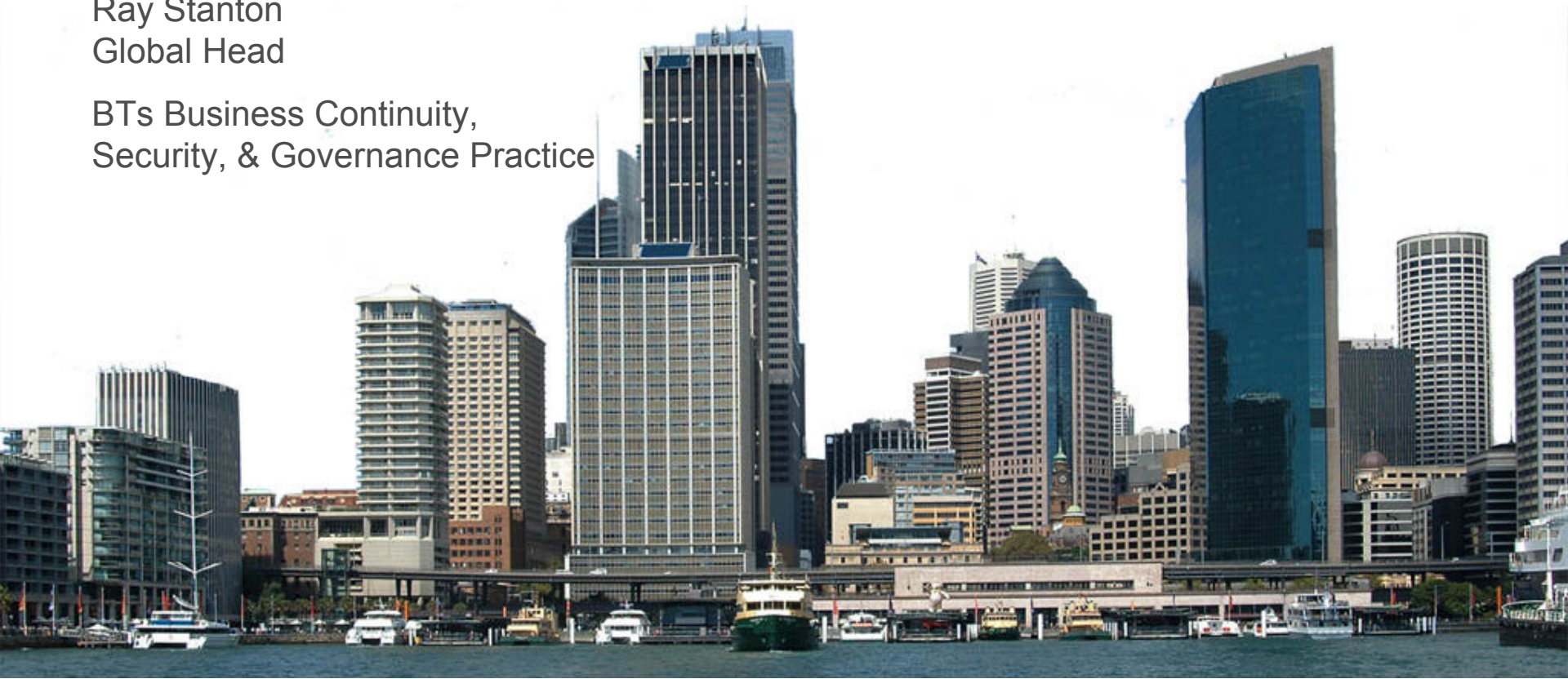


# The Benefits of FIRST: How to sell FIRST to your upper management

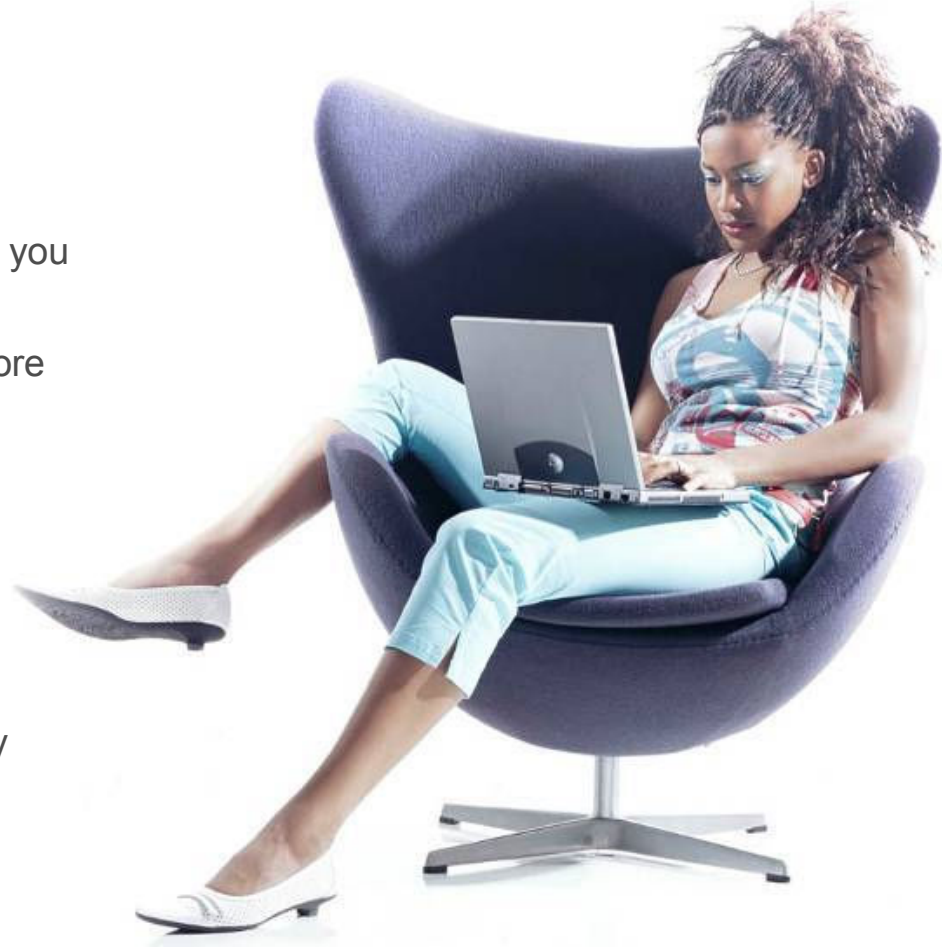
Ray Stanton  
Global Head

BT's Business Continuity,  
Security, & Governance Practice



# Agenda / topics covered

- Who is BT?
- Knowledge, experience, thought leadership
- Some key perspectives
  - The world around us has changed – so why you should be interested
  - This is the digital networked economy – ignore at your peril!
  - Security 'IS' creating new opportunities and challenges
  - What is driving our security investment decisions & priorities in 2007/08?
  - The analysts view....Times change.....Do they???? Really? Do they....apparently they will.....
- Questionnaire results
- In summary, opinion & take-a-ways



## But first to start.....

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- Many of you are in denial
- You are not sure why you should care about business language
- You believe it is their (the managements) fault
- They don't understand you
- You don't understand them
  
- If in reality you want to gain new or continued support, resources or just recognition from your executive management, then you need to take notice of what I'm about to present; if not, there's a door at the back!
  
- Keep an open mind and be receptive and thank you for your responses to the questionnaire.

