

Risk and Security Workflows Book of Knowledge



See how these organizations proactively manage risk and security to build resilience and emerge stronger



Whatever your
business is facing



Workflow your world

The biggest business story of the last year was the impact of COVID-19 on the way we work and live. What it showed is that change can happen in an instant and without warning. So, it's critical to be able to adapt and rise to the challenge.

I remember going into a leadership meeting on a Monday morning to do blue-sky thinking, and I said, "If we can't solve COVID, there won't be a blue sky." We realized that ServiceNow was at the epicenter of the workflow revolution, and we knew the world was counting on us to make the world of work, work better for them. This was the time for exponential thinking. Go big or go home. But we were already home, so we went big.

We have the best engineering team in the business. In the last 18 months, they doubled the features and the functionality of the Now Platform[®] for our customers. We've built workflows in days and weeks, like our Emergency Response apps, our Safe Workplace suite of applications, and most importantly, we leaned in to solve the biggest workflow issue of this generation: turning vaccines into vaccinations.

Whatever your business is facing, let's workflow it

Throughout this book you'll see stories from organizations who tackled complex challenges with workflows. While the problems are different, they all pushed forward and took the lead on their own digital transformation and, with the help of ServiceNow, unlocked impressive results.



Cyberscare?
Get risk aware.



Let's workflow it.



Full speed ahead: How to build resilience and emerge stronger

The only thing that seems certain is uncertainty. As you navigate change, your technologists must become experts at dealing with the unexpected. The key is to build resilience and confidence in your business while reducing risk and cost. Get it right, and you'll improve performance, save millions, and emerge stronger. Welcome to IT workflows from ServiceNow.

Volatility is the new normal

Few companies had business continuity plans that covered a pandemic, and yet here we are today. We've seen global supply chain challenges, climate change, expanding digital vulnerability, changing regulations—and the reality is that our world and our businesses are more interconnected and complex than ever before. If we don't understand the risks and plan for them, we simply don't know how fast we can run.

What's the challenge?

From limited visibility of the inner workings of your IT estates to supply chain disruptions, you're facing a myriad of concerns. Chief among them is the ever-changing attack surface that keeps expanding with a proliferation of devices and emerging technologies. Plus, there's the threat that a hybrid working world presents to security. You know you need to be prepared, but it's easy to feel overwhelmed.

What's the solution?

Your business needs to protect itself. Success depends on keeping your e-commerce site, banking services, logistics apps, and everything else up and running. But that's a tall order if you not only have risk and security issues but also don't know which hardware, software, and cloud assets run your critical services. For example, you can't have a backup plan for supply chain issues if you don't know which vendors have your parts in stock. And how do you know which of these issues to prioritize?

You need intelligence, and you need that intelligence to be actionable. That's where ServiceNow can help.

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We're helping organizations recover fast and build stronger security postures.”

– **Jeff Hausman,**
Vice President and General Manager, Operations Management, ServiceNow

“

When you take a risk-based approach to decisions, you simply make more optimal decisions, and you prioritize better.”

– **Vasant Balasubramanian,**
Vice President and General Manager, Risk, ServiceNow

Build stronger with ServiceNow

ServiceNow gives you the information and insights you need to proactively manage risk, security, and cost—all on a single platform.

The beauty and power of our solution is that it connects silos to make business stronger and more resilient, it powers workflows that unlock business potential, and it encourages integrated risk management that drives better outcomes.

Connecting silos to make businesses stronger and more resilient

ServiceNow connects the dots across different silos in your organization. Our ServiceNow® Operational Resilience Management product maps real-time data from your critical resources to your business continuity and disaster recovery plans. It gives you visibility, alerts you to threats from inside and outside your organization, and helps you resolve them fast.

And because the key to resilience is mitigating risk, our platform exposes risks before they happen so you can proactively manage them. That's the real game-changer. When risk and resilience become part of your daily work, you get timely, actionable insights from across the enterprise. As a result, you can save time, money, and effort.

Integrated risk management drives better outcomes

Integrated risk management allows you to monitor what's going on in your organization continuously. That's a huge win for anyone who's struggling to make the most of limited resources. It's incredible what you can do when you integrate risk management into every part of your business. You make better decisions faster, and you're more resilient.

You're running fast, and we're here to make sure you don't get tripped up by the unexpected. With ServiceNow on your team, you can handle the challenges the world throws your way with greater confidence.

