aCIP® consultancy approach

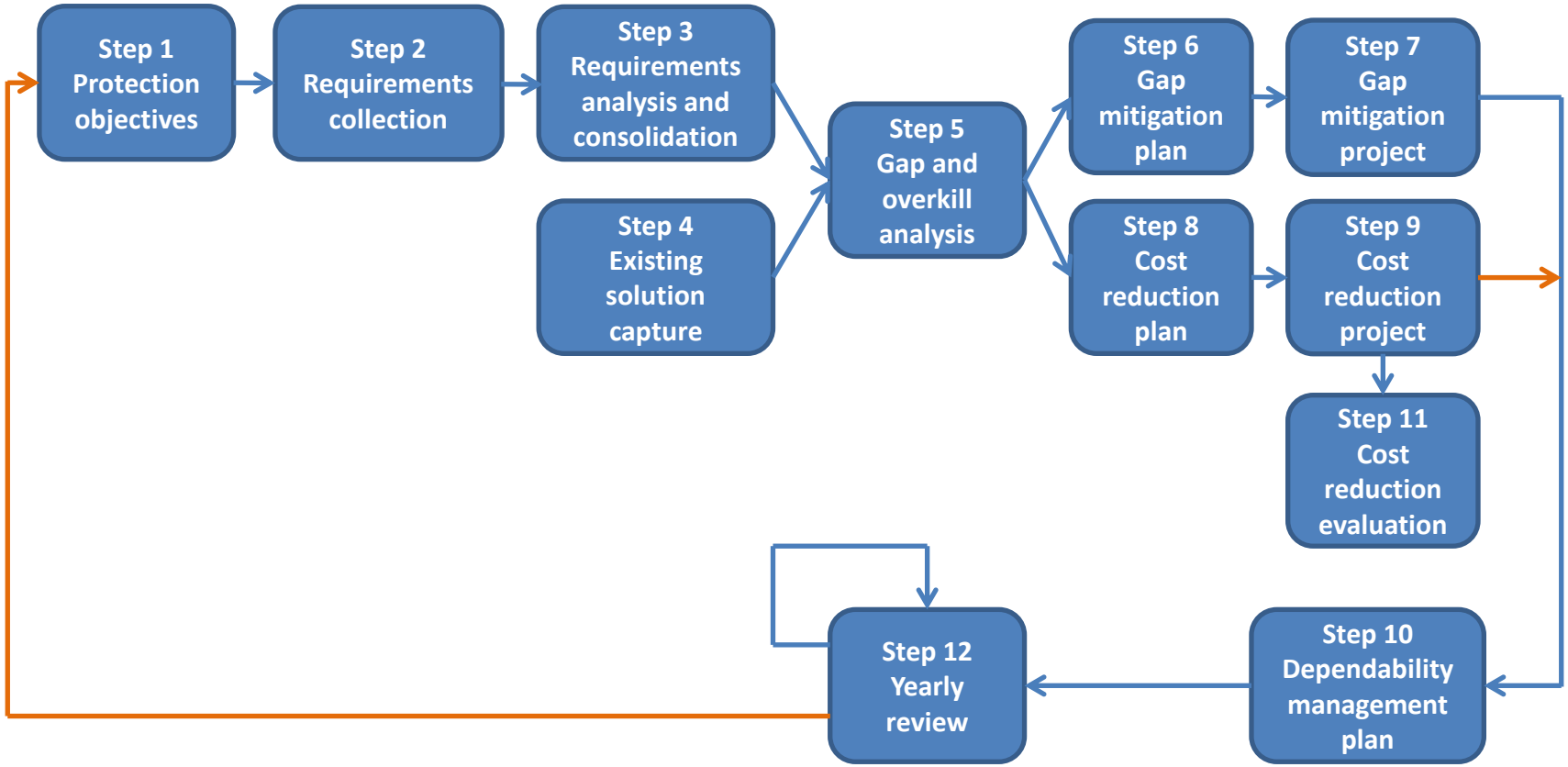
How to achieve a well balanced and cost effective security solution that really fulfils the requirements without overkills

Expected outcome and advantages

- A modern and efficient security solution in operation
- Proven fulfilment of all relevant requirements (now and in future)
- Savings by removal of overkills
- A lower than expected consultancy cost thanks to:
  - Well proven, structured and efficient methodology
  - All tasks well defined and prepared
  - Most reports generated automatically from database
  - All data always entered and updated at one single place only
  - If the customer so wish, its own staff can do significant parts of the job
- Even more efficient as the future changes
  - Just to add, remove and modify the data
    - All reports are already there, they will just be filled with updated information

The 12 steps for optimized security

- At the end of each step the customer can decide to proceed to next step or abort
- Each step includes a cost estimate for next step
- Weekly progress, cost and spent hours report
- The full program or only certain steps can be completed, totally up to the customer
- From very high to very low involvement of customers own staff



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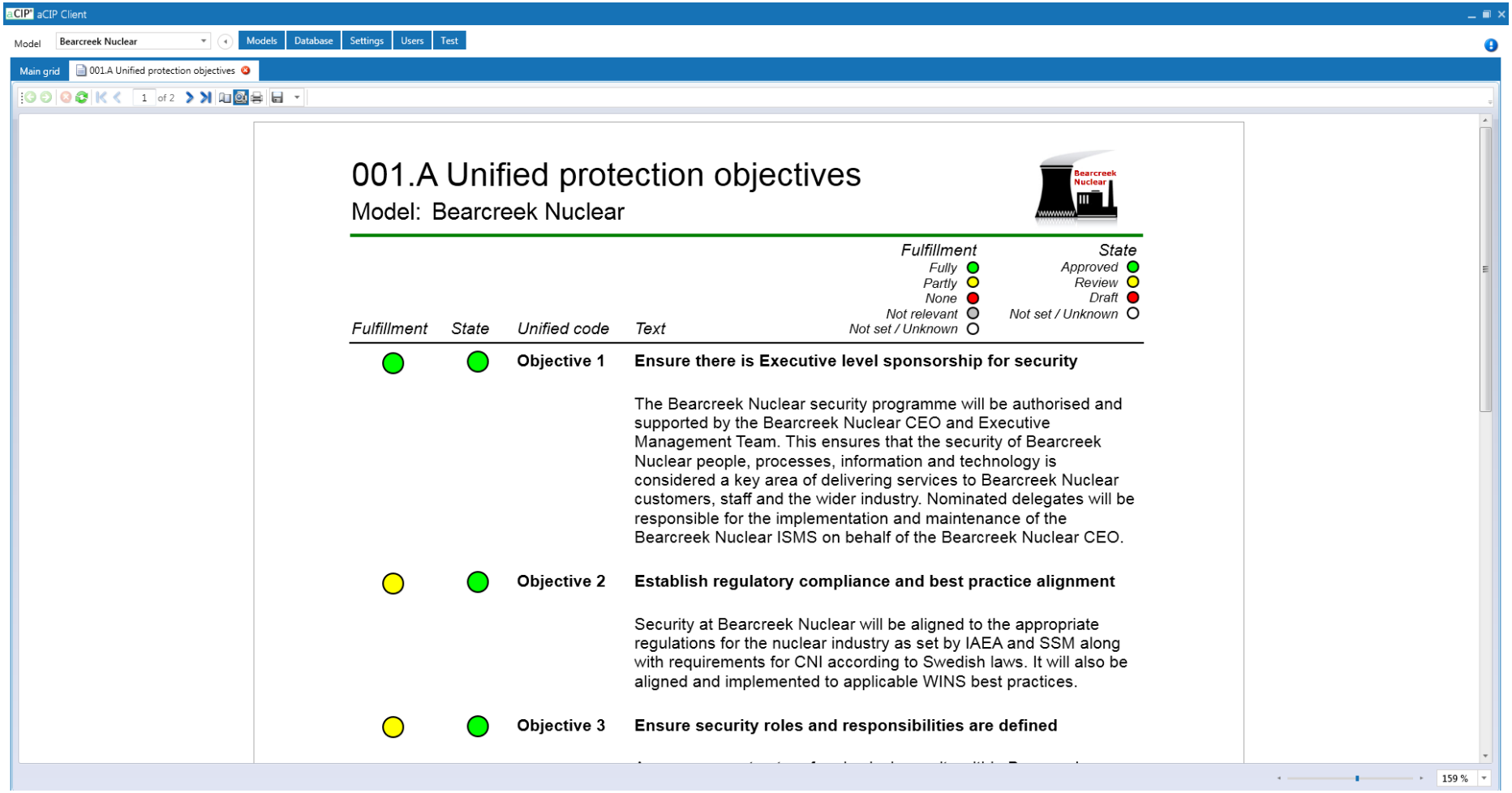
1 – Protection objectives

