

PAGE 4: ALLIANCE BASICS

Q11: Name of Alliance (enter N/A if not applicable):

International SOS and Control Risks

2016
Individual Alliance Excellence Award

Q12: Partner Companies (for purposes of this award) - List all significant companies involved:

International SOS
Control Risks

Q13: Individual Alliance Category

Long-Established Alliance

Q14: Provide key highlights of your alliance, including outcomes and metrics:(Use the boxes below to provide a bulleted overview)

1. longest travel risks medical and travel security risks alliance, disrupted and reformatted the industry
 2. organically more than double the size of our joint venture
 3. pioneered co-location of 13 offices
 4. unprecedented sales primacy and information sharing
 5. proven success in cross referral and reselling
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Q15: Industry or Focus of the Alliance:

medical and security services for business operating globally

PAGE 5: ALLIANCE PARTNERS:

Q16: Company Name 1:

International SOS

Q17: Its Industry:

Medical and Travel Security Services

Q18: Location of its Headquarters:

London and Singapore

Q19: Its Corporate Web Address:

www.internationalsos.com

Q21: Company Name 2:

Control Risks

Q22: Its Industry:

Political, security and integrity risk consulting

Q23: Location of its Headquarters:

London

Q24: Its Corporate Web Address:

www.controlrisks.com

Q26: How is this Individual Alliance Exemplary?TIPS: • Summarize why the alliance is exemplary.

Example 1: We spent a year designing how our alliance would work, dedicating senior executive resources from each company, tasking them to create a proposition that would be compelling in the market and a structure that would ensure significant “skin in the game” for both companies in order to drive success. We drew upon alliance theory of best practice to do this.

Example 2: We have been bold in our approach and took some tough decisions about the alliance at the outset, e.g. to merge parts of our business into a JV, and to restructure or discontinue parts of our businesses elsewhere to ensure a pure alliance where we could collaborate and not compete. Control Risks ceased consulting with clients on pandemic planning and related matters. International SOS disbanded its security consulting team. Previously competing teams in travel security-related services were merged into a jointly-owned and managed company, with unified services to be developed and provided.

Example 3: We created strong governance structures at the outset and evolved these as our alliance has matured. At the strategy-setting level, we have maintained the most senior management involvement throughout, balancing that with other governance structures lower down the organization to drive the day-to-day implementation and improvement activities.

Example 4: Being the longest alliance in the industry requires discipline and consistency. This includes creating and executing “rules of engagement” with both client facing teams; completing Account Planning Worksheet to establish joint goals for representative on both sides; setting targets and objectives for sales team on alliance focused initiatives, and follow with rigorous tracking to ensure result is achieved.

Example 5: We have dedicated specific alliance resources not just at the beginning or periodically, but throughout the eight years of our alliance relationship. They ensure adherence to our objectives, achieve consistency and balance in the relationship, provide direct support to the field and act as the escalation point for conflict resolution and continually look for new areas of collaboration.

Q27: How is this Alliance Innovative?TIPS:• What differentiates this alliance from more standard practice?• Describe the practices, tools, methodologies or business model that is unique and innovative to this alliance. • What aspects offer new lessons to other companies?• Are there creative combinations of and/or modifications of existing practices that have shown tangible success?

The alliance has been innovative in being the first of its type in its sector, disrupting the market for business traveler and expatriate support and assistance by marrying together two leading brands of medical services and security consultancy. Clients could now access these in one place from the leaders in their respective fields.

This has allowed for the packaging of highly complementary services. Medical and security assistance are by their very nature highly complementary: mass security events (e.g. a violent coup or uprising) can have medical impacts, while medical incidents or epidemics frequently occur in locations where a heightened security risk is also present.

Our alliance has reformatted our industry landscape. Now we see more medical and security companies launching their own partnerships; however we continue to innovate, not taking success for granted. To this end, we have won a number of innovation awards within the travel security space. The most recent recognition came from EMMA ((Expatriate Management & Mobility Awards) for TravelTracker, a service from the joint venture. TravelTracker won the EMMA award as the Most Innovative Use of Technology in Global Mobility.

And while innovating in our joint venture, each company also maintains its own innovation agenda, modernizing and upgrading the services that we respectively offer. Yet, we also have a structured process for seeking to ensure that we maintain the best possible alignment in what we do. For example, in innovating in our respective online services we seek to create ways in which our services will complement each other, making them easier to market together. And, practically, we seek to provide ways that our clients can move seamlessly between the online services of International SOS, Control Risks and our joint venture.

Finally, we believe that our distribution model of setting sales primacy and then driving referrals has been innovative and can offer lessons to other companies. This was considered a bold move when we did it – effectively giving the management of all new sales opportunities to one party to de-conflict in the field, while creating incentive scheme to promote referrals from one to the other to generate high quality leads.

