



Travel Risk Management Guide

Factors to consider before purchasing a traveller tracking solution

The obvious (and not so obvious) questions you should be asking

Today, businesses increasingly need to stay risk-resilient everywhere they operate if they are to remain successful.

It's even more important when you are responsible for employees travelling around the world – no matter whether they journey to traditionally 'safe' areas or more high risk destinations.

Of course, with the introduction of computerised traveller tracking systems, it's become possible for management teams to quickly understand the scale of their human exposure to high-risk events.

But when considering which system to choose, is that enough?

Although the growing need for these systems may be undisputed, what is not so clear is how much they can vary.

On the surface, they may seem to offer very similar features but, in reality, they can differ greatly in their underlying functionality and capability.

When looking for a system for your organisation (or if you're simply wanting to review what you currently have in place), where should you start?

To help you make an informed decision, here are some of the questions you should be asking about any traveller tracking system and its provider.

Covering off the basics . . .

When reviewing the options, there are some obvious basics that you should be automatically asking any provider about the traveller tracking system they are offering:

- Does it instantly identify travellers in an incident impacted location or those en-route or due to depart in the coming hours, days or weeks?
- Can it automatically distribute travel policies, security briefings and other notifications by email?
- Can it track key individuals, such as board executives or other VIPs, or number of employees authorised to travel together on any specific flight, train or vessel?
- Does it monitor pre-, active and post-trip travel patterns?
- Does it enable you to react immediately to developing situations and threats?
- Does it enable searches to be performed utilising a multitude of parameters such as date range, name, flight number, city, hotel name, security status etc.?
- Does it allow searches to be conducted from web-enabled devices such as smartphones and tablets?
- Does it store comprehensive traveller information such as copies of passports and visas, full travel schedules, bookings and tickets, medical and next of kin information?
- Will it automatically compile detailed logs of events and communications that can be interrogated and used to demonstrate that duty of care obligations have been complied with?
- Does it archive all data within the system for an agreed period, providing a fully referenceable audit trail?

As a starting point, these are all key features that you would expect any comprehensive traveller tracking system to include. But don't fall foul of the proverbial assumption. Better to ask the obvious questions now than be surprised by some unexpected answers later.

The not so obvious . . .

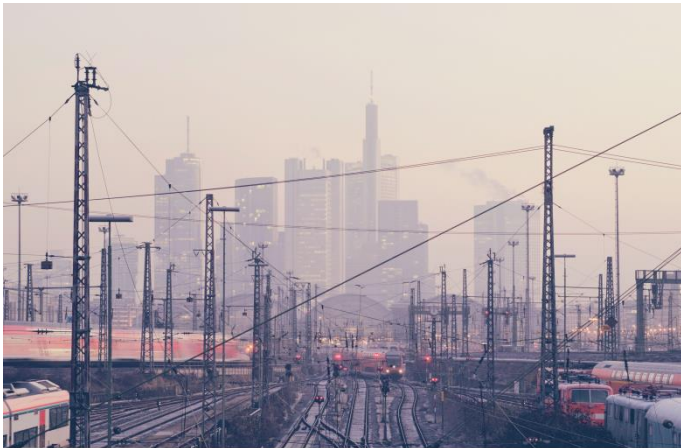
Assuming that you're happy the tracking system you're considering can at least tick all of the obvious boxes, don't be afraid to dig a little deeper. Below you'll find outlined a number of other key questions that should be asked of any potential provider.

1. Is the system truly customisable?

One size certainly does not fit all. Every business is different, so when considering a traveller tracking solution, make sure you find one that's right for you, your organisation and your employees. The ideal solution should be fully customisable, built and hosted to your specific requirements. Talk to the provider about your operating methods, your policies and procedures and your organisations' risk appetite. For example:

- Can the system be configured to not just support, but help to enforce, your travel management policies?
- Will it allow you to set your own risk levels for certain regions or are you constrained by the provider's own standard rating system?
- Can it be configured to allow different user permissions to view multiple levels of information?

Make sure that the system works with you, not against you. If you feel like you're having to compromise over requirements, it should set alarm bells ringing.



2. Can it cover more than just your travellers?

For simplicity, this guide has referred predominantly to international travellers, but it's important for you to think beyond the needs of just these individuals.

When considering any tracking solution, **make sure it also looks after the requirements of others under your Duty of Care remit, including domicile workers, domestic travellers, expatriates and contractors.**

A comprehensive tracking solution should be able to cater for the needs of all of your personnel, wherever and wherever they may be.

3. Is the system real-time?

Although you may assume that all tracking systems operate in real time, this isn't always the case.

Far from providing live information, some systems will be updated with itinerary details at set intervals, sometimes only daily.

The whole nature of risk means, more often than not, that it's anything but predictable and you'll rarely get 24 hours' notice of incidents.

As people's travel plans will also change, you need to carefully consider the implications of choosing a system that could potentially be anything up to a day behind.

