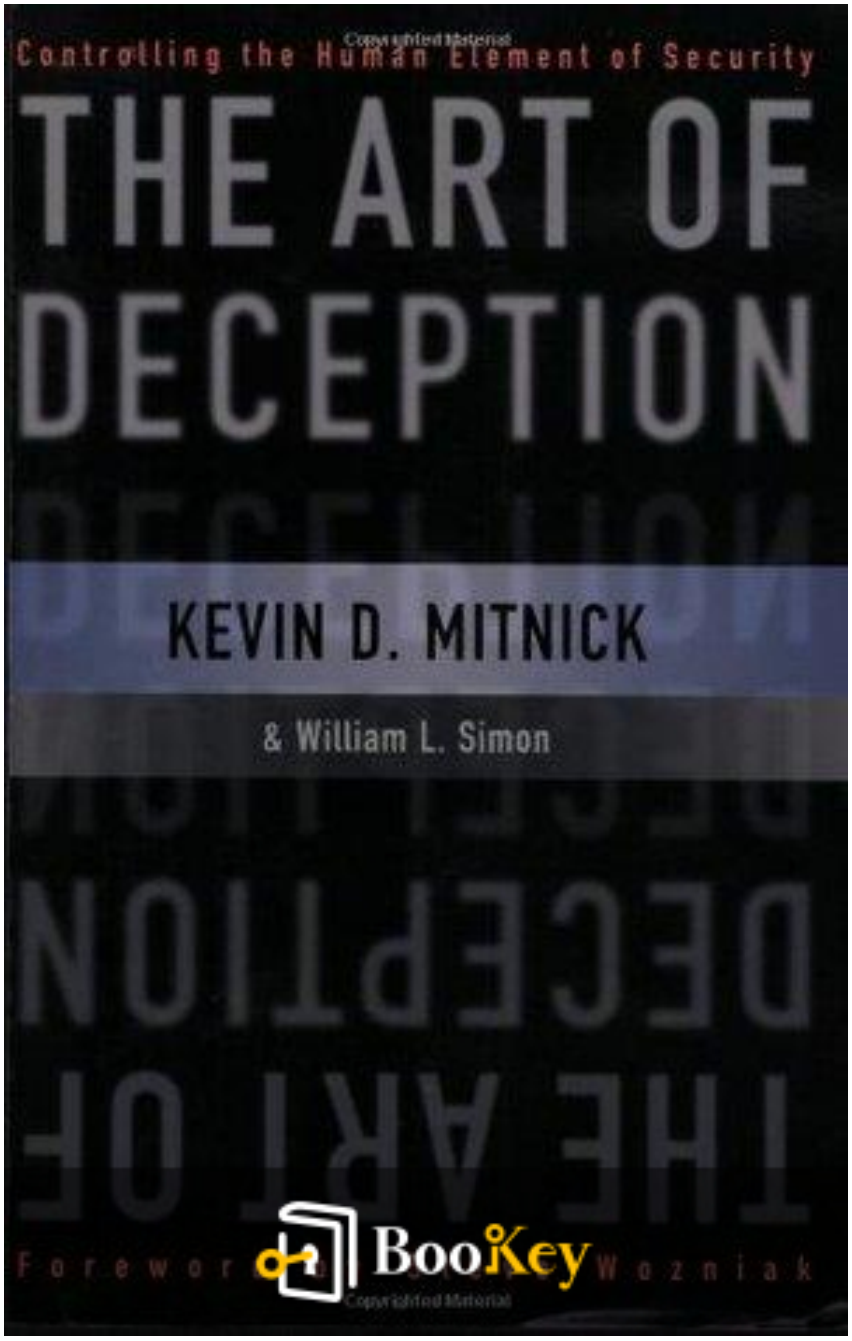
The Art Of Deception PDF (Limited Copy)

Kevin D. Mitnick



The Art Of Deception Summary

Unmasking Human Vulnerabilities in Cybersecurity Through Deceptive Tactics

Written by New York Central Park Page Turners Books Club

About the book

In *The Art of Deception*, author and hacker Kevin D. Mitnick delves into the often-ignored aspect of security: the human element. Drawing from his infamous history as a hacker, which led to one of the most extensive FBI manhunts, Mitnick reveals how even the most advanced technological protections, such as firewalls and encryption, are ineffective if individuals are manipulated through social engineering.

