

**ICONS | Crisis Management Support for the Public and Private Sectors**

For over thirty years, the ICONS Project has provided organizations around the world with custom-designed simulations, wargames and exercises to help plan for unique challenges and manage crises.



**SCENARIO PLANNING**

Scenario planning has long been a critical tool for leaders overseeing agencies and institutions of all sizes, where crisis events can impact key missions and drive the future of the organization. From pandemic response to terrorist attacks and political instability, external events can have massive impacts on both mission and bottom line.

ICONS specializes in simulations that examine the key dilemmas in planning for difficult future scenarios — exploring both known challenges and the unforeseen ones that arise in the course of the exercise. The Project's simulation developers have designed scenarios to support a variety of highly specialized technical and planning dilemmas for clients.

**OPERATIONS CONTINUITY**

All organizations should have plans to maintain essential operations in the event of a major disruption caused by events such as supply failure, political crisis, or transport disruption. But having those contingencies in a binder on the shelf is not the same as implementing them in real life. Many organizations only spot critical flaws in their continuity plan while trying to implement it — after it's too late. ICONS carefully examines crisis and continuity plans and designs highly customized scenario exercises to put them through their paces. Exercises like this identify failure points caused by poor assumptions, lack of sufficient detail, outdated organizational charts, reactive communications strategies and many other common flaws.

**REPUTATION MANAGEMENT**

In the interconnected world, a public perception problem can become a major crisis for organizations large and small. ICONS specializes in designing customized exercises that help management, PR teams, and other critical parts of your organization learn how to effectively respond to public relations crises, and have an opportunity to practice in a self-contained, risk-free simulation environment, where messaging can be refined and response plans rehearsed.

**SELECTED CLIENT LIST**

*ICONS has served a variety of corporations, government agencies, international organizations and NGOs, including:*

**Corporations:**  
 AB InBev, Danone, Ford Motor Co., Michelin, Noble Energy, SWIFT, Swire, TetraTech ARD

**Government Agencies:**  
 US Department of Defense, US Department of State, USAID, US Department of Homeland Security, National Counter Terrorism Center, CIA, UK MOD, UK FCO

**International Organizations and NGOs:**  
 The United Nations, The World Bank, NATO (NSHQ), The Inter-American Development Bank, Search for Common Ground

## USE CASES

### *Managing Geo-Political Risk*

ICONS was commissioned to design a series of Table Top Exercises (TTXs) for an oil and gas corporation planning for violent instability in a region with significant extraction and processing operations. Each exercise focused on a business unit within the impacted region, then scaled up to a company-wide wargame simulating a crisis that could have potentially catastrophic impact on the bottom line. As a result of the final game, the Board of Directors recommended significant changes to practice across several business units and renegotiated insurance policies.

### *Responding to a Disinformation Campaign*

A Fortune 50 company in the manufacturing sector retained ICONS to design and facilitate a scenario planning exercise in which false claims of consumer harm on social media led to a PR problem, malpractice investigations, and regulatory challenges. Executives and communications staff for the company had to respond to the crisis creatively, revamp pre-set strategies, and handle novel stakeholder management challenges in order to succeed.

### *Threat Assessment and Mitigation*

Preparing for the complexities of reintegrating violent extremist offenders into society is a critical task for governments around the world. The U.S. Department of State provides training in best practices through its Anti-Terror Assistance (ATA) program, which includes a capstone exercise for senior officials designed by the ICONS team. The TTX explores the major areas of potential cooperation and failure in an interagency process for successfully identifying and mitigating potential threats from returning foreign fighters and other radicalized individuals.

## ICONSnet

ICONS' in-house, online simulation platform allows for easy management of exercises, including geographically distributed exercises, and sophisticated analyses of the outcomes. User friendly and highly customizable, ICONSnet serves as both the scenario environment, as well as the repository of behaviors, communications and outcomes for after action examination and future learning.