

The Secure Solution

*A monthly newsletter brought to you by the
Security & Privacy Practice
of PricewaterhouseCoopers*

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In This Issue:

This is the twelfth issue of The Secure Solution, a monthly newsletter from the Security & Privacy Practice of PricewaterhouseCoopers. This edition includes the following: the Envision stage of our proprietary Enterprise Business Security Model™, a joint offering from Burton Group and PwC, what we did for a global fast food restaurant, an alliance spotlight of Waveset Technologies, what's new with the leading security Knowledge Management tool, plus upcoming events covering worldwide security issues.

Each month, we will produce a newsletter providing timely, topical information about security issues. If you should have any questions about our newsletter or our Security & Privacy Practice's global solutions, please contact one of our marketing professionals listed below.

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The Critical First Step In A Comprehensive Approach to Security: The ENVISION Stage of the Enterprise Security Business Model™

This article is the second in a six-part series covering the ESBM™ and PricewaterhouseCoopers' vision of how security delivers value across the enterprise.

Take a deep breath. Ask your secretary to hold calls. Your company has just unveiled an expensive Customer Portal initiative designed to attract new customers and increase customer satisfaction. But three hours after launch your help lines lock up.

Customer service reps are reporting an inappropriate and potentially damaging release of some customer account information — including credit card data. The next day, key sales people, including a team pitching a new corporate account in Munich, can no longer access critical performance data from offsite. Two weeks later, your launch team is doing a better job of protecting your information assets, but still killing off customers.

Crisis Diagnosis: Ready, Fire...and Aim

What went wrong? Your crisis analysis team hasn't reported in yet, but one thing is painfully clear: You neglected to align your business objectives with your security capabilities. What's that mean? Too late in the design stage, you asked your IT team to strengthen the Web-based access controls in order to protect company data now exposed to an expanded network of users. Clearly, had you placed that concern on the table from the start, better security mechanisms would have been engineered to support the business objectives — new customers and better service. You are learning the hard way and at a heavy corporate price; your Customer Portal strategy is unraveling because security failed to support it.

And Most Organizations Still Don't Get It

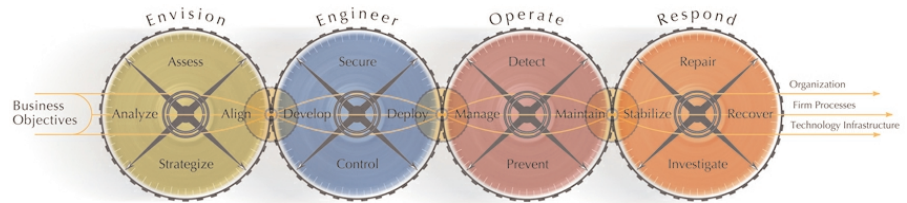
"This actually happens all the time," says Michael Van Demark, a Senior Manager in the Security & Privacy Practice at PricewaterhouseCoopers. "Many of our clients just don't understand the relationship between business objectives and IT security. We find that most organizations," he explains, "fundamentally fail to understand how security activities — through information protection and asset enablement — either drive value into or drive value away from nearly every facet of firm operations".

Todd Feinman, Senior Manager in the Security & Privacy Practice at PricewaterhouseCoopers, explains further. "Our experience in this area as a firm — across industries, and over decades — has helped us understand very clearly that...", and he leans forward to emphasize his point... "Security adds value only when fully aligned with the organization's business priorities, and appropriately balanced with its associated costs."



“The Envision stage incorporates an extremely important set of strategic tasks – tasks that compel senior management and IT professionals to anchor security planning within an understanding of the enterprise’s strategic business environment”.

Both go on to explain that helping organizations understand the discrete steps necessary to bridge this gap is at the heart of the Envision stage of the Enterprise Security Business Model™.



PricewaterhouseCoopers' Enterprise Security Business Model™

The ESBM™ Model: The First Blueprint for Action

The ESBM™ is the first comprehensive security model that illustrates how to identify, create, capture, and sustain the value of security in an organization by managing the inherent trade-offs between enablement and protection of an enterprise’s most valuable resource – its information assets. The model is comprised of four primary activities – Envision, Engineer, Operate, and Respond – activities that are enacted in alignment with an organization’s business objectives and its support capabilities in order to generate security value.

