

Leading and Managing Projects (MBA)



PROJECT INITIATION DOCUMENT (PID)

INSTRUCTIONS:

1. Give as much justification as possible for every question asked. This means, you must not limit yourself to just stating WHAT you believe is an appropriate response, but WHY.
2. ALWAYS provide an outline of the financial and cost imperatives associated with your project aim and objectives. Remember, you must be able to SELL your project idea.
3. Put effort into your PID and you will benefit when it comes to undertaking your project and writing your final report.
4. A total of 1,000 words +/- 10% for PID, not including the words in instructions.

PID submission date detailed on module schedule

1. Your name:	Lam Wai Yeung Student ID : 1913636
2. Name of the chosen organisation (the client)	Cathay Pacific Airways Ltd
3. Background of the chosen organisation	Cathay Pacific Airways Ltd is one of the largest airlines in the world providing cargo and traveller flight service with HK Stock code 0293. Under new leadership, the airline restructured many of its department including IT and development department in 2017 for boost profile for shareholders. Other than that, on March 2019, they acquire another Hong Kong airline company HK Express which make them the largest airline company in Hong Kong.
4. Project idea: (Problem or opportunity to be addressed)	Cathay Pacific had a cybersecurity incident lead to a data breach in 2018, which over 9.4 million customers compromised. After over 2 years of investigation, experts point out that there are different management issues need to be solved. The event just happened before the implantation date of the General Data Protection Regulation ,a regulation that protect personal data of EU citizen. Some experts estimate the total fine for the case might up to 4 billion HKD. The event raises the awareness of the company management and they are taking action to improve their system and related policy.
5. Aim of project:	• Provide a feasible proposal to the board of director to restructure their information system department's operation and a long term policy of handling the next cyberattack.
6. Objectives of project:	• Review the cybersecurity incident happened in May 2018 about the data breach involved over 9.4 million of user worldwide and the impact to the company. • Analysis the policy and system weak points that lead to the incident. • Recommend feasible solutions to the board of director the prevent similar attack that impact the company. • Provide a long term road map for the company to build up a cybersecurity culture for employee.

7. Project deliverables:

- Board of director will understand the main risk and most important action need to be taken to prevent an incident like 2018 happen again and if it happens again, how should they respond after reading the proposal.
- A suggested workflow to IT department of how they should protect their data and how they should use the development them of third party vendor.
- A recommendation on the policy of incident response after cyberattack to IT, law and PR department.
- Some key points on how to avoid risk when working with vendor on system development.
- A high-level education policy to staff for better cybersecurity habits.
- Highlight some legal point of view for the case, for further improvement of system and staff knowledge.

8. Project scope:

- The system involved in 2018 data breach.
 - To review how and when the event happened.
- The department and vendor involved in 2018 data breach.
 - Since there are different news mentioned that the incident may be related to the restructure in 2017, the proposal will look at the potential risk of outsourcing the development process of the company.
- Cathay Pacific data policy before and after the breach.
 - Reviewing the policy before and after the breach can provide insight on how their management improve after the breach.
- Third party vendor policy of Cathay Pacific.
- The job and responsible of their data protection officer(if any).
 - Data protection officer is a new requirement for all company will handle EU citizen's personal data.
- All the review and suggestion are for Cathay Pacific Hong Kong office.

9. Information sources:

- Independent report of the breach
- The Announcement made by Cathay Pacific
- Related research and paper on handling cybersecurity event
- Articles and case study related to the General Data Protection Regulation
- Cathay Pacific year review 2017, 2018 and 2019
- Different vendor website and terms on cybersecurity and data protection policy

10. Research method:

(If primary research is involved, state what method you intend to use to collect your primary data and discuss any challenges you anticipate. If secondary data are involved, state how you collect/source them).

- Secondary data will be from news and public media, in both Chinese and English media
- Reference the Unauthorised access to personal data of passengers report written by Privacy Commissioner of Personal Data, Hong Kong
- GDPR commission report on the event, including press release, meeting minutes.
- Company website, HKMA, HKEx website and related news
- Google scholar search engine within 5 years
- ProQuest search engine with peered review article.

11. Work plan:

(Key milestones, list the work schedule).

- Collect impact and news from the event.
- Using different sources to understand the main weak point(s).
- Analysis the weak point(s).
- Using different case study and regulation to form the recommendation.
- Provide the risk and foreseeable challenge on executing the recommendation.

12. Risk:

(Identify the risks associated with the project and how these could be overcome).

- A certain amount of investment needs to be made in executing the recommendation, the board of director may face the challenge of shareholders.
- If no action taken, there will be larger impact to the company in the next attack.
- There are also some risks that the third party review may not show some hidden information for this proposal. Without all the information, the solution might overlook some potential risks.