

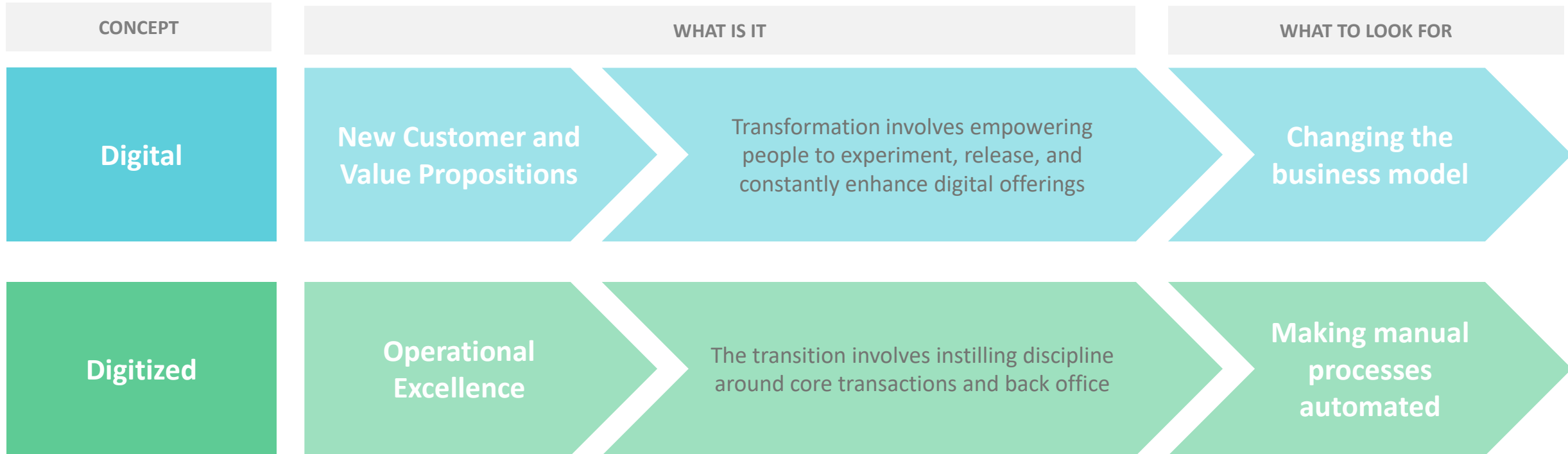


THE ROLE OF THE CISO IN DIGITAL TRANSFORMATION

Oscar Stark & Jash Dayaram

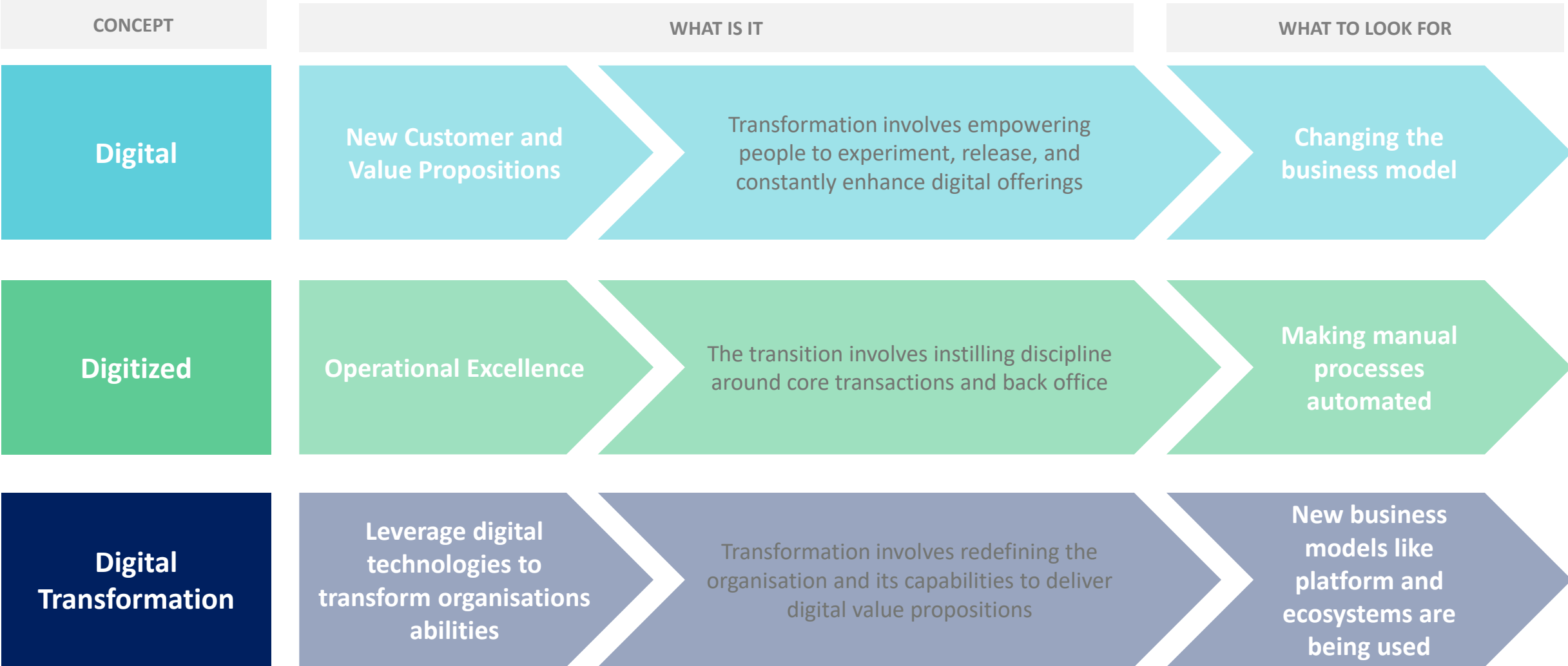
WHAT IS DIGITAL TRANSFORMATION

DIGITAL ≠ DIGITIZED



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DIGITAL ≠ DIGITIZED



Source: Ross, Beath, Sebastian, "Digital ≠ Digitized", MIT CISR Research Briefing, VOL. XVII, No. 10, Oct. 2017.

WHAT DRIVES DIGITAL TRANSFORMATION



CHANGING CUSTOMER NEEDS

