Malicious Attacks Increased 80 Percent

Symantec Internet Security Threat Report

To provide users with a better understanding of the threat landscape, Symantec publishes an annual Internet Security Threat Report. Released in May, the 2012 report reveals that threats continue to skyrocket. In fact, malicious attacks increased 81 percent from the year before. Web attacks are also up by 36 percent.

Advanced targeted attacks are spreading to organizations of all sizes. More than 50 percent of such attacks target organizations with fewer than 2,500 employees, and almost 18 percent target companies with fewer than 250 employees. Further, 58 percent of attacks target non-execs, employees in roles such as human resources, public relations, and sales—positions that can provide cybercriminals with corporate information and open the door to more attacks.

Data breaches are also increasing, with politically motivated hacking coming into the spotlight in 2011, resulting in the compromise of 187 million identities. These breaches also ensue from lost or stolen mobile devices—a growing security concern with more people using them to access business information. In total, 232 million identities were stolen in 2011.

In addition to the loss of mobile devices, more cybercriminals are creating malware for these devices. Symantec saw a 93 percent increase in mobile vulnerabilities, generating a heightened threat concern for businesses and consumers. The threats are designed to take advantage of activities including data collection, the sending of content, and user tracking. For more information on the report findings and how to protect your business from threats, visit go.symantec.com/istr_2011.

Secure Cloud Cover

2012 CSO Cloud Computing Study

The “2012 CSO Cloud Computing Study” reveals that experience in establishing effective security policies and procedures in the cloud is the number one factor that organizations consider when selecting cloud vendors.

The study measured cloud computing trends among security decision makers, including usage and plans across various cloud service and deployment models, investments, business drivers, and impact on business strategy and plans.

Key findings of the survey include the following:

> The private cloud is the most readily adopted, but public and hybrid clouds are two growth areas
> Enterprise cloud budgets are increasing with 34 percent of IT budgets currently allocated to cloud-based services
> Security capabilities instill confidence and are key to strategic value when it comes to vendor selection
> Cloud computing is driving the evolution of IT and is expected to provide cost savings in the long run

For more information on the CSO Cloud Computing Study, visit go.symantec.com/cso_cloud.
Top 5 Server Virtualization Trends

Server virtualization is maturing but change is in the air. IT organizations are increasingly experimenting with multiple virtualization platforms, with price becoming a big differentiator according to a recent report by Gartner Group. Five key trends in the report are identified as reshaping server virtualization for 2012:

> **Competitive choices mature:** There are more vendors offering virtualization solutions and price is becoming a big differentiator. Enterprises have more choices today.

> **Second sourcing grows:** A growing number of enterprises are pursuing a strategy of “second sourcing,” deploying a different virtualization technology in a separate part of the organization.

> **Pricing models in flux:** Pricing and licensing models are in flux as new cloud models emerge. Trends toward private and hybrid clouds will ensure that virtualization pricing will continue to morph and challenge existing enterprise IT funding models.

> **Penetration and saturation:** Gartner estimates that virtualization is hitting 50 percent penetration. Competition accompanied with wider adoption by smaller businesses is driving down prices.

> **Cloud service providers are placing bets:** Infrastructure as a Service (IaaS) vendors can’t ignore virtualization. They must decide whether to create their own standards, buy into the virtualization software used by enterprises, or build/buy software that improves interoperability.

To learn more about how trends in this market point to continued change, visit go.symantec.com/gg_virtualization.

Social Business

How social technologies are transforming the business

The fifth annual McKinsey Quarterly survey on how organizations deploy social tools and technologies found that businesses are continuing to use social technologies to enhance operations and exploit new market opportunities.

Seventy-two percent of the respondents indicated that their organizations are deploying at least one social technology. The largest segment of social media adoption is with high-tech and telecommunications companies. The lowest level usage is with companies in the energy sector.

Organizations achieving the most market gains correlated in two ways to their use of social tools. First, they used social tools to scan external environments. Second, they employed them to match employees to tasks such as internal wikis and social networks for project management. On a similar note, McKinsey discovered that while market leaders leverage social media tools, they are less inclined than market challengers to push for broader, deeper usage.

As organizations look to the future, McKinsey recommends that they look at ways to use social technologies to support business processes and forge stronger links with customers and vendors. McKinsey also suggests that integration of social technologies into the workflow will optimize internal processes.

To learn more about this McKinsey Quarterly survey on how social technologies are extending the organization, visit go.symantec.com/mckinsey_social.

allows them to protect and isolate corporate data, applications, and devices across both corporate-owned and personally-owned devices. The company also enables data protection on tablets with Symantec Data Loss Prevention, the ability to manage certificates on mobile devices with Symantec Certificate Intelligence Center, and code signing for Android devices with Symantec Code Signing for Android. For more information, visit go.symantec.com/mobility_release.

