



# Cybersecurity Crisis Services



FTI Consulting works in tandem with your organization to develop and implement processes and tools to effectively prepare for, and respond to, a cyber incident or investigation.

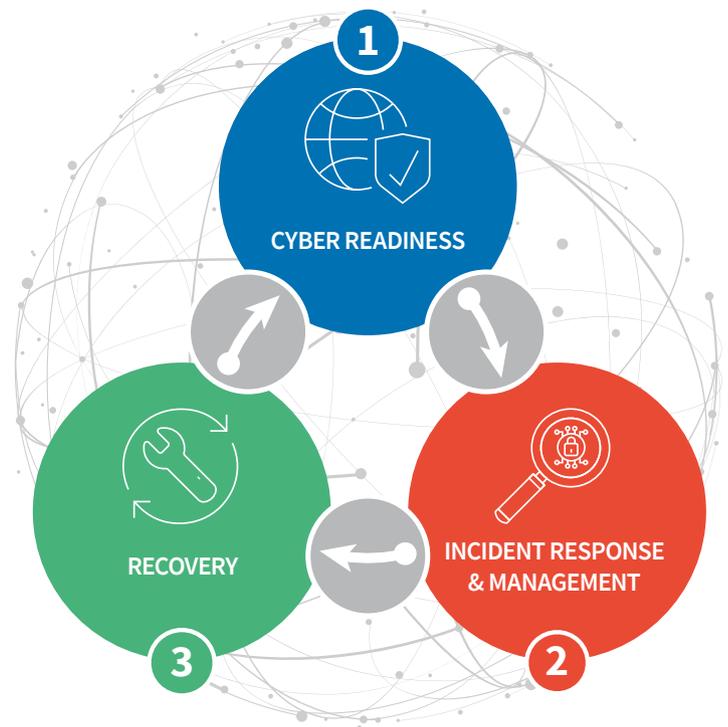
# Cybersecurity Crisis Services

Preserving corporate reputation, operations, and financial standing from the damaging consequences of a cyber incident requires proactive planning. Identifying vulnerabilities and addressing them in advance, while also arming your team with the knowledge of how to immediately and effectively respond, is the best way to limit negative outcomes from a cyber incident.

We are a leading provider of independent cyber and risk management advisory services, coupled with a team of seasoned crisis communications professionals, who offer cyber crisis management and communication services in three phases: Readiness; Incident Response and Management; and Recovery.

FTI Consulting works in tandem with your organization to develop and implement processes and tools to effectively prepare for, and respond to, a cyber incident or investigation.

C-suites, boards of directors, and business leaders from around the world come to FTI Consulting with their most complex, business-critical issues that require diverse skill sets and integrated disciplines. As part of a global business advisory firm, we help these organizations manage change, mitigate risk, and enhance their market position by combining decades of deep subject matter expertise with functional and disciplinary experience.



# Experts with Impact Globally Positioned, Expert-Driven

Our team, capable of deploying worldwide, consists of more than 450 dedicated cybersecurity experts, incident response consultants, developers, and data analysts with extensive investigative backgrounds, led by those with decades of experience at the highest levels of law enforcement, intelligence agencies, and global private sector institutions.







All organizations are vulnerable to cybersecurity risk. Our cybersecurity and communications experts work with your team to evaluate your specific needs and tailor solutions that enhance security and resilience, while also minimizing the impact of potential cyber incidents on your business and reputation through effective communications planning and engagement.

# Cyber Readiness



Our professionals work closely with our clients' communications, executive, legal, and technical teams to pinpoint vulnerabilities, establish a risk profile, conduct crisis simulations, and develop integrated crisis communications and cyber breach protocols and playbooks, in accordance with various applicable regulations.

## Assessments

To ensure your organization is properly protected and your infrastructure is stable and secure, our experts perform cybersecurity program assessments; vulnerability assessments; and policies, procedures, and staff gap analysis and design. Our team will determine if you meet industry standard best practices, identify and assess vulnerabilities, and devise a holistic set of recommendations.

