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Enterprise Wide Security Strategies

How Prepared is Your Organization?

Agenda

- Welcome, Introductions & Logistics
- Presentation
- Panel Discussion/Q&A Session



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"Large firm expertise, midsize firm value, small firm responsiveness"

- Tax planning and controversy
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Established in 1981, Accretive Solutions is a national professional services firm providing non-attest accounting, tax, finance and corporate governance services with a staff of over 1,100 experienced professionals.

Accounting & Finance

- Project Management
- Finance & Accounting Support
- System conversion and integration
- Due Diligence Analysis
- Litigation Support
- Year End Support
- Start Up Services
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Enterprise Governance

- Project Management
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- Business Risk & Compliance Services
- Technology Risk Management Services
- Information Technology Audit
- Quality Assessment Reviews
- Fraud & Forensic Reviews
- Audit Committee Advisory

Business & Technology

- Solutions Delivery
- Project & Program Management
- Business Process Improvement
- IT Strategy
- Solutions Delivery
- Enterprise Systems
- Organization & Human Performance
- Interim IT Management
- Instructional Design & Training
- Merger & Acquisition and Divesture Services
- IT Quality Management



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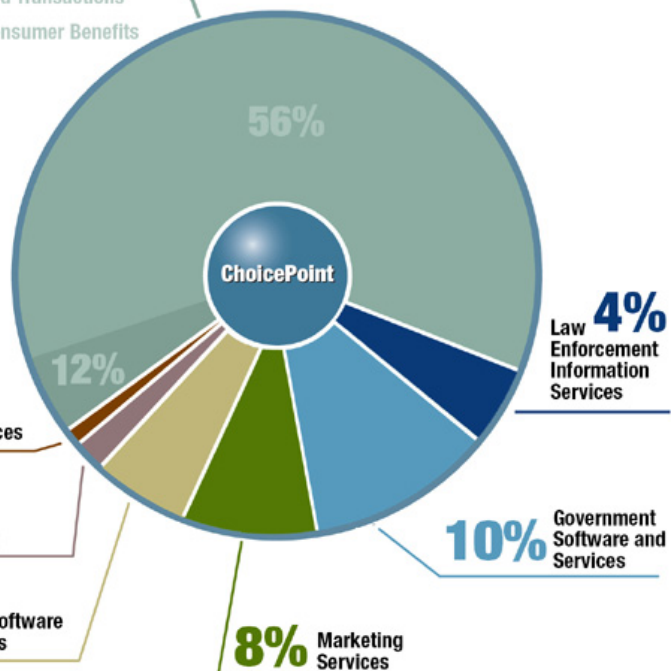
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68% Consumer Benefit;
Regulated and Direct Benefit

56% Regulated Transactions

12% Direct Consumer Benefits



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ChoicePoint has grown from the nation's premier source of data to the insurance industry into the premier provider of decision-making insight to businesses and government.



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CONSULTING GROUP, INC.

Michael Saylor – Accretive Solutions (Speaker)

Director of Technology Risk Management Services

- Over 15 years of Information Technology experience, including: Management, Audit, Security, Compliance, Operations, Development, Teaching, Consulting, and Training.

Presentation

- Warm-up Questions
- Current Market Data
- Moving From Tactical to Strategic
- Handling Tactical Security Threats
- Case Studies
- Developing an Enterprise Wide Security Strategy
- Pitfalls and Success Factors

Warm-up Questions

- Where would you put Information Security on your top 10 list of concerns over the next 12 months?
- How confident are you in the effectiveness of your organization's Information Security?
- How often should Information Security management and executive management meet?
- Where does Information Security provide the most value?

