Beneath the surface
A deeper look at the business impacts of a cyberattack

Publicly disclosed information about data breaches only provides a partial view of how cyberattacks can impact an organization’s performance. To take a deeper look, Deloitte analyzed the financial consequences of two hypothetical cyberattack scenarios.

For more details on this topic visit us at [www.deloitte.com/us/cyberattack](http://www.deloitte.com/us/cyberattack).

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<tr>
<th>Incident recovery</th>
<th>Weeks or months</th>
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<tbody>
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<td>• Repair damage to the business</td>
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<td>• Redesign processes and assets</td>
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<td>• Invest in cyber programs to emerge stronger</td>
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<th>Incident discovery</th>
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<td></td>
<td>• Stop compromises in progress</td>
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<td></td>
<td>• Remediate security controls</td>
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<td>• Communicate with customers, partners, and other external parties</td>
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<td>• Address disruption and business continuity issues</td>
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In our scenarios, “beneath the surface” factors comprise over 95% of the financial impact.

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### Fourteen cyberattack impact factors

- Technical investigaion
- Customer breach notification
- Post-breach customer protection
- Regulatory compliance
- Public relations
- Cybersecurity improvements
- Insurance premium increases
- Increased cost to raise debt
- Impact of operational disruption or destruction
- Above the surface
- Irreparable harm to reputation
- In our scenarios, “beneath the surface” factors comprise over 95% of the financial impact.

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### Incident triage efforts comprise <10% of total impact

- Incident discovery
- Incident triage
- Incident management

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### Recovery stretches over years

- Year 1
- Business recovery
- Business recovery
- Business recovery
- Business recovery

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### Difficulty quantifying intangible factors can mask the true extent of the impact

Intangible damages account for over 40% of the total impact.

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