Governance – Custodian to changing business trends and IT landscape

SURESH GP

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Trend on Governance

- “Companies with effective IT Governance have profits that are 20 % higher than other companies pursuing similar strategies

Weill P & Ross , How Top Performers Manage IT Decision rights for Superior Results , HBS

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Governance	Management
IT governance is concerned about two things: IT's delivery of value to the business and mitigation of IT risks	Management plans, builds, runs and monitors activities in alignment with the direction set by the governance to achieve the enterprise objectives
Doing the right things	Doing things right
Involves Executive Committee and Board that is independent of Organization.	Involves Senior Management from the parent Org
Sets the Tone and Direction based on Business Strategy	Executes and Implements Governance framework

Corporate Governance [OECD]

- Ensure Strategic Guidance of the company
  - Monitoring of Mgmt by board and accountability to shareholders
- Timely and accurate disclosure
  - Financial Situation, performance, ownership and governance of company
- Annual Audit by indept, competent & qualified auditor – Objective assurance that financial statements represent

Corporate Governance - Example

Repo 105

UK vs US

Valukas report

Board of Directors Risk Mgmt Committee (06,07)

CWG – Delhi 2010

BG: Contract Award – 2003

No work started until 2006.

60 – 70 % work completed in 1 year

1. Leadership
2. Failure of Governance
3. Event Management Issue
4. No Single Accountability/Ownership

Common Wealth Games –London 2012

LONDON 2012

Recruit 10400 security personnel within a year

-Issues from software, screening problems to minor staffing scandals

-Only 7000, rest slack from British Military Force & London Metropolitan Police

Cause

Absence of Information Intelligence

- Data Management & Workflow Systems
- Insight, Collaboration, Alert, Mitigation.

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Uttarkhand Disaster -2013

-Failure in Formation of Disaster Recovery Plan

-NEC

-Govt Approval – State Disaster Response Fund

-Glacial Lake Outburst Flood(GLOF)

-680 HE Dams

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Changing IT Landscape

Business Demand from IT – Flexibility, Simplicity, Security, Continuity

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Where are we heading?

Top Three Cybersecurity Game Changers

Game Changer	Attributes	Impact
Always-on Connectivity	• Critical data and information are clustered in clouds. • Wi-Fi hotspots are growing. • Work systems are easily accessed at home or on the go.	Increases window of opportunity for attack
IT-centric Business and Society	• Online systems are the new critical infrastructures. • Society's reliance on "always-on" creates wider windows of attack time. • There is no paper fallback in emergencies.	Increases number of business processes that can be targeted
New Class System by Technology Skills	• Mobile device features remain a mystery to many. • Fewer digital natives have deep IT skills. • New apps and operating systems favor convenience over user control.	Increases role of human error in enabling cybercrime

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What is IT Governance?

- IT governance is the responsibility of the board of directors and executive management. It is an integral part of enterprise Governance and consists of the leadership and organizational structures and processes that ensure that the organization's IT sustains and extends the organization's strategies and objectives

1. Direct 2. Monitor 3. Evaluate

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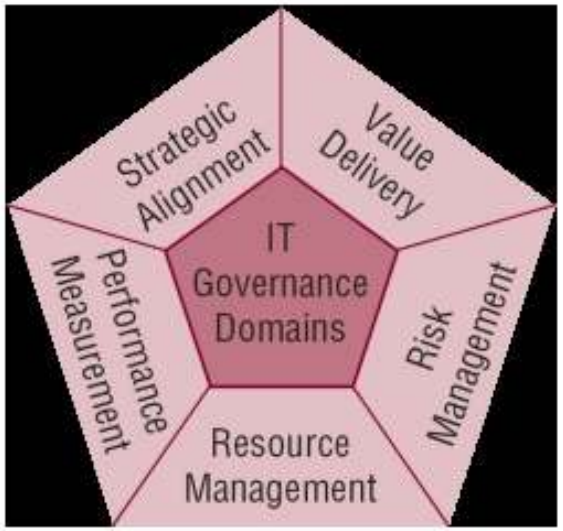
IT Governance – Domain & Framework



