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BETTER.

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The Fine Art of Creating A Transformational Cyber Security Strategy

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An Intensifying Storm

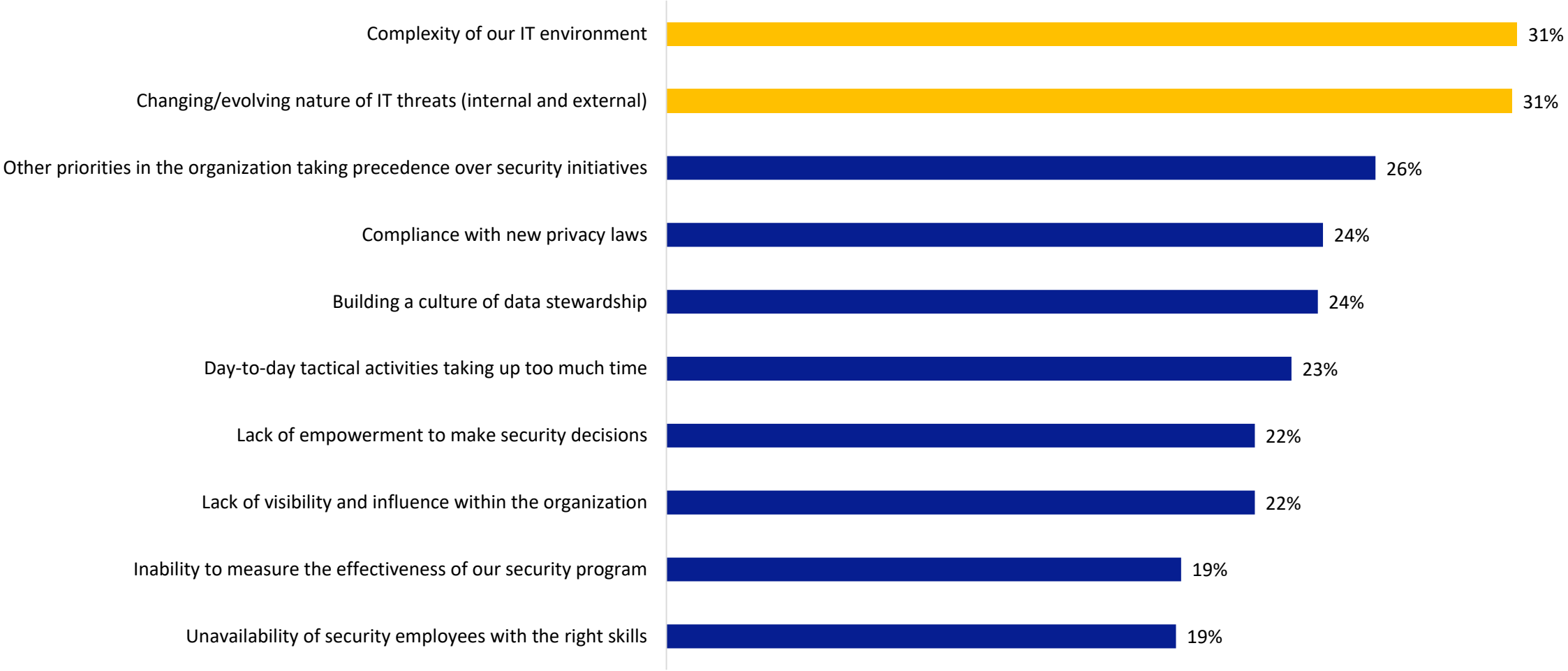
Technology

Speed Of Business

Threat

Age Of The Customer

Top 10 Challenges For The APAC CISO In 2019



Source: Forrester Analytics, Global Business Technographics Security Survey, 2018

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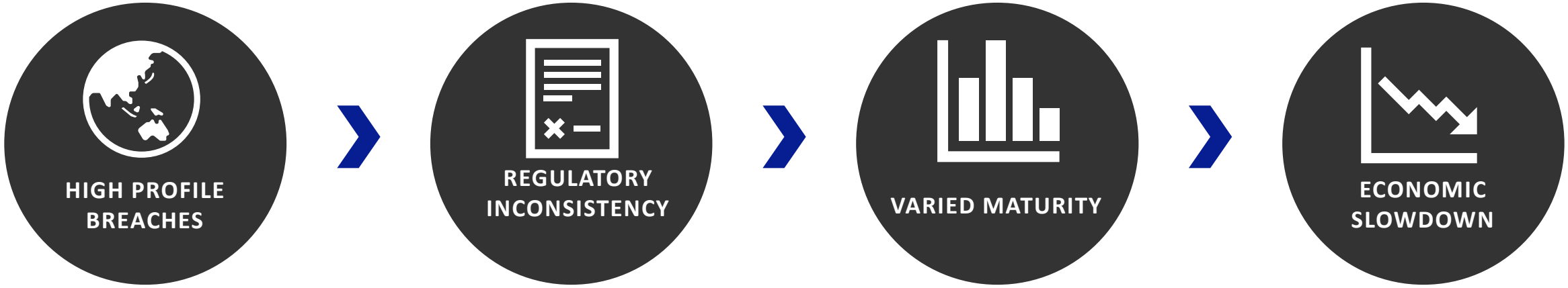
APAC CISOs Meet A Volatile 2019, Understaffed, Complexity-Ridden



- SingHealth
- PayID
- ANU
- 800 data breaches reported in Australia
- APAC 27.2% of compromised records

- Inconsistent regulatory landscape
- Regulations haven't influenced security programs in the same way that laws in Europe have
- Many firms still suffer from compliance-as-a-strategy

-Board, government and customer interest in cyber varies wildly from country to country and industry to industry. As does maturity

