

TAMPER-PROOF TRAVEL

Prior to 1982, no one had heard of “tamper-proof” packaging. Then cyanide-laced Tylenol capsules were placed on random store shelves, poisoning seven innocent consumers. The Tylenol poisonings shocked the nation and created widespread panic throughout the pharmaceutical industry. Bottles were pulled from shelves, and Johnson & Johnson took a \$100 million charge against earnings.¹

When it happened again in 1986, Johnson & Johnson recalled every bottle of Tylenol across the nation and announced the product would not be put back on the shelves until they could protect consumers from product tampering. Johnson & Johnson’s leadership and aggressive crisis management changed the entire industry. Soon after, all over-the-counter medication reappeared with safety sealed, tamper-proof packaging. In the following two decades, we as consumers are not only used to, but have come to expect, protection on all over-the-counter medication.

Today, we face a new security threat and a new reality that innocent citizens are vulnerable to formerly unimaginable acts of terrorism. While most are still adjusting, is it reasonable to assume that travelers will eventually become as immune to travel security, as we are to tamper proof packaging? Can the travel industry become “tamper-proof” or is it more realistic to focus research and development on crisis management solutions, so we know how *best* to react and ensure the continuity of business?

Managed travel programs were all tested on September 11, and in the days that followed, locating travelers and getting them home safely. In this white paper, we will overview how the industry fared in reaction to the terrorist attacks, and what is happening now to minimize risks and manage crisis in the future.

¹ Johnson & Johnson (www.jnj.com)

THE RESPONSE TO SEPTEMBER 11, 2001

FEDERAL RESPONSE

The federal government was quick to react to the terrorist attacks on September 11, immediately ordering all aircraft to land at the nearest airport—then closing all US airspace to commercial air traffic for several days. As the country began to grasp what had happened, President George W. Bush and the United States Congress acted quickly to assist the airline industry in getting back on track and made the first steps toward trying to restore “business as usual” in the lives of the American public. As the issue matured, Pennsylvania Governor Tom Ridge was tapped to head the newly established Office of Homeland Security.

In the weeks and months since September 11, sweeping changes in airline security have made an indelible impact on every individual who provides or uses air transportation. On November 19, 2001, **The Aviation Security and Transportation Security Act of 2001** was signed into law mandating:

- Creation of the Transportation Safety Administration, a new federal agency, to oversee and administer the federalized security program for all modes of transportation
- Federal screening in all airports within a year of the bill's enactment
- Baggage screeners be English-speaking US citizens, free of a criminal record
- Federal Security Directors will be assigned to the busiest airports
- Federal screeners will examine all checked and carry-on baggage
- All checked bags will be screened for explosives by the end of year, 2002
- Strengthened airplane cockpit doors that must remain locked during flight on all planes
- Increased presence of armed air marshals on many flights
- A new system allowing passenger names to be checked against law enforcement "watch lists" to identify potential terrorists
- Mandatory training for flight crews about how to handle a hijacking

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Additional federal initiatives that have been enforced since September 11 include:

- **New Passports**—United States passports now include digital photos embedded into the paper so that photos cannot be changed
- **Explosive Detection Machines**—to meet the year-end deadline to scan every checked bag for bombs, the government plans to purchase approximately 1,100 machines for the 429 commercial airports
- **Increased security** on all forms of public transportation

PRIVATE SECTOR RESPONSE

The private sector has proposed a number of large-scale initiatives that have been the subject of national discourse and controversy:

- **Smart Cards** — technology designed to expedite security checkpoints include an identity card embedded with fingerprint information
- **Retina Scans** — biometric-based security equipment at airports
- **Trusted Traveler Cards** — US citizens who voluntarily go through periodic background checks, would get an ID card containing biometric technology, like a fingerprint or retina scan, to verify their identity

THE TRAVEL INDUSTRY REACTION

In a report published by ACTE (Association of Corporate Travel Executives), safety and security were named among the top three areas of major concern facing the travel industry today. They also cited the “need among travel managers for efficient access to high quality safety and security information as a key component of an internal crisis communications infrastructure.”²

Travel managers are faced with many new roles and challenges as the industry matures and reacts to the heightened terrorist threat. New technology has changed traditional processes, and the business model once fortified by air commissions is all but obsolete. Now, along with traditional duties, many travel managers are also charged with disseminating critical security information, tracking travelers and actively managing travel booked to destinations deemed “hot-spots.”