The chapters unfold through a series of compelling true stories that depict both successful attacks and the vulnerable state of their victims. Each narrative showcases a different tactic employed by con artists, illustrating how psychological manipulation allows attackers to bypass technological defenses. Mitnick effectively balances perspectives from both the perpetrators and their targets, providing readers with insights into the criminals' motivations while highlighting the naive assumptions that victims often make.

As he narrates these incidents, Mitnick also imparts valuable lessons gleaned from each breach, emphasizing the need for heightened awareness and training among employees within organizations. He offers practical strategies for enhancing security protocols, such as developing a culture of skepticism, conducting regular security awareness training, and implementing rigorous verification processes.

By weaving together his expertise with real-world examples, Mitnick crafts a narrative that not only educates readers on the vulnerabilities inherent in both high-tech systems and human behavior but also emphasizes the critical importance of addressing these weaknesses to create a robust defense against deception. Ultimately, the book serves as an essential guide for anyone—from business leaders to individual consumers—seeking to bolster their defenses against manipulative tactics and secure their digital environments more effectively.

About the author

In the chapters recounting Kevin D. Mitnick's remarkable journey, readers are introduced to a complex figure whose early fascination with technology sets the stage for his later exploits as one of the most notorious hackers in history. Born in the 1960s, Mitnick demonstrated a keen intellect and knack for understanding systems from a young age, ultimately leading him into the world of hacking during the 1980s.

As he began to explore the unregulated digital landscape, Mitnick became adept at exploiting the vulnerabilities of corporate and government systems, using social engineering—a technique that manipulates individuals into divulging confidential information—as one of his primary tools. This method showcases not just technical prowess but also an understanding of human psychology, making him a distinctive figure in the hacking community.

The narrative takes a thrilling turn as law enforcement becomes aware of his activities, marking the onset of a cat-and-mouse game between Mitnick and the FBI. His ability to evade capture enhances his reputation and captivates the public’s imagination, turning him into a modern-day folk hero for some, while others view him as a criminal mastermind.

Amidst the various escapades and close calls with law enforcement,

Mitnick’s life reveals deeper themes of ethics and morality in the digital age. The chapters highlight his realization of the consequences of his actions, setting the foundation for his eventual transition from a feared hacker to a respected security consultant. This transformation emphasizes the importance of cybersecurity in a rapidly evolving technological landscape.

As he moves away from the shadows of his past, Mitnick begins to share his experiences and insights with others, aiming to educate individuals and corporations on the importance of security measures. His subsequent work as a consultant and author, including his influential books "The Art of Deception" and "The Art of Intrusion," exemplifies his commitment to fostering a safer cybersecurity environment, thus completing his journey from a "most wanted" hacker to a celebrated advocate for cyber awareness and protection.

Through this evolution, Mitnick not only reshapes his own legacy but also serves as a pivotal figure in the ongoing dialogue about internet security and the ethical implications of hacking, making his story a compelling blend of adventure, caution, and ultimately, redemption.

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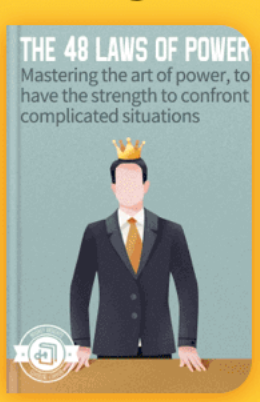

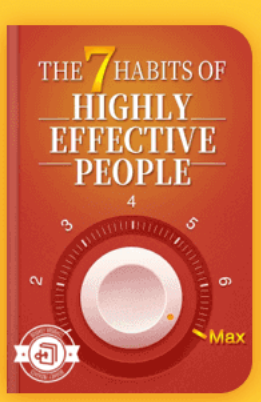

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Chapter 1 Summary:

Chapter 1: Security's Weakest Link

In today's digital landscape, organizations and individuals alike often invest heavily in security measures, believing that cutting-edge technologies, thorough employee training, and competent security personnel can safeguard their assets and information. However, this chapter highlights a critical vulnerability that persists despite these precautions: human error.

The narrative emphasizes that even the most robust security systems can be rendered ineffective if one element of the security chain is weak. This could manifest in various ways, such as an employee mistakenly clicking on a phishing link or failing to recognize a social engineering scam. The fragility of security measures lies in their reliance on human behavior, suggesting that security is not merely a technical issue but also a matter of fostering a culture of awareness and vigilance.