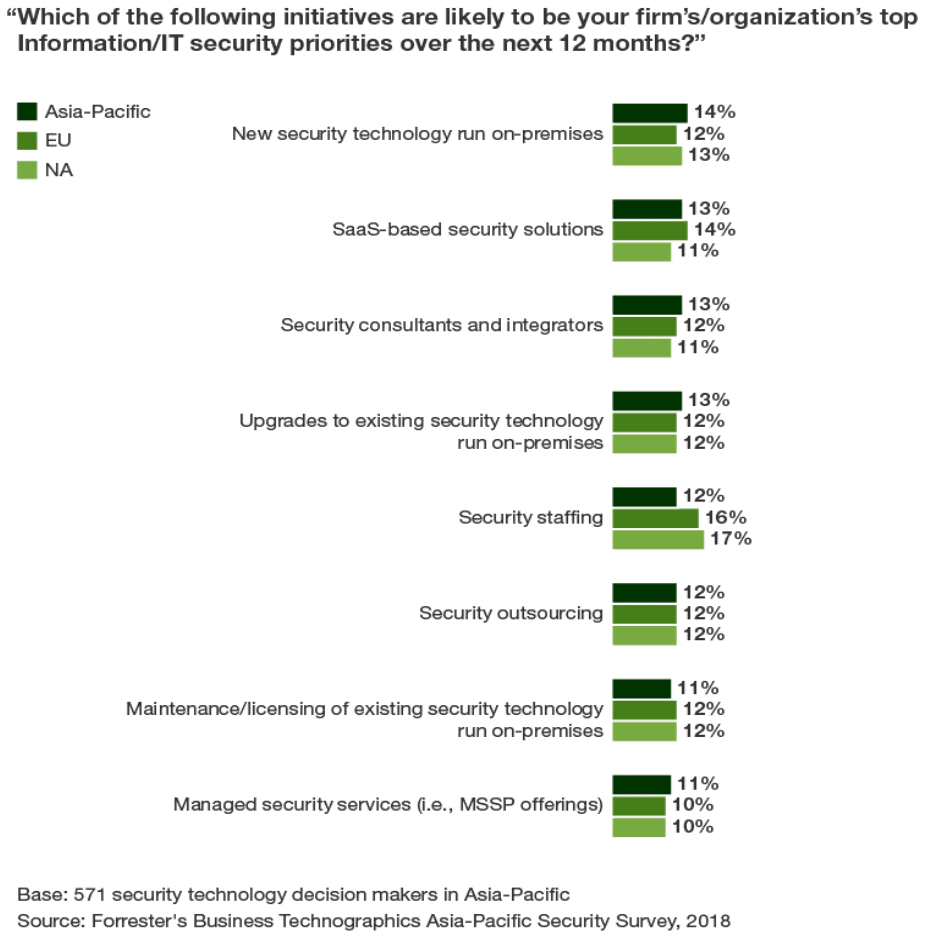
- US / China trade war
- Economic growth

APAC CISOs Favor Tech Over Staffing, And Services Make Inroads

For years in APAC, IT security managers have put security products in a shopping cart, installed them and ticked a box. Generally (certain industries are excepted), the region has prioritized product and tech over business and people

Investment In On-prem Technologies Trump Investment In Staff

- In APAC, CISOs spend an average of 12% of their budget on security staffing compared to 16% of European and 17% of global counterparts
- By comparison, 27% of the APAC CISO's budget is allocated to his or her on-prem security technologies whether it's purchasing or upgrading those



Source: Forrester's Analytics Global Business Technographics Security Survey 2018

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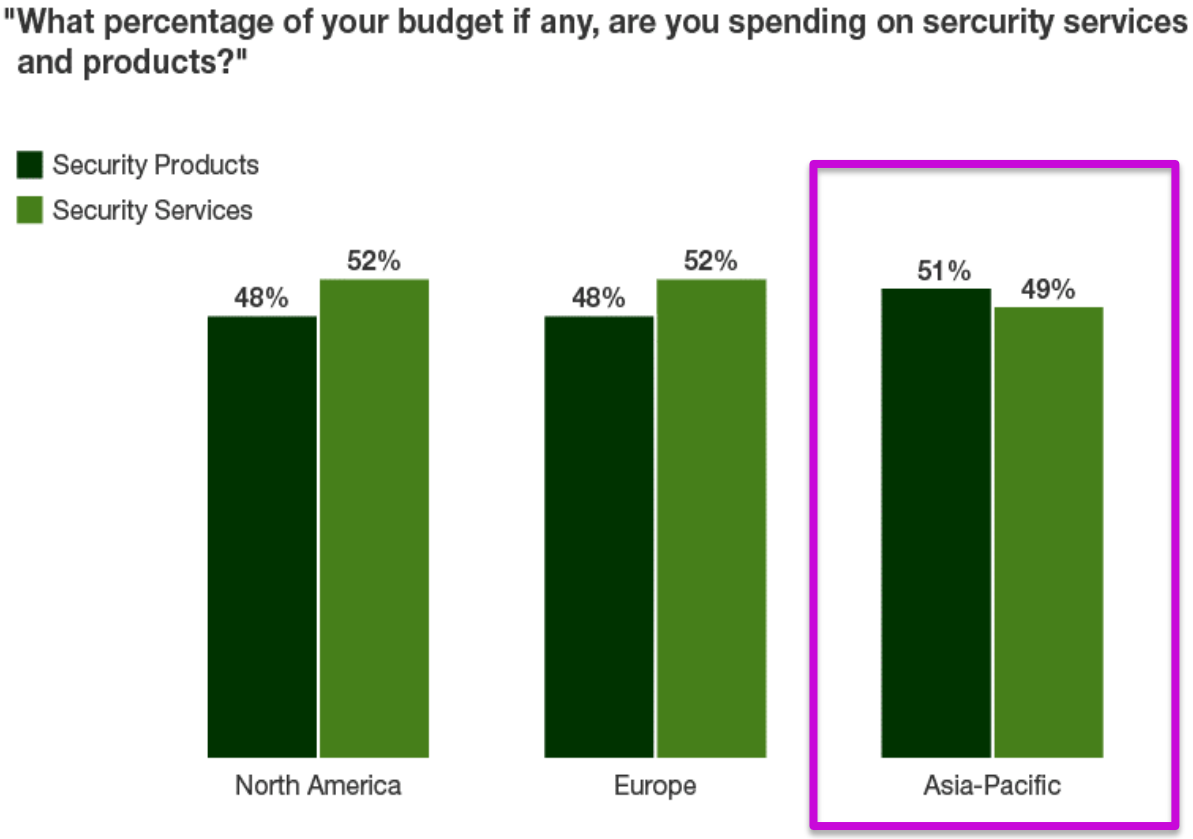
APAC CISOs Split Their Budget About Evenly Between Products & Services

- Globally, we've seen the rise of security services overtaking products. The year of services has arrived.
- Not quiet in APAC.
- CISOs in APAC will need to think carefully about their sourcing models.



Source: Forrester's Analytics Global Business Technographics Security Survey 2018

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Budgets Increase, But APAC CISOs Remain Technical & Operations

When it comes to budgets and business engagement, our data shows a technical and operational security function

47% Of Security Leaders At APAC Enterprises Expect To See An Increase In Their Budgets In 2019.

But…….

Source: Forrester's Analytics Global Business Technographics Security Survey 2018

Only 11% Reported Increases In Excess Of 10%, Reflecting Some Fiscal Uncertainty.

