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COMPANY OF THE MONTH

**MITIGATECRM,
Idan Levy, Founder**

IN MY VIEW

**DHANASEKARAN M,
DIRECTOR - GOVERNANCE, RISK &
COMPLIANCE AND CYBER SECURITY,
COGNIZANT TECHNOLOGY SOLUTIONS**

3EACCOUNTING

A NEW WAVE OF EFFECTIVE AND COST-EFFICIENT COMPLIANCE SOLUTIONS

$15

Lawrence Chai,
MD

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Organizations that use technology to enable their GRC processes have the potential to reduce the cost of risk management, enhance compliance and audit, streamline reporting, and better manage risk.

By enabling technology, organizations can build an effective foundation that allows building efficiency, integrity, and consistency in their GRC processes.

Some of the key business drivers for GRC automation/technology enablement for organizations' are GRC processes counts increase in regulatory compliance requirements, complex risk management requirements, increased shareholders and board expectations that includes Global data protection legislations, HIPAA/HITECH compliance requirements, Dodd-Frank act requirements, Increased pressure to comply with NIST Cybersecurity framework in the Federal space and Regulatory updates across PCIDSS, FFIEC, and other industries. Apart from this, duplication and of activities across risk, compliance processes, methods and Infrastructure; optimization in the control functions by reducing scope creep and reducing duplication of controls across multiple functions, managing cost with automation activities of GRC processes, demand for more comprehensive, consolidated, and actionable GRC information and consolidation of risk and compliance activities in Mergers and Acquisitions are the other additional aspects.

Core solution components of GRC are:

• Business hierarchy like consideration around functional, line of business (LOB) within the organization or entity hierarchy embedded within the tool
• Population/Inventories/Authority information including Identification of Industry regulations/ Authoritative sources to align with, and determination of asset management tool (CMDB) integration for applications, supporting infrastructure, databases, operating systems and data centers
• Access control strategy such as Groups, roles, privileges assigned to users
• SSO Integration with organization's directory services to simplify authentication and user access administration

Relevance of Technology in GRC

By Dhanasekaran M, Director - Governance, Risk & Compliance and Cybersecurity, Cognizant Technology Solutions

Headquartered in Teaneck, New Jersey (U.S.), Cognizant Technology Solutions is a global leader in business and technology services. With over 50 delivery centers worldwide and approximately 244300 employees, Cognizant is ranked among the top performing and fastest growing companies in the world.

Dhanasekaran M

For any Organization, the key design considerations while implementing a GRC automation platform are: Convergence of risks, controls, processes, issues and themes, Roadmap and strategic approach, Reporting requirements and data consideration, Solution ownership and governance, Process and workflow requirements, Functional and technical requirement validation, Implementation management and Support personnel and management.

Typical challenges that organizations / GRC platform vendors encounter while implementing an automation platform for GRC management:

• Functional requirements along with organizational and process convergence should be defined prior to tool selection by performing a use analysis and change management requirement within an organization

• Organizations purchasing a solution and then attempting to converge the risk organizations and processes contain many challenges

• Many organizations will need to customize their selected GRC platform or change their processes, methodologies, and hierarchies to have a successful GRC technology implementation

• A lack of understanding of how other business tools can be integrated with GRC platforms and future GRC requirements

• Content management decision – If aligning to leading frameworks, regulations and practices, a decision needs to be made to determine whether the organization will rely on a vendor to provide and manage content going forward or will it be customized and managed by themselves

• Timeframes for implementation is often underestimated - most organizations will need 12-24 months for successful implementation and to realize the complete operational competency benefits

• Tool cost is often underestimated due to improper calculation of customization or functional and process modifications that will be needed by the organization

> A key consideration when analyzing GRC solutions is the concept of customization vs configuration

• Vendor support and experience at business aligned deployments is limited

• Lack of experience and knowledgeable resources that are dedicated to GRC platform implementation

• A key consideration when analyzing GRC solutions is the concept of customization vs configuration. These two are very distinctive terms and have significant impact on a GRC platform's ability to meet or exceed business and functional requirements

• Configuration refers to the process of altering a GRC platform by making basic changes to the "out of the box capability" to meet the business requirements. This will not greatly enhance the platform's functionality. Examples of configurations include: Changing colors, adding/deleting fields

• Customization refers to the process of altering and enhancing GRC platform by making advanced changes to the "out of the box" capability to meet business requirements This process can greatly enhance a GRC platform's functionality. Examples of customization include: building custom workflow, using external application code like Java /HTML to enhance the functionality of a GRC platform, using advanced calculation and logic and integrating data with multiple systems and data sources

Almost all GRC vendors have demonstrated that they have the capabilities and drive to meet complex and sophisticated enterprise demands, but it has not been easy. As technologies become more mature, the programs they are being asked to support are becoming mature as well. 🔲

COVER
STORY

3E ACCOUNTING

A New Wave of Effective and Cost-Efficient Compliance Solutions

By Dean Ambrose

The compliance industry which has recently seen a number of regulatory laws and frame work changes continues to influence businesses across Asia Pacific. As a result, compliance solution providers have grown in importance to play a more active role within organizations.3E Accounting is a company that was founded on three "E" core values – efficient and effective services with economical fees has now become the leader of the pack. Stepping up to the challenges of a strict and complicated legal and compliance space, 3E Accounting has been offering professional and quality-driven compliance support to their clients. The firm provides one-stop solution services in company incorporation, work pass application, accounting, bookkeeping, virtual office address, taxation, GST, secretarial and compliance, human resource and any other business related services. Lawrence Chai, Managing Director, 3E Accounting says, "Our goal is to help our partners focus on their core business functions and leave all other compliance matters to us."

ES *Insights*   10 Most Recommended
Compliance
Service Providers - 2016

Lawrence Chai,
MD

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3E Accounting creates an international accounting network to give its clients the edge in every aspect of compliance. "We want to assist our clients not just in setting up their businesses in Singapore or Malaysia, but to further expand to overseas markets. Through our extensive network, we are able to help our clients to venture far and beyond," explains Lawrence. The company adopts a set of written internal guidelines and employee handbook where it implements fair, responsible and progressive employment practices. Tripartite Alliance for Fair Employment (TAFEP)awarded the firm with the TAFEP Exemplary Employer Award, recognizing its fair, responsible and progressive employment practices.

3E Accounting's journey from being a small firm in Singapore to one of the top 30 accounting firms in Singapore is a testament to their success. Within a short span of five years, the company has already seen its presence grow across 19countries with total combined staff strength of more than 400 staffs and 27offices across Asia, North and South America and Europe. 3E Accounting has gained a major customer base across Singapore and Malaysia owing to its quality compliance services. As its services continue to remain top-notch, the company's goal to become the best one-stop solution centre globally appears well within the reach.

With the focus to lead the APAC market, the company has improved efficiency and brought better visibility into compliance issues. Helping clients in the implementation of compliance standards has become an important component of the services offered by 3E Accounting. Through this, the company prompts preventive actions for the whole organizations on a time-to-time basis. This level of guidance is invaluable as it not only protects the interests of clients but also makes sure that they avoid penalties and summons from compliance authorities. Lawrence elucidates further, "We always listen to our clients so that we are able to see things from their perspective, provide accurate advice without using professional jargons that clients do not understand so that we can address any of their concern accurately and effectively."

3E Accounting is staying innovative and making use of new technologies in order to reach a greater height. 3E Accounting helps businesses to understand compliance functions better by constantly engaging with them via emails, on-line chat portal, telephone calls or face-to-face meeting. Through its concise and informative website, the company imparts expert knowledge that promotes the values of honesty and integrity within compliance operations. The company acts on behalf of its clients to take charge of their entire processes.

The ACCA Approved Employer Program only names companies that ACCA recognizes as having high standards of staff training and development. With this award, it is assured that 3E meets or exceeds global standards for its teaching and developmental support. Lawrence details, "By being a registered agent of ACRA, we can give assurance to our client that we are an authorized professional firm capable of carrying out our duties diligently and effectively."On 22 March 2013, the company's member firm, 3E Accounting Employment Pte. Ltd., achieved the status of a Duly Licensed Employment Agency with the

> ## 3E Accounting's journey from being a small firm in Singapore to one of the top 30 accounting firms in Singapore is a testament to their success

Ministry of Manpower. The license enables 3E to facilitate the placement of workers for an employer and represent employers or workers in the official submission of work pass applications.

On 27 June 2013, 3E Accounting became an Accredited Training Organization in Singapore. The accreditation is given only to a company that provides the highest level of training and development opportunities for candidates.On June 2016, 3E Accounting became a Xero Certified Advisor that provides Xero Cloud Accounting Software in Singapore. As the Certified Advisor,it provides valuable business and tax advice and guides client's in setting up a Xero software to facilitate taxation related matters and enhance business performance. 3E Accounting is also a QuickBooks ProAdvisors that provide QuickBooks Online Services in Singapore to their client's.

