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WHEN OBSTACLES ARISE, YOU CHANGE YOUR DIRECTION TO REACH YOUR GOAL, YOU DO NOT CHANGE YOUR DECISION TO GET THERE

"

ZIG ZIGLAR

AMERICAN AUTHOR



Changing Culture ≠ Nirvana





I'm no math wizard. I'm a lawyer. So, you might be wondering why I am using a mathematical equation to discuss Organizational Culture.

Culture

Culture has been a buzzword in HR for the last decade. Indeed, there have been innumerable articles and studies discussing the concept of "change your culture, change your organization." The implication being that there is some measure of equality between the two. If you just shift, change, or manipulate the culture, your organization will be the ideal place to work. Nirvana, right?

I'd say only partly right. Allow me to provide you a different perspective. Merely shifting, changing, or manipulating culture does not equal nirvana.



As a lawyer and speaker, words are my currency. So, when I hear discussions about culture, I often wonder what people really mean. What exactly does culture mean? According to Merriam-Webster, culture is defined as:

- the customary beliefs, social forms, and material traits of a racial, religious, or social group, and
- the set of shared attitudes, values, goals, and practices that characterizes an institution or organization in the employment context.

In other words, culture is your organization's people and ideas. But despite what you have heard, that is not the entire equation. Atmosphere and environment are equally important variables in achieving the "nirvana" organizations and employees seek. Let's take a closer look at these concepts of atmosphere and environment in the workplace context.

Atmosphere

The atmosphere is the "aura" or "feel" of your organization. Think about when you go out to dinner, to a bar, or a nightclub. Do you enjoy going there because you feel welcomed and respected? That is also one of the reasons why employees enjoy going to work and rate their organizations as a best place to work. Employees want an atmosphere where they can trust that they are free to express themselves without fear of retribution. When you think about the #METOO movement, fear was a specific impediment identified by victims as the reason why they did not report or delayed reporting.

Is inclusion just a public relations tool or is inclusion woven into the fabric of your organization? Is it part of your strategic plan? Employees – no matter their race, age, gender, national origin, disability status, religion, sexual orientation or other differentiating characteristic – want to feel they are more than a number. Inclusion requires meaningful involvement and empowerment. Other factors to consider include whether your organization's atmosphere is hostile,



harmonious, collaborative, loud, stressful, supportive, positive, trusting, empathetic. Is there appropriate work/life balance and opportunities for team building and/or community involvement. Are you loyal to your employees? You might be thinking these are just touchy/feely things and you are running a workplace not a daycare. However, these are exactly the type of things that determine whether your employees are your best asset or your biggest liability.

On the other end of the spectrum, ask yourself: do your managers rule by fear? Are there unspoken rules? Are employees discouraged from speaking up or reporting issues? These are atmospheric conditions that impede productivity, trust, innovation, and profitability.

Environment

While atmosphere is one component of the environment, in the workplace, I believe the workplace environment is more the "physical" spaces or surroundings of your organization. That physical space is not just the interior of your workspace, it also includes exterior spaces. For example, does the exterior of your workplace have covered walkways for inclement weather? How far away are employees required to park from the building entrance? Are there elevators or just stairs? Is the building and office space accessible for disabled employees and guests?

Standing desks are all the rage. Is this something you would provide to your employees or allow them to purchase for themselves? Do your employees work in cubicles, closed offices, or open workspaces? I have a few clients who have open workspaces and many more organizations are moving in this direction. As an employment attorney, while I understand that these spaces provide for open communication, I worry that this openness also stifles certain types of communication, e.g. discussions with HR. A potential resolution is to ensure that there are closed, private offices where these types of sensitive communications can occur. However, I would not recommend putting those rooms in the middle of the open workspace.

What is the lighting in your space? Are there windows? Is the space too hot or too cold? Are there spaces for employees to take a break, e.g. a lunchroom or other quiet space? What color are your office walls? Scientific studies have found that bright/vibrant colors (not red) increase productivity and spark creativity. Greens and blues are believed to be calming.

Yellow is believed to trigger innovation. On the other hand, gray, beige and white are believed to foster feelings of sadness and depression.

When employees discuss what makes an organization a best place to work, they use phrases such as:

1. Great work/life balance;
2. Everyone works collaboratively;
3. Upbeat;
4. One big community;
5. Relaxed but challenging;
6. I feel whole and recognized;
7. Interested in me as a person, not just results;
8. Common ground of trust and fairness;
9. Great empathy and support;
10. Feel welcomed and important;
11. Stimulating environment;
12. Physical space is beautiful and natural;
13. Wellness is appreciated, so the building is glass for natural light;
14. Standing desks are convertible at the push of a button.

Now, don't get me wrong - I'm not saying people and ideas are not important. I am saying there are other things that are equally important to your employees. Atmosphere + Culture + Environment, that 360-degree vision of your organization is the entire equation.

We know that if employees aren't happy, nobody is happy. That dissatisfaction will permeate every aspect of your organization and ultimately affect your bottom line. This is not an issue to be taken lightly. Your employees' perceptions about your organization's Atmosphere, Culture, and Environment directly correlate to productivity, innovation, employee satisfaction, profitability and growth.

So, why do organizations focus on only one aspect (i.e., culture) of how employees experience their organization? For at least a decade, we have been encouraged or programmed to focus on this overall concept of "culture," even when surveys and studies prove "culture" (i.e., people and ideas) alone is not enough to create this ideal workplace everyone (employers and employees alike) seeks. When trying to achieve nirvana, you need to consider all the variables.

Bottom Line

Your organization is not static. It is ever changing and growing. It requires flexibility of thought and process. It requires expansion of old ideas. Likewise, your employees are ever changing and growing. Concepts, ideas, technology, laws and regulations are always being added, subtracted, multiplied, and divided. That means in addition to your culture, you may also need to shift, change or manipulate your organization's atmosphere and environment.



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Kelly Charles-Collins is a TEDx Speaker, Author, HR Expert and Attorney. An employment attorney with more than 20 years of experience, Kelly expertly guides organizations who want to uncover hidden truths in their workplaces and nurture trust and respect, so they can create diverse, inclusive, and harmonious cultures, and minimize legal risk. Kelly is also the Bystander Effect Expert and shares her expertise in her highly anticipated TEDx talk. Kelly is also the author of ACE Your Workplace Investigations: A Step-by-Step Guide for Avoiding Friction, Covering Your Assets, and Earning Employee Trust.



Atmosphere + **C**ulture + **E**nvironment = **Nirvana™**

New Year's Resolutions for Business Success

BY DRENI REZARI, PECB

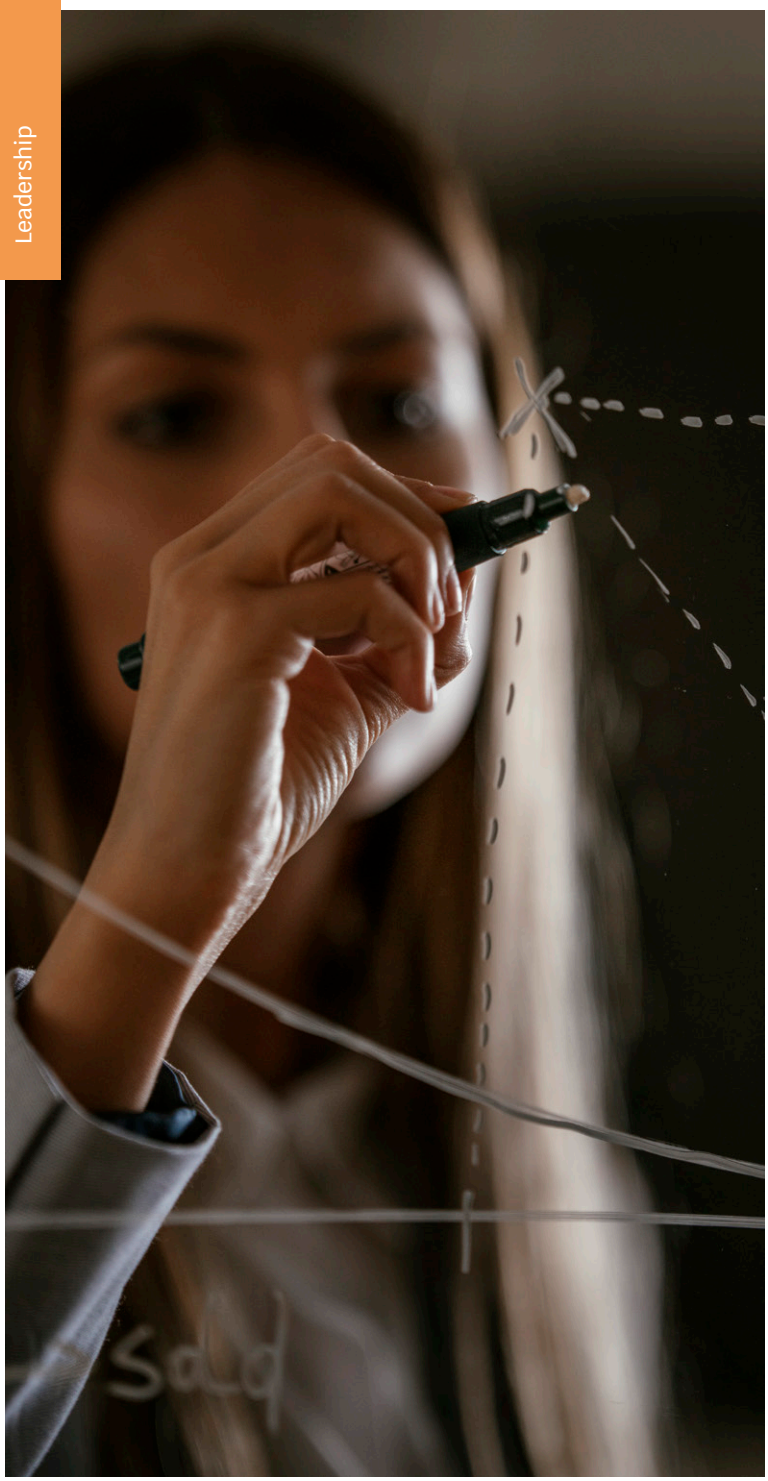
As we begin the New Year and dive into a fresh start of infinite possibilities, it is essential for companies to strategically reassess the ways in which they approach short and long term goals. The start of the year signifies change, new beginnings and rigorous planning, as the demands that are brought up by emerging and competitive businesses, prove to be as challenging as they seem.

''First come, first served'' isn't a statement to be trifled with, as it is a lesson many individuals know but few act upon while striving to achieve success. Recognized businesses year after year sustain the renowned positions they hold so dearly, because of their firm conviction to these words and fulfilling the responsibilities that come along with them. Integrating this ideology into one's profession is crucial, as it is a stepping stone towards grasping the substantial changes needed in a challenging business, and rejecting "the typical" to make the impossible possible, in the successful-to-be year of 2019.





These are some of the specific areas of improvement that will strengthen your business as a whole:



Consistency and maturity are two variables that stand together in the exploration of an ever-changing, self-discovering and evolving business.

Strategy Reassessment. Reflecting upon last year's accomplishments and flaws as a team is critical towards remodifying strategic approaches within a business. In a report conducted by Gatehouse, 45% of internal communication professionals believe that organizations don't have a clear narrative that explains its vision and strategy to employees. This is because leaders exhibit disappointment in areas such as integrity, management and communication towards their employees, causing the configuration of new strategies to be extremely difficult. The reassessment process of a fresh strategy is challenging and requires a considerable amount of precautionary measures before confronting it. Analyzing the strengths and weaknesses of these specific areas will allow you to dictate if the convenient aspects of your strategy should remain for the business to prosper, or whether to discard the undesirable tactics that are causing the business to collapse. Relying on your employees for this strategy reassessment is essential, as their contribution, insight and support will change, strengthen and propel your business to success.

Encourage Sustainable Growth. Achieving sustainable growth in business involves having a strong resolution as a company that pursues its ''authentic purpose''. Perseverance is your strongest ally during these challenging times of change and growth. Sustaining every aspect of your company does not just become a responsibility, but it becomes a lifestyle as well. So, managing the developmental progress within each stage of your business's growth requires self-awareness and a keen sense of encouragement for your employees. The implementation of your employees' thoughts towards the company's growth is essential, when obtaining professional feedback from satisfied employees that are of utmost importance to your business.