Increase personalization and specialization allows targeting unmet customer needs



CHANGING ECONOMICS

Technology is decreasing the cost to manufacture and service, forcing increased business competition



CHANGING BUSINESS MODELS

New dominant business are emerging in platform and ecosystems



TECHNOLOGIES ABILITY

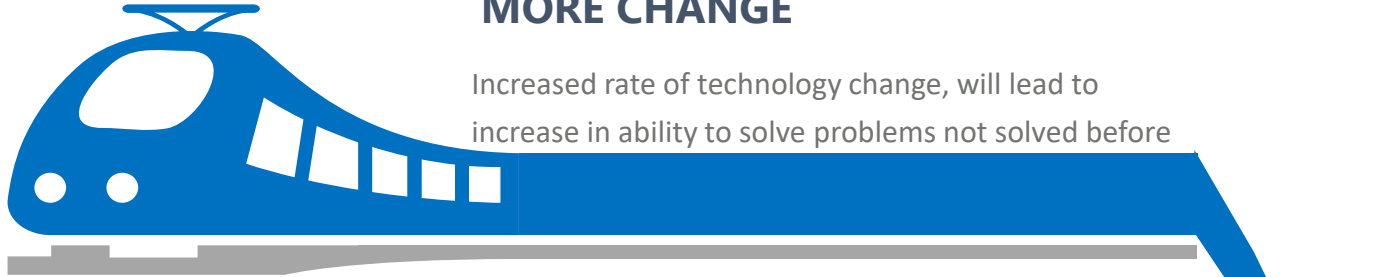
The ability of technology doubles every two years, thus creating the tools to solve previously unsolvable problems