The company's deep product knowledge and stellar client service helps it to grab potential opportunities in Singapore and Malaysia. As a fair and inclusive employer in Singapore and Malaysia, 3E Accounting has made a mark with its responsive and superior advice and corporate services assistance to earn the title of one of the best qualified one-stop solution centre in Singapore. Lawrence concludes, "3E Accounting is never contented with the growth achieved so far. We will continue to work harder and most importantly staying innovative and making use of new technologies in order to reach a greater height."
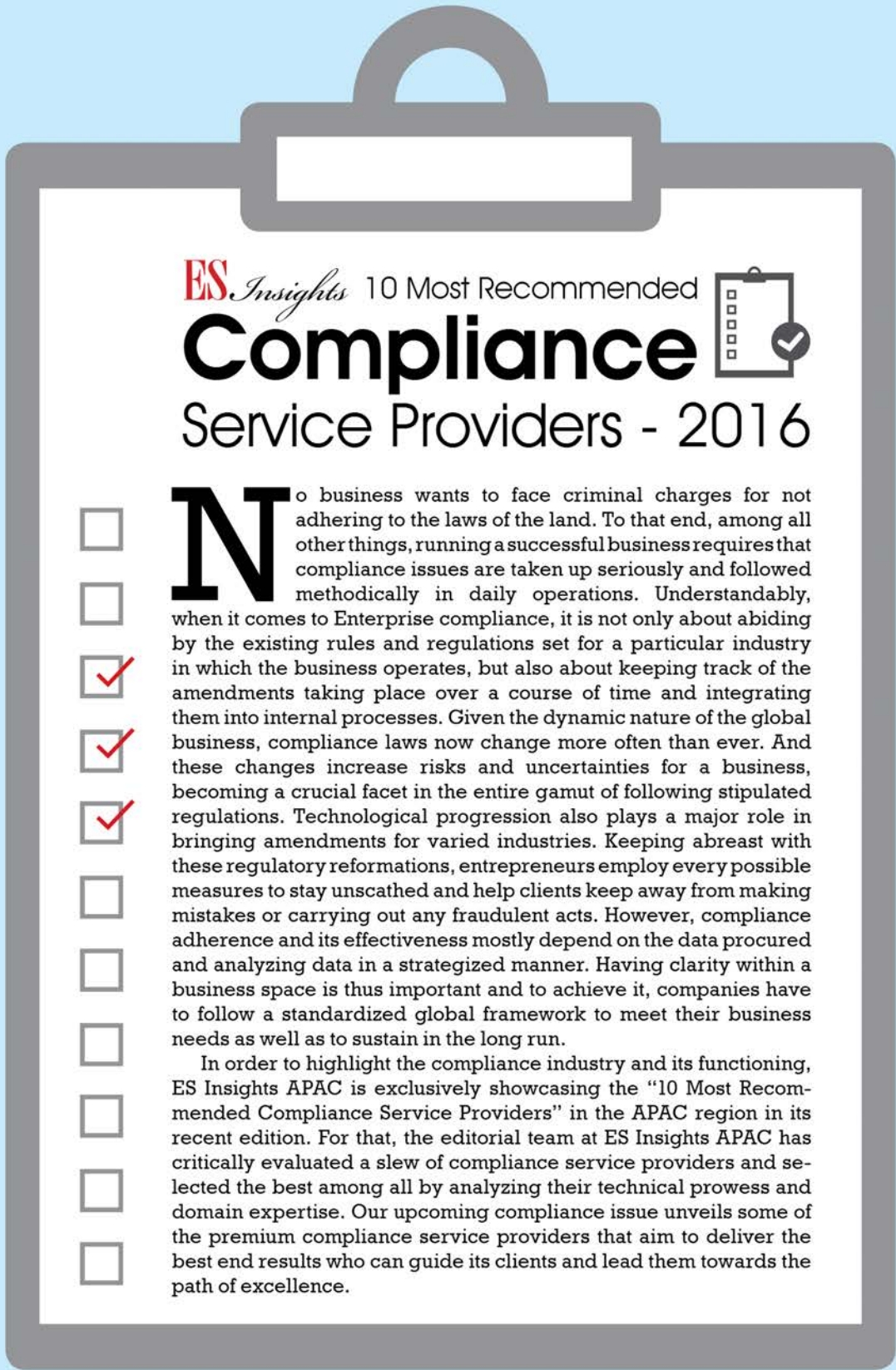
ES. *Insights* 10 Most Recommended

Compliance

Service Providers - 2016

No business wants to face criminal charges for not adhering to the laws of the land. To that end, among all other things, running a successful business requires that compliance issues are taken up seriously and followed methodically in daily operations. Understandably, when it comes to Enterprise compliance, it is not only about abiding by the existing rules and regulations set for a particular industry in which the business operates, but also about keeping track of the amendments taking place over a course of time and integrating them into internal processes. Given the dynamic nature of the global business, compliance laws now change more often than ever. And these changes increase risks and uncertainties for a business, becoming a crucial facet in the entire gamut of following stipulated regulations. Technological progression also plays a major role in bringing amendments for varied industries. Keeping abreast with these regulatory reformations, entrepreneurs employ every possible measures to stay unscathed and help clients keep away from making mistakes or carrying out any fraudulent acts. However, compliance adherence and its effectiveness mostly depend on the data procured and analyzing data in a strategized manner. Having clarity within a business space is thus important and to achieve it, companies have to follow a standardized global framework to meet their business needs as well as to sustain in the long run.

In order to highlight the compliance industry and its functioning, ES Insights APAC is exclusively showcasing the "10 Most Recommended Compliance Service Providers" in the APAC region in its recent edition. For that, the editorial team at ES Insights APAC has critically evaluated a slew of compliance service providers and selected the best among all by analyzing their technical prowess and domain expertise. Our upcoming compliance issue unveils some of the premium compliance service providers that aim to deliver the best end results who can guide its clients and lead them towards the path of excellence.

10 Most Recommended Compliance Service Providers - 2016

Company	Management	Description
Beyond Security Bangalore, Karnataka beyondsecurity.com	Ravi Prakash, Regional Director	A specialized developer of automated security testing Technologies that provides vulnerability scanning, vulnerability management and security Testing services.
EP2 Australia ep2payments.com	Paul Bird, CEO	A provider of secure hybrid cloud platform that enhances Compliance and Payment process 24/7.
3E AccountingPte. Ltd. Singapore 3ecpa.com.sg	Lawrence Chai, MD	A one-stop services company that offers accounting, bookkeeping, virtual office address, taxation, work pass application, GST, secretarial and compliance, and human resource services.
Etrends Technologies Pvt. Ltd. Mumbai,India etrendscomm.com	Manesh Karani, Chairman	A reputed IT company providing bankable software services like Risk Management, Audit Reporting, Legal Compliance System, Insider Trading Application, and 360 Multirater Feedback Application.
Health Legal Australia healthlegal.com.au	Natalie Franks, Founder	A recognized law firm that provides legal and law compliance solutions to public and private hospitals, diagnostic providers, community health centres, community service organisations and more.
ISO Pro Software Australia isoprosoftware.com	Sarah Sahyoun, Marketing Manager	A wholly owned Australian based Company that empowers managers with accurate, real-time information about their business.
Mitigate CRM Israel mitigatecrm.com	Idan levy, Founder	A compliance service provider that enable financial intuitions to meet the financial regulations comprehensively.
Privasec Pty Ltd. Australia privasec.com.au	Prashant Haldankar, Director	A compliance, governance, and independent security consulting firm that bridges the gap between the technical and business world.
Solium Australia solium.com	Sally Mulligan, Director, Business Development	A provider of Sharework software platform that is an integrated cloud based solution for equity plan management.
Virtual Mgr. Inc. New York virtualmgr.com.au	Tom Walker, COO	A Company providing Healthcare, Petroleum, Building Services and Commercial Cleaning industries with Management Software, Workforce Software, Mobile Application, Compliance Data, Time Tracking, Job Schedulin.

COMPANY OF THE MONTH

MitigateCRM:
Quality Driven Compliance Services Infused with Confidence

By Anand JS

Idan Levy, Founder

With the advent of disruptive technology every aspect of businesses has been witnessing enormous changes due to its immeasurable ability to make processes hassle free. Until now, the banking industry though has remained untouched as the Central Bank post 2008's economic crisis was focused on harbouring stability rather than technological reforms. But today as the rapidly growing economic industry—Fintech— endeavours to replace the traditional banking system to deliver agile, direct and user friendly financial services, complexities related to compliance, anti money laundering issues and regulatory risk impede from performing operations optimally. Understanding the significance of a reliable and financial-experienced compliance service provider and gauging his own potential, Idan Levy, Founder, incepted MitigateCRM with a vision to bridge the lying gap between new and traditional banking industry, and to become a first grade partner to international investment funds and financial services providers, from the early stage of investment evaluation to the stage of providing professional support and helping financial services worldwide to smartly expanding their activity to Israel, placing their flag in its economic soil. Idan uses his over a decade experience in the financial industry

> MitigateCRM is creating a niche in the financial market with its ability to provide tailor-made anti money laundering policies and adequate procedures that meet the relevant regulatory requirements

delivering real compliance work and serving in senior managerial positions at both local & international major banks to assist "The banks of the future" smartly cope with AML and compliance risks.

