

# Opening Keynote: Strategic Planning for Security

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State of the Art

CSO  
Perspectives

# Strategic Planning for Security

***Eric Cowperthwaite***

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## **What a Leader Does – Mark Hurd**

- **Formulates Strategy**
- **Creates an operating model to execute the strategy**
- **Hires the right people to execute the operating model**

## **Why Strategy?**

**Steven Chabinsky**

**FBI Assistant Deputy Director of National  
Intelligence for Cyber**

**“I am convinced that given enough time, motivation and funding, a determined adversary will always – always – be able to penetrate a targeted system.”**





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# What is Strategy?



**STRATEGY**

A DANGEROUS PLAN IS  
BETTER THAN NO PLAN

**CSO**  
BUSINESS RISK LEADERSHIP

## **What is Strategy? – Henry Mintzberg**

- 1. Strategy is a plan, a “how,” a means of getting from here to there.**
- 2. Strategy is a ploy, a maneuver to outwit an opponent.**
- 3. Strategy is a pattern in actions over time.**
- 4. Strategy is a position**
- 5. Strategy is perspective, that is, vision and direction**

## Strategy – Understand the Trends

- What are the trends?
- What happened in the past
- What is happening now
- How does that trend affect tomorrow

## Your Strategy: Aligned with Business

- You need to achieve a common perspective with your business leaders
- Understand your key business drivers
- Because your security strategy must contribute to the success of the business



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## **An Example**

- **Common vision – Security impacts the bottom line and can achieve bottom line value through cost avoidance**
- **Key drivers – growth through M&A, quality improvement, service cost reduction**

## **They Have Plans Too**

- **Company Strategic Plan**
- **Quality Strategic Plan**
- **Marketing Strategy**
- **Business Unit Operating Plans**
- **Information Services Strategy**
- **Transformation Strategy**

## **They Have Operating Models**

- Do you have an operating model?**
- Does your model align with the corporate model?**
- Because culture trumps strategy every time**
- An operating model is key to your strategy's success**



# Break it Down: Vision to Individual Goals

***Vision***

↳ ***Strategy***

↳ ***Strategic Plan***

↳ ***Operating Model***

↳ ***Annual Operating Plan***

↓ ↓ ↓  
**Informs Dept / Group / Individual Goals**



**Questions?**

**Thank you for your time**