



synthesis®

## case study

### Industry

Financial Services

### Client

Name Undisclosed. Major financial institution with \$80+ billion of assets under management.

### Engagement Areas & Scope

- IS Security Assessment
- Organization Design

### Challenges/Issues

The client recently had an independent audit conducted of the information systems security group; several important findings were uncovered with respect to potential conflicts-of-interest and change management concerns.

### Objectives

Determine Alignment to Best Practices  
Assess Strategic and Tactical Scope  
Assess Segregation of Duties  
Propose Organization Model & Group Approach

### Deliverables

- Current State Model
- Gap Analysis
- Future State Model
- Transition Plan

### Benefits Realized

- Delineation between security strategy and security administration
- Redesigned organization structure to support strategic, proactive management mode
- Alignment to industry 'best practices'

## Information Systems Security & Organizational Design

A principal of Synthesis was responsible for leading a security assessment program with a specific desire to address organization design issues relative to the information systems security administration functional area at a major financial institution.

The client recently had an audit conducted by a government agency that regulates the industry in which the client engages. Several important findings were brought to the attention of the Board of Directors of the client. The client was compelled to engage an outside agency to perform an independent assessment of the security function, with the expressed desire to compare the organization structure to commonly accepted practices that are considered to be 'best practices' within the information systems security industry.

The principal led an assessment team, conducted one-on-one and group setting interviews with more than 20 representatives of the client, during which the principal constructed a 'organizational blueprint design' of the current state of the organization.

The principal then assessed the current state in light of 'industry best practices' to identify how the organization aligns to these practices, and where it deviates from them. This was documented in a 'gap analysis.'

The next phase of the engagement entailed the construction of a future state model for the organization that effectively addresses the concerns raised by the recently conducted independent audit, and also aligns the organization to industry best practices.

The final stage entailed the creation of a transition plan that prioritizes the logical sequence of steps the bank needs to take to effectuate the transition to the future state model.