Established in 2015, MitigateCRM aids its clients to meet the evolving financial regulations with confidence. The company's high level compliance and risk management experts work on all areas related to financial regulations. It assists clients in legal & compliance advisory, providing tailor made policies & procedures infrastructure set up, training to staff, compliance & risk management projects, gap analysis, monitoring and testing, and providing technical solutions that support the business and assure adequate compliance to the local financial requirements. Right from the inception, the company has been aiding its clients to obtain a relevant licence to outperform their financial services without any hindrances.

IdanLevy explains, "The financial services business is not like any other business. The financial regulations are stricter and require that the business take constant pro-active measures to avoid being exploited by his costumers for the purpose of money laundering by allocating sufficient resources to compliance functions. We provide on-going compliance advice and real-time support, BTB compliance officer/ director services and perform periodically checks to insure the company's adherence to its procedures." In addition, since most of the new Fintech companies are obliged to rely on a regular commercial bank to deliver its financial services, MitigateCRM helps them to accurately characterize the financial idea and translate it into Banking terms and needs, making the bank account opening process substantially easier.

Today, MitigateCRM is creating a niche in the financial market with its ability to provide tailor-made anti money laundering policies and adequate procedures that meet the relevant regulatory requirements. The company is defining the regulatory needs and works directly with the clients' existing operation team to embed the local regulation requirements into their system and tools. Incorporating a legal and compliance advisory team has helped MitigateCRM to provide end to end compliance solutions for both – traditional and fintech companies.

Apart from the customized compliance services, the company provides guidance and training to Fintech companies and Fintech accelerators, equipping its clients with all the necessary information which is essential to meet both the regulator's and the bank's prospective requirements. This has enabled their clients to trust MitigateCRM through the process and beyond. While helping clients build a right compliance culture in their organization, the company also manages prospective risks meticulously and implements various compliance plans and work process for the benefits of its customers.

As a prominent compliance service provider in Israel, the company has served some valuable clients including International & local Fintech start-ups, investment funds, angel investors, financial and other regulated institutions. MitigateCRM makes its clients aware of the ongoing money laundering concerns, and helps them adopt appropriate measures for the organization's safety. The company's ability to comprehend financial compliance process of large financial institutions has enabled MitigateCRM to flourish as one of the renowned compliance service provider in the financial industry. In the coming years, the company intends to cater its best in class solutions to financial corporations and investors from all over the world.

MitigateCRM based in Israel provides array of services that includes:

1. BTB Compliance Officer Services to financial & other regulated/reporting companies
2. Compliance director services
3. Bank account opening guidance
4. Compliance projects, Risk assessment, Gap analysis, and Monitoring & Testing
5. Compliance support & ongoing advice
6. Policies & Procedures infrastructure set up
7. Periodic Compliance review for company's management
8. Systems regulatory requirements or modifications to existing systems consulting
9. Customer due diligence and background checks
10. Providing training to staff

Cutting through Complexities with
Managed Services

Jaspreet Singh, Partner - Information Security, EY

EY (Ernst & Young Global Ltd.) is a UK based Company having global presence. The Company is specialized in assurance, tax, transaction, mergers, financial services and advisory services.

In today's era, technology set-ups are becoming increasingly complex as product features proliferate and business demands more capabilities and integration across networks. At the same time, resources are being pressed as downward pressure on costs increases. Today's technology environment presents substantial challenges to CIO's and their teams as they manage new release schedules, monitor performance, ensure the required levels of availability and meet business teams' demands.

The traditional in-house management of IT infrastructure is becoming expensive, thus during the past few years managed services and operations have grown exponentially as companies seek greater predictability in their IT budgeting, reduction of operational risk and the ability to better exploit the advanced features of today's technologies. The managed services business model offers a huge opportunity, which enable organizations to offset shrinking margins on product sales, to address increased customer demand for outsourced IT services and free the internal staff to focus on strategic projects. Also, with the introduction of the cloud, hardware is quickly becoming an afterthought. The MSP becomes a strategic IT advisor, averting problems and making recommendations regarding future technology needs.

Jaspreet Singh

Manages services-The win-win model for your business

Key components of a managed service model

Managing operations on behalf of the customer. The managed services provider will undertake incident, problem, change and configuration management for the client.

The managed service provider will assist the client to manage their own technology by regularly monitoring the performance of the applications and infrastructure.

The key activity of the managed service provider is to optimize the It and network performance in case of any problems/ incidents.

The managed service providers through their expertise helps in transformation of the client's environment to the next generation of technology.

The model of managing everything as a service (Xaas) is increasing being adopted by the manager service providers, who help their client's with services such as implementation, integration and the day-to-day management of the solution.

Key benefits:
- Increased operational efficiency
- Quick implementation of new technology
- Reduced operating costs
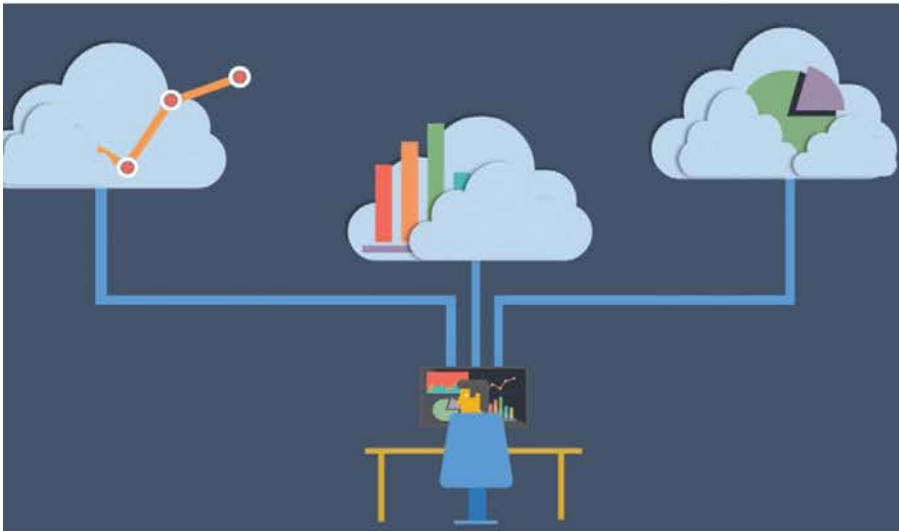
- Flexible services
- Ensured compliance , highly resistant and secure infrastructure
- Cost-effective access to enterprise-level support Minimized downtime
- Allows the focus to be on running the core business, and not the technology
- Continuous monitoring

Managed Cloud services

Today many CEO's, CIO's and CFO's are asking this question, "What will take to move to cloud services?" or "Is there a need for MSP if you are moving to cloud service?"

The answer to these questions is short that MSP's can be complementary to a cloud strategy. Also MSP's can act as an adjunct, not just as an alternative, to the cloud. MSPs can provide cloud integration or cloud connection services that let IT deploy assets in a combination of managed services and public cloud services, all going through the single MSP. That is, the MSP provides the management layer between the enterprise and the public cloud, as well as to those assets running at the MSP. This three-tiered architecture (enterprise, MSPs, and cloud) is often easier for enterprises to manage.

The key activity of the managed service provider is to optimize the It and network performance in case of any incidents

## Business impact of managed cloud services

- Go to market time reduces for the implementation of any technology, thereby giving a competitive advantage to the customer
- With the hybrid cloud model customers can gain a lot of flexibility
- The right managed cloud provider enables the CIO to unify a disparate cloud IT environment, reduce operational costs and gain the comprehensive business insight needed to fulfil the innovator role.

The future of managed services

Some of the key trends that we can look forward to for manged services are:

Emergence of cloud service providers (CSP): Most managed services providers will provide public cloud services as part of their services offering and will become leaders in the cloud solutions marketplace.

The managed services will move beyond price wars: Although it's expected to play out for some time, consumers will soon start breaking away from the price battles and start focusing more on quality. They'll keenly assess the actual specs, features and benefits of individual packages rather than the price. Ultimately, service providers will be forced to shift from price to quality-centered battles to attract more consumer

Optimized IoT: Internet-of-Things is already gaining momentum and will be a significant device feature in the near future. Unfortunately, despite this excitement, there is a downside-security. To reduce the risk, consumers will of course depend on MSPs who offer innovative, secure services in an industry which is consistently facing increasing data security threats.

Increased application portability: Today, an average managed service user has a computer at work, laptop at home, smart phone and probably a tablet. With managed services busking in the glory of portability benefits, it's expected that providers will proceed developing products which are compatible with all these devices.

