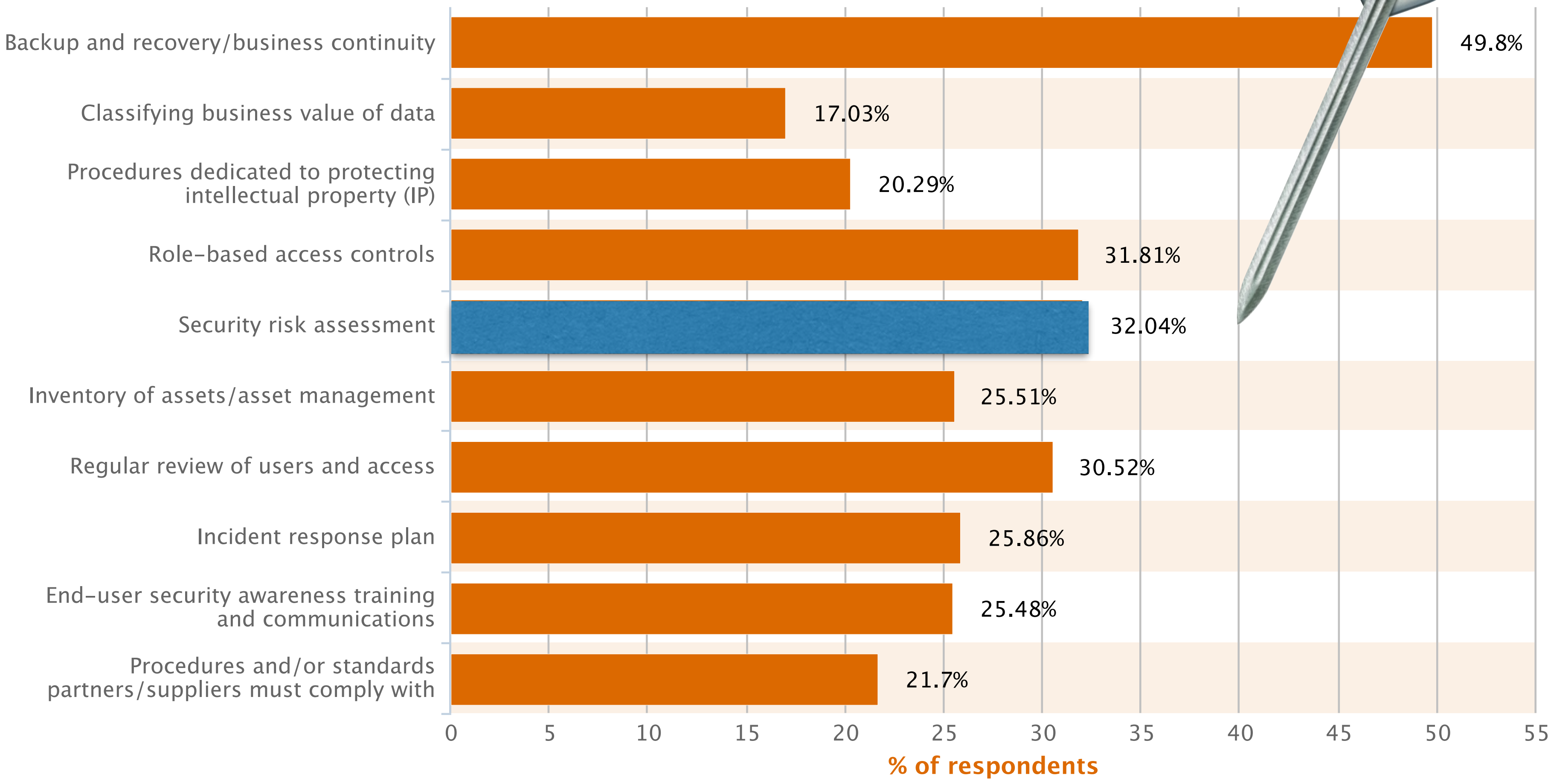
A

- Make your data ***available*** in a way that makes sense to the business

C