WHAT CAN WE BANK ON FOR THE FUTURE

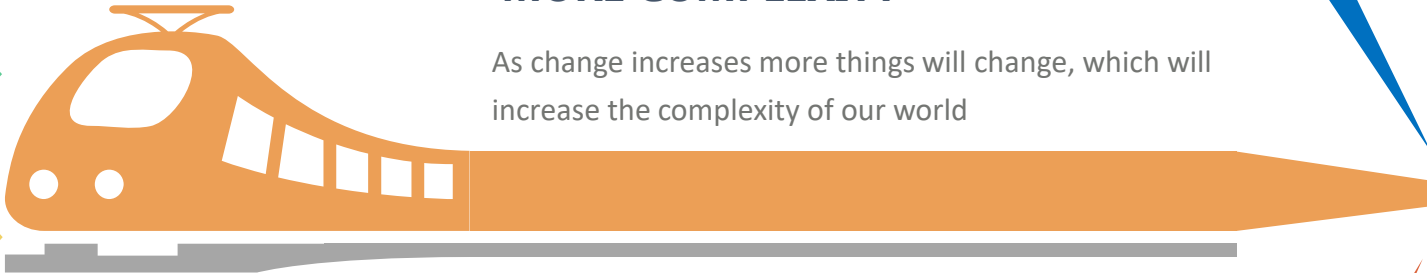
MORE CHANGE

Increased rate of technology change, will lead to increase in ability to solve problems not solved before



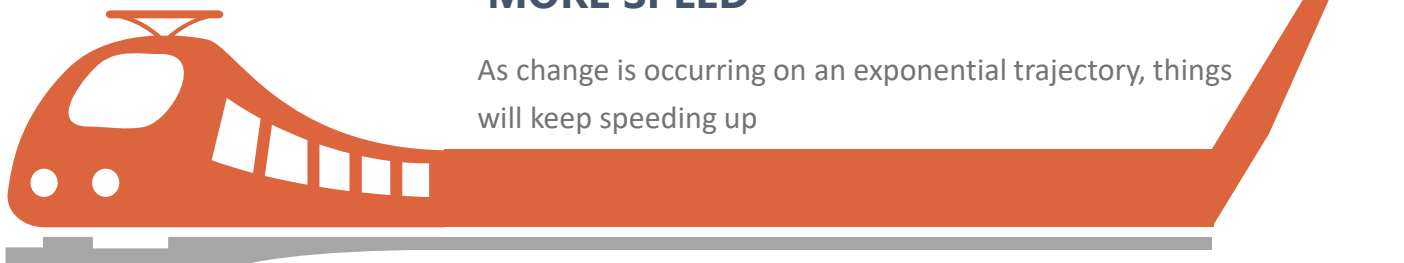
MORE COMPLEXITY

As change increases more things will change, which will increase the complexity of our world



