

Case Study – Cummins

Situation: 24/7 virtual response operations center



iJET SOLUTION

- Worldcue® Global Control Center Licenses
- Worldcue® PLANNER – online global intelligence
- Intelligence Package:
 - Includes Daily Intelligence Briefing (DIB) & Monthly Intelligence Forecast (MIF)
 - Health Intelligence Monitor
 - Worldcue® Airline Monitor
- Worldcue® Travel Risk Management (TRM)
 - TRACKER & TRAVELER
- Worldcue® Expatriate Risk Management (ERM)
- Worldcue® Mobile TRAVELER
- Worldcue Asset Risk Management (ARM)
- Critical Contact + HR Feed
- Response Operations Center - Worldcue 24 Hotline
- Includes a dedicated line for Cummins employees and FET customers and stakeholders
- Programs – Program Manager
- Cummins Support Leaders
- Analytic Support Program
- SharePoint Portal to track work orders, store documents and collect metrics

Prepare – Monitor – Respond

“The virtual architecture that iJET helped to develop and maintain, culminating in the Cummins Response Center solution, resulted in a \$1.5M annualized savings, as compared to the costs of a traditional brick and mortar operations center”

– Kevin Gilles, CRC Manager,
Cummins Inc.

Summary

Cummins Inc., a global power leader, is a corporation of complementary business units that design, manufacture, distribute and service diesel and natural gas engines and related technologies, including fuel systems, controls, air handling, filtration, emission solutions and electrical power generation systems. Headquartered in Columbus, Indiana (USA) Cummins currently employs roughly 48,000 people worldwide and serves customers in approximately 190 countries and territories through a network of about 600 company-owned and independent distributor locations and 6,800 dealer locations. The challenge for Cummins, from a global security perspective, is to reallocate resources in order to transform the organization into one that is proactive, flexible and efficient, and which evolves as the needs of the business change.

Cummins’ goal was to expand its global security program under the umbrella of the Cummins Response Center (CRC) to implement a 24/7 virtual response operations center. With 48,000 employees and customers in over 190 countries, Cummins Global Security sought to partner with an intelligence solutions provider to gain a comprehensive understanding of global risk, implement protocols, and be able to respond to threats at any moment. iJET met this challenge by providing a solution that refined existing protocols, coordinated and managed various lines of intelligence & analysis, and offered an elevated level of support for intelligence requests coming into Global Security.

During the course of the relationship that began in 2010 and continues today, iJET has assisted Cummins in many ways. iJET subsumed the existing Cummins Travel Risk Management (TRM), Hotline, and Analytic Support Program (ASP) resources and fully integrated them into the CRC.

To meet the objective of an elevated 24x7 support requirement, iJET brought on a rotation of Support Leaders, who are the prime points of escalation for requests coming into the CRC. Further, they monitor global events through the Cummins lens, communicate issues of concern with the appropriate stakeholders and initiate response, as needed.

The primary business challenge faced by Cummins' global security department has been the transition from a reactive organization to an optimized, proactive organization. To this end, Cummins has endeavored to:

- Understand business risks and align work to mitigate those risks.
- Build security capability for businesses in the right processes, using the right tools and in the right locations.
- Be capable of immediate and measured response, although prevention remains a top priority.

In June 2009, iJET was engaged by Cummins to conduct an assessment of its global travel health and safety program using the Travel Risk Management (TRM) Maturity Model (TRM3™). The assessment identified Cummins as having a Level 1, Plus 6 rating. A Level 1 – considered “Reactive” – reflects a program that does not proactively manage travel risk across all process areas, with staff having to react to events as they occur.

Several years later, in early 2013, Cummins conducted a lean study to assess the health of its overall security organization. During the study, the team compared its current-state posture with that of industry peers in order to understand how to reallocate resources and transform the organization into one that evolves as the needs of the business change. The results showed a fragmentation in work responsibilities within functional and regional areas of operation leading to broken processes and protocols. Global Security, as it was functioning, was more of a reactive organization, with no clear process or protocol to address their customers' needs 24/7. With numerous ongoing projects and priorities, members of the Global Security team were also strained from a resource standpoint in managing the information coming in from various sources