Domains

Val IT

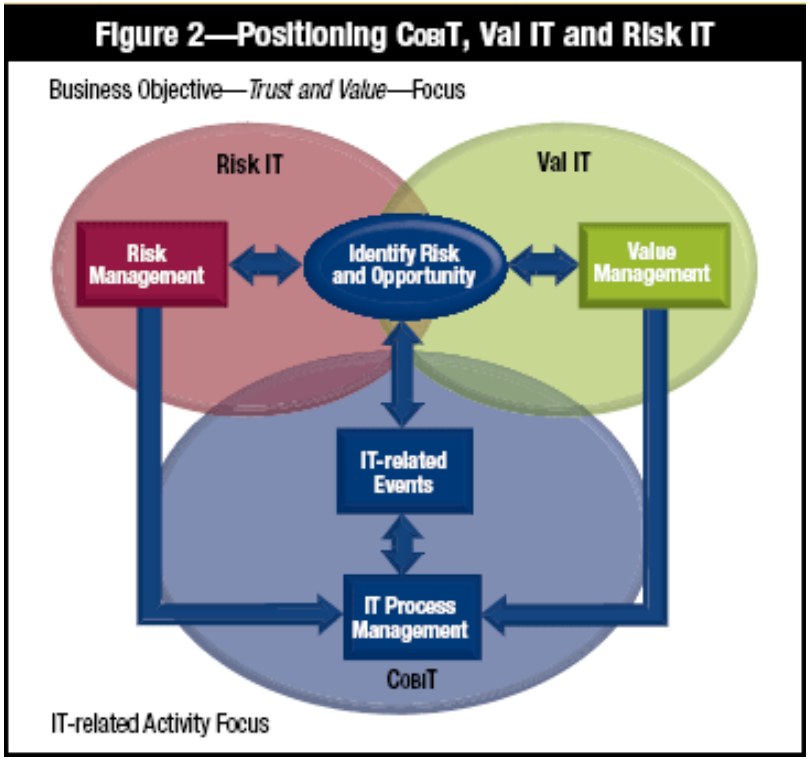


Image @ISACA

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Consumerization of IT on Help Desk

Image @ValaAfshar

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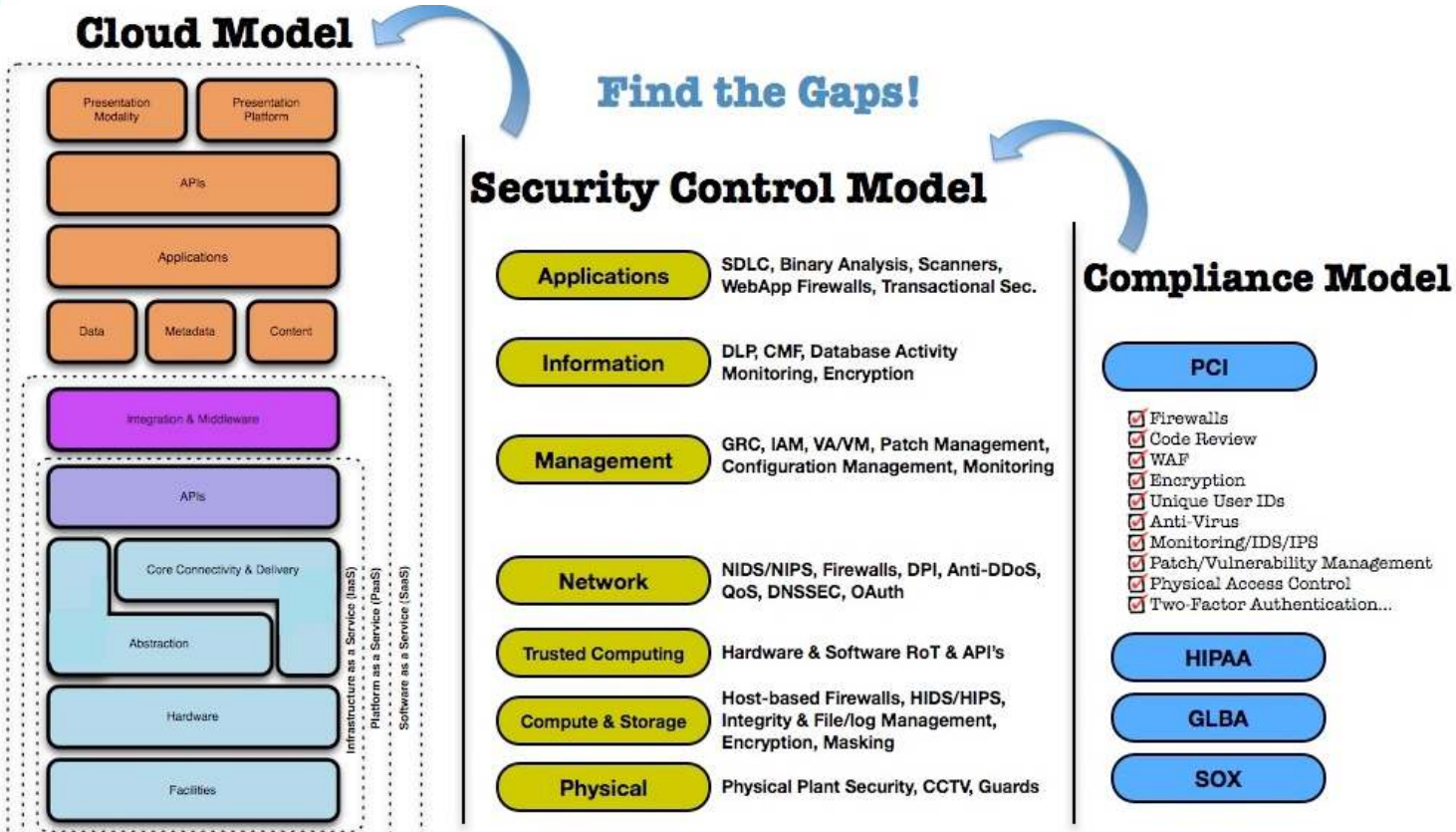
Cloud