Source: Forrester's Analytics Global Business Technographics Security Survey 2018

APAC's Top Strategic Priorities Indicate A Region Finally Setting Up For Transformation

Source: Forrester's Analytics Global Business Technographics Security Survey 2018

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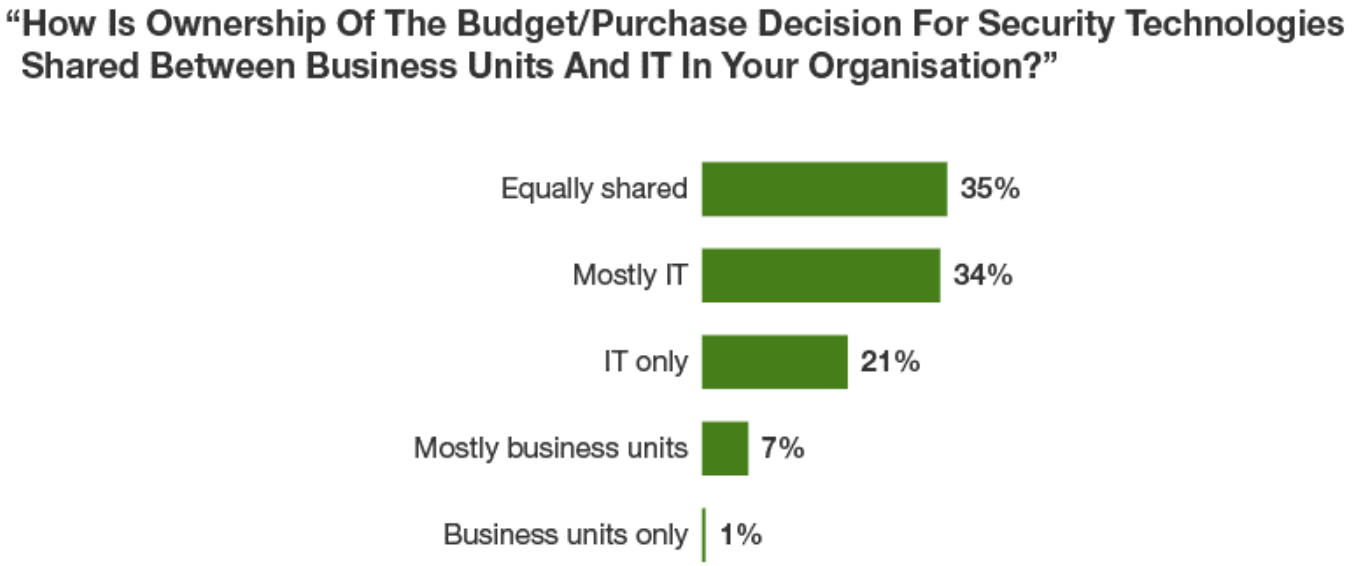
But Our Priorities Indicate A Lack Of Prioritization

- A mix in both strategic, cultural and governance
  - A region beginning its journey to transform cybersecurity
- The number 2 priority is shared by 3 initiatives
  - A cluster of priorities indicates an inability to strategically prioritize

Source: Forrester's Analytics Global Business Technographics Security Survey 2018

Security Is Still Largely An IT Issue



- **55%** of APAC security leaders say that security spending decisions are taken mostly or alone by IT
- Coupled with **56%** of CISOs who still report into IT, causing real and perceived situations of conflict of interest
- CISOs here need to work much harder to educate the board and business about cybersecurity

Source: Forrester's Analytics Global Business Technographics Security Survey 2018

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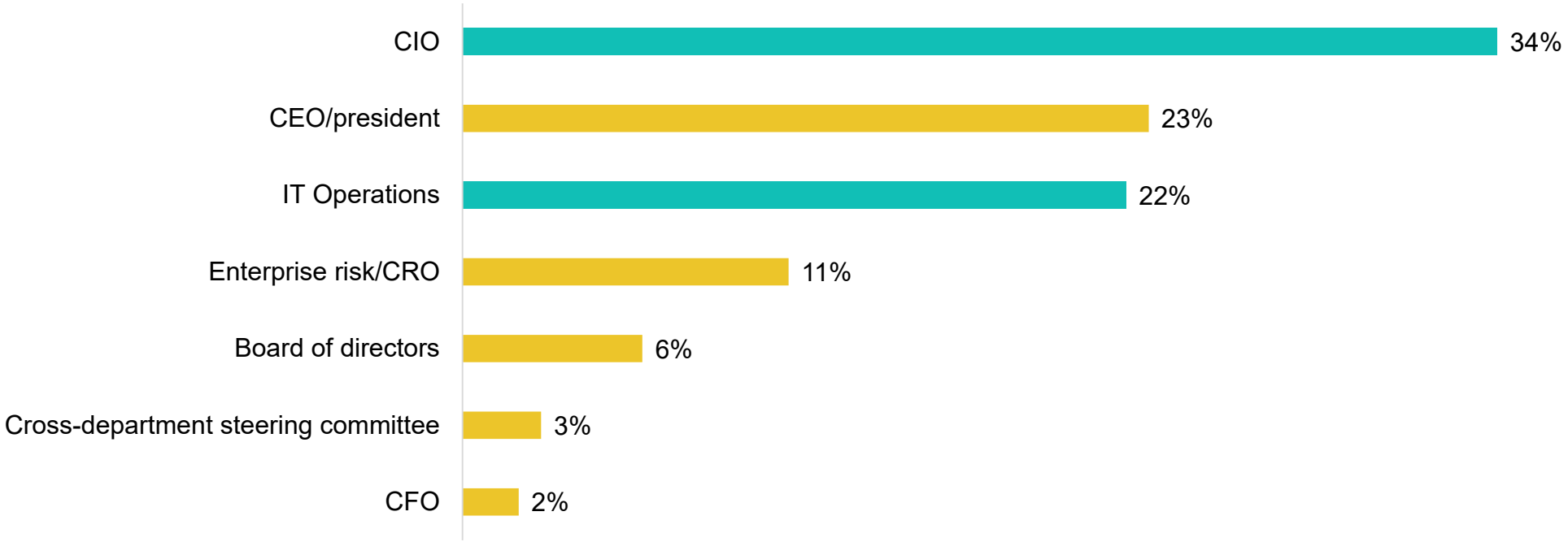
Security Is Still Largely An IT Issue

56% OF SENIOR SECURITY DECISION MAKERS IN ASIA PACIFIC ARE STILL REPORTING INTO IT!

"Into which department or office does the senior-most security decision-maker directly report?"



Source: Forrester's Analytics Global Business Technographics Security Survey 2018