However, an adaptive risk-taking and flexible style of leadership is required to accomplish these progressive feats, meaning that expenses at your responsibility must be made for the sake of the company to succeed and grow. These significant, decisive moments will surface as your business ascends higher into the recognized positions of the leading business companies.

Improve Internal Communication. Strengthening connections internally is the heart of successful business communication. The ability to exchange information through live conversation and online communication is a skill that is essential for the internal collaboration of employees' engagement and a culture of compliance within your company. The largest survey of internal communications professionals released by Gatehouse covered over 650 organizations from 25 countries. The report identified that 54% of respondents stated that technology is a top barrier for internal communications and it's understandable why. The existence of technology isn't the barrier itself causing ineffective communication, but it is the implementation and adoption of technological devices that are not embraced by businesses that causes this problem. This is completely comprehensible, as employees consistently struggle to address their thoughts within a business that does not even support internal productivity. So, embrace technology, in order to fortify the essence of communication within your company and satisfy your employees' needs to construct collaborated strategies through these services.

The strength of a company is nothing short of empty if its leader's words cannot be captured by its employees' hearts.

External Business Communications. Recognizing the distinguishable characteristics as well as the reputation of your company's philosophy is essential towards the brand's image. The consumers' personal experiences of your company's products, services, and advertisements are the constructive pillars that strengthen your business platform to successfully gain recognition towards your brand's external community. In a recent study conducted by Harvard Business, 64% of consumers stated that shared values create a trusting relationship with a brand and there's a reason why. That's because consumers create positive impressions of businesses that are dependable on and consistent in there external interactions. This primarily reflects a satisfactory image of your consumer's chosen brand and strengthens your relationship with them.



> Essentially, a brand is more than just a logo, slogan or advertising campaign – it is also a personality and connection that communicates with consumers on a personal level.

So, evaluating the consistent representation of your business and utilizing effective marketing strategies is essential towards reasserting the strength and core values of your company's brand. The construction of your brands image is based on the characteristics you have created, while your reputation is the formulation of public recognition that took decades to be built.

Revolution, Not Resolution. Change comes in response to a need, not a desire. And businesses have experienced these transformations first hand across broad corporate landscapes. Businesses are complying with numerous external standards and are instigating this shift in change within the regulations of the company's data protection services. Several important triggers this year, such as tipping points in globalization, significant shifts in technology and the challenges of the GDPR regulation are causing these changes for everyone. The reinvention of business strategies is occurring because uncertainty and constant disruption is emerging from the requirements of information security, risk assessment methods and quality management requirements. The lack of these management systems should be concerning, as the possession of these management systems will support the safety of your consumer's information and protect the products you provide to them as well. Reassuring your consumers that you care about their safety and the products you provide them with.

What defines business success? The general opinion that defines the meaning of 'business success', is building an enterprise that successfully runs a profitable firm; that fulfills its objective as a company and creates a positive impact towards its consumers. Is that really all to it?

The successful achievements from today's entrepreneurs such as Bill Gates, Elon Musk and Jeff Bezos tell a different stoy, which deserves attention. The reason behind their business success is because of the different methods, strategies and philosophies that were utilized towards their businesses expansion, which made their domains of expertise uniquely stand out from the rest of the companies that existed around the world. These common traits are essentially the driving forces concerning the achievements of their business success. However there's more that meets the eye when analyzing the individual time spent outside of regular working hours, to contribute even further to business success and expansion. Innovative entrepreneurs dedicate a higher quantity of hours needed to fulfill the evolving aspects of the company, that require complete devotion and a life's worth of passion. The road to business success is always under construction for companies seeking to evolve. So, remove the 'should' from your resolution and make it a 'must' to your revolution, as your New Year's solutions for business success.

> The secret of change in business is to focus all of your energy on anticipating the unexpected turn out of events and adapting to the given circumstances by appreciating the opportunity and rising to the challenge.



How to Tackle Today's IT Security Risks



Industry experts estimate that annual losses from cybercrime could rise to USD 2 trillion by next year. With countless new targets added every day, especially mobile devices and connected "things", a joined-up approach is essential.

The attraction of cybercrime to criminal hackers is obvious: tangled webs of interactions, relatively low penalties, disjointed approaches on money laundering and potentially massive payouts. The key is preparation and seeing vulnerabilities, and resilience, in terms of interactions with overall management systems, and that's where the Information Security Management Systems (ISMS) standard ISO/IEC 27001 comes in.

This is the flagship of the ISO/IEC 27000 family of standards, which was first published more than 20 years ago. Developed by ISO/IEC JTC 1, the joint technical committee of ISO and the International Electrotechnical Commission (IEC) created to provide a point of formal standardization in information technology, it has been constantly updated and expanded to include more than 40 International Standards covering everything from the creation of a shared vocabulary (ISO/IEC 27000), risk management (ISO/IEC 27005), cloud security (ISO/IEC 27017 and ISO/IEC 27018) to the forensic techniques used to analyze digital evidence and investigate incidents (ISO/IEC 27042 and ISO/IEC 27043 respectively).

These standards are not only about helping to manage information security but also help to identify and bring criminals to justice. For example, ISO/IEC 27043 offers guidelines that describe processes and principles applicable to various kinds of investigations, including, but not limited to, unauthorized access, data corruption, system crashes, or corporate breaches of information security, as well as any other digital investigation.

Staying ahead of the game

Keeping this family applicable to the needs of businesses, small and large, through a process of constant evolution is a serious responsibility for ISO/IEC JTC 1's subcommittee SC 27 on IT security techniques. It's in large part thanks to the contribution of people like Prof. Edward Humphreys, who chairs the working group responsible for developing ISMS, that it remains one of the most effective risk management tool for fighting off the billions of attacks that occur each year), which likewise continue to evolve in their targeting and methods.

Prof. Humphreys, a specialist in information security and risk management with more than 37 years of experience in consulting and academia talks about the fundamentals of ISMS and how you can be ahead of the criminals to protect businesses and consumers. "It's true that risks that threaten information, business processes, applications and services are continually evolving. ISO/IEC 27001 is a continual improvement standard, which means the built-in risk management process allows businesses to keep up to date in their fight against cybercrime."

According to Prof. Humphreys, the continual improvement aspect of ISO/IEC 27001 means that an organization can assess its risks, implement controls to mitigate them, and then monitor and review its risks and controls, improving its protection as necessary. In that way, it's always on the ready and prepared for attacks: "If used properly, ISMS enables the organization to keep ahead of the game, responding to the evolving risk environment that the Internet and cyberspace present."

From Threats to Opportunities

At the business level, it remains a formidable task to model and mitigate threats from all conceivable angles. There's a clear need to use a unified, integrated security system across the whole business and, given the complexity of interrelationships, we can ask whether ISMS could apply to small and medium-sized enterprises (SME).? Prof. Humphreys further explains

"ISMS are applicable to all types of organization and all types of business activities, including those of SMEs. Many SMEs are part of supply chains, so it's essential that they are in control of, and manage, their information security and cyber-risks in order to protect themselves and others."

Prof. Humphreys explains that a business's obligations are typically defined in service-level agreements (SLA), contracts between partners of the supply chain that detail service obligations and requirements and establish legal liabilities, and that ISMS often form an integral part of such agreements.

Of course, there are challenges attached to online business for SMEs, but they are far outweighed by the enormous potential that has been opened up by the Internet. It could be argued that it is smaller businesses that have been the most enabled by technology, a point made recently by Ambassador Alan Wolff from the World Trade Organization. Speaking at the 2018 ISO General Assembly, Wolff observed that "anybody – who has a design; who has a computer; who can get on the Web; has access to a platform – can become a part of international trade."

The upsides for social and economic development are enormous: the Internet brings global reach to growing numbers of previously isolated individuals and communities. However, a proven and prudent approach





such as ISMS is needed to mitigate the downsides. Prof. Humphreys reminds us that, “a cyber-attack on one part of the supply chain could disrupt the whole of the chain” and the impacts can reach way beyond your own business, or even your direct clients. That’s as true for artisan toymakers from Bali as it is for government national health services in Europe.

The right to privacy and the need for confidence

Our private lives may be less complex than global business, but just as much is at stake. For many of us, simply following best practices for passwords and security updates (and bearing in mind that if it smells fishy, or looks too good to be true, then it almost certainly is) should help keep us safe from cybercriminals, much of the time. But people are increasingly asking questions about the way that institutions and companies store, analyze and monetize the vast amounts of data that we hand over more or less voluntarily.

But does the ISO/IEC 27000 family provide answers to these sorts of unknowns? “Recently, subcommittee SC 27 has embarked on a new development – ISO/IEC 27552 – which further extends ISO/IEC 27001 to address specific needs of privacy.” Currently at the draft stage, the document specifies requirements and provides guidance for establishing, implementing, maintaining and continually improving privacy management within the context of the organization.

When privacy, finances, individual or corporate reputation are threatened, it undermines confidence and impacts our behavior, both online and in real life. The role of the ISO/IEC 27000 family in allowing us to continue to advance is paramount. With many reasons to feel anxious as almost every aspect of our lives becomes digitized, it’s reassuring to know that there’s a family of standards to count on for information security management systems, and a global group of experts like Prof. Humphreys working to keep us one step ahead.

Disclaimer:
*PECB has obtained permission to publish the articles written by **ISO.***

The new ISO 22301 is expected to be published this year!

Towards Organizational Resilience

Organizations around the world are increasingly recognizing the importance of a Business Continuity Management System to help them navigate through turbulent times. It is important for organizations to predict, be prepared for and respond to serious incidents in order to survive and continue their crucial operations.

Successful organizations are able to anticipate the unexpected and respond to it. Disruptions can result in revenue loss, reputational damage, and failure to deliver services. That is why organizations need a robust Business Continuity Plan and instruments to activate it.

Preparation is Key

The new ISO 22301 is currently in the draft stage and soon it will be in the final draft International Standard (FDIS). The new version will replace the ISO 22301:2012. Organizations will have a three-year transition period from the date of publication to move to the new version.

At PECB we offer training and certification services for persons and Management Systems, which will help you build and maintain a strong and resilient organization with ISO 22301. The updated training course will be available as soon as the standard is updated.

Whether you are planning to get certified against the new standard or simply want to transition to the new version when it is published, we will help you understand your organization's needs and responsibilities and put in place the necessary requirements to implement an effective BCMS.

To get more information, contact us at: marketing@pecb.com
or check our Business Continuity Services For individuals | For organizations



Organizations with a Business Continuity Plan have:

87% faster response

56% faster early stage detection of attacks

53% better mitigation of reputational damage

52% faster mitigation of financial losses

SOURCE: BCI

Consequences of not having a Business Continuity Management System in place

80% of businesses suffering a major disaster go out of business in 3 years

40% of businesses that suffer critical IT Failure go out of business within a year

More than 50% don't have the budget to recover from the attack

SOURCE: PHOENIXNAP; SECG





Cybersecurity Threats

HOW TO KEEP UP THE PACE USING DIFFERENT CYBERSECURITY FRAMEWORKS

What we refer to as Cyberspace is in fact the totality of interactions between people, services, software etc. on the Internet. Cyberspace as such, does not exist in any physical form, and thus it is often perceived as this abstract notion which signifies processes, actions and platforms, exchanges and online communications. Targets of Cyber-attacks range from identity theft, financial fraud to political hacktivism. People willingly share information about themselves on social networks, chats, which often may lead to the creation of digital files of personal data for abuse later on. At the same time, corporations and their information assets are exposed to various risks because they are open, digitized and operate through the Internet. Cybersecurity incidents impacting business may result from different threat agents:

Insider attacks – Typically initiated by employees or contractors who get access to a computer or network within an organization. It could be unintentional misuse or intentional abuse. Some examples of this kind of attack are: access to users' password information by the authorized system administrator; using packet sniffer software; acting as middleman in non-protected Wi-Fi networks; using some malware that use the loose situation of a network interface of the infected computer in order to eavesdrop on traffic through the private network, etc.

