How to Drive Out the Cost of Backup

Survey shows broken backup needs new approach

Today’s organizations are generating more data than ever before, which has only increased the need to effectively store and organize it, as well as make it accessible. This exponential growth fueled by a 24×7 business model and advances in technology such as virtualization and the cloud have created an environment where organizations are unable to meet backup windows and run the risk of not meeting SLAs.

Symantec recently surveyed more than 1,400 IT professionals on their backup practices and ability to recover information in the event of a disaster. The findings strongly suggest that traditional approaches to backup are broken and a new approach is necessary. Here’s why:

> **Confidence in backup is lacking—especially virtual backups.** The purpose of a backup is to have worry-free data recovery in case of disaster. Yet, 36 percent of respondents are not confident that their backed up data can be quickly recovered when needed. And when it comes to virtualized backup, 42 percent of respondents reported that their virtualization backups don’t work adequately.

> **Backup SLAs aren’t being met.** One-third of respondents indicated that they’re either not meeting backup-and-recovery SLAs or are unsure if they are. Of those not meeting SLAs, 49 percent said they can’t meet them because they have too much data—due to the size of the backup, lack of bandwidth, and the sheer volume of data.

> **The current backup and recovery approach is complex.** More than one-third of respondents noted that backup is extremely time-consuming, and nearly as many said the same about recovery.

To learn more about Symantec’s strategy on how to address the growing backup needs, while eliminating 80 percent of the operating cost of backup, visit go.symantec.com/nbu-article.

Symantec Delivers New Security Control Point for the Cloud

Symantec launched Symantec O3 Cloud Identity and Access Control, the company’s cloud information protection platform. The platform provides three layers of protection for the cloud: access control, information security, and information management. In addition, Symantec has formed a partnership with Salesforce.com to deliver Symantec O3 for Salesforce, a single sign on, access management and strong authentication application, built on Force.com, Salesforce.com’s social enterprise platform. For more information, visit go.symantec.com/03.

Socially Engineered Malware Spoofs Better Business Bureau

February 2012 Symantec Intelligence Report

There’s a new wave of cyber attacks designed to impersonate a well-known business mediation and arbitration service, according to Symantec’s Intelligence Report released in February.

Businesses are being targeted with emails purporting to originate from the U.S. Better Business Bureau. The emails suggest that a complaint had been filed against the organization and its details could be found in the file attachment. The attachment was a PDF file containing an embedded executable or a URL that links to malware.

In addition, the report also reveals that cyber criminals tapping into the zeitgeist was particularly noticeable in the week leading up to St. Valentine’s Day, as the volume of spam messages referencing the event rose by as much as three and a half times the daily average for that week.

The February report also highlights that the global ratio of spam in email traffic declined slightly to 68 percent (1 in 1.47 emails). This follows the continuing trend of global spam levels diminishing gradually since the latter part of 2011. Symantec identified an average of 2,305 websites each day that harbored malware and other potentially unwanted programs, including spyware and adware; an increase of 9.7 percent since January 2011. For more information about the report, visit go.symantec.com/feb2012-intell.
State of Green Business

10 key sustainable trends for 2012

Despite global recession and tightened budgets, environmental sustainability efforts continue to grow. In fact, businesses continue to meet and even exceed environmental goals related to their use of materials and resources, emissions of their operations, the efficiency of their offices and factories, and so on. In addition, new technologies and emerging business models have also helped organizations continue to innovate in this space.

The following are the 10 top sustainable business trends for 2012, according to GreenBiz Group:

1. **CFOs are getting on the sustainability bandwagon:** Sustainability issues and financial performance are beginning to intertwine and showcase business results.
2. **Sustainable consumption gets buy-in:** Companies are promoting smarter consumption to customers—buy fewer, more durable goods.
3. **Going green scores points:** Companies are increasingly using games to provide customers with rewards for making good, green choices.
4. **Sustainability goes mobile:** New smart transportation systems are hitting the ground with the aim of generating less energy and pollution such as car-sharing services.
5. **Clean tech is going through a reset:** Like all technology cycles, the market is maturing and industries are consolidating with a handful of winners emerging.
6. **Energy efficiency gains star power:** Although progress has slowed, federal efforts to promote efficiency standards and other initiatives for buildings and homes, cars and trucks, and appliances are on the rise.
7. **Big Data is creating big opportunities:** Governments and companies are leveraging new products and services that have the opportunity to harness Big Data to reduce waste and improve efficiency, and make big profits along the way.
8. **Footprinting, synonymous with “analysis” or “impact,” is being used and misused:** What began as a useful scientific measurement is at risk of being rendered meaningless.
9. **Green economy takes on a grass roots evolution:** Local cities are emerging as laboratories of innovative technologies, business models, and efficiency measures.
10. **Sustainability efforts are no longer headline news:** Cutting-edge practices and bold sustainability goals have become standard operating procedures and business as usual, which is good news.

The Executive’s Guide to Better Listening

The most efficient route to better decision making

The recent McKinsey Quarterly article, “The executive’s guide to better listening,” explains how good listening—collecting, probing, and challenging information garnered from others to improve its quality and quantity—is key to building a knowledge base that generates fresh insights and ideas.

Listening is at the forefront of decision making and can often mean the difference between success and failure. Yet many executives instead focus their energy on how to articulate their own views more effectively.

The article highlights three kinds of behaviors that are critical to being a good listener. By recognizing—and practicing—them, executives can begin to improve their own listening skills and even those of their organization, thereby harnessing the power of good ideas to deliver improved performance.