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Ready to go from
passive proactive?



Use case 1: Know your adversary – stay ahead of cybercriminals

No organization is ever entirely up to date in terms of security threats, and today's security operations teams are constantly having to prioritize their responses to attacks. But Deepak Kolingivadi, Director of Product Management for Security at ServiceNow, believes organizations need to stop merely reacting and take a progressive, visionary approach. ServiceNow security integrations, built atop the Now Platform®, include the MITRE ATT&CK® framework (it stands for Adversarial Tactics, Techniques, and Common Knowledge), which provides smart context on attacks so analysts can stay ahead of attackers.

The MITRE ATT&CK knowledge base lets you automate responses and prioritize where to make security investments. Once security analysts map a security incident to a MITRE tactic, they use the ServiceNow ATT&CK Navigator to create a roadmap for next steps. It all comes together in a dashboard that shows how your security approach is faring against attack tactics.

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When we talk to new customers about security operations, we describe it as most of the value coming from having all the context in one place. That can be a tremendous time saver, so that you're prioritizing the right things. The visibility has been a game-changer.”

– Rob Groome,
Director of Security Operations, USC



A Pac-12 university graduates to dynamic security operations

The University of Southern California (USC) is a research university with almost 80,000 people in its customer base. It must protect everything from student and personal information to research data. “It presents very unique challenges when it comes to protecting data across the university,” said Rob Groome, Director of Security Operations at USC.

In addition, there is added complexity around federation, as the university has many businesses within a business, each with its own leadership and IT department.

“Our primary focus was how to look at vulnerabilities and security at a more global enterprise level than we had done before,” said Rob. “Because of the nature of our government contract, we had to be on top of all our systems. We could be audited at any time, and we had to know what critical vulnerabilities were in our systems, what our patch cadence looked like, and what our time to remediation was.”

While USC was already using ServiceNow® ITSM, integrating ITSM with ServiceNow® Security Operations provided better visibility into what the university was doing from a security perspective. “We realized almost 30% of our work was related to phishing, and it was taking an exorbitant amount of time,” said Rob. “We’ve saved at least 40 hours a week, one full-time employee’s time per week, which is great because now those analysts can look at other investigations.”

Integrating ServiceNow Security Operations and ITSM has enabled the security team to avoid pivoting frequently. Rob observed that there’s always going to be some pivoting when you’re running an incident response team, but there’s value in immediately understanding what’s happening at an endpoint, whether it’s a critical endpoint or someone’s laptop. “When we talk to new customers about security operations, we describe it as most of the value coming from having all the context in one place,” Rob said. “That can be a tremendous time saver, so that you’re prioritizing the right things. The visibility has been a game-changer.”

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Understand and appreciate there are things you won't know. And then iterate your deployment in phases, so that you can demonstrate value. Then you can get buy-in from some of the stakeholders because they can see the good work you're achieving. Then you build on that.”

— Jonathan Milton,

Head of Sybersecurity, Bupa Australia and New Zealand



Achieving better visibility into—and control over—security and risk reduction

Jonathan Milton is head of cybersecurity at Bupa Australia and New Zealand, a division of the global healthcare insurance provider Bupa that serves more than 32 million customers across 190 countries. Two years ago, Bupa Australia and New Zealand embarked on a significant program to achieve better visibility and control into its security posture and reduce risk.

Bupa chose the ServiceNow® Vulnerability and Security Incident Response solution. “We already had a number of ServiceNow modules within our environment, namely ITSM and CMDB,” said Jonathan. “But when you get that integration, that’s where you get that exponential value.”

Getting more value due to the integrated responses also means a greater return on investment. “And the greatest benefit realization is our ability to protect our customer data and our service delivery,” he relayed.

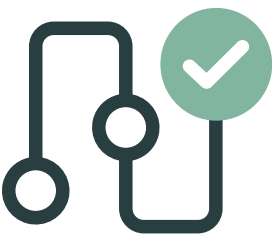
Jonathan recommends having strong operational leadership embedded in your change program for those starting a similar initiative and going in with your eyes wide open. “Really understand all your stakeholder requirements. And don’t try to solve for everything upfront,” he said. “Understand and appreciate there are things you won’t know. And then iterate your deployment in phases, so that you can demonstrate value. Then you can get buy-in from some of the stakeholders because they can see the good work you’re achieving. Then you build on that.”

