



High performance. Delivered.

Achieving high performance with Accenture's security solutions for utilities

• Consulting • Technology • Outsourcing

How can you manage risk without inhibiting innovation?

Utility customer care executives are facing a “perfect storm” of security challenges (see Figure 1). In an era of intense globalization and heavy reliance on technology, the world is more connected and mobile than ever. While these advances can support enhanced operational efficiency and customer service, they also create complex risks. There is no shortage of threats—from cyber criminals and disgruntled employees to natural disasters and even simple human error. Whether malicious or accidental, any of those threats can create cascading—and costly—impacts to a utility. Meanwhile, regulators are enacting ever-greater compliance requirements, and customer care executives are facing intense pressure to cut costs.

A narrow approach to security simply cannot address all of those challenges. To succeed today, organizations need a disciplined and pragmatic approach. Accenture research shows that high-

performance businesses view security as both a business and a technology issue.¹ In securing their organizations, they recognize the importance of balance: understanding and managing risks effectively without stifling growth, agility or innovation. They also know that security is about more than putting up walls; it is about understanding the risks and then implementing and continually improving a strategic approach to managing them.

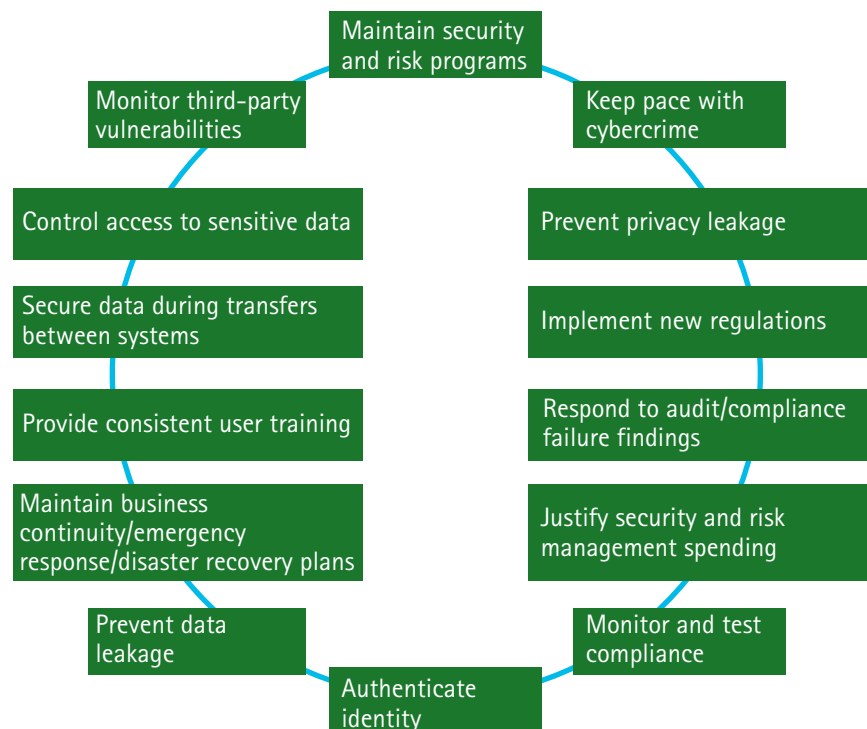
At the same time, Accenture's extensive research and experience shows that as complexity increases, people's willingness to comply decreases. In other words, the more complicated the system, the more likely people will try to subvert it. Consequently, high-performance businesses implement systems and processes that protect assets without inhibiting the business—transforming security into a business enabler.

Customer care organizations need to think through and prepare for these and other scenarios:

- A call center agent fails to properly authenticate a customer's identity and discloses sensitive information.
- An employee's laptop—containing sensitive information—is stolen.
- A new regulation is set to be enacted—the utility must quickly and effectively assess the implications on data privacy and compliance procedures.
- A forest fire is raging close to a call center facility, and authorities ask the utility to be ready to evacuate on short notice.

Figure 1. Security priorities for utilities.

Retail utilities are facing increased pressure to reduce cost against a complex backdrop of regulatory and security challenges.



Ultimately, Accenture helps you reduce complexity, secure data, protect identities and improve business processes.

Accenture's approach to security for customer care organizations

Accenture's security solutions for retail utilities are based on our philosophy that effective information security amounts to doing five things especially well. Through the Accenture security solutions for utilities, we help you address those areas:

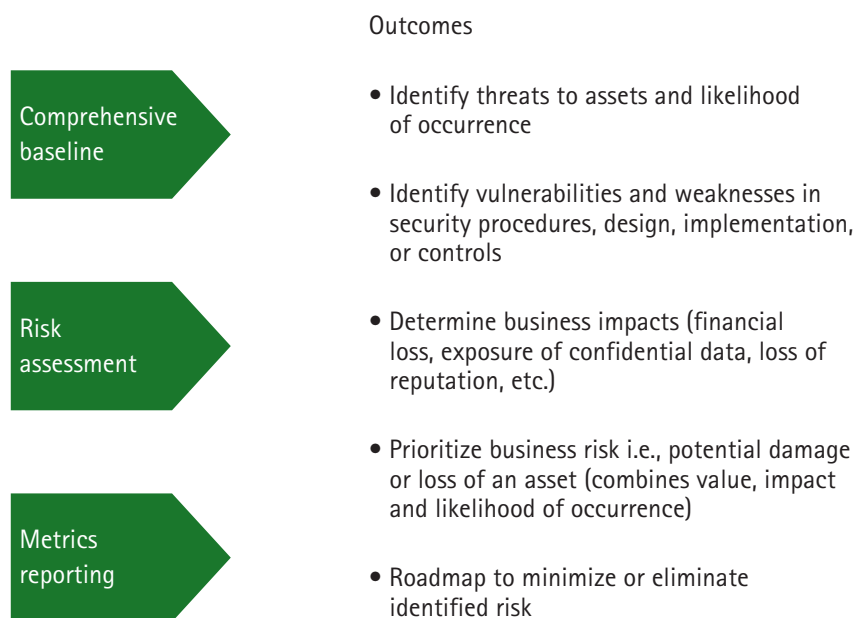
- **Assessing and managing security risks and vulnerabilities.** We help you implement a holistic, integrated, scalable approach to security risk management—incorporating organizational, procedural and technology components. With this approach, you can embed security into your network and infrastructure. Just as important, you can address compliance requirements more strategically and cost effectively.
- **Securing the technology and network infrastructure.** We work with you to secure your technology and network infrastructure through an approach that provides endpoint security and integrity, traffic management and configuration management.
- **Preparing for business continuity and disaster recovery.** Accenture helps you create a strategic plan for handling disruptions large and small, natural and manmade. We focus first on avoiding interruptions to IT, people and infrastructure and then on improving response reliability when a disruption cannot be prevented.
- **Securing enterprise applications.** Using a combination of methods based on hardware, software and security, we help protect your critical customer care applications from external threats. Our approach addresses core applications, as well as integration with access management and compliance solutions.
- **Managing identity and access.** We work with you to optimize the way you manage the three prongs of identity and access management: maintaining an accurate inventory of all users at appropriate levels of assurance; managing internal access; and managing external access.

Working with Accenture, you can effectively identify threats and their likelihood of occurrence; identify vulnerabilities and weaknesses in your security program; determine business impacts of potential incidents; and build a roadmap to minimize or eliminate known risks (see Figure 2). Ultimately, these security solutions help you reduce complexity, secure data, protect identities and improve business processes.



Figure 2. Comprehensive approach to security solutions.

Accenture's security solutions offer a comprehensive approach to managing enterprise risk—from defining an end-to-end security baseline to identifying and prioritizing risk to reporting analytics and continuous improvement.



Large utility proactively addresses security challenges

Accenture teamed with the client organization to develop a business continuity response plan to proactively address the anticipated damages of an impending natural disaster. The resulting strategy identified high-risk areas, assessed hazards and formed the basis for detailed contingency plans. Ultimately, the operations outsourced to Accenture and the

client's organization enhanced their knowledge and understanding of disaster preparedness; improved the transparency of risk/impact and cost/benefit assessments to help prioritize strategies; and better aligned their business continuity management strategy with business units, technology requirements and governance structure.

We know what it takes to address security in customer care environments.

What can you expect when you team with Accenture?

You work with professionals who understand the unique challenges of the utilities industry. We see the world as you do and can help your company differentiate itself to achieve high performance. Our understanding of key business issues and trends, and applicable technologies and business solutions enables us to deliver innovative yet practical solutions tailored to each client. We bring a breadth of skills, capabilities and assets to help utilities address our clients' business challenges, including:

Utilities industry experience

Accenture's utilities industry group has more than 30 years experience working with electric, gas and water utilities worldwide. Our group includes 7,500 utility industry people working with approximately 275 clients in 40 countries. We serve 74 percent of the utilities on the 2009 Global *Fortune* 500 list using our deep, global industry knowledge, people and assets to help clients develop the strategies and adopt solutions to improve performance in the dynamic utility market.

Security expertise

For more than 20 years, Accenture's Security practice has provided effective information security strategies to combat critical threats and vulnerabilities, as well as address identity and compliance management challenges. We understand that each organization is different, with unique goals, strengths, vulnerabilities and risks.

By teaming with Accenture, you benefit from our experience in conducting hundreds of security engagements worldwide; our own research into the information security landscape; and our cadre of 1,400 highly trained and experienced security practice professionals who work with clients to track threats, find security gaps, improve protection and enhance operating procedures.

Client-ready utilities assets

Accenture has developed many utilities assets, including the High Performance Utility Model, based upon our extensive consulting, systems integration and outsourcing experience. This model helps utilities assess their performance against industry leaders, jump-start business improvement projects and accelerate program delivery.

Accenture Utilities BPO Services

Accenture not only has leading consulting capabilities, but we also have a deep operational understanding based on our business process outsourcing (BPO) services for utilities. Accenture Utilities BPO Services provides solutions to 14 clients and 15 million customers in North America, Europe and Asia Pacific.

Contact us

Accenture's approach to security is designed to help retail utilities navigate through today's challenging environment. We work with companies to chart a successful course to improve the way they manage enterprise security—and to build the high-performance businesses that can compete and win in a changing environment. We would like to hear about your needs and discuss how we can work together to help your organization advance toward high performance.

Gregory S. Guthridge
+1 604 646 5043
gregory.s.guthridge@accenture.com

Eric Trapp
+1 310 426 5373
eric.g.trapp@accenture.com

Endnotes

1. High Performance IT 2008: There's No Substitute for Substitution, Accenture, 2008.

About Accenture

Accenture is a global management consulting, technology services and outsourcing company.

Combining unparalleled experience, comprehensive capabilities across all industries and business functions, and extensive research on the world's most successful companies, Accenture collaborates with clients to help them become high-performance businesses and governments. With more than 176,000 people serving clients in more than 120 countries, the company generated net revenues of US\$21.58 billion for the fiscal year ended Aug. 31, 2009. Its home page is www.accenture.com.

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