Attacks from outside – There are different types of attack from outside the private network. They can be divided into:

1. Attacks for financial purposes – It could be achieved by hackers as well as by different people who enable attack for others, such as distributed denial of service (DDoS). It is often used by organized criminal groups that blackmail an organization etc. For these kind of attacks different methods and approaches could be used: port scanners, buffer overflows, IP Spoofing, botnet, phishing, etc.
2. Industrial spies – This category of attackers usually work on behalf of competitors and try to gather information such as production capacity, technologies involved and plant architecture. Also, it could be initiated by foreign governments to steal industrial secrets, disrupt production, exploit safety hazards, etc.
3. Hacktivism – Hacking for a politically, socially or environmentally motivated purpose.

Due to the many possible threats, the most important challenge today is to preserve the confidentiality, integrity and availability of information in the Cyberspace - which is to say to provide cybersecurity. For that purpose, there are more frameworks and standards as a base for developing and implementing an efficient Cybersecurity program.

By 2020,
the number of passwords used by humans and machines worldwide is estimated
to grow to 300 billion.

- THYCOTIC

43% of cyber-attacks
are aimed at small businesses.

- SMALL BUSINESS TRENDS

230,000 new
malware samples
are produced every day - and this is predicted to only keep growing.

- PANDA SECURITY

The most expensive
component of a cyber-attack is
information loss, which represents
43% of costs.

- ACCENTURE

Damage related to cybercrime is projected to hit
$6 trillion annually by 2021.

- CYBERSECURITY VENTURES

More than 4,000
ransomware attacks occur every day.

- FBI

75% of organizations
infected with ransomware were running up-to-date endpoint protection.

- SMALL BUSINESS TRENDS

It is estimated there will be
a ransomware attack on businesses
every 14 seconds by
the end of 2019

- ACCENTURE

Cybersecurity is, however, not synonymous with Internet security, network security, application security, information security, or CIIP (Critical Information Infrastructures Protection). It has a unique scope requiring stakeholders to play an active role in order to maintain and improve the usefulness and trustworthiness of the Cyberspace (Figure 1).

Security technology has not kept pace with the rapid development of IT, leaving systems, data, and users vulnerable to both conventional and novel security threats. Cybersecurity standards improve security and contribute to risk management in numerous imperative ways.

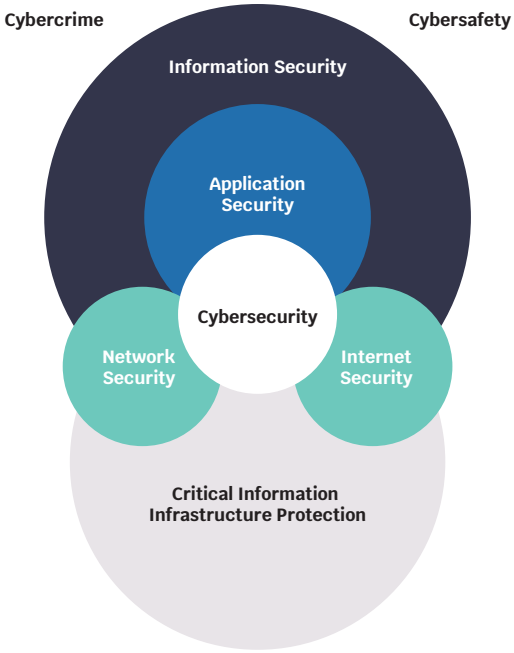


FIGURE 1



Standards help in establishing common security requirements and the abilities necessary for fast responses and safe solutions. The importance of having a framework isn`t a question, however, which framework works best for the organization is something to be decided with caution because there are about 250 different security frameworks used globally, developed to suit a wide variety of businesses and sectors.

The approach that could be used for better preparation for cyber-attacks at the national level is an Evaluation Framework for National Cybersecurity Strategies prepared by the European Union Agency for Network and Information Security (ENISA). A lot of countries in Europe have in place a national cybersecurity strategy as a key policy, which helps them to mitigate risks which could jeopardize the information assets in the Cyberspace. ENISA has analyzed the existing national cybersecurity strategies and developed the guidance and practical tools for developing and evaluating these national strategies. The key objectives of a cybersecurity strategy evaluation framework are:

- Develop cyber defense policies and capabilities
- Achieve cyber-resilience
- Reduce cybercrime
- Support industry on cybersecurity
- Secure critical information infrastructures

Published by the US National Institute of Standards and Technology in 2014, NIST Cybersecurity framework provides a common language for understanding, managing, and expressing cybersecurity risks both internally and externally. This is a tool that helps align business, policy, and technological approaches to manage the risk and it can be used in identifying and prioritizing actions for cybersecurity risks reduction. The framework is a risk-based approach to managing cybersecurity risks, and consists of three parts: the Framework Core, the Framework Implementation Tiers, and the Framework Profiles. Each component of the Framework supports the connection amongst business drivers and cybersecurity activities.

The Framework Core is a set of cybersecurity activities, anticipated results, and applicable references that are common over critical infrastructure sectors. The Framework Core comprises of five simultaneous and continuous functions – Identify, Protect, Detect, Respond, Recover. When taken together, these functions provide a high-level, tactical view of the lifecycle of an organization's management of cybersecurity risks. Then for each function, it identifies main categories and subcategories and matches them with example Informative References such as existing guidelines, standards, and practices for each subcategory (Figure 2).

ISO/IEC 27001 could be used as a cornerstone of an Information Security Management System (ISMS) and expanded with ISO/IEC 27032 which is helpful in preventing potential cyber-attacks and protection in case of cyber incidents. The first step is the identification of all physical and virtual, personal and organizational assets. One of the main virtual assets is an individual consumer's online identity.

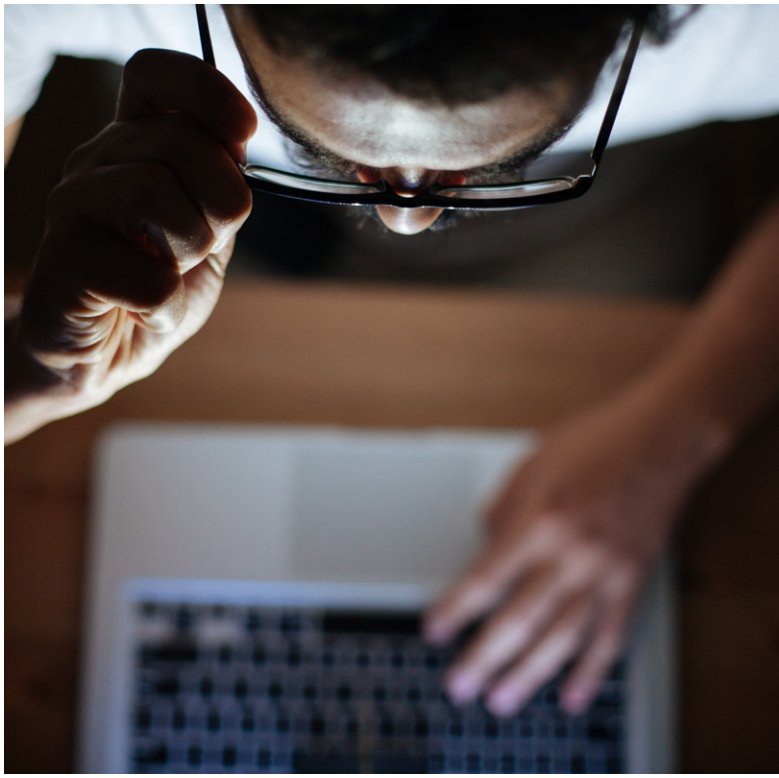


FIGURE 2

FUNCTIONS	CATEGORIES	SUBCATEGORIES	INFORMATIVE REFERENCES
Identify			
Protect			
Detect			
Respond			
Recover			

Online identity is considered an asset since it is the key identifier for an individual consumer in the Cyberspace. Other individual consumer's virtual assets include references in virtual worlds.

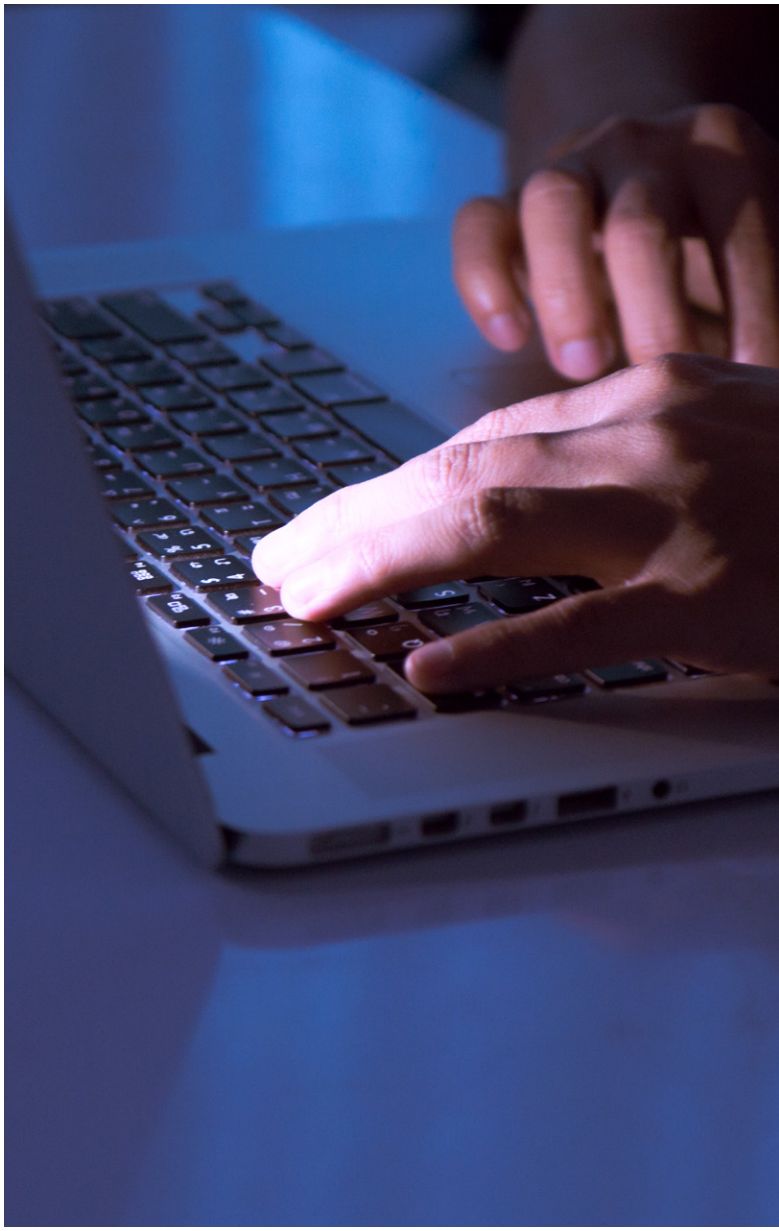
In virtual worlds, members often use virtual avatars to represent or identify themselves or to act on their behalf. Often a virtual currency is used for virtual transactions. These avatars and currencies can be considered as assets belonging to an individual consumer. IT hardware and software, as well as personal digital devices or endpoints that allow a consumer to connect to and communicate in the Cyberspace, are also considered as assets in the context of this international standard. ISO/IEC 27001 could bring many benefits besides the fact that it comes with a higher cost of certification. It is accepted as a global benchmark for the effective management of information assets. On the other hand, a BCMS aligned with ISO 22301, will ensure that your Business Continuity Plan remains up to date and becomes part of the organization's culture. It will support the efficient management of a BCMS and ensure the minimization of Business Continuity Management risks. But as it maps well into other frameworks it can be supplemented with other frameworks such as CIS Top 20 CSC, which is not as comprehensive as other frameworks but gets updated every 2 years.

Both NIST and ISO/IEC 27001 are technology-neutral, applicable to any type of organization, and both have the purpose of achieving business benefits while monitoring legal and regulatory requirements, and the requirements of all the interested parties. The biggest similarity is that both are based on risk management: meaning that they both require the safety measures to be executed only if cybersecurity risks were identified. The NIST Cybersecurity Framework is better when it comes to structuring the areas of security that are to be implemented and when it comes to defining exactly the security profiles that are to be achieved; ISO/IEC 27001 is better for making a full picture: for designing a system within which security can be managed in the long-term.

The next and very important step is risk assessment that means identification and analysis of threats and vulnerabilities.

