

# WISE2017

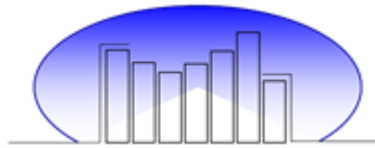
## FACILITATORS TRAINING SESSION 2

### Word of Welcome

**Willem Hoekstra | Chairman of HKFSBCM  
Executive Director, Head of Business Continuity  
Asia, Nomura**

Monday, 9 October 2017

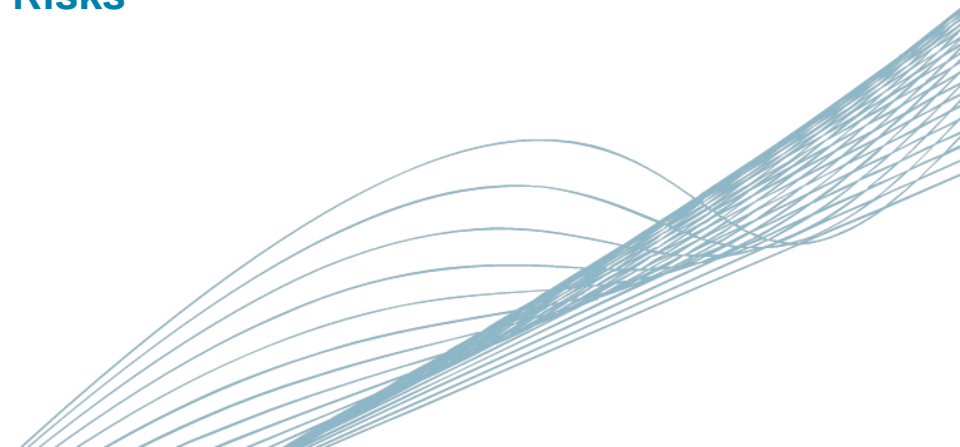


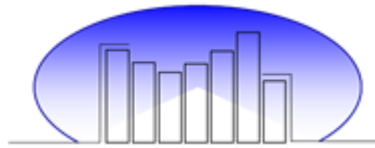


## WISE2017

### Second Facilitator Training Session

**Will Brown | Director**  
**Crisis and Resilience Consulting, Control Risks**





## Agenda

WISE2017 Timeline Overview

Facilitators Support Materials

Triggers and Injects

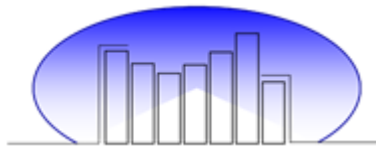
Facilitator Checklist

Exercise Day

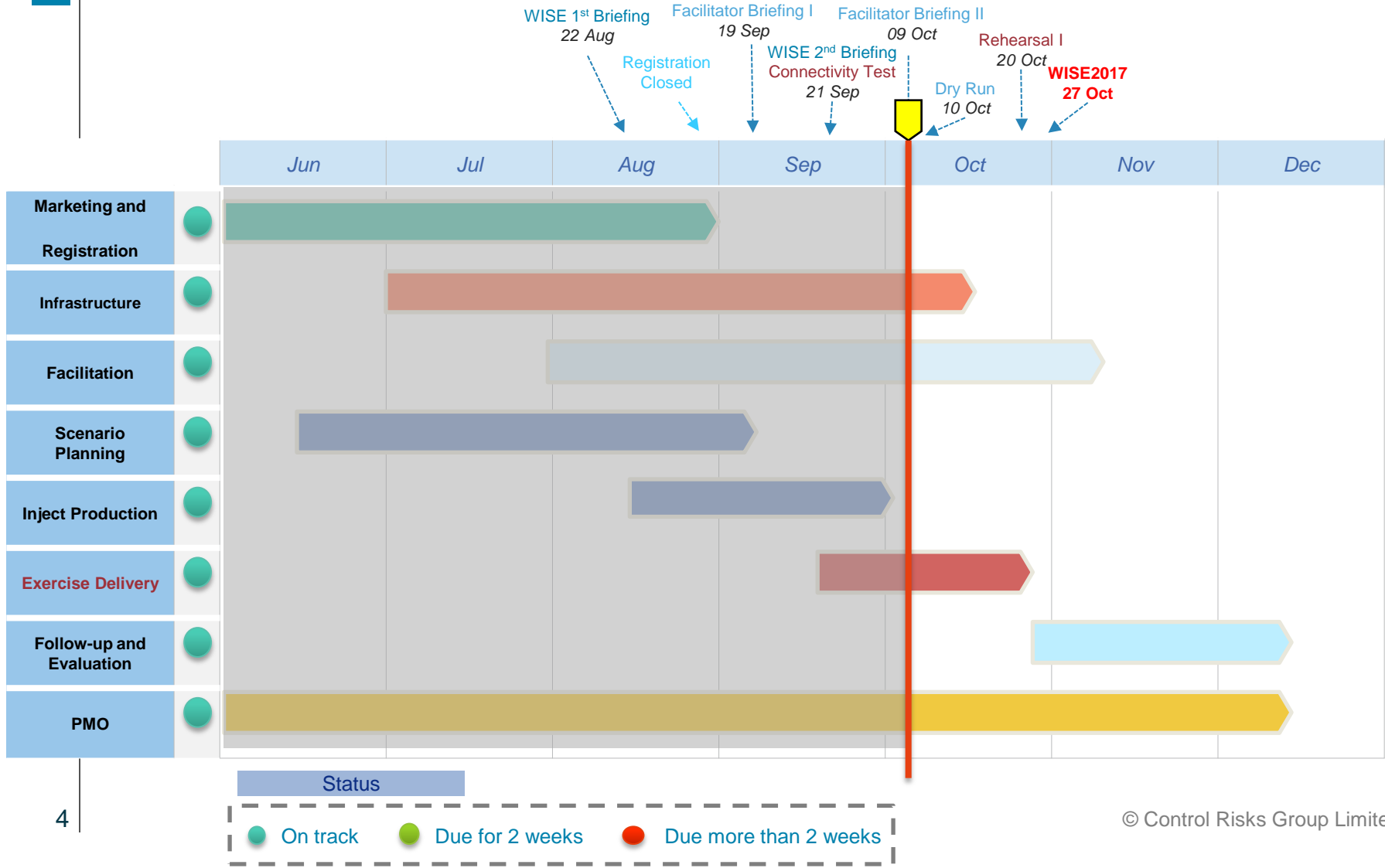
Scenario Timeline

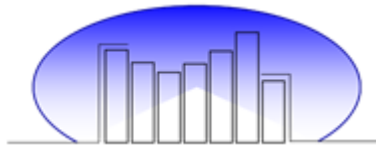
Facilitator Timeline

WISE2017 Exercise Portal



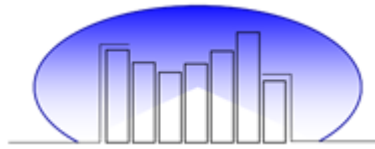
## WISE2017 Timeline - Overview





# **WISE2017 Facilitators Support Materials**





## WISE2017 Facilitators Support Materials

### Activities Completed or In Progress

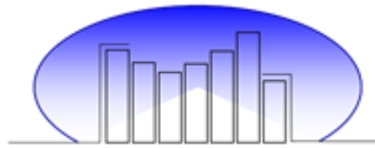


- WISE Introduction briefing on 6th and 10th March
- Engagement with organizations in and outside the industry
- Crisis Management briefing on 22th August
- Participants crisis management & facilitators survey
- First facilitator training on 19th September
- Cyber Threats briefing on 21th September

### Supporting Materials Created



- Facilitator Handbook
- WISE2017 Exercise Run-book
- Facilitator Checkpoints
- Post exercise survey
- WISE2017 Exercise portal



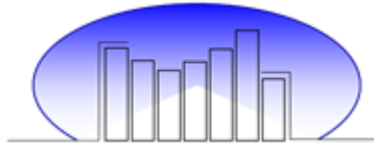
## Facilitator Materials

### WISE 2017 Facilitator Handbook

- Exercise objectives
- Exercise rules
- Exercise roles and responsibilities
- FAQ and troubleshooting
- Contact Details
- Technology portal operations

### WISE2017 Exercise Run-book

- Play-by-play detail of exercise serials
- Timings of injects
- Expectation of facilitators and CMT for each phase
- Contact details



