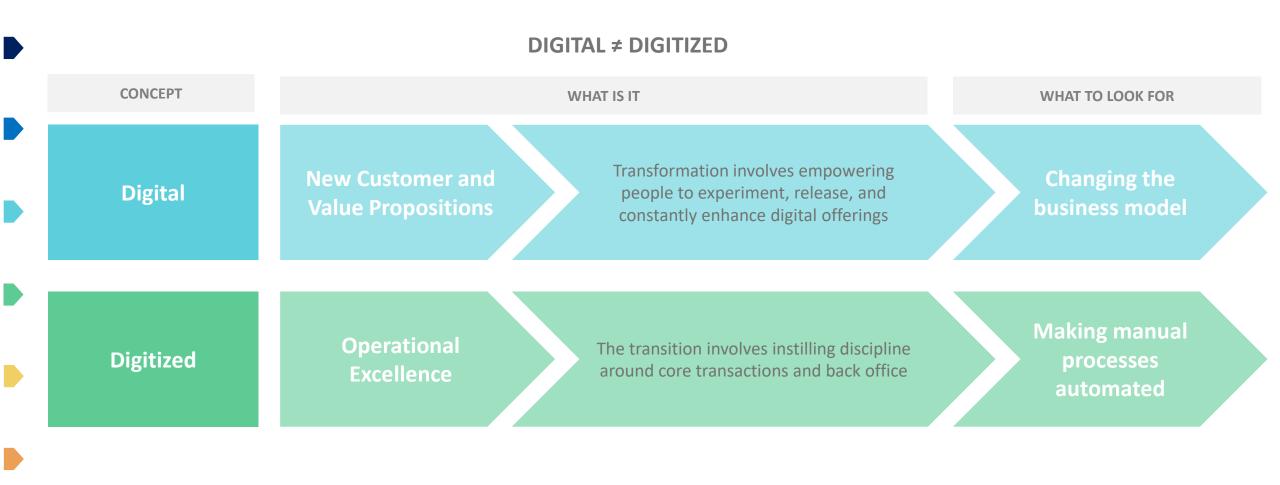
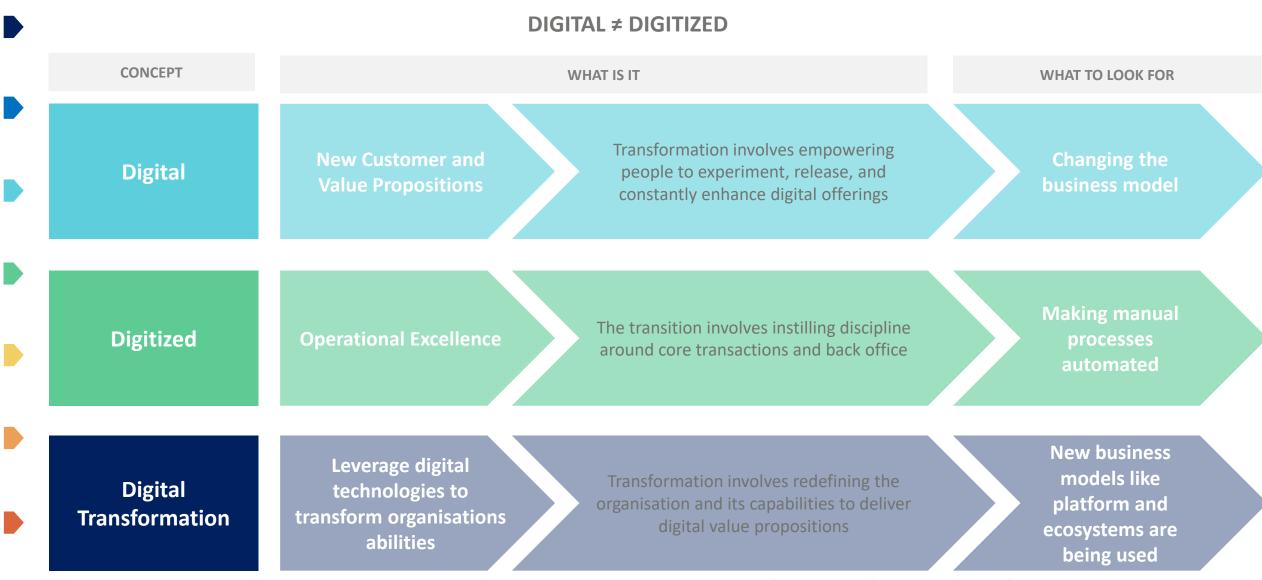
THE ROLE OF THE CISO IN DIGITAL TRANSFORMATION

