



Communications with Stakeholders: A Critical Activity for National CERTs **Crisis Management Simulation – Regional Cyber Drill**

La Plata – Buenos Aires, June 7th, 2018

Cyber security needs are evolving

- Few organizations are really prepared for the new breed of incidents
- Business leaders are responsible for guiding response and recovery from a risk perspective
- Rehearsing builds threat awareness and creates “muscle memory” for adaptive response



Introduction to cyber drill

Cyber drill is an *interactive technique* that *immerses* potential cyber-incident responders in a *simulated cyber scenario* to help organizations evaluate their *cyber incident response preparedness*

Cyber drill drives improvements in cyber resiliency, including:



Stronger response capabilities aligned towards mitigating the highest impact risks of a cyber incident



Improved understanding of the people, processes, data, and tools needed to respond to a cyber incident



Enhanced awareness of the downstream impacts of cyber incident response decisions and actions



Improved clarity regarding ownership of authority related to certain key cyber incident response decisions



Broader consensus on the appropriate strategies and activities to execute cyber incident response



Better identification of gaps in cyber incident response people, processes, and tools



Tighter integration between parties likely to be collectively involved in the response to a cyber incident



Reduced time-to-response through the development of cyber incident response “muscle memory”

Objectives



UNDERSTAND the holistic set of roles involved in cyber incident response



IDENTIFY the types of information, tools, and capabilities needed to effectively support cyber incident response



EXPLORE the interaction model with stakeholders (e.g. CERTs, Law Enforcement Agencies, Regulators)

Today's session consists of three parts



Pre-Brief
15 minutes



Simulation
70 minutes



Debrief
5 minutes

5 minutes

read Factsheet and Role description

YOUELECTRO FACT SHEET

Introduction

YOUELECTRO uses 50% of the electricity produced in the UK and aims to modernise and expand to increase safety and efficiency of the national power grid.

YOUELECTRO is responsible for generating and managing the electric power used in the country. It is also responsible for the design and development of energy that these customers need. YOUELECTRO is the major independent network operator in Europe.

Company Profile

- Turnover: £1.1 billion
- Employees: 1,100
- Founded: 1998
- Headquarters: London
- Website: www.youelectro.com

YOUELECTRO Innovation Plan

- **Transmission Technology:**
 - High Voltage DC (HVDC)
 - Flexible AC Transmission Systems (FACTS)
 - Smart Grids
- **Energy Storage:**
 - Pumped Storage
 - Battery Storage
 - Flywheel Storage
- **Renewable Energy:**
 - Wind
 - Solar
 - Hydro
 - Biomass

CHIEF EXECUTIVE OFFICER

Background Information

Mr. [Name] has been appointed as the Chief Executive Officer of YOUELECTRO. He has over 20 years of experience in the energy sector, including roles at [Company Name] and [Company Name]. He is a qualified Chartered Accountant and has a strong track record of leading large-scale operations and driving business growth.

Key Responsibilities

- To provide strategic leadership and direction to the company.
- To ensure the company achieves its financial and operational objectives.
- To manage the company's relationship with the Board and other stakeholders.
- To ensure the company complies with all applicable laws and regulations.



Company profile



YouElectro

YouElectro (YEL)

- One of the most important electricity **Transmission System Operator** (TSO) in the Region (owner of the **56%** of the electricity transmission grid in the Region, across **five** countries)
- Almost **19000 employees**
- **201545 km** of High Voltage lines managed
- **\$9.6 bn** of revenue during FY 2017
- Recent Press:
 - Since YouElectro started its activities, it has been always criticized for excessive **environmental impact** due to the construction of HV lines and substations in natural and unspoiled areas

Participant roles

Players will assume the following roles within *YouElectro*:

- Chief Executive Officer
- Chief Financial Officer
- Chief Operating Officer
- Chief Information Officer
- General Counsel
- Head of Communications & Public Relations
- Chief Risk Officer
- Chief Security Officer



