

Strategic Meetings & Events Risk Management Overview

There are six categories of strategic risk in a corporate meetings and events program:

1. **Duty of Care Lapses** – putting employees at safety risk, and exposing the organization’s brand
2. **Regulatory Violations** – exposing an organization to government penalties and oversight
3. **Signature Authority Breaches** – putting an organization at risk by committing to venues above signing authority
4. **Fiduciary Breaches** – leading to missed savings opportunities and potential improper usage of funds
5. **Cancellation and Attrition Penalties** – leading to financial risk, since 25% of all meetings are cancelled
6. **Inaccurate Data Entry** – leading to improper reporting to executives, compliance monitors, and security systems

Our solutions mitigate the risks in each of these categories by addressing policies, processes, procedures, and systems. Our methodology consists of assessing the current state, developing and implementing new solutions, and improving the solutions through constant review and redesign

Solutions:

Risk Assessment

- Conduct a risk assessment across the six areas of risk in a strategic meetings management program and identify gaps

Duty of Care Lapses – Safety/Security and Brand Protection

- Develop and implement processes to find, contact and evacuate meeting attendees in emergencies
- Review and update policies for alcohol consumption, driving after later arrivals, data & intellectual property protection
- Develop policies for meeting optics, venue sharing with competitors, acceptable events, and gifts

Fiduciary Breaches – Negotiated Savings, Misappropriation of Funds and Process Inefficiencies

- Develop and operationalize a savings program, and track to evaluate savings results
- Conduct periodic and randomized audits and contract reviews to identify embezzlement schemes and misappropriation of hotel reward points and merchandise
- Evaluate the end-to-end sourcing and planning processes for inefficiency

Signature Authority Breaches

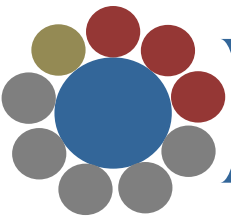
- Design and implement procedures to ensure compliance to signature authority limits
- Conduct periodic and randomized contract reviews to identify signature authority breaches

Cancellation & Attrition Penalties

- Develop or modify hotel addendum cancellation and attrition language to reflect best in breed

Reporting Inaccuracies

- Minimize collection requirements and map data fields to your reporting strategy
- Use drop down menus and mandatory fields to eliminate data entry mistakes
- Implement intermediary processes to check data quality and ensure accuracy and completeness



Regulatory Violations

Foreign Corrupt Practices Act and UK Bribery Act

- Develop clear and easily accessible guidelines and processes for gift-giving by the company's directors, officers, employees, and agents
- Evaluate existing Meetings policy language for explanations and limitations on the provision of cash and non-cash gifts, such as travel and entertainment expenses, and gifts to foreign officials
- Evaluate meeting planner standard operating procedures on (1) interacting with foreign officials, specifically with respect to facilitation payments, limits on gift giving, and the tracking of cash disbursements and honoraria, as well as (2) working with third parties
- Conduct an audit of the highest profile events for violations, and remediate immediately if found

Physician Payment Sunshine Act

- Evaluate existing tracking and reporting procedures to ensure they are providing (1) the covered recipient's identifying information (name, business address, and, if a physician, specialty, National Provider Identifier, and state professional license number) (2) amount of payment (3) date (4) form of payment, and (5) nature of payment
- Conduct an audit of the highest profile events for violations, and remediate immediately if found

Financial Industry Regulatory Authority / National Association of Securities Dealers Rules

- Evaluate existing tracking and reporting procedures to determine if they collect and can report on (1) names of offerors (2) associated persons (3) amount of cash (4) nature, and (5) value of the non-cash compensation
- Conduct manual audits to determine if the cash and non-cash compensations are consistent with the regulation