

Acme Best Practice Review

For: Acme

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Executive Summary

Acme have identified that, to be competitive, their staff need IT systems that are collaborative, reliable, and secure. In order to support this vision, KambiumPartnersDemo have reviewed the current technology systems and processes in place at Acme, and put together a plan of recommendations to make the IT systems better suited to the way that Acme staff work.

This document outlines the results of work done by Rhys Kerrigan from KambiumPartnersDemo and Joe Bloggs and Marty Bloggs from Acme in Dec 2019 to review the many questions in the IT best practice review.

Acme have a heavy reliance on the AX ERP system which is now out of support. Investigating cloud applications to replace this would reduce critical business risk and increase staff productivity.

Acme should investigate cloud applications to provide best in class features.

We recommend that Acme continue to focus on how technology can work for their staff to help achieve their goals. Areas of particular note include:

- Utilise cloud applications better
- Implement Security Processes
- Utilise best of breed commodity cloud services to improve business processes

This document outlines a proposed roadmap to implement the recommendations found, and also outlines some broader strategies. The document is broken into five sections:

1. This executive summary.
2. The I.T. Strategy and Priorities for Acme.
3. Outline of our understanding of the current state of Acme.
4. A summary of the recommendations.
5. Details of the recommendations, broken into 'Must Do', 'Should Do' and 'Could Do'.

I.T. Strategy



People

- Utilise cloud applications better
- Update IT Policies
- Improve Company communication



Process

- Implement Security Processes
- Improve Information asset protection
- Improve Public Website security

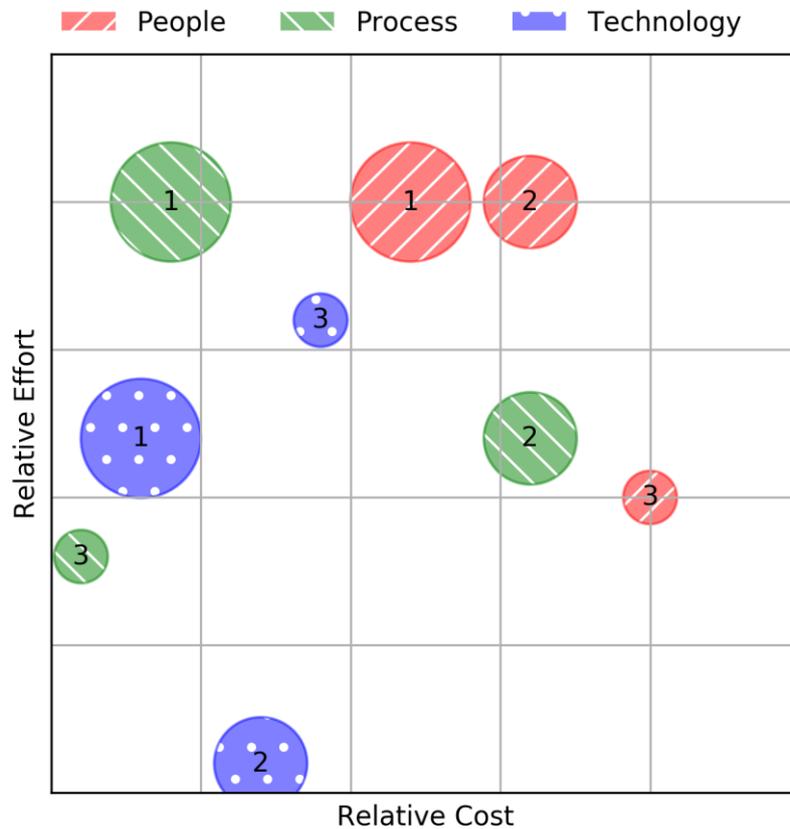


Technology

- Utilise best of breed commodity cloud services to improve business processes
- Business Intelligence and Reporting
- Data Privacy Policy

Priorities

The following graph plots the most important recommendations by the relative cost, effort and priority. Bubbles that are large (high priority) and are in the bottom left quadrant (low cost and effort) are easily addressed first.



| People | Process | Technology |
|---|--|---|
| <ol style="list-style-type: none"> 1. Utilise cloud applications better 2. Update IT Policies 3. Improve Company communication | <ol style="list-style-type: none"> 1. Implement Security Processes 2. Improve Information asset protection 3. Improve Public Website security | <ol style="list-style-type: none"> 1. Utilise best of breed commodity cloud services to improve business processes 2. Business Intelligence and Reporting 3. Data Privacy Policy |

