RSAConference2019
Asia Pacific & Japan
Singapore | 16–18 July | Marina Bay Sands

BETTER.

SESSION ID: HPS-W02

You Can’t Improve What You Don’t Measure

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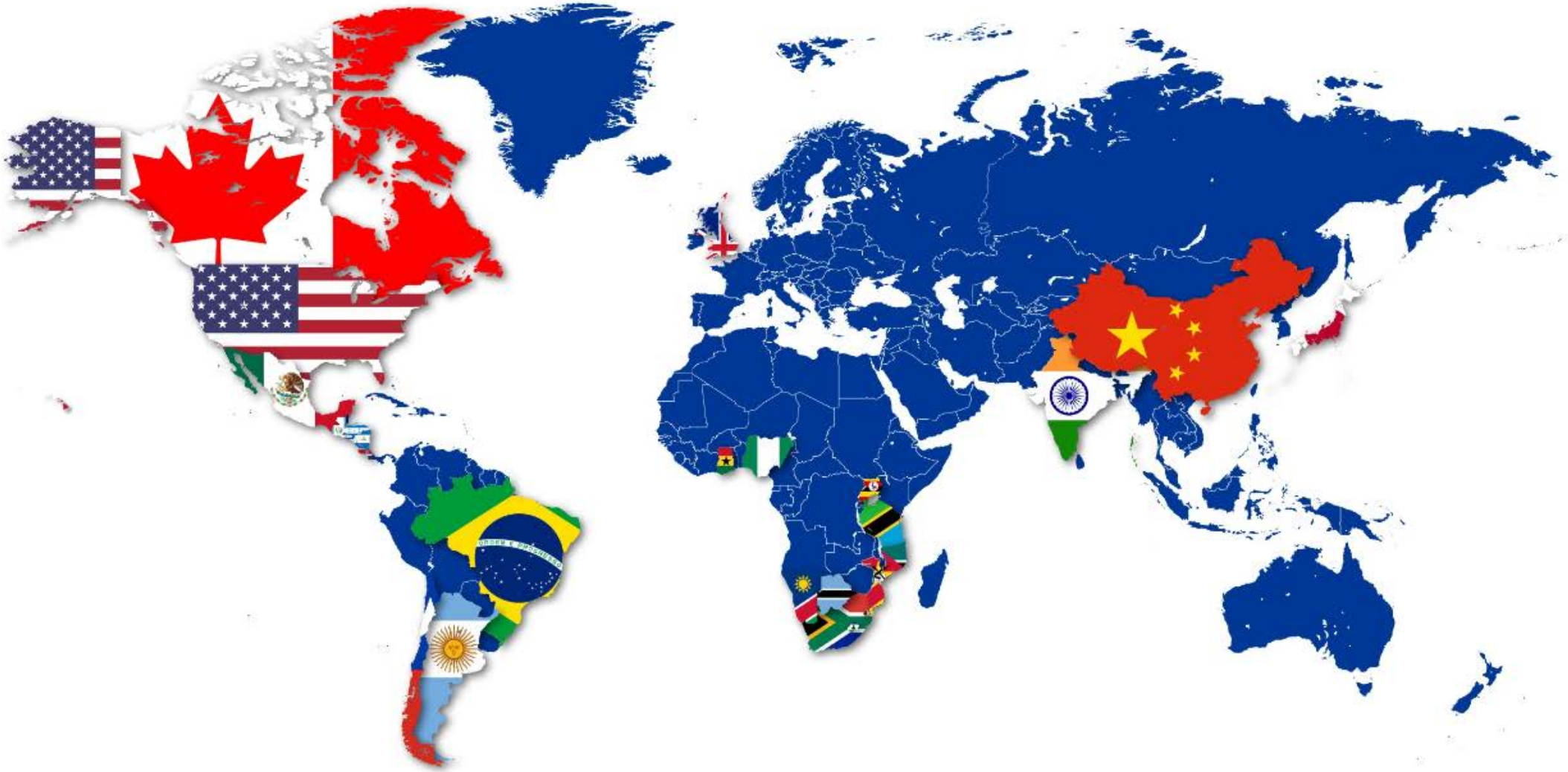
#RSAC

Data –vs– Information

Walmart, a Tech company?...
And what do they have to do with CyberSecurity?

