

What Have We Learned?

What We Have
Learned From
Recent Travel
Disruptions



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- 18 years of international security experience
- 11 years U.S. Army active duty, O-4 Special Forces command
- LLM in International Finance and Banking Law from the University of Liverpool



- **Bruce McIndoe, CEO, iJET**
- Business Travel News: One of the “Top 25 Most Influential People in the Travel Industry”
- Founded technology company CSSi
- MS in Computer Science from Johns Hopkins University



- **Charlie LeBlanc, Vice President of Security Services, FrontierMEDEX**
- Serves on the National Business Aviation Association Security Council
- Served as southwest regional manager for ITS, a commercial aviation security firm

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Globalization



- Enhanced and increased travel necessities
- Exposed more corporate executives to security risks and variables
- Generated economic and financial bridges into very complex, asymmetric, and semi-permissive environments

Risk Mitigation in Corporate Travel



Corporations must:

- Develop structural identification models for risk mitigation by developing, completing, and rehearsing the scenario planning
- Adapt strategies to the evolving security environment after they have clearly thought out the applicable courses of action as a result of the scenario planning

Risk Mitigation in Corporate Travel



Corporations must:

- Constantly assess and study what 'unavoidables' can become avoidable, thus mitigating any effects to one's security posture and operation
- Internally assess whether they have competent and coherent intelligence activities in order to broaden their radar systems, which in turn will facilitate the security posture, knowledge, organization and related activities

How to Achieve This



Corporations must:

- Build robust security departments with a sound approach to crisis mitigation and scenario planning
- Rely on coherent intelligence and information based on synchronization of efforts between the corporate operation spectrum and security concerns and applications

How to Achieve This



Corporations must:

- Develop global, regional and country specific contingency plans
- Institute a Journey Management system

Lessons Learned from Recent Travel Disruptions



- It is vitally important to maintain up-to-date and easily accessible communication contacts for all affected personnel, including:
 - Cell phone numbers
 - Land-line phone numbers
 - Social media contact information
 - All email account addresses

Lessons Learned from Recent Travel Disruptions



- For those traveling through high-threat locations, the following should be considered necessities:
 - Satellite phone
 - Cash

Lessons Learned from Recent Travel Disruptions



- Periodically undertake a thorough headcount of all staff and travelers.
- Disseminate a well-defined and communicated policy on dependents, local nationals, house staff and pets.

Lessons Learned from Recent Travel Disruptions



- Research in advance the specifics of your insurance coverage, including limits and triggers. Establish contacts in advance with the carrier.
- Know in advance your top three evacuation safe haven destinations and ensure that you have valid visas for all three locations.

Top 10 Reasons Things Fail

Top 10 Reasons Things Fail



#10

- **Company does not know what to do in an emergency**
- Don't be reactive. Get a basic plan in place and make sure you know where to get help.

Top 10 Reasons Things Fail



#9

- **Out-of-date contact numbers**
- Get contact numbers (cell, home, office, e-mail, IM, etc.) for the people that you need in an emergency. Periodically get them updated and verified.

Top 10 Reasons Things Fail



#8

- **Primary AND backup person are not available**
- This happens frequently. Try to have multiple backup contacts. Think about people that are normally available.

Top 10 Reasons Things Fail



#7

- Cell phones don't always work
- We are becoming totally reliant on cell phones. Try to find a pay phone!
- Employees should have a calling card, know how to use text (SMS) messages, IP phone like Skype, and think about satellite phones for backup.

Top 10 Reasons Things Fail



#6

- **Third-party response resource does not know what is going on**
- Talk to your vendors. Include them in your planning. Run exercises and drills.

Top 10 Reasons Things Fail



#5

- **No response resource retained**
- Who would you turn to for a kidnapping?
- What about a threat against an employee?
- Medical emergency? Natural disaster?
- Make a list of incident types and answer the question “who would I turn to?”

Top 10 Reasons Things Fail



#4

- **Protocols are not maintained**
- Organizations need to periodically review their plans and protocols. At least annually.
- Train staff on procedures.

Top 10 Reasons Things Fail



#3

- **Protocol or procedure is too complex**
- Many times the plans and procedures are way too complex. Look to streamline the process. In a time of emergency, you will only have time and bandwidth for the basics.

Top 10 Reasons Things Fail



#2

- **Inconsistent skill level within the team**
- Crisis and emergency management is not the core competency of most organizations.
- Get training for the core team that will be called to deal with an emergency.

Top 10 Reasons Things Fail



#1

- **Cost sensitivity delays response**
- Deal with where the funds will come from and who will pay BEFORE the event!
- Delay in response increases cost and can cost lives.