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Massaging the Message:

What to Say, When to Say It, and to Whom During the Incident Response Process

Presented by:

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Who Are We?

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Jason Maloni

President

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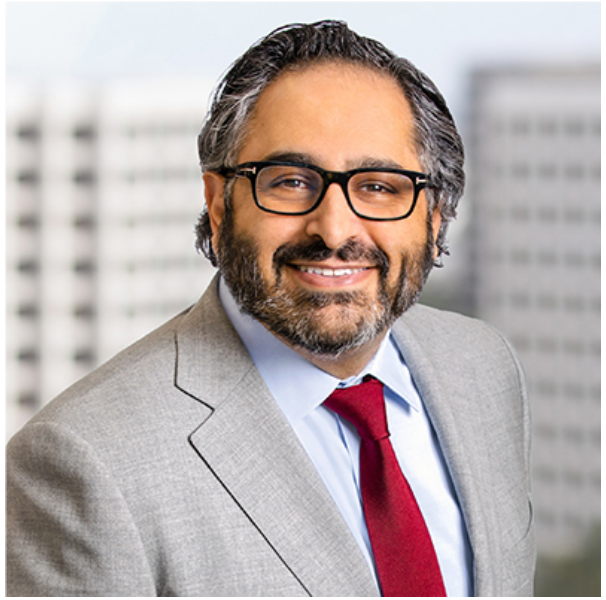

Kamran Salour

Partner

Lewis Brisbois Bisgaard & Smith

Scenario 1: Lost Laptop

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- Assistant HR manager at local auto parts company
- Leave your bag, including company laptop, in taxi
- All the company's W2s are on the laptop
- **Do we tell the employees?**

Scenario 2:
Ransomware Attack: Operations Not Impacted

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- National mortgage lender
- Suffers ransomware attack that encrypts certain systems, but operations not disrupted
- Ransomware attacker claims to have stolen HR and customer data, but not yet known which customers' data impacted
- **Do we tell employees?**
- **Do we tell customers?**

Scenario 3:
Ransomware Attack: Operations Impacted

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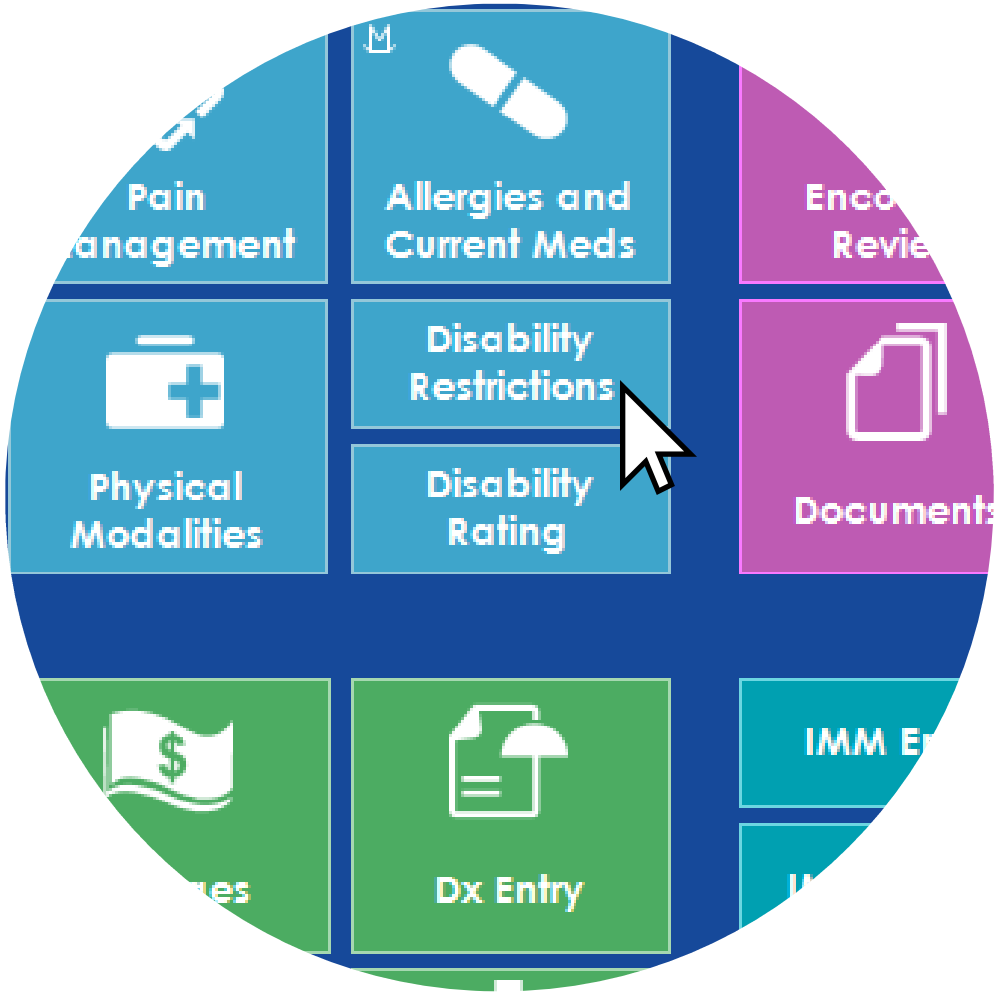
- Surgery center suffers ransomware attack
- The ransomware attack impacts certain systems, including the center's EMR server, but the center is largely operational
- Many employees are aware of the incident because they are locked out of the EMR system
- **Do we tell patients?**
- **What do we tell employees?**