How to play



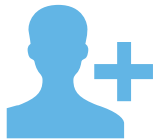
AFTER RECEIVING AN INJECT

- Review inject content in its entirety
- Engage directly with other players to determine actions / decisions you will take



WHEN MAKING A DECISION

- Describe your thought process, including your assumptions, out loud
- Articulate how the decision will be executed



PRESENT YOUR ACTIONS / DECISIONS

- Each table nominates a representative to present actions / decisions

Leading practices



ACT decisively – have a clear, ongoing decision-making process



PRIORITIZE decisions based on their impact

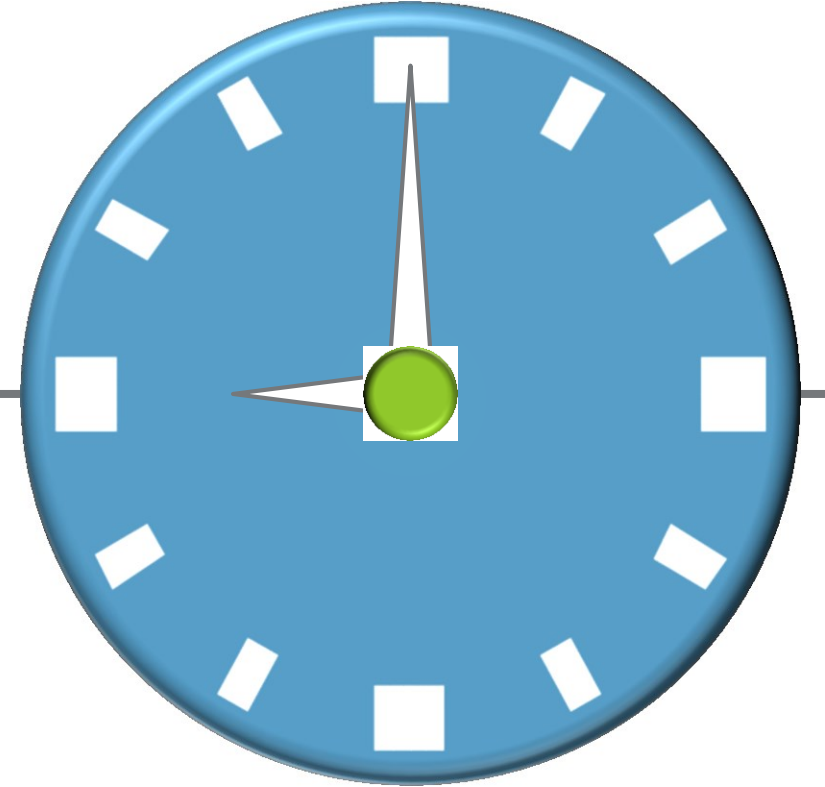


FOCUS on the emerging crisis over the symptoms of the incident

Questions?

We are about to begin...

IT IS NOW 9:00 AM ON MAY 22ND



To Head of Security Operations Center...

“We just received a threatening video at info@youelectro.com

The video contains explicit threats to our organization and to our power transmission grid.

The sender appears to be a group of cyber-hacktivists who also declares that they are in possession of our managers personal data...”