## Penetration Testing & Threat-Hunting Operations

Our team leverages multiple methodologies for identifying cyber risk. Penetration testing simulates an attacker with and without familiarity of your infrastructure and tests systems for weaknesses. Threat-hunting operations actively search for and detect threats, allowing for remediation before warnings are triggered.

## Red Teaming

Improving your security posture may require thinking like the attackers who are targeting your networks and systems. Red teaming allows our experts to test your intruder detection defenses, simulate what would happen in a real cyber attack, and provide your team with relevant experience on what to look for and how to react.

## Incident Preparedness & Response Planning

Through table-top exercises and crisis simulations, our experts work with you to develop a proper plan which identifies key stakeholders, roles and responsibilities of staff, and coordination processes and information flow. This process involves custom exercises designed to test and improve your organization's capabilities to respond to cybersecurity events. We use real-world scenarios from a workshop to a full simulation, depending on your needs and cybersecurity maturity.

## Compliance

Growing data privacy and cybersecurity concerns have led to an increase in legislation and regulation, which often involve demanding requirements. Our experts are focused on ensuring that your organization meets its unique compliance requirements while maximizing the return on cybersecurity investment. Our cybersecurity compliance services address: DFARS, NIST 800-171 and CMMC, HIPPA, ITAR, GDPR, DFS, PCI DSS, CCPA, etc.

## Cybersecurity & Communications Response Retainer

By having FTI Consulting on retainer, we will get to know your organization and learn how we can best integrate into and support your response in the event of an incident, providing you with 24/7 access in case of an event.

## Training

Using extensive industry experience, our experts design tailored employee training programs that build your employees' knowledge base, define appropriate standards of behavior, and promote secure behavior. We also specialize in highly effective, hands-on, practical media training for public figures and senior executives, such as CIOs and CISOs, that helps maximize the opportunity and minimize the risk inherent in any situation where an executive is taking questions, particularly in times of cyber crises.

## Cyber Incident Communications Playbook

A tailored playbook helps organizations communicate accurately, swiftly, and intentionally to key stakeholders, and is applicable to a range of scenarios, from business email compromise, to ransomware and social engineering attacks. Controlling the narrative is essential to mitigate business and reputational risks once a breach is disclosed. Our experts specialize in combining technical details with business impacts in a way that is easy to communicate and understand. The playbook typically includes:

- Stakeholder Mapping & Engagement
- Key Messages & Communications Collateral
- Scenario Specific Planning
- Media Outreach Plan
- Rapid Response Timeline
- Escalation & Decision-making Protocols

## CASE STUDY

# LEADING STOCK EXCHANGE'S CYBERSECURITY CRISIS RESPONSE PLAN

## SITUATION

A leading stock exchange retained FTI Consulting to develop and implement an integrated cybersecurity and communications preparedness plan to ensure the Company is equipped to prevent cyber attacks and react in an effective manner.

## OUR ROLE

Bringing together the client's communications, technical, and operational teams, FTI Consulting conducted a comprehensive gap analysis of the Company's existing plans to evaluate and improve its crisis and cyber readiness. We also conducted in-depth interviews with the Company's employees focusing on crisis preparedness and cybersecurity knowledge. FTI Consulting provided findings and recommendations to develop a comprehensive incident response plan. Additionally, our team created, designed, and implemented a new crisis code call process for the Company's core cyber response team to minimize the chances of a leak of the incident to the public.



## OUR IMPACT

FTI Consulting's findings and recommendations improved the client's cybersecurity incident response policies, procedures, and infrastructure.



# Incident Response



Once you detect a cybersecurity incident, it is essential to take action. Our experts understand that cyber incident response teams must seamlessly integrate across existing mission-critical functions, and they have the expertise to respond to all types of threats.

Cyber incidents are often designed to compromise all versions of data, including back-up data. Combating the full range of cyber threats requires not just risk mitigation processes but also a proper business continuity plan that has been implemented and tested in advance.