A Cause For Concern

Survey Results from 2008 Accretive Solutions / Harris Interactive Survey

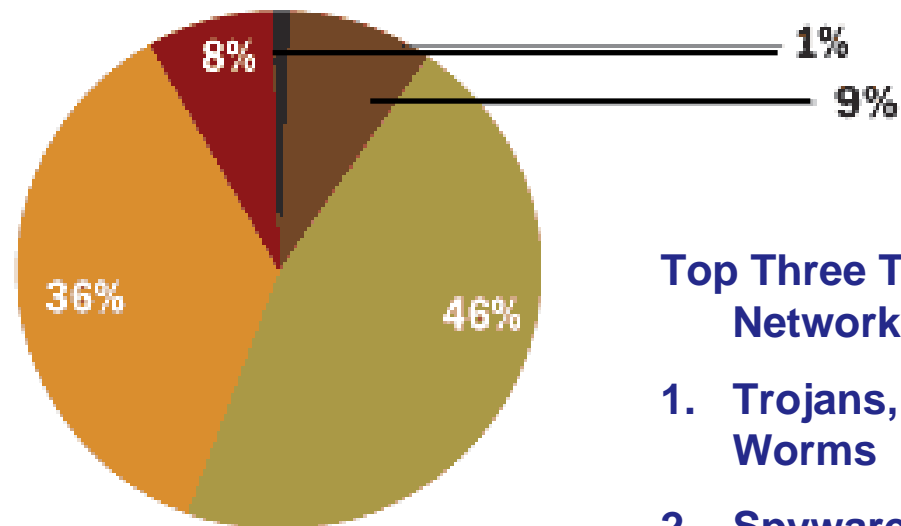
- “39 percent of Executive-level decision-makers at Fortune 1000 companies labeled IT Security, a significant concern of any effective Enterprise Risk Management strategy, as their **number one concern** over the coming 12 months.”

Survey Results from 2006 InfoWorld Security Survey

Level of Confidence in Enterprise Security System

Please rate your overall level of confidence in your company's enterprise security system.

- Extremely confident
- Very confident
- Somewhat confident
- Not very confident
- Not at all confident



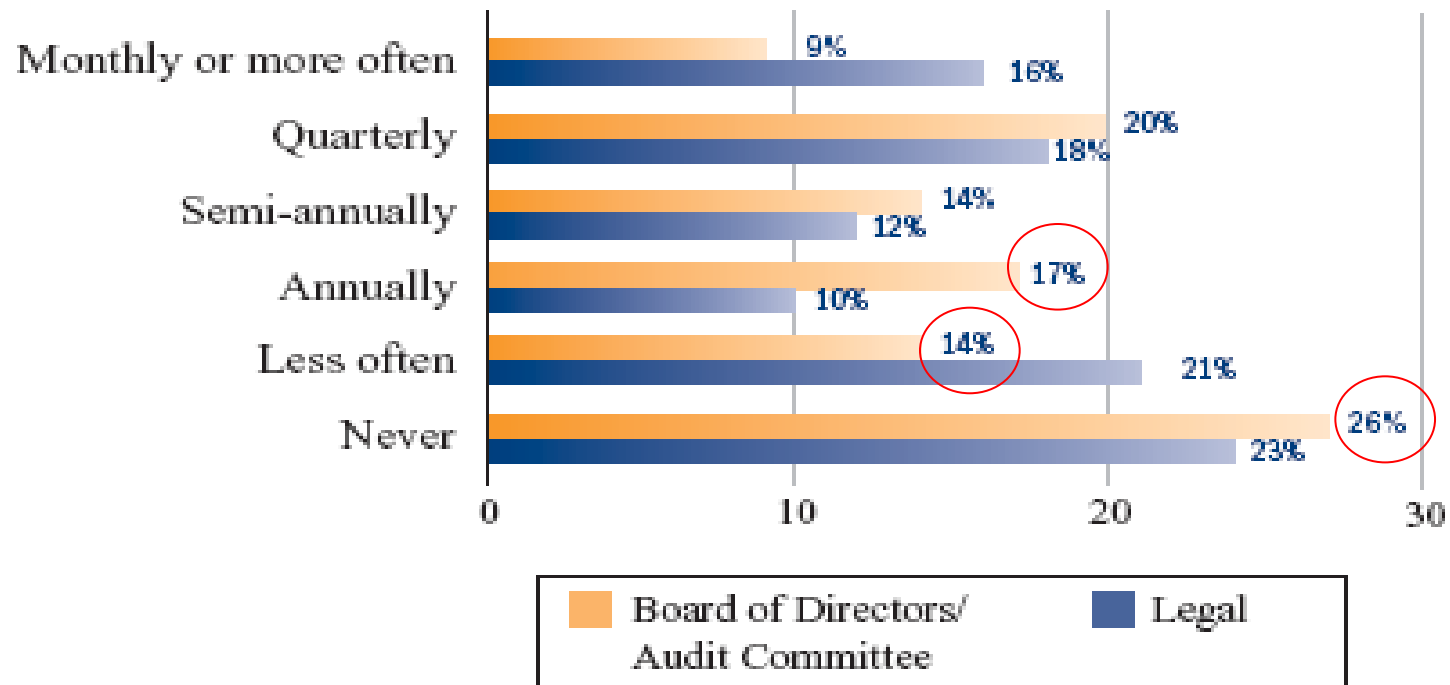
Top Three Threats To Network Security:

1. Trojans, Viruses, Worms
2. Spyware
3. SPAM

Note: Based on 430 qualified respondents

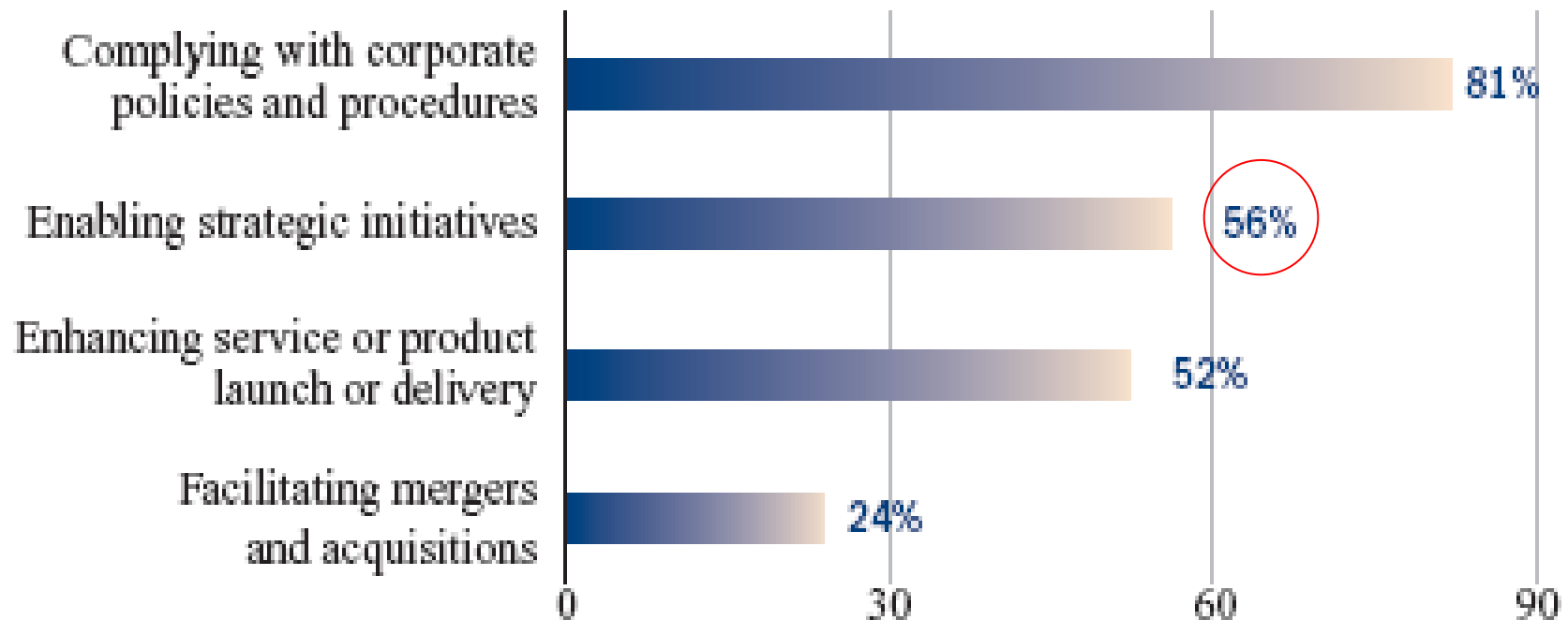
IT Involvement In Setting Strategy

Frequency of meetings between information security leaders and their board of directors/audit committee and legal to discuss business objectives and information security needs.



Reliance On Information Security

Percentage of respondents who view information security as most important in supporting the following efforts.