The Strategic Role of the ENVISION Stage

As the first primary activity in the ESBM™ model, the Envision stage sets the direction of the organization and focuses security resources on the areas of greatest business need. “It is an extremely important set of strategic tasks”, emphasizes Feinman, “because it compels senior management and IT professionals to anchor security planning within an understanding of the enterprise’s strategic business environment”.

The fundamental goal of the Envision stage is to help organizations identify exactly how security will add value to the enterprise in general, and to profitability in particular. This is accomplished by addressing four strategic asset-specific issues:

1. What level of enablement is most appropriate for this asset?
2. What level of protection is most appropriate for this asset?
3. How are these competing requirements optimally balanced in order to help the organization meet its business objectives?
4. What is the cost associated with these issues?



The Envision stage of the Enterprise Security Business Model™ from PricewaterhouseCoopers

Understanding the Strategic Activity Linkages in the ESBM™

How these questions are answered will determine the effectiveness of the next three primary activities in the ESBM™ model. For example, your late identification of the need to strengthen access controls in the Envision stage meant that system architects in the Engineer stage failed to design an adequately robust system.

Even security professionals overlook the strategic dimension: that the choices across this protection/enablement spectrum can lead to the capture of a competitive advantage capable of restructuring an organization's leadership in many industries... on a global scale.

This critical oversight contributed to significant problems in the Operate stage, from a protection standpoint – as customer data became compromised, and from an enablement standpoint as well – as employees were unable to access data critical to closing a sale. Later, when IT professionals realize the oversight and take remedial action in the Respond phase, they will have to bleed staffing, organizational, and financial resources from other enterprise activities to achieve a less than optimal result that may, in fact, further offset the business benefits originally targeted.

ENVISION: Vision Before Action

Why is the Envision stage so critical? Because so many organizations continue to view security as simply an isolated function associated with general overhead expenses – as if security was merely another line item in the budget below ‘INSURANCE’.

“Too often, we find that clients focus IT resources upon only one or two of the primary activities articulated in the ESBM model,” Feinman explains, “and more often than not, it’s the Operate and Respond components that ‘capture’ and ‘sustain’ value.” However, uninformed by the vision and alignment delivered to security planning by the Envision process, such misguided decision-making can at a minimum constrain the enterprise’s security value proposition, and at a maximum, may effectively cancel out any projected benefit from other business initiatives.

Which is why your Customer Portal system is in flames.

ESBM™: Protecting and Enabling the Enterprise – On a Global Scale

Take another deep breath. Maybe you didn’t see this one coming, but most of your colleagues – across boardrooms, executive offices, and IT departments – are making the same mistakes. The concept of security as a business process is just beginning to gain a foothold among some forward-thinking professionals.

But linking security infrastructure with business objectives still eludes many in the industry. And even executives and security professionals who understand both of these concepts typically overlook the strategic dimension, that information asset management can be addressed from both a protective as well as an enablement perspective...and, most importantly, that the choices across this protection/enablement spectrum can lead to the capture of a competitive advantage capable of restructuring firm leadership in many industries – on a global scale.

You can breathe more regularly now. And tell your secretary you’ll take the calls. From here on out, your crisis recovery team will use the ESBM™ as a diagnostic roadmap in determining how best to re-direct your IT efforts – starting, this time, with the strategic task-sets included in the Envision stage.

And go light on the guilt – this strategic tool wasn’t in anyone’s arsenal last year. How could it have been? It’s the first comprehensive security blueprint for action in terrain that has never been comprehensively mapped.

Until now.

To Find Out More...

For more information about the Enterprise Security Business Model — please contact Michael Van Demark, michael.vandemark@us.pwcglobal.com, 646.471.8859, or Todd Feinman, todd.feinman@us.pwcglobal.com, 646.471.7299.

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To achieve a competitive advantage, companies must manage multiple relationships, efficiently and effectively... To that end, PricewaterhouseCoopers and Burton Group are now jointly offering clients our Identity Management Fast Track (IdM Fast Track) Solution.

Introducing A Joint Identity Management Offering from Burton Group & PwC

Every day, the modern enterprise must wrestle a two-headed problem.

On one side, your organization must securely manage the flow of information into and out of your enterprise to ensure company success. But on the other side, managing information securely has never been more challenging as today's enterprises increasingly rely on an ever-changing number of internal and external users: from customers and partners, to suppliers and employees.

