RSAConference2015
San Francisco | April 20-24 | Moscone Center

CHANGE
Challenge today's security thinking

SESSION ID: CXO-T07R

The Evolution of the Cybersecurity Executive Trifecta: The CSO/CIO/CISO

Rick Howard

Chief Security Officer
Palo Alto Networks

#RSAC

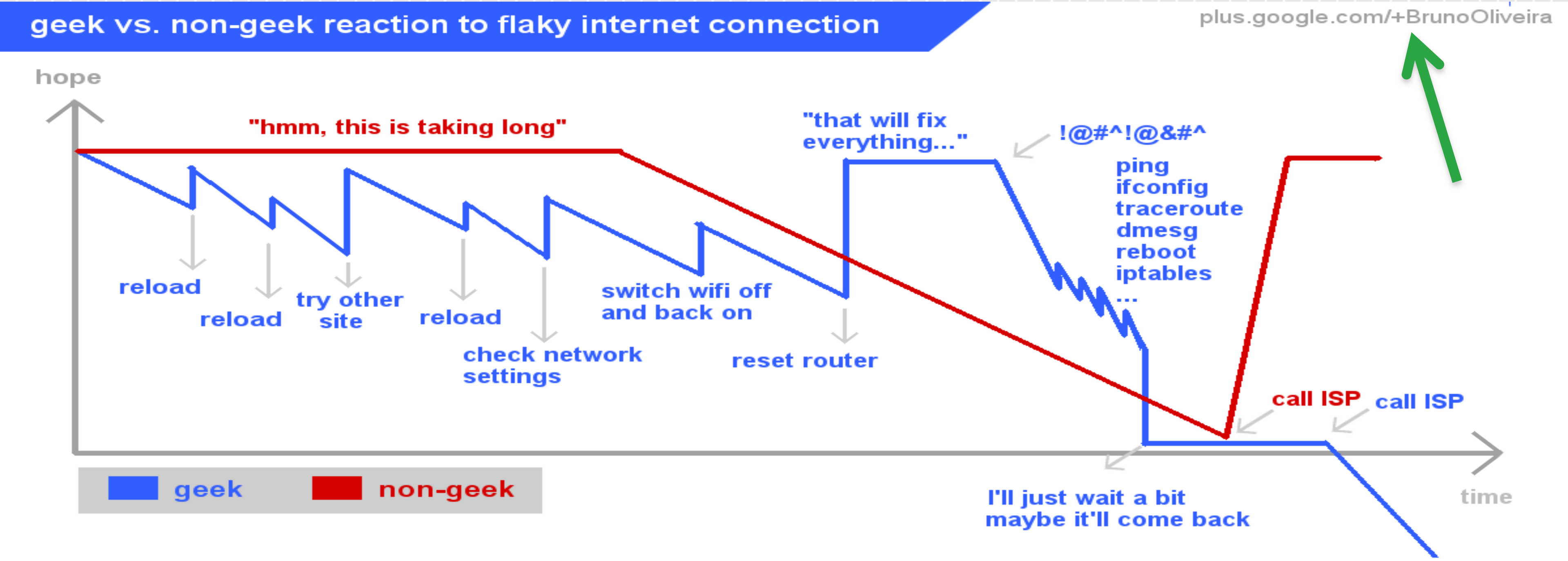
How technical are you?

How technical are you?

Bruno Oliveira

Plus.google.com/+BrunoOliveira

#RSAC



paloalto networks the enterprise security company

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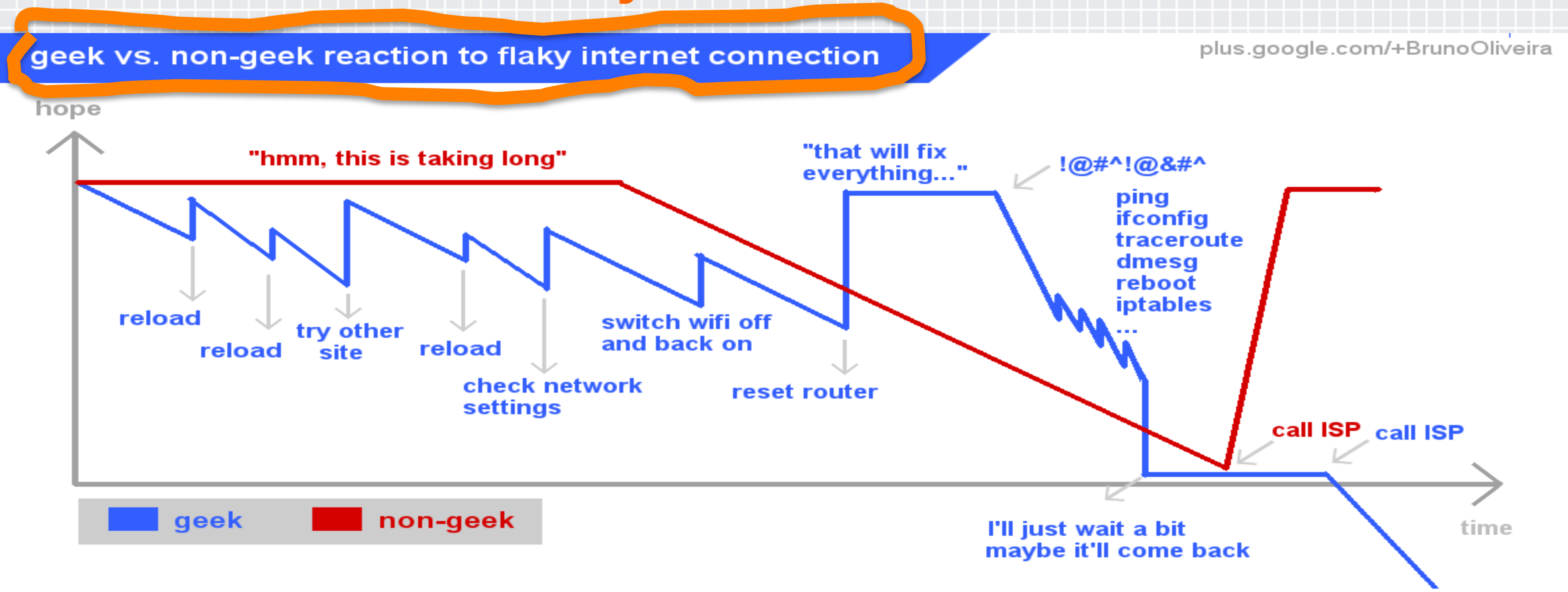

geek vs. non-geek reaction to flaky internet connection

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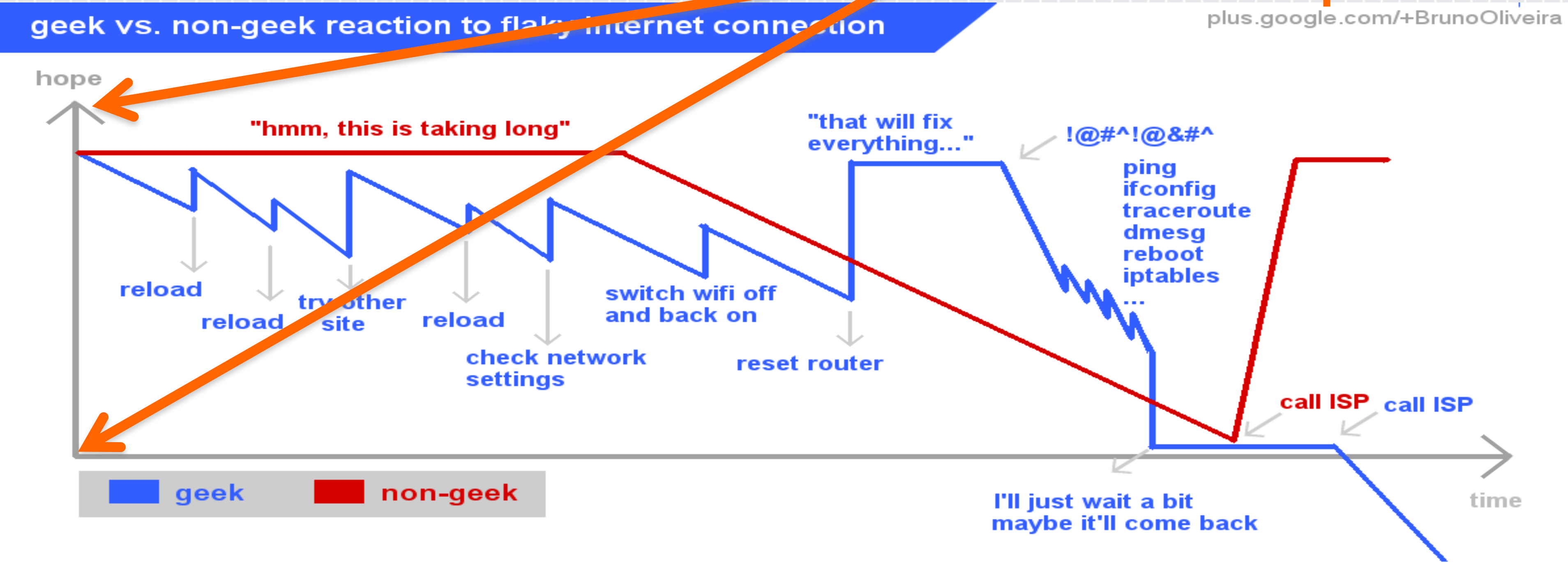
Y-Axis: Hope



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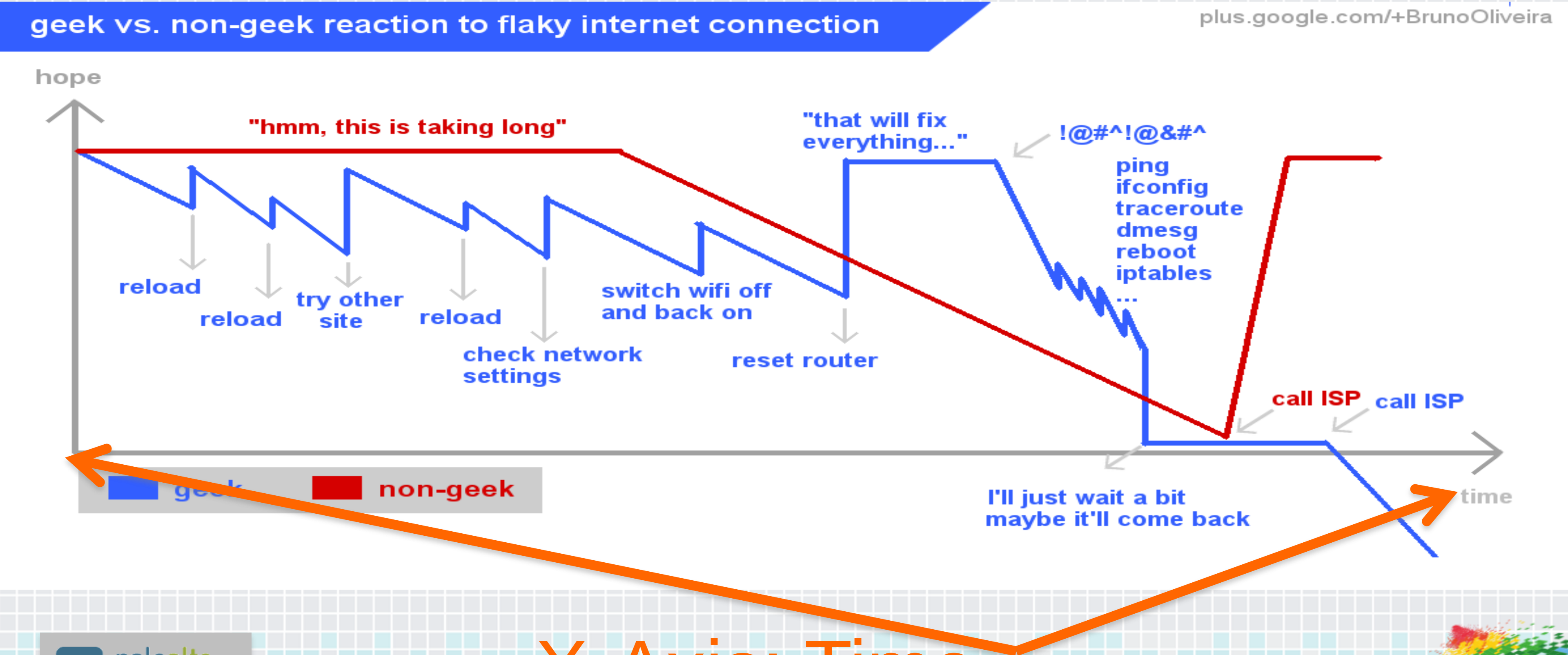

X-Axis: Time

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Non-Geeks – The Beautiful People

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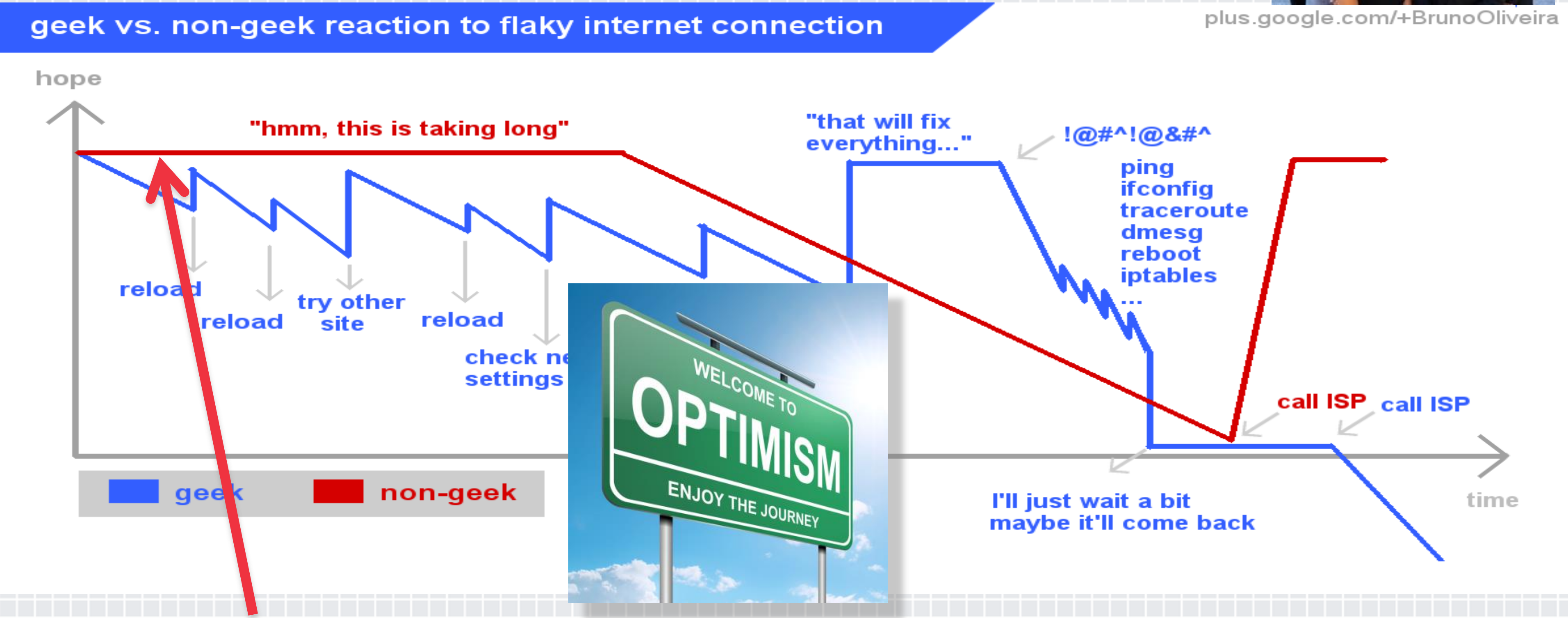
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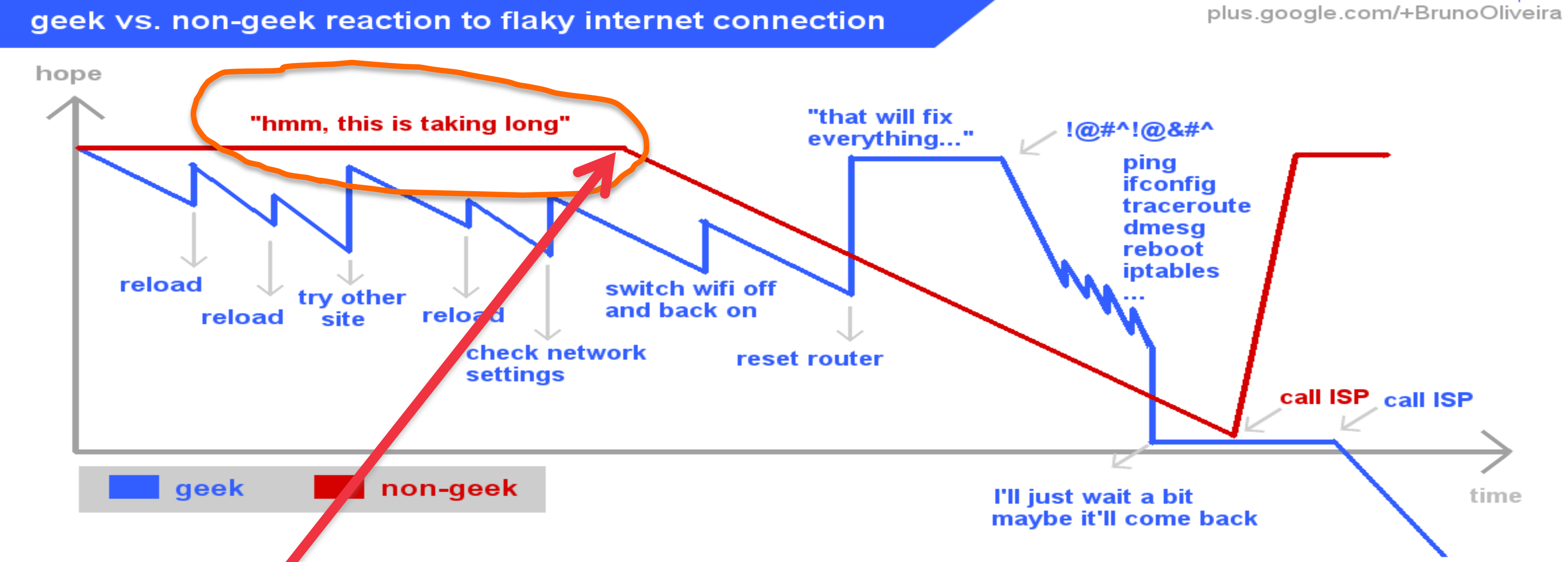

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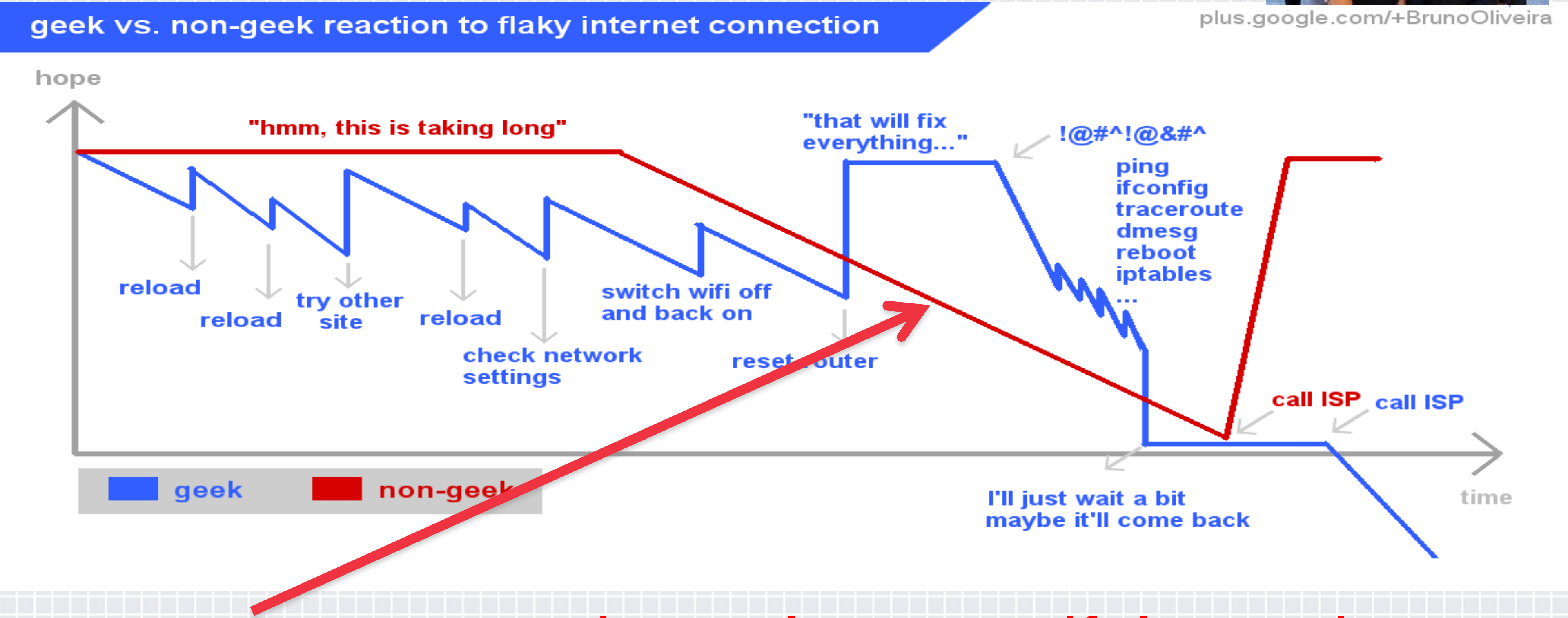
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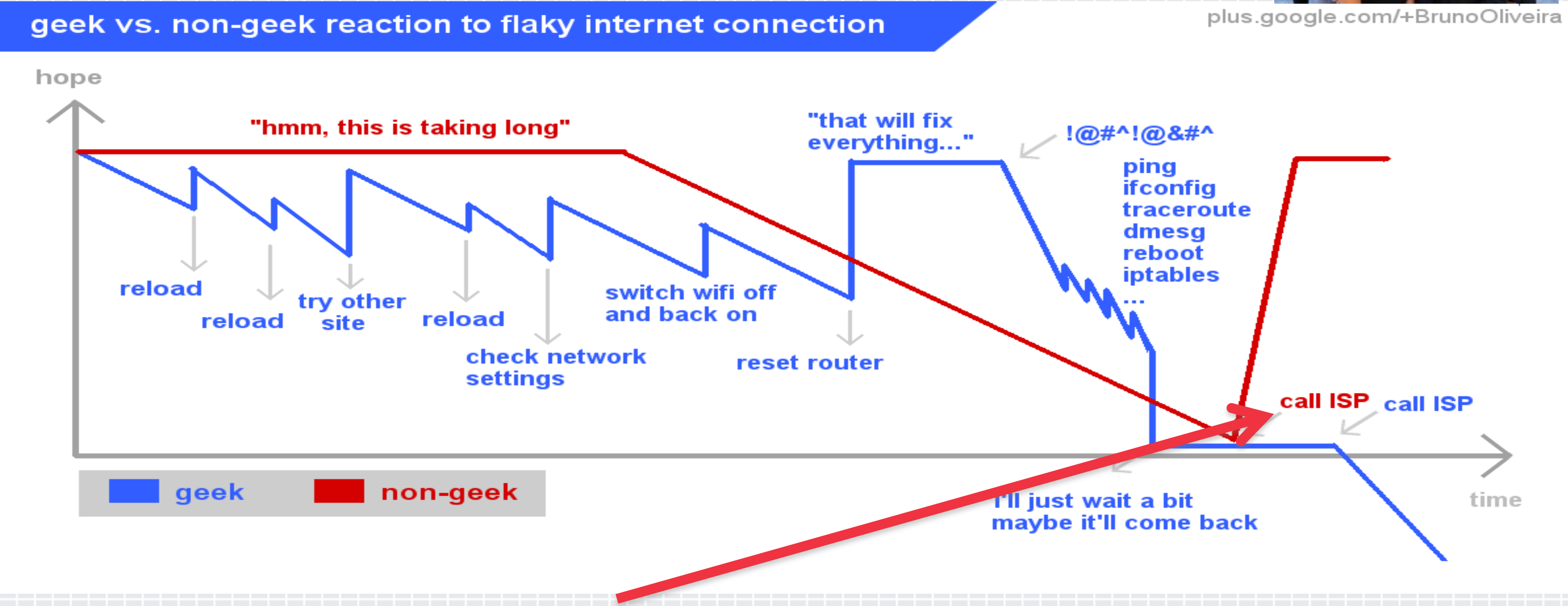
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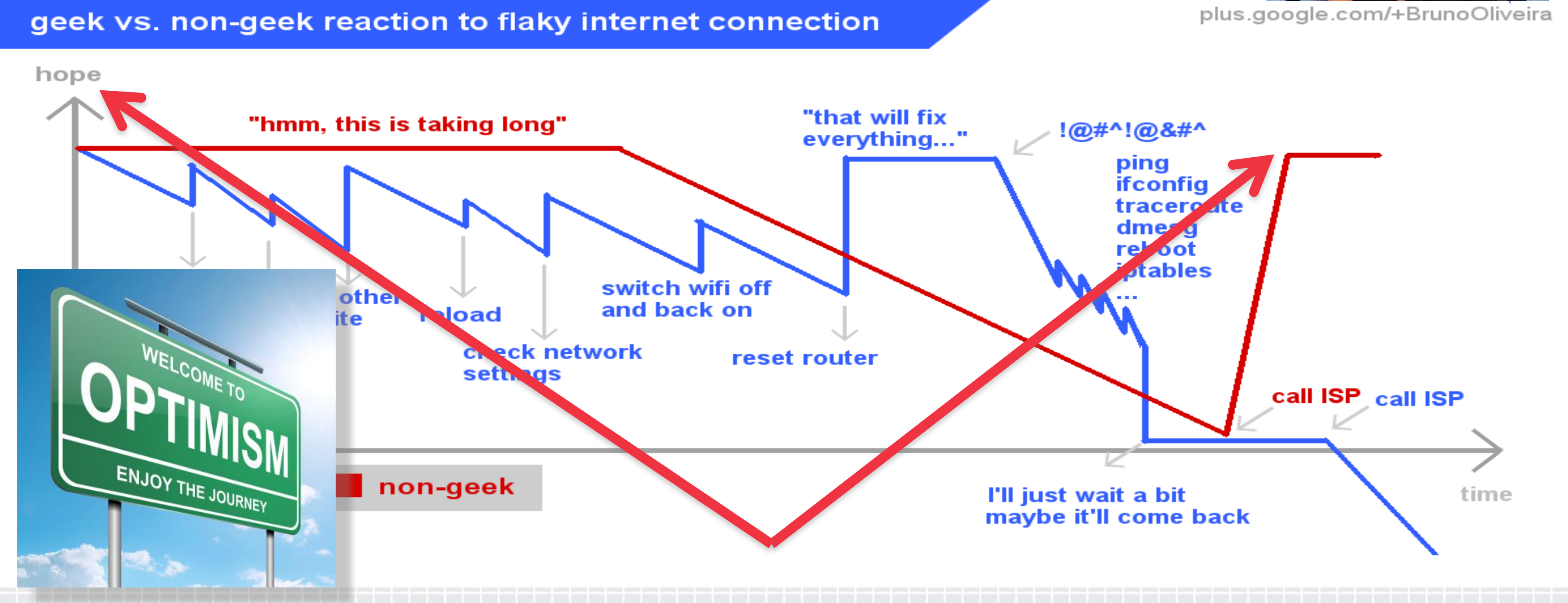
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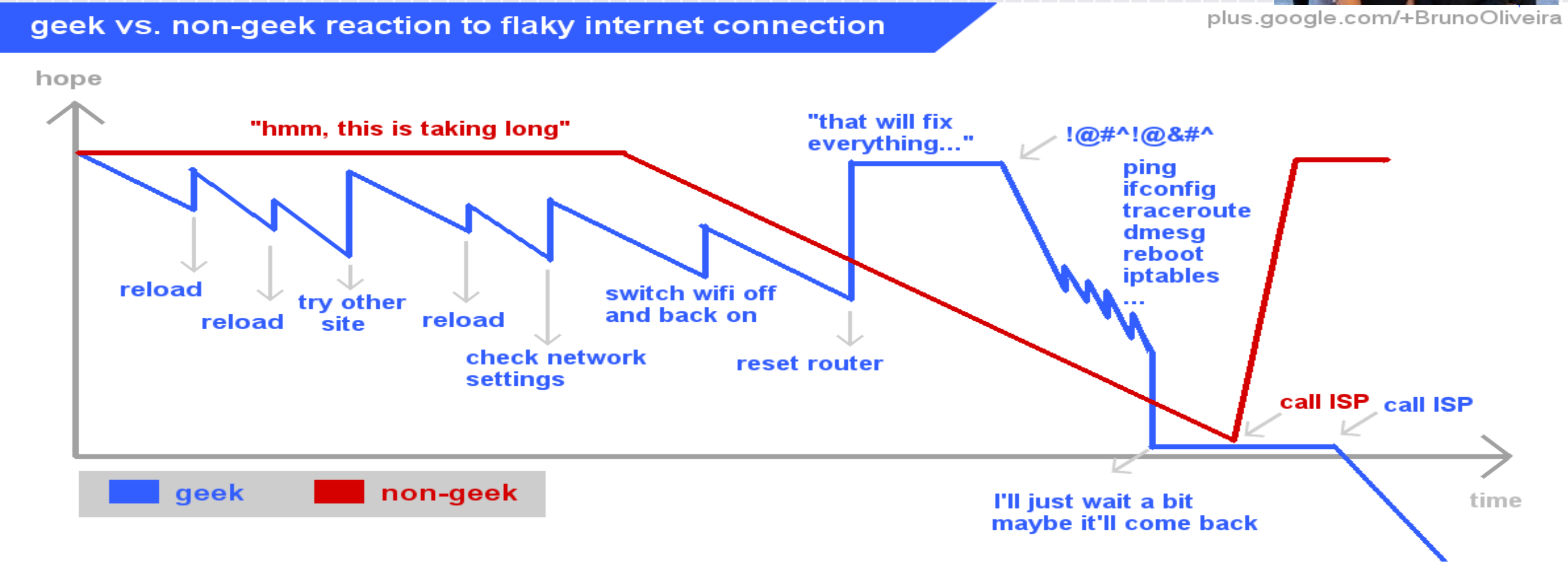
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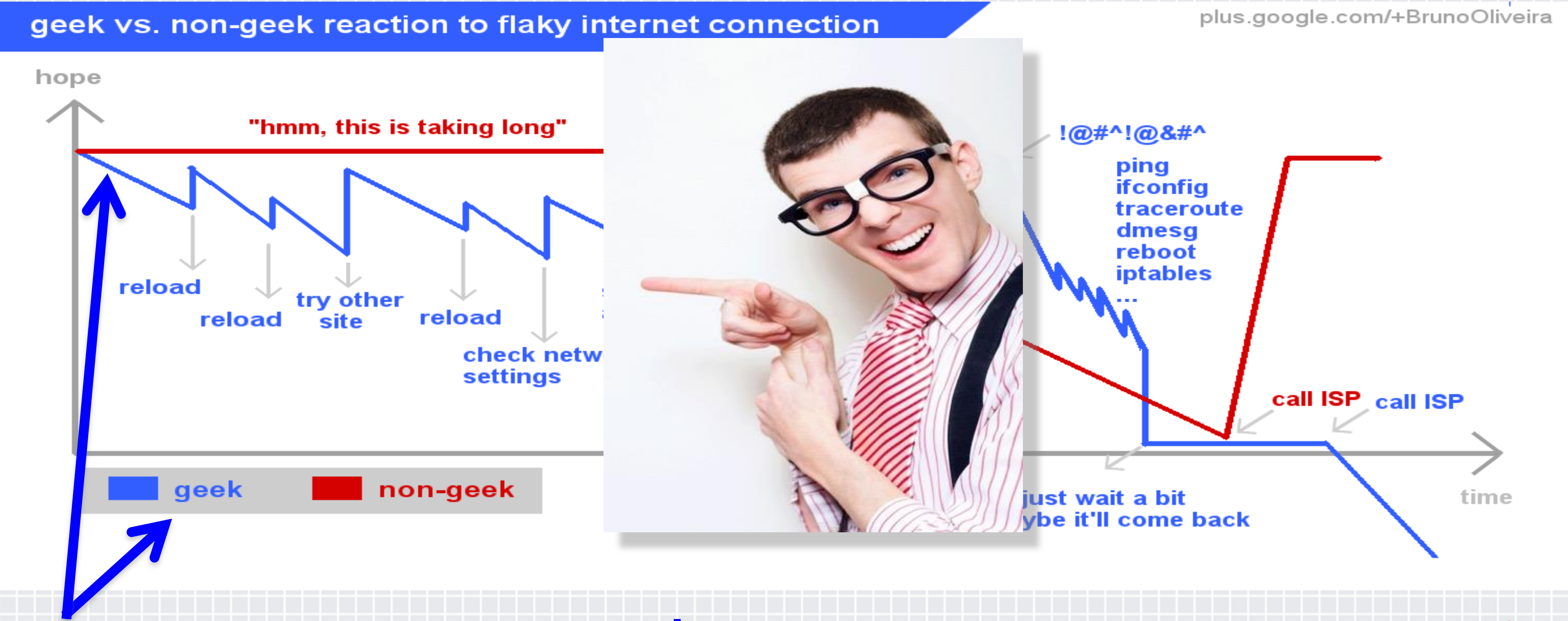

Geeks – My Peeps

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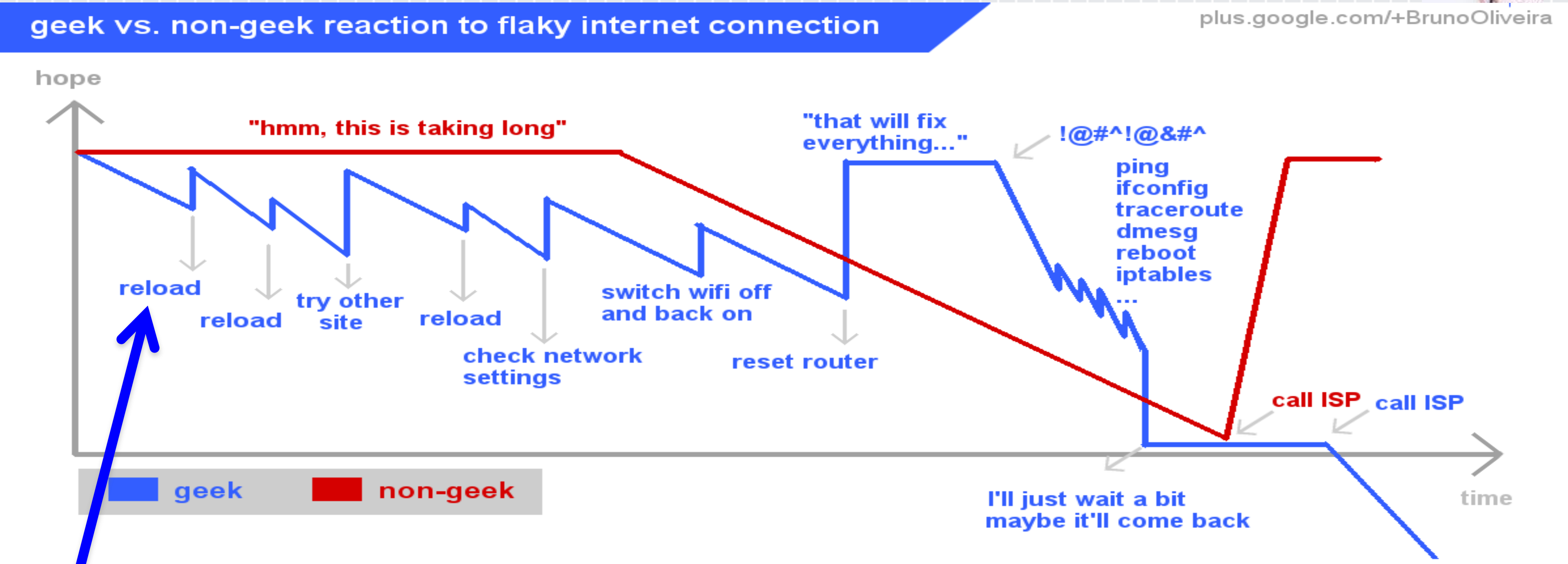
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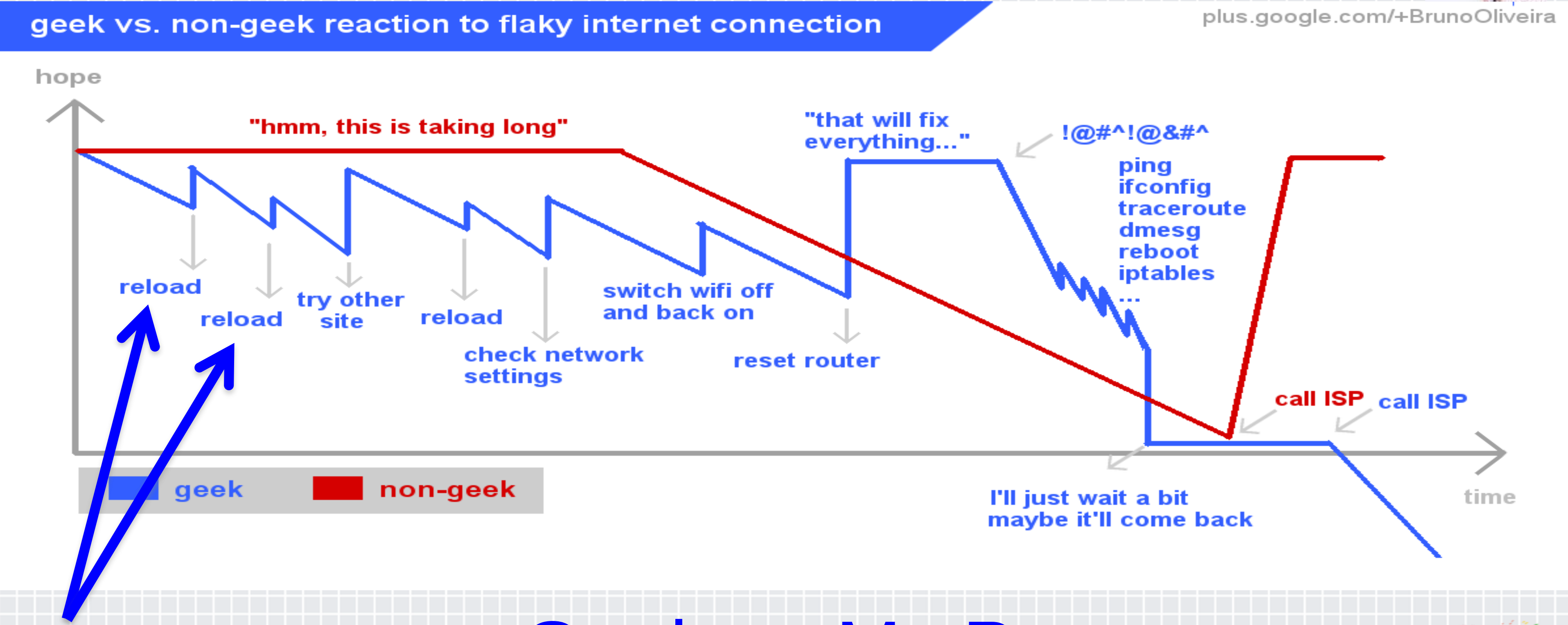