Moving In The Right Direction

BUILDING A SECURITY MODEL TO INCORPORATE BEST BUSINESS PRACTICES AND INCREASE EFFICIENCY		
YESTERDAY	TODAY	FUTURE
<p>Fragmented</p> <p>Roles are fitted to users to meet current responsibilities</p>	<p>Compliant</p> <p>Security roles are changed to meet Sarbanes-Oxley and audit requirements</p>	<p>Optimized</p> <p>Security is position-based</p> <p>Positions and responsibilities changed to incorporate best business practices and minimize risk</p>
<p>LOW DEGREE OF BUSINESS INVOLVEMENT HIGH</p>		
<p>IT-focused: Business has limited visibility; IT is driving IT feels fully responsible</p>		<p>Business-focused: Business is driving; IT is supporting</p>
<p>LOW CONSISTENCY HIGH</p>		
<p>Security roles are built Around personalities</p>		<p>Strategy drives the approach: Consistent standards across business units</p>

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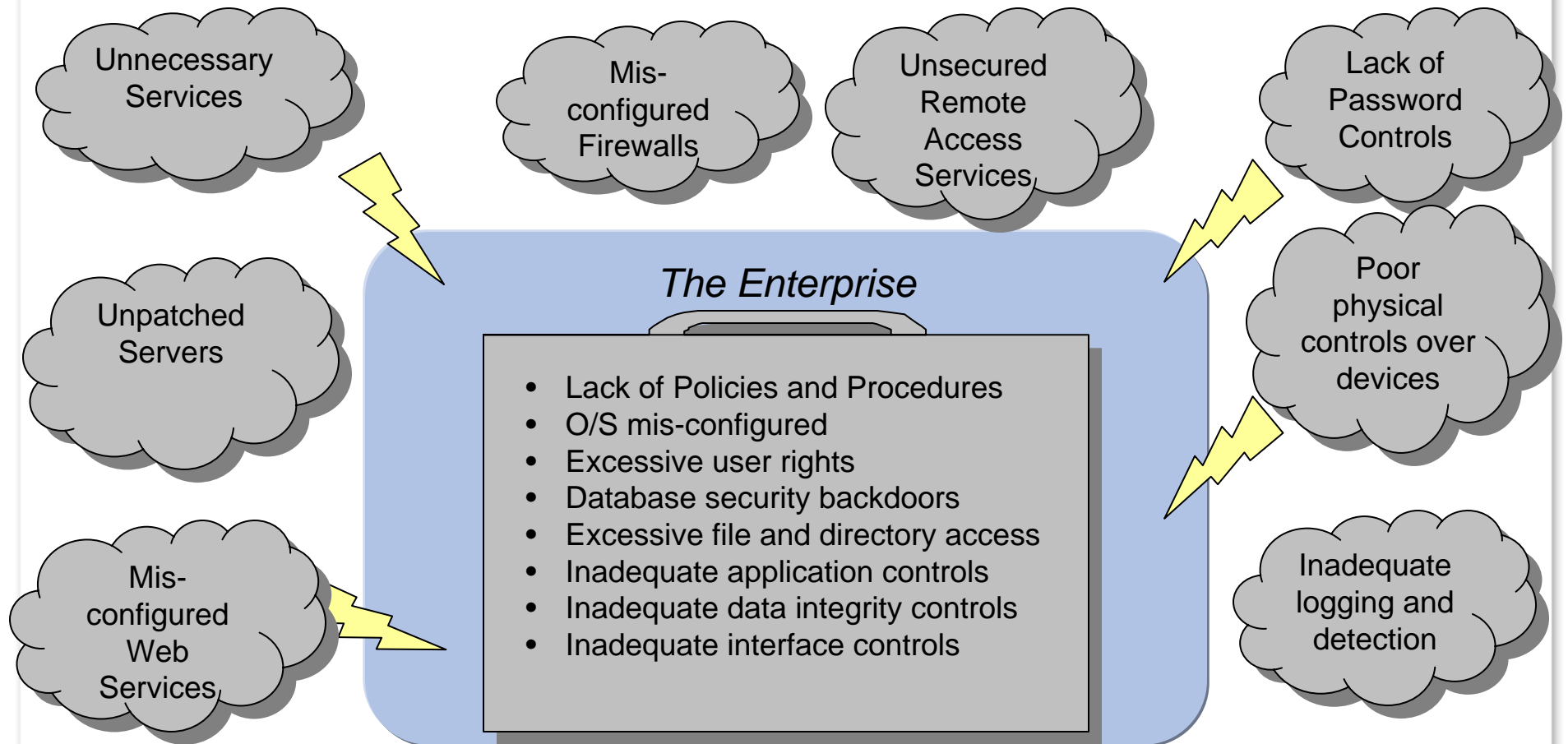
Security Yesterday and Today