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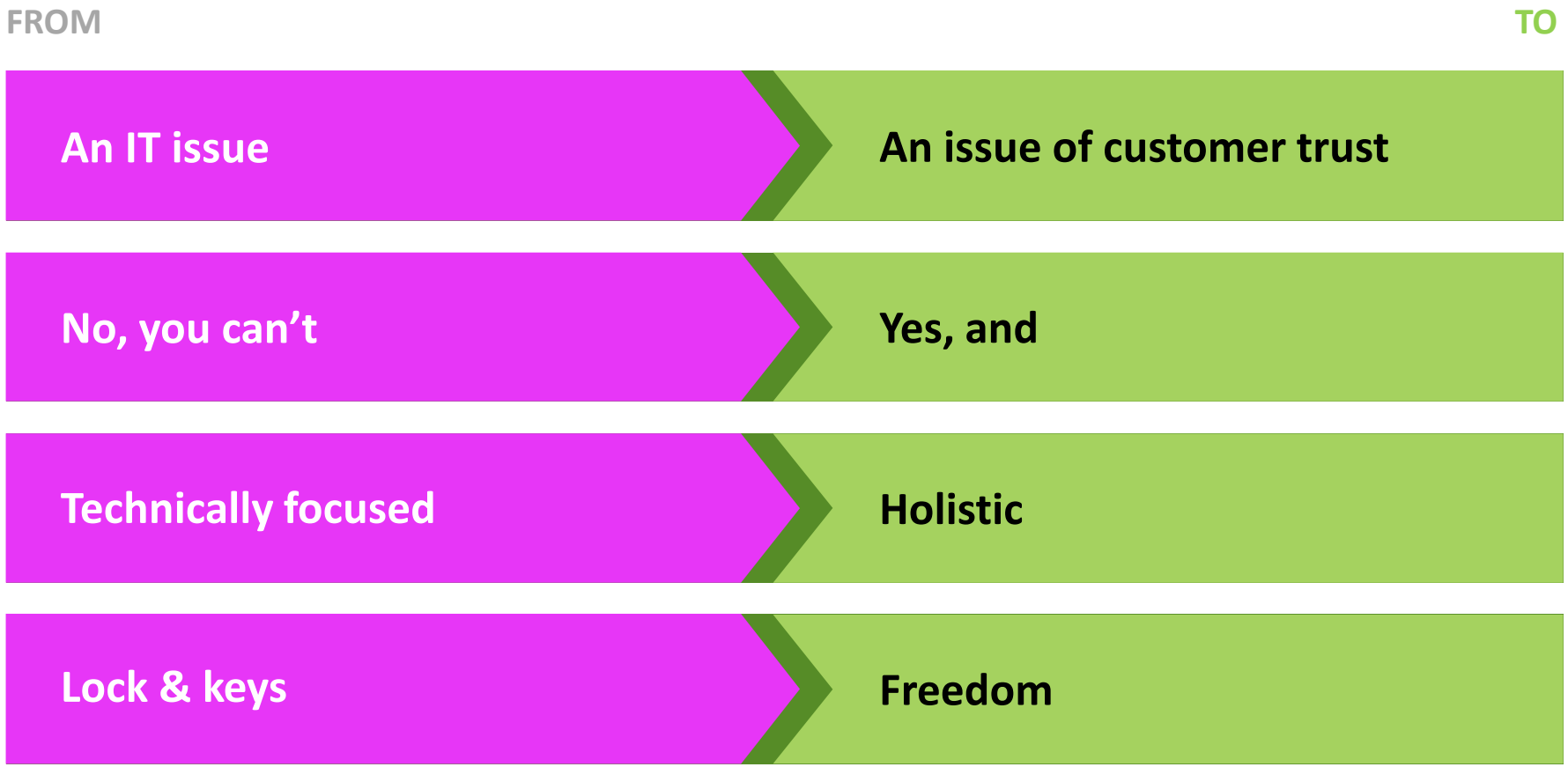
ACCELERATE YOUR SECURITY TRANSFORMATION

Firms all over the APAC region are ramping up security transformations, because CEOs now understand that they're playing catch-up as cyberattacks proliferate. This realization has come about from intense media attention, new breach notification laws, and boards of directors slowly but surely taking this issue seriously. CISOs in the region are finding that they finally have the attention they've always wanted; they now need to prove their value by leapfrogging to more advanced security capabilities. To succeed, APAC CISOs must:

- Evolve into master strategists and business executives
- Recruit creatively to avoid the talent crunch
- Incorporate security services into portfolio

A Good Security Strategy Transforms..



…And A Bad Strategy..

Suffer A Great Breach & Miss Smaller Ones

Continue To Invest In The Wrong Things

Spend Their Time Responding Tactically

Struggle To Attract And Retain

Without A Strategy, You Are Left Rudderless

How Many Of You Have A Great Strategy?

"Creating and implementing business-aligned security strategies and road maps" **has been in the Forrester 'CISO's Top 5 Priorities' every year since 2011!**

What Makes Or Breaks A Strategy

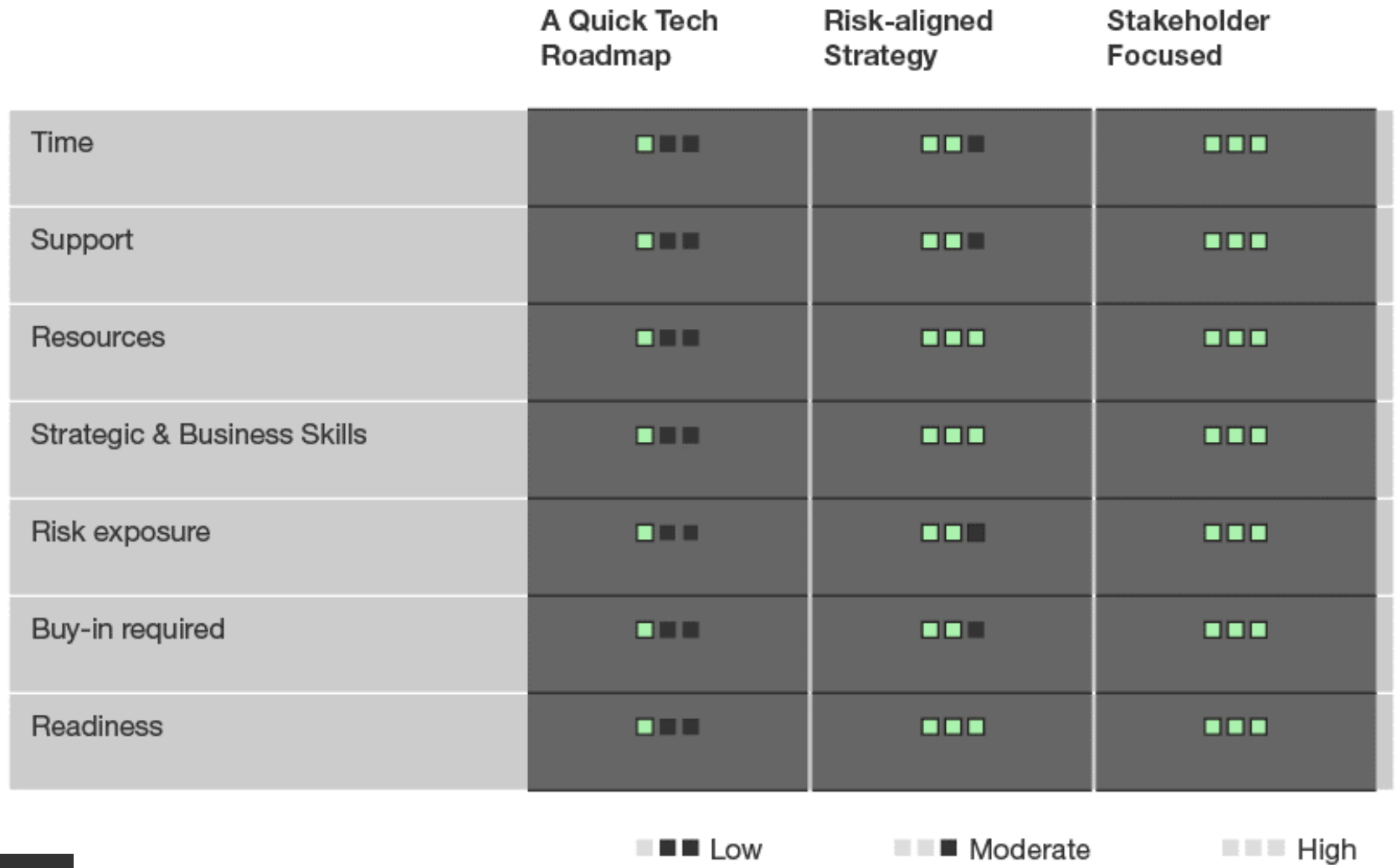
- Understandable
- Known
- Utilized and sustainable
- Business focused and risk-aligned
- People and culture at the heart