The results of risk assessment could be used for the determination and implementation of the appropriate cybersecurity measures. There are different kinds of cybersecurity controls, such as:

- Application-level controls
- Server protection controls
- End-user controls
- Controls against social engineering attacks
- Cybersecurity readiness controls
- Other controls



Some examples of application level controls are:

- Display of short notices, which provide clear, concise one-page summaries of the policies
- Secure handling of sessions for Web applications (cookies)
- Secure input validation (prevention of SQL-Injection)
- Secure Web page scripting (prevention of Cross-site Scripting)
- Code security review and testing
- Ensuring that the consumer can authenticate the service (subdomain, https credentials)

Also, it is very important that end users take certain security measures, such as:

- Use supported operating systems, with the most updated security patches installed
- Use anti-virus and anti-spyware tools
- Enable script blockers – accepting only the scripts from trusted sources
- Use phishing filters
- Enable a personal firewall and HIDS
- Enable automated updates – ensure that systems are updated with the latest security patches whenever they are available

Cybersecurity frameworks provide organizations with useful templates to guide their cybersecurity efforts. By leveraging the work which has already been done to develop these frameworks, an organization can achieve a better improvement in cybersecurity more rapidly than would otherwise be possible for a given resource expenditure. Frameworks are available in varying degrees of focus.

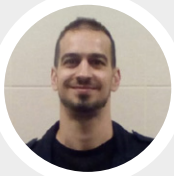
Where appropriate, organizations may wish to use elements from multiple frameworks to mound a structure that meets the specific requirements of their organization. Likewise, the controls advocated within the framework standards may be augmented as required by additional controls to meet new risks arising from changing threats, changing vulnerabilities, changing assets, changing business objectives, or other changing factors that may arise.

About the Authors



Silvana Tomić Rotim, PhD

Silvana received her Ph.D. from the Faculty of Organization and Informatics at the University of Zagreb in 2011. She has more than 20 years of experience in the development and delivery of consulting and educational services in the public and private sector in Croatia and abroad. For the past 15 years she has been providing consultancy on Project Management, Risk Management, Information Security, Cybersecurity and Business Continuity services. She has led more than 40 projects in implementation of the information security and business continuity systems.



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Marko has a Master in Economics with a degree in Managerial Informatics. He is an information security consultant with an extended experience as an SAP ERP consultant. Marko has worked on numerous projects in implementing the requirements of international standards (ISO /IEC 27001, ISO /IEC 27002, ISO 22301) and delivered seminars in the field of GDPR, Information Security and Business Continuity Management.

Cyber-Resilience vs Business Resilience

This article is divided in two parts. First, it guides you into thinking about cyber-resilience: What is it about? What are its characteristics and its differences with the more traditional cases of unavailability of information technologies? The second part proposes an exploration of responses through the development of a "Cyber Resilience Plan" integrated with the other plans of the Business Continuity Management System.



**THE QUESTION IS NO LONGER WHEN YOU WILL BE IMPACTED,
BUT HOW YOU WILL REACT WHEN FACED WITH THREE MAJOR RISKS:**

Your data is destroyed or corrupted | Your activities suddenly stop | Communication is no longer possible

1. THOUGHTS ON CYBER-RESILIENCE

For some, cyber-resilience is only a subset of business continuity, but if it shares many aspects with it, it requires special attention because in the end, this digital risk changes the paradigm and our response to the crisis.

In this article, we would like to ask you to reflect upon what you believe is safe, and what is not, ultimately requiring you to review your Crisis Management Plan as well as your Business Continuity Plan.

The word cyber has invaded the digital world for about ten years now, but clearly it is the democratization of the smartphone that has made it so popular – so much so that we need to question ourselves on many levels: first, on a personal level - for the integrity of our identity and the confidentiality of our privacy concerns, and second on a professional level - for the security of our identity and our privacy (again) entrusted to the good will of the company; and the capacity to protect its CISO (mainly related to his/her ability to convince the management to get the necessary budgets) but also when it comes to the economic model of each of our companies (knowledge, know-how) if they were to be attacked. Some of the most difficult characteristics to apprehend about cyber-attacks are:

- **Its geographic extent:** it is located outside the computer borders that we perceive, or even suspect.
- **Its epidemic character:** contagion comes from associations.
- **Its relative impunity:** it escapes any form of sovereign, national or other legal protection.
- **Its stealthy character:** it is sometimes discovered only 6 months after its effects.
- **Its destructive character:** it sometimes leaves the company without any solution.

It is clear that it is not only focused on business and sectoral activity, but also extends systemically throughout the interdependent environment of the company. So what to do? Isn't there a resilience solution to drama?

Cyber-resilience is often defined as "the expected ability of a company (or an individual) to identify, prevent, detect and respond to technological or process-related failures resulting from an attack coming from the cyberspace and to recover by minimizing negative impacts on its customers, reputation damage and financial losses."

As you know, the security of an information system must be multi-layered and cover people, processes and technology. "Cyber-Resilience is nothing without Cyber Security" or a Continuity Strategy! Is the cyber crisis a simple occurrence of a crisis of unavailability of Information Security (IS)? Or is it more complex because it is more diffused? Do we need to think of it differently?

Think about a plan B; be responsive to the crisis, or even accept to lose a portion of the IS in order to protect the essential part of it.



Unlike the IS unavailability scenario usually treated in BCPs, the cyber crisis is distinguished by a more specific level of sophistication and attack surface. They are more difficult to define and require a number of investigations that are sometimes not compatible with business continuity and recovery requirements.

For instance, a functioning IS can be subject to a strict “stop measure” for protection in case of a partial compromise (data leak, ransomware). But who will negotiate with the core business entities? In addition, the systems' recovery takes longer because it is necessary to ensure the exhaustive integrity of services (Reminder: the infectious agent and/or the attacker can switch to sleep mode making the recovery of activity sensitive).

It is therefore essential to revise your own Data Recovery Plan in order to be cyber-resilient. The development of a Cyber Resilience Plan (CRP) that is complementary to the Business Continuity Plan (BCP) must, therefore, be requested from entities delivering IT services with a priority objective of protecting sensitive assets (Availability, Integrity, Confidentiality, Proof) and strategic business.

If we look at the business environment, we see that the presence of cyber risk-sensitive services has exploded for several years: the SaaS model, agile developments, autonomous vehicles, connected objects, disruptive technologies with their complex algorithms (blockchain), smart cities. All these elements require a level of expertise in their discovery, their understanding and thus, their security in case of attack.

The Internet does not exist anymore: you are the Internet. The multitude of services allowing access to information makes it necessary to rethink the models so that each portion, each data link is secure on its own. If we return quickly to the ecological origin of the term, it is interesting to remember that in nature, resilience operates through certain constants, such as cooperation, which opposes competition. History is marked by these unlikely partnerships (Apple/Microsoft); mutual solidarity established to ensure the viability and the persistence of our structures. "It is by protecting the weak that the human species has survived and has become ‘superior’ to the others because it had to put in place survival strategies”. It would seem urgent to do the same by targeting these links of data that are so important us.

Is this cyber-resilience? A state of mind combining meaning and simplicity in the art of action: preparation, prioritization, agility and adaptability; a state that ultimately increases the confidence, agility, and there fore the capacity of companies.

2. CYBER RESILIENCE PLAN (CRP): A NEW PLAN IN THE BCP FAMILY

Cybersecurity can’t be totally effective at all times. Despite the constant efforts made by IT security, a strategy must be defined to ensure the execution of critical business activities after a cyber-attack. One of the ways to prepare for it gradually is to develop a Cyber Resilience Plan. It should be broken down into an "IT" part, and a "Business" part, limited to the activities declared as critical by the Top Management.

Like all Business Continuity Plans, a Cyber Resilience Plan is intended to deal with a disruptive event that may be, for example: massive unavailability of workstations and servers due to a compromise of the Active Directory; loss of data integrity; simultaneous attacks on the production site and the backup site; compromise by an attack of common resources between the production site and the backup site, for example, the single production cockpit, spread of viruses on the backup site, loss of integrity of restored data from backups, loss of access to applications related to a technology (Microsoft for example), and so on.

The occurrence of these disruptive events requires the implementation of a cyber crisis unit that manages, in addition to communication, the recovery of IT activity and the business continuity of critical core processes. Depending on the cyber-attack, the crisis-management unit can activate a Cyber Resilience Plan. The preventive measures that should be taken before the effects of the cyber-attack are identified include the assessment of the maturity of IT security in a recurring way, knowing that it is impossible to be constantly at the top of resilience. Other preventive measures include: validation of critical activities from Top Management and have the Top Management decide on a cyber strategy; prevention measures and protective measures, including the Cyber Resilience Plan (e.g. doubling of some highly critical applications developed differently and exploited on another isolated sites, functionally controlled at several levels by different business lines).

Other activities that are included in the development of a Cyber Resilience Plan are: constant increase in the level of security (regular update of software) by reinforcing its internal processes and/or by investing in new solutions, continuous observation, assessment and reports of incidents. Another important activity is the control of the functional integrity of backups after a data compromise. They can include elements of compromise: malware, base camps, modifications made by the attackers. In addition, it is crucial to set up ultimate backups of critical activities at a secure remote site that cannot be compromised. These backups can be used for disaster recovery at another backup site.

it is important to involve the entire organization by conducting continuous security awareness sessions for all employees, with a special focus on crisis teams and employees working in the most critical activities that deal with cyber crisis scenarios.



After the observation of the effects of the cyber-attack, it is important to undertake the following activities: decide quickly with all of the field experts (partitioning); activate the use of critical means like workstations provided contractually by a supplier, minimum backup messaging, etc. Also, it is required to execute prepared and tested plans regularly for rebuilding the IT capacities needed for critical applications, like safe recovery backup, USB-device workstations loading key, cloud-based workstations, etc. Software such as RVR Parad allows these plans to be created, maintained and executed during exercises and in case of a cyber disaster. It should not be forgotten that implementing these measures



requires upgrading the entire crisis management and business continuity process, and reviewing the roles of the Chief Information Security Officer, the Risk Manager, the Business Continuity Plan Manager, the internal and external Communication Manager, the Legal Manager and so on, and the role of the crisis management unit during a cyber-attack.

There is no ready-made, universal Cyber Resilience Plan – it must be adapted to the context of the organization to ensure its security and survival.

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François TÊTE is an expert consultant in business continuity and crisis management with 30 years of experience. He is the founder of a consulting firm in 1989 known as THERON, TÊTE & Associés – specialized in quality and business continuity, and the founder of the management software of Business Continuity Plan PARAD in 1994 – a leading software in France by the number of licenses sold. François TÊTE is also a honorary president of the Business Continuity Club, established in 2007.



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Mr. Vrignaud has 25 years of experience operating at the heart of security issues in various companies (Capgemini, General Electric, etc.) before joining the Macif Group. He is a supporter of a holistic and resilient approach to safety & security involving all layers of the organization. He has experienced several cyber, media and business continuity crises that he always shares with enthusiasm.



Will 5G Be the Platform for Tomorrow's Smart Cities?

BY ENDRITA MUHAXHERI
& JULIAN KUÇI, PECB

Connectivity is one of the main pillars that are defining life in the 21st century. The level of depth that connectivity defines our routines in this century is truly astonishing.