Q28: How is this Alliance High-Impact?TIPS:• Please describe tangible measures of success – quantitative and qualitative. • Focus is on a company's program, these measures and metrics should highlight performance and success across multiple alliances. • High Impact alliances are tightly aligned to company strategy and can be shown to create strategic value for the partner organizations and may even extend to changing how the industry does business.

Most fundamentally, our alliance has been high-impact in changing the way that the market perceives support and assistance to business travellers and expats. We have been able to demonstrate how intertwined are the aspects of medical and security support, and have had this tested in the most acute of crises: from the Delhi bombings to the uprisings of the Arab Spring to military coups in Thailand and Mali.

Our competitors now seek to model themselves after this, but are starting from behind and usually without an ability to demonstrate the degree of cohesion and commitment seen in our alliance.

The alliance has also (importantly!) been high impact in delivery of profit to its parent companies. It is our strong belief that we have grown our joint venture business substantially faster, and gained a greater degree of market dominance, than had we continued to work in isolation and compete.

In addition, for the much wider range of services that exist in our two companies outside of our joint venture, we now drive a substantial amount of business to each other through referrals. This is seen as high-impact and win-win: for the receiving party, it is a fast route to market and low cost of sale, for the referring party it is frequently a quick win and quick commission. One qualified lead each day is passed from International SOS to Control Risks and vice versa. The conversion rate is close to 50% both ways, indicating the sales teams on both sides have sufficient understanding of each others' business.

We specifically feed the notion of the alliance as high-impact through the metrics that we track and disseminate within our organizations. We track, by region in each company, a number of referrals-based KPIs: referrals made, referrals closed, closing rates, product/service type referred, average referral size and more. We created mutual goals for the sales team, implemented rigorous tracking, published monthly reporting comparing actual vs. budget vs. previous year to give our leadership team and alliance management full visibility of where we are at all times.

In terms of impact for clients, we can offer an illustrative example from during the Ebola Crisis. International SOS and Control Risks helped ArcelorMittal Mining evacuate over 130+ employees from Liberia to South Africa. Intl. SOS paramedics, nurses and doctors, plus Control Risks embedded security managers on site and at headquarters, along with security personnel from our joint venture, worked side by side to execute on this critical operation for a shared client. Our efforts and success were highly praised by CEO of the company, with an article subsequently published by Forbes magazine.

Q29: How is this Alliance Program Open?TIPS:• Particular value is placed on a company’s willingness to share ideas and lessons from its alliance success without compromising competitive advantage.• Describe specific relevant examples of openness include publications and web pages, ASAP presentations and webinars, and sharing innovative practices related to this nomination.

Sally Wang first visited the ASAP Global Summit seven years ago...being then an accidental alliance manager who had been thrown in to help manage a strategic alliance project. The lessons learned from various speakers still resonate for her, and she was relieved there were materials available which could help her with her day-to-day work. These could inspire confidence in dealing with external partners, but also to be relevant for internal stakeholder education at various levels. For that reason, both Sally and John Maltby are keen to be open with other alliance managers who face similar challenges.

We presented on our alliance at this year’s Global Alliance Summit, sharing the thinking that lay behind the design of the alliance as well as some of the ways in which we operate it day-to-day. Our topic was called “Aligning the Health and Safety of Travelers and Expatriates”. We had the full backing of our leadership to do this and share in this way. Our presentation featured video footage of the head of International SOS (Arnaud Vaissié) and the head of Control Risks (Richard Fenning) talking about why the alliance was strategically significant to them and how it changed the market. This was backed up by other video testimony from key executives from each company on specific aspects such as alliance implementation, sales and marketing. We used these to talk about topics that are relevant to alliance managers, such as dealing with service overlaps, creating a sustainable structure, aligning incentives, and co-branding. We have also been able able to re-use these videos for ongoing training for both companies.

Next year we will be presenting at the Global Alliance Summit again, taking a new angle on to promote the longevity of an alliance. This falls under the heading “Executing in the Field: The Key to a Sustainable Alliance” and will cover the role of measurement, minimizing conflict and promoting effective governance. We will go through our practice a step deeper, sharing pragmatic tips and tools that made our alliance successful the last eight years.

Sally Wang has created “Partnership on a Page”, an introductory document for International SOS regional management without partnership experience, who may wish to create partnerships for their region to drive growth. This document provides the basic principles, simple tools, and relevant documents that could help local management to jump start conversations with partners. While anything “on one page” risks being an over-simplification of a complex subject, this can nonetheless give the alliance team a pragmatic way to engage the region and provide support.

Finally, in the spirit of openness, John Maltby has agreed to be interviewed by Peter Simoons (Leadership Coach and Alliance Specialist) as a guest on Peter’s podcast 'The Collaborative Business Podcast' to talk about ideas around business collaboration and alliances, with specific reference to the International SOS and Control Risks alliance.