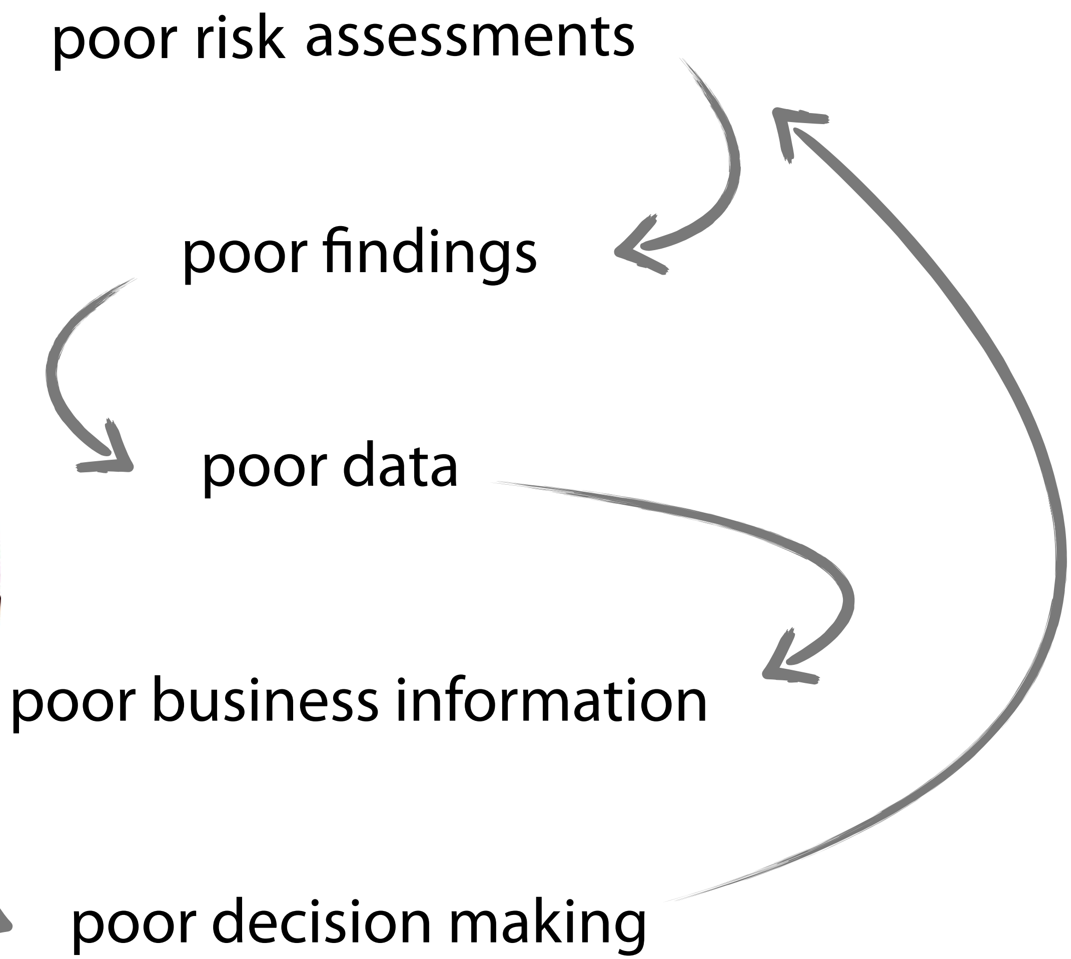
- Gain the ***confidence*** of your business

INTEGRITY (1)



Source (PwC, iii)

