



# Intelligence-Driven Integrated Risk Management

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# Introduction

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# Presentation Outline

## WHY: Evolving global threats and business drivers

- Threat Outline, Factors Driving Need for IRM, High-Level Management Drivers

## WHAT: IRM: Define / Discuss

- Intelligence-drive IRM Definition
- People, Facilities, Supply Chain, Information - how intelligence can help manage risk associated with each

## HOW: Case Studies

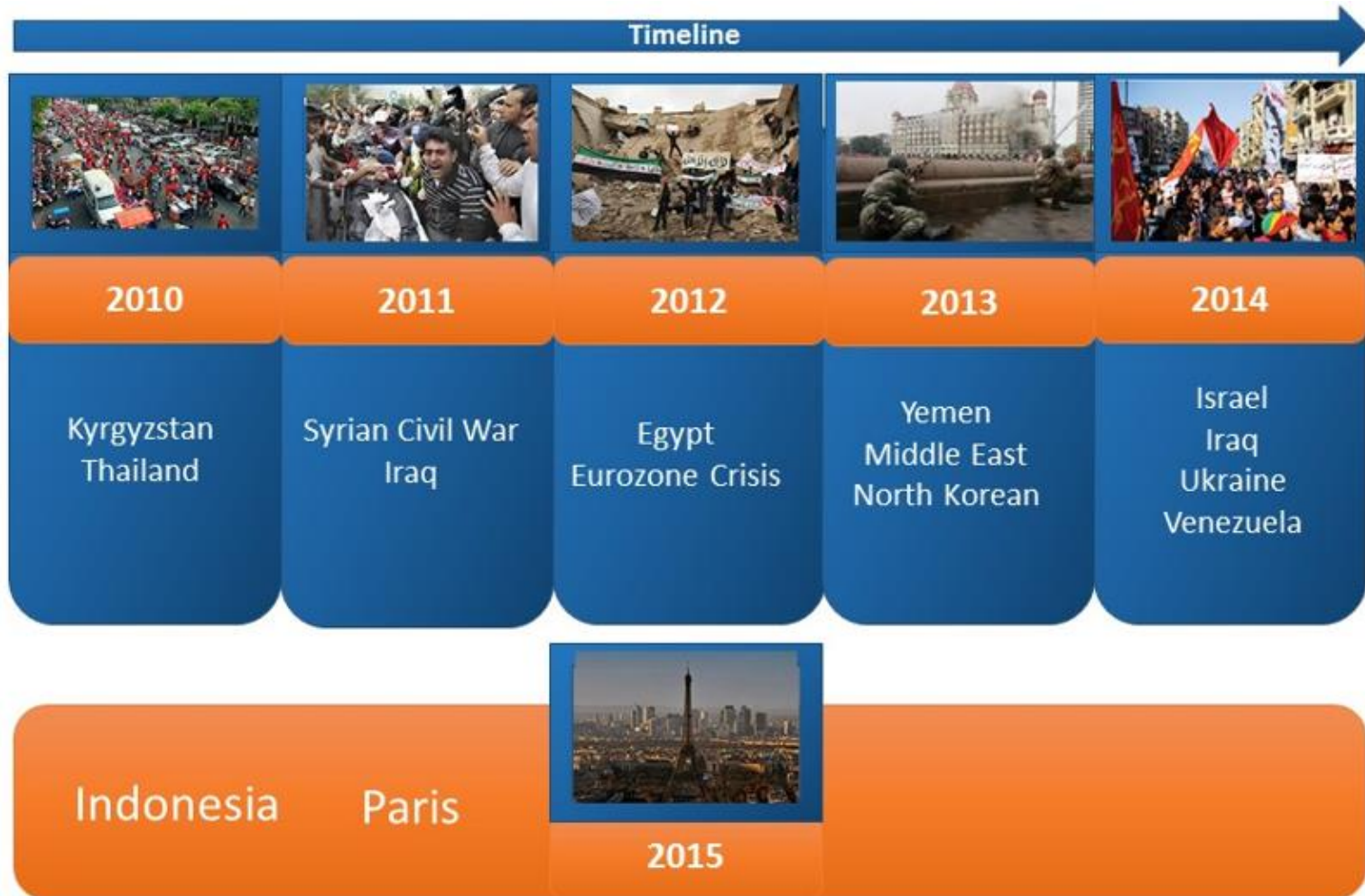
- Case studies of how IRM helped multinationals to manage risks

