



Managing Security Through Services Process Leadership

Mark Baniewicz
Xerox Corporation

**Winning Service Strategies
in a Shifting Global Economy**
Oct. 20-22, 2008 • The Mirage, Las Vegas



The Xerox Support Organization

- ✓ The Xerox Support Organization, Xerox Services, is comprised of Technical Services, Professional Services and Managed Services
- ✓ With over 50,000,000 touch points each year, our customers interact with Xerox and experience our capabilities in three ways:
 - Online: with easy, flexible instant access
 - On-Call: responsive, live call support, 24/7
 - On-Site: proactive, highly trained, certified professionals
- ✓ Xerox Services provides coverage that is second to none. We have over 14,000 highly skilled support personnel who know Xerox products and are dedicated to servicing them
- ✓ Providing the highest levels of support for every Xerox solution – support that's convenient, fast, responsive and reliable; dedicated to protecting our customer's investments, maximizing their performance and giving them peace of mind – that's the Xerox commitment

Xerox Services info...

Services Employees:

14,214

Services Offered:

Online, On-Call, and On-Site services and solutions

Products Supported:

Award winning color and black-and-white printers, digital presses, multifunction devices, digital copiers, and various software offerings

Services Delivery:

60% Onsite Visit

40% Remote Solution

Support Cases Handled

Annually:

Online: 668,965

On-Call: 5.3 million

On-Site: 2.6 million

Support Centers

Operated: 5

Locations: Saint John, NB;

Halifax, NS; Montego Bay, JA

St. Lucia; Manila, Philippines



Winning Service Strategies
in a Shifting Global Economy
Oct. 20-22, 2008 • The Mirage, Las Vegas

Workshop Goals

- To build awareness that customers need a delivery strategy for security
- To build awareness that customers need a delivery process to comply with security
- To share the building blocks to delivering security--the right people, processes, and technology



Video



<http://www.performedia.com/staging/xerox/ssl08/>



**Winning Service Strategies
in a Shifting Global Economy**
Oct. 20-22, 2008 • The Mirage, Las Vegas

Global Landscape of Enterprise Security

Security attacks are increasingly:

- more strategic, more sophisticated, and more focused on high value targets and information worldwide



What is at Risk?



Information...the new currency of the Internet economy



Winning Service Strategies
in a Shifting Global Economy
Oct. 20-22, 2008 • The Mirage, Las Vegas

How can I help keep my customers secure?

Do I have the Technology?

Do I have the People?

Do I have the Process?



Winning Service Strategies
in a Shifting Global Economy
Oct. 20-22, 2008 • The Mirage, Las Vegas

Challenge Question # 1

To maintain network security, Acme corporation tightly controls software on devices connecting to their network. Each vendor must pass a rigorous testing and certification process before their equipment can be connected. No changes allowed without recertification.

Your technician Jan is covering for Dave who is away on vacation. She is called to an Acme device to address a power supply problem. A new software release resolves this issue. Jan upgrades the device to the new software level.

Later that day, your account manager gets a call from Acme IT Security about (yet another) security violation.

How was this a security violation?



Winning Service Strategies
in a Shifting Global Economy
Oct. 20-22, 2008 • The Mirage, Las Vegas

Challenge Question # 2

Sales is working through the details of the managed services renewal for Acme. The final workshop with the customer is just closing out. Your products have the security features Acme is looking for and the pricing is favorable for both parties.

Suddenly, the door opens and in walks the newly appointed Acme Security Officer. Casually, they hand you an Information Security Agreement (ISA) that they'd like you to sign. The ISA has questions about security incident response, change management, business resumption, HR policies, and etc.

Internally, where do you go for answers?



Winning Service Strategies
in a Shifting Global Economy
Oct. 20-22, 2008 • The Mirage, Las Vegas

Challenge Question # 3

Your Call Center is now using remote management tools which allow them to manage devices in the Acme network over a secure Internet connection. This has been ideal for trouble-shooting and the number of on-site service calls has been reduced with a positive benefit to your bottom line.

At 10:00 am Joe phones in a panic. A VP conference starts in 15 minutes. Sally is on vacation and no one knows the admin password.