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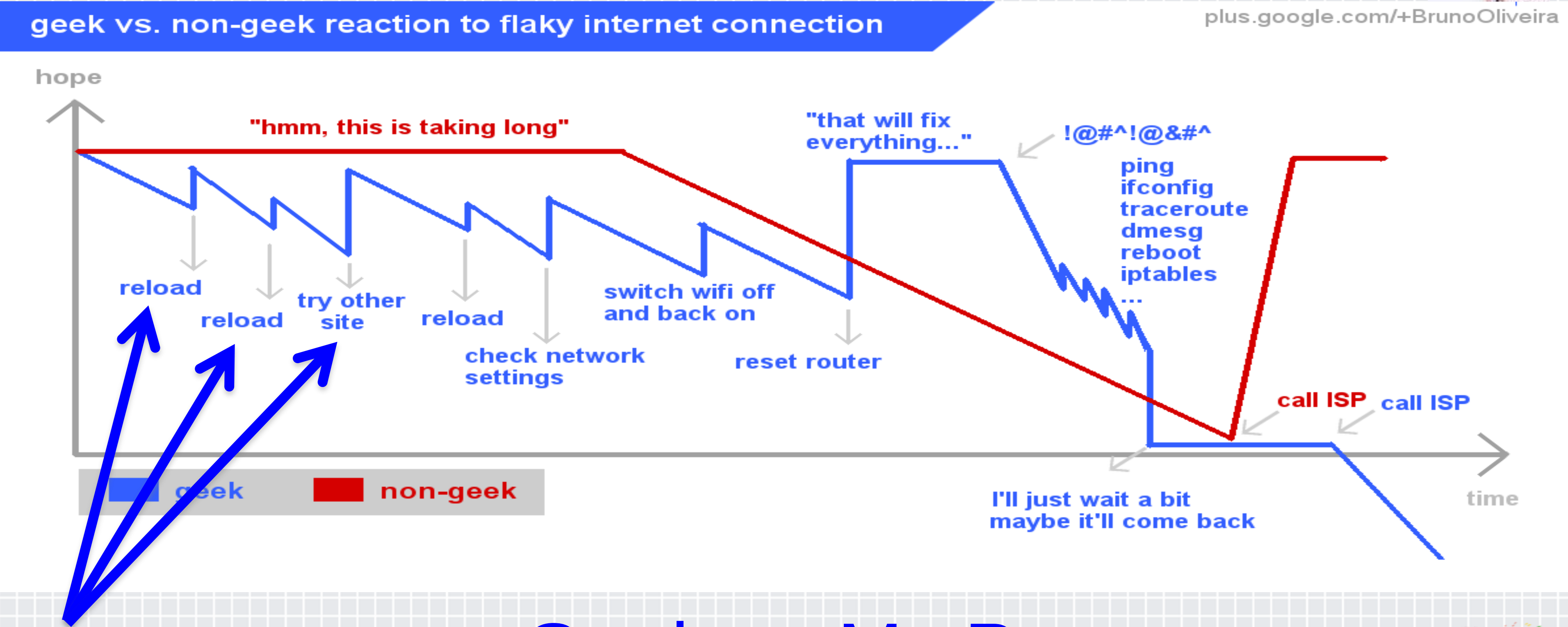
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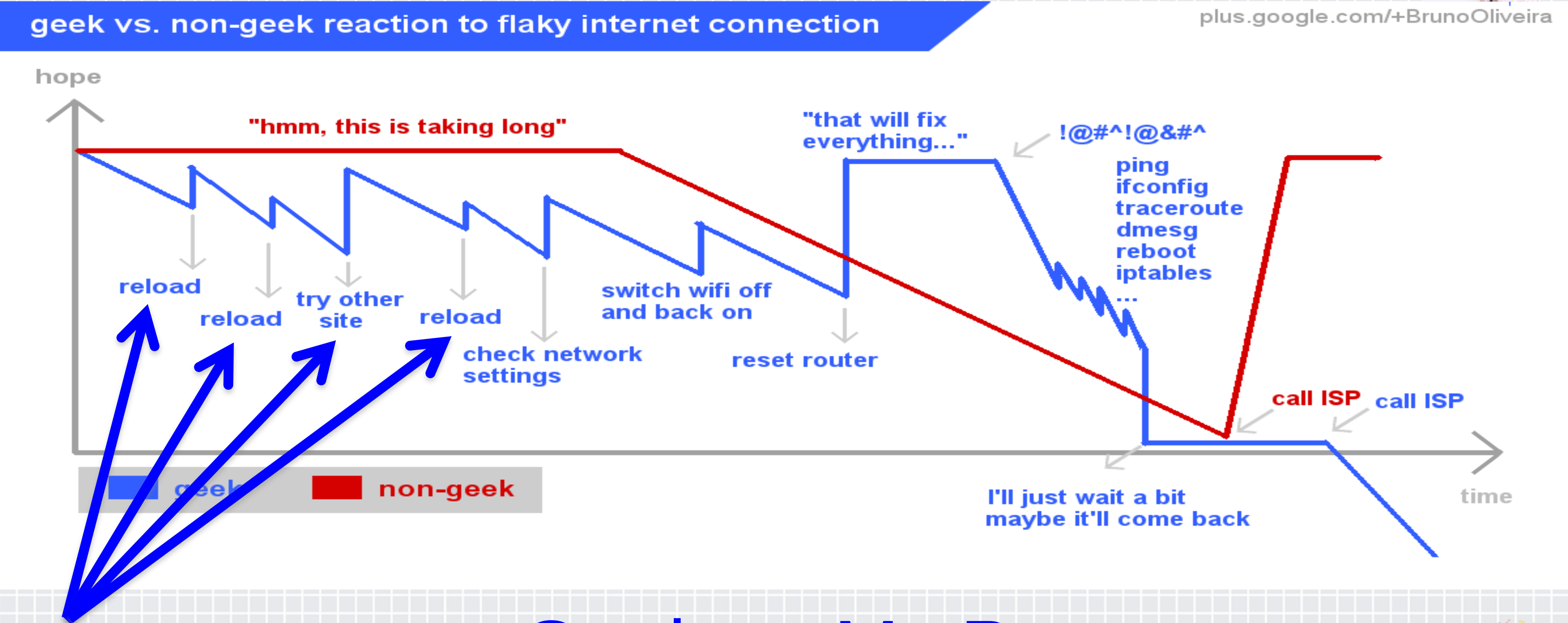
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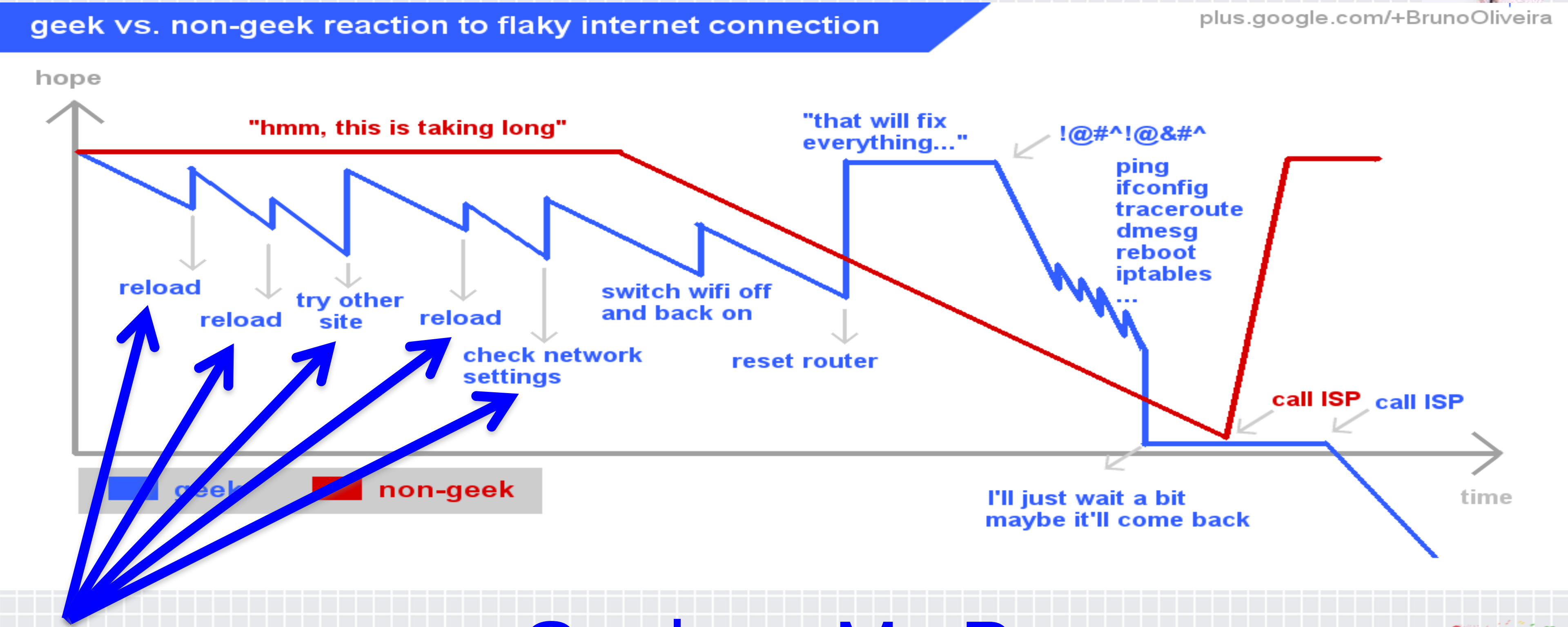
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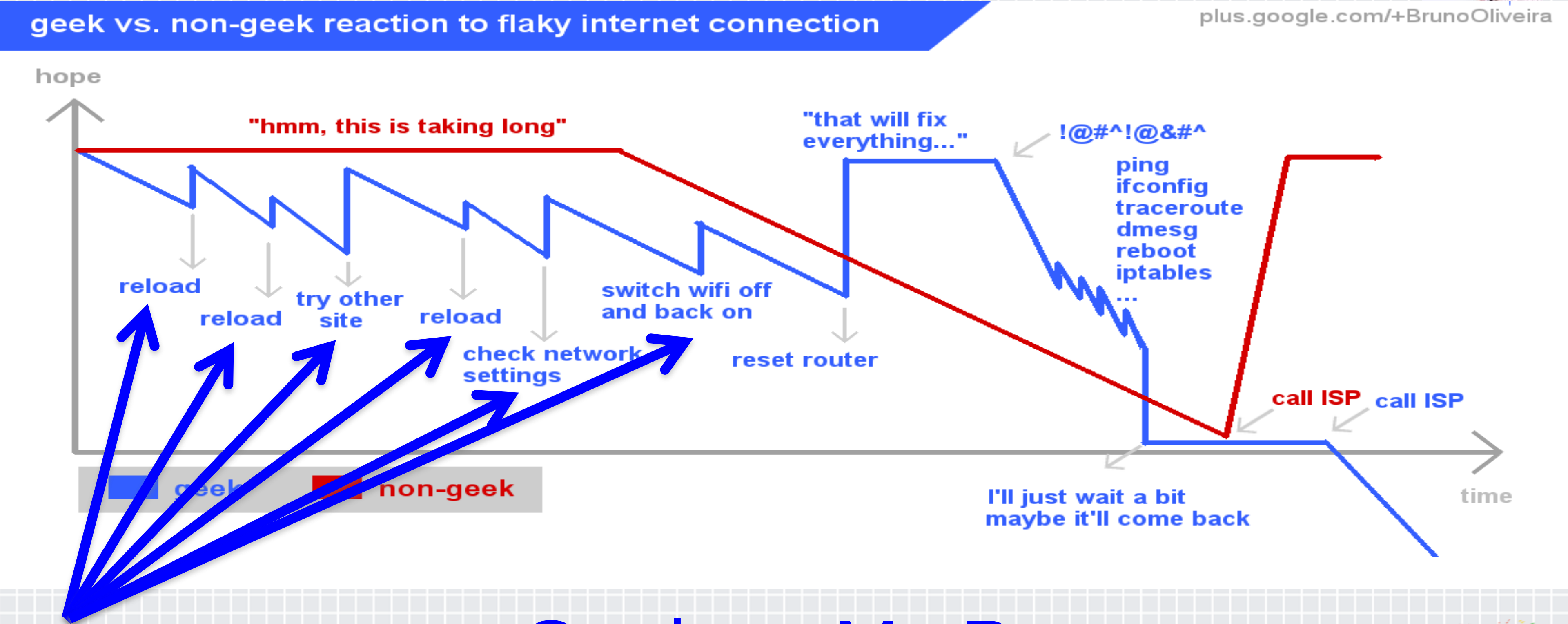
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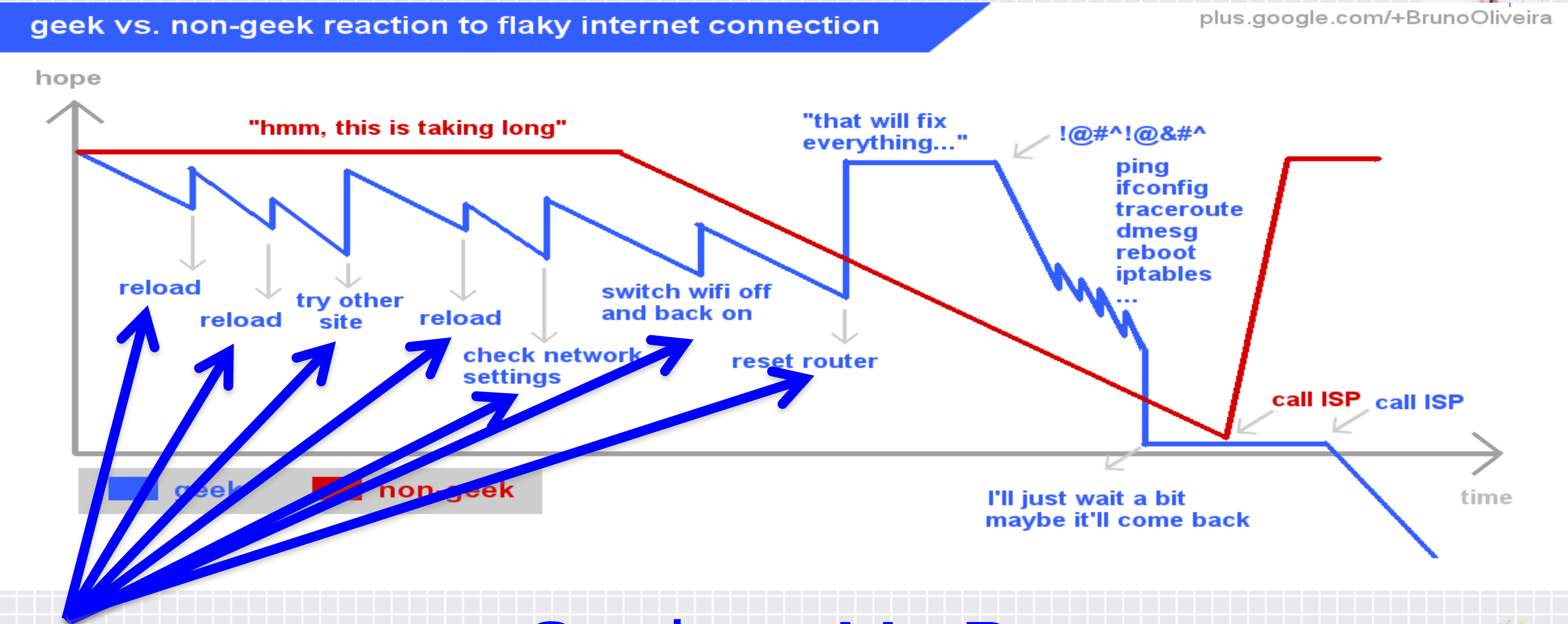
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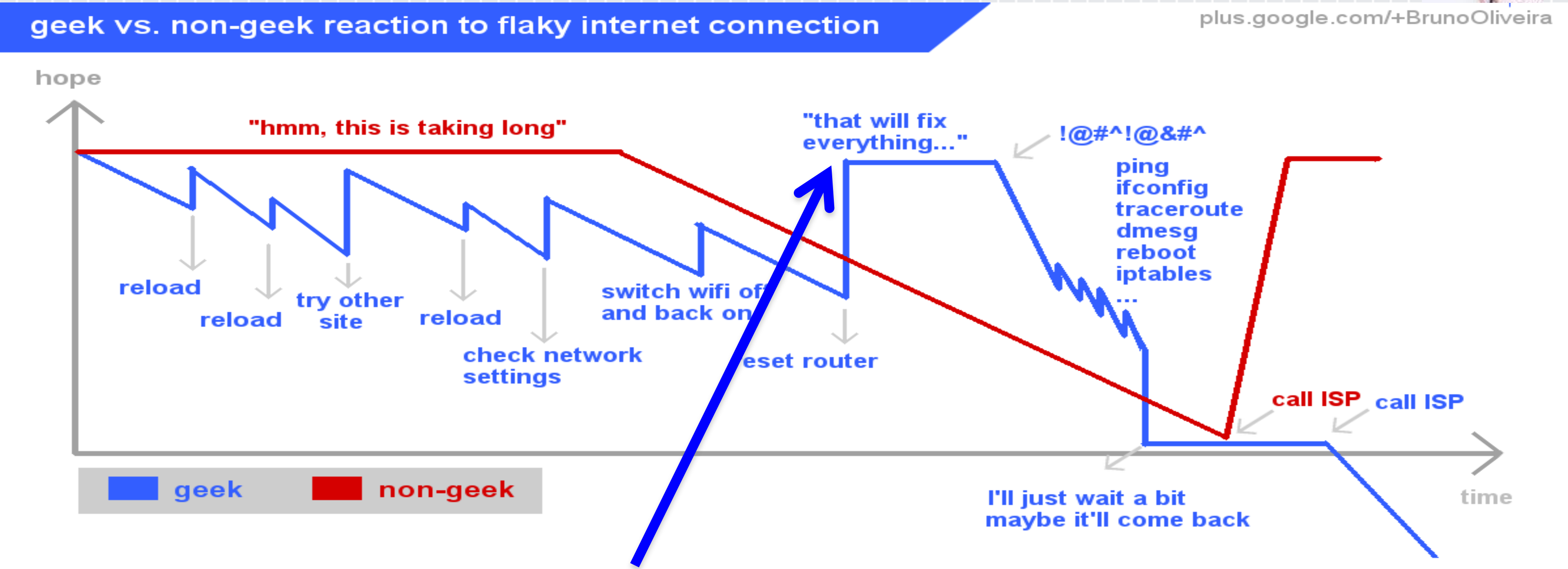
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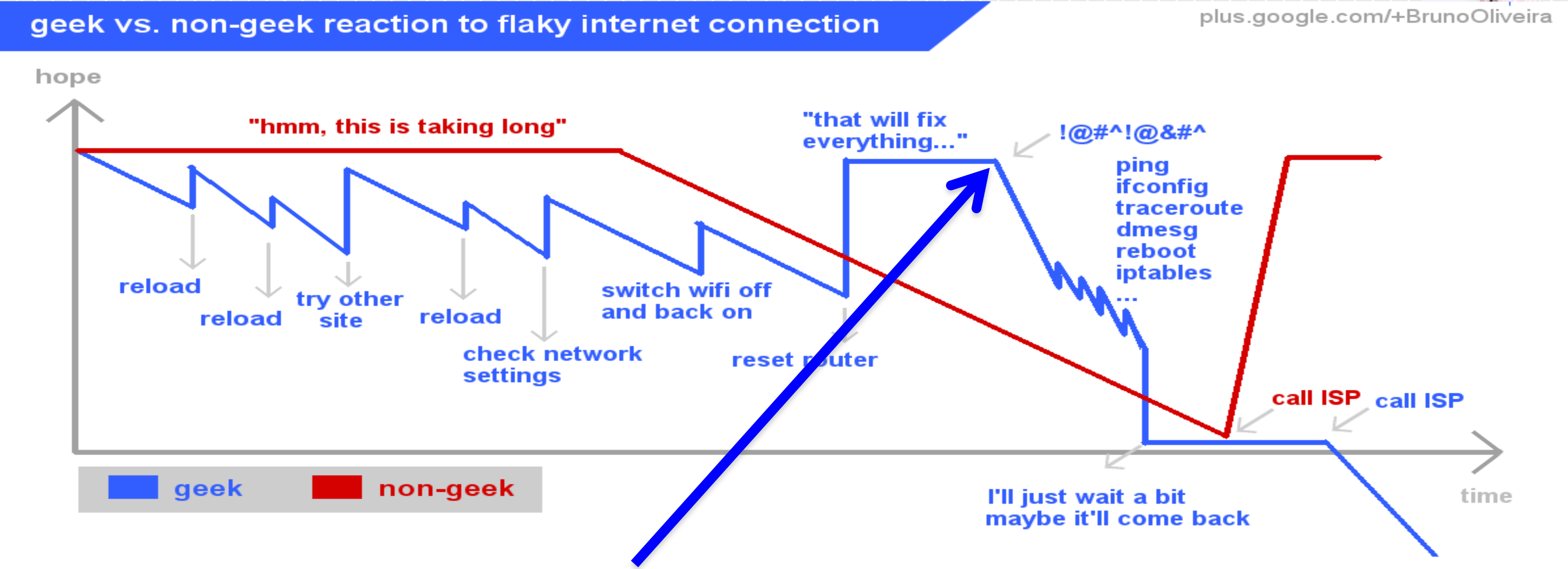
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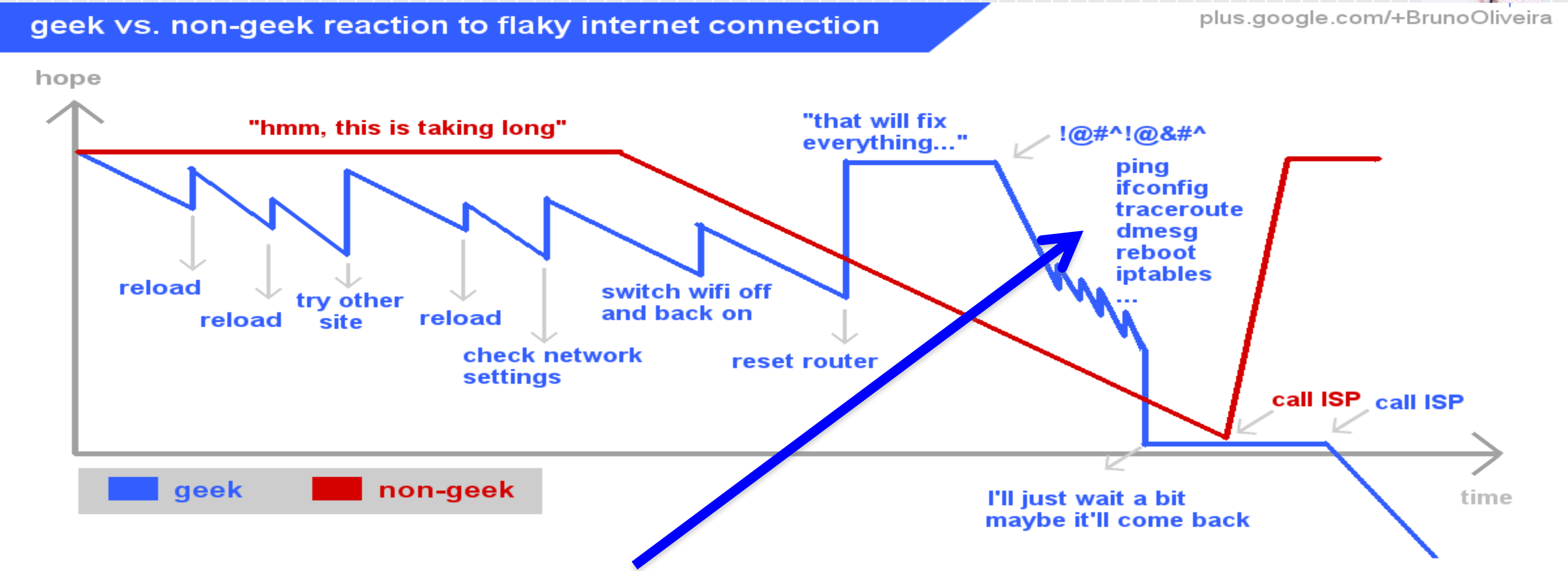
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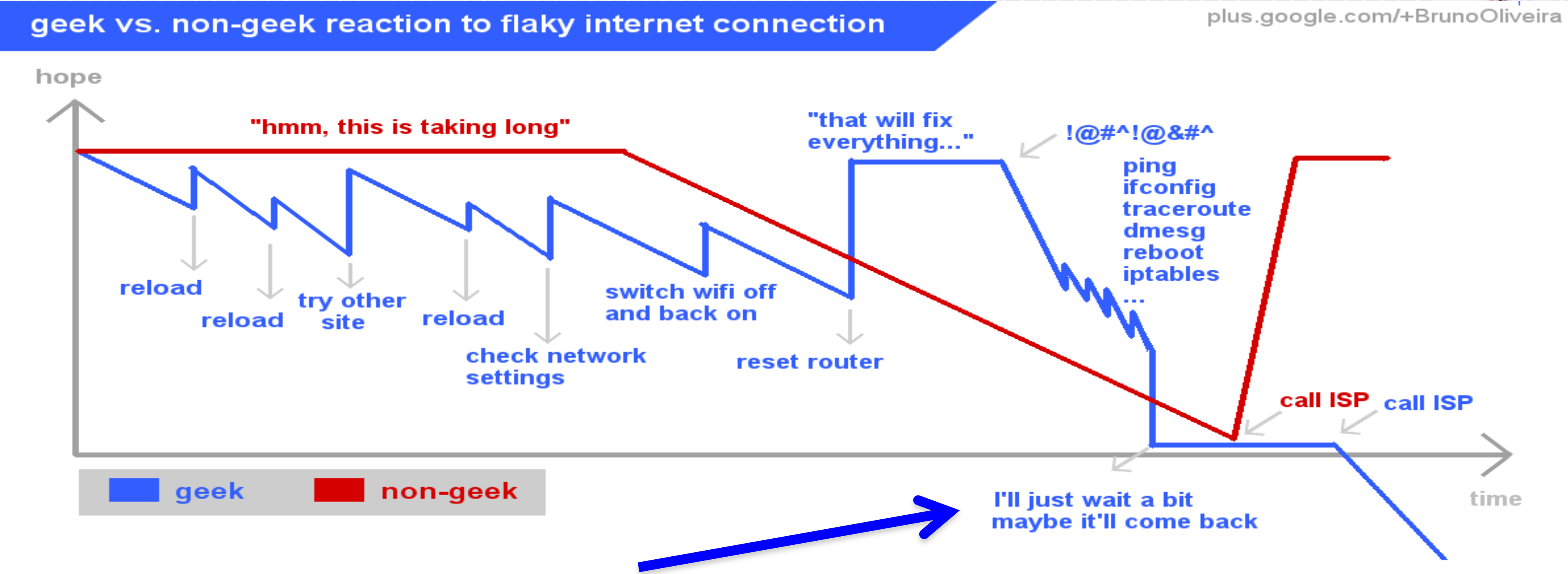
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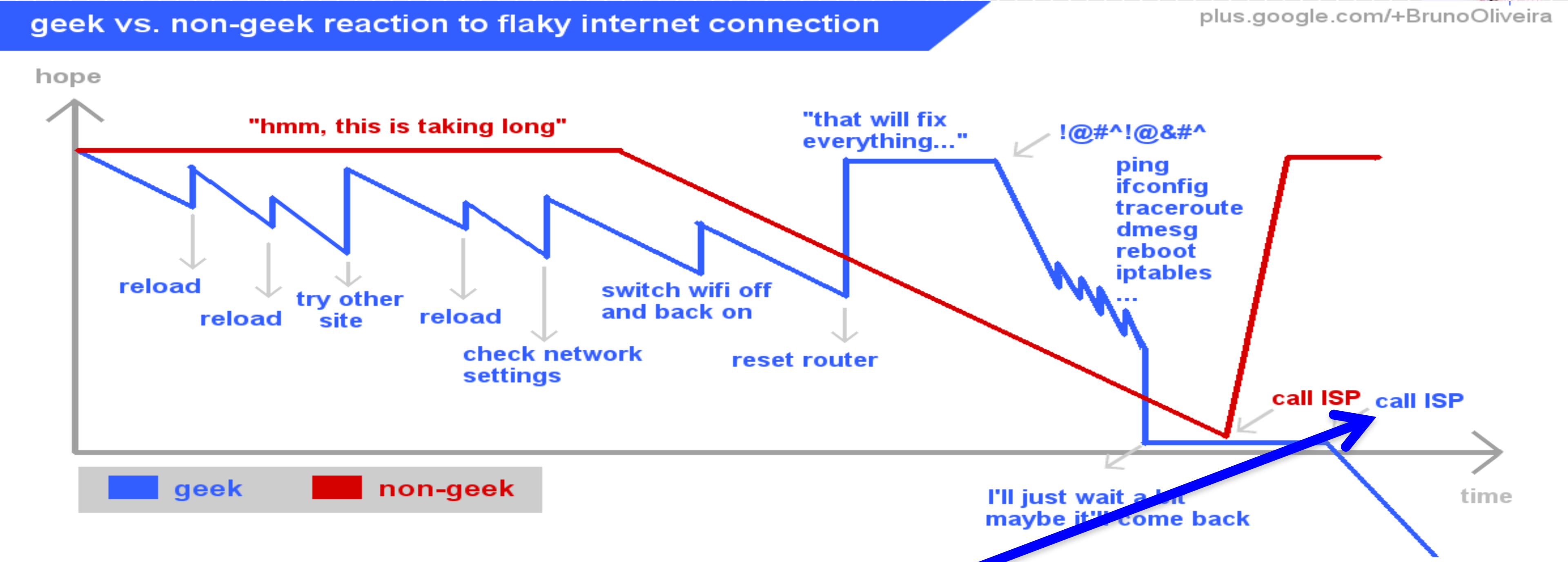

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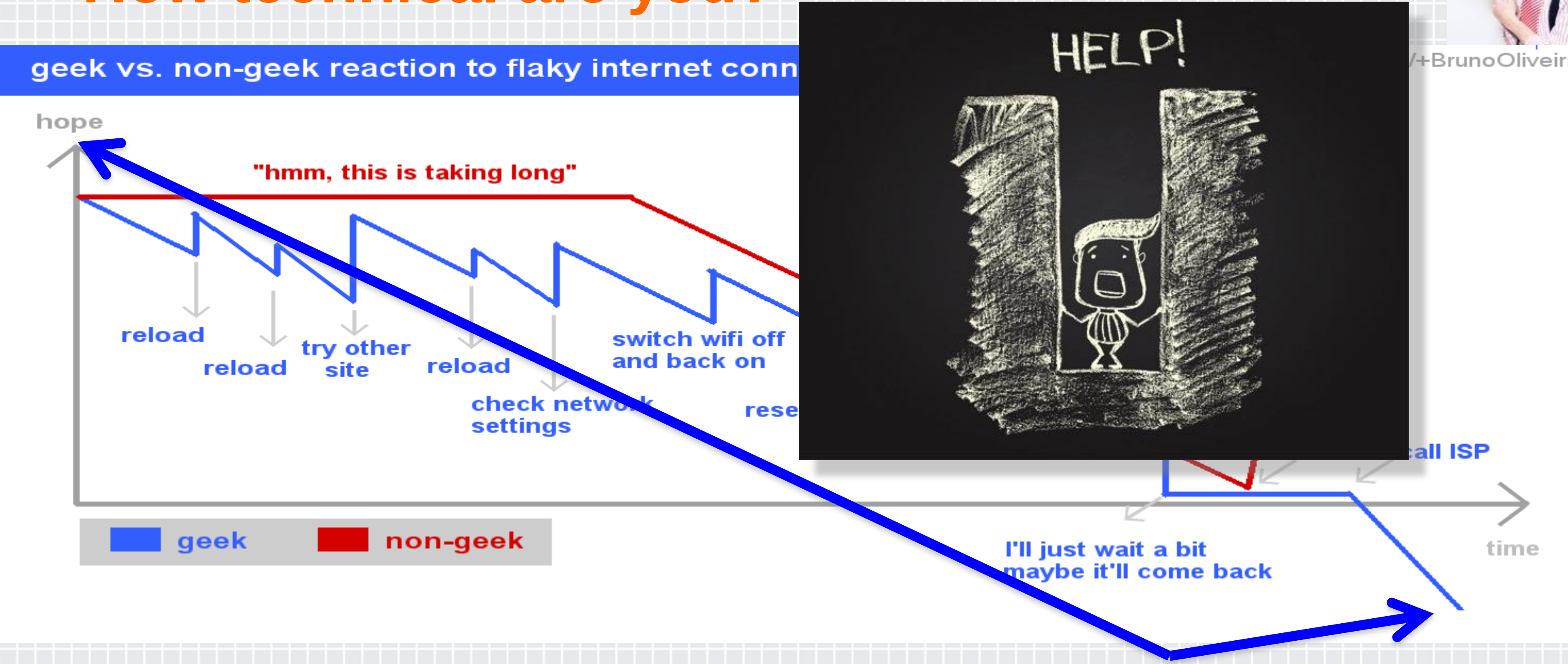

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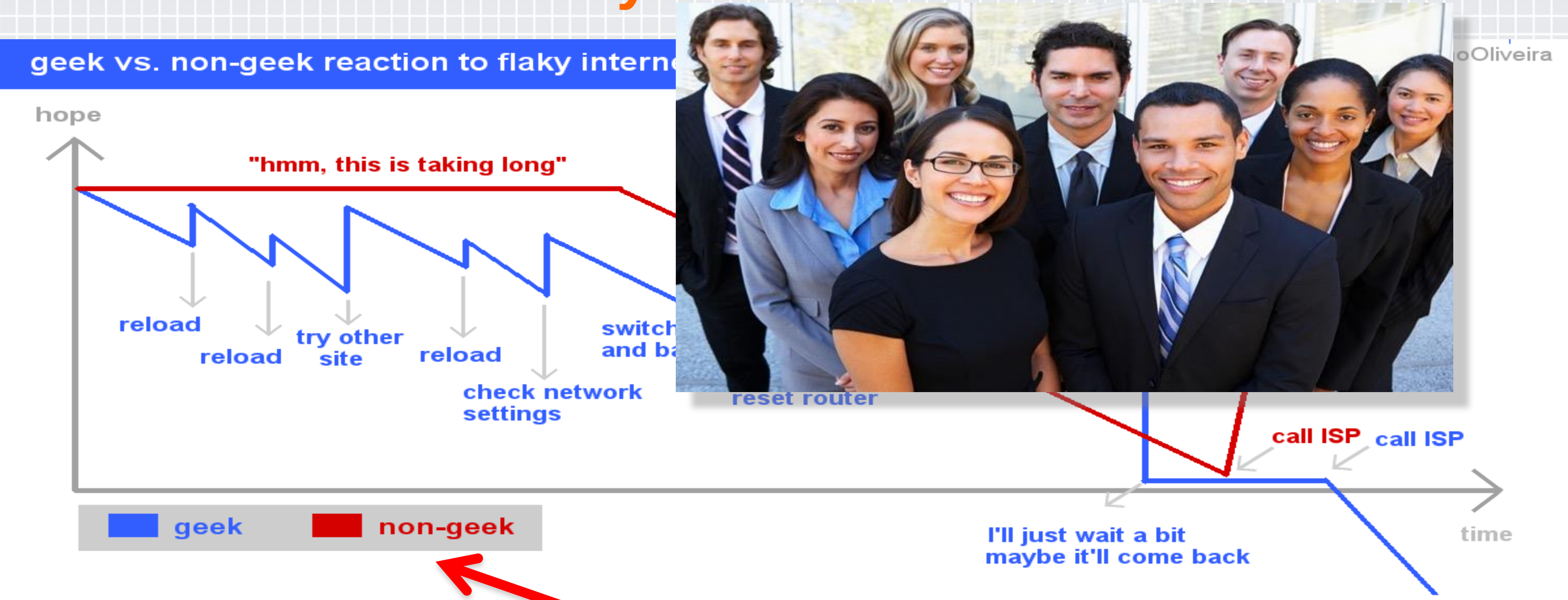

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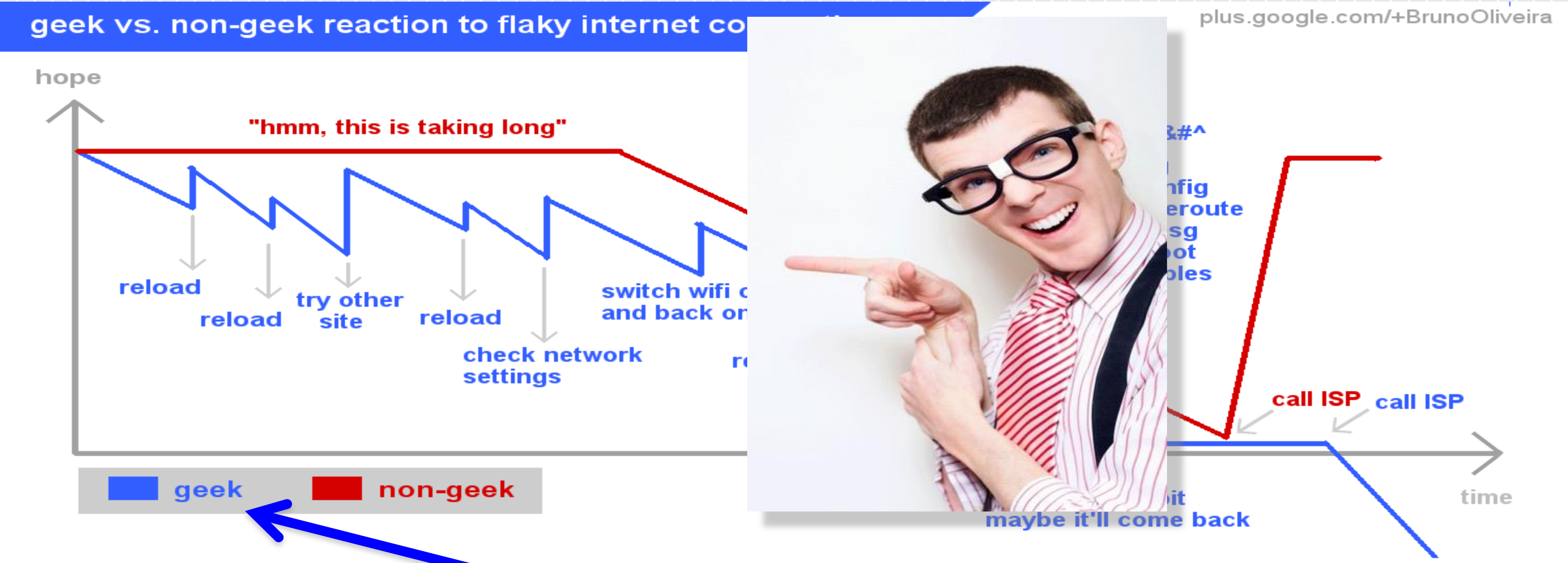

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FEAR UNCERTAINTY AND DOUBT COMMITTEE

CALIFORNIA

STATE OF CALIFORNIA

How technical are you?

✓ WORTHY

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Setting the Stage:

The Evolution of the Cybersecurity Executive Trifecta: The CSO/CIO/CISO

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Program

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PROF-M06: The Long and Winding Road: Building an InfoSec Career **from Techie to CISO**

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SPO4-T09: How To Become a **World-Class CISO**

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STATISTICS

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Jaikumar Vijayan

COMPUTERWORLD

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Source: June 2014 survey of 203 U.S.-based CEOs, CIOs, CFOs by market research firm **Opinion Matters**

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Setting the Stage

203

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Setting the Stage

74% said CISOs **did not deserve** a seat at the leadership table.

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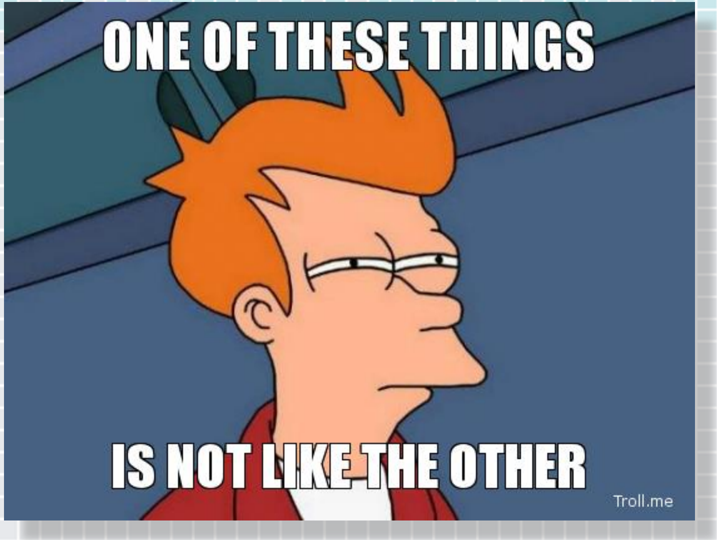
Setting the Stage

DISCONNECT

business
LEADER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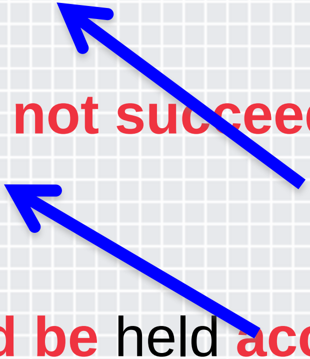
44% said CISOs **should be** held **accountable** for data breaches.

50% said CISOs **should not be responsible** for security purchases.

Source: June 2014 survey of 203 U.S.-based CEOs, CIOs, CFOs by market research firm Opinion Matters

Setting the Stage



74% said CISOs **did not deserve** a seat at the leadership table.