Our Data Today



2018 InfoSec Statistics

+6 Trillion Cyber Events	**+13.9 Billion** Blocked Cyber Attacks	**+2 Billion** Blocked Spam Emails	**+230 Million** Malware Alerts
+275 Security Products Supported	**+450,000** Endpoints Protected	**+1.4 Billion** Lines of Code Reviewed	**+2.5 Million** User Accounts Managed
+5.1 Million Vulnerabilities Remediated	**+2.3 Million** Certificates Issued	**+4 Million** Unwanted/Malicious Block Web Requests	**+12 Million** 2-Step Authentications

60 Seconds
10.4 Million
Security Events
17,663
External Attacks
1,223
Anti-Virus Events
5.14
Vulnerabilities Discovered
Vulnerabilities Mitigated 6.5
Authentications
378,000
Single Sign-on Requests
7800
Spam Emails Blocked
9,061
Network Connections Analysed
102 Million
Network Sessions Analysed
7.4 Million
Network Traffic Stored
856 GB
EndPoint Scans
4 Billion
Data Loss Prevention Events
4,715
Lines of Source Code Scanned
96,824
15,485 Unapproved Network Connections Blocked
1,803 Account Takeover Attempts
72,000
Store PCI Compliant Transactions
8,000
eComm PCI Compliant Orders
30,000
Internet Requests