## Who is BT?

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BT is one of the world's leading providers of communications solutions and services operating in 170 countries, employing 110,000 people globally. Its principal activities include networked IT services, local, national and international telecommunications services, and higher-value broadband and internet products and services. BT consists principally of four lines of business: BT Global Services, Openreach, BT Retail and BT Wholesale.

In the year ended 31 March 2006, BT Group's revenue was £19,514 million with profit before taxation of £2,040 million.

British Telecommunications plc (BT) is a wholly-owned subsidiary of BT Group and encompasses virtually all businesses and assets of the BT Group. BT Group plc is listed on stock exchanges in London and New York.

For more information, visit [www.bt.com/aboutbt](http://www.bt.com/aboutbt)

# Qualities of a successful business in the 21st century

- How will we as organisations manage our IT Security and Risk postures holistically in the future?
- How and what we are dealing with; and see as today's issues/threats to our business environments?
  - collaboration with business partners
  - the enabling of our flexible workforce
  - the convergence of our business and IT Systems.
- To gain the investment of budget and support you need to be successful with FIRST or any programme – you **MUST** understand your business pressures and challenges!!



# Perspective

The world around us has changed – so why should we be interested



Organisations are increasingly reliant on networked IT services

## Perspective

This is the digital networked economy – ignore at your peril!