60% said CISOs **would not succeed** in non-security leadership position.

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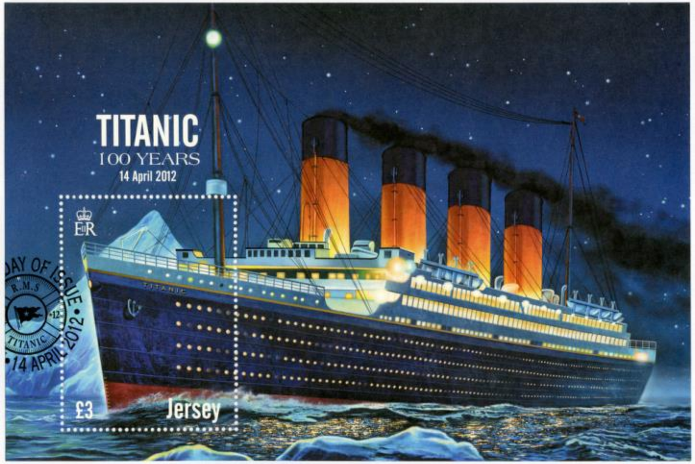
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Setting the Stage

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Setting the Stage

- Cisco
- Check Point Software Technologies Ltd.
- FireEye
- Fortinet
- Gartner
- Juniper Networks
- Mandiant
- McAfee
- paloalto networks
- Qualys
- RSA The Security Division of EMC
- Sourcefire
- Symantec

CIO as Part of the Exec Staff

CSO/CISO as Part of the Exec Staff

No Representation as Part of the Exec Staff

CIO / CSO / CIO as Part of the Secondary Staff

Ability to Execute

Completeness of Vision

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Setting the Stage

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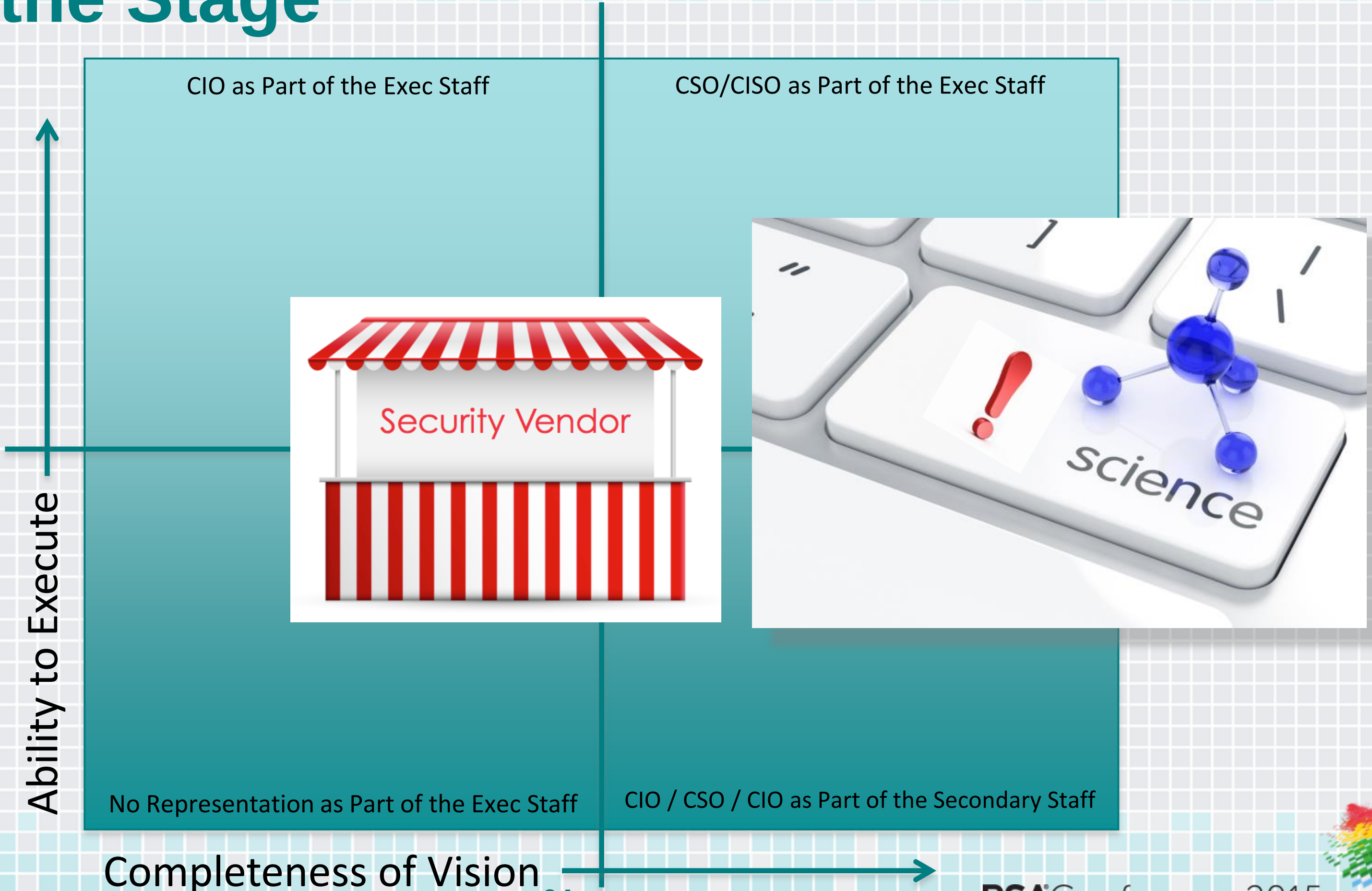

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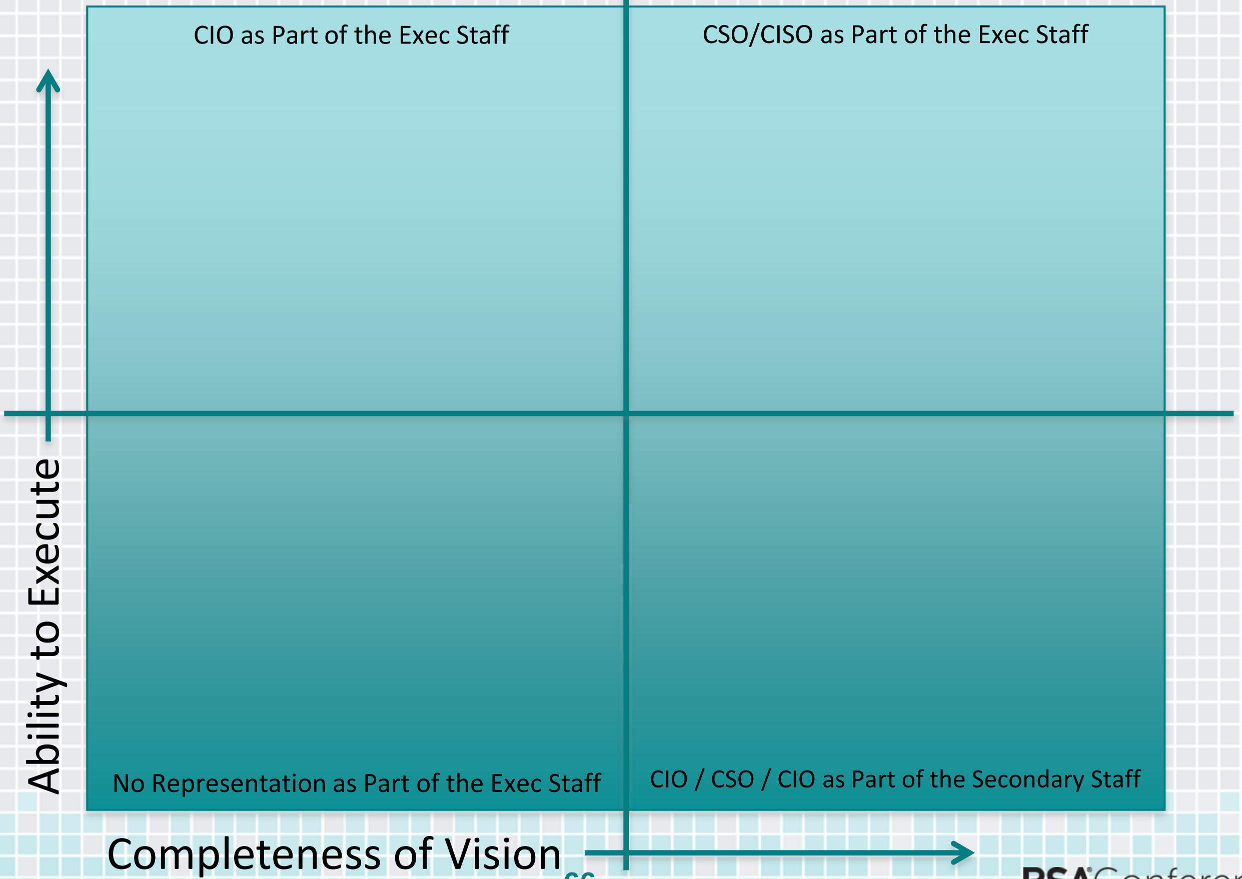

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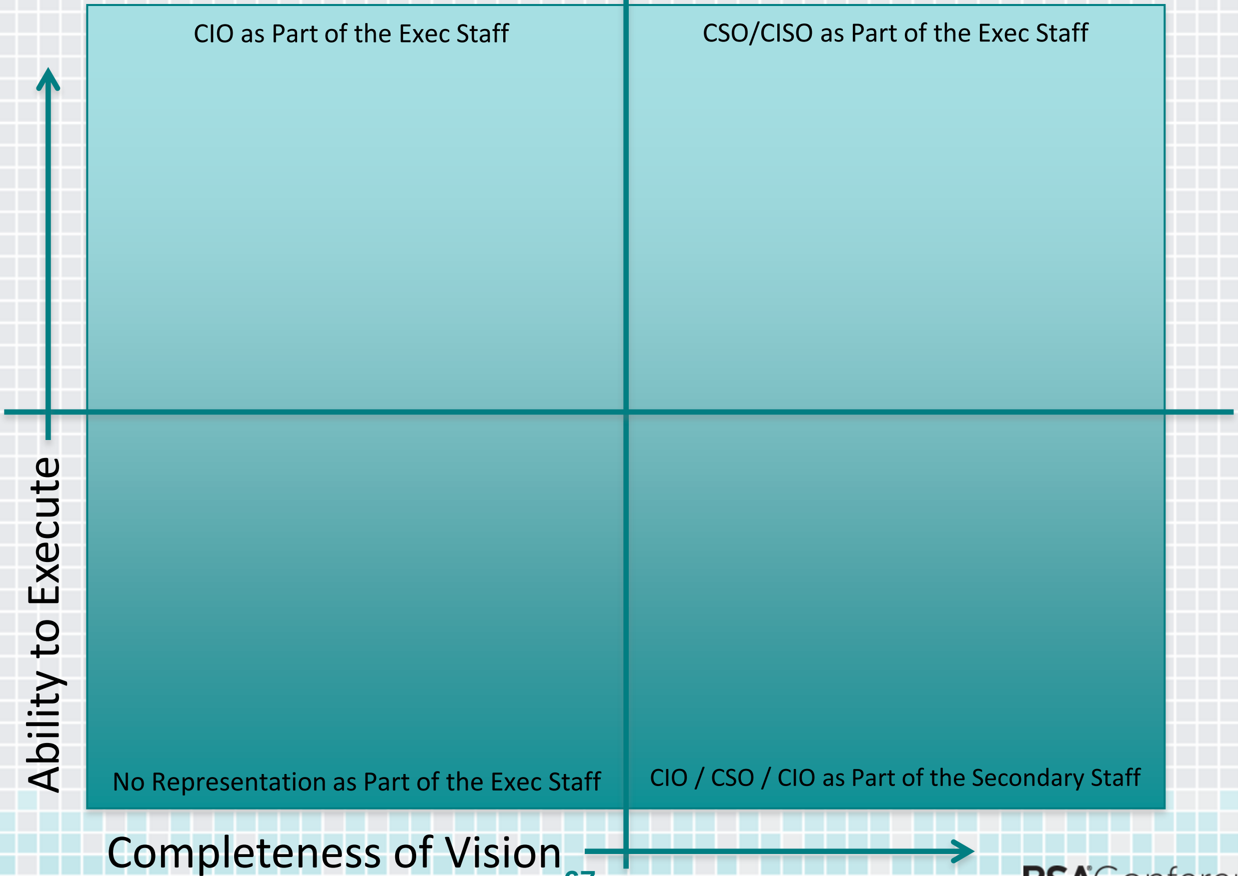
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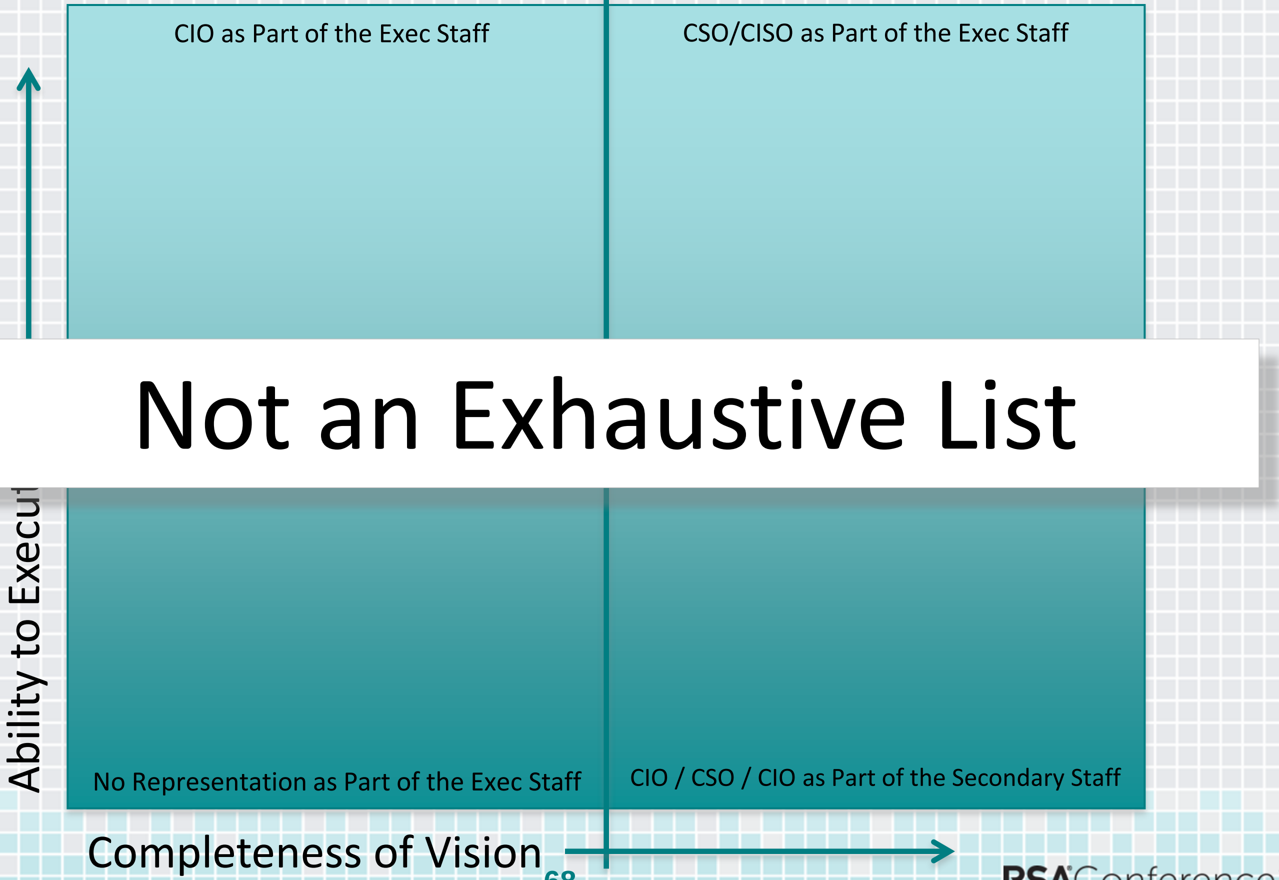
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Not an Exhaustive List

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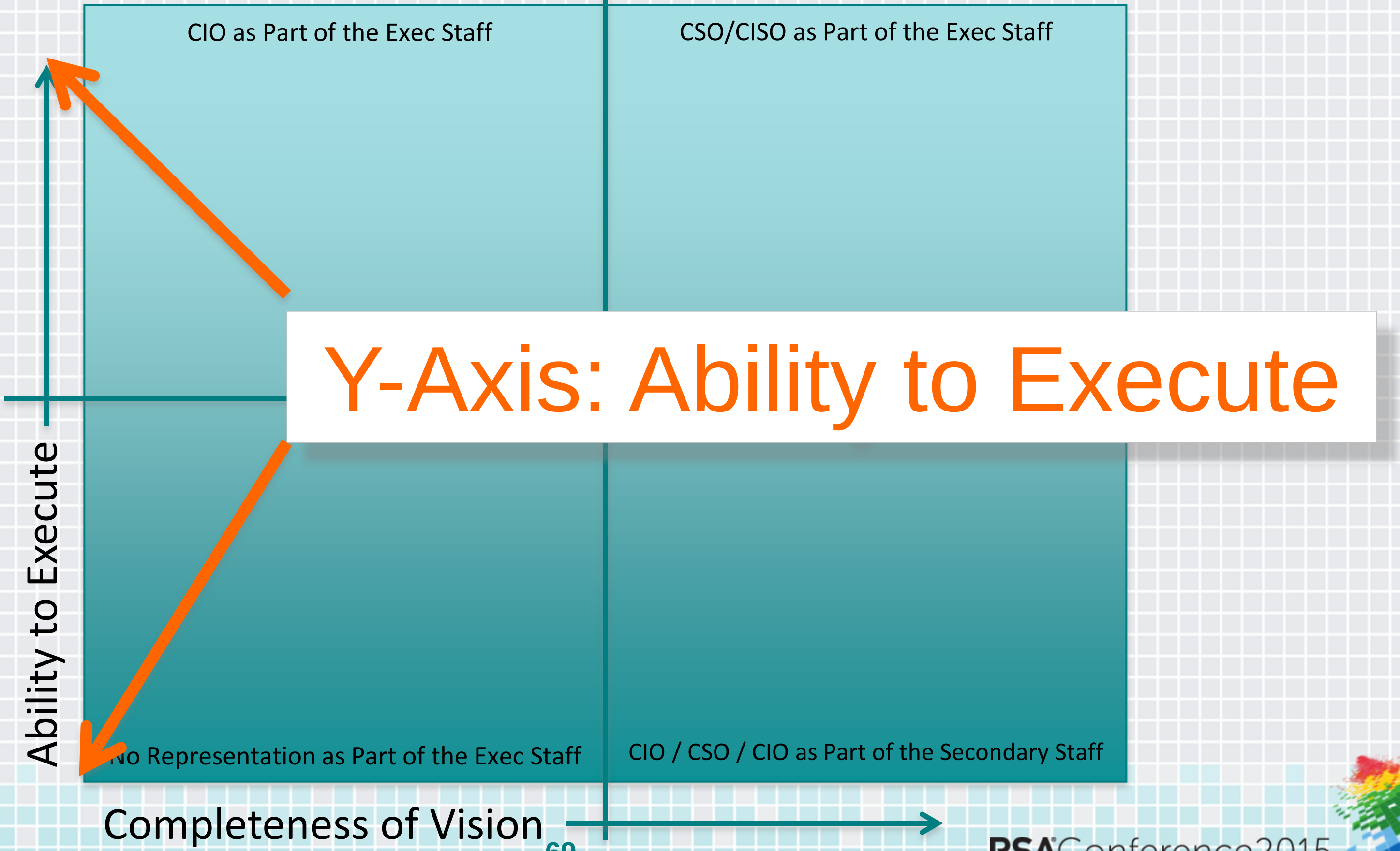
CIO as Part of the Exec Staff
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Y-Axis: Ability to Execute
Ability to Execute
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CIO / CSO / CIO as Part of the Secondary Staff
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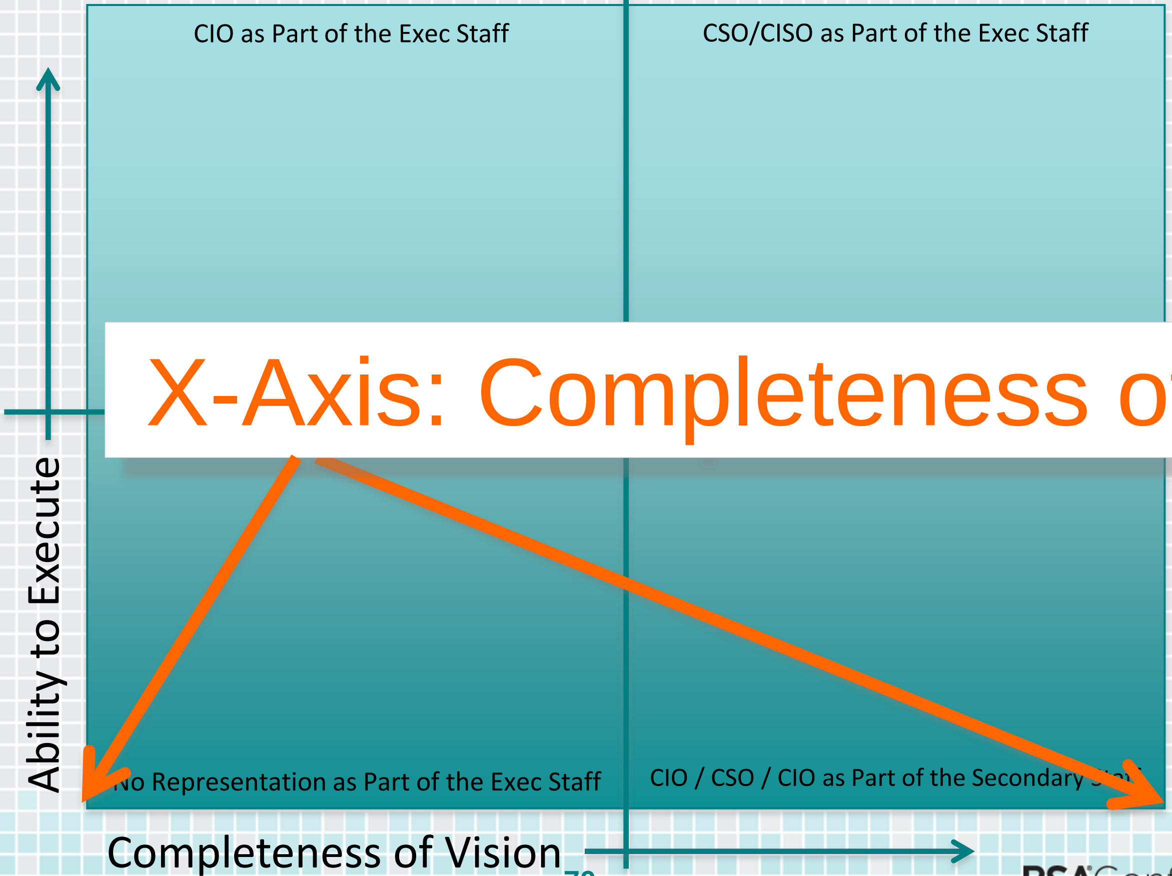
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CIO / CSO / CIO as Part of the Secondary Staff
Ability to Execute
Completeness of Vision

X-Axis: Completeness of Vision

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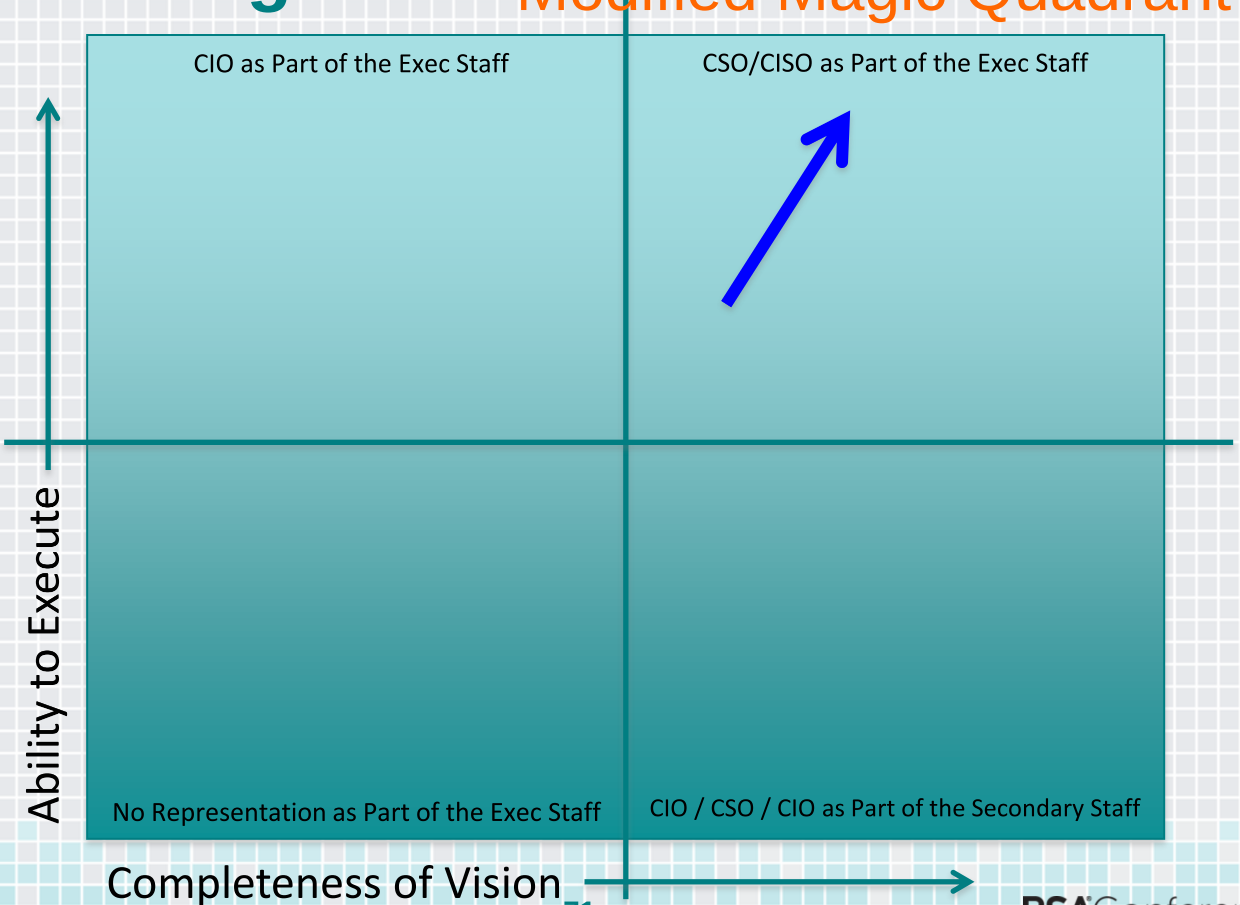

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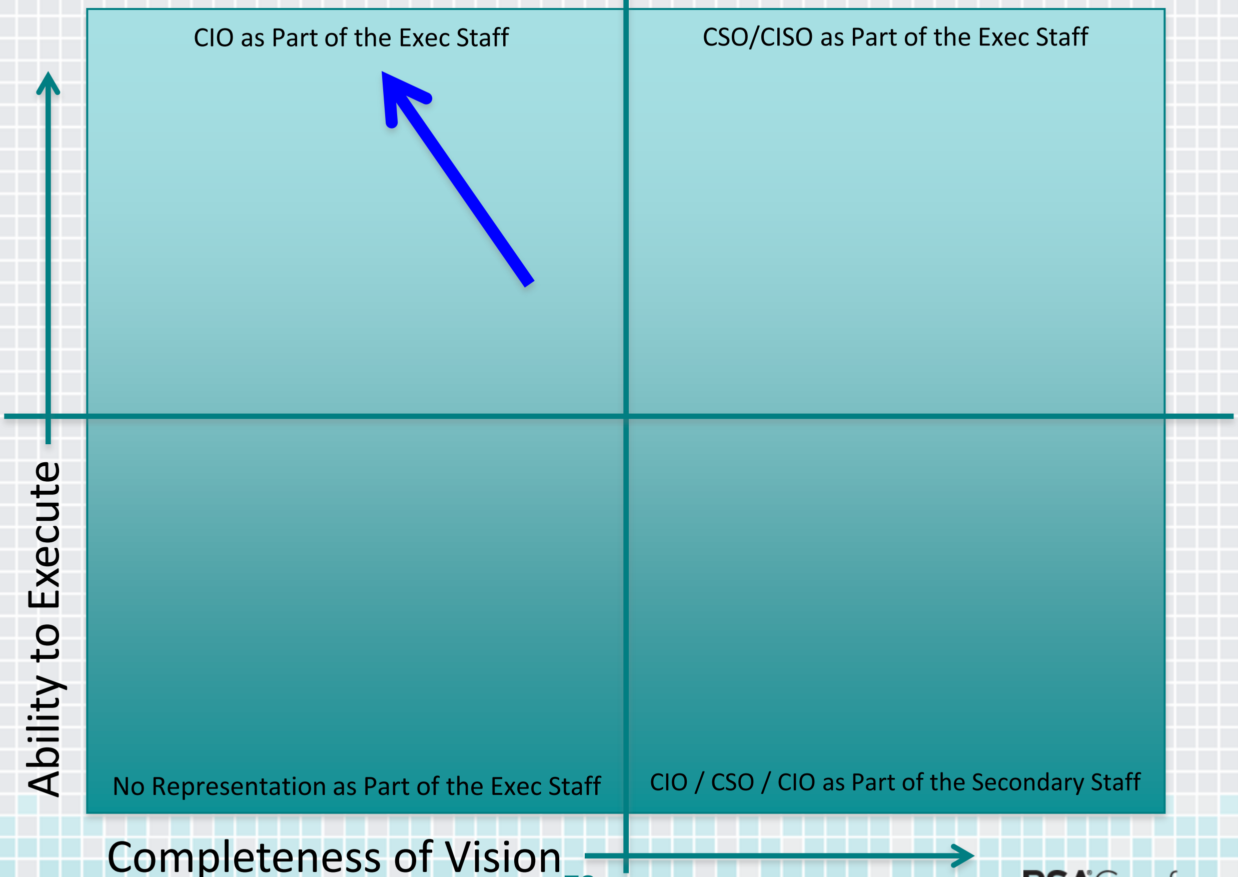

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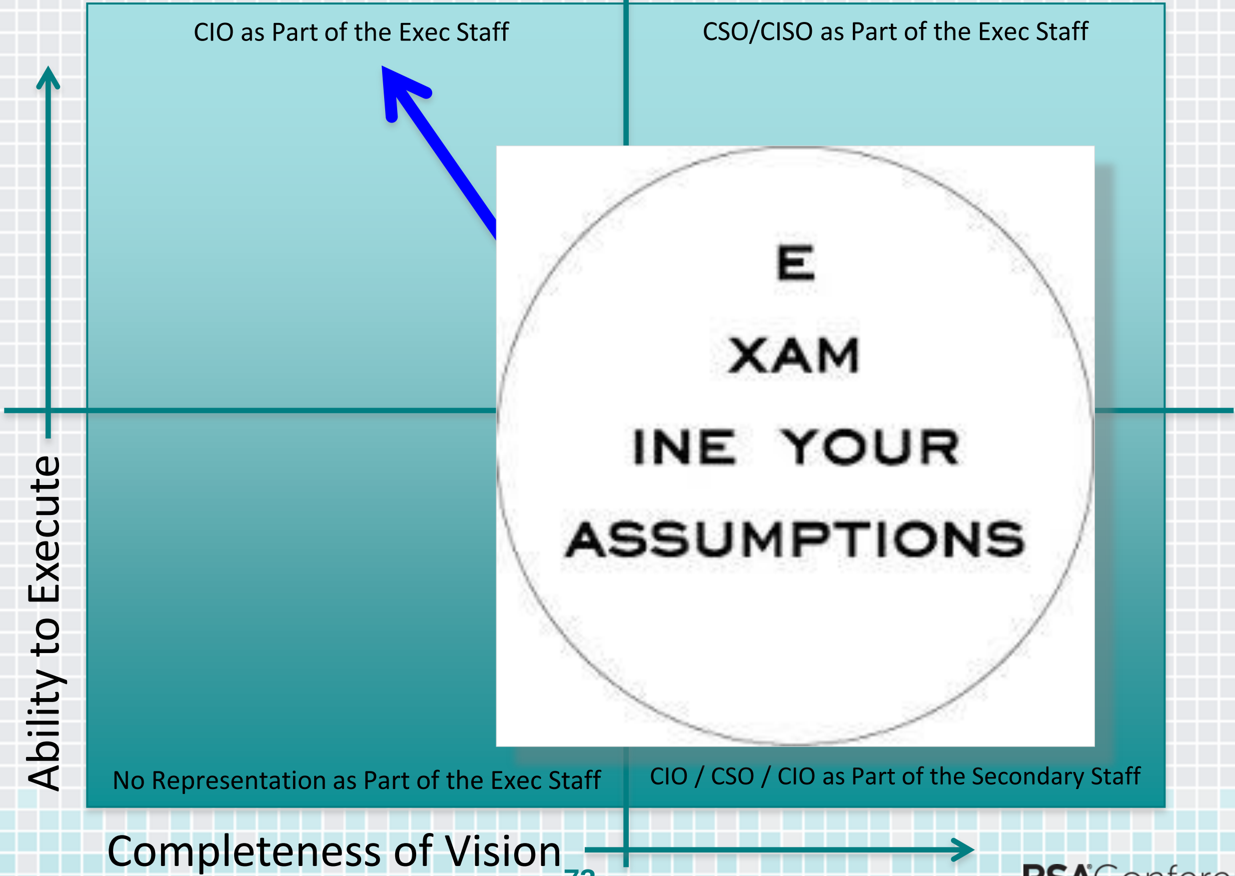
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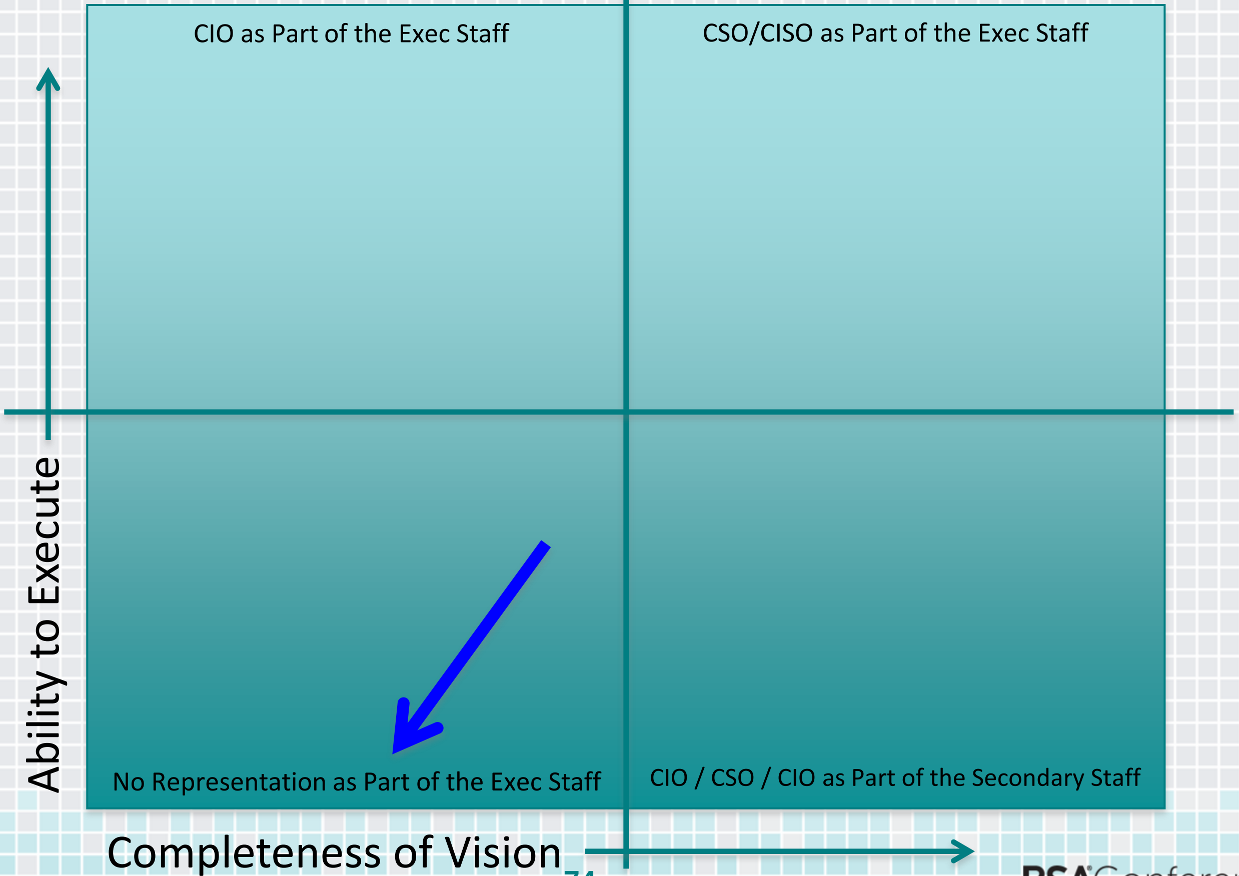

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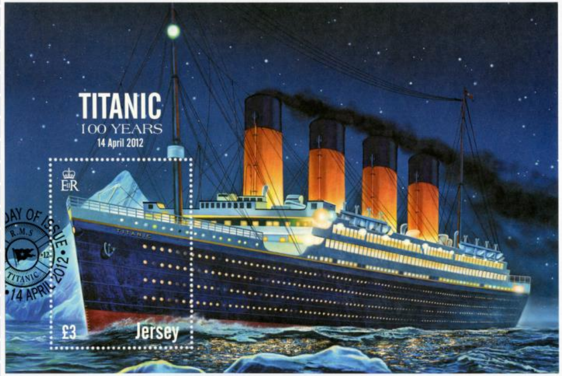
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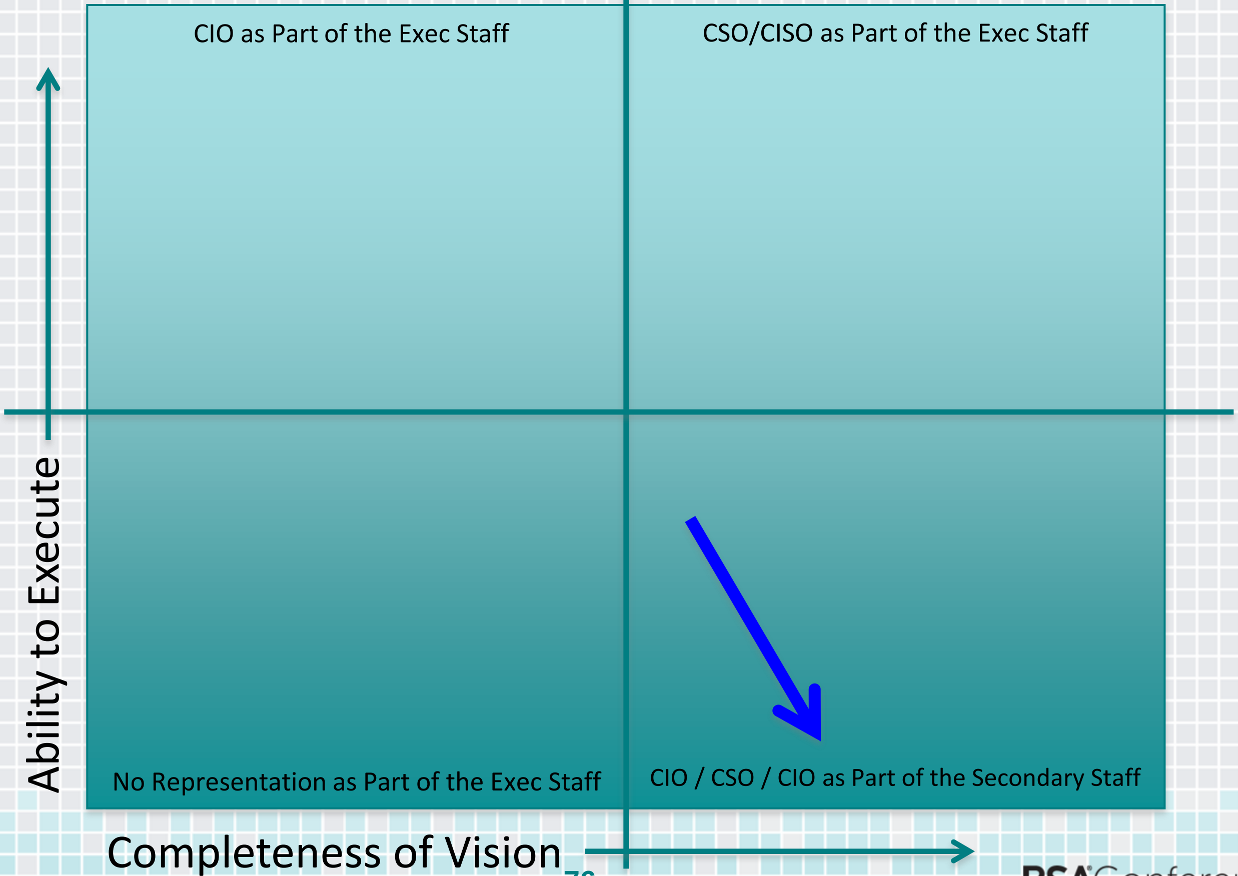