## Facilitator Materials

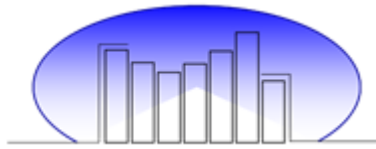
### WISE2017 Facilitators Checkpoints

- Obligations to complete the checkpoints within the designated time period
- Checkpoint reports will be given to the facilitators prior the exercise

### WISE2017 Post exercise survey

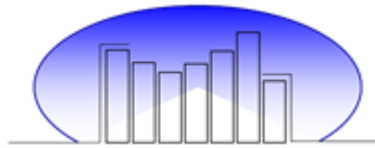
- To support the evaluation of the exercise
- Have a print outs, distribute to CMT members immediately after the exercise
- Collect feedback and share with WISE2017 organizing committee





# Triggers and Injects





## Triggers and Injects

### Basic Information

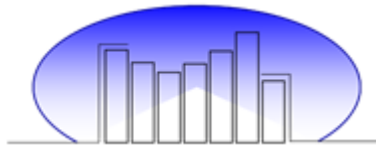
- The exercise depends upon moving the situation through a simulated crisis event
- The exercise will be using injects and triggers to introduce new information to the CMTs via the exercise portal
- WISE2017 exercise run-book contains details of timing and inject type

### Timing

- Timing will be crucial
- Facilitators need to be ready to respond to injects as they appear on the portal
- The release of a inject will be highlighted in the scrolling ticker across the top of the portal

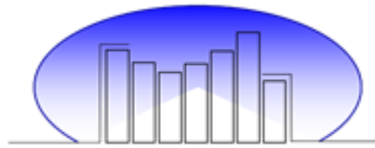
### Injects

- Video- to be played in the portal
- News articles- updated on the news site
- Social media- updated on the social media site
- Emails from Regulatory bodies- sent to the CMT email provided by each participants
- Press release/ statement- updated on the corporate site



# Facilitator Checklist

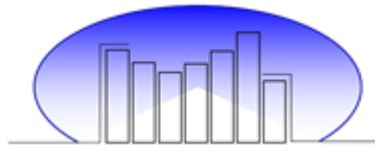




## Facilitator Checklist

### Immediate Actions

1. Book an appropriate meeting room for 27 Oct 2017 and the required infrastructure
  - Projector and large screen
  - Internet-connected computer (for portal connectivity)
  - Phone (x2) for CMT and Facilitator (phone calls injects and communication)
  - Any organization-specific crisis management tools and/or templates
2. Brief your organization's Crisis Management Team about WISE2017
3. Ensure your organization's senior management endorsement of the exercise and commitment to supporting it
4. Invite all CMT members to attend. Brief individual CMT members as necessary
5. Provide the required internal information about the objectives and format of WISE2017 to all the relevant parts of your organization

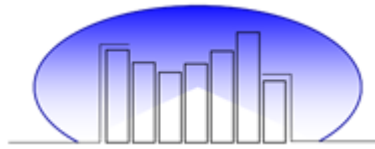


## Facilitator Checklist

### One week before

1. Reconfirm meeting room booking and required infrastructure
2. Confirm CMT members will attend and pursue definitive answers to availability where required
3. Identify which CMT members will be joining physically or remotely
4. Send a reminder to all CMT participants and wider stakeholders

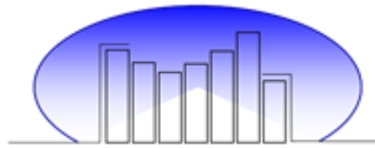




## Facilitator Checklist

### Day of the exercise (before exercise begins)

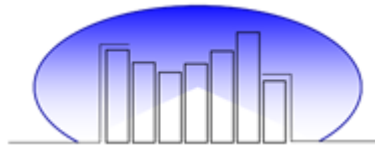
1. Prepare the exercise room, ensure all infrastructure and materials are in place and working effectively
2. Test WISE2017 portal connectivity
3. Gather all CMT participants and prepare for the exercise
4. Deliver a pre-exercise briefing to the CMT members:
  - Exercise objectives
  - Exercise rules
  - Exercise procedures and protocols
  - Portal and injects
  - Role of the Facilitator
  - Timings
  - Other parties taking part in the Exercise



