



## **Solution Innovation Case Study: Building Value Added Situational Risk Intelligence Teams**

SECURITY EXECUTIVE COUNCIL

A research and advisory firm

The SEC's Solution Innovation Partner (SIP) program evolved to help security practitioners expedite choosing a trustworthy risk mitigation vendor with confidence given the myriad of possible options in the marketplace. Proven Solution Innovation Practice Case Studies help practitioners evaluate performance claims and differentiate solution providers for business outcomes including risk mitigation, return on investment, and security assurance.

This case study demonstrates Emergent Risk International's (ERI) strategic people, process, and technology capabilities to deliver a highly valued business, culture, and mission-aligned security risk intelligence program model for a Fortune 100 global technology company.

### **Risk Issues and Mitigation Opportunities:**

Due to an evolving threat and risk landscape, including COVID 19, continuously improving people and asset protection was a brand leadership imperative. Like many organizations, the client identified the need to stand up a world class intelligence team as an integral part of an all-hazards fusion center concept. The company had recently re-organized the entire Corporate Security and Risk Resilience infrastructure and looked to transform an existing Global Security Operating Center (GSOC) to a more care and intelligence centric fusion center. The intelligence team was expected to be a key for ethically compliant, all-hazards tactical reporting and critical incident escalation; as well as a resource to manage strategic intelligence to inform business decisions. Transforming from little existing infrastructure and process to a more valued team with results was expected in short order. The client approached ERI to collaboratively assist with training, consulting, staffing and technology solutions as a near and longer-term solution provider.

### **Solution Requirements:**

- Enabling competencies for transforming disparate security intelligence siloes to a single global strategy; leaping from reactive to managed, documented and predictive maturity in 1 year.
- Intelligence subject matter expert staffing
- Situational risk awareness and understanding with integrated resources and technologies
- Private sector intelligence training
- Strategic intelligence management consulting

### **Delivered:**

#### **1) Baselined intelligence training in-person and online**

- Accelerated 3-year program development plan to one year
- Influenced end user understanding of business value concepts to ethically ensure that methodologies, services, and work products helped ensure culture, mission, and value.
- Achieved five days training and an additional five days building an initial plan for gathering, assessing, and disseminating intelligence via the fusion center function.

- Provided expanded training resources via ERI online training program and periodic ad hoc training sessions.
- Provided extensive one-on-one-coaching to improve report writing skills.

### **2) Consulted intelligence program development, management, and product design**

- Shaped and evolved the intelligence function, its products, and documenting processes throughout the year, culminating in an intelligence summit that brought together around 20 members of the Global Security team with a stake in intelligence planning and execution.
- Collaboratively aligned stakeholder feedback for performance.
- Laid out milestones for program development helping the team identify gaps and strengths.
- Helped the team build solutions for these gaps and continues to check in and consult with the team at regular intervals via embedded staff and management.

### **3) Staffed: Provided embedded analysts and management for intelligence team**

- Identified the need for additional intelligence personnel services that would not add to headcount.
- Provided three intelligence staff members to the organization including one highly qualified, management level staffer who acts as a strategic advisor to the Director charged with overseeing the fusion center and intelligence and travel risk programming.
- Supplied two experienced analysts, in the US and UK, respectively, that have added substantial value with deep knowledge of geopolitics and ability to collaborate with ERI home resources. (Embeds are fully trained and managed by ERI. In addition to initial baseline training, they have access to on-going online training, ERI's entire analytic staff and ERI technology and tools).

### **4) Intelligence Analysis and Technology Tools**

The client's subscription to the Emergent Risk Situation Room™ enabled access to an additional tool set and workspace, serving as a force multiplier for small analytic teams with:

- A repository of current and historical intelligence products.
- State of the art data visualization software and ready access to thousands of open sources.
- Ability to build and share unlimited dashboards.
- Custom mapping capability.
- Access to real-time intelligence monitoring dashboards.
- Plug in capability with partner real-time tactical intelligence firms.
- Full subscription access to ERI's intelligence analysis products

This suite of products provided inputs for reporting on a rash of major protests and unrest situations, COVID-19 data for visualization purposes, supply chain, benchmark information for building back to work protocols, and access to on-going short training sessions including topics like concise writing, counterintelligence, protective intelligence, and building source networks.