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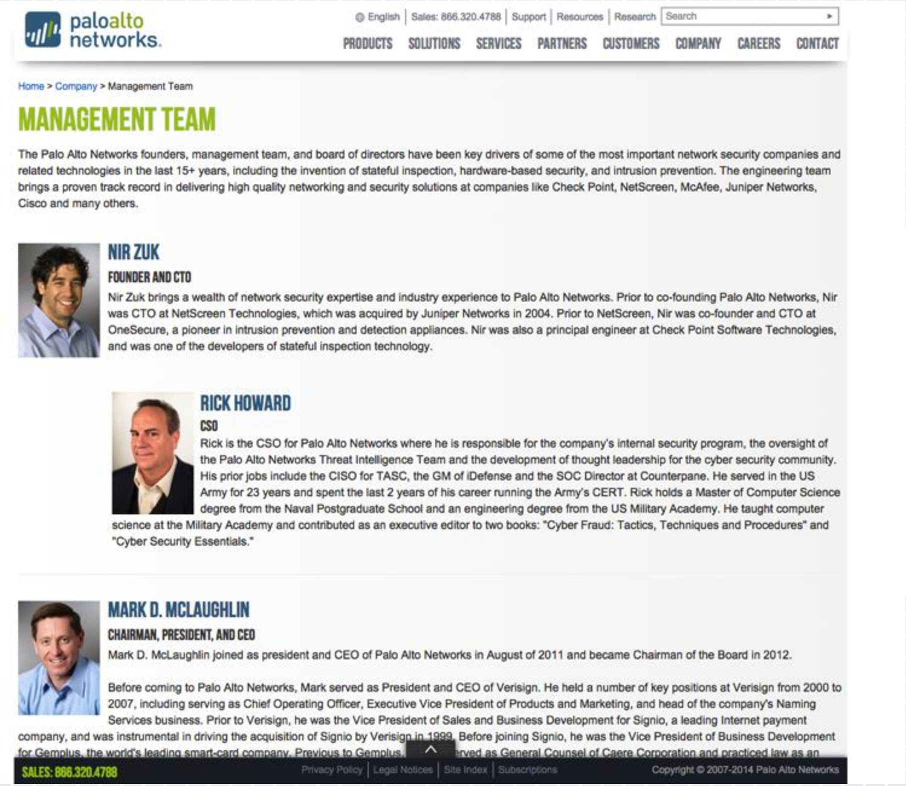

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MANAGEMENT TEAM

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NIR ZUK

FOUNDER AND CTO

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CSO

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MARK D. MCLAUGHLIN

CHAIRMAN, PRESIDENT, AND CEO

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Before coming to Palo Alto Networks, Mark served as President and CEO of Verisign. He held a number of key positions at Verisign from 2000 to 2007, including serving as Chief Operating Officer, Executive Vice President of Products and Marketing, and head of the company's Naming Services business. Prior to Verisign, he was the Vice President of Sales and Business Development for Signio, a leading Internet payment company, and was instrumental in driving the acquisition of Signio by Verisign in 1999. Before joining Signio, he was the Vice President of Business Development for Gemplus, the world's leading smart-card company. Previous to Gemplus, [illegible] erved as General Counsel of Caere Corporation and practiced law as an

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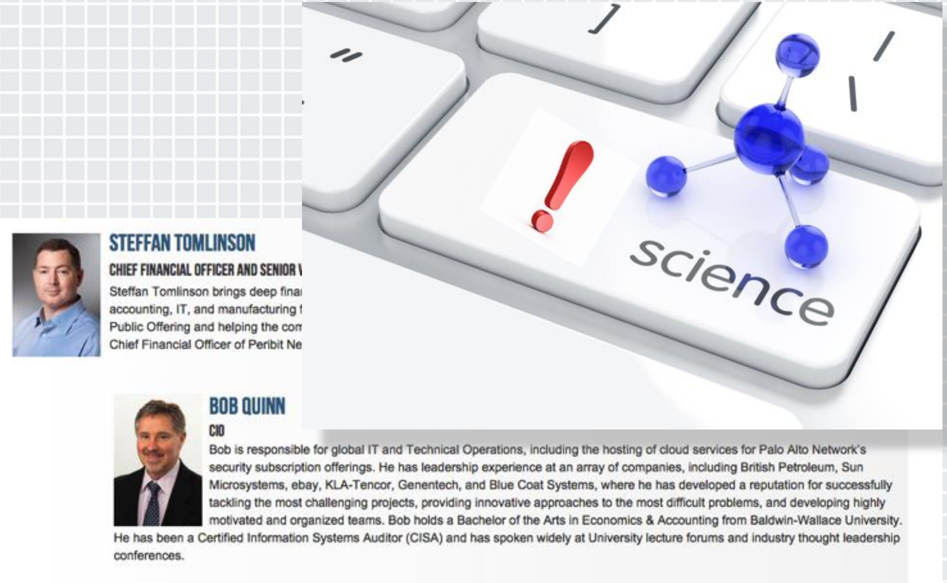

STEFFAN TOMLINSON

CHIEF FINANCIAL OFFICER AND SENIOR V

Steffan Tomlinson brings deep fina
accounting, IT, and manufacturing
Public Offering and helping the com
Chief Financial Officer of Peribit Ne

BOB QUINN

CIO

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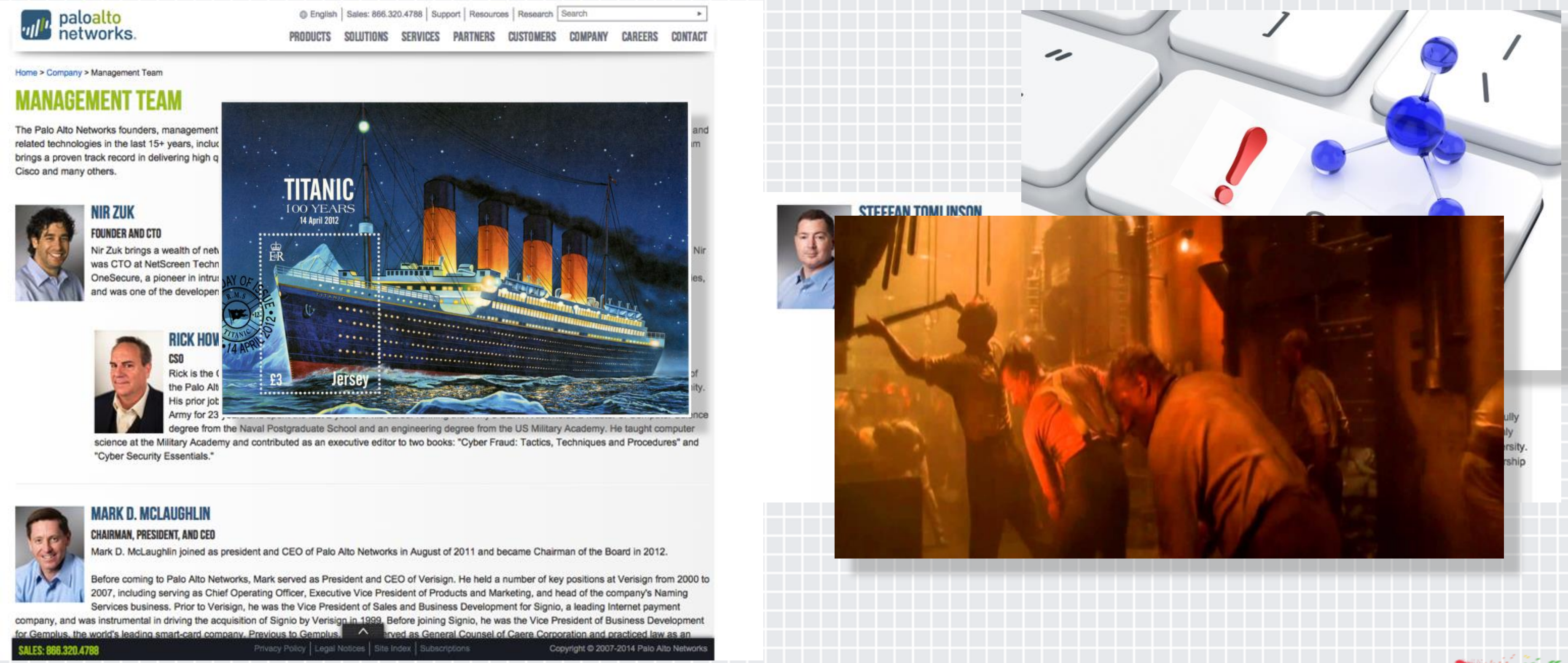
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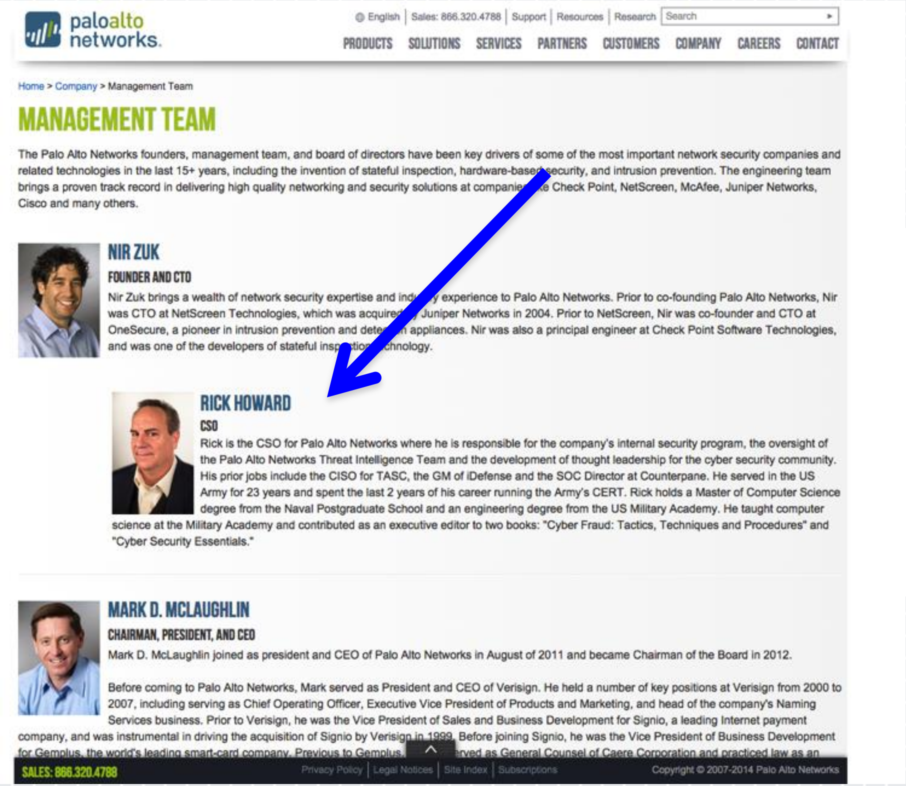
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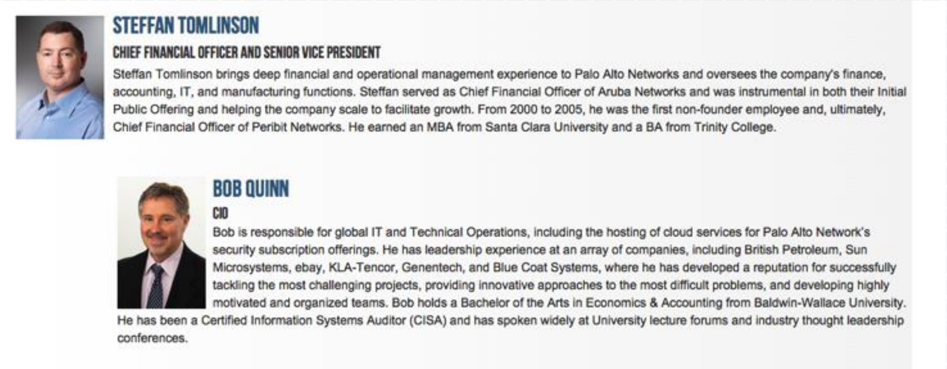

STEFFAN TOMLINSON

CHIEF FINANCIAL OFFICER AND SENIOR VICE PRESIDENT

Steffan Tomlinson brings deep financial and operational management experience to Palo Alto Networks and oversees the company's finance, accounting, IT, and manufacturing functions. Steffan served as Chief Financial Officer of Aruba Networks and was instrumental in both their Initial Public Offering and helping the company scale to facilitate growth. From 2000 to 2005, he was the first non-founder employee and, ultimately, Chief Financial Officer of Peribit Networks. He earned an MBA from Santa Clara University and a BA from Trinity College.

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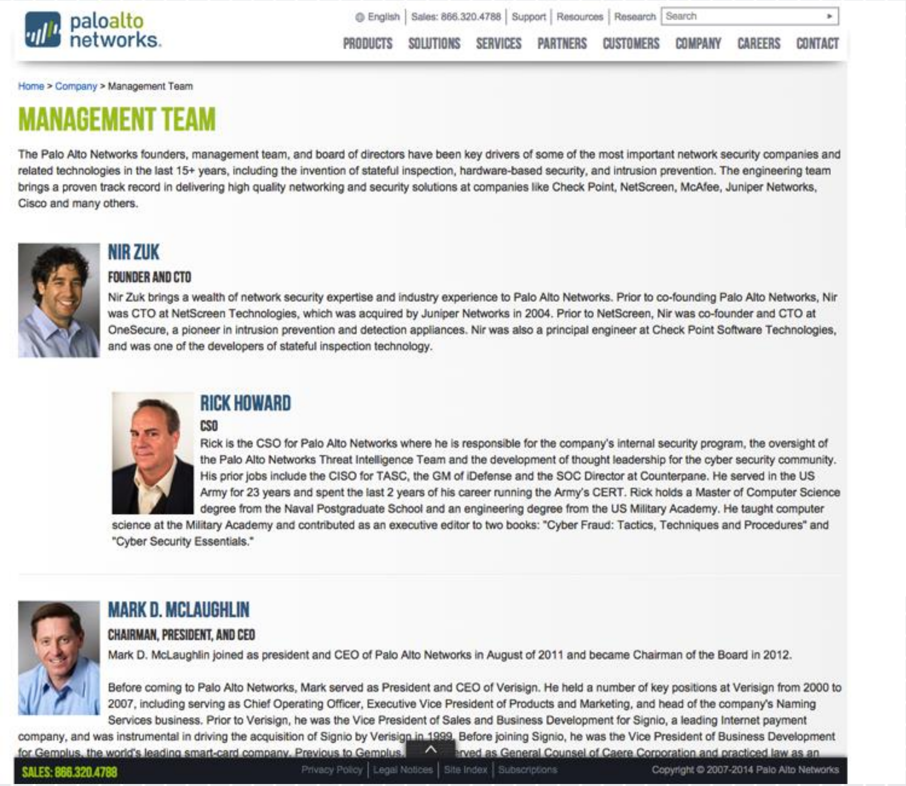
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CHAIRMAN, PRESIDENT, AND CEO

Mark D. McLaughlin joined as president and CEO of Palo Alto Networks in August of 2011 and became Chairman of the Board in 2012.

Before coming to Palo Alto Networks, Mark served as President and CEO of Verisign. He held a number of key positions at Verisign from 2000 to 2007, including serving as Chief Operating Officer, Executive Vice President of Products and Marketing, and head of the company's Naming Services business. Prior to Verisign, he was the Vice President of Sales and Business Development for Signio, a leading Internet payment company, and was instrumental in driving the acquisition of Signio by Verisign in 1999. Before joining Signio, he was the Vice President of Business Development for Gemplus, the world's leading smart-card company. Previous to Gemplus, [illegible]rved as General Counsel of Caere Corporation and practiced law as an

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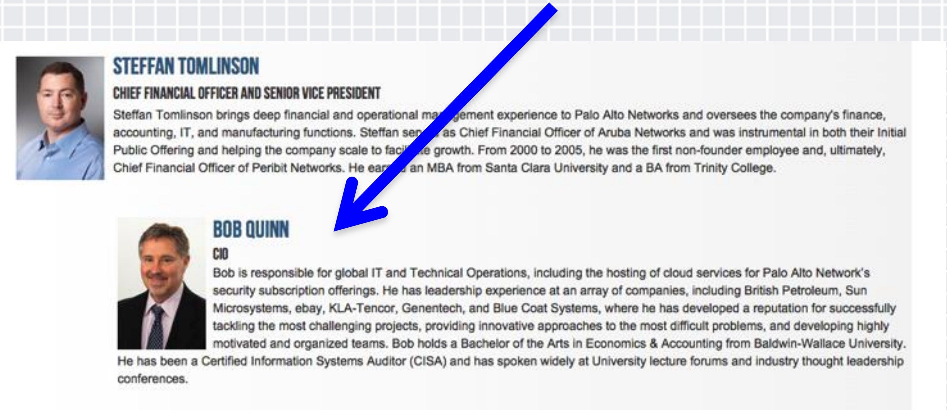


STEFFAN TOMLINSON

CHIEF FINANCIAL OFFICER AND SENIOR VICE PRESIDENT

Steffan Tomlinson brings deep financial and operational management experience to Palo Alto Networks and oversees the company's finance, accounting, IT, and manufacturing functions. Steffan served as Chief Financial Officer of Aruba Networks and was instrumental in both their Initial Public Offering and helping the company scale to facilitate growth. From 2000 to 2005, he was the first non-founder employee and, ultimately, Chief Financial Officer of Peribit Networks. He earned an MBA from Santa Clara University and a BA from Trinity College.

BOB QUINN

CIO

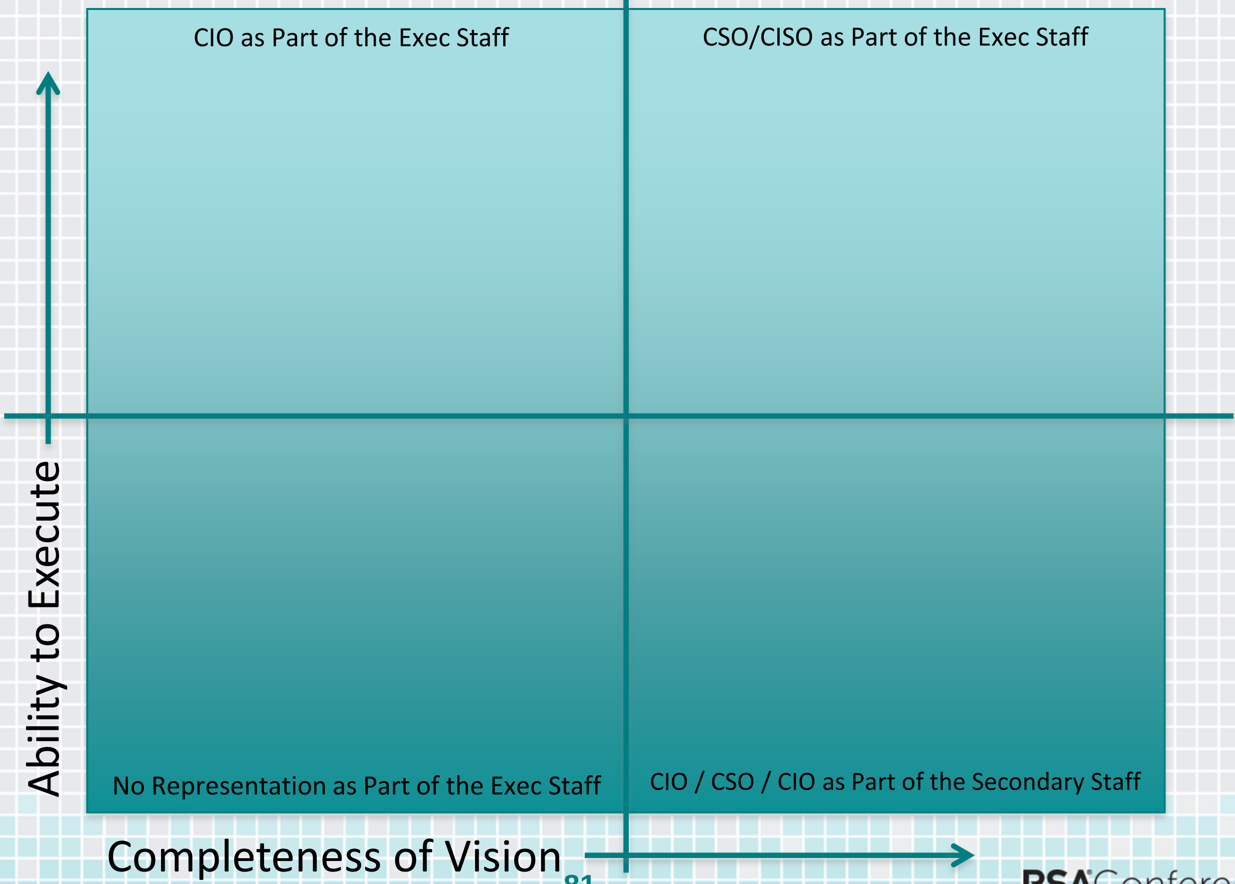
Bob is responsible for global IT and Technical Operations, including the hosting of cloud services for Palo Alto Network's security subscription offerings. He has leadership experience at an array of companies, including British Petroleum, Sun Microsystems, ebay, KLA-Tencor, Genentech, and Blue Coat Systems, where he has developed a reputation for successfully tackling the most challenging projects, providing innovative approaches to the most difficult problems, and developing highly motivated and organized teams. Bob holds a Bachelor of the Arts in Economics & Accounting from Baldwin-Wallace University. He has been a Certified Information Systems Auditor (CISA) and has spoken widely at University lecture forums and industry thought leadership conferences.

paloalto networks
the enterprise security company

Setting the Stage

- Cisco
- Check Point Software Technologies Ltd.
- FireEye
- Fortinet
- Gartner
- Juniper Networks
- Mandiant
- McAfee
- Palo Alto Networks
- Qualys
- RSA The Security Division of EMC
- Sourcefire
- Symantec

Modified Magic Quadrant



CIO as Part of the Exec Staff

CSO/CISO as Part of the Exec Staff

No Representation as Part of the Exec Staff

CIO / CSO / CIO as Part of the Secondary Staff

Setting the Stage

CISCO

FireEye

Gartner

McAfee

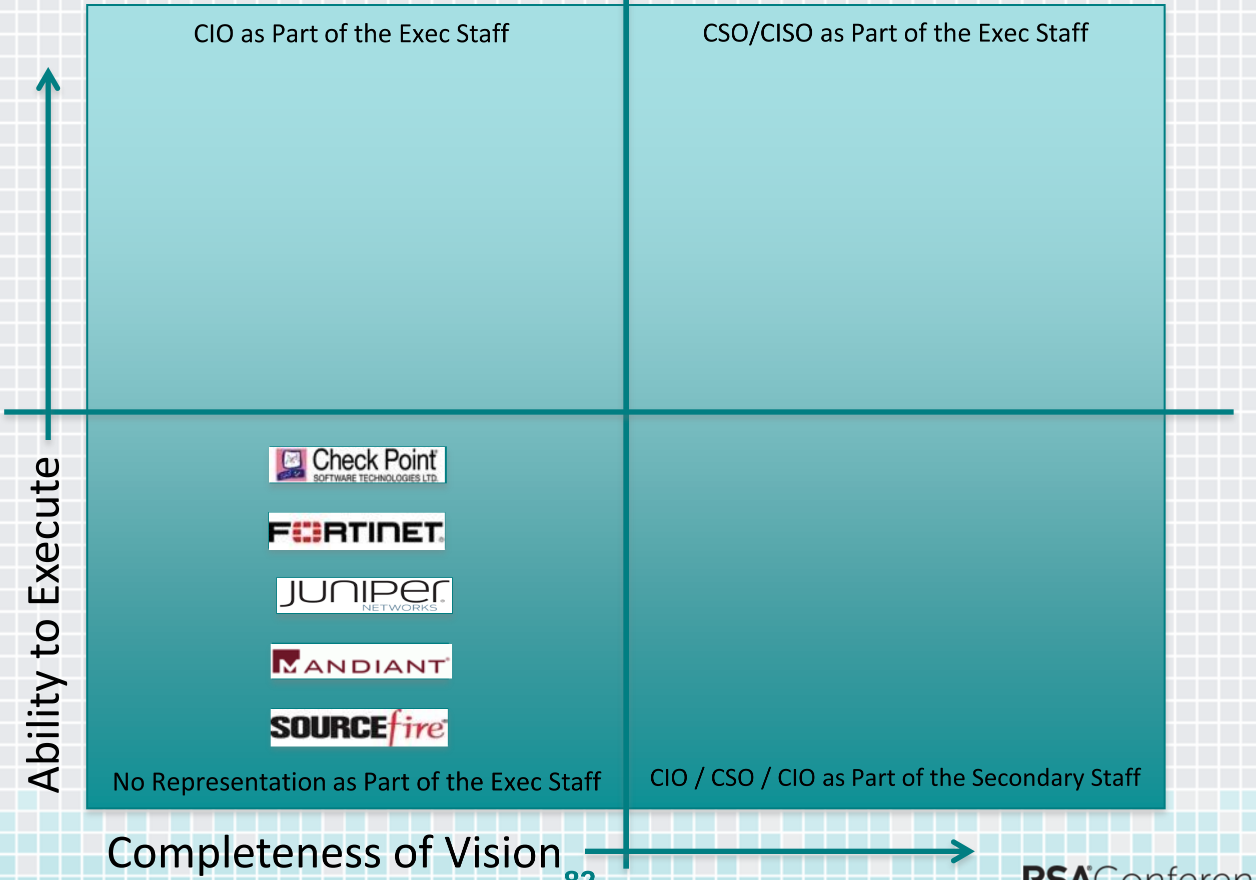
paloalto NETWORKS

QUALYS

RSA
The Security Division of EMC

Symantec.

Modified Magic Quadrant



CIO as Part of the Exec Staff

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Check Point SOFTWARE TECHNOLOGIES LTD.

FORTINET

JUNIPER NETWORKS

MANDIANT

SOURCEfire

No Representation as Part of the Exec Staff

CIO / CSO / CIO as Part of the Secondary Staff

Ability to Execute

Completeness of Vision

paloalto networks
the enterprise security company

Setting the Stage

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paloalto NETWORKS

QUALYS

RSA The Security Division of EMC

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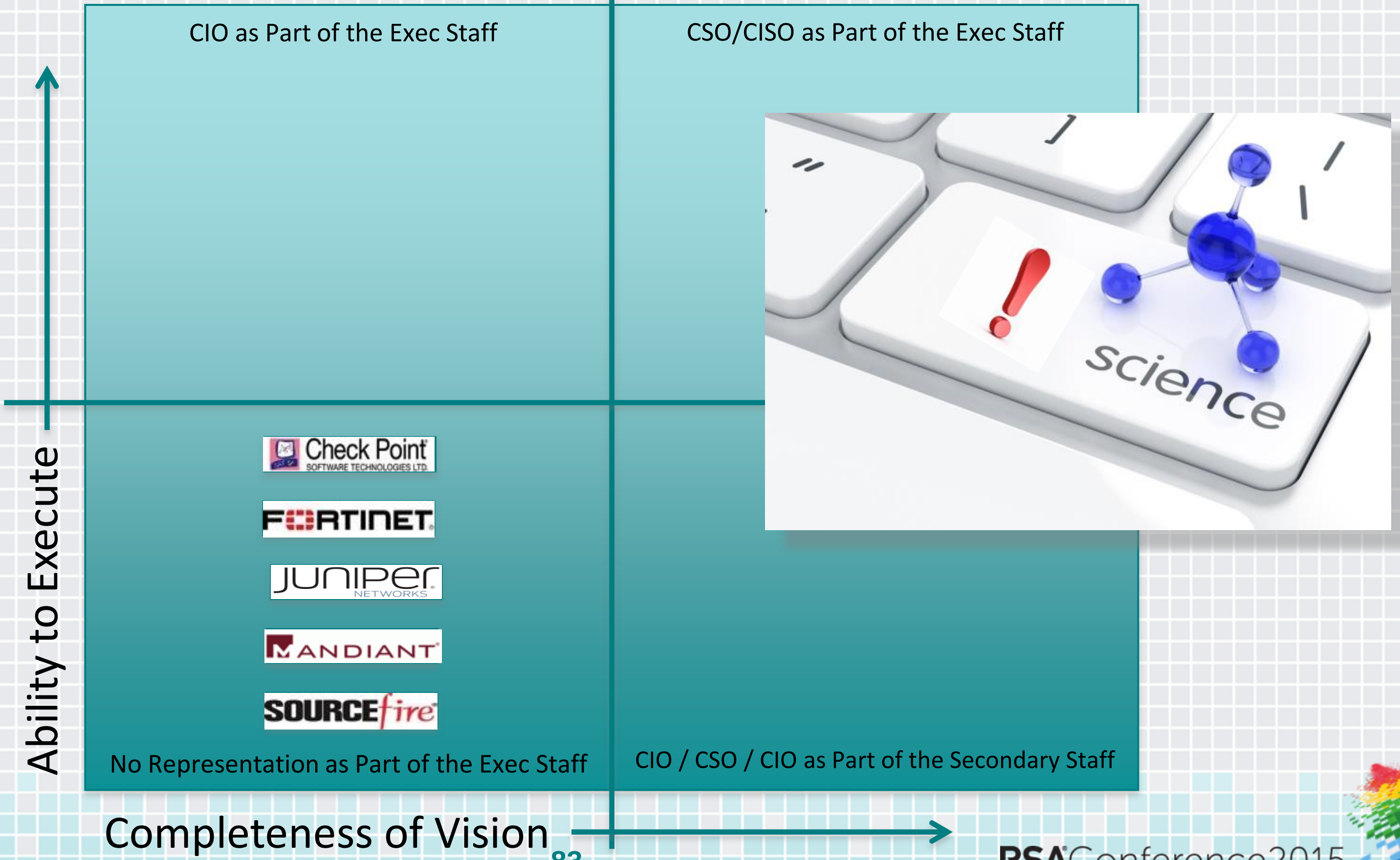
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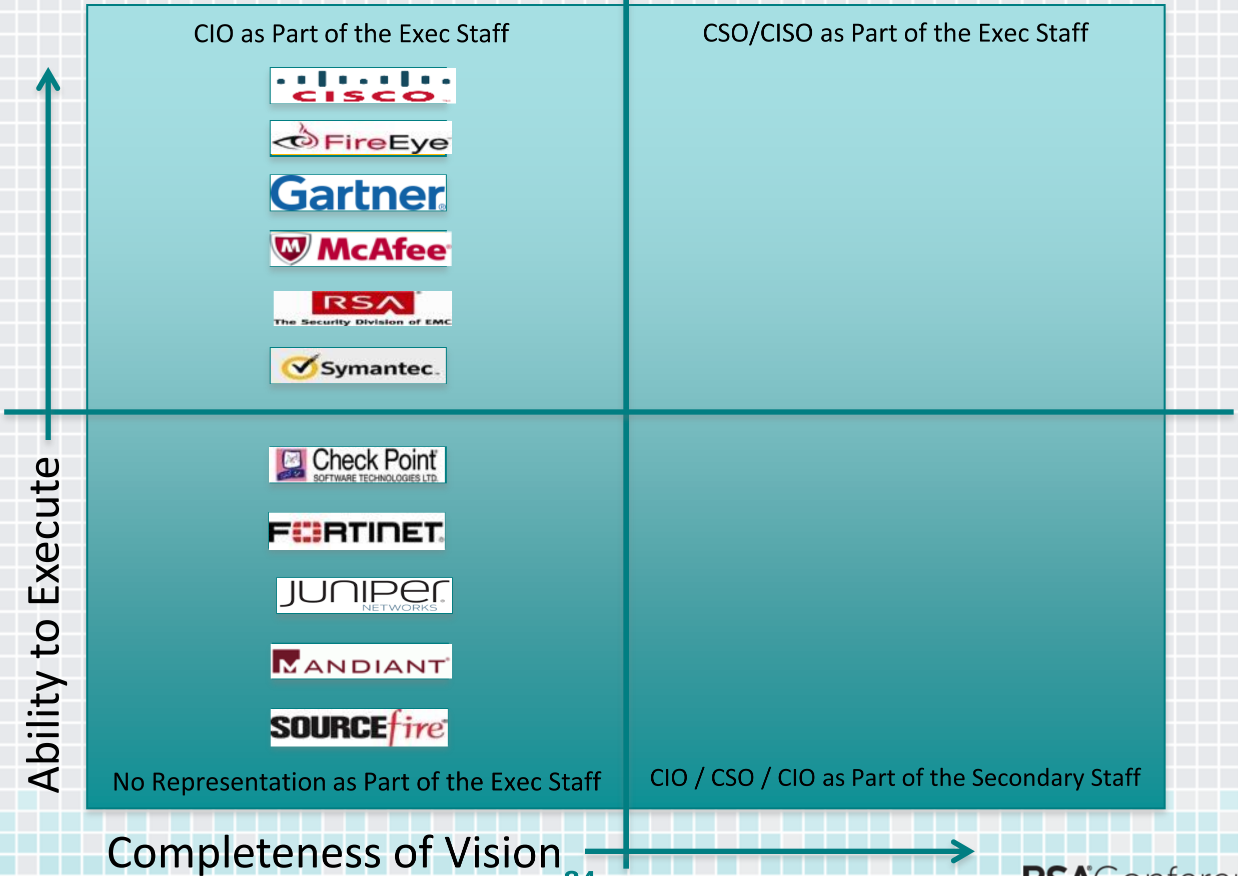
Setting the Stage

Modified Magic Quadrant



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the enterprise security company

Setting the Stage

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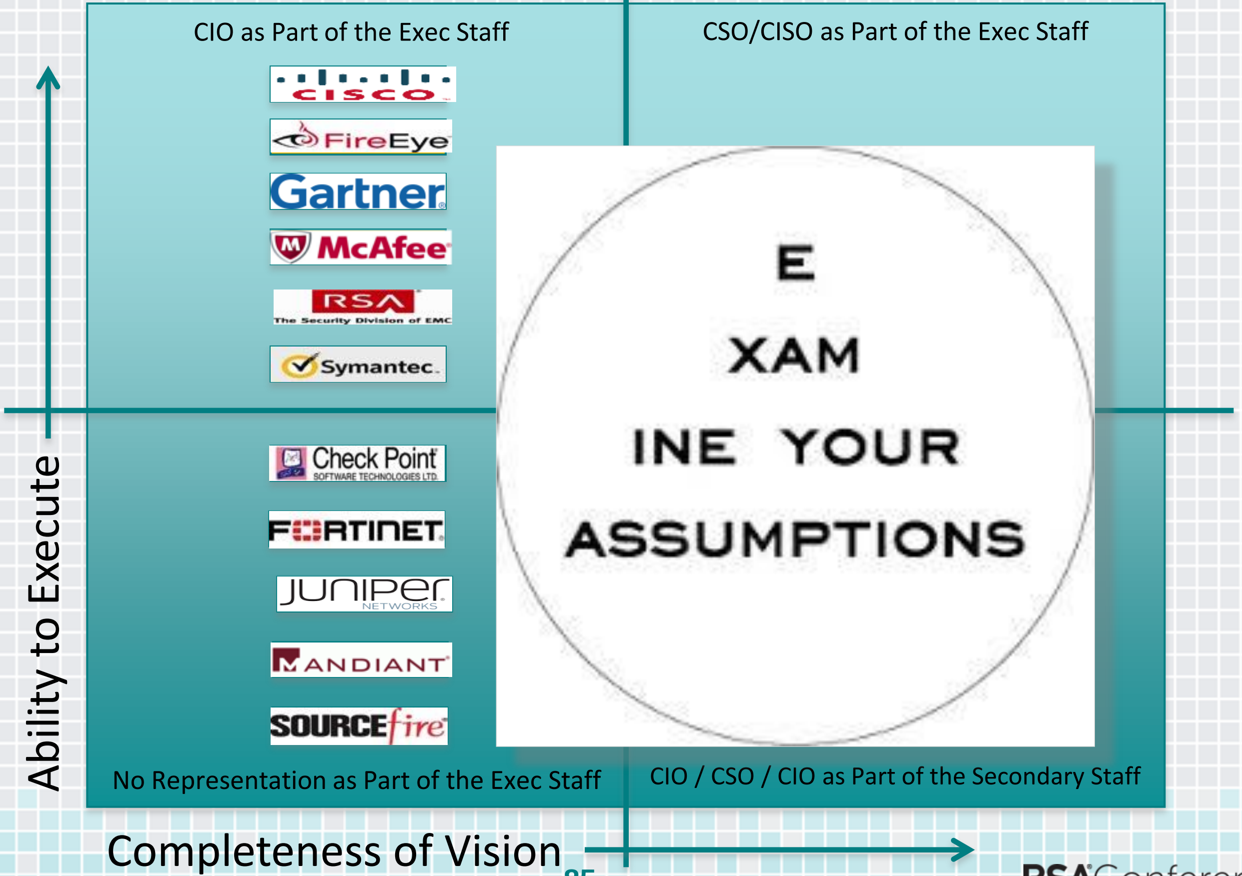

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- Qualys

Setting the Stage

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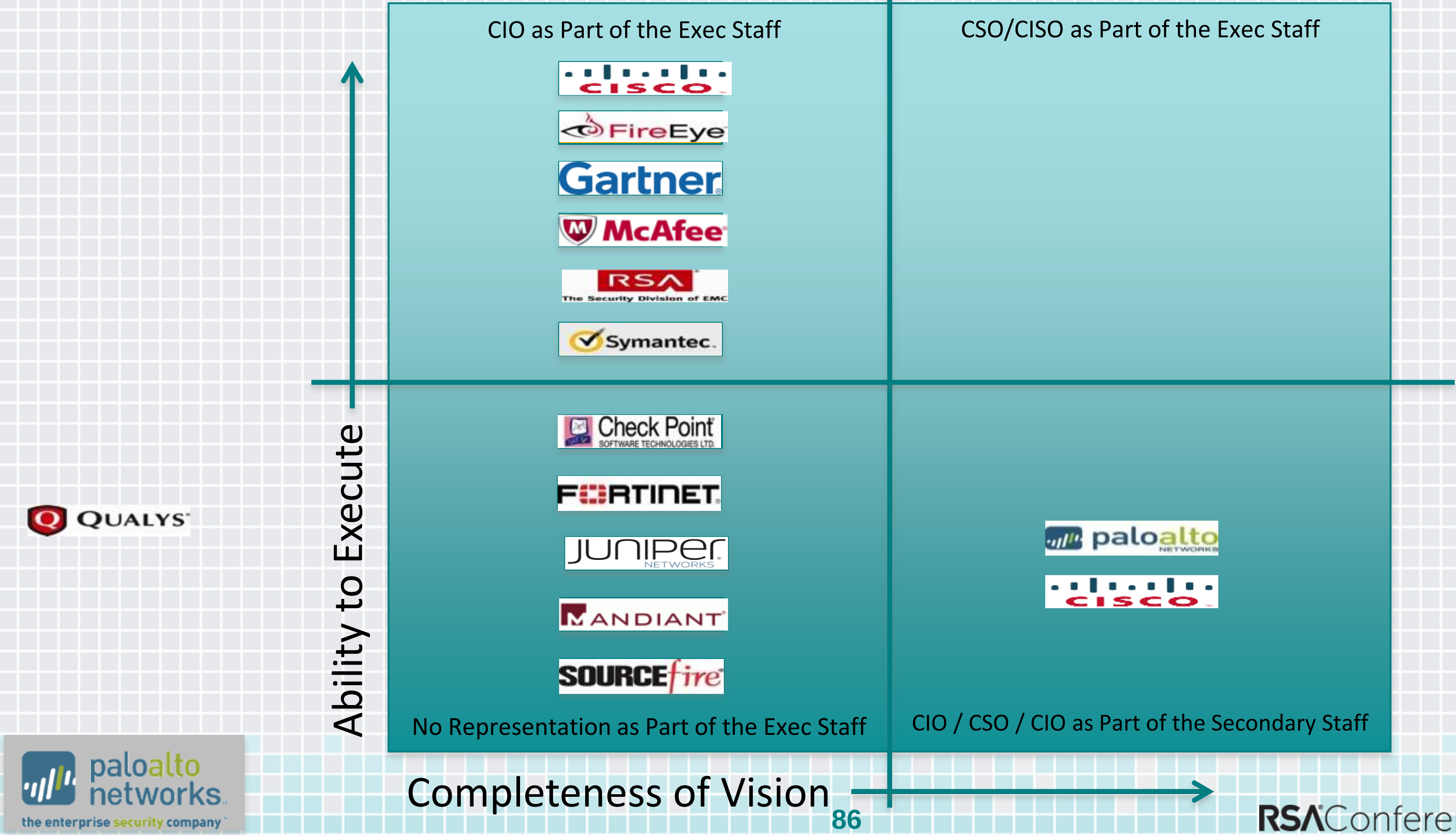