- Platitude
- Doesn’t consider people
- Shelfware
- One dimensional
- Inflexible

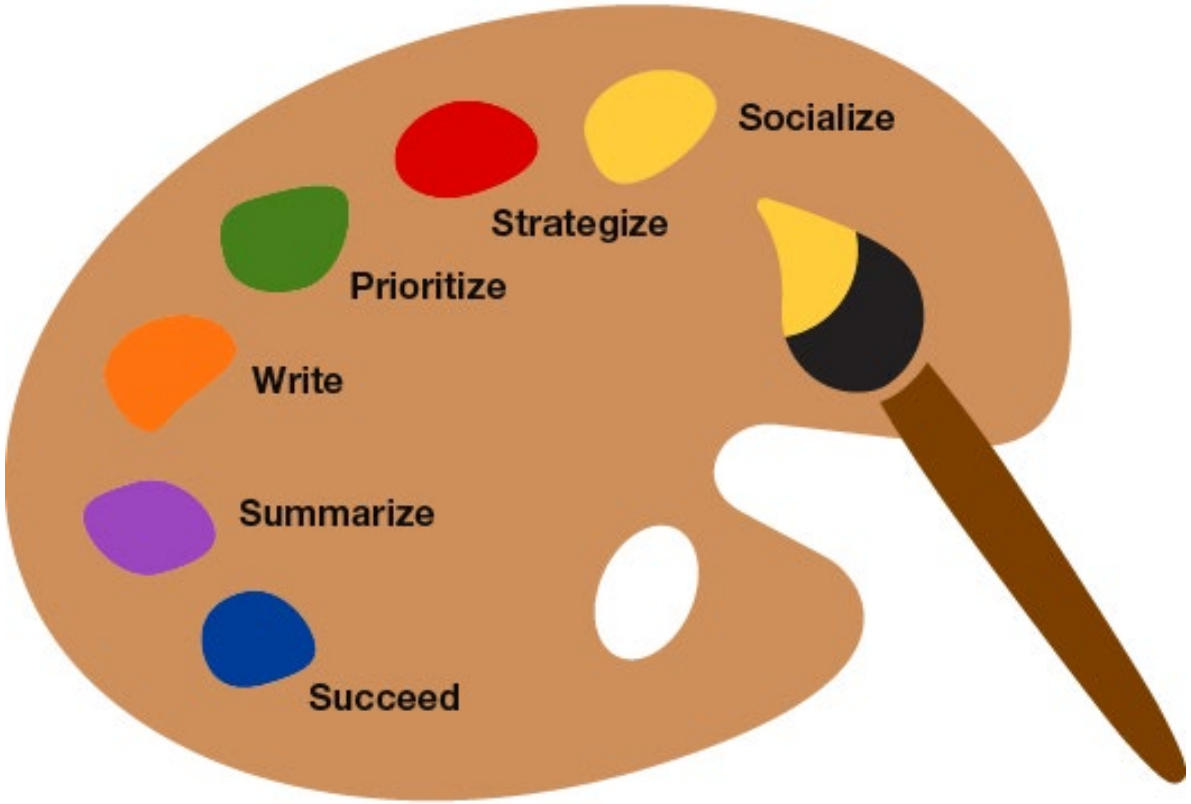

Three Paths To
Strategy

Decide On The Strategy Path You Want To Take

Choose Your Strategy Path Wisely Depending On…

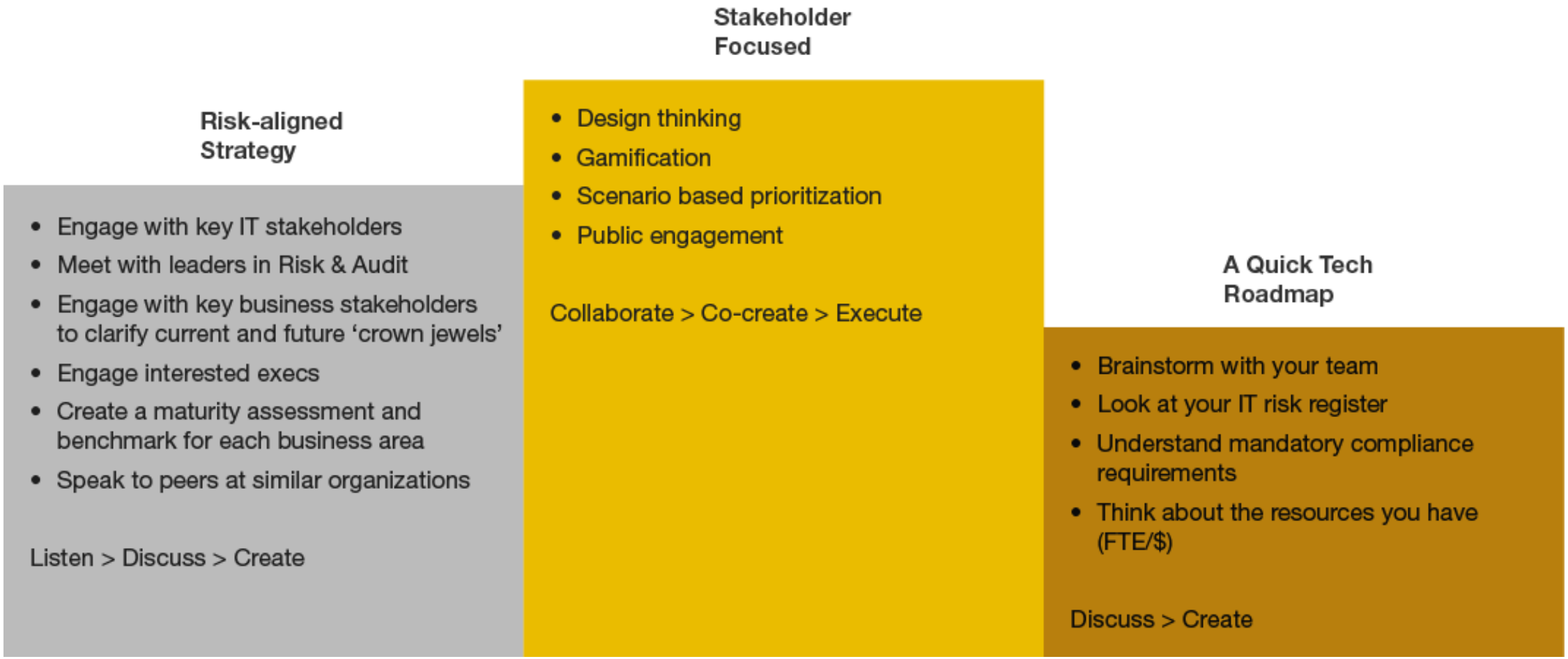


Strategy Fundamentals: Part 1 - Socialize



- Socialize your strategy to gain visibility, budget and influence

Gather Data From Key Stakeholders



Perspectives From The Boardroom

- Cyber risk is a top business priority.
- Awareness and understanding of security: not perfect but improving. Translators required.
- Boards want to hear from and have a trusted dialogue with the CISO.
- Boards need transparency and risk.
- Normalizing the security conversation.

Strategy Fundamentals: Part 2 – Strategize

- In taking the time to strategize, you consider
  - What is important?
  - Why does your role matter?
  - What's the point of it all?
- Strategize alone, with your team or in consultation with stakeholders
- Brainstorm on a whiteboard or piece of paper
- Ask yourself some hard questions

Mission Statement

Mission Example 1

CLEAR STATEMENTS OF AMBITION AND PURPOSE

1. Direct and assure

- Have a cyber security capability which protects the continued provision of 24/7 financial transaction services