The benefits of attaining comprehensive identity and access management

To achieve a competitive advantage, companies must manage multiple relationships, efficiently and effectively. That demands close—but qualified—sharing of information.

To that end, PricewaterhouseCoopers and Burton Group are now jointly offering clients the Identity Management Fast Track (IdM Fast Track) Solution.

The IdM Fast Track offering will put your organization on the fast track to creating the identity and access management solution you need to survive and flourish in today's fiercely competitive and increasingly vulnerable business environment.

A proven strategy for accelerated success

IdM Fast Track offers a new, cost-effective two-day workshop, specially designed by information security, identity and access management leaders. This workshop and other components create a customized Identity Management blueprint to help your organization blaze the way toward IdM success.

The IdM Fast Track service consists of four components:

1. **Attending a Management Workshop** — A two-day intensive training and analysis workshop. Day 1 includes a half-day focus on the business context of IdM and an overview of the available solutions, while Day 2 includes a full day focused on technical and process requirements.
2. **Receiving a High-Level Identity and Access Management Current State Analysis.** The results of the workshop, along with in-depth analysis from PwC and Burton Group, will be used to create a "snapshot" of where your organization stands with its identity and access management.
3. **Developing an 18-month Blueprint.** These two industry leaders will work with you to define your business requirements, then lay out a "blueprint" of the identity and access management strategy necessary to satisfy them. Next, we'll develop a high-level business case detailing the drivers and cost elements associated with your initiative.
4. **Preparing an Executive Presentation.** The presentation will outline the value of the solution, the path forward, and the potential rollout of your organization's identity and access management solution.

For more information...

To find out more about how this powerful solution can help you meet the challenge of your company's IdM requirements, please download our Data Sheet:

Identity Management Fast Track Solution



PwCBurtonGroupDS.pdf
(60 Kbytes)

(see next page)



“Because of the scale of this implementation, we utilized the Enterprise Security Business Model™, PricewaterhouseCoopers’ view of end-to-end security.”
 – Scot Goodman, Senior Manager/Application Security, PricewaterhouseCoopers

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 Or: Burton Group, idminfo@burtongroup.com, 800.824.9924.

Identity Management Case Study: What We Did For a Global Fast Food Franchise

Description of Client’s Business

The client maintains thousands of restaurants, operated by the parent company and its franchisees, in all 50 states, plus 58 countries and territories around the world.

The Client’s Challenge

“First, this client was interested in having tighter controls over its financial statements,” says Scot Goodman, Senior Manager, PricewaterhouseCoopers. “This would lead to a heightened scrutiny around its internal control structure.”

“Second, the company wanted to empower its employees to improve productivity,” continues Goodman. “Because of price pressures in the fast food industry, the client was trying to enhance its relationship with its franchises by extending once internal processes, as well as extracting operational data from the franchises on how well they were performing.”

“Third, the company wanted to connect their marketing agencies by building a Web gateway or portal. With this, the client could get feedback from their marketing agencies and franchises, plus everyone could tap into the portal to improve relations and go to market faster.”

In addition, the client wanted to eliminate corporate pain of:

- Increased scrutiny over their security and controls;
- Not repeating past errors on managing identities; and
- Discovering the many areas of deficiencies in their security program.

The PricewaterhouseCoopers Solution

“Because of the scale of this implementation, we utilized the Enterprise Security Business Model™, PricewaterhouseCoopers’ view of end-to-end security,” adds Goodman. “Each component of this solution would work together as part of our ESBM™. Each component could be linked because integration was a critical success factor.”

Goodman knew that no one component could serve as a silver bullet. Instead, all portions of the total end-to-end solution would work together to create a solid security program, including:

- Security facilitated by People, Compliance, Process and Technology;
- Foundation oriented components such as governance, industry intelligence, policy/procedures/standards, training and awareness; and
- Implementation oriented components, such as infrastructure, application, and identity management.

The enterprise security solution began with a system upgrade to SAP 4.6c. This key phase offered application security and controls services.

Next, PwC performed an Enterprise Security Gap Analysis of the client’s security

(see next page)

PwC worked with one of its best-of-breed alliance vendors, Oblix, a leading developer of identity-based security solutions.

program. This analysis identified many areas for improvement, from a lack of governance and a strategy, to the need for a project owner and policy/standards.

