



Cyber Security Process Assessment

Introduction

Client: Leading Insurer, Japan

To cope with the latest security requirements pushed by the Group and based on defects identified internally, client's core operational processes needed to be reviewed and enhanced.

In this context, client wanted to perform a thorough review of their core IT Security processes, clarify the roles & responsibilities, not only between Security and IT Infrastructure but also with the IT applications and functional teams as the extension of the process will also include them. the company, flat files generated from systems as well as from the macro-based excel calculation files.

Objective

- Assess the current performance and weaknesses of the existing IT Security processes, as well as the gap between the formalized guidelines and the operational reality.
- Propose a plan (timeline, sourcing, operating model) to mitigate the weaknesses. Notably including the extension of the scope to non-infrastructure components (e.g. Application framework), and the automation of the process as much as possible.
- The proposed model should also take into account the new Group requirements (ex: acceleration of the TAT for security patch rollout, adaptations to the ID Management design & toolset) and the interface with the Global teams like SOC and Command Centers.

Challenges

- Multiple teams with no clear roles and responsibilities defined
- Many asset tracking/discovery and Identity access management tools in place but no underlying process or governance to extract relevant information and use it for business benefits
- Too many manual activities with high dependency on specific individuals delaying the activities during execution
- Industry standard ITSM tool in place but very low adaptability and awareness of capabilities
- Reporting and Governance is not structured for the IT security processes

Solution

Adopted the standard approach of process reviews, operational data and performance reviews, & thereby assessing the gaps and identifying the improvement opportunities.

Review & Assess Process, Data & Performance Metrics	Compare & Report Maturity Scorecard & Recommendations	Identify & Quantify Quick Wins, Short Term & Long Term
<ul style="list-style-type: none"> • Defined assessment levers and composites around them • Internal process reviews, Operations performance reviews • Tools & technology capability review 	<ul style="list-style-type: none"> • Trends on processes, technology, capabilities • Leadership interviews and scorings • External inputs and data points 	<ul style="list-style-type: none"> • Overlay improvement areas within processes based on assessments, business needs and group standards • Estimated efforts benefits for quick wins, mid term and long term plans

What we delivered

- Detailed maturity scorecard of the operational processes against industry standard, cleaned the 'As-Is Processes' as per the group guidelines and industry standard
- Roles and responsibilities clearly defined with clear RACI matrix for all the processes
- Automated the Vulnerability and Threat alert services and removed any human intervention in the ticketing process
- Integrated the ITSM tools with the Asset discovery/tracking tools for better management of assets
- Created awareness and criticality of every key operational processes with clearly explaining the ownership
- Created and published management reporting of Privilege User access management and put the Break Glass process in place

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