By showcasing that a single lapse can compromise an entire system, the chapter reinforces the notion that organizations must not only invest in technology but also cultivate a comprehensive security mindset among all employees. Understanding this dynamic is essential for anyone looking to bolster their defenses against evolving security threats.

Chapter 2 Summary:

Chapter 2: When Innocuous Information Isn't

In this chapter, the focus shifts to the pervasive threat of social engineering and the worrisome ease with which attackers can manipulate seemingly benign information to infiltrate organizations. Social engineering involves tactics used by malicious actors to deceive individuals into divulging confidential information or granting unauthorized access to systems. This deceptive practice often exploits the inherent trust people place in innocuous details, leading to vulnerabilities that can be exploited.

Many organizations operate under a dangerous misconception: that enhancing physical security measures—like installing stronger vaults or employing armed guards—is sufficient to safeguard their sensitive data. This belief overlooks a crucial reality: security is not solely about tangible barriers but also involves protecting the flow of information. Often, security failures occur not due to dramatic breaches but through the careless handling of seemingly trivial details by staff.

The chapter underscores the importance of treating even mundane documents and data with care. An innocuous piece of information, such as an employee's name, a simple password hint, or even a routine meeting

schedule, can open the door to significant security breaches when pieced together. By raising awareness of how easily overlooked information can facilitate unauthorized access, the chapter calls for a more comprehensive approach to security that considers both high-stakes data and everyday details. This holistic perspective helps organizations better defend against the nuanced tactics of social engineers, who rely on exploiting all levels of information.

Chapter 3 Summary:

Chapter 3: The Direct Attack: Just Asking for It

In the realm of social engineering, where manipulation plays a key role in breaching security, attackers typically rely on elaborate schemes that blend psychological tactics with technical prowess. However, this chapter explores a more straightforward strategy that can be astonishingly effective: simply asking for the information directly.

The premise is rooted in human psychology; people are generally inclined to trust and comply with requests, especially if they come from what seems like an authoritative source. This chapter underscores the efficacy of this approach, demonstrating that, more often than not, a confident request can yield results without the need for complex deception.

Throughout the chapter, the author illustrates real-world scenarios where social engineers bypassed sophisticated defenses through literal requests for sensitive information. Such tactics exploit social constructs—like politeness, authority, and urgency—highlighting how a well-timed query, delivered with the right tone and demeanor, can be just as potent as far more intricate methods.

As the chapter progresses, it emphasizes the importance of recognizing these straightforward tactics within the broader context of cybersecurity awareness, encouraging readers to cultivate skepticism and verify identities, particularly when confronted with unexpected information requests. By the chapter's end, the narrative drives home the lesson that vigilance against even the simplest forms of manipulation is essential for safeguarding sensitive data.

Chapter 4:

Chapter 4: Building Trust

Understanding Social Engineering

Social engineering operates on the premise that individuals can often be subtly manipulated into misplaced trust. Rather than painting people as inherently foolish, it recognizes the complexity of human behavior and the ease with which one can be led to believe in the sincerity of others. Trust becomes the linchpin of deception; social engineers anticipate resistance and devise strategies to turn skepticism into confidence, allowing them to exploit unsuspecting individuals.

Mechanisms of Trust in Deception

To successfully deceive, social engineers craft a façade of normalcy in their interactions. By making conversations appear routine and familiar, they lower their targets' defenses and become more relatable figures. This carefully constructed trust paves the way for access to sensitive information, which is often surrendered with little hesitation.

Case Study: The First Call

An illustrative incident features Andrea Lopez, an employee at a video rental store, who unwittingly divulges her manager's name and address to a seemingly friendly caller. This breach of sensitive information occurred due to Andrea's misplaced trust, fueled by the caller's pleasant demeanor and the illusion of kindness.

Case Study: The Second Call

In a subsequent case, Ginny, another employee at the same store, receives calls from a person posing as a friendly manager named Tommy. Over time, Tommy cultivates rapport with Ginny, leveraging their cordial exchanges to manipulate her trust. Under the pretense of a routine customer service inquiry, he successfully extracts sensitive payment information, illustrating how familiarity can be weaponized for exploitation.

