



## Flexible, futureproof information security management

T-Systems manages global information security with flexible software platform risk2value from avedos.

**T-Systems**



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## About T-Systems

With a footprint in more than 20 countries, 46,000 employees, and revenue of 8.2 billion euros (2015), T-Systems is one of the world's leading providers of information and communications technology (ICT).

T-Systems offers a range of integrated solutions for business customers, including the secure operation of legacy systems and classic ICT services, the transformation to cloud-based services (including tailored infrastructure, platforms and software) as well as new business models and innovation projects for the business

fields of the future, such as data analytics, the Internet of Things, machine-to-machine (M2M) communication and Industrial Internet.

T-Systems can provide all this thanks to its global reach in fixed-network and mobile communications, its highly secure data centers, a comprehensive cloud ecosystem built around standardized platforms and global partnerships, and the ability to offer top levels of security.

## First steps to an integrated GRC tool

T-Systems has received inquiries from individual customers regarding security management certifications since 2001. The company responded by certifying its sites step by step, which improved sustainability in the process. The next challenge was to standardize all sites to enable consistent quality standards. T-Systems opted for a centralized certification process, meaning that all security management rules would be developed centrally and implemented locally. The individual sites, therefore, now only needed to check that the methods were being used instead of having to check the methods

themselves. This dramatically reduced the time needed for auditing by approximately one-third. The certification testing methods guaranteed a common security level for its clients.

In response to a change in strategy, the company ran an inventory of its existing rules in 2008. It was then that it recognized the full extent and depth of its controls. Armin Plank, the responsible senior security manager, came to a surprising conclusion:



We had 14.8 grams of paper per employee – and that with over 50,000 people on staff!



This collection included many completely different regulations. These ranged from internal guidelines, compliance policies and reporting rules to external certifications (e.g. ISO 27001), control mappings (e.g.

COBIT) and compliance requirements. The task at hand was to combine these internal and external regulations to enable an integrated view:



T-Systems views the following areas in its security management system:

- Information protection
- IT security
- Physical security

T-Systems first built a set of controls with check lists as a more effective way to administer the enormous number of regulations. This original set contained 1,400 controls; today there are significantly fewer. All necessary controls,

ranging from the action plan for individual employees to the requirements of stakeholders, are part of this integrated system. Armin Plank explained:

“ We originally started with 1,400 controls. By improving our structures and consolidating similar topics, we now have around 900. ”

# Optimal usage of collected data

The responsible team at T-Systems began its search for a tool to simplify administration and maximize the benefits of its control system. Its control catalog is built in a cascading manner in order to delve into more detail

depending on the control requirements. One of the main requirements for selecting a new tool was its ability to map this special design. Armin Plank explained:

We have 36 companies that operate in 26 countries and have approximately 96 business units. In other words, we are talking about a huge vessel that we cannot steer without a clearly defined catalog.



The project team also wanted a highly flexible solution that is easy to adapt in order to manage all risks and

opportunities while generating value for all stakeholders. This included capabilities to:

- Administer controls and create references to the original rule authors
- Reuse entered data in various places
- Maintain the system without requiring constant support from the software vendor
- Make modifications to the tool to reflect external (e.g. legal) changes in regulations
- Use consistent terms to minimize the room for interpretation
- Empower employees to take actions with confidence

The team at T-Systems was determined to fulfill all these requirements with a single tool. It thoroughly examined

the offerings on the market and tested the suitability of numerous solutions.

The team selected the software platform risk2value from avedos because the overall package outweighed competitive products in several areas. The main reason,

however, was that avedos was willing to adapt the capabilities of the tool to the exact specifications of T-Systems. Armin Plank explained:

”

avedos was very flexible from the start. It showed a sincere interest in the specific process requirements at T-Systems and implemented them in their entirety.

“

avedos also guaranteed to migrate the complete functionality of the platform into new versions. This was a clear advantage because it ensured that all customer-

specific modifications will be integrated in future releases as well.



# A new start has been made

An 18-month transition phase for the integrated GRC service (iGRCS) started after a short implementation phase. One of the most important tasks was to build

acceptance among the employees. The team gained this buy-in by delivering answers to the following questions:

- How do I use the tool?
- What happens to the data that I enter?
- How does the reporting work?

The employees not only learned how to use the tool. They also discovered a whole new way to process their data. What ultimately won the users over was the noticeable

reduction in work with the new software solution. This is due to several factors:

- One data entry generates an average of 8 reliable compliance statements.
- Completing one control set produces an average of 22 reports, which were previously generated individually.
- Documentation processes run automatically.
- A single click shows who receives the data and in which level of detail.
- Reports are sent automatically.
- All activities, procedures and workflows are documented using audit-proof methods.
- Employees can take action with confidence since the tasks and expectations are clear.
- Active, two-way reporting creates transparency for all employees.

The participation rate for the integrated GRS service has continually grown and currently lies at almost 100%. The few exceptions are typically due to the changing

functions of the participating employees. Armin Plank is satisfied with the results:

”

Thanks to risk2value, we have eliminated unnecessary duplications and gained the acceptance of our staff. Each individual user has seen personal benefits in using the software.

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Approximately 200 users were surveyed if the following areas have improved or gotten worse with risk2value:

- Performance of the assessment
- User friendliness of the tool
- Number of controls
- Redundancies in the controls
- Reporting functionality

The results showed that the employees experienced significant improvements virtually across the board. In particular, all respondents saw improvements in the “performance of the assessment” and “user-friendliness of the tool”.

