



Governance and Risk Management

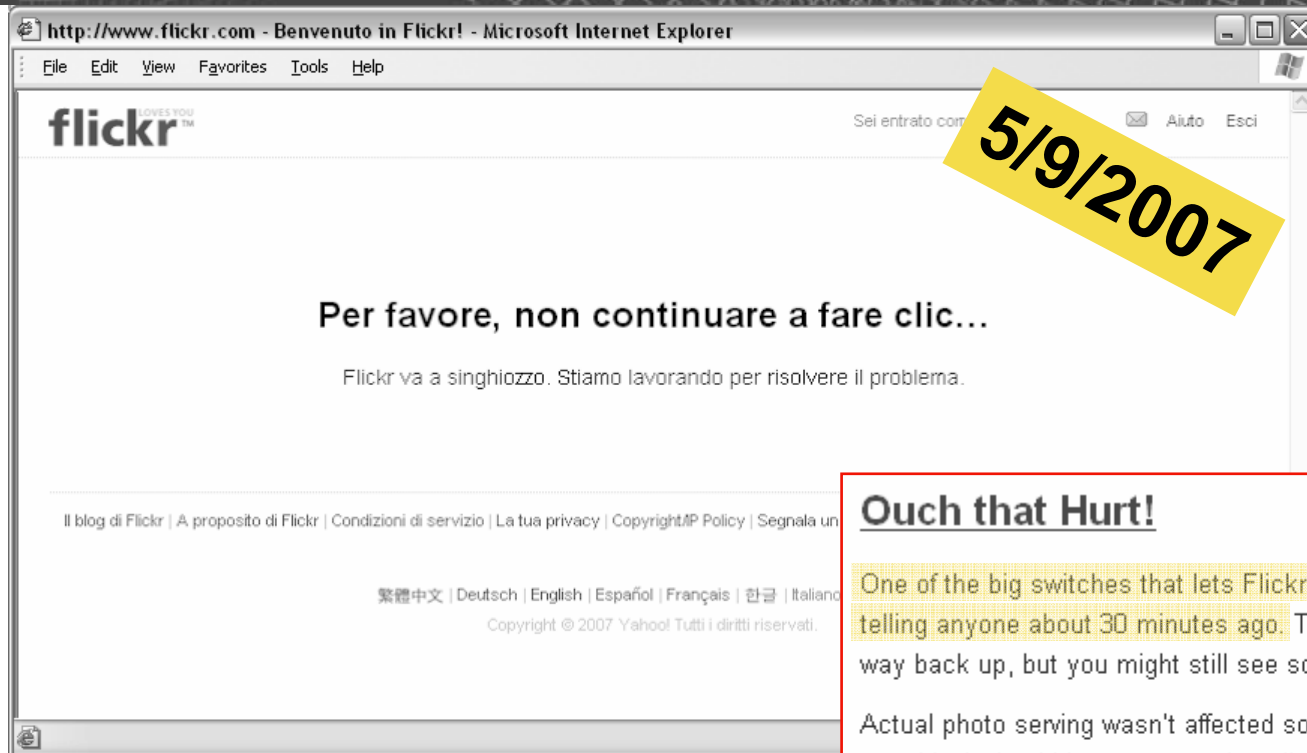
*E' ancora una questione per
uomini duri?*

Mauro Orlando
mauro.orlando@gartner.com

Milano 18/9/2007 - Roma 20/9/2007

Avvenimenti recenti

L'anello debole rompe la catena



Un apparato di rete si guasta e costringe ad un complesso (inatteso) processo di riavvio del servizio

Ouch that Hurt!

One of the big switches that lets Flickr talk to the outside world went on vacation without telling anyone about 30 minutes ago. The problem has been fixed and we're wobbling our way back up, but you might still see some strange behavior for the next 10-20 minutes.

Actual photo serving wasn't affected so any photos you were showing elsewhere (like on your blog) should have gone on happily showing up.

update 12:58pm: hmmm, still stuck in baggage claim on the way back up. We're looking at another 20 minutes at least until everything is all shiny.

update 1:33pm: all cuteness aside, our dedicated team of server whisperers are bringing each frightened server up one by one. This is taking a bit longer than they had promised us. Current predictions are 15 minutes. We'll provide updates as necessary.

update 1:39pm: WE'RE BACK! Thanks for your patience.

90+ min!

Avvenimenti recenti

Servizi consumer adottati dalle imprese

Quando il virus arriva via Skype

Megalab - 23 ore fa

Anche se il modus operandi non è particolarmente originale, un nuovo malware sta utilizzando la rete di contatti **Skype** per tentare di replicarsi su quanti ...

Skype trema: nuovo worm per la piattaforma VoIP

oneITsecurity - 13 set 2007

D che si diffonde utilizzando l'Istant Messaging di **Skype**, piattaforma leader nel settore della telefonia VoIP. La notizia è comparsa su **Skype** HeartBeat, ...

Skype in crisi, i dati lo confermano

oneVoiceOverIP - 13 set 2007

Non siamo tutti perfetti, questo vale anche per **Skype**, sembra infatti che per il software freeware più scaricato al mondo sia un periodo negativo e il suo ...

... ✓

... ✓

Il virus arriva via Skype

Diregiovani - 11 set 2007

ROMA - Conoscete **Skype**? E' un software freeware di istant messaging e VoIP che unisce caratteristiche comuni ad altri client quali chat, salvataggio delle ...

... ✓

La versione Linux di Skype legge le password

La Stampa - 28 ago 2007

Alcuni utenti dotati di sistema operativo open-source hanno riportato sul forum di **Skype** un comportamento anomalo del software Voip. ...

Skype sviene sotto il solleone

il Giornale - 22 ago 2007

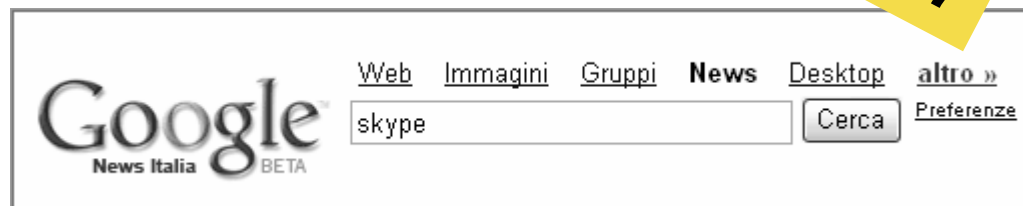
Già, perché per la prima volta nei suoi quattro anni di vita, il servizio Voip (Voice over Ip) **Skype** (gratuito per le connessioni da pc a pc, ...

BLACK OUT DI SKYPE CAUSATO DA AGGIORNAMENTO DI WINDOWS

La Repubblica - 20 ago 2007

Non e' stato un attacco di pirati informatici a causare quasi tre giorni di black out mondiale di **Skype**, ma un semplice aggiornamento automatico del sistema ...