I.T. Roadmap - the next two years

Jan - Jun 2019

- Password Policy
- Cloud usage
- Company communication
- Information asset protection
- Legal Software
- Data Privacy Policy
- Saving information
- Police checks
- Business Process Efficiency



Jul - Dec 2019

- Key applications
- IT Policies
- Saving information
- Mail Archiving
- Improve Public Website security
- IT Policies
- Sharing Technical Knowledge
- Advanced threat protection
- Business Intelligence and Reporting



2020

- Staff cyber security awareness
- Data on unmanaged devices or cloud services
- Preparing for change
- Previous Business Changes
- Change Management Implementation
- Change Adoption
- Regulatory requirements
- Legal and Licensed Software
- Saving data
- Paper-less or Paper-light
- Emerging technology
- PC Encryption

Current State



Organisation

- Auckland, Melbourne, Sydney
- Approximately 85 staff, with 70 computers.
- 1 IT staff
- There are 1 I.T. staff.



Systems

- Salesforce - SaaS CRM
- Connectwise - On-premise Management
- Microsoft CRM - On-premise CRM
- BellAXNow - On-premise ERP for production
- AX - On-premise ERP



Issues and Risks

- Keep having power issues
- Slow internet connection
- ERP is out of support
- LOB Price Increase

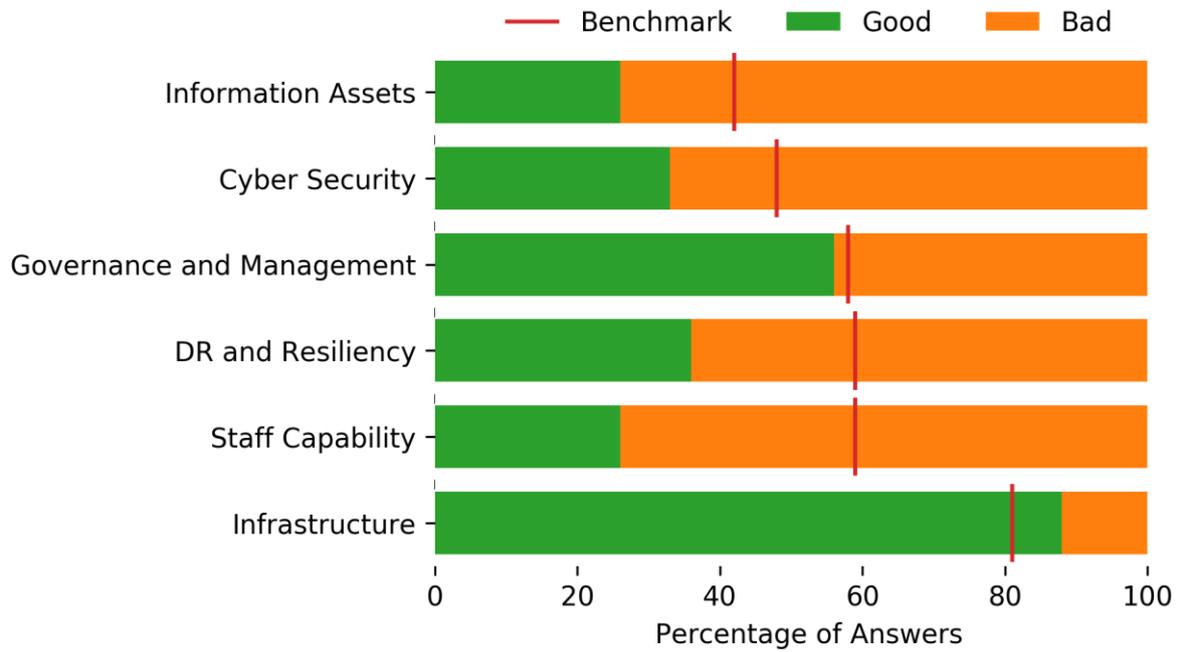


Projects

- Replacing email server
- Replacing server
- Introducing BI reporting
- Adding new factory
- replacing phone system