The Doyle Lonnegan Scenario

The chapter also introduces Doyle Lonnegan, a seasoned con artist who

seeks to recover losses from a bounced check. Lonnegan's strategy involves making phone calls to various video stores and building relationships with their managers. Through this approach, he gains their trust, enabling him to access sensitive information. His case exemplifies the hallmark effectiveness of social engineering in orchestrating deceitful schemes.

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Chapter 5 Summary:

Chapter 7: Phony Sites and Dangerous Attachments

Introduction to Deceptive Offers

In today’s digital age, the allure of free offers—whether legitimate promotions or dubious scams—can easily cloud judgment. Individuals often become so enticed by the prospect of obtaining something for nothing that they neglect to scrutinize the authenticity of these offers.

The Threat of Unauthorized Software

Unsuspecting users frequently become targets for cybercriminals through malicious emails that promise free software or gifts. These seemingly harmless offers can conceal harmful computer viruses and malware that wreak havoc on personal devices and information.

The Role of Social Engineering

Cyber attackers employ social engineering tactics to manipulate individuals into downloading malicious attachments or clicking dangerous links. By exploiting trust and familiarity, these attackers can gain unauthorized access

to personal information and sensitive systems.

Common Tactics in Malicious Emails

1. **Unsolicited Offers**

Many users receive a barrage of unsolicited emails every day touting free items or services, which can often mask the dangers within.

2. **Targeted Deceptive Messages**

Some emails appear tailored and personal, creating a false sense of security that can lead victims to inadvertently open harmful attachments, putting their digital safety at risk.

Consequences of Malicious Downloads

When users open these attachments, they may unknowingly install malicious software such as Remote Access Trojans (RATs). These sophisticated threats grant attackers complete control over the infected systems, allowing them to steal sensitive information or cause further damage.

Examples of Malicious Code

Virulent worms, like the infamous Love Letter and SirCam, highlight the dangers of social engineering. These malicious programs spread rapidly by luring users with enticing attachments, persuading them to click and ultimately compromise their security.

Understanding Malware

Malware can be particularly insidious, often masquerading as legitimate software while operating covertly in the background. It is capable of capturing sensitive personal information, such as keystrokes and conversations, thereby endangering users' privacy.

Advanced Threats

The severity of these cyber threats can escalate with sophisticated malware variants that can silently activate microphones and webcams, harvesting information without the user’s knowledge. This underlines the critical need for constant vigilance and awareness of potential cyber dangers, as even the most innocuous-looking offers can conceal significant risks.

Chapter 6 Summary:

Chapter 8: Using Sympathy, Guilt, and Intimidation

In Chapter 8, the narrative delves into the sinister art of social engineering, where manipulators exploit psychological influences to gain compliance from their targets. These skilled practitioners tap into basic human emotions—fear, excitement, or guilt—crafting intricate scenarios designed to provoke strong emotional responses.

The chapter opens by explaining **psychological triggers**, which are automatic responses that compel individuals to act quickly without careful consideration. Social engineers exploit these triggers, understanding that people naturally seek to avoid discomfort and will often respond impulsively to emotional stimuli.

The chapter identifies three primary **emotional manipulation tactics** emplo yed by social engineers:

1. **Sympathy**: Manipulators may evoke feelings of compassion, presenting themselves as vulnerable or in need to persuade victims to assist or comply with their requests.

2. **Guilt**: By instilling a sense of obligation or remorse, attackers can pressure individuals into conformity, making them feel accountable for the potential consequences of refusing assistance.

3. **Intimidation**: Fear is leveraged as a coercive tool to push targets into action, making them feel threatened enough to comply with demands.

The effectiveness of these strategies rests on a profound understanding of emotional intelligence, as social engineers artfully navigate and exploit the vulnerabilities of their targets. In essence, the chapter illustrates how emotions can be weaponized, underscoring the need for vigilance in the face of manipulation.

Chapter 7 Summary:

Chapter 9: The Reverse Sting

In Chapter 9, the narrative explores the intriguing world of reverse sting operations, a fascinating variant of traditional con schemes. A reverse sting flips the typical dynamics of con artistry: rather than the con artist luring victims into a trap, the victims themselves actively seek assistance from the con artist. This often occurs in scenarios prompted by requests from acquaintances or colleagues, allowing the con artist to manipulate the situation from a position of perceived trust.