Turning Data into Information, our Journey Begins

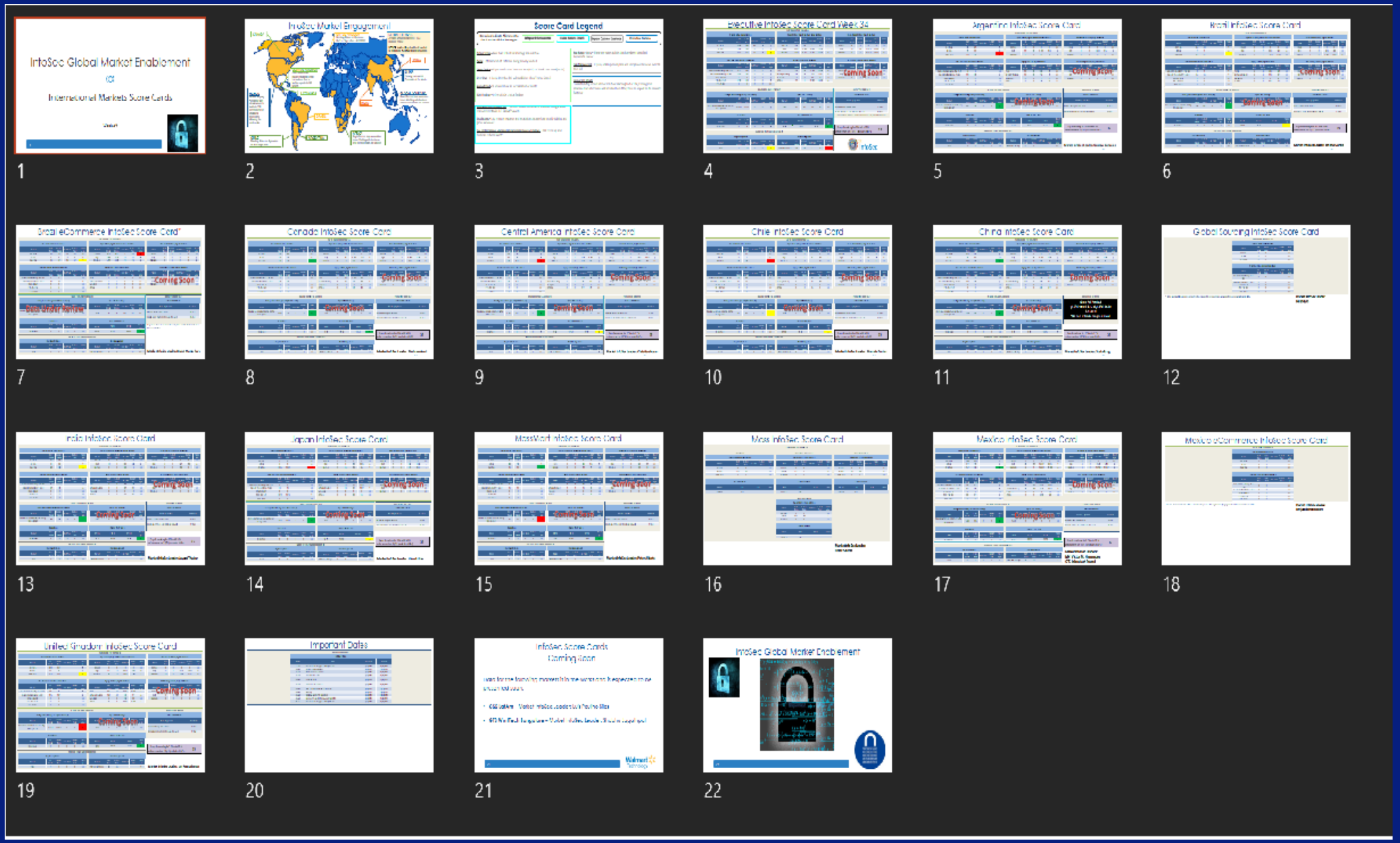
How are the International Markets Doing

Who is doing Best

Who is doing the Worst

What should they be focused on

Beyond Critical Items we
Had to Rely on “Gut Instinct”



Walmart INTERNATIONAL

InfoSec Global Market Enablement
International Markets Score Cards
Score Card Legend
Executive InfoSec Score Card Week 34
Argentina InfoSec Score Card
Brazil InfoSec Score Card
Global Sourcing InfoSec Score Card
India InfoSec Score Card
Mexico eCommerce InfoSec Score Card
United Kingdom InfoSec Score Card
INFORMATION
OVERLOAD
1
6
7
12
13
18
19
20
21
22

Time for Dashboard Progression

- **Style it for a Growing Audience**
  - Though we tried not to drown them in data by creating arbitrary (at first) metrics so there was instant context, Then our audience grew…
- **Prioritize to Show Most Important First**
  - Heavy emphasis on vulnerability management...
- **Give a top 3 list of what they need to do**
  - Simplify the message for Quick read for Execs... or short attention span associates

