

## CYBERSECURITY

# Resilience: Post-Incident Operational Recovery

When hit with a cyberattack, many organizations focus primarily on incident response and forensics. They may overlook their obligation to anticipate and manage the impact of operational downtime from the resulting loss of IT infrastructure and inaccessible data. Cyber attackers are increasingly deploying destructive malware expressly designed to take out IT capacity and destroy the hardware on which companies depend. This dangerous trend highlights the need for contingency planning for the operational downtime risk triggered by this attack vector. Risk professionals are becoming aware of the evolution of cyber risk from simple data security to interdependent risks like business interruption. They now seek cyber-triggered business interruption insurance as much as they do traditional data breach coverage. Ankura's cybersecurity experts offer sophisticated pre- and post-incident services for recovery and operational restoration that form core elements of a comprehensive cyber readiness and resilience strategy.

## SOLUTIONS

Today's operations depend on IT more than ever, when up to 80 percent of the typical company's assets are digital. Nefarious malware intended to render critical IT infrastructure permanently dysfunctional puts the mission of functional and process continuity at direct risk, as seen in the operational downtime and business process disruptions suffered by even sophisticated enterprises in the wake of the WannaCry, NotPetya, and 2014 North Korean attacks, rendering 1,700 servers and 24,000 laptops 'permanently dysfunctional' at one multinational company. Drawing on an array of capabilities, resources, and support, Ankura prepares clients with plans that anticipate operational disruptions so they can respond more effectively to an attack, recover, and restore essential functions and processes faster, and proactively navigate the business-interruption claims process.

## HOW WE HELP

Our BCP/DR team members are experts at helping clients understand the important nuances and often complex process interdependencies among critical functions both within the enterprise and across its supply chain. We help ensure that the operational recovery priorities are developed using consistent criteria and measurement — and that IT recovery resources are aligned with the IT department's ability to provide the post-incident infrastructure that supports mission-essential functions and processes. By developing continuity and recovery plans on our mobile application, available on all devices from the App Store, Ankura enables secure, role-based, collaborative crisis response and recovery after a cyber incident. Because Ankura is the choice of insurance brokers everywhere, our business interruption team approaches the BI claims process as a respected, trusted partner to underwriters.

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SERVICE	DESCRIPTION	PRE-INCIDENT/LOSS	DURING-INCIDENT	POST-INCIDENT
Business Continuity Planning (BCP)	Priority recovery of mission-essential functions and processes.	Plan development, exercises.	Plan activation, focusing on strategic priorities.	Restoration of pre-incident operational status.
IT Disaster Recovery Planning (DRP)	Provision of IT resources aligned with the recovery requirements for operations.	Plan and run-book development, exercises.	Role-based run-book activation at the resource and database level.	Restoration of pre-incident operational status.
Business Interruption (BI) Claims Management	Forensic accounting to quantify and document values at risk and actual losses.	Pre-emptive BI loss valuation and exposure analysis.	Establishment of accounting protocols by forensic accountants trained in cyber incidents.	Comprehensive claims measurement and documentation, along with collaboration with adjusters and underwriters for settlement.
Mobile Crisis Management Platform	Secure, multilingual incident collaboration, documentation, and role-specific task-lists.	Set-up, implementation, exercises.	Activate crisis state. Then identify, characterize, escalate, and de-activate crisis posture in cyber incidents.	Court-admissible crisis response tracking and documentation, supporting legal, regulatory, and reputational actions.
Crisis Communications and Media Management	Mastering stakeholder communications and messages during emergency situations.	Message development, spokesperson training by media experts.	Field organizational spokespersons trained in message clarity and accuracy.	Public transition from crisis to story management; media corrections.

## THE ANKURA DIFFERENCE

Ankura’s crisis, continuity, and recovery experts are uniquely experienced in business continuity planning and IT disaster recovery planning for global clients in all sectors. We have helped revolutionize emergency and crisis management by “mobilizing” these contingency plans on a unique platform that enables more effective incident response. Our forensic accountants specialize in business interruption claims quantification triggered by cybersecurity breaches, helping clients through a unique, collaborative claims-management process with their insurance brokers and underwriters. Ankura’s crisis communications and media management capabilities are based on the expertise and experience of an award-winning investigative TV reporter who prepares public-facing executives for the aggressive press coverage and negative social-media attention that often accompany a cyber incident.

## GET IN TOUCH

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## ABOUT US

Ankura is a business advisory and expert services firm defined by *HOW* we solve challenges. Whether a client is facing an immediate business challenge, trying to increase the value of their company or protect against future risks, Ankura designs, develops, and executes tailored solutions by assembling the right combination of expertise. We build on this experience with every case, client, and situation, collaborating to create innovative, customized solutions, and strategies designed for today’s ever-changing business environment. This gives our clients unparalleled insight and experience across a wide range of economic, governance, and regulatory challenges. At Ankura, we know that **collaboration drives results.**

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