



BRUCE KELLEY
President & CEO, EMC



SOS: Business Risks That Aren't On Your Radar But Should Be



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JULY 2016
VOLUME 5 | NUMBER 7



Iowa Association of
Business and Industry

Iowa Association of Business and Industry. "The Voice of Iowa Business since 1903" is the largest business network in the state (serving as Iowa's state chamber) with a long legacy of advocating for a competitive business climate in Iowa. ABI offers its nearly 1,500 member companies and their employees opportunities to network, learn best practices in lean processes, workforce, workers' compensation, controlling health care costs, employee drug testing, environmental issues and leadership. ABI works "to foster a favorable business, economic, governmental and social climate within the State of Iowa so that our citizens have the opportunity to enjoy the highest possible quality of life."

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Business Record® (USPS 154-740, ISSN 1068-6681) is published by Business Publications Corporation Inc., The Depot at Fourth, 100-4th Street, Des Moines, Iowa 50309, (515) 288-3336. Contents © 2016 Business Record. Published weekly. Annual subscriptions \$69.95. Single copy price is \$1.75. Copies of past issues, as available, may be purchased for \$4.50 each. Periodicals Postage Paid at Des Moines, Iowa. POSTMASTER: Send address changes to Business Publications, The Depot at Fourth, 100-4th Street, Des Moines, Iowa 50309.

A VIEW FROM THE TOP



Lori Schaefer-Weaton
ABI Chair

Agri-Industrial Plastics Co., Fairfield
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Last month, ABI hosted the 2016 Taking Care of Business Conference in Sioux City. If you weren't there, you missed one of the best business meetings of the year. Make plans now to join us in Dubuque for the 2017 conference June 6-8. You will not want to miss it!

This edition of Business Record Iowa focuses on business risks, some of which may not yet be on your radar. Hopefully, you will find value in learning more about this topic and about ways to manage these risks.

This edition of Business Record Iowa also provides my first opportunity to pen this column, as I follow my colleague, Paul Gregoire, in the role of ABI chair. Under Paul's leadership, and because of your support, ABI just completed another successful year. My goal in the coming months is to build on that success.

In 1978, my father started Agri-Industrial Plastics Co, in Fairfield, Iowa, with one used machine, four dedicated employees and a large dose of entrepreneurial spirit. Ever since that time, I have had the privilege to work with our great employees, seeing first-

hand what it takes to build a company from the ground up. Over the years, our company has continued to grow, and I am proud to be leading the team that is now focused on future growth and ongoing success in an ever-changing world.

For the past 10 years, I have also had the privilege of being part of the ABI team, as a member company, a board member, and now as chair. This is a team focused on the success of all Iowa business. The strength of ABI is in its members, so thank you for your investment in and support of ABI. Because of you, our association enters its 114th year in a position of great strength. My goal as chair of ABI is to continue expanding the association's incredible record of positive impact on Iowa — from policy, to programming, to foundation programs, to Elevate Advanced Manufacturing, and to the 2017 annual conference scheduled next June in Dubuque. I look forward to hearing your ideas about how we can work together to keep the positive momentum going. Thank you again for your support of ABI.

EXPERT ADVICE

Reduce the risk of social engineering fraud



Insurance & Risk Management

A cyberattack is an expensive threat that all companies, regardless of size or industry, need to take seriously. One common way hackers attempt to gain access to a company's servers, bank information and other important data is through social engineering. Criminals will attempt to trick individuals into giving up important information or impersonate someone within the company to gain access. There are multiple ways for companies to protect against social engineering fraud.

Require multiple people to sign off on all wire transfers, making sure that more than one set of eyes reviews any potential suspicious activity. Once this policy is established, make sure that it is regularly enforced and that all employees handling funds are reminded of the policy and educated about common warning signs. Look out for a change in account numbers, expedited requests and requests for unusual amounts.

Implement a policy that requires different forms of authentication. If a request is received by email, a phone call should be required to verify the transaction. Make sure that phone number is

one that was previously established, such as those from a corporate directory — not one listed in an email from the requester.

