CRISIS COMMS FOR INCIDENT RESPONSE

INTRODUCTION



SCOTT J ROBERTS DFIR ENGINEER @SROBERTS

I WORK FOR GITHUB.

DISCLAINER: I AM NOT A PUBLIC RELATIONS SPECIALIST

BUT I CONSULTED A FEW more than a few actualy...

THIS STARTED AS A BLOG POST...¹

1 http://sroberts.github.io/2014/09/22/crisis-comms-for-ir/

CRISIS COMMS?

[...] a sub-specialty of the public relations profession that is designed to protect and defend an individual, company, or organization facing a public challenge to its reputation.

Wikipedia: Crisis Communications



AKA: WHAT YOU SAY WHEN EVERYTHING GOES WRONG.

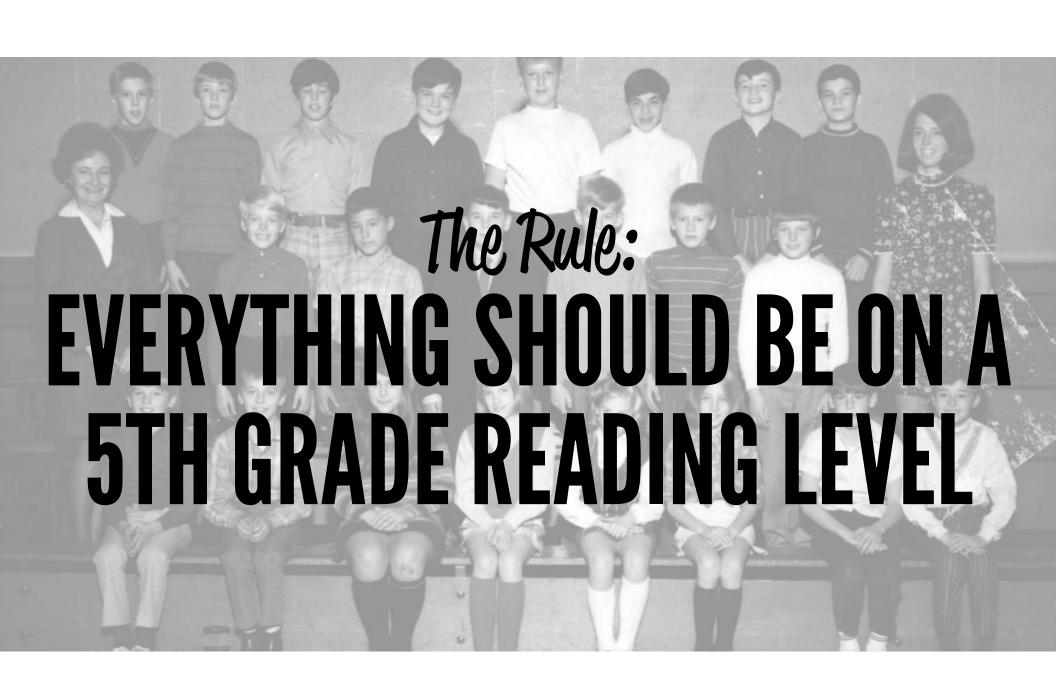
OF IR COMMUNICATION

BE CLEAR

IT'S DIFFICULT TO INVESTIGATE INTRUSIONS

IT'S DIFFICULT TO EXPLAIN INTRUSIONS

IMAGINE BEING NON-DFIR? OR ONLY SEMI-TECHNICAL? OR FULLY NON-TECHNICAL?



WITHOUT UNDERSTANDING VICTIMS WILL REMAIN CONFUSED & CRITICS WILL REMAIN SKEPTICAL

CLARITY GOES BEYOND ONE MESSAGE STAY CONSISTENT ACROSS MESSAGES & MEDIUMS

SO THERE I WAS

ATTRIBUTION

WORKING WITH THE EQUATION GROUP GETTING SHELLS

"You need to be prepared for today's media culture, in which a tweet can become newsworthy and a news interview can become tweet-worthy."