Scenario 4:
Ransomware Attack: Operations Impacted

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- Local organization supporting victims of domestic abuse
- Suffers ransomware attack that encrypts certain systems, and operations are disrupted
- Ransomware attackers claims to have stolen HR data and data of domestic abuse victims, but not yet verified independently
- **Do we tell domestic abuse victims?**
- **What do we tell employees?**

Scenario 5:
Ransomware Attack – Operations Impacted

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- University suffers ransomware attack that encrypts certain systems, and certain operations **are** disrupted
- The University's financial aid system is off-line because of the attack, undergraduate students (prospective and current) cannot submit financial aid applications
- The ransomware attack occurred on Friday afternoon and the financial aid application deadline is Sunday at noon
- **Do we tell financial aid applicants?**

Scenario 6:
Third Party Incident

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- Local credit union
- Learns that its main software provider suffers a ransomware attack
- Credit union's operations are **not** impacted
- Presently unknown if any credit union information impacted
- **Do we tell employees?**
- **Do we tell customers?**

Scenario 7: Phishing Campaign

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- National accounting firm
- Unknown threat actor accessed email accounts of employee and sent thousands of phishing emails to individuals employee's contacts
- **Company wants to message recipients of the phishing email**

Scenario 8: Diverted Payment

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- Local sporting goods manufacturing company
- Unknown threat actor accessed email of employee in accounts payable department and diverted payment intended for supplier
- **Company wants to message its suppliers and customers, including the national, big-chain retailers it sells to, about the diverted payment**

Checklist of Considerations

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- **Timing**
  1. When should you say something, if at all?
- **Knowing Your Client**
  1. Have they ever had an incident like this before?
  2. Do the have sufficient back-ups or workarounds?
  3. Tell me about the business…how many employees? How easily can you work without access to x, y or Z?
  4. And finally, the most important question, what else is swirling around your organization now?
- **Who Is Your Audience?**
  1. Internal audience vs External audience
     - Can either be trusted?
- **Content of the Message**
  1. What to say
  2. What not to say
- **Follow-Up**
  1. Are you prepared to respond to follow-up inquiries?
  2. Should you even respond?
     - Who is asking?
- **Logistics**
  1. Can you email/message all your employees?
- **Decision Matrix**
  1. Is there an internal methodology in place?

Questions & Contacts

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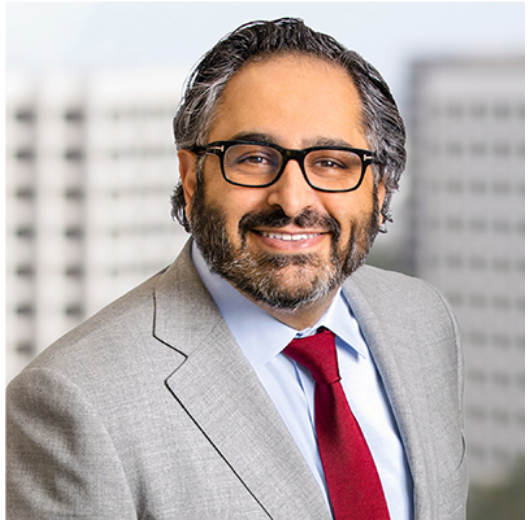

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