With a particular boost after the first decade of the century, we have developed not only habits, but entirely new jobs, industries, lifestyles and daily tasks which either revolve around the internet fast connection, or are born precisely because of these developments in connectivity. Having a small device in your hands (which, is still unsuitably called a "phone") with exponentially more processing power

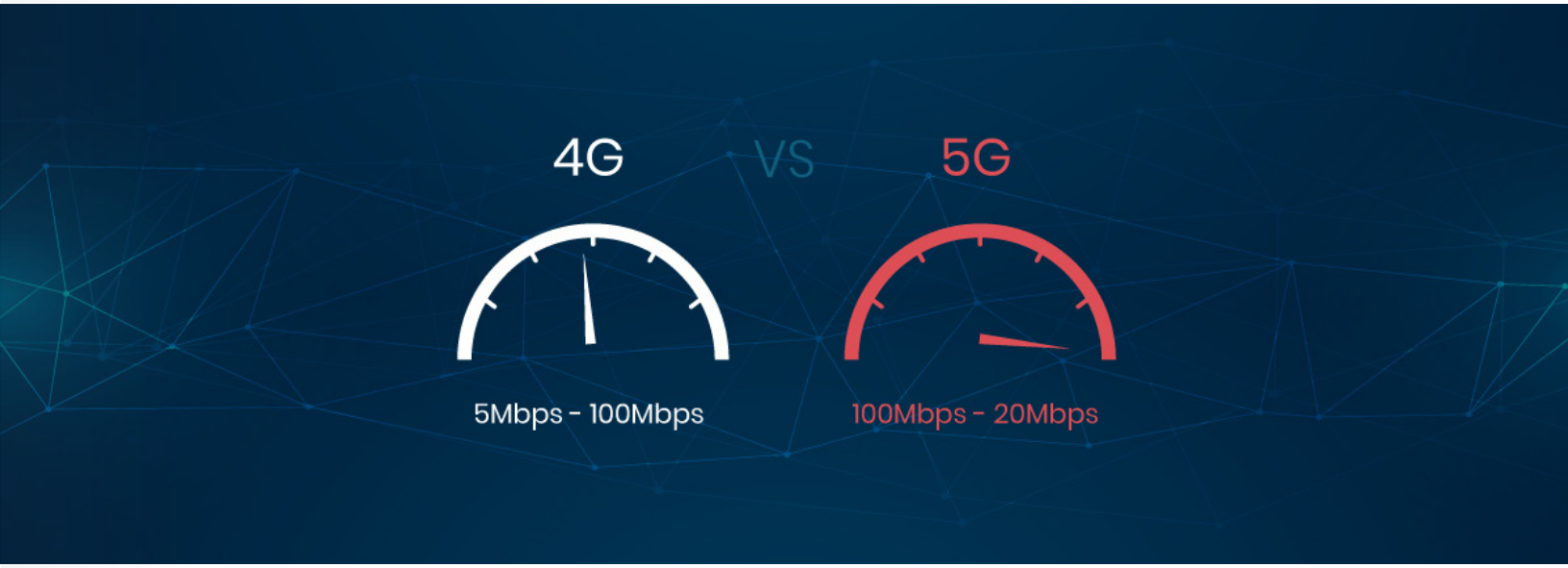
than the entire Apollo 11 mission, which provides you the world's knowledge in the palm of your hands, and with instant and either free or very cheap video-calls at your fingertips (or even cooler, with your voice commands), was pure sci-fi not that long ago! If you are reading this article and still remember chat rooms, or MSN as one of the first instant messaging platforms, you know exactly what we mean.

The name "5G", following its predecessors, stands for "5th generation of mobile telecommunications technology," and it has been a long way since what one can imagine was once "1G". For those of you who can remember, 1G was the analog connection used by those big bumpy cellular phones – the first of their kind that could be carried and used without a cord. Fast forward to 2G (because there were several technologies that replaced the 1G radio waves before 2G) which enabled us to send text messages, and the real revolution started not that long ago with 3G, which made possible for a cellular phone to connect to the web faster.

Even though it marked a huge step in the development of connectivity as we know it today, 3G was still not the best with a speed of 8Mbit/s to a maximum of 42Mbit/s with the DC-HSPA+ technology, but the common user rarely got to this speed. This meant that we were slightly limited in what we could watch and not every streaming was flawless. Until the upgrade to the 4G! With a maximum of around 100 Mbps (in normal conditions), and at a lowest of around 5 Mbps, users can watch all the videos, movies and shows they want.

However, numbers show that the leap from 3G to 4G is a far cry from the difference between 4G and 5G. This technology promises a 20 Gbps top speed connection! That's right – at its best, it's 100 times faster than the 4G connection we use today. Just to give you an idea, that means that we will be able to download a 90 minutes movie in 1-2 seconds. This promises uninterrupted streaming of 4k movies, and the complete eradication of latencies.

The main difference between 4G and the upcoming 5G, in technical terms, is the wavelength that 5G utilizes. They are previously inaccessible high-frequency millimeter radio waves between 30 and 300 GHz. Known as "mmWaves", they have not been used in the past due to high costs, a lack of practicality and strict government regulation. Millimeter waves are grouped tighter, at a significantly more compact capacity than the standard sub-5 GHz radio waves used currently. However, the downside of using these new network waves, which allow for great speed, is that their higher frequencies have more difficulty to penetrate objects. 2.4 GHz WiFi is best for a home environment, while 5 GHz is best to operate in high speeds in an optimal network environment.



Will 5G be the key to building smart cities?

Many believe that 5G will be the key to smart cities, because for the idea of the smart city to reach its true potential, the crucial element is 5G. With an ability to support up to 1 million devices per square kilometer, it will provide considerable improvements in speed, production capability, traffic capacity, latency and spectrum efficiency required by the smart city ecosystem.

As 4G technology enabled the explosion of smartphones, mobile apps, and m-commerce, the advancement to 5G will support fast-growing, different services for both human and machine communications. In the future, the movement for smart cities may be the most transformative step in the history of urbanization. According to the Global Commission on Economy & Climate, smart cities may save the world as much as $22 trillion by 2050.

According to a report from the International Data Corporation (IDC), smart city technology spending reached $80 billion in 2016, and investments are expected to rise to $135 billion by 2021. According to the Ernst & Young report about the megatrends, based on current rates of urbanization, it is forecasted that more than 66% of the world's population will reside in cities by 2050. Over the next 40 years, urban centers will see a surprising 1 million new residents arriving each week. As the urban population increases, cities must find means to decrease resource consumption and diminish carbon emissions.

Smart city technology among other benefits can help cities function more efficiently, while enhancing services to businesses and citizens, sustainability and economic development. It will benefit city governance, education, transportation, healthcare, building management and more.





As artificial intelligence and machine learning abilities become common, possibly data analytics will substantially impact the 5G/smart city development. However, one of the biggest challenges can be considered security. The great increase in connected devices will intensify security threats and widen the attack surface. However, apart from the security challenge 5G technology delivers multiple benefits for the cities such as:

- Broadband everywhere – 5G offers better coverage and performance both indoors and outdoors
- High speed – The 20Gbps top 5G speed will allow consumers to download an HD movie in seconds; TV reporters can stream real-time broadcasts etc.
- Energy efficient – IoT devices battery life will reach up to 10 years lifecycles. This will diminish the replacement costs of the battery and will reduce maintenance
- Enhanced experience – 5G culminates into greater reliability, enhancing the overall experience for the individual or the machine
- Reduced environmental footprint – Smart cities are fighting the negative effects caused by humans on the environment by using renewable energy sources, energy-efficient buildings, air quality controllers, and so on

How does a Smart City look like?

A smart city gathers and analyzes data from IoT sensors and video cameras. This information than it is used by the city operator to decide how and when to take action (even though some actions can be performed automatically). An example is the public waste bin, which can contact the city for service when it is near capacity instead of waiting for a scheduled pickup. Another example is the smart automobiles communication with other cars to anticipate traffic conditions.

The smartphones of pedestrians, as well as cars would also be able to communicate with the street lighting in the area they're driving or walking, so the lights will be turned only on those roads where there is active traffic. These activities will result in money and city power savings while keeping drivers safe.

Are ISO Standards the starting point?

ISO standards provide an overall framework of the things that a city should address to become a smart city through environmental management, responsible use of resources, energy efficiency etc. There are multiple standards that play a key role in helping urban areas become more connected and sustainable, improve the citizens' quality of life, and cope with a growing population.

Some of the standards include ISO 26000 for Social Responsibility, which contributes to sustainable development, ISO 50001 for Energy Management, considering the importance of meeting energy needs in a sustainable manner of the growing populations. Another important standard is ISO 39001, Road Traffic Safety (RTS) Management Systems, which supports efficient road transport and the safe movement of people while reducing pollution.

Additionally, as our global connectivity increases, so does the risk of security breaches and their associated threats. As such, standards like ISO/IEC 27001 and ISO/IEC 27002 for Information Security Management Systems support organizations in addressing security and privacy issues, while ISO/IEC 38500 on the governance of information technology provides a framework for the efficient and effective use of IT within organizations.





Also one of the goals of the agenda of the United Nations Sustainable Development Goals is improved "health and well-being." For that, ISO has more than 1300 standards and standard-type documents dedicated to all aspects of health and well-being. One of them is ISO 45001, Occupational Health and Safety Management Systems, which helps bring safety in the workplace.

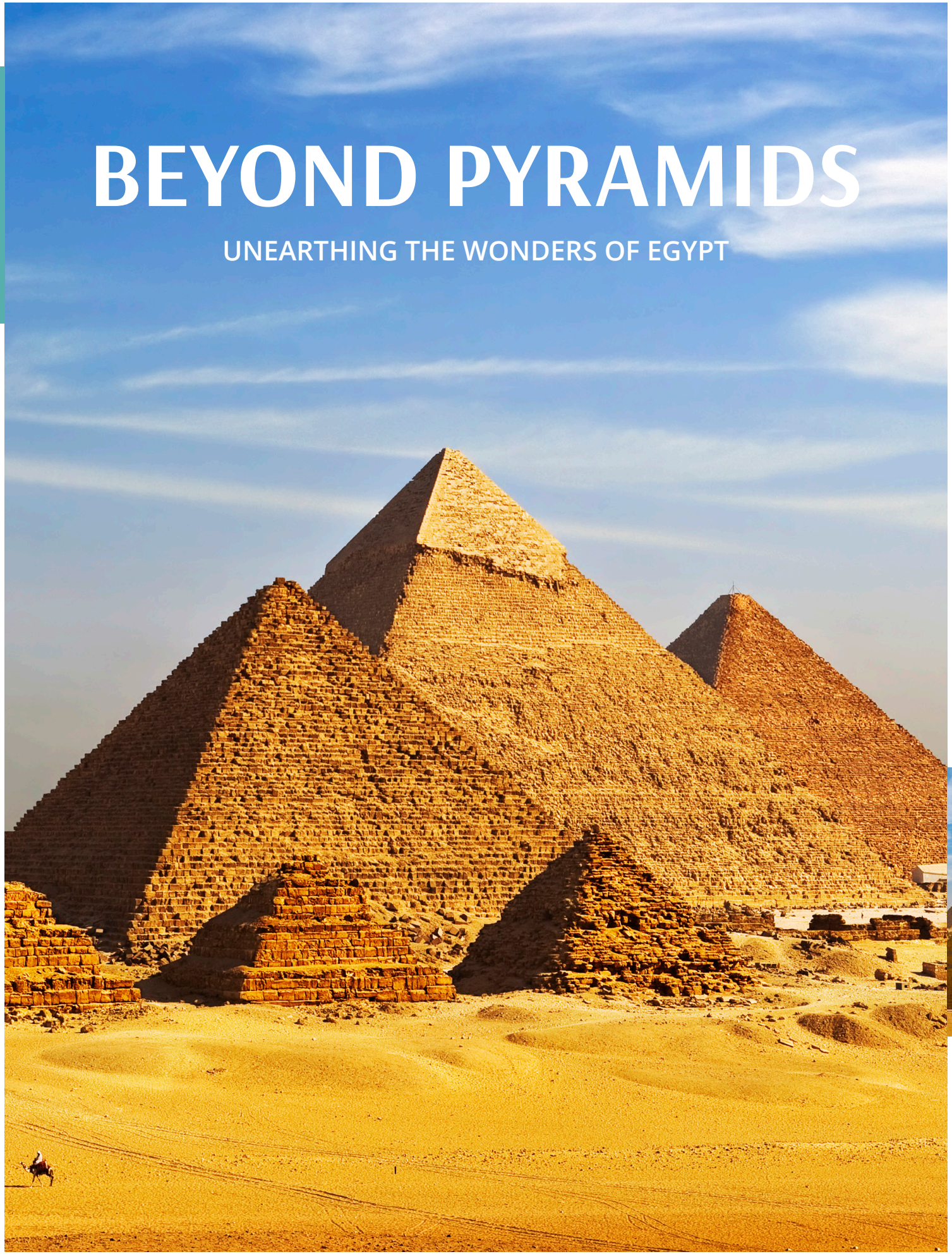
The 5G evolution, which will create the advanced infrastructure needed for smart cities, has reached a very promising stage. In the not-too-distant future, our cities will be smarter, cleaner, and safer places to live. Many cities are now becoming smarter and implementing strategies to address and explore the efforts to improve mobility, healthcare, public safety, and productivity. It's no surprise that the move to 5G is accelerating, but certainly, 5G can't exist alone, so other technologies introduced both before and after 5G, will make the smart cities possible. Cities and towns which are first to embrace this development will see the ultimate benefit, while slow adopters will be less competitive.