What should the Call Agent do next?



Winning Service Strategies
in a Shifting Global Economy
Oct. 20-22, 2008 • The Mirage, Las Vegas

How can I help keep my customers secure?

Do I have the Technology?

Do I have the People?

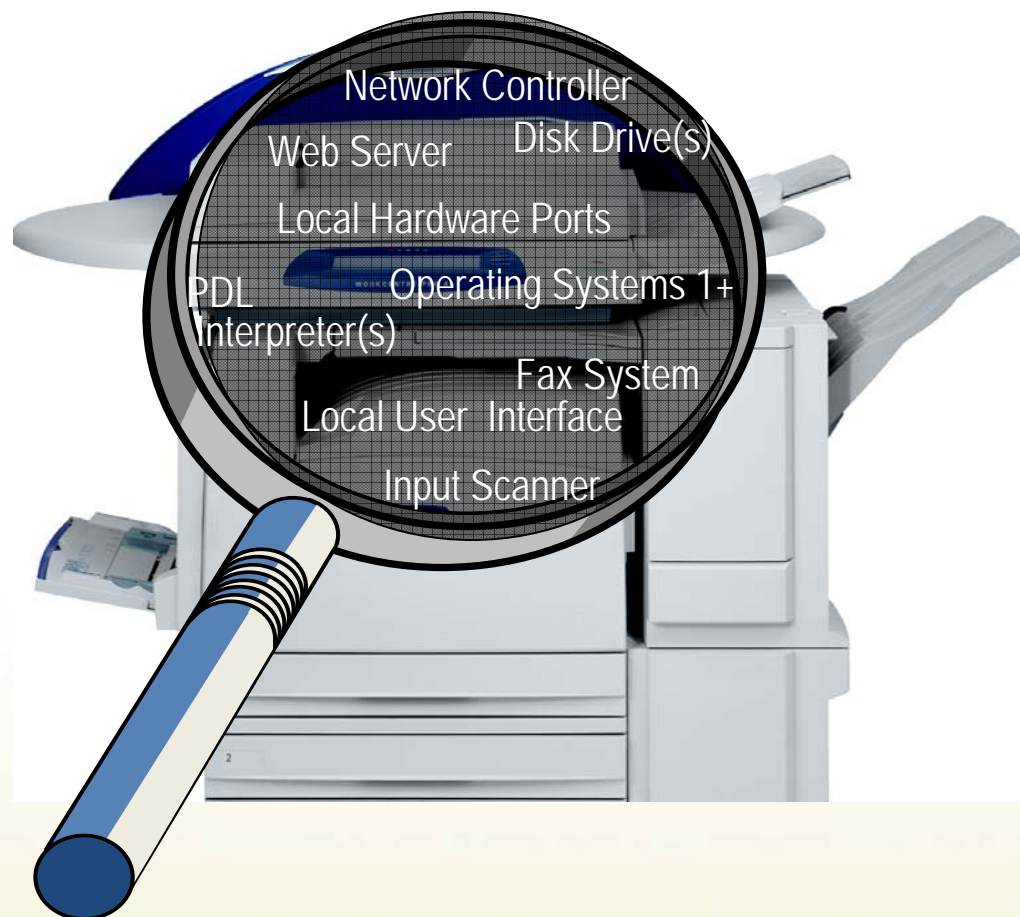
Do I have the Process?



Winning Service Strategies
in a Shifting Global Economy
Oct. 20-22, 2008 • The Mirage, Las Vegas

Designed for Security

Powerful computer inside!



Security Feature

- Fax/Network Separation
- Disk Image Overwrite
- Network Authentication
- Data Encryption
- Internal Firewall
- Audit logging
- Secure Print
- Removable hard drives

Security features added to protect functions:
copy, print, fax, scan.



Winning Service Strategies
in a Shifting Global Economy
Oct. 20-22, 2008 • The Mirage, Las Vegas

Take-away for Services suppliers

- Select devices and software tools that have been 'designed for security'
- Look for independent validation of security features
 - Common Criteria, International Standards
 - Full system validation
- Consider all software and hardware elements – include service personnel laptops and other mobile and/or remote technology



Winning Service Strategies
in a Shifting Global Economy
Oct. 20-22, 2008 • The Mirage, Las Vegas

How can I help keep my customers secure?