We Followed the tried and true 3-Step approach

- Measure
- Compare against a metric
- Benchmark against others

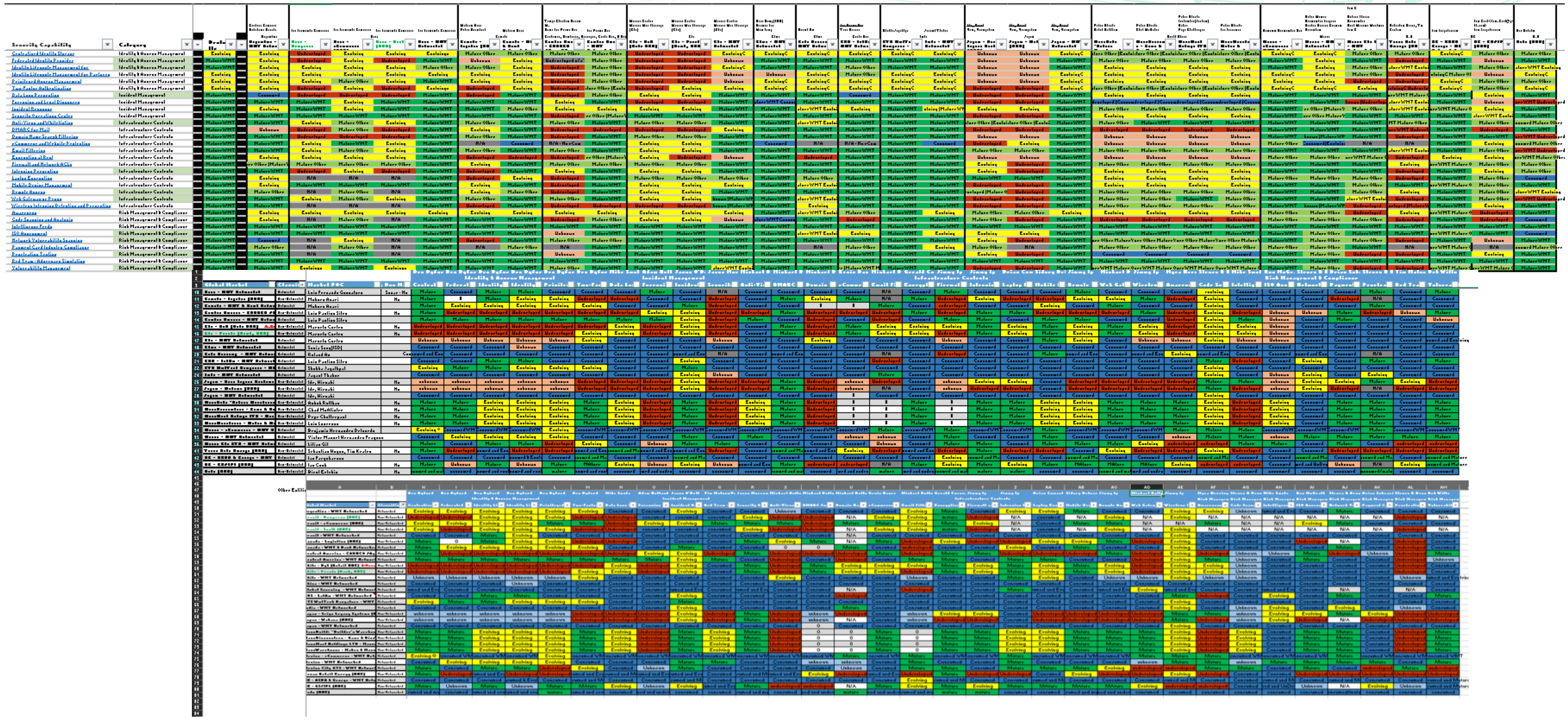
Measure

Compare Against a Metric

NIST
National Institute of Standards and Technology
U.S. Department of Commerce

DEPARTMENT OF JUSTICE
FEDERAL BUREAU OF INVESTIGATION

ISO



Steps for successful dashboarding

Benchmark against others – in 2 ways

- Aligning with trusted agents and companies.
  - Ensuring industry best practices
- Inspire some healthy competition among owners of action items.
  - Since most companies are list-driven, and nobody wants to be at the bottom, it is often true that rank ordering is an extremely effective tool in getting the undivided attention of executives…and immediate action from their subordinates. Accountability is key!

Benchmarking

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Putting it into Action and Following Through

Int'l InfoSec Dashboard Progression

Enable Business Growth

Active Status		
On Track	At Risk	Over Due
X	X	X

Over Due	Vulnerabilities
General Vulnerability - Pen Test	X
General Vulnerability – Scans	X
Internal Audit	X
PCI - Pen Test	X
PCI – Scans	X
Bug Bounty Prg	X

Aging - Critical, High & Medium	FYE17	FYE18
Total	X	X
Actively Working	X	X
Exception	X	X
Offline	X	X

Configuration Mgmt.

