

Tech Spotlight

A Focus on Technology, Security & Data Management

*A monthly newsletter brought to you by
PricewaterhouseCoopers' Technology and Data Services Practice:
IT Business Risk Management... Data Management... Security.
Integrating people, process and technology across your enterprise.*

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For questions about our newsletter, or our Security, Technology or Data Services, please contact one of our marketing professionals.

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Our editor and staff would like to take this opportunity to wish our readers a prosperous, private and secure New Year.

PricewaterhouseCoopers Presents: IT Advisory Web Series – Fall 2004: “Leveraging IT to Balance Risk, Complexity & Cost”

Join us for our final 2004 Webcast:

- Wednesday, December 15, 2004: **“Life After Sarbanes-Oxley: How to Optimize Controls and Improve Business Performance”**, featuring Joe Duffy, Global Leader and Partner, Brian Kinman, Partner; and Sonny Sonnenstein, Director; Advisory, PricewaterhouseCoopers.

View these Archived Fall IT Series Webcasts:

- **“Three Key Considerations for Outsourcing or Offshoring Your IT Function”**, featuring Tom Murray, author of FDIC Outsourcing Report; Mark Lutchen, Partner & Practice Leader, Advisory, PricewaterhouseCoopers; and Jody R. Westby, Managing Director, Advisory, PricewaterhouseCoopers. Initial Broadcast: November 17, 2004.
- **“Creating an Actionable Security Strategy... and Managing Security Like a Business”**, featuring John Kirkwood, Chief Information Security Office, American Express; Lew McCreary, Editor-in-Chief, CSO Magazine; and James Quinnild, Partner, Advisory, PricewaterhouseCoopers. Initial Broadcast: October 27, 2004.
- **“Security Controls 101: The Impact of Patch Management on Operational Performance”**, featuring Rich Baich, CISSP, CISM – Chief Information Security Officer, ChoicePoint; and Chris Hall, Director, Advisory, PricewaterhouseCoopers. Initial Broadcast: September 22, 2004.
- **“You Can’t Manage What You Can’t Measure: Effective Strategies for IT Asset Management”**, featuring Bill Snyder, Senior Program Director, META Group; Mark Lutchen, Partner and Practice Leader, Advisory, PricewaterhouseCoopers; and Carl Tudor, Senior Manager, Advisory, PricewaterhouseCoopers. Initial Broadcast: September 8, 2004.

Read More About the Fall IT Web Series



According to PricewaterhouseCoopers' Global Data Management Survey 2004 of 452 companies in the US, UK and Australia, almost half of all respondents do not believe that senior management places enough importance on data quality.

PricewaterhouseCoopers' Global Data Management Survey 2004 Results

How important is data quality in *your* company?

More specifically, have board members in major companies been exhibiting a *higher* or a *lower* level of engagement in data management issues? Does the majority of senior management place *sufficient importance* on data management? And how important are *privacy, security and compliance* with external regulations?

An Overview

According to PricewaterhouseCoopers' Global Data Management Survey 2004 of 452 companies in the US, UK and Australia, almost half of all respondents do not believe that senior management places enough importance on data quality.

Surprising revelations from the survey include:

- **Board level engagement in data management issues has actually declined in the past three years**, in spite of significant changes to global business operating environments triggered by events such as major corporate scandals and new regulatory compliance requirements.
- **Only two in five respondents are certain that their data management strategy has board approval** — although 67 percent of all organisations surveyed claim to have a company-wide data management strategy in place, up from 63 percent in 2001.
- **Only 59 percent of all respondents think that the senior management of their company place sufficient importance on data management.**
- **63 percent of respondents consider privacy, security and compliance with external regulations as the most important business driver**, further raising the questions as to why there has not been a more substantial increase in board-approved data strategies.
- **Most organisations — about 2/3 of respondents with a data strategy— still view data quality management as an IT issue.** Of these respondents, most claimed that responsibility for driving that strategy belonged to IT. The remaining respondents assigned responsibility for data management to senior management within their organisation, such as the CFO, CEO managing director or corporate board.

"The decline in board engagement with data management issues is at odds with companies increasing dependence on data," said George Marinos, Partner, PricewaterhouseCoopers. "With corporations establishing objectives of improving their level of transparency, and the clean linkage between data quality and reporting accuracy, it is surprising that having a data quality strategy is not top of mind for board level executives."

