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### The Convergence of Reputation Risk with Cyber and Geopolitical Risk

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Reputation risk has a direct impact upon public opinion (*customers and/or constituents*) affecting revenue or votes. It also has significant, often multiplying second order effect on financial (*EPS, Capital, Market Value*), operational, national security and geopolitical potency from the eroded, or bolstered, trust of shareholders, partners, allies and regulators. Stakeholder responses include compromises to investments, appropriations, authorities, information sharing (*e.g. Intelligence, Intellectual Property*), workforce recruiting/retention as well as incurring legal and regulatory penalties. In addition, adversaries often instigate, exacerbate and exploit reputation risk for their own (geo)political and financial benefit. Executive teams can repurpose existing and new sentiment analysis technologies to anticipate, measure and manage reputation risk consequences and restore trust.

This session will discuss the nature of reputation risk, show how to determine and measure different stakeholders' sentiments, measure their responses and present methods to determine appropriate mitigation strategies.

#### Learning Objectives:

- Understand how enterprise reputation after a cyber incident (yours or a peer competitors) causes different stakeholders to respond in surprisingly consequential ways.
- Learn how to determine specific financial and operational impacts from domestic and global stakeholders' sentiment reactions.
- Learn how to manage stakeholder sentiment.

#### Content questions:

1. Which stakeholders' sentiments impact enterprise risk?
  - a) All clients or constituents
  - b) All shareholders or donors
  - c) Trade Associations
  - d) Cognizant law enforcement bodies
  - e) Strategic partners/Allies
  - f) Supply chain partners
  - g) The public at large

2. Why can't key word searches or polls (based upon telephone or even focus group questions) inform enterprise reputation risk?
  - a) They depend upon the key words or questions selected, which can themselves be misleading or biased
  - b) They cannot hide or filter out actors' or groups' biases or lies
  - c) They cannot correlate sentiment with other (e.g. Credit, Market) risk factors
  
3. How can adversaries exploit enterprise reputation?
  - a) Exacerbate poor sentiment via social networks
  - b) Exploit shareholder attitudes to exaggerate share volatility enabling them to play the market to fund nefarious activity
  - c) Enhance recruiting
  
4. How does geopolitical reputation risk management aid international operations?
  - a) Global reputation consensus uncovers hidden threats effecting additional venture costs
  - b) Enables navigation of national jurisdictions' conflicting regulations
  - c) Enables optimization of foreign currency transactions
  - d) Uncovers hidden national adversarial activities