We deploy a custom application of the fundamental incident preparedness and response components to meet your needs. This personalized approach maximizes the efficiency and effectiveness of the incident response. By focusing on each individual phase of the incident response lifecycle to deliver custom-tailored plans, we ensure that your needs are met.

## Type of Incidents we Respond to:

- Ransomware
- Data breaches
- Insider threats
- Business email compromise
- DDoS attacks

## Preparation

Being ready for cyber threats is fundamental to the success of your incident response program. This phase involves establishing and training an incident response team and developing appropriate tools and resources you will need

for each aspect of incident response. We work with your business to select and implement controls based on the results of our risk assessments to limit the number of potential incidents your organization may face.

## Detection & Analysis

Residual risk inevitably persists after controls are implemented. Early steps to identify, detect, and analyze threats facing your networks are key to developing effective containment and eradication strategies. Once an incident is identified, we combine the resources and tools necessary to determine the scope, impact, and appropriate response. These efforts determine the source of the incident and preserve necessary forensic artifacts.

## Containment, Eradication & Recovery

This phase of incident response seeks to prohibit data from leaving networks and prevent further damage. Eradication is the removal of malicious code, actor accounts, or unnecessary access, as well as repairing vulnerabilities that may be the root cause of the incident. Once the incident has been contained and eradicated, recovery can begin. Through a post-incident assessment, we detail the cost, cause, and response for the incident, along with steps that should be taken to prevent future incidents.

## CASE STUDY

# RANSOMWARE RECOVERY FOR AN E-COMMERCE BILLING PLATFORM

### SITUATION

An e-commerce billing platform suffered a ransomware attack. Weak customer credentials led to a highly successful, laterally moving attack that was able to successfully encrypt servers in a matter of hours. The attack paralyzed operations and prevented the company's clients from processing bills and transactions. The company was in a race against the clock.

### OUR ROLE

We assembled a cross-segment team to deploy to the client site immediately. Our experts quickly determined the ransomware to be a new strain of Bitpaymer, FriedEx.



### OUR IMPACT

FTI Cybersecurity alongside our technology and strategic communication experts were successful at negotiating with the malicious actor, saving the client hundreds of thousands of dollars and preventing significant customer and revenue loss.

## CASE STUDY

# BREACH RECOVERY & DARK WEB RESEARCH FOR A MAJOR ONLINE FASHION RETAILER

### SITUATION

A major online fashion retailer experienced a security breach that affected millions of customers. The cyber attack went undetected, allowing the attackers to move freely through their systems for over two months.

### OUR ROLE

We were hired to identify whether any customer data from the breach was posted on the dark web. Using our proprietary tool, we were able to quickly identify that this information was present on the dark web.



### OUR IMPACT

We were able to minimize distribution of the data posted on dark web forums, but regulations required the client to alert those affected of the breach. In response, we setup a call center and provided notification services. Partnering with FTI Consulting's Strategic Communications team, we helped ensure steps were taken to meet compliance.

# Incident Management



Effective cyber incident response hinges on an organization's ability to react swiftly, assure customers, control the narrative, and be visible and humble. Our experts develop tailored communications and outreach strategies immediately following an incident or investigation to preserve corporate reputation, rebuild trust, and minimize risks amid ongoing government investigations and inquiries.

## Crisis Management & Strategic Communications

Effective management coupled with internal and external communication is imperative during any cybersecurity event. Our experts provide strategic counsel to clients in sensitive situations with legal, financial, regulatory, and reputational implications; develop a communications strategy, map stakeholders and audiences; and develop messaging and materials.

## Stakeholder Engagement

Our experts help convey key messages to priority stakeholders, maintaining trust and loyalty. We craft bespoke communication programs to ensure proactive, transparent, and timely dialogue with employees about the crisis, and our government relations teams can help to conduct and manage lawmakers and regulatory outreach. Our experts also provide counsel on investor relations strategy, and lead messaging and materials creation for analyst outreach.

## Media Relations

Our experts help your corporate communications team manage all aspects of media relations, including mining relationships with cybersecurity-specific reporters as

well as Tier One reporters. We also assist by coordinating media coverage and opportunities and providing relevant background and talking points for company spokespersons.

