



UNIFIED VISION

Think secure act smart

“Lean Security”

Myth or magic?

Virtualisation & Cloud Executive Summit
Noordwijk, May 2012



UNIFIED VISION

Think secure act smart

Speaker

Johan Bakker MSc CISSP ISSAP

20 years of IT & Security experience

KPN CISO during 2008-2011

CEO at Unified Vision BV per 2012

- Security and Continuity consultancy
- Training & coaching

Lean Security

- The need for speed
- The Lean philosophy
- Defining Lean Security
- Lean Security
 - Security Management System
 - Security Controls
- Conclusion

The need for speed

- Urgent need for Security **effectiveness**
 - In a very dynamic environment
 - With ever increasing budget constraints
- Doing more with less, means...
 - Doing the **right things**, the right **way**,
 - and **stop wasting** resources on wrong things!

The Lean philosophy

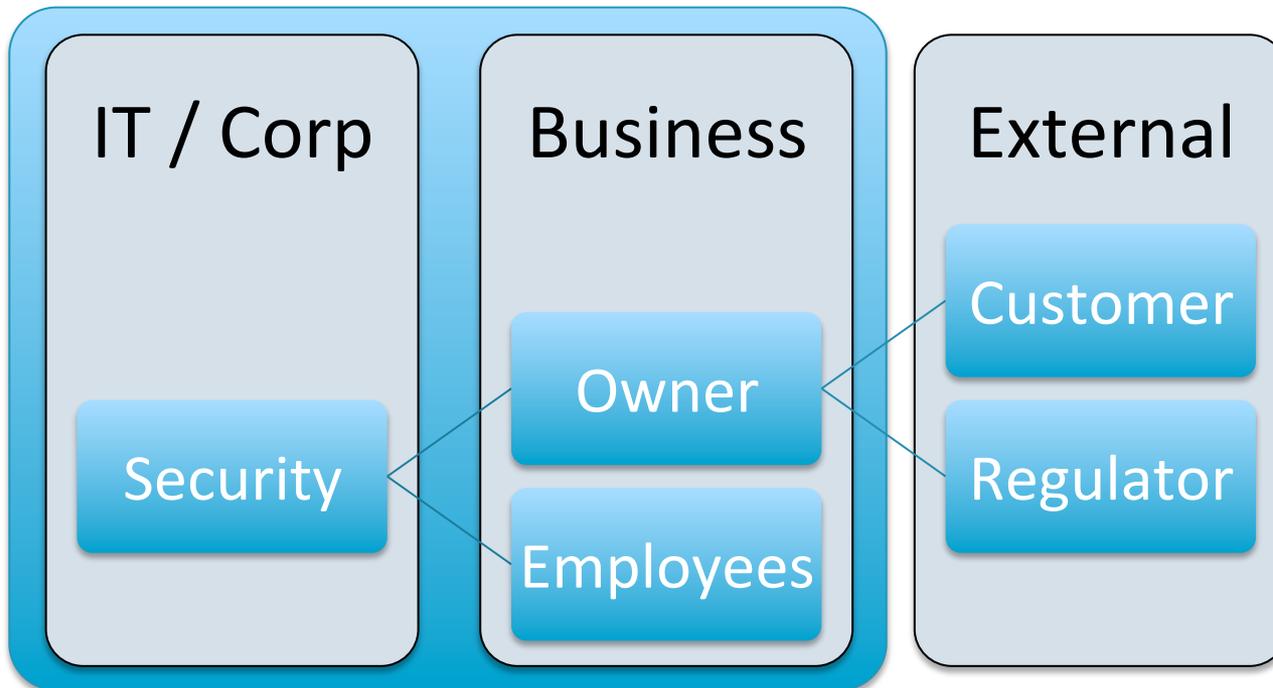
- The secret of Toyota's success
 - TQM evolved into Lean manufacturing principles
 - Aimed at:
 - Creating maximum customer value
 - Reducing all “waste” in the production process
 - Continually improve the process
- Lean manufacturing in turn evolved into
 - Lean Services, Lean Project Management, Lean...
 - Why not Lean Security?

The Lean philosophy

- Lean is “a way of thinking”, a philosophy
- Important Lean principles are
 - Identify **value** from the **customer** viewpoint
 - In terms of both **what** the customer wants and **when**
 - **Map** the value stream and remove **waste**
 - Create customer **pull**
 - Create **flow** by aligning process steps
 - Continually **improve** the process

Defining Lean Security

- Who is the “Customer” of Security?