Coming Soon

Safeguard the Business

Open Critical, High & Medium Vulnerabilities

FYE 17	FYE 18
X	X

Remediated Critical, High & Medium

FYE 17	FYE 18
X	X

SOX Findings Critical, High & Medium

FYE 17	FYE 18
X	X

Risk Management

SRCRs over 90 days	X

"ISO"

Trending	↑
Score FYE 17	X
Score FYE 16	X

Open "ISO" Findings

X

Improve Customer Experience

Security Last Minute Escalation

Week 31 no escalations

Staffing Review

Coming Soon

CEB Maturity Rating

Coming Soon

Next Steps / Action Items

Coming Soon

Proactive Defense

InfoSec EOL Efforts

Product / Systems	Due Date
McAfee ePolicy Orchestrator	XX-Dec
Oracle Audit Vault and Database Firewall	XX-Dec

Patching %

Coming Soon

Dat %

Coming Soon

SAFEGUARD THE BUSINESS

Overall Active Vulnerabilities

Period	Last Week	Current Week	Last Year	Current Year	Trend w/w
On Track	X	X	X	X	↓
At Risk	X	X	X	X	↑
Over Due	X	X	X	X	↓

Open Critical, High & Medium Vulnerabilities

Period	Last Week	Current Week	Last Year	Current Year	Trend w/w
Critical	X	X	X	X	↔
High	X	X	X	X	↓
Medium	X	X	X	X	↓

Remediated Critical, High & Medium

Period	Last Week	Current Week	Last Year	Current Year	Trend w/w
Critical	X	X	X	X	↔
High	X	X	X	X	↓
Medium	X	X	X	X	↓

Over Due Vulnerabilities Breakdown

Period	Last Week	Current Week	Last Year	Current Year	Trend w/w
General Vulnerability - Pen Test	X	X	X	X	↑
General Vulnerability – Scans	X	X	X	X	↑
Internal Audit	X	X	X	X	↑
PCI - Pen Test	X	X	X	X	↑
PCI - Scans	X	X	X	X	↑

Aging - Critical, High & Medium

Period	Last Week	Current Week	Last Year	Current Year	Trend w/w
Total	X	X	X	X	↑
Actively Working	X	X	X	X	↑
Exception	X	X	X	X	↔
Offline	X	X	X	X	↓

SOX Findings Critical, High & Medium

Period	Last Week	Current Week	Last Year	Current Year	Trend w/w
Critical					
High					
Medium					

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ENABLE BUSINESS GROWTH

Configuration Management (Pilot Concept)

Period	Last Week	Current Week	Last Year	Current Year	Trend w/w
Devices outside Automated Config. Management	X	X	X	X	↓

Open "ISO" Findings

Period	Last Week	Current Week	Last Year	Current Year	Trend w/w
Total					

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Escalations

Period	Last Week	Current Week	Last Year	Current Year	Trend w/w
Escalations	X	X	X	X	↔

Overall "ISO" Score

FYE 16	FYE 17	FYE 18	Trend y/y
X	X	X	↑

PROACTIVE DEFENSE

InfoSec EOL Efforts

Product / Systems	Due Date
McAfee ePolicy Orchestrator	XX/XX/XXXX
Oracle Audit Vault and Database Firewall	XX/XX/XXXX