Jesse Berst, Chairman
at Smart Cities Council states:

"Standards are the first step towards the holy grail of an interoperable, plug-and-play world where cities can mix and match solutions from different vendors without fear of lock-in or obsolescence or dead-end initiatives."

BEYOND PYRAMIDS

UNEARTHING THE WONDERS OF EGYPT



Going to Egypt means stepping into history. You'll be able to witness different centuries, cultures and eras through the monuments they have left and that you can surprisingly find in one district of a city. Egypt has to offer more than just images of the Great Pyramid of Giza. The weather is optimal in here, although sometimes it might be hit by a humidity wave. Around the year, the weather is mostly moderate. The best time to visit Egypt is between October and April, where you can also enjoy cheaper hotel prices and fewer crowds. I wouldn't suggest visiting it during the summer because it can become too hot with temperatures reaching 45°C (113°F).

If your idea of what Egypt is like stops at the image of the Pyramids of Giza, then you are greatly mistaken about the layers of history and beauty that are waiting to be found in this country. The Egyptians are well known for their hospitality, kindness and generosity. I'm here to accompany you ma'am and sir, to enjoy a beautiful time in Egypt, where business and leisure go hand in hand.

Let our tour begin with the discovery of the "must visit places" you might have never heard of.

As Egypt is well known for the great pyramids and Sphinx of Giza, you must have also heard of Khan el-Khalili. I'm here to introduce you to much more superb places you can add to your list and would definitely enjoy.

Cairo

It would be very reasonable to start with the capital, because if you plan the visit strategically, Cairo is a welcoming, very affordable and captivating city with a truly a boundless number of things to do and explore. Let's start first with accommodation.

To settle this idea down before anything else, visiting Egypt whatever the time limit of your visit is, you surely would be enjoying a budget-friendly accommodation with high-quality services, and a huge variety of hotels from 5 to 7 stars. What I'd recommend is:

InterContinental Cairo Semiramis, a 5-star hotel overlooking the Nile, situated near a bazaar, stores and commercial centers. It provides high-quality services, business centers with internet access, fitness center with gym and workout rooms, pool, restaurant and wheelchair access.





With magnificent Pharaonic temples, pyramids and the Nile River, Egypt is a lively destination which brings out the explorer in all of us.

It takes a couple of minutes to be in the city center; a 5-minute walk to the royal bridge of "Qasr El Nile"; a 10-minute walk will give you access to the Zamalek island. The Cairo Tower is also a 10-minute walk, and around it are a lot more attractions to enjoy. Recently, our company EGYBYTE had a GDPR awareness session covering various topics in the conference hall of the hotel, which met the expectations of the clients and partners.

Educational, training centers and conference halls

As the capital of Egypt, Cairo has a lot of international universities, cultural centers and lots of training centers, where you could apply to be trained in any field of business and make use of the conference halls in any of the hotels with business centers. Surely, you'd enjoy the conference hall of the newly built "Egyptian International Exhibition Center," in which the Egyptian presidents attended lots of big events.

Attractions you must stop by in Cairo:

The historical religious complex:
It is a one-of-a-kind place in the entire world, where the three major Abrahamic religions gather in one place that shows nothing but the unity and the beauty of the Egyptians. This site is situated in the Old Cairo district, and there you can find the Mosque of Amr Ibn El-Aas - the very first mosque built in Egypt and Africa.

Next to a group of churches and monasteries that have been graced with the presence of Jesus Christ and the Virgin Mary during their journey to Egypt, is one of the oldest churches in the Middle East which dates back into the fifth century AD called the Hanging Church. Another enchanting church is the Saint Barbara Church, which was built in the fourth century. Next to the church there is the synagogue which was originally a Jewish temple; it was once turned into a church but then it returned to being again a temple when Ahmad Ibn Tulun brought the Jewish community to Egypt.





In this site you'll be able to see the Roman Fortress of Babylon, which has a similar vibe to the Italian colosseum. It is located in the Old Cairo and it is the greatest surviving fortress of the Roman era.

Gayer-Anderson Museum next to Ahmad Ibn Tulun Mosque:
A beautiful house decorated with Mashrabiya screens and marvel inlays: it was where Gayer Anderson resided between 1939-1942, and it is known for its collection of the vast amount of furniture, carpets curio and others. It contains a number of rooms where you can witness a lot of different cultures like the Persian Room, the Byzantine Room, the Ancient Egyptian Room, Mohamed Ali Room and it also has a secret room. The house has also a huge library where a lot of old, but also important books are located, like a copy of the Description de l'Égypte, and more. It is located in the stunning old district where you'll be able to enjoy touring around.

This house overlooks the Ibn Tulun's mosque and contains a lot of treasures and real monuments anyone would be delighted to visit.

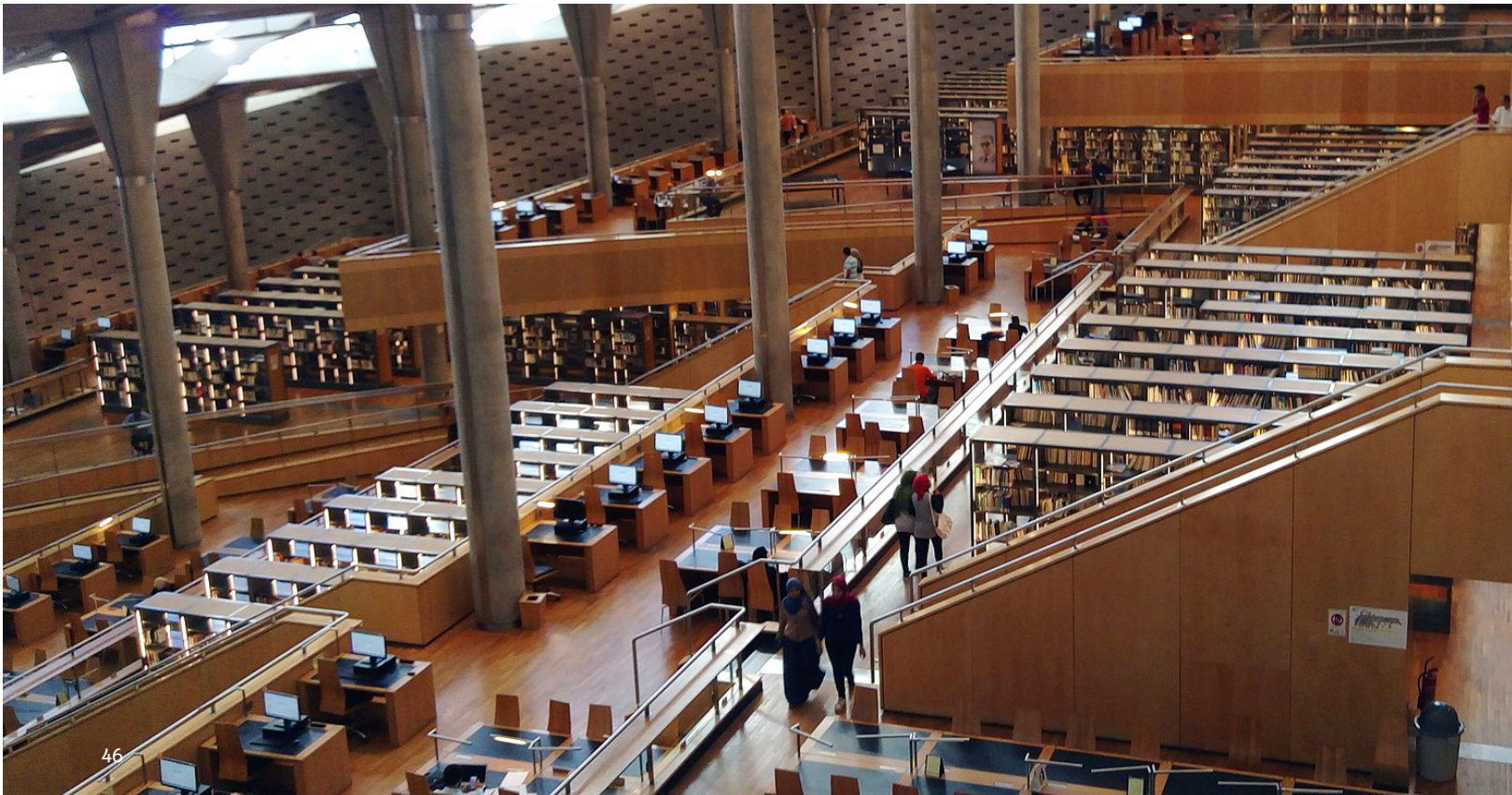


Oriental food:
When it comes to food, there are definitely a lot of choices. Ful and falafel is a must-have breakfast, which you will fall in love with. Traditionally, it is the main dish in any breakfast table in any Egyptian house along with other side dishes. Salads like baba ghanoush, pickled eggplants, hummus and a savory pickled vegetable sided by freshly baked local bread have to be enjoyed with a specific way known as "wedn el ota." Ask the locals to show you how to perfect it, and after a couple of tries you will learn it. The perfect place for that would be Felfela Restaurant in the midst of Qasr El Nil Street in downtown Cairo - a not-to-be-missed place with many unique tastes throughout the menu that covers many classic Egyptian dishes. There you will find excellent food, especially for those of you who are looking for the Egyptian fava beans and falafel. Also for lunch, you can enjoy a savory grilled kebab and kofta, meat Fatteh, which is bread dipped into a delicious tomato sauce topped with rice and meat. Another main dish you should dig into is mahshi; ask for its whole variety of options, which could be fully vegetarian if not cooked with meaty stock. Lastly, a savory dish for the vegans out there is koshary. Even if you're a meat lover you should try it as you might enjoy it the most of all the above options.





To make full use of your time staying in Cairo, be a bit adventurous and head to Alexandria in a 3-hour ride, where you can be mesmerized in a full one-day sightseeing.



Alexandria

Once in Alexandria you should head to El Ramel Station, and ask for Mohamed Ahmed restaurant to enjoy a tasty oriental breakfast and get the energy to kick off your day. Alexandria has a small but super entertaining zoo, where your kids would enjoy engaging with exotic animals.

You can also head to one of Alex's wonders, which is The Great Library of Alexandria – a huge lighthouse reaching between the Eastern and the Western culture from early ages. More than 2000 years ago it was completely destroyed, but in 2002 the Egyptian government and UNESCO decided to reconstruct the library once again. There you'll enjoy seeing different museums, from the sculptures, to arts, to clothes, to monuments from different centuries. The library has more than 8 million books and textbooks, where you'd be able to access whatever you'd ask for.

After the visit in the library, you would enjoy visiting the Citadel of Qaitbay. You will surely enjoy this beautiful scenery, and take lots of pictures where nature and the grandeur of the building meet. While you're walking in town you'd enjoy fresh local ice cream. After all this, you're probably at the mid of the day and must be starving, that's why you should head to enjoy a full-on seafood table of your choice. After that, you might want to enjoy a cup of coffee. Head to any of the coffee shops that you'll be able to find everywhere and choose what looks best for you. I suggest to try hot peppermint tea as it will freshen your body and most importantly will wake you up.

During sunset, have a walk in the town's bazaars, do some shopping and get ready to head back to Cairo and enjoy a comfortable night time sleep.

Egypt has so many coastal cities in the North and the East, such as, Hurghada, Sharm El Sheikh and many more. Sharm El Sheikh is known for its sheltered sandy beaches, clear waters and uniqueness of the coral reefs.

It is worth mentioning that UNESCO recognized Sharm El-Sheikh as the finest city in the world for peace and beauty. From diving to surfing, basically any water sport would be enjoyed there.

I could be talking about Egypt for decades as its history says a lot, but I invite you to come and witness its beauty with your own soul even before your eyes to sense its real charms. I suggest you also check out hashtags like #ThisIsEgypt for more recommendations and mesmerizing shots.



About the Author

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Mostafa is a consultant on governance and management systems standards as well as a trainer of corporate skills and culture.
He is currently completing a Ph.D. at AAST's College of Computing and Information Technology on Organization Transformation based on Knowledge. His research interests include governance, ITSM, business quality and continuity, and information security.

