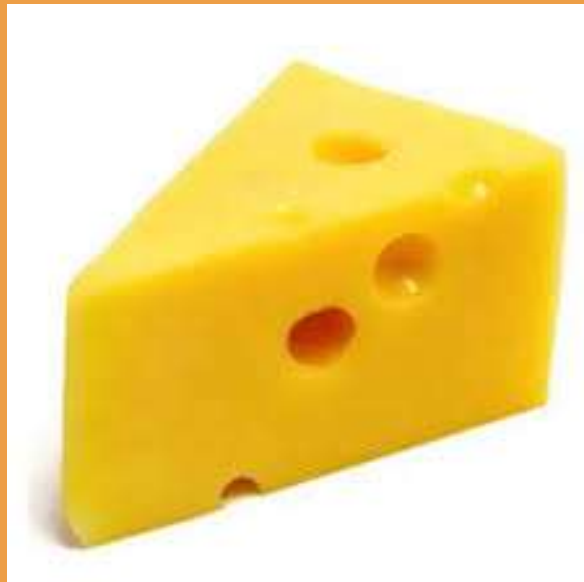


# HOW SECURITY IS CHANGING IN A DIGITAL WORLD

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Presented by: Oscar Stark  
2019-03-12

# ■ Who moved my cheese?



*They keep moving the cheese*

*Dr Spenser Johnson*

# DIGITAL BUSINESS MODELS

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Where is your company  
moving?

# Where is your organisation?



## Which business model(s)?



**Knowledge of Your End Customer**  
Know: identity, purchase history with your company & other firms, and consumer goals

Complete

Partial

### OMNI-CHANNEL

- 'Own' customer relationship
- Create multi product customer experience to address life events
- Customer chooses channels
- Integrated value chain

*Banks, Retail, Energy Companies*

### ECOSYSTEM DRIVER

- Become the destination in your space
- Add complementary and possibly competitor products
- Ensure great customer experience
- Customer data from all interactions
- Match customer needs with providers
- Extract 'rents'

*Amazon, Fidelity, WeChat, Monsanto, Domain*

### SUPPLIER

- Sell through other enterprises
- Potential for loss of power
- Core skills: low cost producer, incremental innovation

*Insurance via agent, Electronic producer via retailer, Mutual fund via broker*

### MODULAR PRODUCER

- Plug and play product/service
- Able to adapt to any ecosystem
- Constant innovation of product/service

*PayPal, Kabbage, Adidas, Fidelity*

Value Chain

Ecosystem

### Business Design

Who controls key decisions like brand, contracts, price, quality, participants, IP & data ownership, regulation

# CHANGE TO SECURITY

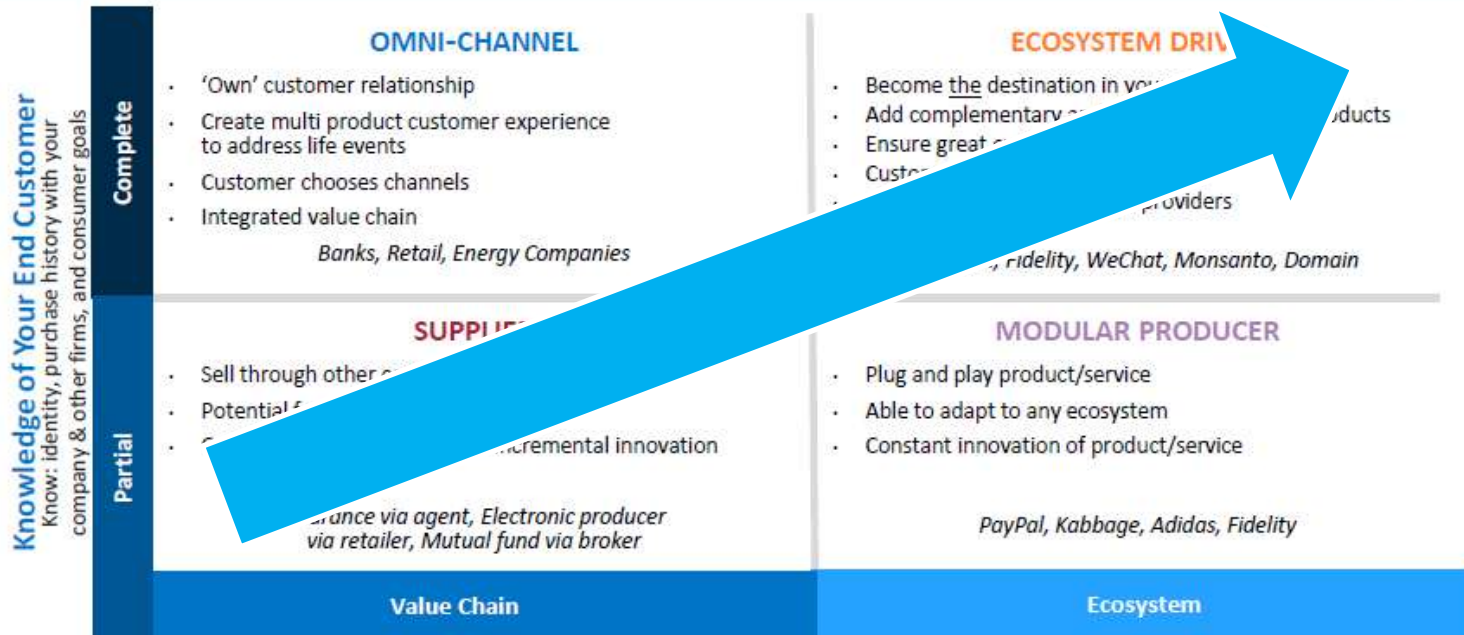
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What is happening?