To illustrate the concept of reverse stings, the chapter references the classic film "The Sting," which effectively showcases standard con operations through its depiction of a complex "wire" scam. The film serves as an educational model, revealing how adept grifters meticulously design these schemes to extract significant sums of money while maintaining the appearance of legitimacy.

Building upon this foundation, the chapter suggests that reverse stings, much like their traditional counterparts, employ a variety of tactics. However, they adhere to a recognizable pattern that underlines their operation. The author promises a deeper exploration of the mechanics and psychological nuances

of this deceptive technique in the following sections, aiming to shed light on the motivations and strategies that drive both the con artists and their unsuspecting victims. Through this lens, readers gain insights not just into the logistics of scams, but also the intricate social dynamics that facilitate their success.

Chapter 8:

Chapter 11: Combining Technology and Social Engineering

In the realm of social engineering, the art of manipulation is paramount. Social engineers—a term for individuals who exploit human psychology to achieve their goals—thrive on their deep understanding of human behavior. Their tactics often revolve around influencing individuals to act in ways that benefit the manipulator, whether through deception, trust-building, or emotional appeals. This skill is further amplified by a solid grasp of technology, which serves as both a facilitator and a tool in executing sophisticated scams.

Understanding how technology intersects with social engineering is crucial. Modern communication systems, such as computers and telephones, have become essential instruments for these manipulators. These technologies enable social engineers to craft convincing narratives, create appealing online personas, or execute phishing attacks that trick individuals into revealing sensitive information.

The chapter illustrates several real-world examples where technology is woven into the fabric of social engineering tactics. For instance, scammers may use email to mimic legitimate corporations, employing fake websites

that appear official to dupe unsuspecting users into divulging personal data. Additionally, phone calls can be used to conjure scenarios that exploit human emotions, such as urgency or fear, thereby prompting quick and vulnerable responses from targets.

Ultimately, this chapter highlights the symbiotic relationship between technology and human psychology in the realm of deception, showcasing how the blend of these elements leads to increasingly sophisticated and effective scams. Social engineers are not merely clever deceivers; they are adept at leveraging modern technology to further their manipulative ends. Understanding this integration is crucial for recognizing and combating such fraudulent schemes.

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Chapter 9 Summary:

Chapter 12: Attacks on the Entry-Level Employee

In the realm of cybersecurity, skilled social engineers have honed their tactics to exploit a particularly vulnerable demographic: entry-level employees. These individuals, often new to their roles, typically lack awareness of the critical value of sensitive company information and the potential ramifications of its exposure. This ignorance makes them prime targets for manipulation.

Social engineering, the art of deceiving individuals into divulging confidential information, employs a variety of tactics that capitalize on the naivety of these lower-level personnel. Attackers may invoke authority, presenting themselves as figures of higher rank to command compliance. They often cultivate a friendly demeanor, fostering a sense of trust by appearing likable. Additionally, these social engineers may fabricate connections to familiar colleagues or executives within the organization, further lowering the guard of their targets.

Urgency can also be a powerful tool in these schemes; creating a sense of imminent action typically pressures entry-level employees into making rapid decisions without fully assessing the situation. Finally, attackers may

tantalize victims with the prospect of rewards or recognition for their cooperation, nudging them toward compliance with deceptive requests.

In conclusion, the vulnerability of entry-level employees presents a strategic advantage for attackers seeking access to sensitive information. By manipulating these individuals, social engineers can often pave the way for more extensive breaches, underscoring the importance of training and awareness programs within organizations.

Chapter 10 Summary:

Chapter 13: Clever Cons

In this crucial chapter, the narrative focuses on the paramount importance of verifying the identity of callers seeking sensitive information within a corporate environment. It underscores the necessity for employees to be trained not only to recognize legitimate requests but also to practice due diligence by gathering the caller's phone number and following up with a callback to confirm the individual's identity.

Despite the implementation of stringent verification procedures, the chapter explores how skilled attackers exploit numerous deceptive tactics to manipulate their victims into believing they are authentic representatives of a legitimate company or vendor. This insight serves as a stark reminder that even the most security-conscious employees can inadvertently become victims of these crafty schemes. The discussion elaborates on common ruses, such as caller ID spoofing, where attackers disguise their phone numbers, and social engineering techniques that appeal to trust and authority.