[ Norton Secured Seal ] Combining the power of the VeriSign checkmark with the industry-leading Norton brand, Symantec created the most recognized trust mark on the Internet—the Norton Secured Seal. It will be displayed more than half a billion times per day in 170 countries on websites and in search results on enabled browsers. Business customers gain value from the Norton Secured Seal as a result of its proven ability to enable a secure online experience while increasing visibility and transactions. For more information, visit go.symantec.com/secured_seal.

The Big Game Changer

Strategies to harness the power of big data

Amazon.com crunches my clicks and my purchases to recommend other products that I may be interested in buying. LinkedIn mines petabytes of data to inform me of “people with whom I may want to connect with.” Target somehow figured out that I could use sunscreen for my upcoming vacation. These companies are taking advantage of big data—adding context and intelligence to transform realms of data into relevant information—to better serve their customers and target markets.

What’s changed? The world is going social, connected devices are proliferating, and the eruption of mobile apps have aided in the explosion of data. IDC estimates the amount of information collected and replicated in 2011 surpassed 1.8 zettabytes. That’s the equivalent of 57.5 billion 32 GB Apple iPads. Lined up end to end, they would circle the earth 346 times, and the number could grow 50-fold by 2020.

“Big data is not new technology but a new approach—large volumes of different varieties of data, growing at high velocity—in terms of processing data and time to value,” says Ashish Nadkarni, research director, Storage Systems and Big Data, IDC. “The benefit is real-time strategic value for organizations.”

Race to value

According to Nadkarni, every organization, among its many terabytes of data, has nuggets of information that can help it better target its markets, drive innovation, increase productivity, and create new streams of revenue.

The challenge is finding those nuggets. Nadkarni recommends the following steps: build a team that can bridge the gap between IT and line of business owners. Engage a data scientist. Get executive sponsorship. Identify a list of projects you’d like to see come out of big data. And experiment.

Once you’ve achieved your initial goals, new opportunities will become visible. The return on big data will be realized through iterations of analysis, discovery, testing, and recalibrating assumptions. Regardless of your strategic path, the end goal is the same: it’s a race to find value.

Big data is transforming every field. Retailers can now cost-efficiently market to the individual preferences of millions of individuals. Governments can mine big data to find patterns that reveal potential terrorist activity, enhancing national security. And decoding the human genome, a project that once took 10 years, now takes seven days.

“Never before has so much information and computational power been available to so many,” Nadkarni notes. “Organizations that can harness the power of big data to deliver insights—and more individualized services faster—will win.”

A new IT world

It takes a good IT foundation to be able to use big data successfully. IT teams need to find new ways to manage, store, and protect massive amounts of information. And corporate data is now in new places: it’s in mobile devices and the cloud as well as endpoints and the data center.

The key challenges of big data require organizations to enhance security, refine storage strategies, and develop new skill sets, according to Nadkarni. While these challenges are not new, the dynamics are. To tackle them, it’s better to learn from doing rather than wait for the perfect plan.

that provides intelligence to limit non-critical updates on bandwidth-sensitive networks. For free downloads of the Norton 2013 beta products, visit go.symantec.com/Norton_2013.

[Focus on SMBs] Symantec announced the formation of a world-class organization dedicated entirely to small and medium-sized businesses (SMBs) and the partners that serve them. The new organization will make it easier for SMBs to protect their information and move their businesses forward with confidence. The importance speaks for itself: 71 percent of SMBs that suffer from a cyber attack never recover—it’s fatal. For more information on the new Symantec SMB organization, visit go.symantec.com/smb-release.
> Enhance security: The number one challenge is protecting information. Organizations need to have policies in place that control access, enable compliance, and prevent data loss. A solution such as Symantec Data Loss Prevention, for example, enables teams to discover, monitor, and protect confidential data wherever it’s stored or used—across the network, storage, and all endpoints.

> Refine storage strategies to increase efficiency: Mining big data successfully requires that you’re ready to handle it efficiently. Several approaches help minimize storage costs, reduce backup windows, and simplify eDiscovery:

> Automate and streamline storage management with the right solutions. For instance, Veritas Operations Manager can provide application-to-spindle visibility into your data that enables you to increase storage array utilization and delay purchases of additional disk space.

> Move less-used data to less-expensive, lower tiers of storage and use deduplication to reduce costs. Veritas Storage Foundation 6.0 provides both these capabilities.