Brad Phillips of Phillips Media Relations

BETIMELY

TOO EARLY:

YOU HAVE TO MAKE LOTS OF FOLLOW-UPS & SEEM OUT OF CONTROL

TOO LATE: YOUR WARNING IS LESS ACTIONABLE & YOU SEEM OBLIVIOUS

IN THE END THE BEST OPTION IS OFTEN TO OVER COMMUNICATE & ASSUME THE WORST

"IT WASN'T AS BAD AS WE INITIALLY THOUGHT..." VS. "ACTUALLY IT'S WORSE THAN WE THOUGHT..."

"The secret of crisis management is not good vs. bad, it's preventing the bad from getting worse."

Andy Gilman of Comm Core Consulting Group

BE ACTIONABLE

WHAT IS THE ORGANIZATION DOING TO MITIGATE THE PROBLEM?

WHAT IS THE ORGANIZATION DOING TO REMEDIATE THE PROBLEM?

HOW CAN PEOPLE IDENTIFY IF THEY ARE AFFECTED?

WHAT IS THE ORGANIZATION DOING TO PROTECT USERS?

HOW CAN PEOPLE PROTECT THEMSELVES IF THEY ARE AFFECTED?

"Next to doing the right thing, the most important thing is to let people know you are doing the right thing."

John D. Rockefeller

BERESPONSIBLE



ADMITTING WHAT WENT WRONG AND SAYING YOU ARE SORRY

RESPONSIBILITY TAKES COLLABORATION **SECURITY TEAM PUBLIC RELATIONS TEAM LEGAL TEAM CUSTOMER SUPPORT**

VENDOR NAME DROPPING



"Always acknowledge a fault frankly. This will throw those in authority off their guard and give you opportunity to commit more."

Mark Twain

BE HUMAN

YOU CAN'T OVERVALUE A SENSE OF HUMANITY IN A CRISIS IT'S WILDLY DIFFICULT & CRITICALLY IMPORTANT



HOW TO SOUND HUMAN

- ► Start all communications go through a single person
 - ► Avoid Legal-ese & Jargon
- ► Say it, write it, read it to yourself, then read it out loud
- ▶ Get outside feedback, but don't sound like a committee

AUDIENCE

EXTERNAL DIDITIONS OF A TEMEN

PRESS, SOCIAL MEDIA, PUBLIC STATEMENTS





"If you don't tell your story, someone else will." Unknown

CASE STUDIES



TARGET

VICTIM: CONSUMER RETAIL

ATTACKER: CRIMINAL GROUP

TIMELINE:

- ??: Intrusion Begins
- **▶** Nov. 27 Dec. 15, 2013: Fraud Takes Place
- Dec. 15, 2013: Breach Confirmed Internally, 40 million cards affected
 - ▶ Dec. 18, 2013: Brian Krebs First Article

TIMELINE (CONT.):

- ▶ Dec. 19, 2013: Target Acknowledges Breach: Minimal Impact
- Dec. 20, 2013: Target announces "very few"² reports of card fraud
 - ▶ Dec. 21, 2013: Banks begin reissuing cards proactively

² http://www.wsj.com/news/articles/SB10001424052702304773104579270591741798968

TIMELINE (CONT.)(YET AGAIN):³

- Dec. 27, 2013: 3rd Party IR identifies stolen card/pin information
- ▶ Jan. 10, 2014: Access to an additional 70 Million accounts announced
 - ▶ Jan. 22, 2014: 475 employees from HQ laid off w/700 open recs

³ http://blogs.wsj.com/corporate-intelligence/2013/12/27/targets-data-breach-timeline/ & http://www.ibtimes.com/timeline-targets-data-breach-timeline/ & http://www.ibtimes.com/timeline-targets-data-breach-targets-data-breach-targets-data-breach-targets-data-breach-targets-data-breach-targets-data-breach-targets-data-breach-targets-data-breach-targets-data-breach-targets-data-breach-targets-data-breach-targets-data-breach-targets-data-breach-targets-data-breach-targets-data-breach-targets-data-breach-tar



response & resources related to Target's data breach

Visit this page for regular updates and reliable information about our data breach, including all official company communications.