Thus the future holds both opportunities and challenges for the IT channel and managed services will help CIO's to adhere to regulation, reduce costs, streamline and ensure operations and improve customer's experience. 🔲

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Beyond Security:
Developing Automated Security Testing Technologies

More we rely on technology, more are the security threats we exposed to. Be it networks, software systems or web applications, security remains a constraint. While sometimes security threats are caused by tight budget, at times they are the outcome of incompetent testing efforts. Thus, businesses that significantly rely on technology than anything else need to be cautious of the efforts they make towards ensuring utmost security in their IT systems. Over a decade ago, this vision became the founding stone for Beyond Security, a trusted company that offers testing solutions. The company delivers testing solutions that are capable of accurately assessing and managing security weaknesses in networks, applica-

tions, industrial systems and networked software. It helps businesses and governments simplify the management of their network and application security to further reduce their vulnerability to attack and data loss.

Beyond Security is deeply focused on three major threat vectors that are commonly faced by corporations and

governments, i.e., network, software and web applications. The company provides a complete line of accurate, cost effective VA and web app security testing solutions with AVDS. It's a network vulnerability assessment product which is deployed as an appliance or cloud solution. Another major offering by the company is beSTORM which performs comprehensive security analysis on any networked software. In its extensive service portfolio, the company also includes Web Application Scanning and MSP Security Testing Solutions. With its expertise in testing solutions, the company has been catering to the most prestigious names from aerospace, retail, hi-tech, ISPs, information security and e-commerce sectors. Some of these include Juniper Networks, Master Card, Philips, AOL and Intel among others. ▣

EP2
Delivering Reliable, Cost- effective and Scalable Compliance Services

As the regulatory laws have increased since the turn of the century, it has become imperative for enterprises to meet the ever changing compliance on time. In fact, today enterprises are more aware of their regulatory compliance requirements, and so strive to find a reliable compliance service provider who can help to comply with relevant laws and regulations. One company that has shown the true leadership in providing reliable yet scalable compliance service is EP2. Founded in 2009 in Australia, EP2 offers customized services such as compliance as a service, secure hybrid cloud, secure payment solutions and secure contact centre.

With a customer centric approach to security and performance, the company helps clients in making compliance and payments hassle- free. The company's payment processing solutions ensure that customer online card payments are processed quickly reliably and securely. As a reliable compliance

> **❝**
> **EP2 has become the first company to offer compliance as a service for PCI and Australia Privacy Act**

service provider, EP2 provides PCI DSS Compliance as a service offering which covers solutions for web, enterprise hosting, and Call centre and payment environments. Through this platform enterprises can obtain benefits including Secure infrastructure, Gap analysis, Incident response and forensics, Audit, Threat Detection, Asset Discovery, Compliance monitoring, ASV and Vulnerability Assessments. With industry experts working on all areas related to compliance, EP2 has become the first company to offer compliance as a service for PCI and Australia Privacy act. Today, EP2 has evolved as a one of the prominent compliance service providers in Australia. ▣

CIO INSIGHTS

Trends like BYOD, mobility and increased usage of cloud apps are resulting into unwiring the enterprise.

Here's what my colleague Ken told me recently when I asked him if he would prefer to bring his own computer to work. He said, "When travelling, I use YouTube to watch news, post updates on Facebook for my friends and family, check out the latest scores on Sports sites. So I don't want any restrictions when I am on the road. And I want a fire wall between my personal life and corporate data/apps". He insisted on clarifying the value or incentive for employees to bring their own devices to work.

These kinds of demands are already posing many challenges (and headache) for IT and InfoSec teams. On one hand, it seems like a great proposition to have employees to use their own personal devices to conduct business and reduce procurement or maintenance costs; it also poses unprecedented risks to the enterprise data that is on the move.

There is a need to create a robust approach so that information residing on personal devices is guarded against malicious intent or loss. No doubt that there will be increased employee dissatisfaction if there are more controls that restrain them but at the same time the Board, Shareholders and the Customers will have serious concerns for the business risks due to the absence of the same.

The last decade has seen a massive proliferation of mobile devices. Introduction of low cost smartphones changed the way we started interacting with each other. The handheld devices powered with applications give users never ending possibilities and access to information. The world is now massively appi-fied and we are using it for social media, banking, finance, entertainment and even as personal assistants.

Cyber security trends have risen alarmingly in importance in the recent years. Exploits like malwares, ransomware, adware, Trojans and surveillance-ware are everywhere. With the dawn of BYOD and changing work culture, the gaps in security are wide open. Apparently, the security aspects are ignored due to various reasons such as employee demands, simplification, ease of access etc. But

Realities of 'Cyberistic' Future

By Mohit Bhishikar, CIO, Persistent Systems

Incorporated in 1990, the Company builds software that help customers to grow their businesses. It has partnership with IBM, Microsoft, Oracle and more.

corporate can no longer focus on the old school security models and continue to allow employees bring their own devices to work. They will have to redefine the approach to cater to these issues. Enterprise Mobility Management solution can act as very good option since it gives power to the IT teams and flexibility to the end users. What needs the highest level of vigilance and diligence is the world of application development and the APIs. Developers must put more emphasis on filling these missing gaps. That is where the real enemy resides.

> # Enterprise Mobility Management solution gives power to the IT teams and flexibility to the end users

So, given that these BYOD and mobility trends are going to stay around and more apps will be accessed from cloud than ever before, it is time for the CISO's and CIO's to prepare for the challenges ahead and consider new investments in IT and Information Security. A product or two alone will not solve this problem. There should be an end to end multi-device, multi-protocol, multi-channel Information Security strategy.

The Balancing Act: Intense Complexities, Intense Simplicities

The fundamental end-to-end strategy should consist of the following:

• **Know Your User**
▸ Prevent un-authorized and rogue devices from connecting to the corporate wireless network
▸ Renew access lease at a regular frequency; enforce password reset Develop management policies to
▸ remotely wipe enterprise data Use cloud for the robust encrypted
▸ backups
Update corporate's policies such as
▸ Acceptable Use, Monitoring and Separation

• **Protect Data**
▸ Create multi-factor authentication to allow access to sensitive data Monitor API and Micro-services
▸ consumption
Deploy web filtering and data leakage
▸ prevention solutions
Create different access privileges
▸ for personal devices & corporate devices
▸ Watch trends and patterns 24x7. Develop analytical insights for

▸ forensics
• **Regulate Environment**
▸ Create policies for BYOD and Cloud Apps
▸ Restrict network access; deny by default
▸ Reconsider ACL approach
▸ Create zones in the architecture using layers

There isn't going to be a 'silver bullet' to solve all the problems. Several companies in the information security area are working to provide solutions to various problems associated with the trends mentioned here. And these solutions will evolve to cover wider spectrum of threats and management strategies over time.

Having said this, the most fundamental solution is largely in the hands of the employees who are bringing their devices to the workplace. In summary, organizations should look at adopting these new trends as a new culture and not just as a new technology. Self-awareness of information security threats and confidentiality requirements should be in the ethos of this new cyber security focused culture.

Compliance
Service Providers - 2016

Etrends Technologies:
Providing Reliable Governance, Risk and Compliance Solutions

Governance, Risk, and Compliance remain the most crucial factors to be precisely managed by every business. Missing out on any of these can affect the growth prospects for businesses. Developing an understanding of what GRC (Governance, Risk, and Compliance) is and how to manage it the right way, Etrends Technologies emerged as a GRC solutions company under the brand name of LASER. Founded in 2003, Etrends provides solutions for Risk Management, Audit Reporting, Legal Compliance System, Insider Trading Application, and 360 Multirater Feedback Application.

Over the years, with its high-end GRC solutions and exceptional customer service, Etrends has created a vast client base across the nation. It counts some of the most reputed names such as Tata, Godrej, JSW, Kirloskar, Hyper City, and Voltas Limited in its clientele.

Delivering value is what Etrends Technologies stands by. Abiding by this, the company has been holding on to the faith it has developed with its high-end solutions among its clients. The company maintains a professional approach and innovation in its operations. Besides, it ensures to deliver consistent support and secured solutions that are aligned with the clients'

objectives. Each of the services offered under the brand name LASER helps carving a new success story for its clients. Beyond its GRC solutions, Etrends also provides a service called Net Catalogue. It is introduced as a powerful tool for digital display of the products in the most effective manner. ⊞

Health Legal:
Offering Lawful Support to the Australian Healthcare Sector

The famous quote "Health is Wealth" signifies that over every other wealthy possessions in life health is the most significant one. Focusing exclusively and uniquely on the needs of the health, community service and aged care sectors, Health Legal started its journey in 2003 with an aim to deliver lawful support to the health sector across the Australian market. Operating from Melbourne, Australia Health Legal provides a wide range of services including, Contracting and Commercial Advice, Legislative Compliance, Tender and Probity,

Data Protection and Privacy, Dispute Resolution, Coronial Investigations, Medico-Legal, Corporate and Employment Advice and many more. As a legal boutique and an award-winning law firm, Health Legal ensures that its legal team is updated with all legislative and regulatory reforms taking place with time. Even with its legislative compliance and case law update products, the company also keeps its clients well-informed of all necessary legislative changes and new case law which is relevant to their organisation.