Current State Summary Graph

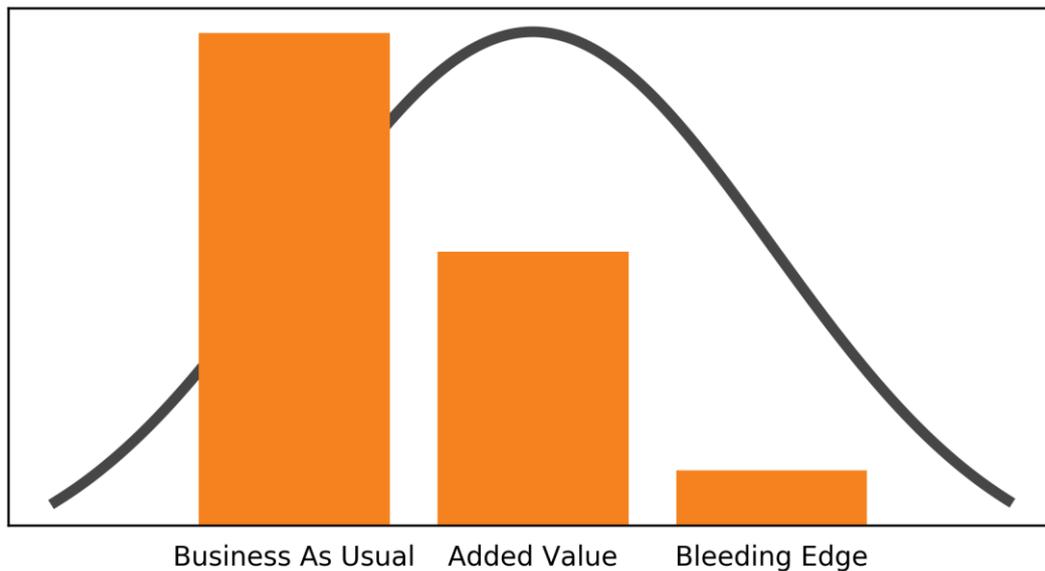
The following outlines the current state of Acme in the various categories measured. The benchmarks shows current average response across all completed reviews.



Recommendation Summary

Business Benefit

The following maps the "business benefit" of each recommendation. Are the recommendations focussed on business as usual, adding value to the staff, or are we pushing the envelope? The bell curve indicates the ideal scenario, with most IT effort going into adding value.



Recommendation Index

The following outlines an index of all recommendations. Note that all costs are approximate, and the approximate effort required to implement is included to give an indication of the work involved/complexity of the task.

Must Do - Action Immediately

| Title | Effort | Cost one-off | Cost ongoing |
|---|----------------|-------------------|---------------------------|
| Key applications | 1 - 1 Hour(s) | | |
| Staff cyber security awareness | 8 - 12 Hour(s) | \$1,500 - \$2,250 | |
| Data on unmanaged devices or cloud services | 3 - 4 Day(s) | | |
| Password Policy | 2 - 4 Week(s) | \$1,000 - \$2,000 | |
| IT Policies | 1 - 1 Hour(s) | \$4,000 - \$5,000 | \$30 - \$40 per month |
| Cloud usage | 1 - 2 Week(s) | \$5,000 - \$6,000 | \$800 - \$1,200 per month |
| Company communication | 1 - 2 Week(s) | | |
| Preparing for change | 1 - 1 Hour(s) | | |
| Previous Business Changes | 1 - 1 Hour(s) | | |
| Change Management Implementation | 1 - 1 Hour(s) | | |
| Change Adoption | 1 - 1 Hour(s) | | |
| Regulatory requirements | 1 - 3 Day(s) | \$1,000 - \$2,000 | |

Should Do - Plan for Action

| Title | Effort | Cost one-off | Cost ongoing |
|---------------------------------|-----------------|-------------------|-------------------------|
| Information asset protection | 1 - 2 Month(s) | \$1,000 - \$2,000 | \$100 - \$200 per month |
| Legal Software | 1 - 1 Hour(s) | | \$45 - \$66 per month |
| Data Privacy Policy | 5 - 6 Day(s) | \$3,000 - \$5,000 | \$400 - \$500 per annum |
| Saving information | 1 - 2 Week(s) | \$500 - \$1,000 | \$40 - \$50 per month |
| Mail Archiving | 10 - 20 Hour(s) | | \$50 - \$100 per month |
| Legal and Licensed Software | 2 - 3 Week(s) | | |
| Police checks | 2 - 4 Hour(s) | \$50 - \$300 | |
| Improve Public Website security | 5 - 7 Day(s) | | \$200 - \$300 per annum |

