

Ken Wheatley

Sony Electronics Inc.



Ken Wheatley is Sony Electronics Inc. Senior Vice President and Chief Security Officer for their domestic and international operations, based at the headquarters in San Diego, California. He joined the company after serving as a Special Agent with the Federal Bureau of Investigation.

Mr. Wheatley received his undergraduate degree from Florida International University and graduated summa cum laude with his Master's from Webster University. He is also a Certified Protection Professional (CPP) Board Certified in Security Management.

In 2007, Mr. Wheatley was elected President of the International Security Management Association, the worldwide organization of Chief Security Officers. He currently serves on the Board of Directors for the International Association of Professional Security Consultants (IAPSC) and the American Red Cross – San Diego and Imperial County Chapter. Mr. Wheatley is a technical liaison to the ISO technical committee ISO/TC 8, *Ships and marine technology*, representing the International Security Management Association, and is a member of the Chairman's Strategic Advisory Group.



Photo : Sony

Sony Store Century City.

ISO Focus+: *Sony has launched many successful and innovative products. In your view, what is the relationship between International Standards and innovation? Is there a right moment for the development of standards for new technologies?*

Ken Wheatley: Standards codify research that is promulgated through consensus which can then be used to accelerate the innovation process.

ISO played a huge role in Sony's effort to become more efficient and quality oriented.

On one hand, standards can accumulate and focus the knowledge and efforts of many participants to develop fundamentally new ideas and technologies which can lead to radically new products and service concepts with significant impact on infrastructure and service. International Standard MPEG-2 is a great example of this; MPEG-4 is nearly as good an example. On the other, standards can reduce well-developed and potentially conflicting practices to a single one, thereby reducing risks in the manufacturing process, increasing competition, and improving economies of scale.

The right moment for a standard depends on the technology, level of detail in a standard, and market conditions. If a

technology is new, and applications are just beginning, the standard can take the guess work out of product development. A standard that is general and provides a low level of detail usually promotes an increase in new applications. Compliance becomes the baseline for product development, and the product and markets are differentiated by features and functions.

If competition is non-existent, the standard can promote the early stages of competition by providing foundational research to an industry. Companies support new features and functions that work with the base provided by the standard, and competition results. The combination of an immature technology, low detail level, and competition is the "right moment" when the companies produce a profit. Alternatively, a mature technology, low detail level (in the standard) will move the market toward commoditization, which is a market stalemate.

For complex technologies and systems, the standards are also complex and tend to take a long time to be developed in high quality and with widespread support. So, obviously, the earlier you start the process, the better. In many cases, it is best to start well ahead of any plans to market. The MPEG example is a case in point. If standardization is left too late, relative to time-to-market plans, there often are products in, or near to market, which resist the emergence of universal standards and solidify market fragmentation and weakened competitive economics.

ISO Focus+: *Many Sony experts participate in international standardization technical committees, from those developing IT standards like MPEG to your own participation in ISO/TC 8 on ships and marine technology. What is the value of this involvement for Sony, and why does Sony promote consensus-based voluntary International Standards?*

Ken Wheatley: A committed and passionate leader who understands the value that standardization brings to a company, and therefore the need to actively participate in the process, is certainly key. We are fortunate to have Dr. Paul Hearty leading our Technical Standards group. He has been involved in standards development for over 25 years, most notably in the area of digital HDTV (high definition) systems.

As for the value of standards, take the example of MPEG



Sony Bravia Television.

Photo : Sony

applications, which allow file interoperability, application compatibility, and system scalability. International Standards enable unrestricted market access and interoperability of products and services, while preserving the opportunity to compete on quality, performance, features, and cost.

Sony understands the value of non-mandated, market-driven standards which work to provide market access on a global basis.

My involvement on the ISO/TC 8 technical committee is on behalf of the International Security Management Association (ISMA), which is the worldwide organization of Chief Security Officers for major business organizations. Given the broad spectrum of represented businesses, and the reliance on a robust, secure and resilient global supply chain, it's imperative that we participate not only in the development of applicable standards but that we also lead the adoption of those standards in our organizations.

ISO Focus+: *As Chief Security Officer, what would you say are today's most important security challenges for organizations in general, and for Sony in particular? This year's World Maritime Day organized by the International Maritime Organization focused on piracy. What is the impact of these attacks on corporations, and how can ISO 28000 for supply chain security help address these challenges?*

Ken Wheatley: While some organizations have unique threats and vulnerabilities based on their industry or location, the challenges for most are quite similar. Some particular areas of concern are:

- Protecting intellectual property
- Securing IT systems with the growing emergence of cloud computing
- Product counterfeiting
- Financial fraud
- Money laundering
- Business continuity and corporate resilience in the face of earthquakes, tsunamis, floods, fires, political and economy upheaval, terrorist acts
- And of course, the global supply chain.

With a global economy and just-in-time manufacturing, organizations and countries can't afford the types of disruptions caused



Sony Tablets.
Photo: Sony

by a ship piracy event. If, for example, critical construction materials, parts, or machinery are delayed for weeks or months, without a back-up plan in place, a major infrastructure project in a country can come to a grinding halt, potentially leading to an increase in unemployment. So standards, like ISO 28000 (security management systems for the supply chain) and ISO 28002 (development of resilience in the supply chain), help companies assess the vulnerabilities in their operations that then lead to designing and building-in the processes and systems necessary to mitigate the impact of an event.