Company websites and social media websites may offer thieves more intelligence than you think. Be cautious with what is posted in terms of job duties or descriptions, hierarchical information and out-of-office details. Scammers look for these details to create more targeted messages. Additionally, if criminals know you are out and not checking emails, they could take advantage of this and pretend they are you.

Test your employees. Experts can create phishing emails to determine how good employees are at rooting out these schemes and how well they are following procedures. These exercises can boost employee education and preparation when they are reviewed in depth afterward, highlighting the methods used and their efficacy on your employees, and can be used to further tailor training to the vulnerabilities of the workplace.

Review your insurance options and have a discussion regarding coverages/safeguards.





◀ EVENT REWIND

Taking Care of Business Conference

JUNE 14-16 | SIOUXLAND



Top Row: Popular ESPN analyst Dick Vitale poses with attendees following his keynote speech on Thursday, June 16, the final day of the 2016 Taking Care of Business Conference.

Second Row: (L-R) Attendees interact during the Welcome Reception on Tuesday, June 14, at The Anthem at the Hard Rock Hotel & Casino; incoming ABI chair Lori Schaefer-Weaton of Agri-Industrial Plastics receives the gavel from outgoing ABI chair Paul Gregoire of Emerson Fisher.



Third Row: (L-R) DMACC President Rob Denson delivers his creative introduction of keynote speaker Dick Vitale; Speaker Steve Rizzo delivered a dose of comedy during day one; conference committee chair Kim Didier of DMACC addresses the crowd; general sessions speaker and Johnny Cupcakes founder Johnny Earle shares his unique experience as a serial entrepreneur; Lt. Gov. Kim Reynolds reacts to a humorous moment during Vitale's speech; Vitale addresses the crowd.



Fourth Row: (L - R) The Return, a Beatles cover band, performs during the Welcome Reception; general session speaker Katherine Button Bell of Emerson discusses her company's marketing efforts.

A CUSTOM PUBLICATION FOR ABI



Top Row: (L-R) Dave Bernstein of State Steel leads a tour of the company's Sioux City operation; attendees tour American Pop Corn Co.; Jim Nalley of BCC Advisers tries out a golf ball cannon sponsored by Focus OneSource.

Second Row: (L-R): Attendees learn about SEO during an educational escape session put on by Webspec Design; Wes Ehrecke of the Iowa Gaming Association, center, is presented the Leadership for Iowa Award by Rand Fisher of the Iowa Area Development Group, right, and Bill Brown of BrownWinick Law Firm, left; attendees enjoy the Welcome Reception.



Third Row: (L-R) Panelists discuss small business sales opportunities during an educational escape put on by Principal; conference goers pause for a photo during the Mentor Meet-and-Greet.

Fourth Row: (L-R) Jason Gross of Nationwide serves as auctioneer during the ABI Foundation Live Auction; Welcome Reception attendees pose for a photo with oversized Beatles figures.



TOP TIPS

>> ACCESSIBILITY & YOUR WEBSITE



Iacovos Zachariades
President and CEO
Global Reach
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Title III of the Americans with Disabilities Act lays out guidelines for businesses in order to make their services and locations accessible to those with disabilities. Obvious examples include providing ramp entrances and Braille signs as alternatives to stairs and text signs, but what about your website's accessibility?

Your website holds no immunity to these standards. Failing to accommodate these users can open your business up to lawsuits.

Eliminate risk and better serve your customers with these five tips for making your website more accessible:

- **Image Content:** Those who are vision-impaired cannot view image content. Images should have a textual description, usually called 'Alt Text,' appended so screen readers can process and adjust content in accordance with the user's needs, translating content to Braille, voice or even a larger font size.
- **PDF Content:** Screen readers cannot access the image-based content within a PDF. If PDFs are in use, alternative versions using HTML or Rich Text Format should also be readily available.

- **Design Considerations:** Ensure that the vision-impaired can distinguish text colors from background colors by including an option to adjust font size and color.

- **Video Content:** Videos must include audio and accompanying text content to ensure that the hearing-impaired and the vision-impaired can access it.

- **Repetitive Window and Page Titles:** Window titles and page titles (also known as heading tags) both serve to describe the contents of a page while also helping users determine what page they are on within a website. Redundant or vague titles can make it difficult for those who are hearing- or vision-impaired to locate needed information.

