Safeguarding a broadcaster's business - an insider's view

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Agenda

- The Starting Point
- Risk Mindset for the Future
- Safeguarding …
- Radically Changing
- Bad Stuff …
- … And Some Good Stuff
- Learning Lessons

The Starting Point

- 2.800 people + 250 external resources
- Market
  - 2 commercial groups (SBS (television), VMMa (television and radio, Flemish focus))
  - Distributors (of analogue and digital offerings, tv on demand, ...)
    - Belgacom, Telenet, TV Vlaanderen (sattelite)
- Objectives set out in the 'combined' <u>media decrees</u> and in the 3rd <u>management agreement</u> with the Flemish Authority

- The road to achieving objectives has some obstacles, called risks by some odd people, to tackle.

Risk mindset for the future

- **Technology** does not stand still
  - Medium is being disconnected from carrier
  - Capacity to distribute 1 analogue TV-channel = 6 digital carriers, leads to increase of offer (not necessarily new !)
  - Need for a multiprocess platform (video, audio, broadband and mobile)
- **Audience** does not stand still
  - Internet (broadband, mobile) as an alternative for traditional media
  - Traditional media still much needed (social and connecting role)
  - Adapted to their needs: when they want, where they want, what they want and how they want
  - Interactive content delivery by public (web 2.0, blogs, forums, televoting, on demand)

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Risk mindset for the future

- The **media sector** does not stand still
  - Internationalisation of the offer
  - Increasing pressure from rights holders and production houses
  - Direct connection from rights holders and production houses with distributors
  - 'Triple play': telephony, television, broadband through one single technology
  - Distributors will decide on analogue/digital, and at what price
- The **audience** runs ahead
  - Early adopters (HD)
  - Speed of integration of new technology
- From <u>broadcaster</u> to <u>content delivery provider</u>, the country's largest production house

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Safeguarding …

- … is therefore not only about conserving the current status
- … is all about getting there
- … about achieving the objectives
- … making sure things work
- … in terms of what we HAVE TO DO
- (mind you: technology is NOT the goal, it enables the goal)
- … always looking back to where we come from, permanently matching and monitoring, measuring, taking new decisions, …
- This should be enough, right ? NOT !
- With all of the previously mentioned parameters, we need to change to survive and to safeguard our business.

Radically changing !

- – A new house
- – A new platform
- – A new way of working
- – A new organization

1. A new house (1970's - 2012)

FASE 1 / 2005 – 2006
FASE 2 / 2007 – 2008
FASE 3 / 2008 – 2010
FASE 4 / 2010 – 2011
FASE 5 / 2011 – 2012

2. A new platform

- A **Digital Media Factory**
    - From tape based
    - To file based
- An **interconnected** and **open** digital media factory in an **ASP** model
- Open up to the public via **electronic archives**:
    - 75+ years of radio
    - 50+ years of television

VRT's Digital Media Factory

- Switch to a file based process (tapeless)
  - Digital Media Factory
    - Audiovisual materials on USB flash memory
    - PC based browse editing (lightweight)
    - Upload IBM's GPFS – based storage clusters, based on required speed of availability
    - Ardendo's Media Manager "Ardome"
    - Avid / Dira work centres for craft editing tasks
    - Reload to storage clusters
    - Pull by Omneon's Broadcasting & Transmission Centre
    - Split via Line Centre (Cable, Antenna, Sattelite) or online from storage

3. New processes

- **Other** process requirements, **driven by technology**
- Physical workspaces change to **mobile** and **virtual**
- IP **networks**
  - Increase time to market
  - Require high availability
  - Must ensure high integrity
  - Need to guarantee confidentiality
  - Moving away from traditional transmitting infrastructure
- **Management of Change** is a major component to tackle
  - Help people make it through the transition phase
  - Overcome unwillingness, fear for the unknown, via communication and information

4. A new organization: process
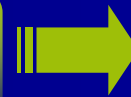
Strategic Markets & Development
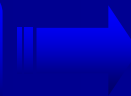
Brands & Channels
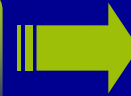
Production ➡ Major

Operational Activity ➡ 'Ops'

Distribution

Centralized Back Office ➡ Support

Safeguarding …

- … Is done based on this context !
- Risk is linked to position and objectives
- Technology is an enabler, not your core business ! Content remains the most important business aspect.

Bad Stuff ...

- News web site (flag ship) with new platform with higher down time
- Power outage of 3 seconds resulted in 5 days of recovery time
- Unique data centre with untested back up schemes (large scale terms)
- Business critical infrastructure is reachable directly from the outside through FTP and protective measures are outsourced
- Shortcutting road to transmission / distribution, bypassing storage
- User privileges are too high allowing installation of unauthorized software bypassing proxies
- Installation of illegal / unlicensed software
- Use of not standardized operating systems in web platform
- Spam attacks, doubling the number of email, slowing down the network
- Major platform incompatibility causing slowdown in deployment, frustration, demotivation, additional cost
- Increased mobility, with more mobile devices, insecure network connections, flexible information storage

… And Some Good Stuff

- People willing to make it work: "The show must go on !"
- Creation of a corporate information security framework with policies for everybody, third parties and specific domains (incl. legal aspects, compliance checks, risk management, …)
- Information security is now a steady topic, present in all layers of processes and organization
- Business Continuity Assessment is rolling, using business impact analysis and risk management methodologies
- Increased focus on emergency plans, with focus on priorities: bad news for TV, Radio comes first (in practice ☺) ← nation's critical infrastructure
- Splitting office and media infrastructures
- Identifying perimeter security, applying relevant protective measures
- Heading for identity management solutions to cope with flexibility and mobility, using progressive access controls
- Not imposing security to areas where speed is important by putting security on the perimeter surrounding them.
- It 's all on the agenda and there to stay

Learning Lessons

KEEP SMILING !

- Always match plans with objectives
- Formal approvals from top management
- Follow up and Management Information Systems (ERP)
- Predict the results, especially for the media users
- Create the framework, not the rules only
- Standardize
- Focus on live situations, not on best practices only
- Address real risk, not assumed risk
- Test, test, test
- Stop working deadlines only, but focus on the product
- Document processes throughout the organization using standard tools
- Train people in detecting and responding
- Keep fall back positions open
- Involve end users from the beginning, involve end users from the beginning, involve end users from the beginning …

Risk Management process

Information

- Information
  - COSO (Committee of Sponsoring Organizations of the Treadway Commission): www.coso.org
  - IRM (Institute of Risk Management): www.theirm.org
  - BCM (Business Conituity Management): www.thebcii.org
  - The Association of Insurance and Risk Managers (www.airmic.com)
  - ALARM (The National Forum for Risk Management in the Pulic Sector, www.alarm-uk.com)
  - IIA (Institute of Internal Auditors): www.theiia.org
  - ISACA (Information Systems Audit and Control Association): www.isaca.org
  - ISF (Information Security Forum): www.securityforum.org
- Standards
  - The risk management standard (cf. IRM)
  - Au/NZ Risk Management Standard 4360
  - ISO/IEC Guide 73:2002 Risk management
  - ISO 9001 / 9004 / 14001 / 18001 / 27001 (17799) / 10000 / 15000 / 15335
  - Information Security Forum
- Links:
  - http://www.riskreports.com/links.html
  - http://www.riskreports.com/protected/archive/rmr0204.html
  - http://www.theiia.org/index.cfm?doc_id=4670&bhcp=1

Questions ?

... and answers ... maybe ...