

CASE STUDY #11

RETAIL STORE BOMBING IN ASIA

THE PROBLEM— EX-EMPLOYEE GOES ON A BOMB SPREE

A large international retail chain has been the victim of a bomb where a security guard was killed. The store chain wants to make sure that all the stores are protected against future violence. How can the Company survey all eighteen stores and set up protective measures in less than a week? At first, there were a few bomb threats by mail. Later, bombs were discovered on the sales floor at three locations. Several employees and customers had already been injured over a four month period. The vicious campaign had escalated now, as a security guard was killed by a hand grenade rigged inside an office cabinet in the middle of the sales floor. This was a crisis

THE SOLUTION — USE AN AUTOMATED ASSESSMENT TOOL TO MAKE IT EASIER TO SURVEY MORE STORES IN LESS TIME AND QUICKLY DEVELOP AND IMPLEMENT PROTECTIONS

The store chain consisted of almost twenty super stores, carrying merchandise that ranged from groceries, to electronics, and apparel. Most of the employees were gentle, polite employees and customers, with violent crime countrywide, much less prevalent than in any U.S. city. But the angry former employee, vendor, or whomever, had a violent reaction - he began a bombing campaign, focusing on the retail stores. Store management was worried, employees were afraid to come to work, even the security guards were nervous.

At this low point, the local police came in and threatened to shut down all the stores if another bomb was discovered. Pinkerton was called in to analyze the security of all the stores and to recommend protection measures. Because of the urgency of the situation, the analyses had to be complete, comprehensive, and finished in less than 11 days. Joe Zaccaria, the Managing Director for Special Consulting and Integration Projects - Asia had decided to use a new physical security assessment program, RiskWatch, to help his team complete the analysis in record time.

Two Pinkerton teams were receiving their on-the-job training in the midst of a crisis. The assessment focused on the major assets of the stores, the personnel, customer, customers, inventory, cash and the reputation of the stores. Using local interpreters, from nine to twenty-five individuals were interviewed in each store. Questions were standardized and included security awareness questions, and questions about how specific security procedures in the stores worked, including package control.

Each store was run through the RiskWatch analysis engine and it allowed the security professionals to quickly determine the security profile of each store and brief the store manager at each location what protective measures were necessary and how they could be quickly and cost-effectively implemented.



RESULTS — EIGHTEEN STORES EVALUATED IN ELEVEN DAYS AND BOMBER WAS DEFUSED.

The physical set up of the stores also made the job more difficult. Local vendors were allowed to set up stands in front of every store, and the parking lots were ringed with local merchants selling green plants, inexpensive dishes and even food.

After three days of working together, the security analysts broke up into two teams, each with local interpreters. Many mornings Hamilton and Zaccaria left by 4am in order to be in a location four hours away in time for the stores to open. Many of the roads were one lane in each direction, with no traffic signals, and you could see water buffalos laying by the side of the road. Every night, after the interviews had been conducted, it was time to review all the data collected and run the reports. Reports helped ensure that the questions were going in the right direction, and allowed to quickly evaluate the difference between the answers of the store management, the store's lower level employees, and even the answers of the local security guards.

Using the RiskWatch software, the project was completed in record time and the quick response by Pinkerton not only reassured the store personnel, but also gave them concrete solutions, such as:

- Establishing Package Control
- Integrated security systems requirements that correct inconsistent store-to-store installations.
- Specific Policy and Procedures requirements
- Topics for employee security awareness sessions
- Improved guard tours and upgrading of guard reporting systems.

The project was a great test of how a quantitative software tool could be used in a real world crisis, to augment and increase the effectiveness of security professionals dealing with emergency situations

ABOUT RISKWATCH

RiskWatch creates and markets compelling and cost-effective security and compliance software programs for self-assessment against requirement and standards. RiskWatch solutions are used to self-assess, measure compliance, identify and assess threat levels, discover vulnerabilities, support a loss prevention program, and recommend mitigative safeguards by Return on Investment. RiskWatch customers include Fortune 1000 companies including Constellation Energy, Metris, AFLAC, Abbott Labs, Pfizer, AT&T, Verizon, Bearing Point, as well as federal and military clients including NSA, U.S. Department of Defense, U.S. Dept. of Veterans Affairs, University of Miami and many more.



1- 410-224-4773, x107
www.riskwatch.com