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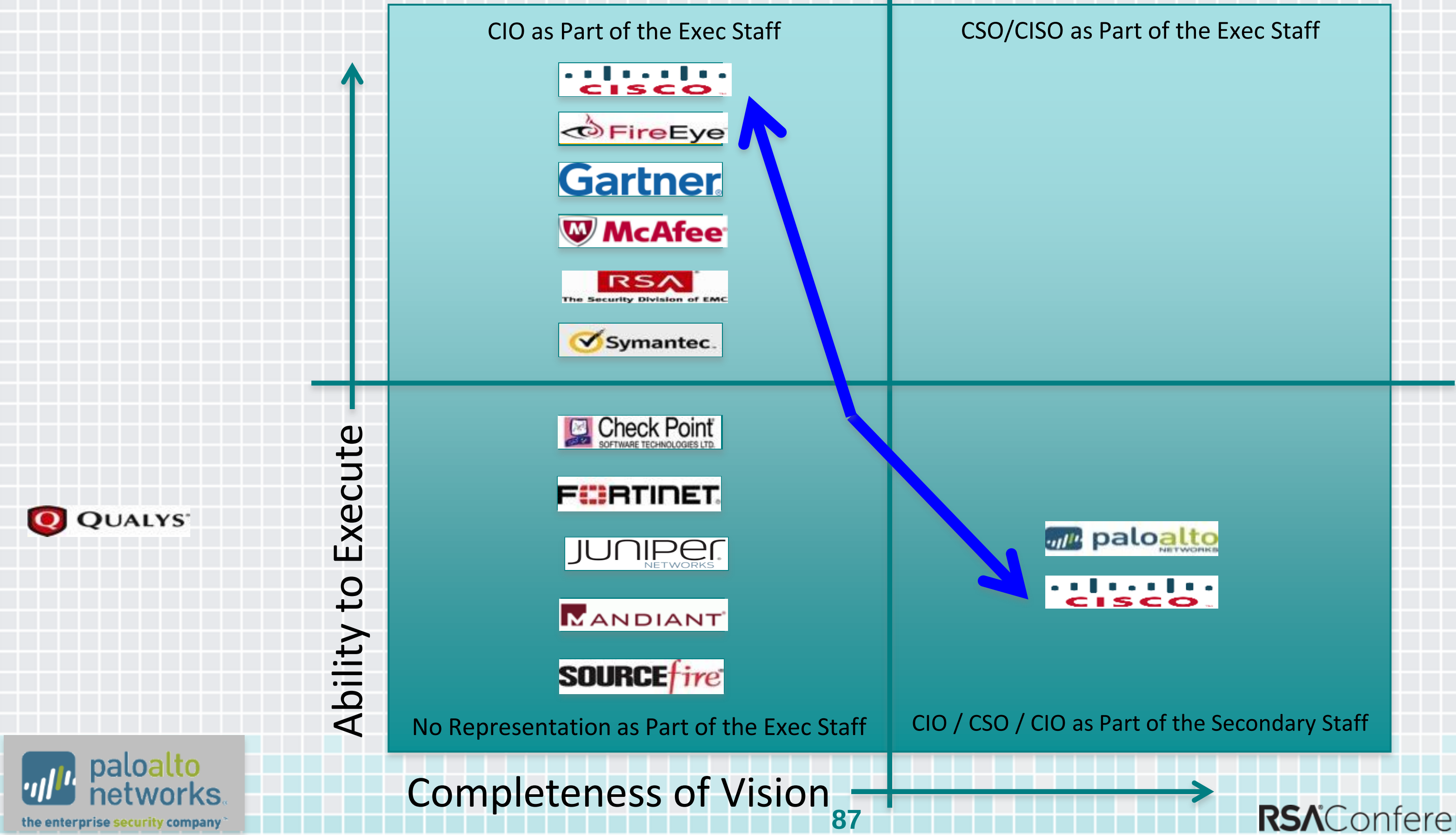

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CISCO

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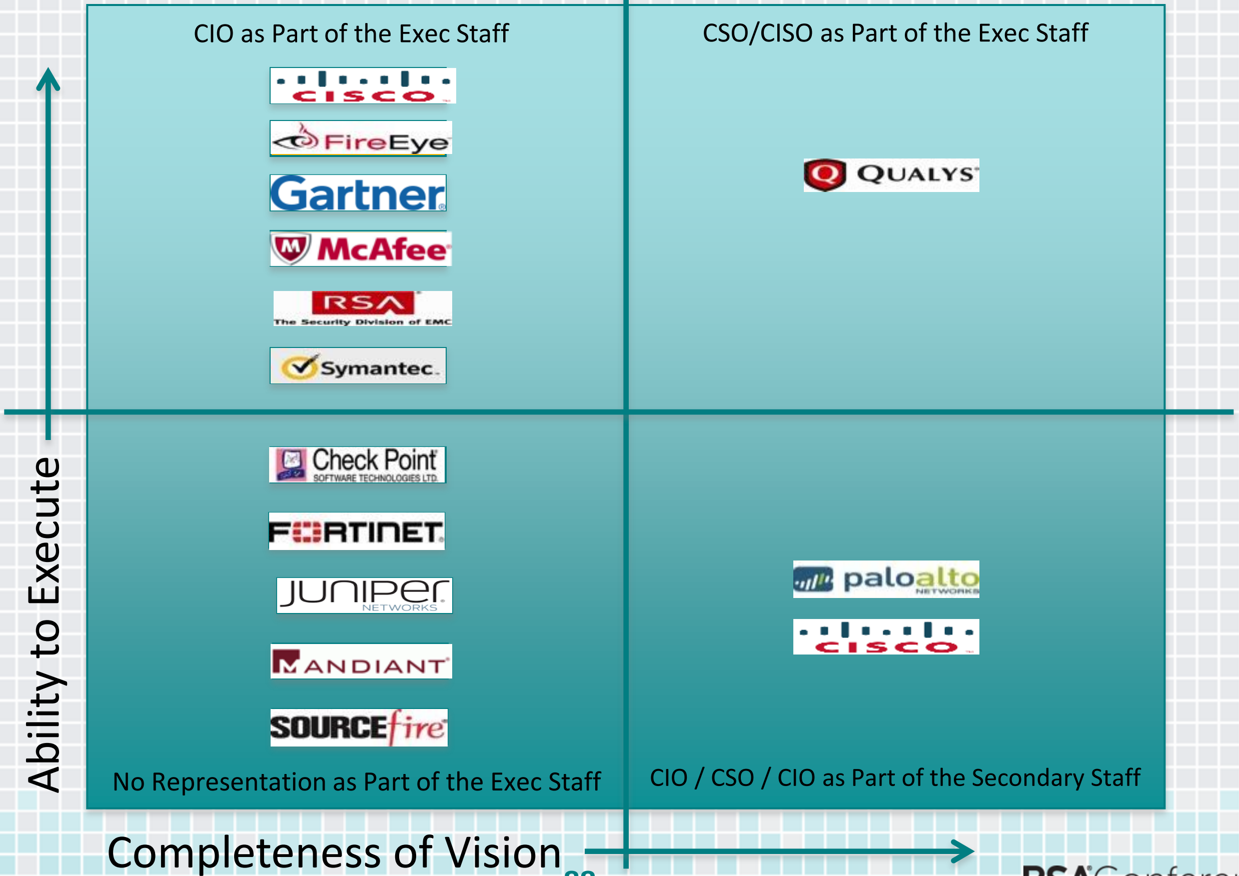
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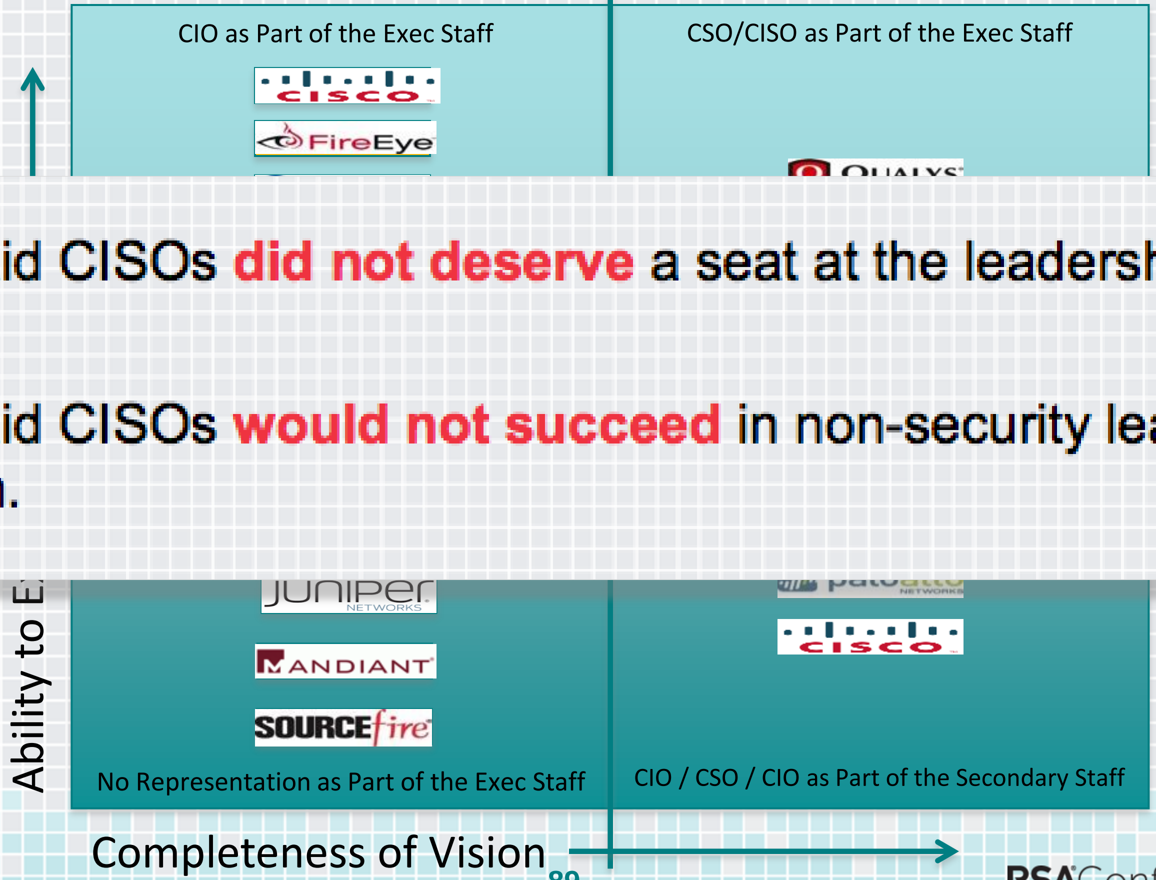
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No Representation as Part of the Exec Staff
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Ability to E
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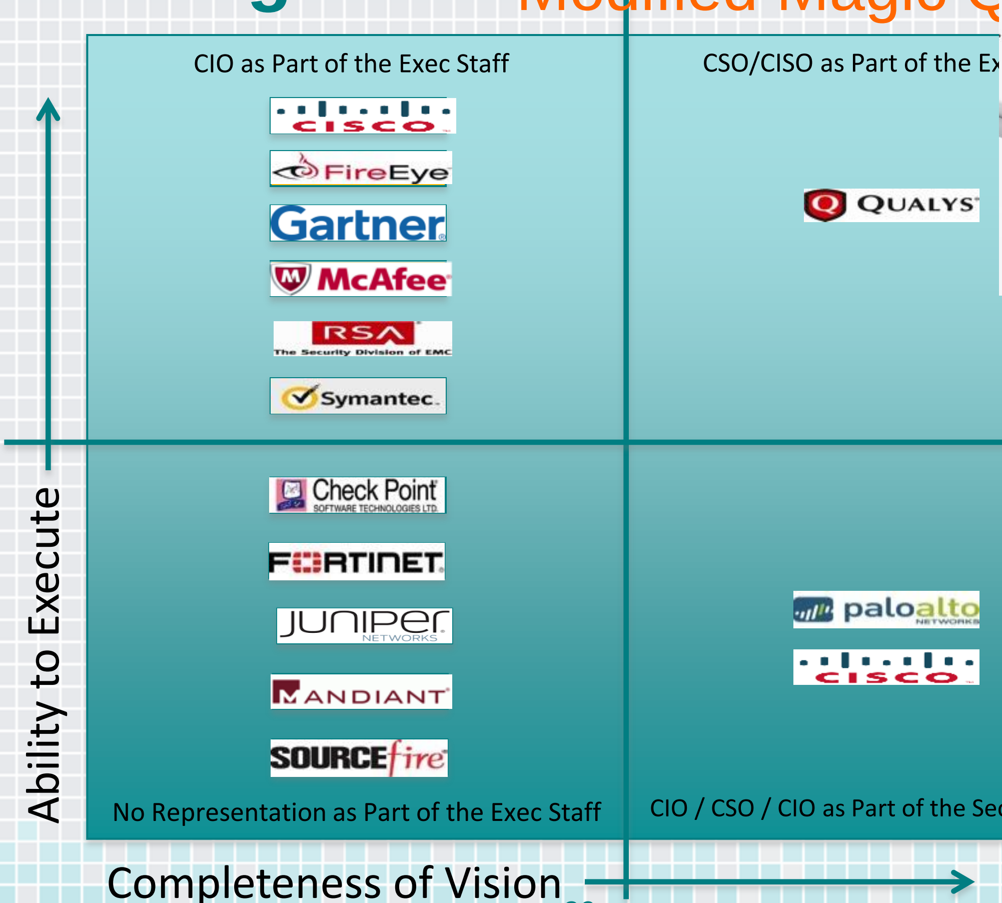
74% said CISOs **did not deserve** a seat at the leadership table.

60% said CISOs **would not succeed** in non-security leadership position.

Setting the Stage

Modified Magic Q



CIO as Part of the Exec Staff

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FireEye
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paloalto networks
Cisco
Ability to Execute
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JUNIPER NETWORKS
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CIO / CSO / CIO as Part of the Secondary Staff

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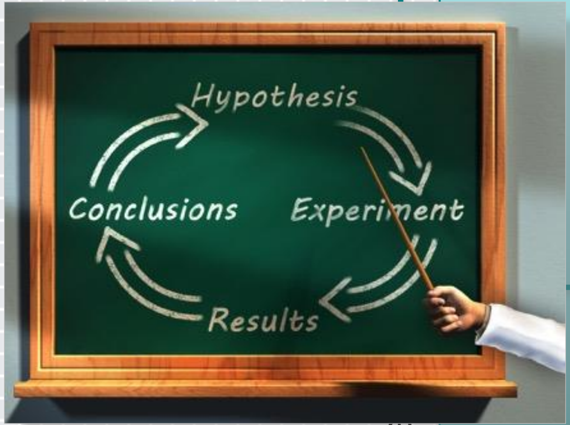
CISCO

Ability to Exe

Completeness of Vision


Hypothesis
Experiment
Results
Conclusions

Setting the Stage

Modified Magic Q

Hypothesis
Experiment
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CIO as Part of the Exec Staff

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CSO/CISO as Part of the Ex

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CIO / CSO / CIO as Part of the Secondary Staff

- paloalto networks
- Cisco

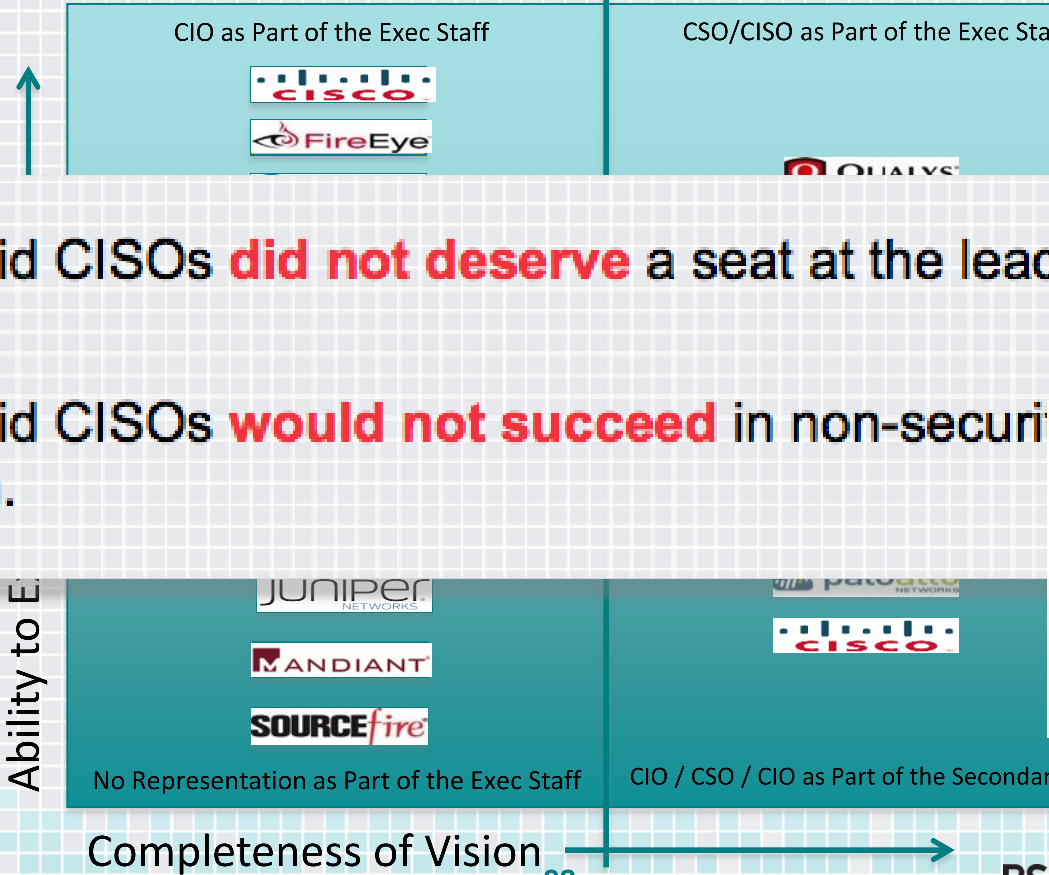
Ability to Exe

Completeness of Vision

Security Vendor

Setting the Stage

Modified Magic Quadrant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Security Vendor

Setting the Stage

203
Small
Data

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Setting the Stage

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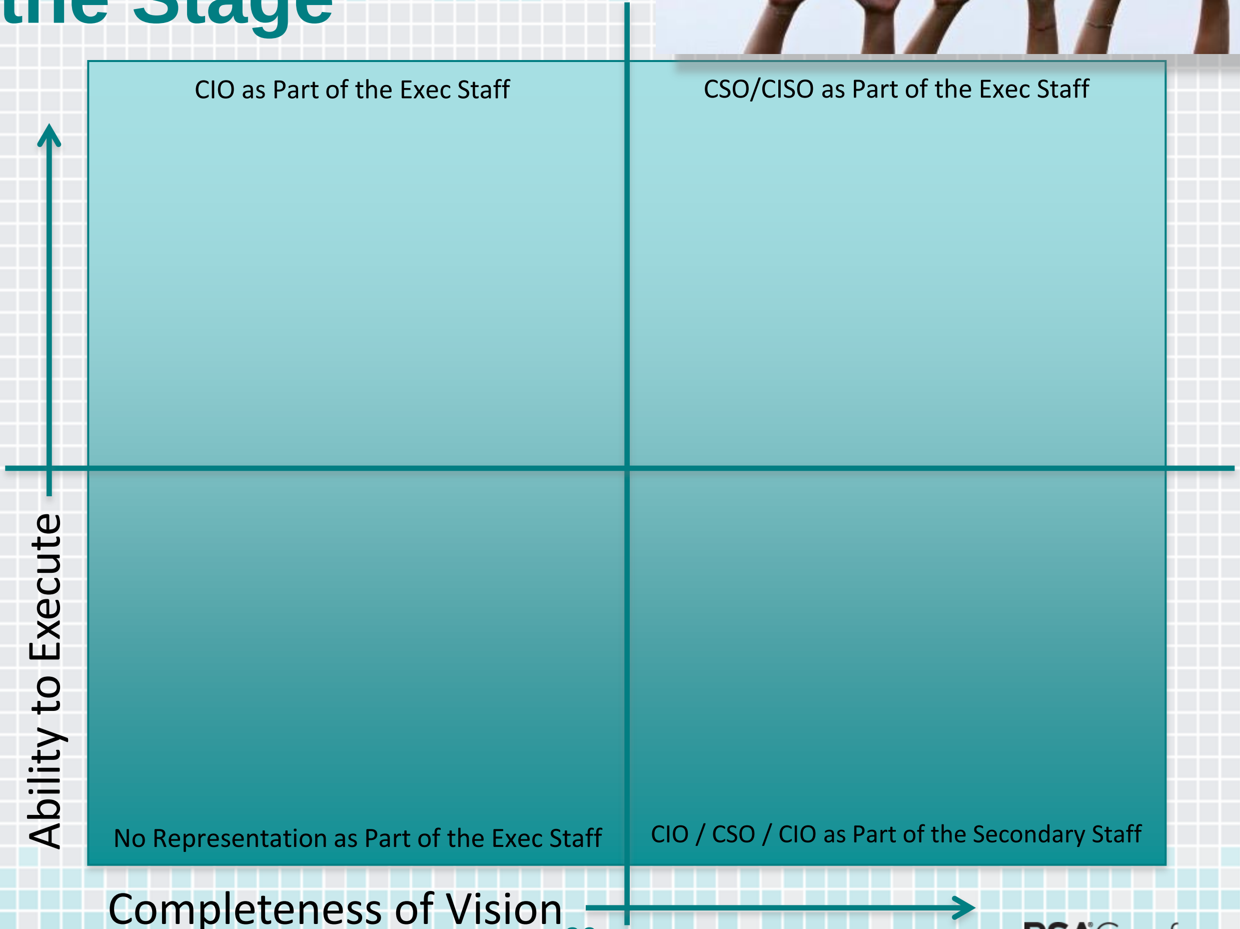

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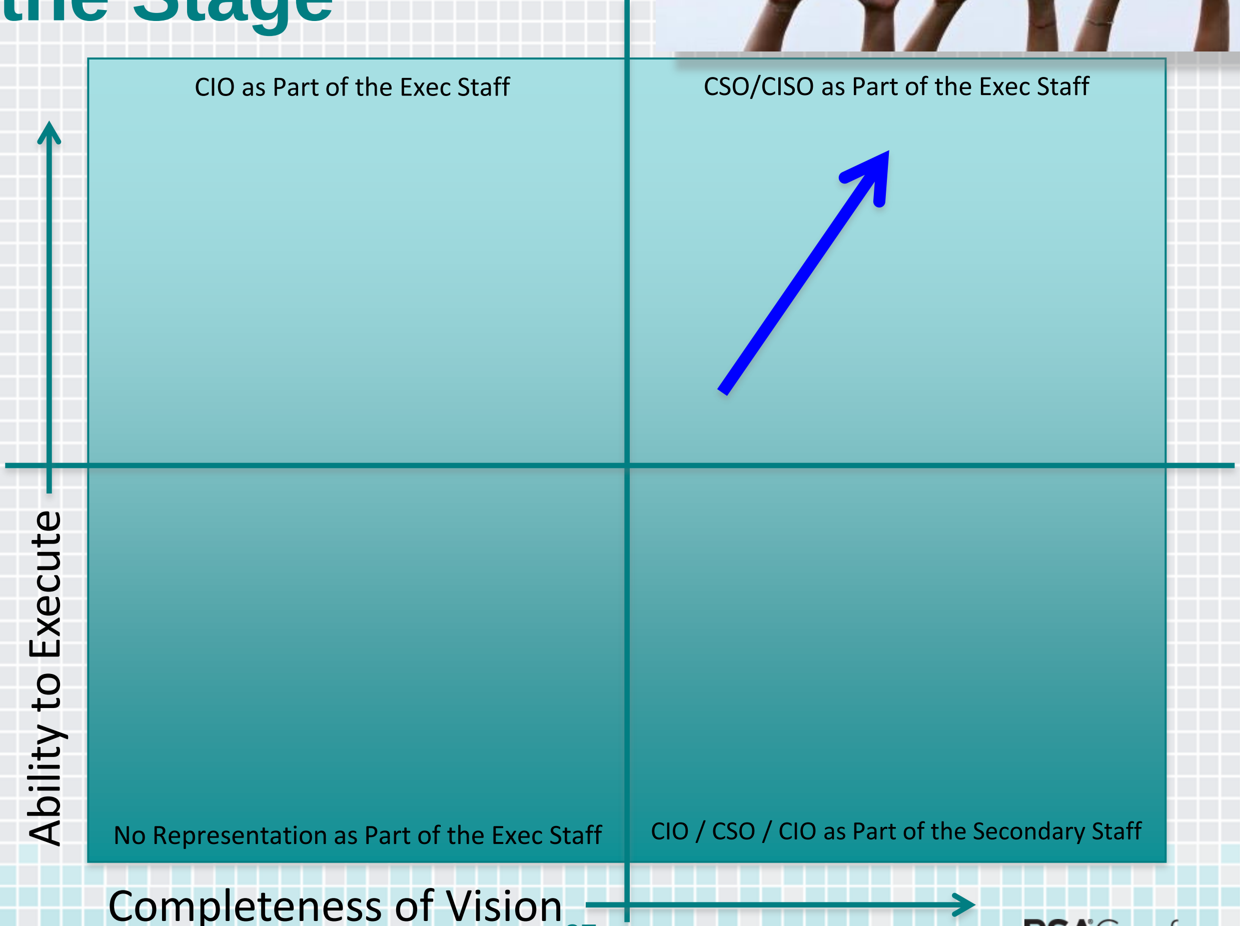

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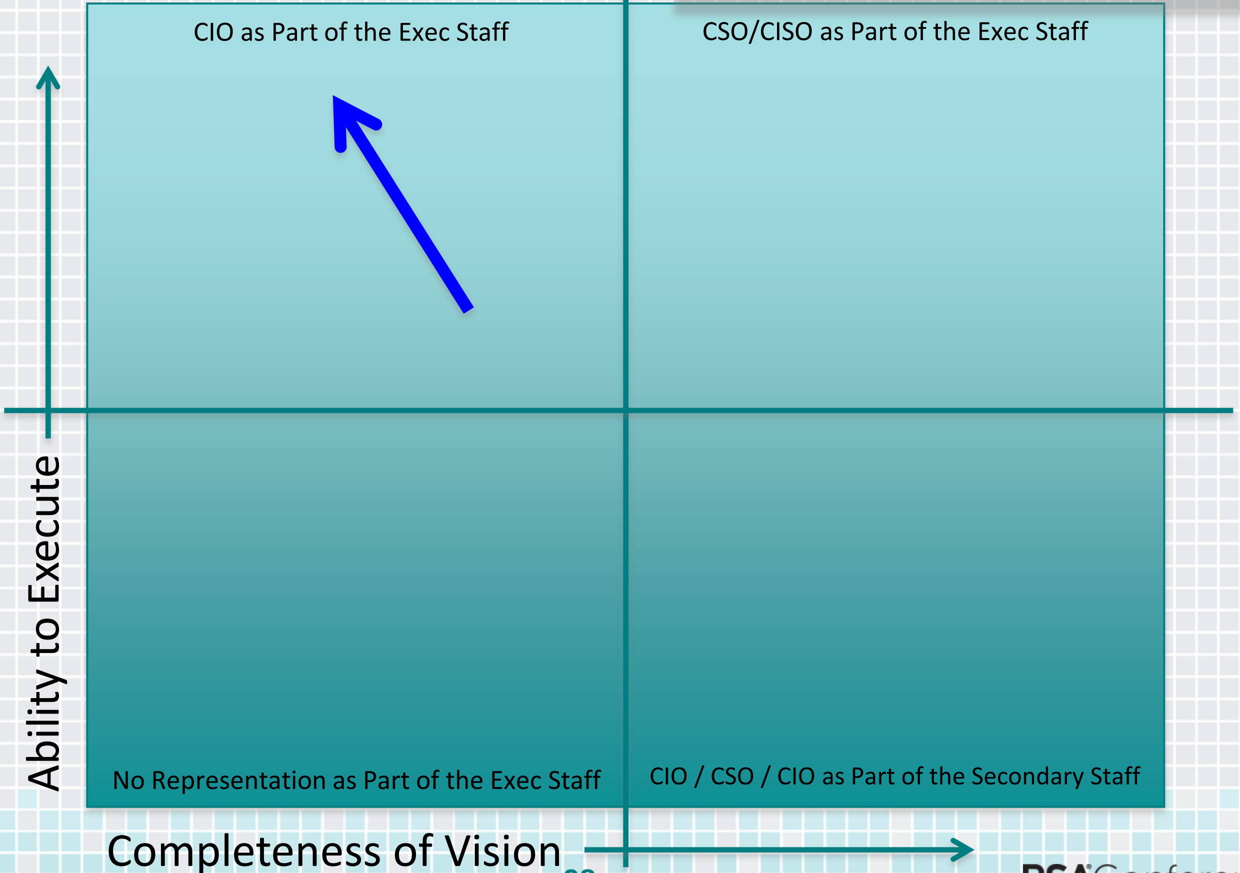

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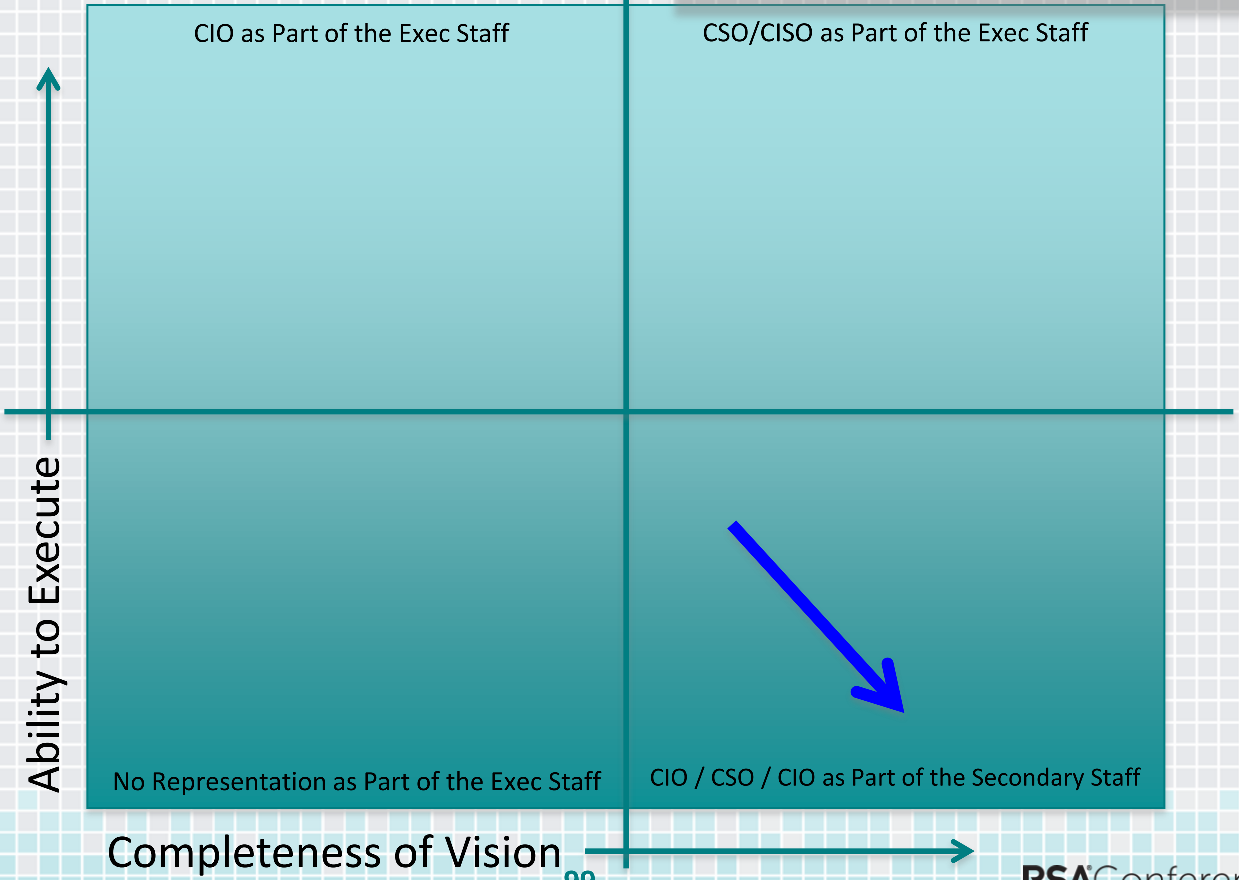

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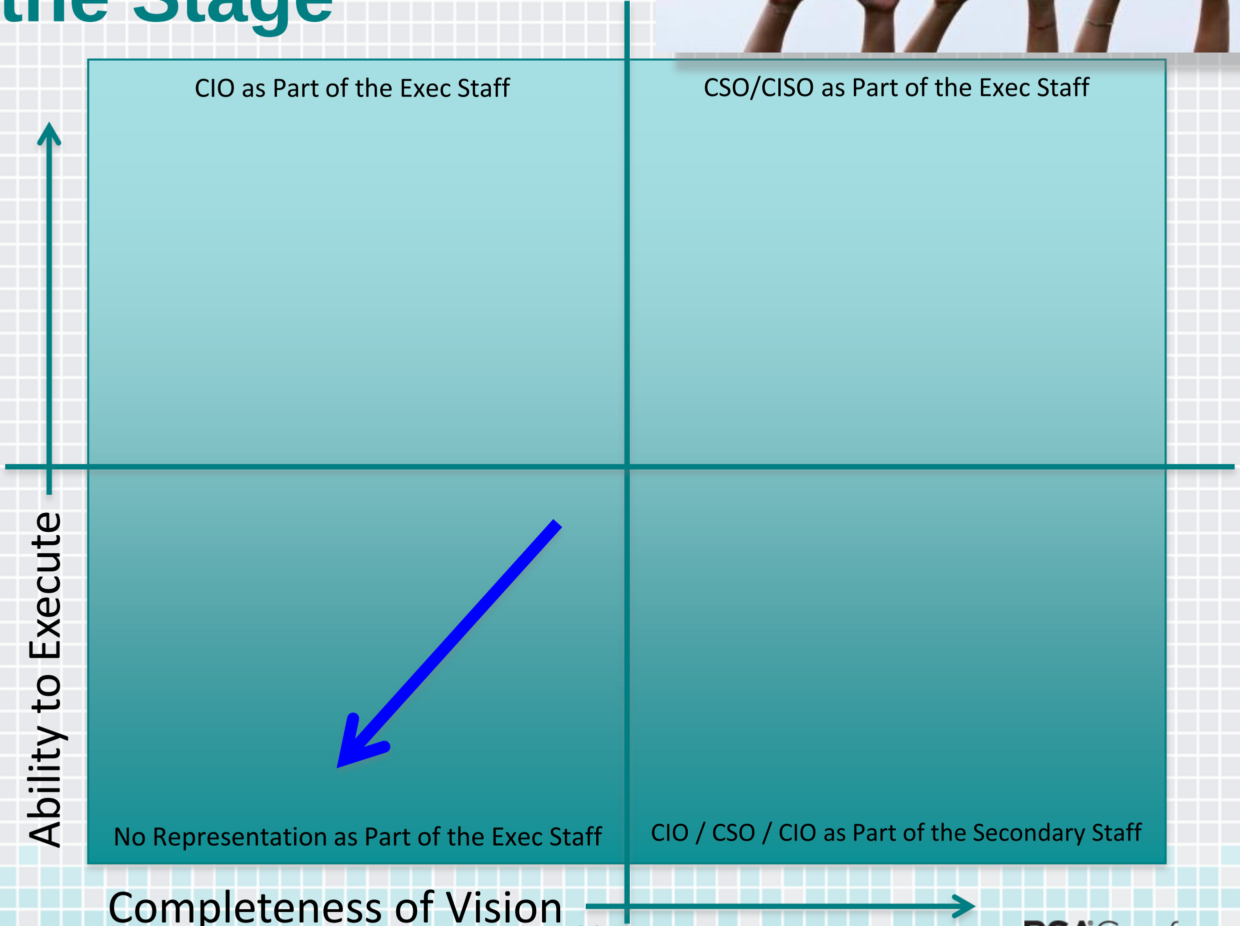

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Completeness of Vision

Setting the Stage

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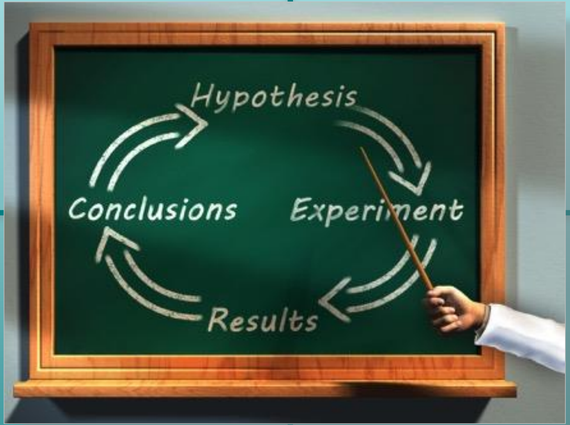
CSO/CISO as Part of the Exec Staff


Hypothesis
Experiment
Results
Conclusions

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CIO / CSO / CIO as Part of the Secondary Staff

Ability to Execute

Completeness of Vision

Key Take-Away

Today:

Business leaders **do not value** the **Cybersecurity Trifecta** as a contributor to the overall **growth and innovation** of the business.

Setting the Stage

STATISTICS

Setting the Stage

74% said CISOs **did not deserve** a seat at the leadership table.

60% said CISOs **would not succeed** in non-security leadership position.

44% said CISOs **should be** held **accountable** for data breaches.

50% said CISOs **should not be responsible** for security purchases.

Source: June 2014 survey of 203 U.S.-based CEOs, CIOs, CFOs by market research firm Opinion Matters

Setting the Stage

The average tenure of a CISO is 18 Months.

44% said CISOs **should be** held **accountable** for data breaches.

