Chapter 3
Cybersecurity Best Practices and Cultural Change in Global Business:
Some Perspectives from the European Union

José Manuel Saiz-Alvarez
Tecnológico de Monterrey, Mexico

Guillermo Calleja Leal
Royal Academy of History, Spain

ABSTRACT

This chapter discusses how the adoption of best practices to increase cybersecurity in business affects the cultural value of the company. Primarily focused on the European Union, the chapter defines and analyzes both the impact of cyber security on the global business conducted in the European Union, and its relation to cloud computing. A brief analysis of the ISO27000 family of standards is made, to finally analyze the relationship between cybersecurity, cultural change and best practices in IT-based business. Businesses are facing now the Third Industrial Revolution characterized by real-time communications through Information and Communication Technologies, where fighting against cybercrime is essential to have safer and more reliable IT-based systems, given the negative effects emanated from cyber insecurity.

INTRODUCTION[1]

Modern corporations, and especially transnationals, must have a long-term vision to reduce, and ideally to eliminate, commercial and financial risks associated with their daily commercial or services operations. As a vital part of this vision is to fulfill an internationally-oriented efficient management to foster business expansion beyond domestic borders. A basic requirement for business success is rooted on the cultural adaptation to new environments (Militaru & Zanfir, 2014), where Information and Communication Technologies (hereinafter, ICTs), human resources formation, and working experience are vital to be rapidly adapted in international environments, and consequently, for being competitive in a hostile "glocalized" business world.

According to the three-step Model of Change defined by unfreezing human resources' minds to prepare them for change, changing, and refreezing to reinforce changes made (Lewin, 1947), all organizations entails creating the perception and necessity that a change is needed, and after having changed, the organization solidifies it as the new norm. Changes are being made for cultural adaptation. When this process of cultural adaptation is reached, firms can strengthen their competitive position in the market. But, domestic companies are no longer the building block of modern economies, as they have been replaced by networks and groups, forming holdings situated in different regions of the world. In this internationally-based context, it is mandatory to develop supporting systems for network enterprises to have data at disposal for all stakeholders, and especially for clients and professionals working in the organization. As a result, customer service and ICTs play a key role in the Enterprise Information System (EIS) where data, knowledge and strategy are linked (Chung & Lee, 2006). In this sense, Dolan, García, Diegoli & Auerbach (2003) view organizations in terms of "complexity theory," as they define modern corporations as cultures of organized chaos. This organized chaos is born from the combination of endogenous and exogenous reasons. Endogenous variables (personnel, trade unions, stakeholders, etc.) are easier and faster to manage, while satisfying customer's demands. Moreover, exogenous reasons (mainly formed by unanticipated demand and supply shocks) are more difficult to manage, so firms must be very aware and active if they want to survive in a hostile and global business world. On the boundary of chaos is where the greatest creativity occurs, reinforced with the capacity for being self-organized, an aspect of particular importance, mainly for transnationals.

Another classical model of organizational change is Kotter's Eight-step Change Model formed by the following steps: [1] establish a sense of urgency, in the sense of fighting complacency; [2] create the guiding coalition composed by influential

24 more pages are available in the full version of this document, which may be purchased using the "Add to Cart" button on the publisher's webpage: www.igi-global.com/chapter/cybersecurity-best-practices-and-cultural-change-in-global-business/164742

Related Content

Why Do Advertisers Need to Use Lead Generation?
Payam Hanafizadeh, Mehdi Behboudi, Ateneh Qodsi Khahand Marzieh Ardalani
(2013). *International Journal of Innovation in the Digital Economy (pp. 18-24).*
www.irma-international.org/article/advertisers-need-use-lead-generation/78322

Building a Customer Inquiry Database System
Shameem Akhterand Nayem Rahman (2015). *International Journal of Technology Diffusion (pp. 59-76).*
www.irma-international.org/article/building-a-customer-inquiry-database-system/130678

The Impact of Weblog on Omani Learners' Writing Skills in the English Language
Yahya Ashour Mohammed Alkhoudary (2018). *International Journal of Technology Diffusion (pp. 33-51).*
www.irma-international.org/article/the-impact-of-weblog-on-omani-learners-writing-skills-in-the-english-language/212763

Social Commerce from a Theory of Planned Behavior Paradigm: An Analysis of Purchase Intention
Sheila M. Smith, Jensen Zhaoand Melody Alexander (2013). *International Journal of E-Adoption (pp. 76-88).*
www.irma-international.org/article/social-commerce-from-a-theory-of-planned-behavior-paradigm/102677

Using Social Media Technology to Improve Collaboration: A Case Study of Micro-Blogging Adoption in a South African Financial Services Company
Garron Stevensonand Jean-Paul Van Belle (2013). *Cases on Web 2.0 in Developing Countries: Studies on Implementation, Application, and Use (pp. 313-341).*
www.irma-international.org/chapter/using-social-media-technology-improve/73063