> **Show respect.** Believing everyone has something unique to contribute is a valuable trait. Part of being a good listener is helping others draw out critical information and put it in a new light—while fighting the urge to “help” by providing an immediate solution.

> **Keep quiet.** Bad listeners treat conversations as opportunities to broadcast their own status or ideas. Follow the 80/20 rule. The conversation partner should speak 80 percent of the time, while the executive spends the remaining 20 percent focused on posing questions rather than having their own say.

> **Challenge assumptions.** The authors of the article argue “To get what we need from our conversations, we must be prepared to challenge long-held and cherished assumptions.” Be open minded, even to those ideas that undermine your beliefs—what you know, don’t know, and can’t know.

To learn more about how good listening skills can help better harness the power of good ideas and increase performance of senior executives, visit go.symantec.com/mckinsey-listen.

>> Security Solution Achieves 152 Percent ROI

Forrester study finds Symantec Protection Suite most effective security

In today’s rapidly evolving threat landscape, an approach that identifies and blocks new and unknown threats without sacrificing performance is needed to protect the infrastructure and information of businesses. A study on the total economic impact and potential return on investment (ROI), conducted by Forrester Consulting, has found that enterprises can achieve up to 152 percent ROI by standardizing on Symantec Protection Suite.

The common IT challenge found in this study was the lack of integration between Web, messaging, and endpoint security solutions that require significant day-to-day management to control threats and manage incidents. After the implementation of Symantec Protection Suite, organizations identified a number of factors that led to IT and end-user savings:

> Improvement in the number of malicious spam emails reaching the corporate network and a decline in infections caused by users opening infected files or messages.

> Reduction in infected client devices, including a decrease in the initial infections and decline in the spread of an infection to other endpoints.

> Decrease in network traffic spikes and decline in the number of infections resulting from users accessing external malware sites.

To learn more about the study and how you can achieve increased ROI, visit go.symantec.com/sps-roi.

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Price: $27.95

In *The Ultimate Question 2.0,* author and customer loyalty expert Fred Reichheld discusses how to turn customers into promoters. He argues that organizations can improve their profit margins and generate sustainable growth by doing so. Companies must begin with a crucial question to their customers: “On a 0 – 10 scale, how likely is it that you would recommend us to a friend or colleague?” Based on their answers, customers can be categorized into one of three categories: promoters, passives, or detractors.

Promoters are those customers who respond to the question with a 9 or 10. They speak very positively about the company to their friends and colleagues. Passives rate the company with a 7 or 8. They received what they paid for, but not much more. Though they are satisfied, they are not loyal and are less likely to refer the company to others. Detractors rate the company with a 6 or below. These customers are dissatisfied—even dismayed—by how they are treated. They speak negatively about the company to their friends and colleagues.

Reichheld presents several cases of companies that succeeded by shifting their focus on customer loyalty. In this revised and expanded version of this *Wall Street Journal* bestseller, the author discusses the origin of the Net Promoter Score (NPS) and how research shows and quantifies the logical relationship between NPS and business growth. NPS is determined by taking the percentage of the customers who are promoters and then subtracting the percentage who are detractors.

Reichheld explains that NPS is “a business philosophy, a system of operational practices, and a leadership commitment, not just another way to measure customer satisfaction.” He shows how leaders reached extraordinary success with the Net Promoter System by presenting some of the best practices of leading companies, summarizing the key lessons learned, and then highlighting the changes that managers had to adopt in their corporate culture to build an army of promoters. Using examples of companies that produced effective results in customer acquisition, Reichheld shows that the key to success lies in the application of NPS in order to achieve customer satisfaction, enthusiasm, and loyalty.

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Price: $95.00

It always makes me a little nervous to see the words “Chief Information Officer” and “Body” in close proximity in a book title. In this case, I was soon relieved—no bodies here but an awful lot of knowledge. Dean Lane has compiled a very complete book with the help of contributions from more than 30 senior technology leaders from across different industries and geographies.

*The Chief Information Officer’s Body of Knowledge* is not an industry-centric view of IT but rather a practical reference guide for CIOs (or other senior IT leaders). It covers the gamut, including career pathing (including staff development and retention), IT strategic planning, balancing IT workloads, in addition to other issues around compliance, outsourcing, and offshoring. Each chapter is written by a senior leader experienced in the topic. They approach each subject not only from a technology perspective but from the standpoint of people issues, inside and outside of IT. These leaders also address processes and issues—not just business and IT, but political. Lane closes with a chapter on strategies for overcoming the “computer guy” stigma.

*The Chief Information Officer’s Body of Knowledge* helps you and your staff avoid solving problems from scratch (such as IT workloads or implementing managing project quality) or reinventing the wheel; these are real situations that all IT departments face and this is advice from people who have already “been there, done that.” Lane’s approach is not conceptual; instead, his hands-on manual is written in language that both IT and business leaders can understand. Top of mind for many CIOs is IT-business alignment, a topic covered in the book. For example, is information security being positioned as a business enabler, or is it perceived as just another business expense or, worse, a roadblock? This book has codified much of what is described as the “CIO’s body of knowledge” and has done so with a realistic, practical approach that will serve not only IT but business partners as organizations address the myriad issues of making IT serve the business in an interconnected world.

David Finn is the former CIO of Texas Children’s Hospital and the health IT officer at Symantec.