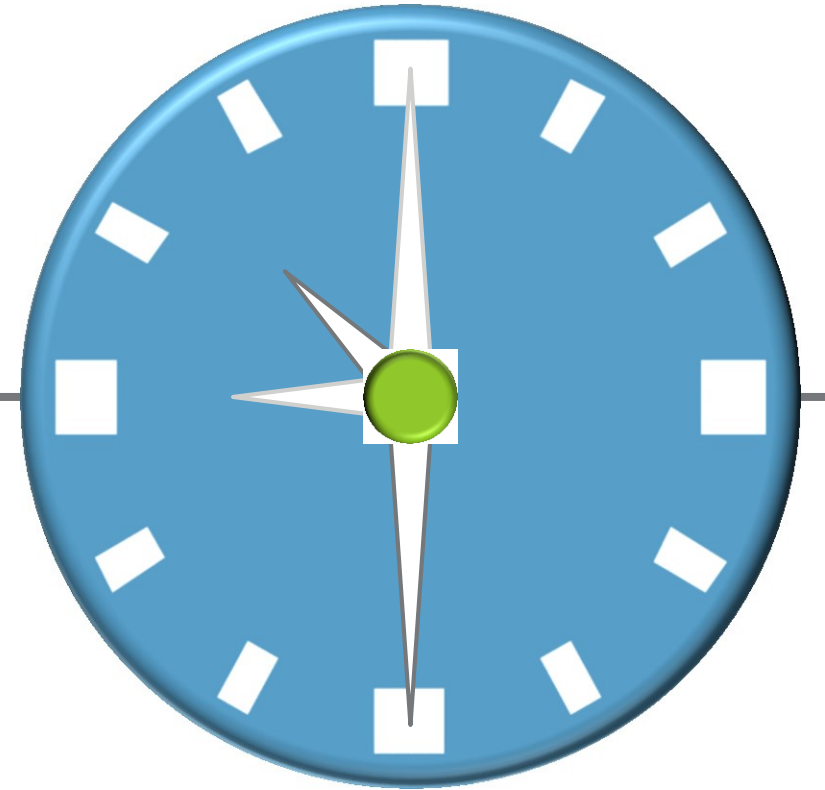




Executive team convenes...

Initial Incident Briefing

MOVING FORWARD 1 DAY...





- COO
youelectro.com
- Inbox (1)
- Drafts
- Sent
- Follow Up
- All Documents
- Junk
- Trash
- Views
- Folders
- Archive
- Tools
- Other Mail

Sender	Subject	Date	Size
Tyler Rice	URGENT: SCADA Errors	Wed 05/23/2018 10:30AM	2K
Luke White	Lunch?	Wed 05/23/2018 10:25AM	1K

Reply
 Reply To All
 Forward

 Mark As

 More

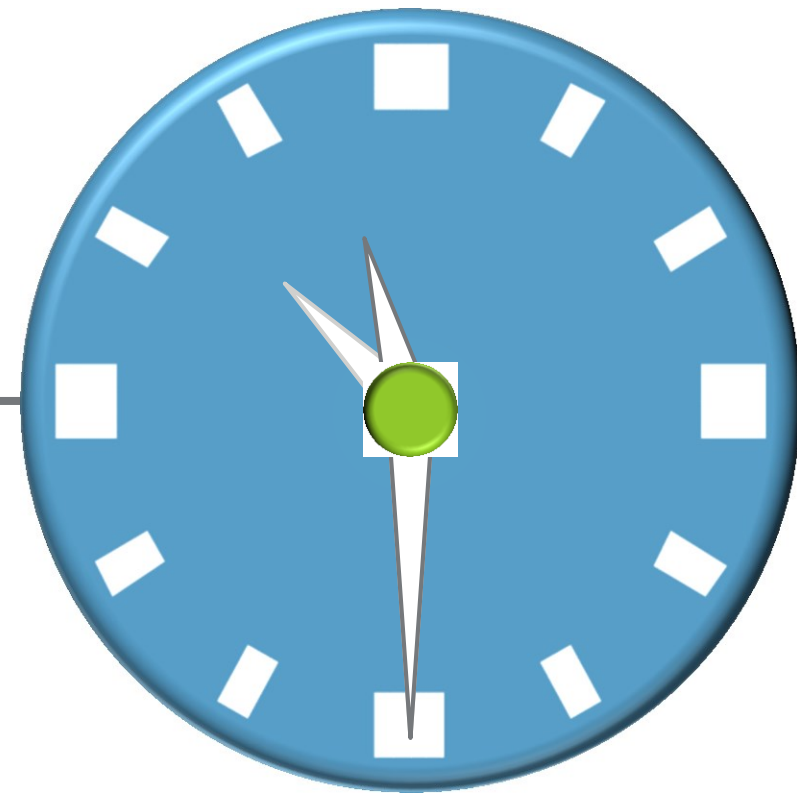
From: Rice, Tyler (Director, SCADA Applications) To: Chief Operating Officer
 Subject: URGENT: SCADA Errors Cc: Error 2345 - PowerTransm App.pdf (433KB)
 This message was sent with High importance.