| | | | |
|-------------------------------------|---------------|--------------------|-----------------------------|
| IT Policies | 3 - 4 Day(s) | \$4,000 - \$5,000 | |
| Sharing Technical Knowledge | 1 - 2 Week(s) | | \$3,000 - \$4,000 per month |
| Advanced threat protection | 1 - 2 Week(s) | \$5,000 - \$7,000 | \$100 - \$200 per month |
| Business Process Efficiency | 6 - 8 Week(s) | \$5,000 - \$10,000 | |
| Business Intelligence and Reporting | 1 - 2 Week(s) | \$3,000 - \$5,000 | \$120 - \$150 per month |

Could Do - Investigate

| Title | Effort | Cost one-off | Cost ongoing |
|---------------------------------|---------------|--------------------|--------------|
| Saving data | 1 - 2 Week(s) | \$3,000 - \$5,000 | |
| Paper-less or Paper-light | 1 - 2 Day(s) | \$2,000 - \$3,000 | |
| Emerging technology | 1 - 2 Day(s) | \$5,000 - \$10,000 | |
| PC Encryption | 1 - 2 Hour(s) | | |
| Software Maintenance Agreements | 1 - 2 Day(s) | \$3,000 - \$4,000 | |

Recommendations

Must Do - Action Immediately

Information Assets - Staff cyber security awareness

Business Problem

Despite the best technology defences, infections can still occur if staff are unaware of the risks. Regularly training of staff on good security practices, and updating them on the latest security threats can help mitigate the risk of security risks impacting your business. We have done this training for other clients via short presentations, or via internal email newsletters.

Current Situation

No formal staff cyber awareness training is currently performed.

Recommendation

It is recommended to engage in a staff awareness program aimed at passing on and reminding of this valuable information. Bi-annual or quarterly updates will keep staff aware of changes and new methods of security risks being used.

We also recommend this is included as part of the staff induction process - this is especially important for financial staff.

We also recommend investigating phishing test email software to confirm the improvement in skills.

| Effort | Time frame | Cost one-off | Cost ongoing |
|----------------|---------------------|---------------------|---------------------|
| 8 - 12 Hour(s) | Jan 2020 - Mar 2020 | \$1,500 - \$2,250 | |

Governance and Management - IT Policies

Business Problem

IT policies are important to inform the users of the company's position and set expectations on what is permitted and what is not. It should be easy to read, up to date and available in a location available to all staff. Add to it, sdf sdfsd

Current Situation

IT policy has not been updated since 2003

Recommendation

We recommend that the current IT Policy is reworded to use less formal language; it should be readable and understandable by all staff and set expectations on how they should safely use technology. We recommend that the policy is clearer on the expectations of sharing sensitive company data with external parties or copying it onto unmanaged devices (such as USB drives) or cloud services (such as DropBox). We recommend some guidance for social media is given. We recommend that the IT policies (and all company policies) are easily accessible by all staff via a web based Intranet such as SharePoint.

| Effort | Time frame | Cost one-off | Cost ongoing |
|---------------|---------------------|---------------------|-----------------------|
| 1 - 1 Hour(s) | Oct 2019 - Dec 2019 | \$4,000 - \$5,000 | \$30 - \$40 per month |

Should Do - Plan for Action

Information Assets - Information asset protection

Business Problem

What information assets do you have? Do you know where your data is stored? Not just digital. These could be HR or client records. Where/how are they stored? What is the impact of your information being lost/corrupted/encrypted or put in a competitor's hands? Do you have a "secret sauce" or recipe or other critical intellectual property? Do you know who has access to the critical information currently?

How often do you assess whether your information assets are protected?

Current Situation

We dont know where staff are saving information.

Recommendation

We recommend two steps to better understand your Information Assets and how they are protected: 1. Review the server and cloud data and permissions in place currently. Document who has access to what files and folders currently and review these permissions with the appropriate staff. Update the permissions as required. 2. Confirm what business critical data you have, where it is and who uses it. Then investigate ways to better protect this data as required. Solutions such as using secure cloud services instead of email or using Information Rights Management from Office 365 may be able to help.

| Effort | Time frame | Cost one-off | Cost ongoing |
|----------------|---------------------|---------------------|-------------------------|
| 1 - 2 Month(s) | Jan 2019 - Jun 2019 | \$1,000 - \$2,000 | \$100 - \$200 per month |

Information Assets - Legal Software

Business Problem

To ensure software licensing is compliant and you are meeting your legal obligations. Microsoft and other software companies do perform random licensing audits of their software.