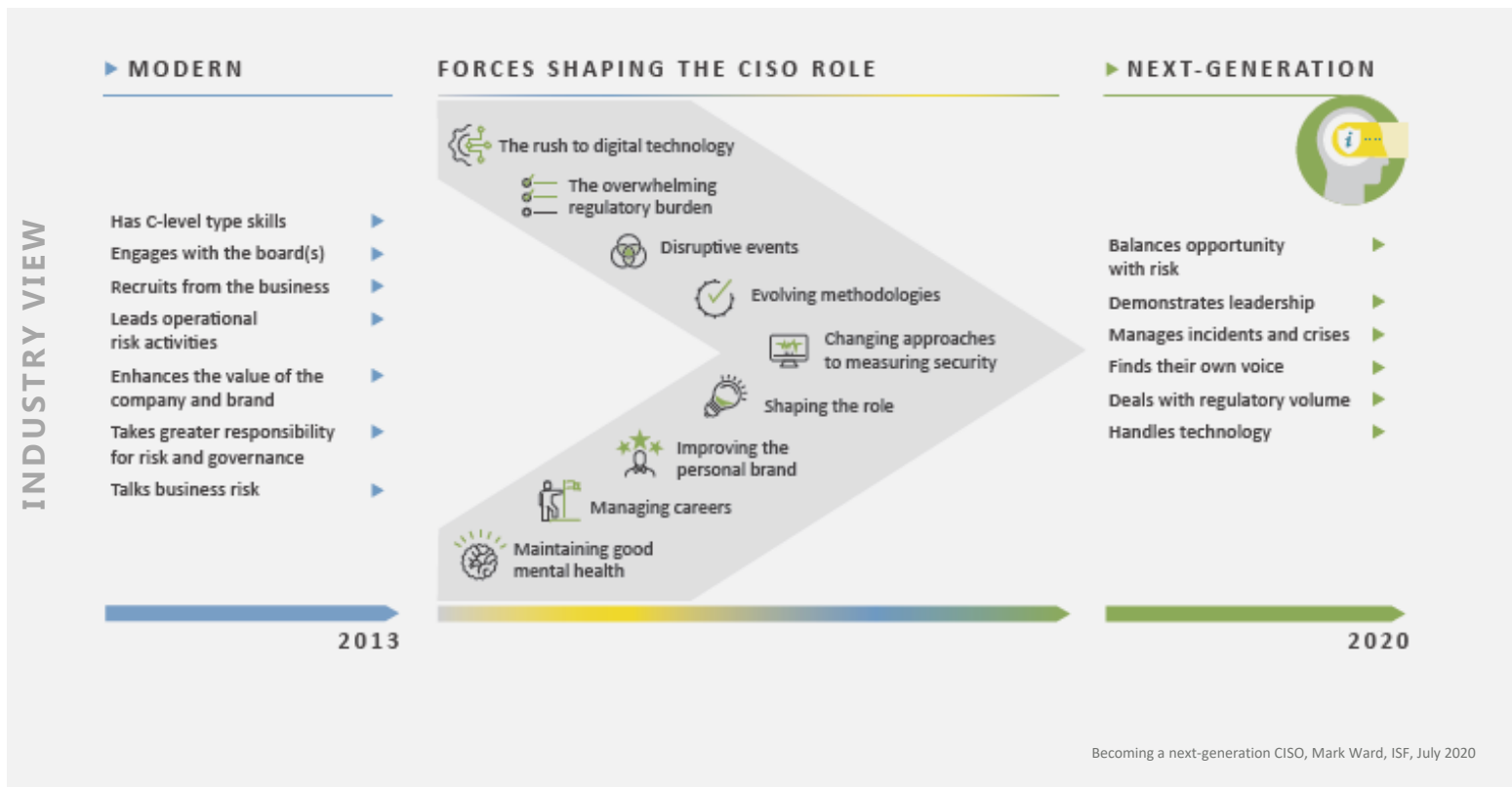
MORE SPEED

As change is occurring on an exponential trajectory, things will keep speeding up



EXECUTION IS EVERYTHING

WHAT IS THE CISO ROLE TODAY



WHAT ROLE DOES YOUR COLLEAGUES WANT YOU TO PLAY

38% of CISO's are brought into Digital Projects at the beginning stages

44% of Business Counterparts believe Digital Projects will move faster if CISO involved from the onset

69% of Digital Projects require additional research to support project outcome

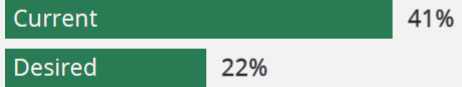
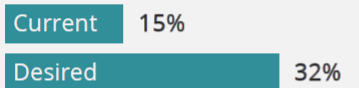
Advisor driving strategy through risk mitigation, supporting speedier execution

REBALANCE THE CISO ROLE

The four faces of the CISO

STRATEGIST

Drive business and cyber risk strategy alignment, innovate, and instigate transitional change to manage risk through valued investments.

