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#### SUMMARY

- The Challenge
- The Standards
- The Risk Assessment
- The Real World
- A Portfolio Approach
- Success



#### THE CHALLENGE

- Dynamic Threats
- New Regulation
- New Technologies
- The Budget Process We Know and Love
- Proving We Are Effective
- Providing We Are Getting Our Money's Worth From Our Cyber Spend

# WHICH OF THESE CHALLENGES IMPACTS YOU THE MOST?



#### THE STANDARDS

- The Good
- The Bad
- The Ugly

# WHICH STANDARDS ARE MOST HELPFUL?

WHICH ARE LEAST HELPFUL?



#### THE RISK ASSESSMENT

- Threat Assessment
- Vulnerability Assessment
- Consequences
- Likelihood
- Treatment

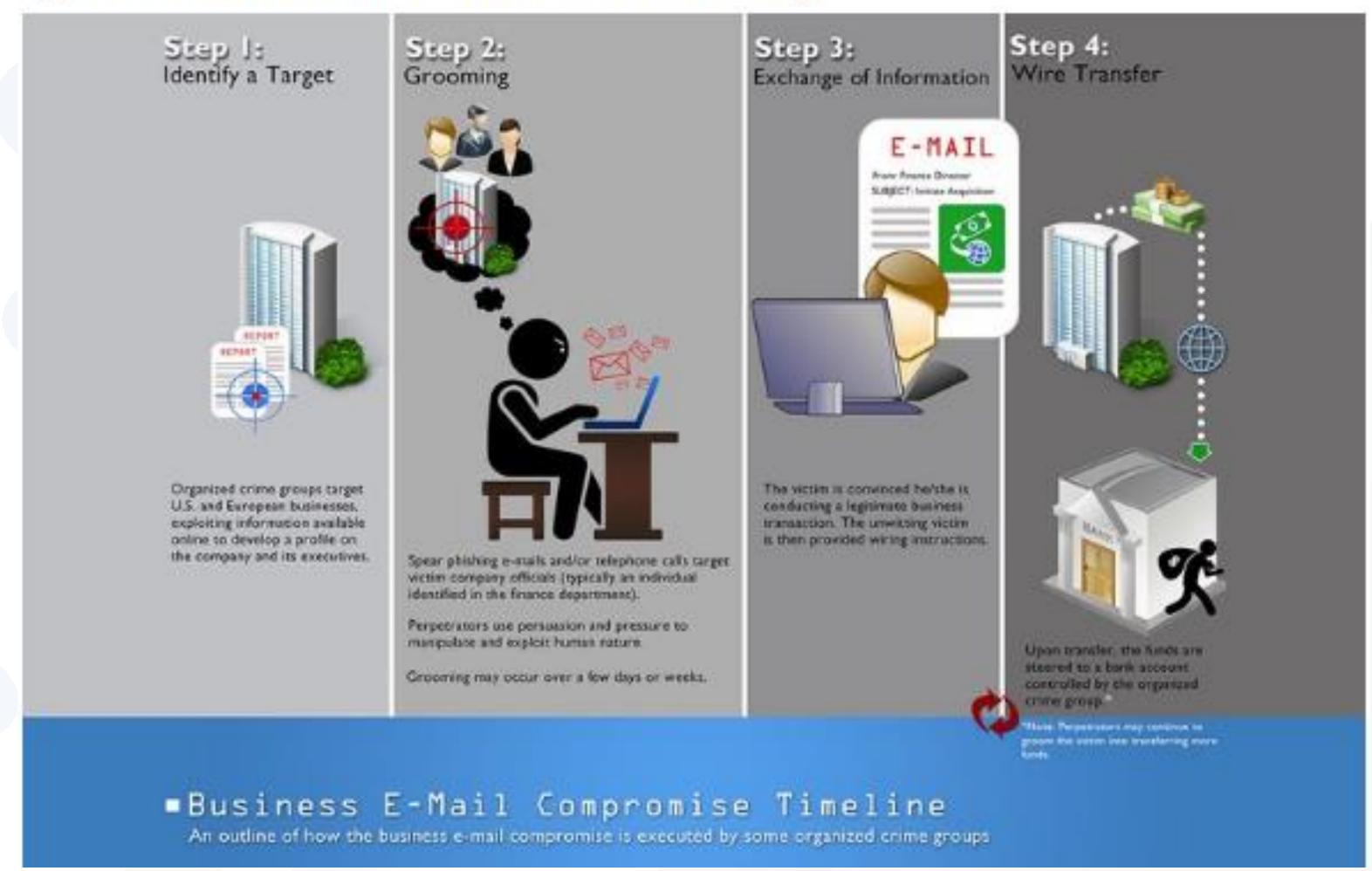
## WHERE DO YOU HAVE CHALLENGES ESTIMATING THESE RISK COMPONENTS?



#### THE REAL WORLD - THREATS

#### **Business E-Mail Compromise**

Cyber-Enabled Financial Fraud on the Rise Globally





### THE REAL WORLD - CONTROLS

We can identify many shortcomings in widely used controls...



