

Welcome to the latest edition of 'Business Risk Update' - specifically for our clients and partners to provide a snapshot of latest news and articles from the business.

A Continent at War

The war in Ukraine has been raging for one month and, despite heroic Ukrainian resistance, there is no end in sight. The grimmest predictions for the future range from a drawn-out guerilla conflict, to a literal nuclear option. The constant in any situation however, will be a much reduced political, economic, and social paradigm for Russia - and companies need to be prepared for the inevitable response.

There are three key ways in which Putin will counter long-term and extreme isolation. Firstly, defensively: by casting any company that pauses or ends their involvement in the Russian market as criminals and forcing corporates to decide on their long-term plans, now. Second, stealthily: by increasing the reach and power of the Russian elite through shell firms, ultimate beneficial ownerships and other proxies in order to circumvent those who do not want Russia, and deepening engagement with non-transparent offshore jurisdictions to get the support of those who do not care. And thirdly, offensively: by increasing the frequency and severity of cyber-attacks against Western governments and corporates alike through ransomware for financial reward, or purely to disrupt and damage as a matter of course. This is the new security environment that firms must deal with: one where the threats from all corners and sources are heightened, and which is envisaged to only worsen on all fronts as Putin, pathologically and ideologically unable to back down, extends his warfare against the West through non-traditional means. It is incumbent on all firms to raise their pro-active defences similarly.



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Please feel free to contact KCS should you be looking for further advice and assistance regarding the ongoing conflict - or its consequences.



Mali: The Imbalance of Power



Country Risk: Uganda

To find out more about KCS' new service offering aimed at countering disinformation and defamation in either the personal or professional spheres, please click this link:

[KCS Group Europe](#)

THE PITFALLS OF REPUTATION MANAGEMENT

Whether in the middle of a global conflict or not, reputation management is vital for today's corporates and it is through cyber-means that the attack lines are drawn. A company without full knowledge of how their names, brands and activities are being cited online will find themselves easy prey for the damage done by smear tactics and deliberate falsehoods being spread around by disgruntled employees wanting revenge, competitors seeking to deliberately defame in order to improve their own chances of getting business, or unsatisfied customers just looking for a freebie. Neither does anything remain hidden for long in the era of the permanent 'digital footprint'.

The digital realm acts as a shopfront, office water-cooler and backdoor all at once.

In a post-pandemic world, the continuing remote nature of much business and engagement means that web presence may be the most important factor when Clients are deciding with whom to engage. The challenge is not only to manage your reputation but understand all the ways in which it needs to be managed in the first place. Therefore, cyber-based reputation management needs to be at the forefront of all corporate minds through broad, deep and regular audits in order to proactively identify issues that could negatively impact reputation, and to ensure that the positive aspects are not being manipulated or exploited. To not do so, given the importance of cyber considerations to all aspects of a firm's reputation, is to abdicate responsibility for this crucial area of business; a very poor decision indeed. As Franklin Roosevelt said: it takes many good deeds to build a good reputation, and only one bad one to lose it.



Tanzania: A Diagram for Success in 2022



Golden Blunders



Country Risk: Brazil



Country Risk: Qatar

KCS stepping in the right direction... Scotland and Austria

A new year, and an opportunity to put down more footprints...

KCS has recently taken steps to firmly establish itself within the Scottish corporate market, offering a range of high-quality intelligence and investigative services to Scotland's legal firms, industries and high-net-worth individuals alike.

Based in Glasgow, Andrew Fulton, a long-standing member of HM Government's Diplomatic Service and, since the millennium, a respected figure in the worlds of Scottish politics and business, will assist with the development of the Scottish market. Andrew has joined the Group as Co-Chairman.

In a similar vein, Colonel Alfred Czech - based in Vienna - is an extremely highly-regarded figure in the European business and intelligence communities. Colonel Czech will be instrumental in raising the profile of the Group's investigative and cyber capabilities in Switzerland, Austria and Germany.



Both of these developments serve as clear indications that KCS is in the first rank of intelligence providers in Europe and is expanding at a rate of ambition to match the actuality.

If you would like to know how KCS can help with a bespoke program of threat intelligence and vulnerability management for your business, please [click here](#).

CYBER THREATS ON THE RISE - ARE YOU PREPARED?

The Russia-Ukraine crisis, and intelligence received by both American and British agencies, has confirmed the pre-eminent position of cyber threats in the modern threat matrix. Not only directly emanating from Moscow as a substitute for more open warfare, but as a reminder of the devastating damage that can be done by cyber techniques for comparatively little outlay. Not only has one significant global firm engaged KCS for the eighth consecutive year to monitor for and mitigate against Dark Web threats, we are now also working for a major international organisation monitoring, identifying and seeking to combat the threats emanating out of Moldova from Russia-sponsored activists initiating ransomware attacks.

New Faces, New Facets

KCS is pleased to welcome some new faces to the Group. In addition to Mr. Fulton in Scotland, and Herr Czech in Austria, we have also been joined by Gianni Auriemma as a Cyber Analyst and Sue Kennedy as Chief Financial Officer. All have a key role to play in helping KCS grow and we are pleased to have the support of all parties.

The Group is also further developing its capabilities and service offerings, not only in permanently expanding to new jurisdictions but in developing the aforementioned Countering Disinformation program, and the continuing revival of the award-winning GADs (Grey Aea Dynamics) methodology for risk rating countries. GAD's are a combination of all risks, weaknesses and threats, that have a direct and measurable impact on business. The GAD methodology created by KCS makes the invisible risks visible.

2022 should be quite the year and we look forward to engaging with our valuable clientele to prove that looking at the world differently need not cost the earth.

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