## Facilitator Checklist

### During the exercise

1. Maintain contact with WISE2017 Command Control Centre
2. Monitor WISE2017 portal
3. Draw the attention of the CMT members to new injects and developments
4. Prompt and support where required
5. Monitor time and adhere to the exercise timeline
6. Ensure key learning points are captured

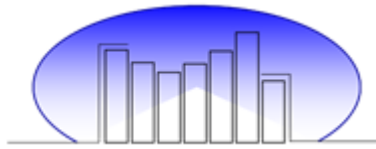


## Facilitator Checklist

### After the exercise

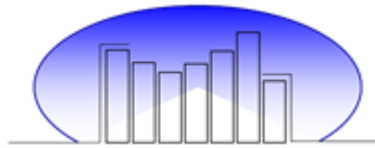
1. Conduct a 'hot debrief' with the CMT
2. Capture relevant points for organizational development as well as for WISE2017 design and delivery
3. Release the CMT members





**Exercise Day**





## Exercise Day

### Basic Information

Exercise will run from 1:00 pm to 5:00 pm on 27th October

1st Inject / trigger will be delivered at 1:30 pm

Final inject / trigger will be delivered at 4:30 pm

### Agenda

Registration – send an email to “[info@hkwise.org](mailto:info@hkwise.org)” when ready

Rules of exercise

Be Ready for the first inject at 1:30 pm

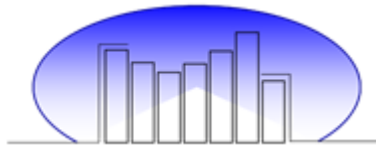
Participate in Exercise

Complete the post-exercise questionnaire and debrief

### Contact Details

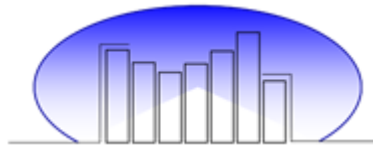
Email: [info@hkwise.org](mailto:info@hkwise.org)

Exercise Command Control Centre Hotline (Available during the exercise only)