answers to questions about the data breach

Target names Brad

time for smartcards

official documents & communication

We're aware of additional scams that may be perpetrated as a result of our data breach. These links are to all official communication shared by Target. Refer to these if you have questions or concerns about a communication you've received from us.

corporate & leader communications

website notice to guests (posted on 12.19.13)

Congressional testimony from Target CFO John Mulligan (shared on 3.26.14)

Congressional testimony from Target CFO John Mulligan (shared on 2.4.14)

a letter from our CEO (published in newspapers and posted on A Bullseye View on 1.13.14)

emails to guests & social posts

email to guests (begin sending on 1.15.14)

email to guests (sent on 1.13.14)

New Details about the Data Breach Investigation

As part of Target's ongoing forensic investigation, it has been determined that

World's Best (Dressed) Dad:

The Secret Behind Jorge Bernal's Father's Day Style





Target Confirms Unauthorized Access to Payment Card Data in U.S. Stores

Issue has been identified and resolved

MINNEAPOLIS — December 19, 2013

Target today confirmed it is aware of unauthorized access to payment card data that may have impacted certain guests making credit and debit card purchases in its U.S. stores. Target is working closely with law enforcement and financial institutions, and has identified and resolved the issue.

"Target's first priority is preserving the trust of our guests and we have moved swiftly to address this issue, so guests can shop with confidence. We regret any inconvenience this may cause," said Gregg Steinhafel, chairman, president and chief executive officer, Target. "We take this matter very seriously and are working with law enforcement to bring those responsible to justice."

Approximately 40 million credit and debit card accounts may have been impacted between Nov. 27 and Dec. 15, 2013. Target alerted authorities and financial institutions immediately after it was made aware of the unauthorized access, and is putting all appropriate resources behind these efforts. Among other actions, Target is partnering with a leading third-party forensics firm to conduct athorough investigation of the incident.

More information is available at Target's corporate website. Guests who suspect unauthorized activity should contact Target at: 866-852-8680.

f I in p

media hotline

We strive to return all of our media inquiries within one business day.

email us

(612) 696-3400

quest relations

visit Target Help

investor relations

(612) 696-3400

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media@target.com

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Target Provides Update on Data Breach and Financial Performance

Target Data Security Media Update #4

About Target

pressroom.target.com/news/target-confirms-unauthorized-access-to-payment-card-data-in-u-s-stores#



credit monitoring FAQ

Answers to commonly asked questions about our free credit monitoring offer.

Registration for our free credit monitoring offer ended on April 23.

Because we value you as our guest and your trust is important to us, you can sign up 'or one year of free credit monitoring that includes identity theft insurance (except where prohibited by law). In addition to a compl mentary copy of your credit report, you will receive daily credit monitoring, identity theft insurance where available, and have access to personalized assistance from a highly trained Fraud Resolution Agent. This offer applies to all Target guests who shopped in U.S. stores. To register, please go to creditmonitoring.target.com before April 23, 2014.

In addition, to guard against possible consumer scams, always be cautious about sharing personal information, such as Social Security numbers, passwords, user IDs and financial account information. Target is also watching out for these scams and working with online partners to take down fraudulent websites and stop social media scams intended to exploit our guests.

Here are some tips:

- Never share information with anyone over the phone, email or text, even if they clam to be someone you
 know or do business with. Instead, ask for a call-back number.
- · Delete texts immediately from numbers or names you don't recognize.
- Be wary of emails that ask for money or send you to suspicious websites. Don't click links within emails
 you don't recognize.

You can also find a FAQ specific to the data breach, which includes information related to scams, here.

How to sign up

Who is eligible for free credit monitoring?