- Connectivity and convergence are driving economies on a global basis
- Bringing information and applications to the point of use
- Communication and collaboration is key
- The real benefits derive from IT that is connected
- Business calls this networked IT



# Perspective

## Security 'IS' creating new opportunities and challenges

- Communication and collaboration with distributed customers, suppliers and employees
- Exploiting connectivity and convergence to improve business models, processes and practices
- Managing globalisation, consolidation and restructuring
- Serving customers and citizens, in real-time, creating enduring customer relationships
- Delivering on all the above while remaining compliant and secure





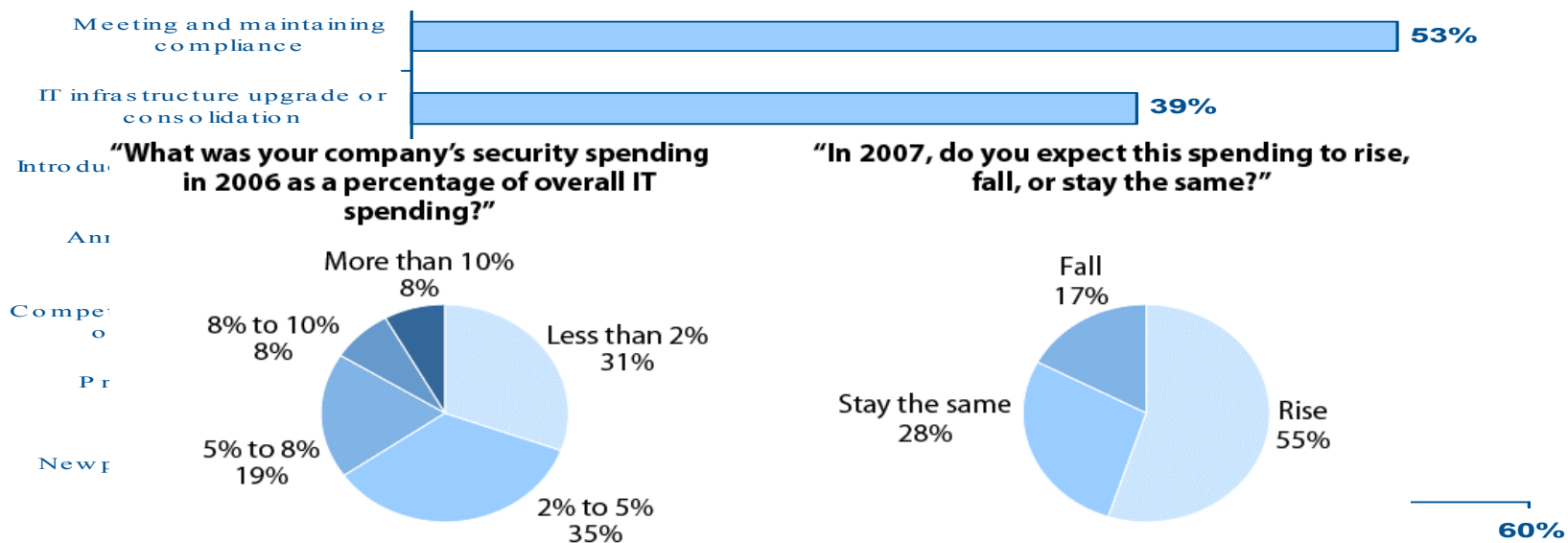
## Perspective

### What is driving our security investment decisions & priorities in 2007/08?

- Developing A Unified Security Strategy Is At The Top Of The Agenda;
- Developing a control framework to facilitate compliance and security;
- Aligning security to other parts of the business;
- Defining security metrics based on business objectives and security priorities;
- Developing a vendor strategy for the long run;
- Protect Against Complex And Targeted Threats;
- Exploring options and possibilities for outsourcing;
- Embedding security in application development is an uphill task;
- CISOs point to mobile technologies as the most significant risk to data security;
- Identity management and access control need to work in concert.

# Perspective

## What is driving our security investment decisions & priorities in 2007/08?



Base: 30 delegates to Forrester’s Security Forum EMEA 2007  
(percentages may not total 100 because of rounding)

# BT's Approach to the Security Challenges of 21st Century

- Groupwide Security Governance framework;
- Risk based approach;
- Introduction of and certifying to, common standards
  - i.e. ISO 17799 (ISO 27001);
- Common approach to technical security assessments;
- Introduction of global, group-wide Identity Management programme;
- Adoption of central Security Services;
  - E.G. BTCERT
- Anticipating and innovating for the future;
- Move from vertical silo organisations to horizontal Centres of Excellence;
- Creation of new Resilience Operating Committee, chaired and sponsored by Group Company Secretary.