Accessibility is a process requiring many, many considerations. Contact Global Reach if you are needing guidance as you make your website more accessible.

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Business Risks That Aren't On Your Radar But Should Be



BRUCE KELLEY
EMC President & CEO

“... it is critical to devote time and attention to business continuity planning. Being prepared for the unexpected is the best way for a business to mitigate a disaster, avoid or limit extra expenses, and protect revenues.”

One key component to running a successful business is identifying potential risks and finding ways in which to manage them.

Many risks can be mitigated with vigilance on the part of employers and employees.

Preparation also is important, especially for those challenges that have become nearly inevitable, such as a data breach, or those out of an employer's control, like a natural disaster.

“These are things you want to prepare for ahead of time,” said Dutch Geisinger, executive director of the Safeguard Iowa Partnership, which provides resources and training for businesses on safety and emergency preparedness. “You don't want to be trying to figure it out as you go during a disaster.”

As demands on employers' time and resources continue to grow, some of these risks fly under the radar but could pose serious challenges to companies should an issue arise. Among them are emergency preparedness and employee theft.



In Iowa, there are **30 to 50 common hazards** businesses should be prepared for.



“Don’t stick your name on a sample and say you have a plan. You need to go through a process and identify the hazards that may affect you ... They will be different for each company.”

JERRY LOGHRY
manager of EMC’s loss prevention information team

EMERGENCY PREPAREDNESS

EMC Insurance Companies knows all too well the importance of having an emergency plan in place. In March 2014, a three-alarm fire at the historic Younkers building in downtown Des Moines significantly damaged two of EMC’s buildings. Thanks in large part to the company’s emergency response team and disaster plan, EMC was able to avoid an interruption to its business.

“Our ability to continue to operate in the days immediately following that catastrophe, as well as recover from the damage, reinforces the message EMC has communicated to our policyholders for years—it is critical to devote time and attention to business continuity planning,” said EMC President and CEO Bruce Kelley. “Being prepared for the unexpected is the best way for a business to mitigate a disaster, avoid or limit extra expenses, and protect revenues.”

Large businesses, such as EMC, typically understand the significant risk and cost associated with an emergency and have people dedicated to addressing those concerns, said Jerry Loghry, manager of EMC’s loss prevention information team.

However, small and medium-sized businesses don’t always recognize the threat a natural disaster or other emergency poses to their operation.

“The local banker, manufacturer, flower shop—your normal main street businesses—may not fully understand how much more it costs to recover if there is not a plan in place,” Loghry said.

Creating a plan is an important first step to preparing for an emergency, but many businesses aren’t sure where to start, said Dutch Geisinger, executive director of the Safeguard Iowa Partnership.

“I think the fear of ‘How do I begin?’ is usually one of the biggest barriers,” Geisinger said. “However, we know that between 40 and 60 percent of businesses fail if they are impacted by a disaster and do not have a plan. That terrifying fact should be enough to get you to push past that fear.”

Small businesses lose an average of \$3,000 per day when they have to shut down their operations, Geisinger said. Identifying appropriate partners and redundancies can help keep a company up and running in the wake of a disaster.

The Safeguard Iowa Partnership was established nearly 10 years ago to strengthen the state’s capacity to prevent, prepare for, respond to and recover from disasters through collaboration between public and private entities.

Organizations such as Safeguard Iowa, FEMA, the Red Cross and even other companies can offer templates and strat-

egies to help kick-start the planning process. Samples can be helpful, but it’s important for businesses to customize plans to their specific needs.

“Don’t stick your name on a sample and say you have a plan,” Loghry said. “You need to go through a process and identify the hazards that may affect you, right down to the specific procedures and policies for addressing those hazards. They will be different for each company.”

In Iowa, there are approximately 30 to 50 common hazards that occur frequently that businesses should be prepared for, from tornadoes and flooding to snowstorms and gas leaks, Loghry said. Entities that serve food, such as schools, restaurants and nursing homes, have additional hazards to consider.