- Law in mind
- SP Selection
- Indept auditor reports [SSAE 16]
- Certifications [ISO 27001, 38500]
- Transparency, privacy,compliance

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Mobility

- Comprehensive Security assessment against business env
- Developing an Effective Mobile Security Policy
- Ensuring Employees' Responsibility and Awareness
- Establishing a Baseline Security Configuration

Baseline Security Configuration - Mobility

- A baseline security configuration may include:
- * Password protection at power-on
- * File or directory encryption
- * VPN for email and internal network access
- * On-device firewall
- * AV software
- * Latest security patches

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BYOD

CIO'S Challenge

Establishing a security policy, including best practices, and the subsequent enforcement of this policy.

- Create Trust gap between Workers and Employers
- Compliance to PCI DSS, HIPAA
- Three out of five survey respondents would not let the employer install an app on a BYOD smartphone or even view what personal apps are already installed
- 82 percent of respondents are concerned about employers tracking websites on personal devices, and 86 percent are concerned about the unauthorized deletion of personal data.

Options for BYOD

- Clearly defined platform support – Android, iOS, RIM, windows phone
- Stolen, misplaced and disposed devices
- Transport Layer Security [Remote access to Corporate]
- Implicit Authentication –
- SIM-based Extensive Authentication Protocol (EAP)
- Generic Bootstrap Architecture (GBA)

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Big Data

Mckinsey Global Institute estimates data volume is going 40 % YOY and will be 44 time Between 2009 to 2020

- Data Governance Strategy [data security, privacy, and governance]
- Determine access to data sources
- Data Segregation from other companies
- Data – Physical location
- Data treatment

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Regulatory and Legal Compliance

- Week Data and Recovery practices
- Well known Investment bank – Litigation suite couldn`t produce email evidence
- During e-discovery, Lack of archived evidence – Judge assumed guilty