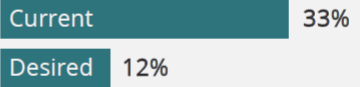
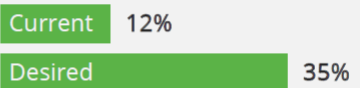


Protect business assets by understanding the threat landscape and managing the effectiveness of the cyber risk program.

GUARDIAN

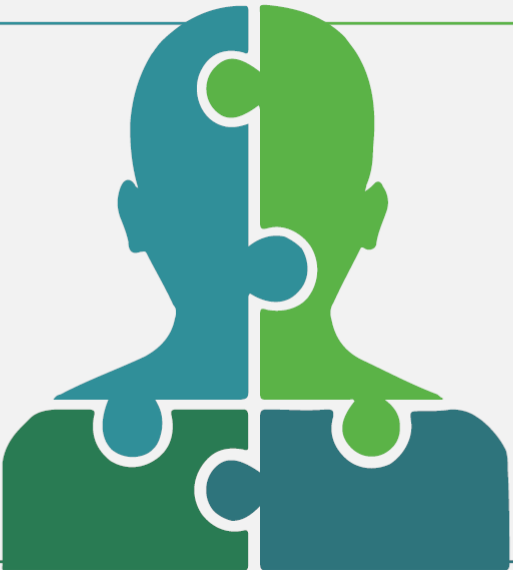
ADVISOR

Integrate with business to educate, advise, and influence activities with cyber risk implications.



Assess and implement security technologies and standards to build organisational capabilities.