If I share my credit or debit account that was used at Target, who should sign up for free credit monitoring?

v amail addrage if I know you already have it?

How do I sign up for free credit monitoring?

https://corporate.target.com/about/payment-card-issue/credit-monitoring-FAQ.aspx#

additional resources

answers to questions about the data breach

response & resources related to the payment card breach

a message from our CEO related to the payment card breach

announcement about credit monitoring on A Bullseye View

learn more about Target

corporate responsibility

the shopping experience

investors

mission & values

nrace



Dear Target Guests,

As you have probably heard, Target learned in mid-December that criminals forced their way into our systems, gaining access to guest credit and debit card information. As a part of the ongoing forensic investigation, it was determined last week that certain guest information, including names, mailing addresses, phone numbers or email addresses, was also taken.

Our top priority is taking care of you and helping you feel confident about shopping at Target, and it is our responsibility to protect your information when you shop with us.

We didn't live up to that responsibility, and I am truly sorry

Please know we moved as swiftly as we could to address the problem once it became known, and that we are actively taking steps to respond to your concerns and guard against something like this happening again. Specifically, we have:

- Closed the access point that the criminals used and removed the malware they left behind.
- Hired a team of data security experts to investigate how this happened.That effort is ongoing and we are working closely with law enforcement.
- Communicated that our guests will have <u>zero liability</u> for any fraudulent charges arising from the breach.
- Offered one year of free credit monitoring and identity theft protection to all Target guests so you can have peace of mind.

In the days ahead, Target will announce a coalition to help educate the public on the dangers of consumer scams. We will also accelerate the conversation-among customers, retailers, the financial community, regulators and others-on adopting newer, more secure technologies that protect consumers.

company

careers

corporate responsibility

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a message from CEO Gregg Steinhafel about Target's payment card issues

December 20, 2013 Please visit A Bullseye View, Target's online magazine, for video messages from Target CEO Gregg Steinhafel

watch now



related articles



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World's Best (Dressed) Dad: The Secret Behind Jorge Bernal's Father's Day Style

AND A BUNCH MORE...





18 Sources: Target Investigating Data Breach

DEC 13

f ♥ ₹ + 6 P in ■

Nationwide retail giant Target is investigating a data breach potentially involving millions of customer credit and debit card records, multiple reliable sources tell KrebsOnSecurity. The sources said the breach appears to have begun on or around Black Friday 2013 - by far the busiest shopping day the year.

Update, Dec. 19: 8:20 a.m. ET: Target released a statement this morning confirming a breach, saying that 40 million credit and debit card accounts may have been impacted between Nov. 27 and Dec. 15, 2013.

Original story;

According to sources at two different top 10 credit card issuers, the breach extends to nearly all Target locations nationwide, and involves the theft of data stored on the magnetic stripe of cards used at the stores.

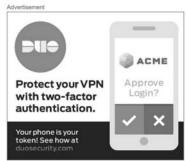


Minneapolis, Minn. based Target Brands Inc. has not responded to multiple requests for comment. Representatives from MasterCard and Visa also could not be immediately reached for comment.

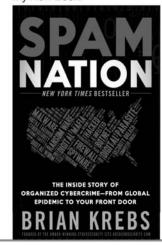
Both sources said the breach was initially thought to have extended from just after Thanksgiving 2013 to Dec. 6. But over the past few days, investigators have unearthed evidence that the breach extended at least an additional week - possibly as far as Dec. 15. According to sources, the breach affected an unknown number of Target customers who shopped at the company's bricks-and-mortar stores during that timeframe.

"The breach window is definitely expanding," said one anti-fraud analyst at a top ten U.S. bank card issuer who asked to remain anonymous. "We can't say for sure that all stores were impacted, but we do see customers all over the U.S. that were victimized."

There are no indications at this time that the breach affected customers who shopped at Target's online stores. The type of data stolen - also known as "track data" - allows crooks to create counterfeit cards by encoding the information onto any card with a magnetic stripe.



My New Book!