Preparing an emergency plan can also shed light on ways to mitigate certain hazards and hopefully prevent a dangerous situation altogether. For example, while developing an emergency plan, a company might identify a gas meter that is at risk of being run into by a vehicle and install bollards to protect it.

Local public safety agencies can also provide assistance, from guidance on fire evacuation to active shooter training.

Once a plan has been implemented, it is important that it be communicated to the proper people and be practiced. The entire plan should be shared with top management and owners, and it’s important that additional copies are available. In addition to having a copy at their workstation or office, those tasked with implementing the plan should keep a copy in their car trunk or at home.

Components such as how to evacuate in the case of a fire and get emergency responders to their location should be shared with all employees and practiced on a regular basis.

The plan itself should be reviewed at least once a year.

“If you’re changing the batteries in your smoke detectors, you should be reviewing your emergency response plan, too,” Geisinger said.

EMPLOYEE THEFT

Alert staff members can be the first line of defense when mitigating certain risks, but those who don’t have the company’s best interests in mind can also cause significant problems.

In fact, the U.S. Chamber of Commerce estimates that 75 percent of all employees steal at least once, and half of those steal repeatedly. Employee theft costs American businesses more than \$50 billion annually.



Employee theft is a challenge and risk for companies in all industries, even nonprofits.

"They are especially at risk," said Frank Harty, an attorney at the Nyemaster Goode Law Firm. "Everyone involved presumes that, like themselves, volunteers and employees are well-intentioned."

Small and medium-sized businesses are also at risk because they don't have the security in place to protect against losses, said Mike McKeown of Arthur J. Gallagher, a risk management and employee benefits administration company.

Some of the most common forms of employee theft include larceny or embezzlement, skimming, stealing business opportunities and fraudulent disbursements.

There are several ways for companies to protect themselves against theft:

- Perform tougher background checks during the hiring process.
- Establish a hotline or another way for employees to anonymously provide information on potential thefts.
- In retail settings, have multiple employees working at once and have refunds or voids witnessed by a second employee or manager.
- Implement clear anti-theft policies, and educate employees on them during regular meetings. "This shows employees that your company takes this very seriously," McKeown said.
- Audit employee practices to ensure nothing out of the ordinary is occurring.

When employee theft is suspected, Harty said there are two things that should occur right away in most cases. First,

an employer should check the company's insurance coverage to see what protection the company might have against employee dishonesty or theft.

In most cases it is also prudent to contact law enforcement. "They have the ability to do certain things with impunity that many employers do not," Harty said.

One difficult decision employers must make is whether to pursue charges if an employee theft claim is founded. Oftentimes, the associated costs can be more than the money a company can recover from the employee.

One particular form of employee theft companies should be on the lookout for is that of intellectual property, Harty said.

Those thefts could include everything from client lists to source code or trade secrets.

Studies show that such crime is on the rise, but businesses do not view preventing insider fraud as a top priority.

"There are two types of employers — those that have had trade secrets stolen and those who are going to have trade secrets stolen," Harty said.

An important first step for a company to protect itself against intellectual property theft is to audit its employee agreements and independent contractor agreements to make sure they have the fullest protection under state and federal law.

Harty says there is some good news. Legislation offers employers a greater level of recourse than they've had in the past.

For instance, the federal Defend Trade Secrets Act of 2016 makes stealing trade secrets a federal crime and gives employers the ability to seize stolen property in some cases. The Computer Fraud and Abuse Act offers protection if an employee hacks into an employer's network or exceeds his or her electronic authorization.



"There are two types of employers — those that have had trade secrets stolen and those who are going to have trade secrets stolen."

FRANK HARTY
attorney at Nyemaster
Goode Law Firm

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BY THE NUMBERS

Less than \$500. That's how much it would cost a company to buy a fire extinguisher or provide first aid and CPR training for key co-workers to help ensure the organization is prepared in the face of an emergency.

In fact, a checklist from the Federal Emergency Management Agency (FEMA) offers several ways a business can prepare for a disaster that cost little or no money. Among them:

- Create evacuation and shelter-in-place procedures and practice them.