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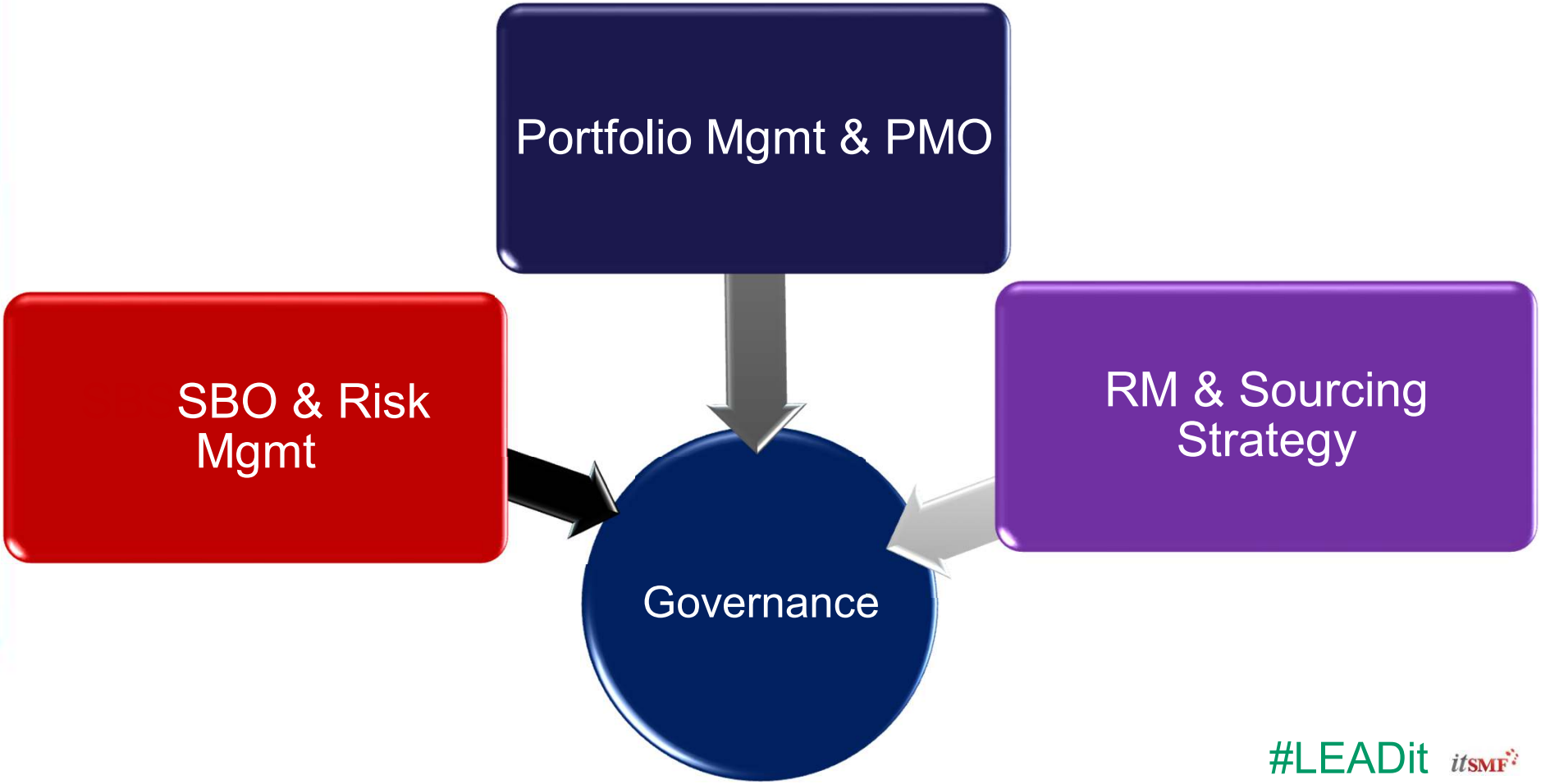
Case Study -1

- SMB with Infrastructure Services & App Development
- Increasing Appetite to grow and expand service offerings
- Consumption of Projects readily and in Silos
- Investment into diversified skills and training
- Delivery using complete Insourcing Model.

- Results
- -Inability to finish Projects on time and impacted Profitability
- - ROI was less than 50 %
- Non -Credibility and Mis-trust among customers

What did they miss?