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Key data points in Security Operations



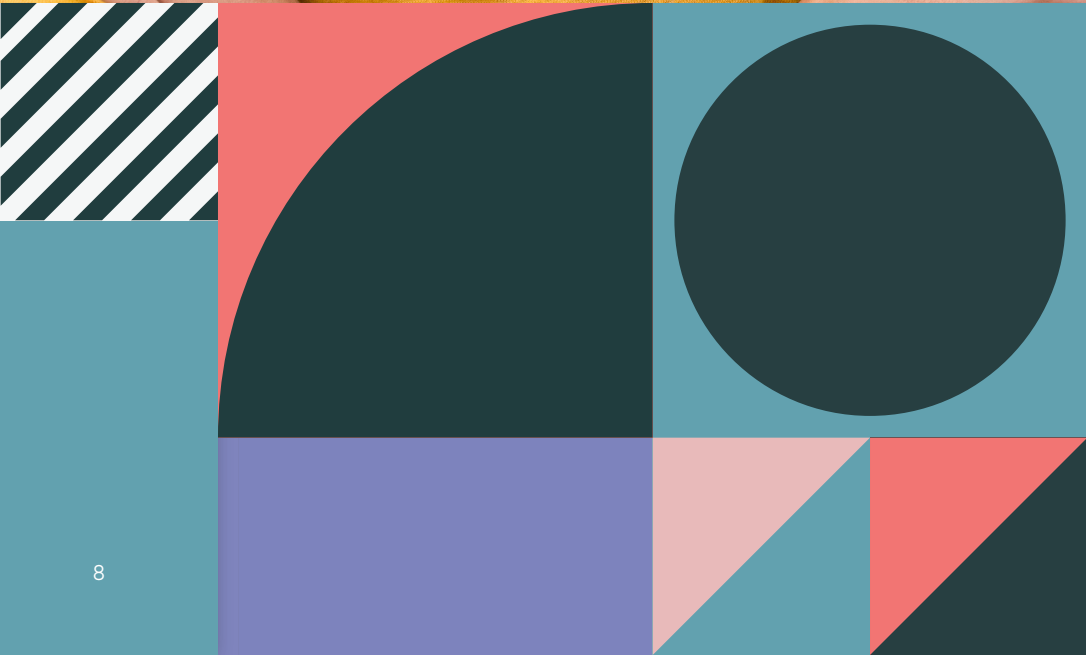
30%

Proportion of time USC's security efforts spent on phishing

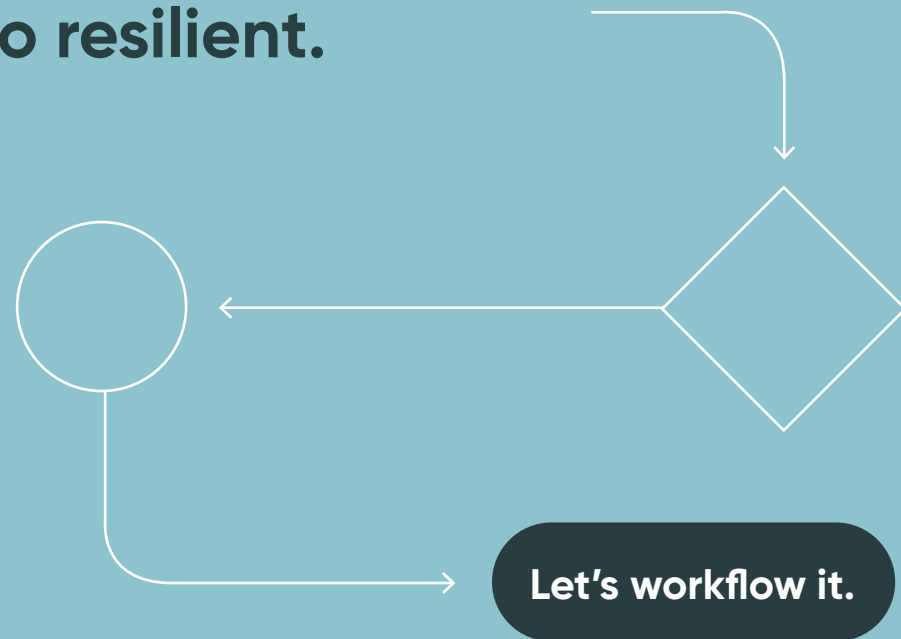


40 hours/week

Time saved at USC due to integrating ServiceNow ITSM and Security Operations



Shift from reactive
to resilient.