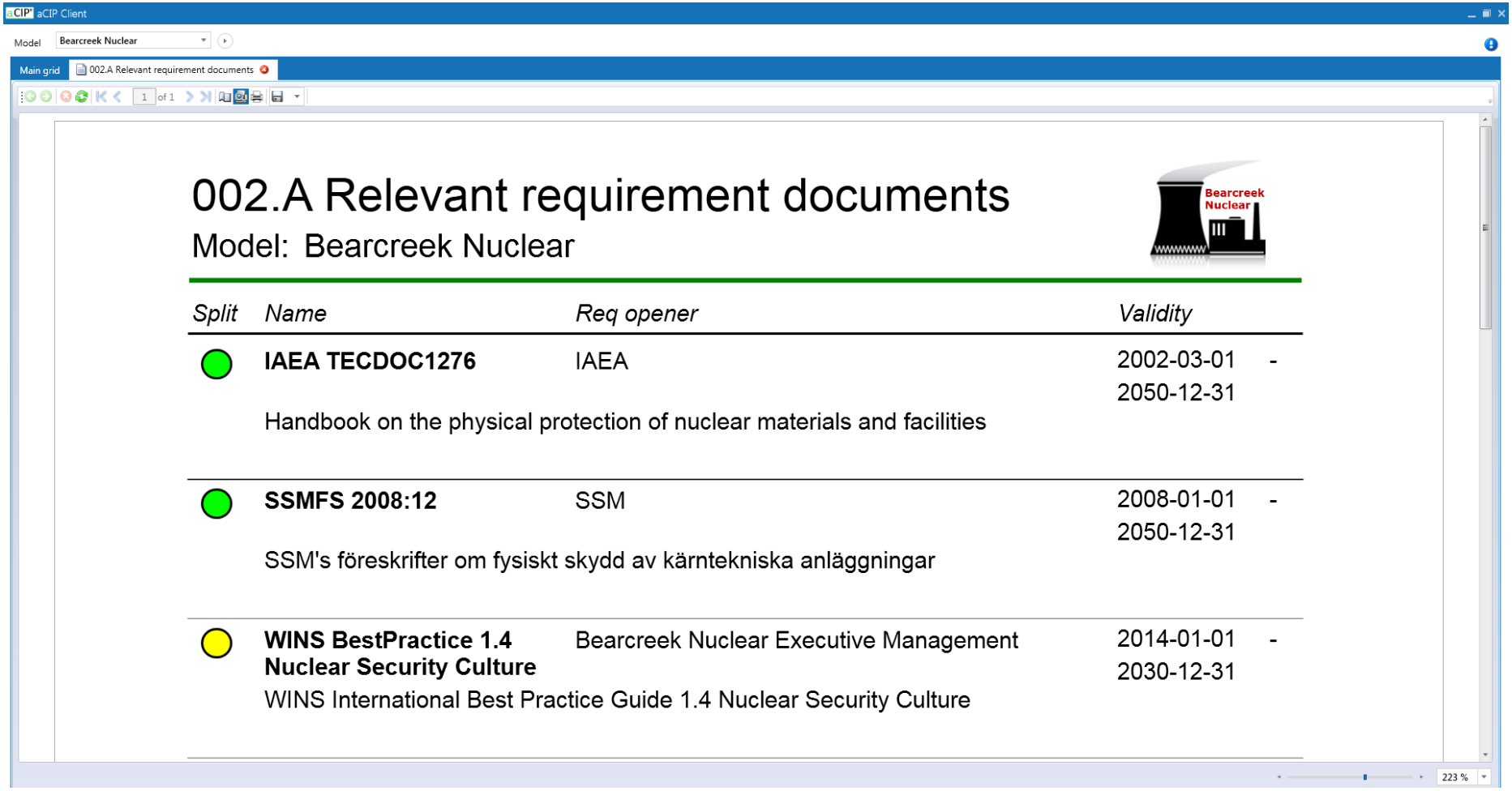
WBS	Tasks	Description
1.1	Collect objectives from customer	
1.2	Analyse objectives	Identify and manage: 1 - Contradictions 2 - Obvious overkills
1.3	Validate objectives	Each objective shall meet the following criteria: Realistic It does not make unjustifiable demands on the target system. Achievable It should be possible to meet the objective within the bounds of current or emerging technology without unreasonable cost. Measurable Once an objective has been met, it should be possible to view or otherwise validate its effect on the target system either directly or indirectly. Relevant It should be directly related to the general security of the target system and its environment AND it should not detract from the overall purpose of the target system.
1.4	Create ONE unified list of protection objectives	
1.5	Estimate cost and timeline for “Step 2 - Requirements collection“	
1.6	Sign off	Review and approval by customer
1.7	Decision gate	Proceed to “Step 2 - Requirements collection“ or abort
Code	**Deliverables**	**Minimum customer involvement**
1.A	Unified protection objectives	Hand over objectives
1.B	Protection objectives, their source documents and relevant relations added in aCIP® database.	Review and sign off
		Decision to proceed or abort



Example of ”001.A Unified protection objectives”

2 – Requirements collection

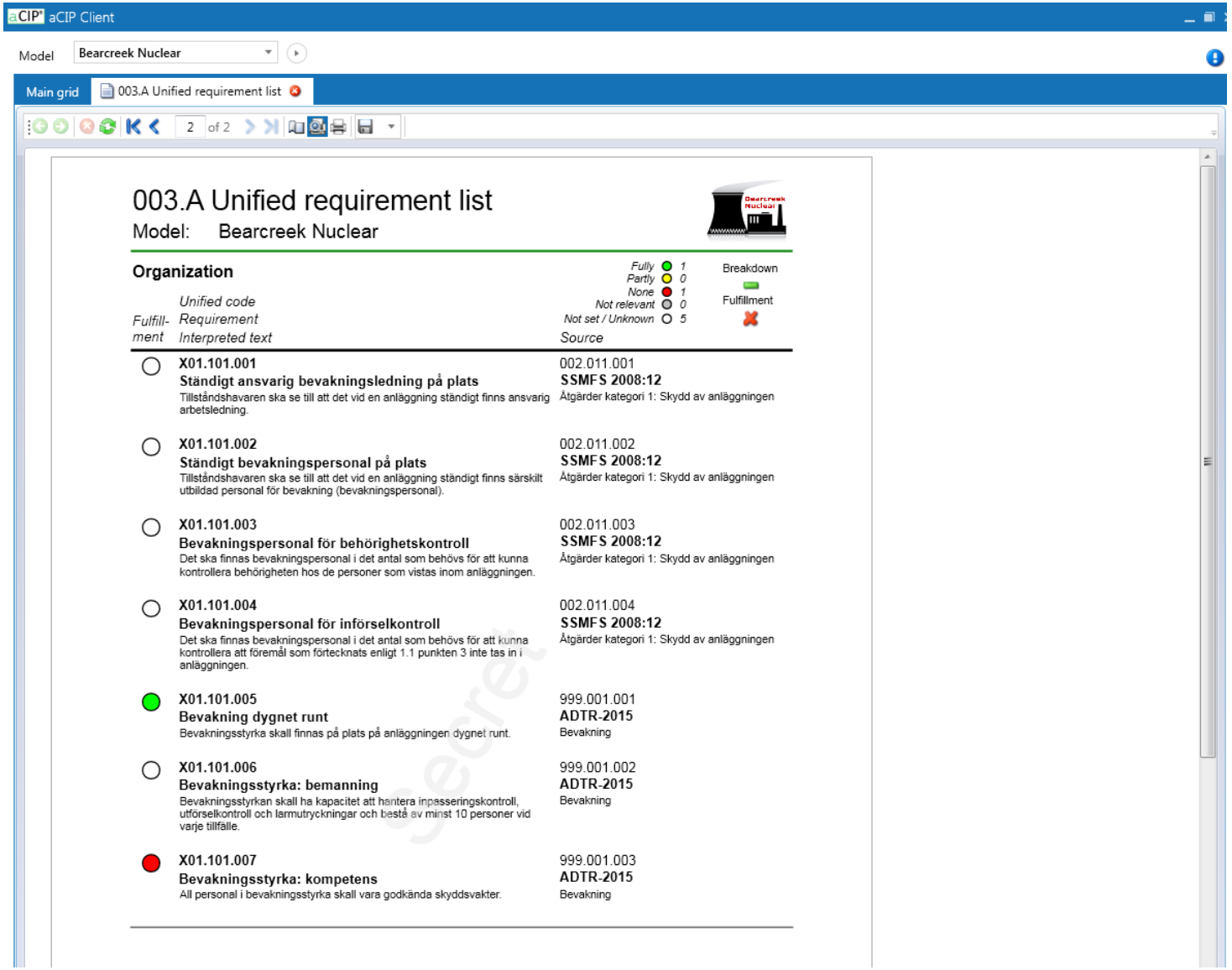
WBS	Tasks	Description
2.1	Identify all requirement openers	
2.2	Collect all relevant requirements	
2.3	Sort out not relevant requirements	
2.4	Create list of relevant requirements documents	
2.5	Estimate cost and timeline for “Step 3 Requirements analysis and consolidation”	
2.6	Sign off	Review and approval by customer
2.7	Decision gate	Proceed to “Step 3 Requirements analysis and consolidation” or abort
Code	**Deliverables**	**Minimum customer involvement**
2.A	List of relevant requirements documents	Assist in identifying requirement openers
2.B	Requirement documents added in aCIP® database.	Assist in collecting requirement documents
		Review and sign off
		Decision to proceed or abort



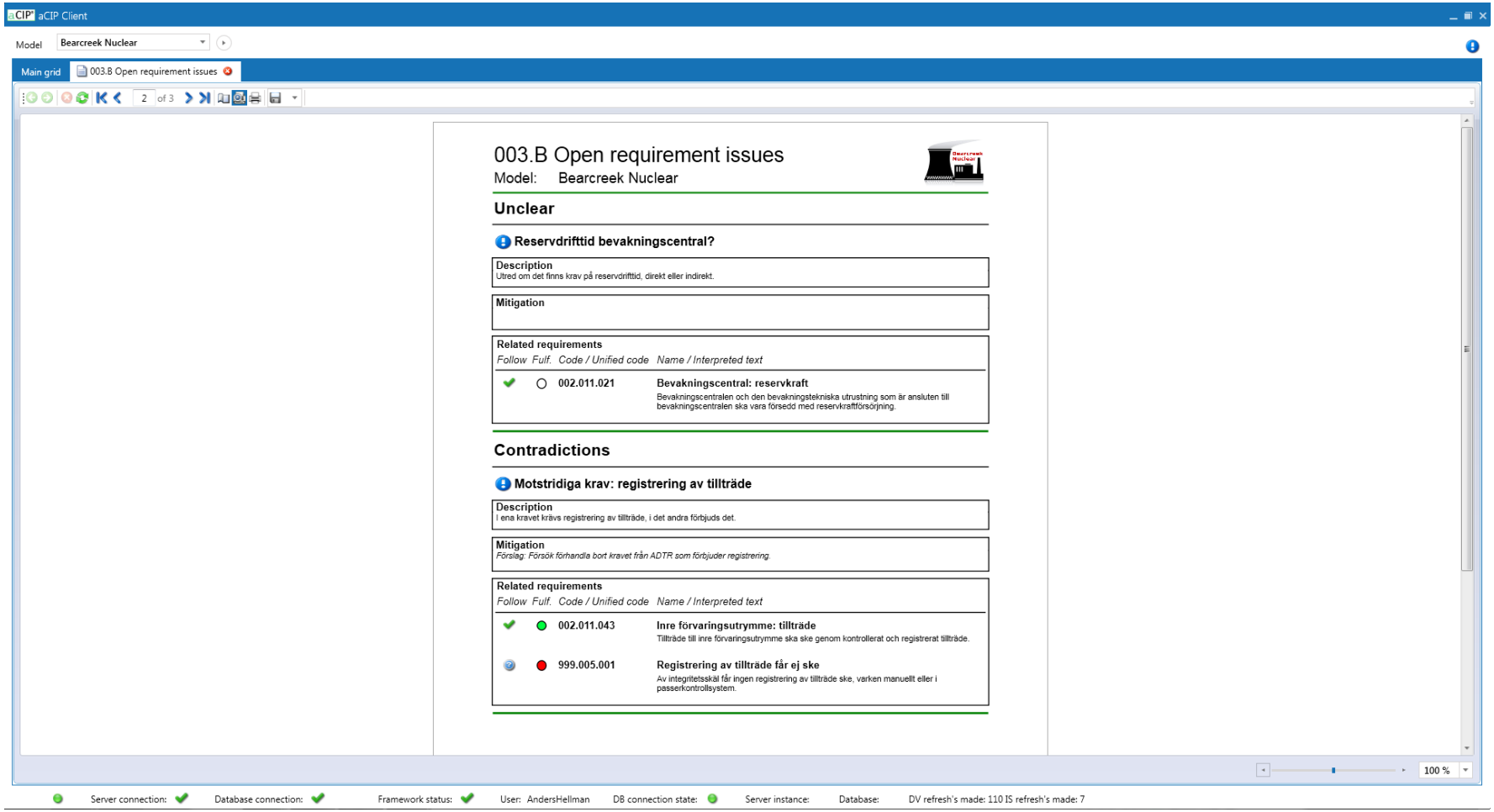
Example of ”002.A List of relevant requirements documents”