The organization wanted to extend processes out to its employees, franchises, and marketing agencies to capitalize on efficiencies and enhance its market position. This led to the implementation of SAP's Enterprise Portal for the client gateway to provide connectivity to these critical stakeholders.

The next step: PwC worked with one of its best-of-breed alliance vendors, Oblix, a leading developer of identity-based security solutions. Oblix NetPoint® was implemented to create a management framework to deliver enterprise Web access and identity management capabilities for the client's e-business network.

Following that, PwC presented a security strategy roadmap that identified several key activities the client could undertake to elevate its security program. This included:

- Eliminating poor internal controls;
- Using the Web to conduct mission critical businesses with employees, marketing agencies and franchisees;
- Growing the user base exponentially; and
- Using PricewaterhouseCoopers' Enterprise Security Business Model™ (ESBM™) to help the client plan its end-to-end security needs and derive value out of its security initiatives.

Benefits/Results to the Client

By engaging PricewaterhouseCoopers to build an end-to-end security solution, the benefits to this global fast food client included:

- Making enterprise security a business enabler, reducing cost and mitigating risk;
- Delivering Identity Management and role-based access controls;
- Implementing Oblix NetPoint for Web authentication and authorization;
- Integrating Oblix NetPoint with SAP's Enterprise Portal and Active Directory;
- Establishment and implementation of a RBAC strategy; and
- Establishment of an efficient user management process.

Contact Us

To find out more about PricewaterhouseCoopers' Identity Management solutions, please contact: Scot Goodman, Senior Manager/Application Security, scot.h.goodman@us.pwcglobal.com, 804.697.1915.



“Waveset Lighthouse™ is an award-winning, comprehensive identity management solution that addresses the digital security concerns of today’s Fortune 1000 enterprises.”

– Mark McClain, President & Founder, Waveset Technologies.

PricewaterhouseCoopers Alliance Spotlight: Waveset

Each issue of this newsletter will feature a PricewaterhouseCoopers’ strategic Alliance Vendor within our Security & Privacy Practice.

Waveset Technologies, Inc. is a leading provider of identity management software that enables the secure control of business initiatives across enterprise, intranet and extranet environments. Leveraging unique, non-invasive technology, Waveset delivers return-on-investment (ROI) while ensuring that customers’ mission-critical information assets are protected.

Waveset provides real business value through innovative solutions that offer its customers a competitive advantage. Among its customers, the company counts industry leaders such as 7-Eleven, Inc., American Red Cross, Blue Cross/Blue Shield of Kansas City, BMW of North America, The Burlington Northern and Santa Fe Railway, US Department of Defense, Eckerd Corporation, Fairfield Residential LLC, First American Corporation, GMAC Financial Services, Guidant Corporation, Household International, Kraft Foods, ProBusiness Services, Inc., and numerous other Fortune 500 companies.

Company background and industry recognition

Founded in January 2000 and headquartered in Austin, Texas, Waveset is privately held. Its management team leverages over 100 years of technology experience from organizations such as Tivoli, Microsoft, BMC, Novell and Bowstreet.

Waveset was recently named as a key identity management vendor by Business 2.0 magazine and META Group. The company has also been recognized with the 2002 Datacenter Ventures Investor’s Choice Award, eWEEK’s 2002 eXcellence award, UPSIDE’s 2002 Hot 100 award, a Computerworld Innovative Technology honorable distinction, and designation as a technology leader in Gartner’s Enterprise User Administration Products Perspective.

How Waveset delivers secure identity management

“Waveset Lighthouse™ is an award-winning, comprehensive identity management solution that addresses the digital security concerns of today’s Fortune 1000 enterprises,” says Mark McClain, President and Founder of Waveset Technologies. “The product provides secure management of access privileges to enterprise information systems for internal and external users spanning Web- and legacy-based environments.”

Waveset Lighthouse™ secure identity management solutions replace laborious, error-prone manual processes with automated, flexible, rules-driven processes that make it easier, more secure and much more cost-efficient to manage identities and access privileges across the enterprise. Key benefits include:

- Streamlined operations and lower costs;
- Improved enterprise security; and
- Higher quality of service.