15/9/2007



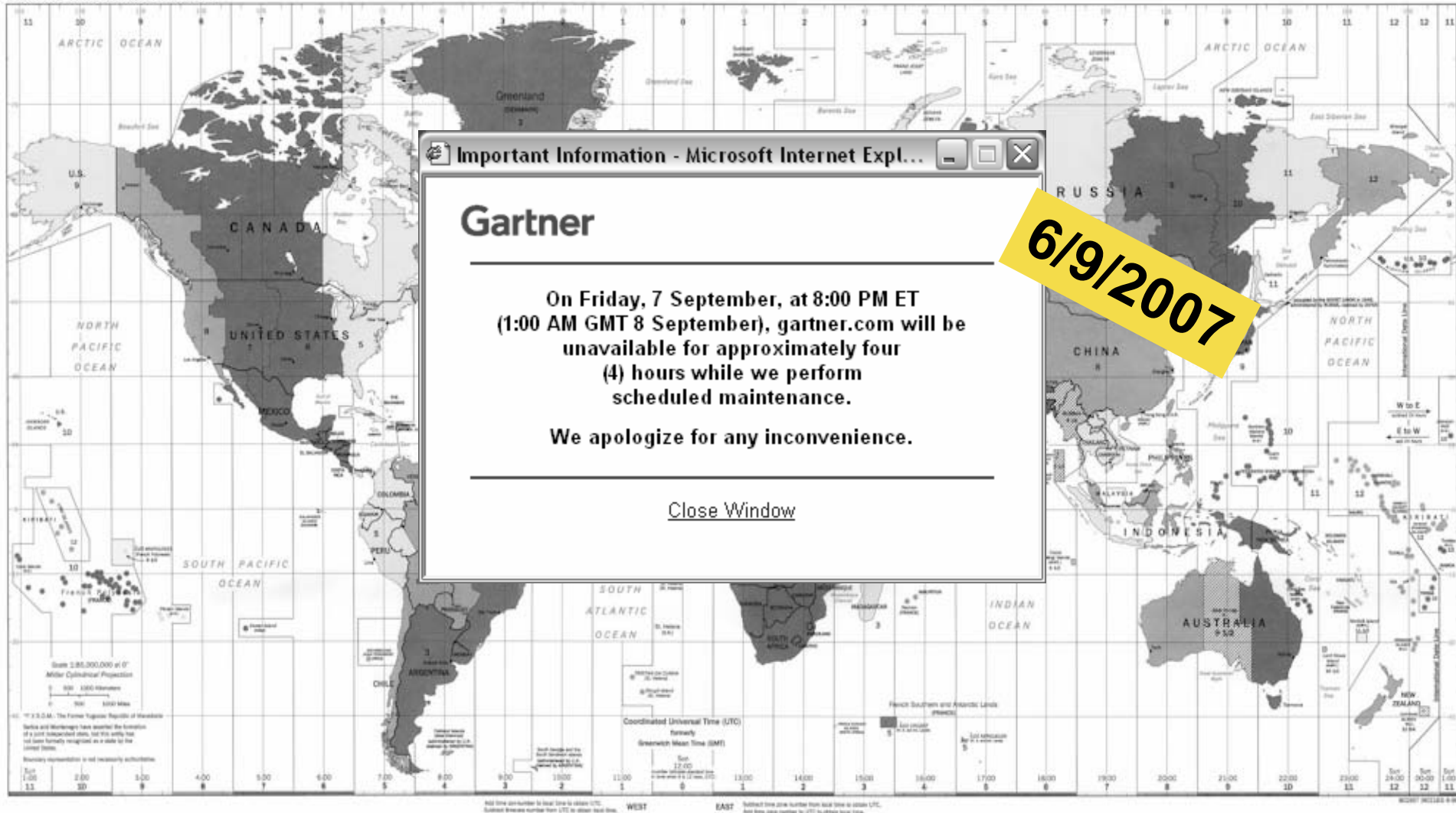
'Skype' in Google News

Sui primi 10 risultati (per rilevanza) 7 riguardano problemi o minacce

Avvenimenti recenti

Ogni tanto bisogna fermarsi

Standard Time Zones of the World



Concetti popolari e ... miti in decadenza?

Source: Gartner for IT Leaders
Security & Risk Management Home Page



Source: The 2007 CIO Agenda
Survey involving 1400 CIOs worldwide

Top 10 CIO Technologies

To what extent is each of the following a priority for you in 2007?

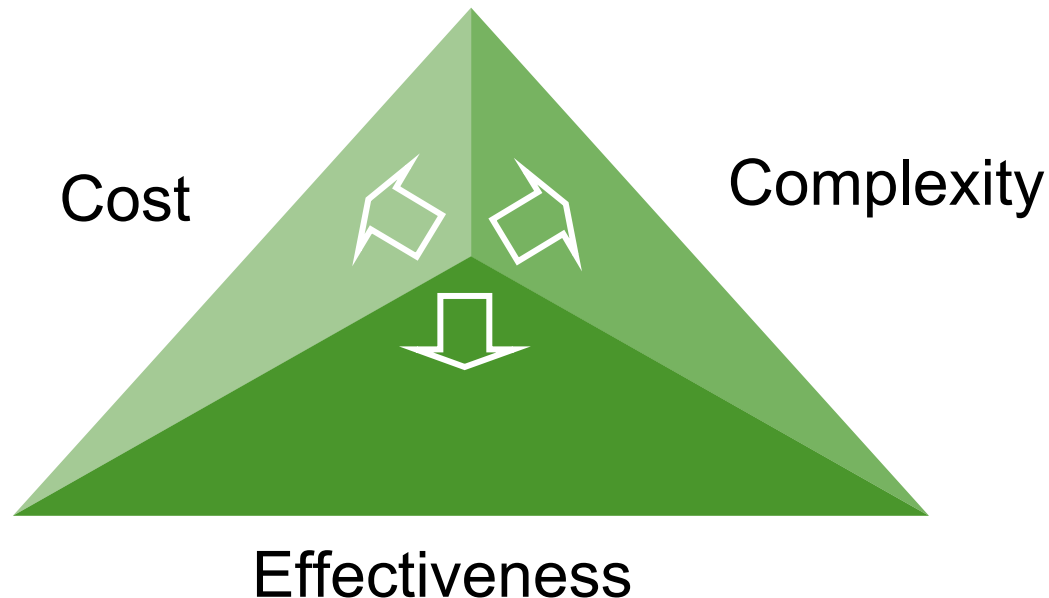
	2007	2006	2005	2007 Increase
Security technologies	6	2	1	9.3%



■ ■ ■ ■ **Gestire i rischi e non le minacce**

There Will Always Be Risk

- *Goal:* Protect the organization from these risks... while enabling the business to operate securely... in a justifiable, cost-effective manner... that manages the risks at an acceptable level.



Promote a Risk-Aware Culture, Not Just Awareness of Risk

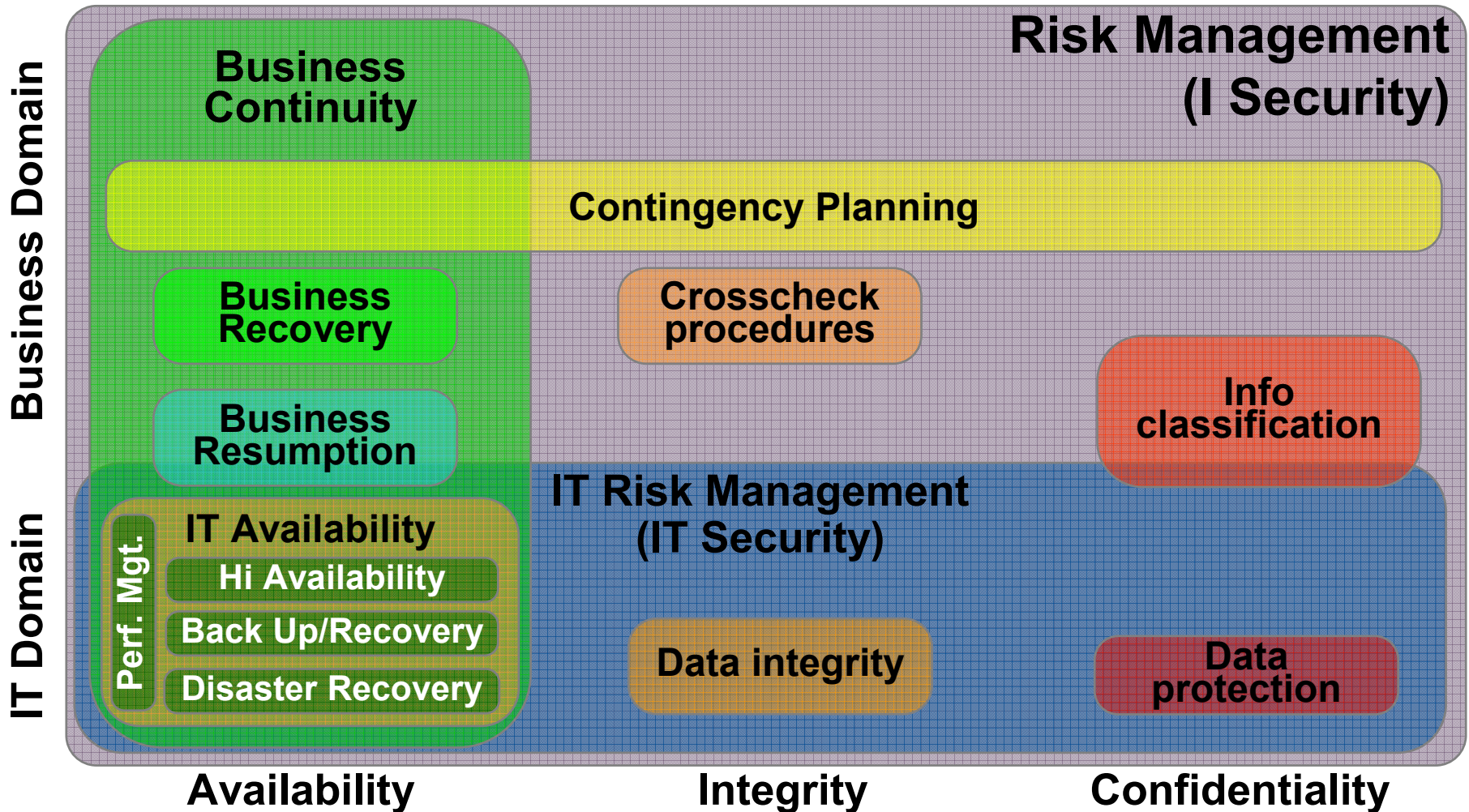
Risk-Averse Culture

- Low degree of "psychological safety" — **Can't discuss** risk openly
- **Avoids** risk/responsibility
- **Hides** problems
- **Assigns blame** when things go wrong
- **Doesn't learn** from failures
- **Avoids opportunities** because they have risks