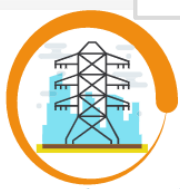
We are continually receiving errors coming from our SCADAs that regulate the transmission system of various sections of our network. We have repeatedly attempted to manually recompile the configurations, but we have always encountered malfunctions and anomalies in running the code.
 It looks like someone has taken control of the application!
 I'm attaching the system's logs of this morning.

 What do we do now? Do we continue investigations or is it the case to start the Disaster Recovery Plan?

 Tyler

MOVING FORWARD 1 HOUR...





YouElectro

You had your chance, you didn't take it. Justice will be served.

Wed, 23 May 2018

YouElectro Last Price: \$7,82 % Change: -2,1% Open price: \$7,99

Grid of repeating text: HackmeHackme

ENVIRONMENTAL FAILURE

- Projects
Electric System
New Business
Innovation
Upcoming Events
News

MOVING FORWARD 2 HOURS...



MOVING FORWARD 1 DAY...





- Mike Brady
Project Engineer
youelectro.com
- Inbox (1)
- Drafts
- Sent
- Follow Up
- All Documents
- Junk
- Trash
- Views
- Folders
- Archive
- Tools
- Other Mail

Sender	Subject	Date	Size
Matt Carter	URGENT: Organizational Change	Thu 05/24/2018 6:30PM	2K
Luis Gomez	Test - 05/30/2018	Thu 05/24/2018 6:25PM	1K

Reply
 Reply To All
 Forward

 Mark As

 More

From: Carter, Matt (HR Manager) To: Mike Brady
 Subject: URGENT: Organizational Change Cc:

This message was sent with High importance.

Mike,

As you know, our transmission control systems are threatened by a criminal group that has come into possession of our confidential information. We are working with Law Enforcement Agencies to restore normal operations as soon as possible.

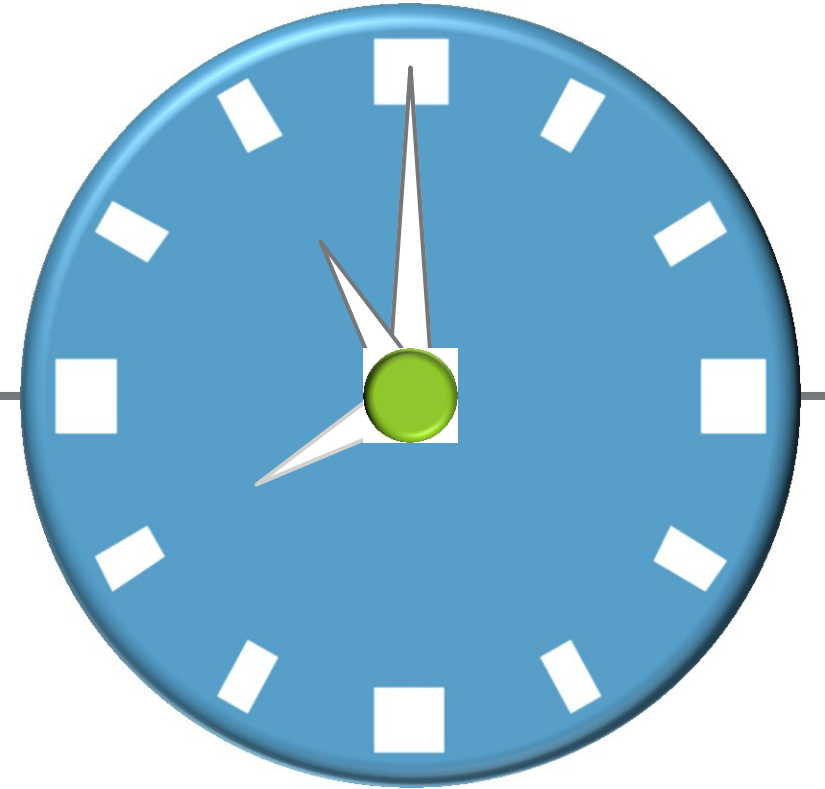
Therefore, I ask you to don't go to the office and don't try to connect to the corporate network for the next 2 working days, in order to not thwart recovery activities.