Waveset Lighthouse Enterprise Edition is quick to deploy and easy to manage as it leverages a secure identity management backbone that’s built upon unique, flexible and noninvasive Identity Platform Services. Focused on the most critical aspects of managing identities in today’s complex enterprise environment, Lighthouse provides all the interfaces, services and solutions today’s enterprise needs including:

- Provisioning Manager: A fast and accurate provisioning solution;
- Password Manager: A self-service password management solution, and
- Identity Broker: A breakthrough identity profile management solution.

"Today, managing the flow of electronic information into and out of your business has never been more critical, more fraught with risk, or more uncertain."

*– Brad Bauch, Partner,
Security & Privacy practice,
PricewaterhouseCoopers*

How Waveset provides value with PricewaterhouseCoopers

This strategic global alliance is providing secure identity management services to Fortune 1000 enterprises. Waveset is offering technology that fulfills a core component of PricewaterhouseCoopers' Identity Management strategy to ensure security, increase productivity, improve quality of service, reduce IT operating costs associated with end-to-end risk management challenges, and provide a rapid return on investment.

The alliance between PricewaterhouseCoopers and Waveset combines PwC's professional services expertise with the comprehensive identity management solution, Waveset Lighthouse. Together, the alliance can help enterprises address the policies, processes and regulatory compliance issues associated with securing today's extended enterprises.

"Today, managing the flow of electronic information into and out of your business has never been more critical, more fraught with risk, or more uncertain," says Brad Bauch, Partner, Security & Privacy practice, PricewaterhouseCoopers. "Compound this with the need to manage identities for increasing numbers of users who require access to vital corporate data and you've got a major security challenge on your hands. Waveset delivers critical ROI using innovative, patented technologies that automate and streamline identity management processes, building trust into your IT systems and assuring that strategic business information doesn't fall into the wrong hands."

Accelerating time-to-market

With corporate IT dollars tight and security a top priority for most corporations today, Fortune 1000 enterprises understand that the time-to-market for securing their infrastructures is critical in driving consumer confidence and meeting performance goals. The key is to find ways to protect sensitive data and maximize the efficiencies of critical business processes while keeping the cost of identity management under control. That's where Waveset comes in.

Waveset Lighthouse™ replaces laborious, error-prone manual processes with automated, flexible, rules-driven processes that make it easier, more secure and much more cost-efficient to manage identities and access privileges across the enterprise. "Identity management is one of the top security issues facing today's 'virtual enterprises'," said Martin Fredrickson, Waveset vice president of strategic alliances. "Providing employees, partners, customers and suppliers access to proprietary enterprise information systems is a complex issue accompanied by high risks. Together, PricewaterhouseCoopers and Waveset are helping organizations drive competitive advantage while mitigating the threats of unforeseen security exposure."

For more information

Join Waveset and PricewaterhouseCoopers for a live **Web seminar — "Why Now: The Risk of Delaying Identity Management"**

Tuesday, March 4, 2003, at 1:00 pm (EST)/10:00 am (PST).

You'll learn how to:

- Lower costs of administering user identities and passwords through automation;
- Reduce calls to the help desk by up to 40% through self-service password management;
- Increase quality of service by providing immediate response to user access requests; and
- Improve security by consistently applying and enforcing enterprise security policies.

Seating is limited so register today to reserve your seat! Register now.

To learn more, please contact: Martin Frederickson, Vice President of Global Alliances, Waveset, martin.frederickson@waveset.com, 703.407.5372.

Danielle Butke, Alliance Relationship Manager, PricewaterhouseCoopers, danielle.i.butke@us.pwcglobal.com, 617.478.3061.



“We’ve recently added numerous enhancements in functionality and design to improve ESAS’ ability to meet the growing demands of the security industry.”

*– Steven Schlarman,
PricewaterhouseCoopers
Senior Manager, Security &
Privacy Practice*

What’s New With the Leading Security KM Tool? Announcing ESAS 5

How do you improve the leading security knowledge management tool?

“With the recent release of PricewaterhouseCoopers’ Enterprise Security Architecture System (ESAS 5), we’re continuing the product’s forward-thinking evolution,” says Steven Schlarman, PricewaterhouseCoopers Senior Manager, Security & Privacy Practice. “We’ve recently added numerous enhancements in functionality and design to improve ESAS’ ability to meet the growing demands of the security industry.”