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Source: May 2013 State of Software Security Report by Veracode

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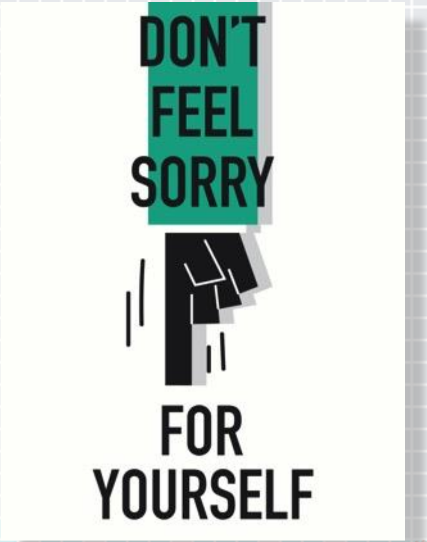
DON'T
FEEL
SORRY
FOR
YOURSELF

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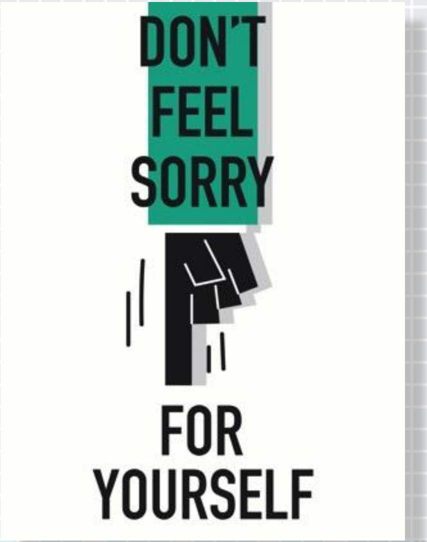
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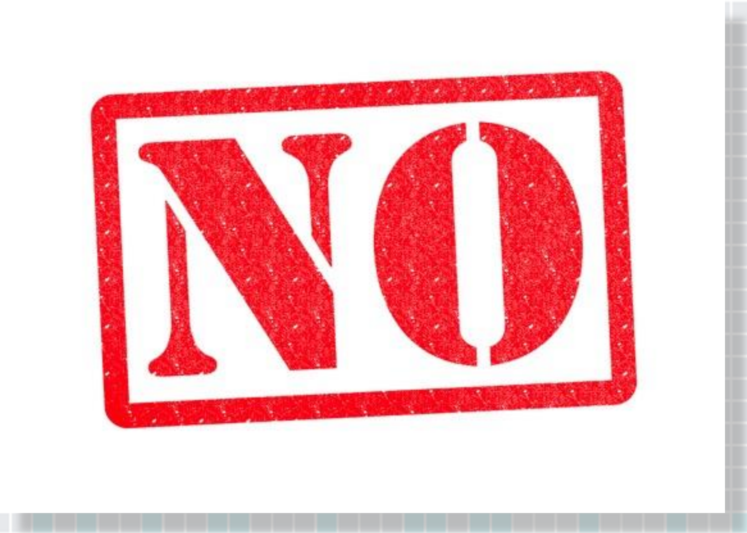

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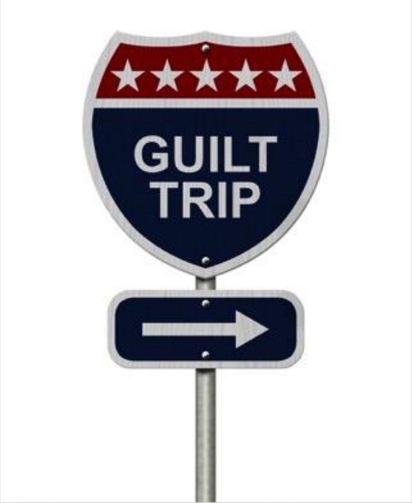

Setting the Stage

The average tenure of a CISO is 18 Months.

Setting the Stage

LANGUAGE
BARRIER

The average tenure of a CISO is 18 Months.

English
French
Chinese
Dutch
Japanese
Italian
Korean
Spanish
Thai
German
Russian

Setting the Stage

LANGUAGE BARRIER

10K

8K

EBIT

COGS

English
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Russian

CAGR

Business

GAAP

Profit

ARPU

Market Cap

Setting the Stage

LANGUAGE
BARRIER

English
French
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Japanese
Italian
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Spanish
Thai
German
Russian

Geek

Business

Setting the Stage

LANGUAGE BARRIER

English
French
Chinese
Dutch
Japanese
Italian
Korean
Spanish
Thai
German
Russian

Geek

Business

Setting the Stage

LANGUAGE
BARRIER

Vulnerability

Geek

English
French
Chinese
Dutch
Japanese
Italian
Korean
Spanish
Thai
German
Russian

Business

Setting the Stage

LANGUAGE BARRIER

Vulnerability

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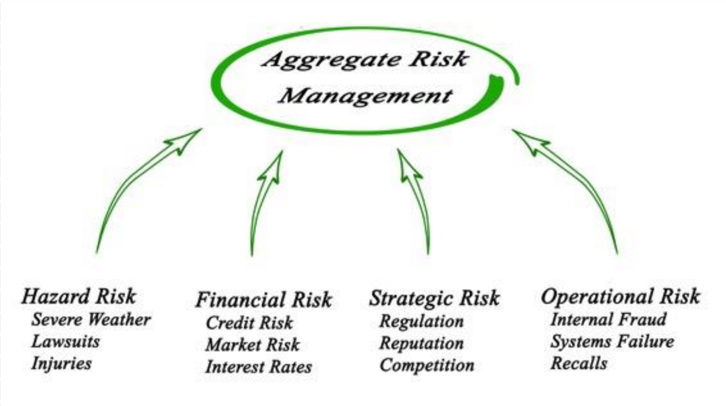

Aggregate Risk Management

Hazard Risk
Severe Weather
Lawsuits
Injuries

Financial Risk
Credit Risk
Market Risk
Interest Rates

Strategic Risk
Regulation
Reputation
Competition

Operational Risk
Internal Fraud
Systems Failure
Recalls

Geek

Business

INNOVATION
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Setting the Stage

LANGUAGE
BARRIER

NO
LOOPHOLE!

Geek

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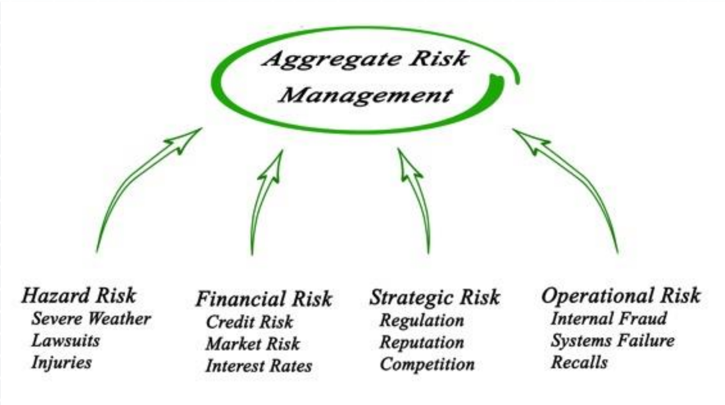
Russian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INNOVATION
NE
W

Setting the Stage

LOOPHOLE!
NO

Geek

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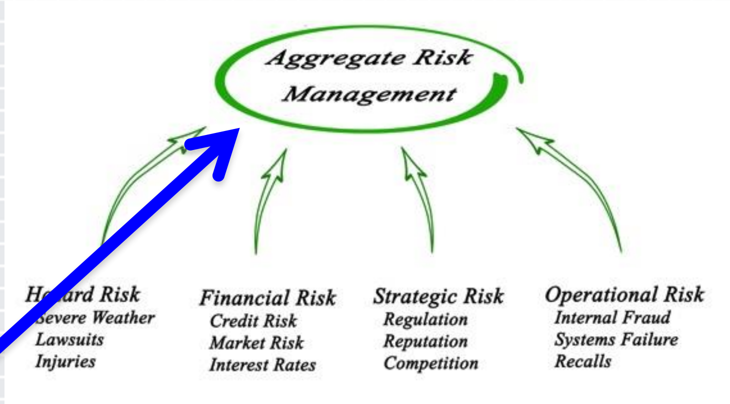
Russian

LANGUAGE BARRIER



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Business

Setting the Stage

LANGUAGE
BARRIER

NO
LOOPHOLE!

English
French
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Japanese
Italian
Korean
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Thai
German
Russian

How Likely?

How Impactful?

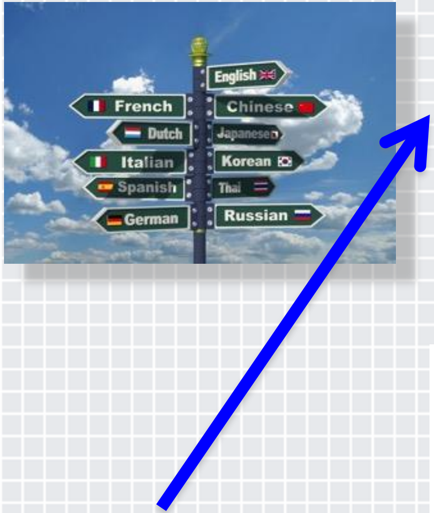
Geek

Setting the Stage

LANGUAGE
BARRIER

NO
LOOPHOLE!

Geek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How Likely?

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Setting the Stage

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BARRIER

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LOOPHOLE!

English
French
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How Likely?

How Impactful?

Geek

Setting the Stage

The average tenure of a CISO is 18 Months.

Source: May 2013 State of Software Security Report by Veracode

Key Take-Away

Today:

The Cybersecurity **Trifecta** is **not helping** the business **grow** and **innovate** because it has **not learned** to speak the **language of business**.

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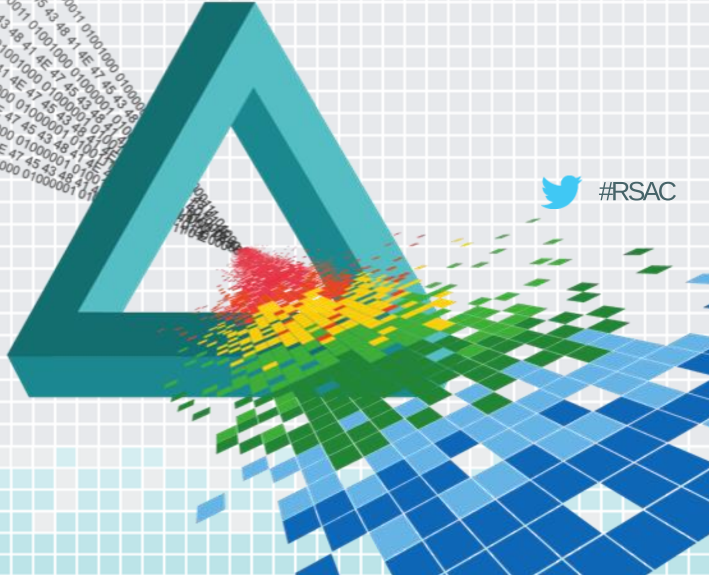
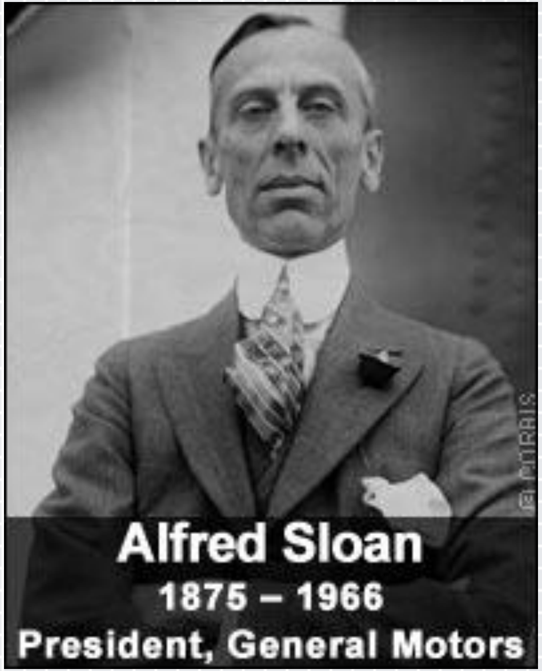
A Little Biz History:

The Evolution of the Cybersecurity Executive Trifecta: The CSO/CIO/CISO



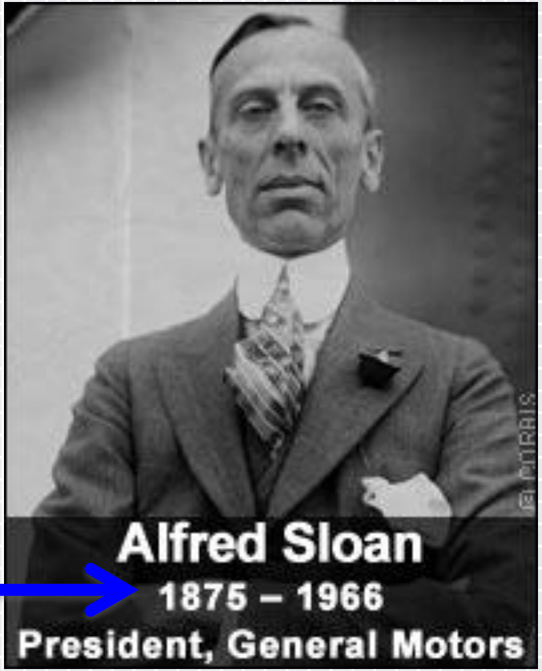
#RSAC

History of the C-Suite


©CORBIS
Alfred Sloan
1875 – 1966
President, General Motors

Source: “Durant vs Sloan” by Steve Blank, 2009

History of the C-Suite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President, General Motors
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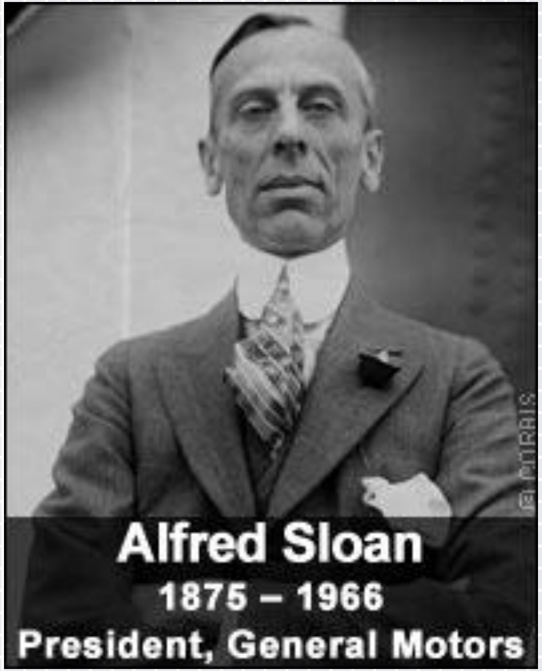
Source: “Durant vs Sloan” by Steve Blank, 2009

History of the C-Suite

1923 - 1960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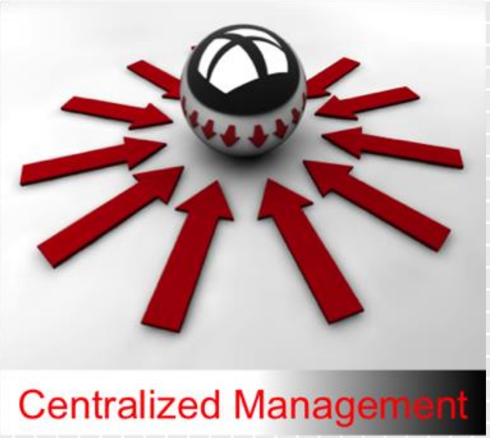
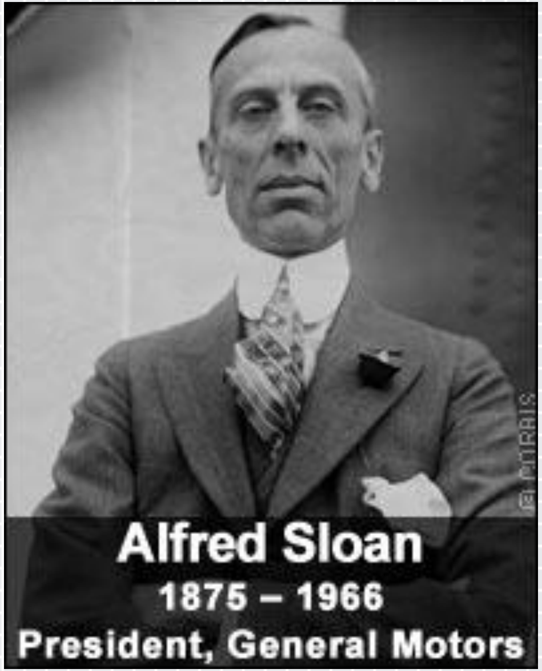
History of the C-Suite


Centralized Management

1923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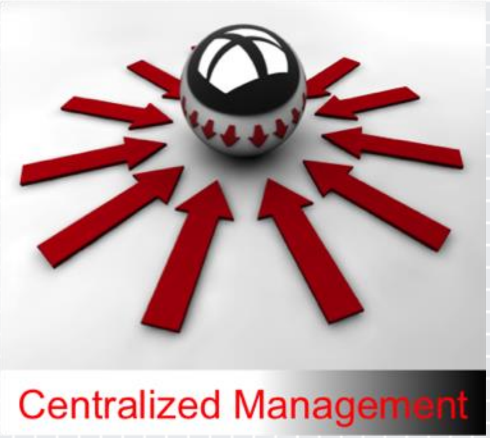
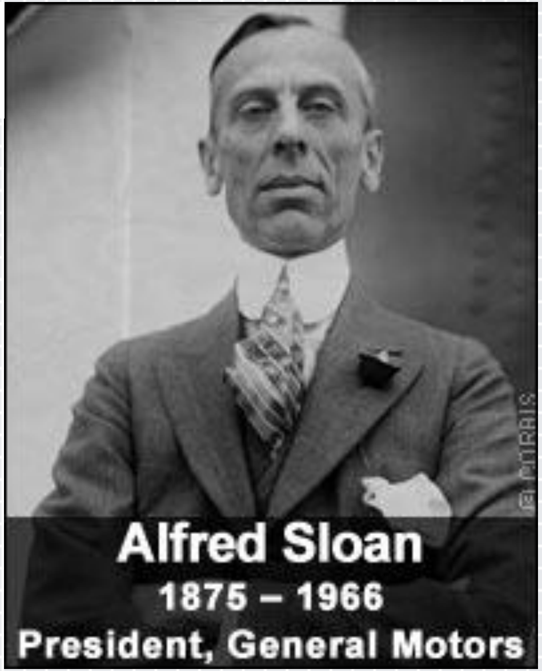
History of the C-Suite

1923


Centralized Management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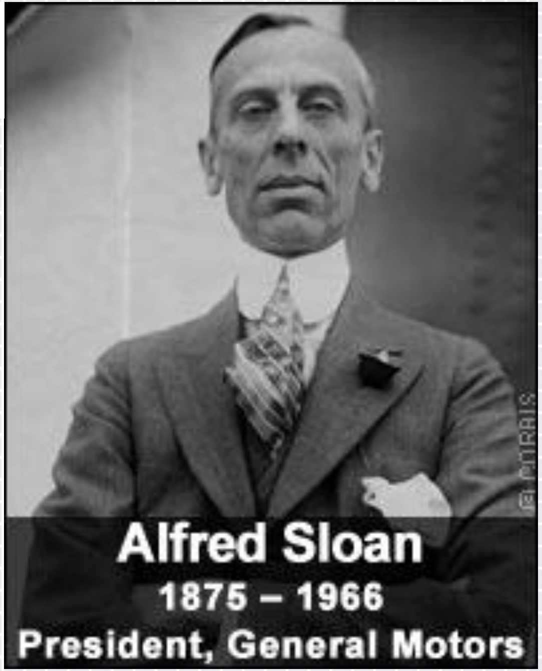
History of the C-Suite

1923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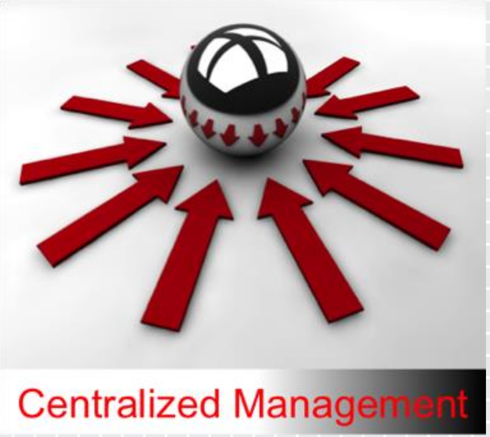
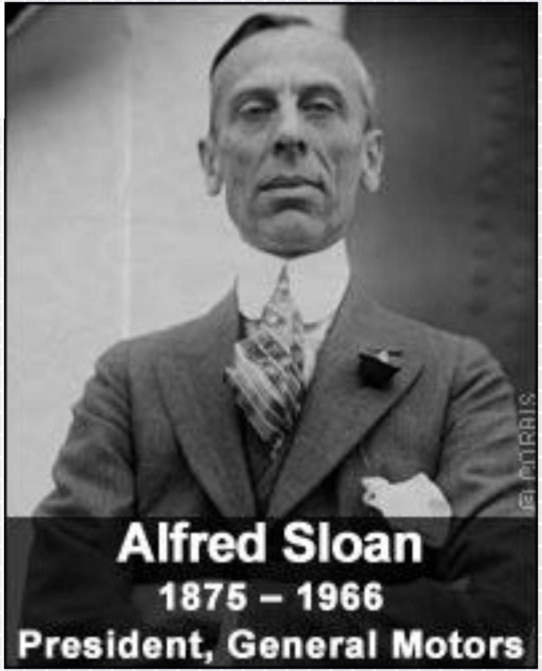
History of the C-Suite


Centralized Management

1923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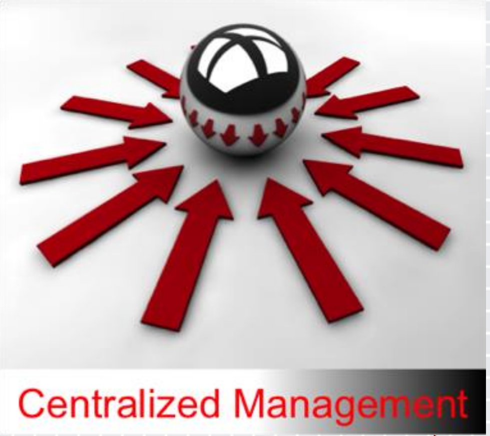
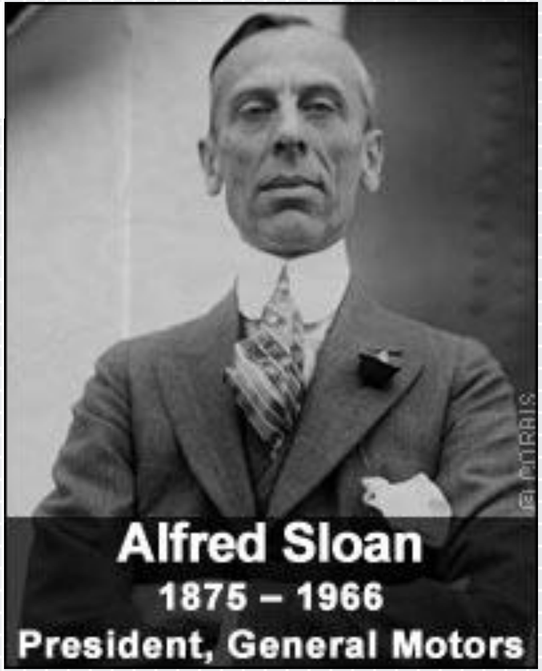

Centralized Management

1923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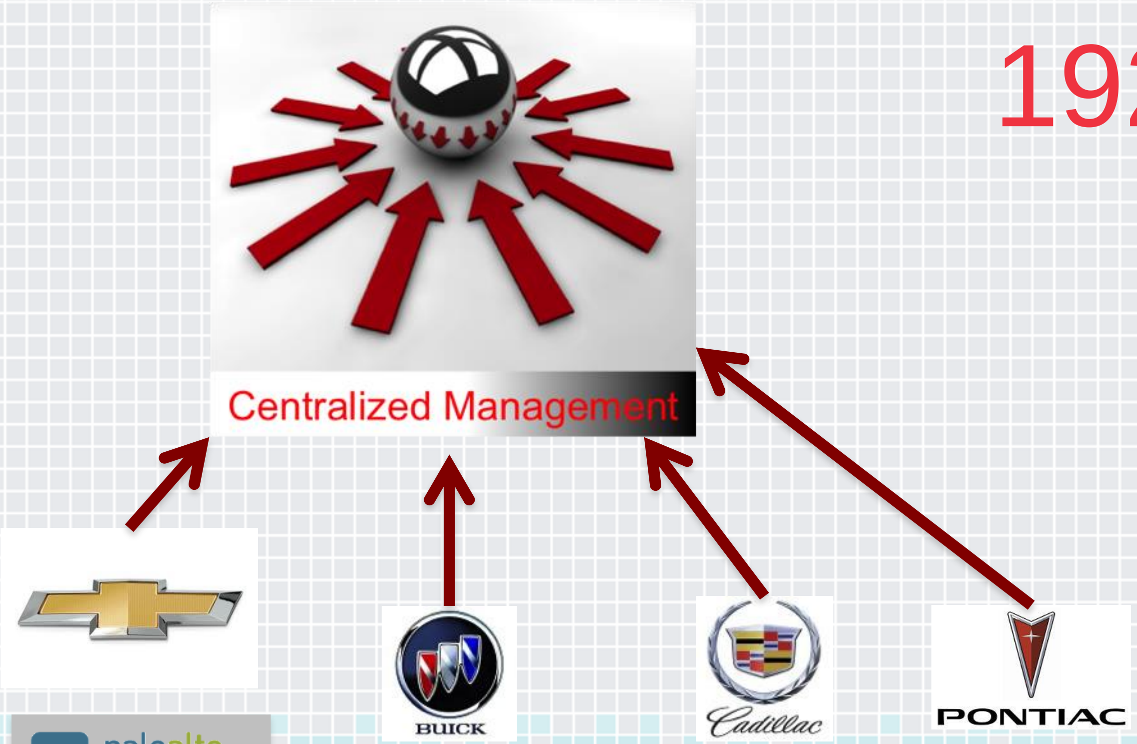
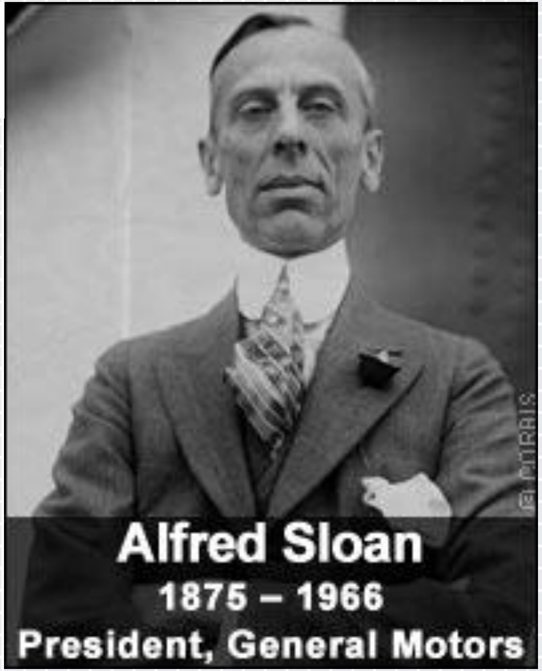

Centralized Management
BUICK
Cadillac
PONTIAC

1923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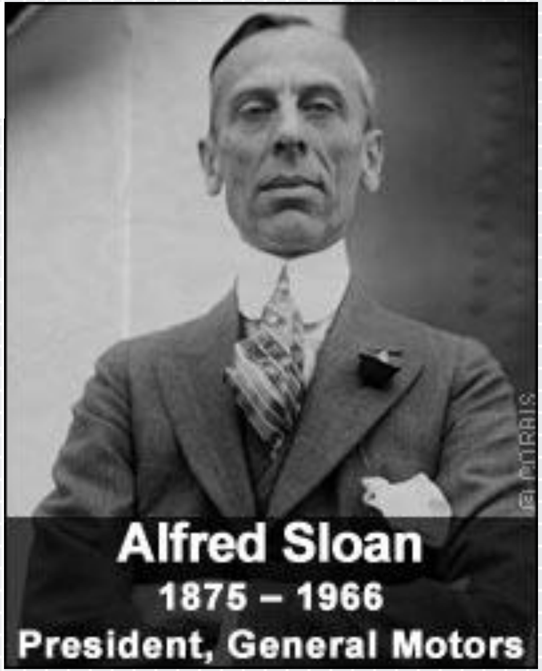

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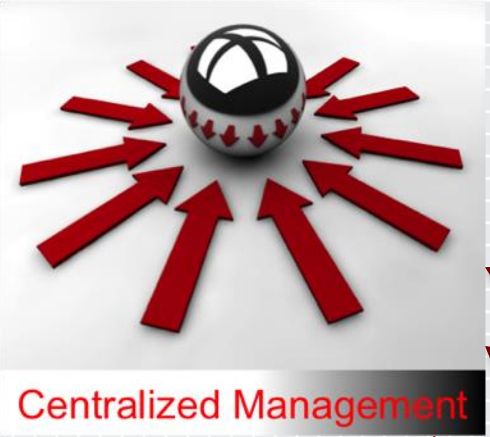

Centralized Management

BUICK

Cadillac

PONTIAC

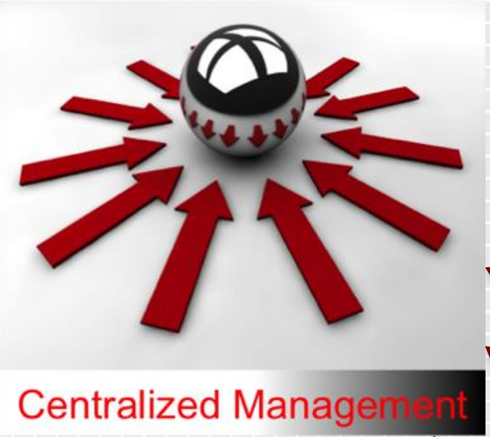
Oldsmobile

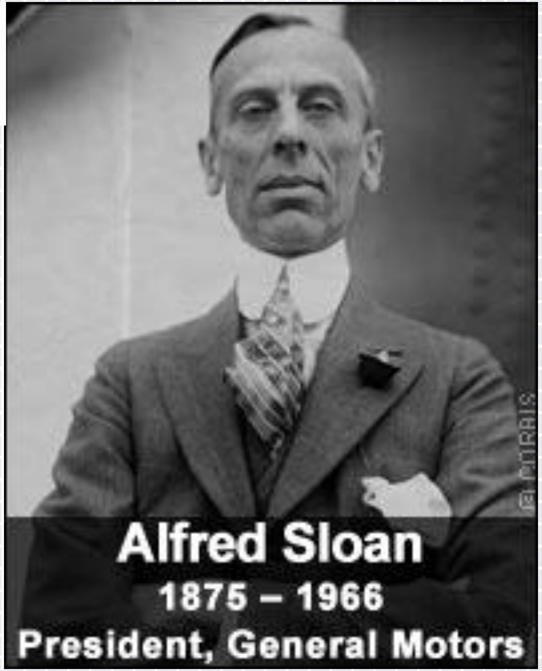
Source: “Durant vs Sloan” by Steve Blank, 2009

History of the C-Suite

FAIL

1923


Centralized Management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President, General Motors
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BUICK

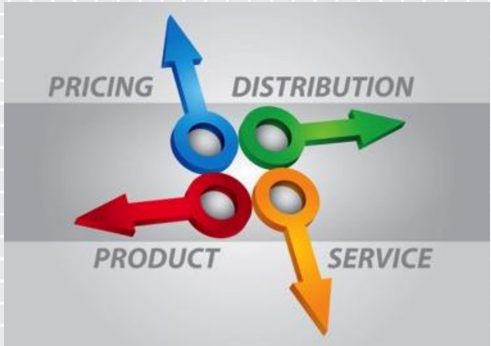
Cadillac

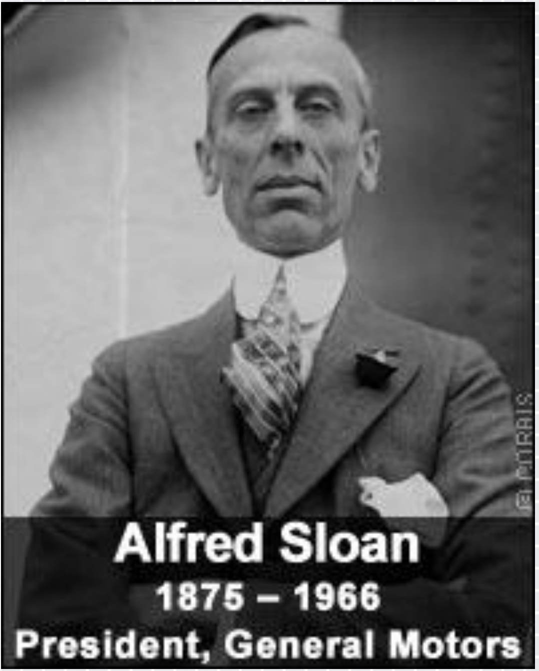
PONTIAC

Oldsmobile

Source: “Durant vs Sloan” by Steve Blank, 2009

History of the C-Suite


PRICING
DISTRIBUTION
PRODUCT
SERVICE



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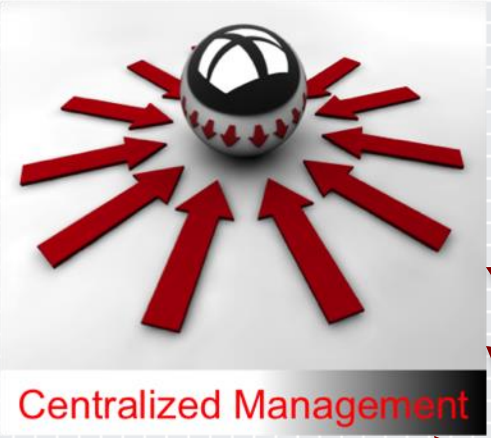

Centralized Management

BUICK

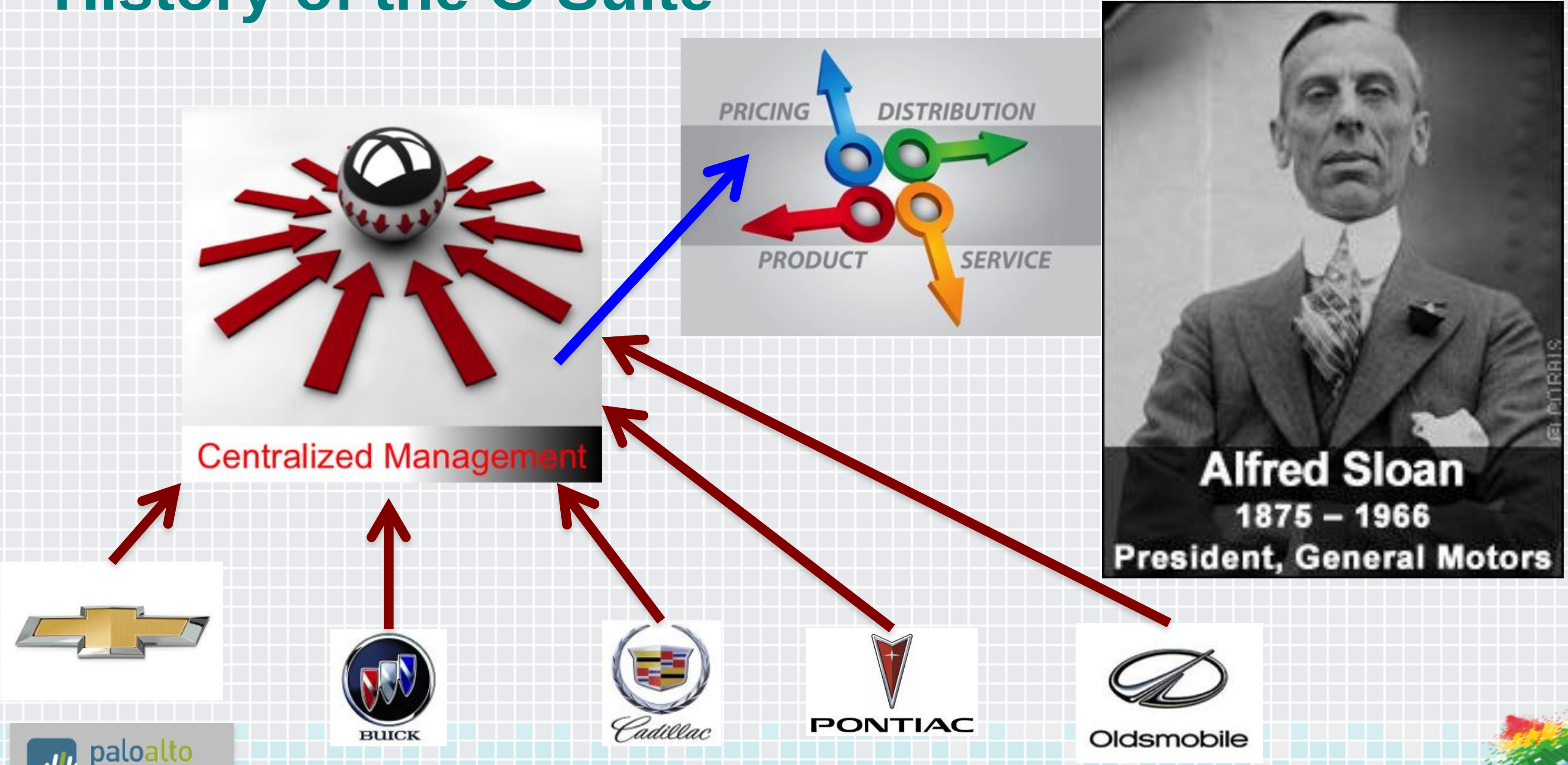
Cadillac

PONTIAC

Oldsmobile

Source: “Durant vs Sloan” by Steve Blank, 2009

History of the C-Suite


PRICING
DISTRIBUTION
PRODUCT
SERVICE
Centralized Management
Alfred Sloan
1875 – 1966
President, General Motors
BUICK
Cadillac
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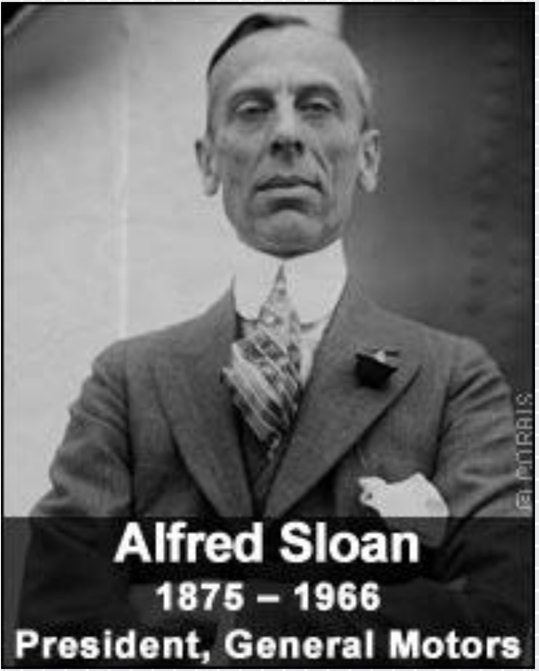
Source: “Durant vs Sloan” by Steve Blank, 2009

History of the C-Suite

PRICING
DISTRIBUTION
PRODUCT
SERVICE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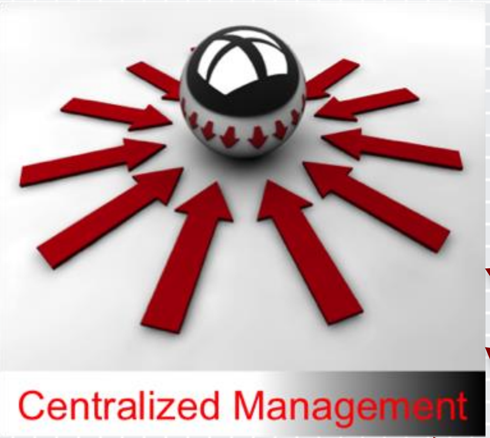
Centralized Management