- Create a list of critical business contractors and others whom you will use in an emergency.
- Decide in advance what you will do if your building is unusable.
- Use and keep up-to-date computer anti-virus software and firewalls.
- Set up a telephone call tree, a password-protected page on the company website, an email alert or a call-in voice recording to communicate with employees in an emergency.

- Elevate valuable inventory and electric machinery off the floor in case of flooding.
- Create a list of inventory and equipment, including computer hardware, software and peripherals, for insurance purposes.
- Back up your records and critical data and keep a copy off-site.

Find more suggestions from FEMA's Ready Business campaign at www.ready.gov/business.

CAPITOL BUSINESS



2017 POLICY PROCESS



Nicole Crain

ABI Senior Vice President
Public Policy

At ABI, planning for the next legislative session begins as soon as the previous session has adjourned. ABI's public policy team traveled throughout the state in May to meet with members and discuss the outcome of the 2016 legislative session and priorities for 2017.

These regional meetings serve as a starting point for ABI's policy development process. However, the bulk of the work takes place during the public policy committee process. Committee meetings, which are strictly for members only, allow for engagement and dialogue with other members on key issues facing Iowa business leaders. The committee meetings will take place in August, and the more members engage, the better ABI can represent Iowa businesses during the 2016 election cycle and the 2017 legislative session.

Members can contact the ABI office at 515-280-8000 to register.

After the policy meetings, the ABI Legislative Committee will meet in September to review committee recommendations and propose association priorities to the ABI Board of Directors. The ABI board will also meet in September to finalize the 2017 Legislative Priorities and Policies.

Aug. 2 | Workplace and Product Safety

- Focuses on safety of any business's most valuable resource: its people, as well as the products and services they make and provide. This committee will address occupational safety, workers' compensation and liability issues.

Aug. 9 | Employment and Workforce

- Focuses on traditional human resources issues, including health care benefits and the challenges of workforce and skill development, as well as unemployment compensation issues.

Aug. 10 | Environment

- Focuses on air, water and land quality issues impacting the regulated community, including permitting challenges.

Aug. 16 | Economic Growth

- Focuses on economic development issues ranging from workforce and economic development state incentive programs to transportation of people and goods.

Aug. 23 | Tax

- Focuses on all forms of tax levied on businesses, including property, income, sales and use taxes.



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| Deb Brown | Webster City Area Chamber of Commerce | Webster City / Webster City |
| Scott Burns | Pella Corporation | Pella / Pella |
| Erin Campbell | Iowa Association of Electric Cooperatives | Urbandale / Des Moines |
| Susan Corrigan | St. Martin Land Company | Cedar Rapids / Cedar Rapids |
| Jennifer Crimmins | Citizens Community Credit Union | Fort Dodge / Fort Dodge |
| Brian Crotty | HDH Advisors LLC | West Des Moines / West Des Moines |
| Elizabeth Dawley | Scottish Rite Park | Des Moines / Des Moines |
| Jason (Jay) Ferris | Veridian Credit Union | Council Bluffs / Council Bluffs |
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| Wendy Schultz | City of Council Bluffs | Council Bluffs / Council Bluffs |
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| Megan Sorensen | Children's Hospital & Medical Center | Council Bluffs / Omaha |
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Learn more about how ABI membership could benefit
your company by visiting

www.iowaabi.org/membership/why-abi.

NEED TO KNOW

Open your doors for Manufacturing Day 2016



Manufacturing is one of the leading industries driving Iowa's economy, and it's an industry Iowa employees can be proud to be a part of.

Each year on the first Friday in October, manufacturers are encouraged to open their doors to students, the press and members of the public to help them gain a better understanding of what modern-day facilities are really like.

Manufacturing Day, which will take place this year on Oct. 7, is a growing grass-roots movement dedicated to overcoming the shared challenges facing manufacturers today.

In 2015, the Iowa Association of Business and Industry and Elevate

Advanced Manufacturing partnered with Iowa State University's Center for Industrial Research and Service and Iowa's 15 community college to create a National Manufacturing Day event in each of Iowa's 99 counties.

This year, local partners are again encouraged to participate in this great event. Make connections with school districts and manufacturing companies to host a facility tour, provide demonstrations or offer other ways to introduce students and others to the world of manufacturing.