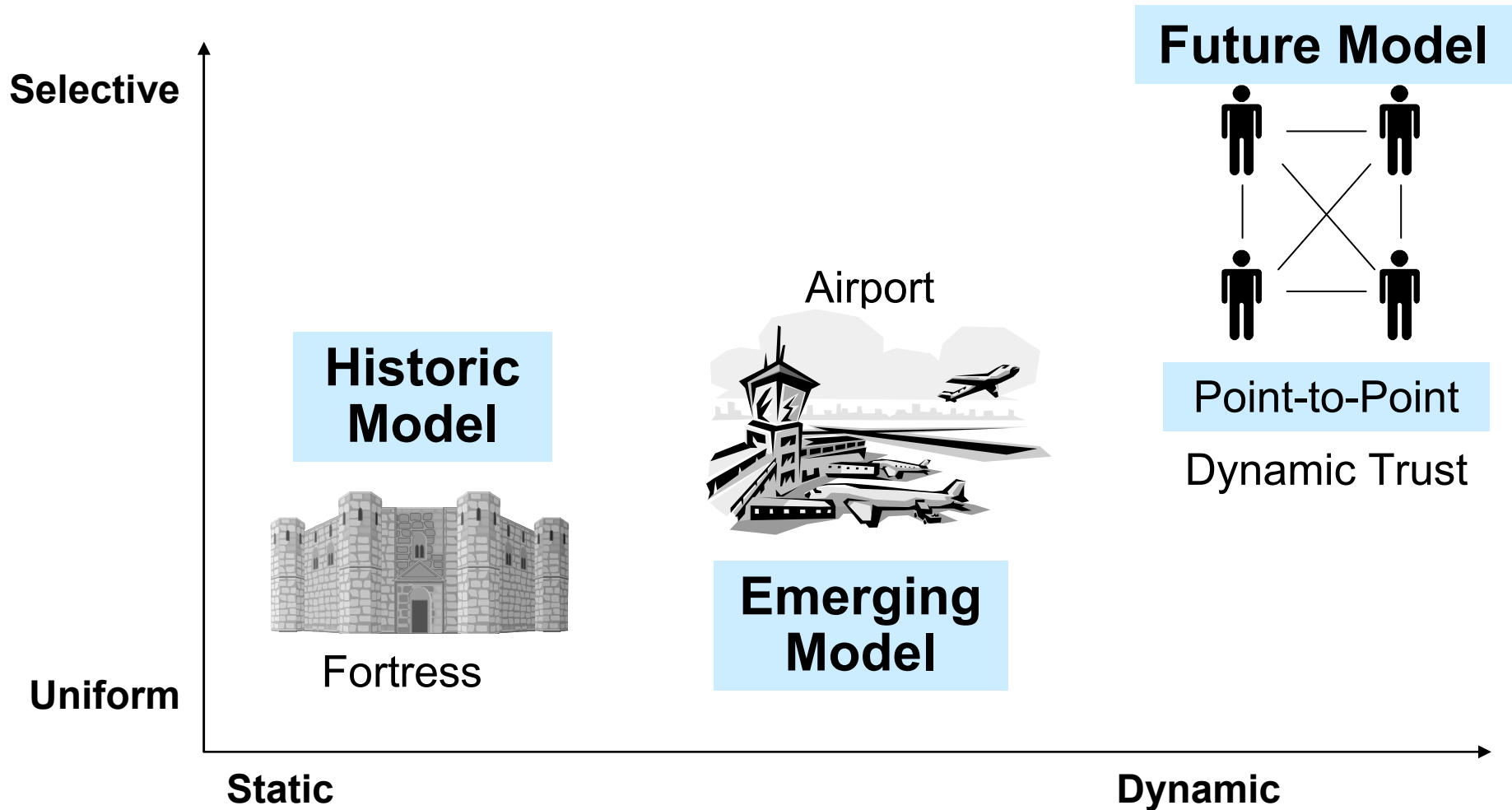
Risk-Aware Culture

- High degree of "psychological safety" — **Open discussions** about risks and strategies for managing them are the norm
- **Accepts** (calculated) risk
- **Shares risks** and risk management
- **Learns** from (managed) failures
- **Can act on opportunities** as well as risks

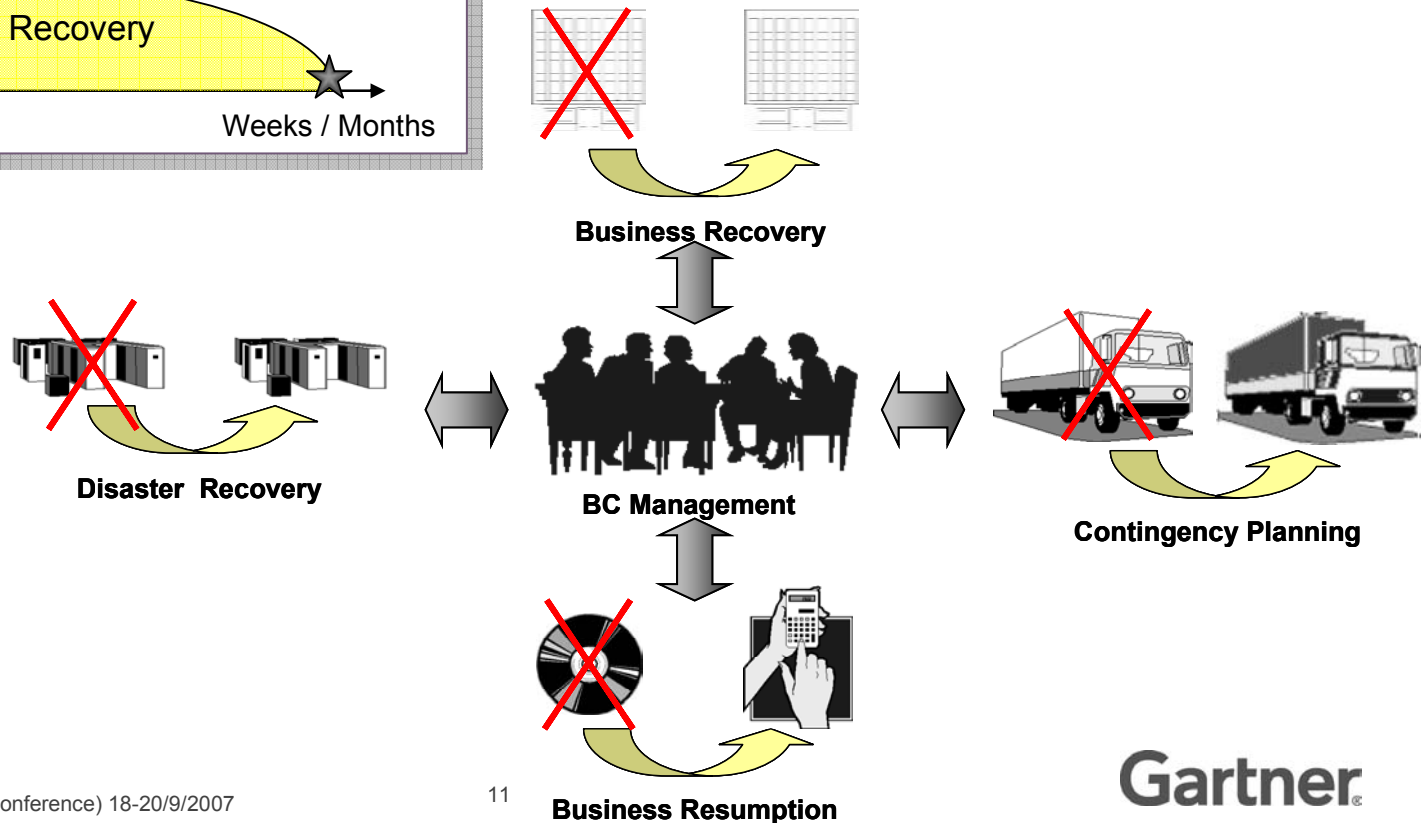
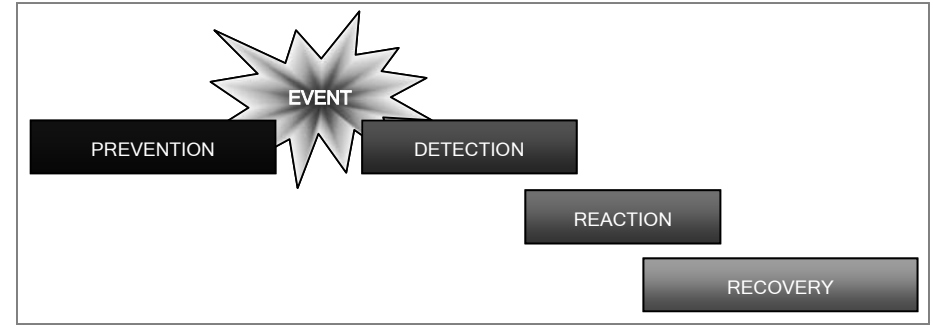
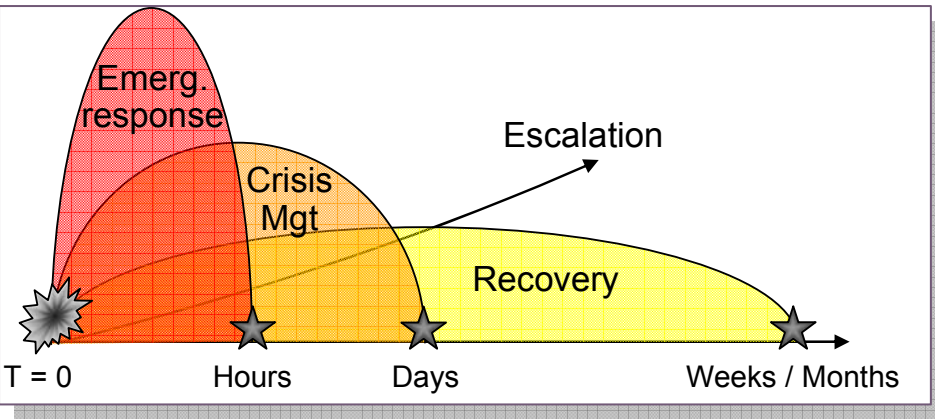
An (In)Complete Map of RM (Operational)