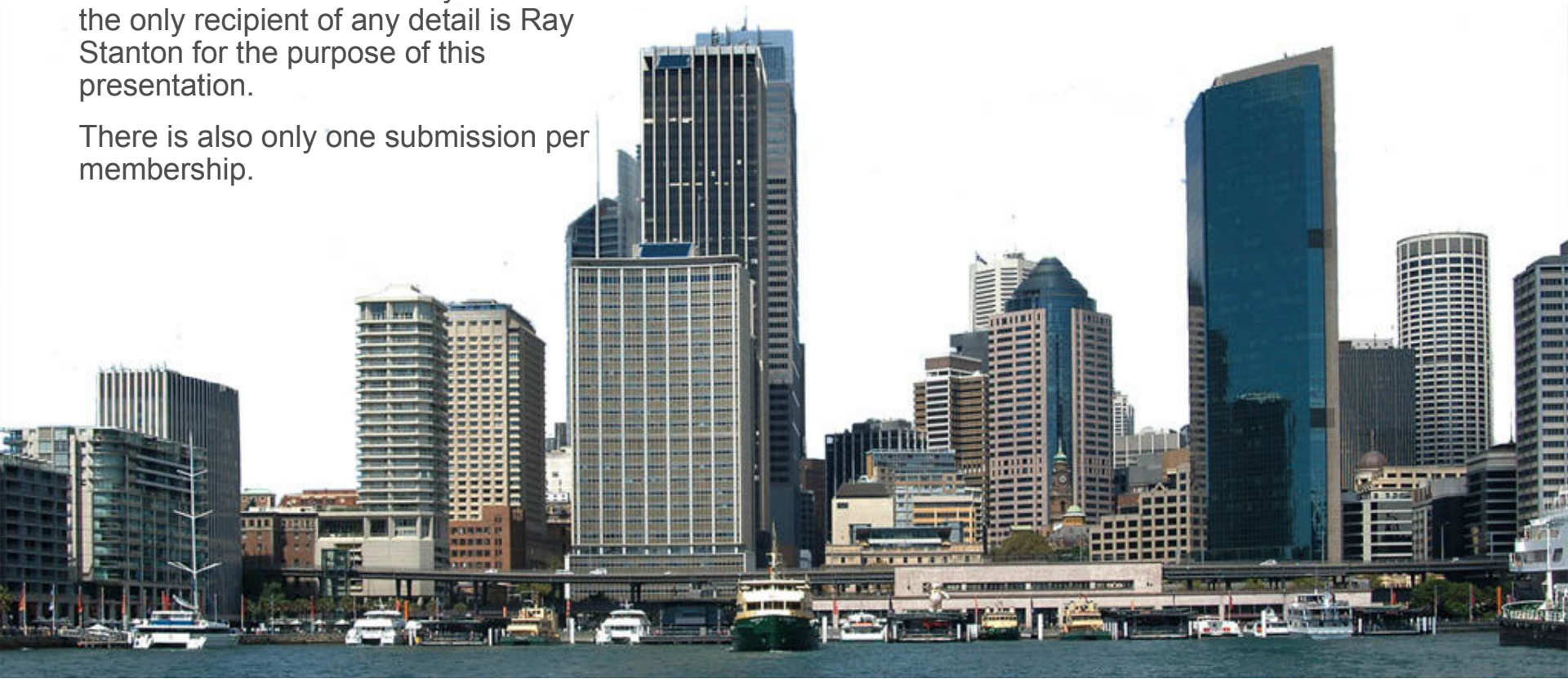
## Questionnaire results

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### Note:

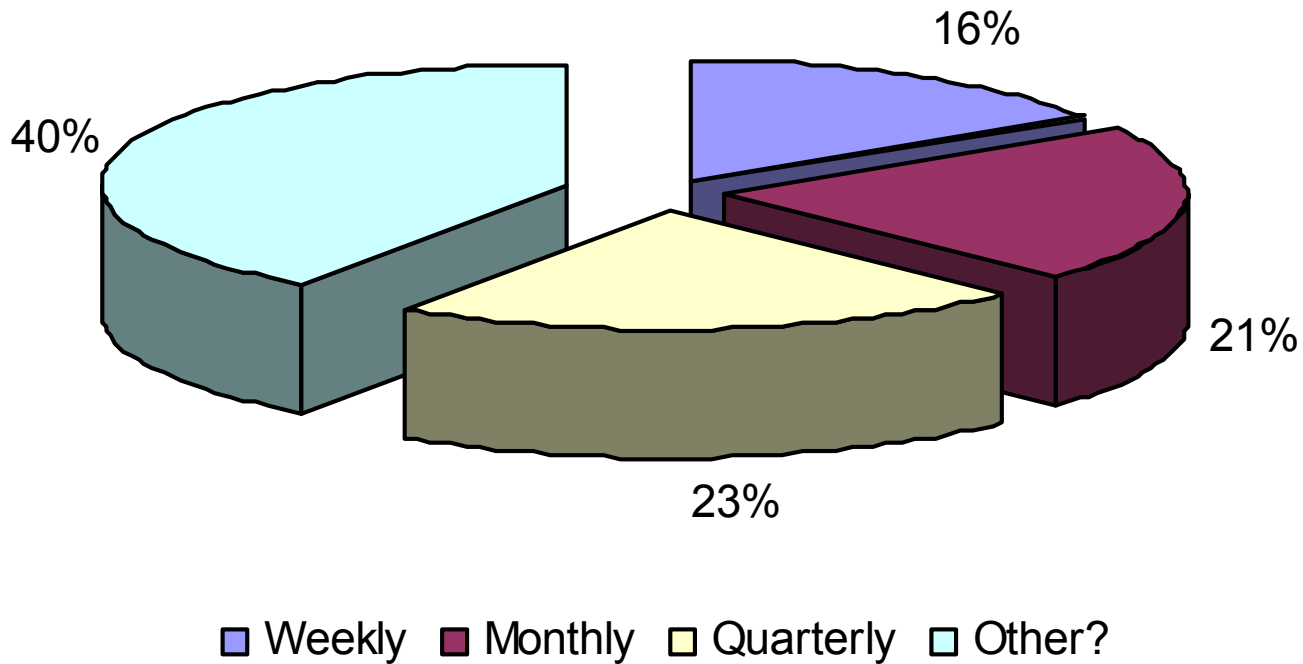
All returns have been anonymised and the only recipient of any detail is Ray Stanton for the purpose of this presentation.

There is also only one submission per membership.