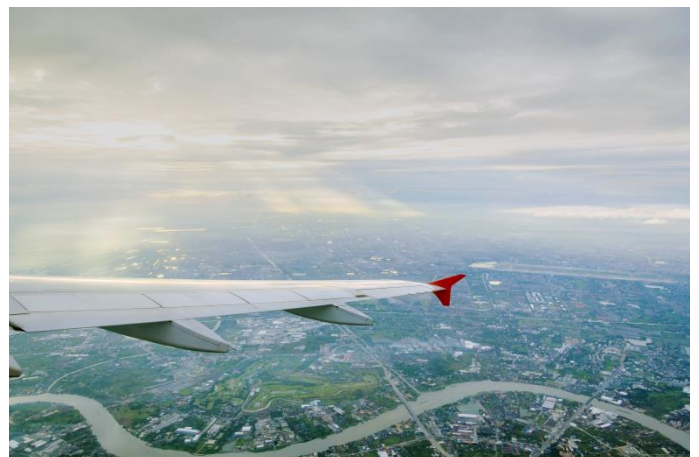
4. Is the system fully developed and maintained in-house by the provider?

Don't be afraid to ask probing questions about the development process.

- Has the tracking system been developed entirely in-house?
- Does the provider outsource parts (or all) of their technical work?

You should be looking for assurances that the system has been (and continues to be) developed by a highly skilled team who can demonstrate a serious commitment to investing in R&D and who can provide exceptional levels of technical support.

There should also be a clear roadmap of future developments, providing assurances that the system is both stable and future proofed.



5. Does it connect directly with all the major GDS's?

Does the system connect directly with all the major Global Distribution Systems or are aggregators involved in the transfer of PNR (Passenger Named Record) data? Bringing an aggregator into the equation could impact your data supply chain resilience, which you need to be aware of when making a decision on your chosen path. By introducing an unnecessary third party (and one with whom you have no direct relationship), control of the data supply chain is obviously lessened and concerns over data privacy and data integrity are heightened.

If you do opt for a provider with direct GDS connections, don't be afraid to ask further questions about their GDS relationships. For instance, has the system provider been granted official development licences by the GDS and do they have their full cooperation for future developments? Does their system connect with just some or all of the major GDS's? Even if your current GDS is covered, what if you decide to change?

In a recent article, Peter Davies, Anvil's Head of Research and Technical Development, outlines some specific areas for concern around the use of aggregators by many in the itinerary tracking field.

[Read the full article here](#)

6. What if you want to operate beyond the typical GDS route?

Although you may want a system that connects directly with the major GDS's, you may also need to consider other options when managing your corporate travel bookings.

Can the tracking system also capture booking data from major airlines, hotel chains, car rental companies, budget operators and popular online booking sites? And can it do this without the traveller or travel booker needing to submit time consuming forms? What limitations does it have?

The nature of business travel is changing, as are the needs of your travellers. Will the system allow you the choice and flexibility you need to embrace these changes, allowing you to have total visibility of current and future itineraries, regardless of the booking method?

7. Does it rely on you maintaining a relationship with a core TMC?

Does the system rely on your relationship with a particular Travel Management Company (TMC)? Does it allow you to use more than one?

What happens if you decide to change?

If your organisation uses different TMC's around the world, make sure the tracking system can connect with all of them and accept data without a conflict in interest.

8. How safe is your data?

Traveller tracking solutions require robust and accurate information to be available at times of crisis so understanding how equipped a provider is to deal with cyber/IT security issues should be a key part of the discovery process.

Understanding where and how data is processed, stored and transferred is critical. Can the provider offer categorical assurances, for instance, that every one of their clients is provided with a dedicated database in order to ensure true data segregation and prevent possible data leakages?

Ask them openly if they have ever suffered a data security breach and, if so, what they did to redress the matter.

Also talk to providers about their approaches to ensuring data security, data privacy and confidentiality, integrity and availability (CIA) adherence.

Specific questions around CIA should include:

Confidentiality

- Is data encrypted to maintain confidentiality and safety?
- Who else has access to your data?
- What safeguards are in place to protect your data?
- What checks are made on the provider's own staff to ensure trustworthiness?

Integrity

- How are systems designed to maintain the trustworthiness, consistency and accuracy?
- What prevents data or systems from being tampered with?
- How would the vendor know if data had been tampered with?

Availability

As the recent British Airways IT systems failure demonstrated, it's not just cyber-attacks that can affect data availability and cause serious issues.

Ensure that your provider has taken all the necessary precautions to mitigate against potential risks. Ask them the following:

- Is data replicated between different data centres?
- Is data stored within Redundant Arrays of Independent Disks (RAID)?
- Are High Availability (HA) clusters used to provide continuous uptime?
- What methods are in place to mitigate denial-of-service?
- What disaster recovery procedures are in place?

In short, can they provide you with data supply chain custody that you can be truly confident in?

9. Are you staying on the right side of the law?

GDPR – Is the provider ready?

Ask about General Data Protection Regulation (GDPR) readiness. The GDPR is a new regulation that will replace the Data Protection Act 1998 and will apply in the UK and across Europe from 25 May 2018.