CLEAR: 4/10 6+ LINKS VS. 1 KREBS ARTICLE...

TIMELY: 4/10 EARLY & OFTEN BACKFIRED...

ACTIONABLE: 3/10 NO IDEA...

RESPONSIBLE: 7/10 DEPENDS WHERE YOU LOOK...

KEY STATEMENT

"Our top priority is taking care of you and helping you feel confident about shopping at Target, and it is our responsibility to protect your information when you shop with us. We didn't live up to that responsibility, and I am truly sorry."

Gregg Steinhafel CEO of Target

HUMAN: 5/10 CEO WAS GREAT BUT A LOT OF PR...

FINAL SCORE: 48% A GOOD LEARNING EXPERIENCE...



PENN STATE ENGINEERING

VICTIM: EDUCATION/GOVERNMENT

ATTACKER: NATION STATE

TIMELINE

- Unknown: Intrusions 1 & 2 Begin
 - ► Nov. 21, 2014: FBI Notification
- May 15, 2015: Engineering Network Offline & Statements Released (Students, Press, & Partners)
 - May 18, 2015: PSU Announces Network Back Online

<re/code>





Penn State Engineering School Cuts Off Internet After Hacking Attacks



By Arik Hesseldahl | 🍏 @ahess247 | EMAIL | ETHICS

May 15, 2015, 11:55 AM PDT











The College of Engineering at Penn State University has cut its connection to the Internet in response to two significant breaches of its systems by hackers, who have, in at least one case, been traced to a group with ties to state-sponsored hackers in China.

The school disclosed the attacks today and said that it had hired Mandiant, the incident response division of the computer security firm FireEye, to help investigate the breach and

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U.S.

Penn State's Engineering School Computers Hacked

One group of hackers apparently based in China











Pennsylvania State University in State College, Pa., on Friday disclosed that its engineering school's computers had been accessed by hackers for over two years. PHOTO: NABIL K. MARK/ASSOCIATED PRESS

By FELICIA SCHWARTZ May 16, 2015 3:21 p.m. ET **■ 1 COMMENTS**

Hackers apparently based in China have had access to Pennsylvania State University's engineering school computers for over two years, the university disclosed on Friday after

a langthy analysis by fodoral and private investigators



PENN STATE | NEWS

Campus Life Athletics Administration Arts and Entertainment Research Academics Impact

College of Engineering network disabled in response to sophisticated cyberattack

Plans in place to allow teaching, research in the college to continue as University moves to recover May 15, 2015

UNIVERSITY PARK, Pa. - The Penn State College of Engineering has been the target of two sophisticated cyberattacks conducted by so-called "advanced persistent threat" actors, University officials announced tocay. The FireEye cybersecurity forensic unit Mandiant, which was hired by Penn State after the breach was discovered, has confirmed that at least one of the two attacks was carried out by a threat actor based in China, using advanced malware to attack systems in the college.

In a coordinated and deliberate response by Penn State, the College of Engineering's computer network has been disconnected from the Internet and a large-scale operation to securely recover all systems is underway. Contingency plans are in place to allow engineering faculty, staff and students to continue in as much of their work as possible while significant steps are taken to upgrade affected computer hardware and fortify the network against future attack. The outage is expected to last for several days, and the effects of the recovery will largely be limited to the College of Engineering.

To learn more about the incident, including information for affected faculty, staff and students, visit http://SecurePennState.psu.edu/.

What has happened?

On Nov. 21, 2014, Penn State was alerted by the FBI to a cyberattack of unknown origin and scope on the College of Engineering network by an outside entity. As soon as the University became aware of the alleged attack, security experts from Penn State began working immediately to identify the nature of the possible attack and to take appropriate action, including the enlistment of third-party experts, chief among them

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PENN STATE | NEWS

Research Academics Impact Campus Life Athletics Administration Arts and Entertainment



A message from President Barron on cybersecurity

May 15, 2015

Dear Penn State faculty, staff and students,

Today (May 15), University leadership announced that our College of Engineering has been the target of two highly sophisticated cyberattacks. In a coordinated and deliberate response by Penn State, the college's computer network has been disconnected from the Internet and a largescale operation to securely recover all systems is underway. Our experts expect the network to be back up and running in several days.