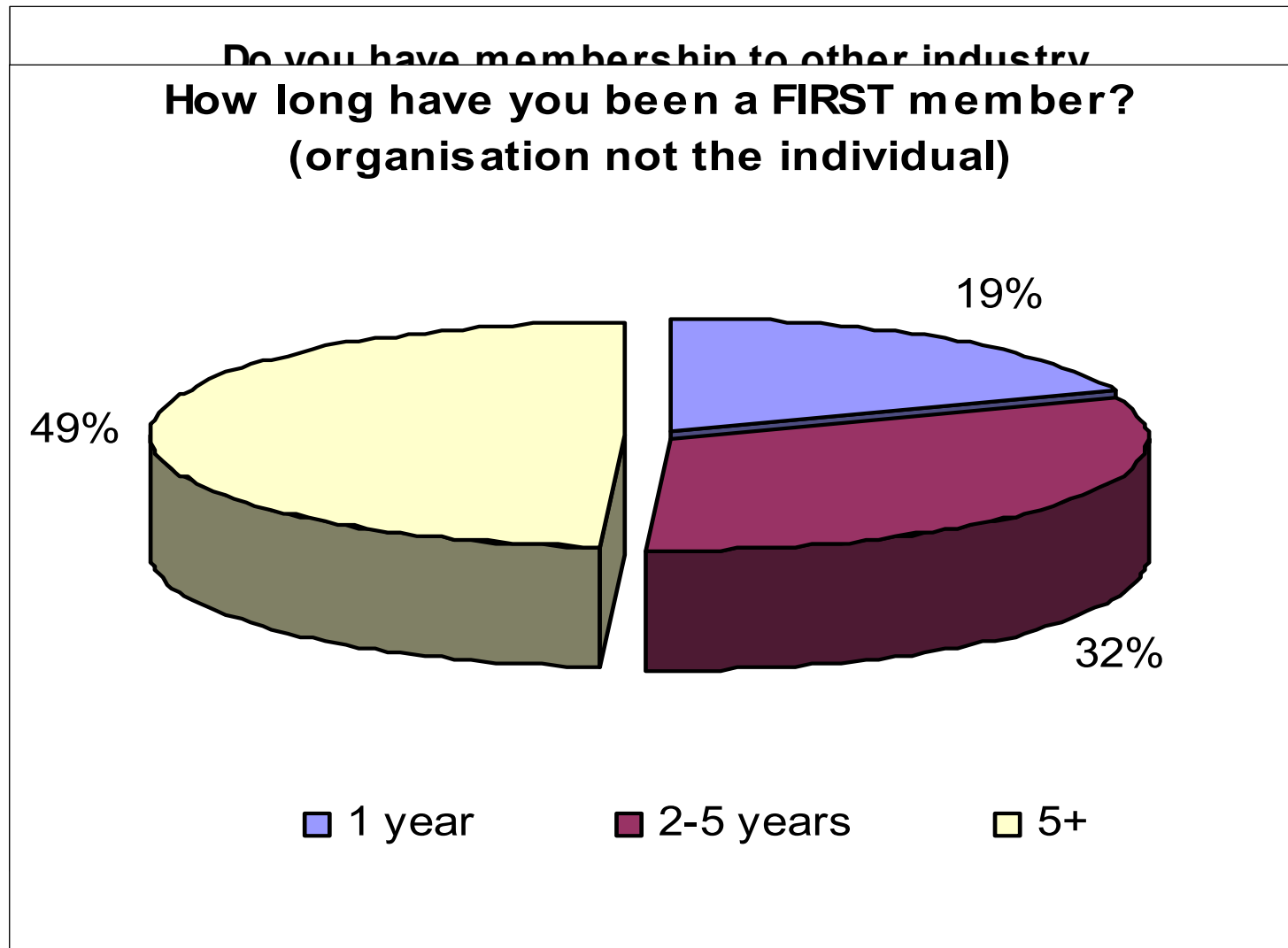


## Questionnaire results - Management

**How often do you give them feedback on the membership activity/benefits?**

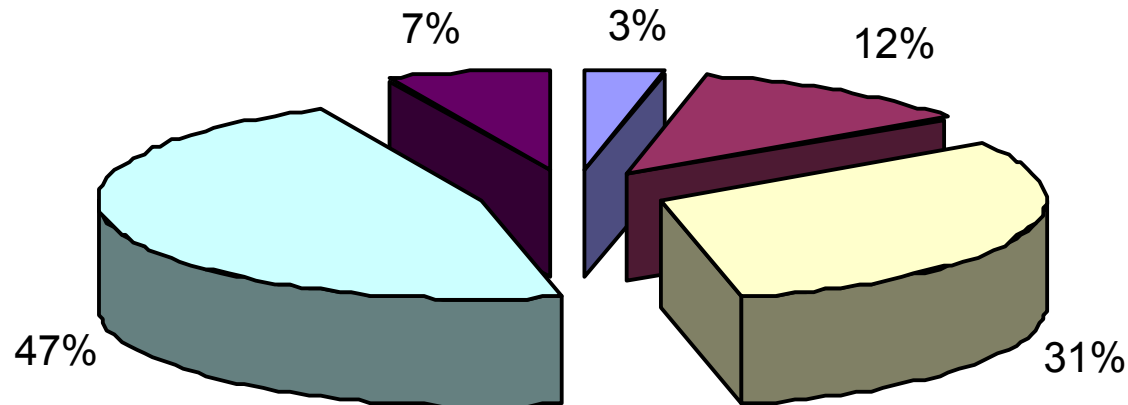


## Questionnaire results - Membership



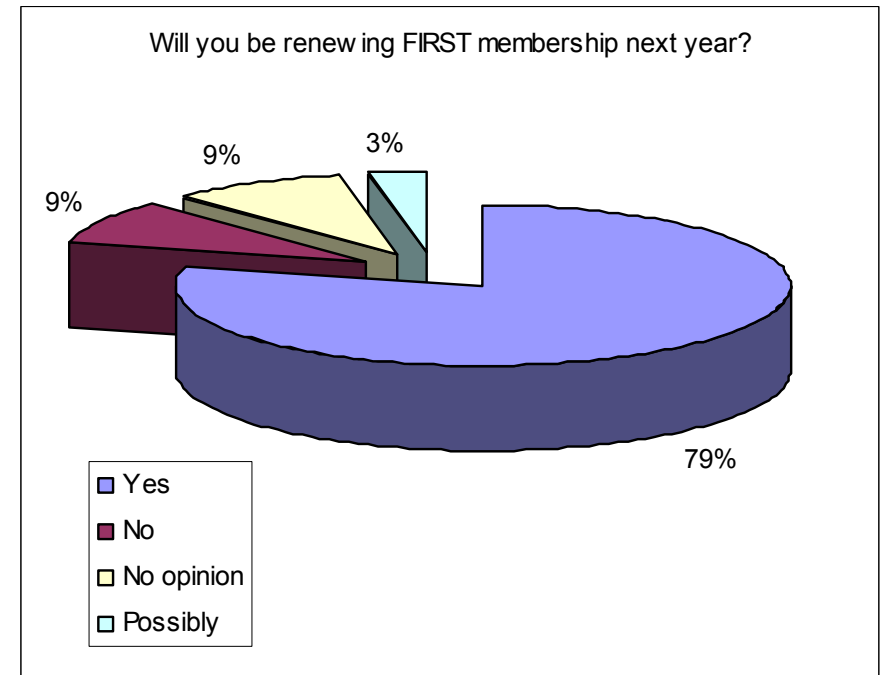
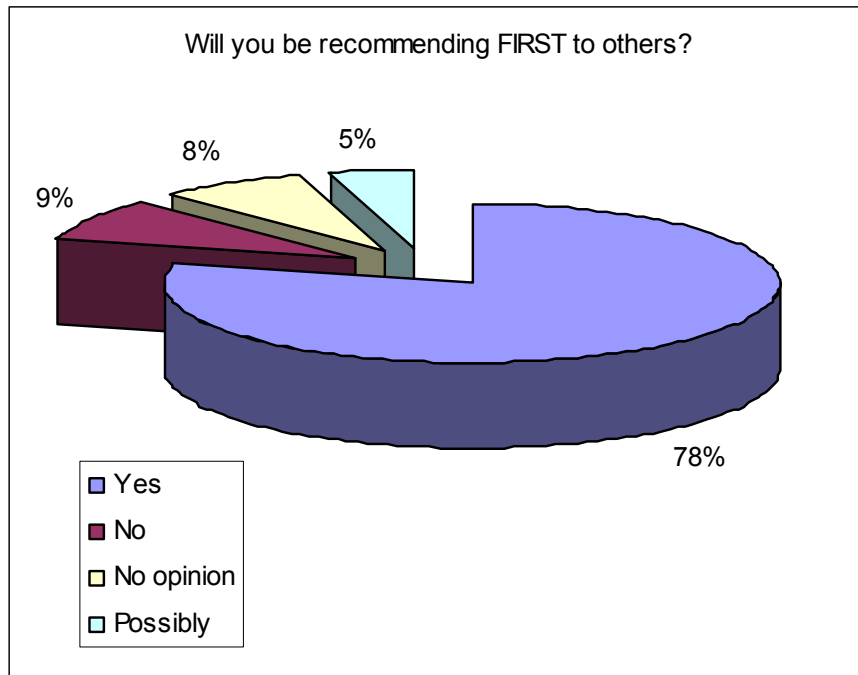
## Questionnaire results – Value?

**If your organisation had to grade/score the value of the FIRST membership, what would it be?**



- Poor - see no value, each year a struggle to justify membership
- Average - see some value from feedback
- Good - some value from activities of team supporting FIRST
- Very Good - proves value for Security related incidents
- Excellent - exceeds VFM for incidents & Business Strategy & Objectives

## Questionnaire results – Misc.....



- What do you think the cost of the membership should be in your view?
  - Ranged from \$100 to \$5000
  - The average was \$1674



## Questionnaire comments – the good and the bad!

### What you think – some of your quotes and comments;

- *'I think FIRST needs to provide value for their membership dollar. At this time I am not convinced that the value of FIRST can be shown, beyond the social networking aspects.'*
- *What does FIRST want to do when it grows up? Gene Spafford asked this question at Karlsruhe - that was more than 10 years ago, and I'm not sure FIRST has answered it.'*
- *Model of FS/ISAC for threat alerting / intelligence; It costs more than FIRST but is more structured'*