You may be surprised by how many organisations think that the GDPR won't apply to them. Any company (regardless of their own physical location) that processes the data of UK or EU citizens will need to comply so make sure that the provider you deal with is fully informed and ready. Ask what processes they have in place to ensure compliance. As the ultimate data owner, you could find yourself liable for any breaches on their part.

The Information Commissioner's Office (ICO) has pulled together some great resources that should help you ask the right questions. [Find out more here](#)

Data residency – Are you compliant?

Parallel to the GDPR considerations, it's also essential to understand exactly where your data will be stored by your chosen provider. Data laws and regulations can differ greatly from country to country.



Again, as the data owner, the legal obligation to ensure compliance falls squarely on your own organisation. It's therefore important for you to be fully aware of your data residency and to be confident that your provider is taking the necessary measures to deal with all the relevant data residency and legal jurisdiction issues on your behalf.

10. Are dots on a map enough?

You may have been reassured by the supplier that their solution ticks all the boxes from a technical perspective, but before you make a final decision step back and remind yourself of your key objective.

Demonstrating adequate duty of care goes much further than simply being able to locate your people on a map and respond to an incident.

Understanding the risks you are exposing your travellers to, assessing those risks and having the necessary risk mitigation measures in place is paramount.

Without this, or being able to demonstrate how this was considered, you'll be falling a long way short of fulfilling your fundamental duty of care requirements. Having dots on a map is one thing, truly understanding how they got there is even more important.

Ask yourself the following:

- Do you have a clear and accurate real-time picture of the risks and the dynamic threats your people face?
- Do you have the right policies and procedures in place to contextualise, understand and treat these risks?

- Are the policies and procedures engrained across the whole organisation? Are they documented, understood and complied with?
- Before a trip is even booked, is a comprehensive risk assessment carried out and are adequate control measures in place?
- Are your travellers provided with the necessary briefings and training to prepare them for all eventualities, before they actually travel?

When incidents occur, or are likely to occur, being able to account for your people and provide the necessary assistance is obviously important. But understanding and being able to mitigate against risk in the first place is an essential, yet often overlooked component of any truly effective risk management framework.

11. Are you likely to have other requirements in the future?

At this stage, you may be focusing your search on a system that can simply track your travellers, deliver real-time intelligence on their locations and alert them (and you) to potential risks.

When assessing your options though, it's important to also **consider other requirements that you may have in the future and whether the same provider will also be able to fulfil these in-house.**

From global risk intelligence services to pre-travel training, secure journey management, medical assistance and emergency evacuations, are they able to offer a range of fully integrated professional risk management solutions that will help you address all potential scenarios that may come your way?

In Summary

You'll undoubtedly have your own organisational priorities and your own set of questions when evaluating any potential system and provider. In order to find the solution and provider best suited to your organisation, don't settle for the standard sales pitch and don't be afraid to ask some probing questions. A good provider will welcome questions and will happily take the time to go through them and provide comprehensive and honest answers.

Hopefully the questions we've posed here will help you add to your own list and feel even more confident in the decision you make. It's important to remember that any review undertaken should focus on providing you with solid answers to the following:

1. Does the system provide the full functional capability that you require?
2. Is it built on a stable technology platform that you can depend on?
3. Can it be configured to match your specific operating requirements or will it force you to compromise?
4. Is it intuitive and will it encourage engagement and compliance throughout your organisation?
5. Is it future proof?
6. Does the provider instil in you the absolute trust you need in order for you to rely on them for the safety and security your people?

Although it may feel like a time consuming process, finding answers to these questions will prove more than worthwhile when you find the traveller tracking system that truly works for you, your travellers and your organisation.

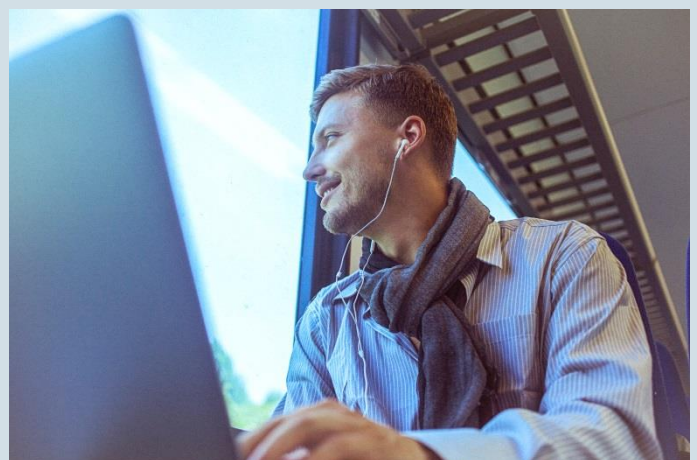
About Anvil

To operate effectively, every business needs to focus on being more adaptable, more flexible and more resilient in the face of both environmental and manmade risks. We can help.

Anvil delivers advanced business resilience solutions that give you the actionable insight you need to ensure your operations can survive and thrive in an uncertain world. Combining the automated Riskmatics™ technology platform with our analysts' unparalleled international experience and direct on-the-ground assistance, Anvil puts you in control.

From people on the move and products in transit through to investing in new facilities and entering new markets, with Anvil, you're ready for anything.

Anvil. Protect what matters most.



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