IMPROVE CUSTOMER EXPERIENCE

Bug Bounty Items

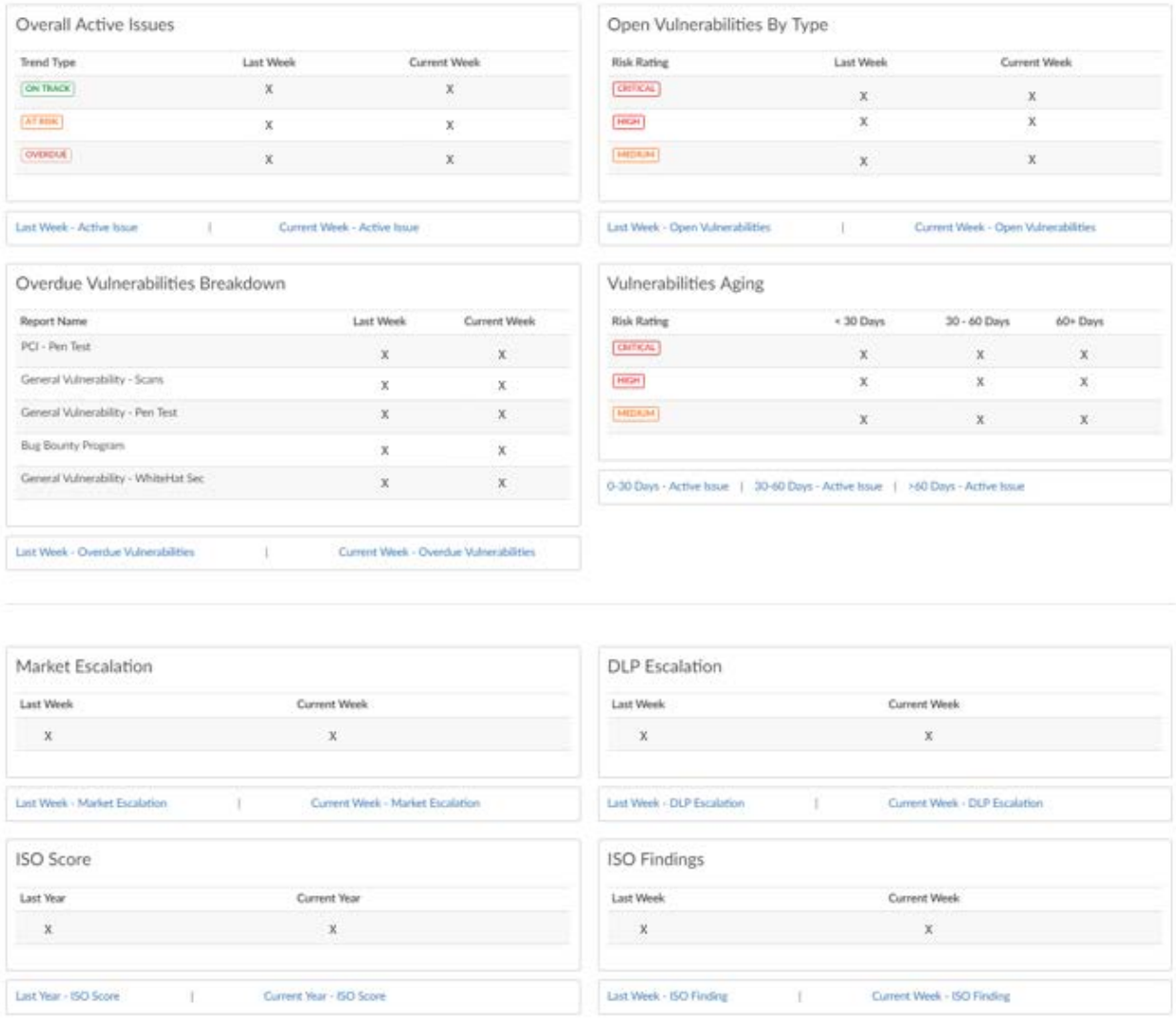
Period	Last Week	Current Week	Last Year	Current Year	Trend w/w
Total	X	X	X	X	↔