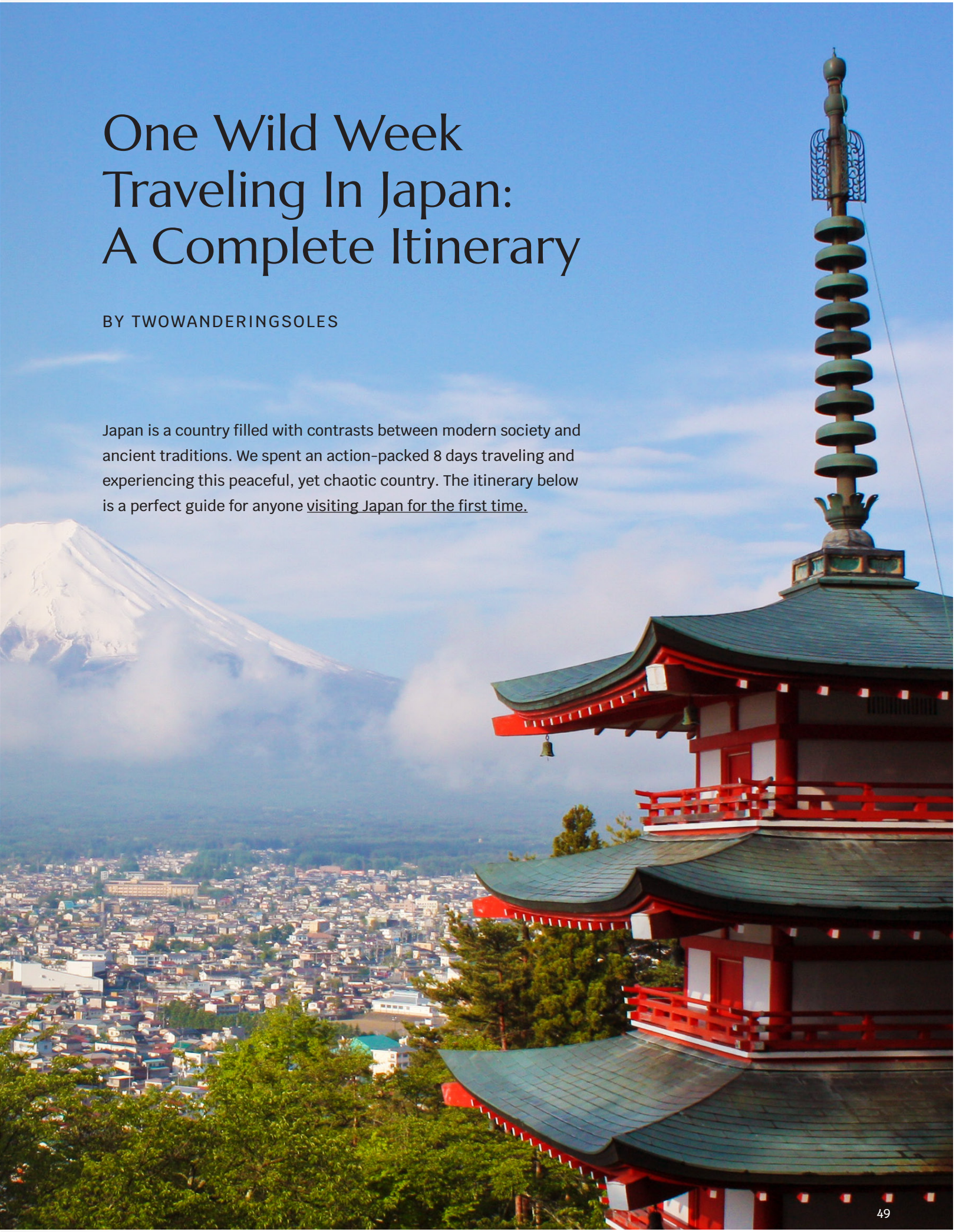
Mostafa has participated and managed many ITSM and Governance projects in the MENA region, with high customer satisfaction and recognition; he has also delivered technical and management training courses to thousands of trainees.



One Wild Week Traveling In Japan: A Complete Itinerary

BY TWOWANDERINGSOLES

Japan is a country filled with contrasts between modern society and ancient traditions. We spent an action-packed 8 days traveling and experiencing this peaceful, yet chaotic country. The itinerary below is a perfect guide for anyone visiting Japan for the first time.



This itinerary packs a lot in, and can feel a bit rushed. We think this would be ideally spread across 10 days. But if you're like us, and want to see as much as possible in a short time, we've got you covered! This itinerary was created with a rather strict budget in mind.



JAPAN PRE-TRIP:

Purchase a 7-day JR Pass and you won't regret it. The pass quickly pays for itself – just a roundtrip from Kyoto to Tokyo is enough to make up the steep price. (Plus, you get to ride the famous Japanese bullet trains!)

Sidenote: it's much easier to purchase the JR Pass before entering the country. Give yourself at least a week for the voucher to be shipped to you.

You might want to order a pocket WiFi device before you arrive in Japan as well. This allows you to bring a hotspot with you wherever you go so you can search for directions, get train schedules or look up restaurants in the area. Plus, you can connect up to 10 devices, which makes it superior to a SIM card, in our opinion. Also, before you pack and book your flights, don't forget to purchase travel insurance!

DAY 1

Welcome to Japan

Fly into Osaka and head straight to Kyoto. The best part of flying into Osaka Kansai Airport: it's cheap. Worst part: it's on an island, so it takes about 30-45 minutes by train to Osaka city center. Once there, take an express train to Kyoto. You can skip Osaka for now and come back to it later if you have time.

Japan Packing ListPlan to stay in the Southern Higashiyama area of Kyoto. During the evening hours, walk around your neighborhood, maybe try a filling soup at one of the many noodle shops.

ACCOMMODATION IN KYOTO

We stayed at Santiago Guesthouse and really enjoyed the location and clean rooms. Plus, you can't beat the price.

Luxury Hotels: Hotel Granvia Kyoto - This 5-star hotel has everything, from an indoor swimming pool to a restaurant and bar to a spa. You can't beat this location. Perfect for the business traveler or a splurging couple.

Couple Stay/Mid-range: Sotetsu Fresa Inn Kyoto-Hachijoguchi - Incredible location steps away from the Kyoto Rail Station. Each room has a plasma TV and free WiFi. Perfect spot to explore the city with your hunny.

Budget Friendly/Social Atmosphere: Piece Hostel Kyoto - Awesome location, modern common areas, privates and dorms available, rooftop garden. Great place to meet other travelers.

DAY 2

Explore Kyoto

This gem of a city has enough history that you could spend a month here and still not see everything. Get an all-day bus card for only 500 yen at your hostel (or directly on the bus) for the easiest and cheapest way to see the city.

Make your way west to the Arashiyama area and explore the old town. Walk through the magical Arashiyama bamboo grove (must-do while in Kyoto) and if you have time, try to catch a glimpse of the monkeys at Kameyama-koen Park. Grab lunch at one of the many noodle shops lining the street.

Afternoon: Head north by bus to Kinkaku-ji, the famous Golden Temple, and see it at sunset. It's always busy so just bear with the crowds and enjoy the views. Once you had your fill, head back into town for dinner.

Evening: Walk the traditional Pontocho Alley and hunt for geishas. Keep your eyes peeled, because they scurry quickly between the restaurants and will vanish before you can blink.





Take a cooking class at Cooking Sun School. There are many class options but we would recommend the sushi making class.





DAY 3

Explore Kyoto More

Morning: Wake up early and head south to the Fushimi Inari Shrine, famous for its orange gates. Take the JR Nara Line to JR Inari Station. Once you leave the station, you'll be able to see the entrance to the shrine.

This place gets incredibly packed, so the earlier the better. Get lost taking pictures. If you want to get away from the crowds, head up the hill a little way where you can get a picture without other tourists obscuring your shot.

Afternoon: Travel back to the city of Kyoto and explore the Nishiki Market near downtown. Try the octopus balls (it's not what you think).

At Sunset: Take the short hike up Kiyomizu-dera Temple for a great view over the city. Then as the sun is setting, walk through the Ninen-zaka and Sannen-zaka – streets that have been preserved and feel as though you've traveled back in time.

If you are daring and want a real cultural experience, try an onsen - a Japanese-style bathhouse. Bathing suits not allowed.





DAY 4

Travel to Hakone

Morning: Using your JR Pass, travel via Shinkansen (bullet train) to Odawara and grab a Hakone Free Pass for 4000 yen. Travel by bus into the Hakone region and stay in one of the many ryokan style guesthouses. We stayed at Fuji-Hakone Guest House, which was one of the most affordable in the area.

The town of Hakone is known for having several onsens, so you'll have an array to choose from. Try one that is outdoors, and if you're lucky you'll be able to glimpse Mount Fuji! Typically, onsens are separated by gender, but many guesthouses in the area have private ones that you can have all to yourself. We took a steamy dip in the private onsen at Fuji-Hakone Guest House, and relaxed with wine as snowflakes fell all around us. Pretty magical.

Afternoon: Use your Hakone Free Pass and hop on a bus to the cable car to get a glimpse of Mt. Fuji (hopefully you'll have better weather than we did!). At the top of the cable car don't forget to try the black eggs. Legend has it that if you eat one, you'll add 7 years to your life.

Evening: Have dinner at a local restaurant and relax in an onsen.

HOTELS IN HAKONE

Luxury Hotels: Hakone Kowakien TEN-YU - Peace and harmony, traditional and Japanese style rooms available with some having an open-air bath on the balcony overlooking the mountains. Spa and onsen on-site. Pure luxury.

Couple Stay/Mid-range: Fuji-Hakone Guest House - Lovely staff, Japanese style ryokan rooms, close to everything in town, and an on-site private onsen you can reserve with your sweetie.

Budget Friendly/Social Atmosphere: K's House Hakone - Onsen Hostel - A little ways out of Hakone town, but close to public transport so no worries. On-site onsen and nice social areas with free WiFi.

DAY 5

Morning in Hakone, Tokyo at Night



Morning: Head to Togendai to get another picturesque glance at Mt. Fuji while on Lake Ashi. This is probably the cheesiest boat ride in the world, but have fun with it! It's a nice way to take in the landscape (and it's included in the Hakone Free Pass). Get off at the first stop, Hakone-machi Port and walk northeast heading towards Moto-Hakone Port. Follow the road, but keep to the hillside and walk through the stunning Cedar Tree Forest.

Afternoon: From Moto-Hakone Port, travel back to Odawara and then on to Tokyo via JR Rail.

Evening: Travel by subway to your hotel or hostel. We recommend staying in the Shinjuku or Shibuya area. Airbnb is a great way to save some money while staying in Tokyo.

Make sure the place in Tokyo has Wi-Fi or rent a pocket Wi-Fi, because you do not want to be stuck in the technology capital of the world without internet access... like us.



HOTELS IN TOKYO

Luxury Hotels: Ascott Marunouchi Tokyo - 5-star hotel that is luxury all the way. Stay in comfort with plush spacious rooms with top-end amenities. You can't beat the location near Tokyo Station that gives you access to the entire city. Perfect for a business trip or a honeymoon splurge.

Couple Stay/Mid-range: Daiwa Roynet Hotel Ginza - Great proximity to Tokyo Station, free WiFi, and plasma TV screens in all rooms, on-site restaurant and massage services.

Budget Friendly/Social Atmosphere: Bunka Hostel Tokyo - Located in the heart of the city, this award-winning hostel has private and dorm rooms available, on-site restaurant, shared kitchen, and free WiFi in all rooms. Great place to meet other travelers in Tokyo.



DAY 6

Jigokudani Yaen-koen Snow Monkey Park, Nagano



JAPANESE MACAQUES TAKE A HOT BATH DURING WINTER IN JIGOKUDANI

Morning: Travel using your JR Pass to Nagano. From Nagano station, walk to the local station, Nagano Dentetsu station. Then take the Yudanaka line to Yudanaka station.

From there, hop on a bus to the entrance of the Jigokudani Yaen-koen Snow Monkey Park. The walk into the park may take 30 minutes, but if you're anything like us, it may be longer in order to take pictures of this fairytale forest. Spend the whole morning just monkeying around. This was one of our favorite things we did in Japan!

Afternoon and Evening: Head back to Tokyo and make your way to the Shibuya crossing, the busiest intersection in the world. Climb up to the Starbucks across from the train station to get a great view.