3 – Requirements analysis and consolidation

WBS	Tasks	Description
3.1	Split, breakdown and intepret all requirements.	Results in a hiearchy (Requirement document -> Chapter -> Requirement) with distinct and measureable requirements.
3.2	Identify and manage requirement issues	Deal with the following issues: 1 - Contradictions 2 - Overlaps 3 - Missing requirements (optional)
3.3	Match requirements with protection objectives	1 - If not met, new appropriate requirements must be developed. 2 - If overkills found, discuss requirement reductions if possible.
3.4	Consolidate to ONE unified requirement list (requirement model)	The list is fully traceable back to its respective requirement document. All issues are linked to the involved requirements.
3.5	Requirement issues WORKSHOP	Deal with identified issues and mismatches between requirements and protection objectives.
3.6	Finalize the unified requirement list	
3.7	Estimate cost and timeline for “Step 4 Existing solution capture”	
3.8	Sign off	Review and approval by customer
3.9	Decision gate	Proceed to “Step 4 Existing solution capture” or abort
Code	**Deliverables**	**Minimum customer involvement**
3.A	Unified requirement list	Participation in requirement issues workshop
3.B	Open requirement issues list	Review and sign off
3.C	Requirements, chapters and issues added and linked in aCIP® database.	Decision to proceed or abort



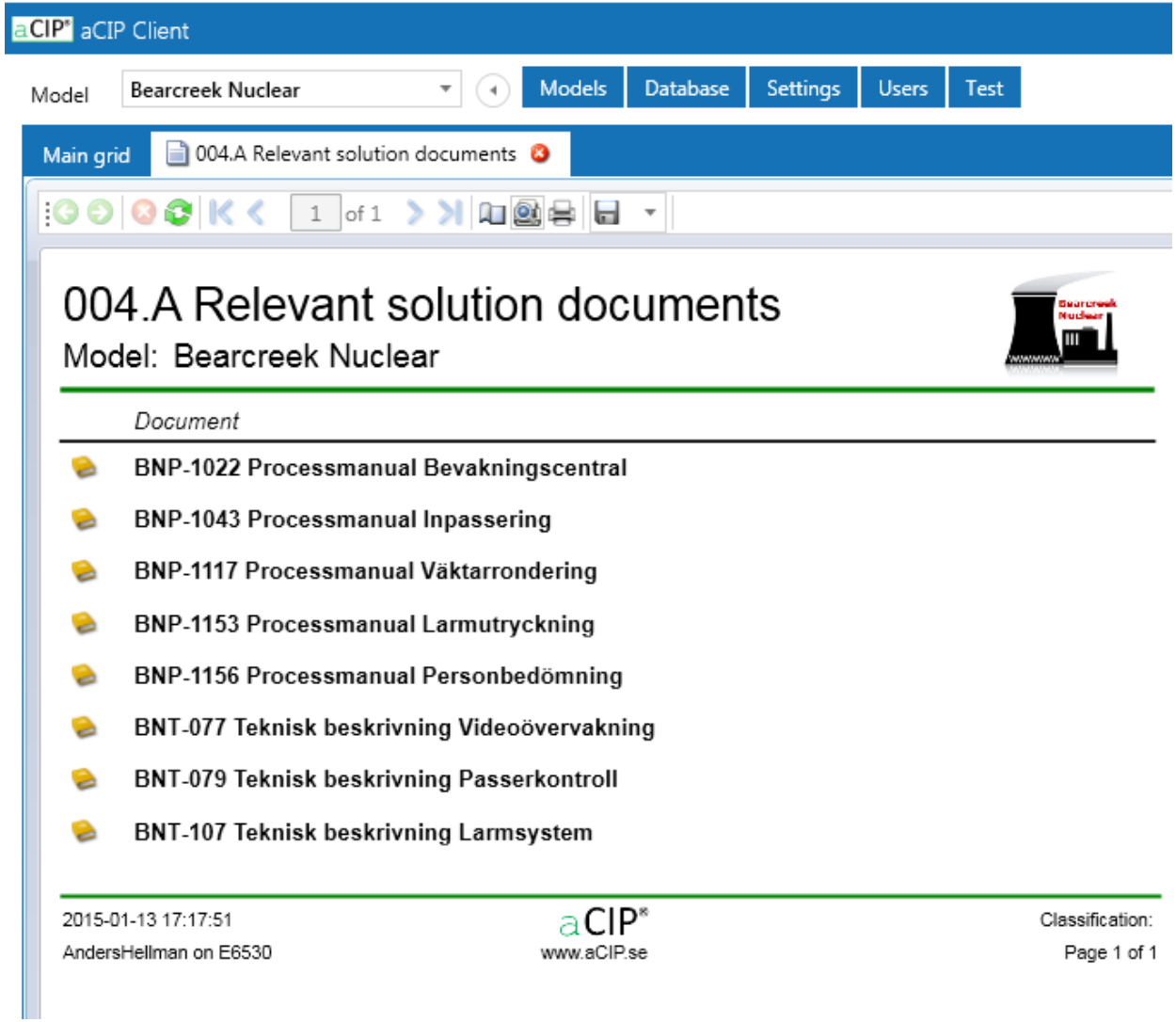
Example of ”3.A Unified requirement list”



Example of ”3.B Open requirement issues list”

4 – Existing solution capture

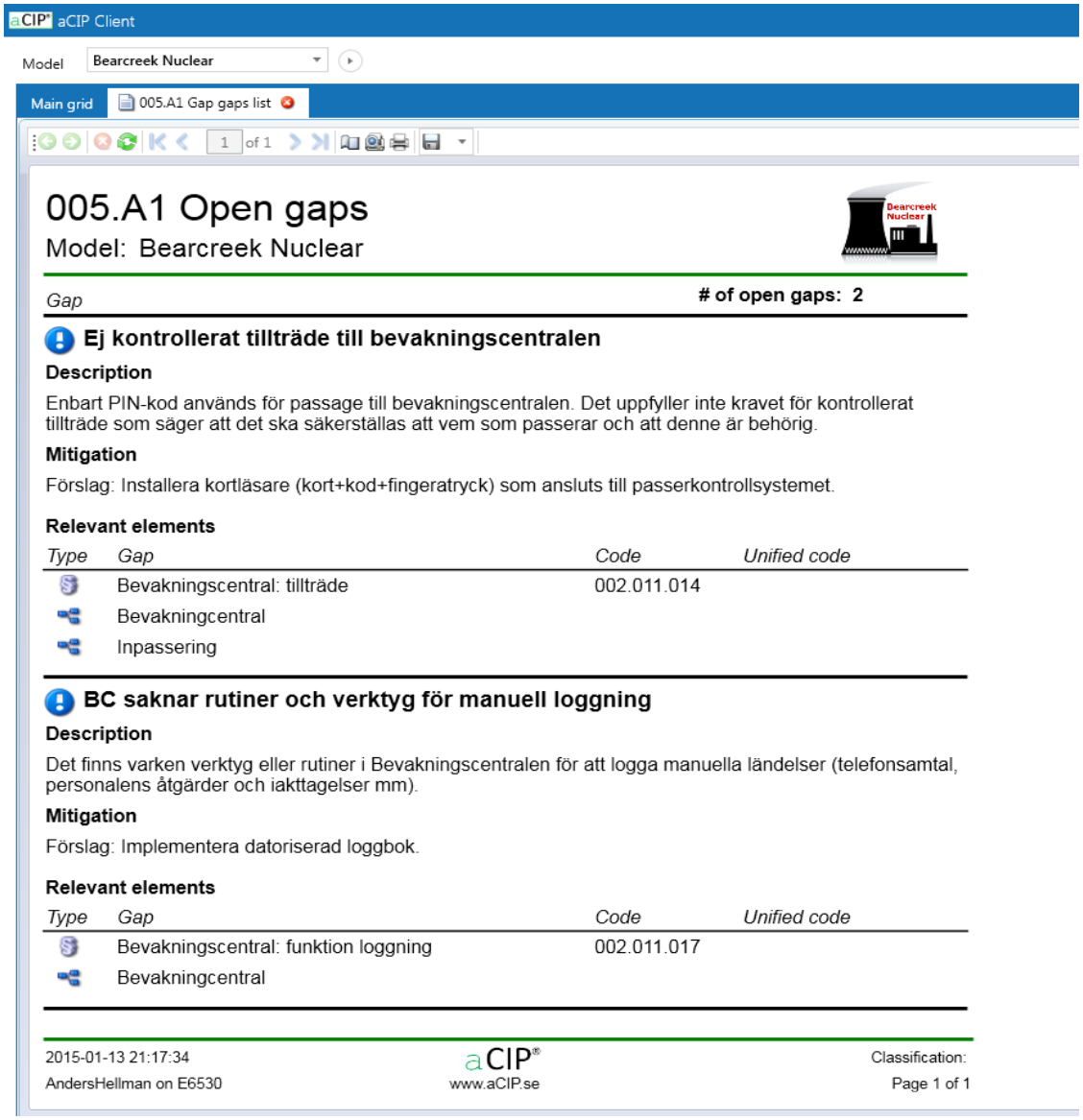
WBS	Tasks	Description
4.1	Collect, brief and record all relevant documentation	1 - Drawings and descriptions of technical systems 2 - Process manuals (routines) 3 - Organization schemes
4.2	Interviews	1 - Security manager 2 - Security technician 3 - Relevant process owners 4+ - Others
4.3	Field studies	1 – Technical systems 2 – Processes (routines/procedures)
4.4	Create list of relevant solution documents	Includes notes from interviews and field studies.
4.5	Build solution model	Important to decide with customer to which detail this shall be done. Very easy to go to deep and thereby wasting the customers money.
4.6	Estimate cost and timeline for “Step 5 Gap and overkill analysis”	
4.7	Sign off	Review and approval by customer
4.8	Decision gate	Proceed to “Step 5 Gap and overkill analysis” or abort
Code	**Deliverables**	**Minimum customer involvement**
4.A	List of relevant solution documents	Enable interviews and field studies
4.B	Solution documents added and linked in aCIP® database. Solution model built to agreed detail.	Review and sign off
		Decision to proceed or abort