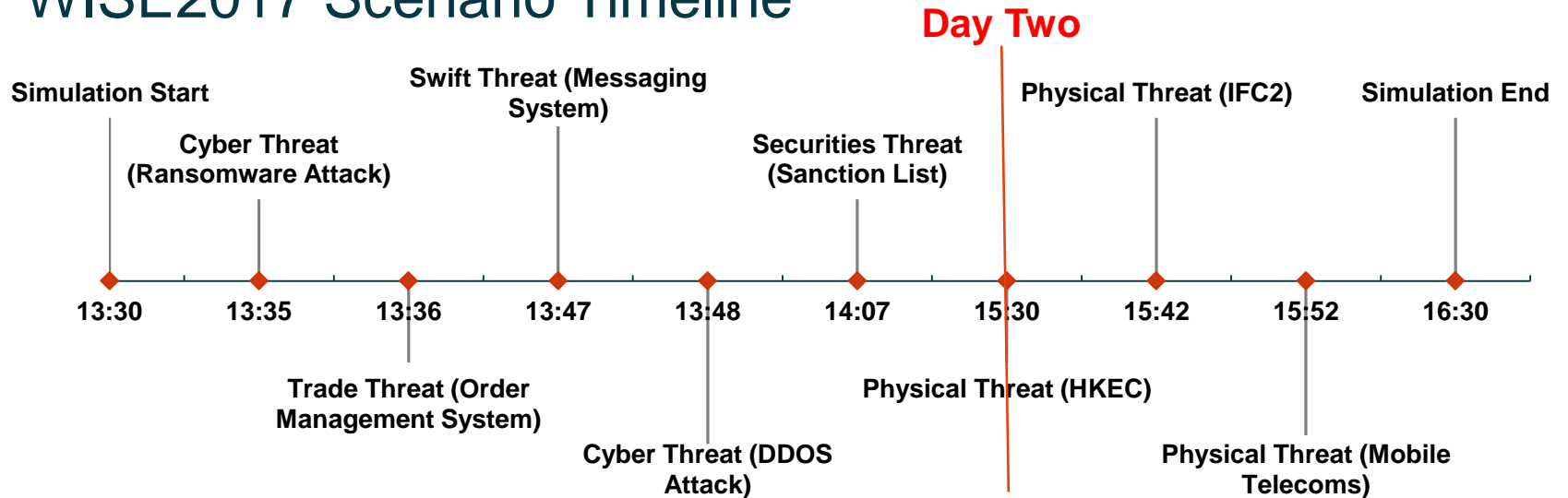


# **WISE2017 Scenario Timeline**

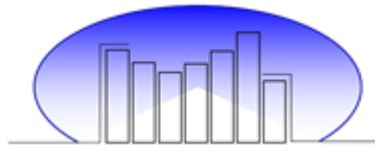




## WISE2017 Scenario Timeline



Exercise Time	Actual Time	Inject
+0.00	13:30	Simulation Start
+0.05	13:31	Cyber Threat (Ransomware Attack)
+0.06	13:36	Trade Threat (Order Management System)
+0.17	13:47	Swift Threat (Messaging System)
+0.18	13:48	Cyber Threat (DDOS Attack)
+0.37	14:07	Securities Threat (Sanction List)
+1.20	15:30	Physical Threat (HKEC)
+1.32	15:42	Physical Threat (IFC2)
+1.42	15:52	Physical Threat (Mobile Telecoms)
+1.80	16:30	Simulation End



## WISE2017 Scenario Timeline

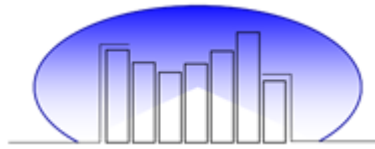


### Cyber Threat (Ransomware Attack)

- The CMT engage relevant technical teams to consider impact to their organisation
- Engage media / communications teams for statement
- Engage technical teams to understand potential local impacts
- Discuss and consider the impacts: What would you do? Disaster recovery?

### Trade Threat (Order Management System)

- Manage a crisis affecting their operations that they don't have any control over
- Identify and report on all areas of the bank which are potentially impacted
- Trigger internal reviews, security and availability checks
- Draft public statement and emails to external parties
- Drive more discussion on both the market and the hack and evaluate the potential impacts



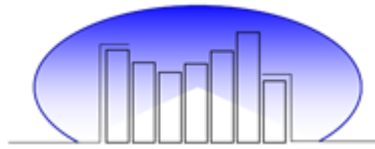
## WISE2017 Scenario Timeline

### Swift Threat (Messaging System)

- Reply to the HKMA with a list of actions to be taken including:
  - Implement monitoring of payments/messaging
  - Review of alternate payments methods
  - Review payments controls and staff system access rights
  - Insider threat investigation on staff with SWIFT messaging access rights
- Contact the HKMA & banks for confirmation

### Cyber Threat (DDOS Attack)

- Review local availability
- Engage media / communications teams for statement



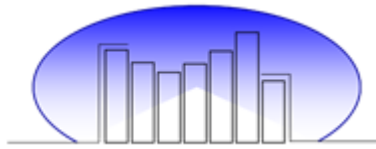
## WISE2017 Scenario Timeline

### Securities Threat (Sanction List)

- Contact with Sanctions Vendor for confirmation of who is on/off the list
- Aware of the potential compliance issues and prepare to answer questions subject to regulatory scrutiny

### Physical Threat

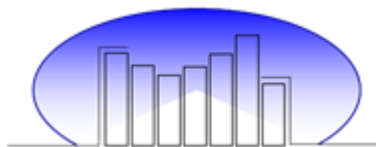
- Trigger decision making around invacuation, evacuation and liaison with building management, staff visitors and contractors
- Control of staff and identification of muster points
- Crisis communication with staff without the phone network
- Commence accounting for people: Set up a family assistance programme