Nurturing over diverse solutions, Health Legal team also works on pri-

vacy developments, eHealth, Freedom of Information and confidentiality. However, Medico-legal advice is the most significant facet through which team Health Legal shares their valuable advices by answering queries on broader range of medico-legal issues. The company strives to deliver quick and accurate responses to its clients. The extensive knowledge of the team also helps it to anticipate and mitigate potential risks and issues for its clients before they arise. After assisting more than six hundred clients, Health Legal is now aiming to pioneer in the space. ⊞

TRANSFORMING HEALTHCARE THE CAPITALIST WAY

Bobby Varanasi, COP, COP-GOV - Chairman & CEO, Matryzel Consulting Inc & Executive Council Member, Malaysia Australia Business Council.

Established in 2006, Matryzel Consulting Inc is one of the top 20 World's Best Sourcing and Globalization Advisory firms with practices influencing policy, ICT sector transformations and corporate growth / expansions. Established in 1986, Malaysia Australia Business Council is a non-profit Organization that provides a broad network and linkages between the two countries.

All conversations surrounding healthcare on the planet today are set either in terms of its universality that is the responsibility of the State, or a capitalistic endeavor that competes with all other sectors. The 'WHO' has a broad definition for universal healthcare, referring to national policies that cover a variety of aspects like primary care, end-stage care, improved access, reducing financial risks, and generally improved health outcomes. Though national policies usually define the extent and scope of such services; private sector has a substantial role to play. While the benefits of healthcare's universality are the State's responsibility, public policies surrounding this in the developing world are mired in substantial issues.

To the extent that healthcare is seen as a pivotal sector that supports an economy (by virtue of having healthy citizens that contribute to production environments), a variety of limitations – both external and internal – have held back citizens around the world for long. Be the lack of public funds, inappropriate allocation of scarce capital, corruption and competing priorities, or economic conditions around structural adjustment programs by IMF and the World Bank, nations continue to find themselves unable to cater to the health needs of their citizens. Meanwhile, the private sector has built an empire around healthcare, with increasingly sophisticated models for both design and delivery. As private sector thrives through for-profit models, care is getting increasingly expensive. Of course, poverty is the scourge for most evils: for the enormous numbers of people without access to healthcare, there is a terrible paradox: poverty exacerbates poor

health while poor health makes it harder to get out of poverty.

The technology world does have the ability to knock down walls that restrict such access, or affordability. The ability is clear and present, though willingness to adopt for-profit models while ensuring the basic purpose around universality of healthcare is adopted isn't seen sufficiently enough. Examples like RISHI (Rural India Social & Health Improvement) in India, or the Pan-American Healthcare Organization's initiatives in Latin America and the Caribbean are seen as developmental in nature, and not as much the collective responsibility of both government and private sector. The UN's Sustainable Development Goals clearly articulate that "Good Health" shall continue to be a top-of-mind global issue that the world needs to address. However, such issues cannot be expected to be resolved through government or multilateral institutional initiatives alone. The private sector has as much a part to play in finding solutions, as in eliminating the disastrous consequences to the economy and civil society on account of lack of access to healthcare. Solutions like the Cardiopad in Cameroon, eHealth Initiative in India, MOTECH in Ghana, Mu buzima in Rwanda, and many more solutions have resulted from conscientious private sector individuals and organizations coming together, finding solutions to thorny health issues and deploying technologies relevant to the issue.

At this point, it is crucial to appreciate the distinctions between health and wellness. The former is crucial, the latter a benefit of being part of an economy that doesn't have existential issues. The private sector has the opportunity to incorporate

The technology world does have the ability to knock down walls that restrict such access or affordability

purpose into their for-profit models in a concerted manner. Technologies do have the ability to address most issues with healthcare – that of information and discovery. Most care issues in the developing world are a result of lack of information around discovery of issues, and remedial aspects that don't necessarily require a visit to the doctor. The private sector could very well enable such discovery in an inexpensive manner

Bobby Varanasi

such that most people benefit. There surely are profits to be made with such models as has been exemplified in Africa and elsewhere. The intent then has to be a pursuit of "profit with purpose", where thorny socio-economic issues need to be identified, addressed and resolved. Private sector's contribution to such opportunities are enormous, and the gains substantial enough to warrant corporate attention. While doing so, of course it is important to ensure that a nation's socio-economic construct is clearly understood – between an existential and a preferential one. Confusing these can lead to issues that may be destructive in nature, both socially and sociologically.

BobbyVaranasi, believes that the time has come for the private sector to join hands with governments and civil societies, and build solutions that are seen as irresolvable. For the first time perhaps in 250 years of industrialization, humanity is at that point where problems that have plagued us can finally be resolved. And this is not a moral argument. Instead, it is a capitalistic argument with clear intentions that fortunes at the bottom of the pyramid do exist. Tapping into such opportunities will need to recognize not just this pyramid's woes, but also their aspirations.

ES. *Insights* 10 Most Recommended
Compliance
Service Providers - 2016

Privasec:
Mitigating the Compliance Risks with Reliable Consultancy

Over the last few years, the increasing number of regulations and the need for operational efficiency has brought forth serious concerns amongst enterprises. However, today enterprises seek the help of compliance service providers to work within the legal parameters and to ensure they are compliant with the existing rules and regulations. In fact, finding a reliable yet cost effective compliance service provider has become the significant need of hour. This is where Privasec excels by providing customized compliance services that help enterprises meet compliance with ease and confidence.

As a leading compliance consultant in Australia, the company help organizations to meet and maintain compliance to various standards. Apart from the compliance services, Privasec also

> " As a leading compliance consultant in Australia, the company helps organizations to meet and maintain compliance to various standards

delivers several comprehensive services including penetration testing, Health checks, risk and governance services, small business and cloud and cyber security. With years of expertise in this domain, the company has served its services in various sectors and verticals including government, financial services, retail, IT, health and entertainment. By enhancing the decision making of enterprises across verticals, Privasec has bridged the gap between the technical and business world and has helped them to propel better business outcomes. Developing a resilient team has helped Privasec to flourish as one of the renowned organizations in the IT sector. **ES**

Solium:
Enhancing your Business through the Right Compliance Services

Today, to keep the pace with the ever changing business environment, enterprises have to comprehend the ongoing regulatory requirements meticulously. While enterprises are only focussed on driving better business results, they often fail to address the compliance requirements on time. This situation of uncertainty has led enterprises to quest for a reliable compliance service provider, who can plan, manage and act accordingly. Perceiving the challenges confronted by consumers, Marcus lopez founded Solium in Canada.

Since its inception in 1999, the company has been delivering cost

effective compliance services ensuring reliability, security and integrity. Having offices in United States, United Kingdom, Canada and Australia, the company has served many notable organizations including SAB MILLER, Virgin, Atlassian, BOMBARDIER and many more. Being a promoter of cohesive working environment, the company's professional advisors and

experts work with clients as partners. With its cutting edge solutions and remarkable services, the company simplifies the equity compensation plans of clients. While quality driven compliance service aids clients in meeting the compliance standards, Solium also focuses on providing fully integrated financial services. Their comprehensive financial services include Stock option administration, restricted stock administration, ESPP administration, performance shares administration, financial reporting, ESOP plans, equity compensation, Share purchase plans, stock plan administration, profit sharing, RSU plans and expense accounting. **ES**

3 Hacks to Get the Best Out of a Technical Mind During Change

By Rebecca Livesey, Managing Director, Achieve-Lead-Succeed

Achieve-Lead-Succeed develops business leadership for organisations using strategic methodologies, behavioural profiling and culture change models.

It's not what we want to hear as IT leaders or CIOs, but often a complaint raised during business transformations is that IT are a block. And yet these are the guys and girls who can list all the issues with current systems, all the inefficient processes, and know exactly what to do to improve the business; so you'd think they'd embrace change with open arms right?

Our brains are wonderfully complex and sometimes appear to work against us. To manage the massive amount of information we receive every single second, we have developed hundreds of filters to make sense of it all within our perception. So when we explore behavioural profiling we begin to understand the impact of our unconscious defaults. And when we consider technical minds, there are three main brain 'programs' to take into account.

Brain Program 1 - My Work is My Identity

Good technical people are master craftsman. We don't generally look at IT as an art form but the technical brain will

> Work and identity are very closely linked, and so challenge feels like lack of trust

Rebecca Livesey

spend hours crafting beautifully elegant solutions (that the business may not need) because they are crafting. Technical people have an in-depth knowledge of their subject matter, and have studied it for many years from many angles. And generally whatever their skill, they are awesome at it. Their work is precise and accurate, even if the rest of us don't get it. For them it is truly their craft, what they are, and stand for.

