



Case Study:

**Cyber Business
Interruption**

**Payment System
Malware Infection**



Cyber Business Interruption Payment System Malware Infection



Overview

The payment processing system at HomeStores, a large retailer, suffered multiple service degradations during an 18 hour period as a result of a malware infection. The incident commenced at 0600 on a Saturday morning, prior to all stores opening at 0900, and over 100 stores were affected. In this situation, all transactions during the degradation should have been stored off-line and queued until the system was back online. However, HomeStores's system failed to store the majority of the transaction information.

It was estimated that around 37,000 transactions were affected with a total sales value of approximately AUD4.4m. The degradation of service caused by malware is a covered cause of loss under Ocean's Cyber policy.

Coverage

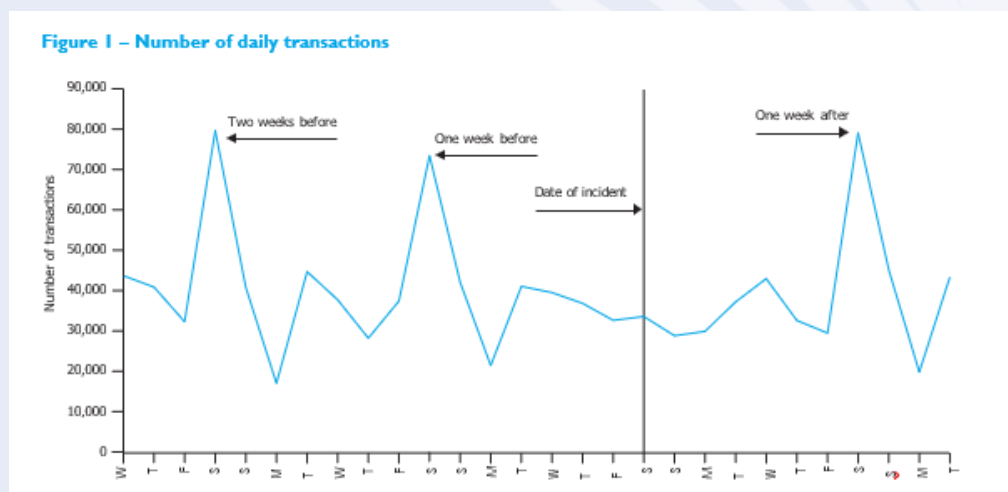
The Ocean Cyber policy provides cover for business interruption losses resulting from this type of incident, indemnifying a policyholder for:

- The loss of Gross Earnings, less all charges and expenses that do not necessarily continue during the suspension of business operations;
- Expenses necessarily incurred for the purpose of reducing the loss of Gross Earnings, and;
- Extra Expenses, defined as reasonable and necessary costs incurred by the Insured to temporarily continue as nearly normal as practicable in the conduct of the Insured's business during the Interruption Period.

For a business such as HomeStores, the policy defines Gross Earnings as net sales less the cost of merchandise sold, materials and supplies consumed in the operations or services rendered by the Insured.

Establishing the loss of sales

HomeStores has estimated that approximately 37,000 transactions have been lost and this can be reviewed by analysing the daily number of transactions in the period before and after the incident, as illustrated at Figure 1.



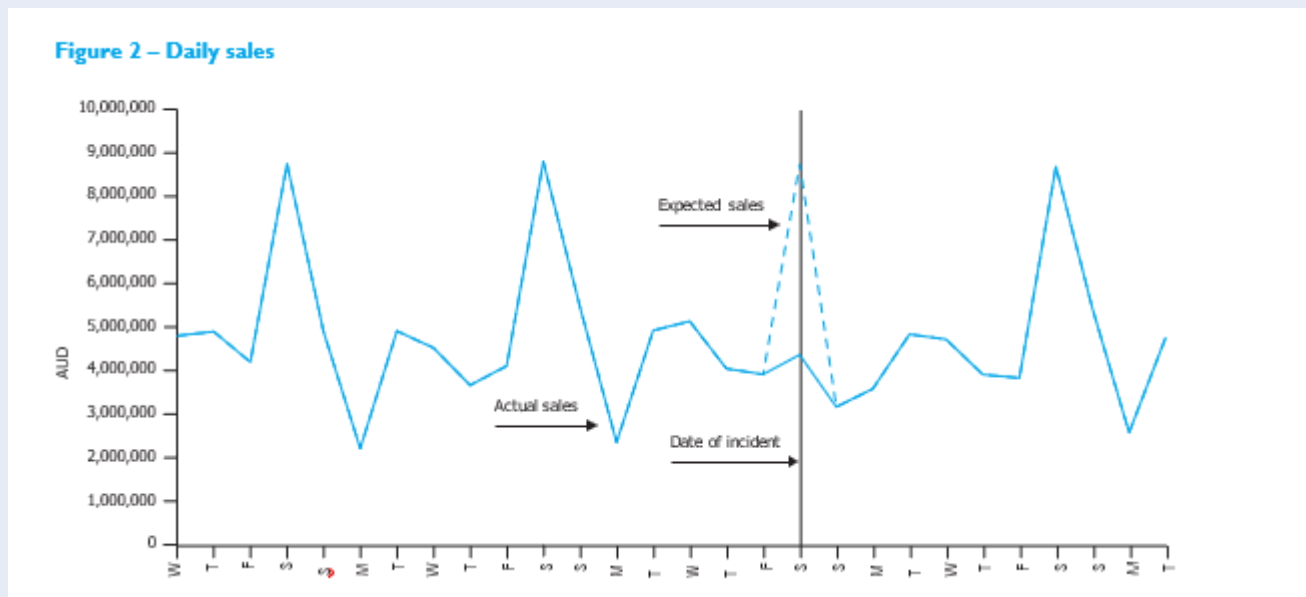
Cyber Business Interruption Payment System Malware Infection



The number of daily transactions on the Saturdays before and after the incident are between 70,000 and 80,000, but have reduced to approximately 35,000 on the date of incident, which supports the estimated number of lost transactions.