- *'The membership cost for this organization is very low compared to what we are able to gain from our participation. So from the past 9 years experience of being involved in FIRST, I see a real benefit and need to continue our involvement.'*
- *'I am finding the current fee a barrier to entry!'*

## What you need to do different tomorrow.....

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- Introduce regular scheduled update meetings with sponsors/budget holders
  - Not on an ADHOC and irregular basis, get in their diaries as a recurrence;
  - Do not only go to see them when you have bad news, publish regular good news as well;
  - Ask them what they need to demonstrate to them how they perceive the value FIRST gives them?
    - This may be just one line, but if it is what they want – give them it!
- Introduce stakeholder management RAG reporting

# Example RAG report (Red Amber Green or Traffic Light Approach)

<b>Security Practice RAG report</b>		<b>22nd June 2007</b>								
<b>Key Stakeholders</b>	<b>Service</b>	<b>Operations</b>	<b>Commucation</b>	<b>Support</b>	<b>Capability</b>	<b>Interaction</b>	<b>Overall</b>	<b>Key actions / Comments</b>	<b>Next Meeting date</b>	
Tom Mullen	Green	Yellow	Yellow	Green	Red	Green	Yellow	Tom isnt' sure of the capability of the team, communication poor (June 13th)	July 13th	
John Doe	Yellow	Yellow	Yellow	Yellow	Green	Green	Yellow	Not happy, no commuication, no reporting, (end of May)	Weekly to resolve	
Jane Doe	Green	Green	Green	Green	Green	Green	Green	Happy and supportive	End of June	
<b>Plus:</b>										
Mickey Mouse							Happy - Call on 21st June	TBC		
Minnie Mouse							Emails during May	Delegated to her leadership team.....		