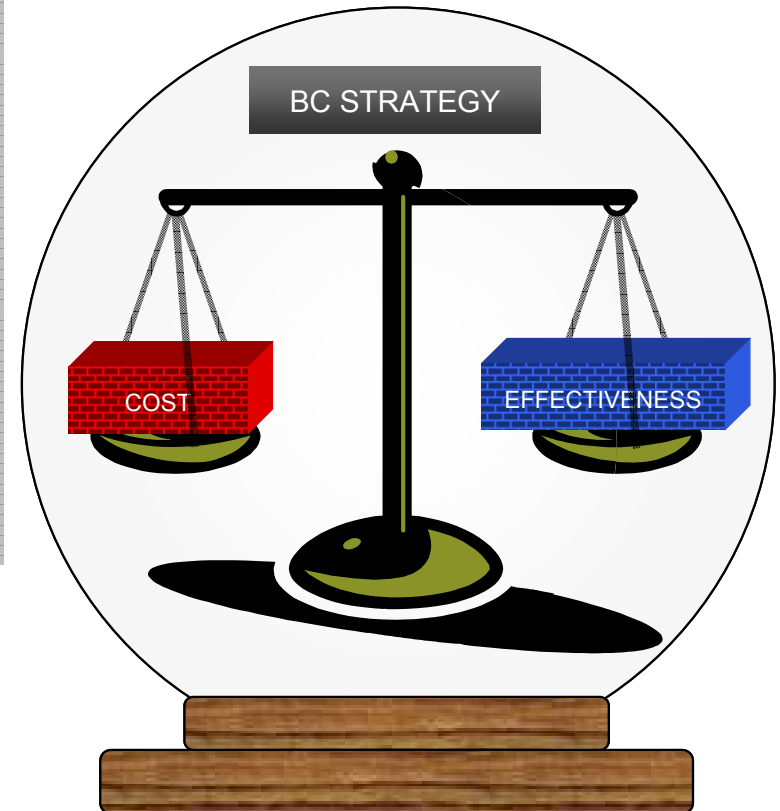
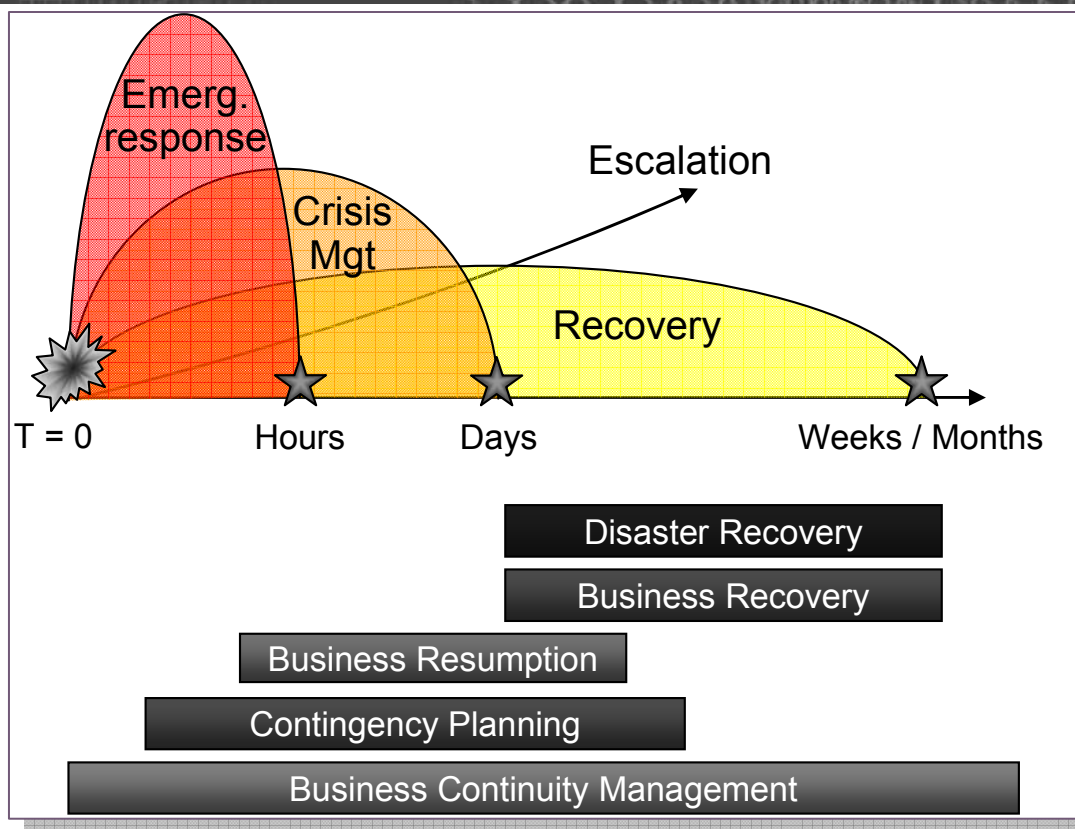
The Evolution of Security Architectures



Business Continuity is a matter of mixing & melting different initiatives and plans



Business Continuity is a matter of mixing & melting different initiatives and plans





■ ■ ■ ■ **‘Governare’ la Governance**

Compliance goals are almost the same



Most regulations address process, governance and reporting — *not* technology

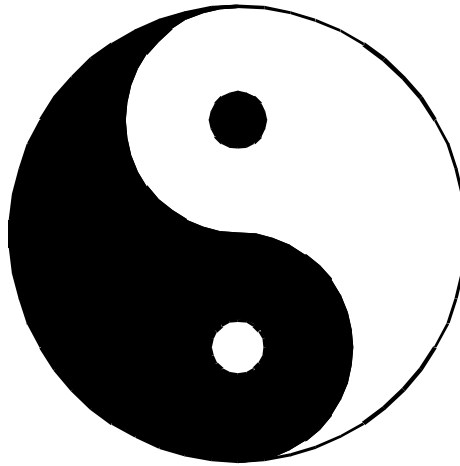
Be Compliant

Maintain infrastructure and program integrity

Support Compliance

Provide the business with compliance "tools" and services

'Operationalize' the Routine



IT Security

- Need to react and **respond quickly**
- **Expensive resources** to tackle new threats
- **Effective** (doing the right things)

IT Operations

- Don't want things to **change**
- **Economies of process** for established, repetitive tasks
- **Efficient** (doing things right)