Do I have the Technology?

Do I have the People?

Do I have the Process?



Winning Service Strategies
in a Shifting Global Economy
Oct. 20-22, 2008 • The Mirage, Las Vegas

The 'Thought Leader'



[Support & Drivers](#) | [Supplies](#) | [Where to Buy](#) | [Contact Us](#) | [Log In](#) | [Account Management](#) | [Shopping Cart](#)

Office Products

Production Equipment

Document Outsourcing

> Home > Consulting & Outsourcing > Thought Leadership

Dave Drab



Dave Drab

- > Full Biography (41KB)
- > Ask the Expert
- > Request a Speaker
- > Sign up for Dave's eNewsletter
- > Listen to Dave Discuss Security

Biography

Downloads

Events

Articles & Links

As special agent for the FBI, he investigated organized crime, foreign counter-intelligence and terrorism. Today, as a principal of Security & Compliance at Xerox Global Services, David Drab is a recognized authority on helping Fortune 1000 companies manage critical information assets. This is a man who lives, sleeps and breathes security. His no-nonsense delivery style conveys the criticality of securing information for companies today, and his mastery of the subject is riveting. Dave's principal topic is called "Security Beyond the Firewall," in which he believes security should no longer be an afterthought, but an enabling part of every business function. Allow Dave to help you think about your security strategy upfront and provide you a better, more secure way to handle your information.

Expertise

- Certified Information Systems Security Professional (CISSP)
- Information Security technologies
- Security + Certified by CompTIA
- Compliance and corporate intelligence
- ISO 27001 Certificate Training
- Enterprise content management

Background



**Winning Service Strategies
in a Shifting Global Economy**
Oct. 20-22, 2008 • The Mirage, Las Vegas

Security Knowledgebase –

Security @ Xerox

Information is your greatest asset.
Keeping it **Secure** is critical.

Critical Resources: > Xerox Security Bulletins > Responses to US-CERT Advisories

Other Resources

- Product Security Guidance
- Common Criteria Certified Products
- Articles and White Papers

Xerox Security Model

- Overview
- Product Security
- Document Security Technologies
- Information and Content Security Services

New ways to help your business

A surprising source of IT value

[view now](#)

thought leadership

Feeling insecure? Information security thought leader **Dave Drab** can help.

[learn more](#)

Xerox Security Summit

Security is *not* a trend.

[read more](#)

News

July 17, 2008
[Xerox Security Summit video](#) (4:37 minutes)

July 30, 2008
[Xerox WorkCentre 5030/5050 Receives Common Criteria Certification](#)

Xerox WorkCentre 5030/5050 office multifunction device was recently evaluated and validated for conformance to the *Common Criteria for IT Security Evaluation* (ISO Standard 15408).

Just Released

[Xerox Security Bulletin XRX08-008](#)
7/9/2008

Just Updated

[Secure Installation and Operation of Your WorkCentre™ 5632/5638/5645/5655/5665/5675/5687](#)
7/22/2008

News Archive

Submit a question or request more information on product security.

For all other inquiries please contact Xerox Product Support (1-800-821-2797 - United States only).

Common Criteria

Monitor for new threats

Respond

Proactive Defense

www.xerox.com/security

Shifting Service Strategies
a Shifting Global Economy
Oct. 20-22, 2008 • The Mirage, Las Vegas

Take-away for Services suppliers

- Establish clear leadership for security
- Build a knowledgebase specific to security
- Make security training available



Winning Service Strategies
in a Shifting Global Economy
Oct. 20-22, 2008 • The Mirage, Las Vegas

How can I help keep my customers secure?

Do I have the Technology?

Do I have the People?

Do I have the Process?



