

Protection Difference

Strategic risk management is an important business catalyst at Sealed Air Corporation

Hundreds of millions of people in nearly every country in the world benefit from the solutions Sealed Air Corporation delivers. Whether you are eating a perishable food, spending time in an office, hotel, or hospital, or shipping a fragile package, you depend on products and services from Sealed Air. And protection is at the heart of the company's mission: helping people live healthier, eat better, and ship products safely around the world.

Founded in 1960 by two entrepreneurs, Sealed Air has evolved through the last 50-plus years—both

in terms of its solutions portfolio as well as its operations. And within the past decade and a half, technology has become increasingly important in the company's success. No longer is the IT organization only known for running back-office systems; rather, it is seen as a strategic business partner responsible for

everything from ensuring that equipment onsite at customer locations is highly available, to facilitating the rapid integration of acquisitions, to protecting business-critical information.

Overseeing Sealed Air's IT organization is Vice President and Chief Information Officer Warren Kudman, a 16-year veteran who has served in a number of executive management roles—both with the business and IT. He is responsible for an organization comprised of approximately 400 professionals that are spread around the world; those in different regions serve as embedded members of local teams while remaining part of the global IT organization.



PODCAST

Portions of the interview with **Warren Kudman** and **Clay Boswell** are available as an Executive Spotlight Podcast at go.symantec.com/sealed-air-podcast.



Warren Kudman, VP and CIO, Sealed Air Corporation



Foundation: IT-business alignment

Shortly before being appointed CIO three years ago, Kudman identified business-IT alignment as one of his top priorities. There are several specific programs and initiatives that Kudman instituted to facilitate close integration between the business and IT.

The first was the creation of a partnership manager function. For each of the business units and support functions, Kudman assigns one partnership manager from IT who becomes an embedded, virtual member of the leadership team of the business unit in question. "The partnership managers work with the business unit leadership teams to identify where technology can enable their strategies and objectives, pinpointing IT projects that will deliver the most value for them," Kudman explains.

Intertwined with the partnership manager program is an IT investment committee. It meets 8 to 10 times annually and is comprised of a cross-sectional group of IT and business leaders. The council evaluates the different project proposals the partnership managers formulate with their business unit counterparts. "The proposed projects are evaluated based on strategic alignment and re-

turn of our investment dollars against the articulated strategic priorities of the business," Kudman notes.

To evaluate the actual business value of IT initiatives Sealed Air uses "make good analysis." As part of the process, partnership managers and their business unit owners must calculate tangible business value of each project weighed against its cost. Then, after the completion of the project, usually 6 to 12 months

e-commerce programs for the company, the company determined that it needed a formal group dedicated to security. "We were building customer-facing solutions that would allow customers to conduct business with us much easier and faster," Kudman remembers. "We wanted to ensure that our

"We look at what the business needs from us and translate these into technology solutions."

*— Warren Kudman, VP and CIO,
Sealed Air Corporation*

afterwards, "we look at the benefits realized against the costs to achieve it relative to our original projections," Kudman reports.

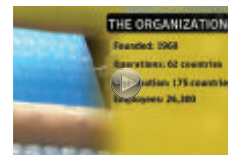
Business alignment is critical for an IT organization. "Too often, when integration is lacking, the business is tempted to go off and create its own solutions," Kudman explains. But when the right IT-business alignment model is in place, he asserts this temptation is removed. "If we're doing the right job, if we have the right alignment, if we are delivering value, if we have a good partnership with the rest of the business, then they shouldn't feel compelled to go off and operate independently," he sums up.

Risk management, not security

In the late 1990s, when Kudman was overseeing an effort to build a set of

customers' information would be protected when those new systems were brought online."

Kudman raised his hand when the question was asked who would like to lead the initiative. Having worked with Clay Boswell on other IT initiatives, he didn't look very far before he designated a team leader—naming Boswell director of information assurance and the head of the new group. "Clay has always been someone that not only I can rely on, in a number of different roles, but the entire company," Kudman states. "Today, the entire company looks to



Symantec technology and services provide a solid foundation for **Sealed Air Corporation's** strategic approach to risk management at go.symantec.com/sealedair-video.

SEALED AIR CORPORATION

Founded: 1960
Operations: Operations in 62 countries, distribution in 175 countries
Employees: 26,300
Revenue: \$8.1 billion
Patents: 4,600+
Website: www.sealedair.com



Warran Kudman (left), VP and CIO,
and Clay Boswell, Director, Information
Assurance, Sealed Air Corporation

Clay and his team for anything in the IT arena that is risk-related.”

Later, Kudman made a decision to call the group the Risk Management team. “We purposely wanted to avoid using ‘Security’ in the nomenclature of the group because we felt that its charter was broader in scope,” he relates. “It was important that the group looked at more than just malware and viruses but rather the confidentiality, integrity, and availability of our information from any type of threat—inside or outside the organization.”

