



Nominee Showcase Presentation

ISE® West Executive Forum and Awards Nominee Showcase Presentation

August 10, 2011

Company Name: Pacific Gas and Electric Company
Project/Presentation Name: Enterprise Security Technology Strategy
Presenter: Craig Rosen
Presenter Title: Enterprise Security Architect

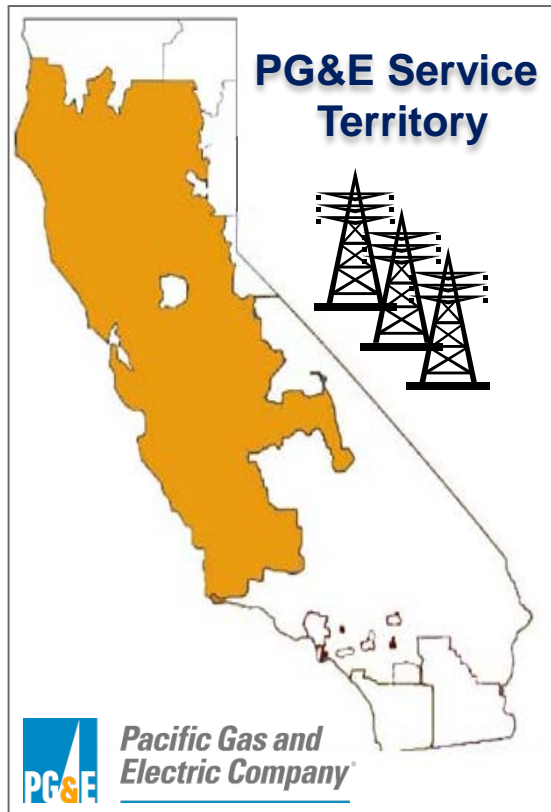




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Company Overview

PG&E Facts & Stats



- A regulated investor-owned utility based in San Francisco, CA incorporated in 1905. 20k employees.
- #177 in 2011 Fortune 500 with \$13.8B in revenues.
- Our core business: electric & natural gas generation, transmission, and distribution business.
- Energy services to 15 Million people: 1:20 Americans.
- 70,000 square mile service territory.
- Process roughly 350,000 bills/day.
- 8 million wireless meters deployed: largest in US

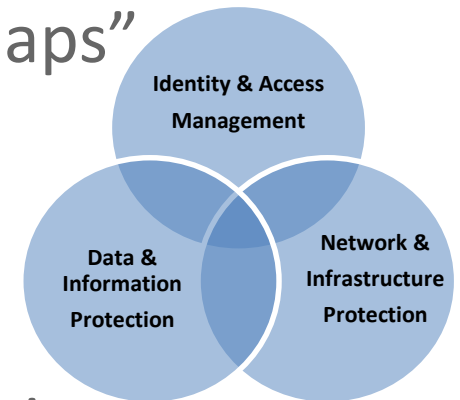


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Project Overview



- Enterprise Security Technology Strategy
 - Strategy – *not* a project.
 - A business aligned technology investment “compass”
 - Three major “trails” and associated “maps”
 1. Identity and Access Management
 2. Data and Information Protection
 3. Network and Infrastructure Protection
 - No project end-date; a constantly evolving state





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Overview of Business Challenges



- **Macro: A *rapidly* changing business:**
 - Emerging business growth into an information-centric company.
 - Heightened focus on privacy/security of customer energy data.
 - Changing threat profile utility industry & critical infrastructure.
 - New and changing regulatory landscape.
- **Micro: Legacy silos of security technology investments:**
 - New business model demands seamless end-to-end security operations.
 - Internal pressures to minimize security cost expenditures.
 - Complex architectures and fragmented investments breed more risk.





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Project Scope/Goals



- *Goal:* Provide solid technical foundation enabling **strategic** program execution to manage risk and maintain compliance.
- *Plan it.* Change the way we **think** about investing.
 - Organize patterns collectively to demonstrate synergy.
 - Focus on alignment opportunities and meaningful gaps.
- *Design it.* Simplify architectures & investments.
 - Show cost reductions where possible.
- *Align it.* Build supporting investment-to-business value.
 - Integrate proposed investments. Shape and re-design roadmaps.
- *Package it (make it useful). Tell the story. Repeat.*