Security Services

PRODUCT



Create the Plan

- Assess and discover risk
- Establish governing policies
- Consider product and operations

Deliver the Plan

- Configure and Monitor
- Incident Response
- Patch management

Audit the Plan

- Controls in place
- Comply with regulation



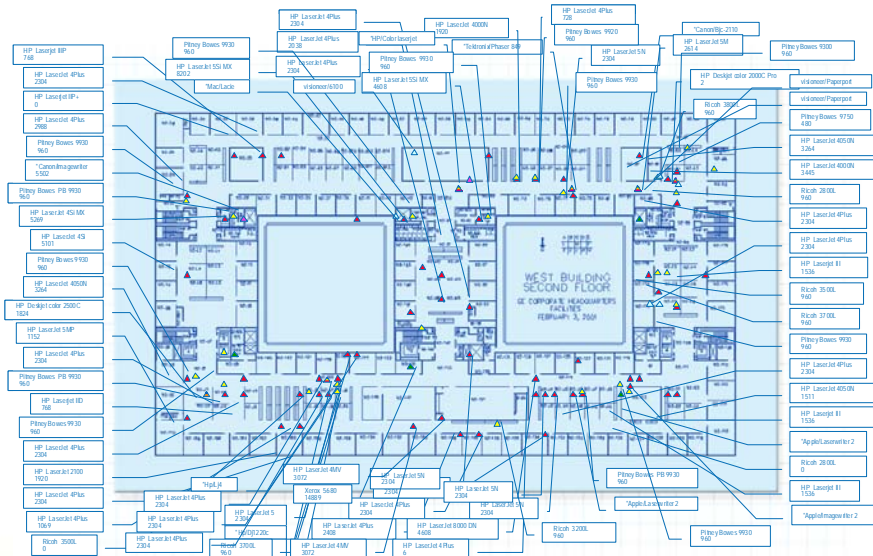
OPERATIONS



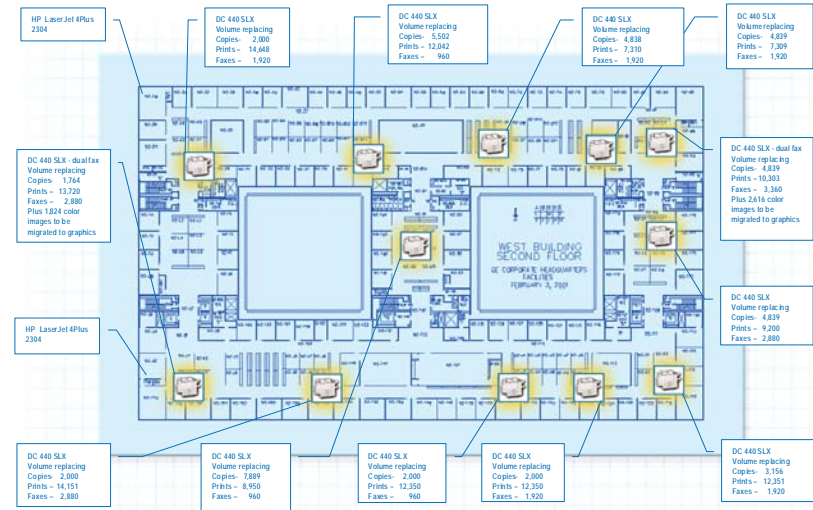
Winning Service Strategies
in a Shifting Global Economy
Oct. 20-22, 2008 • The Mirage, Las Vegas

Current State to...

Secure Future State



Complexity and Unidentified Risks



Risks identified, Documented and mitigated



Winning Service Strategies in a Shifting Global Economy
Oct. 20-22, 2008 • The Mirage, Las Vegas

Take-away for Services suppliers?

- Create Plan
- Deliver Plan
- Audit Plan



How can I help keep my customers secure?

Do I have the Technology?

Do I have the People?

Do I have the Process?

Summing it up



Winning Service Strategies
in a Shifting Global Economy
Oct. 20-22, 2008 • The Mirage, Las Vegas

The Secure Approach

- ✓ Build the professional team
 - Certified Information System Security Professional (CISSP)
 - Certified Security+
 - Certified Lean Six Sigma Black Belts
- ✓ Utilize best practices methodologies
 - Lean Six Sigma (LSS)
 - ISO 27001 Code of Practice for Information Security
- ✓ Deploy secure products and solutions
 - ISO 15408 (Common Criteria)
 - Remote management tools
- ✓ Secure Delivery
 - Security policy and plan for customer
 - Security training
 - Auditing and reporting



Winning Service Strategies
in a Shifting Global Economy
Oct. 20-22, 2008 • The Mirage, Las Vegas

Workshop Questions



**Winning Service Strategies
in a Shifting Global Economy**
Oct. 20-22, 2008 • The Mirage, Las Vegas

Challenge Question # 1

“The Software Upgrade”

The violation: Customer policy documented in the Security Plan prohibits unapproved/uncertified software updates. Technician did not follow the upgrade process.