While disruptions related to our coordinated recovery will largely be limited to the College of Engineering in the coming days, I feel it is ach out to all of you directly. Moving forward, we all will President Eric Barron: "This is a new era in the digital age, one that will require even greater vigilance from everyone."

Image: Michelle Bixby

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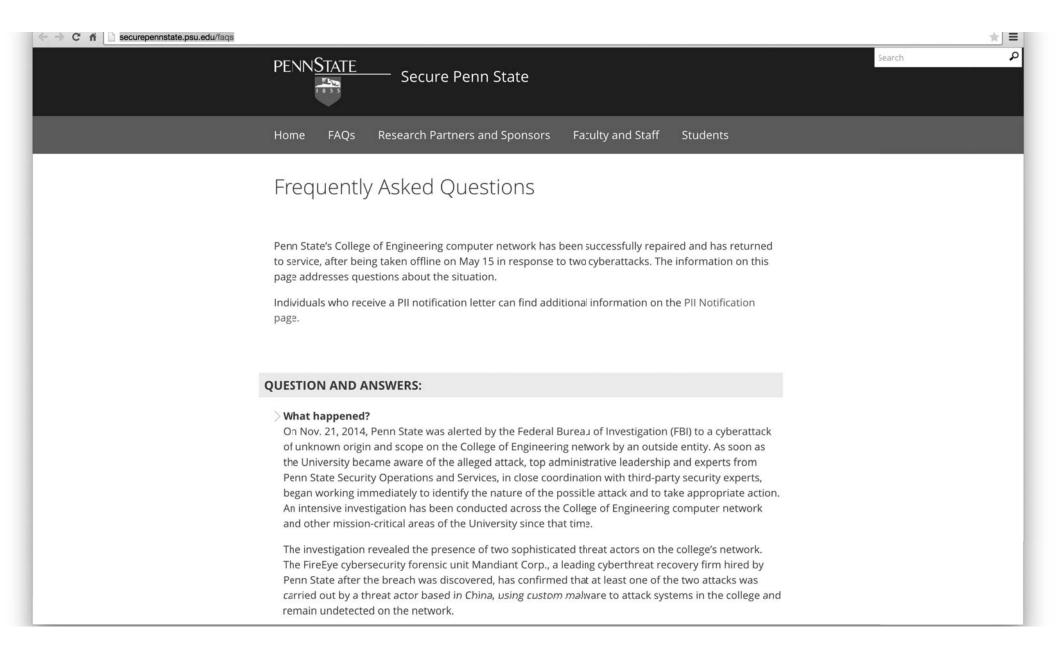


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Penn State discloses major cyberattack by China



By Elise Viebeck - 05/15/15 02:13 PM EDT

Chinese hackers have spent more than two years combing through Penn State University networks, a breach that might have resulted in intrusions into networks of defense contractors and government agencies.

The university disclosed the breach of its College of Engineering on Friday after the FBI noticed the unusual activity and notified the school in November.

The subsequent investigation revealed that two groups of hackers had been inside the school's networks — one linked to the Chinese government, one likely state-sponsored.

"This was an advanced attack against our College of Engineering by very sophisticated threat actors," Penn State President Eric Barron wrote in a letter to professors and students.

"This is an incredibly serious situation, and we are devoting all necessary resources to help the college recover as quickly as possible."

Universities are attractive targets for Chinese hackers interested in gathering trade and technological secrets from U.S. companies.

Major research schools help develop commercial and defense technology for contractors and the military. Penn State is known for its expertise in aerospace engineering, a topic of major interest to Beijing.

The school hired Mandiant, a top cybersecurity forensics firm, to investigate the attack.

Investigators did not disclose whether the Penn State intruders were able to infiltrate additional networks.