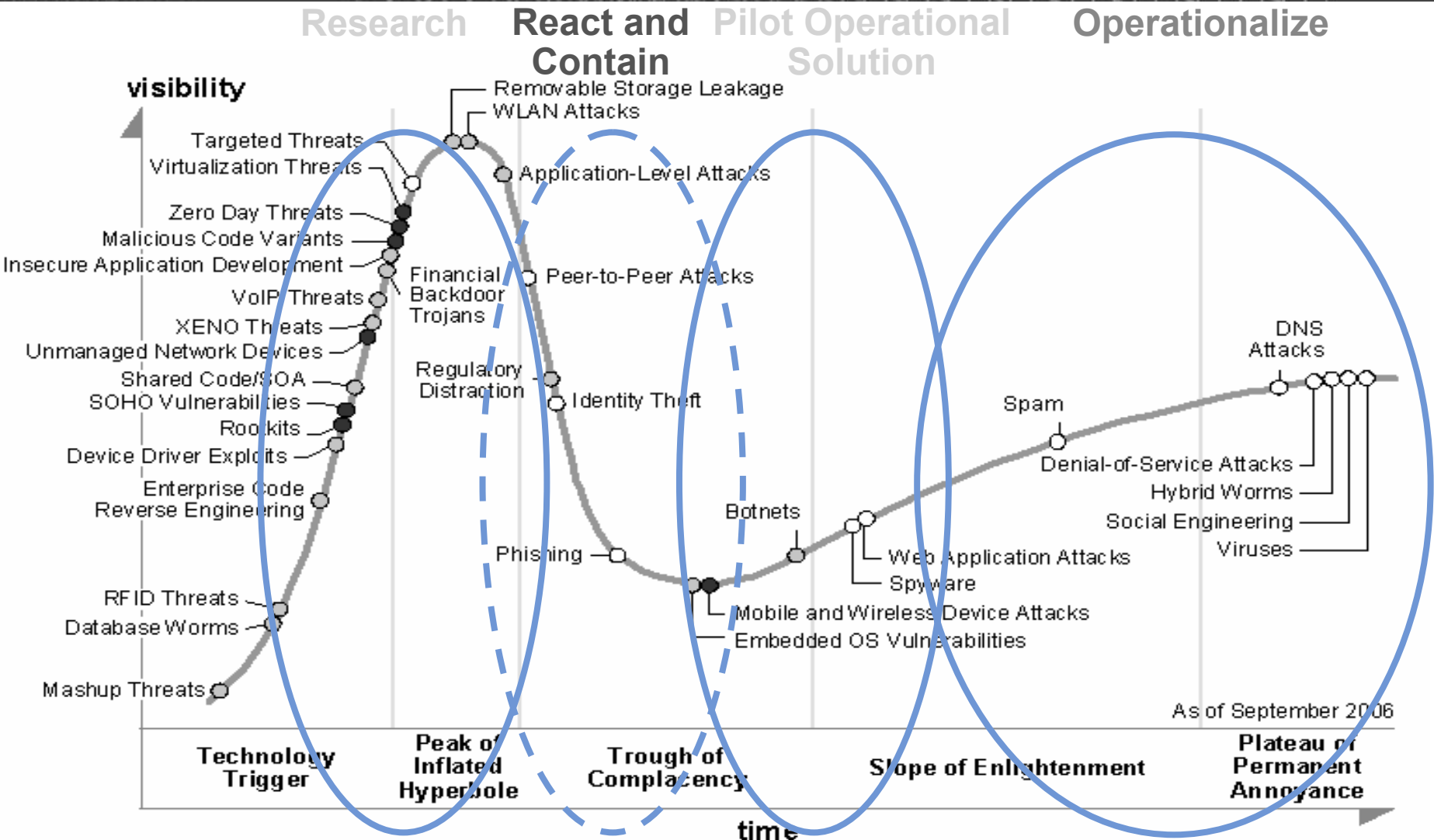
New Threats



Mature Threats

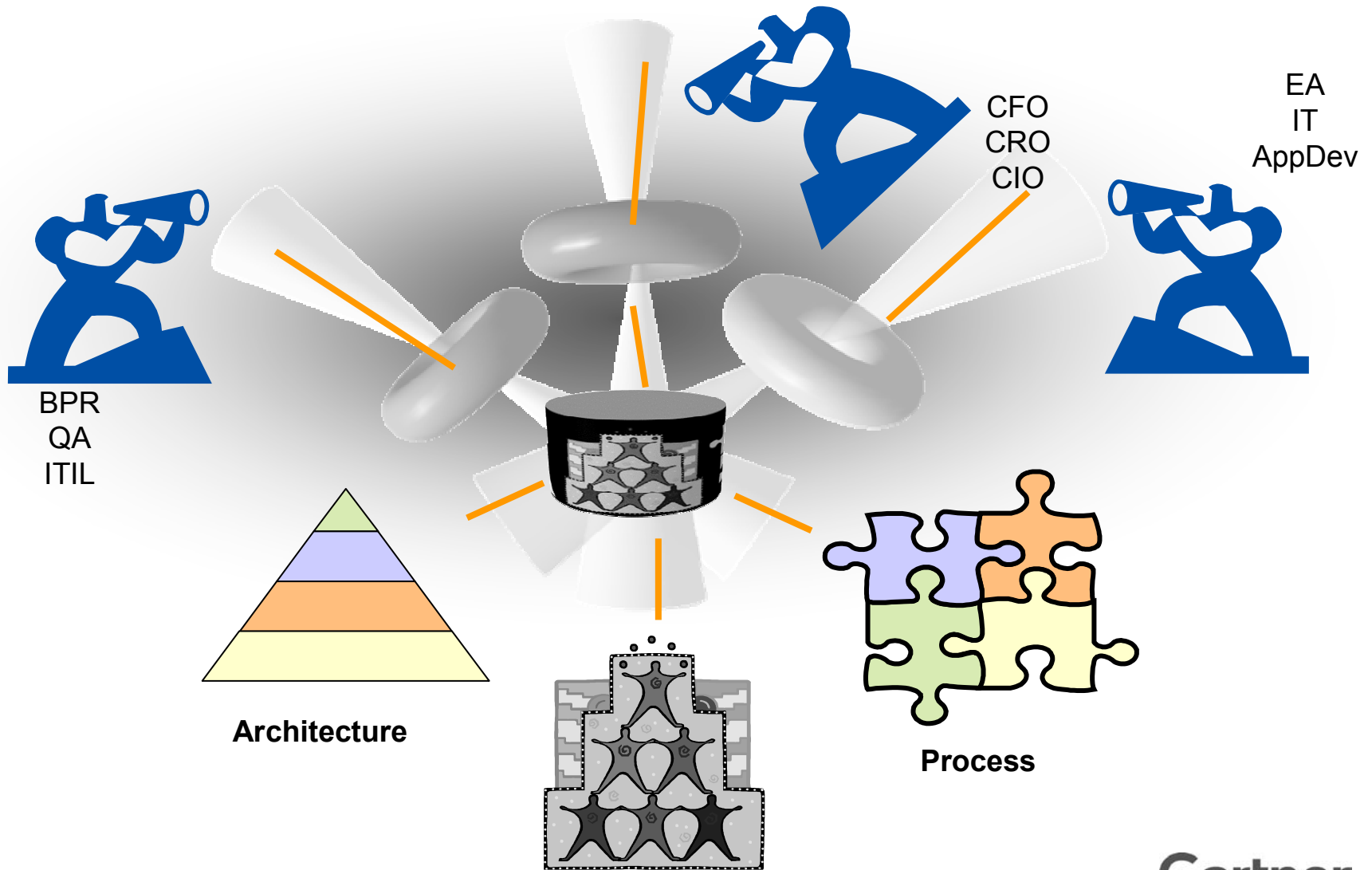
Different approaches against threats

Different actors involved



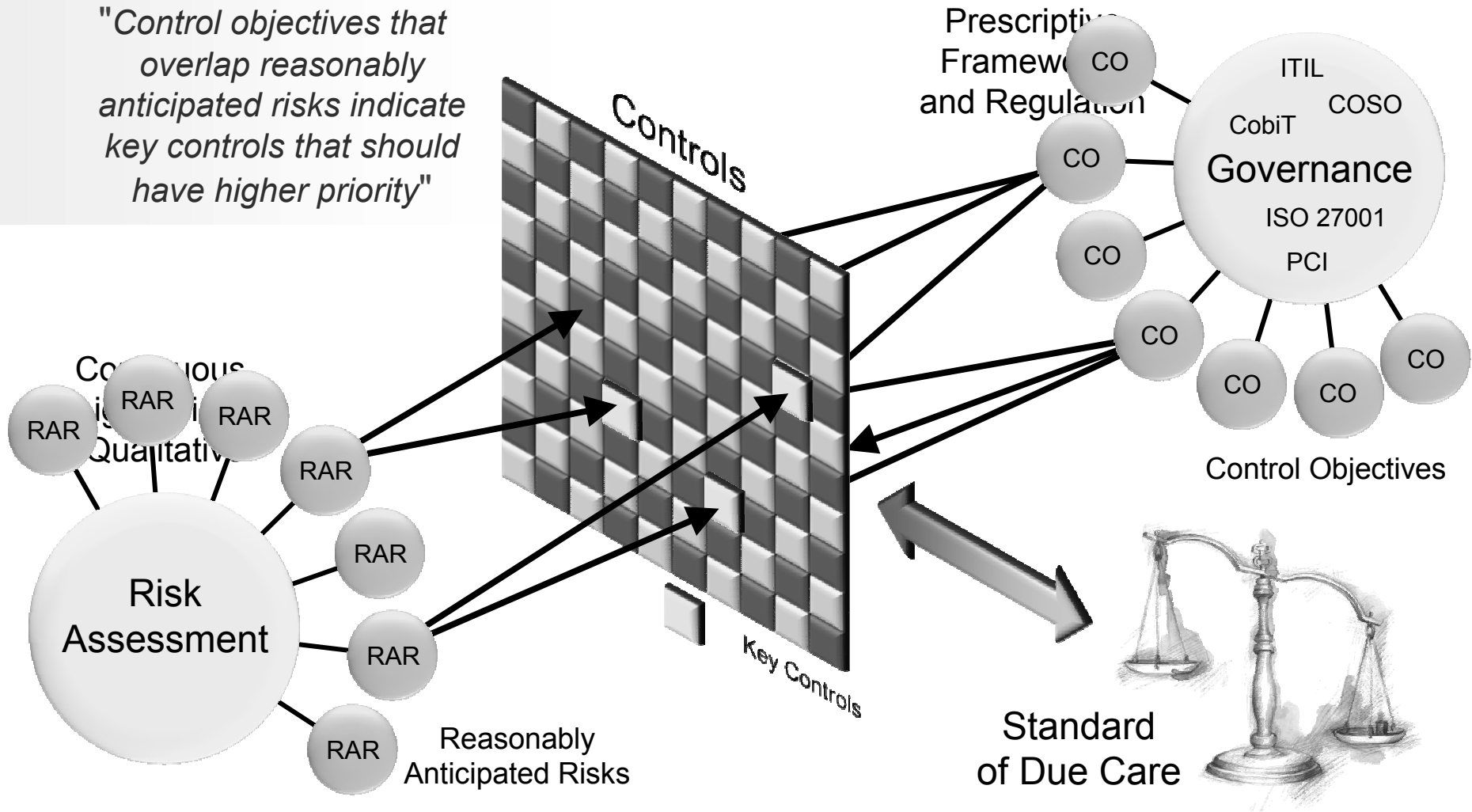
Source: *Hype Cycle for Cyberthreats, 2006*

Who Looks for What?