## Media Monitoring & Social Listening

Our experts provide real-time, breaking news alerts for any mentions of the incident on both traditional and social media channels. Additionally, we can monitor for tone, sentiment and track the influencer conversation to assess whether messaging needs to be adjusted to better control the narrative. Real-time monitoring also allows our experts to spot and correct misinformation or inaccuracies in any reporting. Comprehensive media monitoring reports multiple times daily can also be provided.

## Data Breach Notification/Call Center Services

Depending on your organization's needs, our communications professionals can provide notification services via email or letter, helping meet legal requirements. Our experts can also set up an in-bound call center with unique phone numbers for different customer needs and in over 30 different language options. Our team will train the staff and handle all escalations of issues, allowing your organization to focus directly on handling the breach itself.

## CASE STUDY

# DATA BREACH RESPONSE FOR A MAJOR ECOMMERCE SITE

## SITUATION

FTI Consulting was brought in to manage communications to customers immediately following the breach of a large ecommerce site and to also monitor the dark web for stolen credentials. Millions of customers needed to be informed as a result of the breach. However, the client's internal customer support system did not have the capacity to handle thousands of potential customer calls.

## OUR ROLE

To ensure consistent communication to the company's customers, a critical constituency, our Crisis Communications team secured a third-party partner experienced in breaches and stood up an in-bound call center in less than a week. We also led efforts to develop scripts and other communications collaterals in five languages to aid call center employees.



## OUR IMPACT

As a result, call center support staff effectively handled a large volume of calls and responded to customers' concerns about their personal information via telephone, the company's online chat portal and email.

## CASE STUDY

# RANSOMWARE ATTACK COMMUNICATIONS STRATEGY

## SITUATION

A multi-billion-dollar, multinational company sustained a ransomware attack. The threat actors exfiltrated sensitive and propriety company information and personally identifiable information. Deciding against paying the ransom, the client had an urgent need to develop a communications strategy ahead of the data being posted on the dark web.

## OUR ROLE

FTI Consulting's Crisis Communications experts were engaged to work alongside external counsel and forensic investigators, and to advise the Company's C-suite regarding its response. The team worked to create a comprehensive crisis communications playbook with messages for media, employees, customers, investors, and key stakeholders. When the data was posted, FTI Consulting fielded media inquiries, provided response support, and conducted media monitoring and social listening.



## OUR IMPACT

Leveraging the playbook, the client was able to mitigate negative headlines and highlight proactive steps taken to contain the situation – getting ahead of media coverage and positioning itself as transparent and forthcoming. The communications strategy ultimately helped protect the Company's reputation and control the narrative to limit financial fallout.

# Recovery



Our team routinely tackles global, large-scale, and complex issues that often stem from data privacy-related concerns and demand intricate solutions. We quickly unearth key facts and data sets to enable timely and strategic decisions in investigations.

Following a breach, companies are often faced with waves of increased and intense scrutiny from a variety of stakeholders, which can have severe impacts on a company's reputation and operations if not properly managed. We counsel clients through brand and reputation management, executive and corporate positioning, and media and third-party outreach support to position them for long term business success.

## Recovery & Remediation

Our experts, consisting of 450+ dedicated cybersecurity experts, data privacy, and incident responders, can provide rapid response and surge capabilities anywhere in the world within 24 hours. Our team possesses independent credentials, led by executives with decades of experience at the highest levels of law enforcement and intelligence agencies, and us uniquely equipped to solve complex problems.

## Litigation Communications

Our experts provide strategic communications counsel and support on regulatory and political investigations linked to highly scrutinized cyber and data privacy incidents. We align the messaging strategy to your litigation strategy, supporting daily issues management and rapid response needs after an incident.

## Employee Engagement

Any commitment to creating a culture of cybersecurity must be seen as an enterprise-wide priority. Our experts work with your organization's communications/change management groups to develop and execute an outreach program that ensures every employee is aware of operational and organizational enhancements. We will also help you to build internal campaigns around new cybersecurity training and awareness initiatives for non-security and IT staff.