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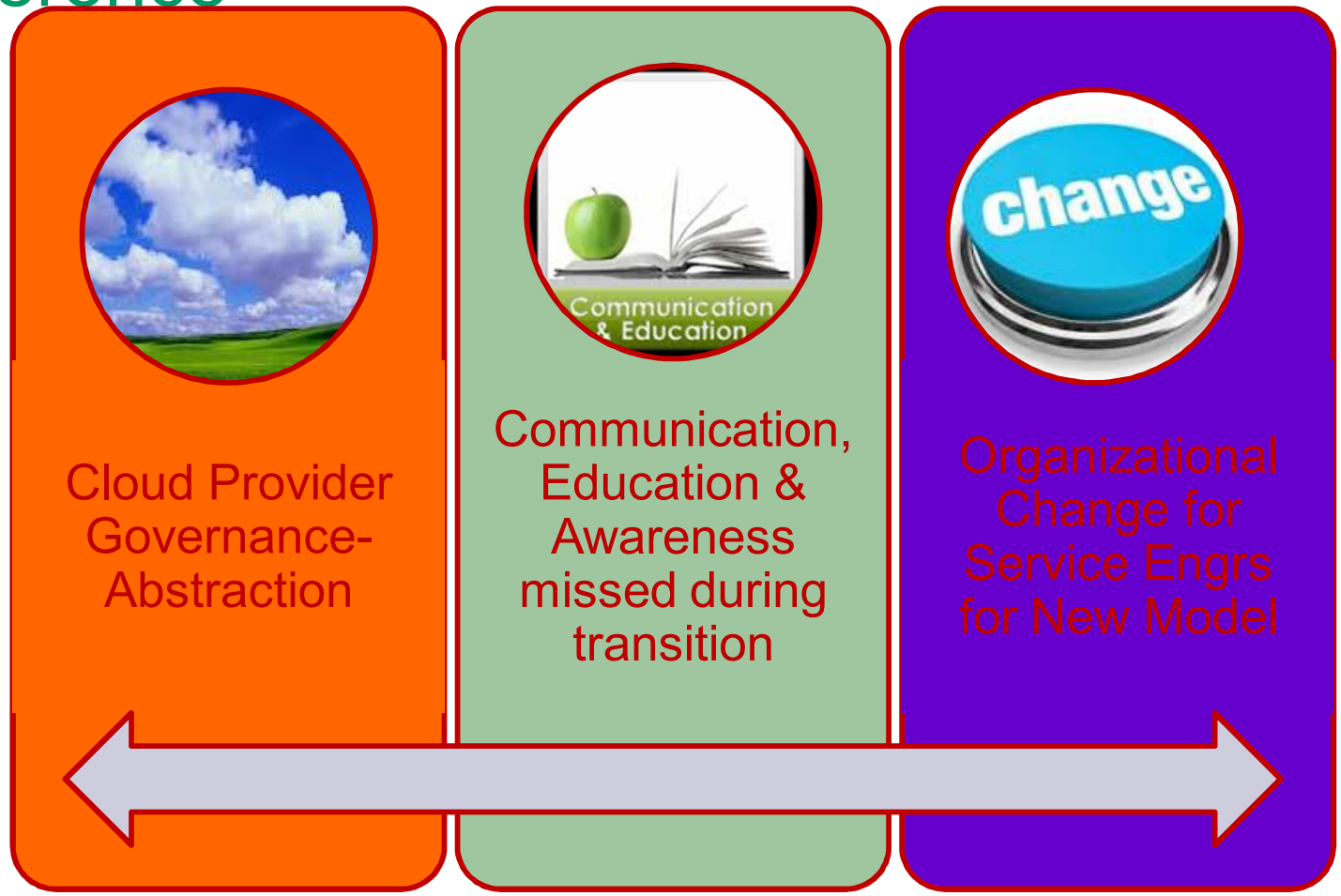
Transformation – Traditional IT Infra to Cloud

- Processes Credit Card Transactions
- - Current to Future state in 8 months time
- - Business Drivers – Cost Optimization & Competitiveness
- - IaaS [Database, Storage, Network, Messaging, Capability]
- - PCI –DSS Certified Cloud Provider.
- Results:
- Operating Cost saving to 40 %
- Extremely Dissatisfied Employees
- NCs reported during External Audit for Governance & Mgmt Control

Inference


Communication
& Education
change
Cloud Provider Governance- Abstraction
Communication, Education & Awareness missed during transition
Organizational Change for Service Engrs for New Model