With that comes an interesting brain quirk. Any challenge or question or criticism of the work attacks the core being of the person. Work and identity are very closely linked, and so challenge feels like lack of trust. The unconscious inner monologue goes something like this, 'I've analysed this to the nth degree, covered every angle and possibility, provided scenarios and risk mitigations so why don't you trust me?'

While this is fantastic for accountability and work quality it can be challenging for the boss and the organisation, as well as stressful for the individual.

Brain Hack 1 – Invoke the '3 Seconds' Delay'

As a leader it's important to understand and communicate the difference between stimulus and response. Just like when we count to ten when angry, this extends the moment between the two, so that any unconscious triggers like 'Don't you trust my work (i.e.Me!)?' can be replaced with 'Thank you for being so interested in my masterpiece!'

Constantly reminding our teams of this will gradually decrease the stress levels when challenge or questions inevitably arise.

Brain Program 2 - I'm a Mismatcher and Proud of It!

Technical people are often mismatchers which mean their brains scan for differences, i.e. the stuff that doesn't fit, before seeing commonalities. It's obviously a very useful skill in a job that manages and minimises risks on a daily basis, or for root cause analysis, but it can play havoc when brainstorming or developing something new. It can come across as negative or unconstructive, and suddenly we are having the conversation as to whether people are 'on the bus'!

Our leadership challenge is how to keep technical people part of the change conversation without firing off mismatcher instincts everywhere.

Brain Hack 2 – Play to Strengths

More often than not, just being aware of this helps people understand what is going on. In this way technical brains stop feeling like they are the only people who see all the risks, issues and holes, so they don't have to bring them up there and then! Explain that their talents will come into play after brainstorming and initial development, and at that point we welcome the rigour in which they can dissect. And most importantly as leaders – we will act on whatever they discover.

Brain Program 3 - Give Me Proof!

Technical peoples' decision making strategies often revolve around proof or evidence. The question the brain asks is 'Show me where this has worked/ not worked before.' Again, useful when diagnosing issues or running interference during a project. Not as useful driving a change agenda when we're sometimes heading into the unknown and have to make calls based on non-existent data. While it can add context, the strategy of looking backward to move forward, will slow down and constrain decision making processes if overdone.

Brain Hack 3 – Flex the Strategy

Another powerful decision making strategy is a Criteria Based Strategy. This means, work out what the future criteria for success looks like, and make decisions to meet it. This is a forward looking decision making strategy which can account for changes in context or environment. Used in balance (whilst looking back to garner learnings) results in more robust and timely decision making.

In conclusion, during business transformations we have to be able to question and challenge, we also know that there may be risks and issues that we don't have answers to yet, and we don't always have the evidence that it's worked before (sometimes quite the contrary). So it's important as leaders of technical teams that we help manage the level of brain stress in our people. By utilising these three hacks we can make a big difference to how our teams feel, and ultimately how we successfully deliver change to benefit the organisation. ⊡
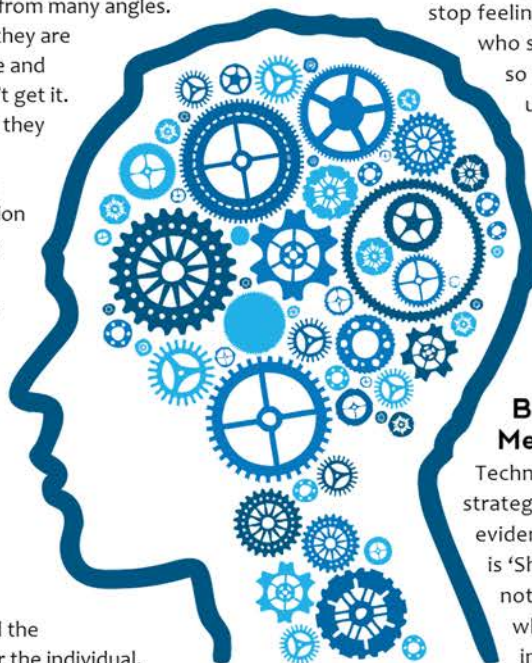
CXO INSIGHTS

Securing the Banks' Biggest Data Problem: Third Party Risk Mitigation

By David DiCristofaro, Global Lead Partner, IT Advisory in Risk Consulting, KPMG LLP

Having established in 1987, the Organization provides Audit, Tax and Advisory services. Presently, the firm has near to 174,00 professionals.

Banks everywhere are under pressure. It is hard for them to grow organically in the post-crisis period, while increased regulation imposes costs and limits capital available for external growth. With turnover stagnant, banks have to concentrate on driving out costs and finding new ways to drive growth.

This is where service providers and other intermediaries play an important role—and where external risk factors come in. And it is why any bank relying on third parties needs to make sure that the controls and compliance bar is set as high at its service providers as it is within the bank's own systems and procedures.

This is not an option—regulators are increasingly expecting ever more oversight of third parties. Rationalizing relationships by cutting numbers and consolidating external suppliers can help (although there is a fine balance between having a manageable number of suppliers while not being dependent on too small a number). Banks should also focus on the underlying contracts related to their supplier relationships, and on monitoring their suppliers' organizational control reports or exercising the other kinds of validation procedures over their controls and compliance.

The resulting exposure from lapses in data security and privacy at third-party providers poses a serious threat to individual banks. This risk extends down throughout the banking supply chain, where a security or privacy incident at a bank as a result of a third-party error in one of their suppliers can signal the end of the service provider. And in a worst case scenario, if a major provider whose services were to have a problem, then the domino effect would cascade throughout the world.

I believe that these risks will also impact smaller banking institutions, possibly disproportionately. These institutions may rely more on third parties for their core banking capabilities than a larger bank does, plus they might not have the resources to be as proactive over validation of third-party controls and compliance.

What will banks do in response to these risks? I believe that the industry is forward-looking enough to draw risk out of the service provider community. The major service providers are certainly motivated to step up to the challenge. As their business becomes more complicated, it will be in their best interests to be on the cutting edge of how they mitigate the risk for fear of being shut out of the market. They will find ways to innovate, such as through security analytics, to seek out and prevent risk events occurring.

I think that the right roles already exist within most large banks to mitigate this risk. The challenge will be around governance and communication between the people on the business, technology and compliance sides, and the constantly changing nature of the banking supply chain. The focus will be to own supplier relationships and risk across the supplier life-cycle and across the enterprise—quite a challenge given that often several different functions have a relationship with one supplier over each one of the many aspects of the business. Banks are looking at ways to improve this, and certainly the regulators are expecting it. Many of our clients are on this journey, and I believe that this will be an enduring trend in the management of their technology risk.

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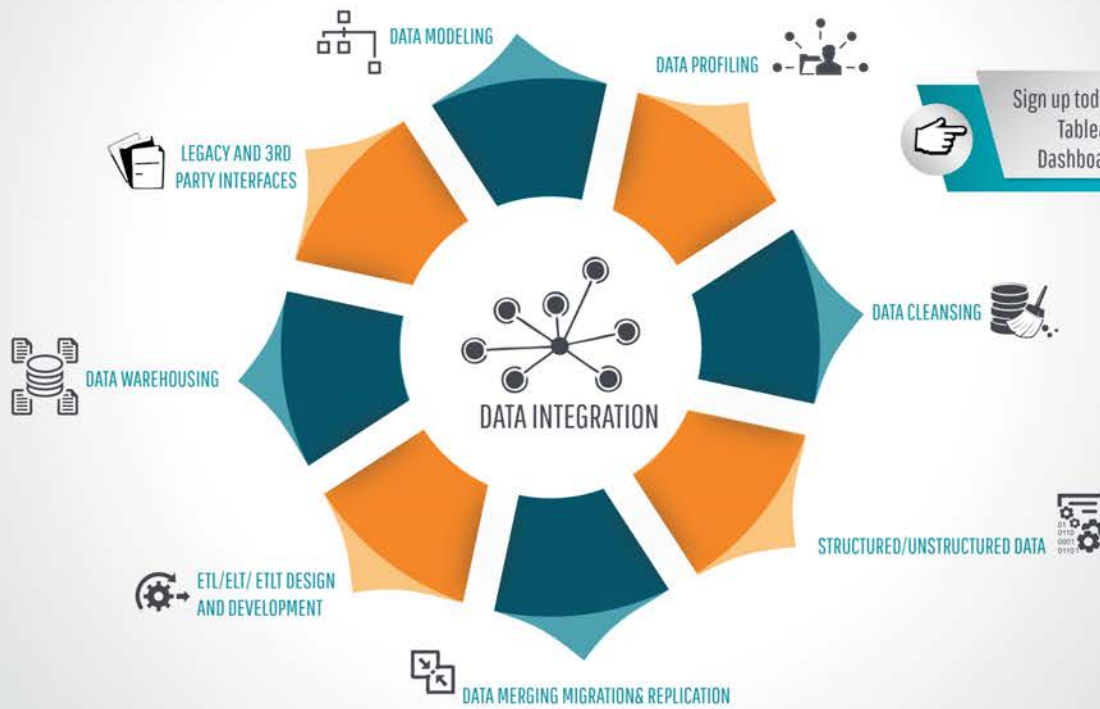
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Security: Precautions Taken to Guard Against Crime, Attack, Sabotage, Espionage

By Tony Bill, CEO, Telstra SNP Monitoring

Telstra SNP Monitoring (TSM) is a joint venture between Telstra and SNP Security, Australia's privately held security firm. TSM was established to redefine the security industry and is successfully delivering greater value to its customers than traditional security providers.