Further updates coming soon.

Thanks for collaboration,

Matt Carter
Human Resources Manager

MOVING FORWARD 1 DAY...



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Company



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450,916 people have been here



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**YouElectro**YouElectro 20 hrs · Edited · 

Universities and Private Companies for the #Sustainability 4.0 @University of Cambridge: Our CEO chaired the main event's round table. See the video [here](#)

+357,937 votes   57,821 people commented

79,526 Reshares



Roberta Landry WTH!! How can you talk about sustainability??!!
#YouDeath #savetheenvironment #Hackme

+21 votes   Comments 19,203 1 hrs

Dave Hestle Your actions are destroying OUR Mother Earth!!! #Hackme #YouDeath

1642 new hollers

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Trends

[Venus Williams](#)

115K Hollers

[#SCOTUS](#)

305K Hollers

[#MyOneWordDistraction](#)

Just started trending

[#GilmoreGirls](#)

89K Hollers

[#OITNB](#)

264K Hollers



Katie Lane @musicmantra_KL89 • 8m

Hackme is our voice! Thanks lord! @YouElectro deserved it!!

[#Hackme](#) [#YouDeath](#) [#YouWillClose](#)

 [Polo](#)  [Echo](#)  [Heart](#)  [Expand](#)



James Arden @Arden_James • 29m

Justice is done!!! @YouElectro now must pay!

[#YouPay](#) [#Hackme](#) [#YouElectroHacked](#)

 [Polo](#)  [Echo](#)  [Heart](#)  [Expand](#)

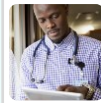


Ben Lee @bikerben003 • 42m

Ok, @YouElectro deserved it, but what if Hackme turn off the light really!?!?!

[#Hackme](#) [#YouElectroHacked](#)

 [Polo](#)  [Echo](#)  [Heart](#)  [Expand](#)



Jeremy Jones MD @DrJeremyJones • 55m

@YouElectro disrespected our Mother Earth!

[#YouDeath](#) [#freeMotherEarth](#) [#Hackme](#)

 [Polo](#)  [Echo](#)  [Heart](#)  [Expand](#)



Whitney Swift @Witty_Whitney82 • 1h

Damn! These criminals can really turn off our country?!?! OMG [#YouElectroHacked](#)

[#NeedClarifications](#) [#WeAreAfraid](#) [#Hackme](#)

 [Polo](#)  [Echo](#)  [Heart](#)  [Expand](#)