During recent months, many companies instituted new or tightened existing crisis management plans. Some are basic and procedural, while others are quite substantial with dedicated security teams, online pre-travel reporting, destination monitoring, and even “extraction teams” who are called upon to remove an employee from a potentially harmful situation in a foreign country.

² “Sense of the Industry Report,” ACTE, November 15, 2001

WHAT IS CRISIS MANAGEMENT?

Crisis management is your corporation's first response to an event that could change the way business operations are normally conducted. Defining a crisis management policy ensures that employees, customers, partners, investors and the general public continue to have confidence in the financial viability of the enterprise. A crisis management program should consider the following:

- Analysis and assessment of threats
- Development and implementation of alternative responses
- Orderly communication of information and decisions to those involved
- Coordinating the return to normal operations once the threat or crisis has concluded

Most companies—more than ever—are willing to invest the time, money and resources in an action plan in the event of another disaster. The following are some examples of crisis management within some corporate travel programs

COMPANY A – A LARGE GLOBAL CORPORATION

- Networked travel call centers are fully trained and prepared to handle some or all call volume depending upon the nature of the incident
- Online access to travel data by travel management team as well as dedicated security personnel
- Automatic email notification to a designated security leader for bookings made to company-specific identified destinations
- Published response processes and escalation plans for any type of incident
- Training and awareness for company personnel traveling to specific destinations
- Regular briefings from security personnel on activity within a country with potential to affect personnel, including travelers
- Functional teams handling business continuance for each area affected in an emergency including staff, travelers, technology and telecommunications
- Dedicated staff available 24/7 located within a separate state and facility

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COMPANY B — A LARGE, HIGH TECH MANUFACTURING COMPANY WITH MANY PLANTS AND GLOBAL LOCATIONS

- Networked travel call centers are prepared to handle some or all call volume depending upon the nature of the incident
- “On call” staff and team leader for disasters
- List of travel department employees with laptops who can work remotely around the clock if necessary – have access to airline reservation and email systems
- Teams for logistics, communications and technology
- Each functional role has two fully-trained back ups
- Phone prompts change to #1 – emergency/stranded travelers, #2 – regular travelers

DEVELOPING A CRISIS MANAGEMENT PROGRAM

With federal and private initiatives well on their way to becoming the travelers' new "safety seal," how can a travel manager proactively prepare for the next crisis? According to risk consultants, Kroll Worldwide, companies should consider the following for travel security and crisis planning:³

Assess potential threats or risks. Identify and assess potential impact of political, criminal and terrorist threats to the personnel, operations, reputation and other vital assets, which could necessitate enhanced security or evacuation.

Create a detailed security plan. Identify a management structure to ensure continuity in your daily business operations. Establish detailed procedures for worst-case scenarios including the role of an embassy, consulate and emergency service. Ensure the plan is routinely tested and new staff is fully trained on processes. Critical personnel should house copies of plans off-site for quick access.

Monitor political and security risks regularly. Establish points to correspond with the various stages of the security enhancement plan.

Create a detailed crisis response plan. In addition to a 24-hour crisis call-in number, establish and train travellers on domestic and international support and evacuation plans.

³ Kroll Worldwide, "General Recommendations for Travel Security and Crisis Planning"

PREPARING THE TRAVELER

Business travelers are now more aware of their own heightened need for destination information. In the past, travelers' options for learning about their destinations ahead of time included:

- Guide books, such as those published by Frommers, Fodors, Let's Go and Lonely Planet
- U.S. government information, including security summaries from the U.S. State Department and travel health information from the Centers for Disease Control and Prevention
- Consultation with a travel agent
- A wide range of advice and information published on the Internet

Travel guides provide general tourist information such as restaurant or hotel reviews, recommended sites and history. The U.S. government's information is frequently overgeneralized and sometimes outdated due to the lengthy processes involved in publishing government material. Travel information on the Internet, while abundant, is of such widely varying accuracy and reliability as to be almost non-navigable by even the most savvy traveler.

One characteristic shared by all of the above sources of information: Each requires action on the part of the traveler (or travel manager), not only to procure the information (buying a book, phoning an agent or accessing a web site), but more importantly to understand how to handle a potential situation.