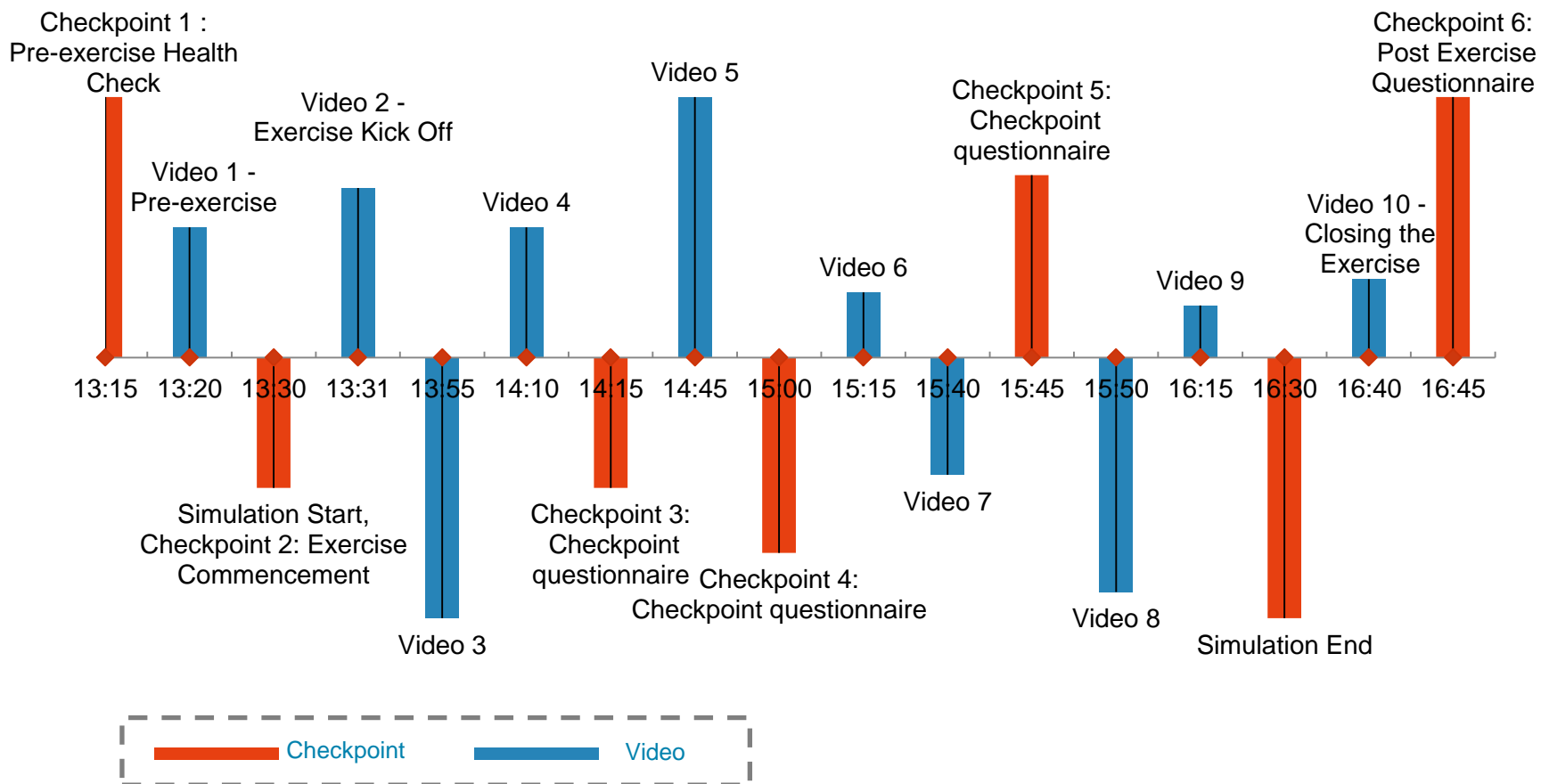
# **WISE2017 Facilitator Timeline**

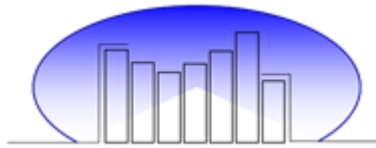






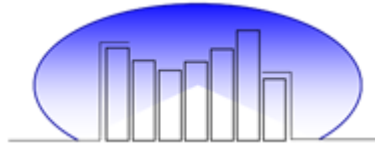
## WISE2017 Facilitator Timeline





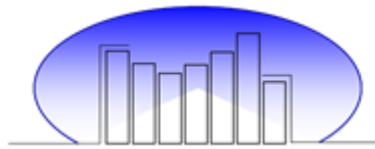
**WISE2017  
Exercise Portal**





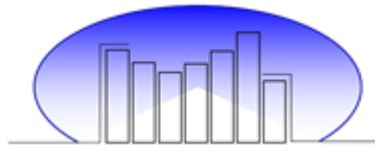
## ■ WISE2017 Exercise Portal Login Page