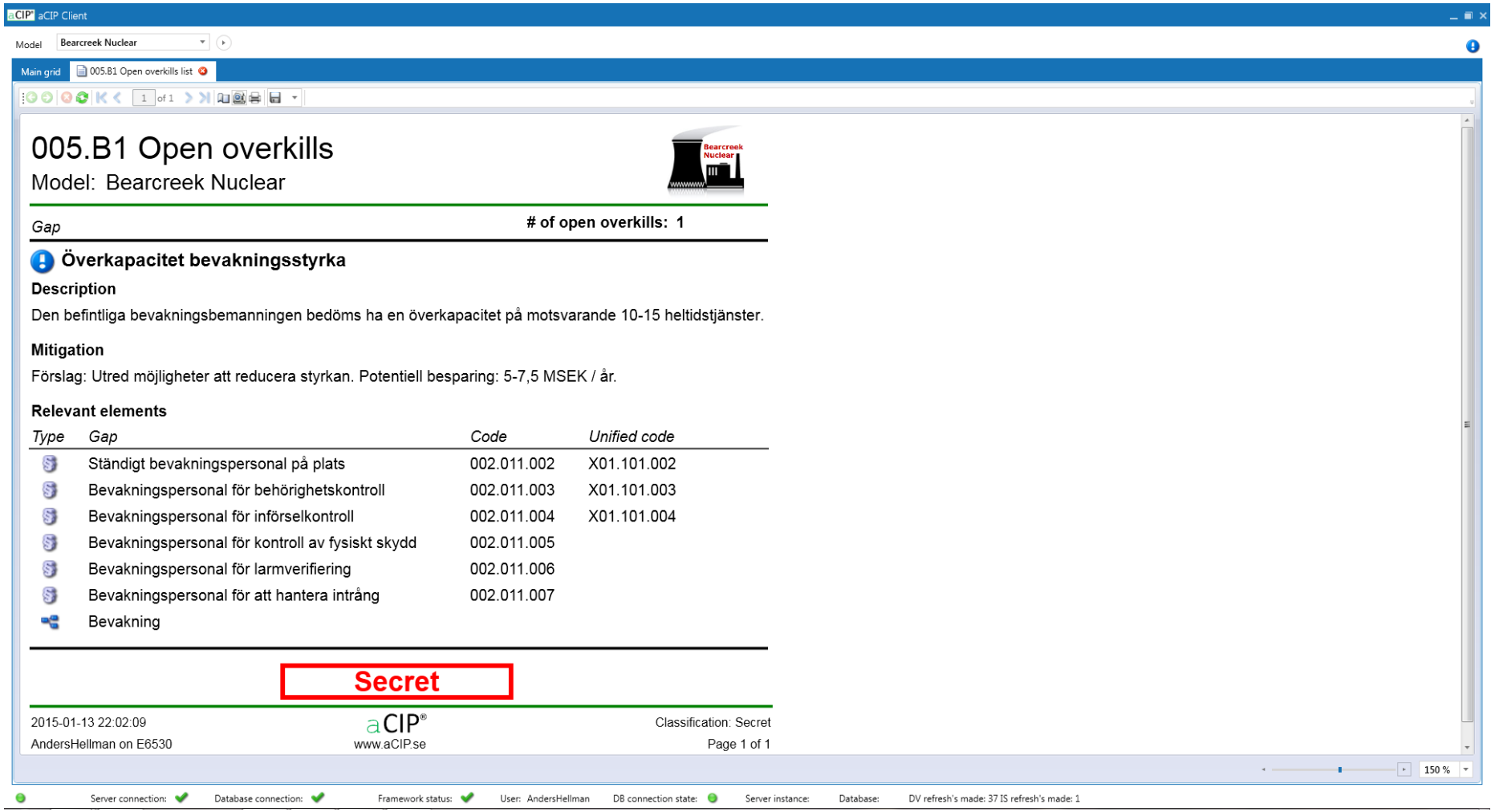
Example of ”4.A List of relevant solution documents”

5 – Gap and overkill analysis

WBS	Tasks	Description
5.1	Match the requirement model with the solution model	Identify and record: 1 - Gaps = needs to improve 2 - Overkills = potentials to save Both gaps and overkills are recorded in the aCIP® database and linked to corresponding elements in the requirements and solution model.
5.2	Create Gap list and Gap report	
5.3	Create Overkill list and Overkill report	
5.4	Estimate cost and timeline for “Step 6 Gap mitigation plan” and “Step 8 Cost reduction plan”	
5.5	Sign off	Review and approval by customer
5.6	Decision gate	Proceed to “Step 6 Gap mitigation plan” and/or “Step 8 Cost reduction plan” or abort
Code	**Deliverables**	**Minimum customer involvement**
5.A1	Gap list	Review and sign off
5.A2	Gap report	Decision to proceed or abort
5.B1	Overkill list	
5.B2	Overkill report	
5.C	All gaps and overkills recorded as issues in the aCIP® database and linked to corresponding elements in the requirement and solution model.	



Example of ”5.A1 Gap list”



Example of ”5.B1 Overkill list”

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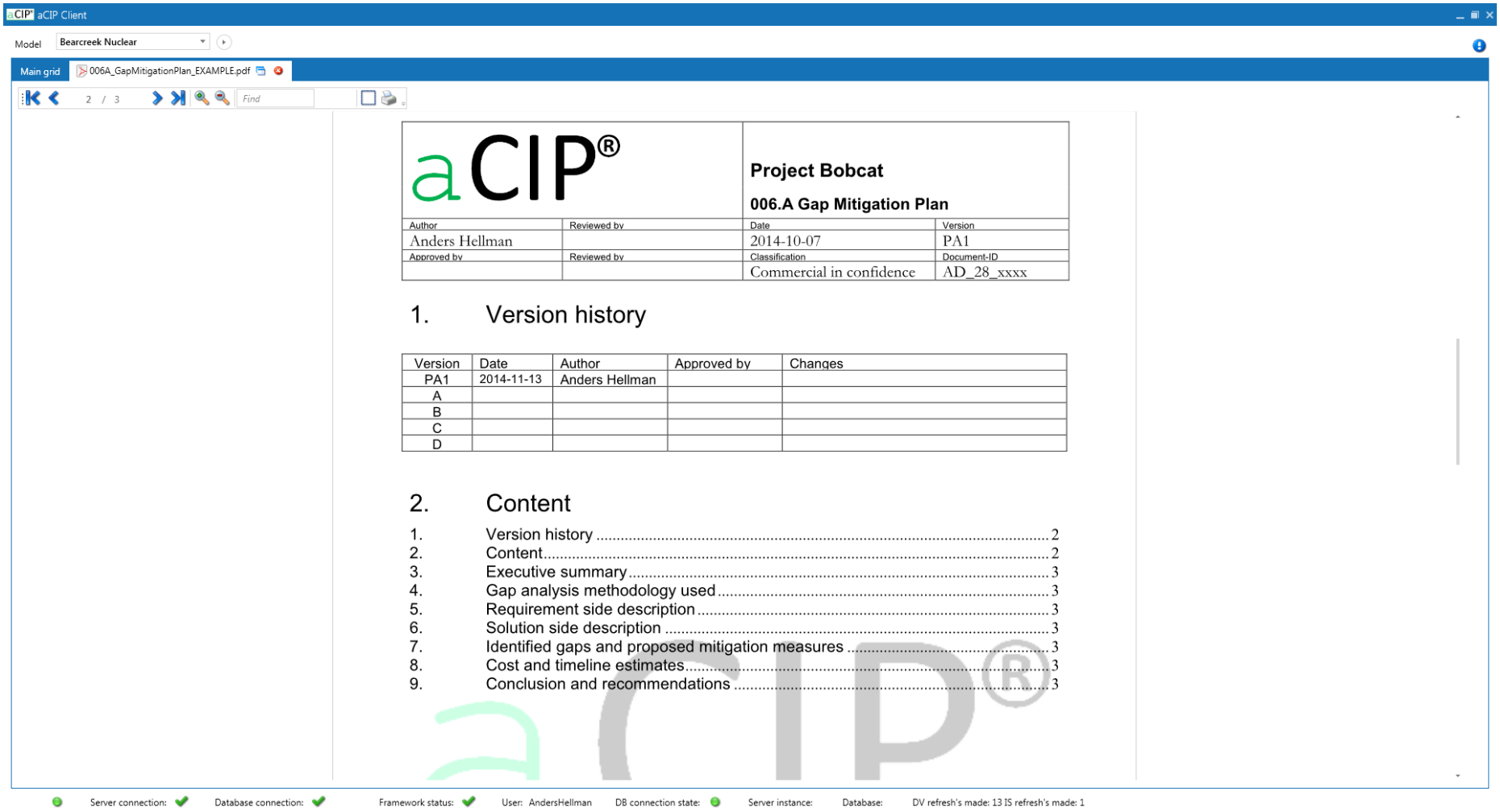
6 – Gap mitigation plan