2. Drive scalable security architecture

- Enable the rapid and safe realization of future business objectives

2. Leverage recent company acquisition

- Drive improvements in control and oversight

Mission Example 2

AN APPROACH TO LEADERSHIP FOR THE SECURITY FUNCTION

1. Commercially focused on how to help the business execute its vision

- Focus on how to make the business execute its strategy securely
- Good team player in the organizational ecosystem

2. Trusted partner for the business in strategic growth opportunities

- Collaborate with the business by providing security expertise that aids but does not hinder them

3. No net new security technology investment without clear business benefit

- Depart from old habit of technology acquisition without adequate business case. With clear value for the business and its strategy

Mission Example 3

MINISTER'S FOREWORD (NSW GOVERNMENT CYBER SECURITY STRATEGY)

Developing strong cyber capabilities that scale with our ambitious digital agenda, will be key to our success. By investing in cyber security today, we are enabling the NSW Government to accelerate digital transformation while providing confidence to citizens who trust us with their data and services.

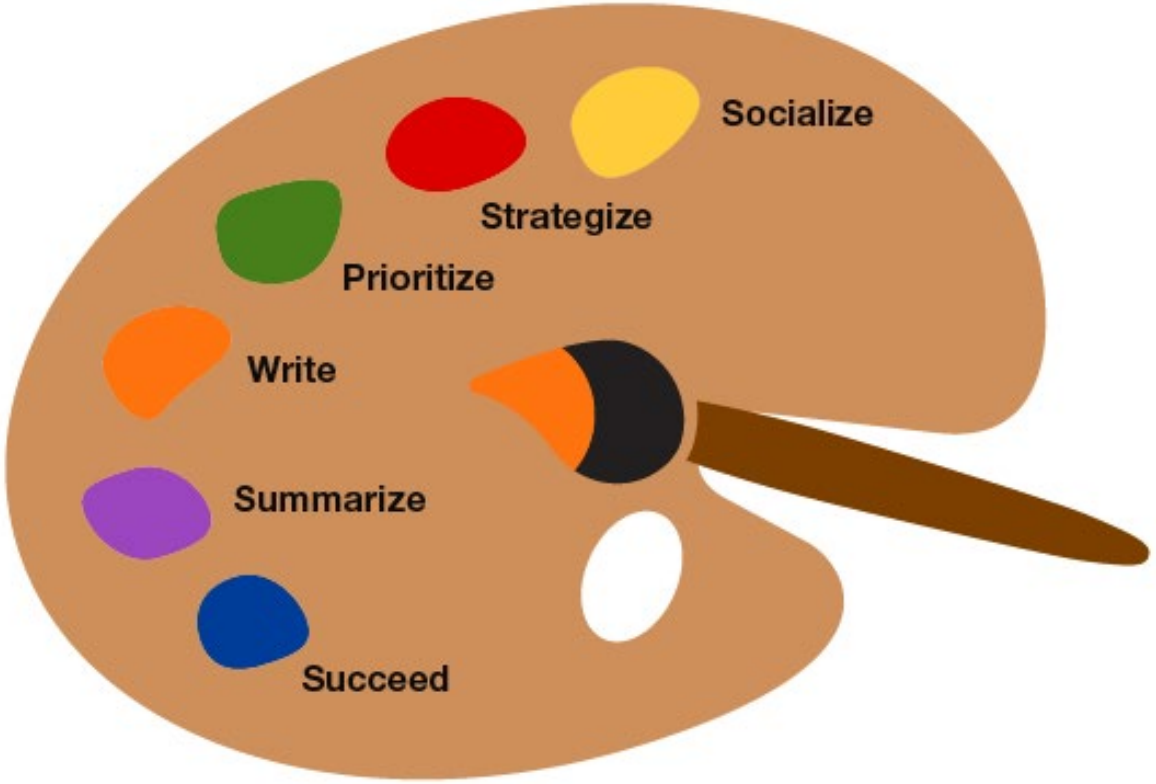
The Hon. Victor Dominello, Minister for Finance, Services and Property