Current Situation

Not confident that all software is legal. Needs checking.

Recommendation

We recommend performing an audit of the software licenses in use and compare that to the software licenses purchased. The shortfall (if any) should then be addressed as a matter of priority.

| Effort | Time frame | Cost one-off | Cost ongoing |
|---------------|---------------------|---------------------|-----------------------|
| 1 - 1 Hour(s) | Jan 2019 - Jan 2019 | | \$45 - \$66 per month |

Information Assets - Data Privacy Policy

Business Problem

Data privacy became a hot topic in 2018. This was driven by three main factors:

1. The GDPR (General Data Protection Regulation) which came into effect in Europe in May 2018. This introduced strict regulations on what private information is, how to get consent from users, how to deal with breaches, and when personal information must be deleted. The fines for not complying were large; €20 million or up to 4% of the annual worldwide turnover. Although European regulation, it applies to any company that stores personal information for EU citizens so potentially impacts all companies world-wide.
2. Updates to the Australian Privacy Act which makes data breach notification compulsory as of February 2018. This means that if an individual's personal information is leaked and likely to result in serious harm the company is required by law to notify the individual(s). Again, the fines for not complying were increased to up to \$2 million.

Updated privacy regulations aim primarily to give control to citizens of their personal data. It means that citizens are better aware of how their personal data will be stored, used and shared.

Current Situation

No data privacy policy in place

Recommendation

We recommend that a data privacy policy is created based on best practice and research performed across the industry. Staff should be trained on the privacy policy and it should be included in the staff induction process. The public websites should have updated consent boxes. To create a data privacy policy the following questions need to be answered:

- What data do we hold?
- We don't tend to delete data – why do we hold it?
- When, if at all, should we purge it? Why?
- If someone asks us, what is our process on checking they are how they say they are?
- How would we know if it were stolen or leaked? Who would we notify?
- What is our obligation to the clients and their staff? Is it different?
- Who do we notify?

| Effort | Time frame | Cost one-off | Cost ongoing |
|---------------|---------------------|---------------------|-------------------------|
| 5 - 6 Day(s) | Feb 2019 - Jun 2019 | \$3,000 - \$5,000 | \$400 - \$500 per annum |

Could Do - Investigate

Information Assets - Paper-less or Paper-light

Business Problem

Creating electronic forms and changing signing or authorising processes to electronic can speed up processes, ensure things are not lost and get around issues relating to geography. Accounts payable processes can especially benefit from this technology.

Current Situation

Many paper processes in use currently.

Recommendation

We recommend that initially one process that uses paper forms is replaced with an electronic such as SharePoint, PowerApps, or Abode Signing. Once this is implemented and bedded in, other processes should be identified and replaced in a similar manner.

| Effort | Time frame | Cost one-off | Cost ongoing |
|---------------|---------------------|---------------------|---------------------|
| 1 - 2 Day(s) | Jan 2020 - Dec 2020 | \$2,000 - \$3,000 | |

Information Assets - Emerging technology

Business Problem

Emerging technologies should be investigated to see if they could provide benefit or a competitive advantage to the business or customers, or if they could disrupt the industry as a whole. Emerging technologies include Internet of Things (IoT), speech recognition, robotics, artificial intelligence (AI), drones, 3D printers, virtual reality (VR), augmented reality (AR), RFID.

Current Situation

Could look into 3D printing to assist with the prototyping process

Recommendation

We recommend that the IT team spend some time researching and work-shopping any new technologies that could disrupt your industry - for example Internet of Things (IoT), speech recognition, robotics, artificial intelligence (AI), drones, 3D printers, virtual reality (VR), augmented reality (AR), RFID.

Any relevant technologies should be further investigated and added to the IT roadmap.

| Effort | Time frame | Cost one-off | Cost ongoing |
|---------------|---------------------|---------------------|---------------------|
| 1 - 2 Day(s) | Feb 2020 - Dec 2020 | \$5,000 - \$10,000 | |