#### A PORTFOLIO APPROACH

- Cyber spending is an investment
- But it is an investment that does not directly CREATE value
- Rather, it PROTECTS value
- That means measures such as RETURN ON INVESTMENT are not applicable

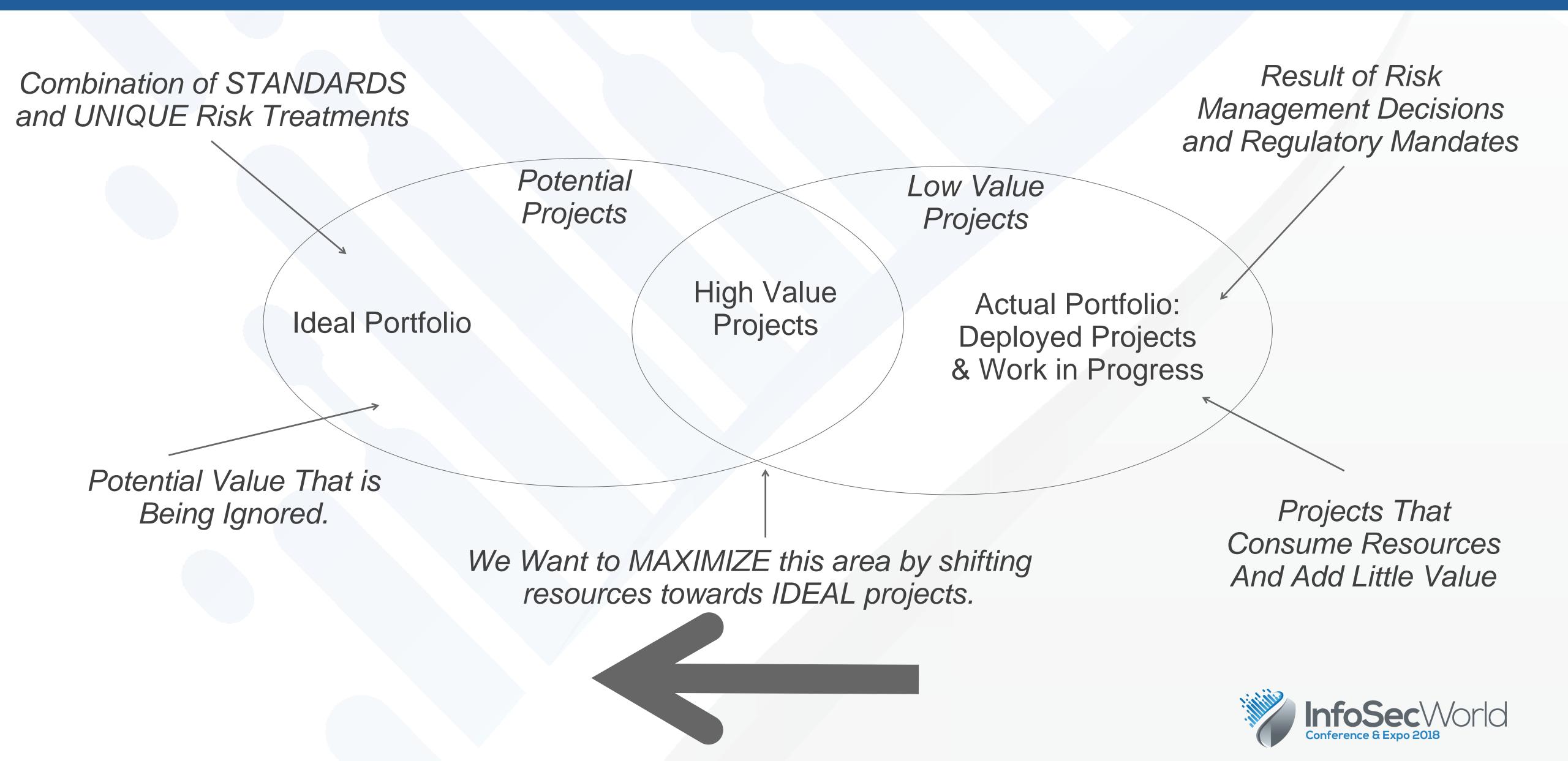


#### A PORTFOLIO APPROACH

- PORTFOLIO techniques can be used to optimize cyber spending...
  - Move MORE resources towards high-performing initiatives (where am I getting the most PROTECTION benefit?)
  - Dedicate FEWER resources to low-performing initiatives (where am I not gaining a protection benefit that is consistent with the level of spending)? Spending on the WRONG THINGS is an opportunity cost the funds could be better used elsewhere
  - Monitor the EXECUTION of cyber projects there is no benefit if the project is not IMPLEMENTED!



### CONTINUOUS REFINEMENT OF CYBER PORTFOLIO



#### SUCCESS

- Better spending decisions
- Reduction of attention to low-performing initiatives
- Basis for continuous improvement of the cyber architecture

.... which would be IDEAL!





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