BOARD & EXECUTIVE BRIEFING

How Much Cybersecurity Is Enough?

FOR CEO · CFO · CISO · Board

A defensible security budget begins with risk appetite, service tolerances and tested controls—not product catalogues.

The decision in context

01 Set tolerable interruption and data-loss limits for material business services and contractual obligations.

02 Evaluate distinct scenarios—ransomware, identity compromise, supplier intrusion and data loss—against prevention, detection, response and recovery.

What a defensible decision requires

A decision should be based on a common fact base, realistic alternatives, explicit assumptions, a named business owner and a measurable follow-through plan. Avoid comparing a narrow low-cost scenario with a broader transformation scope.

Five evaluation dimensions

DIMENSION	BOARD / MANAGEMENT TEST
01	Risk appetite and legal duties
02	Critical asset and service exposure
03	Prevent/detect/respond/recover coverage
04	Cost and operating capacity
05	Evidence of effective controls

How to apply the framework

Score each feasible option on the five dimensions using a documented 1–5 scale. Agree weights before seeing the result; record assumptions and unresolved dependencies. The score is a decision aid, not a substitute for executive judgement.

Financial discipline

Compare the cash profile, recurring operating cost, one-off transition investment, delivery contingency, downside exposure and post-implementation ownership. Benefits should have baselines, timing and accountable sponsors.

Questions before approval

01. Are we funding the largest plausible business exposures?

02. Are recovery claims independently tested?

03. What remains outside appetite?

04. What evidence will the board see next quarter?

Recommended next steps

1. Commission a short, evidence-based baseline assessment. 2. Agree two or three credible options and common evaluation criteria. 3. Validate the business case and operational dependencies. 4. Assign delivery and benefits accountability. 5. Approve the next decision gate, not an untested end-state promise.

About Carlavia

Carlavia combines enterprise technology expertise with practical business transformation, hands-on delivery, management accountability and disciplined cost control. We support clients in making informed decisions and carrying them through execution.

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