The university notified 500 research partners — including federal agencies and major companies - about possible risks to their networks and has reportedly spent millions of dollars trying to eject the hackers.

This task can prove difficult after even a minor data breach, so there is no telling how long it will take to break hackers' two-year grip on the university's systems.

As part of the effort, technicians are taking the engineering school's network completely offline for several days, according to reports.



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Obama's frustration with

KEY STATEMENTS

In order to protect the college's network infrastructure as well as critical research data from a malicious attack, it was important that the attackers remained unaware of our efforts to investigate and prepare for a full-scale remediation.

CLEAR: 7/10 YOU JUST NEED TO READ 3 SITES AND...

TIMELY: 7/10 TOOK THEIR TIME hopefully FOR A REASON

ACTIONABLE: 8/10 NOT MUCH... UNLESS YOU ARE ARL

RESPONSIBLE: 8/10 ONCE YOU FIND IT...

HUMAN: 8/10 ONCE YOU FIND IT... AGAIN...

FINAL SCORE: 76% A SOLID C WITH A B- AFTER THE CURVE



SLACK

VICTIM: SAAS CHAT PROVIDER

ATTACKER: CRIMINAL

TIMELINE

- ► Early February: Incident Began
- ► Early February: Incident Ongoing Four Days
 - March 27 Web Notification Released
 - March 27 Email Notifications Released





Slack hacked, compromising users' profile data





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Twitch hit by possible data breach, resets user passwords



Why investors are so excited about Slack

The rise (and rise) of Slack, Silicon Valley's hottest startup

on IDG Answers A

How to retrieve data lost from Outlook address book after creating a shortcut?

Credit: Thinkstock



By Zach Miners FOLLOW

IDG News Service | Mar 27, 2015 12:07 PM PT

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The popular group chat tool Slack suffered a hack of its central database last month, the company admitted Friday, potentially compromising users' profile information like log-on data, email addresses and phone numbers.

The database also holds any additional information users may have added to their profiles like their Skype IDs.

The passwords were encrypted using a hashing technique. There was no indication the hackers were able to decrypt the passwords, Slack Technologies said in a blog post. No financial or payment information was accessed or compromised, it said.

The unauthorized access took place over about four days in February. The company said it has made changes to its infrastructure to prevent future

communications were in at least some cases fully

accessed by the intruders.





Several People Are Typing

Jobs Sign In



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The Official Slack Blog

March 2015 Security Incident and the Launch of Two Factor Authentication

Posted March 27th, 2015

We were recently able to confirm that there was unauthorized access to a Slack database storing user profile information. We have since blocked this unauthorized access and made additional changes to our technical infrastructure to prevent future incidents. We have also released two-factor-authentication and we strongly encourage all users to enable this security feature.

We are very aware that our service is essential tomany teams. Earning your trust through the operation of a secure service will always be our highest priority. We deeply regret this incident and apologize to you, and to everyone who relies on Slack, for the inconvenience.

Here is some specific information we can share about this incident:

slackhq.com

FAQ

Q: How do I reset my password?

You can reset your password in your <u>Slack profile settings</u>. In addition, team owners and administrators can now easily reset passwords for an entire team at once using our new "password kill switch" feature.

If your Slack team uses single sign-on (SSO) you do not need to reset your password as we do not store passwords for users with this feature enabled.

Q: Why are you releasing Two Factor Authentication now? Why not earlier?

Two Factor Authentication has been in development for the last few months. It is a complicated change which requires additional support resources, administrative capabilities, changes to all applications, mobile and desktop, and extensive testing. We were about a week from release, with just a few small UI tweaks to simplify and clarify the usage experience.

We have decided to release it immediately, despite the remaining bits of clunky-ness: the feature works and it does provide a significant new level of protection against unauthorized access to your Slack account. We will be improving this feature in future releases but the feature functionality is what is most important right now.