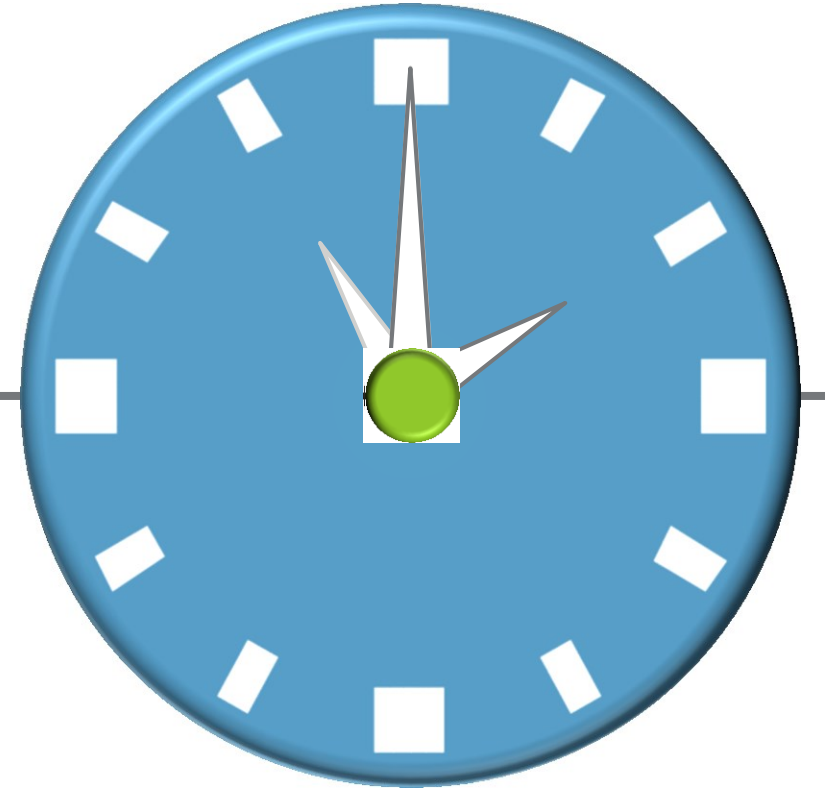
Jacob Andrews @J_Andrew92 • 2h

I understand that you may be experiencing technical difficulties but there are no excuses for not keeping us informed

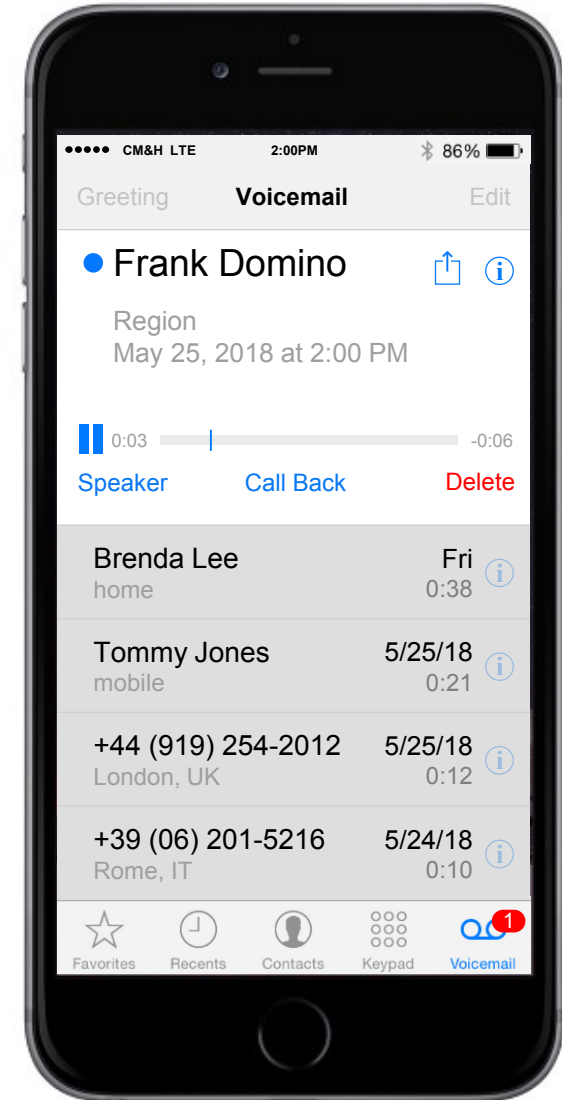
[#NeedClarifications](#) [#PoorCustomerService](#) [#Hackme](#)

 [Polo](#)  [Echo](#)  [Heart](#)  [Expand](#)

MOVING FORWARD 3 HOURS...