## TAKE-AWAY: Tools and Ideas

- Ownership, Funding, Process Required

# WHY – The Need for IRM

# Threats Drive Risk Managers Attention



# IRM Program Drivers

**Duty of Care**

**Employee Well-Being**

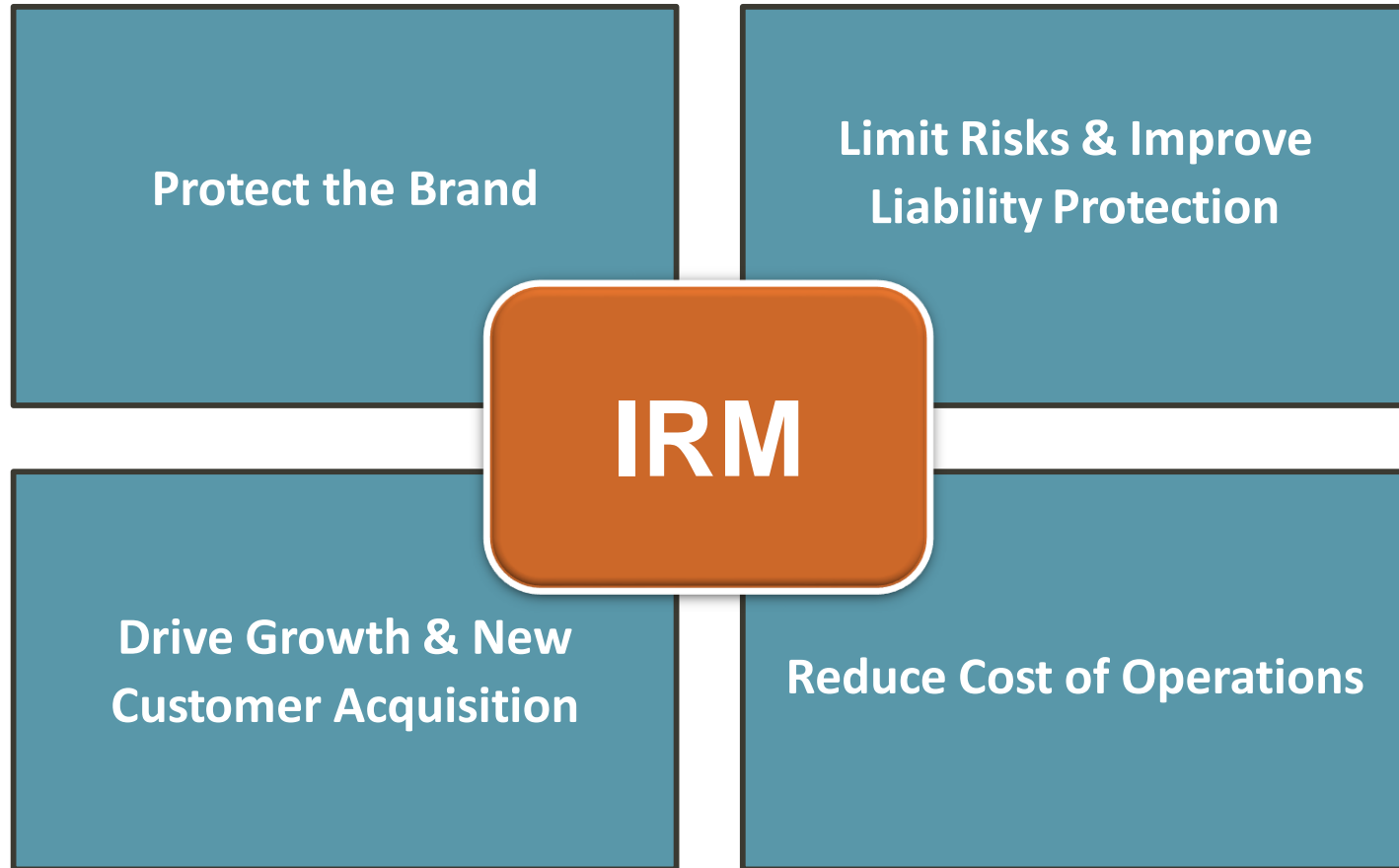
**Globalization**

**Expansion into  
Emerging Markets  
and / or High-Risk  
Locations**

**Crisis  
Management /  
Business  
Continuity**

**Regulations**

# IRM Drivers



# WHAT – Defining & Discussing IRM



# Integrated Risk Management

- ... is a **continuous, proactive, and systematic process** to understand, manage, and communicate risk from an organization-wide perspective.
- It is about helping to **make strategic decisions** that contribute to the achievement of your organization's overall corporate objectives.