A screenshot of the WISE 2017 PORTAL login page. The page has an orange background. At the top, the text "WISE 2017 PORTAL" is displayed in large, white, bold, sans-serif font. Below this, centered, is a white rectangular box containing the login form. The form has the title "Member Log In" in orange text. It features two input fields: "Username" and "Password", both with orange text labels and white input lines. Below the input fields is a white rectangular button with the text "Log In" in orange.



## ■ WISE2017 Exercise Portal





Asia ▾

## Bloomberg

Sign In

Search 🔍

MARKETS COMMODITIES STOCKS RATES+BONDS CURRENCIES FUTURES FIXED INCOME SECTORS

Markets Stories

China Bank Bears Must Brace for Disappointment



### Massive 8.1 Magnitude Earthquake Hits Southern Mexico

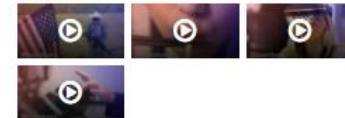


### 'China Hustle' Warns Next Big Crisis Born in Reverse-Merger Mud

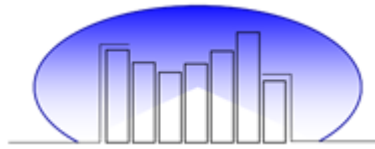


### This Chinese Company Is Helping U.S. Target North Korea Violators

Videos



2017-10-06 17:20:37

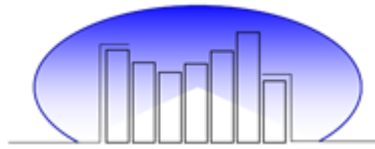


## WISE2017 Exercise Portal

To facilitate delivery of these 'injects', a website has been developed:

1. News articles
2. Special Announcement
3. Stock market information
4. Actual date and time
5. Media clips

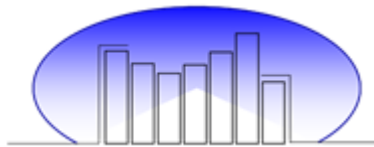
The screenshot shows the Bloomberg website interface. At the top, there is a navigation bar with 'MENU', 'Asia', 'Bloomberg', 'Sign In', and 'Search'. Below this is a secondary navigation bar with categories: 'MARKETS', 'COMMODITIES', 'STOCKS', 'RATES+BONDS', 'CURRENCIES', 'FIXED INCOME', and 'SECTORS'. The main content area is titled 'Markets Stories' and features several articles and charts. A large red circle with the number '1' is placed over a map article titled 'Massive 8.1 Magnitude Earthquake Hits Southern Mexico'. Another red circle with the number '2' is placed over the 'Markets Stories' header. A red circle with the number '3' is placed over a stock chart titled 'China Bank Bears Must Brace for Disappointment'. A red circle with the number '4' is placed over a video player titled 'This Chinese Company Is Helping U.S. Target North Korea Violators'. A red circle with the number '5' is placed over a video player titled 'China Hustle Warns Next Big Crisis Born in Reverse-Merger Mud'. At the bottom right, a timestamp reads '2017-10-06 17:20:37'.



## WISE2017 Exercise Directory

# Directory

Organization	Email	Phone
Command Center	email@email.com	
Allianz Global Investors	email@email.com	
Australia and New Zealand Bank	email@email.com	
AXA Investment Managers	email@email.com	
Bank Julius Baer	email@email.com	
Bank of America Merrill Lynch	email@email.com	
Bank of China (Hong Kong Limited)	email@email.com	
Bank of China International	email@email.com	
Bank of Communications	email@email.com	
Bank of East Asia	email@email.com	
Barclays	email@email.com	
BlackRock	email@email.com	
BNP Paribas	email@email.com	
BNY Mellon	email@email.com	



## ■ WISE2017 Corporate Site

News from the Industry

TOP STORIES

Company Logo →

A screenshot of a news item from a website. The item is titled "Testing" and includes a timestamp "2017-10-06 17:40:42". Below the title and timestamp, there is a horizontal line followed by the text "Testing" and "Testing" on two separate lines. Three red arrows point to specific parts of the item: one points to the title "Testing", one points to the left side of the item (where a company logo would be), and one points to the text "Testing" below the line.