Use case 2: Risk management in action— 4 key pillars for achievable resilience

In today's environment, there seem to be disruptions everywhere—pandemics, extreme weather, and increased reliance on technology. While you want to keep your employees and customers healthy, safe, and productive, you also need to think about how disruption would impact your brand and reputation. And once an immediate crisis is over, you need to check your operational resilience.

ServiceNow has four critical pillars for achieving resilience:

- Technology, which includes data
- People, both employees and customers
- Facilities, including their safety and compliance
- Third parties, or supply chain

All are critical to keeping a business operating, and the Now Platform protects all four pillars. "We break down silos that have impeded effective risk and resilience, lower costs by using a common platform, build a risk-aware organization, make better decisions, and ultimately minimize and prevent disruptions," said Mark Kalen, Director of Product Marketing at ServiceNow.

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You need to make sure that they trust one another, they're confident in how they are sharing information, and that they are helping pull together risk portfolios where things are aligned to business objectives.”

– Lisa Rawls,

Governance, Risk Management, and Compliance (GRC) Technology Lead for the Americas, KPMG



Building trust with stakeholders to enable growth

Trust is absolutely critical in a business landscape. And, according to Lisa Rawls, Governance, Risk Management, and Compliance (GRC) Technology Lead for the Americas at the professional services firm KPMG, organizations that earn the trust of their stakeholders grow the fastest. She pointed out that this includes internal stakeholders. “You need to make sure that they trust one another, they're confident in how they are sharing information, and that they are helping pull together risk portfolios where things are aligned to business objectives,” said Lisa.

External stakeholders include regulators, suppliers, other business partners, and, most critically, customers.

“Organizations I trust more as a customer are the ones I'm going to do more business with,” she said. “I'm comfortable and confident in how I interact with them and the type of information I share with them.”

Today's operational, financial, and reputational risks to organizations can be caused by social, environmental, or geopolitical events, as well as tech disruptions and cybercrime. So you also need to stay ahead of compliance and regulatory needs, while Environmental, Social, and Governance (ESG) issues are gaining in importance. A strong framework is required that gathers all the information you can share and publish for your investors, regulators, and their employees. Digital acceleration is moving fast, and you need to design your functions to address risk. “So, at the end of the day, you will be a trusted solution,” Lisa asserted. “The right people will have the right access to the right information, no more and no less. Trust is fragile.”

Business resilience is about connecting the dots between your essential business processes and services. She concluded: “We're seeing more of our customers really excited about the Now Platform in terms of how they can manage risk and compliance and stay ahead of the changes coming.”

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Getting a risk management solution up and running in only 12 weeks

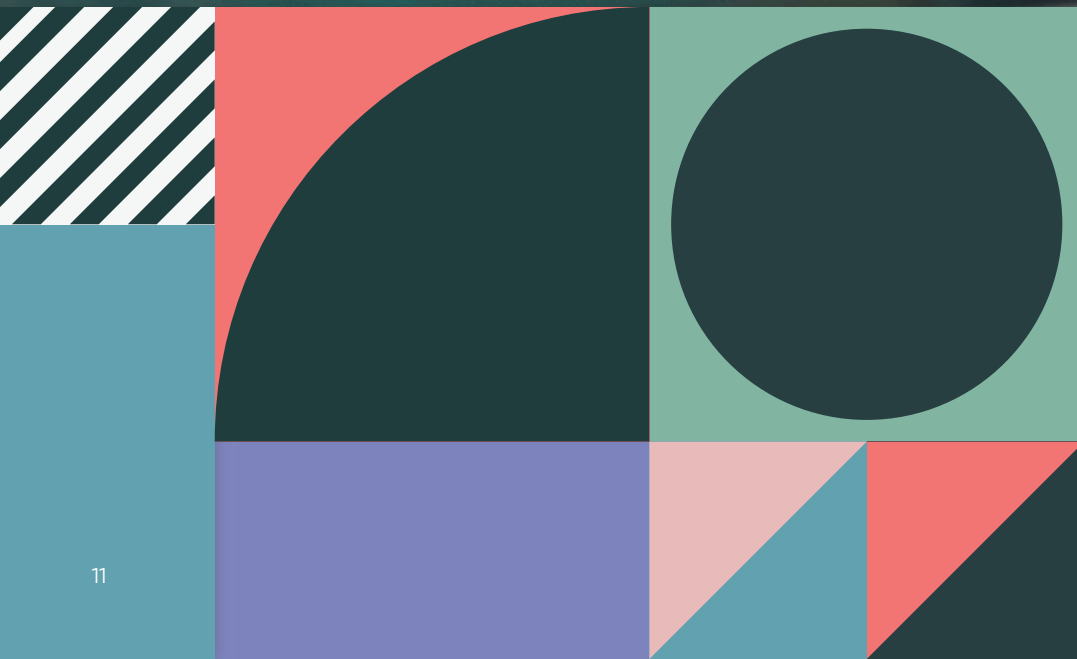
Recently, a healthcare organization that operates approximately a dozen hospitals, wanted to put ServiceNow® Vendor Risk Management and Integrated Risk Management Workflows in place. Organizational leaders partnered with the cybersecurity and risk management services organization, Edgile, to reach these goals. Barb Wernicke, Information Security Risk Management Manager at the healthcare provider, said she was skeptical when Edgile and ServiceNow said the project would take just 12 weeks. However, she was pleasantly surprised to see that this short time frame was achievable.

