

Sometimes they experience a step change as when a major acquisition or divestment occurs, or in the case of a sudden economic downturn, but sometimes they evolve slowly in response to a changing marketplace.

Whatever the case, the front end of the architecture – the contextual architecture – needs to be reviewed and updated from time to time. The question then arises – at what point do the contextual changes create sufficient pressure to change the underlying conceptual architecture and other layers?

Technology also changes. New solutions become available. Again this raises a question – at what point should you change decisions in the component architecture from one strategic technology or product to another? All of this suggests some kind of continual architecture review process, governed by an Architecture Board.

## Summary and Conclusion

Unless the security architecture can address a wide range of operational requirements and provide real business support and enablement, rather than just focusing upon short-term point solutions, then it will likely fail to deliver what the business expects. This type of failure is a common phenomenon throughout the information systems industry, not just in the realm of security architecture. Yet it is not sufficient to compile a set of business requirements, document them and then put them on the shelf, and proceed to design a security architecture driven by technical thinking alone. Being a successful security architect means thinking in business terms at all times, and setting up quantifiable success metrics that are developed in business terms around business performance parameters, not technical ones.

Another challenge is the sheer number of other people who do not understand strategic architecture, and who think only in terms of technology. To overcome their objections, you must be a good communicator who can sell these ideas and these benefits to others in the enterprise. One of the most important factors for success is gaining buy-in and sponsorship from senior management within the enterprise. Enterprise security architecture cannot be achieved unless the most senior decision-makers are on your side. To achieve this level of backing, senior management must feel that their success is directly tied to the success of the architecture. Creating this environment of acceptance and support is probably one of the most difficult tasks, since it may force the enterprise as a whole to begin to think and act in a very different way. However, if a business-driven approach is utilized, the fruits of the architectural work will be enjoyed throughout the enterprise.

## Further Information

For those who would like greater detail on this subject, there is a major reference work (587 pages) affectionately known as the 'Book of SABSA,' and entitled:

'Enterprise Security Architecture: A Business Driven Approach'; ISBN 1-57820-318-X

To purchase the book directly from the publisher, or to read reviews by prominent professionals, visit the Elsevier web site:

<http://www.elsevierdirect.com/index.jsp>

The 'Book of SABSA' (ESA – see above) is also available from all major bookstores and on-line booksellers. Probably the quickest access is via Amazon:

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Updates to the SABSA Standard are published electronically at regular intervals on SABSA web sites.

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**Shon Harris, Fernando Maymi**



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