Confidence in Third Party Data Has Eroded

Over half of the respondents in this 2004 survey indicated that sharing of data to third parties is likely to increase over the next three years. Yet while respondents also indicated they are at least "somewhat" dependent on third party data, only 18 percent of respondents whose organisations share data with third parties are very confident in the quality of that data. In addition, only 24% of companies claiming to use third party data are actually measuring the quality of that data. And fifty percent of respondents are at best only 'fairly confident' in others' data while 24% express little to no confidence.

"With today's collaborative e-commerce economy, it's surprising that companies are not more formally engaged in validating the integrity of third party data," said Henry Kenyon, Partner, PricewaterhouseCoopers.

He continues, "With an expected increase in the need to share data externally among companies, regulatory bodies and stakeholders, senior management must

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— George Marinos, Partner, PricewaterhouseCoopers

resolve to create and execute a strategic and actionable data quality program to validate not only data they receive from third parties, but the data they share with third parties.”

A Critical Gap Between Intention and Execution

From the respondents that stated they did not have a formalised data management strategy, 81 percent agreed that their company should view data management more strategically and believed this could be accomplished within the next three years. Alternately, for those companies that did not feel confident that they would have a formalised strategy, the primary barriers included lack of:

- Budget;
- Board support;
- Appreciation of the benefits;
- Knowledge about how to best manage the data; and
- Belief that there is a problem.

“We are beginning to see organisations taking a more strategic approach to data management, and we’re telling them that it can be viewed as a competitive advantage,” says Willie Jordaan, Partner, PricewaterhouseCoopers.

“A comprehensive data management programme can help companies reduce the costs associated with risk and compliance, as well as improve the company’s overall business performance,” continues Jordaan. “The commitment to data quality needs to be driven from the top, with a clear line of accountability threaded throughout the company. Data quality is not simply an IT issue, but it an imperative for the entire organisation.”

Best Practice Organisations Realise a Positive Payoff

Respondents able to cite data management initiatives that produced a positive return on investment represent companies who do pay attention to data quality issues:

- 90 percent of these “best practice organisations” responded that senior management does pay sufficient attention to data management.
- 60 percent of these companies measure the quality of their data compared to only 45% of overall respondents.
- Confidence for best practice organisations is also increased, with 45% feeling “very confident” compared to 34% overall.

To read the full Global Data Management Survey — “Data Quality Management: At the Core of Managing Risk and Improving Corporation Performance” — download the PDF.

Download the Press Release



This year's top issues included risk management, identity theft, Wi-Fi security, computer viruses, and data quality.

The Year In Review: Most Notable "Tech Spotlight" Articles

This was another eventful year for security and privacy issues that affected our businesses, our Internet use, and our lives as private citizens. Here are the highlights, as reported among 45 articles of "Tech Spotlight" during this calendar year.

This year's top issues included risk management, identity theft, Wi-Fi security, computer viruses, and data quality.

January 2004 Issue, Volume 22

- PricewaterhouseCoopers' Governance, Risk And Compliance Management White Paper: "Integrity-Driven Performance™"

February 2004 Issue, Volume 23

- Wi-Fi Security: Reporting on Request

March 2004 Issue, Volume 24

- The State of Information Security 2004, Co-sponsored by PwC & CIO Magazine
- PricewaterhouseCoopers and the Academy Awards® — 70 Years and Still Counting

April 2004 Issue, Volume 25

- Data Quality is a Risk Management Issue

May 2004 Issue, Volume 26

- Spring IT Advisory Webcast Series Continues
- The Latest in Governance? Security

June 2004 Issue, Issue 27

- Identity Theft and Security Breach Notifications: Reporting on Request
- The Discipline of Enterprise Patch Management — A White Paper
- Enticing But Dangerous: Assessing Web Services from a Data Quality Perspective

July 2004 Issue, Issue 28

- IT Outsourcing: The Importance of Retaining A Strong Management Capability — An ITBRM White Paper
- Identity Management Case Study: Provisioning for a Regional US-Based Financial Institution

August 2004 Issue, Issue 29

- New IT Advisory Web Series: Fall 2004: Leveraging IT to Balance Risk, Compliance & Cost
- Security Threat: Thwarting the MyDoom Worm
- ROI of IT — By Mark D. Lutchen, *FEI Magazine*, July/August 2004 issue

September 2004 Issue, Issue 30

- Results of Largest Global Security Survey
- ITBRM White Paper: IT Moves from Cost Center to Business Contributor

October 2004 Issue, Issue 31

- Data Quality: The Hidden Assumption Behind COSO: By George Marinos, From *DM REVIEW*, October 2004



Consider that as a CIO of a large pharmaceutical corporation — one with a global footprint — you're moving as fast as you can to address your board of directors.