As the chapter unfolds, it illustrates real-world examples of incidents where unsuspecting employees fell victim to these scams, reinforcing the idea that

awareness and training are key defenses against such predatory tactics. By emphasizing the need for vigilance and skepticism, the chapter equips readers with an understanding of how to recognize and counter these clever cons in their professional environments.

Chapter 11 Summary:

Chapter 14: Industrial Espionage

This chapter delves into the rampant issue of industrial espionage, a form of corporate spying where confidential information is unlawfully acquired, posing significant threats to governments, corporations, and educational institutions alike. The onslaught of cyber threats, as highlighted in daily media reports, includes a range of malicious activities from computer viruses to denial of service attacks and outright theft of sensitive data, such as credit card information. This growing concern underscores the critical nature of cybersecurity in today's interconnected world.

The chapter provides illustrative examples of industrial espionage that reveal the cutthroat nature of competition in the business arena. One prominent case discussed is Borland's allegations against Symantec, accusing the latter of stealing trade secrets, which highlights how two technology giants can find themselves in a legal battle over proprietary information. Similarly, Cadence Design Systems' lawsuit against a competitor for the alleged theft of source code underscores the high stakes involved in technology and software development, where intellectual property is crucial for maintaining a competitive edge.

The narrative cautions against the prevalent misconceptions held by many business professionals, who often underestimate their vulnerability to such attacks. The chapter makes a compelling argument that these cyber incidents are not distant threats; they are an everyday reality affecting organizations regardless of size or industry. Ultimately, the chapter calls for greater awareness and proactive measures to safeguard valuable information assets from potential violations.

Chapter 12:

Chapter 16: Recommended Corporate Information Security Policies

Introduction

In today's digital landscape, the threat of cyber intrusions is a reality that many large corporations and government agencies face. Despite the prevalence of these attacks, many organizations choose to keep such incidents under wraps to preserve customer trust. A particularly insidious form of threat is social engineering, where attackers manipulate individuals into divulging confidential information. Unfortunately, the covert nature of these attacks makes them difficult to statistically track, creating a gap in our understanding of their frequency and impact.

The Importance of Security Policies

To combat these threats, well-defined security policies play a critical role. They serve as guidelines that help shape employee behavior and protect sensitive information. While no policy can completely eliminate the risk of social engineering attacks, comprehensive employee training on these measures can significantly reduce vulnerabilities. Key areas addressed within these policies should include specific techniques commonly used by attackers, such as the management of email attachments.

Developing an Information Security Program

Creating an effective information security program begins with a thorough risk assessment, which identifies valuable information assets and the potential threats they face. Leadership must show robust support for security policies, reinforcing their importance and commitment to protecting organizational integrity. Policies should be articulated in straightforward language, free of technical jargon, to enhance understanding. It is also beneficial to distinguish between high-level policies and detailed procedures, allowing for easier updates. Furthermore, implementing solid security technologies can help enforce adherence to good practices, emphasizing the consequences of policy violations.

Communication and Awareness

To foster a culture of security awareness, organizations should prioritize a communication strategy that highlights the importance of security policies. Employees should feel encouraged to comply with these policies, perceiving them as tools for protection rather than unnecessary hurdles. As the landscape of business and security threats evolves, policies must also be revisited and updated in alignment with these changes.

Periodic Testing and Adjustments

Continuous improvement is key in maintaining effective security. Regular penetration testing and vulnerability assessments are essential to uncover potential weaknesses in employee training and policy adherence. It is vital to

inform employees that such tests may take place, enhancing the overall readiness of the organization.

Policy Implementation

The policies discussed in this chapter serve as a foundational framework that

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Chapter 13 Summary:

Chapter 13 Summary

In this chapter, the narrative delves into the complex and fraught world of computer crimes, emphasizing their profound financial ramifications on American businesses. Referencing the work of BloomBecker (1990), the chapter outlines how these crimes not only impact individual companies but also create ripple effects throughout the economy, revealing vulnerabilities in cybersecurity and the increasing costs associated with data breaches.

The discussion then shifts to the infamous case of Kevin Mitnick, a figure previously framed by Littman (1997) as a notorious hacker whose exploits captured public intrigue and fear. Mitnick's journey from a talented young programmer to a fugitive highlights the thin line between technological prowess and criminality. His story serves as a poignant illustration of how societal perceptions of hackers are shaped, often skewed by sensationalist media portrayals.