# Impact on Security



## Which business model(s)?



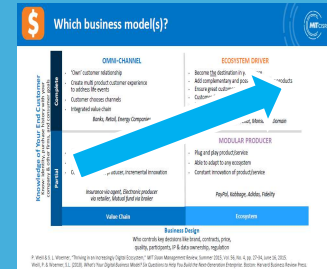
### Business Design

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P. Weill & S. L. Woerner, "Thriving in an Increasingly Digital Ecosystem," *MIT Sloan Management Review*, Summer 2015, Vol. 56, No. 4, pp. 27-34, June 16, 2015.

Weill, P. & Woerner, S.L. (2018). *What's Your Digital Business Model? Six Questions to Help You Build the Next-Generation Enterprise*. Boston: Harvard Business Review Press.

# Impact on Security Shifts



Centralised



Hierarchical



Non integrated



Defined



Distributed

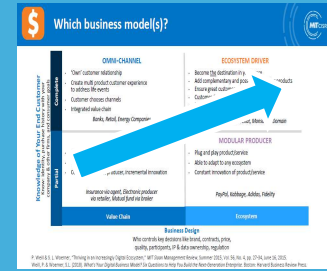
Self-healing self-directing

Systemic

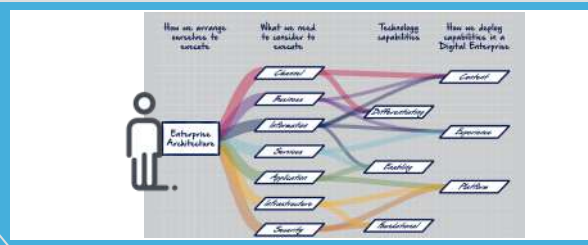
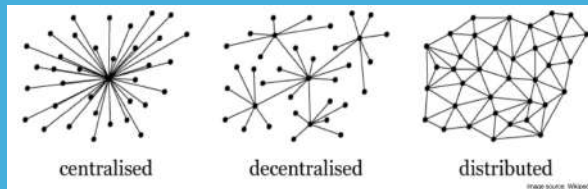
Elastic on demand

# Impact on Security

## Meaning of Shifts



### Implication







### Technology Drivers

Blockchain

Artificial Intelligence  
Automation

Integrated technical  
enablement  
Behavioural analytics

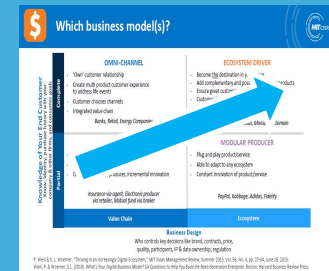
Cloud service provider  
platforms

-  **Distributed**  
Trust
-  **Self-healing self-directing**  
Decision
-  **Systemic**  
Thinking
-  **Elastic on demand**  
Capacity



# Impact on Security

## Response considerations



Enable trust and integrity in all aspects of business

People?  
Process?