The transactions peak on the Saturdays is quite typical for a high street retailer, where sales at a weekend are likely to be higher than on a weekday. Retail sales on a Monday are also traditionally lower than other weekdays.

Understanding these trends in a business and how they apply to the period of interruption is critical in calculating the level of sales that would have occurred but for an incident. As the system degradation occurred on a Saturday, using an average of the daily sales for the week before the incident would understate expected sales.



The graph at Figure 2 shows that sales are consistent on the Saturdays before and after the incident, such that data for these days could potentially be used as the base period to calculate expected sales. A review of the specific date of the loss and any special events/promotions at HomeStores and its competitors would also be undertaken to ensure that the projected sales are representative of what would have happened but for the incident. Assuming there are no other factors to take into account, then a calculation for loss of sales is set out at Figure 3.

Figure 3 – Calculating loss of sales

Description	Total AUD
Sales	
Saturday 2 weeks before the incident	8,801,500
Saturday 1 week before the incident	8,857,000
Saturday 1 week after the incident	8,740,000
Average	8,799,500
Less: actual sales on date of incident	(4,400,000)
Loss of sales before applying Waiting Period	4,399,500

Cyber Business Interruption Payment System Malware Infection



Waiting Period

In this instance, the policy has an 8 hour Waiting Period, which represents approximately 44% of the 18 hour period of interruption. The table at Figure 4 shows the hourly sales data and how expected and actual sales accumulate during the day.

Figure 4 – Calculating loss of sales in the Waiting Period

Description	Expected hourly sales AUD	Actual hourly sales AUD	Loss of sales before Waiting Period AUD	Waiting Period AUD	Loss of sales after Waiting Period AUD
0600 to 0700 (stores closed)	0	0	0	0	0
0700 to 0800 (stores closed)	0	0	0	0	0
0800 to 0900 (stores closed)	0	0	0	0	0
0900 to 1000	439,975	220,010	219,965	219,965	0
1000 to 1100	527,970	264,008	263,962	263,962	0
1100 to 1200	615,965	308,005	307,960	307,960	0
1200 to 1300	879,950	439,998	439,952	439,952	0
1300 to 1400	1,231,930	615,988	615,942	615,942	0
1400 to 1500	1,319,925	659,985	659,940	0	659,940
1500 to 1600	1,231,930	615,988	615,942	0	615,942
1600 to 1700	879,950	439,998	439,952	0	439,952
1700 to 1800	703,960	352,003	351,957	0	351,957
1800 to 1900	527,970	264,008	263,962	0	263,962
1900 to 2000	439,975	220,010	219,965	0	219,965
2000 to 2100 (stores closed)	0	0	0	0	0
2100 to 2200 (stores closed)	0	0	0	0	0
2200 to 2300 (stores closed)	0	0	0	0	0
2300 to midnight (stores closed)	0	0	0	0	0
Total	8,799,500	4,400,000	4,399,500	1,847,781	2,551,719

As can be seen from the table, the loss of sales during the waiting period is AUD1,847,781, which is less than AUD1,955,333, which would be achieved by simply prorating the loss of sales by 44%. This hourly approach calculates the correct indemnity for HomeStores.

Good to know!

The degradation of service caused by malware is covered cause of loss under Ocean's Cyber policy

Cyber Business Interruption Payment System Malware Infection



Identifying the cost savings

After establishing the loss of sales, consideration will then need to be given to those costs that HomeStores has not incurred as a consequence of the incident. Separate consideration will be given to those costs that fall within the definition of Gross Earnings and those that are outside this definition.

Gross Earnings

In the case of a retailer, the saved costs are typically those associated with the purchase of stock that it has been unable to sell. These costs can be considered to be within the policy definition for Gross Earnings, i.e. the cost of merchandise sold, materials and supplies consumed in the operations or services rendered.

However, in this case, the goods have been sold, in that the customer has been able to leave HomeStore's stores with the goods as they would have understood them to have been paid for. Consequently, in this scenario, there is no saving for cost of goods sold.

While there is no saving in the cost of goods sold, HomeStores will have generated a saving in respect of payment processing costs incurred with the credit and debit card companies, as they will not have processed the lost transactions. These costs are usually in the region of 2% of sales and could be considered within the policy definition for Gross Earnings or, alternatively, as a saving in fixed operating expenses, as discussed further below.

Other Costs

With regard to fixed operating expenses, such as payroll and property costs, it is unlikely that these will have altered as a consequence of the incident being short in duration. However, if the incident had resulted in a reduction in overheads, then any such savings would also be deducted.

Business Interruption Calculation

The table at Figure 5 shows how, using the above information, the business interruption loss is calculated at AUD2,500,684.

Figure 5 – The business interruption loss

Description	Total AUD
Loss of sales after the waiting period	2,551,719
Rate of gross earnings (after deducting credit card costs only)	98%
Loss of gross earnings	2,500,684
Less: other savings	0
Total	2,500,684