Managing risk is very much a joint initiative between IT and the business for Sealed Air. “The business must collaborate with IT to make strategic decisions on what investments to make—and at what level,” Boswell says. Kudman elaborates: “We periodically engage our senior management team, even the board of directors in certain instances, to look at our information assets and how we are protecting them and what compliancy requirements must be met. They need to understand the risk associated with each of them. At the same time, we work with the business units each time a new project is initiated to perform a risk assessment so that they understand the risk involved and what needs to be done to mitigate them.”

FROM WALLPAPER TO BUBBLE WRAP® CUSHIONING

Sealed Air Corporation was founded in 1960 by two inventors, Alfred Fielding and Marc Chavannes. They stumbled across the company's first product, AirCap cellular cushioning, when trying to create textured wallpaper by capturing air between two thin layers of plastic. While their

revolutionary idea never made it to the wall, so to speak, the engineering and marketing prowess of the two inventors was not to be thwarted when they discovered the invention could be used for protective packaging. Today, it is one of the most recognizable brands around the globe—Bubble Wrap.

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Sealed Air Corporation*

Endpoint security: nothing like it was

Over the past several years, endpoint security assumed new meaning for Sealed Air. More and more of the equipment the company places on customer premises, such as packaging and cleaning equipment and a vision-enabled system used to monitor customer environments to ensure adherence to safety and hygiene practices, is now IP enabled. “We play an important role in protecting those systems from malware and other threats, and we take this responsibility very seriously,” Kudman says. Any downtime for a customer impacts operating efficiency and costs. The Sealed Air team uses Symantec Endpoint Protection on equipment that is IP enabled.

But the protection of those endpoints doesn’t end there. Boswell explains: “We engage Symantec Consulting Services to conduct penetration testing and security assessments of those environments before rolling them out to customers. This helps us identify any holes that might exist and remediate them before the system arrives on a customer site. We do not want to deliver a system that could not only go down but put the rest of the customer’s infrastructure at risk.”

Sealed Air standardized on Symantec for endpoint security more than 10 years ago. “It has grown

and evolved with our environment over the years,” Boswell notes. With the release of Symantec Endpoint Protection, Sealed Air upgraded to version 11. Boswell and his team are currently in the process of upgrading to Symantec Endpoint Protection 12. “One of the primary benefits for us is that we will be able to push updates out to the endpoints in a much more efficient manner,” he says. “We run a very lean network and found that some of our systems experienced performance degradation when pushing new upgrade definitions. The Insight technology is something that will improve our risk posture and event detection.”

Sealed Air recently extended Endpoint Protection to approximately 10,000 endpoints from Diversey, a large acquisition the company made in 2011. “Diversey relied on a different endpoint security solution, and we are migrating all of them over to Endpoint Protection,” Boswell says. “Standardizing our entire environment onto one integrated toolset made complete sense. We are able to manage all of them from a standard set of policies and run consolidated reports across our entire endpoint environment.”

Virtualization: protecting critical systems

Sealed Air maintains a heterogeneous data center environment with various operating systems

In October 2011, Sealed Air Corporation completed the acquisition of Diversey Holdings, Inc. The acquisition was substantial, as it combined two complementary businesses focused on food safety and security, facility hygiene, and production protection. The acquisition, which added approximately 10,000 employees and \$3.1 billion in annual revenue, was a big undertaking, almost doubling the number of Sealed Air’s employees and revenue base. The combination of each company’s product and services portfolios allows Sealed Air to scale its R&D resources, operational and cost efficiencies, and growth opportunities.

From an IT standpoint, the acquisition creates challenges and opportunities as well. One of the biggest priorities for Kudman and his team is rationalization of enterprise applications, starting with the company’s two financial systems. “We must deliver accurate and timely results to the external investment community while providing our business leaders with a comprehensive picture of the integrated business,” he notes. “With the early work around the financial systems completed, we are now focused on consolidating our ERP and back-end enterprise reporting systems that will provide us with a very granular view of the business going forward. Another top priority is to expand the Diversey’s IT-enabled service offerings for customers.”

Large, successful acquisitions are not new to Sealed Air. For example, the company dramatically expanded its solutions portfolio when it acquired Jiffy Packaging Corporation in 1987, adding polyethylene foam and other plastic and paper packaging products, and the Cryovac packaging business of W.R. Grace in 1998.

WARREN KUDMAN AT A GLANCE

CAREER AT SEALED AIR: Currently serves as the VP and CIO with responsibilities that include delivering information services that enable execution of corporate strategic objectives, improving ease of doing business, and supporting continuous operational improvements. He is the integration program leader for the Diversey acquisition. During his

16-year career at Sealed Air, Kudman has served in a number of IT and business positions.

PRIOR TO SEALED AIR: Spent six years with McKinsey & Company, advising clients in areas such as market strategy, information technology

strategy and management, operations improvement, and sales force productivity in the transportation, financial services, telecommunications, and pharmaceutical industries.

HOBBIES: Skiing, cycling, traveling

EDUCATION: MBA in Finance, New York University; Bachelor of Science in Computer Science, Lehigh University

LEADERSHIP ATTRIBUTES: Boswell, who has worked with and for Kudman since Kudman joined the company, cites two attributes: "You call him and he answers," Boswell says. "He always listens and is willing to share an opinion or coach you through a solution. The second is his overall perspective on the business. He's taught the IT organization to speak the language of the business and not the language of IT."