Strategy Fundamentals: Part 3 – Prioritize

- Decide what's important
- Focus your program
- Justify decisions

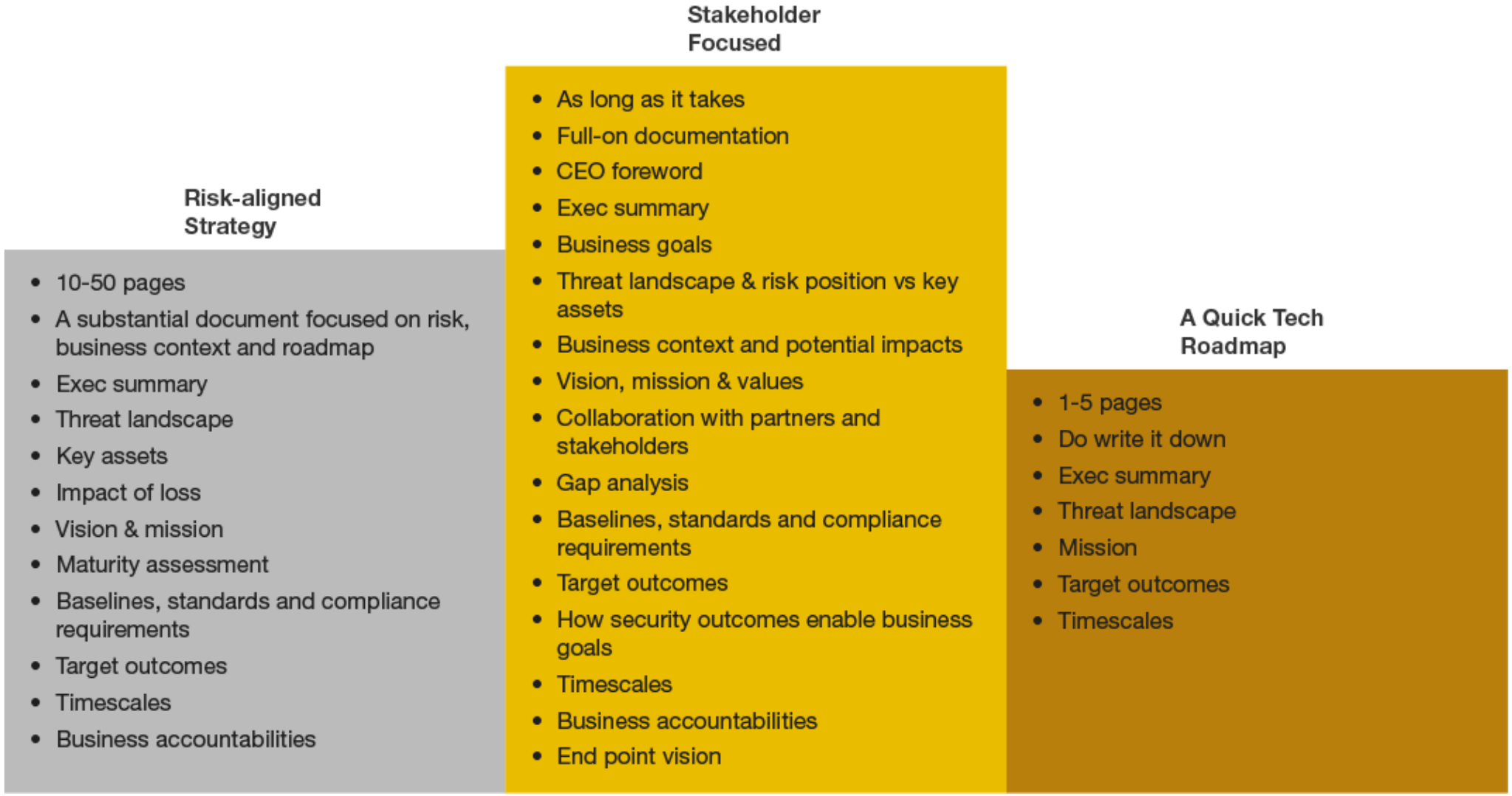
Prioritization Takes Effort And It Depends On Your Path

Strategy Fundamentals: Part 4 – Write

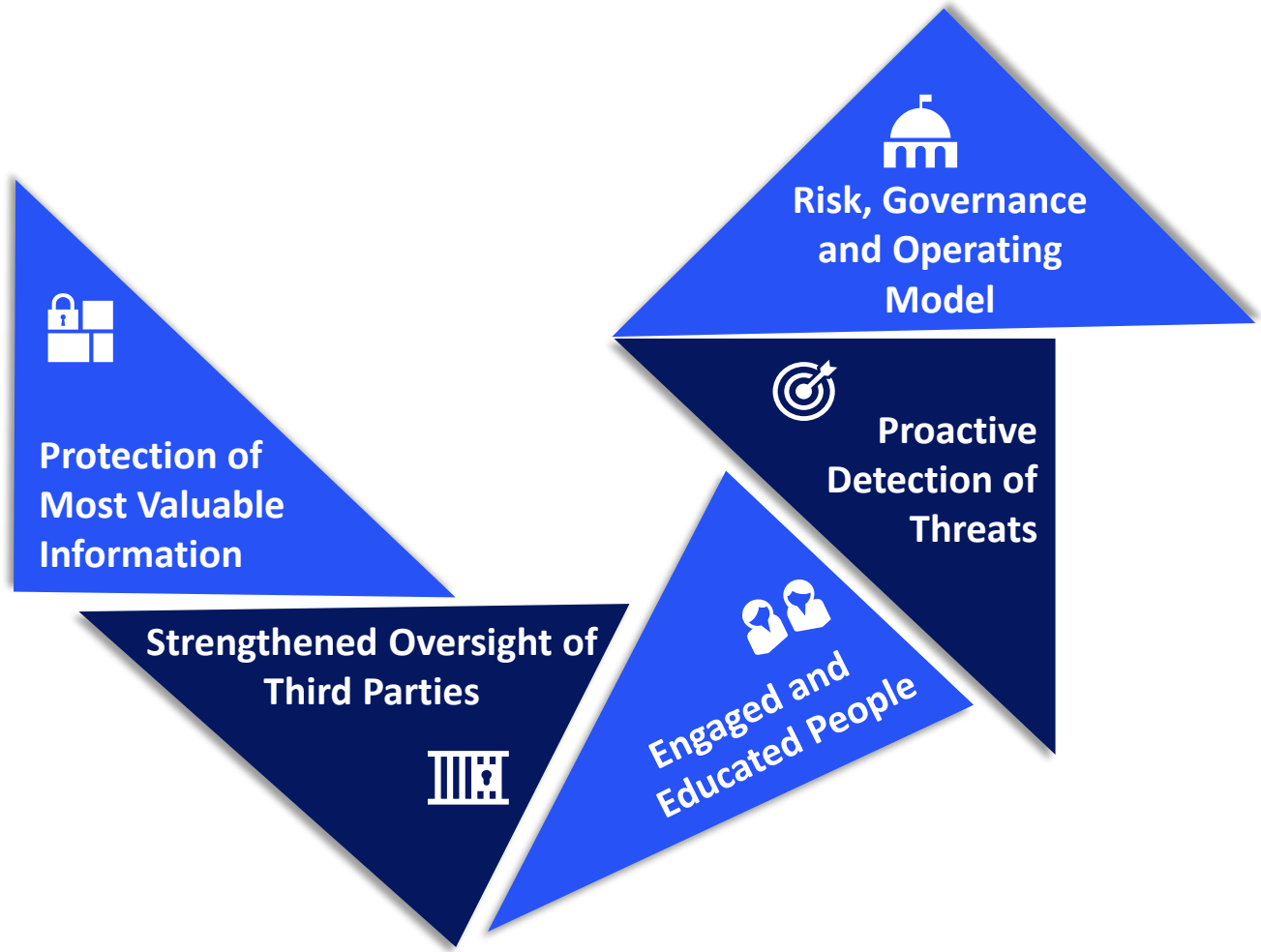


- Typically where people start, or stop
- No silver bullet
- It drives all actions, accountabilities and decisions
- The document is a means not the end

Document Your Strategy



A Holistic Approach Stops Your Strategy From Becoming Shelfware



Strategy Fundamentals: Part 5 – Summarize

- Remember your audience and your focus

Create A Focus Sheet for Executives - Example

SHOW HOW SECURITY SUPPORTS BUSINESS OBJECTIVES

Security mission — "security will neither hinder nor halt our business."