Oscar Stark & Jash Dayaram

WHAT IS DIGITAL TRANSFORMATION



WHAT IS DIGITAL TRANSFORMATION



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

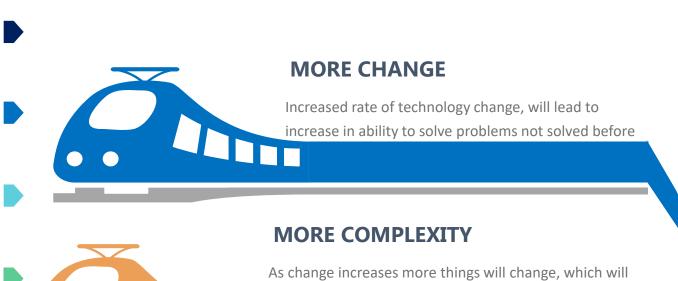


TECHNOLOGIES ABILITY

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



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

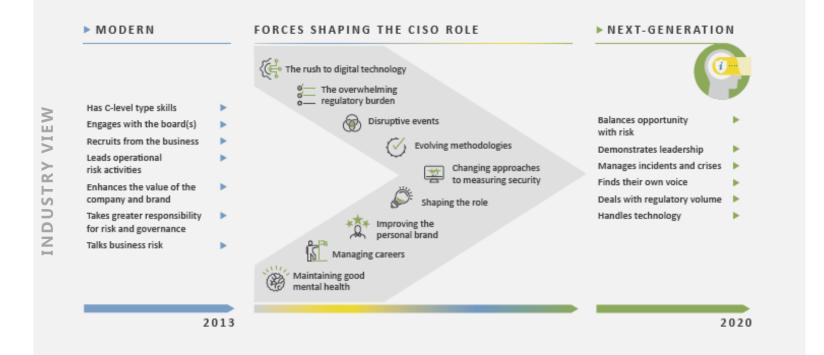
EXECUTION IS EVERYTHING

MORE SPEED

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

WHAT IS THE CISO ROLE TODAY





Becoming a next-generation CISO, Mark Ward, ISF, July 2020

WHAT ROLE DOES YOUR COLLEAGUES WANT YOU TO PLAY

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

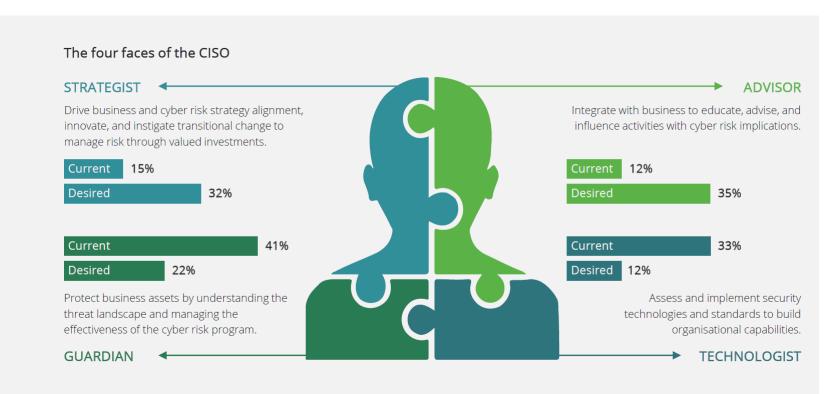
44% of Business Counterparts believe Digital Projects will move faster if CISO involved form the onset

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

Advisor driving strategy through risk mitigation, supporting speedier execution

IDC and Cyberark, 3 CISO Strategies for Digital Transformation, June 2019

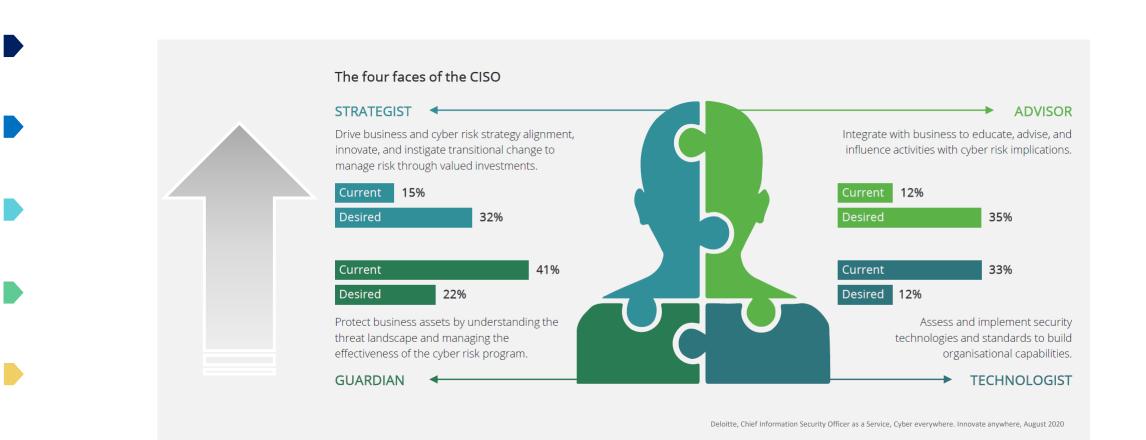
REBALANCE THE CISO ROLE



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



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

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



	Value from Customer
ASURE	Value from Operations
hat matters as outcomes	Value from Ecosystem
ess 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



What type of digital experiences and transactions do the company want to drive

Is the strategy to move towards a platform or participate in ecosystem business model / or deal with them

Move from hierarchical to flatter structure, driving value teams and networked structures

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Increased collaboration, with rapid delivery focus

Increased technology and soft skills requirements. Tapping into resources from across the globe

Increased complexity with embrace of Cloud, Artificial Intelligence, Low Code / No Code

Ubiquitous data sources, both internal and external. Opening up of use of data source to external. Focus on monetization of data as asset How to maintain trust to support transactions in zero trust environment, while driving a defined customer experience

Increased third party engagements and relationships, many being automated. This resulting in increased third party risk and attack surface

Redefines how organization functions. Will need to redefine how security operates in new structure

How do you improve individuals security mindset in this context

Increase demand for CISO's ability to problem solve, facilitate and innovate

Not just about the technology controls, but educating role players on how to operate. Need to look at holistic picture – people, process, technology, data

Involved in value creation and management. Where are the "Crown Jewels" now?

IMPLICATION

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 wants 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