# IRM – Integrated Risk Management



**PEOPLE**



**FACILITIES**



**SUPPLY CHAIN**



**INFORMATION**

**Single Repository of Risk Intelligence and Operating Picture**

# HOW: Case Studies

# Case Study #1 – Honeywell (Iraq)

- **BACKGROUND:**

- ISIL Captures Mosul on 10 June 2014
- Reports that ISIL is moving towards Baiji to capture refinery

- **CASE DETAILS:**

- Honeywell employees at Baiji refinery on 10 June
- Dedicated Security Plan with immediate extraction capabilities included activated
- Dedicated Honeywell Security Team members (Baghdad based) deployed to Baiji to support extraction

- **EXPOSURE / MANAGE**

- Potential Loss of Life
- Employee exposure to war scenarios
- Not being in a position to extract employees
- Disruption to operations
- Management of internal perceptions
- Management of client perceptions
- Ongoing Operational Limitations in North Western / Central Iraq
- Cost Implications

# Case Study #2 – Honeywell (France)

- **BACKGROUND:**

- Terror attacks in Paris on 7 January 2015
- Two separate, related incidents
- 16 people killed, 22 injured
- Massive multi-day anti-terror operation in France

- **CASE DETAILS:**

- Large presence (70 plus facilities) in France
- Large employee footprint throughout France and Europe

- **EXPOSURE / MANAGE**

- Determine life and safety impact, potential employee exposure
- Disruptions to operations especially manufacturing and distribution
- Management of internal perceptions
- Potential impact to operations throughout Europe
- Loss of productivity
- Cost implications to manage

# Case Study #3 – Hurricane Sandy (2012)

- **BACKGROUND:**

- October 2012 – Category 2 Hurricane
- 185 deaths, 650,000 homes and 300,000 businesses damaged
- \$62 billion in damages

- **CASE DETAILS:**

- Large BPO extensive operations in North East US
- Large telecommuting workforce
- Establish visibility into affected people and facilities (offices and home offices)
- Ongoing monitoring into threat and constantly changing exposure

- **EXPOSURE / MANAGE**

- Deteriorated communications infrastructure
- Life and safety of employees in affected areas
- Decreased ability of offices including home offices to sustain operations
- Decreased workforce efficiency and related productivity, inability to meet and / or manage client deliverables
- Relocating employees into hotels outside affected areas
- Implement ongoing communications program

# Case Study #4 – Malaysia Air MH17

- **BACKGROUND**

- Malaysia Airlines MH17 crashed on 17 July 2014 in Ukraine
- 298 deaths
- Ukraine airspace closed to commercial traffic
- Delays / disruptions at Schipol International Airport in Netherlands

- **CASE DETAILS**

- Several large multinationals had employees (1-20) on-board
- Traveling to Kuala Lumpur (Asia thereafter)

- **EXPOSURE / MANAGE**

- Loss of life
- Crisis management immediately in response to incident
- Travel delays & disruptions and travel restrictions on Malaysia Air
- Lost employee = lost productivity, lost intellectual property, lost investment (training etc)
- Lost employee implies replacement costs (recruitment, training, logistics, etc.)
- Loss of employee – adverse impact on project / assignment
- Delays & disruptions at Schipol – adverse impact on supply chain

# Case Study #5 – Egypt 2013 – Civil Unrest

- **BACKGROUND**

- Egyptian military removed President Morsi from power on 3 July 2013
- Civil unrest endangers foreign interests and personnel
- Travel security concerns complicate evacuations
- Media restrictions imposed

- **CASE DETAILS**

- Various clients require accurate monitoring of developments and require evacuation support
- Continuous monitoring supports choice of evacuation methods and routes
- Employees transported to airport for repatriation via commercial air

- **EXPOSURE / MANAGE**

- Risk to employees operating in Egypt
- Determine life and safety impact, potential employee exposure
- Crisis management lessons learned in Arab Spring in 2011
- Orderly process followed – restricted travel, non-essentials out, commercial air used, safe havens, restricting or decreasing operations etc.
- Disruptions to operations
- Early monitoring and accurate intelligence concerning conditions on the ground reduce risk and costs



# **TAKE-AWAY: Tools and Ideas**

# Tools & Ideas

- **Get Smart on**
  - **RISK** (how do you treat it, intrinsic versus dynamic, etc.) since this will help you to better position and guide IRM in your organization
  - **INTELLIGENCE** (information versus intelligence, internal versus external, the need for multiple intel sources, relevance of accuracy versus timeliness etc.)
  - **DATA** (Understanding data, data sources, how it can be ingested, relevance to IRM program)

# Tools & Ideas

- **Program Assessment:**
  - Consider a program assessment to identify where your current IRM program may be failing
  - Any such program assessment must include benchmarking & best practices
- **IRM Ownership:** Find & establish partnerships internally across various disciplines around IRM
- **Shared ownership means shared budget but also shared success**

**CONCLUSION &**

**QUESTIONS / DISCUSSIONS**

# Summary

- **Organizations need to take a holistic view of threats**
- **Integrated Risk Management (IRM) provides a consistent framework and process**
- **Integrates relevance across People, Facilities, Supply and Information assets**
- **Critical to success is having timely and accurate threat intelligence**
- **Critical to execution is planning and training / exercises**