Tony Bill became Chief Executive Officer at Telstra SNP Monitoring in July 2015 after a career in the IT segment that spanned over 25 years. During this time, Tony held many senior executive roles, including Vice President for Hewlett Packard's enterprise business across Asia Pacific and Japan where he oversaw 16 countries and 900 people across the region.

Traditionally, Security has been seen as the physical protector of assets and people. Today, with the advances in technology comes new ways of providing security and adding value. Information technology has enabled the innovation of systems, software and processes. It has given us the ability to distribute data for analytics. This technology has enabled Security to be utilised to provide insights and more importantly, assist customers to make better, more informed business decisions. Welcome to the next era of Security solutions.

The evolution from a simple point and shoot camera, to Digital CCTV which allows you to collect data to provide insights into the business as well as providing protection and monitoring is a good example of this change. This is how an "old world" asset that was installed to provide grainy images of an event that occurred in the past has now become a valuable business tool that aids in future decision making.

Today, that same single asset can be used for multiple purposes. It remains a core component of any organisation's security system, but the images captured can also be used in the area of data analytics. For example, that camera can now track traffic as it flows

Tony Bill

through a store and produce heat maps – allowing retailers to place the merchandise they wish to sell faster in the path of the majority of customer flow. Equally, that same camera can provide a people counting function giving the operator information about peaks and troughs in business activity and subsequently have the appropriate staffing levels.

The coming together of IT and Security is most prevalent in Australia with the roll out of the NBN. Traditional back-to-base alarms that utilise the PSTN (copper) network will no longer provide the back to base function once the NBN rolls through town. All alarms back to the monitoring centre will then be over IP (VOIP) or 3G/4G. This is a significant change and one that all users of older alarm panels need to plan for ahead of time to ensure they remain protected once the old copper network is turned off.

The Cloud is also providing a cost effective option for companies to not only store their recordings, but allow small and medium businesses that previously could not afford access control systems, an option to more heavily secure their premises and assets. Access control, in its simplest form, is the restrictions and methods by which a company allows access to its premises. These typically take the form of an access card, but can move all the way through to biometrics such as finger prints or retina scanners. The cost of such access control can be at a prohibitive level for smaller business to justify their use. As a result, this business will resort to multiple key locks or, worse still, nothing at all. Moving access control to the Cloud will mean it can be provided "as a service". It will allow businesses to scale up and down as required – exactly as they would today around Cloud-based applications. It also means this expense can move to an OPEX model of monthly payments rather than a high capital expense.

Cloud is also an extremely cost effective way to store and retrieve captured images rather than relying on individual Digital Video Recorders in each location that can take many hours to access the information required.
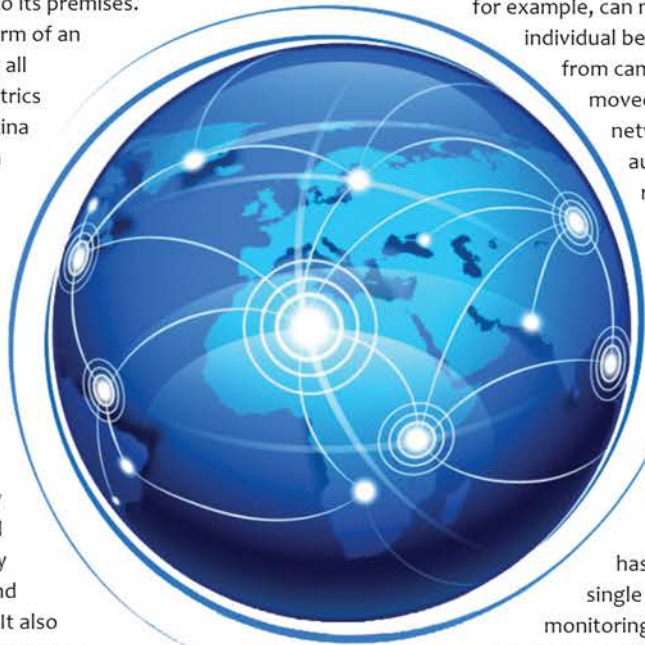
Access control, in its simplest form, is the restrictions and methods by which a company allows access to its premises

The convergence extends deeply into Safe Cities as well. The ever growing threat of terrorism means local councils, along with law enforcement need to be utilising technologies in such a way that they can track and monitor persons of interest as they move throughout cities and locations. The "handshake" between CCTV networks, for example, can now be at a level that the individual being tracked can be passed from camera to camera and then moved in to a completely new network managed by a different authority. Eventually, this facial recognition technology will move its way into mainstream business and allow for much better customer experiences, particularly in a retail scenario. Today, privacy laws are such that this has limited application beyond the tracking and monitoring of persons of interest.

The security industry has typically delivered a single purpose solution – CCTV, monitoring, access control. With the convergence of IT and Security, integrators in this space need to deliver a much more customer-centric solution that addresses multiple benefits to derive a much greater return on investment in these assets. Organisations such as Telstra SNP Monitoring are at the forefront of this change bringing the old and new together and offering a seamless transition path through to the next generation. ▣

Protecting Data with Smooth Cloud Transition

By Vic Mankotia, Vice President, Security and API Management, Asia Pacific & Japan, CA Technologies

CA Technologies, headquartered in Manhattan, USA with it's Indian office in Mumbai, is a provider of Cloud Services, Mainframe Services and Mobile Services. The company provides software and solutions to deploy, monitor and secure applications and infrastructure.

In this ever evolving technology landscape, while organizations embrace various trends like Cloud, Mobility and BYOD, they need to also brace themselves with the disadvantages that come along with these trends. The major concern which tops every CIO's list is Security. Back in the day, CIO's had to worry about whether their PC is password protected and updated with the latest anti-virus. However, over the years, IT Security has come to mean much more than just passwords and anti-virus. As Indian organisations are moving from physical infrastructure to dense virtualization, the threat scenario is also rapidly evolving. That is why organisations that have adopted cloud, have to be aware of the security repercussions that it would entail.

It is important to note that cloud comes with many security challenges. Public Cloud, which is a meta-trend, pushes data into all directions. Controlling and retaining information in the Cloud environment is a key task for any enterprise. The security of mission-critical application data in shared Clouds or virtual machines is a concern for companies that want to virtualize or move these production applications to the Cloud, which if countered, can enable move mission-critical applications to private, public, or hybrid Clouds while retaining full ownership and control over their high-value data concerns such as data protection, Identity Management, Data Recovery amongst others top the list of security issues for cloud computing. Privacy is another major concern. By adopting the following measures, organizations can ensure a smooth cloud transition as well as protect their important data:

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Need for User Authentication

This is all about access and who accesses the data whether in transit or storage. Since cloud computing is usually done beyond the office firewall, there's always that fear of putting data out in the public. Traditionally, businesses store their data on physical servers in their premises and one would need an on-site access to compromise or breach the data and this has been seen as a deterrent to hacking and illegal access. User authentication is still one of the main fears despite the fact that cloud providers ensure data encryption besides employing necessary safeguards to monitor access. Organizations can resort to Identity Management solutions to ensure access of data and applications to only authorized users.

Data Protection & Accessibility

No enterprise would ever want to expose themselves to any risk concerning their data because the ramifications of this are too great to even spell out. Generally, organizations are privy to large amounts of data, both client as well as internal company data. Any slight goof up could result in loss of not only personal but also client data. This will result in loss of client confidence and can even lead to business loss.

Ultimate objective of safeguarding the data can only be achieved by ensuring a robust security model. Therefore, it is also important to offer accessibility only to the right people with right access and right information. Organizations must play a decisive role in designing the security layers considering the ultimate user and overall regulatory compliance standards. Additionally, organizations must have trust and assurance in the cloud environment including data center services, software and support staff provided by cloud vendor.

Access to the Right people

The emergence of BYOD puts additional responsibility on organizations to ensure that the data is protected and not misused. To this end, organizations have chalked out stringent policies to handle the same. By automating

> # Streamlining identity management process will further simplify regulatory compliance while enabling the business to manage access requests, and automates identity compliance processes

processes for managing and validating user access, IT can significantly improve security, operational efficiency and the business user experience. Additionally, leveraging an accurate identity, entitlements and role model for identity management activities can improve overall security. Streamlining identity management process will further simplify regulatory compliance while enabling the business to manage access requests, and automates identity compliance processes.