INTEGRITY (2)



poor risk assessments

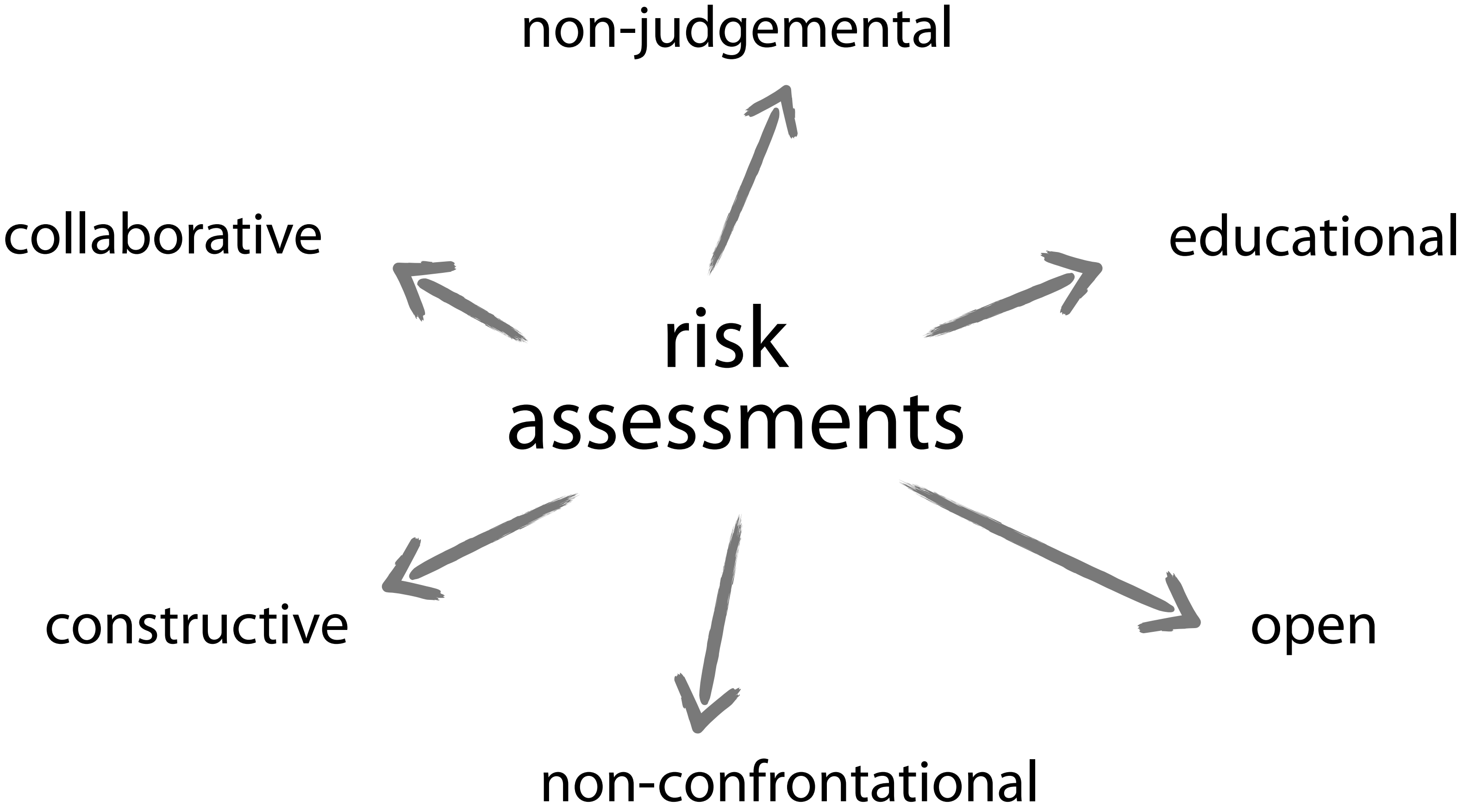
poor findings

poor data

poor business information

poor decision making

INTEGRITY (3)