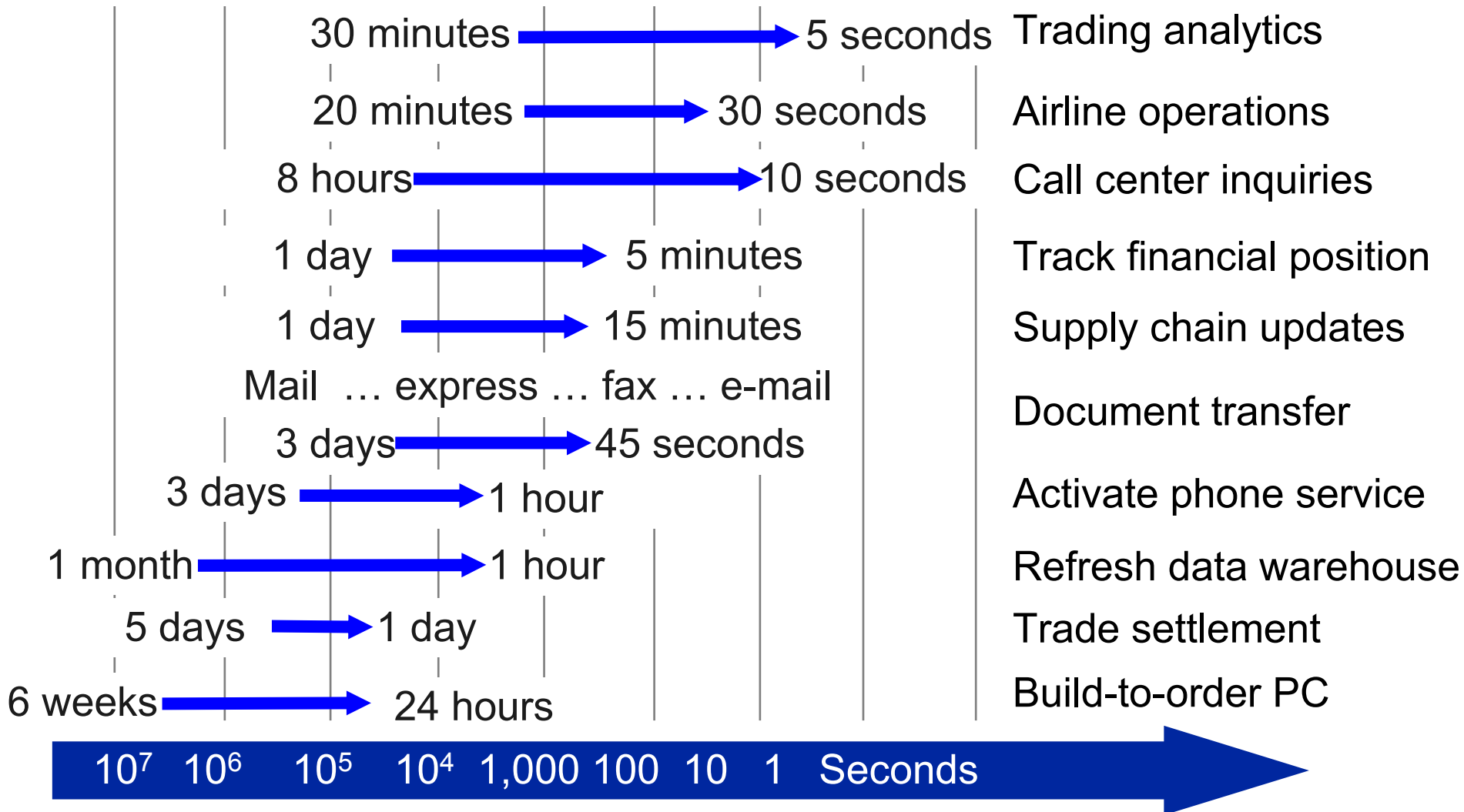
Controls View

"Control objectives that overlap reasonably anticipated risks indicate key controls that should have higher priority"



■ ■ ■ ■ **Service Management**
Affrontare nuove sfide:
Availability and Performance
Management

Moving to the Real-Time Enterprise



Availability and Performance Management: More than Red, Green, Yellow

40% of unplanned downtime due to operator error

- Traditional A&PM developed for the client/server environment
- Stand-alone A&PM continues to be a reactive practice
- Today's market initiatives driving how A&PM tools are being developed, purchased, deployed and used
- A&PM value being added by business/IT service needs with new, innovative tools, providing predictive capabilities allowing proactively outage avoidance

Business Service
Management



Availability and
Performance
Management

Gartner®

Managing Chaos: The New Norm?

The Emerging Reality

Virtualization

Highly distributed and shared IT infrastructure

IT operations efficiencies must be measured

IT operations is accountable (service quality, policy and compliance adherence)

IT infrastructure change is in support of IT services

IT change is constant

The Need

IT infrastructure change detected instantly

IT infrastructure change is understood and evaluated in-line with IT service impact

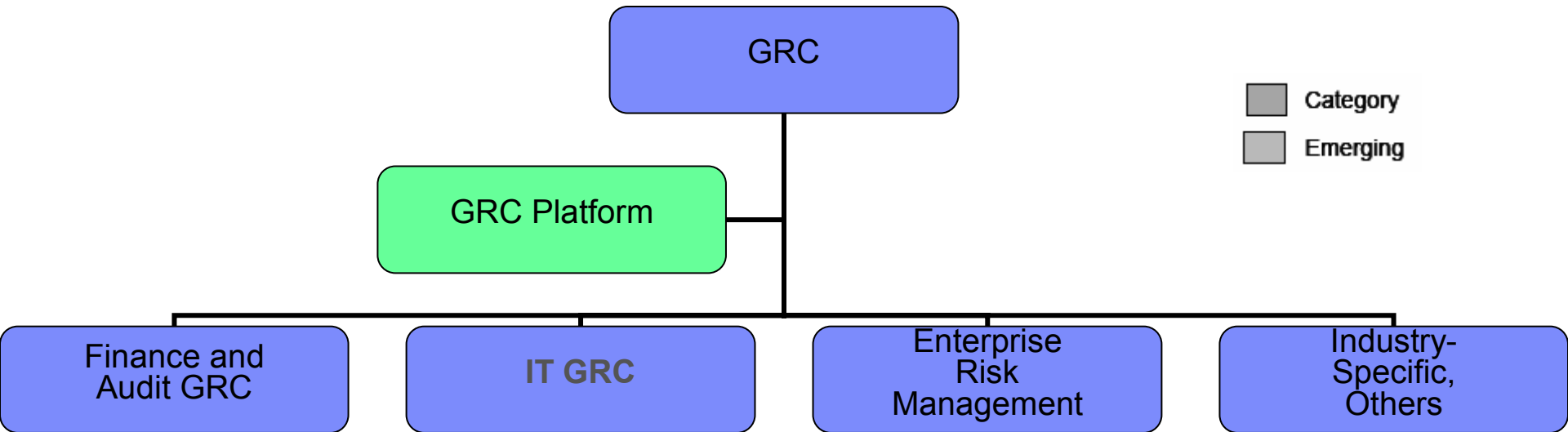
IT operations performance measured against IT service availability

IT infrastructure monitored dynamically, automatically adjusting to change

Issues predicted, evaluated and avoided

■ ■ ■ ■ **Mercato**
Governance Risk & Compliance

GRC Market Categories



Policy and controls library

Policy distribution and response

IT control self-assessment and measurement

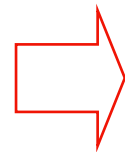
IT asset repository

Automated general computer control measurement

Remediation and control management

Basic compliance reporting

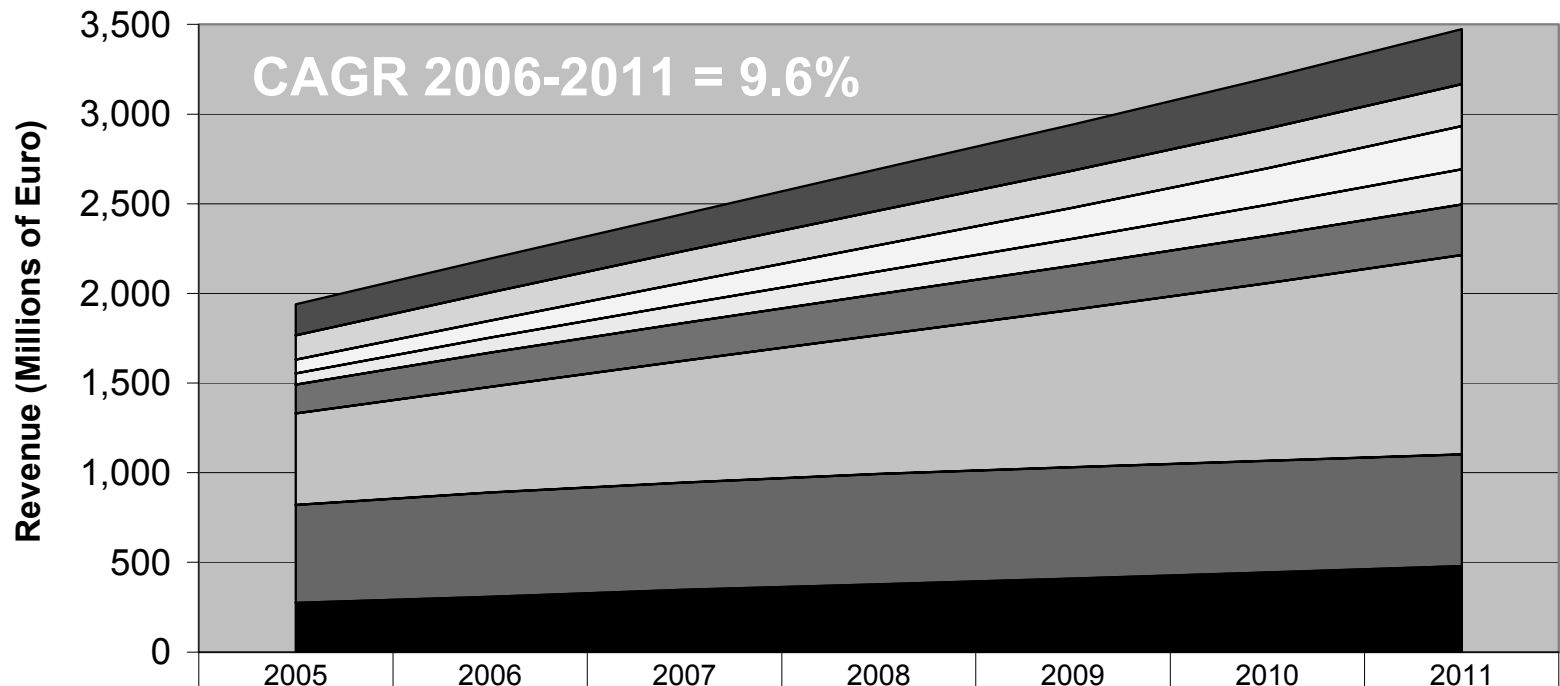
IT risk assessment and compliance dashboard