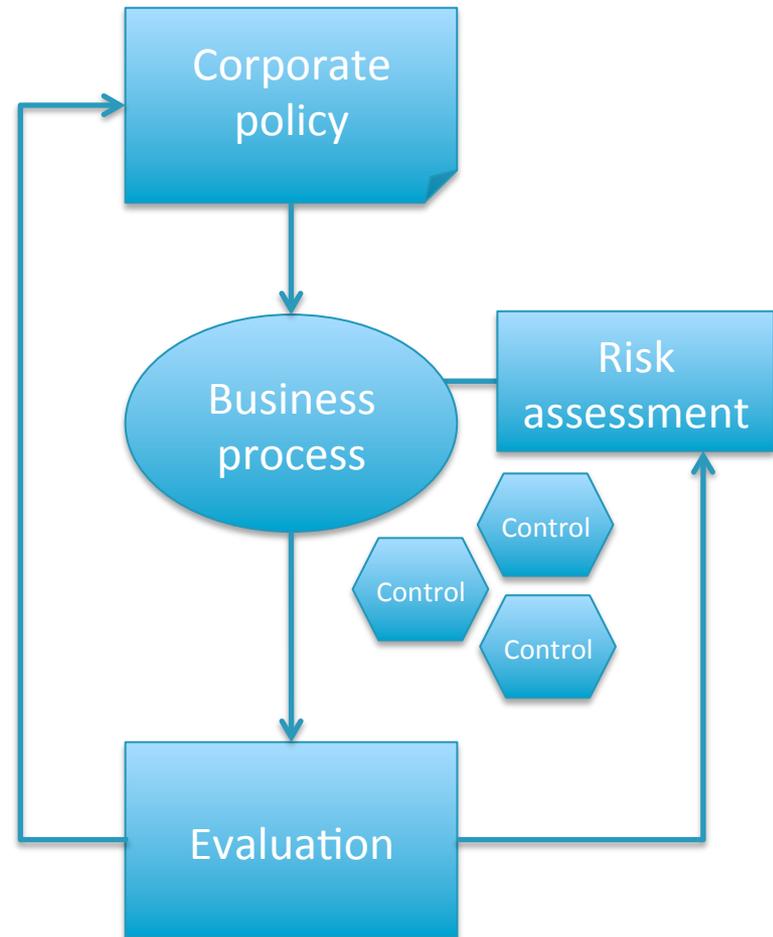
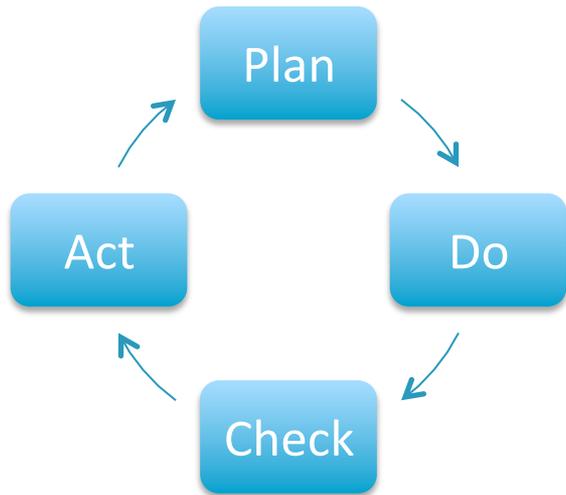


Defining Lean Security

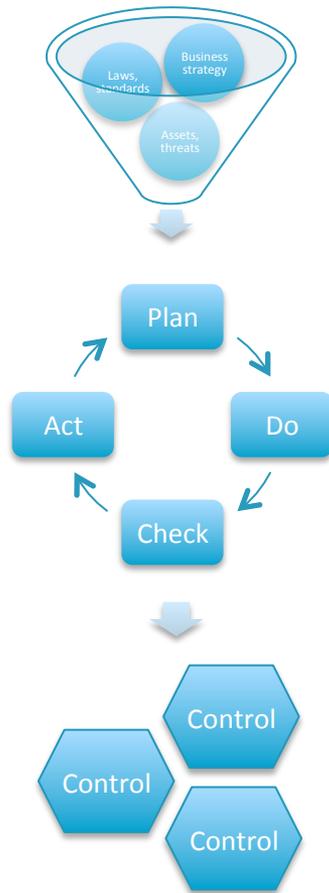
What is “value” and “waste” in Security?

Value	Efficient and agile security management	Adequately managed security risk	Usable and efficient controls
Waste	Cumbersome, rigid security management	Unnecessary, inadequate or missing controls	User unfriendly or inefficient controls

Security Management System



Lean Security Mgmt System



An agile and efficient process that, based on various contextual inputs and....

...a solid understanding of assets, security threats and existing controls, results in adequately managed security risk....

...by means of necessary, adequate, usable and efficient security controls.

Lean Security Mgmt System

- **Plan phase**
 - Lean AC/BIA/RA methods (aimed at efficiency and effectiveness)
 - Lean principles applied in control selection (question value add)
- **Do phase**
 - Lean principles in security control design; flow, pull, no waste...
 - Lean project management for implementation
- **Check phase**
 - Lean assurance (self-assessment, integration of audit activities)
 - Lean control framework (deploy efficient process and tooling)
- **Act phase**
 - Lean corrective actions (stream into regular change management)
- **Management review**
 - Continually improve the ISMS itself using Lean principles

Lean Security Controls

- Applying the definitions, implies that...
 - Lean **Security Controls** provide the right **value**
 - In terms of **what** the customer wants and **when**
 - Contain as little **waste** as possible
 - Are based on customer **pull** where relevant
 - Create **flow** by aligning process steps
 - Are continually **improved**

Lean Security Controls

- Example area's to pilot Lean principles
 - **Identity & Access Management**
 - **On/off boarding of staff**
 - Align business HR, owner, IT & security involvement
 - Reduce delays and manual processing
 - Create pull by automated self-service
 - Benefits
 - Save a lot of time and money
 - Avoid risks from “work-arounds”
 - Improve customer satisfaction

Conclusions

- Lean Security has potentially great benefits
 - For creating much more business **value**,
 - while **wasting** less time and resources

 - Thereby **helping** the business,
 - by doing the **right things**, the **right way!**

Conclusions

- No **magic** yet, but no longer a **myth**...
 - However a methodology does not exist yet
- Yet great improvements can be achieved!
 - By using a healthy dose of common sense...
- Next steps
 - Find a partner company to pilot a Lean Security Management System in **practice** and to demonstrate real efficiency improvements

Questions





UNIFIED VISION

Think secure act smart

Contact us @

Tel +31 79 360 4268

info@unifiedvision.nl

www.unifiedvision.nl