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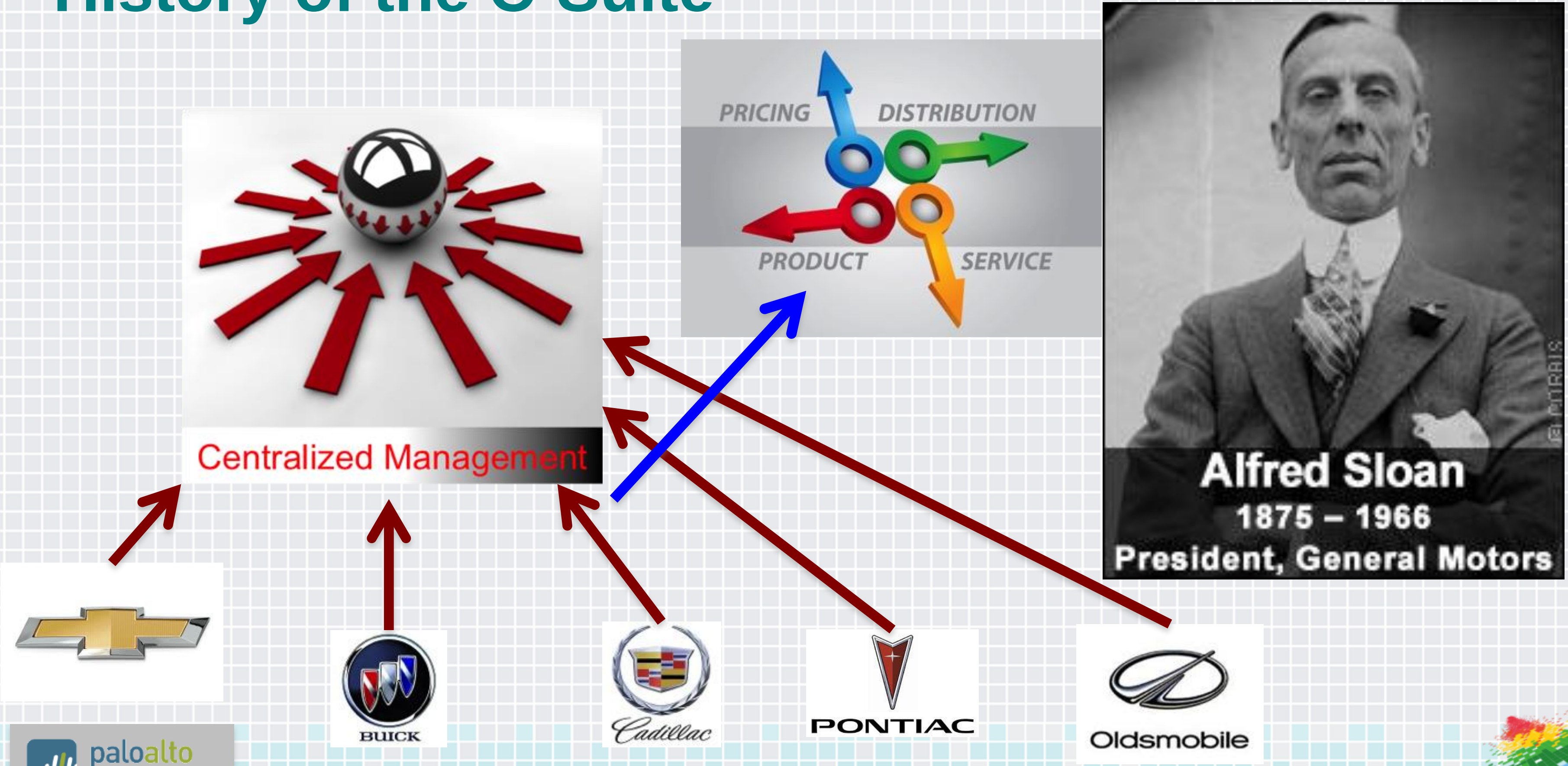
Cadillac

PONTIAC

Oldsmobile

Source: “Durant vs Sloan” by Steve Blank, 2009

History of the C-Suite


PRICING
DISTRIBUTION
PRODUCT
SERVICE
Centralized Management
Alfred Sloan
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President, General Motors
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PONTIAC
Oldsmobile

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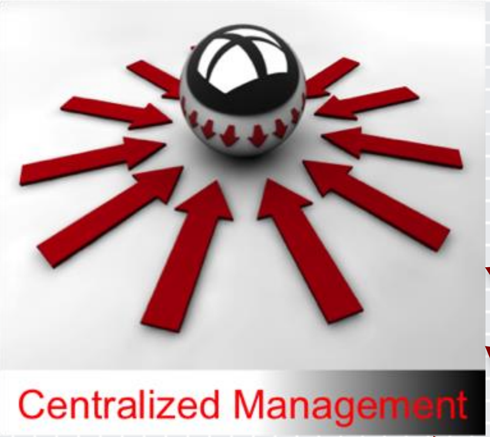
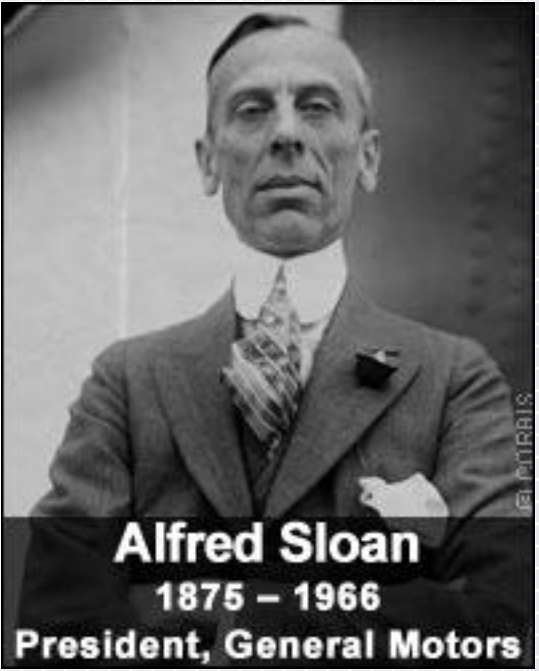
History of the C-Suite


Centralized Management

PRICING
DISTRIBUTION
PRODUCT
SERVICE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Cadillac

PONTIAC

Oldsmobile

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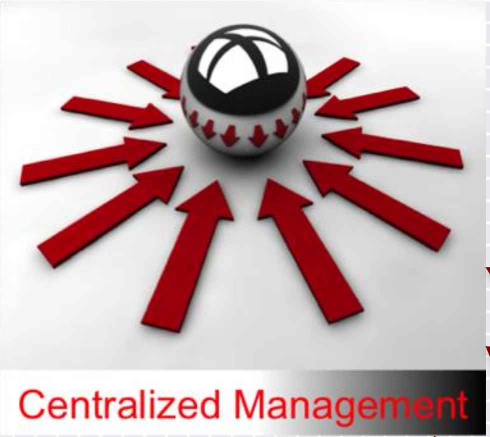
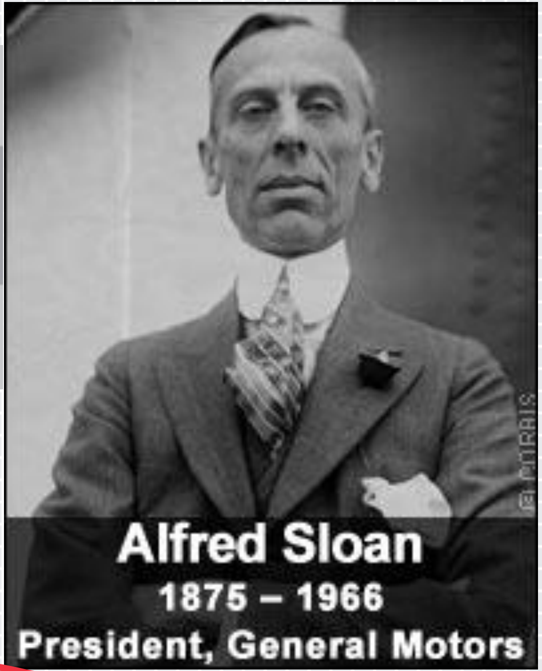

Centralized Management

PRICING
DISTRIBUTION
PRODUCT
SERVICE



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Cadillac

PONTIAC

Oldsmobile

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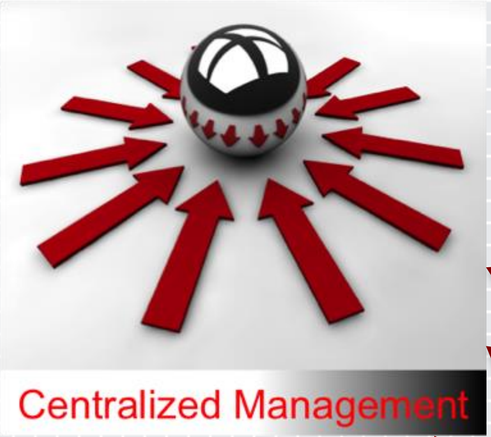
History of the C-Suite

BANKRUPT

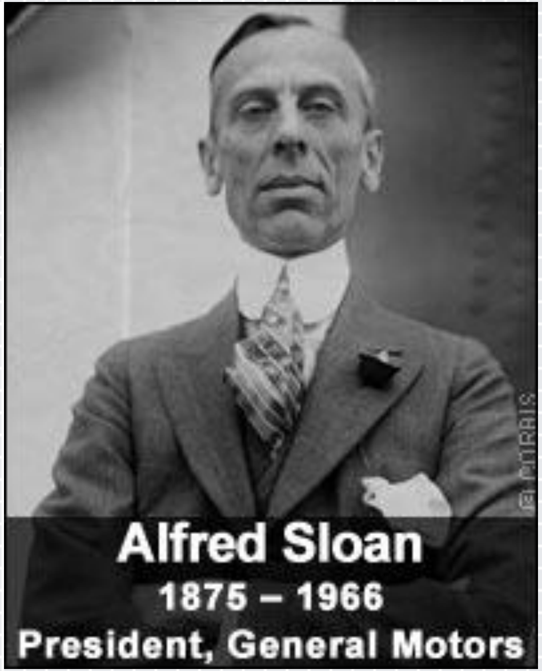

Centralized Management

BUICK

Cadillac

PONTIAC

Oldsmobile



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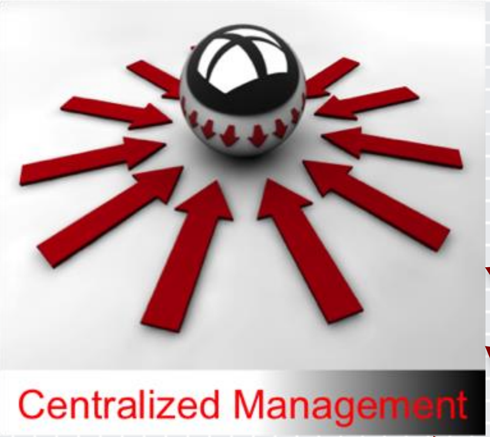
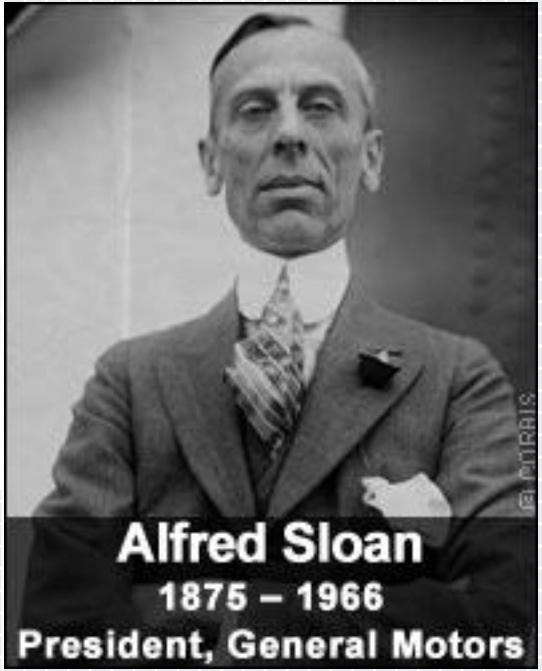
History of the C-Suite


Centralized Management

BANKRUPT
INVENTORY


Alfred Sloan
1875 – 1966
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BUICK

Cadillac

PONTIAC

Oldsmobile

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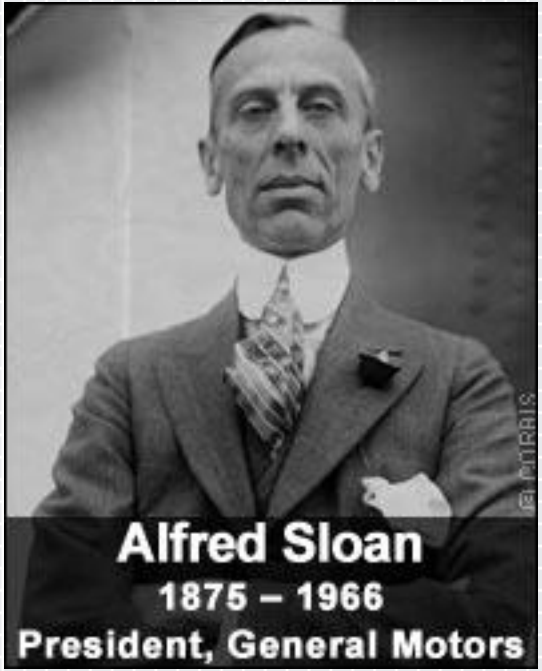
History of the C-Suite

PROBLEM
SOLVER
No Challenge Too Big.
Address
Phone
Email
Website

Risk
Profit
Loss



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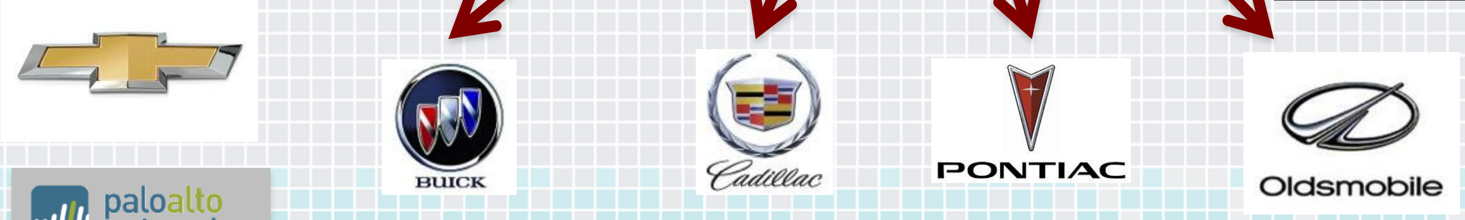
BUICK
Cadillac
PONTIAC
Oldsmobile

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History of the C-Suite

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No Challenge Too Big.
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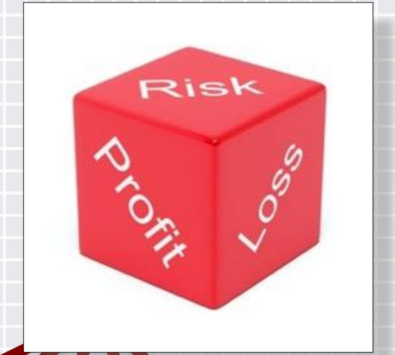
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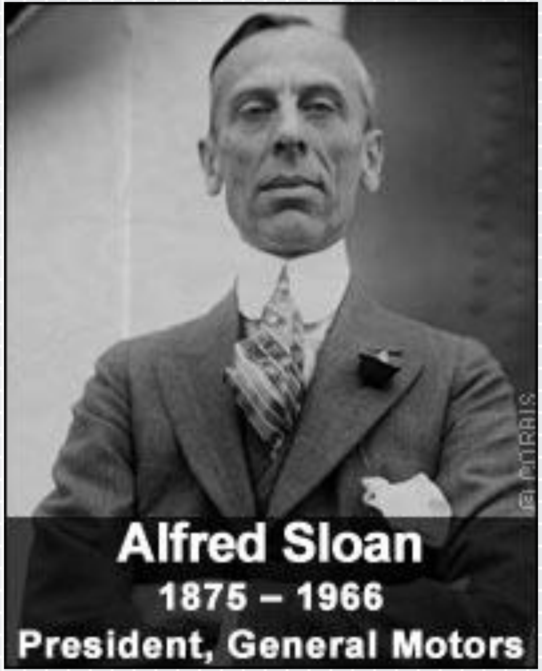

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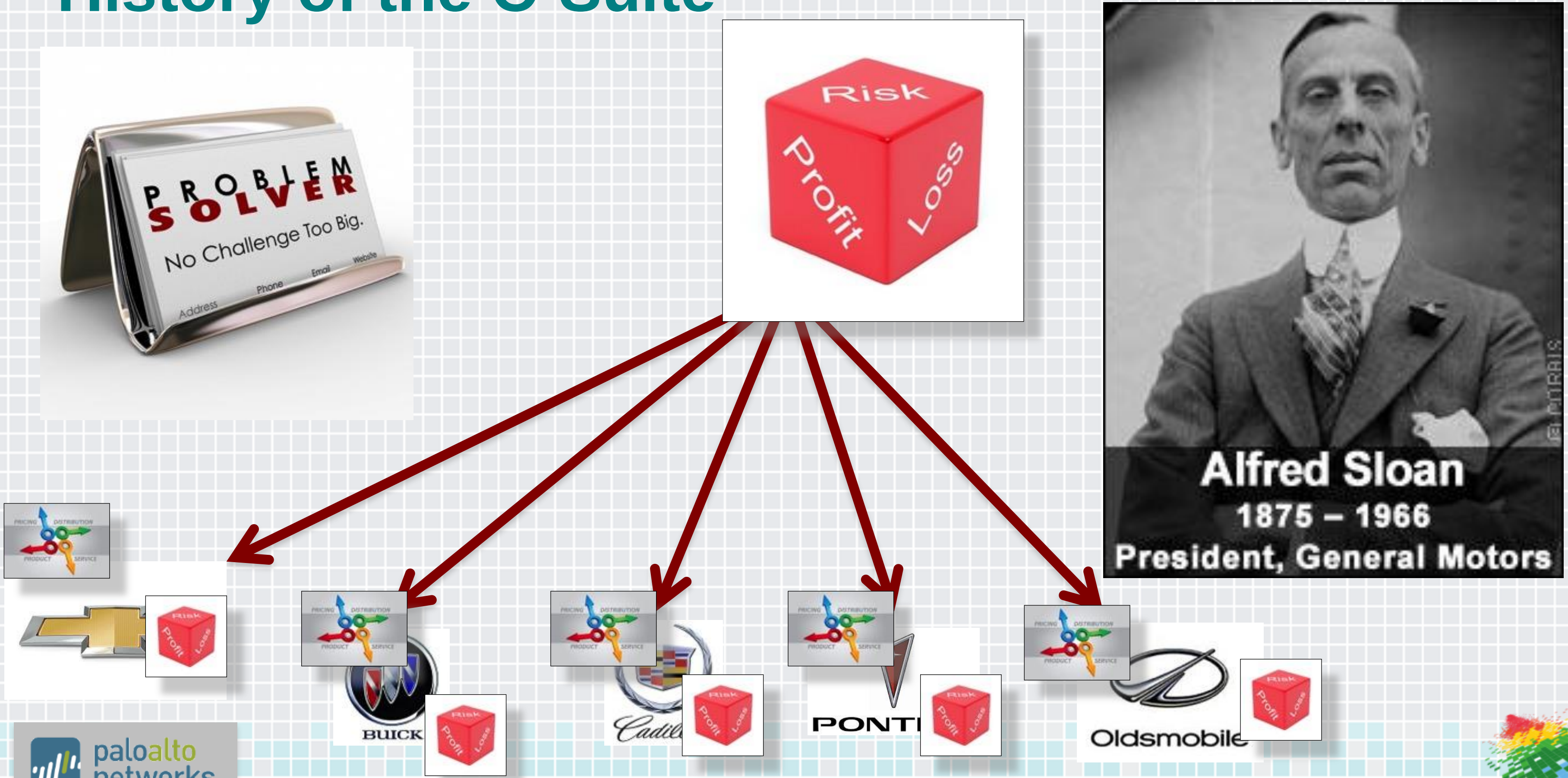
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BUICK
Cadil
PONT
Oldsmobile
Alfred Sloan
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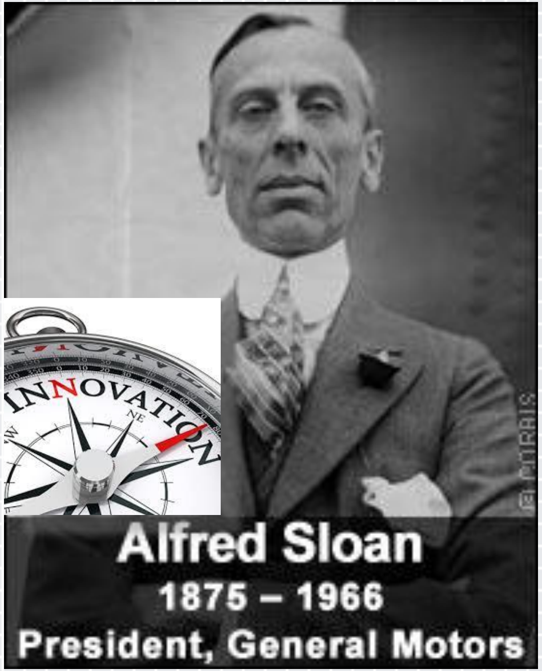
President, General Motors

Source: “Durant vs Sloan” by Steve Blank, 2009

History of the C-Suite

- **Invented Forecasting**: Comparing division forecasts with the corporation financial goals.



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History of the C-Suite

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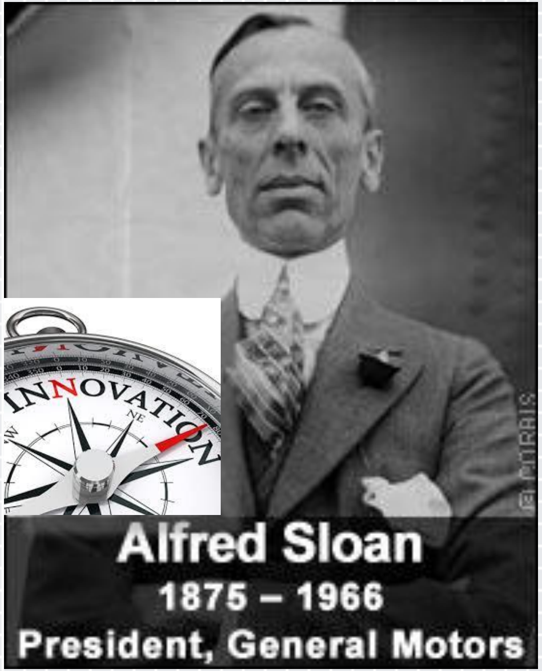
- **Invented Sales Dashboards**: reports to indicated when divisions deviated from plan.



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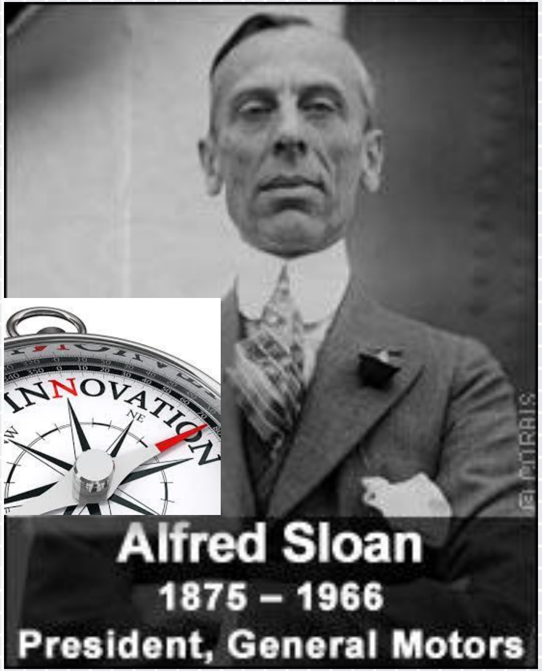

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History of the C-Suite

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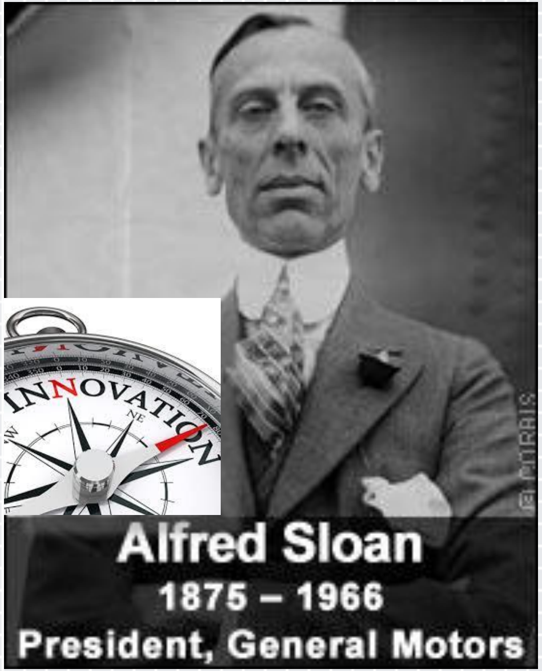
- **Invented Sales Dashboards**: reports to indicated when divisions deviated from plan.
- **Invented Performance Rewards**: Allocated resources and compensation based on performance criteria
- **Invented Business as a Profession**: Leaders duty-bound to put the interests of the enterprise ahead of his own.



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1875 – 1966
President, General Motors

Source: “Durant vs Sloan” by Steve Blank, 2009

History of the C-Suite

Production
Sale
Success
Development
Analysis
Business Plan
Alfred Sloan
1875 – 1966
President, General Motors

Source: “Durant vs Sloan” by Steve Blank, 2009

History of the C-Suite

In 1923:

- Ford had 60% of the market
- GM had 20%

Production
Sale
Success
Development
Analysis
Business Plan
Alfred Sloan
1875 – 1966
President, General Motors

Source: “Durant vs Sloan” by Steve Blank, 2009

History of the C-Suite

In 1923:

- Ford had 60% of the market
- GM had 20%

In 1932:

- Ford had 20% of the market
- GM had 43%

- A lead it never relinquished.

Production
Sale
Success
Development
Analysis
Business Plan
Alfred Sloan
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President, General Motors

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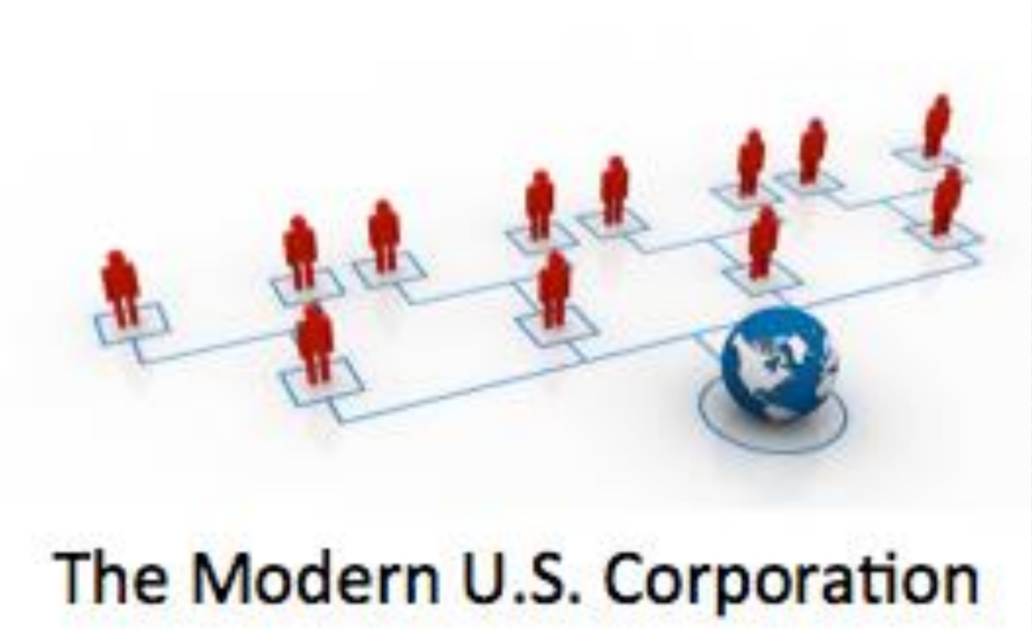
History of the C-Suite



The Modern U.S. Corporation

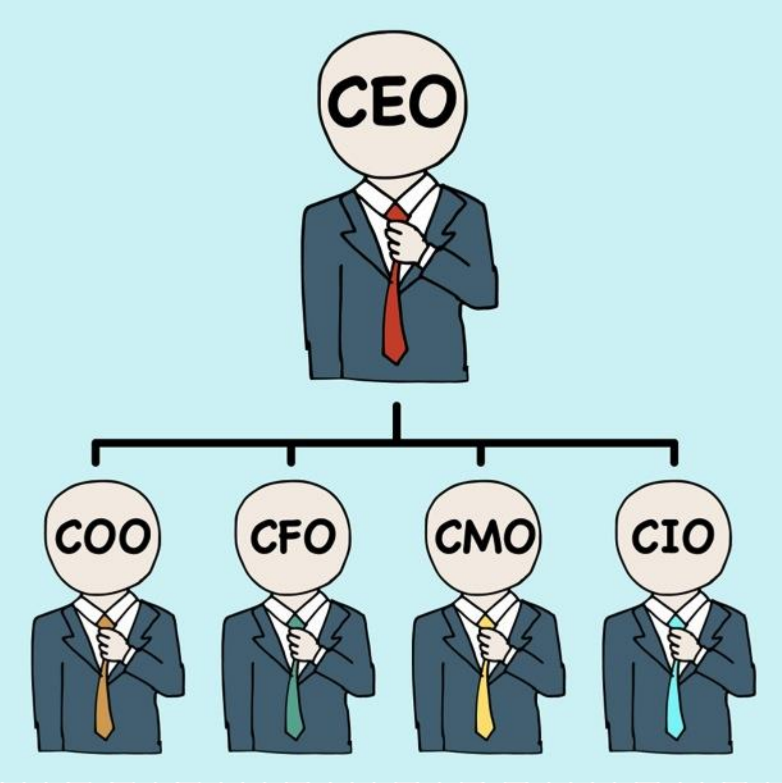
FIFTEEN CENTS
TIME
The Weekly News-Magazine
ALFRED PRITCHARD SLOAN JR.
Vol. VIII, No. 26
DECEMBER 27, 1926

Alfred Sloan
1875 – 1966
President, General Motors

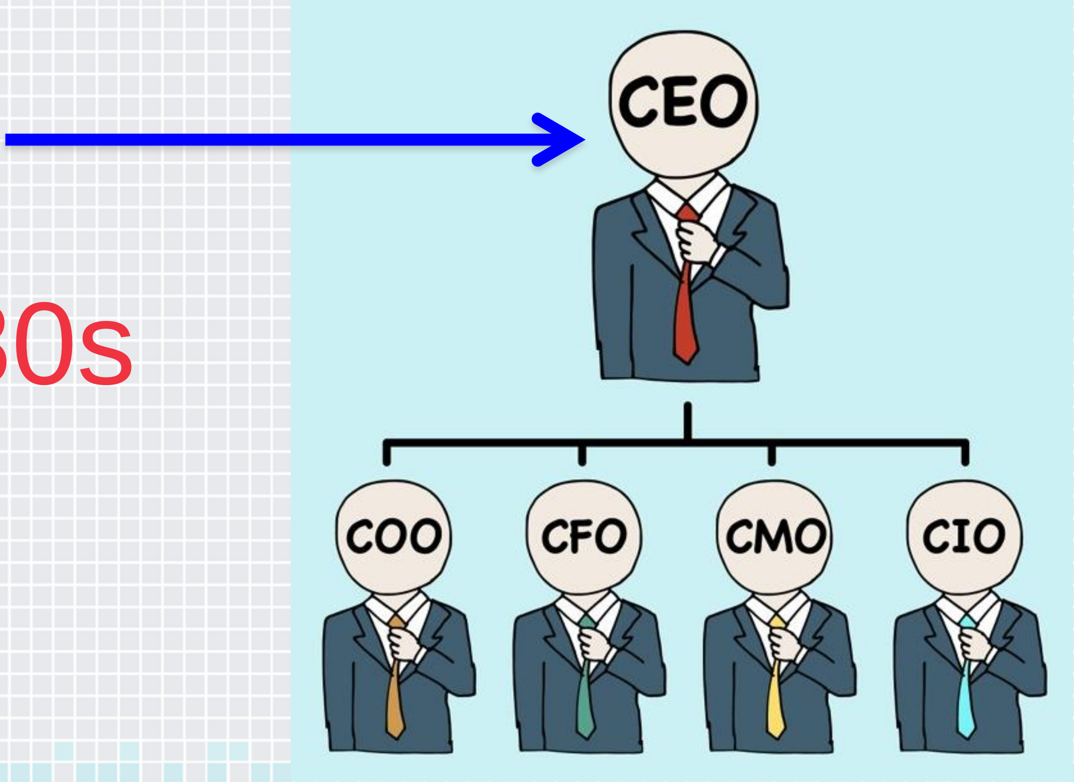
Source: “Durant vs Sloan” by Steve Blank, 2009

Evolution of the CIO – CISO - CSO

1980s


CEO
COO
CFO
CMO
CIO

Evolution of the CIO – CISO - CSO

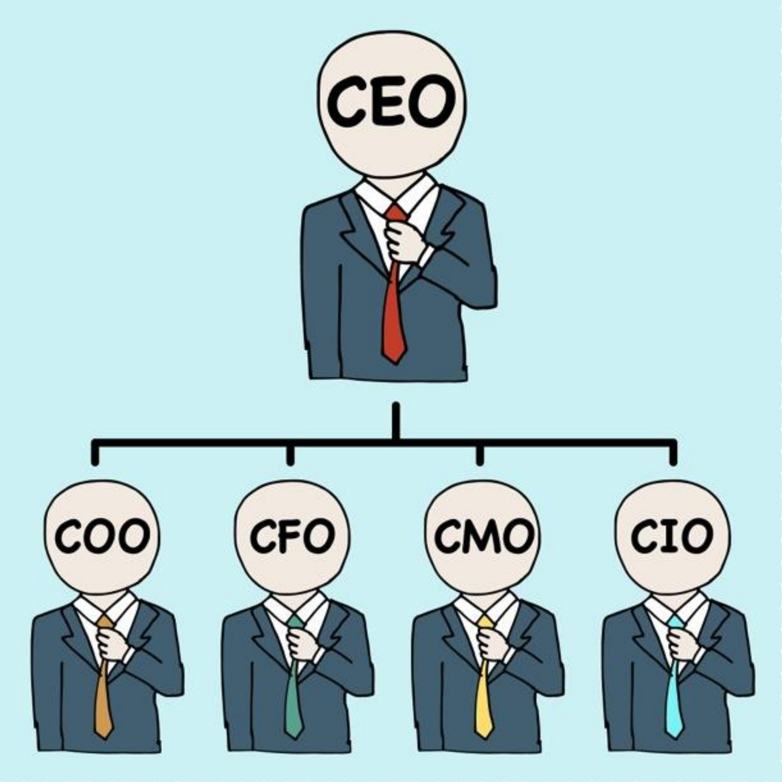

CEO
COO
CFO
CMO
CIO

1980s

Evolution of the CIO – CISO - CSO

CORE
COMPETENCIES

Technical Executives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CFO
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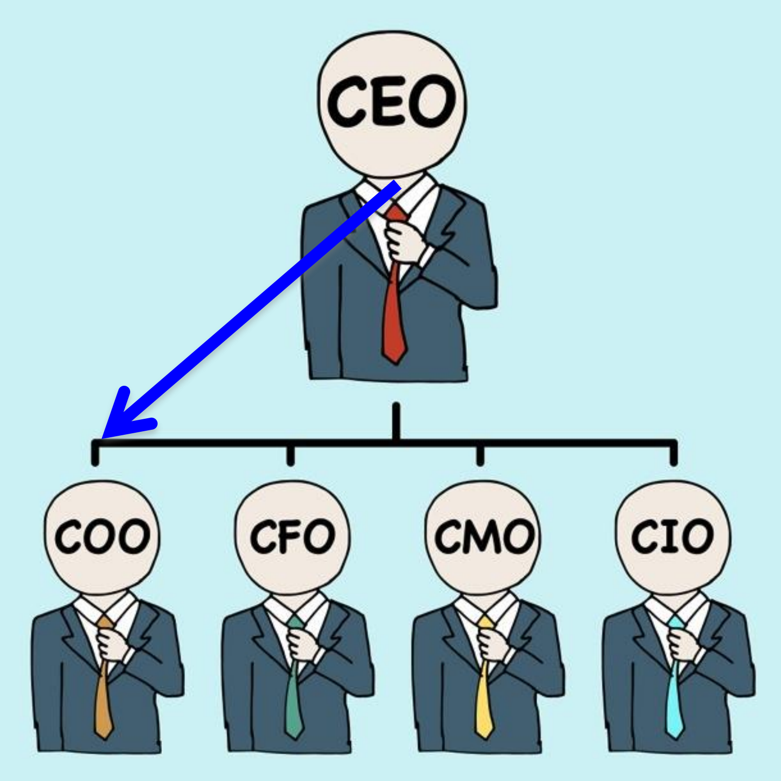
CIO

Evolution of the CIO – CISO - CSO

CORE
COMPETENCIES

Technical Executives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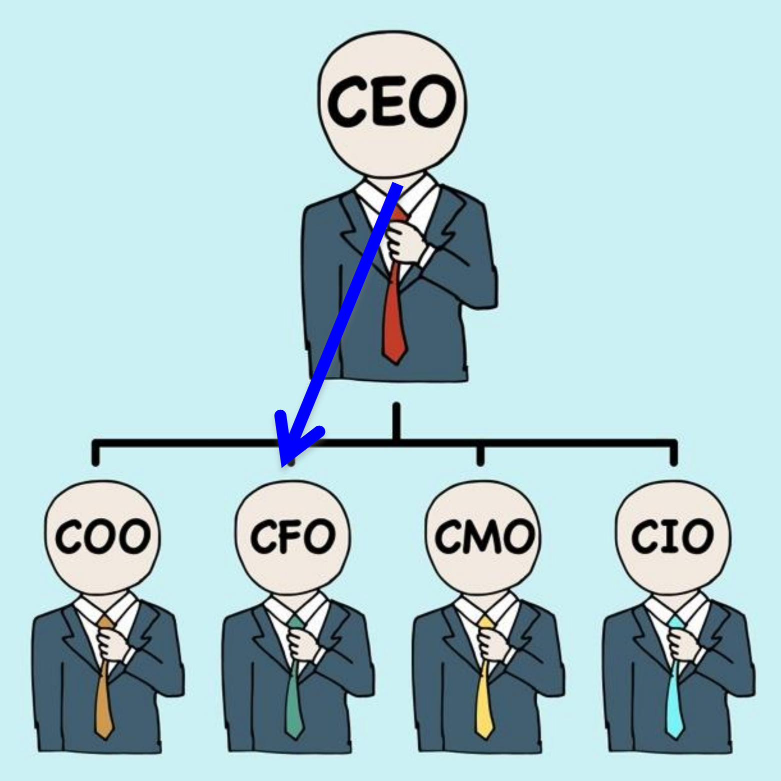
Evolution of the CIO – CISO - CSO

CORE
COMPETENCIES

Technical Executives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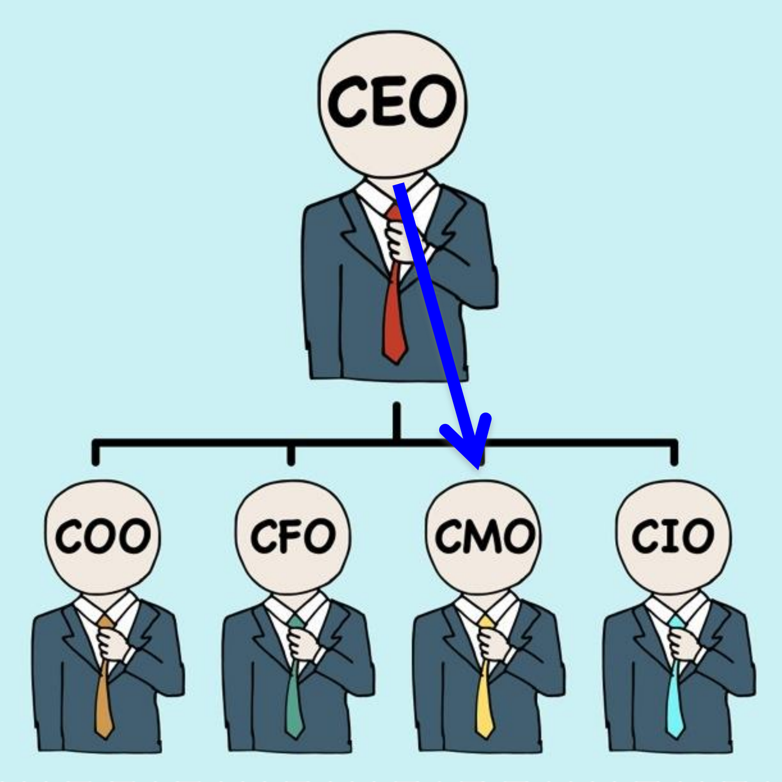
COMPETENCIES

Technical Executives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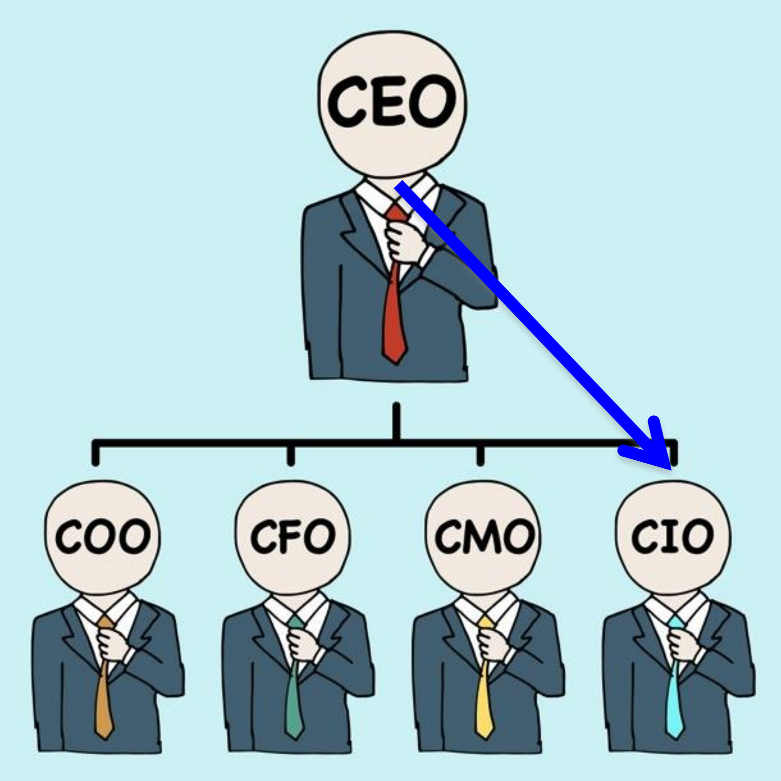
CORE
COMPETENCIES

Technical Executives


CEO
COO
CFO
CMO
CIO

Evolution of the CIO – CISO - CSO

CIO

Bank of America

American Airlines

1986

Source: "The Emergence of the CIO," IBM

Evolution of the CIO – CISO - CSO

Management’s Newest Star:
Meet the Chief Information Officer

BusinessWeek

1986

Source: “The Emergence of the CIO,” IBM

Evolution of the CIO – CISO - CSO

CISO

1995

Source: "EVOLUTION OF THE CISO," by Thomas Borton, 13 March 2014

Evolution of the CIO – CISO - CSO

Steve Katz

CITICORP

CYBER CRIME

CISO

1995

Source: "EVOLUTION OF THE CISO," by Thomas Borton, 13 March 2014

Evolution of the CIO – CISO - CSO

First CISOs

Information technology
Shift

Evolution of the CIO – CISO - CSO

VENDOR SOLUTIONS

MITIGATION

First CISOs

Information technology
Shift
P
L
M

Evolution of the CIO – CISO - CSO

VIRUS! DETECTED
DETECTED VIRUS!