WBS	Tasks	Description
6.1	Customer WORKSHOP	Based on ”Gap list” and ”Gap report”. Purpose is to brainstorm, extract and filter out possible and realistic mitigation measures.
6.2	Develop Gap mitigation plan	Proposed measures Time line Cost estimates Project approach (internal/procurement, turnkey/performance)
6.3	Estimate cost and timeline for “Step 7 Gap mitigation project”	
6.4	Sign off	Review and approval by customer
6.5	Decision gate	Proceed to “Step 7 Gap mitigation project” or abort
Code	**Deliverables**	**Minimum customer involvement**
6.A	Gap mitigation plan	Participation in customer workshop
		Review and sign off
		Decision to proceed or abort



Example of ”6.A Gap mitigation plan”

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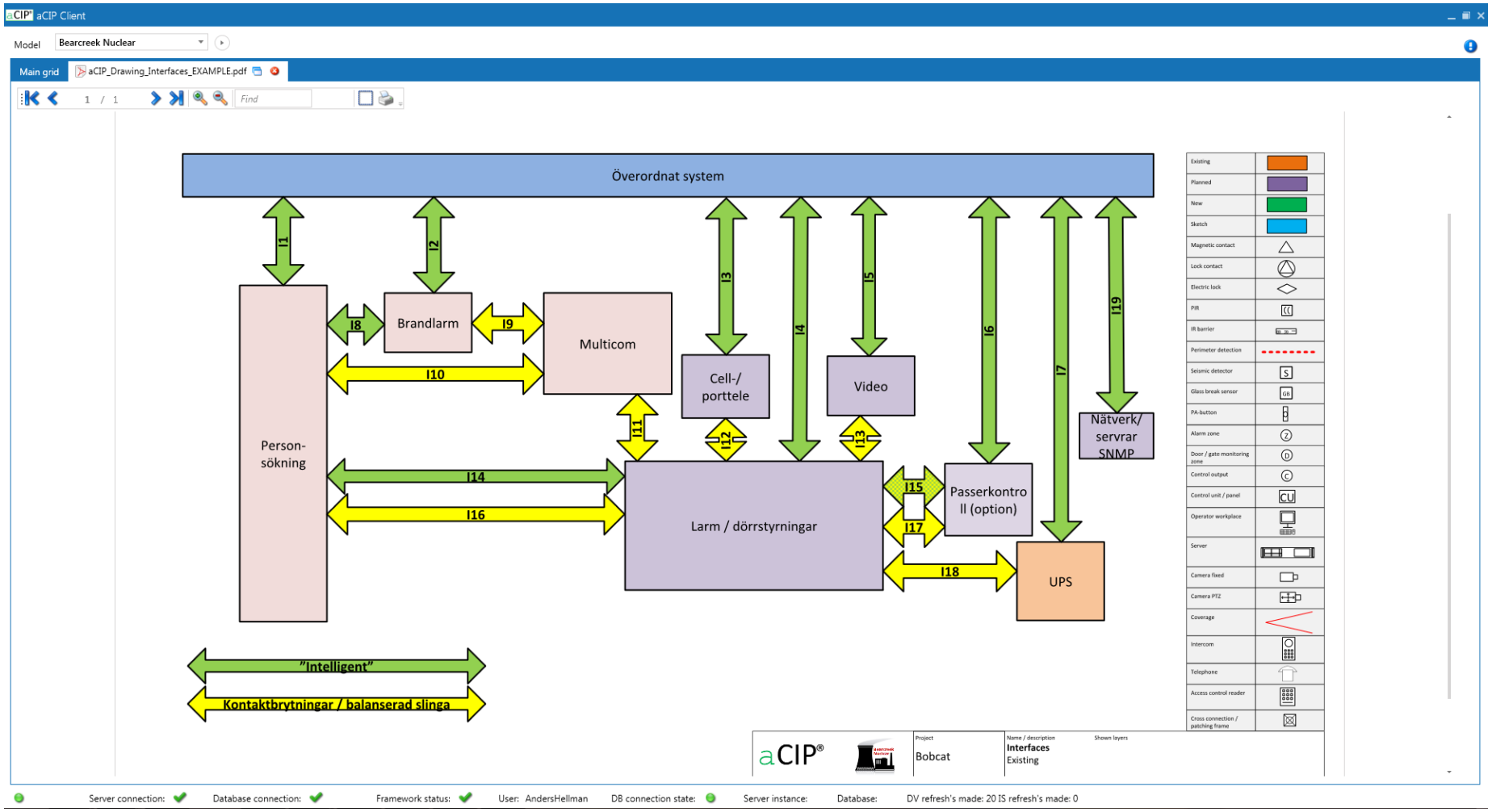
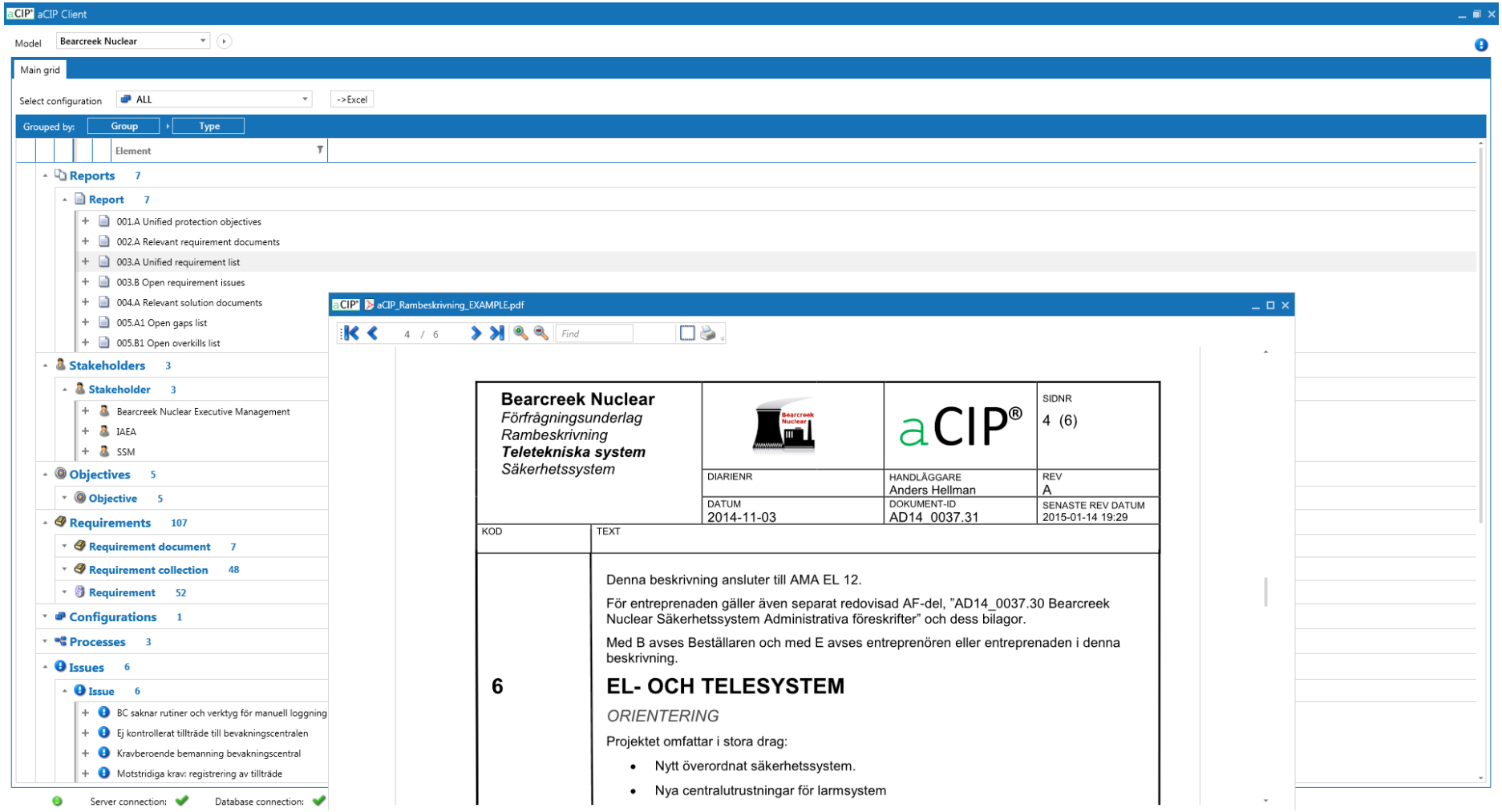
7 – Gap mitigation project

WBS	Tasks	Description
7.1	Develop conceptual design	
7.2	Sign off	Review and approval by customer
7.3	Develop basic design	
7.4	Sign off	Review and approval by customer
7.5	Develop improved cost estimate	
7.6	Sign off	Review and approval by customer
7.7	Develop RFQ or installation documentation	Depending on decided project approach
7.8	Procurement	If going external
7.9	Implementation project	A separate project. Project monitoring and management is a task in this step.
7.10	Verification and validation	
7.11	Update aCIP® database	Update with implemented solution. Linking between requirements and the fulfilling elements in the implemented solution.
7.12	Estimate cost and timeline for “Step 10 Dependability management plan”	
7.13	Sign off	Review and approval by customer
7.14	Decision gate	Proceed to “Step 10 Dependability management plan” or abort
Code	**Deliverables**	**Minimum customer involvement**
7.X	Not specified here. Lots of documents.	Not specified here. Depending on customers willing to participate.
7.Y	aCIP® database updated	