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Social Media Governance

CS: 2009 – Toyota largest Recall of accelerator pedals

50 Reported fatalities

- Digital disaster

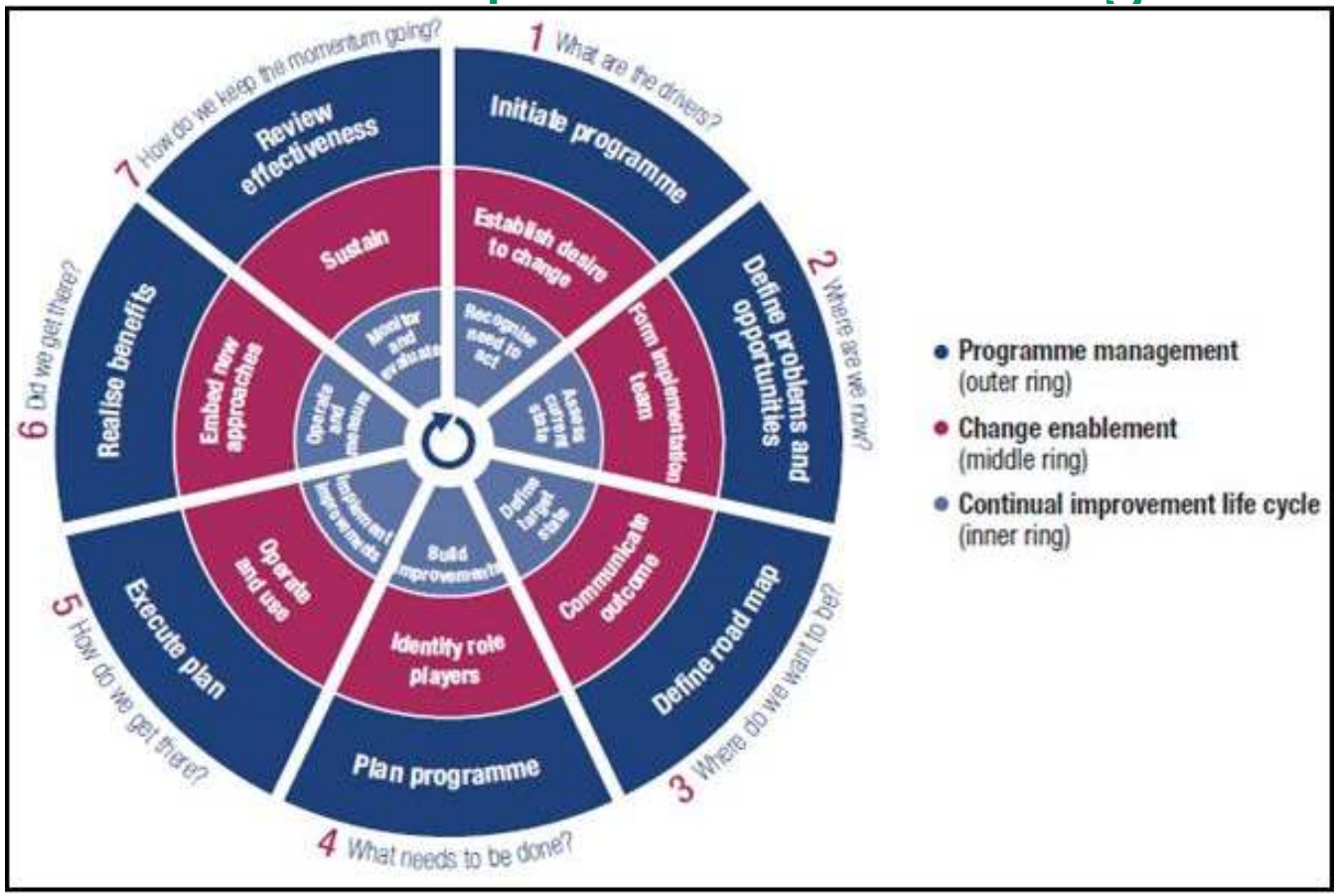
Need Crisis Management Plan – Social Media to deliver message

Governance

- ✓ Social Media Monitoring Tools – Radian 6, Sysomos, HootSuite
- ✓ Training – Education and Awareness of Employees
- ✓ Strong Social Media Policy – Access, Approval, Escalation

Forrester says 64% of large companies “have no social media policy in place, or lack enforcement & support

Governance Implementation Program



Key Success principles

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Service Desks – Should you let it go?

- Supporting Personal Smart Phones and Devices is order of Day (BYOD)
- Shadow IT is bound to exist and will go even further in next 5 years
- Anticipation of business to scale up technology support swiftly
- Heartbleed, Cyber Threats and much more surprises with Consumerisation of IT

- What could come to Rescue?

❖ BYOD policies, processes
❖ Becoming aware of different Tools pros & cons and support
❖ Governance that could filter quality of inflow for SR & Incidents
❖ Manage & Control will save jobs & improve agility
❖ Custodian to changing business needs and IT landscape

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Blogs & Publications on Governance

- ISACA – Cobit Focus
- How do ITSM & CobiT complement each other?
- HDI Connect
- IT Governance - 5 Ingredients to kick start your value Delivery
- HP External Blog
- Enhancing Stakeholder Management Experience
- Service Managers Org
- IT Governance – 5 Myths to break this New Year
- Expert 1-1 on Governance (13 Min Video)
- Expert 1-1 Talk on IT Governance

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–Meet me

–itSMF Australia (LeadIT14) – 13TH TO 15TH Aug

–itSMF India – 7th Nov

–itSMF UK (ITSM14) – 11Th to 12th Nov

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Thank You!!

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