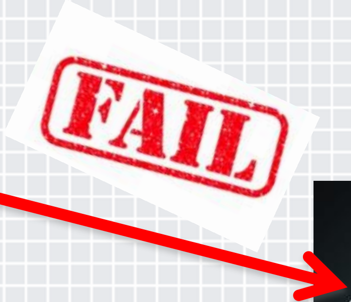
Business
Risk → Management
Operation
Marketing
Financial

First CISOs

Information technology
Shift

Evolution of the CIO – CISO - CSO

VIRUS! DETECTED
DETECTED VIRUS!



Business
Risk → Management
Operation
Marketing
Financial

First CISOs

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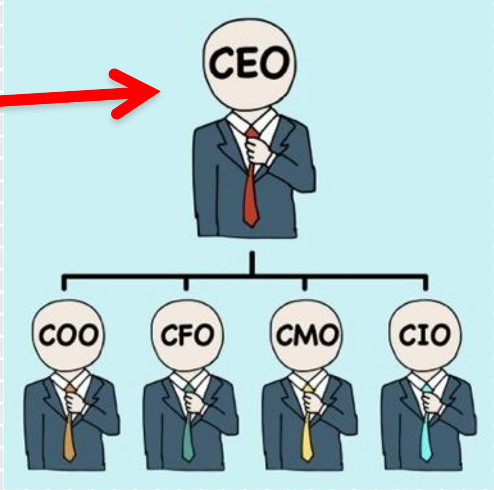
Vulnerability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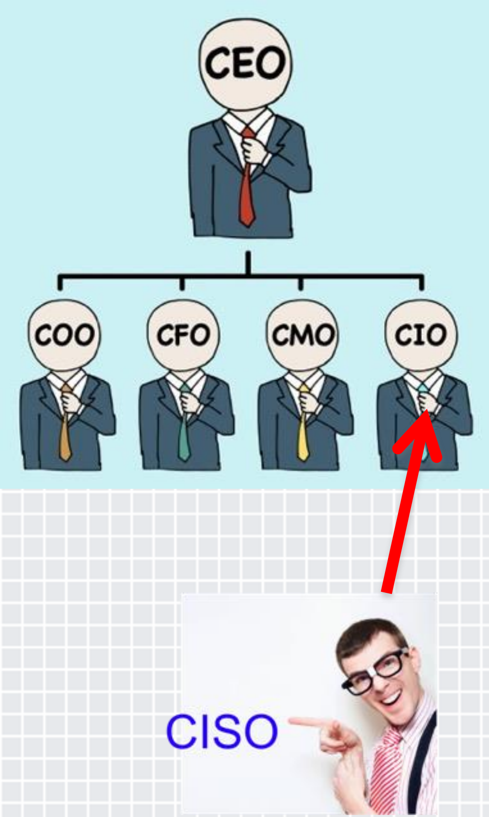
COO
CFO
CMO
CIO

First CISOs

Evolution of the CIO – CISO - CSO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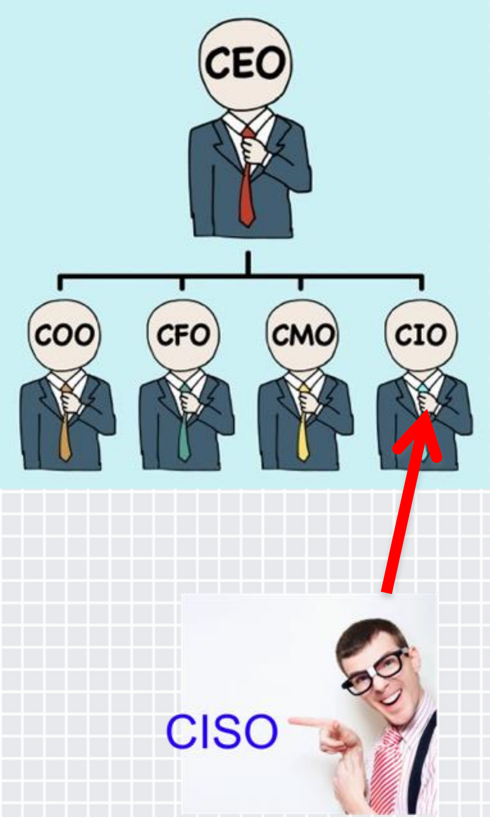
CMO
CIO
CISO

Evolution of the CIO – CISO - CSO

Late 1990s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CMO
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Key Take-Away

How we got here:

The Cybersecurity **Trifecta** is a relatively **recent development** in the modern corporation but it has **failed** to make itself **relevant**.

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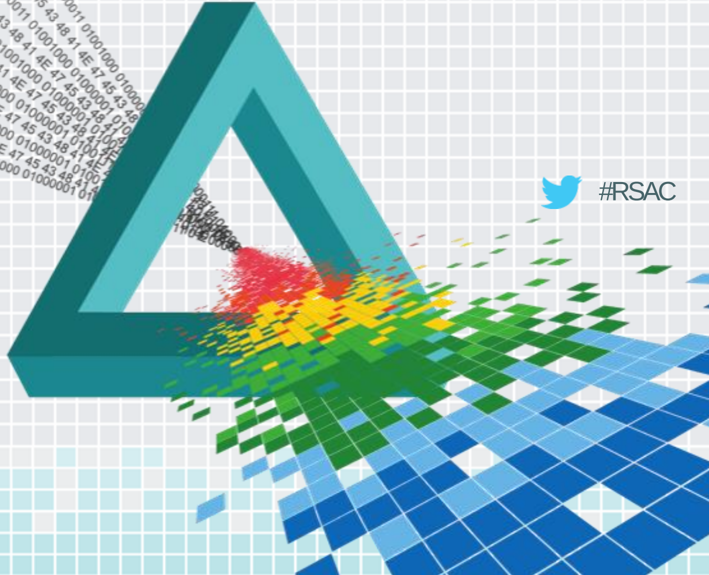
Where do we go from here?

The Evolution of the Cybersecurity Executive Trifecta: The CSO/CIO/CISO



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business
LEADER

VIRUS! DETECTED
DETECTED VIRUS!
Cyber Risk

MITIGATION

Evolution of the CIO – CISO - CSO

VIRUS! DETECTED
DETECTED VIRUS!
Cyber Risk

Business Continuity

Evolution of the CIO – CISO - CSO

Compliance

VIRUS! DETECTED
DETECTED VIRUS!
Cyber Risk

Business Continuity

Evolution of the CIO – CISO - CSO

Physical

Compliance

VIRUS! DETECTED
DETECTED
VIRUS!
Cyber Risk

Business Continuity

Evolution of the CIO – CISO - CSO

Physical

Compliance

VIRUS! DETECTED
DETECTED
VIRUS!

Cyber Risk

Fraud Prevention

Business Continuity

Evolution of the CIO – CISO - CSO

Physical

Compliance

VIRUS! DETECTED
DETECTED VIRUS!
Cyber Risk

Safety

Fraud Prevention

Business Continuity

Evolution of the CIO – CISO - CSO

Physical

Compliance

VIRUS! DETECTED
DETECTED VIRUS!
Cyber Risk

Privacy

Safety

Fraud Prevention

Business Continuity

Evolution of the CIO – CISO - CSO

Physical

Ethics

Privacy

Compliance

VIRUS! DETECTED
DETECTED
VIRUS!
Cyber Risk

Safety

Fraud Prevention

Business Continuity

Evolution of the CIO – CISO - CSO

Physical

Ethics

Privacy

Compliance

VIRUS! DETECTED
DETECTED
VIRUS!

Cyber Risk

Safety

Brand Protection

Fraud Prevention

Business Continuity

Evolution of the CIO – CISO - CSO

Physical

Ethics

Privacy

Compliance

CSO

Safety

Brand Protection

Fraud Prevention

Business Continuity

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The Future CIO
Award-winning IT leaders predict five vital roles for success in the next five years
PLUS
Meet the Honorees

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How to Blend Physical and Info Security
Biometrics Slouches Toward the Mainstream
LET'S TALK
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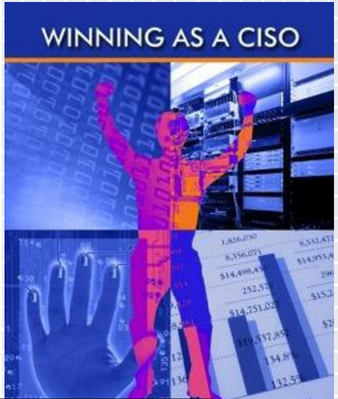

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BEGINNING
ELEMENTARY
INTERMEDIATE
ADVANCED

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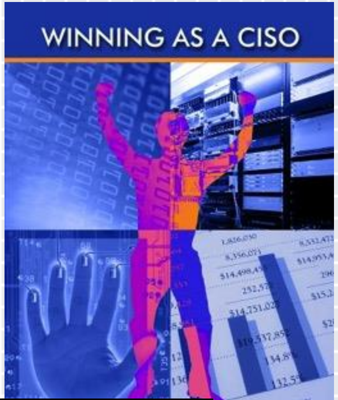
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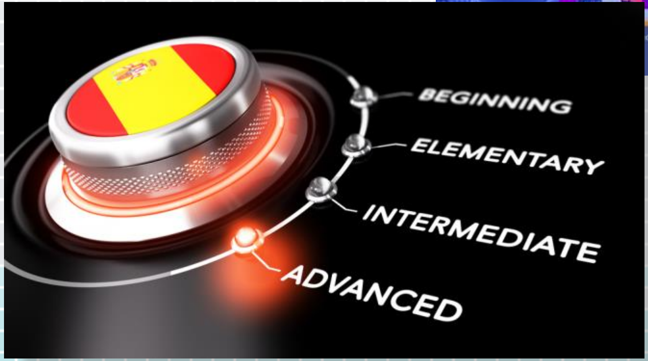
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rethink
reconsider
revise
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redefine
reinvent
remodel
revisit
review
reposition
reevaluate

REVIEWED IN GROUP TESTS
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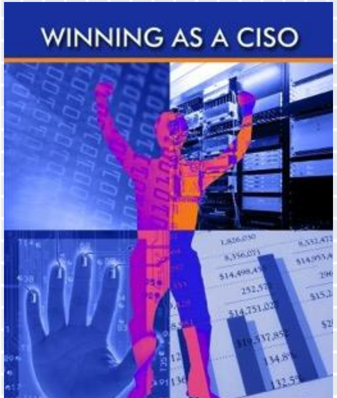
FOR IT SECURITY PROFESSIONALS
FEATURES
CSO OF THE YEAR
Mark Weatherford, CISO, state of California, is protecting networks and data assets
Solid state
Global village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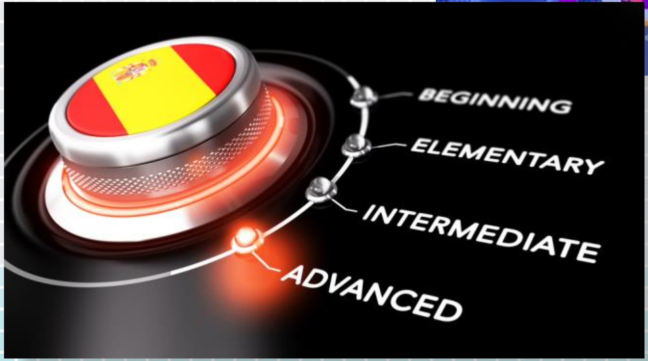
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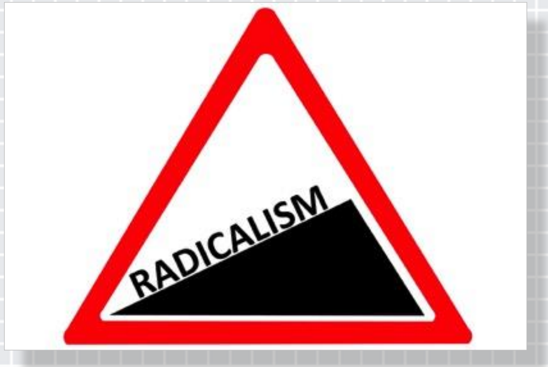
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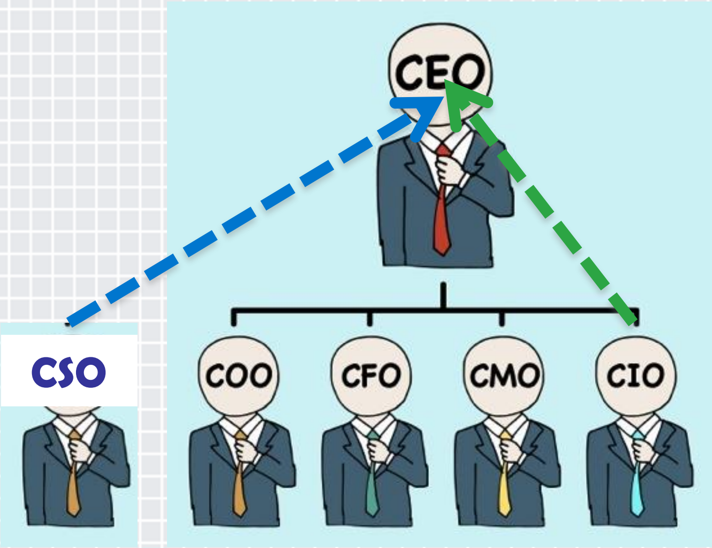
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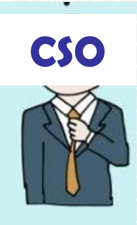

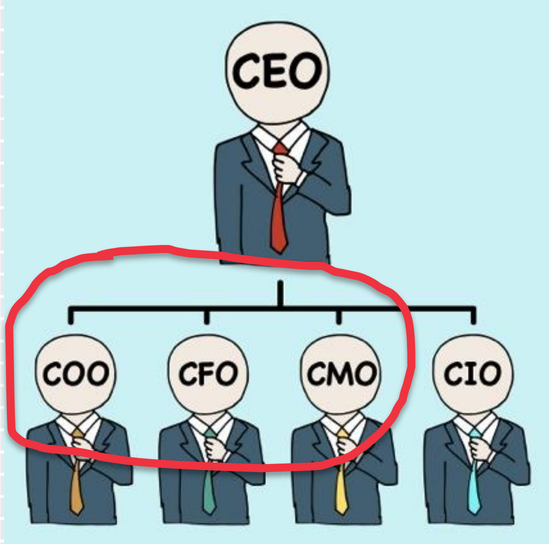
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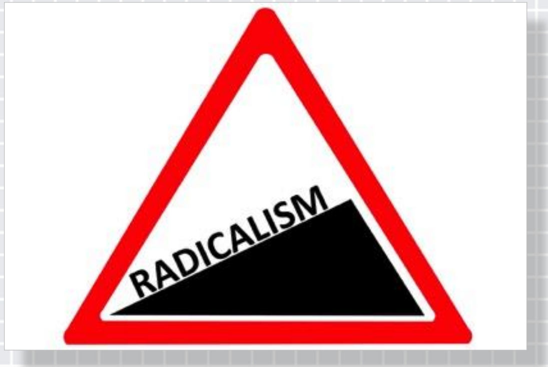
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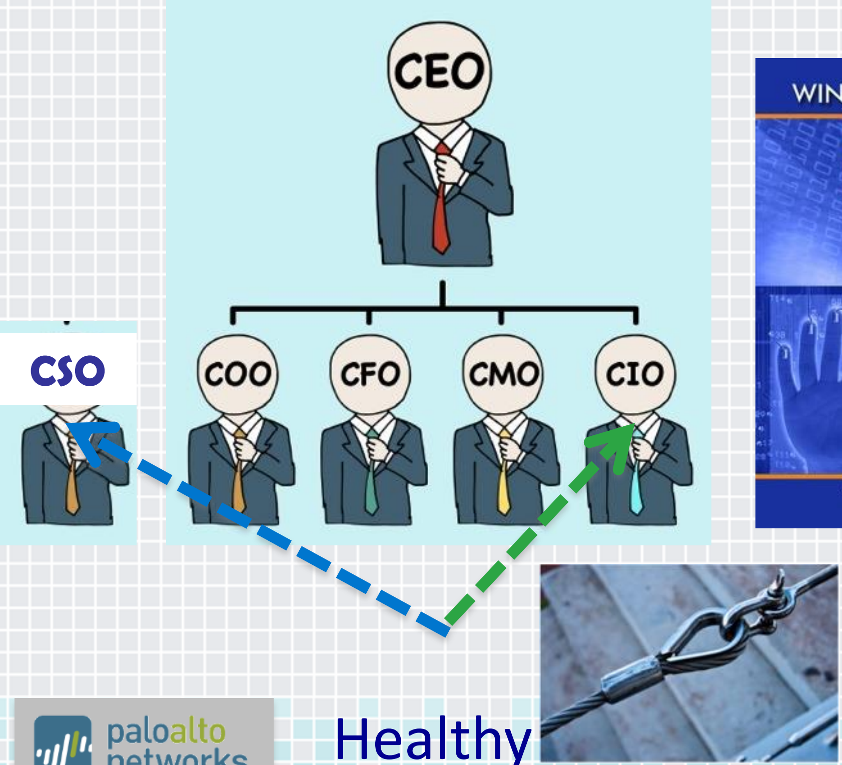
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Healthy

Tension

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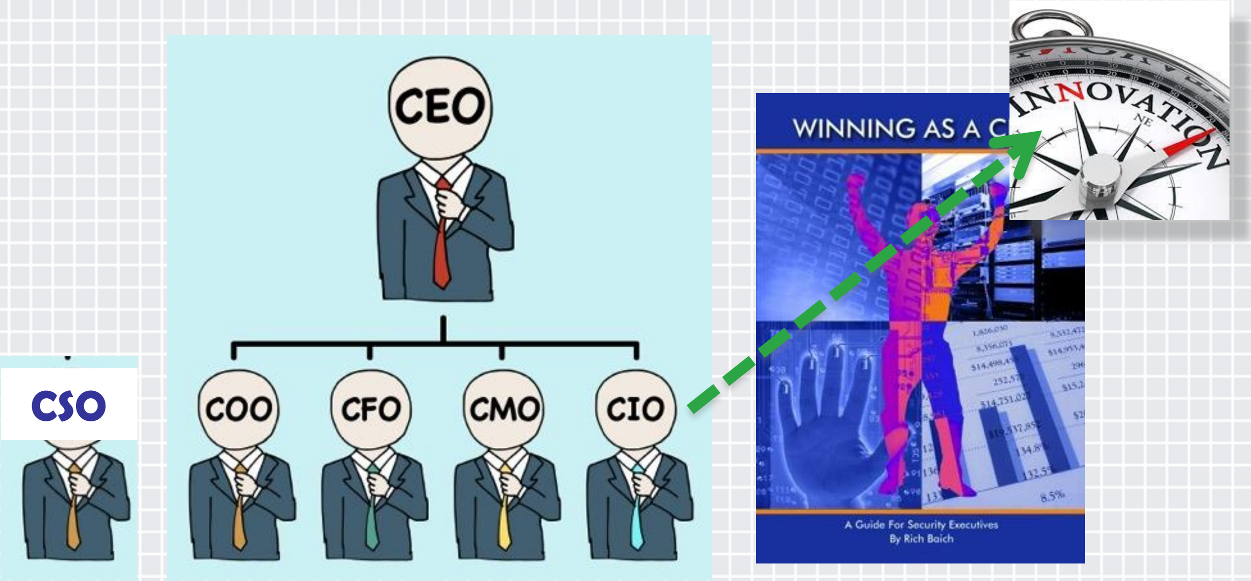
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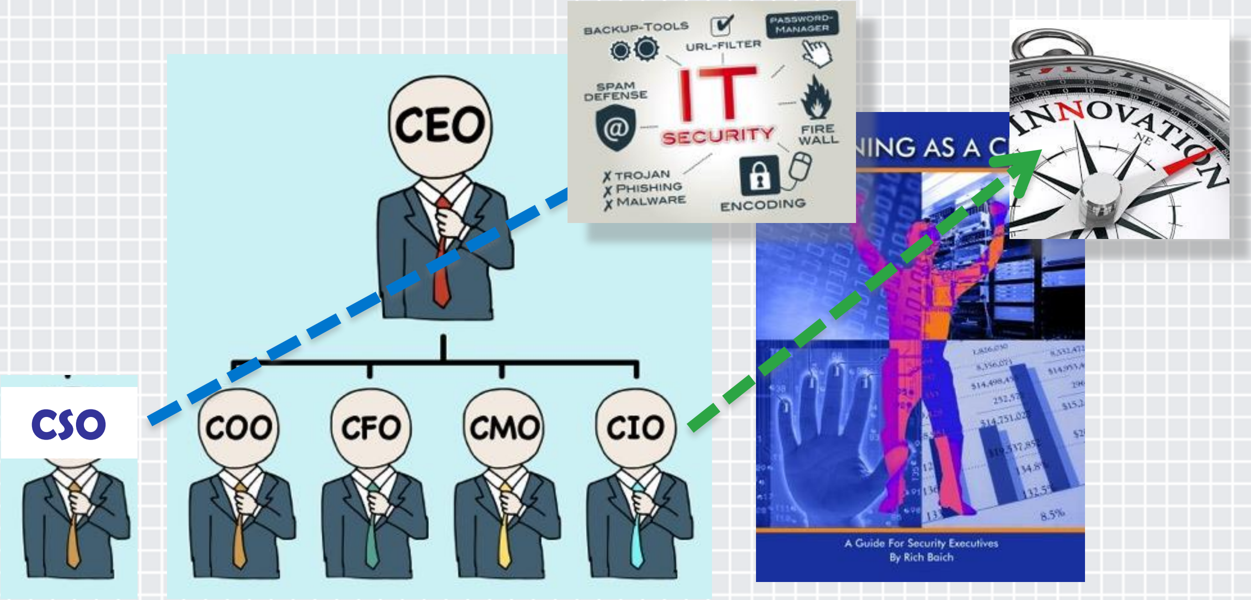
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PASSWORD-MANAGER
URL-FILTER
SPAM DEFENSE
IT
SECURITY
FIRE WALL
✗ TROJAN
✗ PHISHING
✗ MALWARE
ENCODING
INNOVATION
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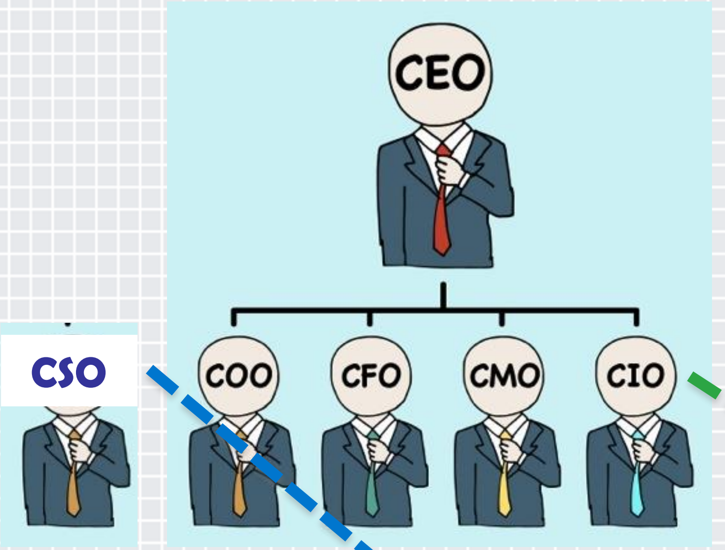
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Healthy
Tension

VIRUS!
VIRUS!
Cyber Risk

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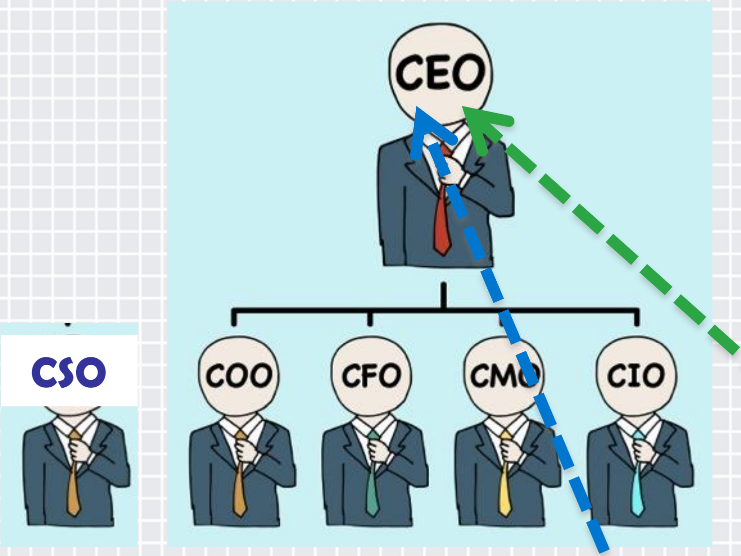
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Product

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Product

Marketing

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Product

Marketing

Profit &Loss

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Product

Marketing

Profit &Loss

Customer Service

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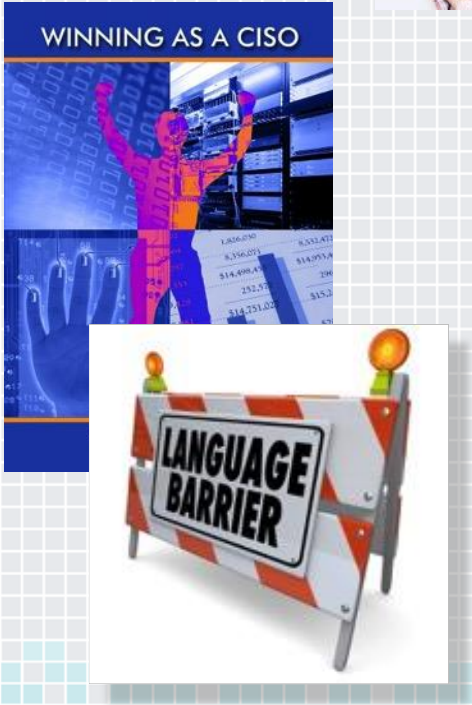
Marketing

Profit &Loss

Customer Service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CISO Skills

- Must have an MBA

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CISO Skills

- Must have an MBA
- Prior budget or P&L experience

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- Must have an MBA
- Prior budget or P&L experience
- A proven ability to lead an effective information security organization

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CISO Skills

- Must have an MBA
- Prior budget or P&L experience
- A proven ability to lead an effective information security organization

"If performing vulnerability assessments, configuring firewalls, and performing network forensics makes you happy then becoming Chief Information Security Officer may not be the right career choice for you."

Rich Baich
Wells Fargo CISO

Key Take-Away

Where we need to go:

The Cybersecurity **Trifecta** must become **business people first** and then they can become security people.

Key Take-Away

Where we need to go:

The **CIO and the CISO/CSO** are **peers** that help each other help the CEO grow the business.

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Conclusion:

The Evolution of the Cybersecurity Executive Trifecta: The CSO/CIO/CISO

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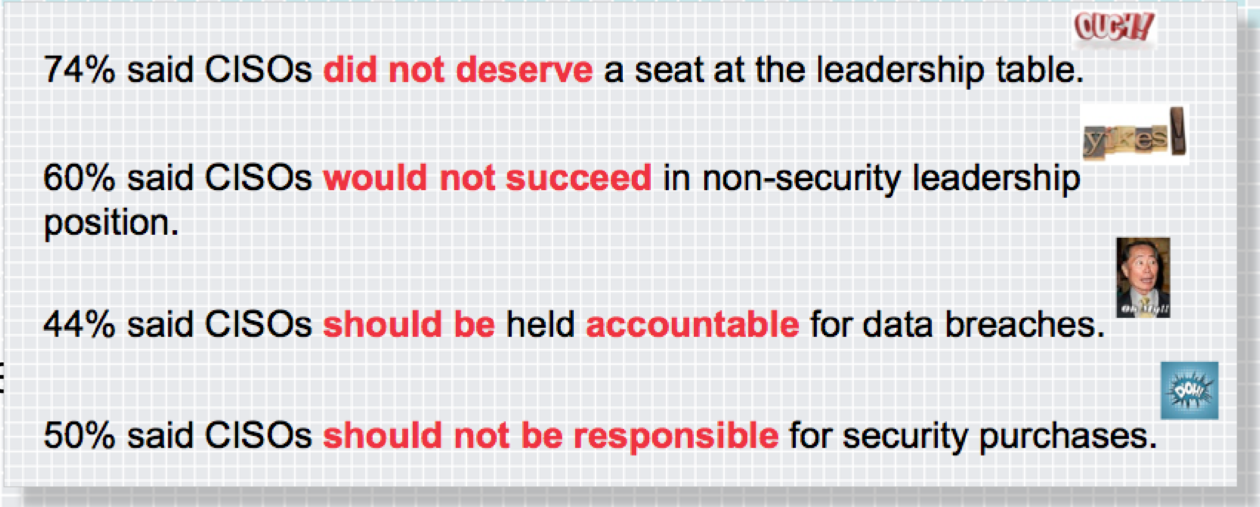
Conclusion

- Current Situation
- How We Got here
- Where do We Need to Go

Conclusion

- Current Situation
- How We Got here
- Where do We Nee



74% said CISOs **did not deserve** a seat at the leadership table.

60% said CISOs **would not succeed** in non-security leadership position.

44% said CISOs **should be** held **accountable** for data breaches.

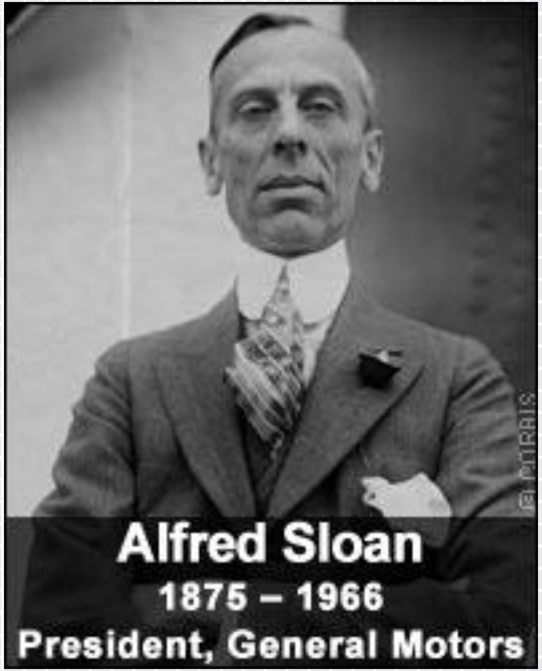
50% said CISOs **should not be responsible** for security purchases.

OUCH!
yikes!
POW!

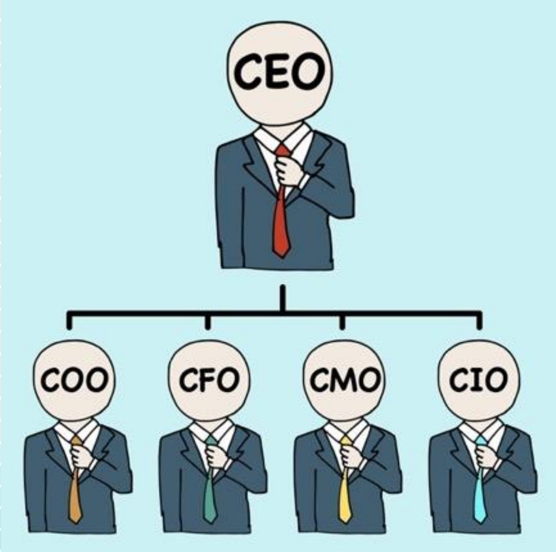
The average tenure of a CISO is 18 Months.

Conclusion

- Current Situation
- How We Got here
- Where do We Nee to Go


Alfred Sloan
1875 – 1966
President, General Motors

1986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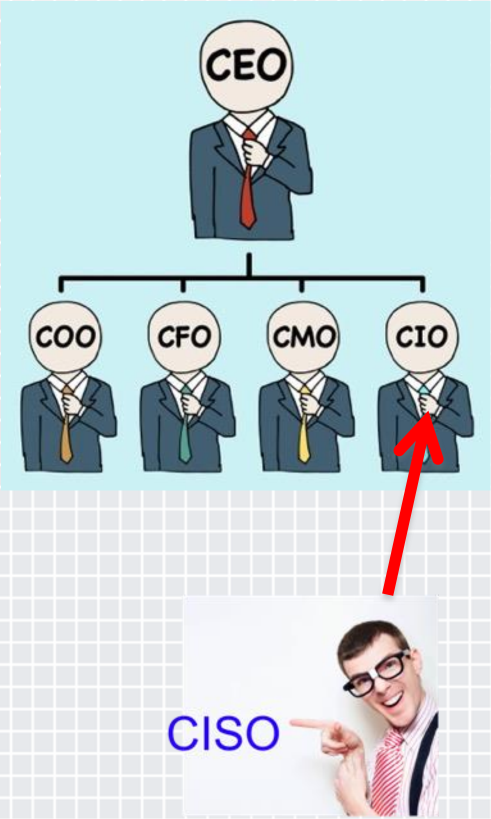
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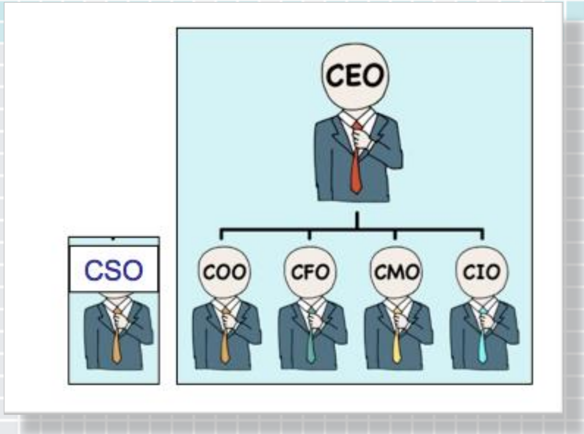
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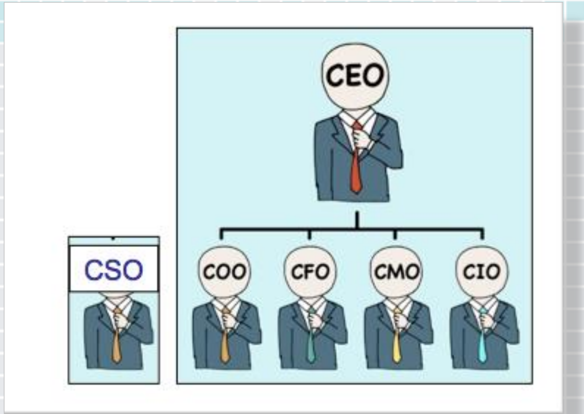
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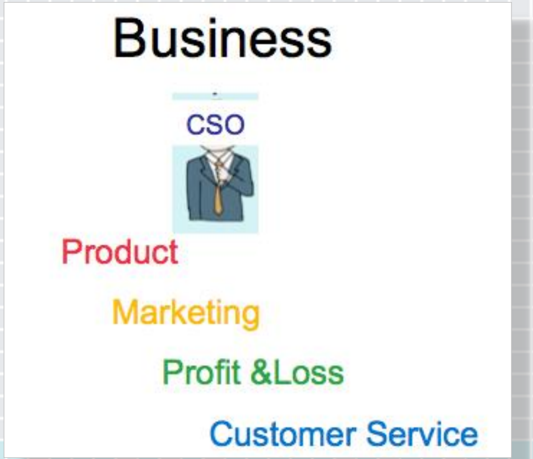
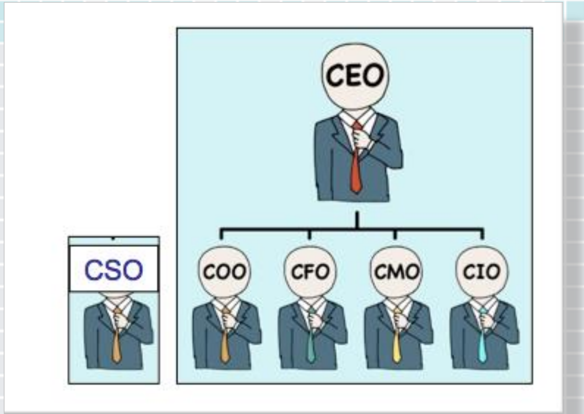
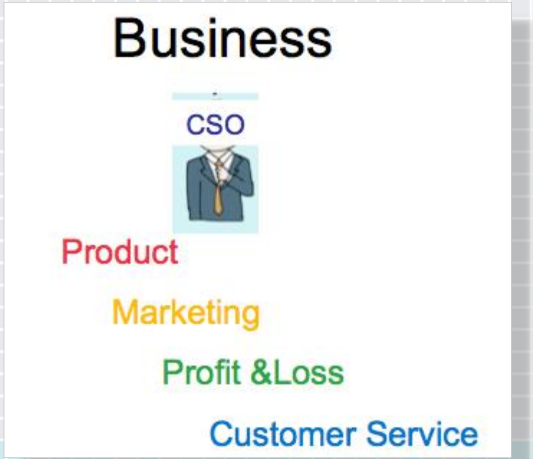
CMO
CIO


Business
CSO
Product
Marketing
Profit &Loss
Customer Service

Conclusion

- ◆ Current Situation
- ◆ How We Got here
- ◆ Where do We Nee to Go





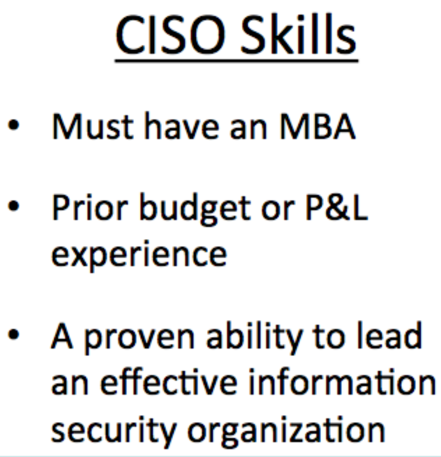
Business

Product

Marketing

Profit &Loss

Customer Service



CISO Skills

- Must have an MBA
- Prior budget or P&L experience
- A proven ability to lead an effective information security organization

Apply What You Have Learned Today

- Next week you should:

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  - **Go to the Cybersecurity Canon Website**

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- In the first three months following this presentation you should:

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- Within six months you should:

Apply What You Have Learned Today

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- Within six months you should:
  - **Consider changes in your skillset if you want to become a CISO**

Questions?

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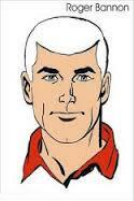
Twitter: @raceBannon99



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https://paloaltonetworks.com/threat-research.html

CYBER THREAT ALLIANCE

http://cyberthreatalliance.org/

THE CYBERSECURITY CANON
BOOKS EVERY CYBERSECURITY PROFESSIONAL SHOULD READ

https://paloaltonetworks.com/threat-research/cybercanon.html