Q. What are you doing to prevent additional breaches?

We cannot overemphasize how seriously we take this incident and the importance we place on the security of your information in the broadest sense, from internal compliance processes, audits and physical access control to continual review of our systems design and approach to technical operations.



KEY STATEMENTS

Information contained in this user database was accessible to the hackers during this incident.

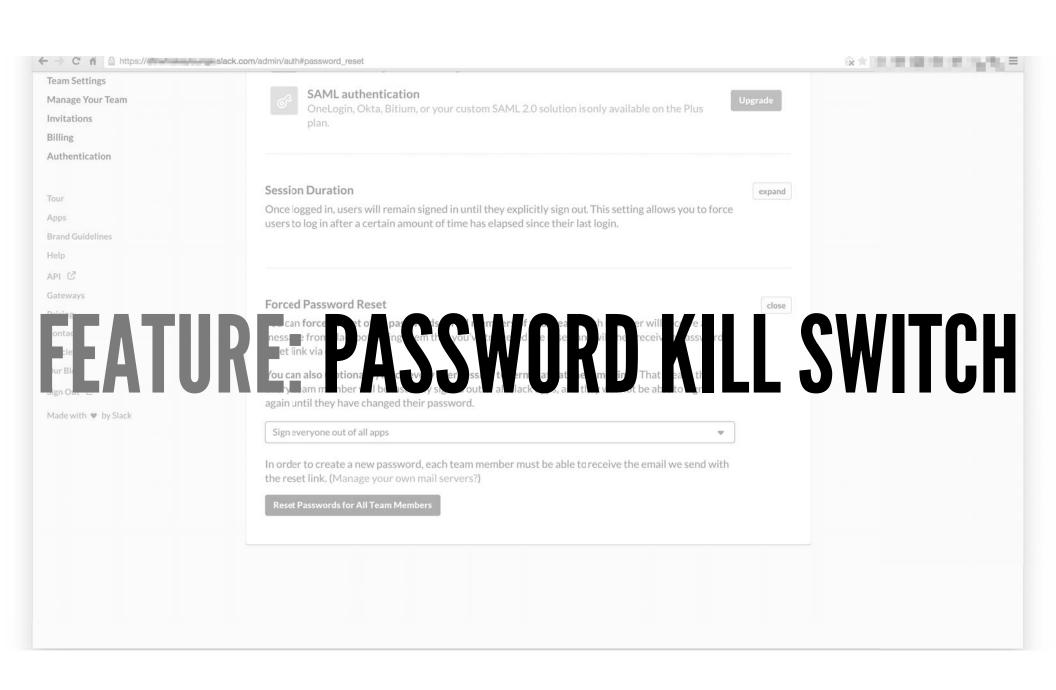
&

No financial or payment information was accessed or compromised in this attack.

CLEAR: 9/10 NO VECTOR, BUT OTHERWISE EVERYTHING

TIMELY: 10/10 CONTROLLED BASED ON INVESTIGATION

ACTIONABLE: 10/10 FEATURES & EVERYTHING



RESPONSIBLE: 9/10 LIMITED ON MISTAKES, FOCUS ON ACTIONS

HUMAN: 8/10 GOOD WORDS, LIMITED IDENTITY

FINAL SCORE: 94% 94% Curve Buster!!!

OTHER ORGS DOING THIS WELL

PF CHANG'S LASTPASS GITHUB (IMHO)



IN GLOSING

"It takes 20 years to build a reputation and five minutes to ruin it. If you think about that, you'll do things differently."

Warren Buffet

MAKE A PLAN KNOW YOUR STAKEHOLDERS KNOW YOUR DECISION MAKERS KNOW YOUR METHODS KNOW YOUR Voice

BE CLEAR BE TIMELY BE ACTIONABLE BE RESPONSIBLE **BE HUMAN**

THANKS TO:

- Kate Guarente of GitHub
- Rachel Vandernick of WebPageFX
- Kristin Reichardt-Rummell of Swish Media
 - Mark Imbriaco of OperableInc







