



Culture and the Supply Chain: Aligning Cybersecurity Values, Attitudes, and Beliefs across Supply Chains

Addressing Mismatches in Cybersecurity Culture between Large Companies and Small to Medium-Sized Enterprises (SMEs)



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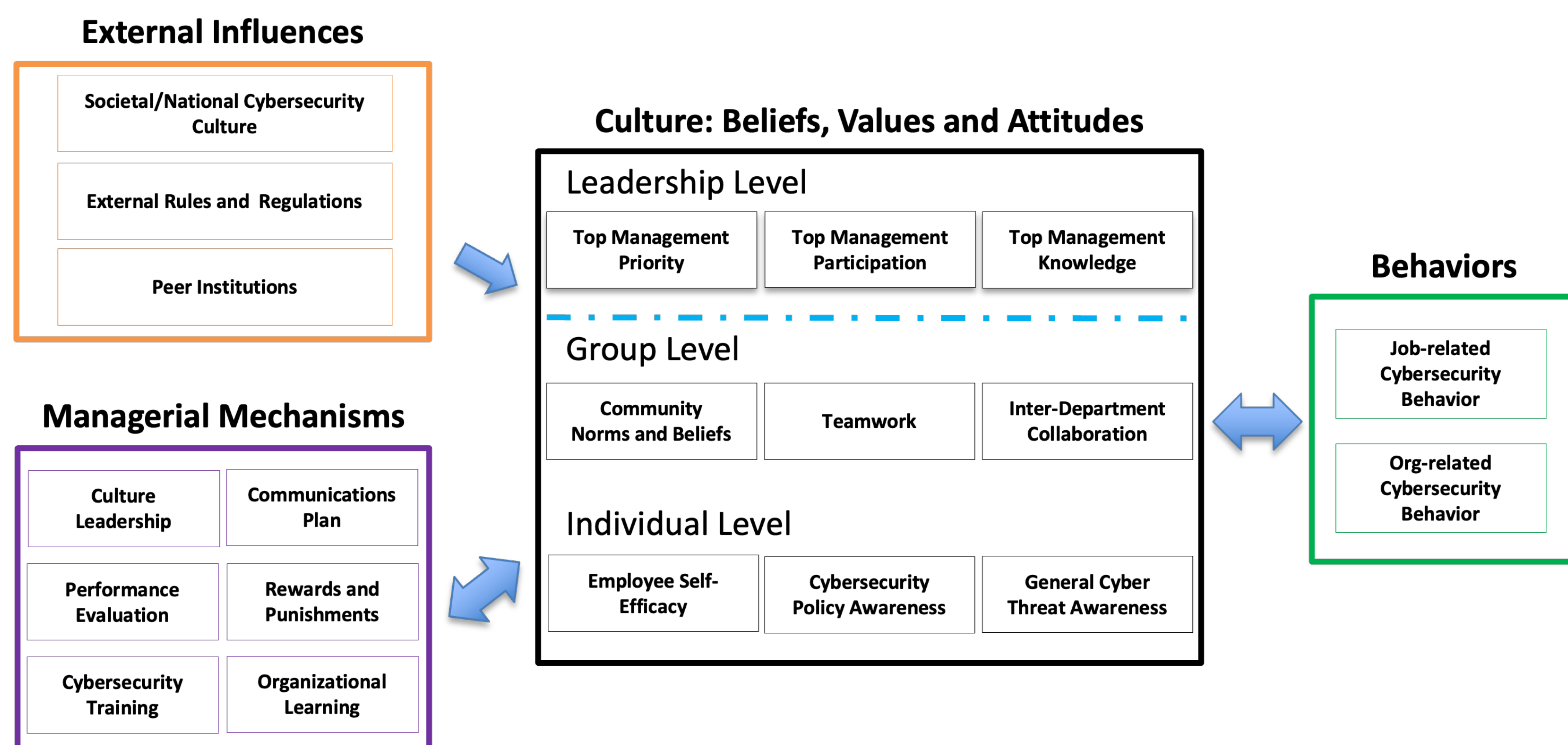
Problem: SMEs struggle to balance productivity and operational efficiency against cybersecurity

- An estimated 90% of cybersecurity breaches worldwide occur in small businesses
- 75% of SMBs could not continue operating if they were hit with ransomware
- 82% of ransomware attacks in 2021 were against companies with <1,000 employees

Purpose: Develop a Cybersecurity Culture Model to be Transmitted Across Organizations