Related Technologies

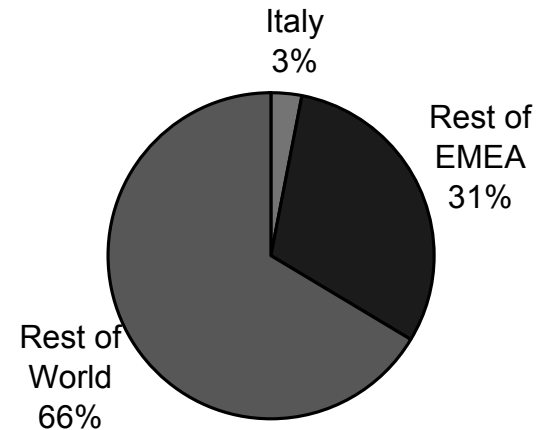
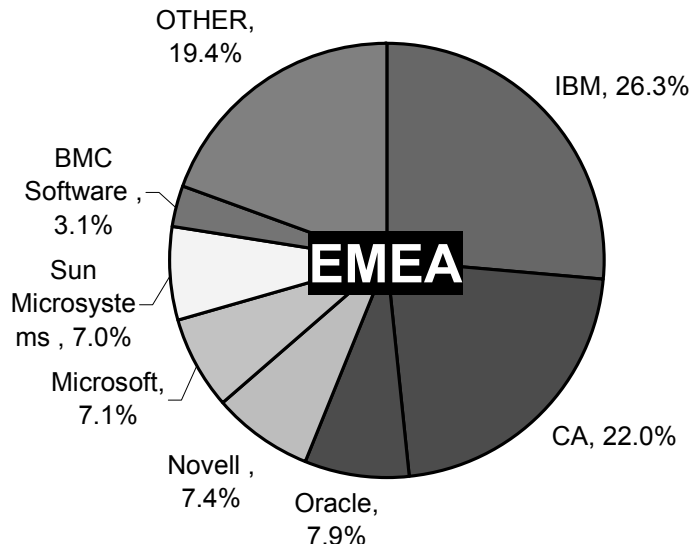
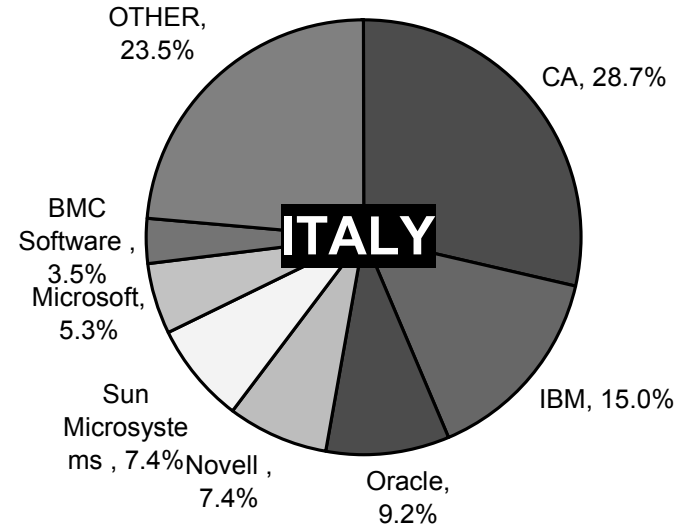
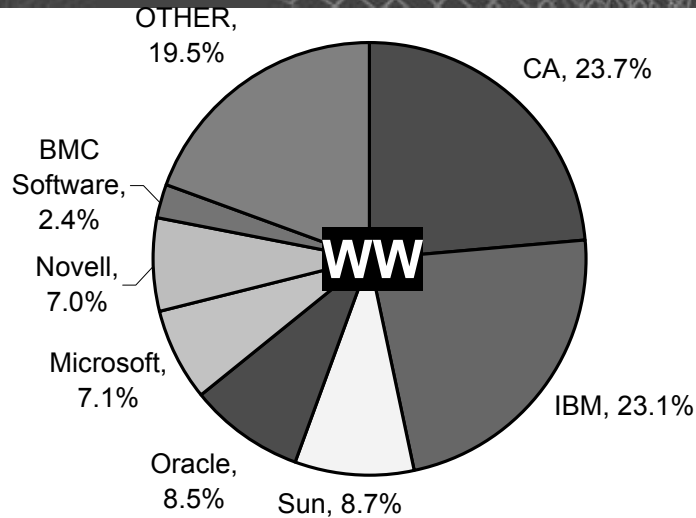
- Security event and information management (SEIM)
- Security configuration policy compliance
- Identity and access management
- Configuration and change management
- Configuration auditing

Total Security Software Revenue by Subsegment, 2006-2011 - EMEA

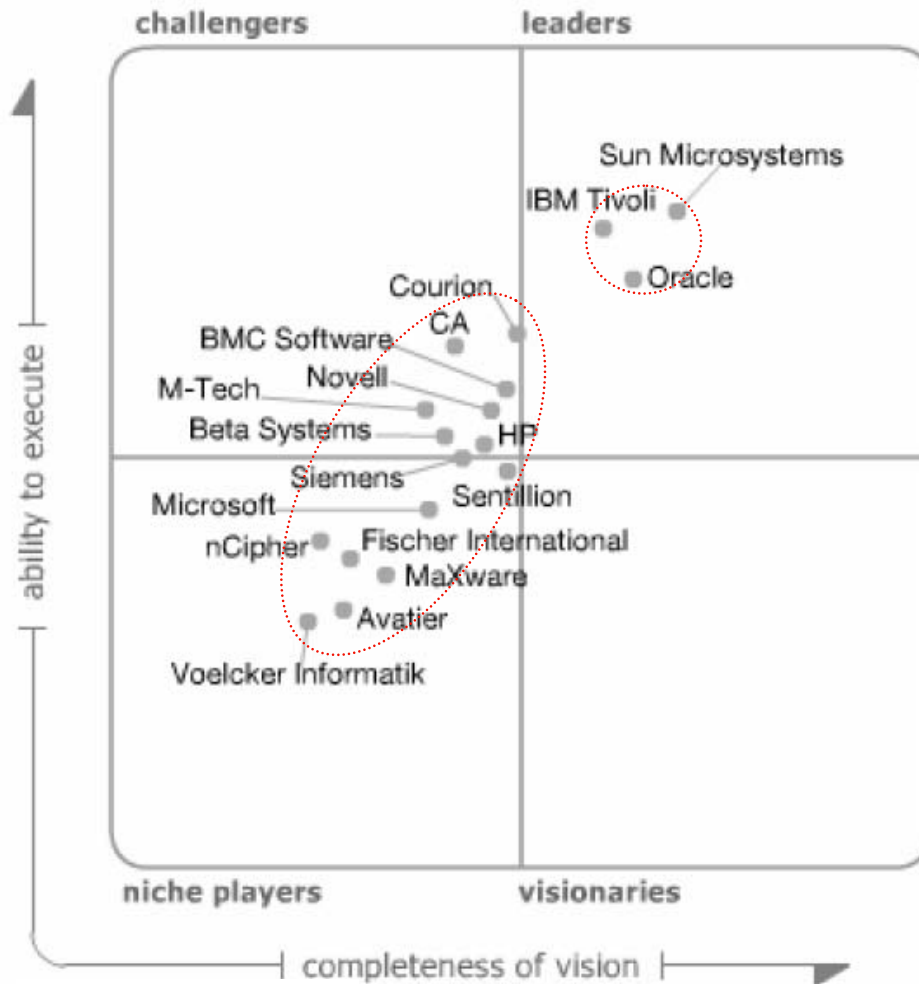


	2005	2006	2007	2008	2009	2010	2011
■ User Provisioning	172	188	207	231	258	282	307
□ Web Access Management	137	157	177	194	207	221	235
□ Sec. Info. and Event Mgt.	75	95	120	145	173	204	240
□ URL Filtering	63	83	104	127	150	174	196
■ E-Mail Security Boundary	160	191	210	228	247	264	281
□ Consumer Antivirus	509	591	681	775	878	991	1,113
■ Enterprise Antivirus	547	580	598	616	621	622	623
■ Other Security Software	274	309	347	378	410	444	479

