

RSAConference2016

San Francisco | February 29 – March 4 | Moscone Center

SESSION ID: 2307

Thinking Digital Enablement, Think Protection, Think Process Re-engineering



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What is Digital?

What is Digital – your key questions



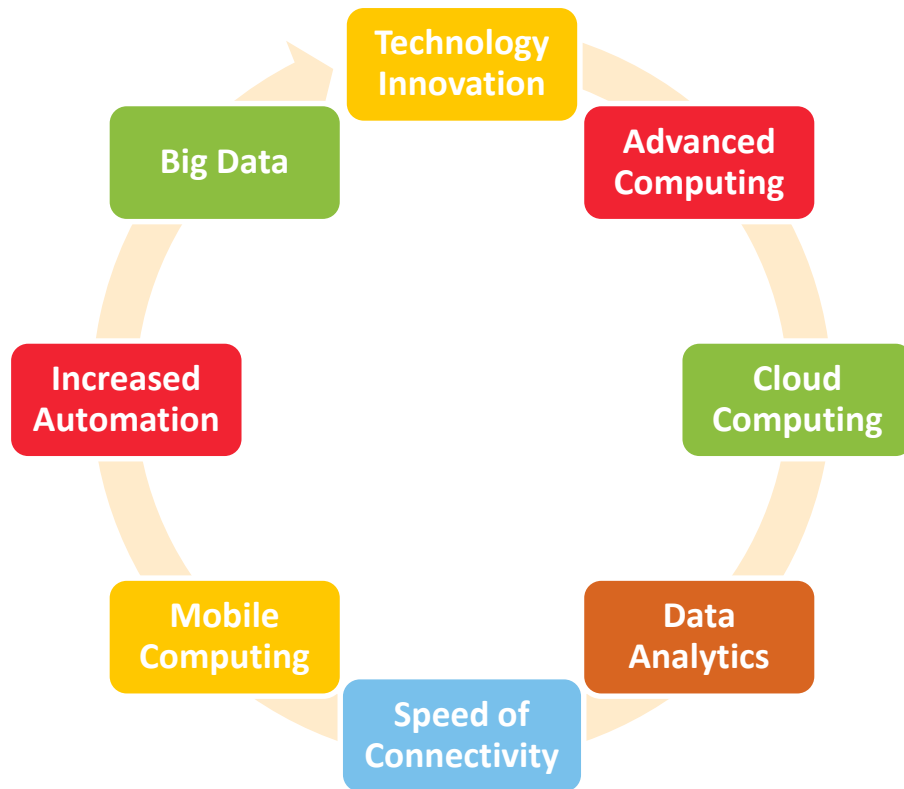
Question 1

- How is digital (disruption) and/or change affecting our organisation?

Question 2

- How well are we responding to minimise the threats and maximise the opportunities presented by this change?

But what is Digital?



Why I ask what is “Digital”



40

...because over the past 40 years, many new technologies have been introduced which have caused disruption and met a definition of digital.

Computers in the 1970's



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in the 1970's



Image Source: <http://thecomputersgalaxy.blogspot.com.au/>



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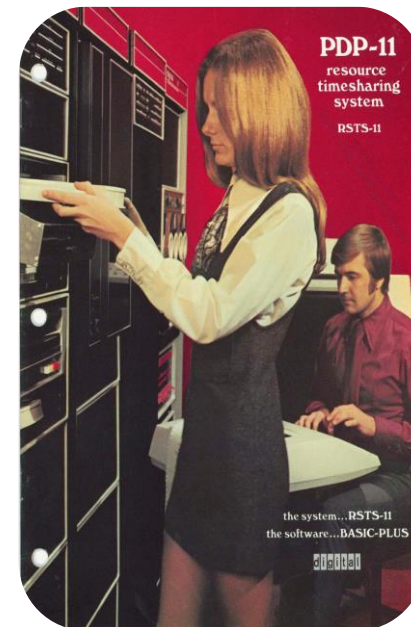


Image Source: <https://zeth.net/images/blog/Digital.PDP-11.1970.102646128.jpg>



Analog to digital



Image Source: <http://thecomputergalaxy.blogspot.com.au/>



Image Source: http://demo.idg.com.au/pcw/inlineimages/digital_tv_switchover_2013.jpg

Why I ask what is 'digital'



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neither
technology
today requires
the 'digital'
prefix.



So what is Digital?



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Author Ronald Tocci in his book Digital Systems: Principles and Applications defined it as below.

“digital system is a data technology that uses discrete (discontinuous) values”

What is all the fuss about?