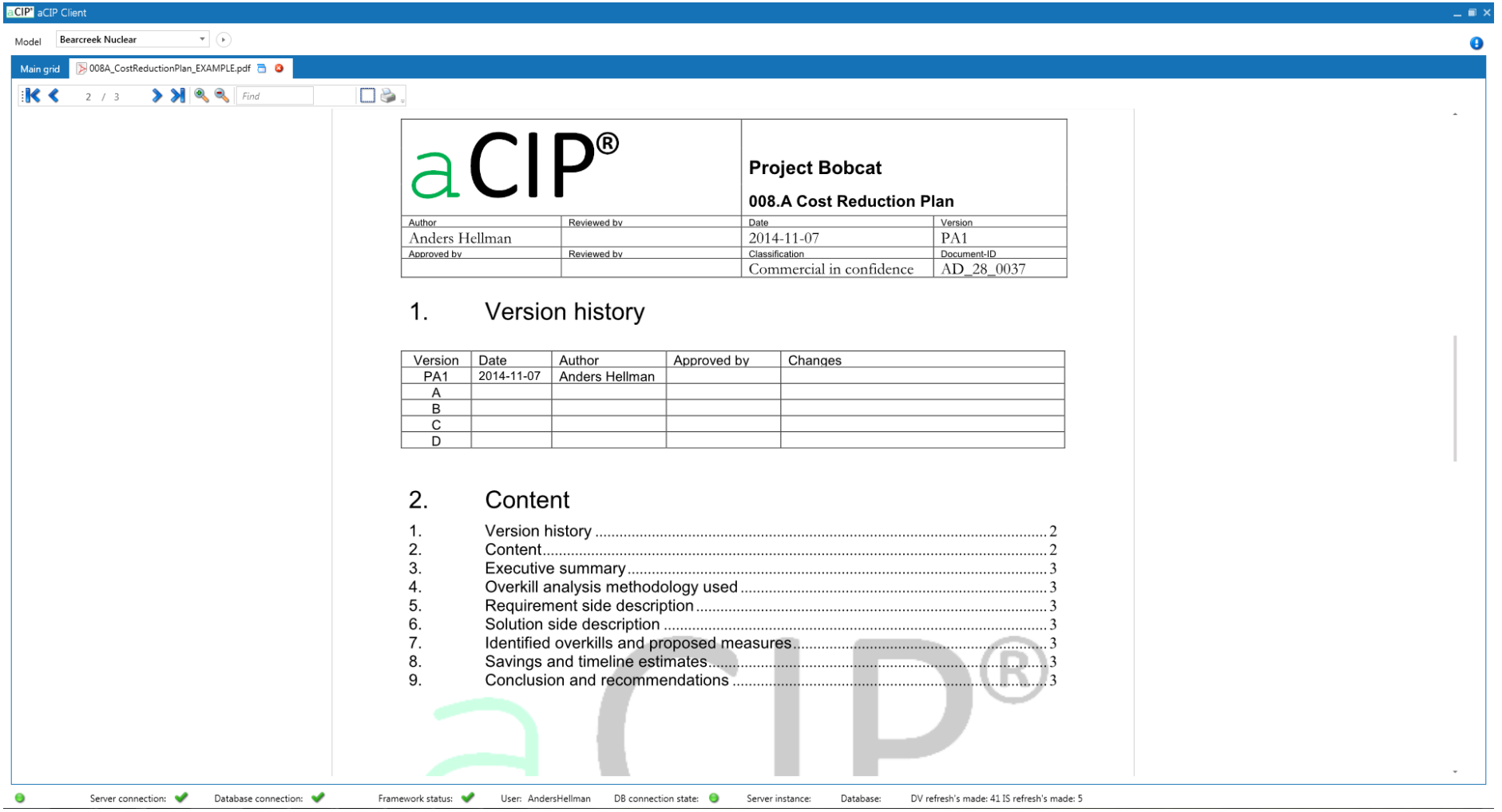
Example of "7.X Basic design schematics"



Example of ”7.X RFQ”

8 – Cost reduction plan

WBS	Tasks	Description
8.1	Customer WORKSHOP	Based on ”Overkill list” and ”Overkill report”. The purpose is to brainstorm, extract and filter out possible and realistic cost reduction measures.
8.2	Develop Cost reduction plan	Proposed measures Time line Cost estimates Project approach (internal/procurement, turnkey/performance)
8.3	Estimate cost and timeline for “Step 9 Cost reduction project”	
8.4	Sign off	Review and approval by customer
8.5	Decision gate	Proceed to “Step 9 Cost reduction project” or abort
Code	**Deliverables**	**Minimum customer involvement**
8.A	Cost reduction plan	Participation in customer workshop
		Review and sign off
		Decision to proceed or abort



Example of ”8.A Cost reduction plan”

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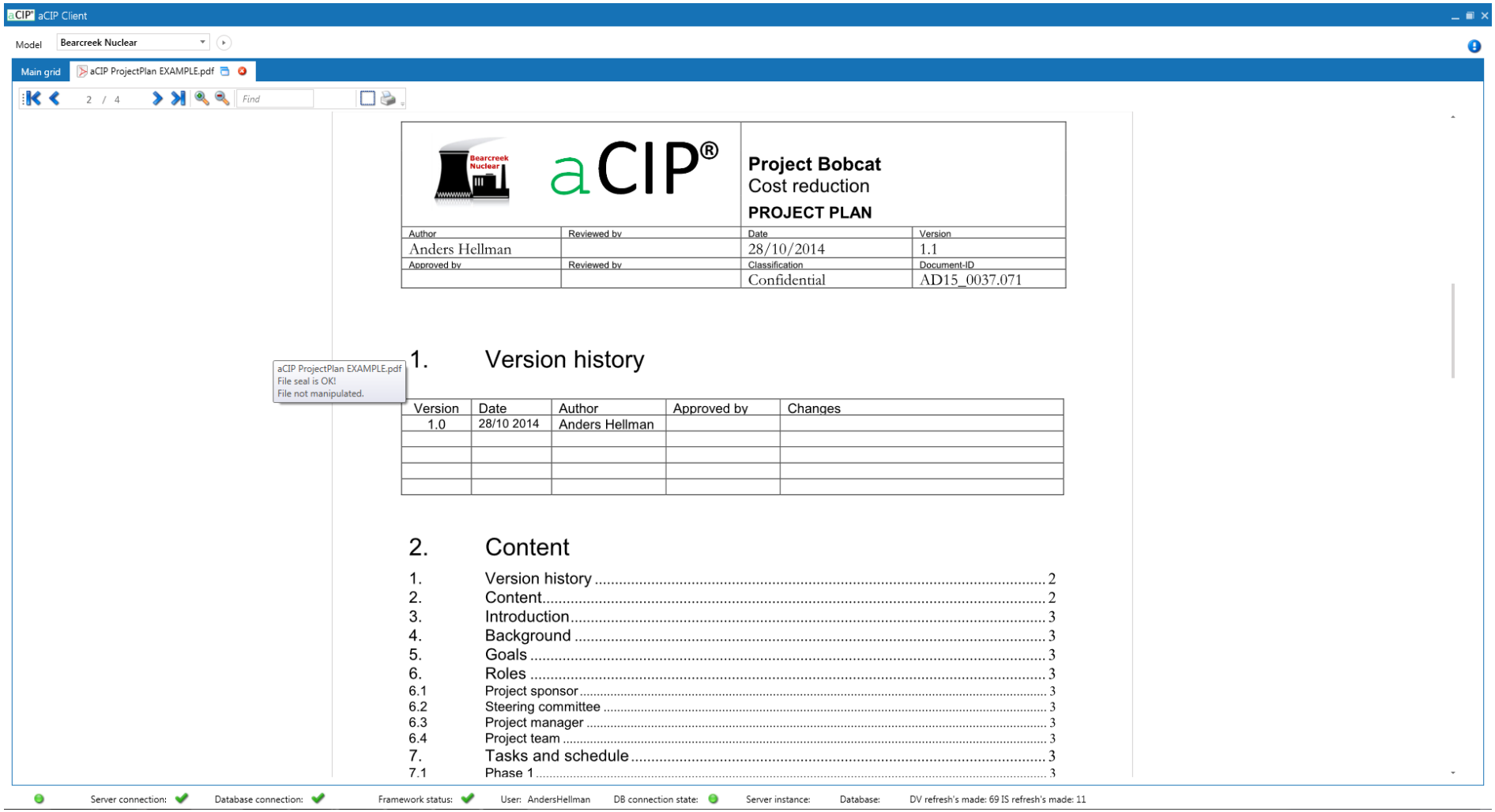
9 – Cost reduction project

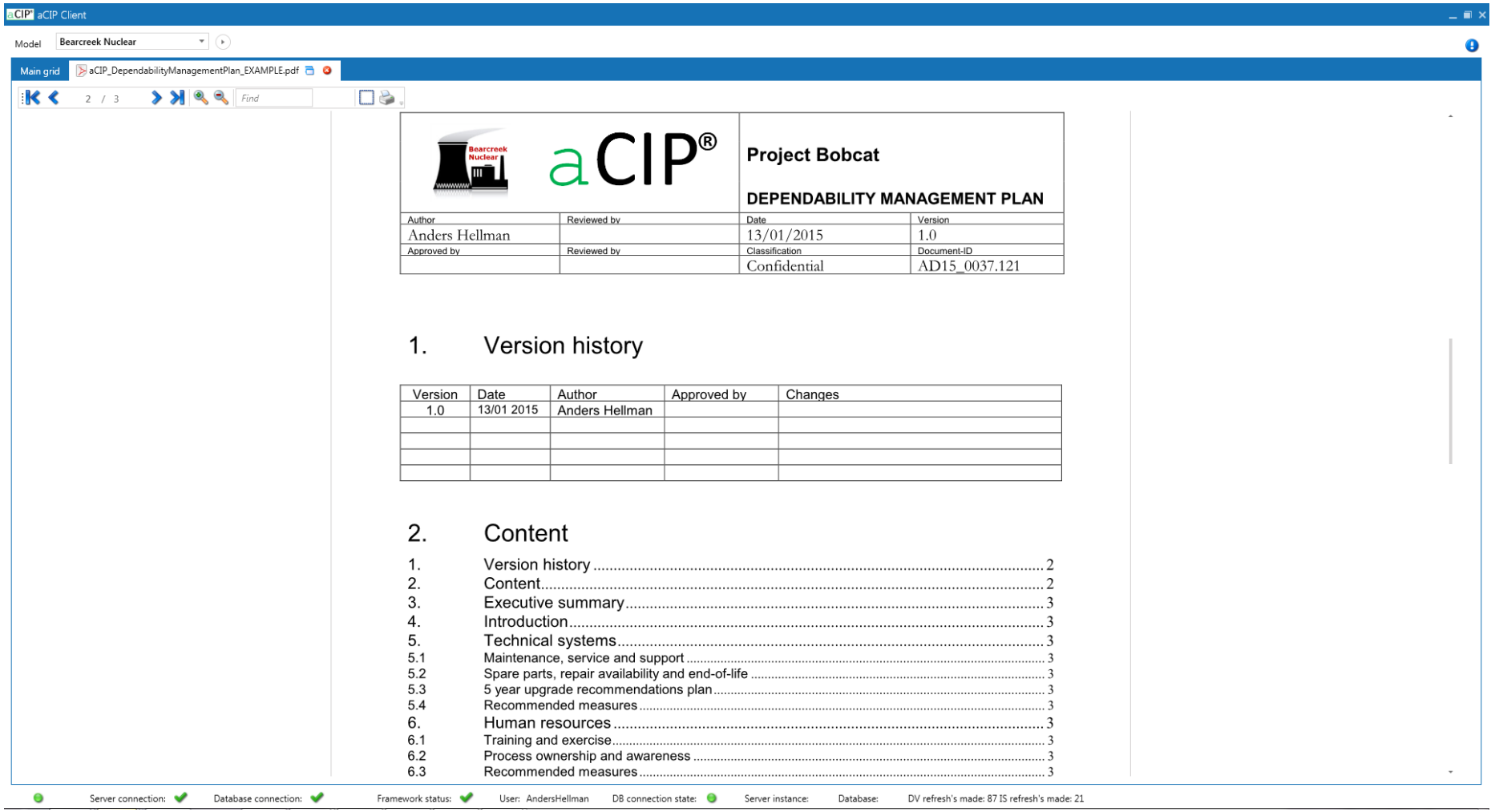
WBS	Tasks	Description
9.1	Develop a RFQ or a project plan	Based on the cost reduction plan
9.2	Procurement	If going external. Or project initiation if going internal. Most likely several smaller projects rather than one large.
9.3	Implementation of cost reductions	Most likely separate projects. But monitoring and co-ordination is a task in this step.
9.4	Verification and validation	
9.5	Update aCIP® database	Update with implemented solution.
9.6	Estimate cost and timeline for “Step 11 Cost reduction evaluation”	
9.7	Sign off	Review and approval by customer
9.8	Decision gate	Proceed to “Step 11 Cost reduction evaluation” or abort
Code	**Deliverables**	**Minimum customer involvement**
9.X	Not specified here. Lots of documents.	Not specified here. Depending on customers willing to participate.
9.Y	aCIP® database updated	Review and sign off
		Decision to proceed or abort