Wernicke was impressed by the ServiceNow Integrated Risk Management process and its five-pass model. Pass one is about the risk register. Brian Rizman, who heads Edgile's Integrated Risk Management practice, said the core foundation of the risk register is "the ability to harmonize all the laws and regulations and frameworks that each industry's organizations need to comply with or want to be aware of." Pass two focuses on the applicability matrix, or risks applied to the operating environment. Pass three is about diagnostics, or "rapidly identifying capabilities and potential gaps and documenting findings." Pass four is a deep dive assessment while pass five is control testing.

Overall, the healthcare organization improved quality consistency now with everybody doing things the same way thanks to automation. "I can't speak highly enough about how great it is not to have to do my monthly reporting manually," said Barb. "I'm also proud to show the great work my team is doing. And I'm thankful to ServiceNow and Edgile for showing we have faster turnaround times for our vendor and IT assessments now that we've automated. Edgile has been a phenomenal partner for us."

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Having opportunities to create automated workflows, creating self-service opportunities, and moving things into those more digitized processes can really save a lot of money and make a difference.”

– **Kamille Peterson,**
Vice President and Director, TCF Bank



Extraordinary challenges drive extraordinary innovation: being mid-merger when a pandemic strikes

Kamille Peterson is Vice President and Director of TCF Bank, a leading retail and commercial banking chain headquartered in Detroit, MI with approximately 500 branch offices. TCF Bank was in the middle of a merger last year when the pandemic struck. “Within two weeks, we were able to transition about 4,000 employees to work from home,” she said.

Critically, the bank’s agility meant the merger stayed on track. “We were also able to meet the needs that came up in the banking industry with COVID, respond to the loans that businesses needed, and accommodate new regulations the government put in place to respond to those,” said Kamille.

When the bank, which was already using ServiceNow, encountered issues with its existing software for third-party risk management, it worked with INRY, a ServiceNow partner, to consolidate several platforms into ServiceNow® Governance, Risk and Compliance on the Now Platform. “Being able to manage vendor risk more effectively, and have a quick turnaround on that, was super helpful,” she observed.

“Having opportunities to create automated workflows, creating self-service opportunities, and moving things into those more digitized processes can really save a lot of money and make a difference,” Kamille observed. “Not only because it reduces the cost, but also because it increases your efficiency, your security, and your ability to meet regulatory requirements.”

TCF became much more efficient and effective by having one platform where they cross-referenced data exists within the tool. She concluded, “Once our leadership started to get a better understanding, we were able to expand and use the platform for bigger projects, too, such as moving to [ServiceNow Integrated Risk Management] and [Vendor Risk Management].”

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\$135,000

That's about how much ServiceNow saves per year just on its audit, SOCs, and risk processes.