- Fragmented Approaches:
 - Facilities Management – Physical and building security
 - Financial controls / Internal Audit – focused on financial risks, Compliance (Sarbanes-Oxley), fraud, etc.
 - Human resources – Protecting personnel information
 - IT Security – Tactically executing security based on divergent agendas
- Result:
 - Lack of Cohesive Strategy
 - Waste (Time, Resources, Money) / Inefficiencies
 - Holes in addressing Enterprise Risks

Comparing Tactical vs. Strategic

- Tactical Approach – The focused application of Information Security to address ad-hoc, unforeseen, or short term objectives, typically in response to business requirements.
- Strategic Approach – The enterprise wide application of Information Security aligned with long term Company strategic objectives.

Tactical Level - Information Security Threats



Case Studies

Lack of Cohesive Strategy; Waste / Inefficiencies; Holes in Enterprise Risks

- E-Commerce Group Implements websites
- ERP Implementation without Business Owners
- Data Center Co-location Agreement signed without IT involvement

Enterprise Wide Security Strategy

- Enterprise wide security strategy involves engaging executive-level managers in defining the parameters around governance, risk, and optimization.
 - Making the whole organization more secure while reducing waste caused by independently divergent goals and agendas. (e.g. One department wants data access wide open, while another department excessively secures the same data).
 - Decisions made by marketing, finance, operations, HR, facilities, and IT have common objectives.
- Governance, Risk, and Optimization model encompasses a holistic approach.

Governance, Risk, and Optimization Model:

- **Risk** - *the possibility that a hazard will cause loss or damage; event or action that jeopardizes the achievement of strategy and related objectives*
- **Risk Management** - *a comprehensive risk management framework designed to protect and enhance enterprise value by optimizing risk management activities, improving business performance, and establishing competitive advantage*
- **Enterprise Risk Management** - *a comprehensive risk management framework designed to protect and enhance enterprise value by **driving a culture** of optimizing risk management activities, improving business performance, and establishing competitive advantage*



Governance, Risk, and Optimization Model: Going beyond compliance into optimization

- **Governance** – Oversight of the Enterprise Security Strategy



Optimization

- A more common industry term is governance, risk, and compliance
- Being compliant is minimizing risk and passing audits
 - Compliance makes auditors happy
- Optimizing is using security to increase organizational efficiency
 - Security departments collect tons of information that can be shared with the business
 - Optimizing makes the business and the auditors happy

Common Pitfalls

- Lack of visible, active support from Board and/or C-level management
- Implementing without a framework or plan
- Lack of integration with business goals and objectives
- Overselling the value
- Organization not ready – too much too soon
- Implementing as a project or part-time endeavor
- Failure to address the need for change management
- Failure to drive ERM to its full potential

Common Success Factors

- Strong, visible support from C-level management
- Alignment of security strategy to the key strategic and financial objectives and business processes
- Dedicated team of cross-functional staff to integrate security strategy into significant business practices / processes
- Recognition that deploying a security strategy is a continuous process and takes time to evolve
- Adequate training and supporting tools
- Leveraging well-accepted processes within the organization and introducing Enterprise Security Strategy as a value-add rather than a new stand-alone program

Introducing The Panel

- **Aurobindo “Robin” Sundaram**
 - VP of Information Security at ChoicePoint
- **Don Campbell**
 - President & CEO of Virtual Management Technologies
- **Ed Fulford**
 - Vice President Corporate Security at FundTech
- **Rodney Smith**
 - Manager of Technical Security at Lockheed Martin

Panelist: Aurobindo 'Robin' Sundaram CISSP, CISA, CISM

ChoicePoint Inc

Aurobindo 'Robin' Sundaram is the VP of Information Security at ChoicePoint, Inc. In this role, he has responsibility for creating business continuity, security, and risk management policies, procedures, and standards; co-ordinating with operations to implement these policies; and measuring and ensuring compliance with the company's information security framework. Mr Sundaram is on the company's executive steering committee for information security governance, and the chair of the Security Working Group, a cross-functional group of security operations managers.