Compliant
Tactical

RISK

Strategic
Secure
and
Compliant



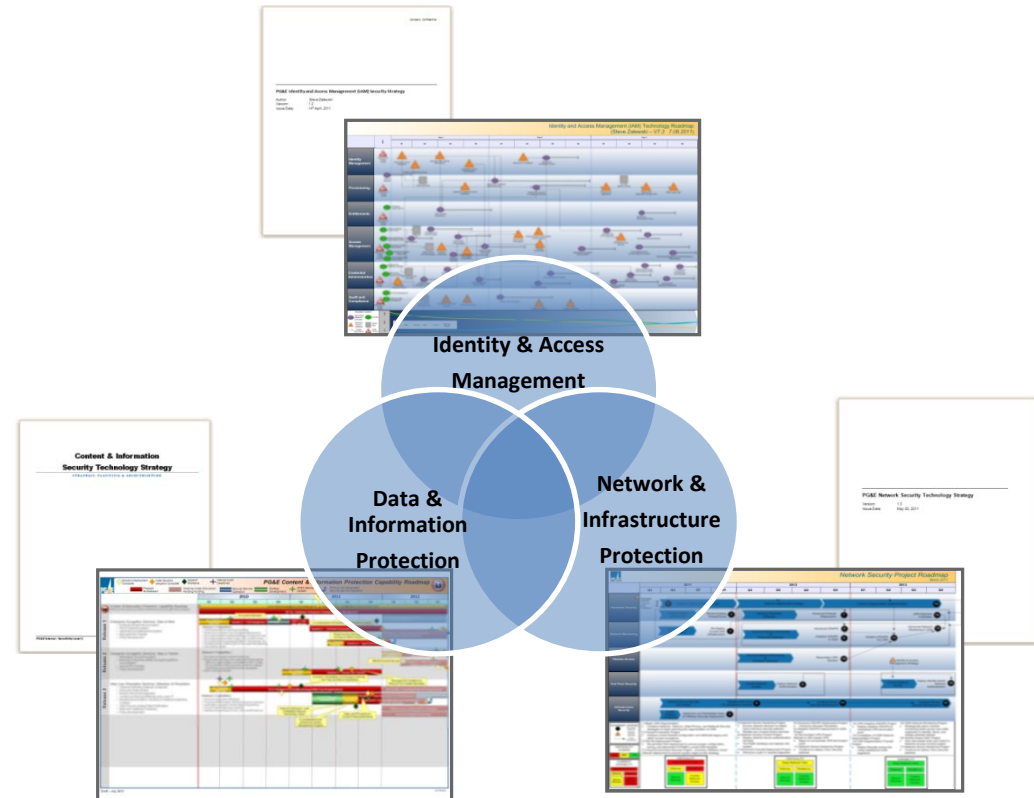


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Project Results



- Three investment strategies successfully delivered.
- Strategy and supporting roadmaps *tell the story*.

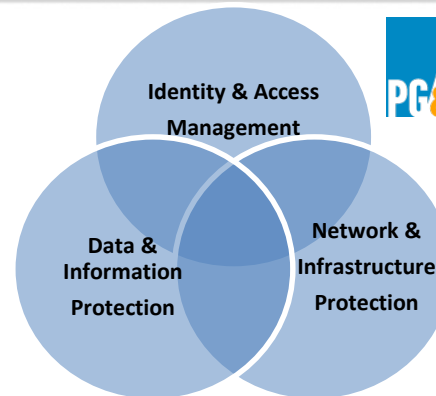




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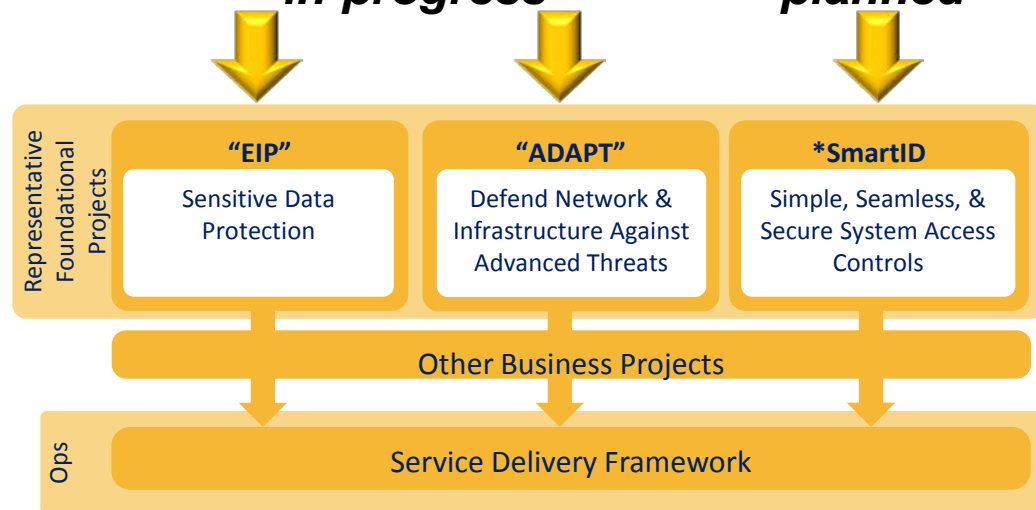
Project Results

- Three investment strategies successfully delivered.
- Strategy and supporting roadmaps *tell the story*.
- Two programs launched. One planned. All three align.
- Investments reduce risk and enable “strategic” compliance.
- New security services delivered.



in-progress

planned





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Lessons Learned & Best Practices



- A strategy without buy-in is a losing strategy.
- A **technology** strategy **MUST** align to survive.
- Business alignment generates **MANY** opportunities.
- Optimize. Follow the goal, know the **BEST** path but be **FLEXIBLE** on how to get there.
- Set realistic expectations. Throw in a tactical win here and there to avoid the pie-in-the-sky feel.
- Don't underestimate the power of the pen when it comes to getting your technology investments moving forward.