risk assessments

non-judgemental

educational

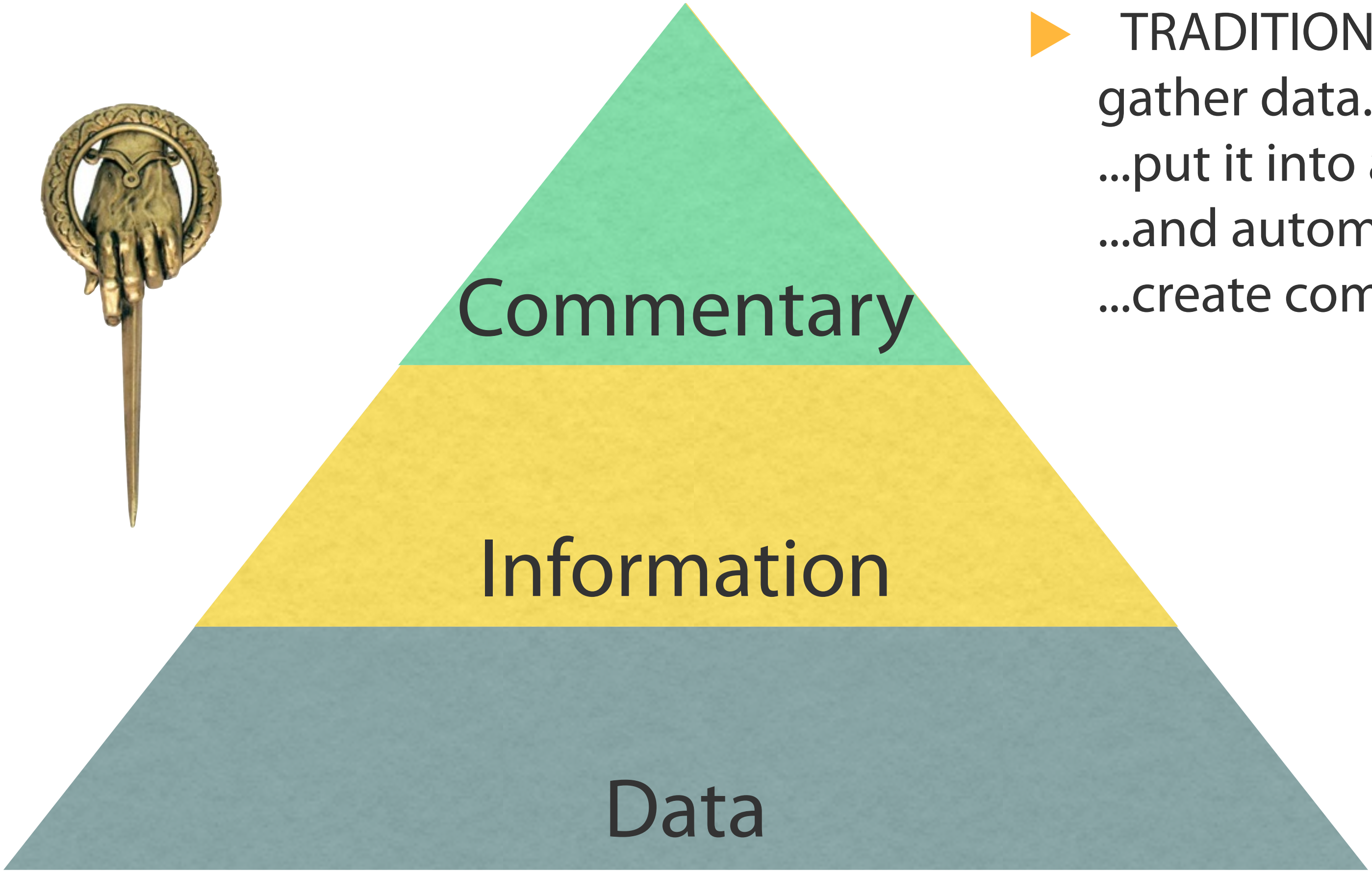
open

non-confrontational

constructive

collaborative

AVAILABILITY (1)



- TRADITIONAL VIEW

gather data...
...put it into a report...
...and automagically...
...create commentary!

AVAILABILITY (2)

- Business Intelligence ≠ Quality & Coverage
- This is not panning for gold
- Need to start with an idea

AVAILABILITY (3)

What is the business belief?