Helpful resource: If you find yourself in Tokyo and are in need of going to the doctor, Healthy Tokyo can help you find an English speaking doctor. You can browse their site to find other resources for staying healthy while traveling in Japan, like where to work out and where to find healthy food.

DAY 7

Explore Tokyo

Travel via metro and hit some of the major spots in Tokyo. The easiest and cheapest way to travel throughout Tokyo is to get a Toei Line All Day Pass. You can use this pass on any Toei metro or bus lines in the city.

Morning: Head to Tokyo Tower, just off subway stop Akabanebashi Station on the Toei Oedo Line. After you get some cool pictures, enjoy a sushi lunch at the Tsukiji Fish Market (Toei Oedo Line Tsukijishijo Station). The famous fish market is now closed to tourists, but you can still get lunch at the nearby restaurants. Make sure you get there early because most of the restaurants close before noon. If you want to experience a fish market, head to Toyosu Market (Shijo-Mae Station). After lunch, head to Sensoji Temple and check out the massive red paper lantern at the Thunder Gate.

Evening: Go to the crazy, wild, sensory-overload Robot Restaurant show. This is the craziest show you will ever see! It's a mixture of music, dance, light show, and robots fighting. You just have to experience it for yourself. But make sure to eat beforehand, because even though it says restaurant, the food is not what you come for.



DAY 8

Meiji Shrine and Fly Home (via Osaka or Tokyo)

Morning: Before making your way out of Tokyo, visit Meiji Shrine. Although it's just a few stops outside of the bustling center, you'll feel like you've ventured out of the city and into nature.

Breathe the fresh air and wander the wide paths lined by towering trees as you make your way through the woodsy temple. If it happens to be a weekend, you'll likely see a traditional wedding ceremony.

Afternoon: Fly out of Tokyo or head back to Osaka via JR Shinkansen to catch your flight home. If time allows, wander around the Dōtonbori Area in Osaka and try Okonomiyaki – also known as Japanese pizza. This area is a foodie haven, so come hungry!

If you are spending the night, be sure to check out this guide that goes over where to stay in Osaka.

TRAVELING FOR LESS THAN ONE WEEK IN JAPAN?

If you have less than one week, we'd recommend choosing to visit either Kyoto and the Osaka area, or Tokyo and Hakone. There is simply not enough time to see them all without feeling too rushed.

TRAVELING FOR MORE THAN ONE WEEK IN JAPAN?

There is so much to see in Japan. If we had to choose one city to spend more time in, it would be Kyoto. Take another few days there and possibly try out an onsen. If you still have extra days, you could spend more time in Tokyo and slow down your travels even more, or head to another region altogether.

PECB | PARTNER EVENT IN SINGAPORE

More than just an event

Inspiration through connection

PECB will be hosting this year's exclusive Partner Event in the city-state of Singapore. The event will be held at The Ritz-Carlton on March 14-15, 2019.

The focus of the Singapore Partner Event will be PECB'S latest launches and updates. Participants will have the chance to connect and network with PECB's global Partners, as well as discover and learn more about what PECB has to offer in 2019. The Partner Event is a great opportunity for PECB Partners to share their own experiences and success stories with one-another, and get inspired to continue to grow their business reach. Known as the city of the future, Singapore is the perfect destination for PECB to be revealing its future plans to its Partners.





This year's sessions have been organized and designed in a way that aims to fulfill the needs of our Partners. There will be sessions that will focus on how PECB can help our Partners reach ultimate growth and success with their business.

Above all, during the event the participants will learn about PECB's latest launches, AppCert and TeamCert, and why these two new certifications are sure to make a difference in the market. More importantly, partners who will be attending the event, will have the opportunity to be the first to discover more about PECB's two new changes.

Three days prior to the event, on March 11-13, PECB will be holding the "Certified Management Systems Auditor" course at the same location. This is an exceptional chance for those looking to enhance their auditing techniques, and increase their proficiency in auditing. Furthermore, taking an AAT course is a requirement to become a PECB MS Auditor.

This Partner Event provides you with the perfect occasion to visit Singapore. During the first day of the Partner Event, PECB will be organizing a city tour of Singapore, which will be the perfect ice breaker. This PECB City Tour will be a great opportunity for partners to network and see the beauties Singapore has to offer. Singapore's distinctive culture offers you an experience like no other in Asia, since it encompasses different Asian cultures into one city. Although known as the most expensive place to travel in Asia, there are plentiful attractions and activities to do in Singapore for free. From serene gardens to futuristic skyscrapers, Singapore has something to offer to all its visitors.

Free Art Tours

A unique trait of Singapore is that you are able to find art nearly in every corner. From several art museums to the art collection of hotels, art in Singapore is highly valued and proudly portrayed. Various hotels, such as the Pan Pacific have rotating art exhibitions, which are free to visit for non-guests as well.

A must visit for art admires is The Ritz-Carlton, Millenia, which offers non-guest free iPod tours of their exclusive art collection. From the magnificent Dale Chihuly glass sculptures to the glorious Frank Stella installations, and amazing pieces by Warhol, their art collection should not be missed.

Singapore City Gallery

If you are curious to understand how Singapore has become the city-state it is today, then you should definitely visit the Singapore City Gallery. The gallery has an 11m-by-11m replica model of the central city, so visitors can see the skyline and outline of Singapore.

Here you can learn how Singapore transformed itself from a fishing village to the metropolis it is today. The gallery also showcases proposed future plans for the city and its skyline, so you will be getting a glance at what Singapore has planned for its future.



Merlion

Half lion and half fish, Merlion can be said to be the mascot of Singapore. Located by the Marina Bay, taking a picture with Merlion is a tradition for visitors of Singapore. The location of the sculpture makes it ideal for tourists, since it allows you to see the beauty of the bay and the surrounding attractions.

Your trip to Singapore won't be complete if you do not take a picture with the water-sprouting creature.

Little India

Singapore's characteristic nature has made it a great place to experience Asian culture. Different parts of the city allow you to experience different ethnicities such as: Malay, Indian, and Chinese culture. In little India, you can lavish in Indian culture, by enjoying authentic Indian food and drinks, and learn about Indian history in Singapore. Little India is one of Singapore's most energetic parts, and has a lot to offer to tourists. When in Little India, make sure to Visit Sri Veeramakaliamman Temple, one of Singapore's oldest temples, which is dedicated to the goddess and destroyer of evil.



Haji Lane

Known as the Islamic part of Singapore, Haji Lane has become one of Singapore's major fashion and indie districts. Located in Kampong Glam, the previous home of the local sultan, Haji Lane provides its visitors with a mixture of Islamic and hipster cafes, restaurants, and boutiques. In recent years, Haji Lane has become a fashion paradise, showcasing and transforming Asian couture. An integral part of Kampong Glam is the national monument, the Masjid Sultan (Sultan Mosque). Built by the first Sultan of Singapore, Sultan Hussein Shah, the mosque is an exquisite piece of architecture. It also portrays Singaporeans' tradition of belief, since the glass domes are decorated with glass bottle ends donated by poor Muslims during the construction of the mosque.

So, it is possible to combine personal activities with professional duties when in Singapore – it is actually very easy. When heading to an event, why not tack on a short vacation, too?

China town

Chinese culture is another influence on Singaporeans and their culture, which is clearly seen in the district of China town. At the Chinese Heritage Centre, you can find yourself in late 19th century Singapore, with replicas of kitchens, street scenes, and bedroom sets. Dine and wine in authentic Chinese restaurants which serve traditional dishes. Be sure to visit the temples when in China Town, such as The Buddha Tooth Relic Temple, Sri Mariamman Temple, and Thian Hock Keng. Just a few blocks away from the skyscrapers of Singapore, Chinatown is a district of history and cultural heritage.

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For more details about the PECB Partner Event, check our brochure or contact us at events@pecb.com.

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Course	Language	Status	
ISO/IEC 20000 Transition	English	New!	›
Computer Forensics Foundation	English	New!	›
ISO 45001 Lead Auditor	French	New!	›
ISO/IEC 27005 Risk Manager	German	New!	›
ISO 31000 Lead Risk Manager	German	New!	›
ISO 45001 Foundation	French	New!	›
ISO/IEC 27001 Foundation	English	New!	›
ISO/IEC 27035 Foundation	English	New!	›
ISO 22000 Lead Auditor	English	Updated	›
ISO 22301 Lead Implementer	English	Updated	›
ISO 14001 Lead Auditor	English	Updated	›
Disaster Recovery Manager	English	Updated	›
Lead Disaster Recovery Manager	English	Updated	›
ISO 22301 Lead Implementer	German	Updated	›
ISO 9001 Lead Auditor	German	Updated	›

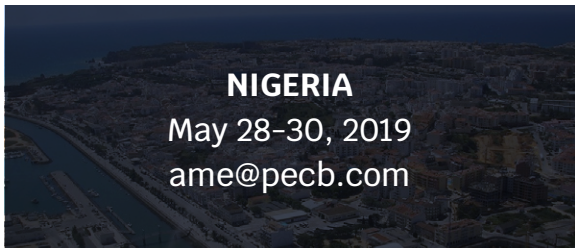
ARE YOU INTERESTED IN BECOMING A PECB MS AUDITOR?

Take the opportunity to improve and refine your auditing techniques with the upcoming "Certified Management Systems Auditor" training courses, delivered worldwide.



















Please contact the organizers (through the emails provided above) to reserve your seat!


BETTER
THE
BALANCE,
BETTER
THE
WORLD

Alongside the current hot topics such as Brexit, trade wars, climate change, privacy concerns etc. there is an increased awareness of gender equality as a business issue. Organizations are reassessing their gender equality policies. However, even in 2019, we are reminded that equity is still far from reach. Equality is a notion that surpasses gender; it is a human rights issue. Traditionally, women have received lower wages compared to men, and the problem continues to this day regardless of major steps that have been taken. According to the 2018 World Economic Forum report about The Global Gender Gap, the most gender-equal country to date is Iceland. It has closed over 85% of its overall gender gap, followed by Norway with 83.5%, Sweden and Finland with 82.2%. Generally, since 2006 the gender gap has been reduced by 3.6%.

According to the OECD, the economy could grow by an extra 10% by 2030 if the true potential of women is unleashed, adding an extra €200 billion of economic growth globally. Regardless of the growing women's movements and increased attention on the gender pay gap, research shows little progress on closing the gender wage gap. According to the World Economic Forum Annual Gender Gap Report, at the current rate of change, it will take 108 years to narrow the global gender gap and 202 years to bring equality in the workplace. There are certainly numerous reasons behind the slow progress. One of these factors is how women in leadership are perceived by society.

Embracing parity and diversity is not only the right thing to do – it is beneficial for business and the economy. Organizations that commit to prioritizing diversity and inclusion are not only setting the standard for the industries - they are earning strategic and cultural benefits by attracting and retaining top talent, creating an open and transparent environment that empowers employees to innovate, delivering better customer service, and driving a higher return on investment for stakeholders. All these are linked to a culture of equity, diversity, and inclusion.

The gender pay gap, so much more than just a number, is an opportunity to focus on diversity and inclusion as a tool for improving organizations. Gender pay gap figures shine a light on how well workplace equality is being addressed.

As the International Women's Day approaches it is important to continuously be reminded of the actions we should make towards supporting gender equality and the empowerment of women. Gender equality is also one of the development goals of the UN platform "2030 Agenda for Sustainable Development". This agenda follows the concept of 'leaving no one behind', because equality cannot be achieved if all humans do not have full access to human rights and equal opportunities

One of the most powerful examples of gender equality commitment is the HeForShe global movement by the United Nations. This movement is a call for people to commit for an equal world, and until now millions of people around the world have become part of the movement. The UN Goodwill Ambassador, Emma Watson, which launched the campaign in 2014, delivered a powerful speech, where she turned the public attention to the gender double standards that many women encounter when they work and study. "So importantly right now, the experience must make it clear, that the safety of women, of minorities and anyone who may be vulnerable, is a right and not a privilege." Further she continued: "...a right that will be respected by a community that believes and supports survivors and recognizes that when one person feels their safety has been violated, everyone feels their own safety has been violated."

So, what's better than to inspire ourselves to understand and support the idea of gender equality, and create meaningful change in our communities?

What we share is more powerful than what divides us!

SPECIAL THANKS TO

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