**Distributed**

Analyse, learn, respond in real-time

People?  
Process?

**Self-healing self-directing**

Understand behaviour of process, data and technology

People?  
Process?

**Systemic**

**Elastic on demand**

Know how technical real-estate and data flow change in demand cycles

People?  
Process?



Trust



Decision

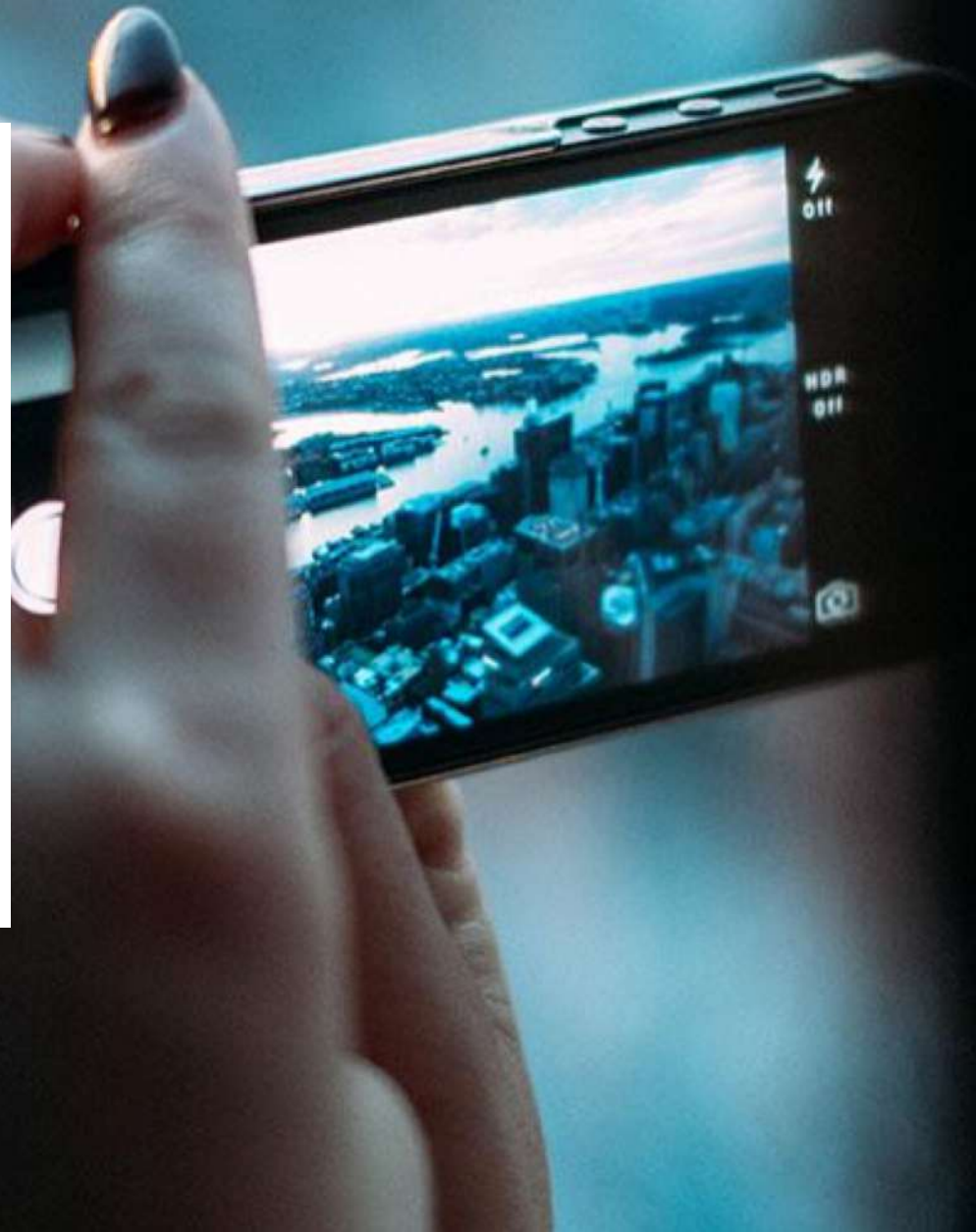


Thinking



Capacity

**KEEP  
MOVING  
WITH THE  
CHEESE**



# THANKS!

## Any questions?

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