"There has been an increase in security costs over the last two years"

Establish a hypotheses:

"This is tied to BYOD and WFH"

AVAILABILITY (4)

- Identify data needed to support the hypotheses

Staff records, onboarding training, personal devices, industry increases, access control records, hiring practises, remote access records, security training records, etc..

AVAILABILITY (5)

- Establish correlations

"WFH + BYOD + Remote Access + start date before 2010 + OS=increased costs"

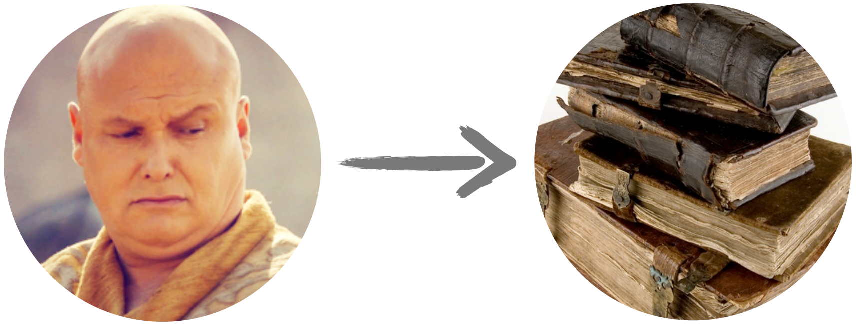
AVAILABILITY (6)

- Functional requirements
  - Use cases
  - What can I do with the data?
- Non-functional requirements
  - Location of data
  - Volume of data
  - Performance/KPI's

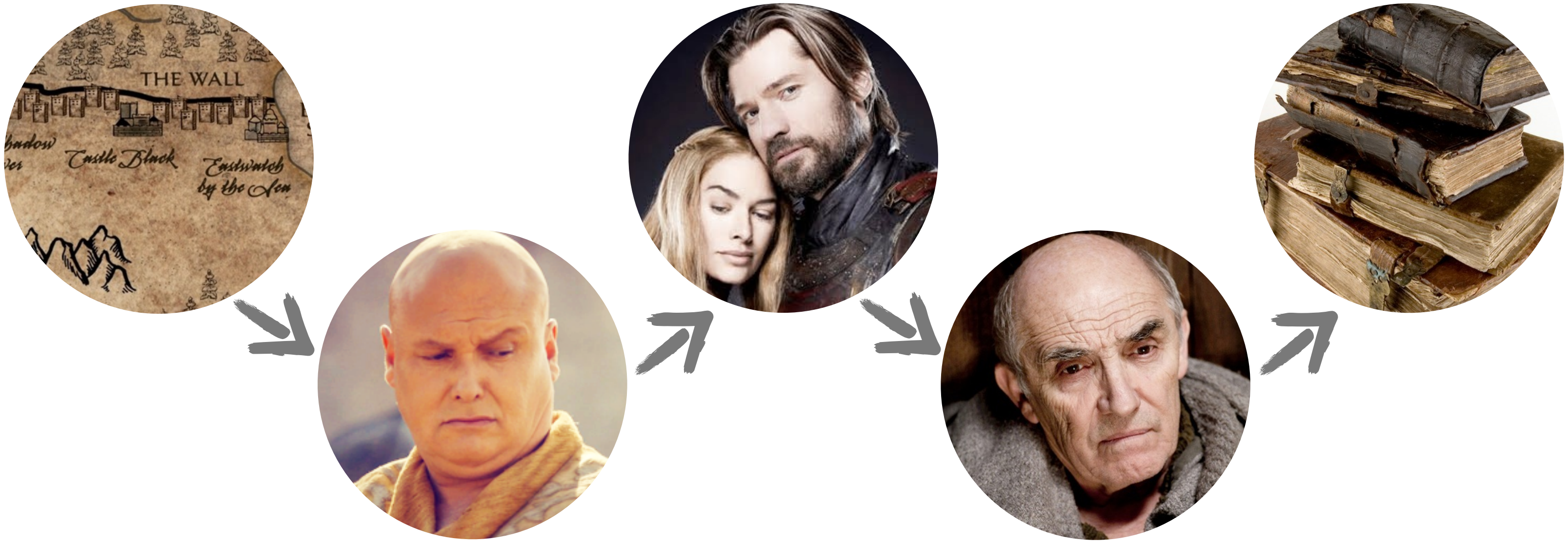
AVAILABILITY (7)