It is about

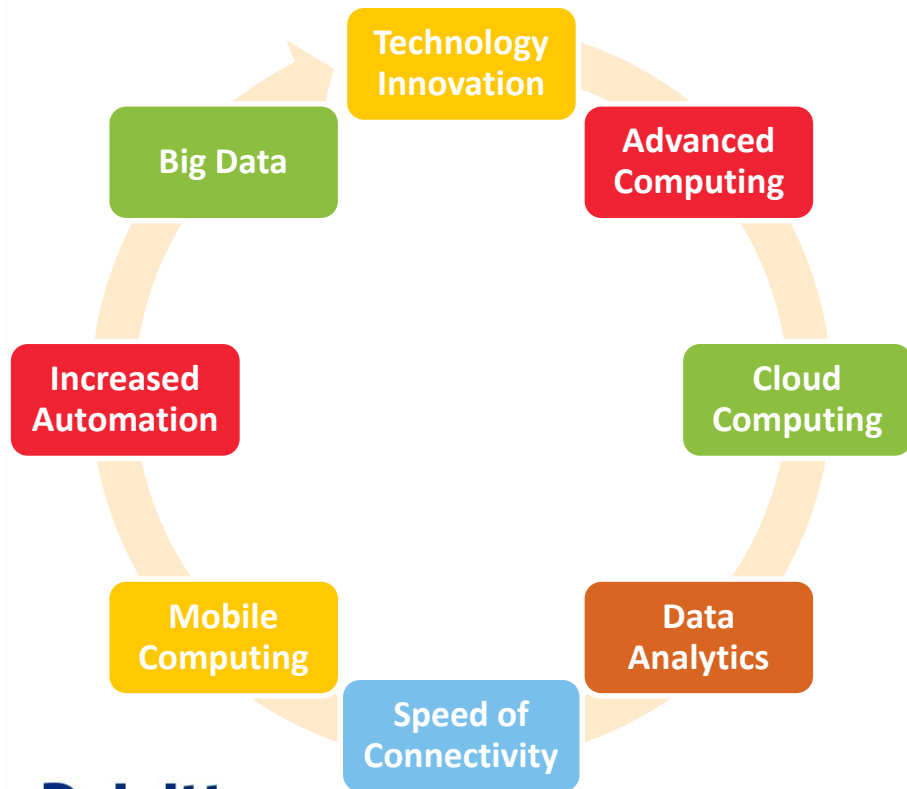
- creating a distinctive customer experience
- staying ahead of the competition by increasing efficiency
- finding new routes to market.
- discrete datasets
- bringing discrete datasets together to create actionable insights
- maximising investment in systems and processes

**above all protect the
organisation, keep it secure**

Digital enablement



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- creating a distinctive customer experience
- staying ahead of the competition by increasing efficiency
- finding new routes to market
- discrete datasets
- bringing discrete datasets together to create actionable insights
- maximising investment in systems and processes
- protect the organisation, keep it secure

– your key questions



Question 1

- How is digital (disruption) and/or change affecting our organisation?



So what do we do about it?



Focus on your crown jewels



Supported by Multiple Enablers



Governance and Metrics as the Foundation

Digital transformation approach





Tactical Agility



Strategic Enablement



What was achieved

- Rapid deployment of mobile customer engagement applications
- Creation of Omni channels for enhanced selling
- Analytics based customer segmentation
- Moved towards data-driven decision making
- Business lead deployment of cloud capability

Where pain was felt

- Rise of shadow IT weakened their backend technology processes
- Lack of security controls for customer data
- Sub optimisation of security architecture
- Limited understanding of deployed cloud capability
- and then...



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HACKED



...stuff was lost...



What was achieved

- Cloud first strategy was adopted
- Streamlined processes enabled service standardisation
- Supplier assurance was revamped with significant focus on data security and cloud controls
- Operational maturity was the cornerstone of Digital using ITIL as a foundation capability
- Operational transparency assisted with the enablement of shared digital services
- Cross-channel integration was achieved as business and IT were integrated with IT as a service broker
- Data security was introduced as a non-negotiable
- Digital and cyber were elevated to the board for discussion as an enabling capability



Where the pain was felt

- Business understanding that without cyber maturity Digital enablement was at risk
- Business case and funding for process maturity based on previous experiences
- Realisation that Digital is a business transformation initiative
- Understanding of the limitations of what data analytics can actually deliver for the business
- Justification for increase in spend supporting cyber security capability
- Shift within the IT function from an architect and operate mindset to a service broker and integrator
- Support functions awareness and uplift to think about customer data security and privacy
- and after all that...



ATTACKED
X 3



...DDoS controls...

Incident Response Processes

Third Party Agreements

Secure Cloud Hosting

Data Governance Controls

...no stuff was lost...



Bringing it together – how do I apply this?



– your key questions revisited



Question 1

- How is digital (disruption) and ... affecting our organisation?

**NO
SILVER
BULLET**

Question 2

- How well are we responding to minimise the threats and maximise the opportunities presented by this change?

What can I apply tomorrow



Integrate cyber & digital



Spend on process maturity



Strengthen governance and reporting



- Identify areas where digital projects are taking place across the organisation and ensure there is an understanding of cyber security obligations
- Assist business in understanding why spend on cyber security is required to increase as they embrace digital where data is key
- Undertake business awareness campaigns to ensure the threat landscape and data security risks of digital enablement are understood by the business
- Initiate discussions with the organisations executive leadership and board to ensure digital enablement is not happening in isolation.

