BOARD & EXECUTIVE BRIEFING

Cybersecurity Underfunding: The Cost of Inaction

FOR CEO · CFO · CIO · Board

Underfunding is the gap between material business exposure and effective controls, not a simple ratio of security spend to revenue.

The decision in context

01 Identify critical services and the incidents that could interrupt them; estimate impact ranges without invented probabilities.

02 Validate control operation with evidence: identity, backup recovery, vulnerability remediation, monitoring and incident response.

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	Business criticality and recovery tolerance
02	Control effectiveness evidence
03	Concentration of unresolved high risks
04	Remediation feasibility and ownership
05	Residual risk acceptance

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. Which critical service cannot be restored on time?

02. Which high-risk findings remain overdue?

03. Who accepts the residual exposure?

04. How will the next budget change a real-world scenario?

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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