## Steps towards professionalization

Currently, 400 users and 96 responsible users in the units deliver reports at T-Systems. On average, four people per business unit contribute to the reports. Each of these employees receives a quarterly control assessment containing the data from the previous quarter in order to check it and make any necessary modifications.

These self-assessments are then evaluated in reference to the business unit and the global average to identify the areas requiring actions and recommend further actions. Another important milestone was the successful integration of information security risks in the integrated GRC service. The local risks for 23 international business users are entered, evaluated and consolidated into this

system once a quarter. This risk management process was managed manually in spreadsheets for a long time. This process, however, was gradually integrated into the integrated GRC service and continually tested. The implementation was completed in 2014. In a final stage, risk reporting was adapted to the requirements of the employees and management. All participants were pleased that the central, integrated solution for information security risks lead to a drastic reduction in individual, time-consuming tasks and local data storage. Further interfaces to security architecture management or audit management are planned in the future.

Armin Plank added:

”

Our users are highly satisfied with the risk management. Thanks to the positive feedback from the business users, we are able to replace disparate local systems with our integrated GRC service platform, which generates even more synergistic effects for us.

“

T-Systems currently makes modifications to risk2value on its own and started a joint project with avedos to further develop the workflows. Since these customer-specific features were incorporated from the very beginning, migrating the platform to new versions works very well.

The cooperation between T-Systems and avedos has also become more efficient over time. Whereas changes were previously made through informal requests, the companies now use a professional ticketing system.

Reporting has improved as well according to Armin Plank:

We are very satisfied with the reporting capabilities of risk2value analytics. Business users can create their own reports based on Excel, and we can decide to what extent individual users can change the parameters of their reports. We now need fewer report templates, and can run operations more efficiently by saving costs during the development phase.

“

”



## Our joint path into the future

The next strategic steps are to integrate risk2value with e.g. technical surveying systems. Instead of entering the information by hand, the data can be automatically exported and transferred into the tool. To implement these tasks, T-Systems is planning a joint project with avedos to integrate the import interfaces for external systems to enable the co-management of external data.

T-Systems is also considering mobile options to use the software platform and enable data entry and access to reports from smartphones and tablets. Other possibilities include the integration of other business areas, such as process or quality management, in the existing set of controls to enable more transparency. Armin Plank explained:

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Our penetration rate, unification and action transparency is significantly higher than in other strategic business areas – all thanks to risk2value.

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The consolidation of various management domains is one of the most important challenges for T-Systems in the future. To enable this convergence, various business areas will modify their methods and use a combined

set of controls. Armin Plank views avedos as a reliable partner along this journey and sees the benefits of risk2value for his future plans:

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The clear advantages of risk2value are its easy modeling, fast implementation and the customizable functionality to unite various management domains.

“

T-Systems and avedos have laid a solid foundation to continue their cooperation and mutual journey in the future.

## About avedos

avedos GRC GmbH is a European software vendor that has specialized in developing integrated solutions for Governance, Risk und Compliance (GRC). Clients can visualize and administer GRC processes through its flexible software solutions to generate synergistic effects, identify risks at an early stage, and utilize emerging opportunities.

The underlying concept for the software platform risk2value was developed by Samuel Brandstaetter, founder and CEO of avedos. risk2value flexibly supports individual client requirements across a wide range of GRC usage scenarios, including enterprise risk management, internal control systems, compliance management, audit management, information security management, strategy management, quality management and many more.

avedos has focused on the continual development of the risk2value platform since 2005 to provide clients a flexible,

integrated GRC suite. Clients include the world's largest and most successful energy utility companies, insurance companies, banks, telecommunications providers and retailers. Through partnerships with leading consulting organizations, the company covers the entire GRC value chain. avedos software solutions serve as a link between business operations and top management to enable risk-conscious, value-driven decisions through objective arguments and documentation. risk2value thereby lays the foundation for proactive corporate management in today's multifaceted business world.

More information: [www.avedos.com](http://www.avedos.com)

# Our experience is your advantage

International corporations as well as local leaders from a wide range of industries have relied on the GRC solution risk2value for many years. Here you see an extract of our list of customers:

**CASINOS AUSTRIA**

**T-Systems**

**Helsana**

**HypoVereinsbank**  
Member of **UniCredit**

**DSV Gruppe**  
Deutscher Sparkassenverlag

**UNIQA**

**VIG**  
VIENNA INSURANCE GROUP

**greiner**  
GROUP

**EnBW**

**VORWEG GEHEN**

**UniversitätsSpital**  
Zürich

**Wienerberger**

**Vontobel**

**Hubert Burda Media**

**VISANA**

**TRANSNET BW**

**METRO GROUP**  
ZUM HANDELN GESCHAFFEN.

**Deka**

**HÄVG**  
Rechenzentrum GmbH

**tobaccoland**

**kav**  
wiener  
krankenanstalten verbund  
Unternehmen Gesundheit

**Aduno Gruppe**  
the smart way to pay

**LGT**

**axel springer**

**DB NETZE**

**österreichische**  
**LOTTERIEN**

**K+S**

**Henkel**

**Post**

**MAN**

**KPT**  
**CPT**

## Webinars

Stay up to date on the latest topics and trends in:

- Governance, Risk and Compliance
- Risk Management and ICS
- Information Security





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