Security Software Market Share for User Provisioning + Web Access Management



Magic Quadrant for User Provisioning, 1H06



Source: Gartner

As of 7 April 2006

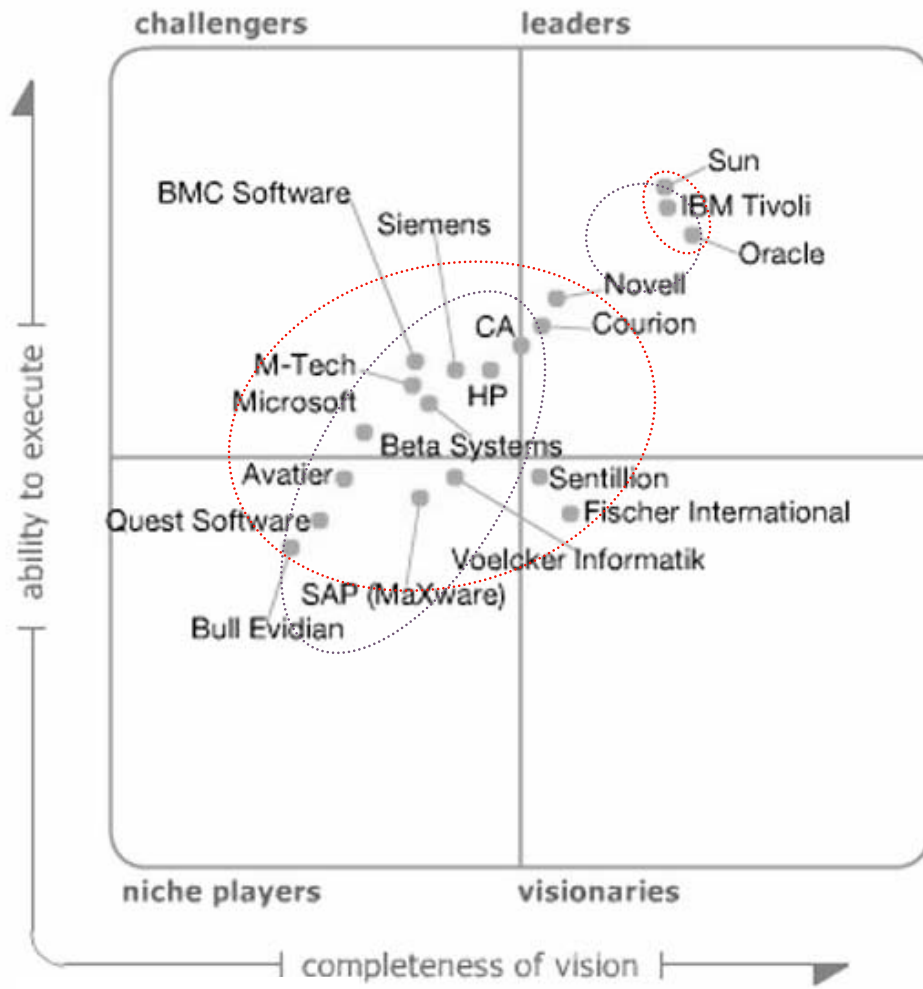
Ability to Execute

- Product/Service
- Overall Viability
- Sales Execution/Pricing
- Market Responsiveness and Track Record
- Marketing Execution
- Customer Experience
- Operations

Completeness of Vision

- Market Understanding
- Marketing Strategy
- Sales Strategy
- Offering (Product) Strategy
- Business Model
- Vertical/Industry Strategy
- Innovation
- Geographic Strategy

Magic Quadrant for User Provisioning, 2H07

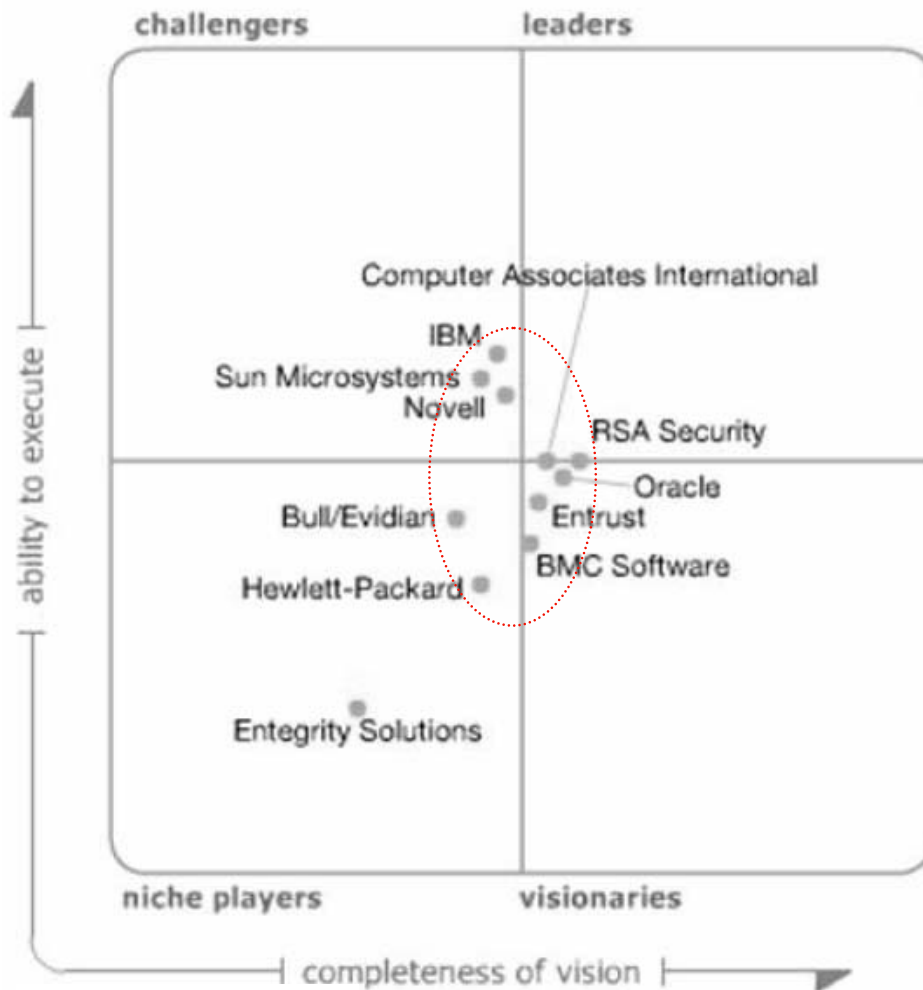


Source: Gartner

As of August 2007

- Consolidamento della posizione per il gruppo dei leader
- Generale differenziazione e stabilizzazione degli altri

Magic Quadrant for Extranet Access Management, 2H05



Source: Gartner

As of August 2005

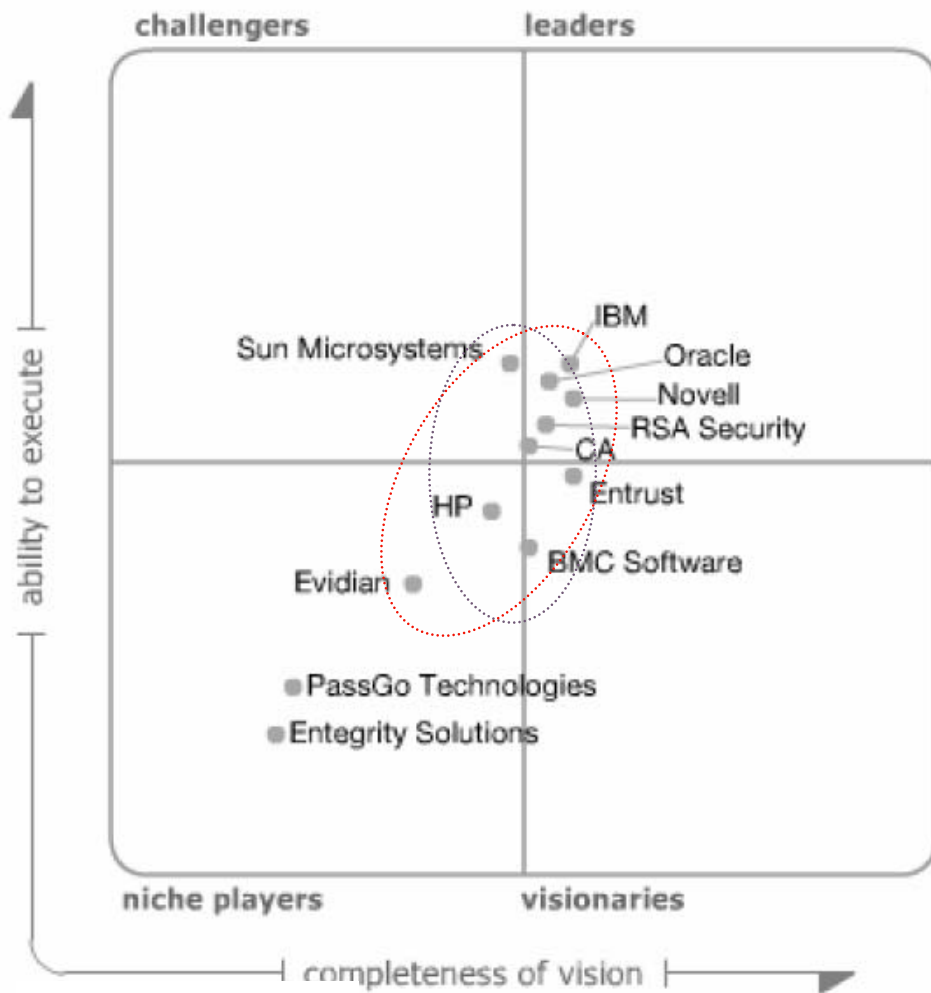
Ability to Execute

- Product/Service
- Overall Viability
- Sales Execution/Pricing
- Market Responsiveness and Track Record
- Marketing Execution
- Customer Experience
- Operations

Completeness of Vision

- Market Understanding
- Marketing Strategy
- Sales Strategy
- Offering (Product) Strategy
- Business Model
- Vertical/Industry Strategy
- Innovation
- Geographic Strategy

Magic Quadrant for Web Access Management, 2H06



Source: Gartner

As of September 2006

- Mercato ancora in evoluzione
- Comincia a differenziarsi

Conclusion

***The purpose of risk management
is NOT risk avoidance
but knowing
what risks are worth taking.***

Enrique Rueda-Sabater, World Bank.



Governance and Risk Management

*E' ancora una questione per
uomini duri?*

Mauro Orlando
mauro.orlando@gartner.com

Milano 18/9/2007 - Roma 20/9/2007