Testing  
2017-10-06 17:40:42

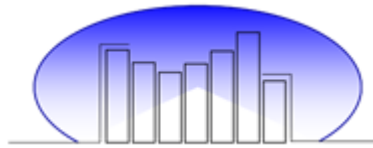
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Testing  
Testing

Title

Message



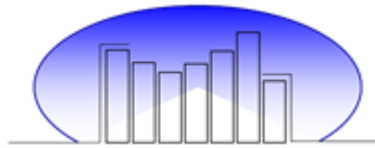


## WISE2017 Social Media Site

# BEACON

S O C I A L M E D I A M O N I T O R I N G

	<p>We are proud to be supporting our client HSBC in their efforts to nurture the growth of fintech in Hong Kong.</p> <p><i>Posted by RFI Asia at 2017-08-01 18:33:08</i></p>	
	<p>Wally the Welsh corgi's spinning skills are on the nose #WHPtalentshow <a href="https://www.instagram.com/p/BXOxi1dhkwJ/">https://www.instagram.com/p/BXOxi1dhkwJ/</a></p> <p><i>Posted by Instagram at 2017-08-01 17:51:14</i></p>	
	<p>Emojis are all around you, especially on #WorldEmojiDay. Check out our story to see if you can spot them all. 🔍</p> <p><i>Posted by Uber at 2017-08-01 16:22:49</i></p>	



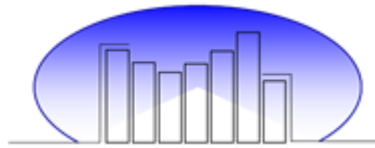
## Timeline

### ■ September

- Tuesday, 19 September: 1<sup>st</sup> Facilitator Training Session
- Thursday, 21 September 2017: 2<sup>nd</sup> Participant Briefing: Cyber Threats to the Financial Sector – *Trends and Forecast for the Year Ahead*
- Another round of targeted media to raise awareness
- Access exercise portal to ensure connectivity from your CMT location

### ■ October

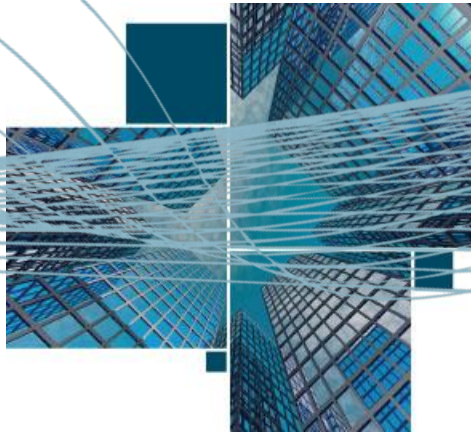
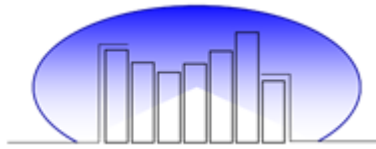
- Monday 9 October: 2<sup>nd</sup> Facilitator Training Session
- Thursday 19 October: Facilitators to collect exercise contingency materials (venue TBC)
- Throughout October - Connectivity testing & rehearsal from locations
- **Friday, 27 October 2017 (13:00 – 17:00): WISE2017**
  - Back up date: 10 November



## After WISE2017

- Hot debrief for facilitators immediately after the exercise
- Post-exercise questionnaire
- Post-exercise plenary with drinks and canapés in the evening of the exercise  
(Venue TBC)
- Post-exercise report, including:
  - Benchmarking of the participants' performance against:
    - Industry best practice
    - Mean performance
  - A review of all aspects of the WISE2017 including its development
  - Consolidation of feedback from facilitators; analysis of lessons learned
  - Detailed feedback and recommendations for future development

**Control Risks**



**Questions**

*info@hkwise.org*