- Build your report
- Format it to your audience

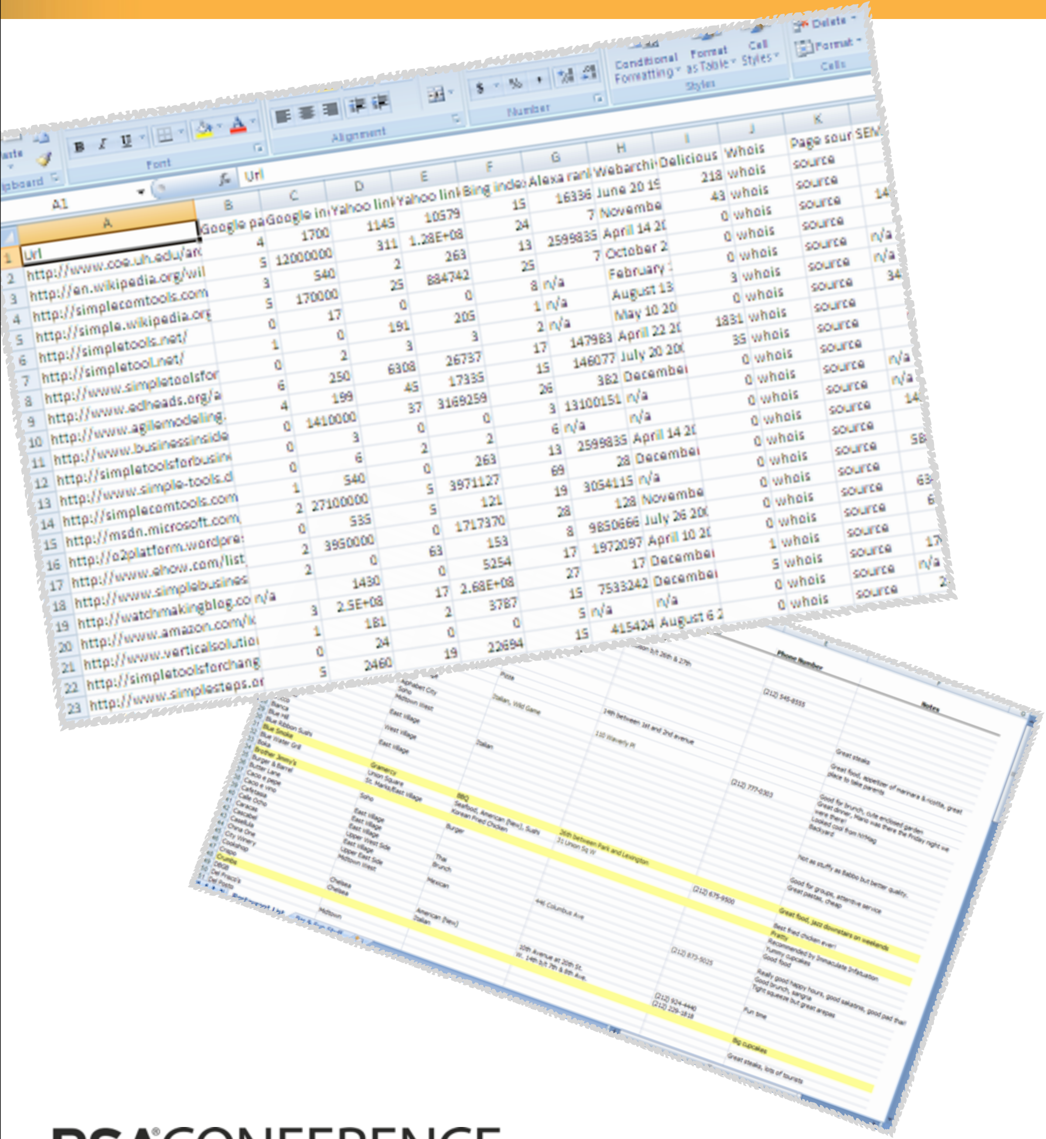
AVAILABILITY (8)