## Executive Positioning

Our experts assist organizations in developing a narrative around specific organizational changes regarding new reporting lines and newly created positions, instilling confidence among employees and the leaders responsible for driving it forward. We help leverage a mix of high-tech and high-touch internal channels to share executive-led messaging that tells stories, promotes business updates and progress, and offers opportunities for employee interaction and questions.

## Political & Regulatory Testimony Prep

Certain data privacy or cybersecurity incidents require the testimony or written statement of organization executives to political or regulatory committees. Our experts, in tandem with external counsel and forensic investigators, will assist in preparation by leveraging firsthand experience helping Fortune 500 executives navigate these same circumstances. Additionally, many of our practitioners are former government employees and legal investigators who possess an intimate knowledge of the interworking of relevant committees with jurisdiction over data privacy and cybersecurity issues.

## Investor Relations

During interactions with major investors, our experts can help your organization highlight new reporting lines and talent, technologies, and facilities investments. During earnings calls, we can help the investor relations team prepare to proactively reference measures that are emblematic of the new culture of security your organization is embracing post-breach.

## CASE STUDY

# INVESTIGATIVE & REMEDIATION SERVICES FOR A LARGE HOME SECURITY COMPANY

## SITUATION

FTI Consulting was retained by a large home security company to provide technical investigative and remediation services, and communications counsel, following a highly-scrutinized credential stuffing incident.

## OUR ROLE

Our Cybersecurity experts conducted a forensic investigation into the credential stuffing attack – the automated use of compromised credentials to access user accounts fraudulently – and were able to identify the threat actors responsible for the attack. Our Communications experts created a communications playbook which included language for all relevant teams. Our experts also provided media outreach counsel, monitored digital conversation trends, and developed a comprehensive strategy to help the company rebuild consumer and public trust and advance its reputation in the wake of the incident.



## OUR IMPACT

Our Cybersecurity experts conducted a comprehensive cyber risk assessment on the technology infrastructure of the client's products and identified areas for improvement.

# About FTI Consulting

FTI Consulting is an independent global business advisory dedicated to helping organizations manage change and mitigate risk: financial, legal, operational, political & regulatory, cyber & data privacy, reputational, and transactional.

Individually, each practice is a leader in its specific field, staffed with experts recognized for the depth of their knowledge and a track record of making an impact. Collectively, FTI Consulting offers a comprehensive suite of services designed to assist clients across the business cycle — from proactive risk management to the ability to respond rapidly to unexpected events and dynamic environments.

## OUR COMPANY



With over **5,800** employees and offices in **27 countries** on six continents, our breadth and depth extends across every major social, political, and economic hub **around the globe**



Founded in **1982** and **\$4.4BLN** equity market capitalization\*



Advisor to **96** of the **world's top 100** law firms



**53** of the **Global 100 corporations** are clients



Advisor to **8** of the **world's top 10** bank holding companies

## OUR EXPERTISE



Trusted advisors serving clients globally with **diverse expertise** and **exceptional credentials** including accountants, economists, engineers, former CFOs, and strategists



We are a **global advisory firm** that provides multi-disciplinary solutions to **complex challenges** and **opportunities**



**Expertise across a range of industries:**

Construction	Mining
Energy Power & Products (EPP)	Real Estate
Financial Institutions	Retail & Consumer Products
Healthcare & Life Science	Telecoms, Media & Technology (TMT)
Insurance	



We combine unparalleled **expertise** and **industry knowledge** to address critical challenges for clients

Number of total shares outstanding as of July 23, 2020, times the closing share price as of July 30, 2020.



● FTI Consulting offices

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## EXPERTS WITH IMPACT™

**FTI Consulting** is an independent global business advisory firm dedicated to helping organizations manage change, mitigate risk and resolve disputes: financial, legal, operational, political & regulatory, reputational and transactional. FTI Consulting professionals, located in all major business centers throughout the world, work closely with clients to anticipate, illuminate and overcome complex business challenges and opportunities.

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