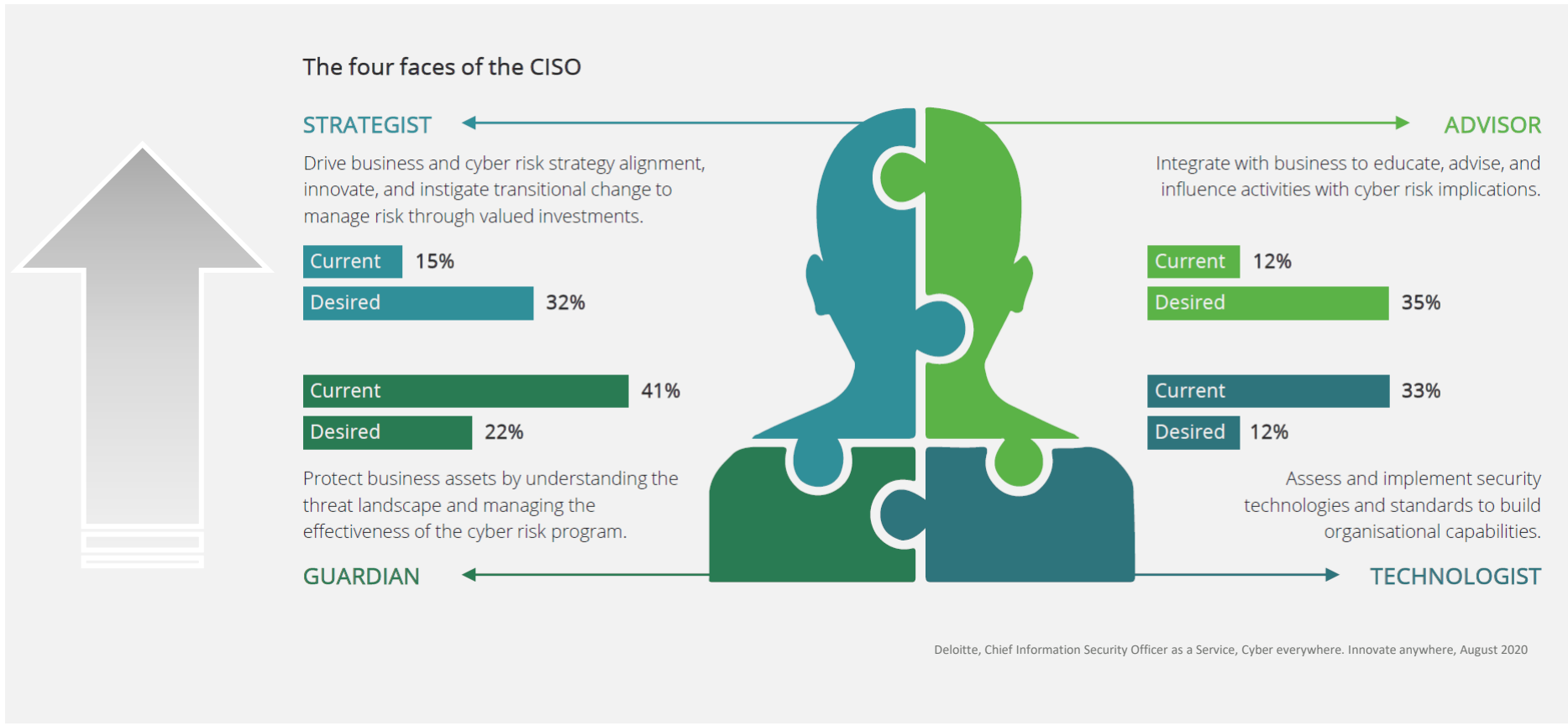
TECHNOLOGIST



Deloitte, Chief Information Security Officer as a Service, Cyber everywhere. Innovate anywhere, August 2020

Most roles in organisations are needing to rebalance their focus due to digital – CEO, CFO, CIO, Architects etc

REBALANCE THE CISO ROLE



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WHAT DOES THE CISO NEED ADDITIONAL IN IT'S ARMOUR



PROBLEM SOLVING

How to lead and engage diverse teams to problem solve



TRANSFORMATION

Know how digital transformation plays out, and what the common pitfalls are



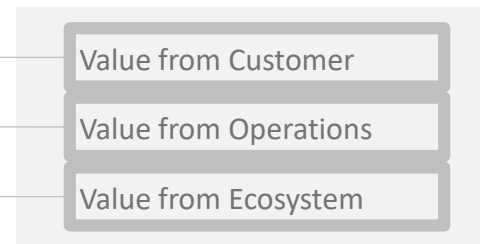
HOW TECHNOLOGY ENABLES STRATEGY

Know what technologies enable solving which business problems, and the security implications thereof