AVAILABILITY (9)



AVAILABILITY (10)



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23	http://www.simplesteps.or	5	2460	19	22694	15	415424	August 6 2	0	whois	source	2

Phone Number

Notes

Bianca
Blue Hill
Blue Ribbon Sushi
Blue Smoke
Blue Water Grill
Boka
Brother Jimmy's
Burger & Barrel
Butter Lane
Caco e pepe
Caco e vino
Cafetasia
Calle Ocho
Caracas
Cascabel
Casellula
China One
City Winery
Cookshop
Crispo
Crumbs
DBGB
Del Frisco's
Del Posto

Alphabet City
Soho
Midtown West
East Village
West Village
East Village
Gramercy
Union Square
St. Marks/East Village
Soho
East Village
East Village
East Village
Upper West Side
East Village
Upper East Side
Midtown West
Chelsea
Chelsea
Midtown

Pizza
Italian, Wild Game
Italian
BBQ
Seafood, American (New), Sushi
Korean Fried Chicken
Burger
Thai
Brunch
Mexican
American (New)
Italian

b/t 26th & 27th
14th between 1st and 2nd avenue
110 Waverly Pl
26th between Park and Lexington
31 Union Sq W
441 Columbus Ave
10th Avenue at 20th St.
W. 14th b/t 7th & 8th Ave.

(212) 545-8555
(212) 777-0303
(212) 675-9500
(212) 873-5025
(212) 924-4440
(212) 229-1818

Great steaks
Great food, appetizer of marinara & ricotta, great place to take parents
Good for brunch, cute enclosed garden
Great dinner, Mario was there the Friday night we were there!
Looked cool from NYMag
Backyard
Not as stuffy as Babbo but better quality.
Good for groups, attentive service
Great pastas, cheap
Great food, jazz downstairs on weekends
Best fried chicken ever!
Pretty
Recommended by Immaculate Infatuation
Yummy cupcakes
Good food
Really good happy hours, good sakatinis, good pad thai
Good brunch, sangria
Tight squeeze but great arepas
Fun time
Big cupcakes
Great steaks, lots of tourists