ISO Focus+: *How do the unique challenges of the IT industry (i.e. need for different products to interoperate globally, security issues, rapidly evolving technology, multiple standard bodies, proprietary concerns,*



Sony Reader with wi-fi.

Photo: Sony

etc.) affect Sony. How can International Standards help harmonize efforts and meet the industry's needs?

Ken Wheatley: Facilitated by International Standards, global interoperability for products from a variety of manufacturers, including those for security applications, increases the likelihood of IT networking reliability.

International Standards enable unrestricted market access and interoperability.

Increasing reliability builds much needed trust in a secure environment. Global companies work within a structure of International Standards bodies, and rely on the transparency of scopes of work and technical programmes so as to avoid duplication. The uniqueness and open reporting methods of the various national standards bodies support effective participation on the part of global companies in the International Standards development process.

ISO Focus+: *With the upcoming Rio+20 meeting the world is turning its attention to sustainability issues. What is Sony doing in this respect? In your view, how can International Standards help companies and organizations to promote best practice?*

Ken Wheatley: We see Rio+20 as a vehicle to accelerate international stakeholder engagement around issues of global sustainability. At Sony we take the issues of global climate change and social responsibility very seriously. We are taking steps to reduce our environmental footprint across our operations and products. In fact, in April of 2010 we made a bold commitment to remove our impact on the environment by 2050 under our long term goal called "Road to Zero".

Reaching this goal will not be easy, but under the leadership of Mark Small,



Photo : Sony

Photo : Sony

Sony VAIO S Series.

Kerwin Brown, and Eric Johnson in our Environmental, Health, and Safety division, we have set clear and comprehensive goals for every aspect of our business to curb climate change, conserve and reuse our natural resources, promote bio-diversity, and control the amount and types of chemical substances we use in our products. These goals are continuously measured against, and regularly strengthened. In many cases the measures and improvement can be directly attributed to an ISO standard. More information on our global commitment can be found at www.sony.net/SonyInfo/csr.

ISO 28000 and ISO 28002 help companies assess their vulnerabilities.

ISO has played a huge role in Sony's effort to not only become more efficient and quality oriented in our manufacturing processes through ISO 9001 (quality management systems), but also to reduce our environmental impact and save costs across the company through ISO 14001 (environmental management systems). All of Sony's sites with 100 employees or more are certified to ISO 14001, globally.

Utilizing the ISO framework allows us to recognize how our operations and products impact the environment. Knowing where those impacts are throughout the business is a powerful tool for either determining if alternatives exist or restricting any less-than-ideal activities. In addition, the frameworks give us a basis to continually improve on

what we did last year and the year before that. Without constant and systematic evaluation, best practices, as they are determined today, will simply be the norm tomorrow. The ISO framework ensures Sony is applying best practice today, tomorrow, and all the way up to 2050 when we reach our ultimate goal of a zero environmental footprint.

Sony uses ISO standards in the development of our objectives, and helps in the communication of our progress to our customers, regulators, NGOs, and other external stakeholders. Additionally, Sony employees know that they work for a company that "walks the talk". Sony employees throughout the company are

involved in implementing best practices and appreciate the opportunity to make a difference in reducing the company's impact on the environment.

As we continue to evolve our environmental practice, we will adopt new ISO frameworks that will assist in getting active participation by key stakeholders, measure our performance, constantly improve our best practices and ultimately improve our environmental and social performance for Sony, the consumer electronics industry and the planet.

International Standards like ISO help companies discover inefficient, unnecessary and in some cases dangerous practices that can lead to a whole host of undesirable outcomes. Many of the industry leading best practices in place today were developed in response to issues found during some stage of an ISO standard implementation. ■

About Sony Electronics

Headquartered in San Diego, California, Sony Electronics is a leading provider of audio/video electronics and information technology products for the consumer and professional markets. Operations include research and development, design, engineering, manufacturing, sales, marketing, distribution and customer service.




Photo : Sony

Sony Headquarters.

Sony has played a key role in the development of Blu-ray, Disc, CD, DVD and Super Audio CD technologies, among many others. The company is noted for a wide range of consumer audio-visual products, such as the BRAVIA LCD high-definition television, Cyber-shot digital camera, Handycam camcorder and Walkman personal stereo. Sony is also an innovator in the IT arena with its VAIO personal computers; and in high-definition professional broadcast and video equipment, highlighted by the XDCAM HD and CineAlta lines of cameras and camcorders, and the SXR4 4K digital projector.

Some of Sony's most recent product introductions include the Tablet S in both 16GB and 32GB models, as well as the Alpha NEX Digital cameras and Alpha Digital SLR cameras. For latest news and information go to: www.sony.com/news.



Manage your energy well and you've more to devote to your customers

ISO 50001 for energy management.

The kangaroo is very energy efficient. It can reach speeds of more than 50 km/h while using less energy than any other mammal. So mother kangaroos have more energy for looking after junior! Translate that into business terms. If your organization can reduce the energy it needs to operate, it can devote more resources to value-adding processes.



ISO 50001 users are reporting that the standard helps them to increase energy efficiency and cut costs. Improve your organization's energy management and you can concentrate more on ensuring the satisfaction of your customers.

Who'd have thought that the kangaroo had something to teach CEOs?

ISO 50001:2011, *Energy management systems*, is available from ISO national member institutes (listed with contact details on the ISO Website at www.iso.org) and ISO Central Secretariat Web store at www.iso.org or e-mail to sales@iso.org.

International Organization for Standardization – www.iso.org

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