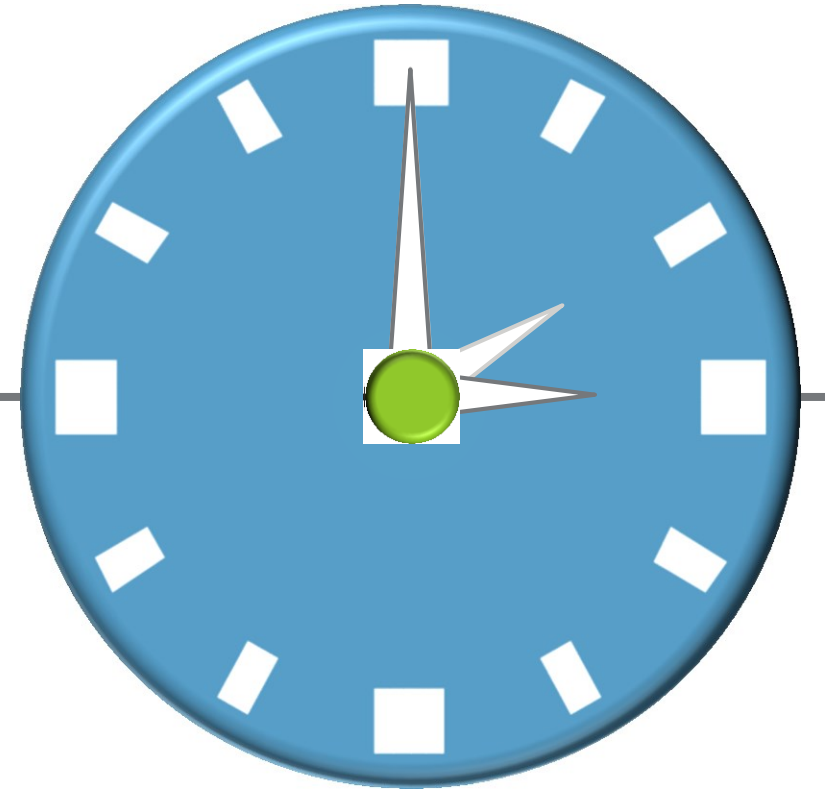
“Hi this is Special Agent Frank Domino from the Regional LEA. I’m headed to YouElectro headquarters now - should arrive within the hour. Can you see to it that someone is available to meet with me?”

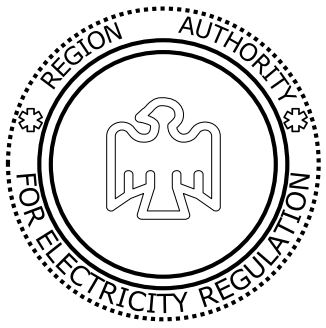




LEA – Open Discussion

MOVING FORWARD 1 HOUR...





May 25th, 2018

YouElectro Chief Executive Officer
850 S Tryon St,
Tel - +9990034654539

Chief Executive Officer,

You are receiving this letter out of courtesy of the Region Authority for Electricity Regulation in regards to YouElectro's last events.

The Region Authority for Electricity Regulation exists to protect Region citizens' health, safety and security from any possible threat to the electricity transmission and distribution systems. In accordance with this mission, our Board Staff has the jurisdiction to investigate situations that may bring to any possible physical damage to Region's citizens.

Due to possible implications to Region's Security, *YouElectro is being placed under disciplinary investigation.*

We request your utmost attention to this matter and full cooperation in the investigation.

Sincerely,

Michael Brown

President of the Region Authority for Electricity Regulation

6041 Avenue du Port
Suite 304

Tel – +999 0033851050
Fax – +999 0033850563

www.rafer.org

REGION AUTHORITY FOR ELECTRICITY REGULATION



The cyber drill has ended.



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Italy



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