Restaurant List

iPad 3G
9:41 AM
Enterprise Risk Report

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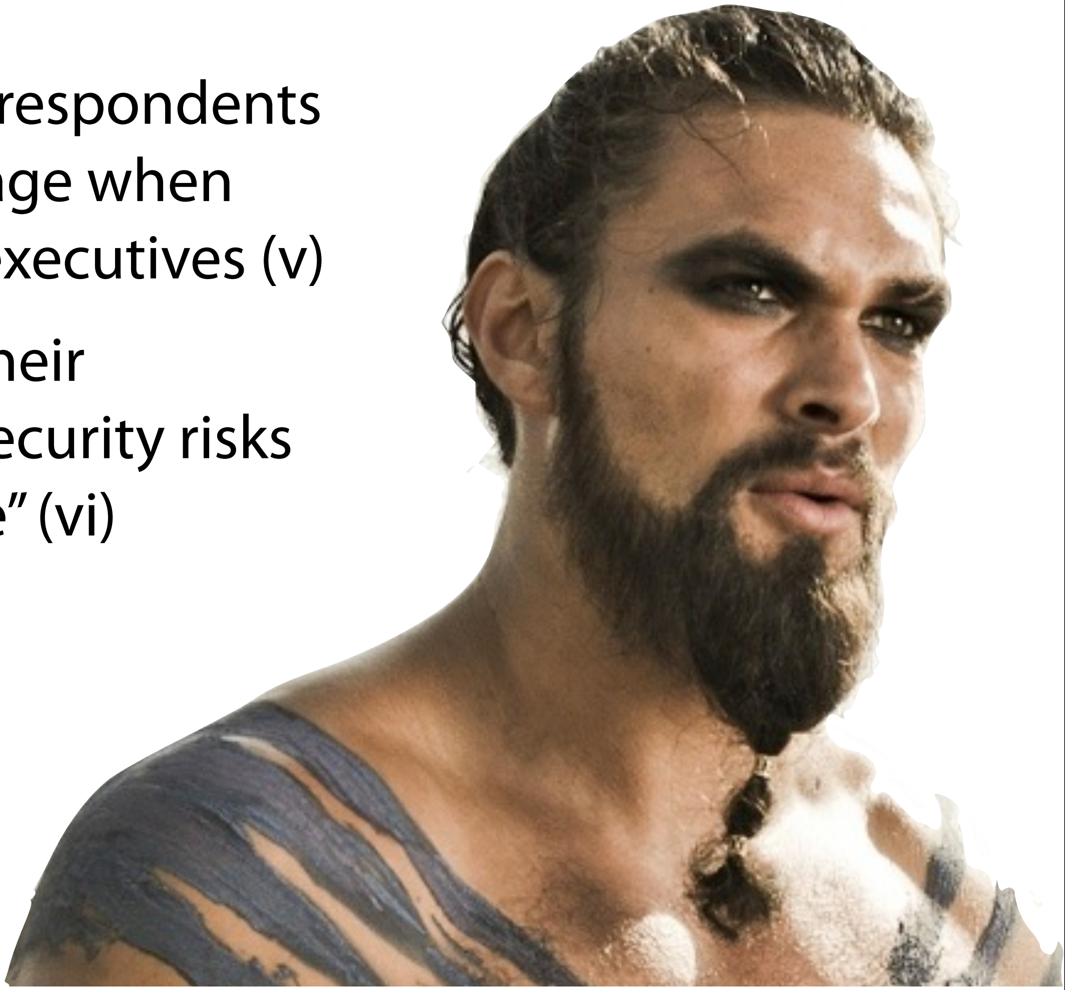
CONFIDENCE

- Only 38% of non-executive respondents use business-oriented language when communicating with senior executives (v)
- 51% of respondents rated their communication of relevant security risks to executives as "not effective" (vi)



Source (Hanover Research, v & Ponemon institute vi)

CONFIDENCE (2)

CONFIDENCE (3)

- *"this is what I need digital to do to help me sell more beer"*

- Steve Mura, Director of Digital Marketing, MillerCoors (vii)

CONFIDENCE (4)

HOUSE LANNISTER

"HEAR ME ROAR"

ANNUAL REPORT

FOR ALL KNIGHTS, LADIES AND SERVANTS

GUIDING PRINCIPLES

Only provide information that is necessary

Simplify your experiences & interactions

Be consistent

Build & maintain trust

Optimise dependency activities

KEY TAKE AWAYS

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VALUE

- Is your organisation is truly getting the full value of all of your activities?

BUSINESS INTELLIGENCE

- Look at how your security group is reporting to the business

UNDERSTANDING

- Ask yourself how much do you really understand your business, and how it operates?

BE CAREFUL WHAT YOU WISH FOR

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WITH RESPONSIBILITY COMES...

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Thank you

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REFERENCES

- References
  - (i) Twist & Shout "Rose Tinted Glasses" shown with permission
  - (ii) Here a Chief, There a Chief: The Rise of the CFO in the American Firm by Dirk M. Zorn, Princeton University
  - (iii) PwC, The State of Information Security Survey 2014
  - (iv) In discussion with Simon Hember and Scott West of Acumin
  - (v) Tripwire commentary on Hanover Research, Doctor, My CEO Doesn't Understand Security
  - (vi) Tripwire commentary on Ponemon Institute research Majority of IT Professionals Don't Communicate Security Risks
  - (vii) MarketingProfs Four Tips For a Common Sense Approach to Marketing
  - All Game of Thrones images copyright HBO and relevant authors of their own fan art