MARIN INTERNATIONAL
International Support When It Matters

Case Study:

Pandemic Advisory, Preparedness and Response for a Multinational Corporation



Service line: Pandemic Advisory, Preparedness & Response
Region: Global
Client profile: Multinational corporation, globally mobile workforce

Overview

A multinational corporation engaged our team to provide ongoing pandemic and infectious disease advisory support across its global operations. Rather than a one-off engagement, this is a continuous relationship: monitoring emerging disease outbreaks around the world, advising on the real-world implications for the business and its people, and ensuring the organisation is properly prepared to respond — whether that means a regional outbreak affecting travelling employees or a full-scale global pandemic.

The Challenge

Supporting a multinational organisation on pandemic and outbreak risk brings a distinct set of demands:

Constantly shifting global risk picture:

Disease outbreaks such as Ebola, and other emerging threats, appear in different parts of the world with varying speed, severity, and potential to spread, requiring continuous monitoring rather than periodic review.

Translating public health signals into business risk:

Raw outbreak data and health advisories needed to be interpreted and translated into practical implications for the corporation — its people, its operations, and its travel footprint.

Globally mobile workforce:

With employees travelling to and operating in locations around the world, the organisation needed practical, specific risk mitigation advice for individuals, not just generic corporate guidance.

Preparedness versus panic:

The organisation needed genuine pandemic planning capability built in advance, so that if a serious event occurred, the response would be structured and calm rather than reactive and improvised.

Operating through a genuine pandemic:

When COVID-19 emerged, the requirement shifted from planning and advisory to live, large-scale operational response, while keeping the workforce safe and the business running.

Why It Mattered

Pandemic and outbreak risk doesn't announce itself on a convenient schedule, and the difference between a well-prepared organisation and an unprepared one is usually decided long before an event actually occurs. This case demonstrates the value of an ongoing advisory relationship built on genuine, large-scale experience: continuous monitoring that keeps outbreak risk on the radar before it becomes a crisis, practical advice for a mobile workforce, and a team that has not just advised on pandemic response, but has actually built and run it — at national and mass-population scale — when it mattered most.

Outcome

The corporation now has an ongoing, trusted pandemic advisory relationship in place, combining continuous global outbreak monitoring, practical employee travel advice, and genuine pandemic planning capability — backed by a team with direct government-level and mass-operational experience from the COVID-19 pandemic itself.

Our Response

1. Ongoing Global Outbreak Monitoring and Advisory

Our team provides the corporation with continuous advice on the threat levels of disease outbreaks occurring around the world, including diseases such as Ebola, helping leadership understand the real, practical implications and risks each outbreak may pose to the business.

2. Employee Travel Risk Mitigation Advice

Specific, practical risk mitigation advice is provided to employees travelling globally, ensuring individuals understand the outbreak risks relevant to their destinations and how to protect themselves while travelling for work.

3. Pandemic Planning Expertise and Training

Beyond day-to-day advisory, we provide the organisation with dedicated pandemic planning expertise and training, helping build internal capability and a structured plan of action ahead of any future large-scale outbreak.

4. Deep, Government-Level Experience

The advisory relationship is underpinned by our team's recognised global expertise in this field. Our staff advised numerous governments, including the British Government, throughout the COVID-19 pandemic, bringing genuine policy- and population-level experience directly into the corporate advisory relationship.

5. Large-Scale Operational Response Experience

Our team established and ran some of the very first COVID-19 testing centres in the world, including the first airport testing centres, and were responsible for testing millions of people. This operational experience — running mass testing at genuine scale — informs the practical, workable advice given to corporate clients, rather than advice based on theory alone.

6. Keeping Workplaces Operating Safely

This combination of advisory, planning, and hands-on operational experience was applied to help corporations continue operating safely through the pandemic, supporting large-scale workforce testing to keep workplaces open and functioning during one of the most disruptive periods in modern business history.

Key outcomes:

- Continuous visibility of global outbreak threats and their practical implications for the business
- Practical, individualised travel risk mitigation advice for a globally mobile workforce
- Established pandemic planning framework and training embedded within the organisation
- Advisory relationship underpinned by direct experience advising governments, including the British Government, through COVID-19
- Confidence drawn from a team that has previously run mass testing operations, including some of the first airport and community testing centres in the world
- Practical, operationally-tested guidance that helped keep workplaces functioning safely during the pandemic

This case study has been anonymised to protect client confidentiality. Details reflect the general nature of the case and the services provided.