Risk Management

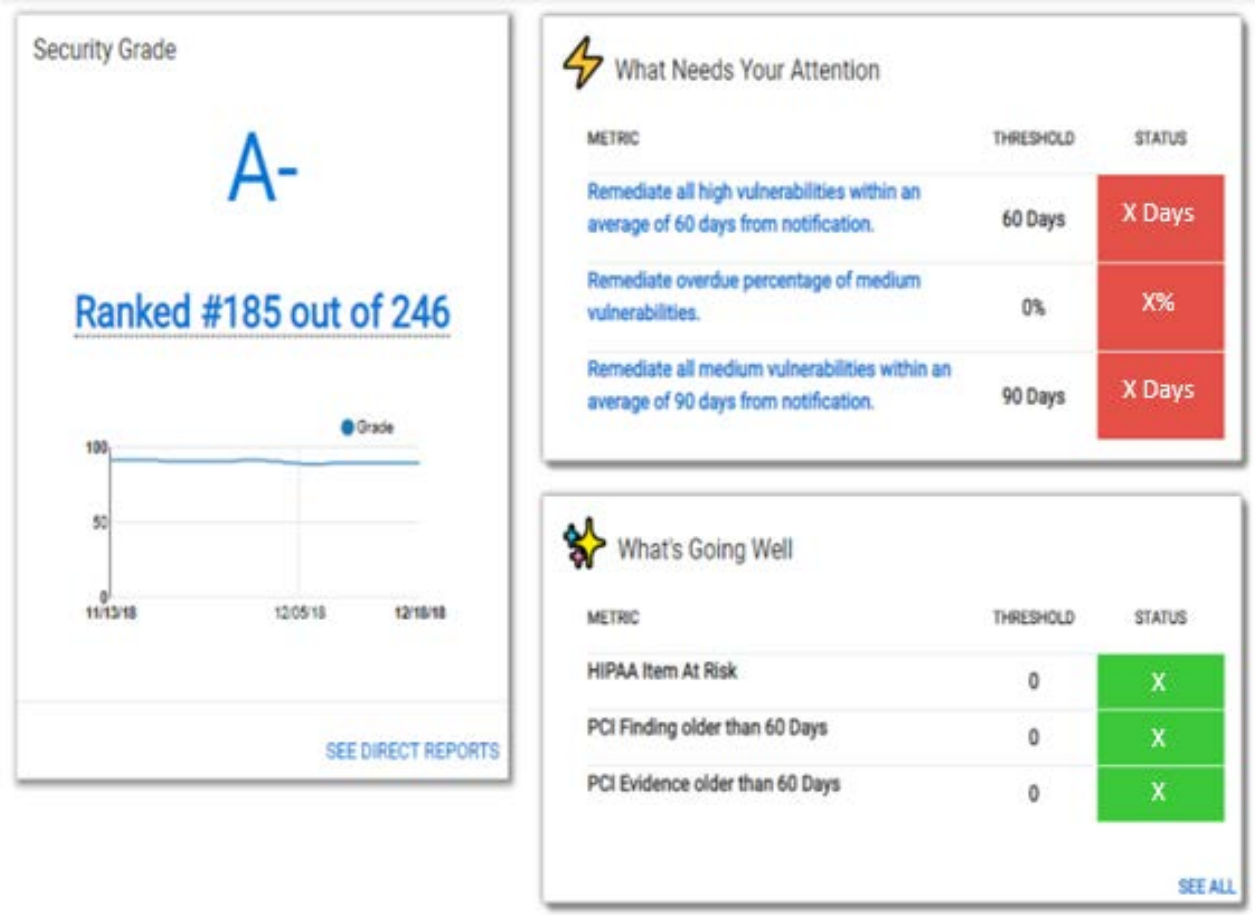
Period	Last Week	Current Week	Last Year	Current Year	Trend w/w
SRCR over 90 days	X	X	X	X	↓

One Team InfoSec

Int'l InfoSec Dashboard Progression



Simple and Efficient Executive view



Apply What You Have Learned Today

- Next week you should: Know how you are measured
  - Explore what reporting you have in place for InfoSec, are the metrics create clear, measurable and objective?
- In the first three months following this presentation you should:
  - Understand the reporting and ensure there are clear actionable items
  - Question any sections that don't add value or the lack of information
- Within six months you should: "Expect what you Inspect"
  - Align with key leadership to get their input, does the reporting work for them, adjust as needed.
  - Keep it relevant and "Check your Filters"
  - Continue to Drive Accountability at all levels of your organizations.

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