Example of ”9.X Project plan”

10 – Dependability management plan

WBS	Tasks	Description
10.1	Maintenance, service and support of technical systems	Review and propose improvements.
10.2	Technical systems	1 – Long term availability of spare parts and service 2 – Upcoming End-of-Life of systems Flag for long term measures (system upgrades or replacements)
10.3	Training, exercise and co-ordination	Staff, contractors, responders and stakeholders
10.4	Process ownership and responsibility	Review the responsibility and awareness of process ownership and propose improvements.
10.5	Sign off	Review and approval by customer
10.6	Develop Dependability management plan	
10.7	Sign off	Review and approval by customer
10.8	Implement Dependability management plan	Normally done by the customer.
10.9	Update aCIP® database	Update with implemented solution.
10.10	Estimate cost and timeline for “Step 12 Yearly review”	
10.11	Sign off	Review and approval by customer
10.12	Decision gate	Proceed to “Step 12 Yearly review” or abort
Code	**Deliverables**	**Minimum customer involvement**
10.A	Dependability management plan	Providning information, interviews, etc
10.B	aCIP® database updated	Review and sign off
		Decision to proceed or abort



Example of ”10.A Dependability management plan”

11 – Cost reduction evaluation (+6 months after implementation)

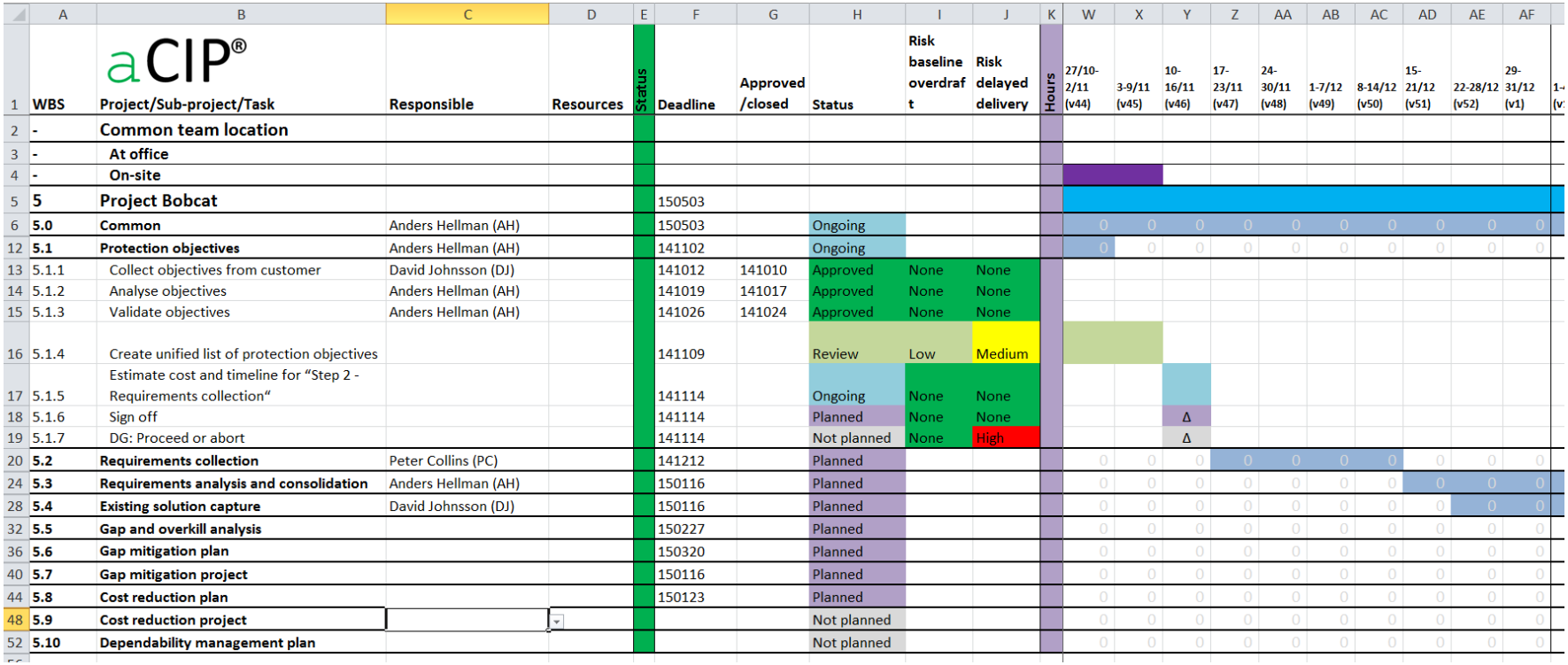
WBS	Tasks	Description
11.1	Collect revised costs for changed parts	
11.2	Collect cost for implementation of cost reduction project	
11.3	Compare actual costs with estimates from Step 8	
11.4	Create Cost reduction evaluation report	
11.5	Sign off	Review and approval by customer
Code	**Deliverables**	**Minimum customer involvement**
11.A	Cost reduction evaluation report	Provide cost figures etc.
		Review and sign off

aCIP® Sub-project	2014 Estimated saving	Actual cost reduction	Implemen-tation cost	Actual saving	Actual - estimated saving	2015 Estimated saving	Actual cost reduction	Implemen-tation cost	Actual saving	Actual - estimated saving	Total Actual saving
Reduction of on-site guard staff	5 500	5 700	-400	5 300	-200	5 600	5 700	0	5 700	100	11 000
Removing all unnessecary old cameras	200	250	-150	100	-100	200	250	0	250	50	350
Closing checkpoint 3 at non-office hours	1 000	1 700	-300	1 400	400	1 200	1 900	0	1 900	700	3 300
All values in kSEK				**6 800**	100				**7 850**	850	**14 650**

Example of ”11.A Cost reduction evaluation report”