## What you need to do different tomorrow.....

- Introduce regular scheduled update meetings with sponsors/budget holders
  - Not on an ADHOC and irregular basis, get in their diaries as a recurrence;
  - Do not only go to see them when you have bad news, publish regular good news as well;
  - Ask them what they need to demonstrate to them how they perceive the value FIRST gives them?
    - This may be just one line, but if it is what they want – give them it!
- Introduce stakeholder management RAG reporting
- Spend time educating your customers (internally) and get them to advocate the benefits you deliver through your activities and FIRST
- Introduce Customer Satisfaction Indices (CSIs) and Key Performance Indicators (KPIs)
- Communicate what you are doing – over communicate
  - Stop being defensive – they more than likely do not know and by not communicating with them – they will continue NOT to know.

## In summary, my opinion and take-a-ways

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### In my opinion:

- These business challenges are here, not coming;
- Security is a key enabling technology;
- You are not doing enough to educate your sponsors/budget holders;
- Talk their language.

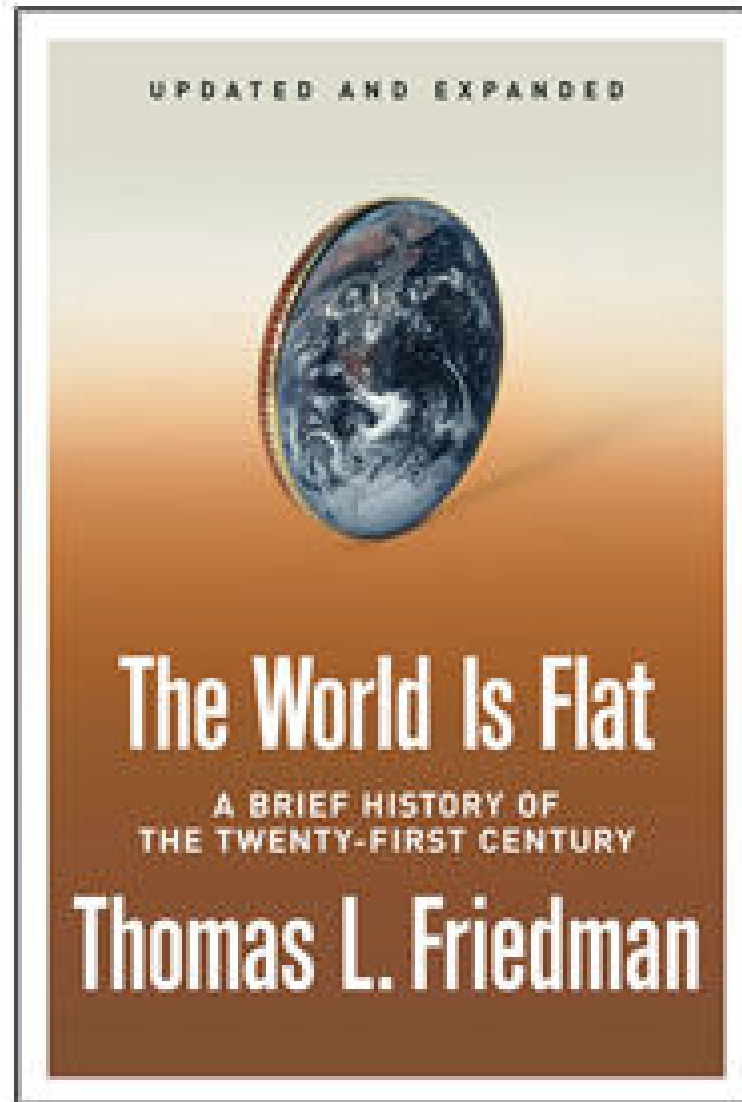
### Take-a-ways/food for thought:

- Focus on that what needs doing, not pet projects;
  - Be honest with yourselves;
  - Introduce regular reporting;
  - Educate to demonstrate benefits;
  - Stop delivering just bad news – deliver good news as well;
- Business challenges are not going away, understand and use them to your advantage.



Perspective

The world is flat and I agree!





Thank you and  
any further questions?

<http://www.bt.com/networkedit>

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