Data Management: An Executive Briefing: Information Life Cycle Management: Insights from Base Camp

From *DM Review Magazine*

November, 2004

By George Marinos

And What About Zurich?

There's a good chance you've never been asked this question. However, consider that as a CIO of a large pharmaceutical corporation — one with a global footprint — you're moving as fast as you can to address the fact that your board of directors:

1. Is concerned about the exposure of its American operations to compliance obligations emerging from the Sarbanes-Oxley Act (given its requirement that SEC registrants retain all relevant documents for up to seven years after an audit);
2. Is aware that the Act isn't specific about what types of documentation it considers relevant; and
3. Given the possibility that the company may need to retrieve certain documents during an audit, has just set aside \$2.5 million to fund your development of the document retention policies and technologies required to meet these obligations.

Download the complete article

For more information...

George Marinos is PricewaterhouseCoopers' National and Data Quality Partner. With more than 19 years of experience in the information systems industry, he has spent the last six years helping client organisations implement risk management solutions and data quality programs that balance the need for a disciplined approach to people, process and technology challenges with appropriate action along a full spectrum of risks. He can be reached at george.marinos@us.pwc.com or through www.pwc.com/dataquality.



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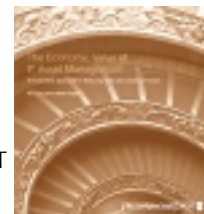


New Publications from PricewaterhouseCoopers

New Publications from PricewaterhouseCoopers

ITBRM White Paper — The Economic Value of IT Asset Management: An Innovative Approach for Reducing Risk and Lowering IT Costs

Despite the fact that information technology (IT) spending ranks among the top expenditures at virtually every leading company, IT is one of the least understood and most poorly managed areas in business today. Risks associated with haphazard technology spending and management are very real. Beyond wasteful spending, they include security threats as well as legal, reputation and compliance issues.



The Discipline of Enterprise Patch Management: A Critical Component of A Broader Approach to Protection — A White Paper

For board members as well as CEOs, CFOs, and CIOs, patch management is now a significant concern because how an enterprise conducts patch management activities can have a material impact on the integrity of a corporation's operating performance. Understanding these impacts is now a topic that is being treated at a board level – especially when a patch related problem threatens to contribute to downtime, loss of system performance, credibility issues with customers and business partners, negative public relations, or a compromise to the integrity of user information, intellectual property, or transaction-specific data.



Unlocking the Value of Protection: The Strategic Role of Security Information Management in Accelerating Enterprise Transition to a Proactive Security Posture — A White Paper

Today, there's a critical bottleneck in protection. The absence of critical integration capabilities is raising risk profiles, straining budgets, and threatening performance. Executives today are not only poorly served by their current product-based security infrastructure, but are also unable to command the end-to-end solution required by their threat environment, vulnerability profiles and strategic business objectives. While IT staffs strain to extract value from the vast streams of data, CEOs and CIOs at the corporate helm are having difficulty addressing strategic business issues relating to security.



Unlocking the value of protection begins with a comprehensive approach. The critical step that enables this harvest of value is a strategic commitment to building proactive capabilities in security information management that support the organisation's ability to convert data into information – and information into action.

The Impact of Data Quality on Operational Risk Management — A White Paper

With the help of the Gartner Group, PricewaterhouseCoopers conducted a research study on the issue of operational risk data quality. Eighty-two operational risk leaders from many of the world's leading financial institutions were surveyed. Read their candid answers to how comprehensively their organisations were grappling with the issue of data quality. Find out how they're exploring the steps being taken to promote data quality. See who was responsible. Review the amount of confidence they have in their data. And don't be surprised where the confidence in their data is lacking.





Don't miss these important security events.