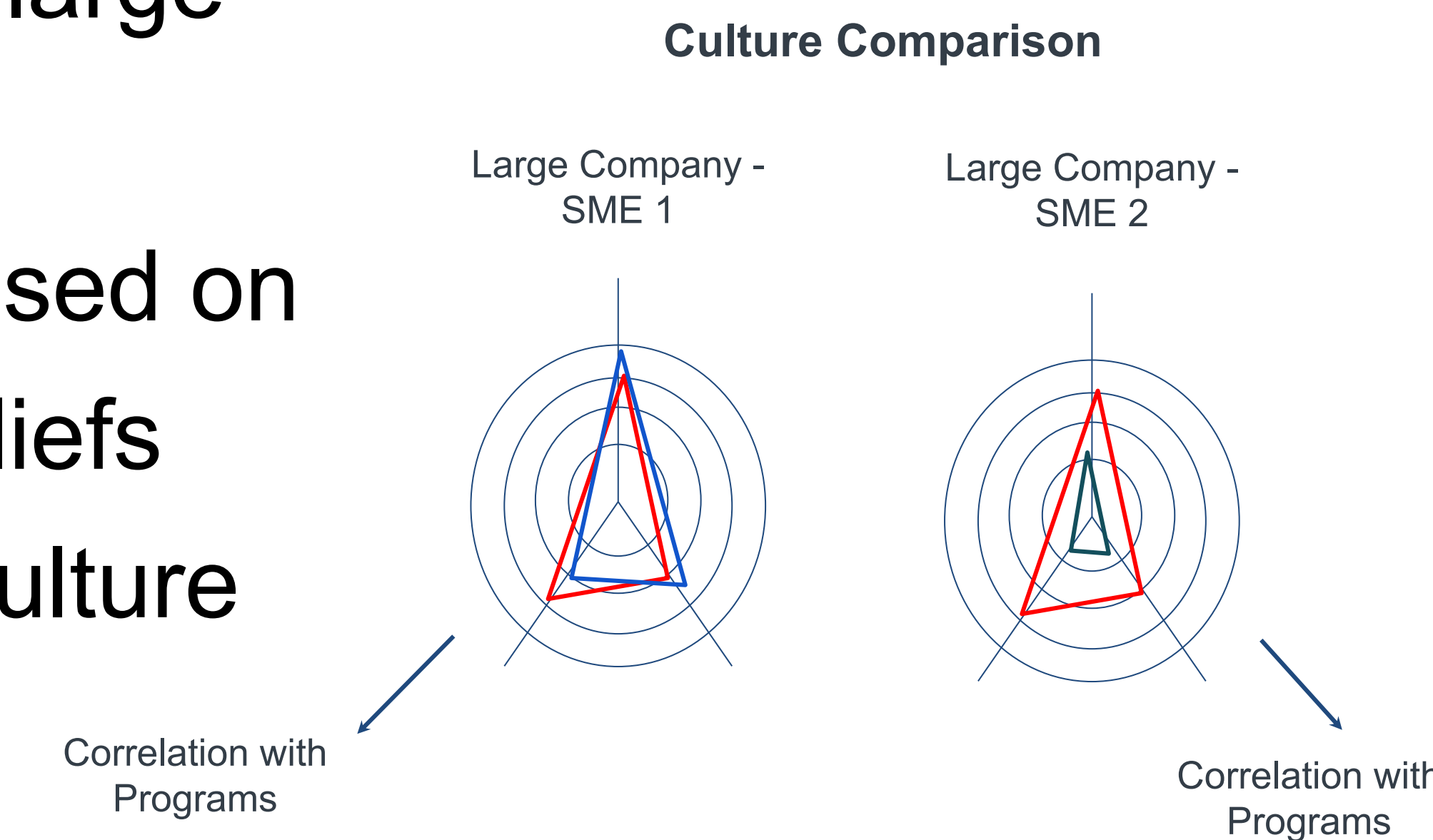
1. **Quantify cybersecurity culture mismatch** between large companies and their suppliers to understand the impact on working relationships
2. **Identify mechanisms** required to align cybersecurity culture across companies
3. **Determine interventions and leading practices** that will help address culture mismatch
4. **Highlight how cybersecurity culture can be propagated** to suppliers

How to Measure Culture (Huang and Pearlson, 2019)