### **Outcome and Benefits of Service Including ROI:**

- Achieved all-hazards, "highly valued" operational risk intelligence program was in place in less than a year, versus 3-year plan.



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- Actual incident and near miss avoidance improved.
- Aligned ethical intelligence gathering and reporting assurance processes enable program defensibility.
- Client's risk reporting was optimized, particularly with COVID19, improved inputs allowed shorter leadership briefs. Work product is industry recognized proven practice shared with global community.
- Branded Security Resilience has been enhanced. End user now routinely and more valuably contributes to executive level communications and decision making.
- Consulting work is approximately 50% of the cost of other options.
- Embedded analyst service approach ensures effective training along with a career path, resulting in end user receiving and retaining motivated and highly professional staff.
- Executive leadership risk intelligence service subscription is at an all-time high.
- Facilitation and stand-up of the function, provided a variety of needed resources and services under one contract, saving both time and resources.
- Full remote capabilities deliver all solution features and benefits.
- Leadership confidence for situational risk understanding and timely mitigation improved from a 3 out of 10 to 7 out of 10.
- Multi-language intelligence, gathering and report writing is achieved.
- Near seamless integration of processes, resources, staff, and training into the existing infrastructure, enabled incremental agility for additional analytical insights for diverse, global, critical conditions and crises.
- Situation Room tools provided the client needed resources to build audience appreciation for, culturally appropriate, high quality visual reporting and trending. Forward-looking requirements were answered with data feeds and dashboards that became an integral part of a peer-reviewed and highly regarded COVID-19 return to work risk mitigation planning tool.
- Staff, embedded and FTE's, are aligned to further enable the company's culture, mission, values, and vision.

### **SIP Case Study Authentication Process**

This process was overseen by a Council Faculty member with 20+ years of experience in developing and leading people and asset protection programs as trusted security advisor for global, multinational organizations. Client end-user authenticated on November 24, 2020.

*Note: The Security Executive Council's Solution Innovation case study represent a snapshot in time to demonstrate a solution to a specific organization's issue. End-user diligence, trial and measurement are strongly recommended for any contemplated risk mitigation activity.*



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**A General Comparison of Competition**

<b>Client Service/Resource Attributes or Capabilities</b>	<b>ERI YES/NO</b>	<b>Company A YES/NO</b>	<b>Company B YES/NO</b>	<b>Company C YES/NO</b>
Business-centric intelligence program design and implementation	YES	No	YES	No
Business-centric subscription analysis that includes security, regulatory, political and reputation risk concerns	YES	YES	No	No
Training designed for private sector intelligence professionals	YES	YES	YES	No
Ability to rapidly deploy <i>and manage</i> trained intelligence professionals for short- and long-term embedded projects	YES	No	YES	No
One-stop, full-service intelligence solution for large and small programs	YES	No	No	No
Ability to effectively accelerate and institutionalize intelligence programs	YES	No	No	No
Software as a Service that provides a full set of tools for analysts to monitor real-time threat information, build and design intelligence reports, access, incorporate and visualize data and mapping and build and maintain unlimited dashboards.	YES	No	No	No
Due Diligence Services	YES	YES	YES	YES
Bespoke training services	YES	YES	YES	YES
Online and virtual training	YES	YES	No	No
Access to global data sets, APIs, services and alternative data for business and security	YES	No	No	No

See other case studies and learn more about the SIP Program here:  
[https://www.securityexecutivecouncil.com/about/solution\\_innovations.html](https://www.securityexecutivecouncil.com/about/solution_innovations.html)