

CISO Cross-Industry
**Expert
Exchange**

Q3 Executive summary
July 16, 2024

kyndryl.



Overview

During the July 2024 CISO Expert Exchange, a diverse group of industry leaders from various public and private sectors convened to address the pressing challenges and emerging strategies around platform rationalization.

Host

Michael Restivo, Kyndryl, USA Vice President – Security and Resiliency

SME

Adeel Saeed, the Global Chief Technology Officer for Security and Resiliency at Kyndryl

Key topics

- PAGE
- 03 Strategic Vision and Risk-Based Approach
- 04 Consolidation of tools
- 05 Vendor Acquisition Pitfalls

Strategic Vision and Risk-Based Approach

- Leaders are united in their management of large-scale rationalization projects, a challenge that resonates across industries. While tools and platforms may differ, the shared goal of system and tool rationalization unites companies in all public and private sectors.
 - Members are sharing the strategic visions that guide their rationalization approaches. With a multitude of tools available, executives are looking beyond the immediate options, towards a larger strategic vision for the enterprise. They are identifying the tools and platforms that will best serve their unique needs, considering the specific requirements of their industries.
- Executives are keeping end goals and overarching business outcomes in focus. The leaders agreed that decisions shouldn't be based on budgetary constraints, technology and personnel issues. Members are adopting risk-based rationalization methods tailored to their industry's unique challenges and macroeconomic influences. It's essential to recognize that no single solution fits all scenarios.
 - There was interest in using AI to create engaging and informative security training videos, providing a scalable solution to educate employees on security practices. The AI video-generator tool mentioned during the conversation was Synthesia.

“It’s a risk-based rationalization, without a doubt. You must look at your uniqueness. I came into a new sector a few years ago, and I was incredibly surprised at how different it was to where I came from.”

— CISO Expert Exchange Member



Consolidation of tools

- With many tools available and new ones being introduced weekly, CISOs are working to identify consolidation opportunities. Many large vendors have their versions of tools that do similar things, and leaders are questioning if they need the best tool for a specific function or if they can make do with a lesser tool that provides more interoperability with the other tools they are using, such as their CRM or their manufacturing software (in other words, "best in breed" versus "best in synergy").
- Cost is a significant driver of consolidation. A member explained that, over time, the enterprise will collect all these tools because each

large vendor (Cisco, AWS, Microsoft, and more) comes with their own sets of tools. But at some point, all those tools become too expensive. Several members described continually working against "scope creep" and scaling up.

- One member recommended an 80/20 rule when choosing partners. 80% of partnerships should go to a partner offering a broad spectrum of core capabilities, while 20% is reserved for niche partners who can introduce emerging technologies and add unique value.



“There’s a lot of different reasons we are trying to rationalize. Is it cost? Is it efficiency? Is it agility? There are many reasons. Usually, we are looking at more than one. But you're also trying to balance 'best in breed' and 'best in synergy.’”

— CISO Expert Exchange Member

Vendor Acquisition Pitfalls

- To some degree, there is "an arms race" with many large vendors (Google, Microsoft, AWS) to be the first to provide out-of-the-box solutions, including cloud services and generative AI. Many of them are acquiring small niche and boutique start-ups to enhance their overall suite of offerings with industry-specific solutions.

In response, leaders presiding over large-scale organizations are trying to balance the costs of the technology and the salaries of the people they will need to manage while trying to crystal-ball gaze into the future to determine what technology will look like over the years of the contract.

- A participant pointed out that because a large vendor has acquired smaller start-up technologies, their platforms still need to work well with those smaller tools. So, a company may be forced to sign on and pay for a large vendor's contract, but the tools offered may need to be more inter operable. For this reason, CISOs must stay vigilant in reviewing tools and contracts, as acquisitions can lead to capability loss when the focus is on intellectual property rather than the people behind it.



"It feels like the security tooling world is aligning behind four big platforms. I wonder what others are thinking about when it comes to some level of ability to bring in smaller, earlier-stage, potentially, maybe not best of breed, point solutions that are out of our platforms. Because at the end of the day, it seems like the only cost-effective approach is to stick with a single player."

— CISO Expert Exchange Member



Kyndryl, Inc. hosts the CISO Expert Exchange. Please contact Michael Restivo or Adeel Saeed with any questions about Kyndryl or this Exchange.

© Copyright Kyndryl, Inc. 2024

Kyndryl is a trademark or registered trademark of Kyndryl Inc. in the United States and/or other countries. Other product and service names may be trademarks of Kyndryl Inc. or other companies.

This document is current as of the initial date of publication and may be changed by Kyndryl at any time without notice. Not all offerings are available in every country in which Kyndryl operates. Kyndryl products and services are warranted according to the terms and conditions of the agreements under which they are provided.