Discussion Points:

Many customers maintain consistent software across their device fleet for management and security purposes.

If you upgrade one, then you need to upgrade all.

Controls to consider:

On-going security training

Note attached to device

Note added to technician work ticket – paper or electronic

Playbook for account documenting all things security

Service closeout checklist updated for security



Winning Service Strategies
in a Shifting Global Economy
Oct. 20-22, 2008 • The Mirage, Las Vegas

Challenge Question # 2

“The Sales Response”

Security subject matter experts and a knowledgebase or repository for product/services security is a must-have.

Discussion Points:

Security is very complex and touches many business elements including: HR, physical, electronic, network, and environmental.

Approaches to consider:

Identify an internal resource to focus on security

Gather existing security information to seed a knowledgebase

Create security whitepapers or FAQ to address common questions

Contract with third party security service

Obtain external security certifications of products (Common Criteria) or services (ISO standards)



Winning Service Strategies
in a Shifting Global Economy
Oct. 20-22, 2008 • The Mirage, Las Vegas

Challenge Question # 3

“Social Engineering”

This is a process in which an attacker attempts to acquire information about your network and system by social means.

Discussion Points:

This attack method has over 80% effectiveness. In 2007, attacks were split 50-50 between external and internal origination.

Controls to consider:

Identify ‘sensitive’ data in your systems (like passwords)

Have documented processes for handling sensitive data

Refresh and validate customer contact lists frequently

Always identify a primary and back-up contact at customer site

Never provide passwords over the phone – use known email

Authenticate service technicians with employee # and last 4 digits of SS#

Train call center agents to avoid giving out unnecessary information

Post reminders about security prominently in call centers



Thank You!

- For more information, please visit us at www.xerox.com/security



Winning Service Strategies
in a Shifting Global Economy
Oct. 20-22, 2008 • The Mirage, Las Vegas

Backup Slides



**Winning Service Strategies
in a Shifting Global Economy**
Oct. 20-22, 2008 • The Mirage, Las Vegas

Creating the Security Management Plan

- Security Analyst as point-of-contact
- Collaborates with client IT to assess, document, plan, and create policies
- Documents risks for devices, remote management tools, on-site service processes, and data flow
- Define secure device configuration
- Build secure operational processes – Install, Upgrade, Service, Disposal, Incident Response
- Create Training materials
- Create Audit plan



Winning Service Strategies
in a Shifting Global Economy
Oct. 20-22, 2008 • The Mirage, Las Vegas

Executing the Security Management Plan

- Provide end-to-end security management of the customer environment for the term of the contract
- Include full operations security services including:
 - setup
 - configuration
 - deployment
 - maintenance
 - patch management
 - change management
 - incident response
 - auditing
- Assign a Security focal point to collaborate with customer IT and security



Winning Service Strategies
in a Shifting Global Economy
Oct. 20-22, 2008 • The Mirage, Las Vegas

Introduce Process Controls

Many challenges to maintaining security over time

– unintentional or otherwise!

- Human error
- Document handling
- Natural disaster
- Employee Turnover
- Improperly configured devices
- Malicious Internal Attack
- Malicious External Attack
- Data Tampering
- Theft of Services

→ for SECURITY & COMPLIANCE

MANAGEMENT

Control	Type
Preventative	Access control
Detective	Audit logs
Corrective	Training
Directive	Policies
Recovery	BCP
Deterrent	Penalties
Compensating	Firewall



Reference: The National Institute of Standards and Technology (NIST), Special Publication 800-30 Rev. A



Winning Service Strategies
in a Shifting Global Economy
Oct. 20-22, 2008 • The Mirage, Las Vegas