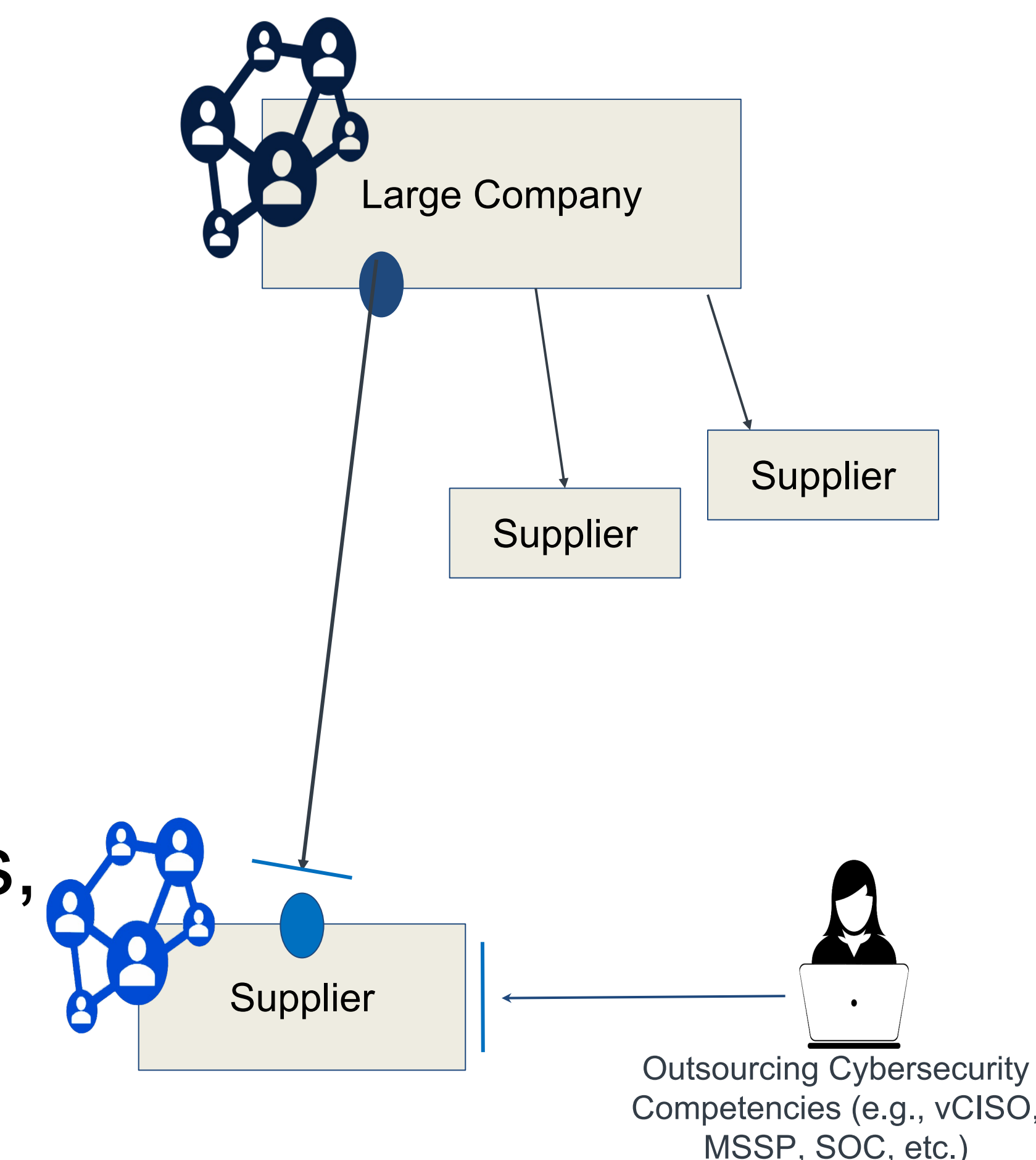


Research Process: What We Are Doing (2-Step Process)

1. **Survey** to assess the culture of the large company and a supplier
 - Results will map the two cultures based on each org's values, attitudes, and beliefs around cybersecurity and quantify culture mismatch



2. **Interviews and fieldwork** to measure cultures in action
 - Characterize the relationship between large companies and suppliers (e.g., types of interactions, frequency, information exchanged, etc.)
 - Understand mechanisms underlying relationships (e.g., organizational barriers, drivers for change, internal development efforts, etc.)



Get Involved: Be Part of A Case Study!

- We are looking for **5-6 case studies with organizations who have existing programs to help their SMEs with their cybersecurity**
- Our goal is to highlight leading practices to improve SME cybersecurity in the supply chain
- Interested? Or know an organization that fits? Contact Dr. Jillian Kwong, jkwong1@mit.edu

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