PricewaterhouseCoopers’ ESAS 5 is the solution for any enterprise. It gives security professionals the ability to create a centralised, Web-based knowledge management system - to communicate security policies, standards and technical controls to the enterprise. ESAS utilizes an innovative information model to provide both the security department and audit department with one tool to create the proper control documentation.

The ESAS 5 Welcome Screen offers users a password-protected Login, Bulletin Board, What’s New section, and Search capabilities.

More robust tools to dispatch data and user updates

Enterprise Security Architecture System 5 includes:

- **A new access control model to provide granular access to content and support distributed content management.** The new user profiles and groups make it easier to provide users with the right access to the right content. Additionally, ESAS 5 allows granular privileges (including write access) for supporting content management from a variety of individuals. Groups can now be created for content review, maintenance, and distribution.
- **A new robust authentication and user management function including integrated directory (LDAP) authentication and support for third party authentication software.** ESAS can be configured to authenticate users against your corporate directory using LDAP 3.0 compliant functions. An integrated user synchronization also ensures the ESAS user store data and the directory stay up to date.



Don't miss these important security events.

- **Enhanced application architecture for better performance.** ESAS uses the latest Java environment to increase efficiency and processing speed. An optimized database schema and database object model additionally enhance ESAS' execution.
- **Improved usability and features.** ESAS underwent a detailed usability study gathering input from many different types of users to improve the overall user experience. Many screens and reports have been updated to give users a rich interface.
- **New versioning and publishing controls.** ESAS 5 includes several additional functions to provide better control over the publishing of content down to the individual standard or control level.

Want to know more?

Steven Schlarman, Senior Manager, Security & Privacy Practice,
PricewaterhouseCoopers, steven.schlarman@us.pwcglobal.com, 314.206.8268.

Mark Your Calendars! Upcoming Conferences, Seminars and Webinars

Join PricewaterhouseCoopers and our Alliance Vendors at these important upcoming security conferences and events.

CONFERENCES

RSA Conference 2003

Sponsored by: RSA Security
Date: April 13-17, 2003
Location: Moscone Center, San Francisco
Register online at: <http://www.rsasecurity.com/conference/>

Be there for the world's leading e-security conference and expo. The annual RSA Conferences, the leading electronic/data security conferences worldwide, bring together IT professionals, developers, policy makers, industry leaders and academics to share information on technology, trends and best practices on diverse security topics such as identity theft, hacking, cyber-terrorism, biometrics, perimeter defense, secure web services, encryption and other related topics. Renowned for its rich content, these conferences are designed to educate security practitioners, business people and policy makers on the latest developments in technology and provide a forum for the exchange of ideas and networking with peers.

Gartner Enterprise IT Security Conference

Date: June 2-4, 2003
Location: Washington Hilton, Washington, D.C.
Register online at: www.gartner.com/us/itsecurity

This Summit brings together two powerful conferences in creating the definitive event for both private and public-sector IT security professionals. The exceptional scope of this event will provide a range of strategic insight and tactical direction to fully serve the concerns and priorities of IT security executives from Fortune 2000 enterprises, the federal government and the nation's critical-infrastructure entities.

SAP Sapphire 2003

Date: June 16-18, 2003
Location: Orange County Convention Center, Orlando, FL
Register online at: <http://www.saptech.com/sapphire/>

Join us at these upcoming industry events.

BlackHat USA 2003 Briefings and Training

Sponsored by: Black Hat
Date: Training: July 28-29, 2003
Briefings: July 30-31, 2003
Location: Caesars Palace, Las Vegas
Register online at: <http://www.blackhat.com/>

WEBINARS

Join PricewaterhouseCoopers & Netegrity for a thought-provoking Web seminar — "The Value of Identity Management for Communication Companies"

Date: February 27, 2003 – 1:00 – 2:30 pm (EST)

Attend From Your Desktop

Discover how leading communications companies are using security and Identity Management (IdM) as a competitive advantage to improve customer satisfaction, reduce IT costs, and meet regulatory requirements.

Register today.

Join Waveset and PricewaterhouseCoopers for a live Web seminar —

"Why Now: The Risk of Delaying Identity Management"

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You'll learn how to:

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Seating is limited so register now to reserve your seat!

WANT TO KNOW MORE?

Please contact Bryan Welch, Global Risk Management Solutions, at bryan.r.welch@us.pwcglobal.com, 415.498.7991.