Spend on Process Maturity



- Understand that “Cloud” is intrinsically tied to Digital
- Have an appreciation of support processes that will enable the use and consumption of cloud
- Identify core processes required to support cloud enablement and agile development
- Set up a data security function that focuses on managing risk to data assets

Spend on Process Maturity



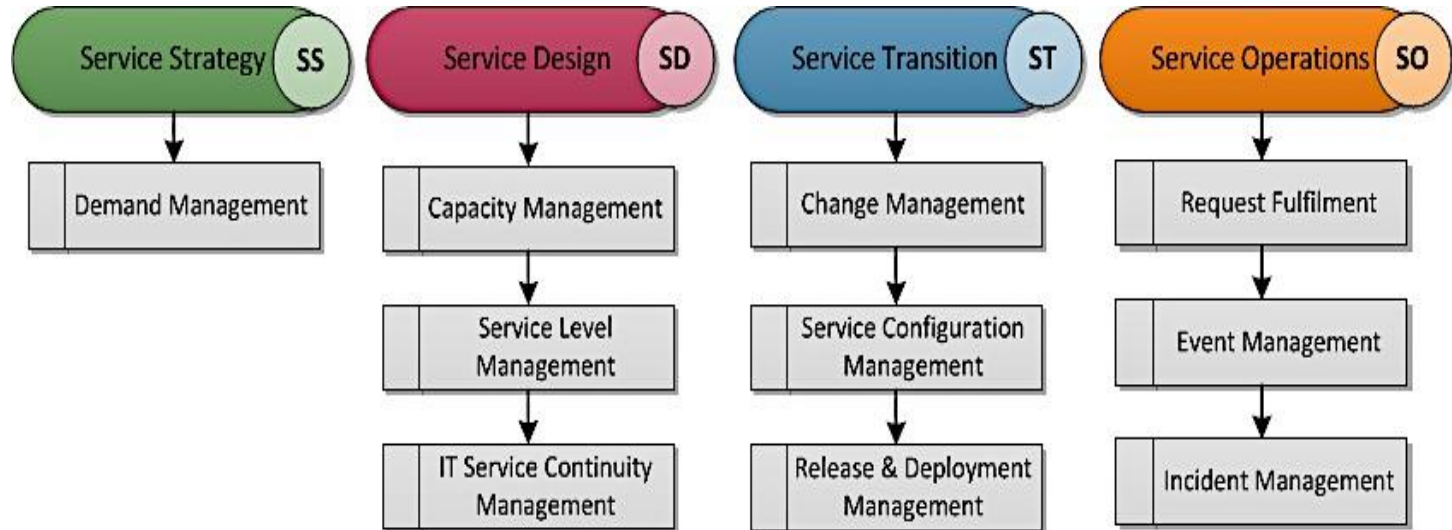
- Ensure process maturity effort is not in isolation and supports standardisation
 - across architecture
 - operations
 - projects
- When talking process maturity most organisations default to using ITIL in some shape or form.

at a minimum focus on the following 10 processes for digital and cloud enablement.

Process Maturity



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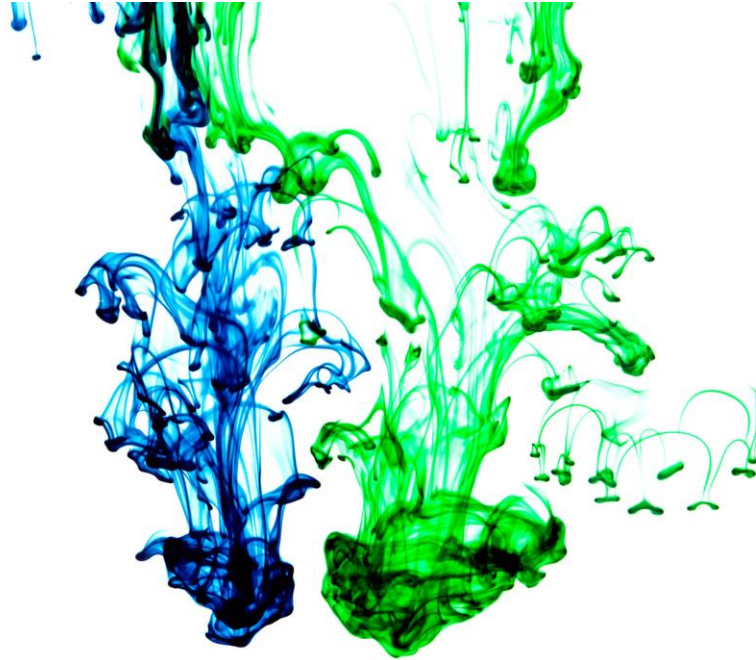
ITIL based processes for digital enablement

- Security governance is key given the change in threat profile of an organisation
- Implement vigilance and resilience controls given the increase in and organisations attack surface following Digital enablement
- Ensure there is business awareness of the changes in risk posture across the Digital transformation landscape
- Risks related to cyber attacks, confidentiality and regulatory breaches, brand exposure and data security should be reported at the board level
- Use data enabled insights based reporting of your organisations security posture.

Thank You



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Re-engineering

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