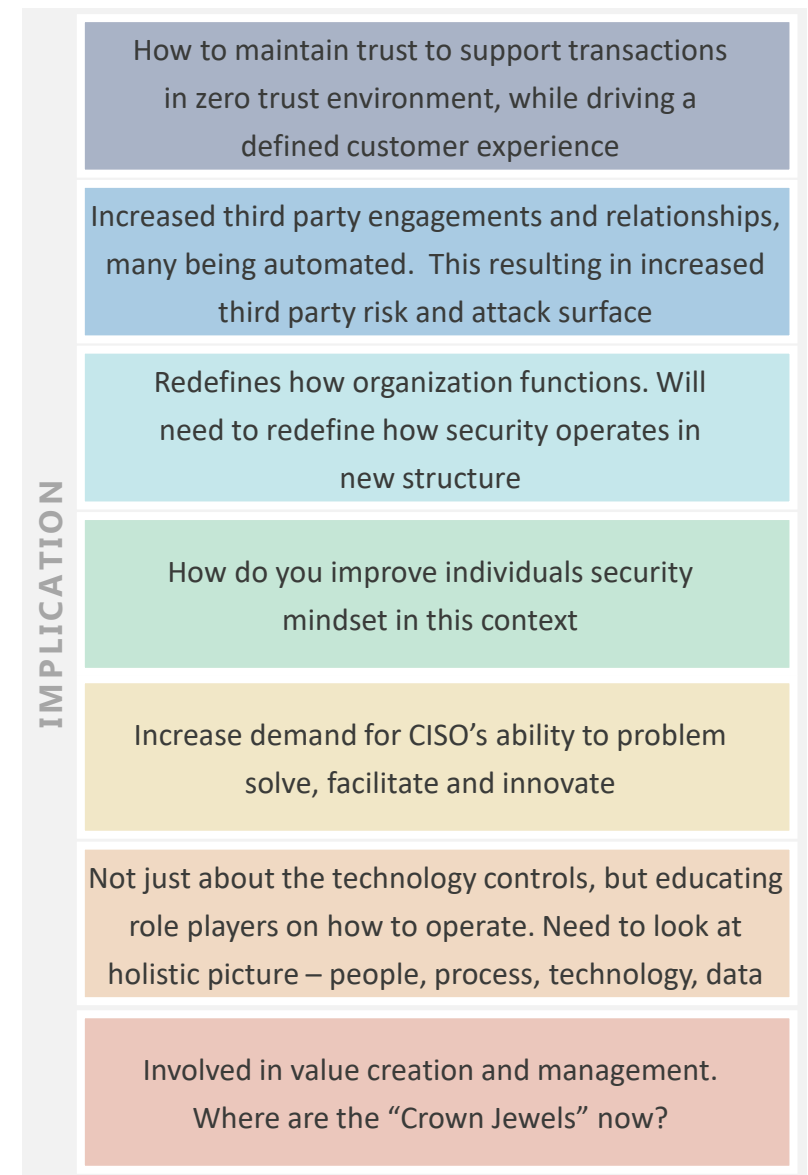
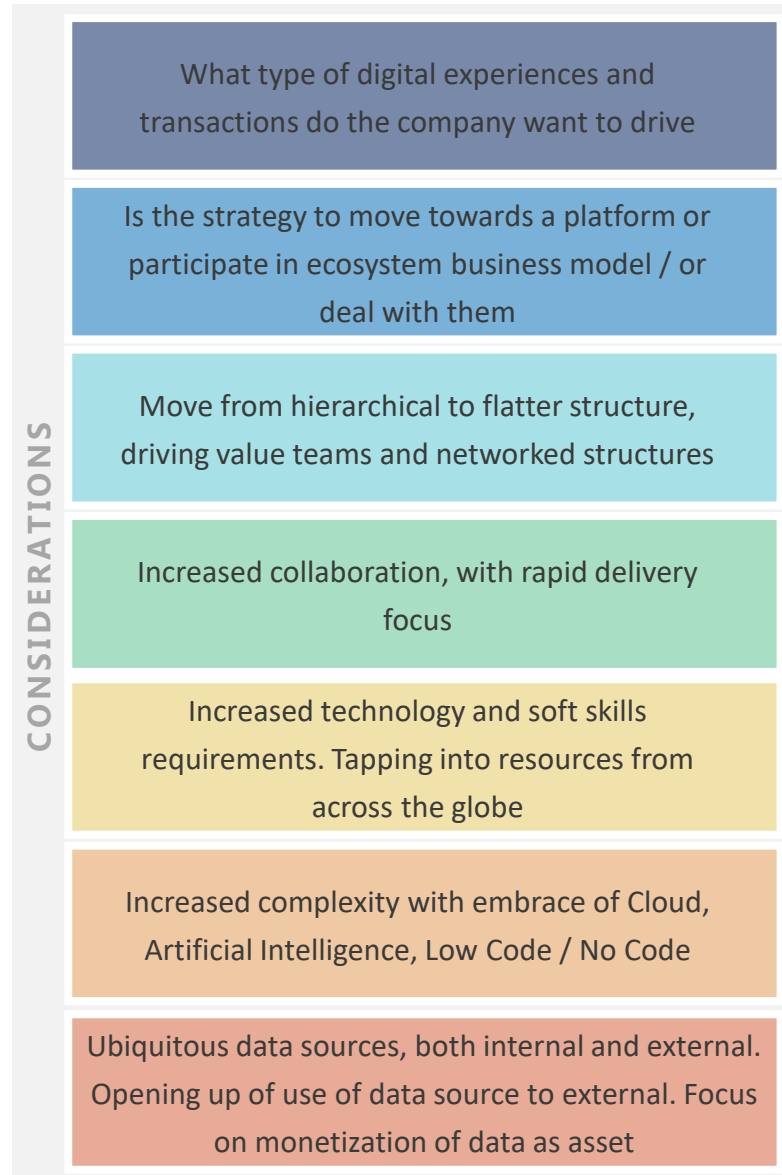
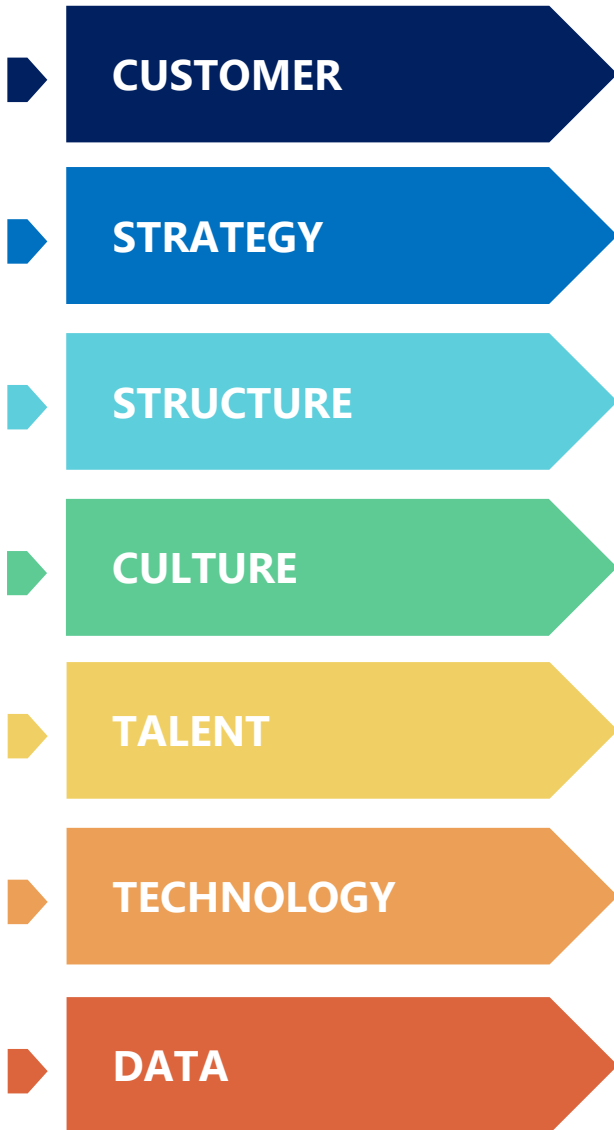
*MEASURE

Know what matters as outcomes to business in the digital context



*Sebastian, Weill, Woerner: "Three Types of Value Drive Performance in Digital Business", Research Briefing Vol. XXI, No. 3, March 2021.

CISO DIGITAL TRANSFORMATION FRAMEWORK



HOW IT ALL COMES TOGETHER

HOW YOU SHOW UP

How you engage and make your worth count to the organization depends on how you position and convey value to your organizations strategic efforts and execution outcomes – *show up as a business colleague, to help drive the business strategy*



PERFORMANCE EXPECTATION

Your colleagues want you to be a strategy partner and advisor, helping them to move to execution quickly and effectively in a complex world



CONTEXT - DIGITAL FRAMEWORK

Understand the context in which Digital Transformation needs to play out and how it effects the organization as a whole