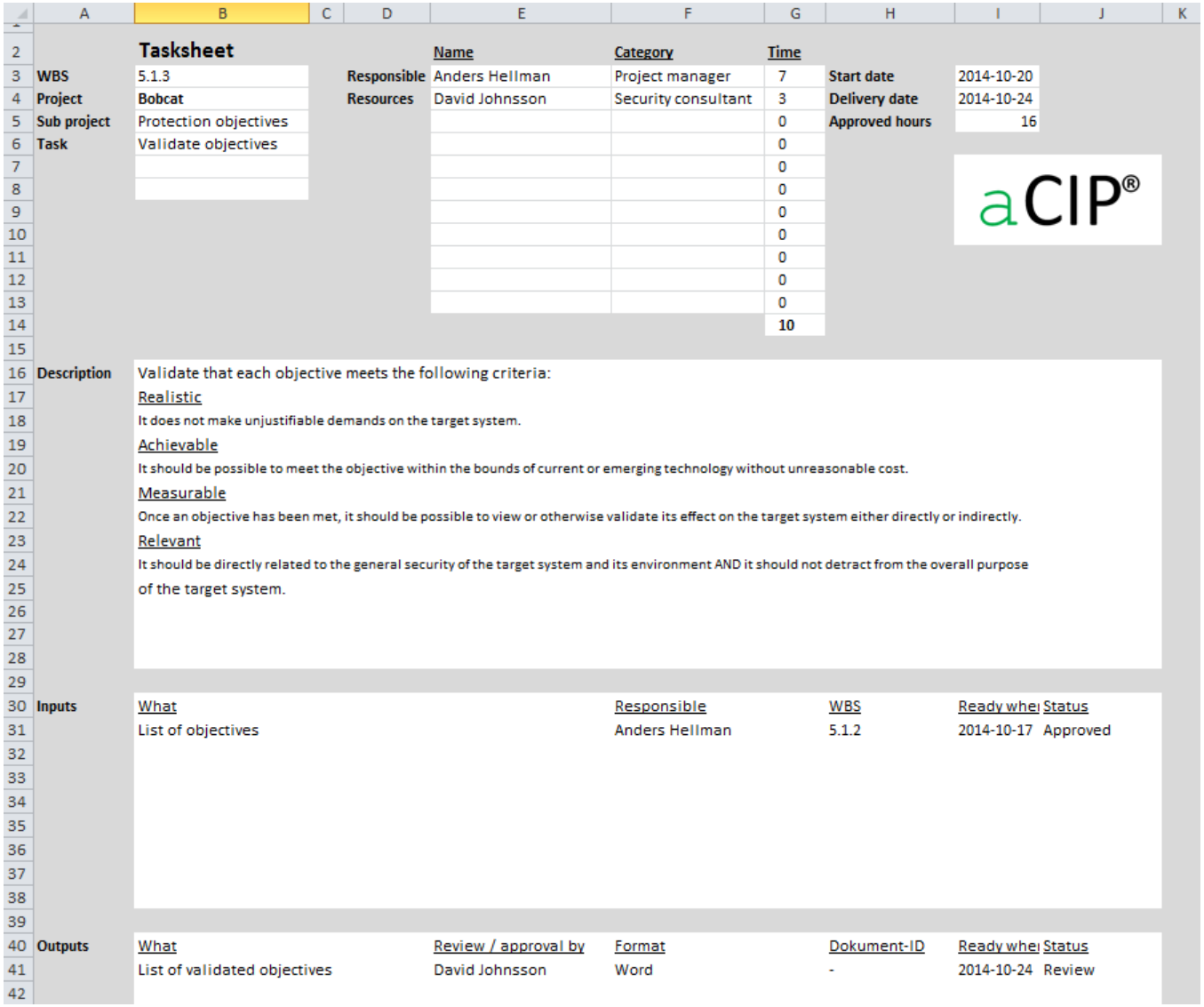
12 – Yearly review

WBS	Tasks	Description
12.1	Initial customer WORKSHOP	Identify changes since last review: 1 – Protection objectives 2 – Requirements 3 – Technical systems 4 – Processes (routines/procedures) 5 – Organization
12.2	Filed studies and interviews	Depending on identified changes.
12.3	Develop Yearly review report	If there are significant changes identified a recommendation to restart at appropriate step to update approach and model.
12.4	Update aCIP® database	Of minor changes that is not handled by a restart at Step x.
12.5	Cost estimates to restart at Step x	If significant changes are identified.
12.6	Decision gate	Restart at Step x or not.
12.7	Cost estimates to proceed with Yearly review	
12.8	Decision gate	Proceed with Yearly review next year or not.
12.9	Sign off	Review and approval by customer
Code	**Deliverables**	**Minimum customer involvement**
12.A	Yearly review report	Provide access to site, information and people.
12.B	aCIP® database updated with minor changes	Participate in workshop
		Decide to restart at Step x and/or proceed with Yearly review
		Review and sign off



WBS	Project/Sub-project/Task	Responsible	Resources	Status	Deadline	Approved /closed	Status	Risk baseline overdraft	Risk delayed delivery	Hours	27/10-2/11 (v44)	3-9/11 (v45)	10-16/11 (v46)	17-23/11 (v47)	24-30/11 (v48)	1-7/12 (v49)	8-14/12 (v50)	15-21/12 (v51)	22-28/12 (v52)	29-31/12 (v1)
-	**Common team location**																			
-	**At office**																			
-	**On-site**																			
5	**Project Bobcat**				150503															
5.0	**Common**	Anders Hellman (AH)			150503		Ongoing				0	0	0	0	0	0	0	0	0	0
5.1	**Protection objectives**	Anders Hellman (AH)			141102		Ongoing				0	0	0	0	0	0	0	0	0	0
5.1.1	Collect objectives from customer	David Johnsson (DJ)			141012	141010	Approved	None	None											
5.1.2	Analyse objectives	Anders Hellman (AH)			141019	141017	Approved	None	None											
5.1.3	Validate objectives	Anders Hellman (AH)			141026	141024	Approved	None	None											
5.1.4	Create unified list of protection objectives				141109		Review	Low	Medium											
5.1.5	Estimate cost and timeline for "Step 2 - Requirements collection"				141114		Ongoing	None	None											
5.1.6	Sign off				141114		Planned	None	None				Δ							
5.1.7	DG: Proceed or abort				141114		Not planned	None	High				Δ							
5.2	**Requirements collection**	Peter Collins (PC)			141212		Planned				0	0	0	0	0	0	0	0	0	0
5.3	**Requirements analysis and consolidation**	Anders Hellman (AH)			150116		Planned				0	0	0	0	0	0	0	0	0	0
5.4	**Existing solution capture**	David Johnsson (DJ)			150116		Planned				0	0	0	0	0	0	0	0	0	0
5.5	**Gap and overkill analysis**				150227		Planned				0	0	0	0	0	0	0	0	0	0
5.6	**Gap mitigation plan**				150320		Planned				0	0	0	0	0	0	0	0	0	0
5.7	**Gap mitigation project**				150116		Planned				0	0	0	0	0	0	0	0	0	0
5.8	**Cost reduction plan**				150123		Planned				0	0	0	0	0	0	0	0	0	0
5.9	**Cost reduction project**						Not planned				0	0	0	0	0	0	0	0	0	0
5.10	**Dependability management plan**						Not planned				0	0	0	0	0	0	0	0	0	0

Example of "aCIP® Project planning sheet"



Tasksheet

			Name	Category	Time			
WBS	5.1.3	Responsible	Anders Hellman	Project manager	7	Start date	2014-10-20	
Project	Bobcat	Resources	David Johnsson	Security consultant	3	Delivery date	2014-10-24	
Sub project	Protection objectives				0	Approved hours	16	
Task	Validate objectives				0			
					0			
					0			
					0			
					0			
					0			
					0			
					0			
					10			

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Description

Validate that each objective meets the following criteria:

Realistic

It does not make unjustifiable demands on the target system.

Achievable

It should be possible to meet the objective within the bounds of current or emerging technology without unreasonable cost.

Measurable

Once an objective has been met, it should be possible to view or otherwise validate its effect on the target system either directly or indirectly.

Relevant

It should be directly related to the general security of the target system and its environment AND it should not detract from the overall purpose of the target system.

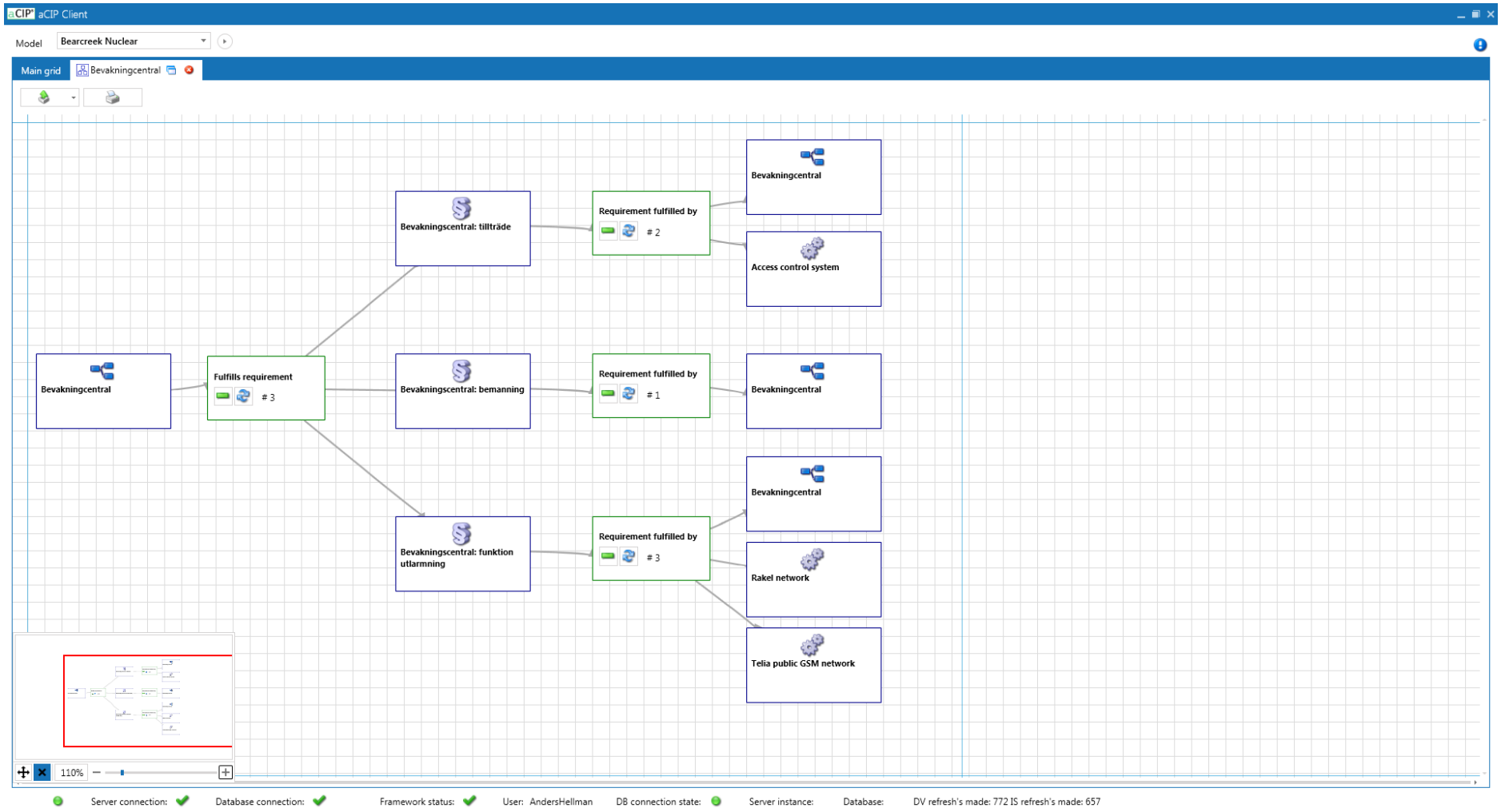
Inputs

What	Responsible	WBS	Ready whe	Status
List of objectives	Anders Hellman	5.1.2	2014-10-17	Approved

Outputs

What	Review / approval by	Format	Dokument-ID	Ready whe	Status
List of validated objectives	David Johnsson	Word	-	2014-10-24	Review

Example of ”aCIP® Project task sheet”



Example of auto-generated diagram of relations

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The 12 steps for optimized security