Our current issues:	We will address this by:	Enabling the following business benefits:
• Low maturity security function as assessed during recent internal audit • Reactive to incidents rather than proactive • Inhibits business growth and not seen as a trusted business partner • Embryonic capabilities in most areas	• Transforming security function to become a trusted business partner • Addressing risks highlighted by audit • Delivering a forward-thinking security function that drives new technology adoption • Refreshing perimeter controls and enhancing monitoring capability	• 30% decrease in customer complaints related to security • 20% reduction in security waivers • Partnership scores of 8/10 on business projects that we support • Decrease in incidents based on 2015 to 2018 average

Overview of the security culture program

Overview of the security program

Create Your Own Focus Sheet

Your Vision of Cybersecurity

[Statement]

State of Cybersecurity [Year]
Top security business risks describing the initial state

Risk [Current State/Metric]

Risk [Current State/Metric]

Risk [Current State/Metric]

Risk [Current State/Metric]

Risk [Current State/Metric]

Key cybersecurity initiatives/projects

1. Security initiative/project 1
2. Security initiative/project 2
3. Security initiative/project 3
4. Security initiative/project 4
5. Security initiative/project 5

Key cybersecurity assumptions and requirements

1. [Assumption/requirement]
2. [Assumption/requirement]
3. [Assumption/requirement]
4. [Assumption/requirement]
5. [Assumption/requirement]

State of Cybersecurity In [Year]
Top risks describing the end state

Risk [Target State/Metric]

Risk [Target State/Metric]

Risk [Target State/Metric]

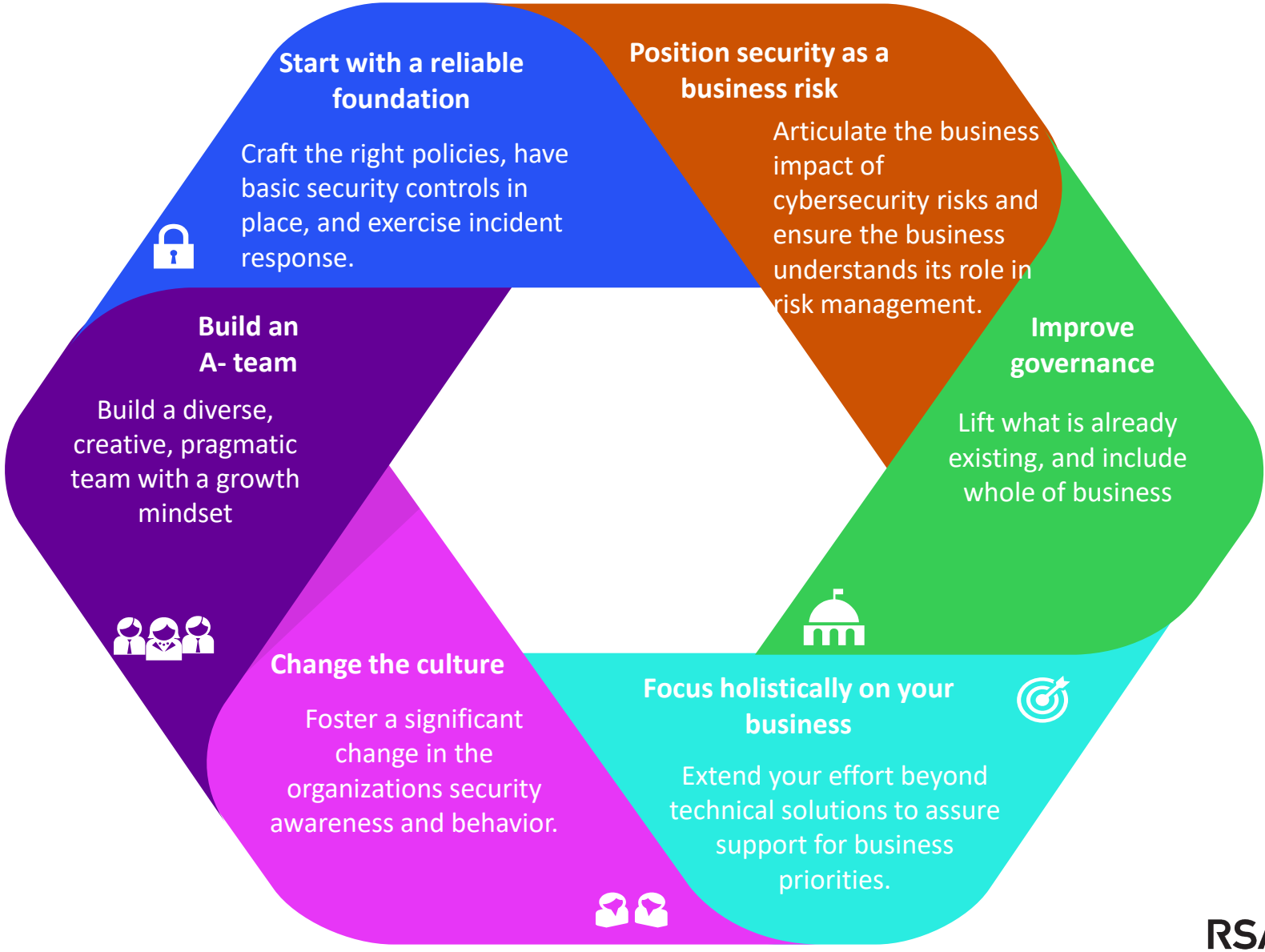
Risk [Target State/Metric]

Risk [Target State/Metric]

Strategy Fundamentals: Part 6 – Succeed

- Follow key principles for a successful transformation

Principles of A Successful Transformation



How Will You Create Your Strategy?

Apply What You Have Learned Today

- **Next week you should:**
  - Decide what your strategy path is
  - Identify influential key stakeholders, and how they can be part of your strategy and transformation
- **In the first three months following this presentation you should:**
  - Define your mission statement, co-creating if appropriate
  - Be clear on your security program priorities
- **Within six months you should:**
  - Build a right-sized, risk-based, business aligned cybersecurity strategy document
  - Socialize your strategy with your key stakeholders

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Q&A

Jinan Budge, Principal Analyst Security & Risk

References

Source: North American Consumer Technographics Consumer Technology Survey Q2, 2014 and Consumer Technographics® North American Online Benchmark Survey (Part 2), 2017

See Forrester Report, "Use Forrester's CISO strategic Canvas To Align Security With Business", November 2018

See Forrester Report, "How To Talk To Your Board About Cybersecurity", December 2018

See Forrester Report, "Instill A Security Culture By Elevating Communication", October 2018

See Forrester Report, "Transform Your Cybersecurity Capability", August 2018