“Information Security: A Strategic Guide for Business”

A new book, part of the PricewaterhouseCoopers' Technology and Risk Management Forecast series, offers organisations a new methodology for integrating highly effective security management techniques into everyday business processes.

Order the Book

This book can be purchased for US\$49 (or US\$25 by PwC employees) by visiting www.pwc.com/tech-forecast/order. Or by calling +1.800.654.3387 (in the U.S. only) or +1.314.997.2540. Or by sending a fax request to + 1.314.997.1351 .

American Express, MasterCard, and Visa are accepted. Payment by check also can be arranged.

“Managing IT As A Business: A Survival Guide for CEOs”

How do you link IT to corporate strategy and manage your IT business risks? How do you recognise the importance of technology as a means of improving customer service? How do you work more efficiently to leverage IT strategically? And how to use it as a driver of business success?

This new book by Mark D. Lutchen, lead partner for PricewaterhouseCoopers' IT Business Risk Management practice, Advisory, provides a clear framework and reveals practical insights into the most common enterprise IT problems.

Order the Book



Mark Your Calendars! Upcoming Conferences, Seminars and Webinars

CONFERENCES

CFO Rising 2005 Conference & Exhibition

Date: March 13-16, 2005
 Location: The Rosen Centre Hotel, Orlando, FL
 Register online at: <http://www.cfoenterprises.com/rising2005/faqs.shtml>
 Join a highly qualified audience of Senior Finance Executives from leading companies across the US. Get to know your peers at CFO Rising's interactive sessions as well as at ample break times, luncheons, and receptions. The conference will be held at The Rosen Centre Hotel, 9840 International Drive, Orlando, FL 32819. You will receive 19 CPE credits for attending the 12th Annual CFO Rising Conference and an additional 4 credits should you elect to attend the Optional Workshop on Sunday, March 13, 2005, for a total of 23 credits.

SAP Sapphire 2005

Date: May 17-19, 2005
 Location: Boston, MA
 For more information: <http://www.sap.com:80/company/events/sapphire05boston/index.aspx>

NOTE: Registration will open-up in mid-January.
 At Sapphire, you'll discover how to apply the power and flexibility of the cutting-edge solutions that SAP has implemented for businesses of all sizes, in virtually every

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industry. And you'll learn how you can benefit from the flexibility of their latest business and technology innovations. Innovations that help you create airtight supply chains. Deepen customer relationships. Empower your workforce. And sustain growth and profitability.

Gartner IT Security Summit 2005

Date: June 6-8, 2005

Location: Wardman Park Marriott, Washington DC

Register online at: http://www4.gartner.com/2_events/conferences/sec11.jsp

Unrivaled in size, scope and significance, Gartner IT Security Summit hits the sweet spot between strategic planning and tactic advice.. It covers the new and emerging technologies that best suit your enterprise, as well as the policy, planning and compliance issues you must understand to serve your organization's specific business needs. Join our team of renowned analysts, along with innovative CIOs and CEOs, industry experts, and world-class technology providers for a vital 3-day forum on the state of IT security today, from the network to the boardroom.

LIVE WEBCASTS

PricewaterhouseCoopers IT Advisory Web Series: Leveraging IT to Balance Risk, Complexity, & Cost — Fall 2004, Save The Date

- **December 15, 2004, Noon EST: "Life After Sarbanes-Oxley: How to Optimize Controls and Improve Business Performance"** featuring Joe Duffy, Global Leader and Partner, Advisory, and Jacqueline Olynyk, Partner, Advisory, PricewaterhouseCoopers.

ARCHIVED WEBCASTS

PricewaterhouseCoopers Presents: Fall IT Advisory Web Series — Leveraging IT to Balance Risk, Complexity, & Cost

Original Broadcast Date: Wednesday, November 17, 2004

"Three Key Considerations for Outsourcing or Offshoring Your IT Function"

Original Broadcast Date: Wednesday, October 27, 2004

"Creating an 'Actionable' Security Strategy and Managing Security Like a Business"

Original Broadcast Date: Wednesday, September 22, 2004

"Security Controls 101: The Impact of Patch Management on Operational Performance"

Original Broadcast Date: Wednesday, September 8, 2004

"You Can't Manage What You Can't Measure: Effective Strategies for IT Asset Management"

Spring IT Advisory Web Series —

Aligning IT to Manage Risk and Improve Business Performance

Original Broadcast: Wednesday, June 23, 2004

Managing Digital Identities: How Identity Management Solutions Can Improve Your Business Results

Original Broadcast: Wednesday, June 2, 2004

The "Always On" Organisation: Best Practices for Threat and Vulnerability Management

Original Broadcast Date: Thursday, May 20, 2004

The Journey to World Class Information Security – Starts with a Road Map

View these past Webcasts.

