



Nominee Showcase Presentation

ISE Central Executive Forum and Awards Nominee Showcase Presentation

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**GENERAL ELECTRIC CO – ENERGY
Intellectual Property Protection**

**Kevin Swailes, Director
Global IP Protection Center of Excellence (CoE)**





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GE imagination at work



- **GE ENERGY** - Technologies and Services in Power Generation, Oil & Gas, Nuclear, Coal, Water, Wind, Solar and Alternative Fuels.
- 90,000 Employees, 120 Countries
- \$37.5B 2010 Revenues
- \$11B in Acquisitions – TTM
- Represent 25% of world's power





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Intellectual Property Protection



- Intellectual Property (IP) Theft – A Hidden Crime
- Creation of an IP Protection Leader – New Role
- How to start a first-of-its-kind function in GE?
- Data Loss Prevention (DLP) – The force multiplier
- What we've learned





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How do you detect IP threats?



- We heard of other companies having problems with lost or stolen intellectual property, but no one was telling us we had a problem. That worried us.....
 - The Theft of IP is a crime that's hard to observe or discover
 - Most companies can't describe what information constitutes IP
 - Where do you find it? Who has access?
 - What are the threat vectors, by magnitude of risk?
- Legal has patents and infringements, while IT has the perimeter covered, but who is looking at this threat holistically?





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How do you detect IP threats?



- Winston Churchill commented on our nature to avoid our lessons:
 - “Men occasionally stumble over the truth, but most of them pick themselves up and hurry off as if nothing had happened. “
- And a colleague of mine once told me:
 - “The truth will set you free.....but first you’ll be imprisoned by anger.”
- Unfortunately, serendipity has been the reason for most IP loss investigations





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Changing the paradigm with (DLP)



- DLP Pilot provided us with our first glimpse at:
 - Number of emails being sent to outside GE domains with attachments containing intellectual property
 - Level of USB device usage
 - Files transferred via FTP to non-GE domains
 - Number of files being copied to a USB devices or burned to a CD or DVD
 - Number of documents sent to off-network printers
- DLP – gave us unequivocal metrics of IP movement, and clear and convincing evidence that could not be ignored.





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Changing the paradigm with (DLP)



GE imagination at work

- Deployed to 98% of our population with <1% defect rate.
- We now see all movement of IP across the entire franchise
- We are removing the noise of non-malicious events and able to concentrate on the intentional acts
- With full scale global deployment and a rapid response team
 - Insights, mitigation measures and recoveries caused the formation of a first-of-its-kind Center of Excellence (CoE) for IP Protection
 - The value proposition was self evident – DLP sold our program





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Lessons Learned



GE imagination at work

- IP is most critical asset to business growth and sustainability
- Protect this most valuable asset, but never slow business
- Pilot, Pilot, Pilot = Metrics, Metrics, Metrics
- Be seated when you look at your first results
 - Caution: When viewing, you should not be holding a hot beverage
- C-suite buy-in is critical – and metrics sell the program for you
- Having a skilled technical team and a diverse IP Protection team supporting me, allowed us to be best-in-class across all of GE