The Inevitable: Data Breach, Damage and Loss

There's a perceived threat to data in cloud because of varied reasons and one of them is fears of data loss, breach or damage. This is one security jitter however that has been counter-checked with cloud data back-ups and multiple server storage.

Though we might love to think of ourselves as Cloud ready, the failure to comprehend the whole idea of cloud is also proving to be a challenge especially among businesses seeking to use the service for the first time. This is precisely why enterprises are being encouraged to dispel perceived security fears and try to exploit the positives of cloud computing for their business gain. 🔳

CEO INSIGHTS

The popular adage of Ernest Rutherford says, "We didn't have the money, so we had to think".

A couple of years ago, I realized that the two companies we started, and the 4 companies where I am a director/shareholder were all bottle-necked due to the inability of their tech teams to develop solutions reliably or cost-effectiveness within a practical time frame. This set me off on a journey of discovery and experimentation which has now brought me to the realization that the whole framework of enterprise computing is about to change dramatically.

For small businesses there is a wealth of SaaS offerings covering nearly every use-case or role you can imagine. Because they are typically built with great UI and narrow scope, they require little training. These offerings have great API's and are often federated with others so that non-tech's can connect them into entry-level ERP systems.

Then we discovered Graph databases. These have been around for a long time but have traditionally been the domain of the science community where there has been a need to analyze very large data sets. Graph DB's are extremely

Stefan Preston

Enterprise Agility

By Stefan Preston, CEO, Ingenio

Headquartered in Auckland, New Zealand, Ingenio specializes in advisory services, entrepreneurship, active investment, speaking and facilitation. Ingenio provides management services and is a majority shareholder of firms like Rose & Thorne and Bachcare.

scalable and not dependent on inflexible data models. With the help of open-source community, cloud infrastructure, hardware improvements like GPU acceleration and low latency web connectivity, Graph DB's can now also be used for transactional data sets. This has yielded the possibility of a single unified data pool into which an organization can pour the data from all their client applications, ERP systems, public services and anything else they can think of.

ERP systems were great when companies were designed around products. But a monolithic application built around products is hopeless in an age where we need systems designed around people interacting in an ecosystem. For example how do you support a market place for products and services that involves many different users if you are using an ERP plus a data warehouse as your core data infrastructure?

A web-based architecture running on a single Graph DB can be a low-cost way to unravel decades of technical debt in larger companies with large numbers of SQL databases, legacy applications, multiple integrations, middleware and all of the mess that usually accompanies legacy business models. Because of the flexibility of the graph data pool and semantics, it is possible now to add applications or migrate functionality to the new stack in small modules involving only a handful of people with no single point of failure. And every project can have a commercial return.

Message for CIOs:
Stop Thinking about Risk Avoidance and Cost Control

By Owen Taraniuk, Vice President, Asia Pacific and Japan, Commvault

Commvault is a data protection and information management solutions provider that helps companies protect, access and share information, across the enterprise as a powerful strategic asset.

Today's CIOs should look to expand their strategic goals beyond the relentless focus on cost control and risk reduction in order to become a driving force in their organisation's business innovation.

CIOs are expected more than ever to lead business transformation whilst leveraging cloud, mobility applications, big data initiatives and ensuring that the broader business is ready to embrace or even drive the next wave of disruption within their industries. However, with all the talk of new wave technologies, achieving the right business outcomes is ultimately about getting the data right. This means extracting value from disparate data sources and delivering it in a secure, timely and consistent fashion.

Increasingly, we are hearing from our customers that yes, they want us to help them protect their data, but how can we also help them activate that data to innovate within their business and drive high value outcomes. The traditional role of the CIO is extending far more into a driving force for the business through modernisation and transformation, as opposed to just cost control and risk reduction. So the question around all of these new technologies – cloud, hyper-converged infrastructure, big data, etc. – is, how do we architect data management frameworks that release value to the organisation?

The Hybrid Environment – it is all about Data Portability

The data environment that most CIOs work with today has dramatically changed, and is now a complex

Owen Taraniuk

world of hybrid private and public cloud services, multiple hypervisor solutions, a growing number of applications, and a myriad of new devices, including BYOD. Increasingly, workloads are managed by external services and organisations, as well as user subscribed SaaS point solutions. Efforts to manage and protect information across all of these infrastructures is increasingly restricted by data volumes, compliance requirements and a surge in the number of sources from which information is being generated. Utilising and presenting this same information in a unified way is even harder. This pressure will increase exponentially with the Internet of Things and budgets will not grow in line.

The pressures around data growth are getting to a point where IT teams spend the majority of their time 'keeping the lights on'. Just managing existing legacy infrastructure is a huge demand on resources. This is hindering many organisations' abilities to embark on transformation initiatives in using data as a strategic business asset. Customers are finding that getting data management right is crucial to gain a single view of information in a consistent form where cost is automatically optimised and storage is easily scalable. When done right, the savings that can be made in optimising data management are opening opportunities to fund complex innovation.

To enable this, data portability and ease of access is the key, as is the ability to view combinations of

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complex and disparate data sets. We need to be able to move data freely across these environments. For example, moving information from on-premise to cloud, and then into a Hadoop cluster for a big data initiative, whilst still ensuring the data is protected, recoverable and under the appropriate retention policy. This in the past has been a major challenge for organisations, particularly those with data residing across several storage vendors, multiple applications and core systems. However, the days of vendor lock in are over. We should no longer be fearful of losing access to information if we are looking at making a switch, particularly in adopting new technologies, alternative cloud services or decommissioning legacy applications.

In order to compete and innovate today, CIOs must be focused first on infrastructure modernisation, and that's only possible through environments that truly support flexibility, choice and openness. Many of us want to continue our journey to the cloud, however we need to remove limitations and ensure our cloud environments can operate as seamless extensions of the data centre. With the growth in information that we are all facing, the management of data needs to be able to scale at the speed, simplicity and cost point that suits our business. Only when we get that right, can we truly be ready to embrace disruptive technology and invest in big data initiatives to transform business through information value.

| CXO INSIGHTS

Three Insights to Accelerate
Organizational Transformation

By Natalia Shuman, Senior Vice President and General Manager, EMEA and Asia-Pacific regions, Kelly Services

Kelly Services provides workforce solutions since 1946. The services offered by the Company include a comprehensive array of outsourcing & consulting services, world-class staffing on a temporary, temporary-to-hire, and direct-hire basis.

Change is the only constant. To compete, it has become imperative that organizations continue to outperform the industry in how they are evolving their organizational strategies. And, so top companies are struggling to find the right talent, where they need are able to access it quickly, especially for highly technical and professional skillsets. This coupled with the increased speed at which ultra-competitive industries are moving has created an environment of chaos. The following three insights will drive business practices that will enable your organization to outpace the competition:

1. Don't Accept Less than the Best – Look at the Non-traditional Workforce

Technology is reshaping how companies think about work and engaging talent. No longer should they just turn to their own employees to get the job done; instead they must widen their search across geographies, genders, and generations to find on-demand talent with the skills they need.

Workers are increasingly organizing work around life. More than half of today's free agents say they simply don't have a desire to work as a typical, traditional employee, and 3 out of 4 free agents voluntarily choose this style of work for the freedom and flexibility it provides. 70 Percent of the non-traditional workforce is engaged in highly skilled positions such as software engineers, scientists, and IT project managers. As skilled talent demands more control over how they work, the ability to access this non-traditional workforce is no longer an option. Organizations not tapping into this workforce risk stagnating due to lack of critical talent.

2. Co-creation and Innovation to Achieve Results

Think about all the ways both your internal and external clients have asked you to be creative, collaborative, and to come up with new ways to approach how you do things. Organizations should be approaching their external partners and vendors with these same ideals to achieve results. No longer are off the shelf approaches acceptable, as there should be collaboration and innovation that propels organizational momentum.

Below mentioned are the examples of this approach which answered the tough challenges:
• A leading global organization which was not very successful in its operations to maintain their high end niche talent, took on a customised global talent sourcing approach and delivered 100 Percent retention at a 20 Percent cost savings.
• An evaluation was done to understand the reasons why a global technology company was losing intellectual capital across their validation organization. A managed services solution was implemented to address their career drivers, allowing the organization to retain their knowledge, drive productivity and efficiency gains.

3. Stop Looking Back – Be Future Focused and Ready

Designing innovative access to talent is crucial for business survival. But do you have the predictive data insights to help guide the roadmap to the future? If you are continuously evaluating the "what was", you will miss out on the "what could be".

By expanding your view across the organization, and not looking only department by department, you can improve your predictive capability and better foresee future talent needs. Combining workforce planning with analytics will enable you to manage talent gaps across all labor categories, and allow you to proactively plan your talent strategies in alignment with your business goals. This is what will give you the best chance to engage top talent. ⊡