Original Broadcast Date: Wednesday, May 5, 2004

Live Video Webcast: Building IT Resiliency – IT's Role in Managing Risk

Live On-line Forum

Six Week Series beginning Thursday, July 22, 2004

Thursdays, 12:00 - 1:00 p.m.

Register online at: <http://techrepublic.com.com/5208-6230-0.html?forumID=7&threadID=155625&start=0>

Today's IT managers are not only heralding new technologies to help their companies achieve business goals, they're also keeping a very close eye on the bottom line. In every aspect of their role, tech leaders are now expected to provide financial acumen but for many IT managers it's a new job requirement for which they are unprepared.

Peter Hennigan, a senior manager in the IT Business Risk Management Practice at PricewaterhouseCoopers, will lead a live one-hour forum from 12noon to 1pm EST at TechRepublic each week for the next six weeks, beginning Thursday beginning July 22.

Hennigan will answer your financial questions on a wide range of issues during the forum—from asset management to budgeting and planning and equipment financing. Other topics will include chargeback, ROI, sourcing issues, software asset management and contract management.

Oblix Presents Best Practices for Sarbanes-Oxley Compliance:

Original Broadcast Date: October 21, 2004

Featuring Brian Brown, Partner and Practice Leader of Internal Audit Services, PricewaterhouseCoopers and Rick Caccia, Director of Product Management, Oblix.

To help you gain a better understanding of the issues surrounding Sarbanes-Oxley compliance, including:

- The importance of Section 404 of the Sarbanes-Oxley Act and how to comply with it;
- Understanding the required controls and why are they critical;
- Identifying the key technologies to help put controls in place;
- How Identity and Web Services Management solutions help provide controls; and
- Real-world examples of companies meeting Sarbanes-Oxley requirements now.

Microsoft Executive Circle Webcast:

Active Directory & Regulatory Compliance

Friday, October 1, 2004, 8:00am – 9:00 AM PT

TechNet Webcast: How to Operate Active Directory Successfully: Tips and Tricks, 10:00am – 11:30 AM PT

TechNet Webcast: "Ask The IT Experts" Panel: Active Directory, 11:30am – 12:30pm PT

Data Quality: An Essential Building Block to Successful ERP Implementations

Original Broadcast Date: May 19

View Webcast at: www.firstlogic.com/pwc_erp

SAP and PricewaterhouseCoopers LLP Present:

The Corporate Governance, Risk, and Compliance Web Series

PricewaterhouseCoopers and SAP have teamed to host the Corporate Governance, Risk, and Compliance Web series to help you leverage your current SAP environment to enhance your risk management processes. Each session will address specific risk

View these past Webcasts.

management issues confronting companies today. Representatives of PricewaterhouseCoopers and SAP will share strategies, techniques and tools you can use to improve performance while proactively managing the costs of compliance.

Initial Webcast: Tuesday, March 16, 2004

Gaining Financial Integrity through Improved Internal Controls

Initial Webcast: Tuesday, March 30, 2004

Moving Beyond Sarbanes-Oxley – Focus on Corporate Governance, Risk, and Compliance

Initial Webcast: Tuesday, April 13, 2004

“It’s All About Fast” — Accelerated SEC Reporting Requirements

Initial Webcast: Tuesday, April 20, 2004

International Corporate Governance

Data Quality: At the Core of Regulatory Compliance Initiatives

Initial Webcast: April 14, 2004

Duration: 1 hour

View today at: <http://www.firstlogic.com/041404>.

Featured Speakers:

- Dan DiFilippo, Natl. Lead Partner, PwC Governance, Risk & Compliance practice
- George Marinos, Natl. Lead Partner, PwC Data Quality practice
- Steve Varsolona, Market Development Director, Firstlogic

Sarbanes-Oxley, HIPAA, GLBA, the Patriot Act... and the list goes on. Organisations today must navigate a proliferation of new standards and stakeholder expectations. Many have responded to each in turn, adding another level or type of control and managing the enterprise’s response regulation by regulation. For many this approach has become complex, expensive and prone to failure.