Solution

Following the June 2009 TRM3™ assessment, iJET helped Cummins develop a 20 hour/week Analyst Support Program (ASP) to leverage and build upon iJET's 24/7 Global Watch Center and suite of travel risk management tools and services. The ASP was designed to act as the focal point between Cummins and iJET's professional services component to ensure the timely delivery of risk management consulting services such as assessments and the support and coordination of services in response to incidents, emergencies, and crises.

iJET VAUE

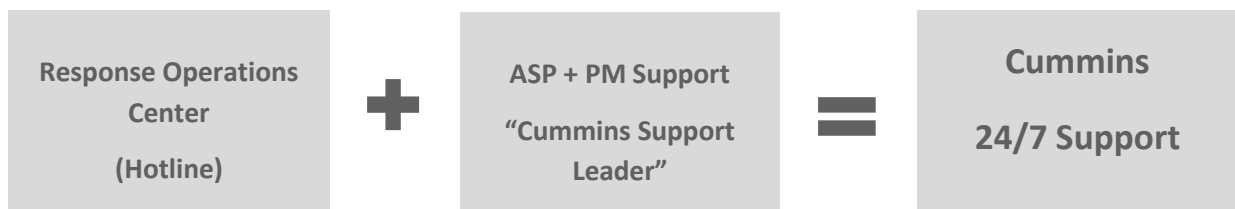
- Full integration of client resources, including program oversight of other intelligence vendors
- Up-to-the-moment situational awareness
- Ongoing comprehensive global intelligence
- Mobile and online traveler tracking services
- Program management and support
- Rapid, responsive emergency assistance including 24/7 hotline
- Protection of assets and personnel
- Trust-building relationship between iJET and the client

As Cummins' global security department continued to expand and mature, so too did the ASP, adding an additional 60 hours of services by mid-2013.

Following the 2013 lean study, Cummins looked to iJET to:

- Provide 24/7 timely and accurate information per protocols about security risks that can impact CMI.
- Manage global security processes to ensure timely and reliable delivery of global security services.
- Provide 24/7 communication that enables CMI internal collaboration and response to incidents.
- Be able to support regional processes with multiple means to collect and distribute information and deliver services when necessary.

Additionally, in order to support a globally distributed Global Security team, iJET created a collaborative work environment – the CRC dashboard - to store and share information. Via the CRC dashboard, Cummins is able to determine a high-level set of metrics on the activity, productivity, and quality of the services being supported by the units within Global Security.



Value

Following the implementation of the dedicated analyst program in 2009, Cummins was better able to utilize iJET's travel risk management tools and services. Additionally, they were able to increase access to and leverage iJET's teams of subject matter experts, working through their dedicated analysts who were able to, in turn, develop tailored intelligence products designed to address Cummins' specific interests.

Following the implementation of the CRC pilot program in October 2013, the benefits of a coordinated security organization were quickly noticeable. An early example was the support provided to Cummins staff members amidst civil unrest in Bangladesh:

- At 6:15am on December 2, 2013 a Cummins employee called CRC to report an explosion near the Westin Hotel in Dhaka, Bangladesh. CRC sent an immediate telephonic notification to its Regional Director (RD) and internal and external teams.
- The iJET Support Leader provided an update on the strikes, coordinating with the RD and made the decision to evacuate and implement travel restrictions. UK Amex worked with employees to arrange travel plans.

- The iJET Support Leader worked with the RD to maintain contact with employees and managers. All employees were subsequently evacuated within 48 hours.
- A follow up evaluation was coordinated to reflect on both gaps and further action items needed to improve operations.

Under the Travel Risk Management Maturity Model (TRM3) assessment conducted in 2009, Cummins was identified as having a Level 1 rating (Reactive). However, with changes made within organizations, implementations of policies and the CRC, Cummins Global Security is now better able to carry out its mission due to the streamlined procedures amongst vendors and coordination within the CRC – at a Level 4 rating (Proactive). The team can also now capture regular metrics via the CRC dashboard to provide reports to senior management as well as analyze any trends in issues that Global Security is regularly engaged in. Not only has the relationship between iJET and Cummins been truly win-win, with iJET being the prime driver behind the transformation of Cummins’ global security department, but the virtual Cummins Response Center (CRC) solution has resulted in substantial annualized savings for the company.



iJET solutions enable organizations to operate globally with confidence by helping them prepare, monitor and respond to threats that could impact operational performance.

CONTACT US for more information at info@iJET.com.