THE SOLUTION

Prior to September 11, the risk management industry began to develop an information resource for travelers that effectively reduced the legwork—and the guesswork—of preparing for time on the road. Companies in this sector employ regional experts who scour thousands of sources around the world and deliver targeted, customized, real-time information directly to travelers, corporate travel managers or security personnel on any situation or event that might impact travel. These firms deliver concise, current reports on travel conditions in

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hundreds of destinations, covering everything from security and health to communications, weather, transportation and business protocol.

With just a few details about a trip (dates, destination and itinerary), a top-tier risk management provider will proactively deliver crucial intelligence as soon as it is verified with guidance on how to avoid or manage any disruptions to their trips.

By outsourcing travel information procurement to a risk management firm, travelers and their employers can focus on the business goals of their trips, secure in the knowledge that their intelligence provider will keep them apprised of any threat to their safety, health, well-being or schedule before and during their trips.

TRACKING AND CONTACTING TRAVELERS – WHEN YOU NEED THEM

Among the biggest complaints U.S. corporations had in the days after September 11, was difficulty in finding and reaching their traveling employees during the crisis. Risk management intelligence firms provide the ability to locate and communicate with travelers, no matter where they are in the world, through a single platform.

TOTAL PROTECTION

Such targeted and specific intelligence should be but one component of a comprehensive traveler protection plan. Most travel agencies include traveler insurance, which often will reimburse expenditures lost due to a travel crisis, and travel assistance, such as emergency evacuation capability.

CRISIS MANAGEMENT PRODUCTS AND SERVICES

IT'S 6:00 A.M. (IN TOKYO)

— DO YOU KNOW WHERE YOUR TRAVELERS ARE?

In today's global environment, travel managers need a tool to locate and communicate with travelers at any time – as part of their overall crisis management plan. The market now demands software that proactively meets these needs, so the travel manager is ready to act when a crisis or emergency arises. Though pre-trip reporting has long been utilized for policy compliance, a crisis management component is increasingly in demand.

Pre-trip functionality evolved with industry demands and increasing usability of traveler data. Today, reporting tools are being configured to track travelers in the event of an emergency. Real-time crisis management software requires that the ticket data be captured each time a change is made. It is important to have this functionality independent of the airline reservation system, as they all immediately inhibit access to an affected flight when an emergency occurs. It may take a company hours, even days, to determine from the reservation system whether an employee has been involved in or affected by a crisis. With crisis management technology, information can be compiled within an hour, all from the desktop.

Effective crisis management reporting offers flexible views of traveler data, providing travel managers with the ability to take action quickly. In addition, travel managers should demand up-to-the-minute travel advisories matched to the travelers for pre-trip safety action. New technology that addresses these two important criteria has begun to appear on the market to assist travel managers and corporations with this challenge.

Selecting the right crisis management software involves an evaluation of both the corporation's program and the software's functionality. Effective security software should:

- Provide access to the data via web reporting within one to two hours of the booking
- Contain trip information prior to departure, both for policy compliance and safety – capturing any last minute changes and additions
- Track traveler location at all times during the trip—even when changes occur mid-trip

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- Offer the ability to locate travelers using various querying methods including name, destination, airline, hotel or car vendors
- Provide an integrated report containing emergency contact information— such as, cell phone, emergency contact information, citizenship and passport number
- Store traveler tracking data in a secure, redundant, external database outside of the airline reservation system
- Provide real-time 24/7 travel intelligence and traveler communications
- Offer the option to broadcast travel intelligence alerts to travelers based on travel itinerary
- Offer multiple levels of functionality to match the needs of the corporation's crisis management program

SUMMARY

It took the pharmaceutical industry time, research and resources to develop a response to the Tylenol scare in 1986. The invention born of that crisis has become the industry standard, tamper-proof packaging. The travel industry is still searching for the ideal crisis management process to assure travelers and corporations of their safety while facilitating a stable economic recovery.

In 2002, Americans have experienced—some for the first time—the federal government, the private sector and individual citizens working together towards the same objective, security. We each play a pivotal role. The federal government is rebuilding our nation's infrastructure to prevent another terrorist attack. The corporate community is working to develop additional security and information tools to prevent and prepare for crises, minimize impact, and inform in the event of tragedy. As citizens, we have been called upon to be patient, alert and responsive to the information that is made available to us. We now must accept responsibility by educating ourselves on potentially harmful situations.

Unfortunately, crisis management is a new reality for everyone—and corporations play a very important role in the security of their employees. The travel industry is working to provide the tools managed travel programs need to minimize potential danger in the traveling experience.