Web Seminar: Best Practices in Data Quality

Initial Webcast: February 25, 2004

Duration: 1 hour

View today at: http://www.firstlogic.com/bestpractices_pwc

Join PricewaterhouseCoopers LLP (PwC) and Firstlogic, Inc. as they kick off their iStrategy Web seminar series with featured speaker Ted Friedman, principal analyst with Gartner, Inc.’s Business Intelligence Infrastructure team. As part of the round table discussion, Mr. Friedman will be exploring questions like....Who’s accountable for the quality of your data? How are new regulatory requirements affecting the way you manage your data? Can profiling really help you identify data quality issues? Joining Friedman will be James Ruan, Practice Manager for PwC, and Firstlogic’s Frank Dravis, Vice President of Information Quality, in this interactive panel discussion covering data quality and management best practices.

Sarbanes-Oxley: How Can I Ensure True Success?

A Special META Group and PricewaterhouseCoopers How-To Webcast

Initial Webcast: 13 January 2004

View today at: www.metagroup.com/htwc011304

Or call META at: 1-800-945-6382.

For more information: Contact Sue McKittrick, +1 240 497 0858.

Please join META Group analyst Stan Lepeak along with PricewaterhouseCoopers’ Randy O’Hare, partner and chair of the Firm’s Sarbanes-Oxley Task Force, for an interactive Webcast addressing SOX needs and highlighting success stories. This session will review Sarbanes-Oxley best-practice compliance processes and supporting IT applications and infrastructure — with an emphasis on longer-term SOX strategic requirements and opportunities.

View these past Webinars.

ARCHIVED SECURITY WEBINARS

Integrated Security Policy Management – Demonstrating Compliance and Security Controls For Your IT Infrastructure

Presented by: PricewaterhouseCoopers and Symantec
URL for viewing: <http://enterprisesecurity.symantec.com/content/webcastinfo.cfm?webcastid=73>

ARCHIVED SARBANES-OXLEY WEBINARS

Microsoft Executive Circle Presents: How does Identity Management Support Sarbanes-Oxley Compliance?

Presented by: Steve Wilkens, Director, PricewaterhouseCoopers LLP; Ashley Arbuckle, CISSP Manager, Security & Privacy Practice, PricewaterhouseCoopers LLP; and Sandeep Sinha, Lead Product Manager, Microsoft Corporation
URL for viewing: www.microsoft.com/usa/webcasts/ondemand/2141.asp

PricewaterhouseCoopers On Demand Webcasts

Rebroadcast of Two-part Webcast: “Sarbanes-Oxley: Leveraging Your SAP Environment to Enhance Financial Controls”

Initial Webcast: Part One - March 20, 2003
Initial Webcast: Part Two - April 3, 2003
URL for viewing: www.pwc.com/extweb/ncevents.nsf/DocID/C9A3A9AA9241A2AB85256CE50062EB08

ARCHIVED IDENTITY MANAGEMENT WEBINARS

The Power of Roles in Identity Management, Featuring Merrill Lynch

Initial Webcast: September 18, 2003
URL for viewing: <http://members.netegrity.com/Event.cfm?id=473&campaction=60>

Microsoft Executive Circle Presents: Identity Management in the HealthCare Industry

Initial Webcast: July 22, 2003
URL for viewing: www.microsoft.com/usa/webcasts/ondemand/2089.asp

Microsoft Executive Circle Presents: Planning for Identity and Access Management Solution

Initial Webcast: June 17, 2003
URL for viewing: www.microsoft.com/usa/webcasts/ondemand/1987.asp

Netegrity On Demand Webcasts

Best Practices for Migrating from SiteMinder v4.x to v5.5

Initial Webcast: July 31, 2003
URL for viewing: www.netegrity.com/events/events.cfm?page=eventsarchived

Real-World Identity and Access Management Deployment Experiences — An Interactive Panel Discussion

Initial Webcast: June 19, 2003
URL for viewing: www.netegrity.com/events/events.cfm?page=eventsarchived

WANT TO KNOW MORE?

Please contact Bryan Welch, 415.498.7991.