> Control data lifecycles. Minimize risk and cost with data retention policies that spell out what to keep, archive, and delete. Solutions such as Symantec NetBackup and Symantec Enterprise Vault will enforce the data retention policies you establish and minimize eDiscovery costs.

> Think in new ways: Start by surveying what information you have, who has access to it, and how it’s being used. Then find or develop a new skill set for big data. You need a data scientist on your team: an IT professional who understands your applications, protocols, and project objectives, and also understands your data. That person will process your data, extract value from it, and be able to visualize and communicate that value.

> Organizations that can harness the power of big data to deliver insights—and more individualized services faster—will win.”

> Ashish Nadkarni, Research Director, Storage Systems and Big Data, IDC

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Faisal Hoque with Lawrence M. Walsh, Diana L. Mirakaj, and Jeffrey Bruckner

*The Power of Convergence: Linking Business Strategies and Technology Decisions to Create Sustainable Success*

Price: $27.95

Imagine that you have just joined a new organization as CIO and are about to have lunch with the CEO to strategize on how best to align a business strategy with technology within and outside the firm. Where do you start? Faisal Hoque’s *The Power of Convergence* is an excellent place to begin as it combines MBA-level strategy frameworks with real-world examples of both successes and failures.

Hoque presents a proprietary model that he developed, designed as a Business Technology Management (BTM) framework containing 17 key capabilities that encompass four broad areas: (1) Governance and Organization, (2) Strategic Investment Management, (3) Strategy and Planning, and (4) Strategic Enterprise Architecture. While I initially found the BTM model to be somewhat theoretical, Hoque frequently employs real-world examples to provide elucidation around the framework.

Consider, for example, the plight of Airbus Industries’ frequently delayed delivery of the A380, the world’s first double-deck jet, one that has revolutionized airline industry trip capacities. Because two manufacturing divisions used different versions of CAD software, parts did not line up properly. As a result, Airbus suffered a tremendous loss (over US$2 billion) because its business management teams and technical design centers did not align their objectives and ensure that all departments were working as one.

Contrast this failure with the success of Texas Instruments (TI). As rivals like Intel were busy creating new markets, TI had become stodgy, introverted, and arrogant, eventually pushing the company into irrelevance. Radical thinking was required; TI sold off underperforming business units, changed its corporate culture, and even formed The Lunatic Fringe—a highly capable group of technologists who were tasked to break conventional wisdom, think outside the box, and create new innovations that TI could capitalize on. Hoque characterizes TI’s success as an example of Sustained Innovation to succeed in the future.

These are but a few examples of where Hoque successfully weaves academic theory with real-world corporate examples. While primarily focused on enterprise-size firms, he applies the BTM framework to both public sector and small organizations as well.

Pick up *The Power of Convergence* as you prepare for your lunch with the CEO.

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Yael Zofi

*A Manager’s Guide to Virtual Teams*

ISBN: 978-0-8144-1659-4
Price: $27.95

The guidelines in *A Manager’s Guide to Virtual Teams* are indispensable tools for anyone who finds themselves in my situation: colleagues and teams scattered around the world with different priorities and perspectives. For C-level leaders on down, Yael Zofi includes great strategies and tips for configuring virtual teams, providing a detailed instruction manual. IT leaders should use the book as an executive coach, gleaning valuable insights on how to build and manage remote teams.

While the book is called a manager’s guide, the concepts apply to both managers and individual contributors. Readers will find the discussion involving context communication—the human connection that allows a richer path of information exchange and enables virtual team members to understand the settings in which their teammates work—especially useful. This additional perspective facilitates greater levels of collaboration, more streamlined communications, and higher levels of accountability and trust.

Regardless of the size of your virtual organization, *A Manager’s Guide to Virtual Teams* is a valuable guide to have on your bookshelf. As Zofi contends in the book, every interaction is critical; trust is difficult to build and all too easy to break. Yet trust is just one of the characteristics shared by a high-functioning virtual team. While Zofi acknowledges that it’s next to impossible to create a virtual team that does it all perfectly, the degree of success in the following eight areas is indicative of how consistently a team is behaving:

> Members exhibit a global mindset by looking outward, not inward
> Members share responsibility for achieving the mission
> A culture of tolerance facilitates trust among team members
> Members engage in meaningful and ongoing dialogue
> An easy flow of information exists using a variety of technology
> A conflict management mechanism is in place
> Work systems are in place to produce deliverables within budgetary and time constraints
> Team members have a positive attitude

Everyone wants to work more efficiently and make the most of the workday. *A Manager’s Guide to Virtual Teams* is a must-read for anyone who works virtually or interacts with others who work virtually. And these days, that seems to be just about everyone.

Andrea Dawson is a member of the Symantec Enterprise Product Group.