Adam L. Penenberg's exploration in 1999 further deepens the analysis of how society views hackers, arguing that the media often glamorizes or vilifies these individuals, depending on the narrative being constructed. This duality influences public opinion and policy regarding cybersecurity

measures. As the chapter comes to a close, it underscores the urgent need for businesses to adapt their strategies in response to the evolving landscape of cyber threats, emphasizing the importance of vigilance and investment in technology to mitigate the risks posed by computer crimes.

Overall, Chapter 13 intricately weaves together the themes of economic impact, personal narratives, and societal myths, creating a comprehensive understanding of the current state of cybersecurity and its implications for the future.

Chapter 14 Summary:

CHAPTER 2: Overview of Stanley Rifkin’s Story

Stanley Rifkin's narrative unfolds through a tapestry of sources that highlight the complexities of cyber crime and its impact on society. Central to this chapter are insights from a press release by the Computer Security Institute, which underscores the staggering financial losses attributed to cyber crimes, illustrating the growing concern in the digital age. Additionally, the chapter references Edward Jay Epstein’s unpublished work, "The Diamond Invention," which delves into the darker underpinnings of wealth and desire surrounding the diamond industry. Contributing to this intricate narrative is the perspective of Rev. David Holwick, who sheds light on the societal ramifications of such financial deceit.

Rifkin himself has opted for anonymity, creating an air of mystery around his activities. His reluctance to participate in interviews has led to divergent accounts of his story, allowing speculation to thrive. This veil of secrecy invites readers to ponder the motivations behind his decisions and the implications they hold for understanding the broader themes of cyber security and personal ethics in a rapidly evolving technological landscape. The chapter ultimately sets the stage for a deeper exploration of Rifkin's actions, providing context that enriches the reader’s grasp of the incident’s

significance within both the realms of criminal enterprise and the consequences of digital anonymity.

Chapter 15 Summary:

Chapter 16: Influence and Persuasion

In this chapter, we delve into the psychology of influence and persuasion and how these principles can be leveraged in various contexts, including interpersonal interactions and marketing strategies. Drawing from Robert Cialdini's seminal work, "Influence: Science and Practice," the chapter highlights six key principles that underpin effective persuasion: reciprocity, commitment and consistency, social proof, authority, liking, and scarcity.

Reciprocity refers to the human tendency to return favors, which can create a foundation for persuasive requests. Commitment and consistency involve the pursuit of maintaining one's self-image and adhering to prior commitments, making individuals more likely to agree to subsequent related requests. Social proof leverages the behavior of others as a guide for one's own actions, often leading people to follow the crowd. Authority taps into the respect given to recognized experts, which can enhance persuasive efforts. The principle of liking suggests that people are more inclined to be persuaded by those they find agreeable or relatable. Finally, the scarcity principle capitalizes on the fear of missing out, prompting individuals to act quickly under the assumption that an opportunity may soon disappear.

The chapter also touches on the ethical implications of these persuasive techniques, reminding readers that while understanding these principles can enhance one’s ability to influence others, it is crucial to use them responsibly and ethically, ensuring that the intent behind the persuasion is genuine and respectful.

Chapter 17: Information Security Policies

Transitioning to the realm of information security, this chapter serves as a guide for formulating effective security policies to protect sensitive data and maintain organizational integrity. Based on Charles Cresson Wood's work, "Information Security Policies Made Easy," the chapter underscores the importance of establishing a solid framework that outlines security practices and behaviors expected from employees.

Key elements of an information security policy include defining acceptable use of company resources, clarifying employee responsibilities, and detailing protocols for handling and reporting security incidents. The policy should also emphasize the importance of training and awareness, enabling employees to recognize threats such as phishing or malware, which can compromise organizational security.

Moreover, the chapter discusses compliance with relevant regulations and industry standards, which are essential for avoiding legal ramifications and

ensuring trust from clients and stakeholders. Regular audits and updates to the policy are encouraged, considering the evolving landscape of cybersecurity threats and the necessity for adaptability. By prioritizing a culture of security and proactive management, organizations can effectively safeguard their information assets and foster a secure environment.

In conclusion, both chapters emphasize the critical roles of influence and structured policy-making in their respective fields, advocating for the ethical persuasion of individuals and the robust protection of information through thoughtful security measures.