“Symantec Endpoint Protection has grown and evolved with our environment over the years.”

*– Clay Boswell, Director, Information Assurance,
Sealed Air Corporation*

and hardware systems. The IT organization has a substantial investment in virtualization technology. About 60 percent of the company's UNIX, Windows, and Linux boxes are virtualized. The team leverages virtualized containers for its UNIX systems and VMware vSphere for its Windows and Linux environment. The initial phases of virtualization began several years ago, with the adoption rate accelerating rapidly over the past year. "We expect to be at close to around 75 to 80 percent virtualized within the next two years," Kudman relates.

The move to virtualization was an IT decision according to Kudman. "There are certain technology decisions on which we don't engage the business," he says. "We look at what the business needs from us and translate these into technology solutions. For virtualization, lower cost, improved efficiencies, greater agility in delivering new applications and services all map back to the business."

Due to the amount of virtualization in their data center, the Sealed Air team plans to add Symantec Critical System Protection later this year. Boswell comments: "The host-based intrusion detection and intrusion prevention capabilities of Critical System Protection, along with more granular policy-based controls, will give us a more robust endpoint security solution

for our data center environment." Within the year, it will be rolled out across a segment of Sealed Air's more than 1,000 physical and virtualized data center servers.

Getting out in front of the threat landscape

As Kudman and Boswell worked to build out the security capabilities of Sealed Air, they recognized that a proactive security posture would be pivotal. "The landscape was nothing like it is today," Boswell remembers. "But we recognized the need to get out in front of the threat landscape." Kudman and Boswell considered building out their own security operations center but ultimately determined it wasn't feasible. "We simply couldn't do it ourselves," Boswell notes. "It was not a sustainable model to deliver 365x24x7, around-the-clock monitoring with just internal IT staff." In 2002, the Sealed Air team evaluated several options and settled on Symantec Managed Security Services.

It has proven to be the right choice. Sealed Air has been working with Symantec on an ongoing basis since 2002. "Symantec Managed Security Services is a big success," Boswell says. "It was the first managed service or cloud-based offering implemented at Sealed Air." Kudman adds, "We're quite selective when it comes to taking on managed or cloud

services. Symantec Managed Security Services has proven the test of time and is seen as a strategic security partner.”

The ability to maintain an enhanced risk posture is the principle benefit. “We have the ability to identify and prepare for threats before they become issues while monitoring our network and various devices,” Boswell says. But there are others. Boswell continues: “Managed Security Services augments our team, freeing them up to focus on working with the

Protection difference

Much of what Sealed Air’s business is about is protection. The combination of its legacy business with the Diversey and Cryovac acquisitions forms a solutions portfolio that helps people to live healthier, eat better, and ship products safely around the world. From the food and beverage supply chain (manufacturing, sales, or preparation), to the places people shop, work, travel, and receive healthcare, to the shipment of products, Sealed Air’s solutions serve as the protection catalyst.

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business and look at privacy and security issues related to new projects instead of sitting in front of monitors for eight-hour shifts.”

When Sealed Air upgraded to Symantec Endpoint Protection 11 in 2009, the company began monitoring endpoints with Managed Security Services. “The support we get from Managed Security Services gives us a more proactive approach to managing endpoint security,” Boswell explains. “Due to better scanning capabilities and analytics from Symantec’s Managed Security Services, we have seen a downward trend in infections and malware-related issues.”

The same can be said of IT at Sealed Air. With their proactive and strategic approach to risk management, Kudman and his IT organization are the difference between high availability and system outages and downtime, secure information and comprised networks. And with a keen understanding of the business, they are doing just that. ■

Patrick E. Spencer (Ph.D.) is the editor in chief and publisher for CIO Digest.

HELPING TO CREATE THE PROTECTION DIFFERENCE

- > Symantec Managed Security Services
- > Symantec Endpoint Protection
- > Symantec Critical System Protection
- > Symantec Consulting Services

THREE IT THRUSTS

When Kudman joined

Sealed Air 16 years ago as IT director, the company looked much different than it does today. “We had annual revenue of \$800 million and an IT organization with 20 staff,” he relates. “IT was not a critical driver for the business but a back-office function.” Today, the business has grown tenfold to more than \$8 billion in annual revenue, and the IT department is a critical business enabler with approximately 400 staff.

This whole transformative process sped even faster three years ago when Kudman was appointed CIO. He designed three “thrusts” for the IT organization. The first was to sustain momentum around driving operational efficiency by leveraging existing and new technologies. The second was a concentrated effort to provide additional tools that would enable the sales and services organizations to be more effective and productive. The third was to collaborate with the business to deliver more technology-enabled services directly to the company’s customers. “The intent of the latter is to improve and strengthen the relationships that we have with them, add value to our core offering of products and services, and ultimately generate new revenue streams,” Kudman notes.