Prior to joining ChoicePoint, Mr Sundaram spent 6 ½ years at Schlumberger, a leading oilfield services corporation, where he helped initiate their Information Security program, resulting in the team growing by a factor 4 during his tenure there. In addition, during his tenure, for the first time, company (and board reported) objectives were set for information security across the 50,000+ strong organization. He was also closely involved in the design of the technical security architecture for the 2004 Summer Olympic Games in Athens, Greece.

Mr Sundaram's vision and thought leadership have led to several published papers in the security field, and ChoicePoint's Information Security program has been recognized by many, including Gartner, to be a "role model" for other companies. Mr Sundaram was the Vice President of the Metro Atlanta ISSA Chapter in 2007, is the Executive Sponsor of the 2007/2008 Habitat for Humanity program for ChoicePoint, and regularly speaks to graduating IT professionals on information security.

Mr Sundaram holds an MS from Purdue University (where he was one of the first students in the COAST [now CERIAS] information security research laboratory working under Eugene Spafford), and received an MBA from the Goizueta School of Business at Emory University. He also holds several information security certifications, including the CISSP, CISA, and CISM.

Panelist: Don Campbell President and CEO Co-Founder of Virtual Management Technologies

Don Campbell brings a broad management background in the software and high technology industry to Virtual Management Technologies (VMT). He has been responsible for the start up of three high technology ventures and has served in general management and senior executive positions for a number of software, computer services and transaction processing companies.

Most recently, he served as President of the Highland Consulting Group. Prior to that, he held senior executive positions with Idapta, Ross Systems, Comdata Corporation, Sungard Data Systems, Hogan Systems and Cincom Systems. He brings over 20 years of experience in General Management, Sales, Marketing, Business Development and Product Management.

A co-founder of VMT, Campbell is focused on the vision of bringing the power of big company technology to smaller organizations at a reasonable cost. By aggregating the cost of this expensive technology across a broad base of users, VMT is capable of lowering IT costs significantly and providing a stable and predictable IT infrastructure.

Campbell was educated at Hartwick College and the University of Paris, France.

He is a member of the Board of Directors of Cure Childhood Cancer, a nonprofit organization dedicated to funding a cure for childhood cancer in our lifetimes. CURE Childhood Cancer invests in focused research in childhood cancer at the AFLAC Cancer Center at Atlanta's Children's Hospital, funding general education about this devastating disease and supporting the needs of patients and their families.

Campbell is also co-chair of the Board of Directors of the Tax and Finance Society of the Technology Association of Georgia (TAG).

Panelist: ED FULFORD CFE, CISA, CISM, CISSP

As an executive in the Information Risk Management (IRM) field, Ed Fulford has more than 25 years of international experience assessing, building, and managing IRM programs for companies such as Fundtech Corporation, Cingular Wireless, Delta Airlines, British Telecom, and Northern Telecom. A sought-after advisor in these fields, Mr. Fulford served as Vice Chairman of the Telecommunications Industry section for the Network Security Information Exchange (NSIE), part of President Bush's National Security Telecommunications Advisory Committee (NSTAC). He has spoken at IRM conferences throughout the United States.

Mr. Fulford has lectured on a wide range of IRM-related topics for the University of Nevada at Las Vegas. He was a contributing author to *'The Internet and Healthcare'* (1st. and 2nd. Editions) published by the Foundation of the American College of Healthcare Executives.

Mr. Fulford received a Bachelor of Science in Business Administration (BSBA) degree from the University of Florida and a Master of Business Administration (MBA) degree from Troy University. He holds professional certifications including the Certified Fraud Examiner (CFE), Certified Information Systems Auditor (CISA), Certified Information Security Manager (CISM), and the Certified Information Systems Security Professional (CISSP).

Panelist: Rodney Smith Lockheed Martin

Rodney Smith is the Manager of Technical Security at the Lockheed Martin Aeronautical Marietta plant; he is responsible for directing the day-to-day activities in Information Systems Security, Communication Security and Integrated Security System application development.

Prior to joining Lockheed Martin in 1991, he was a civil servant employee for the United States Air Force, holding various positions in Software Programming, Computer System Administration, Software Design & Analysis and Computer Security.

He studied Computer Science at California State University Chico, and Telecommunication at Golden Gate University San Francisco. He holds a Bachelor of Science degree in Computer Science and a Master of Science degree in Telecommunication.

He is an active member of the Information Systems Security Association (ISSA) and currently serves as the President for the Metro Atlanta ISSA chapter.

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