

MMC CYBER HANDBOOK 2016

Increasing resilience in the digital economy

FOREWORD

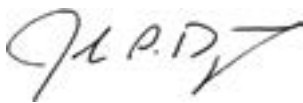
Cyber risk exposures are embedded in the operations of organizations across all sectors and countries. No company is fully secure, no matter how sophisticated its cyber defense mechanisms. With cyber risk, you face active adversaries who are constantly changing their attack strategy. Technology advances also create new forms of cyber risk. For example, as more innovative Internet of Things (IoT) devices are deployed to monitor the safety of buildings or the performance of equipment, new cyber exposures are created and need to be managed. Other changes in the technology landscape – from the migration of data and software to the Cloud to the use of artificial intelligence in commercial applications – are also shifting the nature of cyber risk.

An effective cyber risk management strategy includes a deep understanding of the range of persistent cyber threats, a robust assessment of their potential impact, plans for both cyber risk prevention and response, and a management approach that reflects the role of all employees – from the boardroom to the backroom – in implementing cyber defenses.

Cyber is a “risk” issue, not an “IT” issue and managing it effectively requires broad cross-functional engagement. Yet research shows that few companies have made this mindset shift; fewer still have made the concerted organizational effort to identify the range of cyber scenarios that could affect them, assess the cyber risk of their suppliers and customers, and build fully operational cyber risk prevention and response plans.

Marsh & McLennan Companies’ Cyber Risk Handbook 2016 includes articles, report extracts, and perspectives from our cyber leaders and leading third-party experts with whom we collaborate. The articles cover a wide range of topics, from changes in the external landscape, to developments in cyber risk quantification techniques, to cybersecurity-related HR strategies.

We hope this publication provides you with some new insight that can help strengthen your cyber risk management approach and enable your organization to succeed in the emerging digital environment.



John Drzik

President, Global Risk & Specialties, Marsh
Chairman, Cyber Risk Working Group,
Marsh & McLennan Companies

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