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**Type of Industry:** Manufacturing

## **Industrial Espionage**

### **The Problem:**

A multinational corporation with headquarters in the United States suspected that an explicit design protocol was missing from one of its facilities. A testing protocol for each step of the manufacturing process was also missing from another facility. The estimated loss to the company if both the design and testing protocols had been stolen was between \$12 and \$18 billion.

### **The Response:**

An investigation identified the few facilities in the world that had the plant capabilities and specialists to produce this company's product if they acquired all the design documents. The files of individuals who were doing research or had access to one or more aspects of the development and production of the product were also scrutinized. The investigation zeroed in on two brothers who worked in different facilities from which documents might have been stolen and whose father worked for a major competitor.

With the cooperation of the company, a covert surveillance camera overlooking the brothers' work areas was installed, and surveillance of their activities while not at work was begun. Soon thereafter, the father met with each son-the only time the father had visited either since they had begun working for the company. After that visit, the father planned to travel to his company's headquarters. At this point, all three were interviewed.

### **The Outcome:**

The father canceled his plans to visit the corporate headquarters, one son resigned immediately, and the other resigned shortly thereafter. The multinational was satisfied that the attempt to steal proprietary information had been neutralized successfully. However, since the multinational did not want any adverse publicity, the matter was not pursued in criminal or civil court. Each son eventually found work at other high-tech companies.

Prior to this incident, security at this multinational was considered to be uniformed personnel watching parking lots and building entrances. Afterward, the company assessed the value of its manufacturing information through a comprehensive site survey of its plants and procedures, in an effort to protect critical proprietary data, especially "crown jewel" information. The security officers, with the complete backing of the CEO, formulated proactive means to detect who was trying to steal proprietary information and prevent them from doing so.

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