Contact CIRAS at cirus_mfgday@iastate.edu for more information.



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JULY 17-21

Business Horizons

Central College
Pella

AUG. 2

ABI Workplace & Product Safety Committee Meeting

ABI Office | 400 E. Court Ave., Suite 100
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11:15 a.m.

AUG. 7-11

Leadership Iowa University, First Session

Des Moines

AUG. 9

ABI Employment & Workforce Committee Meeting

ABI Office | 400 E. Court Ave., Suite 100
Des Moines
11:15 a.m.

AUG. 10

ABI Environment Committee Meeting

ABI Office | 400 E. Court Ave., Suite 100
Des Moines
11:15 a.m.

AUG. 16

ABI Economic Growth Committee Meeting

ABI Office | 400 E. Court Ave., Suite 100
Des Moines
11:35 a.m.

AUG. 23

ABI Tax Committee Meeting

ABI Office | 400 E. Court Ave., Suite 100
Des Moines
11:15 a.m.

AUG. 29

ABI Executive Open

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1600 Jordan Creek Parkway
West Des Moines

Visit www.iowaabi.org and click the "Events" tab for details on upcoming events.



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EMBARRASSED EXECUTIVE

Q. What data security strategies should your business consider implementing today, to protect it in the future?



Matthew McKinney
Attorney, BrownWinick Law Firm
mckinney@brownwinick.com

A. Open your industry's latest trade publication, attend a business conference or simply scan the news, and data security will undoubtedly be discussed. While your industry is certainly discussing the issue, is your business's leadership team similarly discussing data breaches and properly preparing for what FBI Director James Comey recently stated is not an "if" for businesses, but a "when"? Here are three items your business can immediately consider for purposes of being prepared:

1. Knowledge is Power; Understand Your Risks.

You cannot protect what you do not know. Consequently, it is critical for businesses to take time and fully understand their digital footprint. Carefully assess digital assets, where they reside, who has access, how access is (or isn't) restricted, the various degrees of data sensitivity, and what virtual and physical protections are in place to protect the data. For instance, because a server with remote access can present an easier target for hackers, is it vital for your business that all sensitive information remain on a remote-access-enabled server? Conversely, could your business still operate (and significantly reduce its risks) by placing top-level, highly sensitive information on a secure server that is not susceptible to the risks of remote access?

2. Employees Are Your First Line of Defense.

Hackers are increasingly targeting human weaknesses and vulnerabilities, rather than patchable weakness in a company's IT infrastructure. Specifically, through a deceptive practice known as "phishing," today's sophisticated hackers aim to prey on employees who may easily, unknowingly and voluntarily give up keys to your business's castle by merely clicking a link, downloading a file or opening an email attachment. Notably, today's phishing attempts are no longer blatantly obvious (being sent by the "Prince of Nigeria"). Rather, they

are carefully crafted communications aimed at deceiving the recipient and gaining access to a company's sensitive information. To the untrained eye, today's phishing attempts often appear to come from your business's IT team (directing a trusting employee to download a required "patch") or from the leadership team (directing an employee to open, complete and return a "form" contained in an attachment). The "patch" and "form," however, are not as described, but rather, malicious code that can compromise even the most advanced infrastructures. These sophisticated attacks can trick nearly anyone in an organization. However, with proper and ongoing training, employees can identify phishing attempts and quickly become a strong defense in the daily fight against unauthorized access (internal and external) to digital assets.

3. Develop an Incident Response Plan.

Emergencies never occur at convenient times. As such, if a breach occurs, it is critical that your business have an incident response plan in place to ensure an orderly and timely response. For instance, if a data breach occurs over a weekend, does IT have appropriate contact details and a call tree to follow? Who will your business rely on for: (1) technical expertise in stopping the breach, investigating the scope of the attack and patching the vulnerability, all while preserving records and other evidence; and (2) legal expertise in complying with state and federal notification and related requirements, including requirements specific to your industry? A properly prepared incident response plan will include each of these items along with numerous others. Put another way, just as when your business is forced to respond to a fire or flood, time is always of the essence in a data breach, and a carefully prepared incident response plan can ensure you'll be prepared to respond in a timely and orderly manner.

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