Now on Now: How we built risk resiliency into all we do at ServiceNow

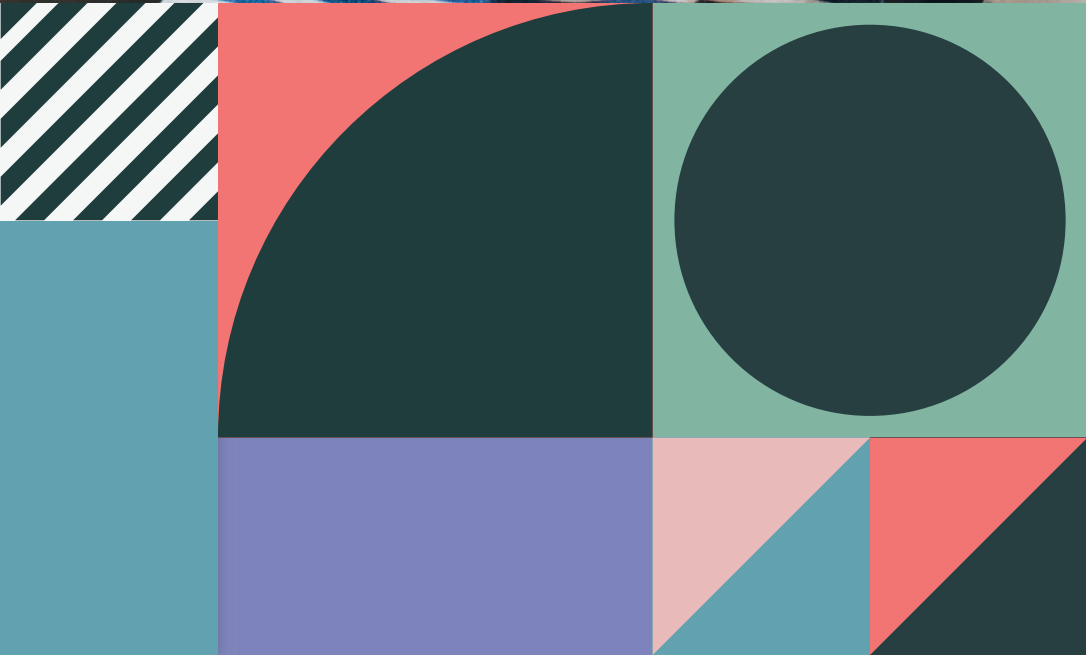
Risk resiliency can be defined as how well an organization's business strategy, priorities, and operations can withstand threats. The focus is on execution even in the face of these threats. If you do this effectively, you'll have a competitive advantage.

The ServiceNow Integrated Risk Management solution is essential to ServiceNow's success with audit, risk, and compliance. The workflow engine allows us to seamlessly create processes for siloed functions to work together. It also enables us to streamline work, taking data that was often unstructured and putting it into structured workflows. This provides native analytics capabilities as well.

Today, ServiceNow saves an estimated \$135,000 per year just on its audit, SOCs, and risk processes. This is huge savings for what is really a small yet efficient team. Digitalization is also a key factor in risk resiliency. We are digitizing all aspects of our businesses today to keep pace with a major expansion of regulations and business models. There's no way we could effectively do that without automation. We are benefitting from automated reporting and workflows as well as automated monitoring of controls to be proactive in keeping pace and scale. ServiceNow has to be digital.

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Key payoffs

“ We’re seeing more of our customers really excited about the Now Platform in terms of how they can manage risk and compliance and stay ahead of the changes coming.”

– **Lisa Rawls**,
GRC Technology Lead for the Americas, KPMG

“ I’m thankful to ServiceNow and Edgile for showing we have faster turnaround times for our vendor and IT assessments now that we’ve automated.”

– **Barb Wernicke**,
Information Security Risk Management Manager at a large, unnamed healthcare provider

“ Having opportunities to create automated workflows, creating self-service opportunities, and moving things into those more digitized processes can really save a lot of money and make a difference. Not only because it reduces the cost, but it also increases your efficiency, your security, and your ability to meet regulatory requirements.”

– **Kamille Peterson**,
Vice President and Director, TCF Bank

The background of the top half of the page is a photograph of an office environment. In the foreground, a woman with long brown hair and glasses is smiling and looking towards the right. Behind her, two men are also smiling and looking in the same direction. The office has a modern feel with large windows and some plants visible in the background.

Make your organization stronger and more resilient

Learn more about how you can proactively manage risk and security—all on a single platform

[ServiceNow Security Operations](#)

[ServiceNow Governance, Risk, and Compliance](#)